

April 23, 2026

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

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

Dear Chris:

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

Background

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

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

Western Compensation & Benefits Consultants

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

Work Completed

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

Discussions With CRD

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

Conducted Market Survey

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

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

Completed Analysis and Prepared Report

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

Conclusions

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

Base Director

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

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

Median Paid to CRD 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