



Making a difference...together



# Capital Regional District

2023-2026 Corporate Plan – Progress Report

APRIL 2026

## CRD 2023-2026 Corporate Plan – Progress Report (2026)

The Capital Region District (CRD) 2023-2026 Corporate Plan presents the work the CRD needs to deliver over the Board term, along with the regional, sub-regional and local services, to meet the region’s most important needs (i.e., the community needs) and advance the Board’s vision and priorities.

The plan identifies initiatives that align to Board Priorities, deliver on core service mandates, are needed to meet regulatory requirements, and help the CRD keep pace with population growth and community expectations. The Corporate Plan is structured into categories that reflect the nature of the services:

- **Utility services** are essential to residents’ needs and/or mandated by regulation.
- **Community services** address the needs of residents, and build a livable, sustainable region.
- **Corporate services** support effective and efficient organizational administration.
- **Government relations** presents activities to build and strengthen interagency partnerships and intergovernmental relations.
- **Local government** highlights local services for the residents of the Juan de Fuca, Salt Spring Island and Southern Gulf Islands electoral areas, where the CRD acts as the local government, and service provider.

The CRD Board approved the CRD 2023-2026 Corporate Plan in April 2023.






















### Reporting on progress made

The CRD Board meets annually in the spring to review progress made on advancing the Board Priorities and confirm the direction for the following year. **This progress report captures the key deliverables and milestones achieved while advancing the CRD 2023-2026 Corporate Plan.**

#### Legend

●	In progress/core service delivery
●	New Initiative Business Case (IBC)
○/○	Planned activities
●	Completed and/or operationalized
(Blank)	On hold/no action planned
# Ref	Unique initiative reference (e.g. 1a-2.1)

## 1. Wastewater

	INITIATIVE	2023	2024	2025	2026	NEXT STEPS
1a-1	Refine and optimize operations at the McLoughlin Wastewater Treatment Plant to reduce cost, improve efficiency and odour controls		 1a-1.1			Optimization of operations will continue into 2026.
1a-2	Support other infrastructure projects that form part of the Core Area wastewater treatment system, including the Residuals Treatment Facility and conveyance system		 1a-2.1 1a-2.2			Work progressing as planned.
1b-1	Implement a development cost charge program for the Core Area wastewater service					Continue to investigate development cost charge program for the Core Area in 2027 after master planning is complete.
1b-2	Deliver master plans, capital plans and operations for wastewater treatment and conveyance to service current and future population, and address infrastructure deficiencies					Work progressing as planned.
1b-3	Update the Liquid Waste Management Plan for Saanich Peninsula and Core Area					Work continues to review and comply with the various aspects of the existing Liquid Waste Management Plan.
1b-4	Develop and implement a long-term Biosolids Management Plan		 1b-4.1	 1b-4.2		Work on implementation of long-term Biosolids Management Plan Strategy progressing as planned. New Environmental Innovation team was established in 2025, and refinements will continue into 2026.






















\*Not in 2023-2026 Corporate Plan

## 2. Water

	INITIATIVE	2023	2024	2025	2026	NEXT STEPS
2a-1	Update the Regional Water Supply Strategic Plan	●	●	●		Revised strategic plan was adopted by CRD Board in January 2026.
2a-2	Implement the 2022-2050 Regional Water Supply Master Plan	●	● 2a-2.1 2a-2.2	●	● 2a-2.3	Implementation of plan progressing as planned.
2a-3	Review water rates in service agreements with First Nations	●	●	●	●	Negotiated two Bulk Water Services Agreements. Negotiations progressing with two additional First Nations.
2a-4	Review and determine appropriate level of water subsidy used for agriculture					Completed.
2a-5	Active forest/ecological management to enhance forest health and resilience in the Water Supply Areas			● 2a-5.1		Completed. Recruitment of new seasonal watershed operators complete.
2a-6	Collect and analyze information for climate adaptation, reservoir management and the siting of new major infrastructure	●	●	●	●	Work progressing as planned.
2a-7	Implement a development cost charge program for the Regional Water Service	●	●	●	●	Development Cost Charge Program Bylaw was given first, second and third reading in February 2026. Bylaw has been sent to Inspector of Municipalities for statutory approval.
2a-8	Water Quality Monitoring*		● 2a-8.1	● 2a-8.2 2a-8.3		Completed. New roles approved for 2025 have been filled and their work progressing as planned.
2b-1	Enhance safety of aging dams, meet increasing regulatory requirements and mitigate against the risk of failures		● 2b-1.1	●	●	New team expected to make progress in 2026 on initiatives to meet regulatory dam safety requirements.
2b-2	Invest in and maintain capital assets, and undertake regulatory monitoring, to service current and future population and climate adaptation	●	●	● 2b-2.1 2b-2.2 2b-2.3 2b-2.4	● 2b-2.5 2b-2.6 2b-2.9	Work progressing as planned. Targeted recruitment efforts underway to fill other vacancies requiring specialized, hard-to-find skills.

