



## Notice of Meeting and Meeting Agenda Saanich Peninsula Wastewater Commission

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Thursday, September 3, 2026

9:30 AM

Meeting Rm. 2, Sidney Community Safety Bldg.  
2245 Oakville Ave., Sidney, BC

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### Budget

Members of the public can view the live meeting via MS Teams: [Click here](#)

R. Novek (Chair), D. Halldorson (Vice Chair), E. Diller, M. Doehnel, C. Graham, P. Jones, J. Martin,  
C. McNeil-Smith, S. Shrivastava, R. Windsor

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. [26-0943](#) Minutes of the Saanich Peninsula Wastewater Commission Meeting of June 4, 2026

**Recommendation:** That the minutes of the Saanich Peninsula Wastewater Commission meeting of June 4, 2026 be adopted as circulated.

**Attachments:** [Minutes: June 4, 2026](#)

#### 4. Chair's Remarks

#### 5. Presentations/Delegations

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

*Delegations will have the option to participate electronically. Please complete the online application at [www.crd.ca/address](http://www.crd.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 Commission at [legserv@crd.bc.ca](mailto:legserv@crd.bc.ca).*

#### 6. Commission Business

6.1. [26-0873](#) General Manager's Verbal Update - September 2026

**Recommendation:** There is no recommendation. This verbal update is for information only.

6.2. [26-0875](#) Saanich Peninsula Wastewater Service 2027 Capital and Operating Budget

**Recommendation:** The Saanich Peninsula Wastewater Commission recommends that the Committee of the Whole recommend that the Capital Regional District Board:

1. Approve the 2027 Saanich Peninsula trunk sewers, treatment and disposal operating and capital budget and the 2027 Saanich Peninsula Liquid Waste Management Plan (LWMP) program budgets including the LWMP administration budget, the Saanich Peninsula Stormwater Quality Management Program budget and the Saanich Peninsula Stormwater Source Control budget;
2. Direct staff to update carry forward balances in the 2027 Capital Budget for changes after year end; and
3. Direct staff to balance the 2026 actual revenue and expense on the transfer to capital reserve fund.

**Attachments:** [Staff Report: SPWW Capital and Operating Budget](#)  
[Appendix A: Draft 2027 SPWW Service and Program Budgets](#)

6.3. [26-0933](#) Saanich Peninsula Wastewater Treatment Plant Capacity Update 2026

**Recommendation:** There is no recommendation. This report is for information only.

**Attachments:** [Staff Report: SPWWTP Capacity Update 2026](#)

6.4. [26-0935](#) Remuneration for Saanich Peninsula Wastewater Commissioners

**Recommendation:** The Saanich Peninsula Wastewater Commission recommends to the Capital Regional District Board:

1. That effective January 1, 2027, all Commissioners of the Saanich Peninsula Wastewater Commission be eligible to receive per meeting payments pursuant to the CRD Board Remuneration and Travel Expense Reimbursement Policy.
2. That the 2027-2031 Financial Plan be updated to include an annual cost of \$12,720 for per meeting payments to Commissioners.

**Attachments:** [Staff Report: Remuneration for Saanich Peninsula Wastewater Commissioners](#)  
[Appendix A: Staff Report to Board \(June 10, 2026\)](#)

7. Notice(s) of Motion

8. New Business

9. Adjournment

There are no more meetings scheduled for 2026.

## Meeting Minutes

### Saanich Peninsula Wastewater Commission

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Thursday, June 4, 2026

9:35 AM

Meeting Rm. 2, Sidney Community Safety Bldg.  
2245 Oakville Ave., Sidney, BC

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#### PRESENT

R. Novek (Chair), D. Halldorson (Vice Chair), E. Diller, M. Doehnel, J. Martin (EP), C. McNeil-Smith

Staff: A. Fraser, General Manager, Infrastructure and Water Services; J. Dales, Senior Manager, Wastewater Infrastructure Operations; J. Marr, Senior Manager, Infrastructure Planning and Engineering; R. Tooke, Senior Manager, Environmental Innovation; L. Ferris, Manager, Resource Recovery and Innovation (EP); J. Kelly, Senior Manager, Regional Water Strategic Program; P. Kickham, Manager, Environmental Regulations (EP); M. Miklea, Deputy Corporate Officer/Manager, Legislative Services; J. Ives, Committee Clerk (recorder)

EP - Electronic Participation

Regrets: Commissioners Graham, Jones, Shrivastava, Windsor

The meeting was called to order at 9:46 am.

#### 1. Territorial Acknowledgement

Chair Novek provided a Territorial Acknowledgement.

#### 2. Approval of Agenda

**MOVED by C. McNeil-Smith, SECONDED by E. Diller,  
That the agenda of the Saanich Peninsula Wastewater Commission meeting of  
June 4, 2026 be approved.  
CARRIED**

#### 3. Adoption of Minutes

- 3.1. [26-0665](#) Minutes of the Saanich Peninsula Wastewater Commission Meeting of April 2, 2026

**MOVED by C. McNeil-Smith, SECONDED by D. Halldorson,  
That the minutes of the Saanich Peninsula Wastewater Commission meeting of  
April 2, 2026 be adopted as circulated.  
CARRIED**

#### 4. Chair's Remarks

There were no Chair's remarks.

## 5. Presentations/Delegations

There were no presentations or delegations.

## 6. Commission Business

### 6.1. [26-0646](#) General Manager's Verbal Update - June 2026

A. Fraser advised there were no updates.

### 6.2. [26-0645](#) Saanich Peninsula Wastewater Service 2026 Mid-Year Capital Projects and Operations Update

A. Fraser presented Item 6.2. for information.

### 6.3. [26-0624](#) Biochar Project Update

R. Tooke and L. Ferris presented Item 6.3. for information.

Discussion ensued regarding:

- procurement process and selection of carbonization technology
- determining the final project business case
- cost of project expected to be comparable to current cost to dispose of biosolids beneficially, with cost per tonne of processing including both capital and operating costs
- provincial regulations currently apply to air emissions from biochar production but not the product's end uses
- scrubbing technology and air quality modeling work
- public and First Nations engagement processes

## 7. Notice(s) of Motion

There were no notices of motion.

## 8. New Business

There was no new business.

## 9. Motion to Close the Meeting

9.1. [26-0685](#) Motion to Close the Meeting

**MOVED** by D. Haldorson, **SECONDED** by E. Diller,  
That the meeting be closed for first nations or indigenous entity negotiations in  
accordance with Section 90(2)(b)(iii) of the Community Charter.  
**CARRIED**

The Saanich Peninsula Wastewater Commission went into closed session at  
10:31 am.

The Saanich Peninsula Wastewater Commission rose from the closed session  
at 10:59 pm without report.

**11. Adjournment**

**MOVED** by C. McNeil-Smith, **SECONDED** by E. Diller,  
That the Saanich Peninsula Wastewater Commission meeting of June 4, 2026 be  
adjourned at 10:59 am.  
**CARRIED**

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Chair

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Recorder

## REPORT TO SAANICH PENINSULA WASTEWATER COMMISSION MEETING OF SEPTEMBER 3, 2026

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**SUBJECT**     **Saanich Peninsula Wastewater Service 2027 Capital and Operating Budget**

### **ISSUE SUMMARY**

To provide an overview of the 2027 Saanich Peninsula Wastewater Service operating and capital budget, highlighting the variances from the 2026 budget and the proposed 2027 budget figures. The report generally follows the sequence of information provided in the attached draft budget document (Appendix A).

### **BACKGROUND**

The draft 2027 Saanich Peninsula Wastewater Service budget has been prepared for the Saanich Peninsula Wastewater Commission's (Commission) consideration. The Commission will make budget recommendations to the Capital Regional District (CRD) Board through the Committee of the Whole in September. As in previous years, the draft 2027 budget has been prepared considering the CRD Board's 2027 service planning and financial expectations, which includes identifying opportunities to realign or reallocate resources and seek potential efficiencies between departments and services, reviewing of service levels and adjustments related to regulatory compliance, and undertaking infrastructure improvements to maintain service levels across the service area. The following sets out the key components of the budget.

### **2026 Year-End Financial Projections**

The estimated 2026 operating expenditures are projected to be \$4,559,702, which is \$11,066 below budget. Approximately \$100,000 in savings is expected from lower-than-budgeted waste sludge disposal costs; however, these savings are largely offset by higher operating costs, including contracts for services, chemicals, repairs and maintenance, and utilities. In addition, the deferral of the Municipal Finance Authority (MFA) loan has resulted in temporary debt servicing savings of \$90,524.

On the revenue side, income from the Panorama Recreation Centre District Energy System (DES) is \$18,000 below budget. Revenue was lower than anticipated between January and May because the system was out of service following the failure of critical equipment. The extended outage was due to the long lead time required to procure replacement equipment.

Overall, the combined effect of these revenue and expenditure variances results in a year-end surplus of \$83,590, which will be transferred to the Capital Reserve Fund to support future capital projects.

### **2027 Budget**

#### **Operating Budget**

The 2027 combined operations and reserve budget is \$5,877,227, representing an increase of \$470,856 or 8.71% over the 2026 budget.

The increase in the operating budget is primarily due to non-discretionary items including:

- Higher one-time cyclical maintenance costs (\$145,000 increase).
- Increased labour charges, primarily due to higher Equipment Replacement Fund (ERF) contributions for future vehicle replacement (\$117,276 increase).
- Higher debt servicing costs related to capital projects for the replacement of aging infrastructure (\$108,725 increase).
- Increased anticipated operating costs (\$72,452 increase).
- Increased transfer to the Capital Reserve Fund (\$47,320 increase).
- Higher laboratory costs to support the service (\$13,528 increase).
- Increased standard overhead allocation based on the prior year's budget (\$9,278 increase).
- Higher heat recovery costs to support the service (\$6,083 increase).

The increase is partially offset by reductions in lower biosolids management costs, reflecting reduced wastewater sludge disposal costs at the Residuals Treatment Facility (RTF) based on year-to-date actual expenditures (\$48,806 decrease).

Additionally, a one-time allocation of \$145,000 has been included for cyclical maintenance to outfall inspection and carbon media replacement. Since these costs exceed routine maintenance, they will be funded through a transfer from the Operating Reserve Fund.

### **2027 Capital Budget**

There are several projects planned for 2027 with a total value of \$5,365,000 including \$50,000 allocated to review the Development Cost Charges (DCC) program. The 2027 capital program consists of projects related to replacement of equipment that is at the end of its service life and projects required to address operational issues.

Some of the more significant projects include:

- WWTP Corrosion and Air Management Improvements
- Manhole Repairs and Replacement
- Standby Power Assessment and Replacement

The 2027 capital program will be mainly funded through the newly established Municipal Finance Authority debt, and the remaining projects are funded through the existing reserves.

The five-year capital plan (2027–2031) valued at \$16,805,000 and is presented for information in Appendix A. The plan will be funded through a combination of debt, grants, the Capital Reserve, and the Equipment Replacement Fund.

### **Reserve Funding**

There are three reserve funds established for this service. Reserves serve several specified purposes, including stabilizing revenue requirements and funding capital renewal and replacement. The service has the following funds:

*Operating Reserve:* This reserve is available to fund significant maintenance tasks that occur irregularly rather than on a yearly basis, such as odour control system carbon replacement, outfall inspections, and DES heat exchanger cleaning. The operating reserve fund balance at the end of 2026 is estimated to be \$1,677,163. As the plant continues to age, maintaining a healthy operating reserve is critical to addressing any unexpected operational emergencies. For 2027, a planned

transfer of \$145,000 is proposed to support the operating reserve fund, resulting in an estimated balance of \$1,608,833 at the end of 2027.

*Capital Reserve:* There are two portions in the Reserve Fund:

- Capital Reserve Fund which is used to fund capital projects unrelated to growth.
- Development Cost Charges (DCCs) are deposited in the DCC portion and expenditures are restricted to fund growth.

Surplus funds from the Operating budget are transferred to the Capital Reserve.

The estimated 2026 year-end Development Cost Charge (DCC) Reserve Fund balance is \$462,896, and the estimated year-end Capital Reserve Fund (CRF) balance is \$2,053,684, inclusive of an estimated \$69,190 surplus transfer.

For 2027, a \$995,000 transfer to the Capital Reserve Fund is planned. At the end of 2027, the combined reserve fund balance is projected to be \$2,007,580, consisting of \$512,896 in the DCC Reserve Fund and \$1,494,684 in the Capital Reserve Fund.

*Equipment Replacement Reserve:* This reserve is available to fund minor capital and operating machinery and equipment replacements. The planned transfer to the equipment replacement fund in 2027 is \$200,000. At the end of 2027, the equipment replacement fund balance is estimated to be \$1,006,696.

### **Internal Recovery – Other**

The operating expenses are partially offset by \$134,571 in internal recoveries (\$54,000 from heating recovery and \$80,571 from laboratory recovery).

DES revenue is generated from the sale of energy to the Panorama Recreation Centre. Estimated revenue is calculated based on annual energy rate, which takes into account prior-year natural gas market rates and projected energy consumption for the year. The 2027 revenue projection is based on the 2025 natural gas rate and anticipated demand.

The remaining internal recoveries relate to Saanich Peninsula Wastewater Laboratory and Facilities activities provided to other services.

### **Requisition**

The requisition is allocated to the service participants based on the percentage allocation of prior year actual usage data (October 1, 2025, to September 30, 2026). The cost-sharing percentages for 2027 will be determined in October and are not anticipated to undergo significant changes compared to 2026. The overall 2027 requisition for Saanich Peninsula trunk sewers, treatment and disposal is \$5,588,224 representing a 6.99% increase over 2026.

### **Programs Under Environmental Services Programs**

As part of the CRD's regulatory commitments under the Saanich Peninsula Liquid Waste Management Plan, the following three additional services are requisitioned separately from the Saanich Peninsula Wastewater Treatment Plant. They are listed below for reference. The corresponding program budgets are included in Appendix A, following the Saanich Peninsula Wastewater budget.

Overall, the total requisition for these three services in 2026 represents a 2.4% increase.

- **Saanich Peninsula – Stormwater Quality Management:** In 2027, there is an ongoing cost of \$10,000, which will be funded from the operating reserve.
- **Saanich Peninsula – Source Control Stormwater:** The increase in 2027 is attributed to inflationary costs.
- **Liquid Waste Management Plan (Peninsula):** For 2027, there is an increase in contract cost related to review of the LWMP.

## **ALTERNATIVES**

### *Alternative 1*

The Saanich Peninsula Wastewater Commission recommends that the Committee of the Whole recommend that the Capital Regional District Board:

1. Approve the 2027 Saanich Peninsula trunk sewers, treatment and disposal operating and capital budget and the 2027 Saanich Peninsula Liquid Waste Management Plan (LWMP) program budgets including the LWMP administration budget, the Saanich Peninsula Stormwater Quality Management Program budget and the Saanich Peninsula Stormwater Source Control budget;
2. Direct staff to update carry forward balances in the 2027 Capital Budget for changes after year end; and
3. Direct staff to balance the 2026 actual revenue and expense on the transfer to capital reserve fund.

### *Alternative 2*

The Saanich Peninsula Wastewater Commission recommends that the Committee of the Whole recommend that the Capital Regional District Board:

1. Approve as amended, the 2027 Saanich Peninsula trunk sewers, treatment and disposal operating and capital budget and the 2027 Saanich Peninsula Liquid Waste Management Plan (LWMP) program budgets including the LWMP administration budget, the Saanich Peninsula Stormwater Quality Management Program budget and the Saanich Peninsula Stormwater Source Control budget;
2. Direct staff to update carry forward balances in the 2027 Capital Budget for changes after year end; and
3. Direct staff to balance the 2026 actual revenue and expense on the transfer to capital reserve fund.

## **IMPLICATIONS**

### *Financial Implications*

If the proposed budget is amended, the implications could vary depending on how the budget is amended and the impact on specific programs, on-going operations, or the capital work program. One-time reductions in reserve fund contributions could be considered by the Commission to help mitigate the budget and rate increases, but reducing contributions to reserves would limit the ability to address future infrastructure needs and respond to unforeseen emergencies.

## **CONCLUSION**

This 2027 Saanich Peninsula Wastewater Service budget is presented for the Saanich Peninsula Wastewater Commission's consideration. The Commission will make budget recommendations to the Capital Regional District Board through the Committee of the Whole in September.

The draft 2027 Saanich Peninsula Wastewater Service budget reflects the operating costs of the Saanich Peninsula Wastewater Treatment Plant and the conveyance system, as well as the environmental program and capital costs. The overall 2027 requisition for Saanich Peninsula trunk sewers, treatment and disposal is \$5,588,224 representing a 6.99% increase over 2026. The financial implications of the 2027 operating and capital budget vary by participant, depending on the operating and capital cost apportionments associated with annual flow and allocated treatment capacity.

