



## Notice of Meeting and Meeting Agenda Governance Committee

---

Wednesday, August 2, 2023

9:30 AM

6th Floor Boardroom  
625 Fisgard St.  
Victoria, BC V8W 1R7

---

M. Little (Chair), S. Goodmanson (Vice Chair), S. Brice, C. Coleman, B. Desjardins, G. Holman,  
P. Jones, K. Murdoch, D. Murdock, S. Tobias, C. Plant (Board Chair, ex officio)

The Capital Regional District strives to be a place where inclusion is paramount and all people are treated with dignity. We pledge to make our meetings a place where all feel welcome and respected.

### 1. Territorial Acknowledgement

### 2. Approval of Agenda

### 3. Adoption of Minutes

#### 3.1. [23-444](#) Minutes of the April 5, 2023 Governance Committee Meeting

**Recommendation:** That the minutes of the April 5, 2023 Governance Committee meeting be adopted as circulated.

**Attachments:** [Minutes - April 5, 2023](#)

### 4. Chair's Remarks

### 5. Presentations/Delegations

*The public are welcome to attend CRD Board meetings in-person.*

*Delegations will have the option to participate electronically. Please complete the online application at [www.crd.bc.ca/address](http://www.crd.bc.ca/address) no later than 4:30 pm two days before the meeting and staff will respond with details.*

*Alternatively, you may email your comments on an agenda item to the CRD Board at [crdboard@crd.bc.ca](mailto:crdboard@crd.bc.ca).*

### 6. Committee Business

- 6.1. [23-535](#) 2023 Governance Committee Terms of Reference - Revised
- Recommendation:** That the Governance Committee recommends to the Capital Regional District Board:  
That the revised 2023 Governance Committee Terms of Reference be approved as presented.
- Attachments:** [Staff Report: Revised 2023 Governance Committee TOR](#)  
[Appendix A: Accessibility Advisory Committee TOR \(Final\)](#)  
[Appendix B: Revised Governance Committee TOR \(Draft\)](#)  
[Appendix C: Revised Governance Committee TOR \(Redlined\)](#)
- 6.2. [23-531](#) Capital Regional District Advocacy Strategy
- Recommendation:** The Governance Committee recommends to the Capital Regional District Board:  
That the updated CRD Advocacy Strategy be approved.
- Attachments:** [Staff Report: CRD Advocacy Strategy](#)  
[Appendix A: CRD Advocacy Strategy \(August 2023\)](#)
- 6.3. [23-534](#) Capital Regional District Mission 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."
- Attachments:** [Staff Report: Capital Regional District Mission Statement](#)
- 6.4. [23-516](#) Bylaw No. 4556: Capital Regional District Public Notice Bylaw No. 1, 2023
- Recommendation:** The Governance Committee recommends to the Capital Regional District Board:  
1. That Bylaw No. 4556, "Capital Regional District Public Notice Bylaw No. 1, 2023" be introduced and read a first, second, and third time;  
2. That Bylaw No. 4556 be adopted.
- Attachments:** [Staff Report: Bylaw No. 4556 - Public Notice Bylaw](#)  
[Appendix A: Bylaw No. 4556](#)  
[Appendix B: Public Notice Regulation, B.C. Reg. 52/2022](#)  
[Appendix C: Principles for Effective Public Notice Publication](#)  
[Appendix D: Draft Public Notice Policy](#)
- 6.5. [23-530](#) Membership in the Institute of Corporate Directors
- Recommendation:** The Governance Committee recommends to the Capital Regional District Board:  
That the Board renew its membership with the Institute of Corporate Directors for the remainder of the Board's term and ending in 2026.
- Attachments:** [Staff Report: ICD Membership](#)  
[Appendix A: ICD Membership Brochure](#)

**6.6. [23-539](#)**

Bylaw No. 4350 and 4566 - Proposed Amendments to Recreation Commission Bylaws for Sooke and EA (2788) and Peninsula (2397)

**Recommendation:**

That the Governance Committee recommends to the Capital Regional District Board:

1. That Bylaw No. 4350, "Sooke and Electoral Area Parks and Recreation Commission Bylaw No. 1, 2000, Amendment Bylaw No. 4, 2023" be introduced and read a first, second and third time.
2. That Bylaw No. 4350 be adopted.
3. That Bylaw No. 4566, "Peninsula Recreation Commission Bylaw No. 1, 1996, Amendment Bylaw No. 6, 2023" be introduced and read a first, second, and third time.
4. That Bylaw No. 4566 be adopted.

**Attachments:**

[Staff Report: Proposed Amendments to Panorama and SEPARC Bylaws](#)

[Appendix A: Bylaw No. 4350](#)

[Appendix B: Bylaw No. 4566](#)

[Appendix C: Bylaw No. 2788 \(Redlined\)](#)

[Appendix D: Bylaw No. 2397 \(Redlined\)](#)

**7. Notice(s) of Motion****8. New Business****9. Adjournment**

The next meeting is October 4, 2023.

To ensure quorum, please advise Jessica Dorman ([jdorman@crd.bc.ca](mailto:jdorman@crd.bc.ca)) if you or your alternate cannot attend.

## Meeting Minutes

### Governance Committee

---

Wednesday, April 5, 2023

9:30 AM

6th Floor Boardroom  
625 Fisgard St.  
Victoria, BC V8W 1R7

---

#### PRESENT

Directors: M. Little (Chair), S. Goodmanson (Vice Chair), K. Armour (for B. Desjardins), S. Brice, C. Coleman, G. Holman (EP), K. Murdoch, D. Murdock, S. Tobias, C. Plant (Board Chair, ex officio)

Staff: T. Robbins, Chief Administrative Officer; K. Morley, General Manager, Corporate Services; C. Nielson, Senior Manager, Human Resources; S. Byrch, Manager, Information Services; P. Nyhuus, Legal Council, Legal Services; M. Lagoa, Deputy Corporate Officer; J. Dorman, Committee Clerk (Recorder)

EP - Electronic Participation

Guests: Director P. Brent (EP)

Regrets: Directors B. Desjardins, P. Jones

The meeting was called to order at 9:32 am.

#### 1. Territorial Acknowledgement

Chair Little provided a Territorial Acknowledgement.

#### 2. Approval of Agenda

**MOVED** by Director Coleman, **SECONDED** by Director Plant,  
That the agenda for the April 5, 2023 Governance Committee meeting be approved.

**CARRIED**

**MOVED** by Director Brice, **SECONDED** by Director Coleman,  
That Director Brent be permitted to participate (without vote) in the April 5, 2023 session of the Governance Committee.

**CARRIED**

#### 3. Adoption of Minutes

3.1. [23-268](#) Minutes of the February 1, 2023 Governance Committee Meeting

**MOVED** by Director Plant, **SECONDED** by Director Murdoch,  
That the minutes of the February 1, 2023 Governance Committee meeting be adopted as circulated.

**CARRIED**

#### 4. Chair's Remarks

Chair Little welcomed everyone to the meeting and spoke about the items on today's agenda.

#### 5. Presentations/Delegations

There were no presentations or delegations.

#### 6. Committee Business

**6.1.     [23-260](#)     Freedom of Information and Protection of Privacy Act (FOIPPA) 2022 Overview**

K. Morley presented Item 6.1. for information.

Discussion ensued on the following:

- Electronic Document Management System (EDMS) implementation
- building inspection FOI requests
- trends and metrics of requestors
- fees collected versus estimated
- local government FOI requests
- proactive disclosure and open data

**6.2.     [23-263](#)     Alternative Methods for Public Notice**

K. Morley spoke to Item 6.2.

Discussion ensued on the following

- current process and constraints
- augmentation versus replacement of current notification methods
- subscription notification service

**MOVED by Director Murdoch, SECONDED by Director Murdoch,  
The Governance Committee recommends to the Capital Regional District Board:  
That staff report back through the Governance Committee on options for public  
notice bylaw and policy.  
CARRIED**

**6.3.**     [23-271](#)     Establishment of an Accessibility Advisory Committee

C. Neilson spoke to item 6.3.

Discussion ensued on the following:

- redundancy with other local inter-municipal accessibility task forces
- remuneration policy
- intentions of the accessibility advisory committee
- reporting structure of the advisory committee

**MOVED** by Director Plant, **SECONDED** by Director Murdoch,

**That the Governance Committee recommends to the CRD Board:**

- 1. That the TOR for the Accessibility Advisory Committee (AAC) be adopted;**
- 2. That staff be directed to proceed with recruitment of ACC members in accordance with the requirements of the CRD Appointment of Public Members to External Boards Policy;**
- 3. That the TOR for the Governance Committee be amended to include consideration of matters related to accessibility;**
- 4. That public members of the AAC receive an honorarium in the amount of \$110.00 per meeting and reimbursement of any necessary travel expenses; and**
- 5. That staff report back on resources required to support the AAC as part of 2024 service planning**

**MOVED** by Director Plant, **SECONDED** by Director Murdoch,

**That the main motion be amended in 4. to replace the word "receive" with "be offered".**

**DEFEATED**

**OPPOSED:** Armour, Brice, Coleman, Holman, Little, Murdock

The question was called on the main motion:

**That the Governance Committee recommends to the CRD Board:**

- 1. That the TOR for the Accessibility Advisory Committee (AAC) be adopted;**
- 2. That staff be directed to proceed with recruitment of ACC members in accordance with the requirements of the CRD Appointment of Public Members to External Boards Policy;**
- 3. That the TOR for the Governance Committee be amended to include consideration of matters related to accessibility;**
- 4. That public members of the AAC receive an honorarium in the amount of \$110.00 per meeting and reimbursement of any necessary travel expenses; and**
- 5. That staff report back on resources required to support the AAC as part of 2024 service planning.**

**CARRIED**

**6.4.**     [23-272](#)     Administrative Policy for Intergovernmental Relations and Updated Terms of Reference for the Executive Leadership Team

T. Robbins presented Item 6.4. for information.

Discussion ensued on the following:

- inter-governmental communication
- application and implications of the policy
- changes to the Executive Leadership Team (ELT) Terms of Reference

**7. Notice(s) of Motion**

There were no notice(s) of motion.

**8. New Business**

There was no new business.

**9. Adjournment**

**MOVED** by Director Tobias, **SECONDED** by Director Brice,  
That the April 5, 2023 Governance Committee meeting be adjourned at 11:18 am.  
**CARRIED**

---

CHAIR

---

RECORDER

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

---

**SUBJECT**     **2023 Governance Committee Terms of Reference - Revised**

**ISSUE SUMMARY**

To approve a revised Terms of Reference for the Governance Committee that reflects the recent establishment of the CRD Accessibility Advisory Committee.

**BACKGROUND**

On December 14, 2022, the Regional Board approved the 2023 Terms of Reference (TOR) for standing committees.

On April 12, 2023, the CRD Board approved the establishment of a CRD Accessibility Advisory Committee (TOR attached as Appendix A) and directed that the Governance Committee's TOR be amended to include consideration of matters related to accessibility.

To reflect the establishment of the new Accessibility Advisory Committee, the Governance Committee TOR has been revised to include receiving reports and recommendations from the Accessibility Advisory Committee and recommending appointment to that Committee. These updates were made to the Governance Committee's TOR, attached as Appendix B to this report. A redlined copy is attached as Appendix C.

The TOR are being provided for review by the Committee. Any proposed revisions to the TOR will require ratification by the Board.

**ALTERNATIVES**

*Alternative 1*

The Governance Committee recommends to the Capital Regional District Board:  
That the revised 2023 Governance Committee Terms of Reference be approved as presented.

