



Capital Regional District

625 Fisgard St.,
Victoria, BC V8W 1R7

Notice of Meeting and Meeting Agenda Peninsula Recreation Commission

Thursday, September 24, 2026

6:00 PM

Panorama Boardroom
1885 Forest Park Drive
North Saanich, BC V8L 4A3
[Videoconference](#)

N. Paltiel (Chair), P. DiBattista (Vice-Chair), K. Frost, S. Garnett, P. Jones, V. Kreiser, C. McNeil-Smith,
P. Murray, R. Windsor

1. Territorial Acknowledgement

2. Approval of Agenda

3. Adoption of Minutes

3.1 Minutes of the August 27, 2026, Peninsula Recreation Commission Meeting

Recommendation: That the minutes of the Peninsula Recreation Commission meeting of August 27, 2026, be adopted as circulated.

Attachment: [Minutes – August 27, 2026](#)

4. Chair's Remarks

5. Presentations/Delegations

6. Commission Business

6.1 Financial Statement of Operations – Second Quarter of 2026

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

Attachment: [Staff Report: Financial Statement of Operations – Second Quarter of 2026](#)

6.2 New Policy: Accessible and Inclusive Recreation

Recommendation: That the new Accessible and Inclusive Recreation policy be approved.

Attachment: [Staff Report: New Policy: Accessible and Inclusive Recreation](#)

6.3 Remuneration for Peninsula Recreation Commissioners

Recommendation: The Peninsula Recreation Commission recommends to the Capital Regional District Board:

1. That effective January 1, 2027, all Commissioners of the Peninsula Recreation 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 up to \$20,988 for per meeting payments to Commissioners.

Attachment: [Staff Report: Remuneration for Peninsula Recreation Commissioners](#)

6.4 Municipal Consent for Loan Authorization Bylaw – Verbal Update

7. Correspondence

7.1 Minimum Service Level Policy

Attachment: [Email from F. Hannah re: Minimum Service Level Policy for Panorama](#)

7.2 Temporary Wheelchair Viewing Platform

Attachment: [Email from L. Cunningham re: Temporary Wheelchair Viewing Platform Panorama Arena A](#)

8. Motion to Close the Meeting

Recommendation: That the meeting be closed for personal information in accordance with Section (90)(1)(b) of the Community Charter [1 Item].

9. Rise and Report

10. New Business

11. Adjournment

The next meeting is January 28, 2027.

To ensure quorum, please advise Denise Toso at dtoso@panoramarec.bc.ca if you or your alternate cannot attend.



**Minutes of a Meeting of the Peninsula Recreation Commission
Held Thursday, August 27, 2026, in the Panorama Boardroom
1885 Forest Park Drive, North Saanich BC**

PRESENT:

COMMISSIONERS: N. Paltiel (Chair), P. DiBattista (Vice Chair), K. Frost, S. Garnett, V. Kreiser, S. Riddell (for R. Windsor), C. Rintoul (for C. McNeil-Smith), C. Stock (for P. Jones)

STAFF: S. Meikle, Senior Manager; K. Beck, Manager, Program Services; S. Davis, Manager, Administrative Services; L. Gregg, Manager, Facilities & Operations; G. Harris, Acting General Manager, Parks, Recreation & Environmental Services; M. Medland, Financial Services Advisor; D. Toso, Administrative Secretary (Recorder)

Regrets: Commissioners Jones, Murray, Windsor, McNeil-Smith

The meeting was called to order at 6:00 pm.

1. Territorial Acknowledgement

Commissioner DiBattista provided a territorial acknowledgement.

2. Approval of Agenda

MOVED by Commissioner Stock, SECONDED by Commissioner Garnett,
That the agenda be approved.
CARRIED

3. Adoption of Minutes of June 25, 2026

MOVED by Commissioner DiBattista, SECONDED by Commissioner Garnett,
That the minutes of the June 25, 2026 meeting be adopted.
CARRIED

4. Chair's Remarks: There were none.

5. Presentations/Delegations: There were none.

6. Commission Business

6.1 2027 Budget Review and Approval Process – Panorama Recreation

S. Davis spoke to Item 6.1.

Discussion ensued regarding the following:

- The budget presented tonight is the provisional budget and includes debt servicing costs for both the proposed Central Saanich facility and the arena accessibility improvement project. Should either or both of these projects not move forward or be delayed the budget will be amended to remove those debt servicing costs and the requisition will be reduced

Peninsula Recreation Commission Minutes August 27, 2026

accordingly. Any resulting amendments to the budget would be presented to the Commission early in the new year prior to final approval by the CRD Board in March 2027.

- Wage increases due to the collective agreement do not apply to contractors.
- General increases in insurance are occurring across the board, in addition to increases due to a new cyber security rider.
- Commendation to staff on budget presentation.
- Heat Recovery system savings will be more accurately projected after a full year of operation of the system but may be tempered by future increases in utility rates. The system is currently in week 3 of commissioning.
- Legal costs have stabilized.
- The CRD Executive Leadership Team has reviewed the information presented tonight; the provisional budget will go before the Board on September 23, 2026.
- Crystal Pool closure is not expected to have significant impact on attendance and revenue.
- Communications allocations is a CRD centralized service with full-time staff onsite; allocations for Human Resources include two full-time staff based at headquarters.
- Targeted increases in fees, rather than a shift to a higher user-pay ratio, were included in this year's budget to mitigate requisition increase. Removing debt servicing related to larger capital projects that are yet to be confirmed reduces the increase to requisition for the current year as follows:
 - Excluding the facility in Central Saanich and including the arena: 6.03%
 - Excluding the arena improvement project and including the facility in Central Saanich: 5.88%
 - Excluding both the arena and Central Saanich projects: 4.67%
- Question raised concerning the impacts of recently announced tariffs. The operating budget is not expected to be greatly impacted given local purchasing of goods and services and the capital project budgets contain contingency for the uncertainty of the impacts of tariffs.
- Most grant revenue is associated with provincial childcare subsidy. Staff are consistently seeking other grant opportunities for programming and for larger projects.
- Maintenance purchasing has been smooth; changes to paper towel dispensing are having a positive impact.
- Clarification that lines 7 and 8 of the budget, CRD allocations for Human Resources and Communications, include wages and benefits not reflected in line 1.

**MOVED by Commissioner Rintoul, SECONDED by Commissioner Stock,
The Peninsula Recreation Commission recommends the Committee of the Whole
recommend to the Capital Regional District Board:
That Appendix A, Operating & Capital Budget 2027-2031 – Panorama Recreation, be
approved as presented and form the basis of the Provisional 2027-2031 Financial Plan.**

Discussion ensued regarding the following:

- This is the provisional budget, not a commitment to capital projects yet to be approved.
- The operating budget for the recreation facility in Central Saanich is not included in the budget as the project is not expected to be complete until 2030/31.
- While a cap on increases closer to 3 to 4% is preferred in the current economic climate, this is a good budget considering the requisition increase without the capital project(s) noted earlier.
- Projected requisition increase over the next five years is concerning because of community feedback about economic pressures.

**Peninsula Recreation Commission Minutes
August 27, 2026**

The question was called on the motion:

The Peninsula Recreation Commission recommends the Committee of the Whole recommend to the Capital Regional District Board:

That Appendix A, Operating & Capital Budget 2027-2031 – Panorama Recreation, be approved as presented and form the basis of the Provisional 2027-2031 Financial Plan.

CARRIED

Opposed: Garnett

Motion Arising:

MOVED by Commissioner Paltiel, SECONDED by Commissioner Riddell,

That the Peninsula Recreation Commission ask for staff to review and report back on:

- 1) What constitutes the CRD overhead allocations with an analysis of any cost saving measures connected to the CRD overhead allocations; and**
- 2) A requisition equity formula based on location and program proximity.**

Discussion ensued regarding the following:

- Just as the Commission recently considered requisition to user pay ratio, looking at means beyond population to calculate requisition is also an important consideration for the future Commission.
- The need for the Commission to be mindful of where it is willing to invest capital funds and the impact those decisions have on equity for residents throughout the sub-region.
- On point 1, specifically looking at budget lines 6 through 9.
- Due to the implications of point 2, it would have been better to receive it as a Notice of Motion and have the full Commission in attendance - 3 alternates are here tonight.
- Brentwood Bay residents – specifically parents with young children, have very limited access. For example, a mom travelling one hour on a bus with a stroller is not happening. As a result, many residents may be paying significant tax and not getting services in return.
- Sport Box in Centennial Park should be acknowledged in discussions of regional equity.
- The motion is simply asking staff to bring back information that would be helpful for future commission discussions.