## **RECOMMENDATION**

The Saanich Peninsula Wastewater Commission recommends that the Committee of the Whole recommend that the Capital Regional District Board:

1. Approve the 2027 Saanich Peninsula trunk sewers, treatment and disposal operating and capital budget and the 2027 Saanich Peninsula Liquid Waste Management Plan (LWMP) program budgets including the LWMP administration budget, the Saanich Peninsula Stormwater Quality Management Program budget and the Saanich Peninsula Stormwater Source Control budget;
2. Direct staff to update carry forward balances in the 2027 Capital Budget for changes after year end; and
3. Direct staff to balance the 2026 actual revenue and expense on the transfer to capital reserve fund.

|               |                                                                                                    |
|---------------|----------------------------------------------------------------------------------------------------|
| Submitted by: | Jason Dales, B.SC., WD IV, Senior Manager, Wastewater Infrastructure Operations                    |
| Concurrence   | Alicia Fraser, P. Eng., General Manager, Infrastructure and Water Services                         |
| Concurrence:  | Glenn Harris, Ph.D., R.P.Bio., Acting General Manager, Parks, Recreation & Environmental Services. |
| Concurrence:  | Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer & General Manager, Finance & Technology      |
| Concurrence:  | Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer                                        |

## **ATTACHMENT**

Appendix A: Draft 2027 SPWW Service and Program Budgets

# **CAPITAL REGIONAL DISTRICT**

## **2027 BUDGET**

### **Saanich Peninsula Wastewater**

#### **COMMITTEE OF THE WHOLE**

**DEFINITION:**

Provision of sewage treatment and disposal through treatment plant facilities and outfall for member participants.

**SERVICE DESCRIPTION:**

This program is for the provision of wastewater collection and treatment to the Saanich Peninsula municipalities of Central Saanich, North Saanich, and Sidney. Although the largest component of the program budget is for the operation and maintenance of the systems, many other key programs are funded through and support these budgets including engineering (capital projects), odour control, and marine monitoring and protection.

**PARTICIPATION:**

Operating costs to be recovered by requisition to all participating members based on measured flow from previous year.

**MAXIMUM LEVY:**

Establishment Bylaw No. 2388/2439 - Greater of \$5,663,000 or \$1.56 / \$1,000 of actual assessed value of land and improvements.

**MAXIMUM CAPITAL DEBT:**

|                    |               |    |                   |           |    |                 |   |                  |           |
|--------------------|---------------|----|-------------------|-----------|----|-----------------|---|------------------|-----------|
| <b>Authorized:</b> | LA Bylaw 4596 | \$ | <u>Authorized</u> | 7,720,000 | \$ | <u>Borrowed</u> | - | <u>Remaining</u> | 7,720,000 |
|--------------------|---------------|----|-------------------|-----------|----|-----------------|---|------------------|-----------|

**SPWWS SEWER SYSTEM:**

| <u>Location</u> | <u>Cost Sharing Allocation: Annual Wastewater Flows</u> |
|-----------------|---------------------------------------------------------|
| Airport         | 2.22%                                                   |
| Sidney          | 38.27%                                                  |
| Pauquachin      | 1.50%                                                   |
| Central Saanich | 42.79%                                                  |
| North Saanich   | 14.57%                                                  |
| Tseycum         | 0.54%                                                   |
| IOS             | 0.12%                                                   |
| Total           | 100.00%                                                 |

**FUNDING:**

Requisition

**RESERVE FUND:**

Saanich Peninsula Wastewater Commission approved that operating surpluses be transferred to capital reserve fund, starting with 2009 budget (approved Nov 6, 2008).

Change in Budget 2026 to 2027  
Service: 3.718 Saanich Peninsula Wastewater

Total Expenditure

Comments

2026 Budget

5,406,371

Operating Changes:

|                                |          |                                                                                                                                                                                           |
|--------------------------------|----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                | 145,000  | Increase one-time cyclical maintenance costs                                                                                                                                              |
| Operating                      | 117,276  | Labour charges increased primarily due to increased ERF contributions for future vehicle replacement                                                                                      |
|                                | 72,452   | Anticipated other operating costs                                                                                                                                                         |
| Laboratory                     | 13,528   | Cost increase to support the service                                                                                                                                                      |
| Heat Recovery                  | 6,083    | Cost increase to support the service                                                                                                                                                      |
| Biosolids Mgmt.                | (48,806) | Based on the first four months of actual wastewater sludge disposal costs at the RTF, the budget has been reduced to better reflect actual expenditures compared with the original budget |
| Allocation - Standard Overhead | 9,278    | Increase in 2026 operating costs                                                                                                                                                          |
| Reserve Transfers              | 47,320   | Increase the annual contribution to the Capital Reserve Fund                                                                                                                              |
| Debt Servicing                 | 108,725  | Debt cost related to capital projects for replacement of aged infrastructure                                                                                                              |
| Total Other Changes            | 470,856  |                                                                                                                                                                                           |

2027 Budget

5,877,227

Summary of % Expense Increase

Operation cost 6.70%

Debt servicing cost 2.01%

% expense increase from 2026: 8.71%

% Requisition increase from 2026 (if applicable): 6.99%

Requisition funding is 95.1% of service revenue

Overall 2026 Budget Performance

(expected variance to budget and surplus treatment)

A one-time favorable variance of \$83,500 is projected due to the timing of the debt and will be transferred to the Capital Reserve Fund.

[illegible]

**CAPITAL REGIONAL DISTRICT**  
**FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2027 to 2031**

|                    |                                     |                  |             |             |             |             |             |              |
|--------------------|-------------------------------------|------------------|-------------|-------------|-------------|-------------|-------------|--------------|
| <b>Service No.</b> | <b>3.718</b>                        | <b>Carry</b>     |             |             |             |             |             |              |
|                    | <b>Saanich Peninsula Wastewater</b> | <b>Forward</b>   | <b>2027</b> | <b>2028</b> | <b>2029</b> | <b>2030</b> | <b>2031</b> | <b>TOTAL</b> |
|                    |                                     | <b>from 2026</b> |             |             |             |             |             |              |

**EXPENDITURE**

|                       |                    |                    |                    |                    |                    |                    |                     |
|-----------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
| Buildings             | \$0                | \$0                | \$0                | \$0                | \$0                | \$0                | \$0                 |
| Equipment             | \$945,000          | \$2,380,000        | \$905,000          | \$755,000          | \$175,000          | \$175,000          | \$4,390,000         |
| Land                  | \$0                | \$0                | \$0                | \$0                | \$0                | \$0                | \$0                 |
| Engineered Structures | \$1,235,000        | \$2,985,000        | \$1,685,000        | \$2,335,000        | \$2,735,000        | \$2,675,000        | \$12,415,000        |
| Vehicles              | \$0                | \$0                | \$0                | \$0                | \$0                | \$0                | \$0                 |
|                       |                    |                    |                    |                    |                    |                    |                     |
|                       | <b>\$2,180,000</b> | <b>\$5,365,000</b> | <b>\$2,590,000</b> | <b>\$3,090,000</b> | <b>\$2,910,000</b> | <b>\$2,850,000</b> | <b>\$16,805,000</b> |

**SOURCE OF FUNDS**

|                                 |                    |                    |                    |                    |                    |                    |                     |
|---------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
| Capital Funds on Hand           | \$0                | \$0                | \$0                | \$0                | \$0                | \$0                | \$0                 |
| Debenture Debt (New Debt Only)  | \$1,620,000        | \$3,610,000        | \$875,000          | \$1,775,000        | \$1,575,000        | \$765,000          | \$8,600,000         |
| Equipment Replacement Fund      | \$60,000           | \$260,000          | \$430,000          | \$250,000          | \$275,000          | \$275,000          | \$1,490,000         |
| Grants (Federal, Provincial)    | \$0                | \$0                | \$500,000          | \$580,000          | \$0                | \$1,450,000        | \$2,530,000         |
| Donations / Third Party Funding | \$0                | \$0                | \$0                | \$0                | \$0                | \$0                | \$0                 |
| Reserve Fund                    | \$500,000          | \$1,495,000        | \$785,000          | \$485,000          | \$1,060,000        | \$360,000          | \$4,185,000         |
|                                 |                    |                    |                    |                    |                    |                    |                     |
|                                 | <b>\$2,180,000</b> | <b>\$5,365,000</b> | <b>\$2,590,000</b> | <b>\$3,090,000</b> | <b>\$2,910,000</b> | <b>\$2,850,000</b> | <b>\$16,805,000</b> |

## Definitions for the 5-year Capital Plan

|                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|--------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Asset Class              | <p>Asset class is used to classify assets for financial reporting in accordance with the Public Sector Accounting Board (PSAB) 3150.</p> <p><b>L</b> - Land<br/> <b>S</b> - Engineering Structure<br/> <b>B</b> - Buildings<br/> <b>V</b> - Vehicles<br/> <b>E</b> - Equipment</p> <p>Vehicle projects must comply with the CRD Green Fleet Policy. If you have any questions about vehicle costs and procurement schedules, please reach out to the Manager, Corporate Fleet (Michael Sunshine).</p> |
| Capital Expenditure Type | <p>Capital expenditure type is used for reporting on asset investments and may be used to justify operational needs for a service.</p> <p><b>Study</b> - Expenditure for feasibility and business case report.<br/> <b>New</b> - Expenditure for new asset only<br/> <b>Renewal</b> - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service<br/> <b>Replacement</b> - Expenditure replaces an existing asset</p>                   |
| Carryforward             | Represents the carryforward amount from the prior year capital plan that is remaining to be spent. Forecast this spending over the next 5 years.                                                                                                                                                                                                                                                                                                                                                      |
| Funding Source           | <p><b>Debt</b> - Debenture Debt (new debt only)<br/> <b>ERF</b> - Equipment Replacement Fund<br/> <b>Grant</b> - Grants (Federal, Provincial)<br/> <b>Cap</b> - Capital Funds on Hand<br/> <b>Other</b> - Donations / Third Party Funding<br/> <b>Res</b> - Reserve Fund<br/> <b>WU</b> - Water Utility</p> <p>If there is more than one funding source, use additional rows for the project.</p>                                                                                                     |

CAPITAL REGIONAL DISTRICT

|               |                              |
|---------------|------------------------------|
| Service #:    | 3.718                        |
| Service Name: | Saanich Peninsula Wastewater |

| PROJECT DESCRIPTION        |                          |                                                                     |                                                                                                                                                                                                                          | PROJECT BUDGET & SCHEDULE |             |                |                        |              |            |              |              |              |                       |
|----------------------------|--------------------------|---------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|-------------|----------------|------------------------|--------------|------------|--------------|--------------|--------------|-----------------------|
| Project Number             | Capital Expenditure Type | Capital Project Title                                               | Capital Project Description                                                                                                                                                                                              | Total Project Budget      | Asset Class | Funding Source | Carryforward from 2026 | 2027         | 2028       | 2029         | 2030         | 2031         | 5 - Year Total        |
| Project Number             | Capital Expenditure Type | Capital Project Title                                               | Capital Project Description                                                                                                                                                                                              | Total Project Budget      | Asset Class | Funding Source | Carryforward           | Year 1       | Year 2     | Year 3       | Year 4       | Year 5       | Year Totalauto-popula |
| WASTEWATER TREATMENT PLANT |                          |                                                                     |                                                                                                                                                                                                                          |                           |             |                |                        |              |            |              |              |              |                       |
| 26-01                      | Renewal                  | WWTP Corrosion and Air Management Improvements Program              | Program level budget to address and mitigate degradation from foul air at the Saanich Peninsula Wastewater Treatment Plant.                                                                                              | \$ 7,500,000              | S           | Debt           | \$ 900,000             | \$ 300,000   | \$ 500,000 | \$ 1,500,000 | \$ 1,500,000 | \$ 690,000   | \$ 4,490,000          |
| 24-02                      | Replacement              | Standby Power Assessment and Replacement                            | Original standby genset is nearing end of life and AECOM recommended completing a power load assessment and upgrading to a new genset that can provide standby power to the whole treatment plant.                       | \$ 30,000                 | E           | Res            | \$ 30,000              | \$ -         | \$ -       | \$ -         | \$ -         | \$ -         | \$ -                  |
| 24-02                      | Replacement              | Standby Power Assessment and Replacement                            | Original standby genset is nearing end of life and AECOM recommended completing a power load assessment and upgrading to a new genset that can provide standby power to the whole treatment plant.                       | \$ 920,000                | E           | Debt           | \$ 120,000             | \$ 650,000   | \$ -       | \$ -         | \$ -         | \$ -         | \$ 650,000            |
| 24-03                      | Replacement              | SCADA Equipment Replacement Program                                 | Ongoing program to address the maturation of SCADA hardware throughout the service areas in alignment with CRD's SCADA Master Plan and operational prioritization.                                                       | \$ 1,000,000              | E           | Debt           | \$ 200,000             | \$ 60,000    | \$ 75,000  | \$ 75,000    | \$ 75,000    | \$ 75,000    | \$ 360,000            |
| 24-04                      | Replacement              | SPWWTP PLC Replacement                                              | PLC and CPUs at SPWWTP are at the end of life and must be replaced. The Schneider product currently used at the SPWWTP was discontinued in 2018 and will no longer be supported as of 2026.                              | \$ 500,000                | E           | Debt           | \$ 150,000             | \$ 350,000   | \$ -       | \$ -         | \$ -         | \$ -         | \$ 350,000            |
| 26-02                      | Study                    | Wastewater Treatment Plant Model Development                        | Initial assessment and plant modelling exercise to help assess future plant optimization.                                                                                                                                | \$ 150,000                | E           | Res            | \$ 25,000              | \$ 75,000    | \$ 50,000  | \$ -         | \$ -         | \$ -         | \$ 125,000            |
| 26-03                      | Renewal                  | Decarbonization Improvements at SPWWTP                              | Project to carry out decarbonization improvement recommendations as developed through the 2024 Low Carbon Electrification Study.                                                                                         | \$ 1,200,000              | E           | Res            | \$ 20,000              | \$ 120,000   | \$ -       | \$ -         | \$ -         | \$ -         | \$ 120,000            |
| 26-03                      | Renewal                  | Decarbonization Improvements at SPWWTP                              |                                                                                                                                                                                                                          |                           | E           | Grant          |                        |              | \$ 500,000 | \$ 580,000   | \$ -         | \$ -         | \$ 1,080,000          |
| 27-07                      | Renewal                  | Gravity Belt Thickener (GBT) - Replacement or Refurbishment         | Condition assessment and refurbishment of GBT. Estimate may be further refined in future budgets based on results of conditino assessments and WWTP model development.                                                   | \$ 250,000                | E           | Debt           | \$ -                   | \$ 250,000   | \$ -       | \$ -         | \$ -         | \$ -         | \$ 250,000            |
| 27-08                      | Renewal                  | Dry Chemical Feed System (Polymer) Replacement                      | The dry polymer chemical feed system is at the end of its service life. Components are aging, less reliable, and require more maintenance. Replacing the system will improve reliability, dose accuracy, and efficiency. | \$ 250,000                | E           | Debt           | \$ -                   | \$ 250,000   | \$ -       | \$ -         | \$ -         | \$ -         | \$ 250,000            |
| 27-12                      | New                      | Enterprise Data Historian Management System                         | A data historian is required to store large amounts of data that is required for compliance reporting to regulators, operational performance reports, cost allocation, and engineering analysis.                         | \$ 100,000                | E           | Debt           | \$ -                   | \$ 100,000   | \$ -       | \$ -         | \$ -         | \$ -         | \$ 100,000            |
| GENERAL                    |                          |                                                                     |                                                                                                                                                                                                                          |                           |             |                |                        |              |            |              |              |              |                       |
| 22-02                      | New                      | Microwave Radio Upgrades                                            | To provide a high bandwidth communications backbone to the SPW/SPWW systems, a microwave communications system will be installed.                                                                                        | \$ 350,000                | E           | Res            | \$ 340,000             | \$ 340,000   | \$ -       | \$ -         | \$ -         | \$ -         | \$ 340,000            |
| 24-06                      | Replacement              | IT Core Infrastructure Replacement                                  | Replacement of Core IT infrastructure such as servers, network switches, UPS, etc for equipment end of life                                                                                                              | \$ 240,000                | E           | ERF            | \$ 60,000              | \$ 60,000    | \$ 180,000 | \$ -         | \$ -         | \$ -         | \$ 240,000            |
| 26-04                      | Study                    | Wastewater Strategic Planning                                       | Create a strategic plan for wastewater within the CRD to guide decision making and long-term planning                                                                                                                    | \$ 50,000                 | S           | Res            | \$ 35,000              | \$ 35,000    | \$ -       | \$ -         | \$ -         | \$ -         | \$ 35,000             |
| 27-05                      | Replacement              | Asset Capital Improvement/Replacement Program                       | Ongoing program to efficiently address multiple, small to mid-scale capital improvements to the Saanich Peninsula Wastewater system.                                                                                     | \$ 1,150,000              | S           | Res            |                        | \$ 250,000   | \$ 500,000 | \$ 250,000   | \$ 250,000   | \$ 250,000   | \$ 1,500,000          |
| 27-09                      | Study                    | Inflow and Infiltration (I&I) Monitoring and Management Plan Update | Flow monitoring and I&I analysis to support updates to the Saanich Peninsula Wastewater I&I Management Plan and input into LWMP.                                                                                         | \$ 200,000                | S           | Res            | \$ -                   | \$ 150,000   | \$ 50,000  | \$ -         | \$ -         | \$ -         | \$ 200,000            |
| 27-10                      | Study                    | Liquid Waste Management Plan Update                                 | Project budget to carry out LWMP update in alignment with Core Area.                                                                                                                                                     | \$ 700,000                | S           | Debt           |                        | \$ 200,000   | \$ 300,000 | \$ 200,000   | \$ -         | \$ -         | \$ 700,000            |
| 27-11                      | Study                    | Asset Management Plan Update                                        | The Asset Management Plan is recommended to be updated at a maximum interval of five years. The last plan was initiated in 2021 and finalized in 2022.                                                                   | \$ 290,000                | S           | Res            |                        | \$ 250,000   | \$ 10,000  | \$ 10,000    | \$ 10,000    | \$ 10,000    | \$ 290,000            |
| ANNUAL PROVISIONAL         |                          |                                                                     |                                                                                                                                                                                                                          |                           |             |                |                        |              |            |              |              |              |                       |
| 18-10                      | Replacement              | Equipment Replacement - Annual Provisional                          | Funds are required for emergency replacement of equipment that is unplanned and outside maintenance contingencies.                                                                                                       | \$ 1,300,000              | S           | ERF            | \$ -                   | \$ 200,000   | \$ 250,000 | \$ 250,000   | \$ 275,000   | \$ 275,000   | \$ 1,250,000          |
| 27-06                      | Renewal                  | Safety & Security Upgrades                                          | Annual Provisional Account for upgrades to the Saanich Peninsula Wastewater Treatment and Conveyance infrastructure to improve worker health and safety.                                                                 | \$ 525,000                | E           | Res            |                        | \$ 125,000   | \$ 100,000 | \$ 100,000   | \$ 100,000   | \$ 100,000   | \$ 525,000            |
| GRAVITY SEWERS & MANHOLES  |                          |                                                                     |                                                                                                                                                                                                                          |                           |             |                |                        |              |            |              |              |              |                       |
| 20-04                      | Renewal                  | Saanich Peninsula Sewers, Manholes and Chamber Repairs & Upgrades   | Based upon inspections, high priority repairs and relining will start on Boundary Grit Chamber and priority MH's.                                                                                                        | \$ 1,625,000              | S           | Debt           | \$ 250,000             | \$ 1,450,000 | \$ -       | \$ -         | \$ -         | \$ -         | \$ 1,450,000          |
| 27-02                      | Renewal                  | Trunk Sewer Relining - Ph2                                          | Based upon CCTV inspection, about another 1600m of 500mm dia asbestos cement sewer should be lined in 2029.                                                                                                              | \$ 1,450,000              | S           | Grant          |                        | \$ -         | \$ -       | \$ -         | \$ -         | \$ 1,450,000 | \$ 1,450,000          |
| 27-02                      | Renewal                  | Trunk Sewer Relining - Ph2                                          |                                                                                                                                                                                                                          | \$ 750,000                | S           | Res            |                        | \$ -         | \$ -       | \$ 50,000    | \$ 700,000   | \$ -         | \$ 750,000            |

