



Strategic Plan Quarterly Report to Board

October to
December 2025

Q4



**COWICHAN VALLEY
REGIONAL DISTRICT**

175 Ingram Street
Duncan, BC
V9L 1N8

250.746.2500 or
1.800.665.3955
reception@cvrd.bc.ca
cvrd.ca

STRATEGIC PLAN QUARTERLY REPORT

October to December 2025

QUARTERLY SUMMARY

A new Official Community Plan (OCP) for the Electoral Areas was adopted by the CVRD Board on November 26, 2025. The OCP sets a 20-year vision for growth in CVRD Electoral Areas. Developed through extensive public engagement, the plan reflects a fusion of the communities' vision and values as well as long-term planning objectives and policy directions.

Working closely with our partners, the CVRD opened a Temporary Winter Shelter in November 2025 after receiving funding from BC Housing. A regional working group comprised of the City of Duncan, the Municipality of North Cowichan (MNC), and the Cowichan Housing Association (CHA) was a critical part of bringing the shelter to fruition this season.

The draft Internal Assessment Report supporting the Indigenous Relations Framework has been presented to the Board and includes recommendations for respectful, meaningful engagement with Indigenous Peoples and next steps for implementation. The Framework is designed to build and nurture good relations between the CVRD and local First Nations governments, communities, and Peoples. The final Internal Assessment Report will be presented in Q1 2026.



ADDITIONAL HIGHLIGHTS

- The Communications & Engagement Division completed work on the CVRD website redevelopment project. The website (cvrd.ca) successfully launched with its new design and updated features.
- Malahat Fire Rescue received a 2023 2,000-gallon Tactical Water Tender to support firefighting operations.
- CVRD Board of Directors re-elected Kate Segall as the Chair and Tim McGonigle was acclaimed as Vice-Chair of the CVRD Board.









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						
→ 1.1 Support community-led reconciliation and relationship building through engagement with First Nations				CVRD staff participated and provided volunteer support for the Island Indigenous Food Gathering (IIFG) from October 6 to 8, 2025 - a community-led, youth-engaged, and culturally rooted event celebrating Indigenous knowledge, food sovereignty, and intergenerational learning. The event was hosted by Quw'utsun Cultural Connections Society.	On Track	Chief Administrative Officer
→ 1.2 Support watershed governance and stewardship with local First Nations				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. Staff working with Cowichan Agriculture Society on complementary grant applications to the Investment Agriculture Foundation (IAF) to support community water storage options. Open House (postponed by BCGEU strike) still planned for 2026. Continued participation in Chemainus Watershed Initiative (led by Halalt First Nation). Allocation of remaining funding from Cowichan Flood Mapping project approved by Board. Ongoing collaboration with the Cowichan Tribes on various projects focused on the health of the Cowichan River watershed. Cowichan Tribes is the recipient of DMAF funding which is dedicated both to the Cowichan Lake weir replacement project (identified as a separate strategic priority - refer to strategic action 3.4) as well as to complementary flood mitigation / habitat restoration projects downstream on the Cowichan River. CVRD staff have participated in the prioritization of potential downstream projects and continue to be involved in the development of an RFP for potential flood mitigation / river restoration works in the area of the E&N railway crossing ('black bridge').	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				<p>The Internal Assessment report was presented to the COTW on December 11, 2025. The report includes recommendations for next steps to support government to government (G2G) relationship building through the Indigenous Relations Framework, the establishment of MOUs and agreements, staff learning and development and coordination of Indigenous relations information sharing within the organization.</p> <p>The updated Ts'uubaa-asatx First Nation relationship agreement was presented to the COTW in December 2025, and was subsequently approved by the Board to be signed, and that staff be directed to schedule a public signing ceremony for early 2026.</p>	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				<p>A focus group was facilitated with staff on October 29, 2025.</p> <p>The final Learning Analysis Report was received from the consultant on November 22, 2025.</p> <p>The draft Internal Assessment Report was presented to COTW on December 11, 2025 (refer to strategic action 1.3 for more information).</p> <p>Next steps include presenting the workplan for collaborative development of the Framework and presenting the final Internal Assessment Report to the COTW on February 11, 2026.</p>	On Track	Chief Administrative Officer