*Alternative 2*

The Governance Committee recommends to the Capital Regional District Board:  
That the revised 2023 Governance Committee Terms of Reference be approved as amended.

**CONCLUSION**

Terms of Reference serve to clarify the mandate, responsibilities and procedures of committees and provide a point of reference and guidance for the committees and their members. To reflect the establishment of the new Accessibility Advisory Committee, the Governance Committee TOR has been revised to include receiving reports and recommendations from the Accessibility Advisory Committee and recommending appointment to that Committee.



**RECOMMENDATION**

That the Governance Committee recommends to the Capital Regional District Board:  
That the revised 2023 Governance Committee Terms of Reference be approved as presented.

Submitted by:	Marlene Lagoa, MPA, Manager, Legislative Services & Deputy Corporate Officer
Concurrence:	Steven Carey, B.Sc., J.D., Acting General Manager, Corporate Services
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

**ATTACHMENT(S)**

Appendix A: Accessibility Advisory Committee Terms of Reference (Final)  
Appendix B: Revised Governance Committee Terms of Reference (Draft)  
Appendix C: Revised Governance Committee Terms of Reference (Redlined)

# Terms of Reference



## CRD ACCESSIBILITY ADVISORY COMMITTEE

### PREAMBLE

The Capital Regional District (CRD) Accessibility Advisory Committee (AAC) is an advisory committee of the CRD Governance Committee created further to the *Accessible British Columbia Act*. The AAC is established to provide recommendations on improving accessibility to the Governance Committee on CRD policies, programs, services, built environments, infrastructure, and outdoor spaces that to improve the livability, inclusivity, and accessibility for persons with disabilities in the capital region.

The Committee's official name is to be:

### Accessibility Advisory Committee

### 1.0 PURPOSE

The Accessibility Advisory Committee will:

- a) Provide recommendations on the development of an accessibility plan.
- b) Identify barriers of access to CRD services and programs for persons with disabilities in the community and recommend solutions for consideration by the CRD.
- c) Be available as a resource to the CRD on matters relating to accessibility and participate in community engagement activities in an objective and unbiased manner, as needed, and avoid reflecting preferred outcomes.
- d) Collaborate and share information and best practices with other committees and organizations focused on supporting persons with disabilities.
- e) Provide input and advice to the Governance Committee on the best methods to engage the public and stakeholders.
- f) Ensure that the accessibility plan and community engagement are neutral, balanced and inclusive.
- g) Ensure that adequate information is provided to community members to enable them to provide informed feedback.
- h) Remain objective and unbiased while overseeing the process of community education and participation.

- i) Review CRD accessibility plan every three (3) years.

## **2.0 ESTABLISHMENT AND AUTHORITY**

- a) The Governance Committee will:
  - Recommend AAC member appointments to the CRD Board for up to a two-year term; and
  - Appoint a member as the liaison between the AAC and the Governance Committee.
- b) The AAC will appoint a Chair and a Vice-Chair on an annual basis.
- c) The AAC will report its input to the Governance Committee for consideration. The CRD Board is the final decision-making authority.

## **3.0 COMPOSITION OF VOTING MEMBERSHIP**

- a) To the extent that it is possible, members will be people from diverse backgrounds, including Indigenous peoples, no less than half of whom must either be persons with disabilities or persons representing a disability-serving organization.
- b) The AAC will be composed of at least five (5), and up to 11, members.
- c) The AAC may include both members external and internal to the CRD organization.
- d) Members will be appointed for a 2-year term (except in the first year when 3 citizen appointments will be appointed for a 1-year term to allow for staggered expiration terms).
- e) A term will equal 2 years, and members will serve no more than 3 consecutive terms (i.e. 6 years).
- f) Public members of the AAC will receive an honorarium in the amount of \$110.00 per meeting and reimbursement of any necessary travel expenses. Honoraria are not intended for members who are representatives of organizations or businesses where they are employed.
- g) AAC vacancies will be publicly posted for a minimum of 30 days and appointments will be made in accordance with the CRD Appointment of Public Members to External Boards Policy.

## **4.0 PROCEDURES**

- a) The CRD Board Procedures Bylaw will apply.
- b) The AAC shall meet at a minimum of every two (2) months at the call of the Chair and have special meetings, as required.
- c) The agenda will be finalized in consultation between staff and the Chair.

- d) A quorum is a majority of the committee membership and is required to conduct committee business.
- e) AAC meetings will be held in a manner which is as accessible as possible by default, including but not limited to: accessible meeting locations; use of accessible hybrid virtual meeting technology; provision of accessibility supports including ASL interpreters and live caption services; and other as identified by the AAC.

## **5.0 RESOURCES AND SUPPORT**

- a) The Senior Manager, Human Resources and Corporate Safety, will lead the coordination and allocation of resources to the Committee.
- b) Appropriate CRD staff and resources will be provided to assist with the activities of and support to the AAC.
- c) Minutes and agendas are prepared and distributed by the Legislative Services division.

*Approved by the CRD Board on April 12, 2023*

# Terms of Reference



## GOVERNANCE COMMITTEE

### PREAMBLE

The Capital Regional District (CRD) Governance Committee is a standing committee established by the CRD Board to make recommendations to the Board regarding items related to governance and corporate administration. The Committee will also provide advice to the Board on agenda items for Committee of the Whole meetings.

The Committee's official name is to be:

Governance Committee

### 1.0 PURPOSE

- (a) To consider matters and make recommendations to the Board or to the Committee of the Whole regarding the following functions:
  - i. Board, committee and commission governance and meeting procedures;
  - ii. General governance issues such as communication, access and accountability processes;
  - iii. Corporate administration and operations such as but not limited to:
    - Labour Relations and Human Resource Matters
    - Internal and external communications systems
    - Intergovernmental relations
  - iv. Legal and Risk Management;
  - v. Matters related to accessibility;
  - vi. Identification of items of regional interest and/or items that are relevant to more than one standing committee that are better suited for consideration at a Committee of the Whole meeting;
- (b) The Committee may also make recommendations to the Board to advocate to provincial and federal governments on matters affecting the Regional District.
- (c) The following committee will report through the Governance Committee
  - Accessibility Advisory Committee
- (d) The Committee may establish an Appointment Advisory Committee, on an as-and-when needed basis, responsible for reviewing applications and making recommendation for appointments to external boards and the Accessibility Advisory Committee.

- i. The Appointment Advisory Committee is permitted to meet in closed when evaluating public member applications.

## **2.0 ESTABLISHMENT AND AUTHORITY**

- a) The Committee will make recommendations to the Capital Regional District Board for consideration; and
- b) The Board Chair will appoint the Committee Chair, Vice Chair and Committee members annually.

## **3.0 COMPOSITION**

- a) Committee members will be appointed CRD Board Members;
- b) All Board members are permitted to participate in standing committee meetings, but not vote, in accordance with the CRD Board Procedures Bylaw; and
- c) First Nation members are permitted to participate in standing committee meetings at their pleasure, in accordance with the CRD Procedures Bylaw, where the Nation has an interest in matters being considered by the committee.

## **4.0 PROCEDURES**

- a) The Committee shall meet every second month on even months, or at the call of the Committee Chair;
- b) The agenda will be finalized in consultation between staff and the Committee Chair and any Committee member may make a request to the Chair to place a matter on the agenda through the Notice of Motion process;
- c) With the approval of the Committee Chair and Board Chair, Committee matters of an urgent or time sensitive nature may be forwarded directly to the Board for consideration;
- d) A quorum is a majority of the Committee membership and is required to conduct Committee business

## **5.0 RESOURCES AND SUPPORT**

- a) The General Manager, Corporate Services will act as liaison to the Committee;
- b) Minutes and agendas are prepared and distributed by the Corporate Services Department; and
- c) The Executive Services Department will provide additional Committee support as required.

*Approved by CRD Board* \_\_\_\_\_

## Appendix C

# Terms of Reference

CRD

## GOVERNANCE COMMITTEE

### PREAMBLE

The Capital Regional District (CRD) Governance Committee is a standing committee established by the CRD Board to make recommendations to the Board regarding items related to governance and corporate administration. The Committee will also provide advice to the Board on agenda items for Committee of the Whole meetings.

The Committee's official name is to be:

Governance Committee

### 1.0 PURPOSE

(a) To consider matters and make recommendations to the Board or to the Committee of the Whole regarding the following functions:

- i. Board, committee and commission governance and meeting procedures;
- ii. General governance issues such as communication, access and accountability processes;
- iii. Corporate administration and operations such as but not limited to:
  - Labour Relations and Human Resource Matters
  - Internal and external communications systems
  - Intergovernmental relations
- iv. Legal and Risk Management;

v. Matters related to accessibility;

vi. Identification of items of regional interest and/or items that are relevant to more than one standing committee that are better suited for consideration at a Committee of the Whole meeting;

(b) The Committee may also make recommendations to the Board to advocate to provincial and federal governments on matters effecting the Regional District.

(c) The following committee will report through the Governance Committee

- Accessibility Advisory Committee

(e)(d) The Committee may establish an Appointment Advisory Committee, on an as-and-when needed basis, responsible for reviewing applications and making recommendation for appointments to external boards and the Accessibility Advisory Committee.

- i. The Appointment Advisory Committee is permitted to meet in closed when evaluating

EXEC-780525125-3942

**Formatted:** Not Expanded by / Condensed by

**Formatted:** List Paragraph, Left, Right: 0 cm, Space Before: 0 pt, No bullets or numbering, Tab stops: Not at 1.6 cm

**Formatted:** List Paragraph, No bullets or numbering

**Formatted:** Bulleted + Level: 1 + Aligned at: 1.63 cm + Indent at: 2.27 cm

**Formatted:** List Paragraph, No bullets or numbering

public member applications.

## **2.0 ESTABLISHMENT AND AUTHORITY**

- a) The Committee will make recommendations to the Capital Regional District Board for consideration; and
- b) The Board Chair will appoint the Committee Chair, Vice Chair and Committee members annually.

## **3.0 COMPOSITION**

- a) Committee members will be appointed CRD Board Members;
- b) All Board members are permitted to participate in standing committee meetings, but not vote, in accordance with the CRD Board Procedures Bylaw; and
- c) First Nation members are permitted to participate in standing committee meetings at their pleasure, in accordance with the CRD Procedures Bylaw, where the Nation has an interest in matters being considered by the committee.

## **4.0 PROCEDURES**

- a) The Committee shall meet every second month on even months, or at the call of the Committee Chair;
- b) The agenda will be finalized in consultation between staff and the Committee Chair and any Committee member may make a request to the Chair to place a matter on the agenda through the Notice of Motion process;
- c) With the approval of the Committee Chair and Board Chair, Committee matters of an urgent or time sensitive nature may be forwarded directly to the Board for consideration;
- d) A quorum is a majority of the Committee membership and is required to conduct Committee business

## **5.0 RESOURCES AND SUPPORT**

- a) The General Manager, Corporate Services will act as liaison to the Committee;
- b) Minutes and agendas are prepared and distributed by the Corporate Services Department; and
- c) The Executive Services Department will provide additional Committee support as required.

*Approved by CRD Board* \_\_\_\_\_



**TO GOVERNANCE COMMITTEE  
MEETING OF WEDNESDAY, AUGUST 02, 2023**

---

**SUBJECT**     **Capital Regional District Advocacy Strategy**

**ISSUE SUMMARY**

To approve an updated Capital Regional District (CRD) Advocacy Strategy to advance 2023 – 2026 CRD Board Priorities, Board approved Strategies and Operational Service mandates.

