

# Capital Regional District

## 2025 Provisional Budget Overview



City of Victoria - Committee of the Whole  
February 13, 2025



**The CRD conducts its business within the traditional territories of many First Nations, including but not limited to BOKÉĆEN (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<sup>w</sup>sepsəm (Esquimalt), all of whom have a long standing relationship with the land and waters from time immemorial that continues to this day.**

# Agenda

## 1 CRD Overview and Board Priorities 2023-2026

Ted Robbins  
Chief Administrative Officer

## 4 The Executive Leadership Team is available to discuss capital projects, operating initiatives, community needs

inclusive of key trends and assumptions, performance metrics, service level adjustments, initiative progress, etc.

Ted Robbins  
Chief Administrative Officer  
Nelson Chan  
Chief Financial Officer, GM Finance & IT  
Alicia Fraser  
GM, Integrated Water Services



## 2 Executive Budget Summary, Where we are in the Process

Nelson Chan  
Chief Financial Officer, GM Finance & IT

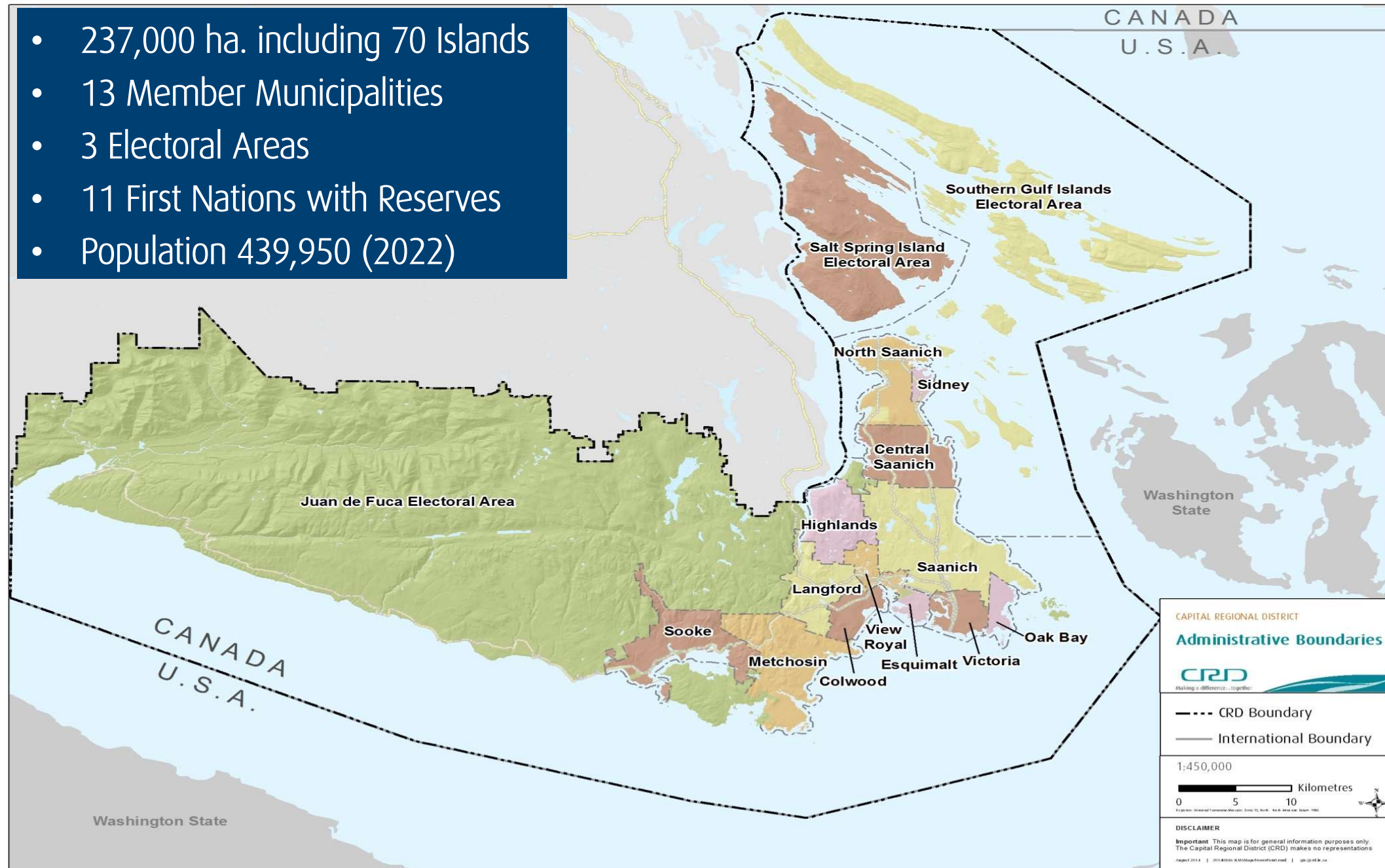
## 3 Capital & Operating Plans, City of Victoria Impacts

Nelson Chan  
Chief Financial Officer, GM Finance & IT

Glenn Harris  
Acting GM, Parks, Recreation & Environmental Services  
Don Elliot  
Acting GM, Housing, Planning & Protective Services  
Kristen Morley  
GM, Corporate Services & Corporate Officer

# The Region

- 237,000 ha. including 70 Islands
- 13 Member Municipalities
- 3 Electoral Areas
- 11 First Nations with Reserves
- Population 439,950 (2022)



# 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

## Directors

- ▶ Marianne **ALTO**, Victoria
- ▶ 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



## Housing



## Climate Action & Environment



## First Nations



## Governance

2023

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

Opened over 330 new affordable housing and supportive housing units

Board approved Regional Parks & Trails Strategic Plan

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

Board approved revised CRD Advocacy Strategy

2024

Engagement of partners to support development of Regional Transportation Service

Land Assembly, Housing and Land Banking borrowing raised by \$85 million (pending)  
593 new units awarded funding through Community Housing Fund

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

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

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

Board approved first CRD Corporate Accessibility Plan

2025

Opening of new Regional Trail on Mayne Island

Acquisition of 1183 Verdier Avenue for affordable housing

Province approved new Solid Waste Management Plan  
Board approved Long-Term Biosolids Management Strategy

Supported affordable housing initiative of the Songhees Nation

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

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

*Launch of the Rural Housing Program pilot*

Implemented policy changes and major capital works to divert waste from Hartland landfill  
*Progress development of demonstration facility for advanced biosolids thermal processing*