MOVED by Commissioner Rintoul, SECONDED by Commissioner Garnett,

That the motion be severed into its two parts.

CARRIED

The Chair called the question on part one of the motion:

That the Peninsula Recreation Commission ask staff to review and report back on what constitutes the CRD overhead allocations with an analysis of any cost saving measures connected to the CRD overhead allocations

CARRIED

Discussion ensued on part two of the motion:

- The expenditure decision about a recreation facility in Central Saanich is more about tax room and the current state of the world than about regional equity.
- Given the growth over the last 20 years under this funding model, a review is appropriate.
- Prices for everything have increased since COVID, putting pressure on all residents.

**Peninsula Recreation Commission Minutes
August 27, 2026**

The Chair called the question on part two of the motion:

That the Peninsula Recreation Commission ask for staff to review and report back on a requisition equity formula based on location and program proximity.

DEFEATED

Opposed: Stock, Kreiser, Rintoul, Garnett, Frost

6.2 Recreation Facility in the District of Central Saanich – Verbal Update

S. Meikle provided the following update:

- Sidney Council considered the revised scope borrowing authorization bylaw on August 10 and resolved to gather further public input and defer decision to the September 14, 2026 meeting.
- North Saanich Council's next meeting is September 21, 2026. The additional information requested by North Saanich will be sent by Commissioner DiBattista.
- Approximately \$55,000 has been spent on design work and legal services to develop a memorandum of understanding.

6.3 Arena Accessibility Improvement Project – Verbal Update

- Staff completed the request for proposal process for architectural and engineering services and has awarded the contract to Faulkner Browns.
- The Commission approved prioritizing Arena B changerooms and lobby renovations. The consultant will provide a phased approach that will avoid having to undo work done to move to the next phase.
- An option analysis would come back to the Commission in February/March 2027.
- Staff plan to remain as operational as possible through renovation.
- Staff are exploring food service options as the previous concession vendor cannot continue operating.

7. New Business: There was none.

8. Adjournment

**MOVED by Commissioner Frost, SECONDED by Commissioner Stock,
That the meeting be adjourned at 7:12 pm.**

CARRIED

CHAIR

RECORDER

**REPORT TO PENINSULA RECREATION COMMISSION
MEETING OF THURSDAY SEPTEMBER 24, 2026**

SUBJECT **Financial Statement of Operations – Second Quarter of 2026**

ISSUE SUMMARY

To provide financial information to the Commission for the second quarter of 2026.

BACKGROUND

The second quarter financial results are now available for the period ended June 30, 2026. The related statement of operating revenue and expenses is attached as Appendix A. The summary of active or planned capital projects for 2026 is attached as Appendix B.

- Overall, direct revenues are up 13% compared to the second quarter of 2025 and are at 49% of budgeted amounts for 2026.
- Direct expenditures are at 48% of budget utilization.
- Indirect expenditures primarily related to administration and maintenance are at 47% of budget utilization.
- Overall, wages and benefits are tracking as expected at the end of the second quarter at 48.5% of annual budget utilization.
- Other expense categories that currently show variances are typically the result of the timing of annual payments and these expenditures are generally tracking as expected across all categories.
- Reserve transfers are proceeding as anticipated.
- The non-requisition funding ratio is projected at 50.70% of all expenditures, including debt servicing and reserve transfers.

CONCLUSION

Revenues and expenditures remain on track for 2026, and a modest \$35,665 annual surplus is currently projected. Staff will continue to monitor variances and trends as the year progresses and take remedial action as necessary.

RECOMMENDATION

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

Submitted by:	Scott Davis, Manager, Administrative Services, Panorama Recreation
Concurrence:	Steve Meikle, Senior Manager, Panorama Recreation
Concurrence:	Varinia Somosan, CPA, CGA, Senior Manager, Financial Services & Deputy Chief Financial Officer
Concurrence:	Glenn Harris, Ph.D., R.P.Bio., Acting General Manager, Parks, Recreation & Environmental Services

ATTACHMENTS

Appendix A – Panorama Recreation – Statement of Operations (6 Months ended June 30, 2026)
Appendix B – Panorama Recreation – Capital Project Summary Q2 2026

Appendix A - PANORAMA RECREATION - STATEMENT OF OPERATIONS FOR 6 MONTHS ENDED JUNE 30, 2026							
	% of Budget Used	BUDGET 2026	FORECAST 2026	Year to Date 2026	Year to Date 2025	Actual difference 2026 to 2025 \$	%
DIRECT OPERATING REVENUES							
Admissions	41%	478,972	467,822	196,364	185,581	10,783	1
Membership Passes	52%	1,267,272	1,323,272	660,558	595,524	65,035	2
Partnerships & Sponsorships	89%	6,750	5,670	5,980	2,878	3,102	3
Programs	47%	2,483,791	2,504,551	1,163,831	1,057,969	105,862	4
Rentals	49%	1,200,962	1,211,724	584,740	513,014	71,725	5
Childcare Grant Funding	63%	367,109	367,109	230,339	156,803	73,535	6
Other (fees, commissions, retail sale)	49%	140,765	157,065	68,565	56,255	12,310	7
TOTAL DIRECT OPERATING REVENUES	49%	5,945,621	6,037,213	2,910,376	2,568,024	342,353	13%
DIRECT OPERATING EXPENSES							
Instructional Services	50%	499,254	507,254	248,257	217,441	30,816	8
Operating supplies	42%	181,683	182,383	76,185	70,549	5,636	9
Repairs & Maintenance (pool, arena, racquet)	55%	263,701	261,642	144,087	129,245	14,842	10
Travel & Vehicle costs	31%	22,135	22,135	6,851	8,120	(1,269)	11
Wages & Benefits	47%	3,592,622	3,598,922	1,693,650	1,470,326	223,324	12
Other (Staff training, licences, fees, dues, memberships)	66%	64,954	68,927	42,571	27,444	15,127	13
TOTAL DIRECT OPERATING EXPENSES	48%	4,624,349	4,641,263	2,211,601	1,923,124	288,477	15%
CONTRIBUTION DIRECT OPERATIONS	53%	1,321,272	1,395,950	698,775	644,900	53,876	8%
INDIRECT EXPENSES- ADMIN., MAINTENANCE							
Advertising	18%	32,864	32,864	5,878	7,521	(1,643)	14
Contract for services & legal	10%	283,000	83,000	28,351	156,770	(128,419)	15
CRD charges (IT, HR, Payroll, Comms, Legal)	50%	901,873	901,873	451,117	357,515	93,602	16
Insurance	100%	105,450	105,450	105,450	100,950	4,500	17
Leasehold Improvements (Greenglade)	0%	40,800	40,800	-	-	-	18
Licences, fees & dues	61%	176,786	176,786	107,672	66,007	41,665	19
Rentals - Facilities and Equipment	8%	123,442	119,100	9,317	42,107	(32,790)	20
Repairs & Maint. (general)	29%	173,682	161,172	50,178	77,471	(27,293)	21
Supplies	65%	335,084	350,084	216,176	183,285	32,891	22
Travel & Vehicle costs	79%	44,438	53,109	35,118	35,352	(234)	23
Utilities (hydro, sewer, water & phone)	41%	738,563	702,463	301,171	296,978	4,193	24
Wages & Benefits	50%	3,234,749	3,323,584	1,618,277	1,485,868	132,409	25
Other (meetings, printing costs, admin. staff training)	20%	58,174	52,874	11,863	22,494	(10,631)	26
TOTAL INDIRECT EXPENSES	47%	6,248,905	6,103,159	2,940,568	2,832,318	108,250	4%
INDIRECT REVENUES							
Payments in lieu of taxes	100%	187,748	187,748	187,748	169,950	17,798	27
Interest income	3%	25,380	25,380	798	-	798	28
Prior year carry forward	0%	-	-	-	52,000	(52,000)	29
Transfer from Operating Reserves	0%	200,000	-	-	-	-	30
TOTAL INDIRECT REVENUES	46%	413,128	213,128	188,546	221,950	(33,404)	-15%
NET CONTRIBUTIONS (DEFICIT)	45%	(4,514,505)	(4,494,081)	(2,053,246)	(1,965,468)	(87,778)	4%
TRANSFERS & DEBT							
Equipment Replacement Fund	50%	450,300	450,300	225,150	207,000	18,150	31
Transfer to Capital Reserve fund	0%	700,760	700,760	-	-	-	32
Debt-Interest payments	21%	353,790	338,550	74,378	70,110	4,268	33
Debt-Principal payments	100%	58,068	58,068	58,068	58,068	-	34
TOTAL TRANSFERS & DEBT	23%	1,562,918	1,547,678	357,596	335,178	22,418	7%
NET BEFORE REQUISITION & PRIOR YEAR SURPLUS	40%	(6,077,423)	(6,041,759)	(2,410,842)	(2,300,646)	(110,196)	5%
Requisition	0%	6,077,424	6,077,424	-	-	-	0%
NET OPERATIONS - Surplus / (Deficit)		(0)	35,665	(2,410,842)	(2,300,646)	(110,196)	5%

