

**DATE:** April 9, 2026

**FILE:** 6430-01

**TO:** Chair and Directors  
Regional District Board

**FROM:** James Warren  
Chief Administrative Officer

**RE:** Strategic Initiatives Update

### **Purpose**

This report provides an update on the Boards Strategic Initiatives.

### **Recommendation from the Chief Administrative Officer:**

This report is for information purposes only.

### **Executive Summary**

- The attached is the 2026 second quarter status of the 2023-2026 Strategic Plan (<https://www.comoxvalleyrd.ca/strategicplan>).
- Updates are provided several times each year with more detailed updates or requests for actions being considered by the Board, Committees or Commissions as needed.
- While this Strategic Initiatives update highlights short and long-term initiatives, staff continue to deliver approximately 100 high-quality and cost-effective services within the community each day.
- By balancing Strategic Initiatives with our operational requirements, we strive to meet the needs of our residents and support Board direction.
- The attached illustrates the original milestone actions and dates, as well as notes the changes identified for certain initiatives. Those changes could be delays, extended timeframes, or actions completed earlier than expected.

The Strategic Initiatives originated through strategic planning sessions and have included a mixture of higher-level actions/plans as well as topics that are much more operational in nature. Operational items are important for day-to-day functioning and directly support and contribute to the overarching Strategic Initiatives. Updates or action requests for some of the following service areas and departments in general may be presented regularly at the Board, Committee, and Commission meetings throughout each year.

As projects evolve, the milestones for each may be updated (with a note identifying the content is 'revised'). In some cases, the key initiative itself is adjusted to better reflect and describe the project and tasks involved. As an example, the Recreation initiatives (schedule D) has had several updates – notably, the number of initiatives has increased to reflect individual projects (decarbonizing the facilities, and consideration for additional ice and aquatics space).

As the October 2026 local government elections approach and the current term of office closes out, this latest strategic initiatives update will be used in orientation with the new Board of Directors. Many of the initiatives will continue on past the October 2026 election date and require the incoming Board of Directors to provide direction.

Prepared and submitted by:

***J. Warren***

---

James Warren

Chief Administrative Officer

Attachments:      Strategic Initiatives Overview – Core Service  
                            Schedule A – Electoral Area Services  
                            Schedule B – Regional Emergency Services  
                            Schedule C – Finance and Administration  
                            Schedule D – Recreation  
                            Schedule E – Regional Sustainability  
                            Schedule F – Sewage Treatment  
                            Schedule G – Transportation  
                            Schedule H – Water Supply

### Strategic Initiatives Overview

■ Initiative Timeline    
 ■ Milestone Schedule    
 ■ C    
 Change from Previous    
 ■ Schedule Change    
 ➔ Continuing Past 2026

#### Core Service: Electoral Area Services

Key Initiative	Milestones	2023				2024				2025				2026				
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
<b>Develop Septic Regulation / Education Program (revised)</b>																		
	1 EASC direction to not proceed with region-wide septic regulatory program & undertake development of pilot septic rebate program <b>(revised)</b>																	
	2 Pilot septic rebate program development <b>(revised)</b>																	
	3 Launch pilot rebate program <b>(revised)</b>																	
	4 Public engagement Support of pilot. <b>(revised)</b>																	
	5 Pilot roll out. <b>(revised)</b>																	➔
<b>Develop Watershed Stewardship Service</b>																		
	1 Further engagement with K'omoks																➔	
	2 Approval to proceed with public engagement/AAP																	➔
	3 Public engagement in support of service establishment and AAP																	➔
	4 Service start up																	➔
<b>Implement Priorities of the Fire Services Review</b>																		
	1 Work on implementing the findings of the review																➔	



### Strategic Initiatives Overview

Initiative Timeline
  Milestone Schedule
 C Change from Previous
  Schedule Change
 ➔ Continuing Past 2026

#### Core Service: Finance and Administration

		2023				2024				2025				2026			
Key Initiative	Milestones	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Strategic Planning</b>																	
	1																
	2																
	3																
<b>Foundational Fiscal Framework and Strategy</b>																	
	1																
	2																
	3																
	4																
<b>Advisory Group on Reconciliation</b>																	
	1																➔
	2																➔
	3																➔

### Strategic Initiatives Overview

#### Core Service: Finance and Administration

		Initiative Timeline				Milestone Schedule				Change from Previous				Schedule Change				Continuing Past 2026
		2023				2024				2025				2026				
Key Initiative		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Regional Tourism Strategy																		
	1																	
	2																	
	3																	
	4																	
Island Corridor Engagement	5																	
	1																	
	2																	
	3																	
4																		

### Strategic Initiatives Overview

Initiative Timeline
  Milestone Schedule
 C Change from Previous
  Schedule Change
 ➔ Continuing Past 2026

