

Capital Regional District

2025 Financial Plan Overview



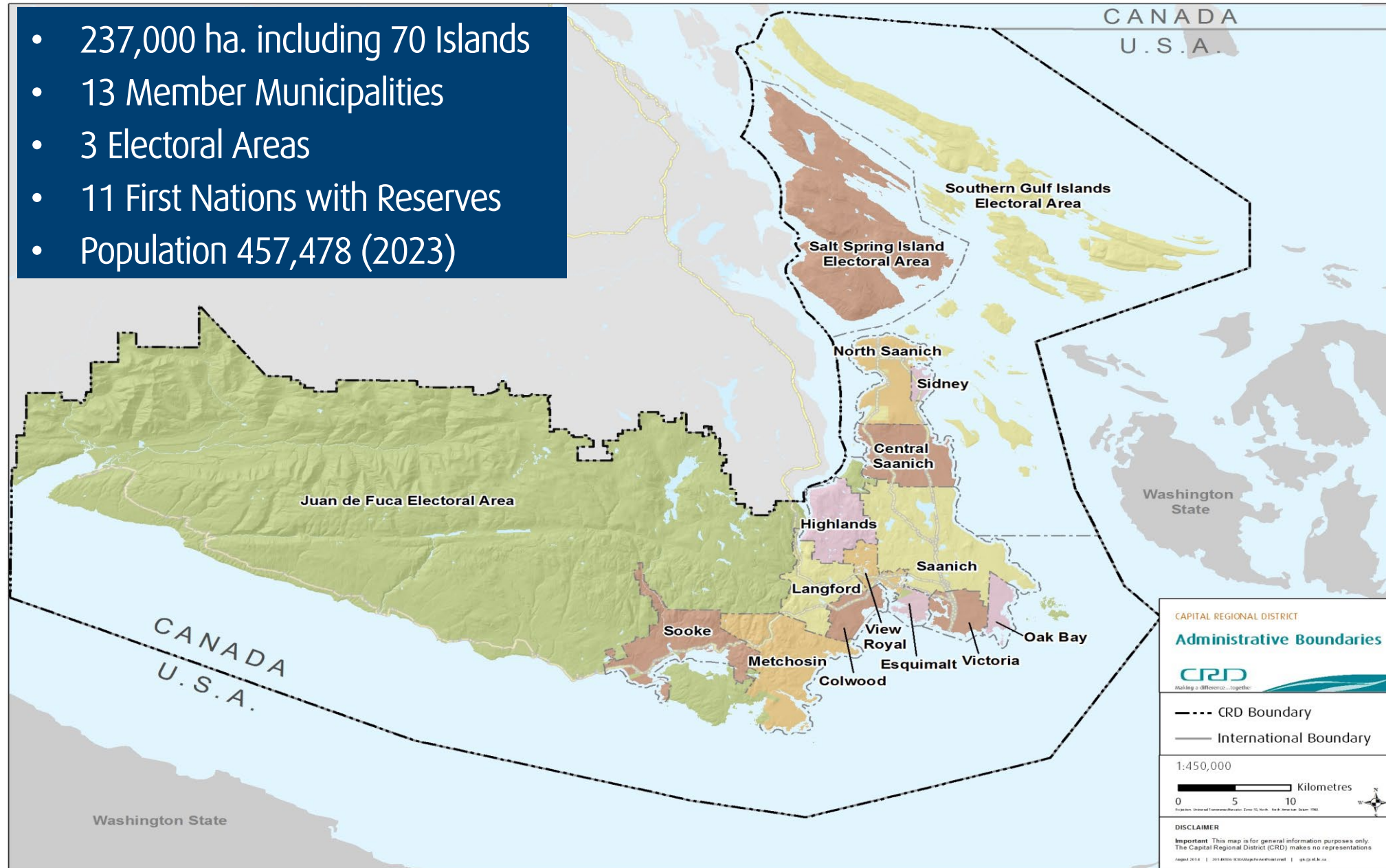
Township of Esquimalt
April 14, 2025



The CRD conducts its business within the traditional territories of many First Nations, including but not limited to BOĆÉĆEN (Pauquachin), MÁLEXEŁ (Malahat), P'a:chi:da?aht (Pacheedaht), Pune'laxutth' (Penelekut), Sc'ianew (Beecher Bay), Songhees, STÁUTW (Tsawout), T'Sou-ke, WJOŁEŁP (Tsartlip), WSIKEM (Tseycum), and x^wsepsəm (Kosapsum), all of whom have a long standing relationship with the land and waters from time immemorial that continues to this day.

The Region

- 237,000 ha. including 70 Islands
- 13 Member Municipalities
- 3 Electoral Areas
- 11 First Nations with Reserves
- Population 457,478 (2023)



Board of Directors



Chair Cliff **MCNEIL-SMITH**, Sidney
Vice-Chair Marie-Térèse **LITTLE**, Metchosin



Chair Zac **DE VRIES**, Saanich
Vice-Chair Jeremy **CARADONNA**, Victoria



Chair Kevin **MURDOCH**, Oak Bay
Acting Chair Scott **GOODMANSON**, Langford

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- ▶ Paul **BRENT**, Southern Gulf Islands EA
- ▶ Susan **BRICE**, Saanich
- ▶ Judy **BROWNOFF**, Saanich
- ▶ Jeremy **CARADONNA**, Victoria
- ▶ Chris **COLEMAN**, Victoria
- ▶ Zac **DE VRIES**, Saanich
- ▶ Barbara **DESJARDINS**, Esquimalt
- ▶ Scott **GOODMANSON**, Langford
- ▶ Gary **HOLMAN**, Salt Spring Island EA
- ▶ Peter **JONES**, North Saanich
- ▶ Doug **KOBAYASHI**, Colwood
- ▶ Marie-Térèse **LITTLE**, Metchosin
- ▶ Cliff **MCNEIL-SMITH**, Sidney
- ▶ Kevin **MURDOCH**, Oak Bay
- ▶ Dean **MURDOCK**, Saanich
- ▶ Colin **PLANT**, Saanich
- ▶ Colby **HARDER**, Langford
- ▶ Dave **THOMPSON**, Victoria
- ▶ Sid **TOBIAS**, View Royal
- ▶ Maja **TAIT**, Sooke
- ▶ Al **WICKHEIM**, Juan de Fuca EA
- ▶ Ken **WILLIAMS**, Highlands
- ▶ Ryan **WINDSOR**, Central Saanich



