

CRD Evolves 2024-2025: Scope Overview

This report outlines the major transitions that will take place starting in January 2025 as a result of CRD Evolves 2024-2025. In most cases, the transition marks the start of a longer-term service transformation. Each transition has been carefully documented and mapped out by staff from participating teams to ensure that changes proposed advance the goals of CRD Evolves 2024-2025, there is a clear implementation schedule and any potential risks emerging from the changes are managed and/or mitigated. There are also a series of minor adjustments being made that will be implemented separately; this includes, for example, division and section name changes to make their responsibilities clearer. For example, Human Resources & Corporate Safety will become People, Safety & Culture. The Executive Leadership Team (ELT) has enacted some early changes in 2024 where opportunities to do so emerged. For example, where a key member of staff retired in 2024, their replacement was recruited with a revised job description that reflected the team's new identity and/or scope of responsibilities.

Transition 1: Corporate Asset & Maintenance Management

We will support the evolution of the asset management program into operational implementation by making one division – Corporate Asset & Maintenance Management – responsible for setting organization-wide asset management standards and for defining standard maintenance programs. To achieve this, the responsibility for asset management functions will be transferred from the Finance & Technology department to the Integrated Water Services department. Resources delivering maintenance management, fleet management, scheduling, and planning functions will also be consolidated in this division.

Participants: Asset Management, Customer & Technical Services, Regional Parks and Wastewater Infrastructure Operations

Transition 2: Corporate Communications

We are taking the first step towards improving consistency and having an organization-wide approach to communication, while balancing the needs and priorities of services and programs. To achieve this, all embedded communications resources will start reporting to Corporate Communications, while continuing to support their existing divisional client(s) and remaining subject matter experts.

Participants: Corporate Communications, Environmental Resource Management, Panorama Recreation, Environmental Protection, Regional Planning, Regional Parks, Regional Housing

Transition 3: Electoral Area Services

We are taking the first step towards improving the consistency of service levels across Electoral Areas, providing strong leadership to oversee the evolution of services and support committees and commissions, and creating a single point of contact for Electoral Area Directors. To achieve this, the responsibility for most services provided for the three Electoral Areas, including local services operations, will be transferred to a new Electoral Area Services department overseen by a new General Manager.

Participants: Building Inspections, Juan de Fuca Local Area Services, Real Estate & Southern Gulf Islands, Salt Spring Island Administration, Wastewater Infrastructure Operations

Transition 4: Finance Services & Procurement

We are taking the first step towards having a centralized organization-wide approach for procurement. To achieve this, the responsibility for the procurement and purchasing functions will be transferred to a new Procurement division to be created in the Finance & Technology department. In addition, the Corporate Finance & Treasury function will start reporting to the Chief Financial Officer to optimize functional business processes, including the core management of financial assets. Other functions will report to either the Senior Manager, Financial Services or the Controller.

Participants: Legal & Risk Management, Finance Services

Transition 5: Infrastructure Engineering, Planning, and Capital Project Services

We are taking the first step towards having centralized organization-wide project delivery by creating a multidisciplinary project delivery team. The division will be responsible for delivering all major capital infrastructure from preliminary design to commissioning and final completion, working collaboratively with operational divisions. They will also implement standardized, streamlined processes to support efficient project delivery and enhance consistency. To achieve this, the responsibility for major capital projects delivery functions (excluding Regional Housing) will be transferred to a new Corporate Capital Project Services division in the Integrated Water Services department.

Participants: Facilities Management & Engineering Services, Infrastructure Engineering, Integrated Water Services Administration

Transition 6: Legislative Services

We are taking the first step to improve consistency and provide an organizational approach to meeting management and governance, while balancing service/program needs. To achieve this, some embedded legislative resources in Integrated Water Services will start reporting to Legislative Services in the Corporate Services division.

Participants: Legislative Services, Integrated Water Services Administration, Customer & Technical Services

Transition 7: Real Estate & Facilities Management

We are taking the first step to centralize building services and the overall management of all CRD facilities and building systems. To achieve this, the Facilities Management functions will be joined with Real Estate Services in the Corporate Services department.

Participants: Real Estate & Southern Gulf Islands, Facilities Management & Engineering Services