

REPORT TO CAPITAL REGIONAL DISTRICT BOARD MEETING OF WEDNESDAY, JANUARY 14, 2026

SUBJECT **CRD Evolves 2024-2025 Organizational Plan Update**

ISSUE SUMMARY

Implementation of the CRD Evolves 2024-2025 organizational plan started in 2025 and changes rolled out in two phases, in January and July. The CRD Board has requested quarterly updates on the plan's implementation and outcomes.

BACKGROUND

Bylaw No. 3343 Officers, General Managers & Management Staff outlines that the Chief Administrative Officer (CAO) is authorized to organize or reorganize departments as necessary to ensure the efficient and effective administration of the CRD.

In the fall of 2023, the CAO initiated strategic discussions about organizational effectiveness and capacity with the Executive Leadership Team. These led to the development of CRD Evolves 2024-2025. This plan sought to redefine how the CRD works through strategic name, structural, functional, and service changes aimed at strengthening internal corporate service delivery ultimately benefiting the delivery of the CRD's regional, sub-regional and local services.

Seven cross-functional transition teams, composed of staff from impacted areas, led the development of detailed Transition Plans over the course of 2024, grounded in operational realities. Key support services created an Accommodation Plan to ensure the smooth implementation of these plans. The changes rolled out in two phases, in January and July 2025, and included:

1. Asset management, maintenance management, and fleet management resources and responsibilities were consolidated in a new Corporate Asset & Maintenance Management division in the Infrastructure & Water Services (IWS) department.
2. Communications resources and responsibilities were consolidated in the Corporate Communication & Engagement division in the Executive Services department.
3. Procurement and IWS purchasing resources and responsibilities were consolidated in a new Procurement section in the Finance & Technology department.
4. IWS' committees and commissions responsibilities and resources were transferred to Legislative Services in the Corporate Services department.
5. The Corporate Capital Project Delivery Services division was created in the IWS department to standardize capital project planning and delivery, and ensure a safe, consistent and efficient delivery of capital projects.
6. The Electoral Area Services department was created to oversee and manage the delivery of most services for the three electoral areas served by the CRD, namely Juan de Fuca, Salt Spring Island and Southern Gulf Islands.
7. The Facilities Management team started its integration with the Real Estate Services division in the Corporate Services department to strengthen space planning capacity and enable more focused discussions around the long-term vision for CRD facilities.

Throughout 2024, the CAO provided regular verbal updates to the CRD Board about this initiative. On October 9, 2024, the CRD Board received a supplementary information report offering additional context, including an outline of planned changes.

As part of its April 30, 2025, discussion on regional district services and service review options, the CRD Board directed staff to *“provide quarterly progress reporting on CRD Evolves implementation”*, among other actions. The Board received the first quarterly update on July 9, 2025.

IMPLICATIONS

Service Delivery Implications

So far, the changes have generally met expectations for this stage. However, vacancies in key leadership roles have resulted in some delays. These delays are not expected to impact long-term outcomes. Below is a non-exhaustive summary of achievements across all new or expanded divisions since the last update on October 8, 2025.

The **Corporate Asset & Maintenance Management** division includes the Corporate Fleet and Asset & Maintenance Management sections. The division has continued to improve service efficiency by advancing the enterprise asset management initiative, which will unify divisional support moving forward. Future-state business process maps have been completed and will now be assessed with current roles in the team to ensure clarity of roles and responsibilities across the team. In addition, the division has collaborated to expand its use of Power BI dashboards to strengthen reporting and support data-driven decision-making. This was achieved by leveraging staff expertise and cross-team collaboration. Looking ahead to 2026, the division plans to develop a new divisional strategic plan and updated performance indicators.

The **Corporate Capital Project Delivery Services** division integrated staff from Engineering Services from Parks, Recreation & Environmental Services, and Capital Projects from Infrastructure & Water Services (IWS). The division completed project and resource planning for 2026 while managing several high-priority projects in late 2025.

To improve service delivery, the division is advancing an internal client-facing SharePoint site that will provide a comprehensive framework for staff, including processes, documentation and templates, to support successful and consistent project delivery. Initial planning work has started to establish a unified project management approach aligned with Engineering Geoscientists BC (EGBC) and internal Professional Practice Management Plan (PPMP) requirements. Looking ahead to 2026, the division will continue to advance these improvements and develop future-state process maps. It is important to note that these changes are interdependent with initiatives being advanced by the Procurement section.

Centralizing most Communications Coordinators within **Corporate Communications & Engagement** has continued to improve visibility over service-related communications plans, and alignment with corporate standards and overarching objectives. The division continues to analyze demand across service areas and will present recommendations in 2026 to enhance service delivery. The Management team is also working to standardize job descriptions for greater consistency. Looking ahead to 2026, the division will look to introduce a new intake process to gather qualitative data about service demand and define a future-state service delivery model to

meet the evolving organizational needs.