OUR COMMITMENTS

Initiative	2024	2025	2026	Updates	Status	Owner
2.0 Serve, strengthen, and connect Cowichan communities through collaborative governance						
→ 2.1 Work collaboratively with member municipalities and First Nations towards the development of a Regional Growth Strategy				The Board previously resolved to postpone consideration of RGS initiation until completion of the Modernized OCP, and directed staff to report back on scope of work and budget for technical components to inform the RGS. OCP Bylaw No. 4373 was adopted on November 26, 2025. A staff report is anticipated for Q1 2026.	Behind	General Manager - Land Use Services
→ 2.2 Explore options for re-establishment of a Regional Planning function				A Regional Planning Feasibility study is underway, with anticipated completion in Q1 2026.	On Track	General Manager - Land Use Services
→ 2.3 Undertake a preliminary governance study for the southern Electoral Areas					Complete	Chief Administrative Officer
→ 2.4 Enhance community engagement and responsiveness with a variety of strategies					On Track	Manager - Communications & Engagement
→ Completing a communications and engagement strategy with a focus on climate readiness and adaptation				Completion of a communications and engagement strategy is scheduled to commence in late Q1 2026, upon hiring a new Manager, Communications & Engagement, filling the current vacancy.	Not started	Manager - Communications & Engagement
→ Website improvements and public information campaigns to raise awareness of the CVRD and its services				The new website launched on December 16, 2025. Staff tutorials and improvements (small updates, fixing information, etc.) is ongoing and anticipated for Q1 2026. Social media posts for public awareness of the new site began in December 2025 and are ongoing for January 2026.	Complete	Manager - Communications & Engagement
→ Public information meetings prior to public hearings					Complete	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						
→ 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				Consultant delivered draft Climate Mitigation Strategy at the end of Q4 2025. Staff have reviewed the report and additional work is required. Strategy to include an updated GHG inventory, identification of emissions reductions pathways, and recommendations for corporate and community mitigation actions.	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				<p>Draft Climate Mitigation Strategy received at the end of Q4 2025. Final report is anticipated for Q1 2026.</p> <p>Hosted successful climate gathering in December 2025.</p> <p>Remaining High Priority Actions include regional coordination on planning and active transportation and increasing resilience to climate-related hazards.</p>	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				<p>Final draft of the Cowichan Local Authority Emergency Management Agreement reviewed by CAO Advisory and Technical Advisory groups in Q4 2025, moving towards renewal in Q1 2026; supported by regional adoption of updated Emergency Management Service Establishment Bylaw No. 4650.</p> <p>Annual EM Training calendar included Resource Management, REOC, ESS and Planning Section/Cycle courses with 40+ staff trained from all municipalities and CVRD. Finalized and distributed the 2026 Regional EM Training Calendar.</p> <p>Responded to 5 Emergency Support Services (ESS) tasks.</p> <p>Managed the launch of the Temporary Winter Shelter, including significant logistics and facilities support. Also provided continuing financial administration, which will continue through Q1 and Q2 2026.</p> <p>Updated REOC Financial Delegation and Response Pay policies are completed.</p> <p>Ongoing coordination of NextGen 911 and GIS harmonization is underway.</p> <p>Mt. Underwood Wildfire "After Action Review" completed, with distribution planned for Q1 2026.</p> <p>Initiated the Regional Hazard Resilience Priorities Assessment project under the UBCM Disaster Risk Resilience and Climate Adaptation grant funding.</p>	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				<p>CVRD staff continue to participate on the Technical Working Group for the Cowichan Lake weir replacement project. This collaboration among the CVRD, Cowichan Tribes, the Cowichan Watershed Board, the Province of BC, District of North Cowichan and Domtar is currently focused on refining project costs and timelines as well as completing required background research to support an eventual water license application.</p>	On Track	Manager - Environmental Services
→ Stocking Lake Dam Replacement				<p>Some delays experienced with the consultant team through Q4 2025. However, the consultant work is progressing related to environmental impact assessments and detailed design. This work is anticipated to be complete in Q2 2026. CVRD and Ladysmith are working collaboratively with the consultant with regular progress updates. Construction timeline is now 2027.</p>	Behind	General Manager - Operations