\*Not in 2023-2026 Corporate Plan

### 3. Solid Waste & Recycling









	INITIATIVE	2023	2024	2025	2026	NEXT STEPS
3a-1	Develop and implement new and enhanced waste diversion policies		 3a-1.1	 3a-1.3		Work continues as planned.
3a-2	Investigate regional waste flow management					Work continues as planned.
3a-3	Increase multi-family dwelling and industrial, commercial and institutional sector waste diversion					Work continues as planned. All activities are linked to 3a-1-5.
3a-4	Explore beneficial uses for solid waste residuals					Work continues as planned. All activities are linked to 3a-1-5.
3a-5	Financially sustainable service delivery					Work continues as planned. All activities are linked to 3a-1-5.
3b-1	Ongoing engagement and outreach on all major policies and new diversion programs and plans					Work continues as planned.

*\*Not in 2023-2026 Corporate Plan*

## 4. Transportation































	INITIATIVE	2023	2024	2025	2026	NEXT STEPS
4a-1	Scope and develop governance options, including consideration of a new transportation authority	●	● 4a-1.1	● 4a-1.2	●	New Regional Transportation Service adopted in June 2025 after receiving approval from electors. Implementation now progressing as planned.
4a-2	Work collaboratively with elected and staff leaders in electoral areas, local governments, partner agencies and the province on transportation governance options development		●	●	●	Work continues as planned and will continue to be advanced through 4a-1.
4a-3	Chart a pathway to approval, based on a preferred transportation governance option			●		Advanced through 4a-1.
4b-1	Work with the Transportation Working Group to implement the regional multi-modal transportation network	●	● 4b-1.1	●	●	Work continues as planned. Portfolio transferred to the Regional Transportation Advisory Committee, established in January 2026.
4b-2	Prepare policy positions to support advocacy for infrastructure investments and service improvements to achieve regional transportation priority items related to mass transit, general transit improvements, active transportation and multi-modal and safe highways	●	● 4b-2.1	●	●	Work continues as planned. CRD establishing regional priorities through the ongoing update to the Regional Transportation Plan. CRD supporting work underway on Reconciliation Corridor Initiative.
4b-3	Support local governments to implement consistent approaches to transportation demand management, active transportation and safety policy	●	●	●	●	Work continues as planned, supported through new Regional Transportation Advisory Committee.
4b-4	Regional Trestles Renewal, Trails Widening & Lighting Project*			● 4b-4.1	●	Work continues as planned, with early works ongoing. Primary construction planned to start in summer 2026.
4c-1	Update the Regional Trails Management Plan				●	Core Regional Trail portfolio transferred to the new Regional Transportation Service, with update to Regional Trail Management Plan anticipated for 2027.

\*Not in 2023-2026 Corporate Plan

INITIATIVE		2023	2024	2025	2026	NEXT STEPS
<b>4c-2</b>	Prepare a funding strategy to support implementation of priority regional trail enhancement and expansion projects		 4c-2.1			Regional Trail portfolio transferred to the new Regional Transportation Service, with capital planning for trails ongoing through 2026.
<b>4d-1</b>	Shift travel behaviour through education, encouragement, and information					Work continues through a consolidated Regional Transportation Service, including existing initiatives (e.g. Ready Step Roll and Cruise with Courtesy program, and the Let's Get Visible safety events).



























