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## REPORT TO GOVERNANCE AND FIRST NATIONS RELATIONS COMMITTEE MEETING OF WEDNESDAY, APRIL 1, 2026

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**SUBJECT**    Regional District Service Reviews – Update

### **ISSUE SUMMARY**

This report provides an update on the preparatory work to support conducting one to two service reviews per year, as directed by the Capital Regional District (CRD) Board (Board) in October 2025.

### **BACKGROUND**

At the November 13, 2024, meeting, the Board directed staff to prepare a report outlining options and implications for conducting CRD service reviews by May 2025 or earlier. On April 9, 2025, the Chief Administrative Officer (CAO) provided the Board with a general overview of the options available in the context of regional districts, including those specific to the CRD. A strategic discussion was then held at the Committee of the Whole meeting on April 30, 2025. During this wide-ranging conversation, the Board explored additional ways to evaluate services, with a focus on the concerns it aimed to address and the outcomes it sought to achieve.

Staff returned to the Board on October 8, 2025, with recommended next steps across seven potential areas of action. The Board approved all recommendations, including proceeding with the necessary preparatory work to support conducting one to two service reviews annually.

The service review methodology approved by the CRD Board (Appendix A) identified two key areas of focus:

- Evaluating older, legacy services to ensure they remain fit-for-purpose, responsive to community needs, and consistent with industry and corporate best practices.
- Identifying opportunities to consolidate governance or oversight structures where this could improve consistency and efficiency.

In alignment with this approach, staff have completed a historical review of more than 200 CRD services and applied the approved intake criteria to identify legacy services that may be suitable candidates for review, defined as services that have been active for at least 20 years and are currently funded. This process produced an initial list of over 130 regional, sub-regional services and local services.

Given the volume of services identified, staff are now undertaking a qualitative assessment through interviews with operational staff. This work is intended to:

- Confirm whether services have previously undergone a service review or strategic planning process
- Identify potential sustainability, efficiency or governance considerations, and
- Prioritize services where a detailed review is most likely to provide meaningful value.

This assessment is expected to be completed before the summer, at which time staff will report back with findings.

**IMPLICATIONS**

*Financial Implications*

The analysis to date has been completed by staff and there are no incremental financial implications to report currently beyond resources previously approved by the Board and existing staff time. Any future resource requirements will be brought forward through the annual service planning process.

**CONCLUSION**

Following the Board’s consideration of the 2025 CRD provisional budget, staff were directed to bring forward options for undertaking CRD service reviews. On October 8, 2025, the Board approved recommendations to advance seven action areas, including preparatory work to support conducting one or two service reviews annually. Staff committed to reporting back by end of the first quarter of 2026, with a further update planned before the summer.

**RECOMMENDATION**

There is no recommendation. This report is for information only.

Submitted by:	Fran Lopez, Manager, Strategic Planning
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

**ATTACHMENT(S)**

Appendix A: Board-Approved Methodology for Annual Service Reviews