Number	Project Name	Budget	Actuals 2026-06-30	Remaining Budget	Project Forecast	Variance	Status	Comments
25-05	Underwater Lighting replacement	\$ 100,000	\$ 85,078	\$ 14,922	\$ 85,078	\$ 14,922	Complete	
25-14	Leisure Pool Filter Room Floor	\$ 200,000	\$ 65,445	\$ 134,555	\$ 65,445	\$ 134,555	Complete	RFQs under original estimate.
25-17	Ice Plant Upgrade	\$ 70,000	\$ 61,087	\$ 8,913	\$ 61,087	\$ 8,913	Complete	
25-15	Outdoor Tennis Stairs	\$ 50,000	\$ 47,644	\$ 2,356	\$ 45,544	\$ 4,456	Complete	Feb 2026 Completion
22-02	PRC Electronic Road Sign (Daktronic)	\$ 70,000	\$ 44,250	\$ 25,750	\$ 44,250	\$ 25,750	Complete	Complete
24-09	Pre-school Space Furnishings	\$ 45,300	\$ 41,627	\$ 3,673	\$ 45,300	\$ -	Complete	April 2026 Completion
23-17	Centennial Park Multi-Sport Box	\$ 4,912,000	\$ 4,628,458	\$ 283,542	\$ 4,912,000	\$ -	Active	Artwork and signage still to be completed.
19-15	Energy Recovery Project	\$ 4,153,000	\$ 3,374,514	\$ 778,486	\$ 4,153,000	\$ -	Active	Install complete, Commissioning currently underway
17-08	Arena Concourse Roof	\$ 130,000	\$ 4,270	\$ 125,730	\$ 130,000	\$ -	Active	Awaiting results of the potential arena expansion
23-01	LED Lighting Replacement	\$ 325,000	\$ 29,586	\$ 295,414	\$ 325,000	\$ -	Active	Main PRC complete, pool study complete, arena study ongoing.
25-07	GG Flooring Replacement	\$ 125,000	\$ 9,720	\$ 115,280	\$ 125,000	\$ -	Active	Awaiting GG lease
18-03	DDC Replacement	\$ 150,000	\$ 55,293	\$ 94,707	\$ 100,000	\$ 50,000	Active	Install ongoing. Completion for 2026
19-13	Accessibility Upgrades	\$ 50,000	\$ 42,596	\$ 7,404	\$ 50,000	\$ -	Active	Grant funding - Will leave open until fully utilized.
26-14	DCS Recreation Facility - Design Phase	\$ 1,000,000	\$ 51,350	\$ 948,650	\$ 1,000,000	\$ -	Active	Pending consent of councils.
28-02	Arena Renovation - Design Phase	\$ 400,000	\$ 12,973	\$ 387,027	\$ 400,000	\$ -	Active	Tender in process of award for detailed design
26-10	CO2 Tanks for the Pools	\$ 20,000	\$ 2,600	\$ 17,400	\$ 20,000	\$ -	Active	Install ongoing. Completion for 2026
26-13	GG Pre-school yard enhancements	\$ 40,000	\$ 33,854	\$ 6,146	\$ 40,000	\$ -	Active	Shade sails installed, 2026 completion
26-09	Fire Safety Doors	\$ 60,000	\$ 1,003	\$ 58,998	\$ 60,000	\$ -	Active	Awaiting testing of fire door
26-11	ARC Room Reno	\$ 30,000	\$ -	\$ 30,000	\$ 30,000	\$ -	Initiated	Awaiting building permit, 2026 completion
25-16	WIFI and Connectivity Upgrades	\$ 100,000	\$ -	\$ 100,000	\$ 100,000	\$ -	Initiated	WIFI upgrades completed with camera upgrade , cellular upgrades upcoming
18-02	Plant Maintenance SAP Program	\$ 150,000	\$ -	\$ 150,000	\$ 150,000	\$ -	Planned 2026	CRD looking at a CRD wide software system
25-09	GG HVAC	\$ 290,000	\$ -	\$ 290,000	\$ 290,000	\$ -	Planned 2026	BC Hydro IEA study
23-01	GG LED Lighting	\$ 15,000	\$ -	\$ 15,000	\$ 15,000	\$ -	Planned 2026	Awaiting GG Lease
24-01	Arena A&B Insulation	\$ 110,000	\$ -	\$ 110,000	\$ 110,000	\$ -	Planned 2026	Waiting for Arena LED light replacement
26-12	Weight Room Structure Upgrades	\$ 50,000	\$ -	\$ 50,000	\$ 50,000	\$ -	Planned 2026	2026 completion
26-05	HVAC Equipment	\$ 100,000	\$ -	\$ 100,000	\$ 100,000	\$ -	Planned 2026	completion throughout 2026
25-18	Hearing Loops PRC/GG	\$ 9,200	\$ -	\$ 9,200	\$ 9,200	\$ -	Planned 2026	
26-08	Pool Chlorination System	\$ 230,000	\$ -	\$ 230,000	\$ 230,000	\$ -	Planned 2026	Research and procurement for 2027 Pool Shutdown install.
25-10	Boardroom IT Upgrade	\$ 10,000	\$ -	\$ 10,000	\$ -	\$ 10,000	Postponed	Postponed

REPORT TO PENINSULA RECREATION COMMISSION MEETING OF THURSDAY, SEPTEMBER 24, 2026

SUBJECT **New Policy: Accessible and Inclusive Recreation**

ISSUE SUMMARY

To seek approval of the new Accessible & Inclusive Recreation policy.

BACKGROUND

Panorama Recreation is committed to providing high-quality recreational opportunities that support the health, well-being and sense of belonging of all community members. This commitment is reflected in the purpose, objectives and principles of the Peninsula Recreation Commission Policy Manual (2007) and reinforced in the 2022–2026 Strategic Plan, both of which identify equitable access and inclusion as core priorities.

The 2022–2026 Strategic Plan identifies Inclusion as one of five Service Delivery Objectives, with a commitment to ensuring recreation services are available to all residents regardless of age, ability, socio-economic circumstances, disability, sexual orientation, race, ethnicity or location of residence on the Peninsula. The Plan directs that equity, inclusion and access are key considerations across all areas of programming and service delivery.

Despite this longstanding organizational commitment, there is currently no standalone policy that provides comprehensive guidance on how accessibility and inclusion are applied across programs, services and facilities. Existing accommodation and inclusion practices have evolved over time, including Policy #01-2006 Animals in Commission Facilities (2006); however, no unified framework exists to support consistent decision making or to clearly communicate expectations to participants and staff.

The proposed Accessible and Inclusive Recreation Policy consolidates and formalizes Panorama Recreation's approach to inclusive service delivery through a consistent, transparent and principles-based framework. Rather than addressing accessibility through multiple standalone policies and practices, the proposed policy brings key considerations together into a single, cohesive framework that improves clarity and provides a more holistic and community-centered approach.

The policy outlines a structured approach to accessibility and inclusion through:

- Guiding principles that support equitable access, inclusion, accessibility, respect and collaboration
- A framework for accessing programs, services and facilities, including processes for requesting accommodations beyond existing measures
- Defined roles for support persons and related access provisions
- Guidance for inclusion in camps, childcare programs and other registered activities
- Direction for the inclusive and respectful use of washrooms and changerooms
- Updated guidance related to guide dogs and service animals
- Clarified reasonable accommodation expectations and circumstances where requests may exceed available resources or staff scope

- A process for addressing complaints, concerns and appeals

Together, these provisions create a clear and consistent framework that supports equitable and inclusive service delivery across programs, services and facilities. The framework enhances transparency and consistency in decision making while reinforcing Panorama Recreation's commitment to providing welcoming, accessible and inclusive recreation opportunities for all members of the community.

Policy Development Process

The development of the Accessible and Inclusive Recreation Policy included a review of leading practices and comparable policies from recreation organizations across the region and province. Staff consulted with subject matter experts, including the CRD Policy Analyst and CRD Equity, Diversity, Inclusion and Accessibility (EDIA) Manager, to ensure alignment with current legislative requirements and best practices. External experts were also engaged to provide guidance on inclusive changeroom and washroom use. This process has informed the development of a policy that reflects both operational realities and evolving standards for accessibility and inclusion.