Service #:

3.718

Service Name:

Saanich Peninsula Wastewater

| PROJECT DESCRIPTION                    |                          |                                               |                                                                                                                                                    | PROJECT BUDGET & SCHEDULE |             |                |                        |              |              |              |              |        |                          |
|----------------------------------------|--------------------------|-----------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|-------------|----------------|------------------------|--------------|--------------|--------------|--------------|--------|--------------------------|
| Project Number                         | Capital Expenditure Type | Capital Project Title                         | Capital Project Description                                                                                                                        | Total Project Budget      | Asset Class | Funding Source | Carryforward from 2026 | 2027         | 2028         | 2029         | 2030         | 2031   | 5 - Year Total           |
| Project Number                         | Capital Expenditure Type | Capital Project Title                         | Capital Project Description                                                                                                                        | Total Project Budget      | Asset Class | Funding Source | Carryforward           | Year 1       | Year 2       | Year 3       | Year 4       | Year 5 | Year Totalauto-populated |
| 27-03                                  | Study                    | Manhole, Chamber and Gravity Sewer Inspection | SPWW sewers should inspected on a 5-basis. The next 5-year inspection is planned for 2027. Inspection to include MHs, chambers and gravity piping. | \$ 250,000                | S           | Res            |                        | \$ 100,000   | \$ 75,000    | \$ 75,000    | \$ -         | \$ -   | \$ 250,000               |
| PRESSURE PIPES & APPERTUNANCES         |                          |                                               |                                                                                                                                                    |                           |             |                |                        |              |              |              |              |        |                          |
| DEVELOPMENT COST CHARGE (DCC) PROJECTS |                          |                                               |                                                                                                                                                    |                           |             |                |                        |              |              |              |              |        |                          |
| 23-01                                  | Renewal                  | DCC Program - 5-year Update                   | 5-year update of the DCC program.                                                                                                                  | \$ 75,000                 | S           | Res            | \$ 50,000              | \$ 50,000    | \$ -         | \$ -         | \$ -         | \$ -   | \$ 50,000                |
|                                        |                          |                                               | Grand Total                                                                                                                                        | \$ 20,855,000             |             |                | \$ 2,180,000           | \$ 5,365,000 | \$ 2,590,000 | \$ 3,090,000 | \$ 2,910,000 | \$     | \$ 16,805,000            |

2,850,000

Service: 3.718 Saanich Peninsula Wastewater

|                |       |                       |                                                        |                             |                                                                                                                             |
|----------------|-------|-----------------------|--------------------------------------------------------|-----------------------------|-----------------------------------------------------------------------------------------------------------------------------|
| Project Number | 26-01 | Capital Project Title | WWTP Corrosion and Air Management Improvements Program | Capital Project Description | Program level budget to address and mitigate degradation from foul air at the Saanich Peninsula Wastewater Treatment Plant. |
|----------------|-------|-----------------------|--------------------------------------------------------|-----------------------------|-----------------------------------------------------------------------------------------------------------------------------|

**Project Rationale** This program establishes a dedicated budget to proactively mitigate foul air-related degradation at the Saanich Peninsula Wastewater Treatment Plant. Addressing these impacts in a coordinated manner will improve asset longevity, operational reliability, and long-term cost efficiency. Works planned in 2026-2029 include concrete repairs due to H2S corrosion and odour control improvements.

|                |       |                       |                                          |                             |                                                                                                                                                                                                    |
|----------------|-------|-----------------------|------------------------------------------|-----------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Project Number | 24-02 | Capital Project Title | Standby Power Assessment and Replacement | Capital Project Description | Original standby genset is nearing end of life and AECOM recommended completing a power load assessment and upgrading to a new genset that can provide standby power to the whole treatment plant. |
|----------------|-------|-----------------------|------------------------------------------|-----------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

**Project Rationale** Original standby genset is nearing end of life and AECOM recommended completing a power load assessment then upgrading to a new genset that can provide standby power to the whole treatment plant. The WWPT only has one electrical supply, and the standby generator back-up power supply configuration is not designed to provide power to the whole facility. This leaves systems without power during power outages. This project is to assess then upgrade the standby power system to provide full power to the facility over an extended power outage situation so no critical process are interrupted.

|                |       |                       |                                     |                             |                                                                                                                                                                    |
|----------------|-------|-----------------------|-------------------------------------|-----------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Project Number | 24-03 | Capital Project Title | SCADA Equipment Replacement Program | Capital Project Description | Ongoing program to address the maturation of SCADA hardware throughout the service areas in alignment with CRD's SCADA Master Plan and operational prioritization. |
|----------------|-------|-----------------------|-------------------------------------|-----------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|

**Project Rationale** Project to review and address the maturation of SCADA hardware throughout the service areas.

|                |       |                       |                        |                             |                                                                                                                                                                                             |
|----------------|-------|-----------------------|------------------------|-----------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Project Number | 24-04 | Capital Project Title | SPWWTP PLC Replacement | Capital Project Description | PLC and CPUs at SPWWTP are at the end of life and must be replaced. The Schneider product currently used at the SPWWTP was discontinued in 2018 and will no longer be supported as of 2026. |
|----------------|-------|-----------------------|------------------------|-----------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

**Project Rationale** PLC and CPUs at SPWWTP are at the end of life and must be replaced. The Schneider product currently used at the SPWWTP was discontinued in 2018 and all support will be terminated in 2026.

|                |       |                       |                                              |                             |                                                                                           |
|----------------|-------|-----------------------|----------------------------------------------|-----------------------------|-------------------------------------------------------------------------------------------|
| Project Number | 26-02 | Capital Project Title | Wastewater Treatment Plant Model Development | Capital Project Description | Initial assessment and plant modelling exercise to help assess future plant optimization. |
|----------------|-------|-----------------------|----------------------------------------------|-----------------------------|-------------------------------------------------------------------------------------------|

**Project Rationale** Model development will better help to fine tune processes and better analyze and optimize current and future operations. It will identify critical work including but not limited to upgrades to the Gravity Belt Thickener (GBT), plant aeration and process pumps.

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Project Number

26-03

Capital Project Title

Decarbonization Improvements at  
SPWWTP

Capital Project Description

Project to carry out decarbonization improvement recommendations as developed through the 2024 Low Carbon Electrification Study.

Project Rationale

Saanich Peninsula WWTP is within the top 5 GHG emitters in the CRD portfolio. Supported by the Government of Canada and Province of BC through the CleanBC Custom Program, a low carbon electrification report was carried out by Prism Engineering in 2024 which recommends improvements that will reduce reliance on natural gas, including a water source heat pump and domestic hot water pre-heating

Project Number

27-07

Capital Project Title

Gravity Belt Thickener (GBT) -  
Replacement or Refurbishment

Capital Project Description

Condition assessment and refurbishment of GBT. Estimate may be further refined in future budgets based on results of condition assessments and WWTP model development.

Project Rationale

The Gravity Belt Thickener (GBT) is a critical piece of equipment, with no redundancy, is over 20 years old and nearing the end of its expected lifecycle. Operations and Maintenance have identified issues with the GBT, specifically with the rollers and bearings. Engineering have confirmed assessment is needed. Confirmed that a Plant Modelling (project 26-02) is needed before committing to high cost capital replacement of GBT when it is not known if the components are better to be replaced/refurbished or upgraded. WWTP model to be completed in 2026 and early 2027, informing work on GBT in 2027 to be completed under project 27-07.

Project Number

27-08

Capital Project Title

Dry Chemical Feed System (Polymer)  
Replacement

Capital Project Description

The dry polymer chemical feed system is at the end of its service life. Components are aging, less reliable, and require more maintenance. Replacing the system will improve reliability, dose accuracy, and efficiency.

Project Rationale

The dry polymer chemical feed system is at the end of its service life. Components are aging, less reliable, and require more maintenance. Replacing the system will improve reliability, dose accuracy, and efficiency. It is a "like for like" change despite technology being likely aged out. Process Engineering team to support the design and capital delivery team to carry out the construction. There is no redundancy for this critical chemical system and operations and maintenance team have already dealt with some failures of this system.

Project Number

27-12

Capital Project Title

Enterprise Data Historian Management  
System

Capital Project Description

A data historian is required to store large amounts of data that is required for compliance reporting to regulators, operational performance reports, cost allocation, and engineering analysis.

Project Rationale

A data historian is required to store large amounts of data that is required for compliance reporting to regulators, operational performance reports, cost allocation, and engineering analysis.

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|                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                       |                                                                     |                             |                                                                                                                                   |
|-------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|---------------------------------------------------------------------|-----------------------------|-----------------------------------------------------------------------------------------------------------------------------------|
| Project Number    | 22-02                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Capital Project Title | Microwave Radio Upgrades                                            | Capital Project Description | To provide a high bandwidth communications backbone to the SPW/SPWW systems, a microwave communications system will be installed. |
| Project Rationale | Multiple facilities throughout the CRD RWS system require additional bandwidth to allow for proper monitoring and control. This project will enable the initial design and preliminary installation of a high bandwidth microwave backbone that will be able to be leveraged by multiple CRD operational groups. The installation of this backbone will be coordinated with the other IWS service areas.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                       |                                                                     |                             |                                                                                                                                   |
| Project Number    | 24-06                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Capital Project Title | IT Core Infrastructure Replacement                                  | Capital Project Description | Replacement of Core IT infrastructure such as servers, network switches, UPS, etc for equipment end of life                       |
| Project Rationale | Project for IT Core Infrastructure Replacement associated with SPWWS. Program to be managed by IT.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                       |                                                                     |                             |                                                                                                                                   |
| Project Number    | 26-04                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Capital Project Title | Wastewater Strategic Planning                                       | Capital Project Description | Create a strategic plan for wastewater within the CRD to guide decision making and long-term planning                             |
| Project Rationale | Create a strategic plan for wastewater within the CRD to guide decision making and long-term planning                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                       |                                                                     |                             |                                                                                                                                   |
| Project Number    | 27-09                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Capital Project Title | Inflow and Infiltration (I&I) Monitoring and Management Plan Update | Capital Project Description | Flow monitoring and I&I analysis to support updates to the Saanich Peninsula Wastewater I&I Management Plan and input into LWMP.  |
| Project Rationale | The last I&I Management Plan update was provided to SPWWC in July 2024 and recommended to be updated every 5 years. Flow monitoring, I&I analysis and updating the I&I Monitoring Plan should be prioritized sooner to allow data and results to be inform the upcoming LWMP update (27-10).                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                       |                                                                     |                             |                                                                                                                                   |
| Project Number    | 27-10                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Capital Project Title | Liquid Waste Management Plan Update                                 | Capital Project Description | Project budget to carry out LWMP update in alignment with Core Area.                                                              |
| Project Rationale | Update LWMP in alignment with the Core Area LWMP update. The Saanich Peninsula LWMP has not been updated since 2009 and is due for a comprehensive review and updating the Saanich Peninsula LWMP is an initiative included in the CRD 2023-2026 Corporate Plan. . Input will be required from technical experts, local governments, First Nations, and the general public as part of a process that is expected to take a minimum of three years. While the process can likely wait until the completion of both regional and municipal planning processes, interim discussions can be had in the meantime to support the regional Strategic Plan, and address known technical challenges as well as First Nations concerns. The delivery of master plans, capital plans, and operational plans for wastewater treatment and conveyance to service current and future population, and address infrastructure deficiencies are also initiatives in the Corporate Plan. |                       |                                                                     |                             |                                                                                                                                   |

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3.718

Saanich Peninsula Wastewater

|                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                              |                                                                   |                                    |                                                                                                                                                          |
|--------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|-------------------------------------------------------------------|------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Project Number</b>    | 27-11                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>Capital Project Title</b> | Asset Management Plan Update                                      | <b>Capital Project Description</b> | The Asset Management Plan is recommended to be updated at a maximum interval of five years. The last plan was initiated in 2021 and finalized in 2022.   |
| <b>Project Rationale</b> | By updating the Asset Managemnt Plan (AMP) on a regular basis, the CRD can confirm whether the recommendations from the previous AMP have been implemented, in which direction the overall SPWWS asset condition is trending, and whether the CRD is exposed to undue risks due to poor asset condition and/or inadequate maintenance practices. To better refine the timing of asset replacement, it is recommended that condition assessments are completed on a regular basis. Informal condition assessments will be completed routinely however, it was recommended that a formal condition assessment be completed in tandem with the AMP update at a maximum interval of five years. |                              |                                                                   |                                    |                                                                                                                                                          |
| <b>Project Number</b>    | 27-05                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>Capital Project Title</b> | Asset Capital Improvement/Replacement Program                     | <b>Capital Project Description</b> | Ongoing program to efficiently address multiple, small to mid-scale capital improvements to the Saanich Peninsula Wastewater system.                     |
| <b>Project Rationale</b> | Priority work within this program may include replacing Aerator VFDs, Primary Clarifier scum valves and piping, and RAS Pump Discharge Isolation Valve. Additional small to mid scale improvements will be identified from operational inspections, plant model study (#26-02), asset management plan update and risk register items.                                                                                                                                                                                                                                                                                                                                                       |                              |                                                                   |                                    |                                                                                                                                                          |
| <b>Project Number</b>    | 18-10                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>Capital Project Title</b> | Equipment Replacement - Annual Provisional                        | <b>Capital Project Description</b> | Funds are required for emergency replacement of equipment that is unplanned and outside maintenance contingencies.                                       |
| <b>Project Rationale</b> | Funds are required for emergency replacement of equipment that is unplanned and outside maintenance contingencies.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                              |                                                                   |                                    |                                                                                                                                                          |
| <b>Project Number</b>    | 27-06                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>Capital Project Title</b> | Safety & Security Upgrades                                        | <b>Capital Project Description</b> | Annual Provisional Account for upgrades to the Saanich Peninsula Wastewater Treatment and Conveyance infrastructure to improve worker health and safety. |
| <b>Project Rationale</b> | Dollar values are representative of a similar percent of total budget for safety improvements as per CAWTP. This equates to approximately 3.5% but is higher on the front end to address currently known and defined issues. Known site safety work to complete in 2027 include WSBC regulated emergency safety showers, access to secondary clarifiers and SCADA server relocation.                                                                                                                                                                                                                                                                                                        |                              |                                                                   |                                    |                                                                                                                                                          |
| <b>Project Number</b>    | 20-04                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>Capital Project Title</b> | Saanich Peninsula Sewers, Manholes and Chamber Repairs & Upgrades | <b>Capital Project Description</b> | Based upon inspections, high priority repairs and relining will start on Boundary Grit Chamber and priority MH's.                                        |
| <b>Project Rationale</b> | Based upon inspections, high priority repairs and relining will start on Boundary Grit Chamber and priority Manholes.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                              |                                                                   |                                    |                                                                                                                                                          |

