



Making a difference...together



Capital Regional District

2023-2026 Corporate Plan – Progress Report

APRIL 2025

CRD 2023-2026 Corporate Plan – Progress Report (2025)

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 in 2024 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
























**Not in 2023-2026 Corporate Plan*

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 2025.
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 2025.
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 planned for 2025-2026.
1b-4	Develop and implement a long-term Biosolids Management Plan		 1b-4.1	 1b-4.2		Provincial approval of the Board-approved long-term Biosolids Management Plan Strategy was received in early 2025.

*Not in 2023-2026 Corporate Plan

2. Water






















	INITIATIVE	2023	2024	2025	2026	NEXT STEPS
2a-1	Update the Regional Water Supply Strategic Plan					Public engagement on the revised strategic plan is underway.
2a-2	Implement the 2022-2050 Regional Water Supply Master Plan		 2a-2.1 2a-2.2			Implementation of plan progressing as planned.
2a-3	Review water rates in service agreements with First Nations					Continued negotiation and implementation.
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		Work progressing as planned and recruitment underway.
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					In February 2025, the CRD Board directed staff to implement a development cost charge (DCC) rate freeze to 2027 to allow member municipalities to pursue funding opportunities under the Canadian Housing Infrastructure Fund. Work on the DCC continues.
2a-8	Water Quality Monitoring*		 2a-8.1	 2a-8.2 2a-8.3		2024 initiative withdrawn due to change in operating conditions and re-submitted in 2025. New positions for Water Quality Monitoring and Lab Services Support have been implemented and approved through the 2025 Final Budget.

*Not in 2023-2026 Corporate Plan

INITIATIVE		2023	2024	2025	2026	NEXT STEPS
2b-1	Enhance safety of aging dams, meet increasing regulatory requirements and mitigate against the risk of failures		 2b-1.1			Further staff capacity planned for 2025. New team being established is expected to make progress in 2025 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		Recruitment underway or planned for later in 2025.






















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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		Material stream transfer station and change of commercial traffic to Hartland north entrance complete. Recruitment planned for 2025.
3a-2	Investigate regional waste flow management					Completed.
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		Alternative Approval Process for Regional Transportation Service Bylaw to be completed by mid-2025.
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. Ongoing implementation of the Regional Trails Closure policy advancing as planned.
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. Additional studies and engagement with First Nations and other regional interest holders led by Province expected to create common vision for the future of the Island Rail Corridor.
4b-3	Support local governments to implement consistent approaches to transportation demand management, active transportation and safety policy					Work continues as planned.
4b-4	Regional Trestles Renewal, Trails Widening & Lighting Project*			 4b-4.1		Work continues as planned.
4c-1	Update the Regional Trails Management Plan					Planned for 2026.

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INITIATIVE		2023	2024	2025	2026	NEXT STEPS
4c-2	Prepare a funding strategy to support implementation of priority regional trail enhancement and expansion projects		 4c-2.1			Work continues as planned.
4d-1	Shift travel behaviour through education, encouragement, and information					Completed the Sustainable Commute Planning project with CFB Esquimalt and Seaspan. Work continues as planned on other initiatives (e.g. Ready Step Roll pilot program and Let's Get Visible safety events).

**Not in 2023-2026 Corporate Plan*



























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		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-1.2		Routine capital plan delivery continues as expected. CRHC's Digital Transformation initiative advancing as planned.
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 and Alliance to End Homelessness in the Capital Region annually through Service Agreements to 2026.
5d-1	Data collection and research analysis capacity dedicated to housing data			 5d-1.1		Recruitment of Community HIFIS Administrator role underway.
5e-1	Provide major and minor capital investment, equipment, land holdings, property management, and development			 5e-1.2		Work continues as planned.
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 2025.
5g-1	Through the Community Health Network, support knowledge and partnership development to fill identified gaps in community health initiatives					Work continues as planned.