ALTERNATIVES

Alternative 1

That the new Accessible and Inclusive Recreation policy be approved.

Alternative 2

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

IMPLICATIONS

Equity, Diversity & Inclusion

The proposed Accessible and Inclusive Recreation Policy directly advances Panorama Recreation's commitment to equity, diversity and inclusion by establishing a clear and consistent framework to support participation for individuals of all abilities, identities and backgrounds. The policy emphasizes the importance of removing barriers to access and ensuring that recreation opportunities are welcoming, respectful and accessible to all members of the community.

By formalizing processes for accommodation requests, defining the role of support people and providing guidance on inclusive use of facilities such as changerooms and washrooms, the policy addresses common barriers that individuals may experience when participating in recreation. The integration of guidance related to guide dogs and service animals and inclusion in programs such as camps and childcare further supports equitable access across a range of services.

The policy is grounded in principles of fairness, dignity and respect, and promotes transparency and consistency in decision making. It also establishes a clear process for raising concerns and appeals, ensuring that individuals have a mechanism to provide feedback if they feel their needs have not been appropriately considered. Collectively, these measures support a more inclusive recreation environment that reflects and responds to the diverse needs of the community.

Social Implications

Recreation services play a critical role in supporting community health, well-being and social connection. By reducing barriers to participation and providing clear, consistent approaches to inclusion, the policy enhances opportunities for individuals of all abilities and backgrounds to engage in recreation activities.

Improved access and inclusion can help reduce social isolation, particularly for individuals who may face physical, social, or systemic barriers to participation. The policy supports the creation of safe, welcoming environments where all participants feel respected and able to fully engage, contributing to stronger community connections and a greater sense of belonging.

By fostering inclusive recreation spaces and programs, Panorama Recreation further strengthens its role as a community hub that supports positive interactions, shared experiences and overall community cohesion.

Financial Implications

The implementation of this policy reinforces the organization's commitment to balancing financial sustainability with equitable access to recreation opportunities.

While the policy affirms the importance of accommodating diverse needs and reducing barriers to participation, it also recognizes that accommodations may be subject to reasonable limits. The policy clarifies circumstances where requested supports may be outside the scope of staff capacity or available resources and provides a framework for consistent and transparent decision making.

The policy supports informed decision making by providing a framework to balance inclusive service delivery with responsible resource management. Over time, consistent application of the policy may also support more effective planning and allocation of staff time, program design and facility use, contributing to sustainable and equitable service delivery.

Alignment with Existing Plans & Strategies

The policy aligns with Panorama Recreation's purpose and objectives, and advances the priorities outlined in the 2022–2026 Strategic Plan. The Strategic Plan identifies inclusive recreation as a core service objective, with a commitment to ensuring services are available to all residents regardless of age, ability, socio-economic conditions, disability, sexual orientation, race, ethnicity, or geographic location.

The policy directly supports the strategic direction to ensure equity, inclusion and access are primary considerations across all areas of programming and service delivery. It provides a formal framework to guide consistent implementation of this direction in day-to-day operations and customer interactions.

In particular, the policy supports and strengthens the following Strategic Actions:

- A20: By establishing clear processes for accommodation and participation, the policy complements ongoing initiatives that reduce barriers to participation, including programs such as the Leisure Assistance Path (LAP) and Leisure Involvement for Everyone(LIFE).
- A21: The policy reinforces Panorama Recreation's role in supporting and promoting third-

- party programs and partnerships that improve access to recreation opportunities.
- A22: By embedding equity and access considerations into operational decision making, the policy supports ongoing efforts to ensure a balanced mix of low- and no-cost programming across demographics.
- A23: The policy formalizes inclusive practices and helps ensure recreation environments are welcoming and respectful for individuals of all backgrounds, including initiatives that support LGBTQI+ inclusion and other equity-seeking groups.
- A24: By clarifying expectations and processes related to access and use of facilities, the policy contributes to transparency and consistency in how recreation spaces are made available and used.

Overall, the policy operationalizes the Strategic Plan's vision by translating high-level goals into clear, actionable guidance, ensuring that accessibility and inclusion are consistently applied across programs, services and facilities.

CONCLUSION

The Panorama Recreation Accessible and Inclusive Recreation Policy is a new policy that formalizes the organization's commitment to equitable and inclusive service delivery. The policy has been developed to provide staff with clear direction on how to support accessibility and inclusion across programs, services and facilities, in consideration of equity, consistency and operational capacity.

RECOMMENDATION

That the new Accessible and Inclusive Recreation policy be approved.

Submitted by:	Katherine Beck, Manager of Program Services, Panorama Recreation
Concurrence:	Steve Meikle, MA, Senior Manager, Panorama Recreation
Concurrence:	Glenn Harris, Ph.D., R.P.Bio., Acting General Manager, Parks, Recreation & Environmental Services

ATTACHMENTS

Appendix A: Draft 2026 Accessible & Inclusive Recreation Policy

Appendix B: #01-2006 Animals in Commission Facilities Policy

Appendix C: Sections A3-A6 from the Peninsula Recreation Policy and Procedures Manual 2007



PENINSULA RECREATION DEPARTMENT POLICY

Policy Type	Administrative		
Section	Parks, Recreation & Environmental Services (PRES)		
Title	ACCESSIBLE AND INCLUSIVE RECREATION POLICY		
Adopted Date		Policy Number	PRC504
Last Amended			
Policy Owner	Peninsula Recreation		

1. POLICY:

Peninsula Recreation is committed to ensuring that all programs, services, and facilities are inclusive and accessible, by identifying and removing barriers, promoting equitable participation, and creating environments that support individuals of all abilities, backgrounds, and identities.

2. PURPOSE:

To ensure safe, welcoming, and barrier-free recreation facilities, programs, and services for all community members, and to provide clear guidelines that support equitable access and meaningful participation.

3. SCOPE:

This policy applies to all individuals using Peninsula Recreation facilities, programs and services, including participants, user groups, spectators, visitors, staff, volunteers and contractors, and covers all indoor and outdoor recreation spaces, programs and services operated by Peninsula Recreation.

3.1 Principles

In alignment with the Peninsula Recreation Commission's Mandate, Mission and long-standing principles of equitable and accessible recreation as outlined in the Policy Manual, and informed by evolving accessibility standards, legislation and best practices in recreation and inclusion, the guiding principles of this policy are as follows:

- **Equity:** Providing fair access to programs, services and facilities for all individuals.
- **Inclusion:** Creating environments where everyone feels welcome and respected.
- **Accessibility:** Removing physical, social and attitudinal barriers to participation.
- **Respect:** Honouring diverse identities, abilities and cultural practices; and
- **Collaboration:** Working with users to identify reasonable accommodations that balance individual needs with community well-being.

3.2 Use of Support Persons

Peninsula Recreation welcomes individuals with disabilities who require a support person to participate in programs and services.

To support equitable access, individuals requiring assistance may be issued a Leisure Assistance Pass. This pass allows a support person to accompany the participant into any Peninsula Recreation facility at no cost, where their attendance is primarily for the purpose of providing support rather than for personal recreation. Support may include assistance with communication, mobility, personal care, or other essential needs. The Leisure Assistance Pass helps ensure that participants who rely on support can fully engage in recreation opportunities without facing additional financial barriers.

3.3 Camp and Childcare Inclusion

Peninsula Recreation is committed to supporting the meaningful participation of all children in camps and childcare programs. To ensure safe and effective planning, families must inform Peninsula Recreation staff in advance of any behavioural, medical, developmental, or support needs that may affect their child's participation.

For children who require additional assistance such as one-to-one support, behaviour support, communication support, or mobility assistance, families must submit an inclusion support request through the established registration process by the stated deadline. Information about request timelines and submission requirements will be communicated through seasonal program materials and the Peninsula Recreation website. Advance notice allows staff to assess individual needs, coordinate available resources, and determine whether the program can safely and reasonably accommodate the child.

Staff will work with families to identify appropriate supports, explore available options or consider alternative participation plans when full accommodation is not possible.

Allocation of inclusion support will depend on overall demand, available resources and staff expertise, and will be assessed in accordance with the criteria outlined in Section 5.2 – Reasonable Limits. As such, support availability may be limited, subject to change and cannot be guaranteed.

