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## STAFF REPORT

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**TO:** MAYOR AND COUNCIL  
**FROM:** JOHN THOMAS, CHIEF ADMINISTRATIVE OFFICER & CORPORATE OFFICER  
**SUBJECT:** STRATEGIC PLAN UPDATE  
**MEETING DATE:** SEPTEMBER 9, 2025 - COTW

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### PURPOSE

This staff report is presented to Council for two key purposes. First, to provide an update on the performance and implementation of the existing 2021–2026 Strategic Plan. Second, to seek Council’s direction on scheduling a Strategic Planning Workshop with Council and the Senior Leadership Team. The purpose of this workshop will be to confirm strategic priorities for the remainder of Council’s term and to ensure those priorities directly inform the upcoming 2025/2026 Fall/Winter budget deliberations.

### BACKGROUND

The current strategic plan is focused on eight (8) key service areas. They are:

1. Finance
2. Infrastructure
3. Administration
4. Community Planning
5. Parks and Recreation
6. Community Safety
7. Cowichan Lake Education Centre (CLEC)
8. Lakeview Park

### ANALYSIS

The following table provides a status update on each strategic deliverable identified by the plan.

STRATEGIC SERVICE AREA	DELIVERABLES	STATUS	Notes
<b>FINANCE</b>	Development Cost Charge Review	Complete	Bylaw 1078-2022
	Asset Retirement Obligations	Ongoing	2024 F/S
	Sustainable financing for storm water infrastructure	Ongoing	
	Building asset management practices and reserves	Ongoing	
	Review fees and services	Annually reviewed	Bylaw for Oct/Nov Council meeting
<b>INFRASTRUCTURE</b>	Completion of Town Hall project	Completed	Finished in 2023
	Grant Application – Sewage Treatment Facility Upgrades (lagoon)	Completed	Grant awarded
	Grant Application – Centennial Park Upgrade – Phase 2	Future	
	Extension of Town’s Sewer System to Greendale	Future	This was turned down by the Greendale Road residents. Bylaw 1095- not approved by Council REG23-11-28
	Active Transportation Plan	Completed	A preliminary cycling report has been provided – final report ETA October, 2025
	Bus pullover and Shelter – Cowichan Lake Road	Completed	
	Road Upgrading Plan – Implementation	Ongoing	Multi-year progress improvement
	2005 Downtown Revitalization Improvements Plan Implementation	Future	
	2 Pedestrian Bridge Upgrades and realignment of waterlines.	Ongoing	Water line in progress Bridge deck and railings complete
	Upgrading or relocation of Public Works Facilities	Ongoing	Contract awarded for construction of PW Building
<b>ADMINISTRATION</b>	Zoning Bylaw Update	Ongoing	APC with 2026 Proposed updates
	Collective Bargaining	Completed	2024-2028

	Record Management Digitization	Ongoing	Multi-year
	Assess Future Staff Needs	Ongoing	Annually reviewed
	Renewal of Protocol Agreement with Ts'uubaa-asatx First Nations.	Completed	Signed on February 14 <sup>th</sup> , 2025
	Preparing for the 2022 municipal elections	Completed	
	Orientation of new Council and review of the Strategic Plan.	Completed	
	Staff Succession Planning	Ongoing	Reviewed annually
	Cowichan Lake Health Clinic Implementation	Future	
<b>COMMUNITY PLANNING</b>	Zoning Bylaw Update	Ongoing	Short term rentals
	Building Bylaw update	Ongoing	Review rates
	Streamlining Development Application Processes	Ongoing	
	Revision of the Subdivision Bylaw & Servicing Standards	Future	
	Consideration and Review of Poverty Reduction Strategy	Future	
	Official Community Plan Update – 2026-2027	Future	Integration of Interim Housing Needs report into the OCP must be completed before December 2025.
<b>PARKS AND RECREATION</b>	Grant Application – Centennial Park Upgrades	Future	
	Playground Upgrades – Riverside Park, Stone Park, and Sahtlam Park	Completed	
	Kasapi Park Upgrades	In progress	Mostly completed
	North Shore Pathway Construction	Future	Grant application sent in for design work
	Weir Construction (Permitting)	Future	
<b>CLEC</b>	Develop a Long-Term Business Plan for the CLEC	Future	Given the recent meetings with the Town and Ts-uubaa-asatx the discussed partnerships could indeed lead to a long-term business plan that could complement the existing plan that the education Centre follows.

