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REPORT TO CAPITAL REGIONAL DISTRICT BOARD MEETING OF WEDNESDAY, APRIL 8, 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. On April 30, 2025, the CRD Board requested quarterly updates on the plan's implementation and outcomes. The Board received the first quarterly update on July 9, 2025.

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 (ELT). 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 in 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 was integrated 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.

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.

IMPLICATIONS

Service Delivery Implications

The changes continue to generally meet expectations for this stage. Below is a non-exhaustive summary of achievements across all new or expanded divisions since the last update on January 14, 2026.

The **Corporate Asset & Maintenance Management** division includes the Corporate Fleet and Asset & Maintenance Management sections. All staff in the division participated in two half-day strategic workshops to co-create a new Team Charter, including a team purpose, vision, and rules of engagement. This is now a foundational reference document for the division, helping to align staff with their new organization-wide role. The Management team has continued to progress several human resources matters in recent months, including consideration of roles and responsibilities within the team.

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 is now fully integrated and operating as business as usual. The team is making steady progress in standardizing practices and procedures, including capital project approval, tracking and reporting, as well as improving contract coordination. The annual project planning process has also been enhanced this year through the deployment of a streamlined approach to obtaining project approvals from General Managers. This has improved timelines and efficiency. Some additional process improvements are on hold pending the approval of the revised Procurement Policy and related policy updates.

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. As anticipated in the transition plan, the management team has initiated work to refine the division's operating model to further optimize service delivery.

The proposed refinements include introducing a portfolio-based approach, addressing imbalances in workload and responsibilities within the team, establishing clear staffing layers with defined accountabilities, and developing a structured process to triage and assign communications work from areas without dedicated staff to communications advisors. Analysis to support this work is underway, including a review of roles and responsibilities and the identification of an optimal future-state structure. Prior to implementing any structural changes, the team will first introduce a robust intake process and clear protocols for managing incoming requests, ensuring workload and capacity are managed in a deliberate and sustainable manner.

The **Electoral Area Services** department has integrated most services for the electoral areas under one General Manager. During the first six months following the transition, efforts focused on maintaining operational continuity as responsibility for several services, including 14 utility local

area services, and associated teams transferred to the Electoral Area Services department. In 2026, the focus has shifted to strategic planning and strengthening asset planning. Recently, the General Manager convened a strategic workshop with staff to build a shared understanding and identify departmental priority areas. These discussions will continue through the summer as staff prepare for the upcoming elections.

The **Procurement** section within **Financial Services** is in the final stages of updating the Procurement Policy. This document is expected to be presented to the Board for approval by the summer. Additional procurement guidance for staff will be released shortly, along with the implementation of a new intake system designed to improve service monitoring and tracking. Further technology enhancements continue to be evaluated, and a Request for Information has been issued on BC Bid to help refine functional and technical requirements. This is a market sounding tool and does not commit the organization to awarding a contract.

The **Legislative Services** division has assumed responsibility for IWS meeting management. A second Deputy Corporate Office position has recently been filled, and staff have started work to align committee and commission governance documents to improve consistency. This work was completed for the Water Advisory Committee and presented to the Regional Water Supply Commission March 18, 2026. Staff intend to complete one additional governance review this year, focused on the Juan de Fuca Water Distribution Commission. In addition, preparatory work for the upcoming elections has started and make up a significant portion of the 2026 workplan for the division.

The **Real Estate & Facilities Management** division has integrated staff from the Real Estate Services and Facilities Management divisions. The management team across both functions continues to strengthen collaboration and identify emerging opportunities for further alignment. The team has also focused on cross-divisional relationships and recently developed a joint decision-making workflow with the Capital Project Delivery Services division to clarify hand-off points between the two teams and improve consistent collaboration. Work on long-term facility needs planning in ongoing.

Financial Implications

The ELT directed the transition teams to track any direct or indirect expenditure associated with the implementation of CRD Evolves. As of March 2, 2026, staff have recorded expenditures of around \$7,000, excluding taxes, for change management training and professional coaching, and equipment upgrades in 2026. The total combined expenditure for this initiative since its start in 2024 is \$104,000 for training, equipment upgrades, team building events and other contracts for services. 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.

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