3.4 Washrooms and Changerooms

Peninsula Recreation is committed to providing washroom and change room facilities that are safe and accessible for all individuals, regardless of gender identity or expression, or ability.

- Individuals may use the washroom or change room in which they will experience the most safety and the greatest ease of passage through Peninsula Recreation facilities;
- Single-stall options will be provided where possible for any patron who wishes to have more privacy;
- Where feasible, washrooms and change rooms will include accessibility features such as grab bars, emergency call buttons, adequate turning space for mobility devices and automatic door openers;

- Designated accessible changerooms will include adult-sized change tables, lifts where feasible and roll-in showers to support users with mobility needs; and
- Clear signage and privacy measures will be in place to ensure comfort and dignity for all users.

3.5 Guide and Service Animals

Animals and pets are not permitted inside Peninsula Recreation indoor facilities, except for certified guide and service animals. Users with disabilities accompanied by a certified guide or service animal may access all public areas unless restricted by law or health regulations.

- Patrons may be asked to present a government-issued Guide Dog and Service Dog Certificate ID card;
- Therapy and emotional support animals are considered pets and are not permitted indoors;
- Service animals are allowed in pool areas but should not impede safety. They may enter the water only in emergencies; and
- If health or safety concerns arise (e.g., severe allergies), reasonable efforts will be made to accommodate all parties.

3.6 Access to Programs and Activities

To maximize broad public participation, Peninsula Recreation reserves the right to limit access to high-demand programs and activities. Instances of hoarding or monopolizing registrations will not be tolerated and may result in loss of access or registration privileges. These measures ensure fairness and uphold the principles of equity and inclusion for the entire community.

4. PROCEDURE:

4.1 Requests for Accommodations

Users requiring accommodations beyond those alternatives routinely available must inform the appropriate program coordinator in advance in writing and provide relevant details that may assist in determining how best to support participation.

Peninsula Recreation staff are responsible for:

- Documenting requests for accommodations and gathering all additional information, as required;
- Assessing feasibility and determining whether the requested accommodation can be provided;
- Consulting with management staff when additional resources, adjustments, or cross-departmental input is required; and
- Communicating clearly with the user about available options, next steps and timelines.

- Requests and options provided will be documented and filed in accordance with existing record keeping processes.

4.2 Reasonable Accommodation Guidelines

Peninsula Recreation is committed to providing reasonable accommodations that support equitable access for individuals of all abilities, backgrounds and identities.

Requests for accommodations are evaluated by management staff on a case-by-case basis and must not create undue hardship or compromise the safety, rights, or dignity of other users or staff.

Accommodation decisions are guided by the following principles:

- **Safety:** Adjustments must not place the participant, other users, or staff at risk;
- **Program Integrity:** Supports must not fundamentally alter the essential nature, purpose, or required safety standards of a program or service;
- **Feasibility:** Accommodations must be achievable within available staff training, ratios, resources and physical environments; and
- **Collaboration:** Staff will work with users to explore reasonable options and alternative approaches when a full accommodation is not possible.

4.2.1 Accommodations Outside of Staff Scope:

Certain types of support fall outside staff responsibilities. Peninsula Recreation staff cannot provide:

- Personal hygiene or personal care (e.g., toileting, changing clothing, grooming);
- Assistance with matters unrelated to program participation (e.g., finances, legal issues, personal, or interpersonal conflicts);
- Clinical or medical services, or support requiring specialized qualifications; and
- Continuous one-on-one support unless arranged in advance through the camp and childcare inclusion request process.

When an accommodation cannot be met, staff will communicate the reasons transparently and work with the user to identify suitable alternatives when possible.

Confidentiality and respect are upheld throughout the process and there is a commitment to continuous improvement.

5.3 Disclosure and Use of Personal Information

Personal information is collected under the authority of the Local Government Act and is subject to the Freedom of Information and Protection of Privacy Act (FOIPPA).

Personal information provided as part of an inclusion or accommodation request will be used for purposes associated with this policy. Enquiries about the collection or use of

personal information may be directed to the FOI and Privacy Division, which provides advice on privacy matters in accordance with FOIPPA.

5.4 Complaints, Concerns and Appeals

Peninsula Recreation facility users are encouraged to report any concerns related to accessibility, inclusion, or accommodations to staff as soon as possible.

Panorama staff are responsible for documenting all reported complaints, assessing the situation and working with the user to identify reasonable solutions that respect the rights and safety of all individuals.

If a user is dissatisfied with the resolution or believes their request was not adequately addressed, they may submit an appeal in writing to the Senior Manager, Peninsula Recreation. Appeals should include the patron's name, contact information, date and location of the incident and a brief description of the situation. The Senior Manager will review the appeal and provide a written response.

Feedback related to accessibility of programs and services may also be submitted through corporate Capital Regional District (CRD) accessibility feedback channels. Feedback received through these channels will be forwarded to Panorama Recreation for review and response in accordance with this policy.

All complaints, accommodation requests and appeals are subject to Peninsula Recreation's Code of Conduct. Abuse, harassment, or discriminatory behaviour toward staff or others will not be tolerated and will be addressed in accordance with the Code of Conduct Policy (#PRC501).

<i>The accessible and inclusive recreation policy was developed based on the Peninsula Recreation Commission Policy and Procedure Manual. It shall be revised every two years.</i>			
Approval Date:		Approved By:	Peninsula Recreation Commission
1. Amendment Date:		Approved By:	
2. Amendment Date:		Approved By:	
Next Review Date:		Reviewed By:	
Supersedes:	#01-2006 Animals in Commission Facilities		

ADD references to F&C Policy, Code of Conduct, Fees & Charges, Allocation

Peninsula Recreation Commission Policy

Subject:	Animals in Commission Facilities	Draft Date: March 15, 2006	Policy #: 01-2006
----------	----------------------------------	----------------------------	-------------------

Background: As members of the public have varied views on pets and other animals, the Commission wishes to ensure that the environment within the facilities under their jurisdiction is one that is welcoming to all patrons. In this instance, it is recognized that certain patrons may have a fear of or allergies to dogs, cats or other animals.

Policy: In the interest of providing a non-threatening, healthy and welcoming environment, animals are not permitted in facilities operated by the Commission.

Exceptions to this policy are:

- i) those patrons requiring certified guide or assistance dogs as defined in the British Columbia Guide Animal Act (attached). Certification and training and proof thereof is required from accredited organizations such as, but not limited to, Canadian Guide Dogs for the Blind, Lions Foundation of Canada, BC Guide Dog Services.
- ii) programs, events, or bookings approved by the Administrator or designate that are in a defined space within a given facility and that have been advertised as an "animal activity" not less than one week prior to the start date.
- iii) all animals entering a facility must be leashed and under the direct control of their handler at all times. Leashes may be removed when the animal is in the designated area for the program, event or booking, but the animal must still be under the direct control of the handler.

Procedure:

- All staff shall be informed of this policy.
- Signs will be posted at all entrances stating *"Certified guide and assistance animals only. Please leave other pets and animals at home. Thank you. (Commission Policy 01-2006)"*
- Patrons with concerns relating to animals in the facilities will be informed of this policy and referred to the Commission should they wish any other permissions relating to animals in facilities other than those allowed in this policy.

Policy Approved by Commission on	March 23, 2006
Amendment	

Section A
Commission Mandate and Philosophy

recreation facilities that are under the control of the Commission, or of other properties with the written consent of the owners or authorities thereof;

3. in the interest of a well-balanced, coordinated approach to recreation within the participating municipalities and within its jurisdiction, cooperate with and encourage all organizations, public, private, civic, and social, which are supporting, promoting and working for recreation in its broadest sense;
4. hear and consider representations by any individual, organization or delegation of citizens with respect to recreation and act on such recommendations arising from such hearings as the Commission deems to be in the best interest of all citizens of the service area;
5. maintain a close liaison with the School District and other community organizations in the acquisition and development of joint recreation facilities and grounds;
6. study and approve all budget documents prior to their presentation to the Capital Regional District Board and examine all budget performance statements;
7. make as its primary aim, the provision of quality recreation services to the participating communities at a reasonable cost;
8. make every attempt to keep abreast of changes and trends in the area of recreation services.

A.3 Mission Statement

The Mission Statement guiding the Commission's undertakings is:

Panorama Recreation promotes individual and community wellness by providing active living opportunities in an effective and efficient manner reflecting the express needs of our communities.

From this statement, the Commission's goals are:

1. Make available a wide range of services
2. Maximize participation
3. Provide high quality services in a respectful, responsive, fair and consistent manner
4. Provide services at a cost which will not be a barrier to any significant portion of our citizens
5. Maintain an effective and fiscally responsive organization

A.4 Objectives and Principles

It is the objective of the Commission to provide recreation activities and facilities to the citizens of the participating municipalities regardless of age, sex, religion, race or economic status.