*Negotiate and sign additional MOUs and servicing agreements*

*Launch of the new CRD website*

2026

*Establishment of Regional Transportation Service*

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

*Establishment of Regional Foodlands Access Service and Regional Biodiversity Service\*\**  
*Continue implementing Climate Action Strategy actions*

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

*Creation of new Electoral Area Services department*

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

*Develop and implement a CRD Reconciliation Action Plan*

*Board to decide whether to revise Regional Growth Strategy*

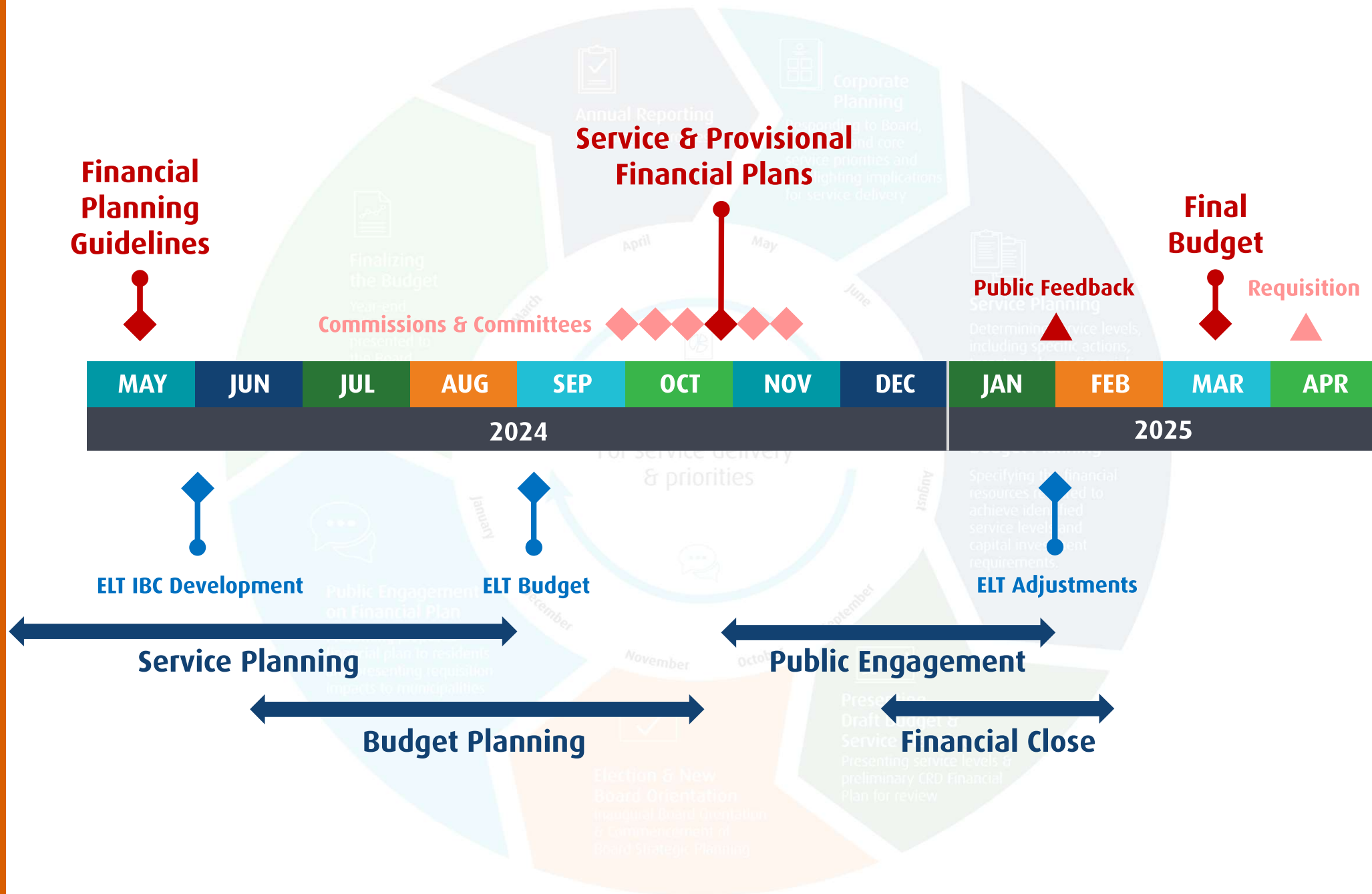
Note that italicized content reflects future plans

\*\*Subject to successful regional Elector Approval Processes

# 2025 Provisional Budget

# Process & Timeline

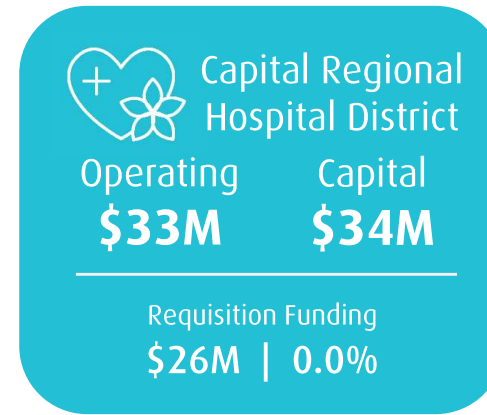
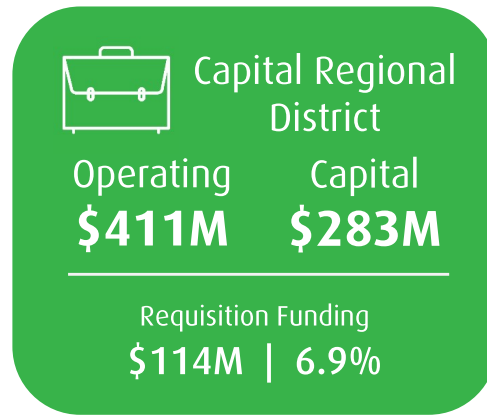
## 2025 Planning





# 2025 Provisional Budget

## Executive Summary



### Managing Capital Investments

capital investment is nearly 5x depreciation while less than 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

