

2027-2031 Provisional Budget

Capital Regional District
Wednesday September 23, 2026

Agenda

1 Service Planning 2027 Community Need Summaries

Ted Robbins
Chief Administrative Officer

The Executive Leadership Team is available to discuss detailed elements of community needs, projects and initiatives

Ted Robbins
Chief Administrative Officer
Nelson Chan
Chief Financial Officer, GM Finance & Technology
Alicia Fraser
GM, Infrastructure & Water Services
Stephen Henderson
GM, Electoral Area Services
Kevin Lorette
GM, Housing, Planning & Protective Services

Kristen Morley
GM, Corporate Services & Corporate Officer
Glenn Harris & Rory Tooke
Acting GMs, Parks, Recreation & Environmental Services

2 2027 Planning Process & Timelines

Nelson Chan
Chief Financial Officer,
GM Finance & Technology

3 2027 Provisional Budget Regional Context Capital & Operating Plans

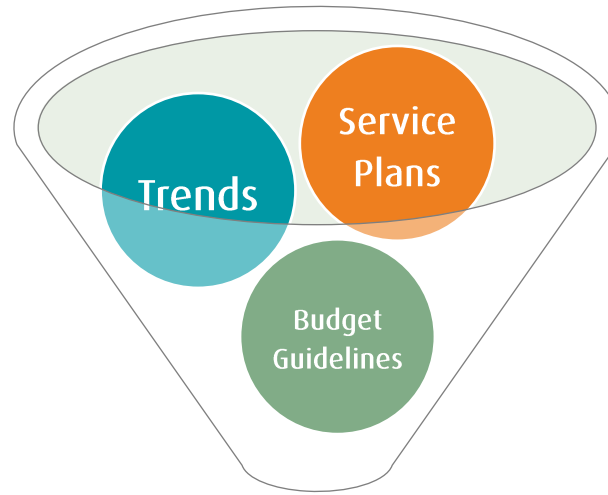
Nelson Chan
Chief Financial Officer,
GM Finance & Technology



Process & Timeline

Process & Timeline (Election Year Cycle)

2027 Approvals



- Service Planning Process**
Define appropriate levels of service delivery, adjust impacts, realign resources, evaluate infrastructure
- Trends and Assumptions**
Adjustments made for external factors including population growth, demographics, economic, etc.
- Budget Guidelines**
Annual Board approval of the Financial Management Strategies and Guidelines

2027 Provisional Budget



Executive Summary

2027 Forecasted Requisition

\$210
\$Millions

The **2026 forecasted requisition** increase was **8.9%**,
with a **potential range from 7.3% to 15.7%**

\$190

\$170

\$150

\$130

\$110

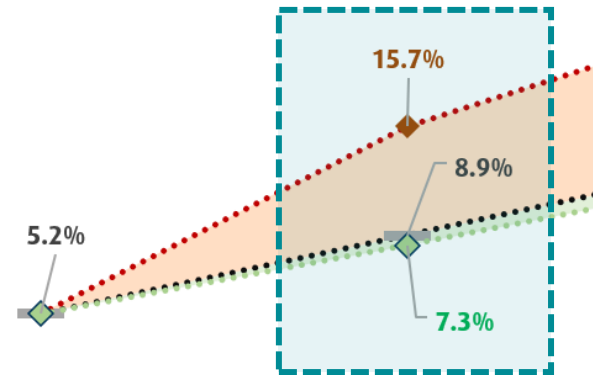
2026

2027

2028

2029

2030



Since April 2026, upward pressure on
2027 budget including;

- ↑ Approved **New Service Establishment**
- ↑ Approved **Extension of Service**
- ↑ New **Contractual Labour Agreements**
- ↑ Directed **Biosolids Management**

2027 Provisional Budget Results

	2026 Final	2027 DRAFT	2027 Provisional Recommendation	
Capital Regional District (CRD)	6.6%	15.6%	(3.2%)	12.4%
Capital Regional Hospital District (CRHD)	0.0%	0.0%	- %	0.0%
CRD & CRHD	5.2%	12.4%	(2.5%)	9.9%
CRD & CRHD Req/HH \$	\$657	\$738 +81	(\$16)	\$722 +65

 Water Services	Rates
Regional Water Supply	+6.9%
Juan de Fuca Water Distribution	+3.6%
Saanich Peninsula Water Supply	+7.0%

