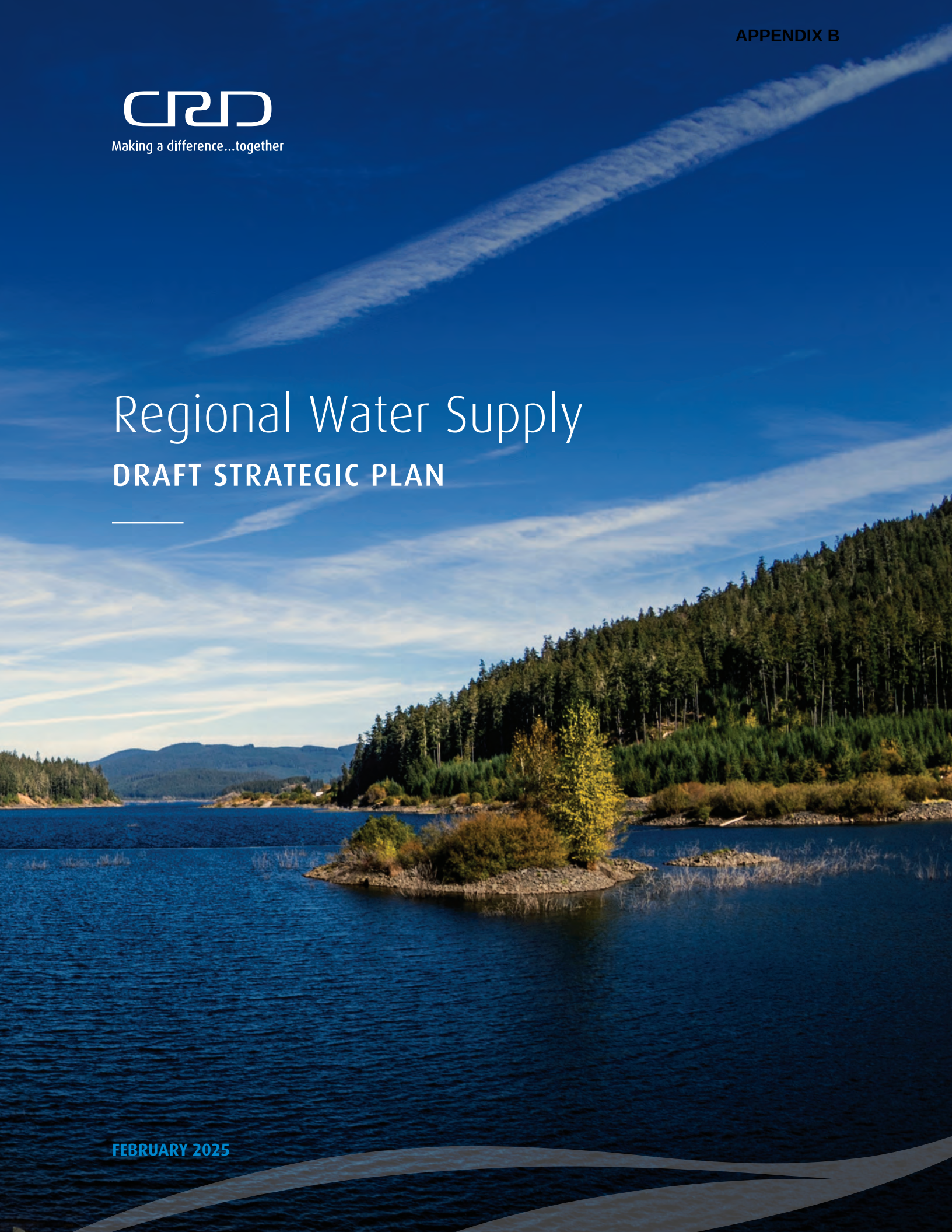
APPENDIX B

Making a difference...together

Regional Water Supply

DRAFT STRATEGIC PLAN



FEBRUARY 2025

Territorial Acknowledgment

The CRD supplies drinking water to several First Nations throughout the region. The Regional Drinking Water Supply Area encompasses a geographical area of 20,643 hectares on the Territories of the T'Sou-ke Nation, Sc'ianew (Beecher Bay) First Nation, MÁLEXEŁ (Malahat) Nation, P'a:chi:da?aht (Pacheedaht) First Nation, SȾÁUTW̱ (Tsawout) First Nation, W̱SIḴEM (Tseycum) First Nation, BOḰEĆEN (Pauquachin) First Nation, W̱JOŁEŁP (Tsartlip) First Nation, Cowichan Tribes, Tsu'uubaa'asatx First Nation, Penelakut Tribe, Halalt First Nation, Lyackson First Nation, Stz'uminus First Nation, and xʷsepsəm (Kosapsum) Nation.

