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REPORT TO GOVERNANCE AND FIRST NATIONS RELATIONS COMMITTEE MEETING OF WEDNESDAY, JUNE 3, 2026

SUBJECT **CRD Service Review Program**

ISSUE SUMMARY

On October 8, 2025, the Capital Regional District (CRD) Board (Board) directed staff to establish an ongoing program to conduct one to two service reviews annually. This report provides an overview of the service reviews completed during the current Board term, as well as those underway, planned, and proposed over the next five years.

BACKGROUND

A service review is a structured assessment designed to identify opportunities to improve service delivery. What constitutes an “improvement” may vary depending on the nature of the service, the expectations of users and participants (funders), and considerations of cost. Perspectives on improvements may also differ between those responsible for overseeing the service and those who receive it. Depending on the complexity and type of service, a service review may examine some or all of the following components of service delivery:

- Applicable bylaws and agreements
- Service deliverables and associated resource capacity
- Service delivery model (e.g. in-house and/or contracted approach)
- Operating and capital expenditures
- Key service risks and mitigation strategies
- Assets condition, lifecycle, and long-term management considerations
- Governance and oversight structures

The service review methodology approved by the Board in 2025 (Appendix A) identified two primary areas of focus:

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

Process Undertaken

The Board’s direction included two components: first, to identify and prioritize a list of services to be reviewed in the near term (over the next five years); and second, to implement an ongoing, systematic process that regularly initiates service reviews independent of specific Board direction.

To support the first component of this work, staff conducted a review of more than 200 CRD services and applied the approved intake criteria to identify services that may be suitable candidates for review. The initial focus was on legacy services, defined as those active for at least 20 years and currently funded, while also including some more recently established services where there was a clear opportunity to add value.

This was followed by a qualitative assessment, including interviews with service management staff, to:

- Confirm whether services have previously been reviewed or subject to strategic planning processes;
- Identify existing plans to review service mandate, resourcing, governance, or service levels;
- Surface any unaddressed sustainability, efficiency, or governance concerns; and
- Prioritize services where a formal review could provide meaningful value.

The results of the analysis are summarized in Appendices B and Appendix C.

Outcome

CRD services are routinely evaluated, and the Board regularly receives and makes decisions based on the outcomes of these reviews. Appendix B shows that a substantial volume of service review, or related review work, is already underway as part of ongoing operations. A summary is provided below.

Given the breadth and diversity of CRD services, service reviews vary considerably in scope and approach. For clarity, they have been grouped into four categories, each associated with distinct typical review activities:

- Funding model reviews: typically focus on governing policies, establishing bylaws, funding sources and models, and (re)negotiation of service agreements.
- Governance reviews: examine decision-making structures, oversight, and governing bylaws.
- Infrastructure reviews (large, asset-based services): focus on asset management plans, master plans, capital plans, workforce planning, deliverables, and governance frameworks.
- Service reviews (community-facing and internal services): typically assess establishing bylaws, policies, resources, processes, deliverables, and staffing models, as well as undertaking strategic planning processes.

Over 35 service reviews have been completed during the current Board term, including at least six comprehensive service, policy, and governance reviews completed or implemented in 2026:

1. Regional Goose Management Program Review
2. Building Inspection Service Review
3. Galiano Fire Services Unification
4. Performing Arts Facilities Service Consolidation and Expansion
5. Updates to the CRD Investment Policy
6. Greater Victoria Water Supply Area Climate Change Adaptation Service Evaluation

In addition, more than 45 review processes are currently advancing, with a further two dozen reviews planned to start over the next two years. These are identified as *Underway* and *Planned* in Appendix B. These activities are already integrated in workplans.

Beyond current and planned work, staff have identified an additional eight potential future service reviews. These are identified as *Proposed* in Appendix B and include both broad, multi-service reviews and more targeted, service specific evaluations.

For completeness, Appendix C provides an overview of key strategic planning activities advanced during this Board term. These processes shape the ongoing evolution of service delivery by identifying specific areas of enhancement. Staff frequently conduct public engagement as part of these in a range of formats to gather information about community expectations and collaborate with service users in identifying improvements.