 Recreation Centres	Rates
Panorama	+ 2% to 9%
SEAPARC	+ 1% to 7%
SSI Rainbow Road	+ 3% to 5%

 Solid Waste	Rates
General Refuse Fee (\$160 to \$165)	+3.1%
Asphalt Shingles Fee (\$110 to \$155)	+41%
Clean wood Fee (\$80 - \$95)	+19%
Treated wood Fee (\$110 - \$130)	+18%
Kitchen scraps Fee (no change \$140)	-
Yard and Garden waste Fee (\$59 - \$65)	+10%

Other Rate Based Services	Rates
Select Local Area Utilities	>15%
(Magic Lake, Cedars of Tuam, Wilderness Mountain, Sticks Allison, Beddis, Fulford & Cedar Lane)	

Regional Context

Regional Context

External Factors & Growth Indicators



1.6^B

2025 FORECASTED BUILDING PERMITS IN REGION

+3800

REGIONAL HOUSING STARTS FORECASTED IN 2026



19%



REGIONAL POPULATION GROWTH SINCE 2015



2.7%

GREATER VICTORIA CPI
ROLLING 12 MONTHS AS OF JULY 2026



5.0%

UNEMPLOYMENT RATE
GREATER VICTORIA AS OF JULY 2026



(2.8%)