The CRD respectfully acknowledges that First Nations have long-standing relationships with the lands and waters in the Regional Water Supply Area since time immemorial that continue to this today. The Infrastructure and Water Services Department is committed to supporting the CRD's path to reconciliation through the development and implementation of the Regional Water Supply Strategic Plan. We recognize the critical importance of the lands making up the Regional Drinking Water Supply Area to these First Nations for traditional and cultural uses and for the expression of their Aboriginal and treaty rights. In this spirit, we commit to working collaboratively with First Nations to increase our understanding of and apply learnings from Indigenous knowledge and environmental management practices, and to provide space within the Regional Drinking Water Supply Area for cultural and ceremonial use, food, and medicine harvesting.

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Introduction

The Capital Regional District (CRD) supplies drinkable water to more than 430,000 people, supporting residential, commercial, institutional, light industrial, agricultural and public safety uses across the Greater Victoria area on Vancouver Island in British Columbia. Greater Victoria is growing and factors affecting water supply continue to change, however, a safe and adequate supply of drinking water is critical to the livability and sustainability of the Region. Recognizing this, the CRD makes three commitments (the "commitments") to ensure a safe and healthy water supply:

1. Provide high quality, safe drinkable water
2. Provide an adequate, reliable, long-term supply of drinkable water
3. Provide efficient, effective and innovative operations of our water system infrastructure

The Regional Water Supply Strategic Plan (the "Strategic Plan") sets commitments and identifies Strategic Priorities, with a planning horizon to the year 2055, that will guide the future direction for the Regional Water Supply Service (the "Service"). The Strategic Plan will also support CRD Board priorities, provide context for water servicing policy, and align with other CRD strategies and plans.

Context for the Strategic Plan

In 1997, the province transferred the Greater Victoria Water District to the CRD as part of a provincial direction aimed at creating a new system for water delivery in the region with the goal of fostering high-quality water provision, encourage conservation and ensure stewardship over the water supply catchment area.

The Regulation required the CRD to establish a strategic plan for managing the CRD's water supply. The CRD completed the first Regional Water Supply Strategic Plan in 1999 and reviewed and updated it in 2004, 2012, and 2017. The CRD is reviewing and updating the 2017 Strategic Plan in 2025. The previous plans resulted in the development and implementation of several initiatives in the areas of water conservation, management of watershed lands, investment in treatment and transmission infrastructure, adapting to climate change, and addressing changing water use trends.

The 2017 Strategic Plan had a significant focus on improving the overall resiliency of the system through risk mitigation and long-term planning. One of the key outputs from the 2017 Strategic Plan was the preparation of the 30-year Regional Water Supply Master Plan which identifies infrastructure needs to meet our growth and resiliency objectives. As we move into the 2025 Strategic Plan there will be a larger focus on the implementation of those longer-term planning efforts.

The CRD will use the 2025 Strategic Plan to guide the CRD's commitments to the Regional Water Supply Service's customers, and to inform the day-to-day activities and decision making associated with the Service. This will ensure the safe, reliable, and efficient delivery of water supply for current and future customers in Greater Victoria. The actions outlined in the Strategic Plan will direct the initiatives, projects and studies that will form the annual and five-year work programs, with progress reported to the Water Advisory Committee and Regional Water Supply Commission.

A PEOPLE POWERED PLAN

The Infrastructure & Water Services department is dedicated to ensuring the Regional Water Supply Service operates reliably and efficiently. Our team of experts in water operations maintenance, engineering, watershed protection, water quality, demand management, and capital project delivery work tirelessly to serve our communities.

Every team member contributes to ensuring that water flows from the taps, impacting the lives of everyone in our service areas. Our staff's professionalism and commitment to excellence are the backbone of our success.

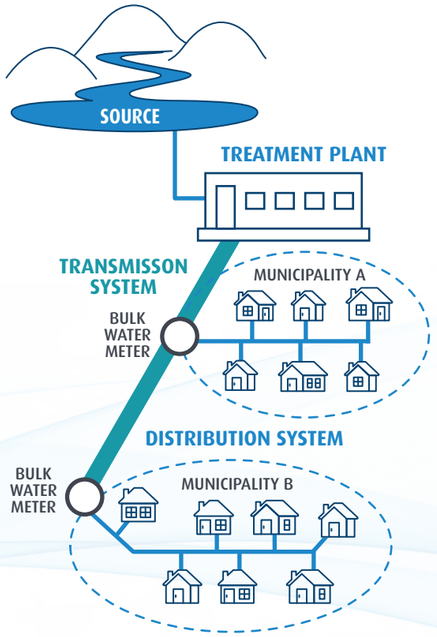
Staff have played a crucial role in developing and advancing strategic plans, including this one. Their insights and efforts will be essential in implementing the plan's actions and meeting our longer-term commitments. Staff will continue to identify and recommend the most sustainable and affordable ways to achieve our goals. Continued investment in our people remains the most important factor in ensuring the success of this plan.