**BACKGROUND**

The CRD Board completed the strategic planning process at the end of January 2019 and in February approved the CRD Board Strategic Priorities for the 2023 – 2026 term. Five Strategic Priorities with 17 specific initiatives were identified to be advanced over the four-year term. The Corporate Plan was subsequently developed and introduced corporate initiatives and actions aimed at achieving the Board Priorities and community needs.

Each of the five Board Strategic Priorities includes initiatives that may require various types of advocacy to senior orders of government, public authorities, and partners in order to make progress. The Board Governance Priority sets out that the Board will influence regional issues and advocate in a consistent, focused way that aligns with the Board Priorities.

The CRD Advocacy Strategy, included as Appendix A, was developed to inform specific advocacy initiatives, and leverage the collective voice of CRD Board members, partners, and staff in efforts to contribute our experience and resources to advance solutions and achieve greater outcomes.

The document identifies various types of advocacy, approaches, objectives, and methods in consideration of the different roles and objectives our advocates have internally and externally.

**ALTERNATIVES**

*Alternative 1*

The Governance Committee recommends to the Capital Regional District Board:  
That the updated CRD Advocacy Strategy be approved.

*Alternative 2*

That the updated CRD Advocacy Strategy be referred back to staff for additional information.

**IMPLICATIONS**

The Advocacy Strategy has been updated to support the new CRD Board and their Strategic Priorities with some corresponding direction from the new Intergovernmental Relations Policy. The intent of the strategy is to define how the CRD can be effective in advocating for support and focus its governance and Committees and Commissions, partners, and staff on transparently and efficiently advancing regional, sub-regional and local priorities.

**CONCLUSION**

The CRD Board Strategic Priorities 2023 - 2026 includes initiatives that require various types of advocacy to senior orders of government, public authorities, and partners in order to make progress. The updated Advocacy Strategy will inform specific advocacy initiatives and assist in achieving Board priorities.

**RECOMMENDATION**

The Governance Committee recommends to the Capital Regional District Board:  
That the updated CRD Advocacy Strategy be approved.

Submitted by:	Carolyn Jenkinson, Manager, Executive Administration
Concurrence:	Andy Orr, Senior Manager, Corporate Communications
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

**ATTACHMENT(S)**

Appendix A: CRD Advocacy Strategy

## August 2023

### Advocacy Strategy for the Capital Regional District

Responding to community needs, the Capital Regional District (CRD) Board of Directors identify priorities and set the strategic course for the CRD over a four-year period, including an annual check-in and review of Board Priorities. For the 2023-2026 mandate, the CRD Board agreed to focus on five strategic priorities. As regional leaders, members of the CRD Board have and continue to be active in their advocacy on several policy initiatives that flow from these priorities.

To be effective in gaining the support of senior orders of government, local government, and partners, the Priorities agreed to by the Board will remain the basis of the advocacy strategy, unless updated by the Board annually, or supplemented by resolutions of the Board to advocate on specific initiatives. A successful advocacy strategy should be targeted, focused, and requires message discipline and consistency. Those we are advocating to need to understand what our priorities are and that we are committed to advancing them. The Board Priorities are organized under five themes with defined initiatives and desired outcomes. Role clarity, clear communication and reporting is essential for both elected officials and staff to enhance effectiveness and portray the strength of common cause.

#### Board Priorities (2023 – 2026 Term) and associated outcome statements

##### Transportation

Residents have access to convenient, green, and affordable multi-modal transportation systems that enhance livability.

##### Housing

Residents have access to affordable housing that enhances livability.

##### Climate Action & Environment

Progress on adaptation, reduced greenhouse gas emissions and triple-bottom line solutions that consider social, environmental, and economic impacts.

##### First Nations

Strong relationships with First Nations based on trust and mutual respect, partnerships and working together on shared goals.

## **Governance**

Effective advocacy coordinated and collaborative governance, and leadership in organizational performance and service delivery.

A key initiative within the Governance priority is to “Influence regional issues and advocate in a consistent, focused way that aligns with the Board strategic priorities”.

Within the legislative framework which the Board and administration of the CRD, Capital Regional Hospital District (CRHD) and Capital Region Housing Corporation (CRHC) operate, the Board, its members and staff must work collaboratively to address multi-jurisdictional issues that impact the wellbeing of the region’s residents. Board governance includes region wide general government and legislated authority as well as mandated and agreed on participant based sub-regional and local service delivery responsibilities that require infrastructure, regulatory, legislative, financial, and operational support, to evolve and remain efficient and effective.

Residents and rate payers expect progressive action by the CRD to solve problems and advance regional, sub-regional, and local priorities within its mandate in partnership and collaboration with other authorities. As orders of government, the CRD and CRHD are delegated powers to operate by the Province of British Columbia and as corporate entities and publicly accountable authorities, can enter into agreements, partnerships with other public authorities, other corporate entities, and individuals. The CRHC is a wholly owned non-profit corporation of the CRD. Each entity may delegate or direct certain responsibilities including advocacy, however decisions of record, including the priorities for advocacy are established by resolution of each individual Board.

## **Advocacy Strategies**

For issues that require regional action outside the CRD’s mandate, the Board can leverage the collective voice of its members, partners, and staff to contribute its experience and resources to advance solutions and achieve greater outcomes. As a member of the Federation of Canadian Municipalities, Union of British Columbia Municipalities and Association of Vancouver Island Coastal Communities, and with member, director, or staff representation in a variety of other organizations, the CRD has an opportunity advance our priorities and initiatives or seek the support of these bodies as part of its advocacy strategy. Through its governance and service delivery mandate, the CRD also has the opportunity to directly advocate to the Provincial and Federal Government, government Ministries, appointed bodies and agencies and to partner with other entities. There may also be an opportunity this term to work more closely with First Nations on issues as outlined in the Board priority.

## **Board Advocacy**

Agreed on Board Priorities are the basis of the Board advocacy and the process for adding to those priorities is by Board resolutions with follow up actions typically directed through the Board Chair or the Executive Leadership Team. The Board Chair may ask for the support of other Directors to assist with efforts based on relationships, expertise, and experience or participant jurisdiction and geography. While the Board collectively has responsibility for the interests of the electoral areas, it has included or may delegate specific advocacy to the electoral area Directors for those areas. The Board may decide this term to pursue a focused more assertive strategy on a particular matter of importance at selected times during this term.

## **Inter-Regional Municipal and Electoral Area Advocacy**

Board Priorities are only as strong as the support for them in our communities and working with the municipalities and electoral areas to ensure they support Board initiatives is key. The Board Chair, working directly with Board members, and the CAO working directly with Municipal CAOs should engage with elected officials and senior CRD, municipal and electoral area staff to ensure that there is a clear understanding of Board priorities, while identifying and responding to any divergent priorities to ensure alignment within any advocacy initiatives. The Advocacy Strategy needs to align with the Board approved Intergovernmental Relations Policy.

## **Corporate Advocacy**

The CAO will lead corporate advocacy based on Board direction and the Corporate Plan. The CAO will lead the staff efforts on how best to drive initiatives forward with the right agreements and protocols with other organizations and has delegated authority from the Board to enter into agreements including memorandums of understandings with other agencies. The CAO will work closely with the Chair and play a major role in supporting the Chair and Board in advocacy efforts and will update the Board quarterly.

An advocacy strategy must be flexible, nimble and pivot on emerging issues or opportunities and the CAO will respond to and assign specific priorities and strategies for action. The Board Priorities Quarterly Dashboard progress report tracks resolutions of the Board, current initiatives, and planned actions related to advocacy as well as other priorities.

Advocacy can include formal letters, requests for meetings, presentations, partnering with agencies, campaigns, advisories, and announcements. Strong relationships with media who cover the CRD are essential to an effective advocacy strategy and engagement and outreach to editorial boards and media briefings, releases, and advisories as well as the CRD website and social media posts are effective tools.

## **Service Mandate and Operational Advocacy**

Under the direction of their General Manager, CRD staff participate in many conversations with regulators and policy makers on efficient and effective service delivery approaches, and with organizations that engage with senior orders of government on policy and implementation. The Executive Leadership Team will coordinate communications with senior orders of government on policy and implementation to ensure alignment with Board direction, service mandate, and consistency of messaging in any advocacy.

Over the past few years, local government associations and related organizations have increased their role in advocacy for the municipal sector. The CRD needs to stay active in these organizations and drive our issues into and through their process. At times, senior orders of government will only consider policy changes that have been approved by these voices for our sector.

## **Potential Advocates**

The following parties have been recognized as potential advocates and have been categorized based on each stakeholders' potential ability to influence the CRD's work (positively or negatively) or according to each stakeholder or groups interest in CRD and whether they are internal or external to the organization.

A Primary Level stakeholder or group interest has or may be identified as a result of a delegated authority, partnership agreement, contract or operating agreement, funding agreement, grant, or other formal relationship or understanding with the CRD.

A Secondary Level stakeholder or group interest has or may be identified as a result of receiving a service or benefit, in a contract, operating agreement, funding agreement or through a secondary or related affiliation with a primary group or stakeholder or having a mandate aligned with the CRD.

Internal stakeholders or groups include individuals or groups that have a duty or direct affiliation with the CRD or whose organizations participate directly or have a formal relationship with the CRD.

External stakeholders or groups include individuals or groups whose decision-making authority either directly impacts the CRD at a Primary Level or whose decision-making authority influences the CRD at a Secondary Level.

This categorization provides a focus for advocacy and communications activity by identify primary and secondary advocacy relationships and the preferred approach for advocacy.

## Advocacy Internal/External Stakeholders

Advocacy	Internal	External
Primary Level	<p>Board Members and, Alternates</p> <p>Member municipal councils</p> <p>Delegated CRD Commission Members including First Nations Members</p> <p>Local Area Elected Officials</p> <p>Local Area CAOs</p> <p>Local Area Senior Staff</p>	<ul style="list-style-type: none"> <li>Premier's office</li> <li>Province: Ministers, Ministers' offices, and Deputy Ministers of select Government of BC ministries: Municipal Affairs, Transportation, Finance/Treasury Board, Infrastructure, Environment &amp; Sustainable Resource Development, Jobs, Skills, Training &amp; Labour, Energy, Innovation &amp; Advanced Education, Seniors (including Housing), Opposition Leaders</li> <li>Vancouver Island Region MLAs</li> <li>Federal Government – Vancouver Island Region MPs, Ministers, and staff of select ministries (Industry Canada, Infrastructure Canada, Transport Canada, Health Canada, Intergovernmental Affairs, Natural Resources Canada, Employment and Social Development Canada)</li> <li>First Nations</li> </ul>
Secondary Level	<p>Agencies and organizations, including First Nations who have entered into formal agreement with the CRD.</p> <p>CRD representatives appointed to an affiliated governance body</p>	<ul style="list-style-type: none"> <li>First Nations</li> <li>Federation of Canadian Municipalities</li> <li>Union of BC Municipalities</li> <li>Association of Vancouver Island Coastal</li> <li>Communities</li> </ul>
Operational Level	<p>ELT and designated staff who participate in various external initiatives, committees, and groups as a representative of the organization.</p>	<ul style="list-style-type: none"> <li>Membership in various Professional Associations, Boards and Groups</li> <li>Engagement work with Federal, Provincial, Institutional and Local Government staff.</li> <li>Engagement with Crown and Non-profit bodies aligned and mandated to advance similar priorities.</li> </ul>