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## 5. Housing & Health

	INITIATIVE	2023	2024	2025	2026	NEXT STEPS
5a-1	Increase supply of affordable, inclusive and adequate housing across the region		 5a-1.1 5a-1.2	 5a-1.3 5a-1.4 5a-1.5 5a-1.6	 5a-1.7	Capital projects and operations continue to advance as expected.
5a-2	Pursue funding opportunities and matching funds to deliver more housing		 5a-2.1			Work progressing as planned.
5b-1	Support continued investment into existing housing stock to preserve and enhance the quality of the buildings and units	 5b-1.1		 5b-1.2		Routine capital plan delivery continues as expected. CRHC's Digital Transformation initiative implementation delayed to fall 2026.
5b-2	Protect existing market rental housing to preserve affordability					On hold. No CRD Board direction to advance protection of existing market rental housing at this time.
5c-1	Support a coordinated, regional and collaborative response to homelessness		 5c-1.1 5c-1.2 5c-1.3			Funding provided to Aboriginal Coalition to End Homelessness annually through Service Agreements to 2026. Dissolution of Alliance to End Homelessness in the Capital Region means it did not enter in Service Agreement in 2026.
5d-1	Data collection and research analysis capacity dedicated to housing data			 5d-1.1		Work progressing as planned.
5e-1	Provide major and minor capital investment, equipment, land holdings, property management, and development			 5e-1.2		Initiatives and budgets proceeding as planned and on track.
5f-1	Work with Island Health to ensure public health bylaws are responsive to changing needs and legislation		 5f-1.1			Island Health funding expected to be renewed in 2027.
5g-1	Through the Community Health Network, support knowledge and partnership development to fill identified gaps in community health initiatives					Work continues as planned, including work on a strategic plan refresh for the Community Health Network.

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## 6. Climate Action

	INITIATIVE	2023	2024	2025	2026	NEXT STEPS
6a-1	Promote community capacity building on climate action			 6a-1.1	 6a-1.1	Work continues as planned, including on implementation of new CRD building benchmarking program which was launched in late 2025.
6a-2	Update the climate projections for the capital region to support decision making and to help community partners understand how their work may be affected by our changing climate					Completed.
6a-3	Generate analysis to understand vulnerability and exposure to extreme heat now and into the future					Completed.
6a-4	Explore options for a regional approach to biodiversity and the protection of ecological assets		 6a-4.1			Biodiversity service received final reading and was approved and incorporated into the 2025 Final Budget.
6a-5	Supplemental Goose Harvesting Support*				 6a-5.1	Four-year pilot program concluded in 2026. CRD Board directed staff to extend program.
6b-1	Implement the Capital Region Electric Vehicle Infrastructure Roadmap to support shift to low-carbon transportation options					Work to implement regional electric vehicle network continues as planned.
6b-2	Advance the electrification of the CRD vehicle fleet			 6b-2.1		Work continues as planned.
6b-3	Enhance on-board and CRD fleet management technology to support utilization management, reporting, fiscal accountability and climate action		 6b-3.1	 6b-3.2 6b-3.3		Completed.
6c-1	Collaborative policies, programs and data collection initiatives to achieve energy efficient and low carbon buildings across the region					Work continues as planned.

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INITIATIVE		2023	2024	2025	2026	NEXT STEPS
6c-2	Implement the CRD Corporate Green Building Policy and CRD Corporate Carbon Price Policy	●	●	●	●	Policies approved in 2024. Implementation now underway.
6c-3	Expand the Home Energy Navigator program	●	●	●	●	Program expanded. Work continues as planned.
6d-1	Update the regional greenhouse gas inventories biannually to monitor progress on emissions reduction targets	●		●		Next Regional Greenhouse Gas Inventory planned for 2027.

*\*Not in 2023-2026 Corporate Plan*

## 7. Regional Parks













	INITIATIVE	2023	2024	2025	2026	NEXT STEPS
7a-1	Finalize the Regional Parks & Trails Strategic Plan	●				Completed. Implementation of plan underway.
7b-1	Conduct research, develop and implement a Universal Access Plan to improve inclusion and accessibility in regional parks and trails		●	●	●	Internal audit of regional parks accessible features completed. Accessibility audit for three regional parks campgrounds underway. In 2026, staff will finalize the Accessible Design Guidelines.
7c-1	Conduct research and prepare and implement a Natural Areas Conservation Plan	●	●	●	●	Natural Areas Conservation Plan and Outdoor Recreation Plan to be combined into the Stewardship Plan. In 2025, Regional Parks completed a comprehensive State of Natural Features and State of Outdoor Recreation Reports to inform the Stewardship Plan which is underway.
7c-2	Develop and implement Impact Assessment and Best Management Practice Guidelines	●				Completed.
7c-3	Elk/Beaver Lake Water Quality Monitoring*		● 7c-3.1	●	●	Regular water sampling will continue into 2026. Staff are finalizing a five-year monitoring plan.
7c-4	Regional Parks Maintenance*			● 7c-4.1		Staffing adjustment completed.
7d-1	Develop and implement an Outdoor Recreation Plan					Advanced through 7c-1.
7d-2	Undertake the Resident Survey	●	●			Completed.
7d-3	Develop an Interpretive Program Plan					Planned for 2027.
7e-1	Plan for and implement bike parking and e-bike, electric vehicle charging stations at high-use regional park accesses	●	●	●	●	Completed. Additional infrastructure to be considered during park management planning.