In the pursuit of this objective, the Commission will generally follow these basic recreation principles:

1. Recreation is a basic human need as are education, health and safety services, and, as such should be available to all.
2. Public recreation is a municipal function reflecting agreement among people that it is desirable to provide certain recreation services through taxation and in the final analysis, the level of service provided by local government is determined primarily by the expressed will of the people.
3. It is the right of every citizen to participate in recreation pursuits of their choice; however, it is the responsibility of the Commission to provide a climate that encourages participation in recreation activities for all people regardless of their ability.
4. The best interests of people are served when and where they are involved in the planning of recreation services.
5. Participants in recreation programs must have a responsibility to the program and its leader.
6. Where a choice must be made in allocating limited recreational resources, increasing the range of recreation opportunities will normally receive higher priority than increasing the quantity of existing services.
7. The volunteer should be given sufficient assistance and recognition to encourage his or her involvement.
8. Programs and facilities are to be operated in a manner that will provide fair and equitable opportunities for all interests at a reasonable cost to the tax payer and participant. The Commission recognizes the right of citizens to participate in recreational pursuits of their choice. It is a known fact that certain pursuits are of greater value to the individual and to the community than others might be. In this view, the Commission is committed to encouraging broad participatory opportunities and since participation is considered as having a higher value than spectatorship, steps will be taken to encourage individual and group participation in recreation programs.

A.5 Philosophy

The Commission's philosophy is that recreation should serve as a major factor in the quality of life for all residents of the area.

A.6 Purpose

The purpose of the Commission is to provide recreation activities and facilities to the citizens of the participating municipalities regardless of age, sex, religion, race or economic status.

A.7 Guidelines for New Commissioners

Each year, as provided in the bylaws governing the activities of the Commission, there may be changes made to the membership of the Commission.

The Commission feels that a thorough orientation process for new Commission members would not only be desirable, but most beneficial. Therefore, as new Commissioners are appointed, they will receive an orientation package.

A.7.1 Orientation Package

The orientation package will consist of the following items:

- a copy of the Policy and Procedures Manual
- a copy of the current year's budget
- information, when received, of the B.C. Parks and Recreation Association and the Recreation Facilities Association of B.C.
- an inventory of facility components and specifications
- a list of Commission services
- an outline on how to deal with a complaint from the public
- a copy of the current brochure

A.7.2 Facilities Tour

In addition to receiving an orientation package, new Commissioners, with members of the senior staff, will tour all facilities under the control of the Commission, as well as those facilities that are being leased, rented, or otherwise utilized by the Commission. During this tour the Administrator will describe activities within the areas or facilities, short term and long term plans for each area, and current problems related to the area or facility.



Making a difference...together

REPORT TO PENINSULA RECREATION COMMISSION MEETING OF THURSDAY, SEPTEMBER 24, 2026

SUBJECT Remuneration for Peninsula Recreation Commissioners

ISSUE SUMMARY

The Capital Regional District (CRD) Board recently updated its remuneration policy for members CRD Boards and Commissions. Pursuant to the new policy provisions, the Peninsula Recreation Commission (PRC) must consider whether it wishes to remunerate Commissioners by providing per meeting payments to all Commissioners beginning January 1, 2027.

BACKGROUND

The 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.

The amended Policy permits delegated Commissions to determine whether per meeting remuneration will be provided to Commissioners. 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 consider 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 Peninsula Recreation Commission recommends to the Capital Regional District Board:

1. That effective January 1, 2027, all Commissioners of the Peninsula Recreation 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 up to \$20,988 for per meeting payments to Commissioners.

Alternative 2

That the Peninsula Recreation Commission recommend that Commissioners not receive per meeting remuneration under the CRD Board Remuneration and Travel Expense Reimbursement Policy.

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 PRC are limited to Commissioners who are Directors of the Regional Board and who have chosen to receive these payments. 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 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 estimated annual cost of \$20,988 assumes 11 regular meetings and full attendance by nine Commissioners. This also assumes that July and August meetings occur however, these are currently at the call of the Chair. Additional special meetings would increase this amount. The remuneration cost would be funded through the Commission's operating budget and subject to the existing funding formula of 50% requisition and 50% user fees.

If approved, this request would increase the 2027 requisition by approximately 0.34%, raising the overall increase from 7.23% to 7.57%. The Commission approved a requisition of \$6,516,943 at its August 27, 2026, meeting. Approval of this amendment would increase the total requisition to \$6,537,931.

CONCLUSION

The CRD Board has requested that delegated Commissions determine whether Commissioners will be eligible to receive per meeting remuneration under the updated CRD Board remuneration and Travel Expense Reimbursement Policy. Should the Commission choose to authorize remuneration, the estimated annual budget impact would be \$20,988. Alternatively, the Commission may choose not to remunerate all Commissioners as proposed.

RECOMMENDATION

The Peninsula Recreation Commission recommends to the Capital Regional District Board:

1. That effective January 1, 2027, all Commissioners of the Peninsula Recreation 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 \$20,988 for per meeting payments to Commissioners.

Submitted by:	Steve Meikle, M.A., Senior Manager, Panorama Recreation
Concurrence:	Glenn Harris, PhD, 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: 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**

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

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

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 & Culture (PS&C)</i>		
Title	BOARD REMUNERATION AND TRAVEL EXPENSE REIMBURSEMENT		
Adoption Date	September 9, 2015	Policy Number	BRD03
Last Amended	~~January 20~~ <u>TBD</u> , 2026	Amended By	~~PS&C~~ <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 (Revised April 18, 2016)	<i>Approved by the Board</i>
April 12, 2017 (eff. January 1, 2017)	<i>Amendment 1, approved by the Board</i>
May 9, 2018 (eff. January 1, 2019)	<i>Amendment 2, approved by the Board</i>
February 10, 2020 (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 (Schedule 2 update)	<i>Amendment 4, approved by the Board</i>
February 2, 2021 (Schedule 1 update)	<i>Amendment 5, approved by Human Resources (eff. Jan.2021)</i>
January 24, 2022 (Schedule 1 update)	<i>Amendment 6, approved by Human Resources (eff. Jan.2022)</i>
January 20, 2023 (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 (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 (Schedule 1 update)	<i>Amendment 11, approved by Human Resources (eff.Jan. 2025)</i>

January 20, 2026 (Schedule 1 update)	<i>Amendment 12, approved by People, Safety & Culture (eff. Jan. 2026)</i>
<u>TBD, 2026</u> <u>(Schedule 1 update;</u> <u>Schedule 2 update;</u> <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
ANNUAL STIPENDS			
Paid periodically throughout the year (currently, biweekly)			
1 CRD / CRHD Board Directors	~~16,347~~ 18,845	~~8,174~~ 9,105	~~24,521~~ 27,590
<i>Includes all CRD/CRHD Board meetings, Committee of the Whole Meetings, and two Standing Committee* commitments</i>			
<i>*where defined as a standing committee in bylaws or terms of reference</i>			
<i>AND members are appointed by the Board Chair</i>			
2 Electoral Area Directors (additional)			
- JDF Electoral Area; SGI Electoral Area	~~31,512~~ 39,729	~~15,756~~ 19,567	~~47,268~~ 59,295
- SSI Electoral Area	~~24,692~~ 32,874	~~12,346~~ 16,191	~~37,038~~ 49,065
3 CRD Board Chair (additional)	~~24,042~~ 21,120	~~12,021~~ 11,880	~~36,063~~ 36,000
4 CRD Board Vice-Chair (additional)	~~4,807~~ 5,113	~~2,404~~ 2,518	~~7,211~~ 7,631
5 CRHD Board Chair (additional)	~~5,113~~ 4,807	~~2,518~~ 2,404	~~7,631~~ 7,211
<i>(Not paid if the CRHD Board Chair is also the CRD Board Vice-Chair)</i>			
6 Board Standing Committee Chair, CRD Arts Commission Chair & Solid Waste Advisory Commission Chair (additional) (when appointed by CRD Board Chair)	~~2,405~~ 2,773	~~1,202~~ 1,366	~~3,607~~ 4,139
7 Additional Board Standing Committee(s) (additional)	~~5,113~~ 4,807	~~2,518~~ 2,404	~~7,631~~ 7,211
<i>(Payable if Standing Committee Membership exceeds the two remunerated in Section 1)</i>			
8 Salt Spring Island Local Community Commissioner	~~8,954~~ 10,167	~~4,477~~ 5,008	~~13,431~~ 15,175
<i>(Payable to all elected LCC commissioners, except the Electoral Area Director)</i>			
PER MEETING PAYMENTS			
Paid for scheduled attendance at a meeting, except where such meeting has been cancelled in advance (see Footnote 2 – Eligibility Verification)			
9 Alternate CRD/CRHD Board Director and Acting Standing Committee Chair	~~73~~ 142	~~37~~ 70	~~110~~ 212
10 ~~CRD Board Directors – Local & Sub-Regional Commission/Committee Meetings~~	~~73~~	~~37~~	~~110~~
~~Does not apply when:~~			
~~i. Commission /Committee within the responsibilities of the Electoral Area Director~~			
~~ii. Remuneration is already paid by the Commission~~			
~~iii. The Committee/Commission is not eligible for payment by Act, Regulation, Bylaw or other~~			