## Advocacy Approach

Advocate	Objectives	Methods
<u><b>Board</b></u> Includes Board Members and Alternates	Advance Board priorities and actions required by other orders of government to address regional issues.	Board resolutions reported and conveyed to the media and appropriate party by way correspondence and follow up meetings as required.
<u><b>CRD Member Representatives</b></u> Member municipalities and Local Area Elected Officials.  Designated CRD Commissions and Commissioners, including First Nations Members	Coordinate actions based on shared interests and in support of shared goal to improve regional outcomes.	Advance Board and Corporate priorities as identified by the CRD Board and included in the Corporate Plan and other approved CRD Strategies when aligned with municipal and commission interests.
<u><b>Intergovernmental Relations</b></u> A framework for establishing and maintaining effective relationships with other orders of government,	Convey one regional voice on issues.	Ensure municipal partners are aware and involved as appropriate in advocacy efforts.
<u><b>Partnerships</b></u> Agencies and organizations, including First Nations, who have entered into formal agreement with the CRD and/or a CRD representative is appointed to a governance body of that organization.	Identify shared interests as a result of delegated authority, partnership agreement, contract or operating agreement, funding agreement, grant, or other formal relationship or understanding.	Advance Board and Corporate priorities as identified by the CRD Board and included in the corporate plan and other approved CRD Strategies when aligned with agencies and organization's interest.
<u><b>Staff</b></u> ELT and designated staff who participate in various external initiatives, committees, and	Communicate formal CRD policy or position and share professional expertise.	Advance Board and Corporate Priorities as identified by the CRD Board and included in the



groups as a representative of the organization when adhering with corporate policy and/or by professional affiliation.	Act on behalf of the organization to advance initiatives in support of Board and corporate priorities.	Corporate Plan and other approved CRD Strategies when aligned with external agencies and organization's interests.
------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------

**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

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

---

**SUBJECT**     **Bylaw No. 4556: Capital Regional District Public Notice Bylaw No. 1, 2023**

**ISSUE SUMMARY**

To consider the adoption of a public notice bylaw specifying two means of publication for statutorily required public notices.

**BACKGROUND**

When the *Local Government Act (LGA)* or the *Community Charter (Charter)* requires the CRD to provide advance public notice of a matter of public interest, the CRD follows the *Charter's* default procedure of publishing a notice in a newspaper for two consecutive weeks. Recent amendments to the *LGA* and *Charter* enable the CRD to adopt a public notice bylaw specifying alternative means of publishing public notice.

At its meeting of April 12, 2023, the CRD Board directed staff to report back through the Governance Committee on options for a public notice bylaw and policy.

The proposed Bylaw No. 4556, "Capital Regional District Public Notice Bylaw No. 1, 2023" (Appendix A) specifies two means of publication for statutorily required public notices:

- (a) one time in a print newspaper or print periodical distributed in the area affected by the subject matter of the notice; and
- (b) one time on the Capital Regional District website.

If adopted, the proposed Bylaw would come into effect on January 1, 2024.

**ALTERNATIVES**

*Alternative 1*

The Governance Committee recommends to the Capital Regional District Board:

- 1. That Bylaw No. 4556, "Capital Regional District Public Notice Bylaw No. 1, 2023" be introduced and read a first, second, and third time;
- 2. That Bylaw No. 4556 be adopted.

*Alternative 2*

The Governance Committee recommends to the Capital Regional District Board:

That staff report back through the Governance Committee on other options for a public notice bylaw and policy.

**IMPLICATIONS**

***Implications of Alternative 1***

*Consideration of the principles for effective public notice*

The *Public Notice Regulation (Regulation)* (Appendix B) provides that, before adopting a public

notice bylaw, the Board must consider the following principles for effective public notice: the proposed means of publication should be reliable, suitable for providing notices, and accessible (the “Principles”).

The CRD may specify any means of publication, provided that the Board considers the Principles before adopting the bylaw.

The table at Appendix C provides staff’s assessment of how the two recommended means of publication specified in Bylaw No. 4556—one time in a print newspaper or periodical and one time on the CRD website —meet the standards set by the Regulation.

#### *Policy Implications*

Staff have prepared an administrative Public Notice Policy (the “Policy”) (Appendix D) intended to ensure that community members are informed of matters of public interest and that the CRD is complying with statutory requirements for providing public notice.

The proposed Policy provides guidance on the choice of a print publication for a public notice:

- if the entire capital region is affected by the subject matter of the notice, then the notice must be published in a print newspaper with regional distribution;
- if the area affected is sub-regional or local, then the staff member can choose to publish in a print newspaper or periodical with more localized distribution (if the required timelines can be met). The reference to “periodical” in the bylaw is intended to broaden the type of publications staff can consider for public notice in remote areas, such as local community newsletters or magazines.

This Policy will require operational staff to coordinate with Corporate Communications to select the most appropriate print publication based on the subject matter of the notice, the area affected by the notice, and timing constraints.

Additionally, the Policy directs staff:

- on the procedure for collaborating on publications with Corporate Communications;
- to consider additional notices for smaller communities that use other means to spread local news, such as public notice boards, bulletin boards at community halls, etc.;
- to consider collaborating with Corporate Communications on social media posts to raise awareness of the activity, in accordance with the CRD’s social media policy; and
- to retain records pertinent to the posting of the public notice.

The Policy is being presented to the Board for information in this report to demonstrate how staff intend to implement the public notice bylaw. In accordance with the CRD Policy Management Framework, staff propose that the Policy will be an Administrative Policy, rather than a Board Policy, as it provides internal direction across departments and assists staff in operating within current legislation. Assuming the Board adopts the Public Notice Bylaw, the Policy would be finalized, adopted, and amended as needed by the Chief Administrative Officer. The Policy would be owned and monitored by Corporate Communications.

#### *Alignment with Board Priorities*

The proposed Bylaw and Policy would serve to foster greater civic participation among diverse community members (Initiative 5d). By requiring the posting of public notices online, the CRD’s public notices will reach a broader audience. Further, by maintaining the requirement to publish

printed ads, local newspaper readers will continue to be apprised of matters of public notice. This customized approach to public notice should reach more people across the region and cultivate greater transparency about the work of the CRD.

The Bylaw's requirement that the CRD post notices on the CRD website will ensure access to public notice for residents from the CRD's more rural areas, where newspaper circulation is less prevalent. The Policy further prompts staff to consider other means of notice, over-and-above the minimum requirements, where a local community customarily uses another forum for public information.

#### *Financial Implications*

The proposed bylaw should result in minor savings on advertising costs for the CRD, as the CRD will only be required to buy one print ad per notice rather than two.

#### *Service Delivery Implications*

The current public notice requirement of two notifications by newspaper often causes scheduling and logistical challenges. It can be challenging to track and meet the publication schedules of the various newspapers across the region while also meeting statutory deadlines. While this concern is not eliminated by the proposed Bylaw, publishing a notice in a print publication once rather than twice should ease scheduling difficulties.

The proposed Bylaw would come into effect on January 1, 2024, to allow time for staff to develop a landing page for Public Notices on the CRD website and adjust internal procedures. This approach will also allow staff to start publishing public notices to the CRD website and advertise the new feature before it becomes legally required.

#### ***Implications of Alternative 2***

The Board is not required to adopt a public notice bylaw. If the Board is not satisfied with the means of publication specified in Bylaw No. 4556 or the supporting policy proposed by Alternative 1, it can choose to continue with the default method of two publications by newspaper and direct staff to report back through the Governance Committee on further options for a public notice bylaw or policy.

Staff also considered the option of developing an e-mail subscription service for public notices; however, this option would require additional website development work and would delay timelines for implementation. This is a service staff are considering offering in the future as part of a planned website redesign.

#### **CONCLUSION**

With recent legislative amendments, the Board can adopt a public notice bylaw specifying alternative means for publishing statutory public notice. Bylaw No. 4556, "Capital Regional District Public Notice Bylaw No. 1, 2023" specifies two means of publication—one time in a newspaper or print periodical and one time on the CRD website—that are reliable, suitable for providing notices, and accessible. The Public Notice Policy complements the Bylaw and will help ensure that the CRD is informing community members of matters of public interest and complying with the legislative requirements.



**RECOMMENDATION**

The Governance Committee recommends to the Capital Regional District Board:

1. That Bylaw No. 4556, “Capital Regional District Public Notice Bylaw No. 1, 2023” be introduced and read a first, second, and third time;
2. That Bylaw No. 4556 be adopted.

Submitted by:	Peter Nyhuus, J.D., Legal Counsel, Legal Services & Risk Management
Concurrence:	Steve Carey, B. Sc., J.D., Acting General Manager, Corporate Services
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

**ATTACHMENTS**

Appendix A: Bylaw No. 4556, “Capital Regional District Public Notice Bylaw No. 1, 2023”

Appendix B: *Public Notice Regulation*, B.C. Reg. 52/2022

Appendix C: Table applying principles for effective public notice to Recommended Means of Publication

Appendix D: Draft Public Notice Policy

**CAPITAL REGIONAL DISTRICT  
BYLAW NO. 4556**

\*\*\*\*\*

**A BYLAW TO PROVIDE FOR ALTERNATIVE MEANS OF PUBLISHING A PUBLIC NOTICE**

\*\*\*\*\*

**WHEREAS:**

- A. In accordance with section 94.2 of the *Community Charter*, the Regional Board may, by bylaw, provide for alternative means of publishing a statutorily required public notice instead of publishing the public notice in accordance with section 94.1(1)(a) and (b);
- B. The Regional Board wishes to specify two means of publication by which a notice is to be published;
- C. The Regional Board has considered the following principles for effective public notice, prescribed by the *Public Notice Regulation*, B.C. Reg. 52/2022:
  - (a) the means of publication should be reliable;
  - (b) the means of publication should be suitable for providing notices; and
  - (c) the means of publication should be accessible;
- D. The Regional Board considers the means of publication specified by this bylaw to be reliable, suitable for providing notices, and accessible.

**NOW THEREFORE**, the Capital Regional District Board in open meeting assembled hereby enacts as follows:

- 1. When the *Community Charter*, the *Local Government Act*, or another Act requires notice to be given or published in accordance with section 94 of the *Community Charter*, then the notice must be published by the following means of publication:
  - (a) one time in a print newspaper or print periodical distributed in the area affected by the subject matter of the notice; and
  - (b) one time on the Capital Regional District website.
- 2. In the event of conflict or inconsistency between the means of publication specified in this Bylaw and the means of publication specified in another Capital Regional District Bylaw, as they relate to the notice requirements of section 94 of the *Community Charter*, the requirements of this Bylaw shall prevail.
- 3. This bylaw comes into force on January 1, 2024.

**Bylaw No. 4556**  
**Page 2**

4. This bylaw may be cited for all purposes as “Capital Regional District Public Notice Bylaw No. 1, 2023”.

READ A FIRST TIME THIS \_\_\_\_\_<sup>th</sup> \_\_\_\_\_ day of \_\_\_\_\_ 20\_\_\_\_

READ A SECOND TIME THIS \_\_\_\_\_<sup>th</sup> \_\_\_\_\_ day of \_\_\_\_\_ 20\_\_\_\_

READ A THIRD TIME THIS \_\_\_\_\_<sup>th</sup> \_\_\_\_\_ day of \_\_\_\_\_ 20\_\_

ADOPTED THIS \_\_\_\_\_<sup>th</sup> day of \_\_\_\_\_ 20\_\_\_\_

---

CHAIR

CORPORATE OFFICER

B.C. Reg. 52/2022  
M55/2022

Deposited March 1, 2022

This consolidation is current to January 24, 2023.