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6. Climate Action

	INITIATIVE	2023	2024	2025	2026	NEXT STEPS
6a-1	Promote community capacity building on climate action					Work continues as planned.
				6a-1.1		
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					Biodiversity service received final reading and was approved and incorporated into the 2025 Final Budget.
			6a-4.1			
6b-1	Implement the Capital Region Electric Vehicle Infrastructure Roadmap to support shift to low-carbon transportation options					Work continues as planned.
6b-2	Advance the electrification of the CRD vehicle fleet					Work continues as planned.
				6b-2.1		
6b-3	Enhance on-board and CRD fleet management technology to support utilization management, reporting, fiscal accountability and climate action					Market availability investigation for fuel purchase system continue. Solution to be implemented in mid-2025.
			6b-3.1		6b-3.2 6b-3.3	
6c-1	Collaborative policies, programs and data collection initiatives to achieve energy efficient and low carbon buildings across the region					Work continues as planned.

**Not in 2023-2026 Corporate Plan*










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 2025.

**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.
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.
7c-2	Develop and implement Impact Assessment and Best Management Practice Guidelines	●				Completed.
7c-3	Elk/Beaver Lake Water Quality Monitoring*		● 7c-3.1	●	○ 7c-3.2	Monthly water sampling will continue into 2025. 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	●	●	●	○	Work continues as planned. Additional public parking lot EV charge station planned at Witty's Lagoon Regional Park.
7e-2	Update the Land Acquisition Strategy to incorporate criteria that reflects First Nations interests	●	●	●		In progress, phase 2 engagement underway.

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INITIATIVE		2023	2024	2025	2026	NEXT STEPS
7e-3	Asset Management Engineered Structure Inspections*		 7e-3.1			Advancement of an asset renewal plan condition assessment for around 50 engineered assets.
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 Mount Work Management Plan underway.
7f-2	Develop a policy for supporting and clarifying Indigenous cultural use and cultural safety in regional parks					Work progression to develop a Cultural Use and Safety Policy and Stewardship Plan, which will involve engagement with First Nations.








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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 continues as planned.
8a-2	Assess the need for an update to the Regional Growth Strategy and accompanying monitoring program			 8a-2.1		Work progressing to advance Growth and Mobility study, Industrial/ Employment Land study and a Population and Unit Forecast update.
8b-1	Consider establishment of a new foodlands access service		 8b-1.1			Foodlands Access Service established in February 2025. Work underway to initiate service.
8b-2	Activate agricultural activities on priority parcels, as appropriate					Advanced through 8b-1.
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.

**Not in 2023-2026 Corporate Plan*

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		Aligning our Emergency Plan with the new legislation while we await the corresponding regulations.
9a-3	Pursue accreditation for CRD emergency management program Protective Services				 9a-3.1	Planned for 2026.



























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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		Consultant engaged to undertake cost benefit analysis of proposed service options.
10c-1	Consider service expansions to address gaps and opportunities, as they emerge	●	● 10c-1.2	● 10c-1.3 10c-1.4	○	Recruitment for 2025 completed.
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	○	Recruitment for 2025 completed.
10c-3	Develop and implement a long-term strategic plan for SEAPARC		●	●		Development of strategic plan 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 developed 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 accessibility focused training in 2025 and 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			Work underway to identify options for strategy development.
11a-4	Strengthen Board decision-making frameworks to include First Nations Reconciliation, Equity, Diversity & Inclusion, and Climate Action lenses					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	 11b-1.1 11b-1.4	Plan developed in 2024. Implementation proceeding as planned. Recruitment planned in mid-2025 to add capacity to Occupational Health & Safety function.
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				 11b-3.1	Work proceeding as planned.
11b-4	Implement the recommendations in the 2023 CRD Employee Experience Survey report		 11b-4.1			Next CRD employee experience survey planned for end of 2025.




















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INITIATIVE		2023	2024	2025	2026	NEXT STEPS
11b-5	Continue supporting the CRD Leadership Development Program	●	●	●	○	Training offered to new leaders annually.
11b-6	Evaluate the effectiveness and impacts of the workplace flexibility and Alternative Work Options implementation on the organization and staff		●	●	○	Work proceeding as planned.
11b-7	Manager, Corporate Initiatives & Administration*		● 11b-7.1			Completed.