Transportation

2023

Release of **Regional Origin Destination Household Survey**
Release of **Salt Spring Island Active Transportation Network Plan**

2024

Engagement of partners to support development of **Regional Transportation Service**

Opening of new **Regional Trail on Mayne Island**

2025

*Initiate **Regional Trestle Renewal, Trails Widening and Lighting project***

*Establishment of **Regional Transportation Service***

2026

*Stepwise implementation of new and expanded **Transportation programs and service levels***



Housing

Opened over **330 new affordable housing and supportive housing units**

Land Assembly, Housing and Land Banking **borrowing raised by \$85 million (pending)**

593 new units awarded funding through Community Housing Fund

Acquisition of **1183 Verdier Avenue** for affordable housing

*Launch of the **Rural Housing Program pilot***

*Continued implementation of projects listed in **CRHC Five-Year Major Capital Plan***



Climate Action & Environment

Board approved **Regional Parks & Trails Strategic Plan**

Acquisition of former **Royal Oak Golf Course** and parcel for **East Sooke Regional Park**

Province approved new **Solid Waste Management Plan**

Board approved **Long-Term Biosolids Management Strategy**

Implemented **policy changes and major capital works** to divert waste from **Hartland landfill**

*Progress development of demonstration facility for **advanced biosolids thermal processing***

*Establishment of **Regional Foodlands Access Service and Regional Biodiversity Service****

*Continue implementing **Climate Action Strategy actions***



First Nations

Forum of All Councils with leadership from First Nations, municipalities and electoral areas. **Government-to-Government Relationship Building Initiative** launched.

CRD and Pacheedaht First Nation signed **MOU** to formalize government-to-government relationship.

Supported **affordable housing initiative** of the **Songhees Nation**

*Negotiate and sign additional **MOUs and servicing agreements***

*Update the **Regional Parks Land Acquisition Strategy**, with input from First Nations*

*Develop and implement a **CRD Reconciliation Action Plan***



Governance

Board approved revised **CRD Advocacy Strategy**

Board approved **Board Code of Conduct Bylaw and Member Statement of Commitment**

Board approved first **CRD Corporate Accessibility Plan**

Guidance for EDIA, Climate Action and First Nations reconciliation considerations in staff reports

*Launch of the new **CRD website***

*Creation of new **Electoral Area Services department***

*Board to decide whether to revise **Regional Growth Strategy***

Note that italicized content reflects future plans

*Subject to successful regional Elector Approval Processes

2025 – 2029 Financial Plan

2025 Planning Parameters and Results

Direction for the service planning process and the 2025 provisional budget was set through:

2023-2026 Board Priorities (est. March 2023)
subsequently the 2023-2026 CRD Corporate Plan was developed and approved

The Financial Planning Guidelines (May 2024)
established a 3.0% target while forecasting 6% increase based on committed initiatives

⇒ Plans for 2025 are focused on maintaining core service delivery and delivering remaining initiatives supporting the 2023-2026 Corporate Plan



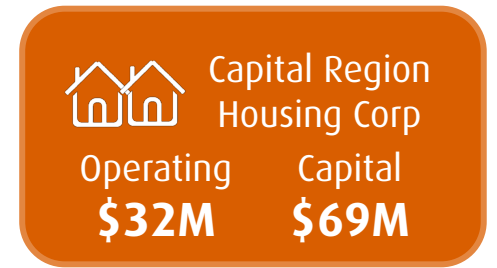
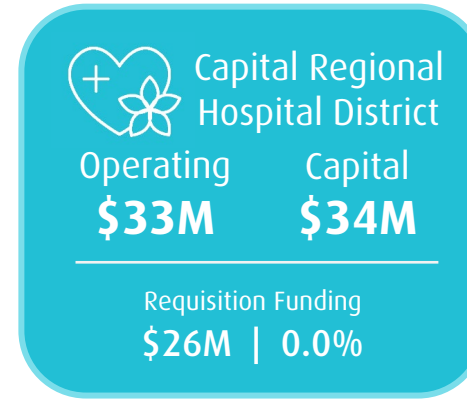
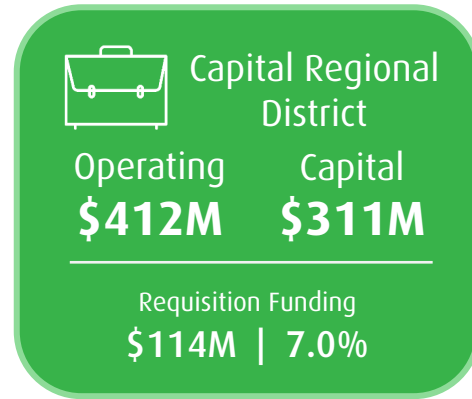
2025 FINAL

CRD
Operating | \$412M
Capital | \$311M

Consolidated
Requisition | 5.6%
Cost/HH | 3.3%

2025 Final Budget

Executive Summary



Managing Capital Investments

capital investment more than 5x depreciation while 8% of revenue is committed to long-term debt payments



Supporting Board & Corporate Priorities

continuing to execute multi-year projects while adding initiatives in alignment with the 2023-2026 corporate plan



Adapting to Regional Challenges

employment challenges, economic uncertainty, continued population growth resulting in increased asset utilization



Striving for Financial Sustainability

continued revenue diversification, leveraging partnerships, developing financing strategies