Service Governance & Interest Holders

The water supply system operates under a CRD regional service, known as the Regional Water Supply Service, which is administered by the Regional Water Supply Commission, a Commission of the CRD Board.

The Regional Water Supply Commission (the "Commission") is a body of 22 elected officials who represent and provide political leadership and decision making on behalf of the local authorities that receive water supply service. The Water Advisory Committee is the public advisory committee that provides advice to the Commission on matters related to the service including water supply, water quality, water conservation and stewardship of the Regional Water Supply Area (the watershed). There are many interest holders involved in the supply and delivery of safe drinking water, each with specific roles and responsibilities.

WATER SYSTEM



The Regional Water Supply Service is responsible for the treatment and transport of drinkable water through the transmission system. Water suppliers are responsible for the delivery of water through the distribution system to end users, being homes and businesses. The Regional Water Supply Service provides bulk water to the communities listed below and the CRD, who operate water distribution systems that deliver water directly to customers across Greater Victoria.*

- District of Central Saanich
- District of North Saanich
- District of Oak Bay
- District of Saanich
- Town of Sidney
- City of Victoria/Township of Esquimalt
- Sc'ianew (Beecher Bay) First Nation
- xʷsepsəm (Kosapsum) Nation
- CRD Juan de Fuca Water System (Serving Town of View Royal, City of Colwood, City of Langford, District of Metchosin, District of Highlands, District of Sooke, portions of East Sooke in the Juan de Fuca Electoral Area, Songhees First Nation, T'Souke First Nation)

* Represents service agreements at the time of publishing.

Some of the key interest holders are:

CANADA

The Guidelines for Canadian Drinking Water Quality, published by Health Canada, set out health and aesthetic limits for microbiological, chemical and radiological parameters and physical characteristics, such as taste and odour. Water utilities, such as the Regional Water Supply System, strive to achieve these guidelines in order to ensure clean and safe drinking water is provided to the community they serve.

PROVINCE OF BRITISH COLUMBIA

The provincial Public Health Act and Regulation sets out the role and powers of health officials and the requirements for planning, reporting and regulation of activities that may affect public health, including the provision of drinking water. The Public Health Act works in concert with the Drinking Water Protection Act and Regulation which pertains specifically to drinking water supply and protection requirements.

The CRD also meets the requirements of the Water Sustainability Act which sets out requirements to ensure a sustainable supply of fresh, clean water that meets the needs of BC residents today and into the future.

ISLAND HEALTH

Island Health is the Vancouver Island Health Authority that administers and enforces the applicable provincial legislation through water system operating permits. The CRD holds operating permits with Island Health for the Regional Water Supply System and regularly reports drinking water quality information to Island Health.

WATER SUPPLIERS

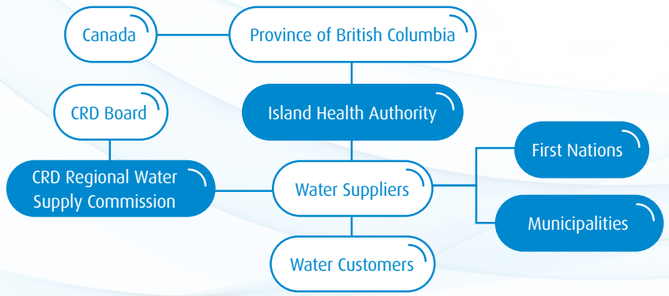
The CRD and municipalities in the region own and operate water systems that receive water from the Regional Water Supply Service, then distribute water directly to water customers. Water suppliers are responsible for the supply of safe drinking water as well as managing all other aspects of the distribution system.

FIRST NATIONS

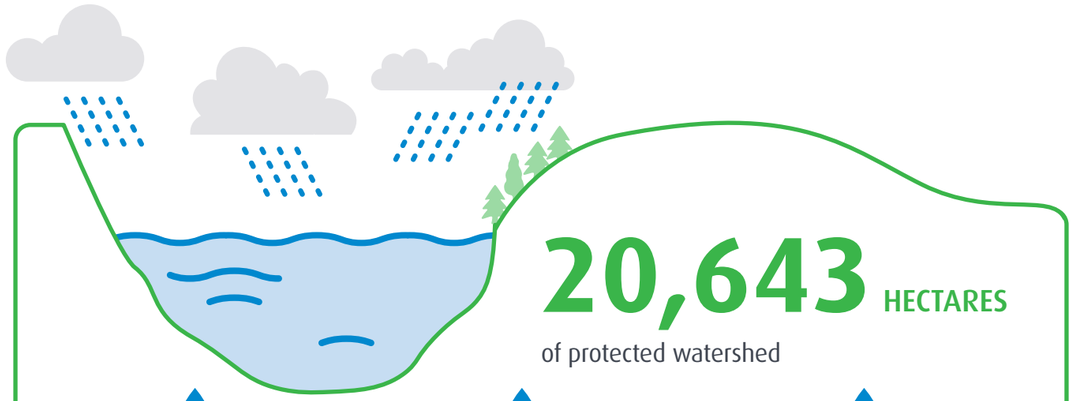
The Regional Water Supply Service source water is provided by the Sooke, Goldstream and Council watersheds and in the future, the Leech watershed. These watersheds are in the territory of several First Nations who have been custodians of these lands and waters since time immemorial. The CRD is committed to working collaboratively with First Nations to respect their longstanding and ongoing interests in the Water Supply Area. Several First Nations are also customers of the Service and have all the same responsibilities of other water suppliers.