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INITIATIVE		2023	2024	2025	2026	NEXT STEPS
7e-2	Update the Land Acquisition Strategy to incorporate criteria that reflects First Nations interests	●	●	●	●	Update underway.
7e-3	Asset Management Engineered Structure Inspections*		● 7e-3.1	●	●	Asset renewal plan for 50 engineered assets and several studies related to dam safety program are underway.
7f-1	Work with First Nations to develop and implement priority initiatives related to regional parks and regional trails	●	●	●	●	Further engagement with First Nations on renewed Land Acquisition Strategy the Regional Parks Stewardship Plan and the Mount Work Management Plan is underway. Engagement on Cultural Practices and Safety Policy complete.
7f-2	Develop a policy for supporting and clarifying Indigenous cultural use and cultural safety in regional parks		●	●	●	Underway, to be complete in July 2026.

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## 8. Planning

	INITIATIVE	2023	2024	2025	2026	NEXT STEPS
8a-1	Explore changes to growth management approaches and identify implementation actions appropriate for local, regional and provincial implementation					Work progressing as planned, with a focus on recent changes to Provincial housing legislation and related growth considerations.
8a-2	Assess the need for an update to the Regional Growth Strategy and accompanying monitoring program			 8a-2.1		Several studies scheduled for completion in 2026 will inform the CRD Board's decision on updating the Regional Growth Strategy.
8b-1	Consider establishment of a new foodlands access service		 8b-1.1			Completed. Foodlands Access Service established in February 2025. Work underway to implement service.
8b-2	Activate agricultural activities on priority parcels, as appropriate					CRD Board approved use of the Bear Hill site by the Foodlands Access Services in early 2026. Work underway to implement the five-year pilot project at this site.
8b-3	Building from the Regional Food and Agricultural Strategy, support partners to take action to bring land into agricultural production through research, development of policy positions and advocacy					Work continues as planned.

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## 9. Safety & Emergency Management

	INITIATIVE	2023	2024	2025	2026	NEXT STEPS
9a-1	Support planning for regional-scale emergencies in cooperation with the Regional Emergency Management Partnership	●	●	●	●	Work continues as planned.
9a-2	Develop plans and implement actions consistent with regulatory requirements for local government and regional emergency management, including new <i>Emergency Management Act</i> requirements		● 9a-2.2	● 9a-2.1 9a-2.3	●	Update underway for CRD’s Emergency Management Bylaw No. 3447 to align with the <i>Emergency and Disaster Management Act</i> .
9a-3	Pursue accreditation for CRD emergency management program Protective Services					Planned for 2027.

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## 10. Arts & Recreation









	INITIATIVE	2023	2024	2025	2026	NEXT STEPS
10a-1	Develop and implement a revised Arts & Culture Support Service Strategic Plan	●				Plan developed in 2023. Implementation proceeding as planned.
10b-1	Scale up regional participation in the CRD Arts & Culture Support Service				●	Planned for 2026.
10b-2	Scale up regional support for performing art facilities within the region	●	●	● 10b-2.1	● 10b-2.2	Alternative Approval Process completed. Bylaw was adopted in April 2026, will followed by transition of service authority. Full implementation planned for 2027.
10c-1	Consider service expansions to address gaps and opportunities, as they emerge	●	● 10c-1.2	● 10c-1.3 10c-1.4	●	Work continues as planned.
10c-2	Regularly monitor and review services to determine appropriate types of recreational programming and recovery rates to meet Community Needs	●	● 10c-2.2	● 10c-2.1	●	Work continues as planned.
10c-3	Develop and implement a long-term strategic plan for SEAPARC		●	●		Completed. SEAPARC Recreation Strategic Plan was adopted in May 2025. Implementation underway.
10c-4	Undertake a review of youth-focused programming at SEAPARC	●	●			Completed.