CRD Capital Plan

CRD Capital Plan

Community Needs

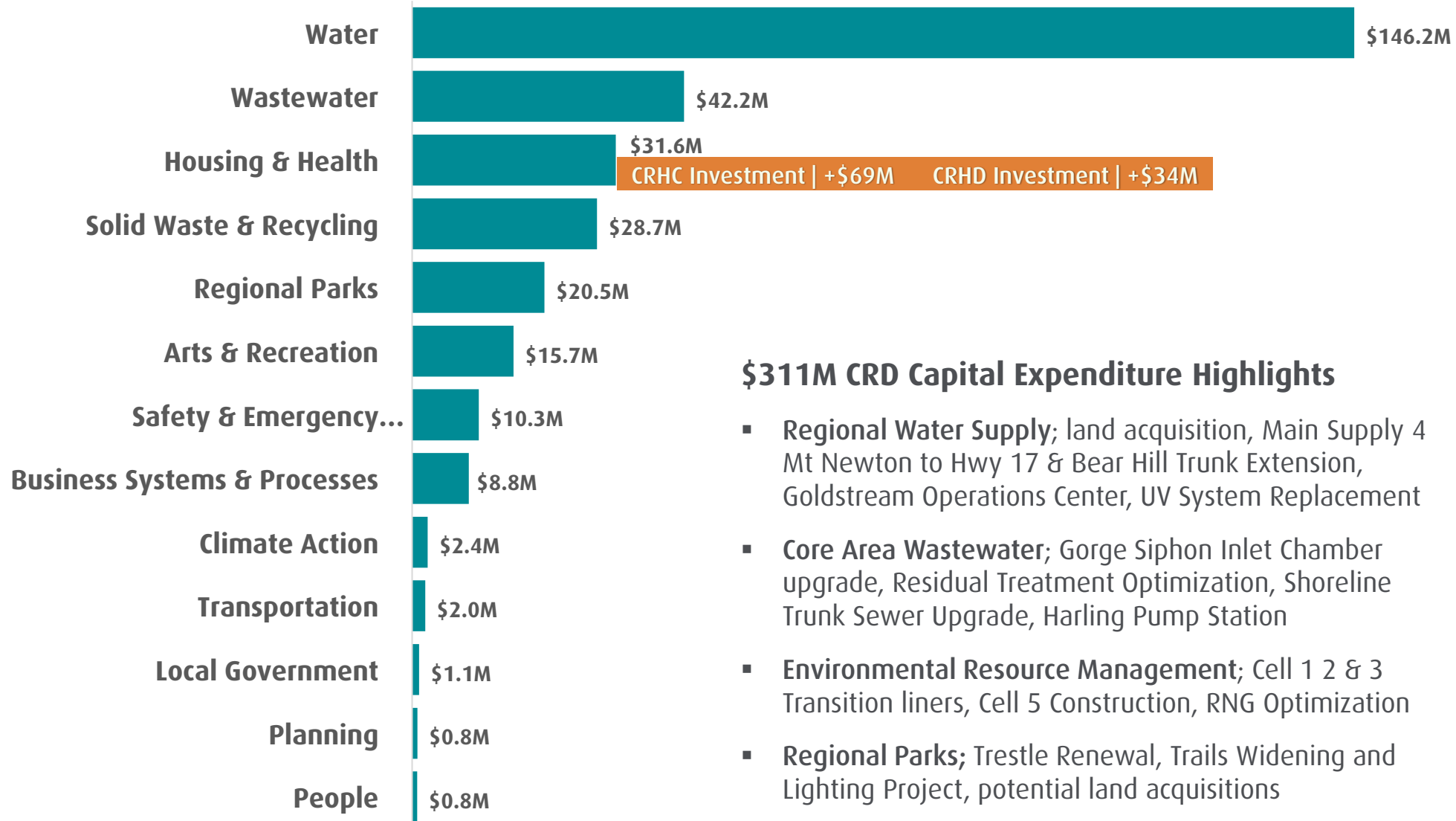
2024 | \$267M



2025 | \$311M



+\$44M | 16.7%



CRD Operating Plan

CRD Operating Plan