## Executive Summary

2024 | \$266M

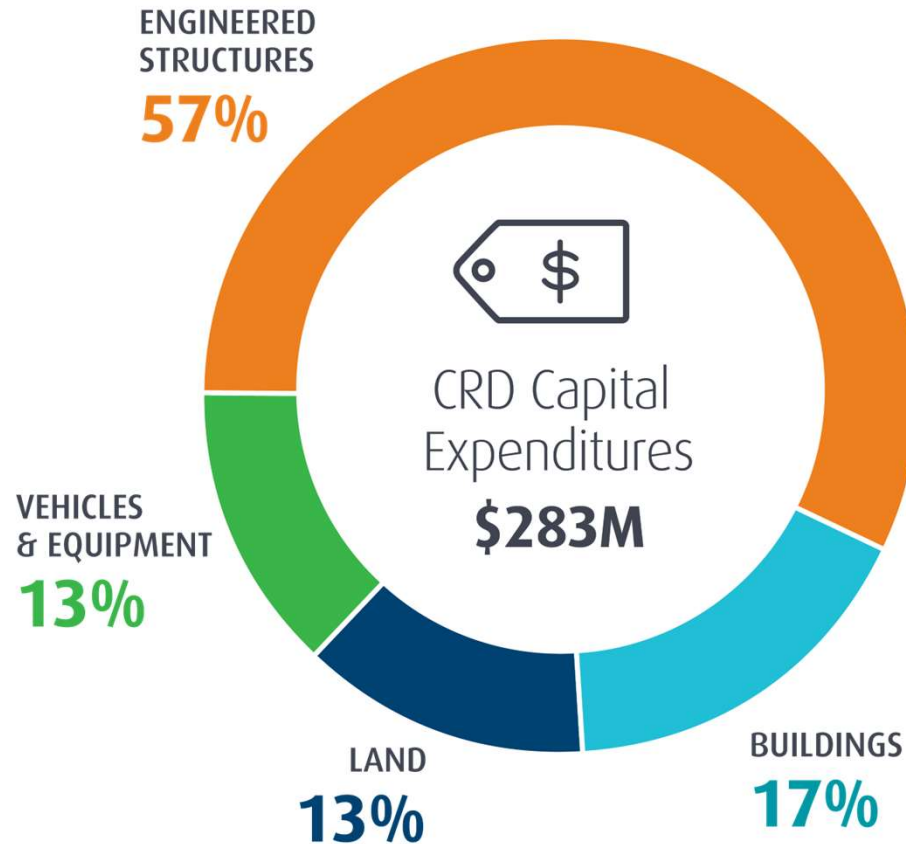


2025 | \$283M

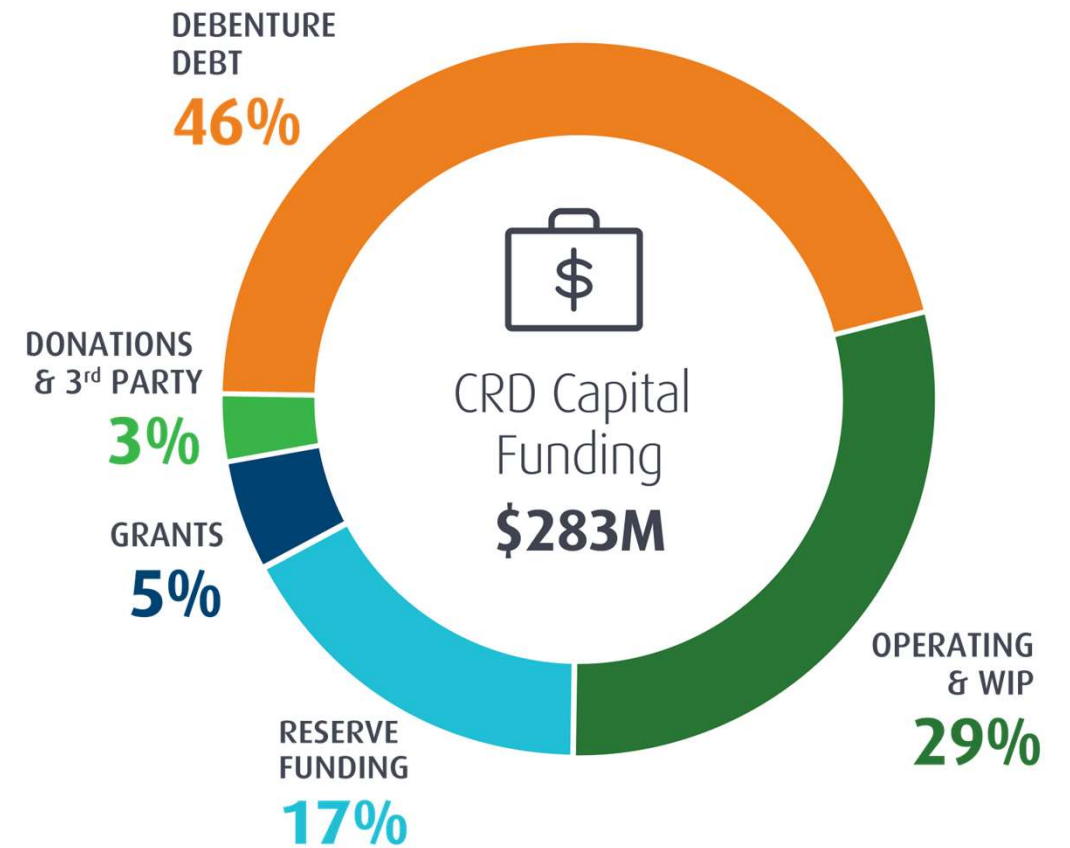


+\$17M | 6.3%

### WHERE THE MONEY GOES

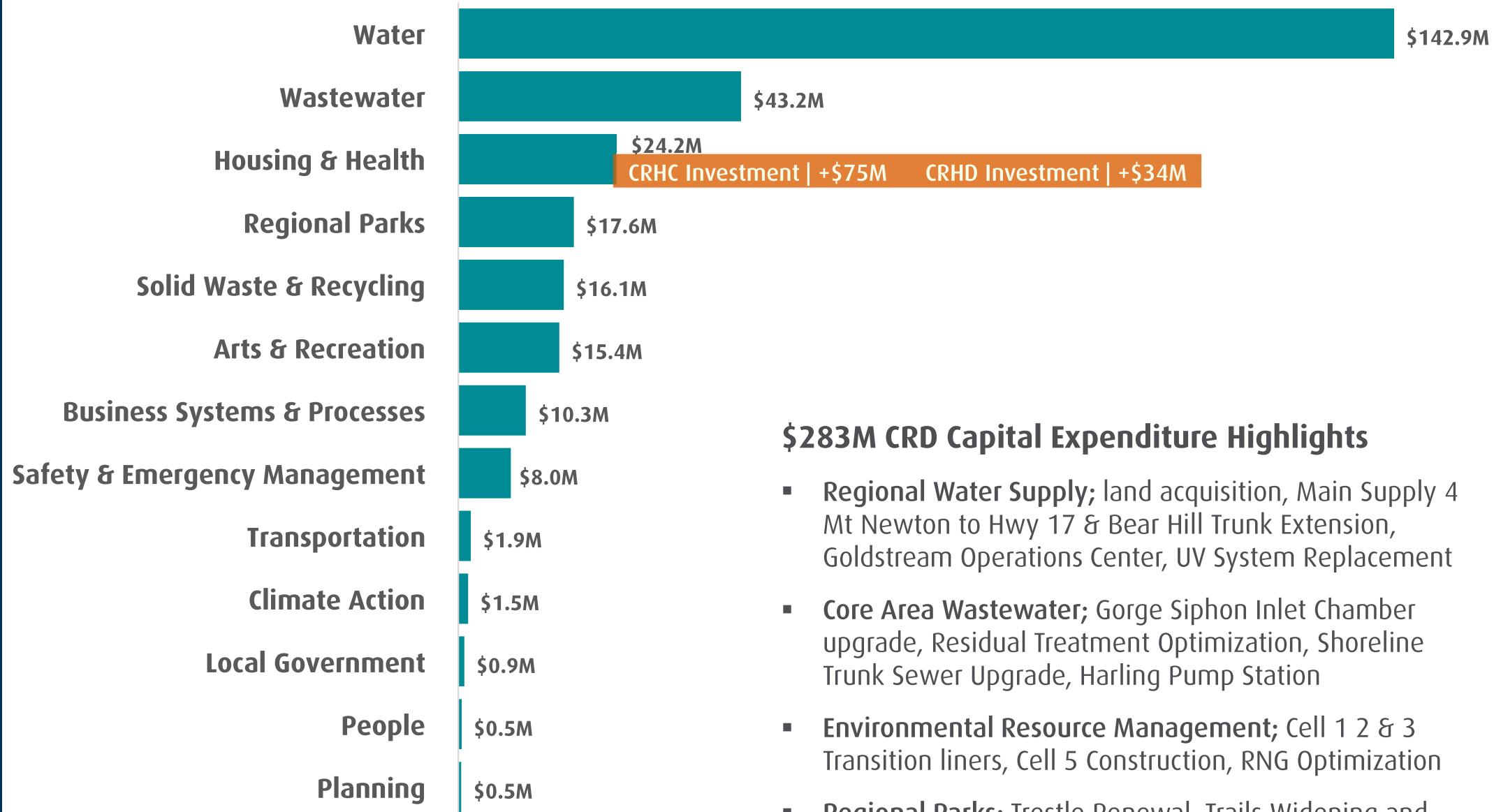


### WHERE THE MONEY COMES FROM



# CRD Capital Plan

## Community Needs



### \$283M CRD Capital Expenditure Highlights

- **Regional Water Supply;** land acquisition, Main Supply 4 Mt Newton to Hwy 17 & Bear Hill Trunk Extension, Goldstream Operations Center, UV System Replacement
- **Core Area Wastewater;** Gorge Siphon Inlet Chamber upgrade, Residual Treatment Optimization, Shoreline Trunk Sewer Upgrade, Harling Pump Station
- **Environmental Resource Management;** Cell 1 2 & 3 Transition liners, Cell 5 Construction, RNG Optimization
- **Regional Parks;** Trestle Renewal, Trails Widening and Lighting Project, potential land acquisitions