WATER CUSTOMERS

All water customers connected to a public water system are responsible for ensuring that the public system is not exposed to any contamination that could be introduced through private water plumbing systems by cross connection or backflow, and for using water responsibly, particularly when using water for discretionary purposes, to assist with management of the Region's water supply.



Regional Water Supply System



20,643 HECTARES
of protected watershed

PRIMARY SUPPLY SOURCE
Sooke Lake Watershed
& Reservoir

SECONDARY SUPPLY SOURCE
Goldstream Watershed
& Reservoir System

FUTURE WATER SUPPLY AREA
Leech Watershed

WATER SUPPLY AREA

50,500
MEGALITRES
treated on average per year

=

252 million
BATHTUBS

OR

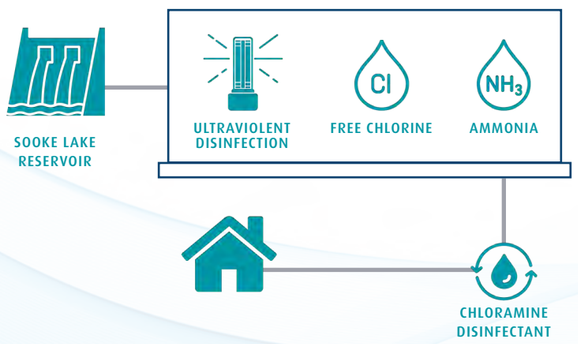
20,000 OLYMPIC
SWIMMING POOLS

OR

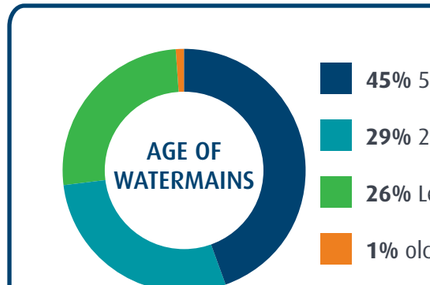
101 trillion
WATER BOTTLES

PRIMARY DISINFECTION
Ultraviolet light
targets parasites
Free chlorine
targets bacteria and viruses

SECONDARY DISINFECTION
Ammonia to produce chloramine
long lasting disinfectant



WATER TREATMENT



45% 50 to 75 years old
29% 25 to 50 years old
26% Less than 25 years old
1% older than 75 years

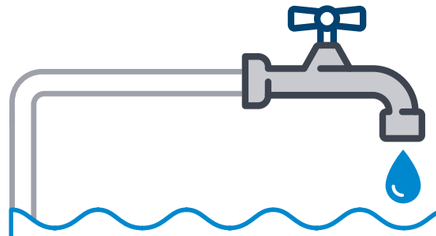
130 KM
of pipe and tunnel
Size range:
0.4m – 2m in diameter

2 Active Transmission Reservoirs with
34,000m³ of storage which allows the system to manage peak demands

POST DISASTER RESPONSE PLANNING

Focusing on seismic upgrades, emergency water distribution solutions, preparedness training, and stockpiling essential repair components.

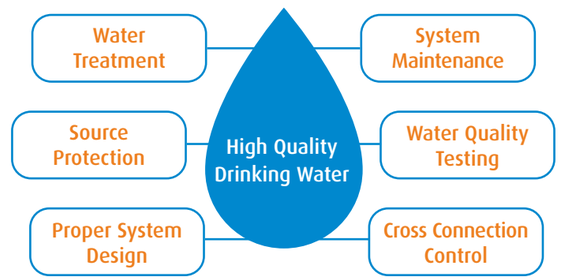
WATER TRANSMISSION & STORAGE



DRINKING WATER SUPPLIED TO
430,000
people in the region

342 LITRES
used per capita per day on average

MULTI-BARRIER APPROACH TO PROTECTING DRINKING WATER



WATER QUALITY & USAGE

The Regional Water Supply Strategic Plan Overview

This update of the Strategic Plan for Regional Water Supply sets out the Commitments, and Strategic Priorities for the Regional Water Supply Service.