Initiative	2024	2025	2026	Updates	Status	Owner
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
→ 4.2 Be an employer of choice - celebrate and communicate recognition and appreciation of staff				<p>Employee development and performance management program training will continue through January and February 2026, ensuring leaders and staff are well supported in embedding consistent, meaningful performance and development conversations across the organization.</p> <p>Significant foundational work has been completed on the development of a comprehensive staff appreciation and recognition framework, including draft policy and procedures, program design, governance considerations, and alignment with best practices. This work is now being consolidated into a formal program and implementation plan, with the intention of presenting it to SLT for review and approval prior to the close of April 2026. Subject to approval, the first of two annual organization-wide appreciation and recognition events is targeted for late May or early June.</p> <p>The comprehensive review and modernization of HR administrative policies remains underway and on track for completion in Q2 2026. This work continues to support clarity, consistency, and fairness across HR practices, while modernizing policy frameworks to better reflect current operational needs.</p> <p>Efforts toward achieving COR (Certificate of Recognition) certification continue, reinforcing the CVRD's long-term commitment to health, safety, and employee well-being. This multi-year initiative remains aligned with industry best practices, with completion anticipated by 2028.</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 advance initiatives focused on strengthening organizational effectiveness and modernizing Human Resources service delivery. Staff are actively exploring options for a Human Resources Information System (HRIS) and associated implementation consultants, and have commenced development of corresponding Requests for Proposal. Implementation is targeted for 2026 and is expected to support enhanced HR practices, improved operational efficiency, and more robust, data-driven decision-making.</p> <p>In November 2025, staff also commenced a workflow efficiency analysis and documentation initiative, with an initial focus on Occupational Health and Safety, Payroll, and Advisory Services functions. This work is intended to identify opportunities to streamline processes and support readiness for HRIS implementation, with completion anticipated in Q1 2026.</p>	On Track	Senior Manager - Human Resources








Initiative	2024	2025	2026	Updates	Status	Owner
<p>↳ 4.4 Promote a learning culture to support effective decision-making and program delivery</p>				<p>Between October and December 2025, the CVRD successfully delivered five corporate learning and development and wellness training days, further strengthening organizational capability and supporting employee well-being across the organization.</p> <p>Planning for the 2026 learning calendar is nearing completion, with a continued focus on delivering high-quality, relevant learning opportunities that build both staff and leadership capacity. To inform future programming, staff and management participated in a Learning and Development survey in Q4 2025. Survey results indicate that current CVRD learning and development offerings are effectively meeting the needs of both employees and leaders.</p> <p>In parallel, the CVRD continues to advance work in Indigenous cultural learning by exploring a range of self-directed and in-person opportunities. This work is focused on strengthening cultural awareness, supporting respectful and informed workplace practices, and embedding learning opportunities that reflect the organization’s values and service commitments.</p>	On Track	Senior 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							
→ 5.1 Update the 2018-2022 Economic Development Cowichan Strategic Plan to build on our strengths					On March 12, 2025, the CVRD Board resolved to proceed with a formal service review of Function 121 – Economic Development Division. On November 26, 2025, the consultant, Neilson Strategies, submitted a memorandum and made a presentation to the Committee of the Whole on the service review process. On December 10, 2025, the CVRD Board directed staff to report back on options connected with the above memo for consideration, which is expected in Q1 2026.	Behind	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					OCP Local Area Plans are in development and will be brought forward for 1st reading in Q1 2026.	On Track	Manager - Strategic Initiatives