*Not in 2023-2026 Corporate Plan























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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 underway.
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 will be completed in early 2025. Report back to Governance Committee and Board planned for spring 2025.
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 will report back to Governance Committee and Board on Citizen Experience Survey in spring 2025.
12b-3	Modernize the crd.bc.ca website					crd.bc.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			Work on Board voting dashboard and CRD Boardroom continue progressing as planned. 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					Planned for 2026.
12b-6	Implement a Board voting dashboard					Advanced through 12b-4.1
12c-1	Supporting Organizational Initiatives: Corporate Communications*				 12c-1.1	This initiative has been withdrawn





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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	 13a-1.4	Work progressing on contract and procurement modernization. Recruitment underway for new Manager, Procurement role.
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	 13a-3.3 13a-4.1 13a-4.2 13a-4.3	Advancing the Technology Strategic Plan to guide the modernize and transform of IT services, including the launch of digital, data and technology strategies through IT Governance. The Digital and Technology Strategies will support the modernization of applications and enhance cybersecurity. All initiatives initiative in 2025 progressing as planned.
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 2025 with focus on Infrastructure & Water Services.
13c-1	Advance changes to policies and systems to streamline activities, reduce complexity and increase efficiency			 13c-1.1 13c-1.3		Recruitment for Senior Financial Advisor to advance in spring. 13c-1.1 has been withdrawn.
13c-2	Optimize Financial Services through enhanced internal controls and continuous improvement methodologies					Work progressing as planned
13d-1	Supporting Organizational Initiatives: Financial Services and Technology & Digital Transformation			 13d-1.1 13d-1.2		Recruitment advancing or planned for later in 2025.



























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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			Work progressing as planned. Hiring of Manager, Strategic Initiatives completed in October 2024. Recruitment of additional staff capacity planned for 2025. Roles will support the advancement of all priorities under this Community Need.
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					Work initiated in 2025 and progressing as planned. 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					Planned for 2026
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.
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					Work progressing as planned.

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INITIATIVE		2023	2024	2025	2026	NEXT STEPS
16c-1	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.
16d-1	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. Work progressing as planned.
16e-3	Continue to review committees and commissions to find efficiencies and improve consistency	●	●	●	○	Work progressing as planned.
16e-4	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
16e-5	Establish an Electoral Area Services department*			● 16e-5.1		Recruitment for General Manager position underway.
16f-1	Implement the B.C. Energy Step Code requirements, as mandated by the provincial government	●		● 16f-1.1		BC Energy Step Code requirements implemented in 2023. Staffing adjustments in 2025 completed to maintain service levels.
16f-2	Digitize historical building permits, property files and other building records	●	● 16f-2.1	●		Initiative delayed due to ongoing staff capacity issues. Will resume when matter has been addressed.
16f-3	Continue to review Official Community Plans in Juan de Fuca Electoral Area	●	●	●	○	Work progressing as planned.
16f-4	Establish mechanisms for First Nations to engage in land use planning in the Juan de Fuca Electoral Area	●	●			Work progressing as planned.
16g-1	Continue to implement wildfire resiliency activities	●	●	●	○	Work progressing as planned.

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INITIATIVE		2023	2024	2025	2026	NEXT STEPS
16g-2	Enhance public notification processes for emergencies					See initiative 9a-2 for related work
16g-3	Review and modernize fire and emergency management programs			 16g-3.2 16g-3.3 16g-3.4		Work progressing as planned to implement new <i>Fire Safety Act</i> and <i>Emergency and Disaster Management Act</i> .
16h-1	Develop and implement an Active Transportation Plan for the Ganges Village					Plan completed in August 2023. Implementation of plan now underway.
16h-2	Advocate for transit service improvements, including seamless connections with ferry services					Work progressing as planned.
16h-3	Support rural transportation opportunities					Work progressing as planned.
16h-4	Coordinate on shovel-ready active transportation projects to access and leverage equitable resourcing in design and engineering					Work progressing as planned.
16i-1	Develop plans, facilitate infrastructure maintenance, upgrades and service expansions to support local wastewater treatment plants, as needed by the community					Work progressing as planned.
16i-2	Explore improvements to wastewater treatment, including alternative uses for wastewater and enhanced liquid waste facilities					Work progressing as planned.

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