Executive Summary

2024 | \$369M

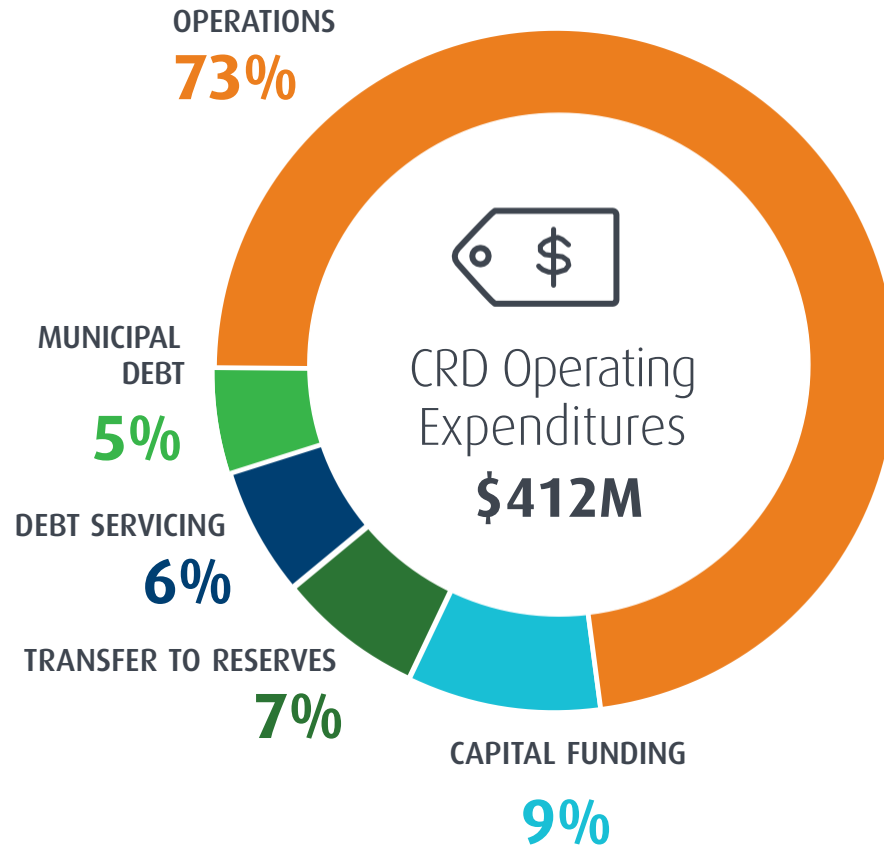


2025 | \$412M

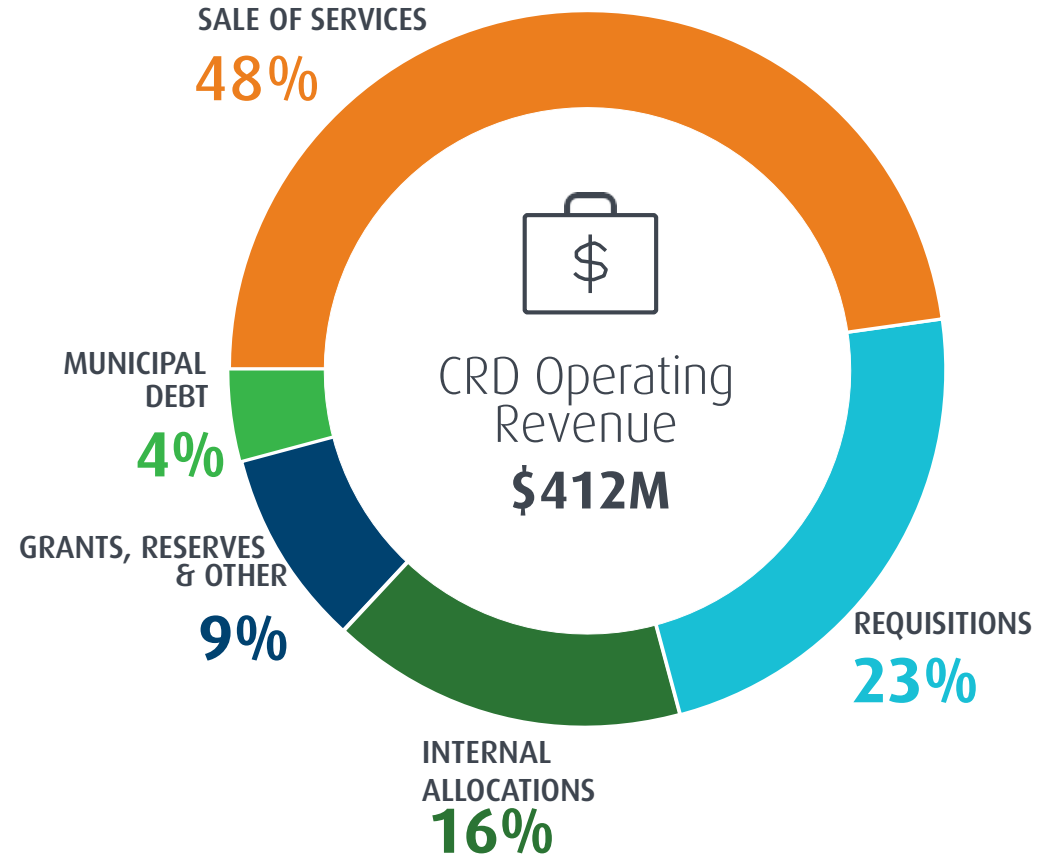


+\$43M | 11.7%

WHERE THE MONEY GOES

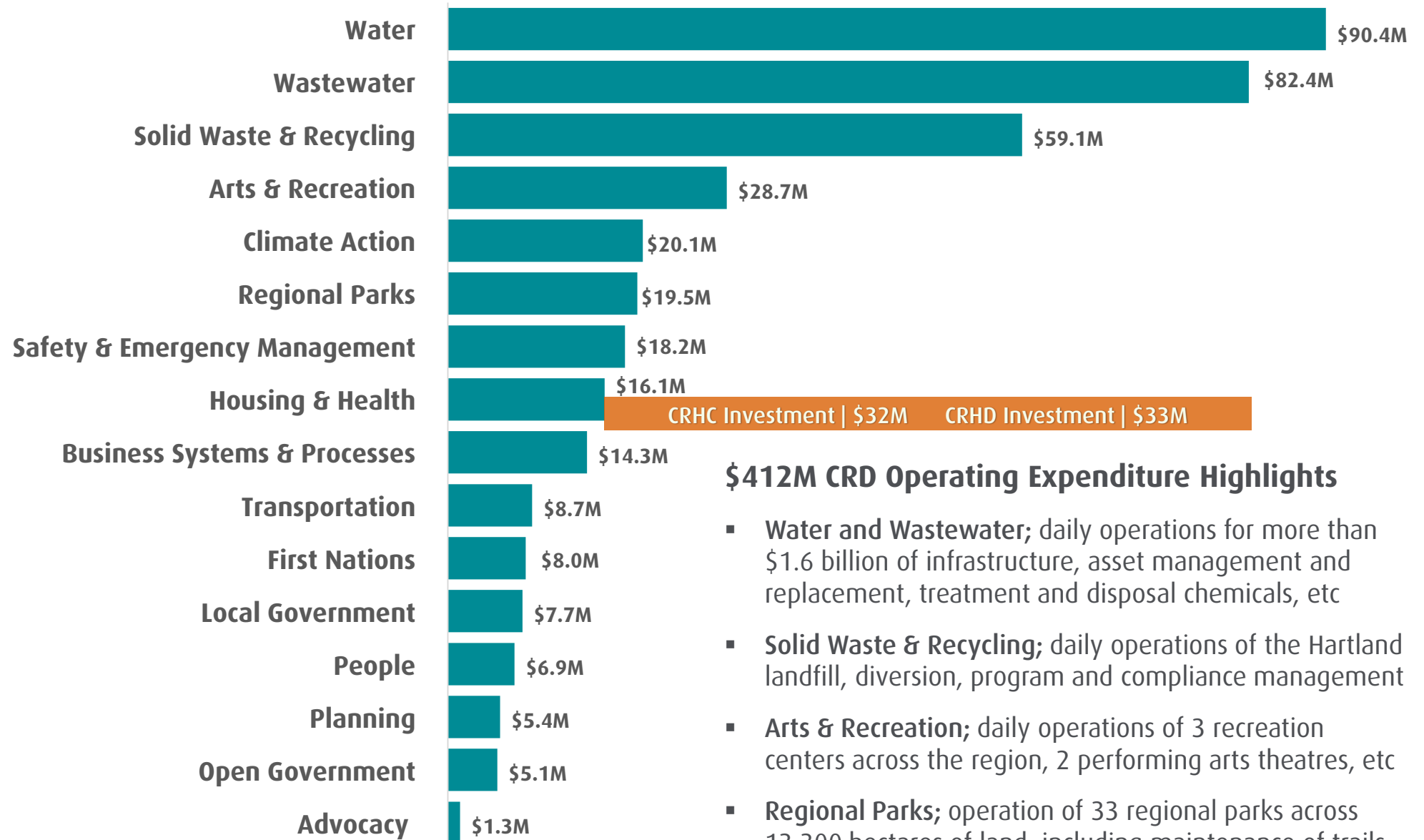