The next steps are to confirm Board support for the *Proposed* reviews so they can be integrated into departmental workplans, and to start the work to develop and implement a systematic process for initiating service reviews on an ongoing basis, independent of specific Board direction. This will further embed routine service evaluations across the organization and support the Board's ongoing consideration of review outcomes.

ALTERNATIVES

Alternative 1

The Governance and First Nations Relations Committee recommends to the Capital Regional District Board:

1. That staff be directed to include the *Proposed* service reviews listed in Appendix B to the five-year workplan;
2. That staff be directed to proceed with the development of an ongoing, standardized process for initiating and conducting regular service reviews.

Alternative 2

That this report be referred back to staff for additional information.

IMPLICATIONS

Service Delivery Implications

Consistent with the approved methodology, *Proposed* reviews were prioritized based on potential impact, considering service complexity, draw on corporate resources, scale, and any risk or issues identified by staff. Some reviews focus on opportunities to improve operations, while others respond to expectations from service users or participants. Staff also noted that certain reviews may be contentious, even where they offer operational benefits.

The scale, scope, and complexity of *Planned* and *Proposed* service reviews themselves also vary considerably. For example, a comprehensive review of the services delivered by the Capital Region Housing Corporation would be significantly larger and more complex than a targeted review of a smaller service, such as the Septage Disposal Service. The reviews listed in Appendix B have not been standardized or adjusted for differences in scope.

The CRD delivers many smaller-scale services with relatively modest annual budgets. Despite their budget size, each service must be administered in accordance with governing bylaws and corporate policies, including preparing an annual budget and overseeing service delivery. While the financial impact of any such single service is limited, the cumulative demand for corporate resources to manage many small services is significant. As a result, opportunities to streamline these services are also being considered.

Implementing a service review program, including defining detailed scopes of work, coordinating multiple reviews, and ensuring they are advancing and delivered as planned, will require dedicated staff capacity and a high degree of coordination. Without additional consulting support, this work will place greater demands on internal resources.

Financial Implications

The Board has previously been advised that conducting full-scale service reviews could cost between \$20,000–\$100,000 per review. The Board has indicated a preference for staff-led reviews to minimize additional costs, and efforts will be made to deliver reviews internally where possible.

A key implication of this revised approach is that timelines may be extended, as reviews will need to be undertaken alongside existing operational responsibilities. In addition, the organization does not have a dedicated audit or review function to provide additional capacity.

Given these constraints, as well as the time required to engage relevant oversight bodies, staff recommend that any *Proposed* service reviews be started after 2028. This timing would enable operational staff to plan and incorporate the work into their planning, following the completion of ongoing and already-planned initiatives and reviews. Staff may also continue to undertake smaller-scale or localized service improvement activities not listed in Appendix B, such as process improvements and other targeted enhancements.

Where external support or additional expenditure is unavoidable, these will be considered through the usual annual service and financial planning process.

Alignment with Board & Corporate Priorities

This work will be introduced and socialized with the incoming Board after the election to ensure awareness of the service review program and to maintain ongoing alignment and continued support.

CONCLUSION

The Board directed staff to establish an ongoing program to conduct one to two service reviews annually. Staff have undertaken an in-depth review to identify the service reviews completed during the current Board term, as well as those underway, planned, and proposed over the next five years.

RECOMMENDATION

The Governance and First Nations Relations Committee recommends to the Capital Regional District Board:

1. That staff be directed to include the *Proposed* service reviews listed in Appendix B to the five-year workplan;
2. That staff be directed to proceed with the development of an ongoing, standardized process for initiating and conducting regular service reviews.

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ATTACHMENT(S)

- Appendix A: Board-Approved Methodology for Annual Service Reviews
- Appendix B: Overview of CRD Service Reviews (Underway, Planned and Proposed)
- Appendix C: Strategic Planning Activities Advanced This Board Term