The **Electoral Area Services** department has integrated most services for the electoral areas under one General Manager. The gradual transfer of operational responsibilities, particularly from IWS, is ongoing, with staff also focused on concurrently developing a new operating model for water and wastewater local area services.

The Management team is collaborating closely on key opportunities, including housing projects on Salt Spring Island, and the re-alignment of climate action projects to ensure consistency across electoral areas. Teams are also working towards reducing administrative barriers where possible and have made progress through the launch of a new electronic permit submission process by Building Inspection and coordinated efforts among the administrative functions to align and refine business processes. Looking ahead to 2026, the department will continue to further strengthen departmental alignment and integration.

The **Procurement** section within **Financial Services** has updated the Procurement Policy to streamline processes, improve clarity, and ensure compliance with trade law and other legal obligations. This policy update was endorsed by the Executive Leadership Team (ELT) and will move forward to the Board for approval. Following approval, staff in the Financial Services Division plan to develop organization-wide training to support implementation of the revised policy and highlight key changes. In addition, staff will develop a forward-looking strategy outlining future milestones and service delivery enhancements to support organizational goals through 2026 and beyond. In parallel, several new service metrics have been introduced to better inform day-to-day operational decisions and guide the next phase of improvements. Technology enhancements remain under consideration, with a needs assessment currently underway to evaluate the capabilities of existing systems. Staff also intend to implement a new intake system, to be released alongside the revised Procurement Policy, to enhance case management and capture additional service data.

The **Legislative Services** division has assumed responsibility for IWS' meeting management. Staff remain focused on strengthening understanding of and adherence to corporate practices across IWS committees and commissions. Looking ahead to 2026, the division will start refreshing committee and commission orientation materials in preparation for new CRD Board Directors, committee members, and commissioners following the 2026 General Local Election. Legislative Services will also administer several elections in the electoral areas and for any partners that request support. If capacity allows, the division intends to review the service levels proposed through CRD Evolves to move towards centralized oversight for all committee meetings. If the workload in 2026 does not permit this, the work will be advanced in 2027 instead.

The **Real Estate & Facilities Management** division has integrated staff from the Real Estate Services and Facilities Management divisions. This change was implemented to strengthen space planning capacity and enable more focused discussions around the long-term vision for CRD facilities. Progress was gradual due to leadership vacancies over the summer. However, the positions have been filled, and work is now underway to get up to speed with the services, develop relationships, and gain a deeper understanding of the services' unique needs and challenges.

Analysis is also underway to assess future space requirements at the Fisgard headquarters and in the Westshore. Looking ahead to 2026, the division will focus on defining common divisional goals and creating a roadmap to achieve them. This will be important to ensure staff feel supported and understand how their work contributes to broader organizational goals.

Financial Implications

The ELT directed the transition teams to track any direct or indirect expenditure associated with the implementation of CRD Evolves. As of November 3, 2025, staff have recorded 2025 expenditures of around \$79,000, excluding taxes, for change management training and professional coaching, team building workshops for newly formed divisions, equipment upgrades, including safety equipment upgrades to the mechanical shop in Mill Hill, and an executive recruitment consultant (for the Manager of Procurement role). Expenses related to day-to-day operations (e.g. staff time) have been excluded. All expenditures incurred so far have been absorbed within the impacted division's core budget(s).

In addition to the tracking of expenditures, as part of the 2026 service planning and provisional budget cycle, an outline was prepared to detail resource transfers across services budgets. These adjustments aligned staffing and funding with updated roles and responsibilities resulting from CRD Evolves 2024-2025. The data reflected the 2026 Provisional Budget also incorporated adjustments for inflation and other service-level changes. In some cases, a reduction in wages and benefits in one budget was balanced with a new allocation to continue paying for expertise. This strategy was approved by the ELT prior to implementation to maintain the integrity of the service models.

CRD Evolves was largely designed, planned and implemented by CRD employees without the use of external consulting services. Instead, the ELT leveraged the deep operational knowledge, skills, and expertise of staff to identify meaningful changes that align with the CRD's core service mandates and its unique context as a regional district.

Alignment with Board & Corporate Priorities

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

People, Goal 11b – Organizational capacity

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

Business Systems & Processes, Goal 13a – Effective systems, processes and policies

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

CONCLUSION

The ELT developed an organizational plan called CRD Evolves 2024-2025 to guide the next phase of the CRD's journey. In 2024, staff developed detailed plans to achieve the CRD Evolves goals and transform operations. Changes started rolling out in January 2025 and progress was tracked throughout the year to keep the organization on track. The CAO started providing quarterly implementation updates to the CRD Board in July 2025. Ongoing progress monitoring will transition to the annual service planning process in mid-2026.

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