SINGLE FAMILY DWELLING

REGIONAL AVG PURCHASE PRICE OF
\$1.3 MILLION IN 2026



+9 MILLION

CRD REGIONAL PARKS + TRAIL VISITS IN 2025



VICTORIA RANKS 3RD LEAST AFFORDABLE CITY IN CANADA
AS OF JULY 2026



Capital Plan

Capital Plan

Executive Summary

2026 | \$277M

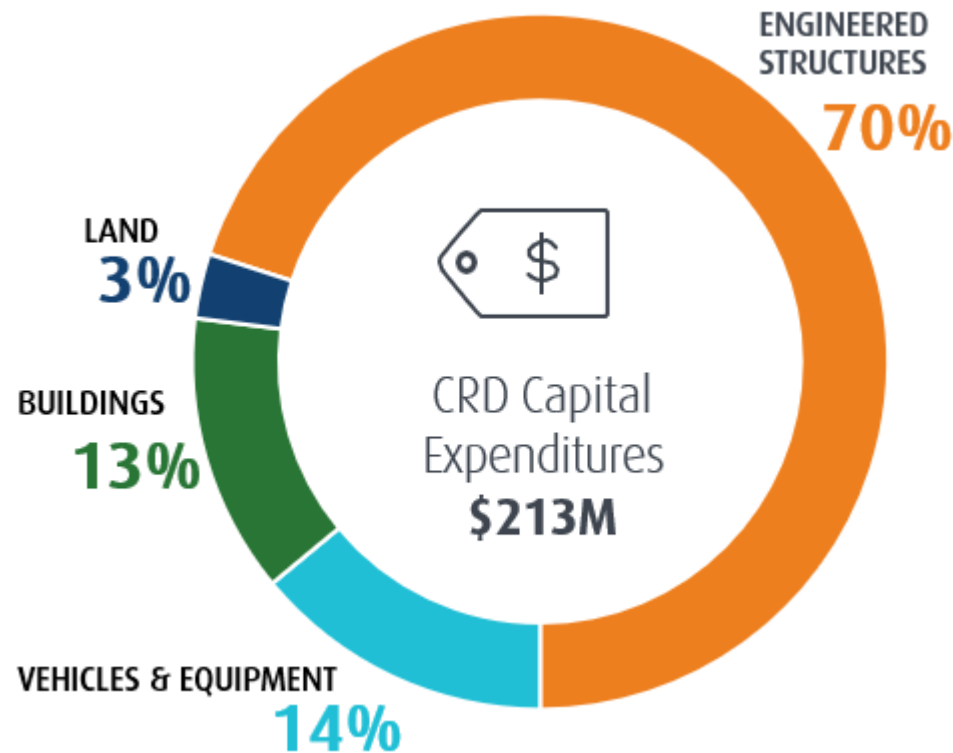


2027 | \$213M

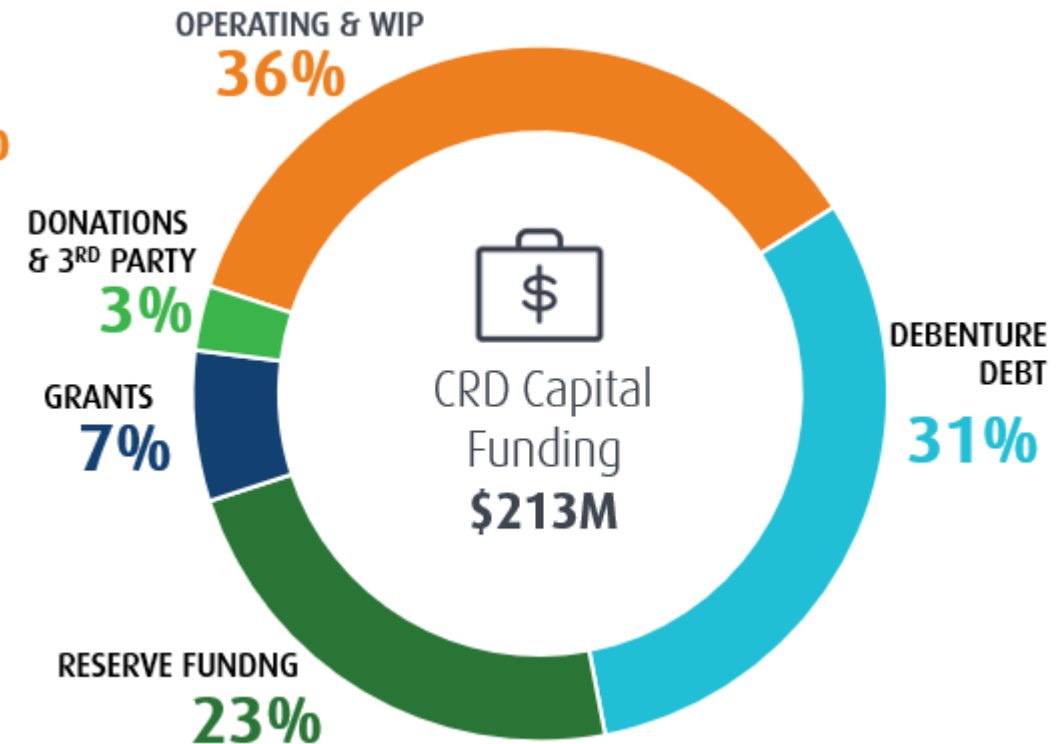


(\$64M) | (22.9%)