# CRD Operating Plan

# CRD Operating Plan

## Executive Summary

2024 | \$369M

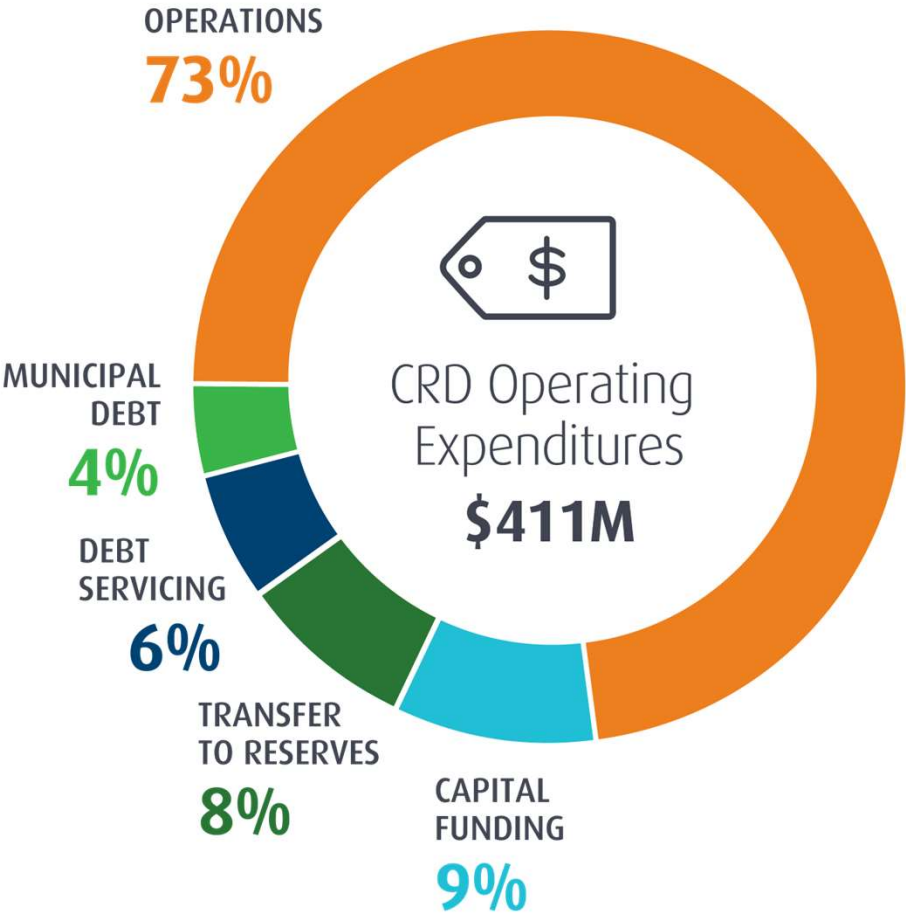


2025 | \$411M

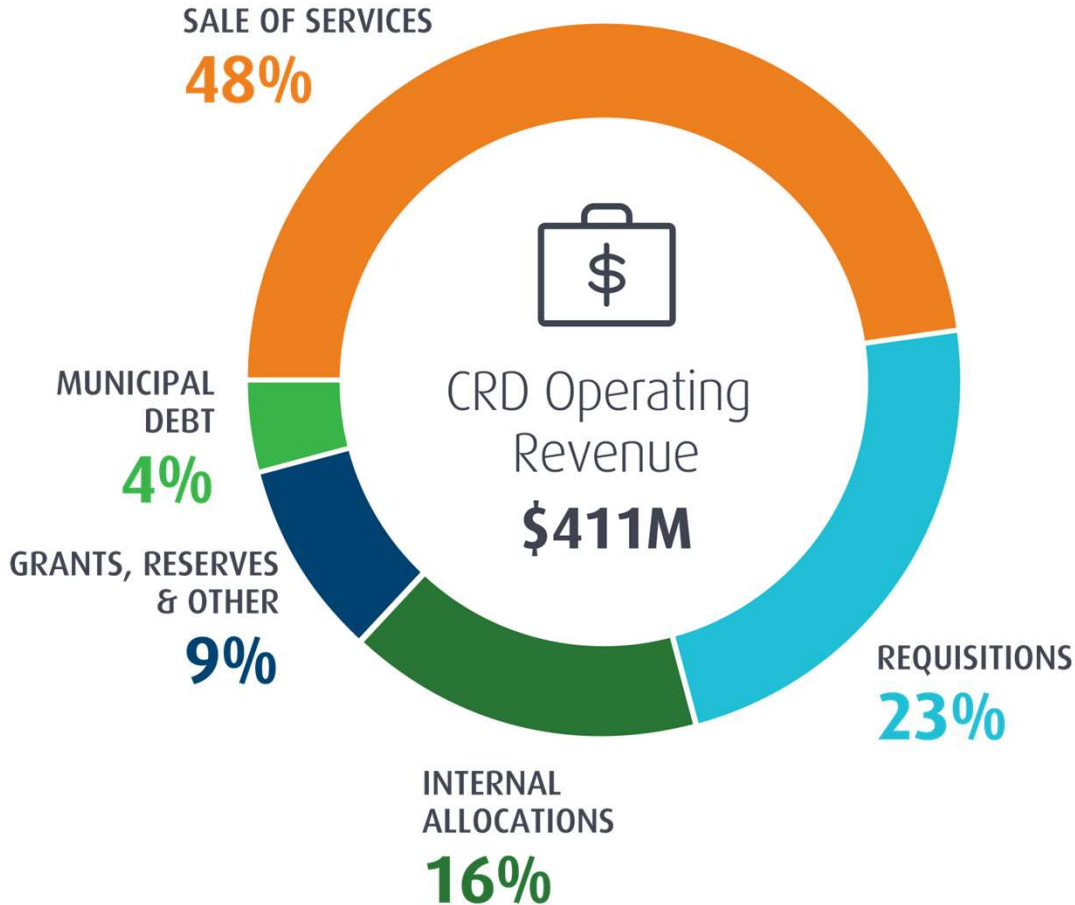


+\$42M | 11.5%

### WHERE THE MONEY GOES

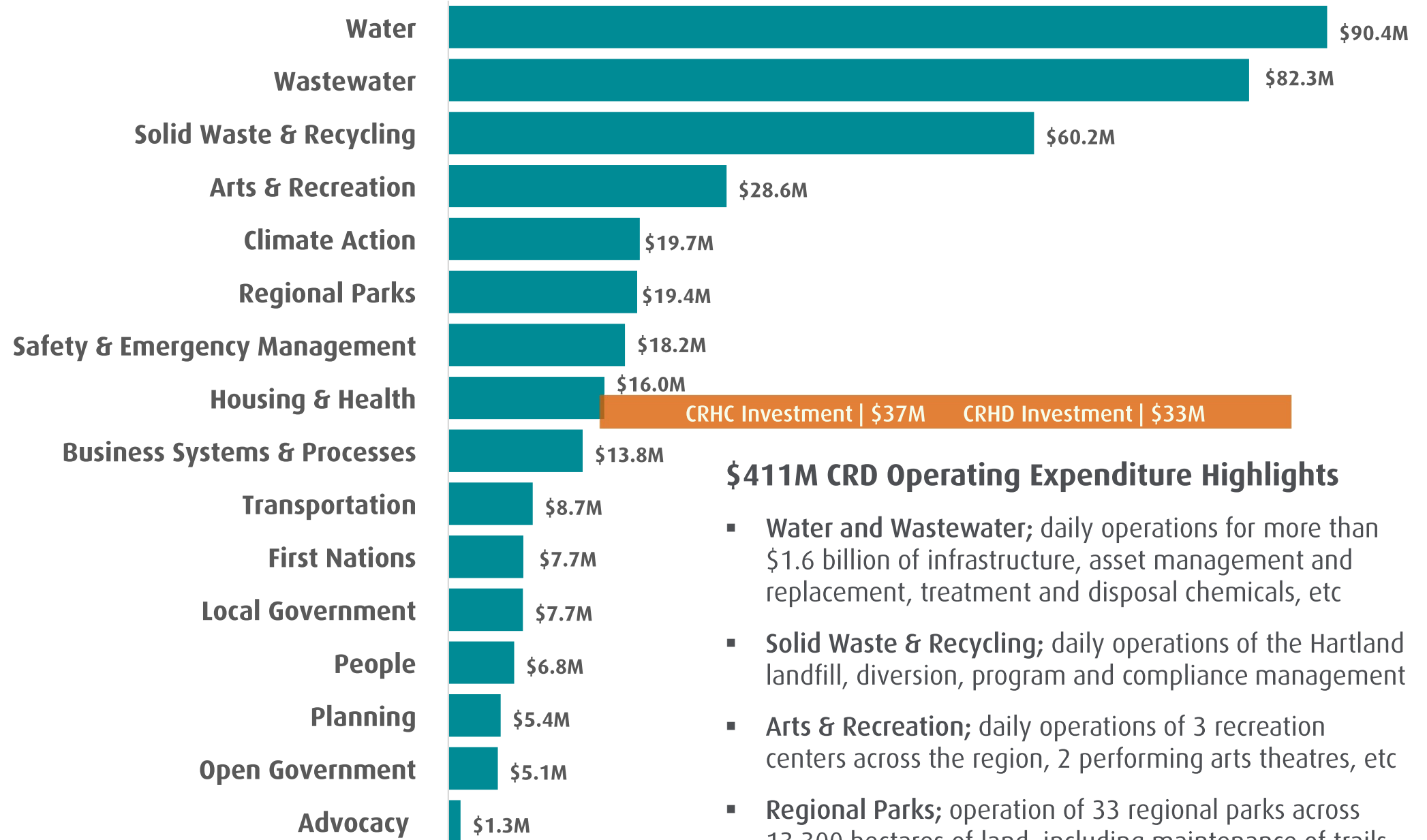


### WHERE THE MONEY COMES FROM



# CRD Operating Plan

## Community Needs



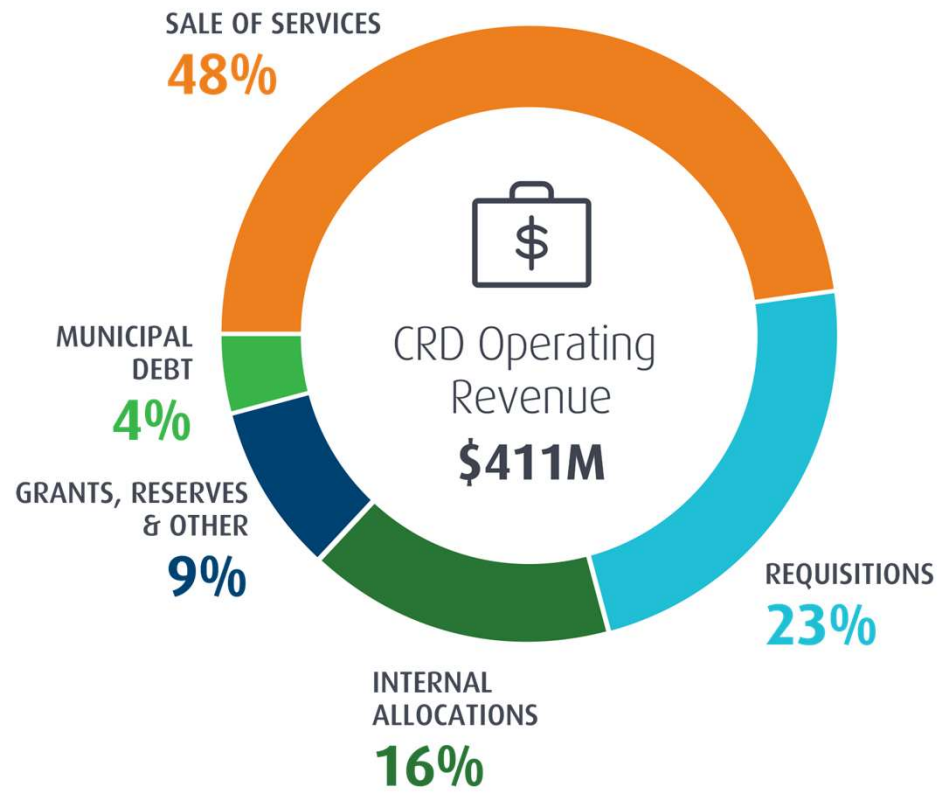
### \$411M CRD Operating Expenditure Highlights

- **Water and Wastewater;** daily operations for more than \$1.6 billion of infrastructure, asset management and replacement, treatment and disposal chemicals, etc
- **Solid Waste & Recycling;** daily operations of the Hartland landfill, diversion, program and compliance management
- **Arts & Recreation;** daily operations of 3 recreation centers across the region, 2 performing arts theatres, etc
- **Regional Parks;** operation of 33 regional parks across 13,300 hectares of land, including maintenance of trails

# CRD Operating Plan Funding



# CRD Operating Plan Funding



**Capital Regional District**

Operating	Capital
<b>\$411M</b>	<b>\$283M</b>

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Requisition Funding  
**\$114M | 6.9%**



**Capital Regional Hospital District**

Operating	Capital