|                                                                  |                                                                                                                                                                                                                                                                                    |                              |                                               |                                                                                                                                                                                       |
|------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|-----------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Service:</b> <b>3.718</b> <b>Saanich Peninsula Wastewater</b> |                                                                                                                                                                                                                                                                                    |                              |                                               |                                                                                                                                                                                       |
| <b>Project Number</b>                                            | 27-02                                                                                                                                                                                                                                                                              | <b>Capital Project Title</b> | Trunk Sewer Relining - Ph2                    | <b>Capital Project Description</b> Based upon CCTV inspection, about another 1600m of 500mm dia asbestos cement sewer should be lined in 2029.                                        |
| <b>Project Rationale</b>                                         | The trunk sewer mains were inspected in 2018-2019 resulting in approximately 800 m of 500 mm diameter asbestos cement sewer pipe requiring relining to maintain integrity. Funds are required to retain a contractor to conduct the pipe relining starting where Phase 1 left off. |                              |                                               |                                                                                                                                                                                       |
| <b>Project Number</b>                                            | 27-03                                                                                                                                                                                                                                                                              | <b>Capital Project Title</b> | Manhole, Chamber and Gravity Sewer Inspection | <b>Capital Project Description</b> SPWW sewers should inspected on a 5-basis. The next 5-year inspection is planned for 2027. Inspection to include MHs, chambers and gravity piping. |
| <b>Project Rationale</b>                                         | Inspection program for pipe condition of SPWW sewers. Includes gravity sewer, manholes and chambers. First year (2027) has added costs to establish the phasing of the program and create the plan for 5 year cycle. Subsequent years are carrying out the inspections.            |                              |                                               |                                                                                                                                                                                       |
| <b>Project Number</b>                                            | 23-01                                                                                                                                                                                                                                                                              | <b>Capital Project Title</b> | DCC Program - 5-year Update                   | <b>Capital Project Description</b> 5-year update of the DCC program.                                                                                                                  |
| <b>Project Rationale</b>                                         | Update to DCC will better align Developer Cost Charges with upgrades to the system required for growth.                                                                                                                                                                            |                              |                                               |                                                                                                                                                                                       |

## Summary Schedule

### 2027 - 2031 Financial Plan

#### Asset Profile

##### Saanich Peninsula Wastewater Assets

Construction of the Saanich Peninsula Wastewater Treatment Plant (SPWWTP) was completed in January 2000 to provide wastewater service for Central Saanich, North Saanich and Sidney, as well as the local First Nations, Victoria Airport Authority, and the Institute of Ocean Sciences Centre. Annually, the SPWWTP produces on average 3,600 tonnes of sludge which is currently hauled being treated at the Residuals Treatment Facility at Hartland. The SPWWTP heat recovery system was commissioned in February 2011 and has supplied treatment plant effluent waste heat to the Panorama Recreation Center for heating its swimming pools since then. Assets in the Saanich Peninsula Wastewater System include land, the SPWWTP and a secondary treatment plant, three pumping stations, thermal recovery and other buildings, 14 kilometres of collections and conveyance (gravity & pressure) mains, and a marine outfalls.

#### Reserve/Fund Summary

|                            | Estimated        | Budget           |                  |                  |                  |                  |
|----------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
|                            | 2026             | 2027             | 2028             | 2029             | 2030             | 2031             |
| Capital Reserve Funds      | 2,516,580        | 2,007,580        | 1,767,300        | 1,919,750        | 1,507,950        | 1,807,110        |
| Equipment Replacement Fund | 987,696          | 1,006,696        | 800,076          | 777,924          | 735,328          | 697,381          |
| Operating Reserve Fund     | 1,677,163        | 1,608,833        | 1,684,553        | 1,570,583        | 1,611,933        | 1,618,603        |
| <b>Total</b>               | <b>5,181,439</b> | <b>4,623,109</b> | <b>4,251,929</b> | <b>4,268,257</b> | <b>3,855,211</b> | <b>4,123,094</b> |

See attached reserve schedules for projected annual cash flows.

**Capital Reserve Fund Schedule - SPWWTP**

**Capital Reserve Fund SPWWTP - DCC Portion and Capital Reserve Portion**

Bylaw 2760 established a Reserve Fund for the Saanich Peninsula Wastewater System. There are two portions in the Reserve Fund: Development Cost Charges is deposited in the DCC portion and expenditures are restricted. Surplus funds from the Operating budget are deposited to the Capital Reserve portion and expenditures provide for capital works.

**DCC Portion**

**Fund: 1012**

**Fund Center: 101356**

|                                                            | Estimated      | Budget         |                |                |                |                |
|------------------------------------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|
|                                                            | 2026           | 2027           | 2028           | 2029           | 2030           | 2031           |
| <b>Beginning Balance</b>                                   | 302,896        | 462,896        | 512,896        | 612,896        | 712,896        | 812,896        |
| <b>Planned Capital Expenditure (Based on Capital Plan)</b> | -              | -              |                | -              | -              | -              |
| <b>Transfer OUT - To Capital Reserve</b>                   |                | (50,000)       |                |                |                |                |
| <b>Fund Return</b>                                         |                |                |                |                |                |                |
| <b>Transfer IN - DCC Funding</b>                           | 150,000        | 100,000        | 100,000        | 100,000        | 100,000        | 100,000        |
| <b>Interest Income</b>                                     | 10,000         | -              | -              | -              | -              | -              |
| <b>Ending Balance \$</b>                                   | <b>462,896</b> | <b>512,896</b> | <b>612,896</b> | <b>712,896</b> | <b>812,896</b> | <b>912,896</b> |

**Assumptions/Background:**

Surplus funds from the Operating budget are deposited to the Capital Reserve portion and expenditures provide for capital works.

Approved capital expenditures to be funded by DCC to be determined, as under review.

**Capital Reserve Portion**

**Fund: 1012**

**Fund Center: 102022**

|                                        | Estimated        | Budget           |                  |                  |                |                |
|----------------------------------------|------------------|------------------|------------------|------------------|----------------|----------------|
|                                        | 2026             | 2027             | 2028             | 2029             | 2030           | 2031           |
| <b>Beginning Balance</b>               | 2,668,445        | 2,053,684        | 1,494,684        | 1,154,404        | 1,206,854      | 695,054        |
| <b>Capital Expenditure</b>             | (1,120,000)      | (995,000)        | (785,000)        | (485,000)        | (1,060,000)    | (360,000)      |
| <b>Return Capital Fund</b>             |                  |                  |                  |                  |                |                |
| <b>Transfer from Ops Budget</b>        | 396,650          | 436,000          | 444,720          | 537,450          | 548,200        | 559,160        |
| <b>Planned transfer from DCC Funds</b> |                  |                  | -                | -                | -              | -              |
| <b>Surplus</b>                         | 83,589           |                  |                  |                  |                |                |
| <b>Interest Income*</b>                | 25,000           | -                | -                | -                | -              | -              |
| <b>Ending Balance \$</b>               | <b>2,053,684</b> | <b>1,494,684</b> | <b>1,154,404</b> | <b>1,206,854</b> | <b>695,054</b> | <b>894,214</b> |

Saanich Peninsula Commission approved that operating surpluses be transferred to capital reserve fund each year, starting with 2009 budget.

The planned purchase amount may differ from the five-year capital plan summary due to carryover from the previous year.

\* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

|                  |           |           |           |           |           |           |
|------------------|-----------|-----------|-----------|-----------|-----------|-----------|
| Total both funds | 2,516,580 | 2,007,580 | 1,767,300 | 1,919,750 | 1,507,950 | 1,807,110 |
|------------------|-----------|-----------|-----------|-----------|-----------|-----------|

# ERF Reserve Fund Schedule SPWWTP

## ERF: SPWWTP ERF or PERS Fund for Equipment

ERF Reserve to fund replacement of equipment that lasts less than 15 years in the NWT System. Also called PERS (Priority Equipment Replacement). Example motors, pumps... There are 2 PERS, Trunks and Treatment Plant; and 1 ERF for SPWWTP Lab Equipment

### Equipment Replacement Fund- SPWWTP

Fund: 1022

Fund Center: 101700

|                               | Estimated      | Budget           |                |                |                |                |
|-------------------------------|----------------|------------------|----------------|----------------|----------------|----------------|
|                               | 2026           | 2027             | 2028           | 2029           | 2030           | 2031           |
| Beginning Balance             | 1,880,196      | 987,696          | 1,006,696      | 800,076        | 777,924        | 735,328        |
| Purchased                     | (1,120,000)    | (200,000)        | (430,000)      | (250,000)      | (275,000)      | (275,000)      |
| Fund Return                   |                |                  |                |                |                |                |
| Transfer IN (from Ops Budget) | 212,500        | 219,000          | 223,380        | 227,848        | 232,405        | 237,053        |
| Interest Income*              | 15,000         |                  |                |                |                |                |
| <b>Ending Balance \$</b>      | <b>987,696</b> | <b>1,006,696</b> | <b>800,076</b> | <b>777,924</b> | <b>735,328</b> | <b>697,381</b> |

The ERF funds the replacement or repair of equipment with a service life of 15 years or less. In the past the ERF has also been referred to as a Priority Equipment Replacement Strategy (PERS). There are three individual ERF funds; Wastewater Treatment Plant (E00561), Trunk Sewers (E00562) and Saanich Peninsula Laboratory Equipment (E00586)

The planned purchase amount may differ from the five-year capital plan summary due to carryover from the previous year.

\* Interest in planning years nets against inflation which is not included.

## Profile

### Saanich Peninsula Wastewater

Starting in 2003, maintenance reserve accounts were established for operating and maintenance activities that typically do not occur annually. These maintenance activities are large expense and to and to avoid large swings in the operating budget, funds are set aside annually to undertake this maintenance. The maintenance activities are the replacement and disposal of the odour control carbon at the treatment plant approximately every 2 years, replacement and disposal of the odour control carbon at Keating Pump Station every 5 years, the regulatory inspection of the Bazan Bay marine outfall every 5 years and the cleaning and rebuild of the District Energy Sharing System heat exchanger every 5-8 years.

## Operating Reserve Schedule

### Operating Reserve Schedule

Fund: 1500 Fund Center: 105204

|                          | Estimated        | Budget           |                  |                  |                  |                  |
|--------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
|                          | 2026             | 2027             | 2028             | 2029             | 2030             | 2031             |
| Beginning Balance        | 1,572,304        | 1,677,163        | 1,608,833        | 1,684,553        | 1,570,583        | 1,611,933        |
| Transfer In              |                  |                  |                  |                  |                  |                  |
| Planned Purchase         | (35,000)         | (145,000)        | -                | (200,000)        | (55,000)         | (100,000)        |
| Surplus                  |                  |                  |                  |                  |                  |                  |
| Transfer from Ops Budget | 75,200           | 76,670           | 75,720           | 86,030           | 96,350           | 106,670          |
| Interest Income*         | 64,659           | -                | -                | -                | -                | -                |
| <b>Ending Balance \$</b> | <b>1,677,163</b> | <b>1,608,833</b> | <b>1,684,553</b> | <b>1,570,583</b> | <b>1,611,933</b> | <b>1,618,603</b> |

### Assumptions/Background:

Maintenance Reserve Account: Outfall Inspection, Odour Control Carbon Replacement, Heat Recovery Exchange System Cleaning

\* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

# **CAPITAL REGIONAL DISTRICT**

## **2027 BUDGET**

### **Saanich Peninsula - Stormwater Quality Management**

#### **COMMISSION REVIEW**

**Service:** 1.537 Saanich Peninsula - Stormwater Quality Management

**Commission:** Saanich Peninsula Waste Water

**DEFINITION:**

Establishment Bylaw No. 3642 (2009), as amended by Bylaw No. 4141 (2017), to identify pollution in stormwater run-off from land in the service area.

**SERVICE DESCRIPTION:**

The service provides a stormwater quality program in the Saanich Peninsula to coordinate and provide information for management of stormwater quality and surface water resources. The program identifies levels of contaminants in stormwater discharges and prioritizes the level of public health and environmental concern posed by the discharges and then works to reduce/eliminate the contaminants.

**PARTICIPATION:**

District of Central Saanich, North Saanich and Town of Sidney.

**MAXIMUM LEVY:**

Greater of \$106,017 or \$0.0103/\$1,000 of actual assessments.

**MAXIMUM CAPITAL DEBT:**

Nil

**COMMITTEE:**

Saanich Peninsula Wastewater Commission

**FUNDING:**

The apportionment of annual operating costs among the participating areas shall be on the basis of one-sixth in proportion to the population of the participating areas, one-sixth in proportion to the land area of the participating areas, one-sixth in proportion to the length of shoreline in each of the participating areas, and one-half in proportion to the number of high and medium priority discharges of stormwater to the environment in the prior year within the boundaries of each of the participating areas, as determined by the Capital Regional District Board.

**USER CHARGE:**

N/A

**Service: 1.537 Saanich Peninsula - Stormwater Quality Management**

**Commission: Saanich Peninsula Waste Water**

**COST SHARING ALLOCATION:**

|                    | <u><b>Stormwater</b></u>     |
|--------------------|------------------------------|
| Central Saanich    | 26.17%                       |
| North Saanich      | 40.39%                       |
| Sidney             | 19.81%                       |
| Tsawout Nations    | 6.81%                        |
| Tsartlip Nations   | 4.10%                        |
| Pauquachin Nations | 0.96%                        |
| Tseycum Nations    | 1.77%                        |
| <b>Total</b>       | <u><u><b>100.00%</b></u></u> |

Note:

\* Service established effective 2010; previously provided by agreement

**Bylaw 4141**

[illegible]

**1.537 Saanich Peninsula - Stormwater Quality Mgmt**  
**Operating Reserve Summary**  
**2027 - 2031 Financial Plan**

**Profile**

**Saanich Peninsula - Stormwater Quality Mgmt**

Established by Bylaw No. 4147 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

**Operating Reserve Schedule**

**Operating Reserve Schedule**  
**Fund: 1500 Fund Center: 105520**

|                                         | Estimate       | Budget         |                |                |                |               |
|-----------------------------------------|----------------|----------------|----------------|----------------|----------------|---------------|
|                                         | 2026           | 2027           | 2028           | 2029           | 2030           | 2031          |
| <b>Beginning Balance</b>                | 139,403        | 141,635        | 131,635        | 121,635        | 111,635        | 101,635       |
| <b>Planned Purchase</b>                 | -              | (10,000)       | (10,000)       | (10,000)       | (10,000)       | (10,000)      |
| <b>Transfer from/to Ops Budget</b>      |                | -              | -              | -              | -              | -             |
| <b>Interest Income*</b>                 | 2,232          | -              | -              | -              | -              | -             |
| <b>Total projected year end balance</b> | <b>141,635</b> | <b>131,635</b> | <b>121,635</b> | <b>111,635</b> | <b>101,635</b> | <b>91,635</b> |

\* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

# **CAPITAL REGIONAL DISTRICT**

## **2027 BUDGET**

### **Saanich Peninsula - Source Control Stormwater**

#### **COMMISSION REVIEW**

**Service:** 1.538 Saanich Peninsula - Source Control Stormwater

**Commission:** Saanich Peninsula Waste Water

**DEFINITION:**

To regulate, prohibit and impose requirements in respect of discharges to the municipal stormwater system and water courses  
Bylaw No. 3906 (adopted August, 2013), amended by Bylaw No. 4140 (2016).

**SERVICE DESCRIPTION:**

The service provides a regulatory stormwater source control program in the Saanich Peninsula to manage stormwater quality in the municipal drainage systems.

**PARTICIPATION:**

Districts of Central Saanich, North Saanich and Town of Sidney.

**MAXIMUM LEVY:**

Maximum Levy: Greater of \$51,715 or \$0.005/\$1,000 of actual assessments.

**MAXIMUM CAPITAL DEBT:**

Nil

**COMMITTEE:**

Saanich Peninsula Wastewater

**FUNDING:**

The annual costs for the service, net of grants and other revenues, shall be apportioned on the basis of:

- a) The population of the participating areas; and
- b) The population estimate as determined annually by the Regional Planning Services department of the Capital Regional District.

**USER CHARGE:**

N/A

**1.538 San Pen - Source Control Stormwater**

OPERATING COSTS:

Operating Expenditures  
Contract For Services

**TOTAL OPERATING COSTS**

\*Percentage Increase over prior year

CAPITAL / RESERVE

Transfer to Operating Reserve Fund

TOTAL CAPITAL / RESERVES

**TOTAL COSTS**

\*Percentage Increase over prior year

**FUNDING SOURCES (REVENUE)**

**Surplus / (Deficit)**

Balance C/F from Prior to Current year  
Grants in Lieu of Taxes  
Transfer From Operating Reserve

TOTAL REVENUE

**REQUISITION**

\*Percentage Increase over prior year

PARTICIPANTS: Central Saanich, North Saanich, and  
Sidney

**BUDGET REQUEST**

**2027**      **2027**      **2027**      **2027**  
**CORE**      **ONGOING**      **ONE-TIME**      **TOTAL**  
**BUDGET**

54,975      -      -      54,975  
9,000      -      -      9,000

**63,975**      **-**      **-**      **63,975**

1.9%      0.0%      0.0%      1.9%

-      -      -      -  
-      -      -      -

63,975      -      -      63,975

1.9%      0.0%      0.0%      1.9%

-      -      -      -  
(1,746)      -      -      (1,746)  
-      -      -      -

(1,746)      -      -      (1,746)

**(62,229)**      **-**      **-**      **(62,229)**

3.0%      0.0%      0.0%      3.0%

**2028**      **2029**      **2030**      **2031**  
**TOTAL**      **TOTAL**      **TOTAL**      **TOTAL**

56,497      58,087      59,732      61,409  
9,180      9,364      9,551      9,742

**65,677**      **67,451**      **69,283**      **71,151**

2.7%      2.7%      2.7%      2.7%

-      -      -      -  
-      -      -      -

65,677      67,451      69,283      71,151

2.7%      2.7%      2.7%      2.7%

-      -      -      -  
(1,746)      (1,746)      (1,746)      (1,746)  
-      -      -      -

(1,746)      (1,746)      (1,746)      (1,746)

**(63,931)**      **(65,705)**      **(67,537)**      **(69,405)**

2.7%      2.8%      2.8%      2.8%

**1.538 San Pen - Source Control Stormwater**  
**Operating Reserve Summary**  
**2027 - 2031 Financial Plan**

**Profile**

**San Pen - Source Control Stormwater**

Established by Bylaw No. 4147 to enable CRD services to set aside operating funds to cover cyclical expenditures (such as legal challenges and investigations), unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

**Operating Reserve Schedule**

| Operating Reserve Schedule (Fund: 1500 / FC: 105521) | Estimate      | Budget        |               |               |               |               |
|------------------------------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|
|                                                      | 2026          | 2027          | 2028          | 2029          | 2030          | 2031          |
| Projected year end balance                           |               |               |               |               |               |               |
| Beginning Balance                                    | 78,675        | 80,566        | 82,494        | 84,461        | 86,468        | 88,514        |
| Planned Purchase                                     |               | -             | -             | -             | -             | -             |
| Transfer from/to Ops Budget                          |               | -             | -             | -             | -             | -             |
| Interest Income*                                     | 1,891         | 1,929         | 1,967         | 2,006         | 2,047         | 2,088         |
| <b>Total projected year end balance</b>              | <b>80,566</b> | <b>82,494</b> | <b>84,461</b> | <b>86,468</b> | <b>88,514</b> | <b>90,602</b> |

\* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

# **CAPITAL REGIONAL DISTRICT**

## **2027 BUDGET**

### **L.W.M.P. Peninsula Programs**

#### **COMMISSION REVIEW**

**Service:** 3.720 L.W.M.P. (Peninsula)

**Saanich Peninsula Wastewater Commission**

**DEFINITION:**

Implementation of the Liquid Waste Management Plan for the Saanich Peninsula. Bylaw No. 2388 (1996), amended by Bylaw No. 2439 (1996) and Bylaw No. 3073 (2003)

**SERVICE DESCRIPTION:**

To manage the Saanich Peninsula Liquid Waste Management Plan (SPLWMP) and implement the commitments approved under the plan as required:

- planning, reporting, amendment preparation, implementation of commitments, biosolids management program, resource recovery development and inflow/infiltration enhancement program

**MAXIMUM LEVY:**

Greater of \$5,663,000 or \$1.56 / \$1,000 of actual assessments

**MAXIMUM CAPITAL DEBT:**

Nil

**COMMITTEE:**

Saanich Peninsula Wastewater Commission

**FUNDING:**

Requisition

**RESERVE FUND:**

Bylaw No. 4144 Operating Reserve Fund

**Service: 3.720 L.W.M.P. (Peninsula)**

**Saanich Peninsula Wastewater Commission**

**COST SHARING ALLOCATION - ANNUAL WASTEWATER FLOWS**

|                                 |                       |
|---------------------------------|-----------------------|
| Central Saanich                 | 44.75%                |
| North Saanich (*see note below) | 15.23%                |
| Sidney                          | 40.02%                |
| <b>Total</b>                    | <b><u>100.00%</u></b> |

Note:

\* North Saanich taxes all of North Saanich, including the Airport, as LWMP benefits all of North Saanich, and not just the sewer area. (March 18, 2002)

**3.720 - LWMP (PENINSULA)**
OPERATING COSTS:

Operating Expenditures  
Contract For Services

**TOTAL OPERATING COSTS**

\*Percentage Increase over prior year

CAPITAL / RESERVE

Transfer to Operating Reserve Fund

TOTAL CAPITAL / RESERVES

**TOTAL COSTS**

\*Percentage Increase over prior year

**OPERATING COSTS LESS INTERNAL RECOVERIES**

\*Percentage Increase over prior year

**FUNDING SOURCES (REVENUE)**
**Surplus / (Deficit)**

Balance C/F from Prior to Current year

Grants in Lieu of Taxes

Transfer From Operating Reserve

TOTAL REVENUE

**REQUISITION**

\*Percentage Increase over prior year

PARTICIPANTS: Central Saanich, North Saanich, Sidney

**BUDGET REQUEST**

**2027  
CORE  
BUDGET**

**2027  
ONGOING**

**2027  
ONE-TIME**

**2027  
TOTAL**

**2028  
TOTAL**

**2029  
TOTAL**

**2030  
TOTAL**

**2031  
TOTAL**

41,622  
117,984

-  
-

-  
-

41,622  
117,984

42,840  
142,437

44,066  
123,900

45,321  
141,340

46,609  
90,765

**159,606**

**-**

**-**

**159,606**

**185,277**

**167,966**

**186,661**

**137,374**

46.5%

0.0%

0.0%

46.5%

16.1%

-9.3%

11.1%

-26.4%

-

-

-

-

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-

-

-

-

-

159,606

-

-

159,606

185,277

167,966

186,661

137,374

46.5%

0.0%

0.0%

46.5%

16.1%

-9.3%

11.1%

-26.4%

159,606

-

-

159,606

185,277

167,966

186,661

137,374

46.5%

0.0%

0.0%

46.5%

16.1%

-9.3%

11.1%

-26.4%

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(1,021)

-

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(1,021)

(1,021)

(1,021)

(1,021)

(1,021)

(125,000)

-

-

(125,000)

(150,000)

(34,203)

-

-

(126,021)

-

-

(126,021)

(151,021)

(35,224)

(1,021)

(1,021)

**(33,585)**

**-**

**-**

**(33,585)**

**(34,256)**

**(132,742)**

**(185,640)**

**(136,353)**

2.1%

0.0%

0.0%

2.1%

2.0%

287.5%

39.9%

-26.5%

**3.720 L.W.M.P. Peninsula  
Operating Reserve Summary  
2027 - 2031 Financial Plan**

**Profile**

**L.W.M.P. Peninsula**

Established by Bylaw No. 4144 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

**Operating Reserve Schedule**

| Operating Reserve Schedule<br>Fund: 1500 Fund Center: 105527 | Estimate       | Budget         |               |          |          |          |
|--------------------------------------------------------------|----------------|----------------|---------------|----------|----------|----------|
|                                                              | 2026           | 2027           | 2028          | 2029     | 2030     | 2031     |
| Beginning Balance                                            | 323,935        | 309,203        | 184,203       | 34,203   | 0        | 0        |
| Planned Purchase                                             | (22,517)       | (125,000)      | (150,000)     | (34,203) | -        | -        |
| Transfer from Ops Budget                                     |                |                |               | -        | -        | -        |
| Interest Income*                                             | 7,785          | -              | -             | -        | -        | -        |
| <b>Total projected year end balance</b>                      | <b>309,203</b> | <b>184,203</b> | <b>34,203</b> | <b>0</b> | <b>0</b> | <b>0</b> |

**Assumptions/Background:**

Retain reserve balance for future LWMP planning projects.

\* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

## REPORT TO SAANICH PENINSULA WASTEWATER COMMISSION MEETING OF THURSDAY, SEPTEMBER 3, 2026

### **SUBJECT**     **Saanich Peninsula Wastewater Treatment Plant Capacity Update 2026**

### **ISSUE SUMMARY**

To provide an update on average annual and peak wastewater flows at the Saanich Peninsula Wastewater Treatment Plant (SPWWTP) for the period from October 1, 2024 to September 30, 2025.

### **BACKGROUND**

The previous capacity update of the SPWWTP was provided to the Saanich Peninsula Wastewater Commission (Commission) at its May 16, 2024, meeting.

This report provides an update on the latest flow capacity at SPWWTP for last year (from October 1, 2024 to September 30, 2025). Flows are reported for that specific period so that the Capital Regional District (CRD) can use that data for annual financial requisitions in the upcoming budget year (i.e., 2026). The individual capacity allocations by participant and the actual measured average day and peak day flow are noted in Tables 1 and 2 respectively.

**Table 1: Annual Average Day Flow (ADF)**

| Participant                                    | ADF Capacity Allocation (m <sup>3</sup> /day) | Measured ADF (Oct 1, 2024 to Sep 30, 2025) (m <sup>3</sup> /day) | Percent (%) of Avg. Day Capacity Used |
|------------------------------------------------|-----------------------------------------------|------------------------------------------------------------------|---------------------------------------|
| Central Saanich                                | 7,710                                         | 4,124                                                            | 53.5%                                 |
| Sidney                                         | 7,160                                         | 3,688                                                            | 51.5%                                 |
| North Saanich                                  | 2,650                                         | 1,404                                                            | 53.0%                                 |
| Institute of Ocean Sciences                    | 79                                            | 11                                                               | 14.3%                                 |
| Airport Authority <sup>1</sup>                 | 682                                           | 214                                                              | 31.4%                                 |
| BOKEĆEN (Pauquachin) First Nation <sup>1</sup> | 219                                           | 145                                                              | 66.1%                                 |
| WSIKEM (Tseycum) First Nation <sup>1</sup>     | 96                                            | 52                                                               | 53.7%                                 |
| <b>TOTAL</b>                                   | <b>18,596</b>                                 | <b>9,637</b>                                                     | <b>51.8%</b>                          |

**Table 2: Peak Day Flow (PDF)**

| Participant                                    | PDF Capacity Allocation (m <sup>3</sup> /day) | Measured PDF (Oct 1, 2024 to Sep 30, 2025) |           | Percent (%) of Peak Day Design Capacity Used |
|------------------------------------------------|-----------------------------------------------|--------------------------------------------|-----------|----------------------------------------------|
|                                                |                                               | (m <sup>3</sup> )                          | Date      |                                              |
| Central Saanich                                | 16,962                                        | 12,347                                     | 18-Dec-24 | 72.8%                                        |
| Sidney                                         | 15,752                                        | 12,264                                     | 18-Dec-24 | 77.9%                                        |
| North Saanich                                  | 5,830                                         | 4,475                                      | 18-Dec-24 | 76.8%                                        |
| Institute of Ocean Sciences                    | 159                                           | 72                                         | 18-Dec-24 | 45.3%                                        |
| Airport Authority <sup>1</sup>                 | 1363                                          | 1267                                       | 18-Dec-24 | 93.0%                                        |
| BOKEĆEN (Pauquachin) First Nation <sup>1</sup> | 775                                           | 225                                        | 18-Dec-24 | 29.0%                                        |
| WSIKEM (Tseycum) First Nation <sup>1</sup>     | 326                                           | 279                                        | 18-Dec-24 | 85.6%                                        |
| <b>TOTAL</b>                                   | <b>41,167</b>                                 | <b>30,929</b>                              |           | <b>75.1%</b>                                 |

<sup>1</sup>The allocations for IOS, Airport Authority, Pauquachin, Tseycum are all based on signed agreements with those participants.

As noted in the above tables, average day and peak day flow capacity used at the plant is at 51.8% and 75.1% respectively. The average daily flow has increased by less than 2% annually since 2020.

The peak day flow for the October 1, 2024 to September 30, 2025 period occurred on December 18, 2024 and was due to a 2.0 year storm event (with 53.7 millimeters (mm) of rainfall occurring over 24 hours).

## **IMPLICATIONS**

### *Service Delivery Implications*

Based on historic trends, there is ample capacity for all participants in the Saanich Peninsula wastewater system under average annual and peak day flow conditions, but it is still important for participants to continue to reduce their inflow and infiltration to meet their commitments in the Saanich Peninsula Liquid Waste Management Plan (LWMP) and remain under peak flow capacity during storm events. Historic and current capacity is not predictive of future flow growth trends; the impact of future growth projections and associated capacity requirements will be included in the upcoming planned update to the Saanich Peninsula LWMP.

## **CONCLUSION**

Bylaw No. 2388 establishes the maximum allocated capacity for each of the Saanich Peninsula Wastewater Treatment Plant participants. Based on the flow data for the period from October 1, 2024 to September 30, 2025, the plant operates at about 51.8% of its average daily capacity and 75.1% of its peak daily capacity; however, ongoing effort is required by all participants to lower their inflow and infiltration so that peak flows do not exceed the capacity of the system and result in overflows.

## **RECOMMENDATION**

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

|               |                                                                            |
|---------------|----------------------------------------------------------------------------|
| Submitted by: | Joseph Marr, P.Eng., Senior Manager, Infrastructure Engineering            |
| Concurrence:  | Alicia Fraser, P. Eng., General Manager, Infrastructure and Water Services |
| Concurrence:  | Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer                |

**REPORT TO SAANICH PENINSULA WASTEWATER COMMISSION  
MEETING OF THURSDAY, SEPTEMBER 3, 2026**

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**SUBJECT**     **Remuneration for Saanich Peninsula Wastewater Commissioners**

**ISSUE SUMMARY**

The Capital Regional District Board recently updated its remuneration policy for members of CRD Boards and Commissions. Pursuant to the new policy provisions, the Saanich Peninsula Wastewater Commission (SPWWC) must consider whether it wishes to remunerate Commissioners by providing per meeting payments.

**BACKGROUND**

The Capital Regional District (CRD) Board Remuneration and Travel Expense Reimbursement Policy (Policy) was reviewed earlier this year using the external consulting firm of Western Compensation and Benefits Consultants, and changes to the Policy were adopted for implementation on January 1, 2027.

Under the new provisions of the Policy, remuneration is provided to all CRD Board Directors, Commissioners of the Regional Water Supply Commission and Commissioners of the Salt Spring Island Local Community Commission. Commissioners of delegated Commissions are eligible for per meeting remuneration payments, at a prescribed rate established in the policy, where approved by the Commission and Regional Board.

On June 10, 2026, the CRD Board resolved the following:

1. *That the CRD Board remuneration philosophy be revised to remove the per meeting payments to CRD Directors appointed to local and sub-regional Commissions; and*
2. *That that the CRD Board remuneration philosophy be revised to authorize CRD Commissions to provide per meeting payments for all Commissioners as may be approved by the Commission and the CRD Board and paid at the per meeting rate from the Commission's service budget; and*
3. *That the CRD Board Remuneration and Travel Expense Policy be approved effective January 1, 2027, as attached.*
4. *That the review occurs in the final year of each Board term to take effect for the following Board term.*

As a result, the CRD Board is requesting that each delegated CRD Commission approve by resolution whether Commissioners receive per meeting payments, at the Board-approved per meeting rate of two hundred twelve dollars (\$212) per meeting, to be paid from the Commission's service budget.

**ALTERNATIVES**

***Alternative 1***

The Saanich Peninsula Wastewater Commission recommends to the Capital Regional District Board:

1. That effective January 1, 2027, all Commissioners of the Saanich Peninsula Wastewater Commission be eligible to receive per meeting payments pursuant to the CRD Board Remuneration and Travel Expense Reimbursement Policy.
2. That the 2027-2031 Financial Plan be updated to include an annual cost of \$12,720 for per meeting payments to Commissioners.

*Alternative 2*

That this report be referred back to staff for additional information.

**IMPLICATIONS**

*Alignment with Existing Plans & Strategies*

Several CRD Commissions have expressed interest in providing a per meeting payment in recognition of the significant time commitment and expectations of Commissioners. Currently, per meeting payments for the SPWWC are limited to Commissioners who are Directors of the Regional Board. Effective January 1, 2027, Directors will no longer be eligible for per meeting payments under the updated Policy unless a resolution is passed to remunerate all Commissioners.

The Policy's amended Schedule 1 contains a new Section 15, for Commissioners where approved by the Board and Commission, to be eligible for per meeting payments of \$212 consisting of:

1. \$142 per meeting remuneration for attendance; and
2. Up to \$70 reimbursement per meeting for eligible expenses.

*Financial Implications*

The SPWWC has six regularly scheduled meetings annually, with ten appointed Commissioners. Assuming full attendance, the Commission would require \$2,120 per meeting, up to a maximum of \$12,720 annually from its service budget. Special meetings would be in addition to this amount. The financial impact to the service budget is not expected to be significant, as the maximum annual cost of \$12,720 for regularly scheduled meetings is relatively low compared to overall service expenditures.

Bylaw No. 3427 (Saanich Peninsula Wastewater Commission Bylaw) section 1. (iv), allows for additional Commissioners to be appointed, beyond the current ten, however additional appointments are not anticipated at this time.

**CONCLUSION**

The Capital Regional District Board has requested that delegated Commissions, including the Saanich Peninsula Wastewater Commission, consider the updated provisions in the CRD Board Remuneration and Travel Expense Reimbursement Policy and confirm whether all Commissioners of the SPWWC be eligible to receive per meeting payments as remuneration for their attendance at Commission meetings.

**RECOMMENDATION**

The Saanich Peninsula Wastewater Commission recommends to the Capital Regional District Board:

1. That effective January 1, 2027, all Commissioners of the Saanich Peninsula Wastewater Commission be eligible to receive per meeting payments pursuant to the CRD Board Remuneration and Travel Expense Reimbursement Policy.
2. That the 2027-2031 Financial Plan be updated to include an annual cost of \$12,720 for per meeting payments to Commissioners.

|               |                                                                                               |
|---------------|-----------------------------------------------------------------------------------------------|
| Submitted by: | Marlene Lagoa, MPA, Senior Manager, Legislative Services & Deputy Corporate Officer           |
| Concurrence:  | Kristen Morley, J.D., Corporate Officer & General Manager, Corporate Services                 |
| Concurrence:  | Alicia Fraser, P. Eng., General Manager, Infrastructure and Water Services                    |
| Concurrence:  | Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer & General Manager, Finance & Technology |
| Concurrence:  | Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer                                   |

**ATTACHMENT(S)**

Appendix A: Staff Report to Board (June 10, 2026) – 2027-2030 CRD Board Remuneration and Travel Expense Reimbursement Policy Update

**REPORT TO CAPITAL REGIONAL DISTRICT BOARD  
MEETING OF WEDNESDAY, JUNE 10, 2026**

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**SUBJECT**     **2027-2030 CRD Board Remuneration and Travel Expense Reimbursement Policy Update**

**ISSUE SUMMARY**

To provide the updated CRD Board Remuneration and Travel Expense Reimbursement Policy, effective the 2027-2030 CRD Board term.

**BACKGROUND**

The CRD Board has approved a CRD Board Remuneration and Travel Expense Reimbursement Policy ("Policy"). This Policy applies to CRD Board Directors, Commission members, First Nations Members, and certain Board appointees to external Boards. The Policy was initially established in 2016 and is derived from a remuneration philosophy that recognizes the significant commitment and expectations of a CRD Director, and gross remuneration which is comparable with other organizations. As a foundation of the Policy, the remuneration philosophy established by the CRD Board is as follows:

1. a base Director annual stipend as the average (applied as median) paid to CRD member councillors, which recognizes attendance at all CRD Board meetings and Committee of the Whole meetings plus two Standing Committee commitments;
2. an additional annual stipend to Electoral Area Directors to provide overall remuneration consistent with the average (median) paid to CRD member mayors, which recognizes all additional Electoral Area work including Electoral Area Commission commitments;
3. an additional annual stipend to the CRD Board Chair consistent with payments made by other Regional Districts, which recognizes all Board Chair responsibilities including all ex-officio responsibilities on Standing Committees;
4. additional annual stipends to recognize the additional commitments of the: CRD Board Vice-Chair; Capital Regional Hospital District Chair; Standing Committee Chairs; CRD Directors appointed as a Commission Chair, when such Commission Chair appointment is made directly by the CRD Board Chair; CRD Directors who are involved on more than two Standing Committees; and Commissioners of the Salt Spring Island Local Community Commission;
5. per meeting payments to Alternate Directors consistent with payments made by other Regional Districts, and to CRD Directors appointed to local and sub-regional Commissions and external Boards except where remuneration is already paid and/or not eligible; and
6. that the annual cost of living adjustment based on the Victoria Consumer Price Index (CPI) continue to be applied, and that a regular review be undertaken every three (3) to five (5) years to ensure remuneration remains comparable.

## **Capital Regional District Board – June 10, 2026**

### **2027-2030 CRD Board Remuneration and Travel Expense Reimbursement Policy Update 2**

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The regular review of the Policy was undertaken in early 2026 and the results of that review were presented to the CRD Board on May 13, 2026 (Appendix B). At that Board meeting, the Board moved:

*That with the information and recommendations as provided by the consultants at the meeting of May 13, 2026, that staff be directed to update the CRD Board Remuneration and Travel Expense Policy for CRD Board consideration.*

Staff have updated the Policy with the information from the consultants to be effective starting the 2027-2030 CRD Board term (Appendix A).

In the Policy update starting in January 2027, staff are recommending that the remuneration philosophy be amended to remove the additional stipend paid the CRD Directors appointed to local and sub-regional Commissions, and rather enable Commissions to consider payment to all Commissioners from service budgets at the per meeting rate should they elect to do so and where approved by the CRD Board.

### **ALTERNATIVES**

#### **Alternative 1**

1. That the CRD Board remuneration philosophy be revised to remove the per meeting payments to CRD Directors appointed to local and sub-regional Commissions; and
2. That that the CRD Board remuneration philosophy be revised to authorize CRD Commissions to provide per meeting payments for all Commissioners as may be approved by the Commission and the CRD Board and paid at the per meeting rate from the Commission's service budget; and
3. That the CRD Board Remuneration and Travel Expense Policy be approved effective January 1, 2027, as attached.

#### **Alternative 2**

1. That that the CRD Board remuneration philosophy be revised to authorize CRD Commissions to provide per meeting payments for all Commissioners as may be approved by the Commission and the CRD Board and paid at the per meeting rate from the Commission's service budget; and
2. That the CRD Board Remuneration and Travel Expense Policy be approved effective January 1, 2027, as attached, amended to continue to include per meeting payments to CRD Directors appointed to local and sub-regional Commissions and external Boards except where remuneration is already paid and/or not eligible.

#### **Alternative 3**

The Capital Regional District Board approve that the CRD Board Remuneration and Travel Expense Policy be approved effective January 1, 2027, as attached, amended to continue to include per meeting payments to CRD Directors appointed to local and sub-regional Commissions and external Boards except where remuneration is already paid and/or not eligible.

#### **Alternative 4**

That this report be referred back to staff for additional information.

## **IMPLICATIONS**

### **Alignment with Existing Plans & Strategies**

The CRD Board established a comprehensive remuneration Policy. The Policy ensures relative market consistency based on the overall remuneration philosophy. On May 13, 2026 the CRD Board approved the consultant's recommendations for remuneration effective January 1, 2027, requiring updates to the Policy.

Since the Policy was implemented, several CRD Commissions have expressed desire in considering per meeting payments recognizing the significant commitment and expectations of many Commissioners. Currently payments to commissions are permitted as follows: the Regional Water Supply Commissioners receive per meeting payments; CRD Board Directors appointed to a local or sub-regional Commission are eligible for per meeting payments; and the elected Salt Spring Island Local Community Commissioners receive annual stipends. Concern from some Commissions have been raised that this model of payment has created inconsistency.

### **Financial Implications**

The approved implementation date for remuneration adjustments would be for the new Board term 2027-2030, starting in January 2027. Based on current level of effort, total 2027 remuneration aligned with Policy would be adjusted by approximately: \$140,000 for the Board expenditure service; \$50,000 for Electoral Areas; and \$25,000 for the Regional Water Supply. Remuneration for the calendar years 2028-2030 would be adjusted based on the year end Victoria Consumer Price Index in accordance with Policy. Mileage and related allowances are updated annually and will continue to be incorporated into the Policy once these are determined by the Government of Canada.

Should meeting payments for Commissioners be approved, the per meeting costs at the per meeting rate would be budgeted within service budgets, with actual costs subject to the numbers of Commissioners, the number of annual meetings, and attendance.

## **CONCLUSION**

The CRD Board has established a CRD Board Remuneration and Travel Expense Reimbursement Policy. The Policy is derived from a remuneration philosophy that recognizes the significant commitment and expectations of a CRD Director, and gross remuneration which is comparable with other organizations. In a review of the comparable organizations, it has been determined that adjustments to remuneration are required and that the Policy be updated accordingly to be commensurate with the 2027-2030 Board term. Staff have updated the Policy based on the direction of the CRD Board.

## **RECOMMENDATION**

1. That the CRD Board remuneration philosophy be revised to remove the per meeting payments to CRD Directors appointed to local and sub-regional Commissions; and
2. That that the CRD Board remuneration philosophy be revised to authorize CRD Commissions to provide per meeting payments for all Commissioners as may be approved by the Commission and the CRD Board and paid at the per meeting rate from the Commission's service budget; and
3. That the CRD Board Remuneration and Travel Expense Policy be approved effective January 1, 2027, as attached.

**Capital Regional District Board – June 10, 2026**  
**2027-2030 CRD Board Remuneration and Travel Expense Reimbursement Policy Update 4**

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|               |                                                                               |
|---------------|-------------------------------------------------------------------------------|
| Submitted by: | Chris Neilson, MBA, CPHR, Senior Manager, People, Safety and Culture          |
| Concurrence:  | Kristen Morley, J.D., General Manager, Corporate Services & Corporate Officer |
| Concurrence:  | Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer                   |

**ATTACHMENT(S)**

Appendix A: CRD Board Remuneration and Travel Expense Reimbursement Policy (effective January 1, 2027) (redlined)

Appendix B: CRD Board Remuneration and Travel Expense Report, Western Compensation and Benefits Consultants, April 23, 2026



## CAPITAL REGIONAL DISTRICT BOARD POLICY

|               |                                                                    |               |                                  |
|---------------|--------------------------------------------------------------------|---------------|----------------------------------|
| Policy Type   | <i>Board</i>                                                       |               |                                  |
| Section       | <i>Executive Services, People, Safety &amp; Culture (PS&amp;C)</i> |               |                                  |
| Title         | <b>BOARD REMUNERATION AND TRAVEL EXPENSE REIMBURSEMENT</b>         |               |                                  |
| Adoption Date | September 9, 2015                                                  | Policy Number | BRD03                            |
| Last Amended  | <del>January 20</del> <u>TBD</u> , 2026                            | Amended By    | <del>PS&amp;C</del> <u>Board</u> |
| Policy Owner  | People, Safety & Culture (PS&C)                                    |               |                                  |

### 1. POLICY:

Board of Directors Remuneration and Travel Expense Policy.

### 2. PURPOSE:

To outline the Board remuneration and travel expense reimbursement guidelines. The CRD Board approved a new Board remuneration framework on September 9, 2015. A primary driver for establishing a CRD Board remuneration philosophy was to recognize the significant amount of commitment required of Directors and to design an approach that would assist with engagement as well as attendance.

### 3. SCOPE:

The policy applies to all CRD Board Directors, Commission members, First Nations Members and certain Board appointees to external Boards.

### 4. DEFINITIONS:

**“Board Remuneration”**: means any compensation paid to Board Directors, certain Commission members, First Nations Members and Board appointees to external Boards as approved by the CRD Board in exchange for undertaking CRD business activities.

### 5. PROCEDURE:

Human Resources, in consultation with Finance and Technology and Corporate Services, is responsible for the control, coordination, and implementation of the policy. Modifications to the overall policy are to be approved by the Capital Regional District (CRD) Board.

- a) All Board Directors, certain Commission members, Municipal Councillors, First Nations Members and certain Board appointees to external Boards shall receive an annual stipend and/or a payment per meeting and travel expenses as per CRD Board Remuneration and Travel Expense Policy - Schedule 1.
- b) Eligibility for payments is defined in CRD Directors Appointments by Committees, Commissions to External Board - Schedule 2.

- c) The remuneration amounts will be adjusted annually, by Financial Services, based on the Consumer Price Index for the Victoria area for the twelve months ending December 31 of the preceding year – Schedule 3.
- d) The remuneration structure will be reviewed periodically as directed by the Board.

## 6. SCHEDULES:

- 1. CRD BOARD REMUNERATION AND TRAVEL EXPENSE POLICY
- 2. REMUNERATION ELIGIBILITY TABLE
- 3. CRD BOARD REMUNERATION PHILOSOPHY

## 7. AMENDMENTS:

| Adoption Date                                   | Description                                                                                                                                      |
|-------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|
| September 9, 2015<br>(Revised April 18, 2016)   | <i>Approved by the Board</i>                                                                                                                     |
| April 12, 2017<br>(eff. January 1, 2017)        | <i>Amendment 1, approved by the Board</i>                                                                                                        |
| May 9, 2018<br>(eff. January 1, 2019)           | <i>Amendment 2, approved by the Board</i>                                                                                                        |
| February 10, 2020<br>(Schedule 1 and 2 updates) | <i>Amendment 3, approved by Human Resources (eff Jan.2020 Schedule 1; Dec.2019 Schedule 2)</i>                                                   |
| January 13, 2021<br>(Schedule 2 update)         | <i>Amendment 4, approved by the Board</i>                                                                                                        |
| February 2, 2021<br>(Schedule 1 update)         | <i>Amendment 5, approved by Human Resources (eff. Jan.2021)</i>                                                                                  |
| January 24, 2022<br>(Schedule 1 update)         | <i>Amendment 6, approved by Human Resources (eff. Jan.2022)</i>                                                                                  |
| January 20, 2023<br>(Schedule 1 update)         | <i>Amendment 7, approved by Human Resources (eff. Jan.2023)</i>                                                                                  |
| June 2023                                       | <i>Amendment 8, approved by the Board (eff. June 2023)</i>                                                                                       |
| January 19, 2024<br>(Schedule 1 update)         | <i>Amendment 9, approved by Human Resources (eff. Jan.2024)</i>                                                                                  |
| December 11, 2024                               | <i>Amendment 10, approved by the Board (eff. Jan.1, 2025 - Schedule 1: SSI Electoral Area Director, Local Community Commission Commissioner)</i> |
| January 22, 2025<br>(Schedule 1 update)         | <i>Amendment 11, approved by Human Resources (eff.Jan. 2025)</i>                                                                                 |

|                                                                                                          |                                                                                    |
|----------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|
| January 20, 2026<br>(Schedule 1 update)                                                                  | <i>Amendment 12, approved by People, Safety &amp; Culture<br/>(eff. Jan. 2026)</i> |
| <u>TBD, 2026</u><br><u>(Schedule 1 update;</u><br><u>Schedule 2 update;</u><br><u>Schedule 3 update)</u> | <u><i>Amendment 13, approved the the Board (eff. Jan. 2027)</i></u>                |

## 8. REVIEWS:

| Review Date | Description:                                  |
|-------------|-----------------------------------------------|
| Annually    | <i>Review annually for schedule(s) update</i> |