#### Core Service: Recreation

Key Initiative	Milestones	2023				2024				2025				2026			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Complete and Implement the Recreation Strategic Plan</b>																	
	1 Budget approval/adoption																
	2 Contract awarded																
	3 Assessments completed and reported out																
<b>Arena 3 (New)</b>																	
	1 Architectural Feasibility Study completed																
	2 Business Case completed																
	3 Studies reported out to governing bodies																
	4 Referral to School District for consideration																
	5 Decision made on how to proceed with project																
<b>Decarbonization of Existing Facilities (New)</b>																	
	1 Decarbonization Strategy & Roadmap																
	2 Retain engineering services to implement projects																
	3 Upgrade equipment at lifecycle renewal milestones																
<b>Design and Construct New Artificial Turf</b>																	
	1 Contract award for concept design and engineering																
	2 Field design and funding strategy confirmed																
	3 AAP Process confirmed																
	4 Procurement of turf project																
	5 Construction start																
	6 Opening Day																

### Strategic Initiatives Overview

Initiative Timeline
  Milestone Schedule
 C Change from Previous
  Schedule Change
  Continuing Past 2026

#### Core Service: Recreation

Key Initiative	Milestones	2023				2024				2025				2026			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Regional Field Improvements & Amenities Program (revised)																	
	1 Establishment of reserve fund for field improvements and amenities contributions (revised)																
	2 Development of policy frameworks (revised)																
	3 Approval of policy (revised)																
	4 Implement first intake of funding program (revised)																

### Strategic Initiatives Overview

Initiative Timeline
  Milestone Schedule
 C Change from Previous
  Schedule Change
  Continuing Past 2026

#### Core Service: Regional Sustainability

Key Initiative	Milestones	2023				2024				2025				2026			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Regional Growth Strategy - Review (Completed)</b>																	
	1 Board initiation of review																
	2 Adoption of consultation plan																
	3 Bylaw first reading																
	4 Bylaw for second and third readings																
	5 Bylaw adoption																
<b>Develop a Regional Parks Strategy</b>																	
	1 Strategic Plan draft document																
	2 Final Strategic Plan document																
3 Development of a Land Acquisition Strategy																	
<b>Creation of CVRD Housing Organization</b>																	
	1 Hire consultant(s) to action initial work plan to establish housing organization																
	2 Draft establishing documents (e.g. articles of incorporation, business plan, partnership agreement)																
	3 Engage with local government and key service partners																
	4 Board endorsement of establishing documents for submission to the Province of BC for approval																
	5 Establish 2026-2030 service budget																
6 Determine housing organization strategic goals and priorities																	

### Strategic Initiatives Overview

#### Core Service: Sewage Treatment

		Initiative Timeline				Milestone Schedule				Change from Previous				Schedule Change				Continuing Past 2026
		2023				2024				2025				2026				
Key Initiative	Milestones	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Sewer Conveyance Project																		
	1 Design build agreement signed																	
	2 Design, bid, build contract signed																	
	3 Construction start																	
Sewer Extension South Project	4 Substantial completion																	
	1 Draft addendum submitted to province following public engagement and PACTAC/Steering Committee review and approval																	
	2 Confirmation of funding, project phasing, and design, including preliminary archaeological investigations																	
Complete LWMP Planning for Core and future Sewer Extension South Addendum (revised)	3 Develop/submit LWMP Amendment with infrastructure planning and design for sewer south (revised)																	
	1 Draft LWMP stage 3 report																	
	2 Submit stage 3 LWMP report																	
	3 Provincial approval of LWMP Q2 and Q3 of 2027																	

### Strategic Initiatives Overview

#### Core Service: Transportation

		Initiative Timeline				Milestone Schedule				Change from Previous				Schedule Change				Continuing Past 2026
		2023				2024				2025				2026				
Key Initiative	Milestones	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
<b>Prioritize Transit and Transportation Infrastructure Investments</b>																		
	1 Confirm funding from grant program																	
	2 Detailed designs for exchanges																	
	3 Secure property/sites																	
	4 Procurement process																	C
	5 Construction																	C
6 Operations Facility exploration																	C	
<b>Prioritize and Implement the Active Transportation Network Plan (ATNP)</b>																		
	1 Royston Road project grant award																	
2 Project construction and completion																		

### Strategic Initiatives Overview

#### Core Service: Water Supply

		Initiative Timeline				Milestone Schedule				Change from Previous				Schedule Change				Continuing Past 2026
		2023				2024				2025				2026				
Key Initiative	Milestones	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Water South Extension																		
	1 Tri-party agreement; in dialogue with K'ómoks defining roles/timing																	
	2 Funding confirmed																	
	3 Detail design completed																	→
	4 Construction																	
Water Master Planning																		
	1 Release RFP for water master plan																	
	2 Contract awarded to successful proponent; work begins																	
	3 Develop master plan and engagement with municipal staff																	
	4 Complete water master plan; present final report																	