WHERE THE MONEY COMES FROM



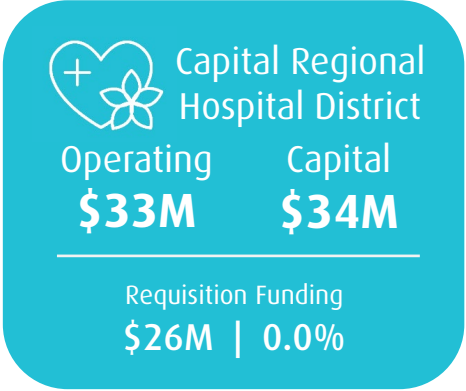
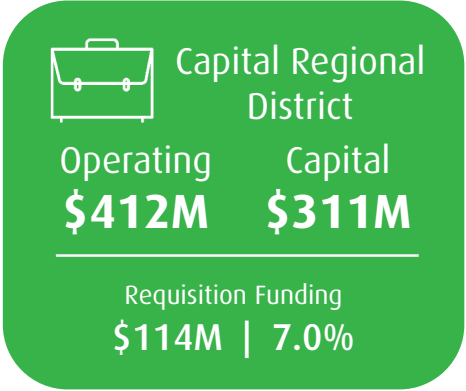
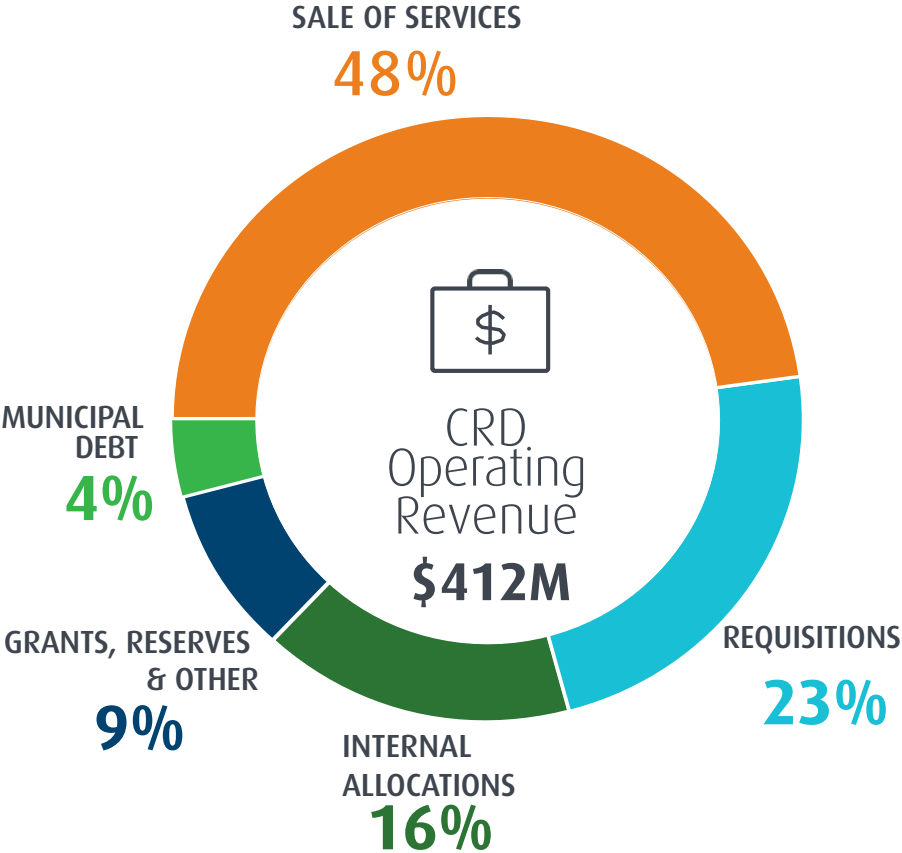
CRD Operating Plan

