



Making a difference...together

## REPORT TO GOVERNANCE COMMITTEE MEETING OF WEDNESDAY, AUGUST 02, 2023

---

**SUBJECT**     **Capital Regional District Mission Statement**

### **ISSUE SUMMARY**

To revise the Capital Regional District (CRD) mission statement.

### **BACKGROUND**

Organizational goals and strategies are captured through a mission statement (a concise, descriptive explanation for an organization's purpose and intentions), vision statement (high-level aspirational statement of an ideal future state) and set of strategic priorities and implementation actions.

#### **Board Strategic Planning Process**

Strategic planning is the process followed to define business strategy and goals for the future. The CRD Board of Directors and staff undertake such a planning process at the outset of each new Board term of office.

The objectives of the process are:

1. For the Board to confirm the long-term organizational vision and set priorities for supporting organizational activities.
2. For staff to develop an accompanying Corporate Plan which aligns services and programs with the newly set priorities and identify initiatives and actions to achieve them.

The strategic planning process for the current Board term took place between November 2022 and April 2023. The focus of this process was defining the direction for the CRD over the next four years. The CRD Board evaluated and revised the vision statement and identified new strategic priorities through a series of facilitated workshops. Service priorities and implementation actions were identified through an internal process led by staff.

The CRD mission statement was not reviewed as part of this process as it is a description of the organization's current purpose and role, which remains generally the same across CRD Board terms.

The CRD Board adopted a revised vision statement and the 2023-2026 Board Strategic Priorities on March 8, 2023, and the 2023-2026 Corporate Plan on April 12, 2023.

#### **Referral Motion Arising**

On April 12, 2023, the CRD Board referred a proposal for an alternative mission statement to the Governance Committee.

The CRD mission statement below has remained consistent since 2009. The italicized portion of the statement was added by the CRD Board in 2019.

"We are diverse communities working together to serve the public good and build a vibrant, livable and sustainable region, *through an effective, efficient and open organization.*"

An alternative mission statement, provided below, was referred to the Governance Committee. It was developed to address concerns that the current statement lacks the regional viewpoint, is vague about the CRD's role and is hard to distinguish from the vision statement.

"The CRD's Mission is framed in the context of four broad roles.

1. **Regional Federation:** Serve as the main platform for discussing issues that transcend Municipal and Electoral Area boundaries. Facilitating the effective collaboration and coordination among members for services and solutions that are best provided at the regional and sub-regional level.
2. **Core Service Provider:** Provide regional utility services such as drinking water, wastewater treatment, to members. Provide regional services directly to residents including: regional parks, affordable housing, recreation, solid waste, and recycling.
3. **Local Government for Electoral Areas:** Deliver local services, planning functions, and regulatory responsibilities required for Electoral Areas to function as local governments.
4. **Planning the Future of the Region:** Carry out planning and regulatory responsibilities related to the utility services as well as climate action, regional parks, affordable housing, and regional planning."

A brief discussion by the CRD Board of Directors indicated that while Directors would consider a change to the mission statement through the Governance Committee, brevity remained an important objective as well as finding a cohesive, descriptive way to define the CRD's role and purpose.

Staff have conducted a comparative review of both statements to draw out more explicitly the CRD's broad roles while maintaining the succinctness of the original statement. In consideration of the above, the following is a proposed revised statement from staff, with changes highlighted in italics.

*"We are a regional federation working together to serve the public good and plan the future of our livable, sustainable, and resilient region. We transcend municipal and electoral area boundaries to deliver services to residents regionally, sub-regionally and locally through an inclusive, efficient and open organization."*

The descriptions proposed in the referral motion have been used to define the key terms in this revised statement.

## **ALTERNATIVES**

### *Alternative 1*

The Governance Committee recommends to the Capital Regional District Board:

That the following mission statement be adopted: "We are a regional federation working together to serve the public good and plan the future of our livable, sustainable and resilient region. We transcend municipal and electoral area boundaries to deliver services to residents regionally, sub-regionally and locally through an inclusive, efficient and open organization."

*Alternative 2*

The Governance Committee recommends to the Capital Regional District (CRD) Board: That the following mission statement be adopted: “The CRD’s Mission is framed in the context of four broad roles.

1. Regional Federation: Serve as the main platform for discussing issues that transcend Municipal and Electoral Area boundaries. Facilitating the effective collaboration and coordination among members for services and solutions that are best provided at the regional and sub-regional level.
2. Core Service Provider: Provide regional utility services such as drinking water, wastewater treatment, to members. Provide regional services directly to residents including: regional parks, affordable housing, recreation, solid waste, and recycling.
3. Local Government for Electoral Areas: Deliver local services, planning functions, and regulatory responsibilities required for Electoral Areas to function as local governments.
4. Planning the Future of the Region: Carry out planning and regulatory responsibilities related to the utility services as well as climate action, regional parks, affordable housing, and regional planning.”

*Alternative 3*

The Governance Committee recommends to the Capital Regional District (CRD) Board: That the current CRD mission statement remains unchanged.

*Alternative 4*

That the Capital Regional District Mission Statement report be referred back to staff for additional information based on Governance Committee direction.

**IMPLICATIONS**

*Alignment with Board & Corporate Priorities / Environmental & Climate Action*

The revised mission statement proposed by staff is consistent with the description of services and goals listed in the Board Strategic Priorities, CRD Corporate Plan and other service and program plans.

The inclusion of a reference to a “livable, sustainable and resilient region” additionally connects the mission to the Board vision statement and brings into focus the importance of environmental sustainability and climate resilience.

*Equity, Diversity & Inclusion*

The statement proposed by staff refers to an organization that is “inclusive” and “open”. The objective of including this language is to provide a bridge between the mission statement and the CRD’s statement of commitment to equity, diversity and inclusion.

**CONCLUSION**

The CRD Board adopted a revised vision statement and the 2023-2026 Board Strategic Priorities on March 8, 2023, and the 2023-2026 Corporate Plan on April 12, 2023. A motion arising proposing an alternative mission statement was subsequently referred to the Governance Committee. Staff have evaluated the proposed changes and offered a revised mission statement which seeks to be more explicit about the CRD’s broad roles while maintaining the essence of the original statement.

**RECOMMENDATION**

The Governance Committee recommends to the Capital Regional District Board:  
That the following mission statement be adopted: “We are a regional federation working together to serve the public good and plan the future of our livable, sustainable and resilient region. We transcend municipal and electoral area boundaries to deliver services to residents regionally, sub-regionally and locally through an inclusive, efficient and open organization.”

Submitted by:	Fran Lopez, B. Sc., M. Sc., Manager, Strategic Planning
Concurrence:	Kevin Lorette, P. Eng., MBA, General Manager, Planning & Protective Services
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer