



Capital Regional District

625 Fisgard St.,
Victoria, BC V8W 1R7

Notice of Meeting and Meeting Agenda

Sooke & Electoral Area Parks and Recreation Commission

Tuesday, November 4, 2025

6:30 PM

SEAPARC Board Room
2168 Phillips Rd
Sooke, BC V9Z 0Y3

A. Beddows (Chair), D. Little (Vice Chair), N. Dowhy, R. Finlayson, M. Tait, J. Warner, A. Wickheim

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. Minutes from the October 7, 2025 Sooke & Electoral Area Parks and Recreation Commission.

Recommendation:

That the minutes of the Sooke & Electoral Area Parks and Recreation Commission of October 7, 2025 be adopted as circulated.

Attachments:

Minutes: October 7, 2025

4. Chair's Remarks

5. Youth Report

6. Presentations/Delegations

7. Commission Business

7.1. 3rd Quarter Financial Report

Recommendation:

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

Attachments:

Staff Report: Financial Statement of Operations – Third Quarter of 2025
Appendix A: Statement of Operations (9 month ending – September 30, 2025)

7.2. Marketing Assistant Position – 2027 Planning

Recommendation:

That the Sooke & Electoral Area Parks and Recreation Commission direct staff to submit an initiative business case seeking approval for a new regular part-time marketing assistant position for 2027.

Attachments:

Staff Report: Marketing Assistant Position – 2027 Planning

7.3. Skate Park Verbal Update

8. Correspondence

9. Notice(s) of Motion

10. New Business

11. Adjournment

12. Next Meeting: December 2, 2025 at the call of the Chair



Capital Regional District

625 Fisgard St.,
Victoria, BC V8W 1R7

Meeting Minutes

Sooke & Electoral Area Parks and Recreation Commission

Tuesday, October 07, 2025

6:30 PM

SEAPARC Board Room
2168 Phillips Road,
Sooke, BC V9Z 0Y3

Present:

Commissioners: A. Beddows (Chair), D. Little (Vice Chair), N. Dowhy, R. Finlayson, M. Tait,
Staff: M. Alsdorf, Senior Manager, SEAPARC Recreation; M. Curtis, Manager of Operations; C. Hoglund, Program Services Manager; M. Medland, Senior Financial Advisor; M. MacKeigan, Administrative Secretary (Recorder)

Absent: J. Warner, A. Wickheim

Chair Beddows called the meeting to order at 6:31pm.

1. TERRITORIAL ACKNOWLEDGEMENT

2. APPROVAL OF THE AGENDA

MOVED by Commissioner Tait, **SECONDED** by Commissioner Little,

That the agenda for the October 7, 2025 session of the SEAPARC Commission be approved as circulated.

CARRIED

3. ADOPTION OF MINUTES

MOVED by Commissioner Dowhy, **SECONDED** by Commissioner Tait,

That the minutes of the Sooke & Electoral Area Parks and Recreation Commission meeting of September 2, 2025 be adopted as circulated.

CARRIED

4. CHAIR'S REMARKS

The chair and Commissioner Tait attended the Union of BC Municipalities Convention September 22-26 in Victoria. During the convention they spoke with the Minister responsible for the Agricultural Land Commission regarding the land use request for the skate park.

5. YOUTH REPORT

The chair introduced the new youth member, Raymond Finlayson to the commission.

6. PRESENTATIONS/DELEGATIONS

6.1. Presentations

- There were no presentations.

6.2. Delegations

- There were no delegations.

7. COMMISSION BUSINESS

7.1. May to August Programs and Services Report

M. Alsdorf provided an overview of the report. The Commission discussed the following:

- Impact on revenue with the addition of the weight room and fitness studio
- Positive impact for ice users with the ice season starting two weeks earlier

This report was received for information.

7.2. 2026 Budget

M. Alsdorf provided an overview of the report. The Commission discussed the following:

- Capacity levels, drop-in versus registered program opportunities
- Borrowing and interest levels
- Converted assessments
- Capital reserve transfer funds
- Rental house heating system

MOVED by Commissioner Tait, **SECONDED** by Commissioner Dowhy,

That the Sooke & Electoral Area Parks and Recreation Commission amend Appendix A, 2026-2030 SEAPARC Budget with a 2% increase to the requisition with funds allocated to the Capital Reserve Fund.

CARRIED

MOVED by Commissioner Tait, **SECONDED** by Commissioner Dowhy,

That the Sooke & Electoral Area Parks and Recreation Commission recommends the Committee of the Whole recommend to the Capital Regional District Board: That Appendix A, 2026-2030 SEAPARC Budget be approved as amended and form the basis of the Provisional 2026-2030 Financial Plan.

CARRIED

7.3. Skate Park Update

M. Alsdorf provided an overview of the report. The commission discussed the following:

- Temporary skate park installation in Ravens Ridge Park
- Agriculture Land Commission review timeline

This report was received for information.

7. CORRESPONDENCE:

There were no presentations.

8. NOTICE(S) of MOTION:

There were no notices of motion.

9. NEW BUSINESS:

The commission shared the following:

- District of Sooke: construction of the Little River Crossing pedestrian bridge is still underway.

10. ADJOURNMENT:

MOVED by Commissioner Little, **SECONDED** by Commissioner Tait,

That the October 7, 2025 meeting of the Sooke & Electoral Area Parks and Recreation Commission be adjourned at 7:35 pm.

CARRIED

CHAIR

RECORDER



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REPORT TO THE SOOKE & ELECTORAL AREA PARKS AND RECREATION COMMISSION MEETING OF TUESDAY, NOVEMBER 04, 2025

SUBJECT Financial Statement of Operations – Third Quarter of 2025

ISSUE SUMMARY

To provide financial information to the Commission for the third quarter of 2025.

BACKGROUND

The third quarter financial results are now available for the period ended September 30, 2025.

After nine months of operations, actual results should be at 75% of budget utilization.

- Overall contribution is slightly above target at 69% of expected deficit.
- Operating revenues remain on target, at 75% of budget.
- All expenses continue to remain within forecasted value with direct expenses at 74% of budget and indirect expenses at 70% of budget.

Third quarter statement of operations notable variances from 2024 to 2025 include:

Revenue:

- Admissions and membership pass revenue exceed 2024 results by 9%, primarily driven by an increase in membership sales.
- Increase of 4% in program revenue.
- Increase in rental revenue due to a shift in process for a pool private provider. There is an associated increase in wages with this new process.
- Increase in resales/concession revenue due to operation of a concession during the Sooke Fine Arts Show in July/August.
- Decrease in sponsorships, grants, donations revenue due to closure of licensed preschool and therefore elimination of Ministry funding.

Expenses:

- Increase in direct operating supplies, predominantly attributed to increases in pool chemical costs.
- Increase in direct instruction services for fitness and community recreation programs which is offset by revenue generated.
- Increase in indirect contract for services expense, attributed to the strategic plan.
- Increase in CRD charges is a result of an increased allocation rate based on revenue growth, as well as support required for the skate park Agricultural Land Commission application.
- Increase in licenses & fees due to large increases in software licensing costs and requirements.
- Variation in direct and indirect wages and benefits are the result of the new operating manager position (commenced April 2024), and reallocation of the program manager wages and benefits to indirect costs. Additionally, there is an overall decrease in direct wages due to staff illness/leave.
- Decrease in indirect repairs and maintenance expense is due to timing of parking lot line

painting in 2024.

CONCLUSION

Overall performance is currently on target with budget expectations for the third quarter of 2025.

RECOMMENDATION

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

Submitted by:	Melanie Alsdorf, Senior Manager, SEAPARC Recreation
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ATTACHMENTS

Appendix A: Statement of Operations (9 month ending – September 30, 2025)

APPENDIX A

SEAPARC

STATEMENT OF OPERATIONS (9 MONTH ENDING - Sep 30, 2025)