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

TRAVEL EXPENSES

(see Footnote 3 regarding claim process)

17	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	\$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	Travel by Personal Automobile	\$0.67	Per kilometre
19	Travel by Bus, Train, Ferry, Air (economy class)	Actual expense	Payable upon receipt

DIRECTOR TRAVEL

Outside Capital Region/Vancouver Island and Lower Mainland

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

22	Electoral Area Director Travel - within Electoral Area	\$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	CRD Board Chair, CRHD Board Chair, Standing Committee Chair - including Acting Chairs	\$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
MEALS			
24	For Travel Requiring Greater-Than 24 Hours from Place of Residence	\$84.00	Per diem allowance for meals, gratuities, parking, local calls
	For Travel Requiring Less-than 24 Hours from Place of Residence		
25	- Breakfast	\$18.00	See Footnote 1
26	- Lunch	\$24.00	See Footnote 1
27	- Dinner	\$42.00	See Footnote 1
OTHER			
28	Seminars, Courses, Conferences, Meetings	Actual Cost	Registration Fees paid for single participation (Receipt required)
29	Accommodation	Actual Cost	Based on single occupancy
30	Taxi Expenses	Actual Cost	Receipts are required
31	Long Distance Telephone Calls	Actual Cost	Receipts are required

FOOTNOTES

(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)

Regional Board and Standing Committees	See Footnote
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

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*

Director Appointments to Local & Subregional Commissions (con't)	See Footnote
Peninsula Recreation Commission	~~36~~
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	~~36~~
Saanich Peninsula Water Commission	~~36~~
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	~~3,4,6~~
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

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*

Regional Board Appointments to External Boards	See Footnote
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

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 Metchosis
♦ 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 Member Councillors	Annual Stipend Based on Philosophy		
	Remuneration	Expense 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 Member Mayors	Additional Annual Stipend Based on Philosophy		
	Remuneration	Expense 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:

Median Paid to Regional District Board Chairs	Additional Annual Stipend Based on Philosophy		
	Remuneration	Expense Allowance	Total
\$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:

Median Paid to Regional District Board Vice-Chairs	Additional Annual Stipend Based on Philosophy		
	Remuneration	Expense Allowance	Total
\$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 Director Annual Stipend (based on conclusions)	Additional Annual Stipend Based on Philosophy		
	Remuneration	Expense 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:

55% of Base Director Annual Stipend (based on conclusions)	Additional Annual Stipend Based on Philosophy		
	Remuneration	Expense Allowance	Total
\$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:

Median Regional District Per Meeting Payments	Per Meeting Payment Based on Philosophy		
	Remuneration	Expense Allowance	Total
\$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

We would be pleased to discuss this report with you.

Yours sincerely,



Barry D. Cook



Linda M. Reid

From: Fraser Hannah <[REDACTED]>

Sent: Thursday, September 03, 2026 12:57 PM

To: Steve J Meikle <SMeikle@panoramarec.bc.ca>

Subject: Re: Topic for Commission's attention: minimum service level policy for Panorama

CRD IT SECURITY WARNING: This Email is from an EXTERNAL source. Ensure you trust this sender before clicking on any links or attachments.

Hello Steve,

Thanks for your email! Sure, I'd be happy to have a video chat -- perhaps at some time mid-morning Tuesday through Thursday next week?

I would want to make a distinction: my own needs and preferences are not necessarily the same as what the Commission might consider the best service levels for the population of the Peninsula as a whole.

But an example of a policy might be **during opening hours, fitness and health facilities such as the pool and the fitness centre are always at least partially available to the public (subject to safety and maintenance requirements).**

The outcome of this minimum service level policy is to make sure that the facility is always usable by subscribing members of the public, and that private (for-pay) clubs and associations never monopolize the fitness facilities.

The particular example would happen to suit my own needs, which are to have at least one lane available for swimming. [REDACTED]

[REDACTED]
[REDACTED] Esquimalt pool, by contrast, appears to have at least one swim lane available at all times. (So does Commonwealth, but of course it is not at all comparable to Panorama in size).

But again, this is my own preference and I'm not at all a typical resident. I would imagine that the Commission would come to its own conclusions on how best to set minimums.

As noted, I'm happy to talk about this further at your convenience,

Fraser Hannah
[REDACTED]
[REDACTED]

On September 3, at 9:00 AM, Steve J Meikle <SMeikle@panoramarec.bc.ca> wrote:

Hi Fraser,

Denise has passed along your email inquiry to me. We're happy to bring this forward to Commission for discussion however, I would appreciate the opportunity to discuss this with you further to better understand how you are defining a minimum service level policy and what outcomes you feel can be supported or achieved through a minimum service level policy. I've had varying experiences with this type of policy in 25 years of working in public recreation and would appreciate the opportunity to learn more of your thoughts on the purpose, need and implementation of a policy of this nature.

Would you be available and interested in a meeting either in person, phone or video chat such as zoom or teams in the next week or so? If so, please suggest a couple days/times that might work best for you, and we'll work to arrange something. Please note I have cc'd Katherine Beck our Manager of Program Services as I'd like her to attend this meeting as well.

I am also happy to provide an outline of the weekly pool allocation schedule for the upcoming Fall session as supporting information for this discussion if you felt that might be helpful?

Thank you for your consideration here and I look forward to an opportunity to discuss this matter further.

Sincerely,
Steve

Steve Meikle

Senior Manager | Panorama Recreation

T: 250.655.2170 | F: 250.656.3360

[Facebook](#) | [Instagram](#) | [LinkedIn](#) | www.panoramarecreation.ca

Panorama Recreation

1885 Forest Park Drive, North Saanich, BC V8L 4A3

<image001.png>

Live Well. Have Fun. **Join our team! Click [here](#) to learn more!**

Respectfully acknowledging the First Nations in whose Territories the CRD operates. I am grateful for the opportunity to live and work here and am committed to ongoing learning and reconciliation.

From: Fraser <[\[REDACTED\]](#)>

Sent: Wednesday, September 02, 2026 12:00 PM

To: Denise Toso <dtoso@panoramarec.bc.ca>

Subject: Topic for Commission's attention: minimum service level policy for Panorama

CRD IT SECURITY WARNING: This Email is from an EXTERNAL source. Ensure you trust this sender before clicking on any links or attachments.

Good morning,

I hope the Commission will consider the possibility of establishing a specific minimum-service-level policy for Panorama Recreation Centre aquatics.

At present, I believe no policy exists to outline minimum service levels for public swimming. In my own case this results in difficulties finding time when public lane swimming is available. No doubt other individuals have their own specific preferences also.

Would the Commission consider creating a policy?

With thanks,

Fraser Hannah

[REDACTED]

[REDACTED]

This message is intended only for the use of the individual or entity named above, and may contain information that is privileged, confidential or exempt from disclosure under applicable law. If you are not the intended recipient or their employee or agent responsible for receiving the message on their behalf your receipt of this message is in error and not meant to waive privilege in this message. Please notify us immediately, and delete the message and any attachments without reading the attachments. Any dissemination, distribution or copying of this communication by anyone other than the intended recipient is strictly prohibited. Thank you. Please consider the environment before printing this email.

From: [Lindsay Cunningham](#)
To: [Denise Toso](#); [Katherine Beck](#)
Subject: Temporary wheelchair viewing platform panorama Arena a
Date: Wednesday, September 02, 2026 7:26:34 PM

CRD IT SECURITY WARNING: This Email is from an EXTERNAL source. Ensure you trust this sender before clicking on any links or attachments.

Dear Commissioners,

I have been speaking with Katherine Beck at panorama regarding accessibility for persons with mobility issues and specifically wheelchair users.