Community Needs



CRD Operating Plan Funding

CRD Operating Plan Funding



Requisition by Participant

	A	+	B	=	C	→	D	→	E	→	F	→	G
Municipalities & EAs	Impact of Cost Apportionment		All Other CRD		CRD Final		CRD & Municipal Debt		CRD, CRHD & Municipal Debt		Consolidated Cost per HH %		Consolidated Cost per HH \$
Central Saanich	0.4%		7.0%		7.4%		6.6%		5.7%		2.5%		\$954
Colwood	0.5%		7.0%		7.5%		7.9%		6.6%		2.2%		\$532
Esquimalt	0.1%		13.1%		13.2%		5.1%		4.5%		5.3%		\$1,142
Highlands	(1.0%)		8.6%		7.6%		(0.7%)		(0.9%)		(0.8%)		\$526
Langford	2.4%		10.7%		13.1%		13.1%		11.5%		1.7%		\$612
Metchosin	(2.8%)		8.7%		5.9%		5.9%		3.1%		3.0%		\$501
North Saanich	(1.2%)		7.7%		6.5%		5.9%		3.9%		2.5%		\$953
Oak Bay	(1.1%)		8.6%		7.5%		7.5%		5.1%		5.1%		\$898
Saanich	(1.3%)		7.5%		6.2%		2.3%		1.5%		0.8%		\$575
Sidney	0.2%		7.5%		7.7%		9.2%		7.2%		5.0%		\$592
Sooke	0.4%		7.7%		8.1%		7.2%		6.3%		4.3%		\$769
Victoria	(0.4%)		6.9%		6.5%		5.0%		3.4%		1.4%		\$516
View Royal	0.0%		7.0%		7.0%		7.6%		5.8%		4.7%		\$534
Juan de Fuca*	1.2%		10.4%		11.6%		11.6%		10.1%		10.2%		\$775
Salt Spring Island*	(0.2%)		11.6%		11.4%		11.4%		10.1%		9.9%		\$1360
Southern Gulf Islands*	(0.5%)		8.0%		7.5%		7.5%		5.8%		6.1%		\$604
Total	-		8.7%		8.7%		7.0%		5.6%		3.3%		\$716

* Excludes Local Defined Areas

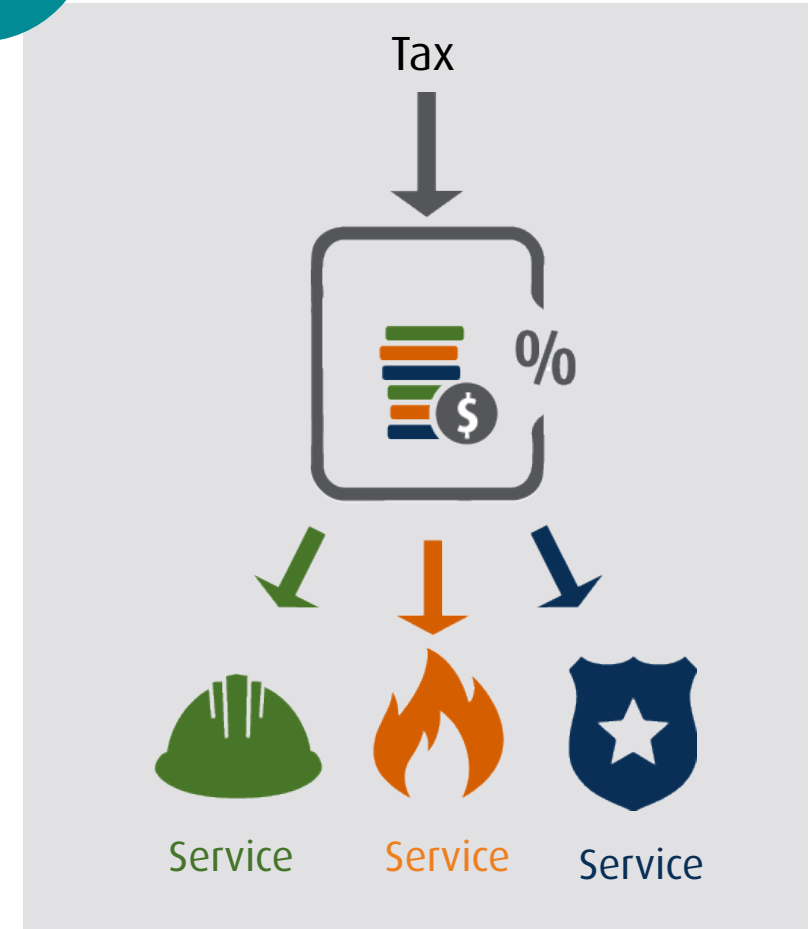
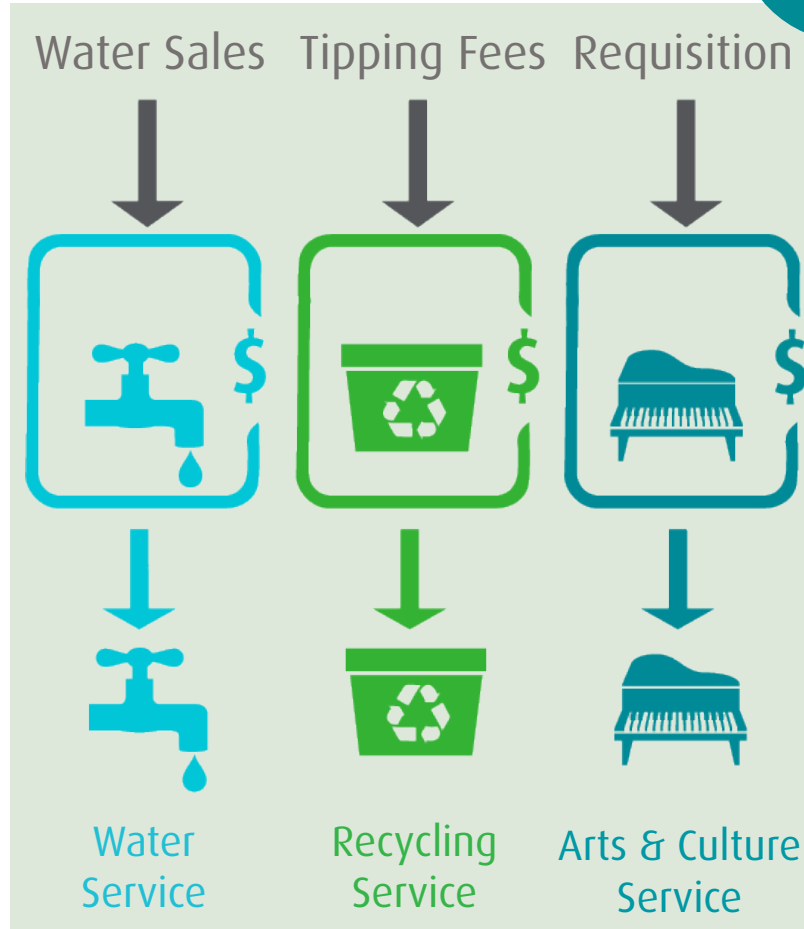
CRD Operating Plan Funding

Requisition Summary

REGIONAL DELIVERY

VS

MUNICIPAL DELIVERY



CRD Operating Plan Funding

Requisition Summary

Service descriptions
listed in left column.

