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REPORT TO CAPITAL REGIONAL DISTRICT BOARD MEETING OF WEDNESDAY, OCTOBER 9, 2024

SUBJECT **CRD Evolves 2024-2025**

ISSUE SUMMARY

To provide strategic context about the Capital Regional District (CRD) Evolves 2024-2025 organizational plan.

BACKGROUND

The Executive Leadership (ELT) has developed a new organizational plan (CRD Evolves 2024-2025) which presents the next phase of the CRD's organizational journey. The purpose of the plan is to identify impactful organizational changes that would address opportunities and drive benefits through efficiency or effectiveness gains. The goals of the plan are to:

1. Create a common vision for how the organization is going to grow and deliver services in future years;
2. Consolidate where we have similar work happening in two or more places to avoid duplication and make better use of resources, with clear lines of responsibility and accountability;
3. Create alignment between those that plan/set service standards and those that deliver services to enhance consistency and streamline; and
4. Utilize capacity, skills, and expertise more effectively and gain efficiencies.

Per Bylaw No. 3343 Officers, General Managers & Management Staff, the Chief Administrative Officer is authorized to organize or reorganize departments as may be necessary to carry out the more efficient and effective administration of the affairs of the CRD.

Appendix A highlights key areas of change proposed. There are four types of changes envisioned:

1. Name changes, e.g. updates to department, division or section names;
2. Structural changes, e.g. changes to reporting lines and function/service placement in the organization;
3. Functional changes, e.g. redesign of (internal) service approach, service functions, scope of work, system/processes and deliverables; and
4. Service changes, e.g. the creation or transformation of functions, divisions and departments.

The implementation of CRD Evolves will impact 21 divisions and sections and approximately 200 members of staff. Once implementation is complete, around 50 staff will report to a new supervisor or manager.

Organizational change on this scale has not been introduced in over a decade. An essential element of the organizational restructure, which was emphasized with staff, was that there would be no reductions in staffing complements because of the plan. Implementation of CRD Evolves will happen in two phases with the first one starting January 15, 2025.

IMPLICATIONS

Alignment with Board & Corporate Priorities

CRD Evolves aligns with the following 2023-2026 CRD Corporate Plan goals and initiatives:

Goal 11b: Organizational capacity

- 11b-3 Maintain business continuity, efficiency and resilience by rightsizing the staffing complement and facilities
- 11b-4 Implement the recommendations of the 2023 CRD Employee Experience Survey report

Goal 13a: Effective systems, processes and policies

- 13a-1 Advance strategic approaches to procurement and project delivery to build capacity, improve standardization and support affordable services.

Service Delivery Implications

Change Management Approach

In November 2023, the ELT shared the vision for CRD Evolves with all staff. They outlined the upcoming changes, the broad reasons for each change, and the aspirations for their organizational impact. This was followed by a period of feedback collection to hear staff's thoughts. A majority of staff who provided feedback reported optimism about the plans and support for, at least some of, the changes proposed and/or the overarching goals of CRD Evolves.

Throughout 2024, staff, supported by the ELT, planned the implementation of CRD Evolves. In February 2024, seven Transition Teams were established, comprising selected managers and supervisors from affected divisions. These teams collaborated to analyze and develop detailed Transition Plans for implementing the vision. The plans they developed were presented and endorsed by the ELT in May 2024. In June 2024, the finalized Transition Plans were shared with key support services (e.g., Human Resources & Corporate Safety, Financial Services, etc.), who were tasked with creating an Accommodation Plan to implement the Transition Plans organizationally. The ELT approved this plan at the end of July 2024. The final stage of planning involved developing the Implementation Plan, summarizing all work done to date and outlining final preparations before activation. This plan will be shared with all staff in fall 2024. As 2024 ends, a final round of staff engagement will validate the proposed approaches and make necessary adjustments, setting the stage for implementation in early 2025.

Affected staff are being directly engaged about how their role and work will be affected by changes so they can start preparing for implementation in 2025.

Communication Plan

Regular Milestone Updates and Frequently Asked Questions were posted to the staff intranet (CRD Central) throughout 2024 to keep staff informed. The Chief Administrative Officer also sent all-staff emails to alert them to new updates. The focus was on ensuring staff were aware of the process progress, understood when they would receive additional information, and felt the process was transparent. The Chief Administrative Officer and the Senior Manager, Human Resources & Corporate Safety have also kept the labour unions apprised and informed and will continue to meet as the transition plans unfold.

Supporting Staff Through Changes

At the request of staff, a tailored training program has been organized to support staff through the implementation of CRD Evolves including structured change management training for staff leading teams through changes and learning sessions to support change resilience skills for all staff who feel like they would benefit from it. Staff have also been consulted at various points in the planning process.

Financial Implications

Planning for the changes resulting from CRD Evolves has been ongoing throughout 2024, with implementation set to begin in 2025. It will be important to begin to realize the benefits of the new organizational structure before any significant adjustments associated with CRD Evolves are made to staffing levels or service budgets. There are two exceptions of note. Two initiatives related to CRD Evolves have been included in this year's service planning package and provisional budget as the resource adjustments are necessary to implement the changes envisaged. More information about this will be provided at the Committee of the Whole meeting on October 30, 2024.

CRD Evolves sets long-term corporate goals and achieving them will, in some cases, require increases in resource capacity. Staff will bring forward any future resource adjustment requests through the usual service and financial planning process annually, for approval by the CRD Board.

CONCLUSION

The ELT has developed an organizational plan called CRD Evolves to guide the next phase of the CRD's organizational journey. Throughout 2024, staff have been developing detailed plans for implementing the CRD Evolves goals and transforming operations, starting in January 2025. Progress against the goals will be measured in 2025 to ensure that the organization remains on track. The Chief Administrative Officer will provide regular updates about the implementation to the CRD Board.

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

ATTACHMENTS

Appendix A: Scope Overview