[Link to consolidated regulation \(PDF\)](#)

### ***Community Charter***

## **PUBLIC NOTICE REGULATION**

### **Definition**

- 1** In this regulation, "**Act**" means the [Community Charter](#).

### **Principles for effective public notice**

- 2** (1) Before adopting, under section 94.2 of the Act, a bylaw providing for alternative means of publishing a notice, a council must consider the following principles:
- (a) the means of publication should be reliable;
  - (b) the means of publication should be suitable for providing notices;
  - (c) the means of publication should be accessible.
- (2) Means of publication are reliable if
- (a) they provide factual information, and
  - (b) publication takes place at least once a month or, if the means of publication is a website, the website is updated at least once a month.
- (3) Means of publication are suitable for providing notices if
- (a) they allow all information in a notice to be displayed legibly,
  - (b) they allow a notice to be published by the required date, and
  - (c) they allow a person to consult a notice more than once during the period from the date of publication until the date of the matter for which notice is required.
- (4) Means of publication are accessible if
- (a) they are directed or made available to a diverse audience or readership, and
  - (b) they are easily found.

[Provisions relevant to the enactment of this regulation: *Community Charter*, S.B.C. 2003, c. 26, s. 94.2.]

---

Copyright © King's Printer, Victoria, British Columbia, Canada

**APPENDIX C: Table applying the principles for effective public notice to the Recommended Means of Publication**

<b>Principles for effective public notice set by the Regulation</b>		<b>Recommended Means of Publication</b>	
		<b>1. Newspaper / Periodical</b>	<b>2. CRD website</b>
Means of publication are reliable if:	(a) they provide factual information, and  (b) publication takes place at least once a month or, if the means of publication is a website, the website is updated at least once a month.	(a) The Regional District is served by numerous newspapers providing factual information.  (b) The Regional District is served by newspapers that publish with regular frequency (ranging from six days a week to monthly periodicals).	(a) The CRD website provides factual information about the CRD and its activities and initiatives.  (b) The CRD website is updated regularly by staff, as needed.
Means of publication are suitable for providing notices if:	(a) they allow all information in a notice to be displayed legibly,  (b) they allow a notice to be published by the required date, and  (c) they allow a person to consult a notice more than once during the period from the date of publication until the date of the matter for which notice is required.	(a) Newspapers allow the CRD to publish large notifications which legibly display the information.  (b) Certain newspapers are published frequently enough to allow staff to publish a notice by the required date.  (c) A printed newspaper ad allows a person to consult a notice more than once during the period from the date of publication until the date of the matter for which notice is required.	(a) The website allows staff to display all relevant information legibly.  (b) Staff controls the CRD website and can publish notices as needed to meet the required date.  (c) A person with internet access can return to the CRD website any number of times to consult the notice.
Means of publication are accessible if:	(a) they are directed or made available to a diverse audience or readership, and  (b) they are easily found.	(a) While newspaper circulation is not as high as it once was, newspapers are directed at the general public and are available to a diverse audience.  (b) Newspapers are easily found in most parts of the Regional District although distribution to certain remote areas is challenging.	(a) The CRD website is available for no charge to any person with an internet connection.  (b) The CRD website is easily found by searching in a search engine. The website will have a landing page for Public Notices on the CRD home page.



Making a difference...together

## CAPITAL REGIONAL DISTRICT CORPORATE POLICY

Policy Type	Administrative		
Section	Corporate Communications		
Title	<b>PUBLIC NOTICE POLICY [DRAFT]</b>		
Adopted Date	January 1, 2024	Policy Number	ADM____
Last Amended			
Policy Owner	Corporate Communications		

### 1. POLICY:

- 1.1 This policy will ensure that the Capital Regional District (CRD) is both informing community members of matters of public interest that may affect them and complying with statutory requirements for providing public notice.
- 1.2 This policy is supplementary to the Public Notice Bylaw and must be used by staff when the CRD is required by law to provide Statutory Public Notice.

### 2. PURPOSE:

- 2.1 The purpose of this policy is to provide guidance and direction to Responsible Staff tasked with publishing Statutory Public Notice regarding:
  - a. how and where Statutory Public Notices must be published;
  - b. the procedure for collaborating with Corporate Communications;
  - c. the choice of print publication;
  - d. the consideration of further publications in local communities or online; and
  - e. recordkeeping.
- 2.2 The policy is not intended to comprehensively describe all procedures Responsible Staff must take when publishing Statutory Public Notices. The *Community Charter* and *Local Government Act* contain many provisions that necessitate the publication of Statutory Public Notice, each with its own requirements for the content of notice and the procedure for publication. Responsible Staff must familiarize themselves with the public notice legislative requirements that are relevant to their Activity.

### 3. SCOPE:

- 3.1 This policy applies to all Responsible Staff providing services that require the publishing of Statutory Public Notice.

### 4. DEFINITIONS:

- 4.1 In this policy:

- a. **“Activity”** means an action the CRD is undertaking, an event, or other matter that triggers the legislative requirement to provide Statutory Public Notice (e.g., providing notice of a proposed disposition of land or improvements, pursuant to section 286 of the *Local Government Act*);
- b. **“Periodical”** means a local community newspaper or magazine that is published at regular intervals.
- c. **“Public Notice Posting Place”** has the meaning given to that term in the “Capital Regional District Board Procedures Bylaw, 2012”;
- d. **“Public Notice Bylaw”** means Bylaw No. 4556, “Capital Regional District Public Notice Bylaw No. 1, 2023”, adopted pursuant to section 94.2 of the *Community Charter*, which establishes two means of publication by which a notice is to be published;
- e. **“Responsible Staff”** means the CRD staff member performing an Activity; and
- f. **“Statutory Public Notice”** means a notice that the *Community Charter*, *Local Government Act*, or any other legislation requires to be published in accordance with section 94 of the *Community Charter*.

## 5. **PROCEDURE:**

### ***General obligation of Responsible Staff***

- 5.1 Responsible Staff must ensure that Statutory Public Notices are published:
  - a. by the means of publication specified in the Public Notice Bylaw, namely:
    - (i) one time in a print newspaper or print periodical distributed in the area affected by the subject matter of the notice, and
    - (ii) one time on the Capital Regional District website;
  - b. at the Public Notice Posting Place; and
  - c. in accordance with the requirements and timelines of:
    - (i) sections 94 and 94.2 of the *Community Charter*; and
    - (ii) the relevant legislation that provides the mandatory content of the notice, the timeline for publication, and any other requirements.

### ***Responsible Staff to contact Corporate Communications***

- 5.2 Corporate Communications must publish all Statutory Public Notices, in collaboration with Responsible Staff.
- 5.3 No less than two weeks before a deadline for a Statutory Public Notice, Responsible Staff must provide to Corporate Communications staff the content for, and legislative context of, the Statutory Public Notices along with the required timeline for publications



and the proposed print publication to publish the Statutory Public Notice. Corporate Communications may require Responsible Staff to fill intake forms, take additional actions, or provide other information to facilitate the publication process.

### ***Choosing the appropriate newspaper***

- 5.4 When choosing the appropriate newspaper to publish a Statutory Public Notice, Responsible Staff, in collaboration with Corporate Communications, must consider the following guidelines:
- a. if the entire capital region is affected by the subject matter of the notice, then Responsible Staff must publish the notice in a print newspaper with regional distribution; and
  - b. if the area affected by the subject matter of the notice is sub-regional or local, then Responsible Staff must publish the notice either in a print newspaper with regional distribution or in a print newspaper or print Periodical with more localized distribution if that local publication's distribution schedule allows for statutory timelines to be met.
- 5.5 For certainty, section 5.4 does not require Responsible Staff to publish a Statutory Public Notice in multiple print publications.

### ***Additional notices***

- 5.6 In addition to publishing Statutory Public Notices, if residents of a local community customarily use other physical locations for the purpose of raising public awareness of local matters (e.g., public notice boards, bulletin boards at community halls or fire halls, community flyers, etc.), Responsible Staff may consider whether additional notices or information about an Activity should be distributed to those places.

### ***Social media***

- 5.7 In addition to publishing Statutory Public Notices, where a sub-regional or local community is most effectively reached through social media or online platforms, Responsible Staff may consult with Corporate Communications staff on whether to also share notice, or information, about the Activity by those means. The decision to post on social media platforms is subject to the discretion of Corporate Communications staff and Content Leads in accordance with the Social Media Policy.

### ***Recordkeeping***

- 5.8 Responsible Staff must retain a record of the publication of each Statutory Public Notice, such as a scanned copy of a newspaper clipping, a screenshot of the public notice on the CRD website, or a picture of the posting at the Public Notice Posting Place.

## **6. AMENDMENT(S):**

<b>Adoption Date</b>	<b>Description:</b>
January 1, 2024	Initial adoption date.

**7. REVIEW(S):**

Review Date	Description:
Three years from adoption	

**8. RELATED POLICY, PROCEDURE OR GUIDELINE:**

ADM19, Social Media Policy

DRAFT

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

---

**SUBJECT**      **Membership in the Institute of Corporate Directors**

**ISSUE SUMMARY**

To determine whether Board Directors wish to renew membership in the Institute of Corporate Directors.

**BACKGROUND**

Established in 1981, the Institute of Corporate Directors (ICD) has the stated purpose of striving to develop informed, prepared, ethical, and engaged leaders. ICD has programs, courses and seminars designed to support directors in their professional advancement. The ICD has a BC Chapter with three branches – Vancouver Island, Okanagan and Vancouver - with over 2,200 members and hold 15-20 events a year.

Between 2018 and 2022, Board Directors maintained a membership in the ICD in their role as Directors of the non-profit Capital Region Housing Corporation. With the election of a new Board in the Fall of 2022, ICD membership has lapsed pending direction from the new Board on whether it wished to continue with its membership.

Based on invoices submitted by Directors, there was minimal uptake on ICD courses and events by Directors during the term of membership. The majority of Directors took no courses during the previous term; some Directors took advantage of one or two courses or events during the four-year term and about two directors made fairly active use of the membership and attended numerous courses and events. Staff are unaware of whether Directors utilized the online materials or attended any free events available to members. The purpose of this report is to confirm with the current Board whether it wishes to continue with ICD membership for Directors.

**ALTERNATIVES**

*Alternative 1*

The Governance Committee recommends to the Capital Regional District Board:  
That the Board renew its membership with the Institute of Corporate Directors for the remainder of the Board's term and ending in 2026.

*Alternative 2*

The Governance Committee recommends to the Capital Regional District Board:  
That the Board discontinue its membership with the Institute of Corporate Directors at this time.

*Alternative 3*

That staff report back with additional information.

## **IMPLICATIONS**

### *Financial Implications*

The annual membership cost for Board Directors is \$2000 for up to 15 Board members, with a cost of \$100 for each additional member. If the Board wishes to endorse Alternative 1, the total cost of annual membership for the 24-member Board is approximately \$2,900 plus tax. Individual membership costs \$395 plus tax per Director so there is a significant group discount. Benefits of membership are outlined below and in Appendix A as well as on the ICD website. Participation in events and courses typically has a registration cost, however it is a discounted rate for those with an ICD membership.

The cost of membership is covered by the Board's budget. There are sufficient funds in the 2023 budget to cover the prorated 2023 membership fees. With the endorsement of Alternative 1, staff will include the membership fees in the 2024 – 2026 budgets.

