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REPORT TO CAPITAL REGIONAL DISTRICT BOARD MEETING OF WEDNESDAY, SEPTEMBER 11, 2024

SUBJECT Service Planning 2025

ISSUE SUMMARY

To provide the Capital Regional District (CRD) Board with an overview of the proposed service planning process for 2025.

BACKGROUND

The CRD Board approved the 2023-2026 Board Priorities on March 8, 2023. Subsequently, staff developed the 2023-2026 CRD Corporate Plan which was approved by the CRD Board on April 12, 2023.

The CRD Corporate Plan outlines the work the organization needs to deliver over the four-year term, along with the critical regional, sub-regional and local services, to meet the region's most important needs (i.e., Community Needs) and advance the Board's Vision and Priorities. Board Priorities, Corporate Plan initiatives and core service delivery form the foundation of the five-year financial plan.

The CRD's annual service plans, known as Community Need Summaries, provide an overview of the operational and strategic context, service levels, initiatives, and performance data for each Community Need. They also provide details of the initiatives, associated timing, and service levels required to advance the work.

Traditionally, committees and commissions review the Community Need Summaries in September and October and recommend advancing them to the Committee of the Whole meeting in the fall. This information is then presented to the CRD Board for approval alongside the provisional budget. In years when a general local election has been called, an abridged process is followed, with Community Need Summaries presented directly to the Committee of the Whole. The Corporate Planning Framework is highlighted in Appendix A.

Staff continuously look for ways to improve the quality of information shared with the CRD Board. Through service planning for 2024, a commitment was made to enhance long-range forecasts for the coming years. To respond to this commitment, staff propose presenting a multi-year roadmap of planned initiatives for 2025 and beyond. By grouping initiatives thematically, staff aim to provide the CRD Board with a more transparent and accountable view of upcoming activities and changes in the short and medium term. These thematic bundles will be presented directly to the Committee of the Whole as one cohesive package of information.

IMPLICATIONS

Alignment with Existing Plans & Strategies

The Community Needs structure laid out in the 2023-2026 CRD Corporate Plan was developed to help transparently explain the 200+ services provided by the CRD in a manner that is accessible and easy to understand. This structure mostly, but not wholly, aligns with the committee and commission oversight and delegated authority over services. For a handful of services, some of the content is reviewed by multiple committees and/or commissions, creating reporting overlaps.

In other cases, responsibility for the service authority and operational oversight rests with different committees. For example, the First Nations Relations service authority has been delegated to the Finance Committee, which is responsible for Legislative & General Government Service which funds the First Nations Relations division, while operational oversight rests with the First Nations Committee.

Grouping proposed future initiatives into thematic bundles will help better demonstrate the benefits to the organization of advancing new and upcoming initiatives. Bringing the comprehensive package of information, including all Community Need Summaries, directly to the Committee of the Whole to present a cohesive, whole-organization view will also help address any governance misalignment. This approach has previously been followed in general local election years without issue. This approach also allows the Community Need Summaries to be considered along with broader budget context which has not been the case where standing committees have endorsed Community Need Summaries in advance of provisional budget.

Service Delivery Implications

Each Community Need Summary includes information about the existing services, operational considerations, new initiatives and performance.

Financial Implications

Consistent with previous years, the financial implications of the Community Need Summaries, core service level adjustments and new initiatives will be addressed in the CRD Financial Plan Provisional Approval report, which will be presented at the same meeting of the Committee of the Whole scheduled for October 30, 2024. Last year staff also included a five-year forecast of staffing level changes for the first time. This will also be provided this year.

Since 2023, staff have brought forward an operating and capital budget report in the fall to committees and commissions for most services with an annual budget of \$5M or more. These budgets represent approximately 80% of the total CRD operating budget. This process is unchanged. Regional and sub-regional commissions will also consider the financial implications of the relevant proposed programs of work.

CONCLUSION

CRD staff are progressing initiatives identified in the 2023-2026 CRD Corporate Plan, including the Board Priorities. The CRD Board and commissions with delegated authorities determine resourcing through the annual review and approval of the provisional financial plan. To support decision-making, staff provide recommendations on funding, timing and service levels through the service and financial planning processes. To enhance the existing process, staff are proposing to amend the process to bring forward a comprehensive bundle of initiatives roadmaps to the Committee of the Whole meeting on October 30, 2024.

RECOMMENDATION

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

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ATTACHMENT

Appendix A: Corporate Planning Framework