OUR COMMUNITIES

Initiative	2023	2024	2025	2026	Updates	Status	Owner
6.0 Create healthy, livable, and efficiently serviced communities							
→ 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					OCP Bylaw No. 4373 was adopted on November 26, 2025.	Complete	Manager - Strategic Initiatives
→ 6.2 Modernize the Official Community Plan for the Electoral Areas					OCP Bylaw No. 4373 was adopted on November 26, 2025.	Complete	Manager - Strategic Initiatives
→ Update development permit area guidelines and exemptions					Minor amendments to Bylaw No. 4485 (Development Permit Guidelines and Exemptions) are in progress to align with the Modernized OCP, to clarify requirements for riparian condition and impact assessments, and to add more exemptions. Further work on development permit guidelines and exemptions will occur in 2026.	On Track	General Manager - Land Use Services
→ Strengthen climate action policy					OCP Bylaw No. 4373 was adopted on November 26, 2025, including climate policy. Next stage of implementation includes climate action plan.	Complete	Manager - Strategic Initiatives
→ Strengthen ecological and water protection measures					OCP Bylaw No. 4373 was adopted on November 26, 2025, including ecological and environmental policies. Next stage of implementation activities include Environmental Initiatives.	Complete	Manager - Strategic Initiatives
→ Encourage new development in accordance with Smart Growth principles						Complete	Manager - Strategic Initiatives
→ 6.3 Modernize and enhance the CVRD's Development Services					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 application processes.	On Track	Manager - Development Services
					The Comprehensive Zoning Bylaw (CZB) for electoral areas, which will include zoning for various dwelling types, is under development. Land Management System (LMS) project initiated to support development services, building inspection, bylaw enforcement and dog licensing.		
→ Enhance development approval processes through improved policies, procedures and bylaws					Updates to the Development Approvals Procedures Bylaw, Development Applications Referrals Policy, Development Permit Area Guidelines & Exemptions in progress.	On Track	Manager - Development Services

Initiative	2023	2024	2025	2026	Updates	Status	Owner
→ Enhance public awareness and participation in development processes					Industry consultation will be coordinated with the CZB project. Amendments to Bylaw No. 4485 are under consideration by the Board, which include increased technical guidance on Conditions and Impact Assessment report content for riparian area restoration. New public waterfront development brochure completed in Q4 2025.	On Track	Manager - Development Services
→ Support Advisory Planning Commissions					Staff continue to support APCs; including capacity to provide staff minute-taking and training.	On Track	Manager - Development Services
→ Implement a Land Management System					Contract negotiations have concluded, a vendor has been selected, and project kick-off is scheduled for mid-February.	On Track	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. EDC is also under formal service review, with the final outcome yet to be determined. Once these projects have been completed, 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					Collaboration with the AVICC Executive continues to follow up on advocacy efforts at UBCM related to Private Managed Forest Lands.	On Track	Chief Administrative Officer
→ 6.6 Establish a new South Sector Liquid Waste Management Plan					Although this project has initiated with the reviews of the existing LWMP and the LWMP plan amendment work conducted by Environmental Services, the development of a new LWMP as identified in this initiative will not be completed before Dec 31, 2026. As a precursor to advancing a comprehensive LWMP amendment, the development of engineering standards, development of service level delivery plans and capacity assessments within existing systems are examples of necessary works to finalize before re-engaging the LWMP amendment process. Staff intend to advance a report to EASC in Q2 2026 with relevant information on proposed workplan and timelines.	On Track	General Manager - Operations
→ 6.7 Implement 3 stream collection for solid waste, recycling, and organics						Complete	Senior Manager - Recycling & Waste Management

