

**REPORT TO CAPITAL REGIONAL DISTRICT BOARD
MEETING OF WEDNESDAY, OCTOBER 8, 2025**

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.

The Executive Leadership Team set out the broad vision, desired outcomes, and a detailed timeline. Recognizing that change on this scale can be challenging, this transparency helped reduce uncertainty and gave staff a clear roadmap from the beginning. Seven cross-functional transition teams, composed of staff from impacted areas, then 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.

As a reminder, the changes implemented in January 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 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.

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

Three additional major organizational changes were implemented on July 7, 2025, directly impacting around 150 members of staff:

1. 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.
2. 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.
3. 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.

This second phase of changes completes the vision set by the ELT, building on the work that started in January 2025. Together, these efforts mark the beginning of a longer-term journey toward service transformation. As services continue to evolve, staff are expected to regularly review and refine service delivery models. To fully achieve the intended benefits, future adjustments to staffing and other resources may be necessary.

So far, the changes have generally met expectations for this stage. However, vacancies in key leadership roles have caused 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.

The **Corporate Asset and Maintenance Management** division comprises the Corporate Fleet and Asset and Maintenance Management sections. The Corporate Fleet section successfully collaborated with Regional Parks to support their fleet needs during the busy summer season. The team continues to deepen their understanding of the seasonal nature of Regional Parks’ work to help inform strategies for workload planning and staff assignment to better meet those needs in future. Staff have reported that they are now responsible for maintaining Regional Parks’ heavy-duty equipment (e.g. vehicles) as well as small equipment (e.g. hand lawnmower). While Corporate Fleet staff do not currently maintain small equipment for the IWS department, which they also support, they are considering the implications of doing so in the future to ensure consistency. This potential change would have staffing and resource implications.

The Asset and Maintenance Management section continues to identify and implement new approaches to enhance service delivery. A recent example of improved integration and outcomes is the enhanced participation in the Canadian Infrastructure Benchmarking Initiative. This initiative helps local governments measure, track and report on service levels, while enabling performance comparisons across jurisdictions. Work also continues to review and evaluate the distribution of roles and responsibilities in the team to optimize service delivery.

The **Corporate Capital Project Delivery Services** division has integrated staff from Engineering Services, from Parks, Recreation & Environmental Services, and Capital Projects from IWS. In preparation for this transition, staff collaborated with all divisions involved in capital project delivery to define new service levels and help clarify roles and responsibilities for various types of capital projects. Since the transition, few issues have been reported, and where challenges have arisen, teams have worked collaboratively to resolve them. The next phase of change will focus on defining future-state processes for project planning and delivery and advancing an updated Project Management Framework. Staff across the organization have expressed strong interest in having more consistent, easily accessible project management documentation, processes and templates to support their work so this work is a priority.

The **Corporate Communications & Engagement** division continues to advance its overarching goals of improving visibility into service-related communication plans and aligning efforts with corporate standards and strategies to promote consistency and support broader communication objectives. Key actions completed since the last update include a marketing review of Environmental Services, an evaluation of staff equipment and devices to ensure staff are properly equipped, and the identification of core communications competencies.

Services have been harmonized, providing the management team with valuable insights into current operations, as well as the strengths and limitations of the existing service delivery model. One key challenge with the current model is achieving equity between areas with dedicated communications resources and those supported solely by the core Corporate Communications & Engagement team. Defining a future-state and service delivery model remains a priority for 2026 to ensure the division can meet evolving organizational needs.

The **Electoral Area Services** department was established in early July, bringing together the Building Inspection, Salt Spring Island Administration, Juan de Fuca Administration, and Southern Gulf Islands Administration divisions. In addition, staff responsible for managing and maintaining local water and wastewater services in the electoral areas were transitioned into a newly created division, Water/Wastewater Services Operations. The full transition of responsibilities related to local area services is underway and expected to take some time.

Over the summer months, the new General Manager has focused on ensuring a smooth handover and building a strong understanding of local interests and issues. Given the breadth and diversity of services, developing a comprehensive understanding of each division and community will be an ongoing process. The management team has also started the work to identify shared opportunities to reduce administrative barriers, a key objective of CRD Evolves.

The **Legislative Services** division continued its efforts to strengthen understanding of and adherence to corporate practices across IWS committees and commissions. To expand the team's management capacity, preparations are underway to create a second Deputy Corporate Officer position, which will be filled through a repurposed vacancy. Recruitment is scheduled for the fall. The division's staffing capacity and workload will be reassessed following the General Election.

A new Manager, **Procurement** was appointed in June 2025. Over the summer, Senior Managers, Managers and procurement staff were interviewed to evaluate the CRD's current procurement landscape. Work progressed concurrently on developing a new procurement framework for the CRD and clarifying roles and responsibilities among the various groups involved. To support the newly established Procurement section, staff have recommended several measures to give time and space for informed decision making, including extending the Low Value Routine Procurement pilot and pausing planned technology investments. Legal Services and Procurement continue to collaborate closely on procurement matters and internal processes are being refined to ensure that high-value or high-risk requests are prioritized, and legal advice is applied consistently. In addition, some historical practices are also being reviewed to assess their ongoing relevance and appropriateness.

The gradual integration of the **Facilities Management** division with the **Real Estate Service** division is progressing. There were two key leadership vacancies at the time of transition that have recently been filled. This contributed to slower than expected implementation. However, integration is now progressing as intended with support to ensure continuity from staff in Park, Recreation & Environmental Services, Corporate Services and Electoral Area Services.

Financial Implications

The ELT directed the transition teams to track any direct or indirect expenditure associated with the implementation of CRD Evolves. As of September 5, 2025, staff have recorded expenditures of around \$65,000, excluding taxes, for change management training and professional coaching, team building workshops for newly formed divisions, safety equipment upgrades to the mechanical shops and an executive recruitment specialist. 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).

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 has developed an organizational plan called CRD Evolves to guide the next phase of the CRD's organizational journey. Throughout 2024, staff developed detailed plans for implementing the CRD Evolves goals and transforming operations, starting in January 2025. Progress against the goals are being measured in 2025 to ensure that the organization remains on track. The CAO started providing quarterly updates about the implementation to the CRD Board in July 2025.

RECOMMENDATION

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

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