

**REPORT TO CAPITAL REGIONAL DISTRICT BOARD
MEETING OF WEDNESDAY, JULY 9, 2025**

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

ISSUE SUMMARY

Implementation of the CRD Evolves 2024-2025 organizational plan started on January 15, 2025. Additional changes will take effect on July 7, 2025. 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 (ELT). These led to the development of CRD Evolves 2024-2025 (CRD Evolves). 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 ELT set out the broad vision, desired outcomes, and a detailed timeline, and communicated the CRD Evolves plan to the entire organization and CUPE Local 1978, through a series of engagement sessions in November 2023. 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.

Throughout 2024, the CAO provided regular verbal updates to the CRD Board about the CRD Evolves initiative. As part of CRD Evolves, on September 11, 2024, the CRD Board approved the establishment of a new Electoral Area Services department along with a new General Manager position to oversee the new department. 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.

IMPLICATIONS

Service Delivery Implications

Four major organizational changes were implemented on January 15, 2025, directly affecting around 50 members of staff:

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's committees and commissions responsibilities and resources were transferred to Legislative Services in the Corporate Services department.

Each of these changes marked the beginning of a longer-term journey of service transformation. So far, the changes have generally met expectations in terms of anticipated outcomes. Across the various divisions, common themes have emerged. The consolidation of resources has required managers and supervisors to invest time in understanding new workplans and responsibilities. This process has been essential for identifying gaps, overlaps, and opportunities for improvement, such as workload rebalancing and determining corporate priorities (balanced with divisional or departmental priorities). Although transition plans were in place, teams have remained flexible during implementation. They have adapted plans in response to new information, and piloted and implemented only those solutions that proved effective. In most cases, the ELT anticipates further change management efforts and revised resourcing strategies will be necessary as the service delivery models continue to evolve.

Below is a non-exhaustive summary of achievements since January across these newly formed or expanded divisions.

The **Asset Management and Maintenance Management** sections have collaborated more closely than before and together they have identified efficiencies and improvement opportunities; for example, the team identified a service and role clarity gap related to asset operations and maintenance data and have taken steps to address it. In addition, the division is piloting a more service-oriented (e.g., Regional Water Supply service) delivery model to improve collaboration, enable cross-functional planning, and enhance service delivery. Initial outputs have shown positive results. Staff are considering further analysis to explore potential efficiencies in warehouse operations and planning coordination more broadly, and a strategy and development workshop in the fall focused on defining goals, optimizing resourcing structure, and aligning with the ongoing process improvement efforts.

Fleet and equipment maintenance responsibilities and staffing resources for Regional Parks have been consolidated under the Corporate Fleet section. As anticipated, the expansion of supervisory duties has reduced the time available for the supervisor to perform hands-on mechanical work. However, staff expect this change to lead to a meaningful increase in overall mechanic hours and improved operational efficiency, helping to reduce reliance on outsourced maintenance services. In collaboration with the Financial Services team, staff have implemented

enhanced tracking of labour and costs to improve service assumptions, inform future budgeting, and support the further development of performance metrics for fleet maintenance and asset management. The Corporate Fleet section has also established common standards across mechanical shops and completed safety equipment upgrades.

All Communications Coordinators now report to the **Corporate Communication & Engagement** division. This has improved visibility over service-related communication plans, alignment with corporate standards, and the division's ability to provide strategic advice early to create consistency and advance overarching communication goals. While the reporting relationships have changed, the coordinators remain embedded within their client service area to ensure they remain an integral part of operations. Thanks in part to the deployment of the Alternative Work Options in 2023 and supporting digital tools, the team has successfully transitioned to a hybrid management model, with staff located both downtown and at regional facilities. To support a smooth first year of operation, the service levels provided to service areas were maintained as they were pre-transition. Analysis is now underway to identify and address inconsistencies in service levels, distribution of workload, and access to communication resources, with a goal of harmonizing services by the end 2026. The division also aims to implement new tools to support more efficient operations. Progress has been steady, albeit slower than anticipated due to the increased number of direct reports and associated supervisory demands.

The **Legislative Services** division has been working closely with IWS to improve understanding of and adherence to corporate practices across the IWS committees and commissions. For smaller divisions, such as Legislative Services, resource consolidation has enhanced service reliability by enabling better backfill during absences. However, the new scope of responsibility, including onboarding and supervising a newly transferred role to support IWS committees and commissions, has exceeded management capacity. In response, a recent vacancy has been repurposed to add management capacity to this division. This will be essential to create additional resilience, balance the workload and support the upcoming General Local Elections in 2026.

Historically, **procurement and purchasing** at the CRD have been decentralized, with each service area managing its own processes and vendors in accordance with corporate policies. In June, following a longer-than-anticipated recruitment process, a new Manager of Procurement was hired to lead the development and implementation of a more centralized procurement framework for the CRD. Separately, a consultant was engaged in 2025 to assess the current state of procurement and explore options for centralization. The resulting report will guide the new framework. A change management plan will follow, recognizing that significant effort will be needed to build organization-wide awareness and compliance with the new framework. As a first step, IWS procurement and purchasing resources were consolidated in January, but the existing service model remained in place until the new Manager of Procurement assumed the role. As the framework evolves, staff will explore the consolidation of procurement for the rest of the CRD.

In order to build organizational resilience and capacity, and to support staff leading and experiencing change, a customized training program was rolled out in October 2024 and is ongoing. The program included structured change management training and one-on-one professional coaching for managers and supervisors, and change resilience training for all staff.

Financial Implications

The ELT directed the Transition Teams to track any direct or indirect expenditures associated

with the implementation of CRD Evolves. As of June 30, 2025, staff have recorded expenditures of around \$62,000, excluding tax, for change management training, team building events, safety equipment upgrades at the mechanical shops, and an executive recruitment specialist. Expenses related to day-to-day operations (e.g., staff time, printing, etc.) have been excluded. All expenditures incurred so far have been absorbed within the impacted division's core budgets.

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. Starting in July 2025, the CAO will provide quarterly updates about the implementation to the CRD Board.

RECOMMENDATION

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

Submitted by:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer
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