Initiative	2023	2024	2025	2026	Updates	Status	Owner
→ 6.8 Explore design and planning improvements to Bings Creek facility					<p>Phase 2A is showing good progress. Survey work completed, as well as the geotechnical review, watercourse assessment, and preliminary site investigation update reports have been submitted to the CVRD in draft for review and finalization. Ongoing work remains with the traffic study and Riparian Areas Protection Regulation (RAPR) assessment. A meeting was held with Cowichan Tribes in Q3 2025 to update them on the project and invite them to participate in an archeological assessment if necessary. Conversations are ongoing.</p> <p>Anticipate finalization of Phase 2A work by end of Q1 2026. Reviewing budget and cost proposal to advance into Phase 2B which will include retaining building design architect and civil, structural, etc. engineering consultants. There currently appears to be a budget shortfall to complete Phase 2B. Further work with the consultant to reprioritize elements of the Phase 2B workplan to meet budget availability is ongoing including the investigations of options to fully fund this initiative.</p>	On Track	General Manager - Operations
→ 6.9 Explore opportunities for service coordination and consolidation incorporating the recommendations of the Utility Service Review					<p>The Mill Bay Sewer Integration Project continues. 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.</p> <p>Kerry Village update: Bypass connections to divert Kerry Village Sewer to Mill Springs is complete. Currently working on SCADA integration. Expected completion in Q2 2026.</p> <p>Sentinel Ridge update: Bypass connections to divert Sentinel Ridge Sewer to Mill Springs is underway (requires rerouting of flow through screens). Expected completion in Q1 2026.</p> <p>Brulette Sewer update: Rerouting flow to Mill Springs is contingent upon construction of a lift station, proposed to be built as part of the Stonebridge development.</p> <p>Lift station design expected to be completed in Q4 2026.</p>	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					<p>Bylaw No. 4544 - Bylaw Offence Notice Enforcement Bylaw was amended to reflect recently adopted zoning amendments specific to short-term rentals and bed and breakfast zoning provisions.</p> <p>Amendments to modernize Bylaw No. 3723 - Noise Control, are under legal review.</p>	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							
→ 7.1 Update the regional housing needs assessment						Complete	Manager - Strategic Initiatives

Initiative	2023	2024	2025	2026	Updates	Status	Owner
→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. Once the service review is complete, the next steps for the Workforce Housing Strategy will be defined.	Behind	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					CVRD and municipal staff have worked collaboratively with the Cowichan Housing Association and BC Housing to provide a temporary 24/7 shelter for winter 2025-26. An emergency shelter and supportive housing siting policy is under development, with expected completion in Q1 2026.	On Track	General Manager - Land Use 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. A regional planning feasibility study is in progress.	On Track	General Manager - Land Use Services
→7.5 Enhance enforcement of and modernize short term rental regulations in electoral areas					Staff continue to do proactive enforcement of non-compliant STRs. Staff are exploring the option of a pilot zoning project to enable STRs in compliant suites.	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						
→ 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>DWWP Coordinator advancing priority actions of the DWWP Program.</p> <p>Surface water quality sampling completed for spring, summer and fall 2025. Next sampling in spring 2026.</p> <p>Committee reports on Surface Water Quality and Groundwater Quality Monitoring Strategy, December 2025. Direction to prepare implementation plan for Groundwater Quality Monitoring.</p> <p>Technical Advisory Team (TAT) for DWWP met twice in 2025 (Q3 & Q4).</p> <p>Annual updates provided to COTW on high-priority items in DWWP strategy, either as reports on specific program components or as an overall update. Next Committee update planned for Q2 2026.</p>	On Track	Manager - Environmental Services
→ 8.2 Provide support to community partners involved in local watershed governance				<p>Committee report from Manager of Strategic Projects in December 2025 regarding contributions to community organizations provides direction for planned revisions to the DWWP partnership policy. Updated policy to be brought to Board in Q1 2026.</p> <p>Several organizations have indicated interest in partnership funding for 2026. Recommendation is to bring all requests forward at once for decision in Q1 2026.</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						
→ 9.1 Implement Regional Airshed Protection Strategy				<p>2025 Woodstove Rebate program concluded in November 2025. All available rebates were claimed.</p> <p>Confirmed funding from BC Lung for 2026 Community Woodsmoke Reduction rebate program.</p> <p>2026 rebate program to open March 2026.</p> <p>Meeting with Cowichan Community Health Network to continue work of Airshed Roundtable.</p>	On Track	Manager - Environmental Services
→ 9.2 Update the Smoke Bylaw for Electoral Areas				<p>BC Lung funding secured to continue woodsmoke reduction grant program for 2026.</p> <p>Environmental Services has reviewed burning bylaws from other jurisdictions, and is working with Bylaw Enforcement regarding potential updates to the backyard burning bylaw.</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