MISSION STATEMENT
A mission statement is a concise description of organizational purpose, intention and objectives. This mission statement is a recognition of the role staff and decisions makers play in supporting the vitality of our communities. The mission is aligned with the CRD Mission and the Board and Organizational Visions.

COMMITMENTS
There are three key water supply commitments the CRD makes today and into the future. These long-term commitments are foundational to the plan and to achieving the service authority and mandate. The commitments are expected to remain virtually unchanged for decades.

STRATEGIC PRIORITIES & ACTIONS
Each commitment has supporting strategic priorities and actions which will guide shorter term initiatives as well as service planning and delivery. It is expected that strategic priorities would be reviewed and updated every five to ten years and actions would be planned, budgeted and implemented over the five-year cycle. Examples of actions that may be taken to achieve the strategic priorities have been outlined in the appendix. The actions may be adopted over time to meet changing pressures.

GUIDING PRINCIPLES
Our guiding principles are specific to the 2025 Strategic Plan and reflect the current context and the factors we consider .when making decisions about services and long-term commitments. The principles appear in no particular order.

PLANNING HORIZON
The planning horizon for the development of the Strategic Plan is to 2055 based on the following considerations:

- 2045 is the projected earliest date that the Leech Water Supply Area may be required to supplement the Sooke Lake Reservoir to meet regional water supply demand, based on historical average population growth rate projections.
- Water supply system infrastructure can have a useful life as short as 15 years and as long as 80 years or more.
- The 30-year planning horizon strikes a balance with what can reasonably be planned, considering the projected water supply needs of the region and other factors such as climate change and advances in technology, while looking far enough ahead to allow informed decision making regarding key infrastructure and financial decisions.

Mission Statement

"Together we provide reliable, high-quality drinkable water to help ensure the health and sustainability of the growing communities we serve today and in the future."

Commitments and Priorities

COMMITMENT 1:

Provide high quality, safe drinkable water

PRIORITY 1 Protect and manage the watershed to ensure sustainable high-quality source water.

PRIORITY 2 Ensure drinking water quality with a multi-barrier risk-based approach.

PRIORITY 3 Advance our understanding of the watershed and source water to prepare for the future.

COMMITMENT 2:

Provide an adequate, reliable, long-term supply of drinkable water

PRIORITY 1 Continuously plan and prepare for future water supply needs.

PRIORITY 2 Enhance public connection to, confidence in and responsibility for our water supply.

PRIORITY 3 Optimize our available water supply through water conservation.

PRIORITY 4 Implement a sustainable and equitable long-term financial plan.

COMMITMENT 3:

Provide efficient, effective and innovative operations of our water system infrastructure

PRIORITY 1 Make evidence-based and community-responsive infrastructure decisions to ensure reliable system performance and sustainability.

PRIORITY 2 Assure sustainability and capacity of water management operations through sufficient resources, robust processes, strategic partnerships, effective tools, and continuous innovation.

PRIORITY 3 Enhance the security and sustainability of the water supply by effectively managing risks and enhancing emergency response capabilities.

PRIORITY 4 Attract, develop, and retain a diverse, knowledgeable and empowered workforce.

Guiding Principles

EMPOWERING STAFF FOR SUSTAINABLE WATER MANAGEMENT

Our staff are the cornerstone of our operations, essential for maintaining the reliability and efficiency of our water supply service. Through strategic investments in training, retention, recruitment, and safety protocols, we cultivate a supportive environment where our team can thrive. Prioritizing their well-being and fostering a culture of innovation ensures the continued success and resilience of our water management efforts and our service.

SUPPORTING A GROWING REGION WITH RELIABLE SERVICE

Our commitment to the region is to provide clean, reliable water to our customers now and into the future. We achieve this through forward-thinking planning to ensure we are preparing for the future demands on our water system. We carefully balance internal and external pressures, costs, and investments over time to meet the changing needs.

RESPECTING AND ADAPTING TO THE CHANGING ENVIRONMENT

We foster a culture of respect and stewardship of the watershed lands to supply high quality source water, while also protecting biodiversity and forests. We strive to maintain forest and watershed resilience and to adapt infrastructure and operational practices to enhance resilience to extreme weather events and other climate and environmental changes.

MANAGING OUR RESOURCES EFFECTIVELY AND EFFICIENTLY

The sustainability and longevity of the water supply cannot be achieved through infrastructure investments alone. Implementing strategies to manage, maximize and optimize utilization of existing resources is at the heart of preparing for the future. We are improving efficiency by equipping staff with the information and tools they need to make better informed decisions.