Who participates
shown on top row.

Participation indicated
by check boxes.

Colour Coding
Tip Use colours
to identify the
type of payment.

Service
Number
Tip Use the
Service number to
reference financial
statements.

		CAPITAL REGIONAL DISTRICT 2019 PARTICIPATION BY SERVICE AND MUNICIPALITY																		
		MUNICIPALITIES										ELECTORAL AREAS								
		C. SAAN	COLWICK	ESQUIMALT	HIGHLAND	LANGLOIS	METCHIKO	N. SAAN	OAK BAY	SAANICH	SIDNEY	SOOKE	VICTORIA	VIEW ROYAL	JDF	SSI	SGI	FIRST NATION	OTHERS * Note 2	
Service	Description	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
1.010	Legislative & General Government	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
1.101	General Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
1.224	Community Health - Homeless Sec.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
1.226	Community Health (CHR) Facilities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
1.280	Regional Parks	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
1.280A	Regional Parks - Land Acquisition	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
1.309	Climate Action and Adaptation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
1.310	Land Banking & Housing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
1.324	Regional Planning Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
1.335	Geo-Spatial Referencing System	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
1.374	Regional Emergency Program Support	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
1.375	Hazardous Material Incident response	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
1.52X	Solid Waste Disposal (Refuse Disposal)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
1.911	Call Answer	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
1.921	Regional CREST Contribution	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
2.670	Regional Water Supply	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
1.15X	Capital Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
CRHD	Capital Regional Hospital District	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
1.121	Sooke Regional Museum																			
1.123	Victoria Family Court Building																			
1.126	Victoria Family Court Committee	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
1.128	Greater Victoria Police Victim Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
1.230	Traffic Safety Commission	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
1.290	Regional Theatre																			
1.295	Ampherson Theatre																			
1.297	Arts Grants																			
1.311	Regional Housing Trust Fund	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	

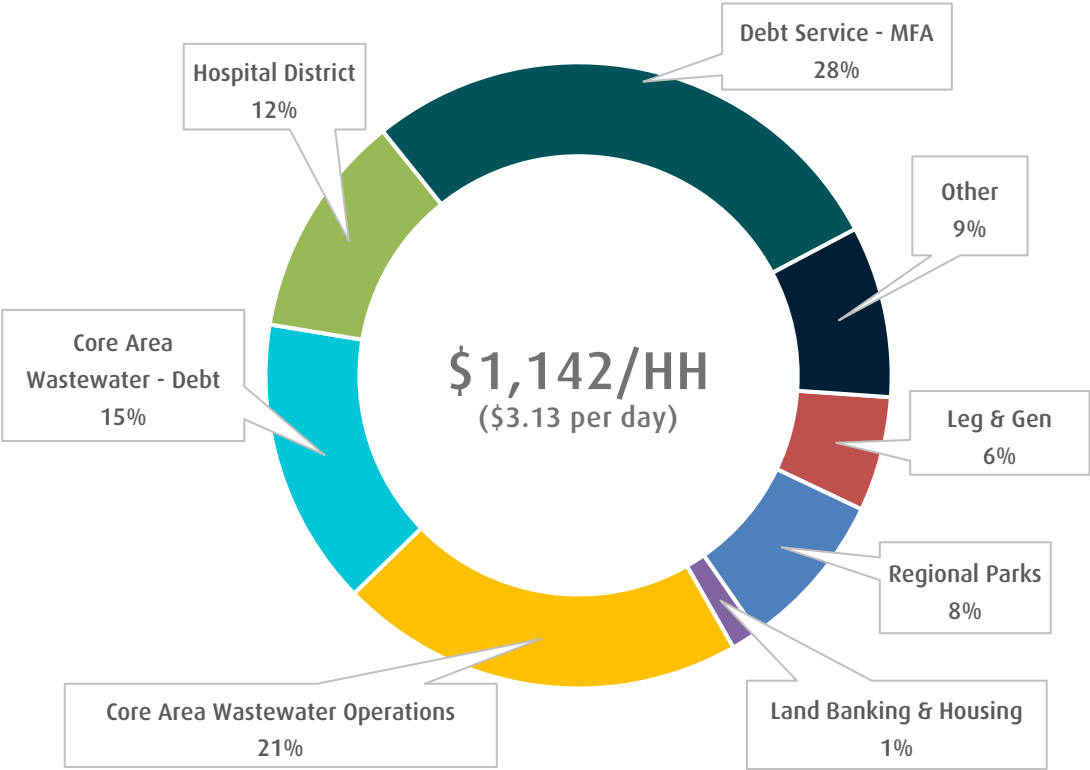
Service
Number
Tip See
Attachment 3
for detailed
CRD on a Page.

Township of Esquimalt

2025 Municipal Requisition

	2025 (in millions)	2024 (in millions)	%	Cost per HH	%
CRD Requisition	\$4.5	\$3.9	13.2%	\$689	14.0%
CRHD Requisition	\$0.9	\$0.9	- %	\$133	0.9%
Municipal Debt	\$2.1	\$2.3	(8.9%)	\$320	(8.2%)
Total Requisition	\$7.4	\$7.1	4.5%	\$1,142	5.3%