WHERE THE MONEY GOES

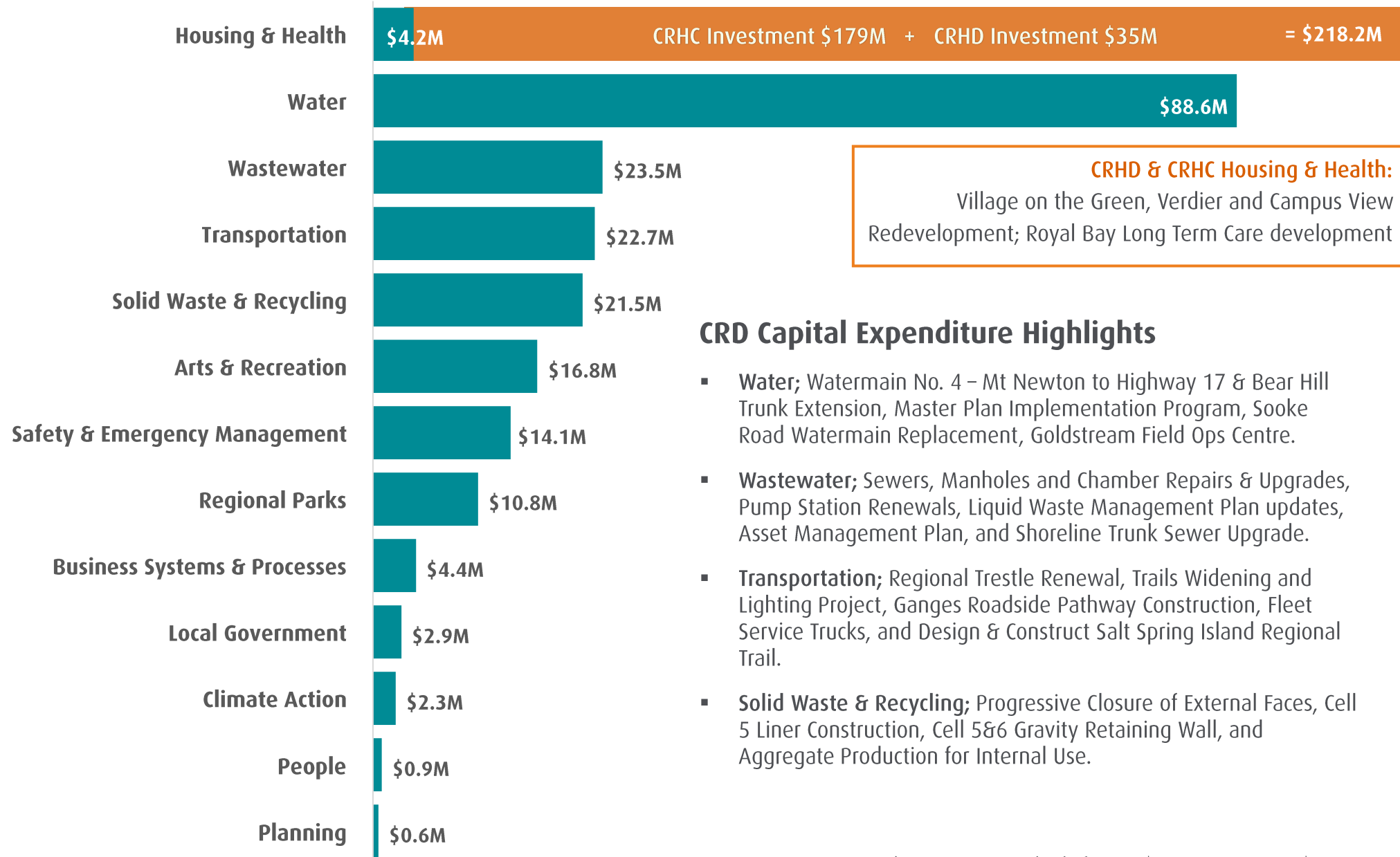


WHERE THE MONEY COMES FROM



Capital Plan

Community Needs



* Community Need split for Arts \$2.0M & Recreation \$14.8M

Operating Plan

Operating Plan

Executive Summary

2026 | \$447M

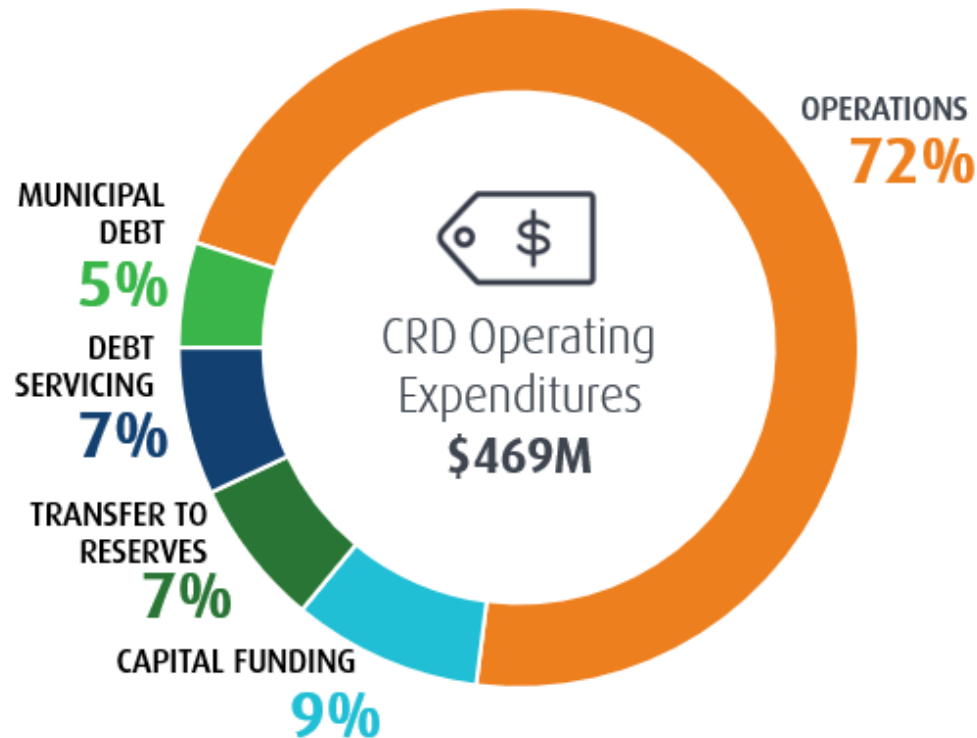


2027 | \$469M

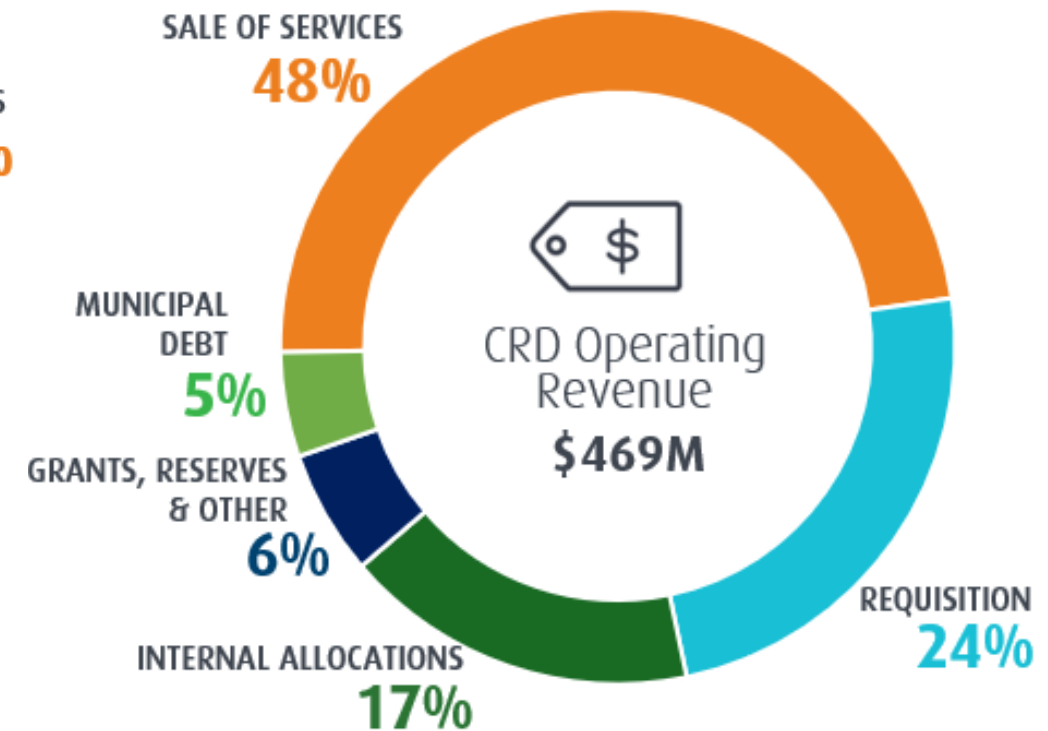


+\$22M | 5.0%

WHERE THE MONEY GOES



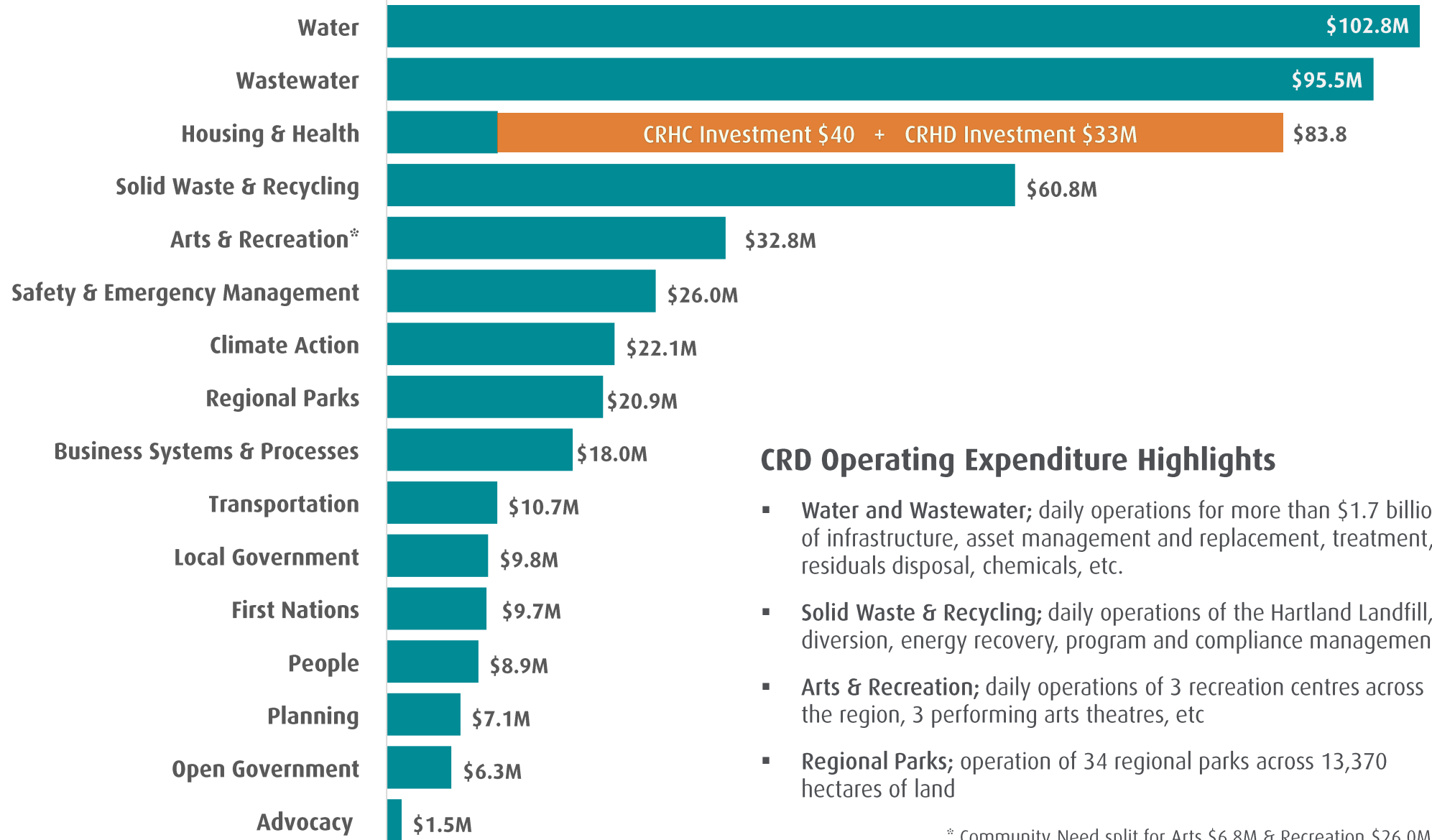
WHERE THE MONEY COMES FROM



* Including municipal debt

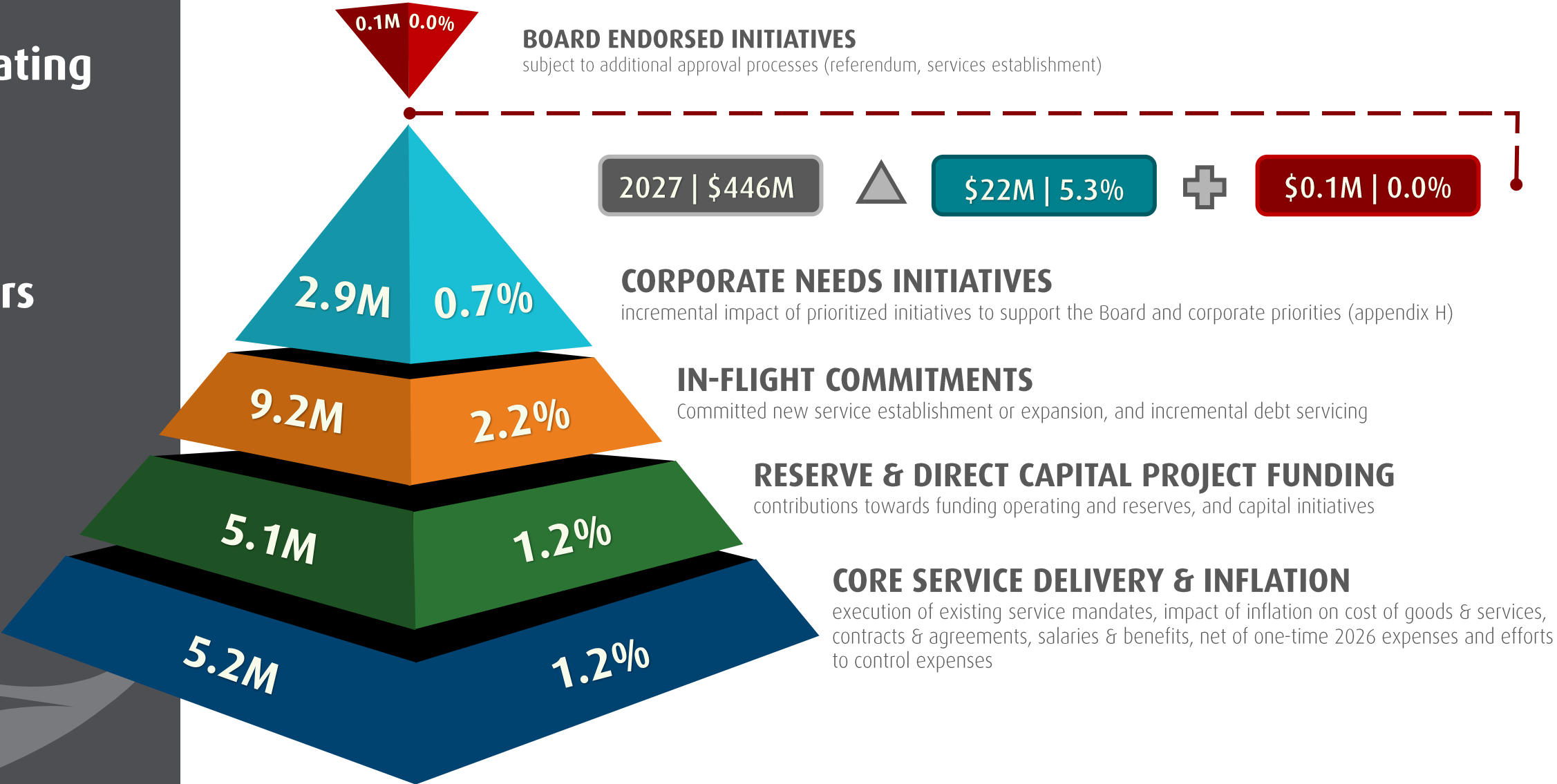
Operating Plan

Community Needs



Operating Plan

2027 Drivers

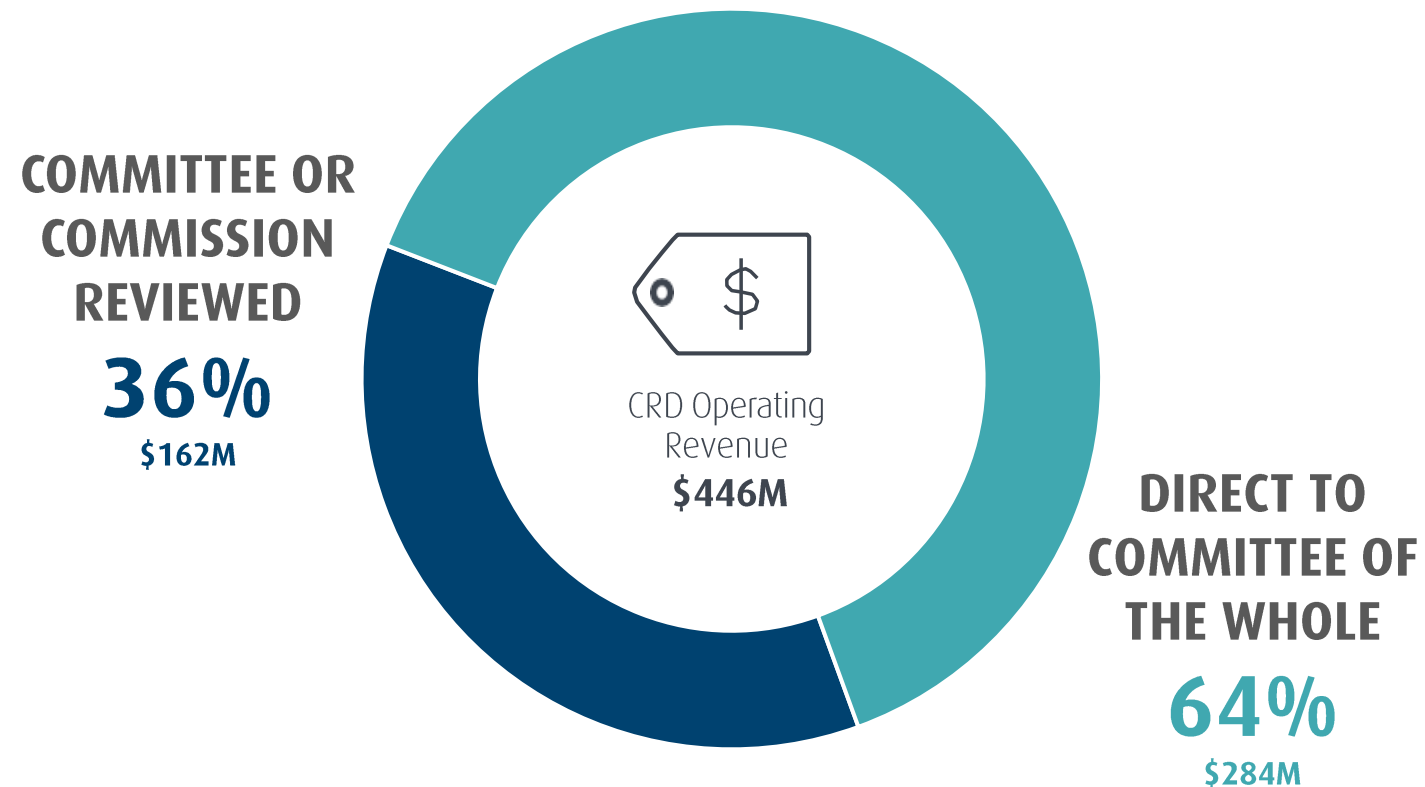


Service Budget Reviews

Operating Plan

