

Regional District Services and Service Review Options

Capital Regional District (CRD) Board Meeting of April 9, 2024

Direction provided by CRD Board on November 13, 2024

That a report providing options and detailing implications for undertaking CRD service reviews be provided to the May Strategic Priorities meeting or earlier.



Water Main Maintenance

Service participants, through the Board, may choose to consider a review of services for several reasons

- Conditions such as the participants' shared vision for the services, the needs of the end users, or the service level and/or performance have changed
- The scope no longer aligns with the original vision
- More effective or alternative service delivery methods are now available
- To evaluate if a service is still necessary
- As part of a scheduled review process (bylaw-based)
- To address a budget pressure or to reevaluate funding priorities

PROVINCIALY-RECOGNIZED PROCESSES FOR REGIONAL DISTRICTS

1

Informal Service Reviews

- At the discretion of the CRD Board
- Can be started at any time
- Scope and process is determined by participants

2

Bylaw Based Service Reviews

- Scope and process built into the establishing bylaw

3

Statutory Review Process

- Initiated at request of participant(s), subject to conditions being met
- Can be started by informing the CRD Board and Ministry of Municipal Affairs



Gonzales Hill

Brief history of recent CRD Service Reviews

- 2008/09 → Environmental Services and Water Services Service Delivery Review
- 2013 → Parks and Community Services/Environmental Sustainability Departmental Integration
- 2014/15 → Bylaw and Animal Care Service Delivery Review
- 2016 → Facility Management Review
- 2016 → **Board considered conducting a global service review process and directed CAO to enhance divisional service planning after evaluating several approaches**
- 2022 → Regional Parks Operational and Financial Review
- 2022 → Information Technology and GIS Service Review
- 2023 → Organizational Structure Review (CRD Evolves 2024-2025)

Overview of Service Review Options

	1. Review of Regional Services	2. Review of Select Sub-Regional and Local Services	3. Review of Corporate Support Services	4. Additional Fiscal Restraint/ Controls
How service levels and growth are currently evaluated and managed	<ul style="list-style-type: none"> ▶ Development and implementation of service-level strategies and plans ▶ Annual service and financial planning review process, approved by CRD Board ▶ Board-approved financial management strategies and policies 	<ul style="list-style-type: none"> ▶ Development and implementation of service-level strategies and plans ▶ Annual service and financial planning review process, approved by CRD Board ▶ Board-approved financial management strategies and policies 	<ul style="list-style-type: none"> ▶ Executive-level reviews of capacity and structure, development and implementation of organizational plans ▶ Business process mapping and optimization ▶ Annual service and financial planning review process, approved by CRD Board 	<ul style="list-style-type: none"> ▶ Board-approved financial management strategies and policies ▶ Annual service and financial planning review process, approved by CRD Board
Options for additional evaluations to consider	<ul style="list-style-type: none"> <input type="checkbox"/> Review service(s) scope and outcomes <input type="checkbox"/> Set performance indicators <input type="checkbox"/> Set cross-service parameters for large expenditures (e.g. land acquisition) 	<ul style="list-style-type: none"> <input type="checkbox"/> Identify select services and conduct same options as regional + develop process to involve applicable commissions and/or committees 	<ul style="list-style-type: none"> <input type="checkbox"/> Identify supplementary corporate support services for review 	<ul style="list-style-type: none"> <input type="checkbox"/> Adopt new policy to limit new services and discretionary initiatives <input type="checkbox"/> Direct staff to identify new revenue sources <input type="checkbox"/> Provide additional budget direction annually or for a period of time

Note: Any review(s) and adjustment(s) will need to consider implications for services mandated by legislation or other factors, such as commitments made in key mandatory documents (e.g. Liquid Waste Management Plan).

Questions?



Rainbow Road Pool, Salt Spring Island