<b>\$33M</b>	<b>\$34M</b>

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Requisition Funding  
**\$26M | 0.0%**



Requisition Funding  
**\$140M | 5.5%**

# CRD Operating Plan Funding

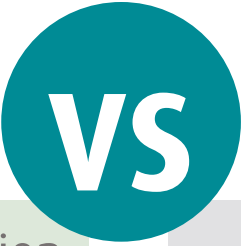
## Requisition Summary

	<b>A</b>	<b>+</b>	<b>B</b>	<b>=</b>	<b>C</b>	<b>→</b>	<b>D</b>	<b>→</b>	<b>E</b>
Municipalities & EAs	Impact of Cost Apportionment		All Other CRD		CRD (Base)		CRD, CRHD & Municipal Debt (Base)		CRD, CRHD & Municipal Debt (Cost per HH)
Central Saanich	-		7.2%		7.2%		5.5%		5.5%
Colwood	-		10.5%		10.5%		1.6%		1.6%
Esquimalt	-		11.2%		11.2%		3.4%		3.4%
Highlands	-		9.0%		9.0%		0.3%		0.3%
Langford	-		9.6%		9.6%		7.7%		7.7%
Metchosin	-		9.0%		9.0%		6.0%		6.0%
North Saanich	-		9.2%		9.2%		6.4%		6.5%
Oak Bay	-		9.0%		9.0%		6.5%		6.5%
Saanich	-		7.8%		7.8%		2.5%		2.5%
Sidney	-		7.8%		7.8%		5.3%		5.3%
Sooke	-		6.7%		6.7%		5.2%		5.2%
Victoria	-		7.5%		7.5%		4.1%		4.1%
View Royal	-		7.4%		7.4%		5.9%		5.9%
Juan de Fuca	-		12.3%		12.3%		10.3%		10.3%
Salt Spring Island	-		14.7%		14.7%		13.2%		13.1%
Southern Gulf Islands	-		9.5%		9.5%		7.8%		7.8%
<b>Total</b>	-		<b>9.1%</b>		<b>9.1%</b>		<b>5.5%</b>		<b>5.5%</b>
<b>BOARD DIRECTED &amp; ENDORSED INITIATIVES</b>						<b>+1.2%</b>	<b>+0.6%</b>		<b>+0.6%</b>