75%	percentage of budget @ 9 months					
DIRECT OPERATING REVENUES		Budget Utilized	BUDGET	YTD Sep-30	YTD Sep-30	2025 to 2024 Dollars %
Admissions & Membership passes	79%	994,000	781,866	710,635	71,231	9%
Programs	77%	652,550	505,568	487,535	18,034	4%
Rentals	65%	392,166	254,755	237,173	17,582	7%
Resale goods, concession	62%	85,778	53,483	40,958	12,525	23%
Advertising	134%	7,030	9,390	9,137	253	3%
Sponsorships, grants, donations	93%	15,122	14,073	23,493	- 9,420	-67%
Other (commissions, fees)	51%	36,200	18,320	23,357	- 5,037	-27%
TOTAL OPERATING REVENUES		75%	2,182,846	1,637,456	1,532,288	105,168 6%
DIRECT OPERATING EXPENSES						
Contract & instructional services	117%	70,450	82,671	56,035	26,635	32%
Operating supplies	73%	188,750	138,110	114,451	23,659	17%
Repairs & maintenance (pool, arena, f&w, golf, outdoor, vending)	88%	147,380	129,871	120,871	9,001	7%
Rentals	314%	6,500	20,397	9,028	11,369	
Vehicle & travel costs	81%	15,500	12,560	13,702	- 1,142	-9%
Wages & benefits (Pool, CR, Arena, Golf, F&W)	70%	1,532,609	1,075,883	1,165,288	- 89,405	-8%
Other (staff training, licences, fees, grants in aid)	57%	13,127	7,493	3,336	4,157	55%
TOTAL DIRECT OPERATING EXPENSES		74%	1,974,316	1,466,985	1,482,711	- 15,726 -1%
CONTRIBUTION DIRECT OPERATIONS		82%	208,530	170,471	49,577	120,894 71%
INDIRECT EXPENSES, ADMINISTRATION, MAINTENANCE						
Advertising & promotion	72%	21,500	15,508	13,057	2,452	16%
Contract for services & legal	141%	26,000	36,660	21,896	14,764	40%
CRD Charges (IT, HR, Ops, labour)	74%	371,165	273,337	222,681	50,656	19%
Insurance	100%	48,360	48,360	32,570	15,790	33%
Licences, fees and dues	125%	70,650	87,982	59,979	28,003	32%
Permit Fees	139%	2,500	3,484	-	3,484	100%
Repairs and maintenance	81%	60,235	48,997	63,651	- 14,654	-30%
Pest Control	114%	1,000	1,145	-	1,145	100%
Rentals	71%	2,700	1,910	1,402	508	27%
Supplies	92%	58,000	53,345	62,786	- 9,441	-18%
Utilities	62%	287,710	178,115	175,395	2,720	2%
Travel & vehicle costs	62%	11,275	6,989	9,425	- 2,436	-35%
Honoraria	0%	1,000	-	-	-	
Wages & benefits (Ops&Admin, Facilities)	67%	2,063,601	1,373,586	1,277,628	95,959	7%
Other (meetings, print costs, staff training, courier, postage, etc.)	58%	21,300	12,283	16,003	- 3,719	-30%
Contingency		-	-	-	-	
TOTAL INDIRECT EXPENSES, ADMINISTRATION, MAINTENANCE		70%	3,046,996	2,141,702	1,956,471	185,231 9%
INDIRECT REVENUES						
TOTAL INDIRECT REVENUES		3454%	230	7,944	1,209	6,735
NET CONTRIBUTIONS (DEFICIT)		69%	- 2,838,236	- 1,963,287	- 1,905,685	- 57,602 3%
TRANSFERS & DEBT						
Transfers to Capital Reserve Fund	100%	362,100	362,100	355,000	7,100	
Transfers to Equipment Replacement Fund	75%	217,300	162,975	86,250	76,725	47%
Transfers to Operating Reserve Fund		-	-	-	-	
Debt-interest payments	33%	74,630	24,612	25,874	- 1,262	-5%
Debt-principle payments	104%	35,486	36,812	69,285	- 32,474	-88%
M.F.A. Debt Reserve Fund - Arena other debt	0%	230	-	-	-	
TOTAL TRANSFERS & DEBT		85%	689,746	586,499	536,410	50,089 9%
NET BEFORE REQUISITION & PRIOR YEAR SURPLUS		72%	- 3,527,982	- 2,549,786	- 2,442,094	- 107,691 4%
Requisition & Payment in Lieu	100.00%	3,502,982	3,502,982	3,307,982	195,000	6%
Prior Year Surplus	100%	25,000	25,000	-	25,000	
NET OPERATIONS			-	978,196	865,887	112,309 11%

REPORT TO THE SOOKE & ELECTORAL AREA PARKS AND RECREATION COMMISSION MEETING OF TUESDAY, NOVEMBER 04, 2025

SUBJECT **Marketing Assistant Position – 2027 Planning**

ISSUE SUMMARY

To seek Commission support to submit an initiative business case requesting that the CRD Executive Leadership Team consider a regular part-time marketing assistant position to complement SEAPARC staff resources, as part of the 2027 annual service planning process.

BACKGROUND

The 2025 SEAPARC Recreation Strategic Plan identifies the need for a new communication and marketing strategy to support the goal of optimizing service delivery (action 1A). The intention of this action item is to reach new residents and harder to engage populations, integrate new forms of media, and support evaluations of successes and determine when change may be needed. The implementation plan for the strategic plan highlights the need for dedicated staff resources to advance this action item, along with other strategic priorities, including:

- 1E – Continue to promote the LIFE program and other accessibility supports
- 1F – Develop a program evaluation framework

Current practice is that marketing materials are developed and distributed by program staff, while communications and advertising are overseen by the Manager of Program Services. A graphic designer is hired on contract to produce the Active Living Guide. While this system is currently functioning, it lacks coordination and expertise. Additionally, the expansion of both current and anticipated services places greater demands on staff time, reducing the capacity available for marketing efforts.

The proposed Marketing Assistant position would be responsible for designing, producing, and editing promotional materials, including the Active Living Guide. They would coordinate marketing campaigns, manage social media and website updates, and assist with marketing production on behalf of all SEAPARC departments. They would also support special events at SEAPARC and enhance SEAPARC participation in community events.

