



2026 Financial Planning Cycle

Finance and Administration provides support services through: legislative, financial, procurement, risk, asset management, personnel, communications, executive, information technology and other administrative functions. In addition, it oversees borrowing for large scale projects, elections and public approval processes.

Key Outcome Success

Fiscal responsibility and effective management
Quality information and communication for residents and businesses
Social Procurement
Strategic Partnerships
Community Leadership
Enhance and strengthen relationships with Indigenous peoples and implement UNDRIP and DRIPA
Organizational strength and wellness
Exceptional services for the community

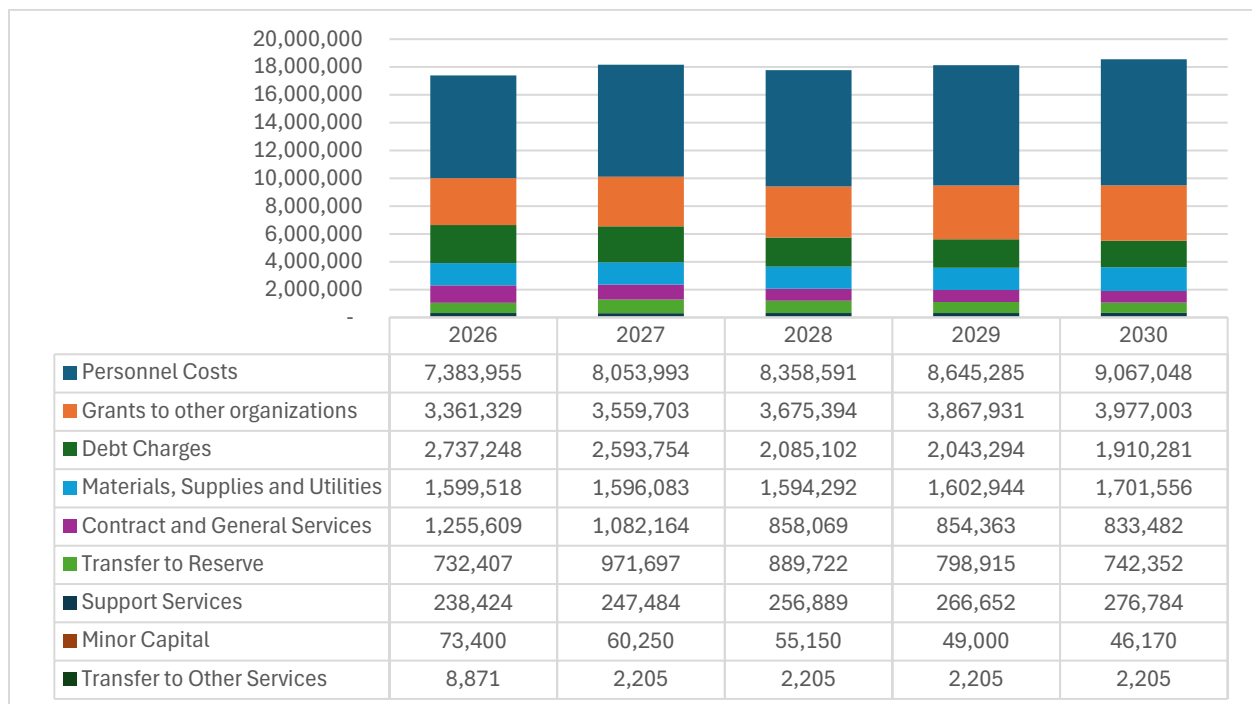
Established Initiative

Strategic Planning	Annual strategic planning session will occur over Q1 and Q2 2026. Regular progress reports delivered to the Board.
Fiscal sustainability Framework and Strategy	The initiative has been formally launched with both the CVRD and CSWM Boards. Draft fiscal principles have been endorsed by the CSWM Board (2025); subsequent approval to occur in the spring of 2026 with policy work to follow.
Advisory Group on Reconciliation	Path forward to be shared with local governments.
Regional Tourism Strategy	Implementation set to begin.
Island Corridor Engagement	Background study work completed. Draft vision and assessment framework has been advanced through