### *Membership Benefits*

The benefits of membership are summarized in Appendix A, and fall into three categories of professional development, networking, and information resources.

#### Professional Development:

- Director Register - search for available board roles and qualified ICD candidates
- National Webinars – timely, national interactive webinars (complimentary for members)
- Video Learning Series – series on Chairing the Board (5 part) and Not-for-Profit (4 part)
- ICD-Rotman Directors Education Program (DEP) – leading national education program for experienced directors towards attaining ICD.D designation

#### Networking:

- National LinkedIn Group – online community
- Profiles - of Directors who have achieved success
- ICD Chapter – British Columbia Chapter with 3 branches including Vancouver Island
- Events & National Courses – reduced registration cost for ICD members

#### Information Resources:

- Digital Resource Centre – resources for directors that include curated publications, tools and templates
- ICD-Board Info Service – a complimentary and confidential on request research service
- Director General – bi-monthly magazine featuring governance concerns and trends

Though membership is available to government Boards, the main orientation of the ICD offerings are designed for commercial for-profit or non-profit Board Directors rather than elected officials. That said, many of the materials and topics are geared towards good governance generally and could be of interest to Directors.

**CONCLUSION**

The 2018 to 2022 Directors held membership in the ICD, though there seemed to be minimal uptake by the majority of Directors in the programs, events and materials provided by the ICD. With a number of new Directors around the Board table, staff are seeking input on whether Directors wish to renew the membership for the term of the current Board. The cost of membership is relatively minor and can be covered with existing funds in the 2023 budget.

**RECOMMENDATION**

The Governance Committee recommends to the Capital Regional District Board:  
That the Board renew its membership with the Institute of Corporate Directors for the remainder of the Board's term and ending in 2026.

Submitted by:	Kristen Morley, J.D., General Manager, Corporate Services & Corporate Officer
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

**ATTACHMENT(S)**

Appendix A: ICD Membership Brochure - Enhancing Board Excellence to Govern with Impact

# ENHANCING BOARD EXCELLENCE TO GOVERN WITH IMPACT.

HIGH PERFORMANCE BOARDS JOIN THE ICD TO GAIN INSIGHT AND INSTILL CONFIDENCE IN THE BOARDROOM AND BEYOND.

Membership provides access to governance education and member-only content and resources, designed to enhance your board's effectiveness through a director's lens and peer-to-peer networking opportunities and events.

**16,500+**

Members

**11**

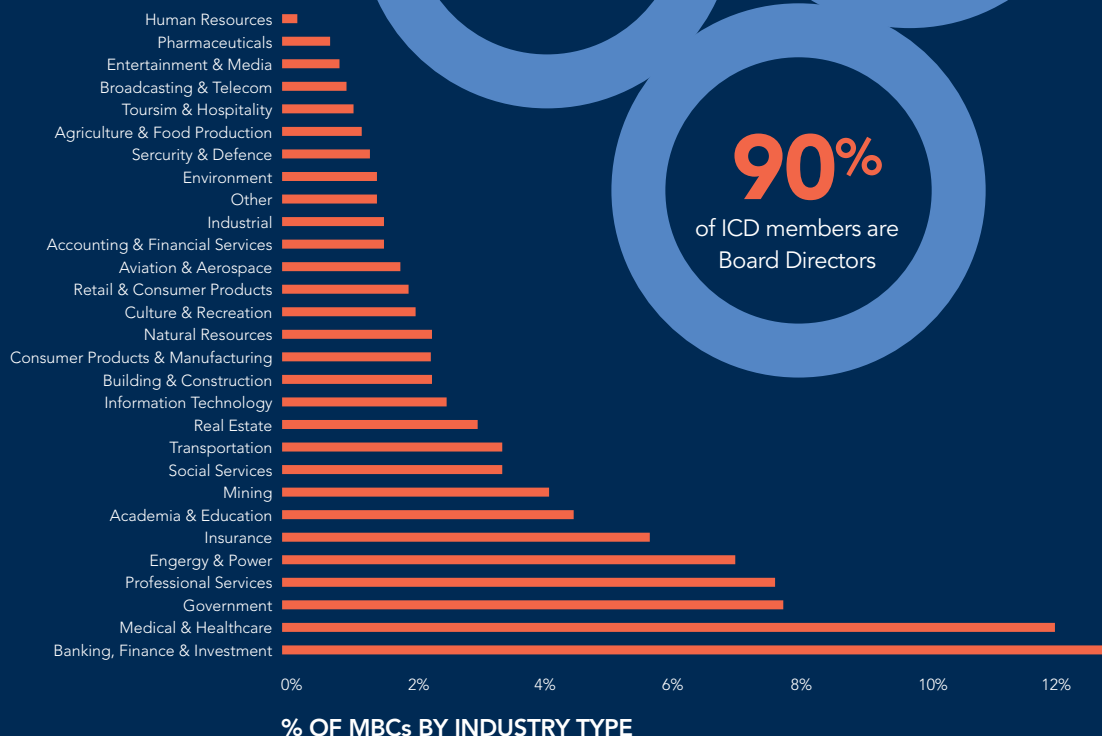
Chapters across  
Canada

**800+**

Member Board  
Companies

**90%**

of ICD members are  
Board Directors



# CONNECT. COLLABORATE. GROW.



## GIVE YOUR BOARD THE COMPETITIVE EDGE:

Take advantage of offers for **educational programs** and **events** to sharpen your board's skills with the aim to improve your board's overall performance.

- Enroll your whole board for cost savings.
- Registration fee waiver for qualifying board members to the ICD-Rotman Directors Education Program (DEP).
- Obtain discounted member rates on educational and event offerings.



## ACCESS TO MEMBER-ONLY CONTENT:

Stay relevant and current with access to latest trends, best governance practices and insights.

- **Digital Resource Centre:** An online library of handpicked governance-related resources at your fingertips to help your board improve its effectiveness.
- **BoardInfo Service:** A complimentary and confidential research service, available only to members. The service supports ICD members with their board work by accessing comprehensive director and governance-related resources.
- **On-demand learning:** ICD webinars and video learning series are tailored to our members' needs. Stay current anywhere, at any time.
- **Director Journal:** Complimentary subscription to Canada's leading director publication, including thought-provoking articles and best governance practices.

## JOIN CANADA'S DIRECTOR COMMUNITY, GET YOUR BOARD ON BOARD!

ICD offers personalized consultations to discuss how we can deliver value to organizations and directors.

To arrange a consult, please contact Alison Ground at [aground@icd.ca](mailto:aground@icd.ca).



## RECRUIT BOARD DIRECTORS THROUGH ICD'S **DIRECTORS REGISTER:**

The Directors Register is the only board posting service of its kind, providing unparalleled access to board candidates across Canada.

- Conduct private and confidential director searches to find the right fit for your board.
- Members only access to apply to open board positions, across Canada
- Receive a complimentary board posting on the Directors Register for up to 90 days per year.



## GROW WITHIN A NATIONAL DIRECTOR COMMUNITY:

Connect with like-minded individuals, share your experiences and discover new and innovative ways to govern with impact.



**REPORT TO THE GOVERNANCE COMMITTEE  
MEETING OF WEDNESDAY, AUGUST 2, 2023**

---

**SUBJECT**     **Bylaw No. 4350 and 4566 - Proposed Amendments to Recreation Commission Bylaws for Sooke and EA (2788) and Peninsula (2397)**

**ISSUE SUMMARY**

To update and align the term of office and appointment criteria for the Sooke and Electoral Area Parks & Recreation Commission and the Peninsula Recreation Commission.

**BACKGROUND**

The Sooke & Electoral Area Parks and Recreation Commission Bylaw outlines the makeup of the commission, the term of office, the appointment requirements, and operational functions and processes.

The proposed changes to Bylaw No. 2788, "Sooke and Electoral Area Parks and Recreation Commission Bylaw No. 1, 2000" (Appendix A):

- Consolidate language in Section 1 by removing elapsed dates;
- Update office term lengths for the District of Sooke Council member to align with the other Commission appointments and Peninsula Recreation Commission;
- Update terms of office to include language for alternate Commission members. This also provides alignment with Peninsula Recreation Commission; and
- Addition of conditions for commission appointments to provide good governance and align with other CRD committees and commissions.

The Peninsula Recreation Commission Bylaw outlines the makeup of the commission, the term of office, the appointment requirements, and operational functions and processes.

The proposed changes to Bylaw No. 2397, "Peninsula Recreation Commission Bylaw No. 1, 1996" (Appendix B):

- Clarify office term limits for appointed members to align with the other commission appointments and Sooke & Electoral Area Parks and Recreation Commission; and
- Addition of conditions for commission appointments to provide good governance and align with other CRD committees and commissions.

**ALTERNATIVES**

*Alternative 1*

That the Governance Committee recommends to the Capital Regional District Board:

1. That Bylaw No. 4350, "Sooke and Electoral Area Parks and Recreation Commission Bylaw No. 1, 2000, Amendment Bylaw No. 4, 2023" be introduced and read a first, second, and third time.
2. That Bylaw No. 4350 be adopted.
3. That Bylaw No. 4566, "Peninsula Recreation Commission Bylaw No. 1, 1996, Amendment Bylaw No. 6, 2023" be introduced and read a first, second, and third time.
4. That Bylaw No. 4566 be adopted.



*Alternative 2*

1. That this report be referred back to staff for more information.

**IMPLICATIONS**

*Alignment with Board & Corporate Priorities*

The proposed bylaw updates align the conditions for appointment of commission members with the majority of CRD committees and commissions and follow good governance practice.

Proposed Bylaw No. 4350 brings Bylaw No. 2788 for SEAPARC into alignment with other modern committees and commissions, including limiting membership to three consecutive terms and requiring advertisement of vacancies. A provision was added that allows the Regional Board to extend an appointed member's term beyond the limit under specific circumstances such as not attracting nominations from other interested community members. An update also specifies the term limit for the Chair position to support transition planning.

Proposed Bylaw No. 4566 for the Peninsula Recreation Commission supports good governance practice by ensuring that the term of appointed commission members is limited to increase the number of public voices on the commission. The added provisions mirror the new subsections in Bylaw No. 4350 that specify term limits, advertising requirements for vacancies, requirements for attendance, and the provision that allows for extension beyond the term limit for appointed members.

**CONCLUSION**

Bylaw No. 2788, "Sooke & Electoral Area Parks and Recreation Commission Bylaw No. 1 and Bylaw No. 2397, "Peninsula Recreation Commission Bylaw No. 1", require minor updates to be consistent with other modern governance changes made to CRD Committees and Commissions, as well as to increase public membership.

**RECOMMENDATION**

That the Governance Committee recommends to the Capital Regional District Board:

1. That Bylaw No. 4350, "Sooke and Electoral Area Parks and Recreation Commission Bylaw No. 1, 2000, Amendment Bylaw No. 4, 2023" be introduced and read a first, second and third time.
2. That Bylaw No. 4350 be adopted.
3. That Bylaw No. 4566, "Peninsula Recreation Commission Bylaw No. 1, 1996, Amendment Bylaw No. 6, 2023" be introduced and read a first, second, and third time.
4. That Bylaw No. 4566 be adopted.