PROACTIVELY MANAGING AND BALANCING INTERNAL AND EXTERNAL RISKS

The implementation of a comprehensive risk management strategy is integral to all aspects of our work serving the region. This involves balancing opportunities and risks, with a focus on allocating resources effectively to maintain and enhance current operations. We continue to prioritize the identification and mitigation of risks to our water supply system and water quality, particularly those related to climate change impacts, service reliability, and associated health and safety concerns for both staff and the communities we serve.

FOSTERING COLLABORATIVE RELATIONSHIPS WITH CUSTOMERS AND PARTNERS TO IMPROVE OUR SERVICE

We must demonstrate the value of and effort behind the water supply service to foster appreciation and respect for this essential resource. We advance this by openly sharing information about the water supply system and its operations to the public, while seeking feedback on our service. We also collaborate with municipal and First Nations staff to continue improving and aligning our services to the needs of the region's residents. We build strong partnerships and create opportunities for collaboration so we can continue to improve.

Advancing the Strategic Plan

A safe and adequate supply of drinkable water is critical to the livability and sustainability of Greater Victoria and the capital region. The Greater Victoria area is fortunate to have a protected water catchment, a well-established water supply system and a climate that with continued foresight will supply water into the future.

The commitments outlined in the Plan will ensure that the CRD continues to provide clean, safe, reliable drinkable water to the communities we serve. The strategic priorities and actions will guide service planning and delivery over the coming years. The CRD continues to be responsive to factors affecting the uncertainty of water supply, such as climate change and future water demand, to ensure our long-term commitments to our customers are achieved.

Progress and outcomes will be tracked and reported to the Regional Water Supply Commission to ensure the ongoing achievement of the commitments, strategic priorities and actions in the Strategic Plan.

Appendix: Commitments, Strategic Priorities, Actions

COMMITMENT 1:
Provide high quality, safe drinkable water

PRIORITY (1) Protect and manage the watershed to ensure sustainable high-quality source water.

ACTIONS

Near-Term Actions

- Protect water supply and ecosystems from contaminants and invasive plants, animals, and pathogens by completing a study to document biosecurity risks and revise or implement new biosecurity protection measures.
- Continue to monitor the watershed and implement climate adaptation and mitigation initiatives to reduce the impacts associated with the magnitude and rate of projected climate change on ecosystems, water quality and infrastructure in the watershed. Example Initiatives:
  - a. Undertake a feasibility study to determine optimal siting and operating procedures for a second intake on the Sooke Lake Reservoir.
  - b. Develop a forest management strategy or plan to maintain and enhance forest resilience.
- Explore opportunities for partnering with First Nations Guardians on environment monitoring initiatives.

Medium-Term Actions

- Continue to enhance capabilities in wildfire prevention, preparedness, early detection, suppression, forest fuel reduction and post-wildfire emergency rehabilitation measures to reduce and mitigate the potential impacts of a large-scale wildfire in the watershed on water quality and supply. Example Initiatives:
  - a. Increased use of infrared and drone technology and monitoring software to provide early fire detection and inform fire response.
  - b. Trial the use of prescribed burning and other techniques to manage forest fuel build up.
- Expand opportunities for First Nations involvement in stewardship of watershed lands.
- Continue to seek ownership, management, or influence of watershed lands and watershed buffer lands in alignment with the Greater Victoria Water Supply Area land acquisition priorities.

Longer-Term Actions

- Develop a management strategy specific to non-catchment lands within the watershed.
- Develop a policy that defines the parameters and requirements for consideration of renewable energy or environmentally sustainable enterprises in the watershed.

COMMITMENT 1:
Provide high quality, safe drinkable water

PRIORITY (2) Ensure drinking water quality with a multi-barrier risk-based approach.

ACTIONS

Near-Term Actions

- Continue to update and expand the Drinking Water Safety Plan and Water Quality Risk Registry.
- Refine the schedule and develop a delivery implementation strategy for filtration and other related infrastructure improvements.
- Continue baseline water sampling and research projects which support future infrastructure design.
- Ongoing water quality monitoring to verify proper system operations and identify potential water quality risks. This also includes research and studies into contaminates of emerging concern.
- Maintain and enhance the Regional cross-connection program to ensure the drinking water system is not contaminated by connection to other water sources.

Medium-Term Actions

- Commence water filtration pilots to refine the design parameters for future water treatment processes and cost estimates, to inform preliminary design.
- Maintain ISO 17025 Laboratory accreditation and Provincial Health Officer certification.

Longer-Term Actions

- Enhance/expand water quality network monitoring, including the development of a remote and continuous lake monitoring system that can track water quality changes in the source water.

COMMITMENT 1:
Provide high quality, safe drinkable water

PRIORITY (3) Advance our understanding of the water supply area and source water to prepare for the future.

ACTIONS

Near-Term Actions

- Complete modelling of climate change effect on forests and effectiveness of forest management treatments to help guide management of the watershed forests into the future.

Medium-Term Actions

- Develop reservoir inflow and circulation models and conduct analyses to improve the understanding of these linkages and how they affect drinking water quality and the health of aquatic ecosystems.
- Expand and integrate the monitoring of watershed hydrology and water quality in the watershed to improve understanding of the linkages among weather, stream flows, reservoir circulation and source water quality.
- Continue to partner with other agencies, First Nations, and educational institutions to better understand the water supply area forest and aquatic ecosystems, risks from climate change, insects, diseases, and invasive species; to inform management for water supply and natural values.
- Assess forest management trials such as, thinning, juvenile spacing, and prescribed burning, to assess the impact of the treatment on forest fuel, tree and stand growth and health, and fire danger.

Longer-Term Actions

- Undertake post-wildfire and sediment delivery modelling to inform water treatment and water quality preparedness plans and filtration design prior to and after the introduction of alternate water sources.
- Create a digital 'dashboard' with real-time reporting on key weather, stream flow, reservoir level, reservoir release and other water quality and supply data to facilitate decision-making and communication with regulators and interest holders, including the public.

COMMITMENT 2:
Provide an adequate, reliable, long-term supply of drinkable water

PRIORITY (1) Continuously plan and prepare for future water supply needs.

ACTIONS

Near-Term Actions

- On a prescribed timeframe, routinely update assumptions and future growth projection as it relates to the Master Plan and Development Cost Charge Programs.

Medium-Term Actions

- Define a strategy to increase additional water resources, building on alternatives outlined in the Master Plan. Example initiatives:
  - **a.** Refine infrastructure needs to access additional water capacity to meet 2055 projected demands.
  - **b.** Define maximum water supply capacity using sources within existing CRD owned watershed lands.
- In collaboration with municipal partners, develop a regional strategy and standards regarding storage capacity (reservoirs) within the transmission and municipal distribution systems.
- Work collaboratively with municipal and First Nation partners to clarify and define service levels related to water supply and system boundaries.

Longer-Term Actions

- If required, develop a land acquisition strategy to expand long-term water supply to meet the needs beyond 2055.

COMMITMENT 2:

Provide an adequate, reliable, long-term supply of drinkable water

PRIORITY (2) Enhance public connection to, confidence in and responsibility for our water supply.

ACTIONS

Near-Term Actions

- Continue to expand and promote public tours of the watershed and expand information relating to the water supply system on the CRD website.
- Develop and promote curriculum for schools on drinking water and watersheds.
- Develop a speaker series for the public that would include presentations by third-party experts on emerging topics concerning water.
- Continue with public engagement through official channels like the Water Advisory Committee.

Medium-Term Actions

- Develop a long-term media/communication strategy that engages the public on efforts to protect and improve the resilience of the drinking water system.
- Assess opportunities for two-way communication with customers related to the quality of service provided.

Longer-Term Actions

- Develop a Live Data stream/website or App on the water system — outages, facts, and construction projects.

COMMITMENT 2:

Provide an adequate, reliable, long-term supply of drinkable water

PRIORITY (3) Optimize our available water supply through water conservation.

ACTIONS

Near-Term Actions

- Define the "by sector" demand baseline and define long term targets.
- Develop a water conservation plan.

Medium-Term Actions

- Assess baseline data to define targets and develop a multi-year demand management strategy.
- Develop policy and bylaws to support effective water conservation and maximizing water supply.
- Investigate opportunities for creating shared and consistent data sets with municipalities to facilitate analysis and trend monitoring.

Longer-Term Actions

- Continuously refine policy and practices to adjust demand management to optimize water supply.
- Identify and study existing and future stressors on water demands to refine water use trends.

COMMITMENT 2:

Provide an adequate, reliable, long-term supply of drinkable water

PRIORITY (4) Implement a sustainable and equitable long-term financial plan.

ACTIONS

Near-Term Actions

- Implement a Development Cost Charge (DCC) program and Bylaw for the Regional Water Supply Service.
- Continue to engage First Nations and put in place Bulk Water Supply Agreements supporting development of stronger government-to-government relationships.

Medium-Term Actions

- Continue to refine the long-term financial plan.
- Investigate the introduction of a framework that measures the investment in climate adaptation and mitigation vs. the cost of inaction.
- Identify grant and partnership opportunities to fund future infrastructure needs.

Longer-Term Actions

- Continue to assess opportunities to streamline or strengthen governance of the Regional Water Supply Service.

COMMITMENT 3:

Provide efficient, effective and innovative operations of our water system infrastructure

PRIORITY (1) Make evidence-based and community-responsive infrastructure decisions to ensure reliable system performance and sustainability.