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## 11. People

	INITIATIVE	2023	2024	2025	2026	NEXT STEPS
11a-1	Develop and implement an organizational accessibility plan that is informed by residents and an Accessibility Advisory Committee (AAC)	●	● 11a-1.1	●	●	Plan completed in 2024. Implementation of actions underway and expected to require various levels of leadership, support and review across the organization.
11a-2	Develop understanding of, and accountability for, equity, diversity and inclusion across CRD decision-making bodies		● 11a-2.1	●	●	Work underway to provide equity, diversity, inclusion and accessibility focused training in 2026, in addition to existing training opportunities.
11a-3	Create and implement an Indigenous Employment Strategy in partnership with local Indigenous communities and Indigenous-serving organizations		● 11a-3.1	●	●	People, Safety & Culture Strategic Plan, adopted in 2024, updated to include initiatives for Indigenous Employment Strategy activities as key actions for 2024 and beyond.
11a-4	Strengthen Board decision-making frameworks to include First Nations Reconciliation, Equity, Diversity & Inclusion, and Climate Action lenses	●	●	●	●	Guidance documents for the First Nations, Climate Action, and Equity, Diversity and Inclusion implications sections of staff reports adopted in 2024. Work proceeding as planned.
11b-1	Advance the Human Resource Strategic Plan to guide organizational capacity and continuity, workforce planning and retention, and corporate safety	●	● 11b-1.3	● 11b-1.2 11b-1.5	●	Plan completed in 2024. Implementation proceeding as planned.
11b-2	Maintain and enhance corporate compliance and alignment with workplace safety legislation	●				Completed.
11b-3	Maintain business continuity, efficiency and resilience by rightsizing the staffing complement and facilities	●	●	●	●	Work proceeding as planned. Implementation of CRD Evolves 2024-2025 continues into 2026.
11b-4	Implement the recommendations in the 2023 CRD Employee Experience Survey report	●	● 11b-4.1	●	●	Next CRD employee experience survey planned for 2026.























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INITIATIVE		2023	2024	2025	2026	NEXT STEPS
<b>11b-5</b>	Continue supporting the CRD Leadership Development Program					Training offered to new leaders annually. In concert with educational delivery partner, the program is being refreshed in 2026.
<b>11b-6</b>	Evaluate the effectiveness and impacts of the workplace flexibility and Alternative Work Options implementation on the organization and staff					Work proceeding as planned.
<b>11b-7</b>	Manager, Corporate Initiatives & Administration*		 11b-7.1			Completed.

\*Not in 2023-2026 Corporate Plan






















\*Not in 2023-2026 Corporate Plan

## 12. Open Government

	INITIATIVE	2023	2024	2025	2026	NEXT STEPS
12a-1	Adhere to new and emerging requirements of privacy legislation in a consistent manner		 12a-1.1			Work progressing as planned.
12a-2	Support the digitization of our legacy records once the Electronic Documents and Records Management System is implemented					Migration of organizational records to new SharePoint platform is underway and will be completed by Summer 2026.
12b-1	Enhance the public participation and engagement practices and framework to foster trust and understanding, informed by input from residents and equity, diversity and inclusion principles		 12b-1.1			Public Participation Framework revisions to be presented to Board in 2026.
12b-2	Advance the Communications Strategic Plan to guide organizational communications practices and policies internally and externally		 12b-2.1			Plan completed and implementation proceeding as planned. Staff reported back to Governance Committee and Board on Resident Experience Survey in April 2025.
12b-3	Modernize the crd.bc.ca website					crd.ca website, as well as several sub-sites, was relaunched in March 2025.
12b-4	Redesign and upgrade the CRD boardroom and broadcasting equipment to prepare for future planned growth and improve electronic meeting participation and engagement		 12b-4.1			CRD Boardroom upgrades have been scheduled for Summer 2026. Staff directed by SSI Local Community Commission not to proceed with webcasting in 2024.
12b-5	Build capacity for elections and electoral approval processes to address increasing demand for new service creation					Report for 2026 election planning to increase voter turnout and candidate diversity presented in December 2025. Preparations for elections and new Board orientation now underway.
12b-6	Implement a Board voting dashboard					Advanced through 12b-4.1. Options for a Board voting dashboard continue to be examined.
12c-2	Board orientation and strategic planning for 2027-2030*				 12c-2.1	Preparations underway, as planned.