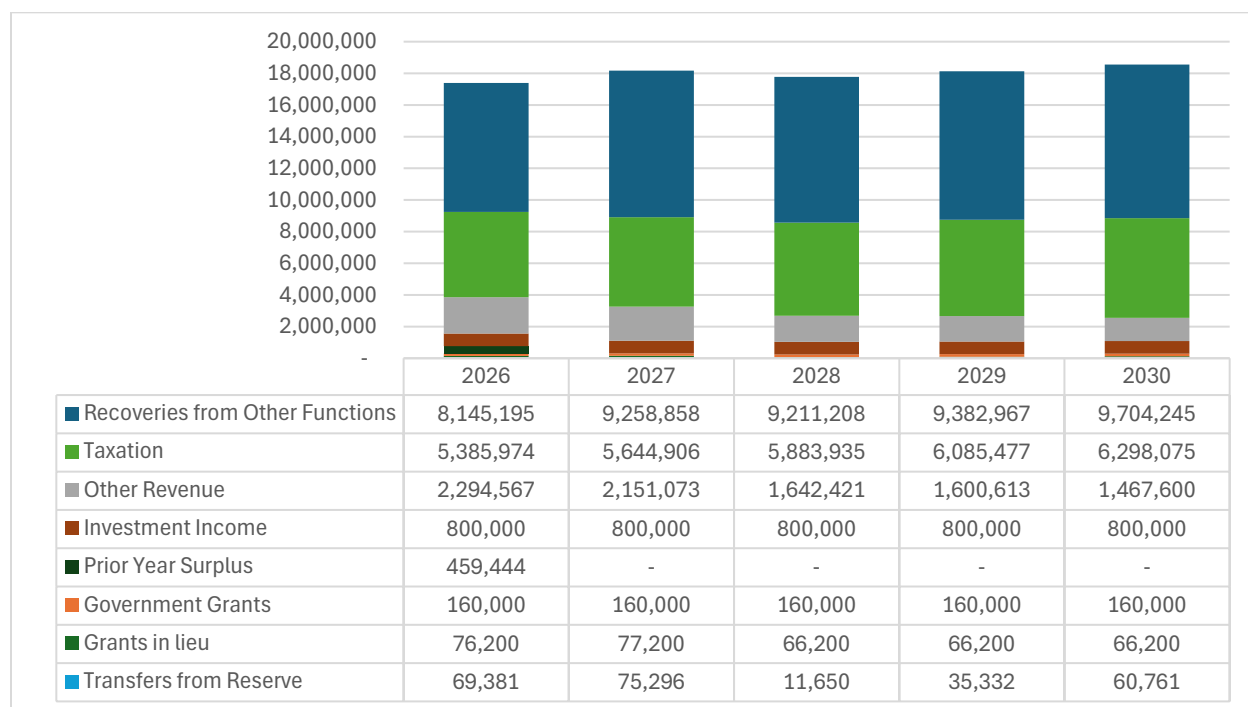
regional working group. Public engagement planned for Q1 of 2026 and with final Corridor Strategy projected for completion in Q2 or Q3.

Services at a Glance –Operating Expenditures





Services at a Glance – Funding Sources



Asset Management

The CVRD Asset Management Program is in the early stages of maturity, with Level 1 achieved at the corporate level under the FCM Asset Management Readiness Scale. Over the past year, foundational elements including an AM Policy, Strategy, and Implementation Plan have been established to guide progression toward Level 3 (out of 5) maturity and strengthen future budget and investment planning.

The Corporate Asset Management function is situated within the Finance & Administration branch and is responsible for leading and supporting the development and implementation of CVRD's Asset Management Program. Planned improvement initiatives include:

- Establishing an Asset Management Engagement Strategy
- Developing an Asset Management Competency Framework
- Developing a corporate asset inventory
- Collaborating on the development of Condition and Risk Assessment Framework



Corporate Energy and Emission Plan

Staff will continue to advance standardized process for incorporating Life Cycle Cost analysis within major capital decisions. As well, with multiple services having completed decarbonization studies, the results have been integrated to short- and long-term financial planning. Work aimed to strengthen energy and emission commitments into the Purchasing Policy continues.