ACTIONS

Near-Term Actions

- Continue to develop and consolidate various risk registries to prioritize expenditures based on those identified risks.

Medium-Term Actions

- Mature our asset and maintenance management processes to maximize data driven decision-making.
  Example Initiatives:
  - **a.** Define data standards and Key Performance Indicators (KPIs) related to maintenance and asset management and develop dashboards to track and identify trends.
  - **b.** Refine the comprehensive asset management plan to prioritize key maintenance and capital projects.
- Refine maintenance plans to optimize and extend asset life.
- Continue to develop and improve our SCADA system to inform operational decision making.

Longer-Term Actions

- Create and automate an integrated process narrative for the transmission system to optimize system performance and improve energy efficiency.
- Expand the critical spare parts program to continue to reduce system downtime or service interruptions.
- Invest in technology for decision-making support and reporting.

COMMITMENT 3:

Provide efficient, effective and innovative operations of our water system infrastructure

PRIORITY (2) Assure sustainability and capacity of water management operations through sufficient resources, robust processes, strategic partnerships, effective tools, and continuous innovation.

ACTIONS

Near-Term Actions

- Continuously assess and improve processes and procedures to streamline operations, reduce costs and increase efficiency.
- Modernize contract and project management tools to support more efficient and effective procurement and project delivery.
- Participate in industry associations to leverage applicable operational experience and best practices that can add value to our system.

Medium-Term Actions

- Continuously evaluate and integrate innovative solutions, such as smart meters, leak detection technologies, and renewable energy sources, to enhance system resilience and sustainability and support our corporate energy efficiency and emissions reduction goals as outlined in the CRD Climate Action Strategy.
- Cultivate strategic partnerships with skilled contractors and consultants, ensuring access to expertise and resources to meet capital needs.
- Foster partnerships with technology providers and research institutions to stay at the forefront of innovation in water management.
- Develop agreements with municipalities for shared capital delivery of contracts.
- Explore opportunities for Mutual Aid Agreements for enhanced emergency response.

Longer-Term Actions

- Develop educational initiatives (workshops, webinars, etc.) to assist potential vendors to understand and navigate the procurement process effectively.
- Explore the technology, tools and sensors that can further inform and enhance maintenance plans.

COMMITMENT 3:

Provide efficient, effective and innovative operations of our water system infrastructure

PRIORITY (3) Enhance the security and sustainability of the water supply by effectively managing risks and enhancing emergency response capabilities.

ACTIONS

Near-Term Actions

- Foster partnerships with municipalities and First Nations to develop a robust integrated drinking water plan for emergency response and natural disasters in alignment with the evolving requirements of the *Emergency and Disaster Mitigation Act*.
- Continue regular safety training and drills for employees focusing on WorkSafeBC requirements, hazard awareness, operating equipment safely, and responding to emergencies effectively.
- Continue to actively protect the watershed and water supply infrastructure from unauthorized physical activities or access.
- Identify and mitigate risks to our digital environment to safeguard against cyber threats and data breaches.
- Develop and implement dam safety public engagement and communication plans, including a public-facing webpage with dam safety and emergency preparedness information.

Medium-Term Actions

- Enhance the risk register with physical and cyber security threats and identify mitigation measures.
- Implement dam safety instrumentation improvements at large dams to improve dam safety, early warning response and emergency preparedness.
- Reassess risks to the dam portfolio, including regional seismic risk, flood risk, and plan for capital improvements.

Longer-Term Actions

- Formalize and document the dam safety management system.
- Design and implement seismic rehabilitation and capital improvements at higher consequence dams, including Sooke Lake Dam and Deception Gulch Dam.

COMMITMENT 3:

Provide efficient, effective and innovative operations of our water system infrastructure

PRIORITY (4) Attract, develop, and retain a diverse, knowledgeable and empowered workforce.

ACTIONS

Near-Term Actions

- Continue the IWS Utility Operator cross training program within each Environmental Operator Certification Program discipline.
- Partner with post-secondary co-op programs to develop and recruit future job applicants.
- Ongoing evaluation of the CRD's Utility Operator Program. This is a CRD program designed to provide career development and progression as utility staff gain additional experience and related British Columbia Environmental Operators Certificate Program certifications.
- Continue to partner with CRD People, Safety and Culture division on training opportunities, including personal and professional development.

Medium-Term Actions

- Enhance personal and professional development opportunities to better support career advancement, including formal and informal mentorship opportunities.
- Develop a long-term resource strategy and succession planning program for the service that considers the strategic priorities, as well as the changing infrastructure landscape within the service.
- Ongoing training for Management staff through the CRD's iLead program in partnership with Royal Roads University.

Longer-Term Actions

- Provide training to management, team leads and supervisors on Effective Utility Management or equivalent.