

CVRD DEPARTMENT OVERVIEWS

SUMMARY

Department summaries provide an overview of the structure within each department, major initiatives that are recently completed or underway, as well as the planned workplans and budget priorities for 2026. Each summary also identifies the projects and initiatives aligned with the 2023-2026 CVRD Strategic Plan.

*2023-2026 Strategic Plan alignment identified with asterisk: **



CONTENT

Department summaries:

- ❖ Executive Office
- ❖ Corporate Services
- ❖ Land Use Services
- ❖ Operations
- ❖ Community Services



Department Overview

The Executive Office provides strategic direction for the organization overall and in areas such as:

- ❖ Executive coordination for CAO, Board Chair
- ❖ Administrative support to Electoral Area Directors
- ❖ First Nation Relations and G2G agreements
- ❖ Legal Challenges and Litigation
- ❖ Strategic Planning, Organizational Reviews/Restructuring



Major Initiatives

- ❖ Internal assessment (Indigenous Relations Framework)*
- ❖ Memorandums of Understanding and Protocol Agreements (G2G)*
- ❖ Advocacy to senior levels of government and other agencies
- ❖ Board orientation, governance and training



Corporate Services Department



Department Overview

- ❖ Legislative Services
- ❖ Finance
- ❖ Human Resources
- ❖ Information Technology
- ❖ Comms & Engagement
- ❖ Asset Management
- ❖ Economic Development
- ❖ First Nations Relations
- ❖ Strategic Projects



Major Initiatives

- ❖ Meeting Management Software (eScribe)
- ❖ Microsoft 365
- ❖ Employee Learning and Development Program*
- ❖ CVRD Corporate Website Redevelopment*
- ❖ Resident Satisfaction Survey*
- ❖ EDC Service Review*



2026 Workplan & Budget Priorities

- ❖ 2026 Local Elections
- ❖ Electronic Document and Records Management System (EDRMS)
- ❖ Budget Software Implementation
- ❖ Procurement Policy and Procedure Renewal and Updates
- ❖ Artificial Intelligence (AI) Discovery
- ❖ Fleet Management Policy
- ❖ Human Resources Information System (HRIS)
- ❖ Business Continuity Planning
- ❖ Communications & Engagement Strategy*

Land Use Services Department



Department Overview

- ❖ Environmental Services
 - Drinking Water and Watershed Protection
 - Cowichan Flood Protection
- ❖ Building Inspection
- ❖ Bylaw Enforcement
 - Animal Control
- ❖ Development Services
- ❖ Community Planning
- ❖ Strategic Initiatives



Major Initiatives

- ❖ Climate Adaptation & Mitigation (ES)
- ❖ Water quality monitoring (ES)
- ❖ Official Community Plan (SI)
- ❖ Local Area Plans (SI)
- ❖ Complete Communities (SI)
- ❖ Comprehensive Zoning Bylaw (CP)
- ❖ Secondary suites (CP)
- ❖ Short-term Rental Regulation (CP / BE)
- ❖ Works & Services Bylaw (CP)
- ❖ DS Modernization (DS)
- ❖ Bylaw Compliance & Enforcement Policy Update (BE)



2026 Workplan & Budget Priorities

- ❖ Environmental Services
 - Climate Adaptation & Mitigation*
 - Regional Conservation Strategy*
 - Water quality monitoring*
- ❖ Bylaw Enforcement
 - Short-term Rental Regulation*
 - Communications*
- ❖ Strategic Initiatives
 - Local Area Plans*
- ❖ Community Planning
 - Comprehensive Zoning Bylaw*
 - Community Amenity Contribution Policy*
 - DP Guidelines & Exemptions Review*
- ❖ Development Services
 - Industry engagement (DPs, RAPR Framework)*
- ❖ Land Management System (LMS) Implementation*
- ❖ Regional Growth Strategy (pending Board decision)*

Operations Department



Department Overview

- ❖ Utilities
 - 22 Water Systems
 - 16 Sewer Systems
 - 18 Streetlighting Functions
 - 9 Drainage Functions
- ❖ Recycling & Waste Management
 - 3 Recycling Centres
 - 3-Stream Curbside Collection
- ❖ Parks & Trails
 - 200 Community Parks
 - 8 Regional Parks
 - Over 400km of Trails
- ❖ Fire Rescue Services
 - 6 Volunteer Fire Departments



Major Initiatives

- ❖ Bings Creek Project Development & Implementation Plan
- ❖ Shawnigan Village Water System Acquisition & Upgrades
- ❖ Dogwood Ridge Water Interconnect to City of Duncan
- ❖ Mill Springs Sewer System Interconnect
- ❖ Stocking Dam Replacement
- ❖ Saltair Water Treatment Upgrade
- ❖ 3-Stream Curbside Service for All Electoral Areas
- ❖ Regional Parks & Trails Master Plan Update
- ❖ Cobble Hill Amphitheatre
- ❖ Fire Chief/Deputy Chief Permanent Appointments
- ❖ Fire Service Agreement Renewals



2026 Workplan & Budget Priorities

- ❖ Utilities
 - Joint Drainage Study w/ MoTT
 - Policy Review/Bylaw Development (Works and Services, Unit Allocation)
 - Continued implementation of the Mill Springs Interconnect project*
- ❖ Recycling & Waste Management
 - Disaster Debris Management Plan Development
 - Organics Disposal Ban Policy/Program Development
 - Continued construction of the Organics Transfer Station Building (part of the Bings Modernization project)*
- ❖ Parks & Trails
 - CVRD Parks Wildfire Risk Assessment & Mitigation Strategy
 - Review/Update of Parks Bookings & Special Events Policy
 - Regional Master Plan and Parks Management Plan(s) Review*
- ❖ Fire Rescue Services
 - Update/Modernize Service Agreements
 - Conduct Service Reviews
 - Fire Hall Condition Assessments

Community Services Department



Department Overview

- ❖ Arts and Culture
- ❖ Emergency Management
- ❖ Facilities
- ❖ Transit
- ❖ Recreation:
 - Cowichan Community Centre
 - Cowichan Lake Recreation
 - South Cowichan Recreation



Major Initiatives

- ❖ Recreation Needs Assessment to determine interest in new facilities; potential public approval in 2026
- ❖ Arts and Culture Master Plan Implementation
- ❖ Establish Regional Emergency Operations Centre / Training Facility
- ❖ Transit route planning for new Cowichan Hospital
- ❖ Expand facilities focus to include fire halls and waste transfer stations



2026 Workplan & Budget Priorities

- ❖ Programming at the Cowichan Performing Arts Centre
- ❖ Support regional arts councils, arts organizations, tourism and culture initiatives
- ❖ Regular recreation business (facility rentals, programs, events)
- ❖ Update/develop Recreation agreements (user groups, partners, facilities, joint use)
- ❖ Continuation of regional approach to emergency management
- ❖ Consultation with First Nations, meeting requirements under the Emergency Act
- ❖ Transition to CityWide for asset management in facilities and Work Order tracking
- ❖ Coordinating and completing approved capital projects
- ❖ Transit service expansions, as funded, with potentially added electoral area
- ❖ Transit Exchange Feasibility Study (Duncan / North Cowichan core)