Initiative	2024	2025	2026	Updates	Status	Owner
10.0 Support efforts aimed at ecosystem protection and preservation						
→ 10.1 Protect and preserve the CVRD's existing regional parks – undertake Regional Parkland Strategy				Parks & Trails Division is working with the consulting team on preparing major components of the draft master plan update and details for the Stage 2 engagement planned for 2026, which extended into Q4 2025 due to additional time requirements to review/consolidate input received through Stage 1 engagement.	On Track	Senior Manager - Parks & Trails
→ 10.2 Review the Regional Parkland Acquisition Strategy				Parks & Trails Division is working with the consulting team on finalizing major elements of the draft master plan update and planning details for the Stage 2 engagement which is currently planned for Q2 2026. Staff and the consultants are working towards presenting this report to COTW/Board in early Q3 2026.	On Track	Senior Manager - Parks & Trails

OUR INFRASTRUCTURE

Initiative	2024	2025	2026	2027	Updates	Status	Owner
11.0 Support the development and use of alternative transportation opportunities in the region							
→ 11.1 Enhance and expand regional transit service as funding allows					<p>Following resolution of the transit strike, handyDART service resumed September 29, 2025, offering service seven days per week; conventional and interregional (Victoria) service resumed October 6, 2025.</p> <p>A service and fare change is planned for January 4, 2026, introducing service on all Cowichan Valley transit systems seven days per week.</p>	On Track	General Manager - Community Services
→ 11.2 Identify and pursue opportunities to develop and/or complete multi-purpose trails that connect and traverse jurisdictions					<p>Advancements to current Active Transportation initiatives in Electoral Areas A, C, E & H have slowed due to resource challenges in the Parks & Trails Division. A strategy to resource Active Transportation appropriately and sustainably at the community level is anticipated to be advanced for Board consideration in Q1 2026.</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>Continued conversations with staff from the MOTT to determine and advocate for improvements in the provincial processes in order to advance Active Transportation projects and work in collaboration with local governments. Once the CVRD resources for Active Transportation have been more specifically identified and mapped, further analysis will be required to determine an appropriate framework regarding the planning and implementation of these initiatives.</p>	On Track	General Manager - Operations
→ 11.4 Advocate to MOTT for active transportation improvements in Electoral Areas					<p>Based on available work load, staff will continue to liaise with MOTT staff to advocate for increased involvement in planning Active Transportation initiatives in collaboration with the CVRD. Continued conversations with staff from the MOTT to determine and advocate for improvements in the provincial processes in order to advance Active Transportation projects and work in collaboration with local governments. Once the CVRD resources for Active Transportation have been more specifically identified and mapped, further analysis will be required to determine an appropriate framework regarding the planning and implementation of these initiatives.</p>	On Track	General Manager - Operations
12.0 Demonstrate strong fiscal stewardship							
→ 12.1 Fully implement an asset management program, including all asset groups and natural assets, which mitigate climate risks					<p>The Asset Valuation project for facilities and fire halls has been completed. Replacement values for fire halls and facilities are now in the Citywide Asset Management software.</p>	On Track	Manager - Asset Management
→ 12.2 Refine sustainable service delivery plans within the CVRD's asset management program					<p>A formalized workplan on how to create sustainable service delivery plans has been developed. The Recycling & Waste Management Division will be the first to go through the process.</p>	On Track	Manager - Asset Management

Initiative	2...	2024	2025	2026	2027	Updates	Status	Owner
<p>↳ 12.3 Increase regional service coordination to support cost efficiency</p>						<p>Transit Division has moved from Community Services into Operations Department to better align and support the active transportation portfolio currently situated in Parks and Trails. Additional reports will move forwards to the Board in 2026 regarding resourcing options.</p>	<p>On Track</p>	<p>Chief Administrative Officer</p>