2025 Average Residential Assessment
\$1,078,415



Township of Esquimalt

2025 Municipal Requisition

ESQUIMALT		2025		Cost per Avg. Residential Assessment	2024		Cost per Avg. Residential Assessment	Difference Increase/(Decrease)		Change in Cost per Avg. Household	
								\$	%	\$	%
1.010	Legislative & General Government	437,359	67.65		396,693	60.91		40,666	10.25%	6.74	11.07%
1.10X	Facilities Management	5,526	0.85		5,625	0.86		(99)	-1.77%	(0.01)	-1.04%
1.101	G.I.S.	4,898	0.76		4,320	0.66		578	13.38%	0.09	14.22%
1.224	Community Health	20,322	3.14		26,214	4.02		(5,891)	-22.47%	(0.88)	-21.90%
1.280	Regional Parks	612,201	94.70		582,853	89.49		29,348	5.04%	5.20	5.81%
1.309	Climate Action and Adaptation	61,337	9.49		60,326	9.26		1,012	1.68%	0.23	2.43%
1.310	Land Banking & Housing	106,529	16.48		60,346	9.27		46,184	76.53%	7.21	77.84%
1.312	Regional Goose Management	9,407	1.46		9,230	1.42		177	1.92%	0.04	2.67%
1.315	Biodiversity & Environmental Stewardship	4,150	0.64		-	-		4,150	100.00%	0.64	100.00%
1.324	Regional Planning Services	42,492	6.57		41,209	6.33		1,283	3.11%	0.25	3.88%
1.326	Foodlands Access	10,146	1.57		-	-		10,146	100.00%	1.57	100.00%
1.335	Geo-Spatial Referencing System	5,593	0.87		5,427	0.83		166	3.06%	0.03	3.83%
1.374	Regional Emergency Program Support	5,314	0.82		5,335	0.82		(21)	-0.40%	0.00	0.34%
1.375	Hazardous Material Incident Response	17,914	2.77		13,505	2.07		4,409	32.65%	0.70	33.63%
1.911	911 Systems	20,293	3.14		13,402	2.06		6,890	51.41%	1.08	52.53%
1.921	Regional CREST Contribution	80,798	12.50		80,277	12.33		520	0.65%	0.17	1.39%
21.ALL	Feasibility Study Reserve Fund - All	4,307	0.67		6,807	1.05		(2,500)	-36.73%	(0.38)	-36.26%
Total Regional		\$1,448,586	\$224.07		\$1,311,569	\$201.38		\$137,017	10.45%	\$22.69	11.27%
1.126	Victoria Family Court Committee	592	0.09		589	0.09		4	0.64%	0.00	1.39%
1.128	Greater Victoria Police Victim Services	11,913	1.84		11,679	1.79		234	2.00%	0.05	2.76%
1.230	Traffic Safety Commission	2,498	0.39		2,474	0.38		24	0.98%	0.01	1.73%
1.297	Arts Grants	181,113	28.01		176,250	27.06		4,863	2.76%	0.95	3.52%
1.311	Regional Housing Trust Fund	-	-		33,086	5.08		(33,086)	-100.00%	(5.08)	-100.00%
1.330	Regional Growth Strategy	11,186	1.73		10,857	1.67		330	3.04%	0.06	3.80%
1.536	LWMP-Stormwater Quality Management-Core	61,133	9.46		53,715	8.25		7,417	13.81%	1.21	14.65%
1.912B	911 Call Answer - Municipalities	(37,673)	(5.83)		(42,347)	(6.50)		4,675	11.04%	0.67	10.38%
3.701	Millstream Remediation Service	234	0.04		165	0.03		70	42.36%	0.01	43.42%
3.717	Core Area Wastewater Operations	1,547,393	239.35		1,396,891	214.48		150,501	10.77%	24.87	11.60%
3.7XX	Core Area & Legacy Trunk Sewer - Debt	1,098,150	169.86		856,508	131.51		241,642	28.21%	38.35	29.16%
3.750	LWMP - Core and West Shore	24,067	3.72		24,660	3.79		(594)	-2.41%	(0.06)	-1.68%
3.751	LWMP - Core and West Shore Debt	1,414	0.22		-	-		1,414	100.00%	0.22	100.00%
3.752	LWMP - Harbour Studies	19,991	3.09		19,881	3.05		110	0.55%	0.04	1.30%
3.755	Regional Source Control	84,861	13.13		80,722	12.39		4,139	5.13%	0.73	5.91%
Total Sub Regional		\$3,006,871	\$465.10		\$2,625,129	\$403.07		\$381,741	14.54%	\$62.04	15.39%
Total Capital Regional District		\$4,455,457	\$689.17		\$3,936,698	\$604.45		\$518,758	13.18%	\$84.72	14.02%
1.15X	Municipalities' Own Debt - M.F.A.	2,068,085	319.89		2,270,279	348.58		(202,194)	-8.91%	(28.69)	-8.23%
CRHD	Capital Regional Hospital District	859,606	132.96		857,914	131.73		1,693	0.20%	1.24	0.94%
TOTAL CRD, CRHD & MUNICIPAL DEBT		\$7,383,148	\$1,142.02		\$7,064,891	\$1,084.75		\$318,257	4.50%	\$57.27	5.28%

Average residential assessment - 2025/2024

\$1,078,415

\$1,055,897

Major Impacts (Changes in \$/Avg HH>)

	Change in Requisition		Change in Cost / Avg HH	
	\$	% of Total	\$	% of Total
TOTAL CRD, CRHD & MUNICIPAL DEBT				
Legislative & General Government	40,666	0.57%	6.74	0.62%
Community Health	(5,891)	-0.08%	(0.88)	-0.08%
Regional Parks	29,348	0.41%	5.20	0.48%
Land Banking & Housing	46,184	0.65%	7.21	0.66%
Foodlands Access	10,146	0.14%	1.57	0.14%
911 Systems	6,890	0.10%	1.08	0.10%
Regional Housing Trust Fund	(33,086)	-0.47%	(5.08)	-0.47%
LWMP-Stormwater Quality Management-Core	7,417	0.10%	1.21	0.11%
Core Area Wastewater Operations	150,501	2.13%	24.87	2.29%
Core Area & Legacy Trunk Sewer - Debt	241,642	3.42%	38.35	3.54%
Municipalities' Own Debt - M.F.A.	(202,194)	-2.86%	(28.69)	-2.64%
Capital Regional Hospital District	1,693	0.02%	1.24	0.11%
Other	24,941	0.35%	\$4.45	0.41%
TOTAL CRD, CRHD & MUNICIPAL DEBT	\$318,257	4.50%	\$57.27	5.28%



Questions?



Capital Regional District



CRDVictoria



crd.ca