## 9. RELATED POLICY, PROCEDURE OR GUIDELINE:

- *Bylaw No. 3828, "Board Procedures Bylaw, 2012"*

## SCHEDULE 1

### CRD BOARD REMUNERATION AND TRAVEL EXPENSE POLICY

*Effective January 1, 2026  
(E&OE)*

|    |                                                                                                                                                                                                                                                   | REMUNERATION                    | EXPENSE ALLOWANCE               | TOTAL                           |
|----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|---------------------------------|---------------------------------|
|    | <b>ANNUAL STIPENDS</b>                                                                                                                                                                                                                            |                                 |                                 |                                 |
|    | Paid periodically throughout the year (currently, biweekly)                                                                                                                                                                                       |                                 |                                 |                                 |
| 1  | <b>CRD / CRHD Board Directors</b>                                                                                                                                                                                                                 | <del>16,347</del> <u>18,845</u> | <del>8,174</del> <u>9,105</u>   | <del>24,521</del> <u>27,590</u> |
|    | <i>Includes all CRD/CRHD Board meetings, Committee of the Whole Meetings, and two Standing Committee* commitments<br/>*where defined as a standing committee in bylaws or terms of reference<br/>AND members are appointed by the Board Chair</i> |                                 |                                 |                                 |
| 2  | <b>Electoral Area Directors (additional)</b>                                                                                                                                                                                                      |                                 |                                 |                                 |
|    | - JDF Electoral Area; SGI Electoral Area                                                                                                                                                                                                          | <del>31,512</del> <u>39,729</u> | <del>15,756</del> <u>19,567</u> | <del>47,268</del> <u>59,295</u> |
|    | - SSI Electoral Area                                                                                                                                                                                                                              | <del>24,692</del> <u>32,874</u> | <del>12,346</del> <u>16,191</u> | <del>37,038</del> <u>49,065</u> |
| 3  | <b>CRD Board Chair (additional)</b>                                                                                                                                                                                                               | <del>24,042</del> <u>21,120</u> | <del>12,021</del> <u>11,880</u> | <del>36,063</del> <u>36,000</u> |
| 4  | <b>CRD Board Vice-Chair (additional)</b>                                                                                                                                                                                                          | <del>4,807</del> <u>5,113</u>   | <del>2,404</del> <u>2,518</u>   | <del>7,211</del> <u>7,631</u>   |
| 5  | <b>CRHD Board Chair (additional)</b>                                                                                                                                                                                                              | <del>5,113</del> <u>4,807</u>   | <del>2,518</del> <u>2,404</u>   | <del>7,631</del> <u>7,211</u>   |
|    | <i>(Not paid if the CRHD Board Chair is also the CRD Board Vice-Chair)</i>                                                                                                                                                                        |                                 |                                 |                                 |
| 6  | <b>Board Standing Committee Chair, CRD Arts Commission Chair &amp; Solid Waste Advisory Commission Chair (additional) (when appointed by CRD Board Chair)</b>                                                                                     | <del>2,405</del> <u>2,773</u>   | <del>1,202</del> <u>1,366</u>   | <del>3,607</del> <u>4,139</u>   |
| 7  | <b>Additional Board Standing Committee(s) (additional)</b>                                                                                                                                                                                        | <del>5,113</del> <u>4,807</u>   | <del>2,518</del> <u>2,404</u>   | <del>7,631</del> <u>7,211</u>   |
|    | <i>(Payable if Standing Committee Membership exceeds the two remunerated in Section 1)</i>                                                                                                                                                        |                                 |                                 |                                 |
| 8  | <b>Salt Spring Island Local Community Commissioner</b>                                                                                                                                                                                            | <del>8,954</del> <u>10,167</u>  | <del>4,477</del> <u>5,008</u>   | <del>13,431</del> <u>15,175</u> |
|    | <i>(Payable to all elected LCC commissioners, except the Electoral Area Director)</i>                                                                                                                                                             |                                 |                                 |                                 |
|    | <b>PER MEETING PAYMENTS</b>                                                                                                                                                                                                                       |                                 |                                 |                                 |
|    | Paid for scheduled attendance at a meeting, except where such meeting has been cancelled in advance<br>(see Footnote 2 – Eligibility Verification)                                                                                                |                                 |                                 |                                 |
| 9  | <b>Alternate CRD/CRHD Board Director and Acting Standing Committee Chair</b>                                                                                                                                                                      | <del>73</del> <u>142</u>        | <del>37</del> <u>70</u>         | <del>110</del> <u>212</u>       |
| 10 | <del><b>CRD Board Directors—Local &amp; Sub-Regional Commission/Committee Meetings</b></del>                                                                                                                                                      | <del>73</del>                   | <del>37</del>                   | <del>110</del>                  |
|    | <del>Does not apply when:</del>                                                                                                                                                                                                                   |                                 |                                 |                                 |
|    | <del>i. Commission /Committee within the responsibilities of the Electoral Area Director</del>                                                                                                                                                    |                                 |                                 |                                 |
|    | <del>ii. Remuneration is already paid by the Commission</del>                                                                                                                                                                                     |                                 |                                 |                                 |
|    | <del>iii. The Committee/Commission is not eligible for payment by Act, Regulation, Bylaw or other</del>                                                                                                                                           |                                 |                                 |                                 |

|                     |                                                                                                                                                                                                                                                                                                                                                                                                                   |                  |                 |                   |
|---------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|-----------------|-------------------|
| <del>11</del><br>10 | <b>First Nation Member appointees to eligible CRD Committee</b>                                                                                                                                                                                                                                                                                                                                                   | <del>14273</del> | <del>7037</del> | <del>110212</del> |
| <del>12</del><br>11 | <b>CRD Board Directors – appointed by CRD to External Board</b><br>Does not apply when:<br>i. External Board falls within the responsibilities of the Electoral Area Director<br>ii. Remuneration is already paid by the External Board<br>iii. The External Board is not eligible for payment by Act, Regulation, Bylaw or other                                                                                 | <del>14273</del> | <del>7037</del> | <del>110212</del> |
| <del>13</del><br>12 | <b>CRD Municipal Directors who vote on Part 26 Decisions of Juan de Fuca Electoral Area</b><br>Applies only when:<br>a. Attendance at a JDFA land use committee meeting of which the director is a member<br>b. Attendance at any land use public hearing of the JDFA regarding an area where the director is eligible to vote on decisions at the CRD Board<br><br>Does not apply to the Electoral Area Director | <del>14273</del> | <del>7037</del> | <del>110212</del> |
| <del>14</del><br>13 | <b>Alternate CRD Electoral Area Director attending formal Local and Sub-Regional Commission meetings in place of the Electoral Area Director</b>                                                                                                                                                                                                                                                                  | <del>14273</del> | <del>7037</del> | <del>110212</del> |
| <del>15</del><br>14 | <b>All Commissioners - Regional Water Supply Commission</b>                                                                                                                                                                                                                                                                                                                                                       | <del>14273</del> | <del>7037</del> | <del>110212</del> |
| <del>15</del><br>15 | <b><u>Commissioners – where approved by the Board and Commission</u></b>                                                                                                                                                                                                                                                                                                                                          | <del>142</del>   | <del>70</del>   | <del>212</del>    |
| <del>16</del><br>16 | <b>Forum of Councils – First Nations, Municipal Councilors and Directors</b>                                                                                                                                                                                                                                                                                                                                      | <del>14273</del> | <del>7037</del> | <del>110212</del> |

## TRAVEL EXPENSES

(see Footnote 3 regarding claim process)

|    |                                                                                                                                                                     |        |                                                                                                   |
|----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|---------------------------------------------------------------------------------------------------|
| 17 | <b>All Director, LCC Commissioner, or First Nation Member Travel - to and from meetings where the Director, LCC Commissioner or First Nation Member is a member</b> | \$0.67 | Per km. for regularly constituted meetings of Board, Commissions, Standing, and Select Committees |
|----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|---------------------------------------------------------------------------------------------------|

## DIRECTOR TRAVEL

Within Capital Region/Vancouver Island and Lower Mainland

|    |                                                         |                |                      |
|----|---------------------------------------------------------|----------------|----------------------|
| 18 | <b>Travel by Personal Automobile</b>                    | \$0.67         | Per kilometre        |
| 19 | <b>Travel by Bus, Train, Ferry, Air (economy class)</b> | Actual expense | Payable upon receipt |

## DIRECTOR TRAVEL

Outside Capital Region/Vancouver Island and Lower Mainland

|    |                                                                                |                |                      |
|----|--------------------------------------------------------------------------------|----------------|----------------------|
| 20 | <b>Travel by Personal Automobile</b>                                           | \$0.67         | Per kilometre        |
| 21 | <b>Travel by Bus, Train, Ferry, Air (economy class), Car Rental (mid-size)</b> | Actual expense | Payable upon receipt |

|                                            |                                                                                              |             |                                                                                                                                                          |
|--------------------------------------------|----------------------------------------------------------------------------------------------|-------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|
| 22                                         | <b>Electoral Area Director Travel - within Electoral Area</b>                                | \$0.67      | For travel greater than 10km from EA Director's residence within the EA or their office, provided the destination is a place to conduct EA business      |
| 23                                         | <b>CRD Board Chair, CRHD Board Chair, Standing Committee Chair - including Acting Chairs</b> | \$0.67      | For any business travel of the Board or Standing Committee, provided the expenses are incurred outside the municipality or EA which the Chair represents |
| <b>MEALS</b>                               |                                                                                              |             |                                                                                                                                                          |
| 24                                         | <b>For Travel Requiring Greater-Than 24 Hours from Place of Residence</b>                    | \$84.00     | Per diem allowance for meals, gratuities, parking, local calls                                                                                           |
|                                            | <b>For Travel Requiring Less-than 24 Hours from Place of Residence</b>                       |             |                                                                                                                                                          |
| 25                                         | - Breakfast                                                                                  | \$18.00     | See Footnote 1                                                                                                                                           |
| 26                                         | - Lunch                                                                                      | \$24.00     | See Footnote 1                                                                                                                                           |
| 27                                         | - Dinner                                                                                     | \$42.00     | See Footnote 1                                                                                                                                           |
| <b>OTHER</b>                               |                                                                                              |             |                                                                                                                                                          |
| 28                                         | <b>Seminars, Courses, Conferences, Meetings</b>                                              | Actual Cost | Registration Fees paid for single participation (Receipt required)                                                                                       |
| 29                                         | <b>Accommodation</b>                                                                         | Actual Cost | Based on single occupancy                                                                                                                                |
| 30                                         | <b>Taxi Expenses</b>                                                                         | Actual Cost | Receipts are required                                                                                                                                    |
| 31                                         | <b>Long Distance Telephone Calls</b>                                                         | Actual Cost | Receipts are required                                                                                                                                    |
| <b><u>FOOTNOTES</u></b>                    |                                                                                              |             |                                                                                                                                                          |
| (1) Meal payments will be paid as follows: |                                                                                              |             |                                                                                                                                                          |
|                                            | If Departure Prior to:                                                                       | 7:00am      | Breakfast, Lunch, Dinner                                                                                                                                 |
|                                            |                                                                                              | 12:00noon   | Lunch, Dinner                                                                                                                                            |
|                                            |                                                                                              | 6:00pm      | Dinner                                                                                                                                                   |
|                                            | If Return After:                                                                             | 12:30pm     | Breakfast, Lunch                                                                                                                                         |
|                                            |                                                                                              | 6:00pm      | Breakfast, Lunch, Dinner                                                                                                                                 |

(2) Eligibility Verification:

For attendance at meetings, seminars, courses, conferences and/or meetings outside of CRD facilities, claimants will confirm their attendance on the CRD Travel Expense Report Claim form and eligibility of expense claims will be approved by Legislative Services.

(3) Travel Expense Claims Process:

Claims for travel expenses are submitted to *Legislative Services* for approval on the CRD Travel Expense Report Claim form within thirty (30) *calendar days* of the period in which the expenses were incurred.

## SCHEDULE 2

### CRD BOARD REMUNERATION AND TRAVEL EXPENSE POLICY

#### **CRD Director Remuneration Eligibility Table** (E&OE)

| <b>Regional Board and Standing Committees</b>    | <b>See<br/>Footnote</b> |
|--------------------------------------------------|-------------------------|
| Capital Regional District Board                  | 1                       |
| Capital Regional Hospital District Board         | 1                       |
| Capital Region Housing Corporation Board         | 1, 6                    |
| Climate Action Inter-Municipal Task Force        | 7                       |
| Committee of the Whole                           | 1                       |
| Core Area Liquid Waste Management Committee      | 1, 2, 8                 |
| Electoral Areas Committee                        | 1, 2, 8                 |
| Environmental Services Committee                 | 1, 2, 8                 |
| Finance Committee                                | 1, 2, 8                 |
| Governance and First Nations Relations Committee | 1, 2, 8                 |
| Hospitals and Housing Committee                  | 1, 2, 8                 |
| Planning and Protective Services Committee       | 1, 2, 8                 |
| Regional Parks Committee                         | 1, 2, 8                 |
| Solid Waste Advisory Committee                   | 7                       |
| Transportation Committee                         | 1, 2, 8                 |

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**Footnotes:**

1. *Within Director's core responsibilities*
2. *Eligible for additional Standing Committee payment, if Director already sits on two (2) Standing Committees*
3. *Eligible for per meeting payment*
4. *Not eligible for payment: Commission/Board falls within the responsibilities of an Electoral Area Director*
5. *Not eligible for payment: Commission/Board already makes a payment for attendance*
6. *Not eligible for payment: Commission/Board ineligible by Act, Regulation, Bylaw, or other*
7. *Not eligible for payment: Sub-Committee to a Standing Committee or other*
8. *Payments to be made to respective First Nations Governments on behalf of First Nation Member appointees following attendance at the meeting. Payments for attendance and expenses shall not exceed \$8,250 per year per First Nation. Note that First Nation participation is only permitted where the specific Committee Terms of Reference allow.*

**Director Appointments to Local & Subregional Commissions****See  
Footnote**

|                                                                         |     |
|-------------------------------------------------------------------------|-----|
| Accessibility Advisory Committee                                        | 7   |
| Arts Advisory Council                                                   | 7   |
| Arts Commission                                                         | 4,6 |
| Beddis Water Service Commission                                         | 4   |
| Cedar Lane Water Service Commission                                     | 4   |
| Cedars of Tuam Water Service Commission                                 | 4   |
| East Sooke Fire Protection and Emergency Response Service Commission    | 4   |
| East Sooke Advisory Planning Commission                                 | 4   |
| Fernwood and Highland Water Local Service Commission                    | 4   |
| Fulford Water Service Commission                                        | 4   |
| Galiano Island Parks and Recreation Commission                          | 4   |
| Ganges Sewer Local Services Commission                                  | 4   |
| Juan de Fuca Board of Variance                                          | 4   |
| Juan de Fuca Electoral Area Parks and Recreation Advisory Commission    | 4   |
| Juan de Fuca Land Use Committee                                         | 4   |
| Juan de Fuca Water Distribution Commission                              | 4   |
| Lyall Harbour/Boot Cove Water Local Services Committee                  | 4   |
| Magic Lake Estates Water and Sewer Committee                            | 4   |
| Malahat Advisory Planning Commission                                    | 4   |
| Malahat Fire Protection and Emergency Response Service Commission       | 4   |
| Maliview Sewer Local Service Commission                                 | 4   |
| Mayne Island Parks and Recreation Commission                            | 4   |
| North Galiano Fire Protection and Emergency Response Service Commission | 4   |
| Otter Point Advisory Planning Commission                                | 4   |
| Otter Point Fire Protection and Emergency Response Service Commission   | 4   |
| Pender Islands Parks and Recreation Commission                          | 4   |

**Footnotes:**

1. *Within Director's core responsibilities*
2. *Eligible for additional Standing Committee payment, if Director already sits on two (2) Standing Committees*
3. *Eligible for per meeting payment*
4. *Not eligible for payment: Commission/Board falls within the responsibilities of an Electoral Area Director*
5. *Not eligible for payment: Commission/Board already makes a payment for attendance*
6. *Not eligible for payment: Commission/Board ineligible by Act, Regulation, Bylaw, or other*
7. *Not eligible for payment: Sub-Committee to a Standing Committee or other*

| <b>Director Appointments to Local &amp; Subregional Commissions (con't)</b> | <b>See<br/>Footnote</b> |
|-----------------------------------------------------------------------------|-------------------------|
| Peninsula Recreation Commission                                             | <del>36</del>           |
| Port Renfrew Fire Protection and Emergency Response Service Commission      | 4                       |
| Port Renfrew Utility Services Committee                                     | 4                       |
| Regional Transportation Advisory Committee                                  | 7                       |
| Regional Water Supply Commission                                            | 5                       |
| Saanich Peninsula Wastewater Commission                                     | <del>36</del>           |
| Saanich Peninsula Water Commission                                          | <del>36</del>           |
| Salt Spring Island Local Community Commission                               | 1,4                     |
| Saturna Island Parks and Recreation Commission                              | 4                       |
| Shirley Fire Protection and Emergency Response Service Commission           | 4                       |
| Shirley/Jordan River Advisory Planning Commission                           | 4                       |
| Skana Water Service Committee                                               | 4                       |
| Sooke and Electoral Area Parks and Recreation Commission                    | <del>3,4,6</del>        |
| Southern Gulf Islands Community Economic Sustainability Commission          | 4                       |
| Southern Gulf Islands Electoral Area Emergency Advisory Commission          | 4                       |
| Southern Gulf Islands Harbours Commission                                   | 4                       |
| Southern Gulf Islands Public Library Commission                             | 4                       |
| Sticks Allison Water Local Service Committee                                | 4                       |
| Surfside Park Estates Water Service Committee                               | 4                       |
| Victoria Family Court and Youth Justice Committee                           | 6                       |
| Water Advisory Committee                                                    | 6                       |
| Wilderness Mountain Water Service Commission                                | 4                       |
| Willis Point Advisory Planning Commission                                   | 4                       |
| Willis Point Fire Protection and Recreation Facilities Commission           | 4                       |

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**Footnotes:**

1. *Within Director's core responsibilities*
2. *Eligible for additional Standing Committee payment, if Director already sits on two (2) Standing Committees*
3. *Eligible for per meeting payment*
4. *Not eligible for payment: Commission/Board falls within the responsibilities of an Electoral Area Director*
5. *Not eligible for payment: Commission/Board already makes a payment for attendance*
6. *Not eligible for payment: Commission/Board ineligible by Act, Regulation, Bylaw, or other*
7. *Not eligible for payment: Sub-Committee to a Standing Committee or other*

| <b>Regional Board Appointments to External Boards</b>                                | <b>See<br/>Footnote</b> |
|--------------------------------------------------------------------------------------|-------------------------|
| Capital Region Emergency Services Telecommunications                                 | 5                       |
| Greater Victoria Coalition to End Homelessness Society                               | 6                       |
| Greater Victoria Harbour Authority Board                                             | 3,5                     |
| Greater Victoria Labour Relations Association                                        | 3                       |
| ICET – Island Costal Economic Trust Central South Island Regional Advisory Committee | 6                       |
| Island Corridor Foundation Board                                                     | 5                       |
| Municipal Finance Authority                                                          | 5                       |
| Pender Islands' Fire Protection Society                                              | 4                       |
| South Island Reconciliation Advisory Committee                                       | 3                       |
| Royal and McPherson Theatres Society Advisory Committee                              | 7                       |
| Royal and McPherson Theatres Society Board                                           | 3                       |
| Sooke Historical Society                                                             | 4                       |
| Vancouver Island and Costal Communities Climate Leadership Plan Steering Committee   | 6                       |
| Vancouver Island Regional Library Board                                              | 4                       |