Submitted by:	Steve Carey, B. Sc., J.D., Senior Manager, Legal & Risk Management
Concurrence:	Larisa Hutcheson, P. Eng, General Manager, Parks & Environmental Services
Concurrence:	Steve Carey, B. Sc., J.D., Acting General Manager, Corporate Services
Concurrence:	Ted Robbins, B. Sc, C. Tech, Chief Administrative Officer

**ATTACHMENT**

Appendix A: Bylaw No. 4350

Appendix B: Bylaw No. 4566

Appendix C: Bylaw No. 2788 (Redlined)

Appendix D: Bylaw No. 2397 (Redlined)

**CAPITAL REGIONAL DISTRICT  
BYLAW NO. 4350**

\*\*\*\*\*

**A BYLAW TO AMEND THE SOOKE & ELECTORAL AREA PARKS AND RECREATION  
COMMISSION (BYLAW NO. 1, 2000)**

\*\*\*\*\*

**WHEREAS:**

- A. Under Bylaw No. 2788, "Sooke and Electoral Area Parks and Recreation Commission Bylaw No. 1, 2000", the Regional Board established a joint parks and recreation commission for the District of Sooke and the Juan de Fuca Electoral Area; and
- B. The Board wishes to amend Bylaw No. 2788 to update the commission membership and provide consistency in the appointment language as part of good governance practice, consistent with other CRD commissions;

**NOW THEREFORE**, the Capital Regional District Board in open meeting assembled hereby enacts as follows:

- 1. Bylaw No. 2788, "Sooke & Electoral Area Parks and Recreation Commission Bylaw No. 1, 2000" is hereby amended as follows:

(a) By deleting section 1 in its entirety and replacing it with the following:

1. Commission

A joint parks and recreation commission to be known as the Sooke & Electoral Area Parks and Recreation Commission (the "Commission") is hereby continued and shall consist of the following members:

- (a) The CRD Directors for the District of Sooke and the Juan de Fuca Electoral Area (each a "Director");
- (b) One council member from the District of Sooke;
- (c) Two community members appointed by the District of Sooke;
- (d) One community member appointed by the CRD Board, as nominated by the Juan de Fuca Electoral Area Director; and
- (e) One youth member, who shall be registered in the secondary school program of Sooke School District 62 and a resident of Juan de Fuca Electoral Area or the District of Sooke. Youth members who are not of legal voting age shall not vote on the annual budget or the acquisition or disposal of real property.
- (f) In the absence of a Director from the District of Sooke or Juan de Fuca Electoral Area, the Board alternate from the District of Sooke or Juan de Fuca Electoral Area may attend the Commission on the Director's behalf.
- (g) An alternate member from the Council of the District of Sooke may be nominated by that Council and appointed by the Regional Board to attend the Commission in the absence of the Council member.

(b) In section 2, by deleting subsection (b) in its entirety and replacing it with the following:

(b) The term of office of a member of the Commission who is a Council member other than a director shall be for a two-year period commencing the 1<sup>st</sup> of January and ending on the 31<sup>st</sup> day of December of the second year of appointment.

(c) In section 2, by inserting the following as subsections (e), (f), (g), and (h):

(e) All vacancies on a Commission must be advertised or posted locally for at least thirty (30) days.

(f) A member who fails to attend three (3) consecutive regular meetings without the permission of a Commission may have their appointment to the Commission terminated.

(g) No appointee may serve more than three (3) consecutive terms, except as indicated in subsection 2(h).

(h) At the request of a Director and under unique circumstances, such as a failure to attract nominations after thirty (30) days of appropriate notice of vacancy, the Regional Board may extend a Commission member's term beyond the limit of three (3) consecutive terms.

(d) By deleting section 5 in its entirety and replacing it with the following:

5. The Commission shall each year elect a Chair from amongst its members, who shall serve a term of two years.

2. This bylaw may be cited for all purposes as “Sooke and Electoral Area Parks and Recreation Commission Bylaw No. 1, 2000, Amendment Bylaw No. 4, 2023”.

READ A FIRST TIME THIS \_\_\_\_\_<sup>th</sup> \_\_\_\_\_ day of \_\_\_\_\_ 20\_\_\_\_

READ A SECOND TIME THIS \_\_\_\_\_<sup>th</sup> \_\_\_\_\_ day of \_\_\_\_\_ 20\_\_\_\_

READ A THIRD TIME THIS \_\_\_\_\_<sup>th</sup> \_\_\_\_\_ day of \_\_\_\_\_ 20\_\_\_\_

ADOPTED THIS \_\_\_\_\_<sup>th</sup> \_\_\_\_\_ day of \_\_\_\_\_ 20\_\_\_\_

---

CHAIR

CORPORATE OFFICER

**CAPITAL REGIONAL DISTRICT  
BYLAW NO. 4566**

\*\*\*\*\*

**A BYLAW TO AMEND THE PENINSULA RECREATION COMMISSION (BYLAW NO. 1, 1996)**

\*\*\*\*\*

**WHEREAS:**

- A. Under Bylaw No. 2397, "Peninsula Recreation Commission Bylaw No. 1, 1996", the Regional Board established a joint recreation commission for the municipalities of North Saanich, Sidney, and Central Saanich; and
- B. The Board wishes to amend Bylaw No. 2397 to clarify term of office for commission membership and provide consistency in the appointment language as part of good governance practice, consistent with other CRD commissions;

**NOW THEREFORE**, the Capital Regional District Board in open meeting assembled hereby enacts as follows:

1. Bylaw No. 2397, "Peninsula Recreation Commission Bylaw No. 1, 1996" is hereby amended as follows:
  - (a) In section 2, by inserting the following as subsections (e), (f), (g), and (h):
    - (e) All vacancies on a Commission must be advertised or posted locally for at least thirty (30) days.
    - (f) A member who fails to attend three (3) consecutive regular meetings without the permission of a Commission may have their appointment to the Commission terminated.
    - (g) No appointee may serve more than three (3) consecutive terms, except as indicated in subsection 2(h).
    - (h) At the request of a Director and under unique circumstances, such as a failure to attract nominations after thirty (30) days of appropriate notice of vacancy, the Regional Board may extend an appointed Commission member's term beyond the limit of three (3) consecutive terms.
2. This bylaw may be cited for all purposes as "Peninsula Recreation Commission Bylaw No. 1, 1996, Amendment Bylaw No. 6, 2023".

READ A FIRST TIME THIS	th	day of	20__
READ A SECOND TIME THIS	th	day of	20__
READ A THIRD TIME THIS	th	day of	20__
 ADOPTED THIS	 th	 day of	 20__

\_\_\_\_\_  
CHAIR

\_\_\_\_\_  
CORPORATE OFFICER



Making a difference...together

## **BYLAW NO. 2788**

### **SOOKE AND ELECTORAL AREA PARKS AND RECREATION COMMISSION BYLAW NO. 1, 2000**

**Consolidated for Public Convenience  
(This bylaw is for reference purposes only)**

ORIGINALLY ADOPTED APRIL 12, 2000  
(Consolidated with Amending Bylaws 3242, 3416, 4049, 4350)

For reference to original bylaws or further details, please contact the Capital Regional District,  
Legislative Services Department, 625 Fisgard St., PO Box 1000, Victoria BC V8W 2S6  
T: (250) 360-3127, F: (250) 360-3130, Email: [legserv@crd.bc.ca](mailto:legserv@crd.bc.ca), Web: [www.crd.bc.ca](http://www.crd.bc.ca)

**CAPITAL REGIONAL DISTRICT  
BYLAW NO. 2788**

\*\*\*\*\*  
**A BYLAW FOR THE CONTINUATION OF A JOINT PARKS & RECREATION COMMISSION FOR THE  
DISTRICT MUNICIPALITY OF SOOKE AND REMAINING AREAS OF THE FORMER SOOKE  
ELECTORAL AREA**  
\*\*\*\*\*

**WHEREAS** by Supplementary Letters Patent dated the 28<sup>th</sup> day of August, 1975 it is provided that the Regional Board of the Capital Regional District (hereinafter referred to as the "Regional Board") may acquire, develop, operate and maintain community parks for certain member municipalities of the Capital Regional District including the Electoral Area of Sooke;

**AND WHEREAS** by Supplementary Letters Patent dated the 3<sup>rd</sup> day of October, 1975 it is provided that the Regional Board may undertake a recreational program for one or more member municipalities;

**AND WHEREAS** by Supplementary Letters Patent dated the 2<sup>nd</sup> day of September, 1999 it is provided the Regional Board undertakes to provide services for which Sooke Electoral Area was an electoral participating area at the time of incorporation of the District Municipality of Sooke (hereinafter referred to as the "Municipality"), including Community Recreation Programs, Sooke Electoral Area Ice Arena (Bylaw 152) and Sooke Electoral Area Swimming Pool (Bylaw 2598), and including those community parks services in accordance with those Supplementary Letters Patent dated the 28<sup>th</sup> day of August, 1975 excepting those Community Park services transferred to the Municipality;

**AND WHEREAS** by Supplementary Letters Patent dated the 27<sup>th</sup> day of February, 1976 it is provided that the Regional Board may, by bylaw, establish a joint parks and recreation commission, and in such bylaw delegate to the Commission any or all of the administrative powers of the Regional Board relating to:

- a) Community parks and park properties within participating areas now or hereafter acquired by the Capital Regional District;
- b) The construction, equipping, operation and maintenance of recreational facilities within the participating areas now existing or hereafter undertaken by the Capital Regional District as a function of the said Regional District;
- c) The organization and conduct of recreational programs within the participating areas now or hereafter authorized by the Capital Regional District as a function of the said Regional District;

**NOW THEREFORE** the Board of the Capital Regional District in open meeting assembled enacts as follows:

1. Commission

A joint parks and recreation commission to be known as the Sooke & Electoral Area Parks and Recreation Commission (the "Commission") is hereby continued and shall consist of the following members:

- (a) The CRD Directors for the District of Sooke and the Juan de Fuca Electoral Area (each a "Director");
- (b) One council member from the District of Sooke;
- (c) Two community members appointed by the District of Sooke;

- ~~(d) One community member appointed by the CRD Board, as nominated by the Juan de Fuca Electoral Area Director; and~~
- ~~(e) One youth member, who shall be registered in the secondary school program of Sooke School District 62 and a resident of Juan de Fuca Electoral Area or the District of Sooke. Youth members who are not of legal voting age shall not vote on the annual budget or the acquisition or disposal of real property.~~
- ~~(f) In the absence of a Director from the District of Sooke or Juan de Fuca Electoral Area, the Board alternate from the District of Sooke or Juan de Fuca Electoral Area may attend the Commission on the Director's behalf.~~
- ~~(g) An alternate member from the Council of the District of Sooke may be nominated by that Council and appointed by the Regional Board to attend the Commission in the absence of the Council member.~~

~~(Bylaw 4350)~~

- ~~1. A joint parks and recreation commission to be known as the Sooke & Electoral Area Parks and Recreation Commission is hereby continued and shall consist of the following members:~~

~~(Bylaws 3242, 3416)~~

- ~~(a) Effective January 1, 2007, the CRD Directors for the District of Sooke and the Juan de Fuca Electoral area, two council members from the District of Sooke, two community members appointed by the District of Sooke and the three community members appointed by the CRD Board as nominated by the Juan de Fuca Electoral Area Director.~~
- ~~(b) Effective January 1, 2016, and thereafter, the CRD Directors for the District of Sooke and the Juan de Fuca Electoral area, one council member from the District of Sooke, one alternate council member from the District of Sooke (to participate in the absence of the appointed District of Sooke Council member), two community members appointed by the District of Sooke and one community member appointed by the CRD Board as nominated by the Juan de Fuca Electoral Area Director.~~
- ~~(c) Effective January 1, 2007, and thereafter, one youth member who shall be registered in the secondary school program of Sooke School District 62 and a resident of Juan de Fuca Electoral Area or the District of Sooke. Youth members who are not of legal voting age shall not vote on the annual budget or the acquisition or disposal of real property.~~

~~(Bylaw 3416)~~

## 2. Term of Office

- (a) The term of office of a member of the Commission who is a Director of the Board of the Regional District shall correspond with his or her term of office as Director.
- (b) ~~The term of office of a member of the Commission who is a Council member other than a director shall be from the date of his or her appointment to the Commission until the 31<sup>st</sup> day of December of that year. The term of office of a member of the Commission who is a Council member other than a director shall be for a two-year period commencing the 1st of January and ending on the 31st day of December of the second year of appointment.~~ (Bylaw 4350)
- (c) The term of office of those members of the Commission other than the Directors, members of Council and Youth member shall be for a two year period ending on the 31st



day of December of the second year of appointment.