# CRD Operating Plan Funding

## Requisition Summary

### REGIONAL DELIVERY



### 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.

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

CAPITAL REGIONAL DISTRICT  
2019 PARTICIPATION BY SERVICE AND MUNICIPALITY

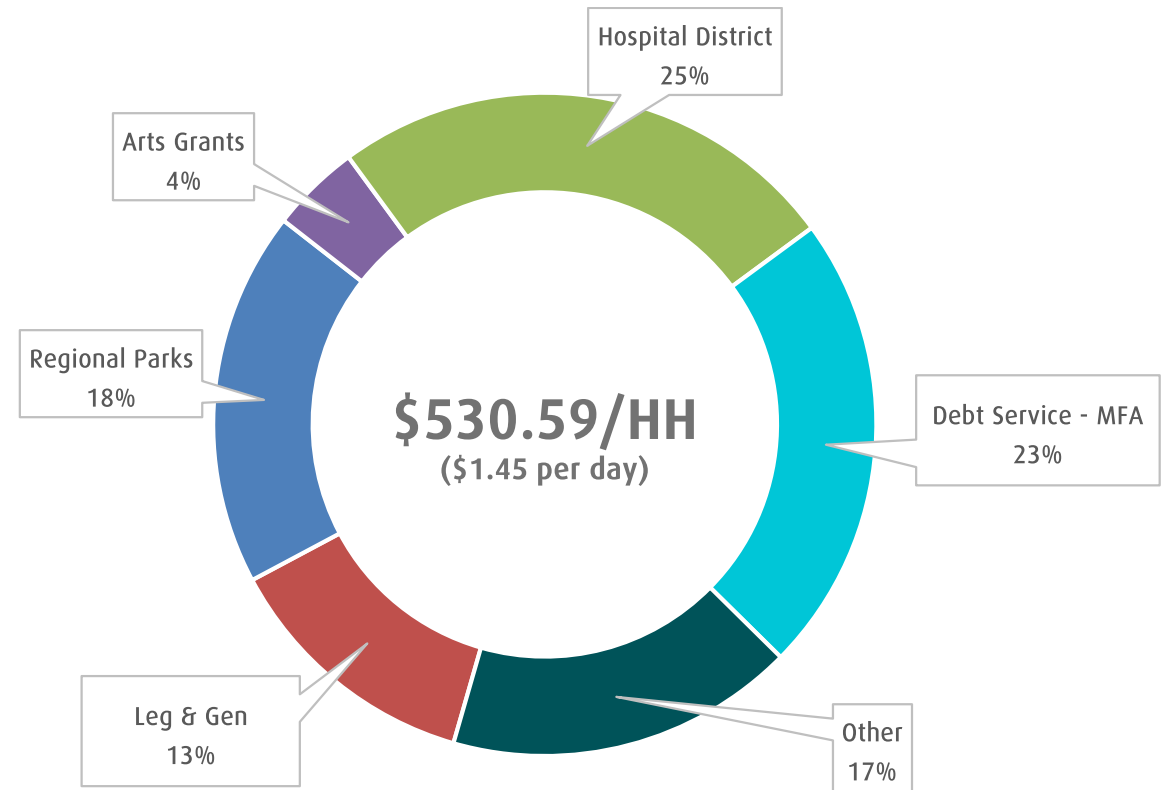
Service Description	MUNICIPALITIES										ELECTORAL AREAS							
	C SAANI	COLWO	ESQUIM	HIGHLA	LANGEL	METCHI	N SAAN	OAK BAY	SAANIC	SIDNEY	SOOKE	VICTORI	VIEW R	JDF	SSI	SGI	FIRST N	OTHERS
1.010 Legislative & General Government	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1.101 Grants	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
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 Geographic 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 M.A 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 M. Pherson Theatre																		
1.297 Arts Grants																		
1.311 Regional Housing Trust Fund																		