\*Not in 2023-2026 Corporate Plan

## 13. Business Systems & Processes

	INITIATIVE	2023	2024	2025	2026	NEXT STEPS
13a-1	Advance strategic approaches to procurement and project delivery to build capacity, improve standardization and support affordable services			 13a-1.2 13a-1.3		New Procurement section has been established, and Procurement Policy update is underway. Work progressing on contract and procurement modernization with assessment of existing capabilities.
13a-2	Advance the Technology Strategic Plan to guide the modernization and transformation of our current IT services and systems and launching new digital technology solutions			 13a-3.1 13a-3.2 13a-5.1 13a-5.2 13a-6.2 13a-6.3		All initiatives started in 2025 progressing as planned. Development of the Technology, Digital and Data Strategies continues.
13b-1	Continue implementing business continuity planning and the Enterprise Risk Management framework					Work progressing as planned.
13b-2	Mature the integration of asset management into capital planning processes to strengthen fiscal management practices and support resource sustainability			 13b-2.1		Planning work for enhanced asset and maintenance management software continues in with focus on Infrastructure & Water Services.
13c-1	Advance changes to policies and systems to streamline activities, reduce complexity and increase efficiency			 13c-1.3		Completed.
13c-2	Optimize Financial Services through enhanced internal controls and continuous improvement methodologies					Work progressing as planned. Transition continues for new PCard Program rolled out in early 2026.
13d-1	Supporting Organizational Initiatives: Financial Services and Technology & Digital Transformation			 13d-1.1 13d-1.2		Completed. New roles have been filled and supporting organizational needs as planned.



























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## 14. Advocacy

	INITIATIVE	2023	2024	2025	2026	NEXT STEPS
14a-1	Work collaboratively to address multi-jurisdictional issues that impact residents' wellbeing in alignment with the Board Priorities	●	●	●	●	Work proceeding as planned. Board advocacy continues.






















\*Not in 2023-2026 Corporate Plan

## 15. First Nations

	INITIATIVE	2023	2024	2025	2026	NEXT STEPS
15a-1	Seek First Nations' guidance on understanding, developing, and implementing new mechanisms to support ongoing government-to-government relations at the leadership and operational levels		 15a-1.1 15a-1.2			New roles created in 2024 and filled in 2025 now support the advancement of all priorities under this Community Need, including the finalization of several Memorandums of Understanding or Protocol Agreements.
15a-2	Collaborate with First Nations and the province to support inclusive governance by advancing First Nations participation in regional district boards					Work progressing as planned.
15a-3	Partner with First Nations to develop, monitor and report out on an organization-wide Reconciliation Action Plan					CRD Board directed staff to engage First Nations on the draft Reconciliation Action Plan in March 2026. Engagement with First Nations and development of a draft Plan began in September 2025 and continues into 2026. Final Plan expected to be completed by end of 2026.
15b-1	Offer ongoing learning opportunities for staff and Board Directors to build awareness and understanding of Indigenous perspectives, law, and systems of governance					Work progressing as planned.
15b-2	Seek out and invite opportunities for Indigenous leadership and knowledge to inform and transform approaches to taking care of land and water, across CRD service delivery areas					Work progressing as planned.
15b-3	Engage First Nations to collaboratively develop inclusive approaches to land acquisition that respects Indigenous rights and strengthens government-to-government relationships					Work progressing as planned.
15c-1	Increase the number of economic partnerships with First Nations, across CRD service delivery areas					Work progressing as planned.