- (d) The term of office for the Youth member shall be for a one year period commencing on September 1 and ending on August 31 the following year.
- ~~(e) All vacancies on a Commission must be advertised or posted locally for at least thirty (30) days. (Bylaw 4350)~~
- ~~(f) A member who fails to attend three (3) consecutive regular meetings without the permission of a Commission may have their appointment to the Commission terminated. (Bylaw 4350)~~
- ~~(g) No appointee may serve more than three (3) consecutive terms, except as indicated in subsection 2(h). (Bylaw 4350)~~
- ~~(e)(h) At the request of a Director and under unique circumstances, such as a failure to attract nominations after thirty (30) days of appropriate notice of vacancy, the Regional Board may extend a Commission member's term beyond the limit of three (3) consecutive terms. (Bylaw 4350)~~

### 3. Appointments

- (a) Appointments of members representing areas in the Juan de Fuca Electoral Area shall be nominated by the Director representing said electoral area and appointed by the Regional Board.
- (b) Appointment of members from the Municipality shall be nominated by the Director from Sooke and appointed by the Regional Board.
- (c) Appointments of a Youth member shall be nominated by the Commission and appointed by the Regional Board. The Commission shall receive nomination from the Principal of Edward Milne Community School.
- (d) In the event of the death, resignation or disqualification of a member of the Commission, the Regional Board shall appoint a successor for the remainder of the term.

4. In voting on the Commission, all members shall have one vote each.

~~5. The Commission shall each year elect a Chair from amongst its members, who shall service a term of two years. (Bylaw 4350)~~

~~5. The Commission shall each year elect a Chair from amongst its members.~~

6. A quorum of the Commission is a majority of the appointed members.

7. The rules of procedure for the Commission shall not be inconsistent with those of the Regional District.

8. In October of each and every year the Commission shall prepare an Annual Budget for each function which shall include estimates for the administrative, development, maintenance, operational and other expenses, including debt charges, together with estimates for expected revenues and shall submit such budget for the approval of the Regional Board and for inclusion in the Regional Board's provisional and annual budgets.

9. The function of the Commission is to assume all of the administrative powers of the Regional Board with respect to:

- (a) Provision of community recreational services and related community programs for the

Municipality and for the Juan de Fuca electoral area excluding the area previously defined as the Langford Electoral Area.

- (b) The construction and administration of recreational facilities within the Regional Board’s jurisdiction in the municipality and the Juan de Fuca electoral area excluding the area previously defined as the Langford Electoral Area.

- 10. Bylaw 2211 is hereby repealed.
- 11. The Bylaw may be cited as Sooke & Electoral Area Parks and Recreation Commission Bylaw No. 1, 2000.

READ A FIRST TIME THIS	12 <sup>th</sup>	DAY OF	April,	2000.
READ A SECOND TIME THIS	12 <sup>th</sup>	DAY OF	April,	2000.
READ A THIRD TIME THIS	12 <sup>th</sup>	DAY OF	April,	2000.
ADOPTED THIS	12 <sup>th</sup>	DAY OF	April,	2000.

Original signed by Christopher Causton

Original signed by Carmen Thiel

\_\_\_\_\_  
CHAIRPERSON

\_\_\_\_\_  
SECRETARY



**BYLAW NO. 2397**

**PENINSULA RECREATION COMMISSION BYLAW NO. 1, 1996**

**Consolidated for Public Convenience  
(This bylaw is for reference purposes only)**

ORIGINALLY ADOPTED MAY 22, 1996  
(Consolidated with Amending Bylaws 2480, 2759, 3142, 4135, 4297, 4566)

For reference to original bylaws or further details, please contact the Capital Regional District,  
Legislative Services Department, 625 Fisgard St., PO Box 1000, Victoria BC V8W 2S6  
T: (250) 360-3127, F: (250) 360-3130, Email: [legserv@crd.bc.ca](mailto:legserv@crd.bc.ca), Web: [www.crd.bc.ca](http://www.crd.bc.ca)

**CAPITAL REGIONAL DISTRICT**

**BYLAW NO. 2397**

\*\*\*\*\*

**A BYLAW FOR THE ESTABLISHMENT OF A PENINSULA RECREATION COMMISSION FOR  
THE MUNICIPALITIES OF NORTH SAANICH, SIDNEY, AND CENTRAL SAANICH.**

\*\*\*\*\*

**WHEREAS** by Letters Patent, Division XVI, dated October 28, 1976, the Capital Regional District was granted the function of constructing, equipping, operating and maintaining an ice arena and swimming pool for the municipalities of North Saanich and Sidney;

**AND WHEREAS** by Bylaw No. 2363, cited as “the Saanich Peninsula Ice Arena Local Service Establishment Bylaw No. 1, 1996”, the Municipality of Central Saanich became a participant in the equipping, operating and maintaining of an ice arena;

**AND WHEREAS** by Bylaw No. 2472, cited as “Saanich Peninsula Swimming Pool Local Service Establishment Bylaw No. 1, 1997”, the Municipality of Central Saanich became a participant in the equipping, operating, and maintaining of a swimming pool; *(Bylaw 2480)*

**AND WHEREAS** by Bylaw No. 2473, cited as “Saanich Peninsula Recreation and Community Use Local Service Establishment Bylaw No. 1, 1994, Amendment Bylaw No. 1, 1997”, the Municipality of Central Saanich became a participant in the local service for pleasure, recreation and community use established by Bylaw No. 2240; *(Bylaw 2480)*

**NOW THEREFORE** the Board of the Capital Regional District in open meeting assembled enacts as follows:

1. A Recreation Commission to be known as the Peninsula Recreation Commission is hereby established and shall consist of the following members:
  - (a) The Mayor of North Saanich; *(Bylaw 4297)*
  - (b) The Mayor of Sidney; *(Bylaw 4297)*
  - (c) The Mayor of Central Saanich; *(Bylaw 4297)*
  - (d) A member of the Council of North Saanich nominated by the said Council and appointed by the Regional Board;
  - (e) A member of the Council of Sidney nominated by the said Council and appointed by the Regional Board;
  - (f) A member of the Council of Central Saanich nominated by the said Council and appointed by the Regional Board;
  - (g) Three members appointed by the Regional Board of whom one shall represent and be a resident of North Saanich, one shall represent and be a resident of Sidney and one shall represent and be a resident of Central Saanich;

- (h) In the absence of a Mayor from a participating municipality, an alternate member from the Council of a participating municipality may be nominated by that Council and appointed by the Regional Board to attend the commission in the Mayor's absence. (Bylaw 4297)
  - (i) An alternate member from the Council of a participating municipality may be nominated by that Council and appointed by the Regional Board to attend the Commission in the absence of the Council member. (Bylaw 2759)
  - (j) An alternate under section 1(h) and 1(i) may take the place of, vote, and generally act in all matters for the applicable absent Mayor or council member. An alternate holds office until another council member is appointed as a replacement, or the alternate resigns, and the regional district corporate officer is notified in writing. If the seat of a Mayor or council member becomes vacant through resignation, disqualification, or death, the alternate may continue in place of the Mayor or council member whose seat became vacant until a new Mayor or council member is appointed. (Bylaw 4297)
- 2.
- (a) The term of office of a member of the Commission who is a Director shall be for his or her term of office as a Director.
  - (b) The term of office of a member of the Commission who is a Council member other than a Director shall be for a two-year period commencing the 1<sup>st</sup> of January and ending on the 31<sup>st</sup> of December of the second year of appointment. (Bylaw 4135)
  - (c) The term of office of those members of the Commission other than the Directors and Members of Council shall be for a two-year period ending on the 31<sup>st</sup> day of December of the second year of appointment.
  - (d) Section 2(b) is in effect for members appointed for a term starting on or after January 1, 2017. (Bylaw 4135)
  - (e) All vacancies on a Commission must be advertised or posted locally for at least thirty (30) days. (Bylaw 4566)
  - (f) A member who fails to attend three (3) consecutive regular meetings without the permission of a Commission may have their appointment to the Commission terminated. (Bylaw 4566)
  - (g) No appointee may serve more than three (3) consecutive terms, except as indicated in subsection 2(h). (Bylaw 4566)
  - (h) At the request of a Director and under unique circumstances, such as a failure to attract nominations after thirty (30) days of appropriate notice of vacancy, the Regional Board may extend an appointed Commission member's term beyond the limit of three (3) consecutive terms. (Bylaw 4566)
3. The Regional Board shall appoint persons to act as members of the Commission as provided above.
4. In the event of the death, resignation, or disqualification of a member of the Commission, the Regional Board shall appoint a successor for the remainder of the term.
5. In voting on the Commission all members shall have one vote each.

6. Discussion on all matters of business and all affairs of the Commission shall be open to all members of the Commission.
7. The Commission shall elect a Chair from amongst its members who shall serve a term of two years. *(Bylaw 3142)*
8. A quorum of the Commission is a majority of the members.
9. The rules of procedure for the Commission shall not be inconsistent with those of the Regional District.
10. The Regional Board hereby delegates to the Commission all of the administrative powers of the Regional Board with respect to the equipping, maintenance and management of the swimming pool and ice arena and such other additional facilities as may be provided from time to time; and without limiting the generality of the foregoing the Commission shall establish scales of admission charges, appoint staff and determine operational rules and procedures, provided however all staff appointed by the Commission shall be for all purposes employees of the Regional Board, although such employees shall be subject to the direction of the Commission with respect to day to day management of the Commission's affairs.
11. Notwithstanding the provisions of Section 10 of this Bylaw, the Regional Board retains the right of approval of operational rules, procedures and policies, and the schedule of admission charges to be established.
12. In October of each and every year the Commission shall prepare an annual budget which shall include estimates for administration, development, maintenance, operation and other expenses, including debt charges, together with estimates for expected revenues, and shall submit such budget for the approval of the Regional Board and for inclusion in the Regional Board's provisional and annual budgets.
13. Bylaw No. 314 cited as the "Peninsula Recreation Facility Commission Bylaw 1976" and Bylaw No. 330 cited as the "Peninsula Recreation Commission Amendment Bylaw No. 1, 1977" are hereby rescinded.
14. This Bylaw may be cited as "Peninsula Recreation Commission Bylaw No. 1, 1996, Amendment Bylaw No. 4, 2016".

READ A FIRST TIME THIS	22 <sup>nd</sup>	day of	May	1996
READ A SECOND TIME THIS	22 <sup>nd</sup>	day of	May	1996
READ A THIRD TIME THIS	22 <sup>nd</sup>	day of	May	1996
ADOPTED THIS	22 <sup>nd</sup>	day of	May	1996

Original signed by Robert Clark

CHAIRPERSON

Original signed by Carmen Thiel

SECRETARY