Arena a has considerably less accessibility than arena B. Except for an unmarked ramp at the very end of the arena, there is no space committed to or dedicated to persons with accessibility challenges. Many elders, grandparents, or other caregivers love to watch the hockey games and the season is on.

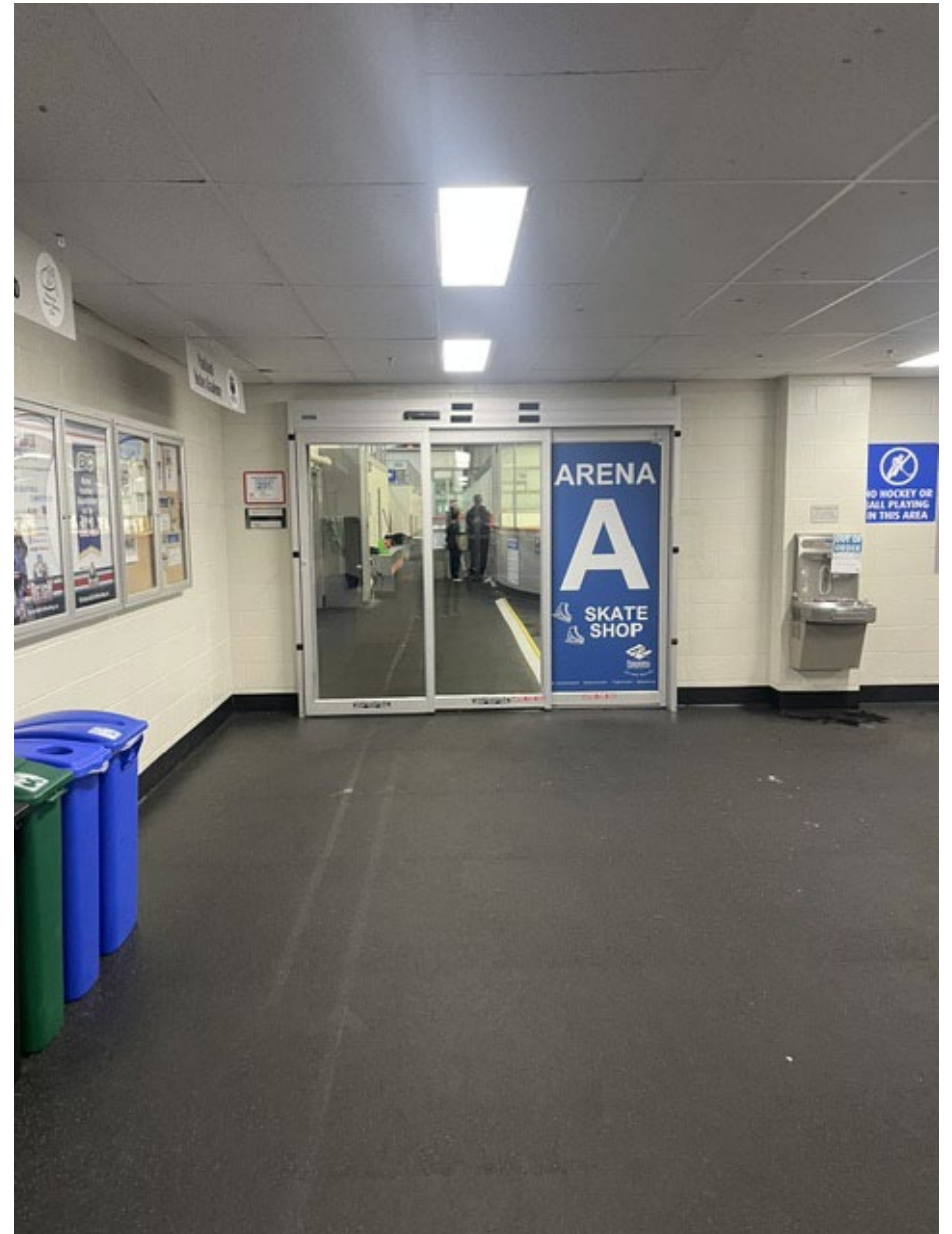
Without this, we limit the generations of families and friends enjoying our national sport. And for me specifically, [REDACTED]

I have suggested that there are low cost options for non-permanent wheelchair structures that could be funded either from panorama or I could champion a fundraiser for all wheelchair users.

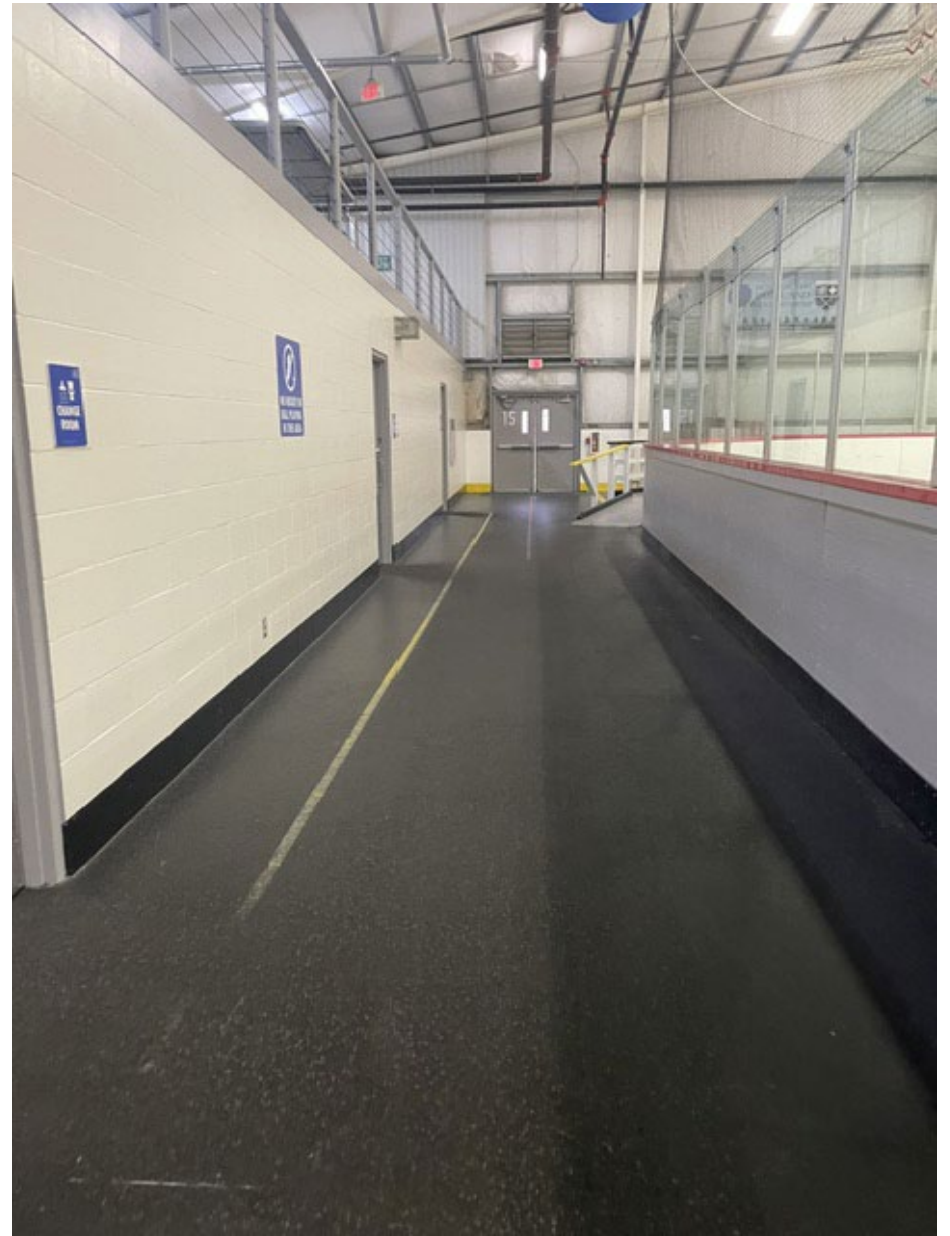
I would like the opportunity to speak to the council in regards to this and appreciate any sense of urgency as the season gets underway.

I have attached for photos below that demonstrate there is no signage, encouraging people with mobility issues to head all the way to the end of arena, a. And additionally, stating that this is solely for the purpose of people with accessibility issues. There are many people that attend game day that need this type of ramp. An additional one further down and not feeling so isolated would be I'm sure, welcomed by all.

Kindest regards, Lindsay Cunningham
[REDACTED]









Sent from my iPhone