This new position would capitalize the following opportunities:

- Coordinated use of multiple marketing tools to ensure consistent and timely promotion across all departments and events
- Support for broader initiatives such as memberships, admissions, facility rentals, LIFE program access, etc.
- Community outreach expertise to identify the most effective ways to engage the public
- Coordinated program evaluation to provide actionable feedback to staff on program performance and community needs
- Exploration of new marketing and advertising opportunities to expand reach and visibility
- Advertising sales management for assets such as arena signage and new digital displays
- Development of e-newsletter campaigns using existing recreation software capabilities

By enhancing marketing reach and managing advertising sales, this new role is anticipated to contribute to increased revenue and support the organization's strategic growth. The Manager of Program Services would continue to oversee communications for SEAPARC.

Introducing new staff resources involves several approval steps. In this case, with the goal of implementing the position in 2027, the first step is to prepare an Initiative Business Case (IBC) in March 2026. The IBC will outline the support being requested, the anticipated benefits of the position, financial implications, potential impacts on other CRD departments, and the cost implications for citizens. Once completed, the IBC is presented to the CRD Executive Leadership Team for consideration, followed by review by the Commission and final approval by the CRD Board during the budget process.

ALTERNATIVES

Alternative 1

That the Sooke & Electoral Area Parks and Recreation Commission direct staff to submit an initiative business case seeking approval for a new regular part-time marketing assistant position for 2027.

Alternative 2

That the Sooke & Electoral Area Parks and Recreation Commission direct staff to submit an initiative business case seeking approval for a new regular part-time marketing assistant position for 2028.

Alternative 3

That the Sooke & Electoral Area Parks and Recreation Commission defer the additional staffing recommended in the SEAPARC Strategic Plan.

IMPLICATIONS

Alignment with Existing Plans & Strategies

The SEAPARC 2025-2035 Strategic Plan identifies goal 1A to develop a new communication and marketing strategy. Resources outlined to support this goal include the addition of a regular part-time marketing position. This position also supports goal 1E – Continue to promote the LIFE program and other accessibility supports and goal 1F – Develop a program evaluation framework.

Financial Implications

The proposed new position would be funded through the operating budget as an ongoing supplemental item. The operating budget impact would be offset by a reduction in promotional contract for services expenses that are paid out annually, and by forecasted increased revenue generation.

Staff completed the following financial analysis to determine the viability of supporting a new regular part-time position and estimate overall cost implications.

\$51,150	Annual Cost (includes salary, \$5,000 for IT equipment)
\$33,566	Estimated additional revenue generated (2% of anticipated 2026 revenue from pass sales, admissions, program & advertising revenue)
\$10,000	Expense eliminated for contracted graphic designer annually
\$7,584	Additional cost to existing budget to support position

Service Delivery Implications

SEAPARC marketing and promotional materials are managed by several different staff depending on the task and time of year. This work includes creating content, updating and monitoring social media accounts, weekly updates of the digital road sign, coordinating arena board advertising, completing website updates, submitting news publication advertisements, creating in-house promotional material, maintaining the digital photo library, as well as periodically sending information to schools and community partners, and email updates to patrons. Staff adjust and evaluate programs and services and expand when viable to provide reliable quality experience.

Findings from the strategic plan community engagement suggest that while awareness of programs and activities is fairly strong, opportunities exist for improvement. This is highlighted by the response to the following survey questions:

- 22% of survey respondents indicated that they are unaware of some opportunities at SEAPARC
- 49% of survey respondents indicated that they feel neutral, uninformed or very uninformed about recreation opportunities at SEAPARC

Social Implications

Recreation participation offers positive social, emotional, and physical benefits for people of all ages, and these services are essential to a healthy community. Enhancing awareness of SEAPARC programs and services is necessary to improve recreation participation.

CONCLUSION

The proposed Marketing Assistant position directly supports the strategic goals outlined in the 2025-2035 SEAPARC Recreation Strategic Plan, particularly the need for a coordinated communication and marketing strategy to optimize service delivery. By enhancing outreach, improving promotional consistency, and supporting program evaluation, this role will strengthen SEAPARC's connection with the community and contribute to long-term growth. Initiating the approval process through an Initiative Business Case in 2026 will ensure the position is considered for implementation in 2027.

RECOMMENDATION

That the Sooke & Electoral Area Parks and Recreation Commission direct staff to submit an Initiative Business Case to seek approval for a new regular part-time marketing assistant position for 2027.

Submitted by:	Colleen Hoglund, Manager of Program Services, SEAPARC Recreation
Concurrence:	Melanie Alsdorf, Senior Manager, SEAPARC Recreation