<b>LAKEVIEW PARK CAMPGROUND</b>	Develop a Lakeview Park Improvement Plan (grant dependent)	In Progress	A strategic meeting to discuss a grant possibility is on the calendar next Wednesday with the regional Manager of the province for the Ministry of Jobs, Economic Development and Innovation.
	Installation of Sani-Dump at Lakeview Park	On Hold	No longer an option
	Lakeview Park Improvements in partnership with Ts'uubaa-asatx First Nations.	Ongoing	Plans and options are being explored, by TOWN managers and the nation managers. We are meeting on a regular basis to look at all possibilities and have also discussed partnering with applicable development grants.
	Expand the floating walkway and connecting land walkway.	Future	Grant dependant and is on the table for the Sept 10 <sup>th</sup> meeting with REDIP
	Improve access and wayfinding information for the public beach and trails connecting Point Ideal.	Future	The role of the VISITOR CENTRE that is operated by the Town, could be discussed under community planning, Electronic Interactive board for the public has been considered.
<b>COMMUNITY SAFETY</b>	Implementation of the BC Fire Commissioner's Playbook	Ongoing	Playbook upgraded to "Minimum Standards" which requires bylaw adjustments.
	Council advocacy for BC Ambulance service level	Completed	Stable BCEHS services within the community. Long-term location of the Ambulance station requires further work.
	Assessment of apparatus and facilities needs	Ongoing	

**IMPLICATIONS**

**a. Financial:**

The financial implications of the Strategic Plan are both significant and foundational. Successful implementation of Council’s established priorities requires a sustained funding commitment through the Town’s annual and five-year financial plans. Funding may be sourced from, or supported by, a combination of property taxes, user fees, grants, sponsorships, and/or borrowing. Council’s direction on priorities directly influences the allocation of resources and the Town’s overall fiscal strategy.

**b. Policy/Legislation:**

The Strategic Plan serves as a cornerstone policy document, articulating the overarching strategic direction of the Town as set by Mayor and Council. It should be read and applied in alignment with the Town’s **Official Community Plan, Zoning Bylaw**, and other adopted strategies and plans. Together, these documents establish the framework for decision-making, policy development, and long-term community planning.

**c. Strategic Priority:**

The goals and policy directions contained in the Strategic Plan form the foundation for the Town’s financial planning processes. They are instrumental in guiding staff in prioritizing initiatives, developing work plans, and ensuring alignment between Council’s vision and the Town’s operational activities. This connection ensures that Council’s strategic direction is consistently translated into measurable action.

**d. Staffing Implication:**

There is a direct relationship between Council’s approved Strategic Plan and the staffing resources required to achieve its goals. Staffing needs vary annually depending on the scope and scale of projects scheduled within each fiscal year. For this reason, it is essential that Council review its outstanding strategic goals prior to setting budget expectations. This alignment allows administration to properly assess staffing requirements and ensures the Town is positioned to deliver on Council’s priorities effectively and sustainably.

It is recommended that Council convene a **Strategic Planning Workshop in October 2025** for the purpose of assessing the performance of the current Strategic Plan (2021–2026), identifying areas of focus for the next 16 months, and laying the foundation for the Town’s upcoming 2025/2026 budget deliberations. Such a session would provide Council and the Senior Leadership Team with the opportunity to reflect on progress, reaffirm priorities, and ensure resources are allocated to the initiatives that matter most to the community. By confirming direction in advance of the budget cycle, Council will help ensure that financial planning, staffing, and operational efforts are strategically aligned with the Town’s long-term vision.

## **RECOMMENDATION**

### **Option 1 – Convene Strategic Planning Workshop**

*That Council direct staff to schedule a Strategic Planning Workshop in October 2025 with Council and the Senior Leadership Team for the purpose of reviewing the 2021–2026 Strategic Plan, assessing performance to date, and confirming strategic priorities for the next 16 months to guide the 2025/2026 budget deliberations.*

### **Option 2 – Alternative Timing**

*That Council direct staff to schedule a Strategic Planning Workshop at an alternative date to be determined, for the purpose of reviewing the 2021–2026 Strategic Plan and confirming strategic priorities for the remainder of Council's term.*

### **Option 3 – Status Quo**

*That Council receive the staff report on the 2021–2026 Strategic Plan for information and direct staff to continue implementing the plan as currently adopted without convening a Strategic Planning Workshop at this time.*

### **Staff is recommending option 1**

Sincerely,  
John T

John Thomas, MBA  
Chief Administrative Officer

**ATTACHMENT 1**

**Strategic Plan**