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**Footnotes:**

1. *Within Director's core responsibilities*
2. *Eligible for additional Standing Committee payment, if Director already sits on two (2) Standing Committees*
3. *Eligible for per meeting payment*
4. *Not eligible for payment: Commission/Board falls within the responsibilities of an Electoral Area Director*
5. *Not eligible for payment: Commission/Board already makes a payment for attendance*
6. *Not eligible for payment: Commission/Board ineligible by Act, Regulation, Bylaw, or other*
7. *Not eligible for payment: Sub-Committee to a Standing Committee or other*

### SCHEDULE 3

#### CRD BOARD REMUNERATION AND TRAVEL EXPENSE POLICY

##### **CRD Board Remuneration Philosophy**

(Effective January 1, ~~2016~~2027)

- a base Director annual stipend as the average paid to CRD member councillors, which recognizes attendance at all Board meetings and Committee of the Whole meetings plus two Standing Committee commitments; and
- an additional annual stipend to Electoral Area Directors which recognizes all additional Electoral Area work including Electoral Area Commission commitments; and
- an additional annual stipend to the CRD Board Chair consistent with payments made by other Regional Districts, which recognizes all Board Chair responsibilities including all ex-officio responsibilities on Standing Committees; and
- additional annual stipends to recognize the additional commitments of the: CRD Board Vice-Chair; Capital Region Hospital District Chair; Standing Committee Chairs; CRD Directors appointed as a Commission Chair, when such Commission Chair appointment is made directly by the CRD Board Chair ~~amended effective January 1, 2017~~; and CRD Directors who are involved on more than two Standing Committees; and
- an annual stipend to Commissioners of the Salt Spring Island Local Community Commission as a percentage of the base CRD Director annual stipend and which recognizes all responsibilities of a Commissioner; and
- per meeting payments to CRD Directors appointed to ~~local and sub-regional Commissions~~ and external boards (except where remuneration is already paid and/or not eligible); and
- per meeting payments to Alternate Directors consistent with payments made by other Regional Districts; and
- that the annual cost of living adjustment based on the Victoria Consumer Price Index continue to be applied, and that a regular review be undertaken every three (3) to five (5) years to ensure remuneration remains comparable.

April 23, 2026

Mr. Chris Neilson  
Senior Manager - People, Safety & Culture  
Capital Regional District  
625 Fisgard Street  
Victoria, BC V8W 1R7

**Via E-Mail [cneilson@crd.bc.ca]**

Dear Chris:

We are pleased to present our conclusions, informed by the Capital Regional District's ("CRD") Board Remuneration Philosophy and based on the results of the market survey regarding remuneration for members of the CRD Board of Directors.

## **Background**

The CRD is a regional government which serves approximately 440,000 residents from three electoral areas and 13 municipal governments throughout the Capital Region. The CRD is governed by a 24-member Board of Directors, who also serve as members of the Regional Hospital Board and the Capital Region Housing Corporation Board. The CRD Board is comprised of Municipal Directors who are appointed by their respective municipal councils, along with Directors from the electoral areas. CRD governance also includes Commissioners for a significant number of sub-regional and local area services.

The CRD Board Remuneration and Travel Expense Policy ("Policy") applies to CRD Directors and Alternates, certain Commissioners and other elected or appointed officials. The Policy specifies a review will be undertaken every three to five years to ensure remuneration remains comparable. Western Compensation & Benefits Consultants ("WCBC") was retained by the CRD to conduct the market comparison review in 2026 and ensure appropriate alignment with the philosophy statements in the Policy.

## **Western Compensation & Benefits Consultants**

WCBC is a Canadian consulting firm founded in Vancouver over 40 years ago, serving clients across Canada and internationally. The firm provides advice on all aspects of compensation and benefits, as well as related human resources matters. WCBC's professional staff hold relevant degrees and recognized designations in areas such as human resources, compensation, group benefits, accounting, economics, and management consulting. The firm has extensive experience working with organizations in the public, private, and not-for-profit sectors, supporting the development of practical, evidence-based compensation programs. WCBC has successfully provided compensation consulting assistance to a wide range of BC regional districts, municipalities and related entities.

## Work Completed

To assess whether the remuneration provided for the CRD Board of Directors aligns with the CRD Board Remuneration Philosophy, WCBC completed the following tasks.

### Discussions With CRD

At the outset of the project, WCBC had discussions with CRD's Senior Manager, People, Safety & Culture. WCBC obtained and reviewed background information and documentation on CRD's current board remuneration and travel expense policy and discussed appropriate comparison organizations.

### Conducted Market Survey

WCBC prepared survey materials and subsequently contacted and included the following seven regional districts and 13 member municipalities in the market survey.

| Regional District                           | Municipality                             |
|---------------------------------------------|------------------------------------------|
| ♦ Comox Valley Regional District            | ♦ City of Colwood                        |
| ♦ Fraser Valley Regional District           | ♦ City of Langford                       |
| ♦ Regional District of Fraser-Fort George   | ♦ City of Victoria                       |
| ♦ Regional District of Nanaimo              | ♦ District of Central Saanich            |
| ♦ Regional District of North Okanagan       | ♦ District of Highlands                  |
| ♦ Regional District of Okanagan-Similkameen | ♦ District of Metchosin                  |
| ♦ Sunshine Coast Regional District          | ♦ District of North Saanich              |
|                                             | ♦ District of Oak Bay                    |
|                                             | ♦ District of Sooke                      |
|                                             | ♦ District of the Corporation of Saanich |
|                                             | ♦ Town of Sidney                         |
|                                             | ♦ Township of Esquimalt                  |
|                                             | ♦ View Royal                             |

### Completed Analysis and Prepared Report

WCBC compared the CRD's current remuneration, expense reimbursement, and related practices to those of the survey organizations. Following a discussion with the Senior Manager, People, Safety & Culture, WCBC developed the conclusions set out herein to support alignment with the CRD Board Remuneration Philosophy.

## Conclusions

The following conclusions are based on the CRD's Board Remuneration Philosophy, as established by the CRD Board. In developing the conclusions, WCBC considered the results of the market survey, the extent to which current and proposed remuneration aligns with the stated Philosophy, and where appropriate, the existing relationships between roles to ensure internal consistency. Each component of remuneration is addressed below, with reference to the relevant Philosophy provisions supporting the conclusions.

### Base Director

The CRD Board Remuneration Philosophy states that a base Director annual stipend should be the average (applied as median) paid to CRD member councillors, which recognizes attendance at all CRD Board meetings and Committee of the Whole meetings plus two Standing Committee commitments.

The results of the market survey and the resulting conclusions are set out below:

| Median Paid to CRD<br>Member Councillors | Annual Stipend Based on Philosophy |                      |          |
|------------------------------------------|------------------------------------|----------------------|----------|
|                                          | Remuneration                       | Expense<br>Allowance | Total    |
| \$27,590                                 | \$18,845                           | \$9,105              | \$27,590 |

CRD's base Director's annual stipend is currently \$24,521. However, in accordance with the Philosophy it should be \$27,590. Therefore, a base Director's annual stipend should be increased by \$3,069.

### Electoral Area Directors

The CRD Board Remuneration Philosophy states that an additional annual stipend for Electoral Area Directors should provide overall remuneration consistent with the average (applied as median) paid to CRD member mayors, which recognizes all additional Electoral Area work including Electoral Area Commission commitments.

The results of the market survey and the resulting conclusions are set out below:

| Median Paid to CRD<br>Member Mayors | Additional Annual Stipend Based on Philosophy |                      |          |
|-------------------------------------|-----------------------------------------------|----------------------|----------|
|                                     | Remuneration                                  | Expense<br>Allowance | Total    |
| \$59,295                            | \$39,729                                      | \$19,567             | \$59,295 |

CRD's annual stipend for Electoral Directors (other than the SSI Electoral Area Director) is currently \$47,268 and therefore it should be increased by \$12,027.

## **CRD Board Chair**

The CRD Board Remuneration Philosophy states that an additional annual stipend for the CRD Board Chair should be consistent with payments made by other Regional Districts, which recognizes all Board Chair responsibilities including all ex-officio responsibilities on Standing Committees.

The results of the market survey and the resulting conclusions are set out below:

| <b>Median Paid to<br/>Regional District<br/>Board Chairs</b> | <b>Additional Annual Stipend Based on Philosophy</b> |                              |              |
|--------------------------------------------------------------|------------------------------------------------------|------------------------------|--------------|
|                                                              | <b>Remuneration</b>                                  | <b>Expense<br/>Allowance</b> | <b>Total</b> |
| \$36,000                                                     | \$24,120                                             | \$11,880                     | \$36,000     |

The CRD Board Chair's annual stipend is currently \$36,063 and therefore it should be decreased by \$63.

## **Other Additional Annual Stipends**

The CRD Board Remuneration Philosophy states that additional annual stipends should recognize the additional commitments of the: CRD Board Vice-Chair; Capital Regional Hospital District Chair; CRD Directors appointed as a Commission Chair, when such Commission Chair appointment is made directly by the CRD Board Chair; Standing Committee Chairs; CRD Directors who are involved on more than two Standing Committees; and Commissioners of the Salt Spring Island Local Community Commission.

Each additional annual stipend is discussed below.

### **CRD Board Vice-Chair**

The results of the market survey and the resulting conclusions are set out below:

| <b>Median Paid to<br/>Regional District<br/>Board Vice-Chairs</b> | <b>Additional Annual Stipend Based on Philosophy</b> |                              |              |
|-------------------------------------------------------------------|------------------------------------------------------|------------------------------|--------------|
|                                                                   | <b>Remuneration</b>                                  | <b>Expense<br/>Allowance</b> | <b>Total</b> |
| \$7,631                                                           | \$5,113                                              | \$2,518                      | \$7,631      |

The CRD Board Vice-Chair's annual stipend is currently \$7,211 and therefore it should be increased by \$420.

### **Capital Region Hospital District Chair**

The CRD compensates the Capital Region Hospital District ("CRHD") Chair at the same level as the CRD Board Vice-Chair. Among the comparison regional districts, most compensate their Hospital District Chair at a level below that of the Vice-Chair, with one regional district providing higher remuneration for the role. If the median of the comparator group were used as the basis for determining remuneration, the CRHD Chair compensation would be approximately half of its current level. WCBC has considered the relationship between the

roles on the CRD Board of Directors and concluded that maintaining the remuneration provided for the CRHD Chair at the same level as the CRD Board Vice-Chair would be appropriate.

**CRD Directors Appointed as Commission Chairs**

The CRD provides an additional annual stipend to CRD Directors appointed as Commission Chairs when such Commission Chair appointment is made directly by the CRD Board Chair.

No direct comparisons for this role were identified among the regional districts surveyed. Accordingly, WCBC considered the existing relationship between the Commission Chairs additional annual stipend and the base Director annual stipend. At present, Commission Chairs receive an additional annual stipend that is approximately 15% lower than the base Director annual stipend.

Applying this same relationship, the resulting conclusions are set out below:

| 15% of Base<br>Director Annual<br>Stipend (based on<br>conclusions) | Additional Annual Stipend Based on Philosophy |                      |         |
|---------------------------------------------------------------------|-----------------------------------------------|----------------------|---------|
|                                                                     | Remuneration                                  | Expense<br>Allowance | Total   |
| \$4,139                                                             | \$2,773                                       | \$1,366              | \$4,139 |

CRD’s annual stipend for Commission Chairs is currently \$3,607 and therefore should be increased by \$532.

**Standing Committee Chairs**

As discussed earlier herein, the base Director stipend covers service on up to two Standing Committees. Where the CRD Board Chair appoints a Director as a Standing Committee Chair and the Director’s total committee commitments exceed two, an additional annual stipend is provided.

The CRD provides an additional stipend for Standing Committee Chairs, set at the same level as the Commission Chairs additional annual stipend, where applicable. Among the comparison regional districts, additional compensation for committee chair roles is uncommon, and where such compensation exists, it is in the form of a fee per meeting attended. If the comparison group were used as the basis for determining this additional stipend, the resulting amount would be significantly lower than the current level. WCBC has considered the relationship between roles on the CRD Board of Directors and concludes that maintaining the current approach where the Standing Committee Chair additional annual stipend aligns with the Commission Chair additional annual stipend would be appropriate.

**CRD Directors Involved on More Than Two Standing Committees**

Where a CRD Director’s membership exceeds two Standing Committees, an additional annual stipend is provided.

The CRD provides an additional annual stipend for Standing Committee Members, set at the same level as the CRD Board Vice-Chair stipend, where applicable. There are no comparisons for this among the regional districts. WCBC has considered the relationship

between roles at the CRD Board of Directors and concludes that maintaining the current approach where the Standing Committee Member additional annual stipend aligns with the CRD Board Vice-Chair additional annual stipend would be appropriate.

### **Commissioners of the Salt Spring Island Local Community Commission**

The CRD provides an additional stipend to members of the Salt Spring Island Local Community Commission ("LCC"). This stipend is paid to all elected LCC Commissioners, excluding Electoral Area Directors.

No direct comparators for this role were identified among the regional districts included in the market survey. Accordingly, WCBC considered the existing relationship between the LCC Commissioner additional annual stipend and the base Director annual stipend. At present, LCC Commissioners receive an annual stipend that is approximately equal to 55% of the base Director amount.

Applying this same relationship, the resulting conclusions are set out below:

| <b>55% of Base<br/>Director Annual<br/>Stipend (based on<br/>conclusions)</b> | <b>Additional Annual Stipend Based on Philosophy</b> |                              |              |
|-------------------------------------------------------------------------------|------------------------------------------------------|------------------------------|--------------|
|                                                                               | <b>Remuneration</b>                                  | <b>Expense<br/>Allowance</b> | <b>Total</b> |
| \$15,175                                                                      | \$10,167                                             | \$5,008                      | \$15,175     |

CRD's annual stipend for the Salt Spring Island Local Community Commissioners is currently \$13,431 and therefore it should be increased by \$1,744.

### **Alternate Directors**

The CRD Board Remuneration Philosophy states that per meeting payments to Alternate Directors should be consistent with payments made by other Regional Districts, and to CRD Directors appointed to local and sub-regional Commissions and external Boards except where remuneration is already paid and/or not eligible.

The results of the market survey and the resulting conclusions are set out below:

| <b>Median Regional<br/>District Per Meeting<br/>Payments</b> | <b>Per Meeting Payment Based on Philosophy</b> |                              |              |
|--------------------------------------------------------------|------------------------------------------------|------------------------------|--------------|
|                                                              | <b>Remuneration</b>                            | <b>Expense<br/>Allowance</b> | <b>Total</b> |
| \$212                                                        | \$142                                          | \$70                         | \$212        |

CRD's per meeting fee for Alternate Directors is currently \$110 and therefore should be increased by \$102.

## Annual Cost-of-Living Adjustments

The CRD Board Remuneration Philosophy states that stipends are to be adjusted annually based on the Victoria Consumer Price Index (CPI). This approach is a common practice among the comparison organizations. All regional districts apply annual increases linked to CPI, and most municipalities follow a similar approach, with only a few using alternative methodologies.

Recognizing its alignment with both the CRD's stated Philosophy and prevailing market practice, WCBC recommends that CRD continue to determine annual adjustments based on CPI.

## Summary of Conclusions

The following table summarizes the above conclusions.

| Annual Stipends                                 |              |                   |          |
|-------------------------------------------------|--------------|-------------------|----------|
|                                                 | Remuneration | Expense Allowance | Total    |
| CRD/CRHD Board Directors                        | \$18,845     | \$9,105           | \$27,590 |
| Additional Stipends                             |              |                   |          |
| Electoral Area Directors                        | \$39,729     | \$19,567          | \$59,295 |
| CRD Board Chair                                 | \$24,120     | \$11,880          | \$36,000 |
| CRD Board Vice-Chair                            | \$5,113      | \$2,518           | \$7,631  |
| CRHD Board Chair                                | \$5,113      | \$2,518           | \$7,631  |
| Commission Chairs                               | \$2,773      | \$1,366           | \$4,139  |
| Board Standing Committee Chair                  | \$2,773      | \$1,366           | \$4,139  |
| Additional Board Standing Committee(s)          | \$5,113      | \$2,518           | \$7,631  |
| Salt Spring Island Local Community Commissioner | \$10,167     | \$5,008           | \$15,175 |
| Per Meeting Payments                            |              |                   |          |
| Alternate Directors                             | \$142        | \$70              | \$212    |

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We would be pleased to discuss this report with you.

Yours sincerely,



Barry D. Cook



Linda M. Reid