# City of Victoria

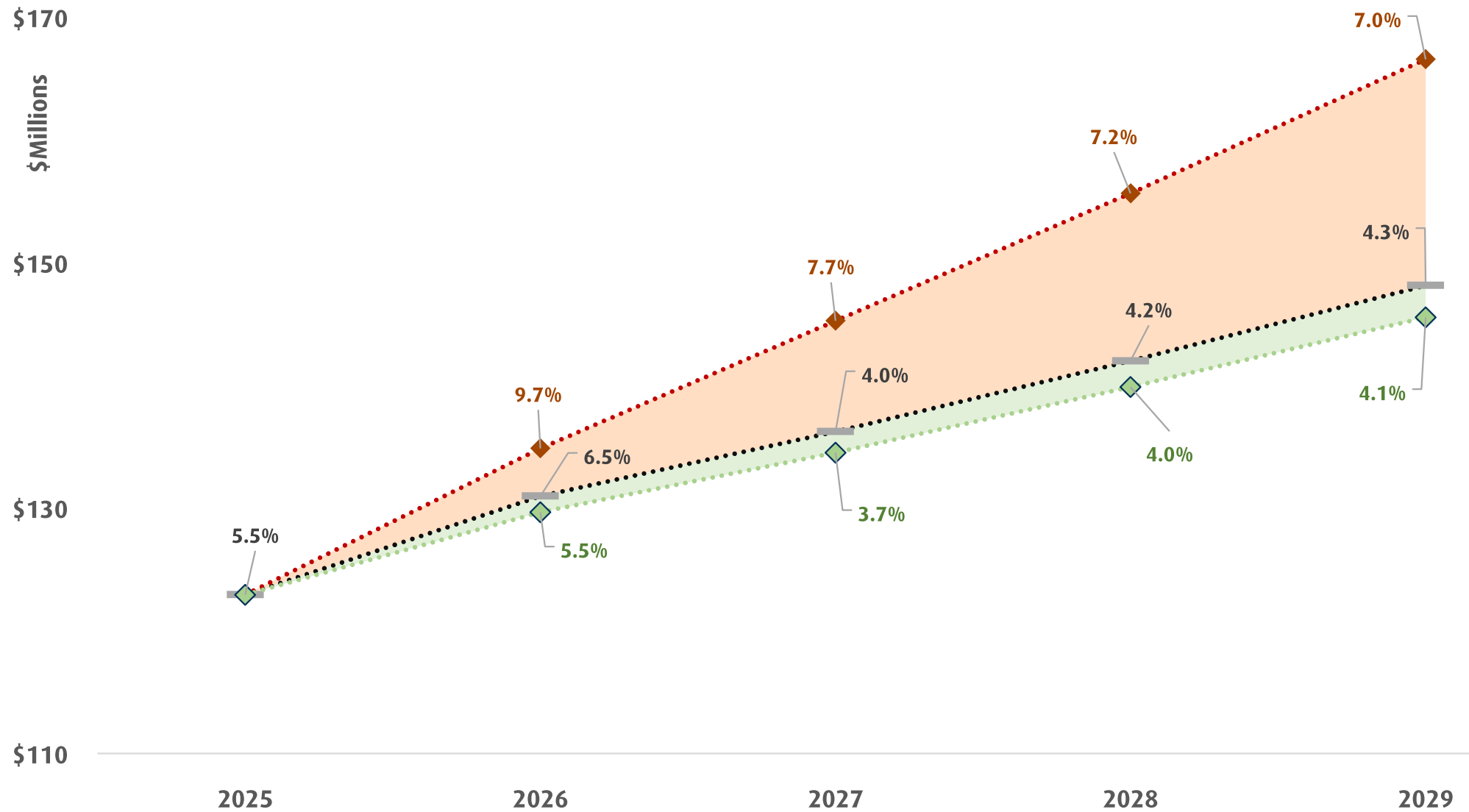
## 2025 Municipal Requisition

	2025 (in millions)	2024 (in millions)	%	Cost per HH	%
CRD Requisition	\$13.2	\$12.3	7.5%	\$279	7.5%
CRHD Requisition	\$6.3	\$6.3	- 0%	\$133	-0%
Municipal Debt	\$5.6	\$5.5	1.4%	\$119	1.4%
<b>Total Requisition</b>	<b>\$25.1</b>	<b>\$24.1</b>	<b>4.1%</b>	<b>\$531</b>	<b>4.1%</b>

2024 Average Residential Assessment
\$1,062,579



# 5-Year Consolidated Requisition Forecast



Future requisition forecasts consider various factors such as inflation, demographic shifts, population growth, and macro-economic conditions. These forecasts are based on current regional population trends and are updated to reflect emerging federal and provincial policies.

Inflation is expected to continue to moderate in 2025, influenced by adjustments in Bank of Canada monetary policy and associated factors. Persistent economic challenges, including unemployment rates, logistics & supply chain, cost of goods including shelter, utilities, and consumables have implications on service delivery.

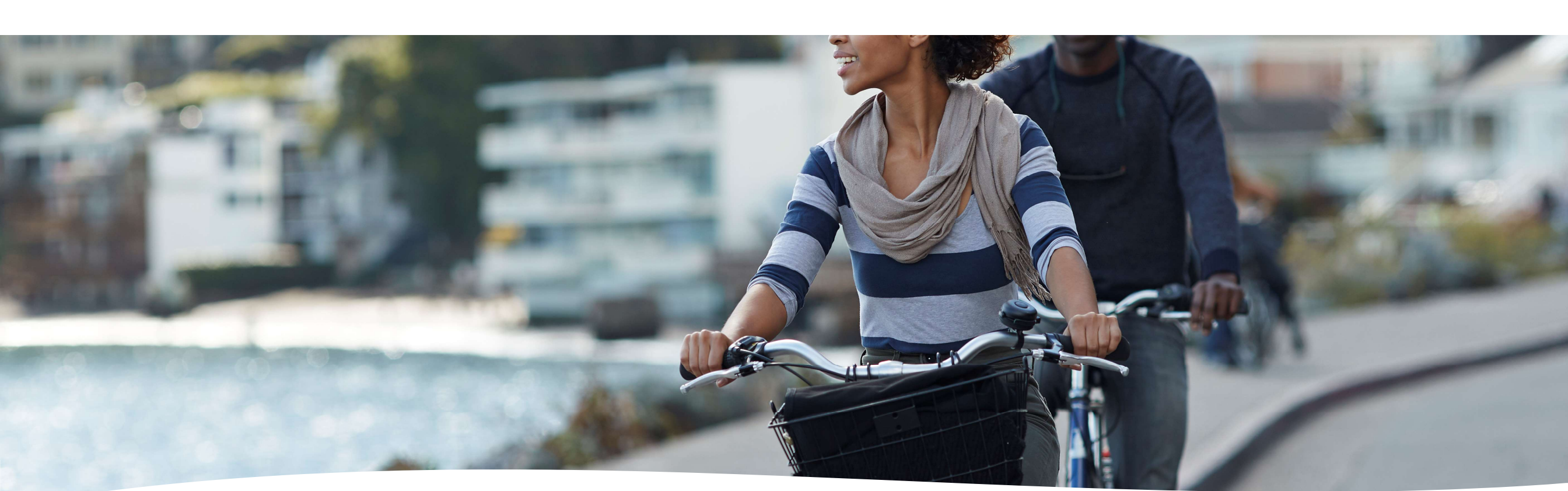
# 5-Year Consolidated Requisition Forecast

## City of Victoria

2025-2029 Provisional Plan	2025	2026	2027	2028	2029
Victoria Requisition (\$millions)	25.1	26.1	27.3	28.4	29.5
Forecast Cost/Household	\$531	\$551	\$579	\$602	\$624
change from prior year	+\$22	+\$20	+\$28	+23	+\$22
Forecast Cost/Household %	4.1%	3.9%	4.9%	4.0%	3.7%

forecasts assume no change in assessments, apportionment, and folios through 2029. all increases assume City of Victoria funds 23.4% (2024 regional apportionment ratio) through 2029.

2025-2029 High Scenario	2029+	CoV	Timing
Land Banking & Housing	5	1.2	project-partnership opportunities
Regional Transportation	10	2.3	phasing could start 2026
Regional Foodlands	1	0.2	phasing could start 2026
Estimated Other Debt	20	4.6	primarily driven by IH
Incremental Requisition (\$millions)	\$36M	\$8.4	excluded from current financial plan



# Questions?



@crd\_bc



Capital Regional District



CRDVictoria



[crd.bc.ca](http://crd.bc.ca)





## Regional Context

## Housing in the Capital Region

Since 2019 the CRD has added more than **810 new** dwellings. In the next 5 years, we are forecasting **adding almost 900** new dwellings for a combined portfolio of **more than 2900 units** operated by the CRD by 2029 (or more depending on available funding).