\*Not in 2023-2026 Corporate Plan
























## 16. Local Government

	INITIATIVE	2023	2024	2025	2026	NEXT STEPS
16a-1	Explore options for an electoral area specific Climate Action service					Operationalized. Provincial Local Government Climate Action Program funding received by the CRD has been proportionally dedicated to electoral areas.
16a-2	Explore opportunities to extend environmental protection programs and tools to the electoral areas					Work progressing as planned.
16a-3	Develop a joint approach for water conservation education and resource management in the electoral areas					Work progressing as planned.
16a-4	Evaluate Juan de Fuca's rural water resources for development					Completed.
16b-1	Work with commissions to enhance and manage community parks, recreation facilities and trail networks and to deliver service improvements, where needed		 16b-1.1	 16b-1.2		Work progressing as planned. Staffing adjustment for 2025 completed.
16b-2	Develop and/or update community parks management plans, as needed					Work progressing as planned.
16b-3	Explore future potential uses for Salt Spring Island's fire hall site, with input from the local community					Work planned for 2026. Detailed designs and funding required to advance to construction.
16b-4	Investigate options to develop a community hall in Otter Point and proceed with implementation, if feasible					Completed
16b-5	Develop and implement a Juan de Fuca Community Parks and Recreation Strategic Plan					Plan approved in May 2023. Implementation progressing as planned.

*\*Not in 2023-2026 Corporate Plan*

INITIATIVE		2023	2024	2025	2026	NEXT STEPS
<b>16c-1</b>	Develop plans, facilitate infrastructure maintenance, upgrades and service expansions to support the treatment, storage and distribution of water, as needed by the community	●	●	●	●	Work progressing as planned.
<b>16d-1</b>	Advance the goals of the Community Economic Sustainability Commissions for Salt Spring Island and Southern Gulf Islands through planning and implementation activities	●	●	●	●	See 5a-2 for related initiative (Rural Housing Program). Work progressing as planned on other initiatives, including new composting facility in Burgoyne Valley on Salt Spring Island.
<b>16e-3</b>	Continue to review committees and commissions to find efficiencies and improve consistency	●	●	●	●	Work progressing as planned.
<b>16e-4</b>	Implement the Local Community Commission on Salt Spring Island to oversee island-wide services	●				The SSI Local Community commission was established in 2024. See 12b-4 for related initiative
<b>16e-5</b>	Establish an Electoral Area Services department*			●		Completed.
				16e-5.1		
<b>16f-1</b>	Implement the B.C. Energy Step Code requirements, as mandated by the provincial government	●		●	●	Completed. New digital permitting process was implemented in 2025 and goal of reviewing permit applications within four weeks is now regularly achieved.
				16f-1.1		
<b>16f-2</b>	Digitize historical building permits, property files and other building records	●	●	●	●	Initiative is progressing and approximately 60% of all records will be digital by end of 2026. Additional funding will be required to completely digitize remaining records and staff have applied for grant funding.
			16f-2.1			
<b>16f-3</b>	Continue to review Official Community Plans in Juan de Fuca Electoral Area	●	●	●	●	Work progressing as planned.
<b>16f-4</b>	Establish mechanisms for First Nations to engage in land use planning in the Juan de Fuca Electoral Area	●	●			Completed.
<b>16g-1</b>	Continue to implement wildfire resiliency activities	●	●	●	●	Work progressing as planned.

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INITIATIVE	2023	2024	2025	2026	NEXT STEPS
<b>16g-2</b> Enhance public notification processes for emergencies					See initiative 9a-2 for related work
<b>16g-3</b> Review and modernize fire and emergency management programs			 16g-3.2 16g-3.3 16g-3.4	 16g-3.2 16g-3.3	Work progressing as planned. Staff work in collaboration with commissions and societies to coordinate and assist fire departments to meet the obligations of the new <i>Fire Safety Act</i> . Planned transition of Electoral Area Fire Chiefs to CRD Staff completed in 2026.
<b>16h-1</b> Develop and implement an Active Transportation Plan for the Ganges Village					Plan completed in August 2023. Implementation of plan now underway.
<b>16h-2</b> Advocate for transit service improvements, including seamless connections with ferry services					Lack of provincial funding means service expansion opportunities are currently limited, but other improvements are underway.
<b>16h-3</b> Support rural transportation opportunities					Work progressing as planned. Multiple initiatives and projects underway.
<b>16h-4</b> Coordinate on shovel-ready active transportation projects to access and leverage equitable resourcing in design and engineering					Work progressing as planned.
<b>16i-1</b> Develop plans, facilitate infrastructure maintenance, upgrades and service expansions to support local wastewater treatment plants, as needed by the community					Work progressing as planned.
<b>16i-2</b> Explore improvements to wastewater treatment, including alternative uses for wastewater and enhanced liquid waste facilities					Work progressing as planned.

\*Not in 2023-2026 Corporate Plan