Commission & Committee Review

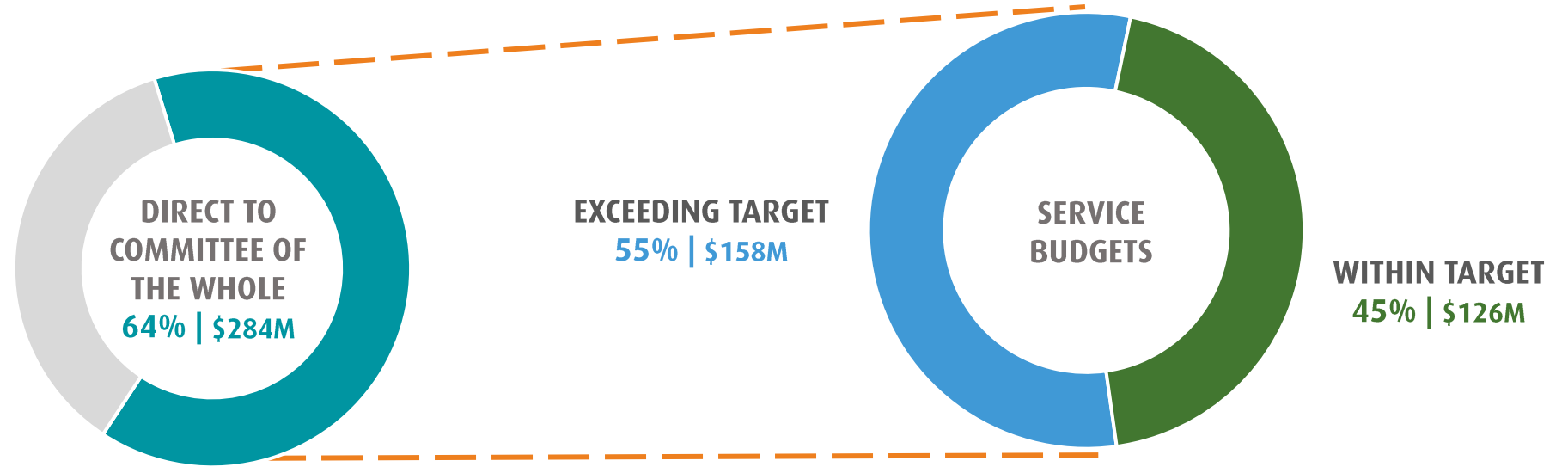
- The Executive Leadership Team has reviewed all budgets in consideration of the **Service & Financial Planning Guidelines** approved by the Board.
- The plan has been prioritized where several initiatives and workplans have been deferred, phased, mitigated, or scaled down where possible while maintaining directed service levels and **meeting Corporate Plan objectives**.
- Through the planning process this election year, 36% of the budgets have been **recommended for approval by Commissions and Committees** ahead of the Committee of the Whole.



Operating Plan

Balance of Services

2027 Budget Target
2.1% & \$50K



- **64%, or \$284M** of the operating plan has not been reviewed by a Commission or Committee
- All budgets have been through a detailed **review by the Executive Leadership Team and are recommended for approval.**
- The services going directly to Committee of the Whole, and exceeding the target, are listed in the following 2 slides

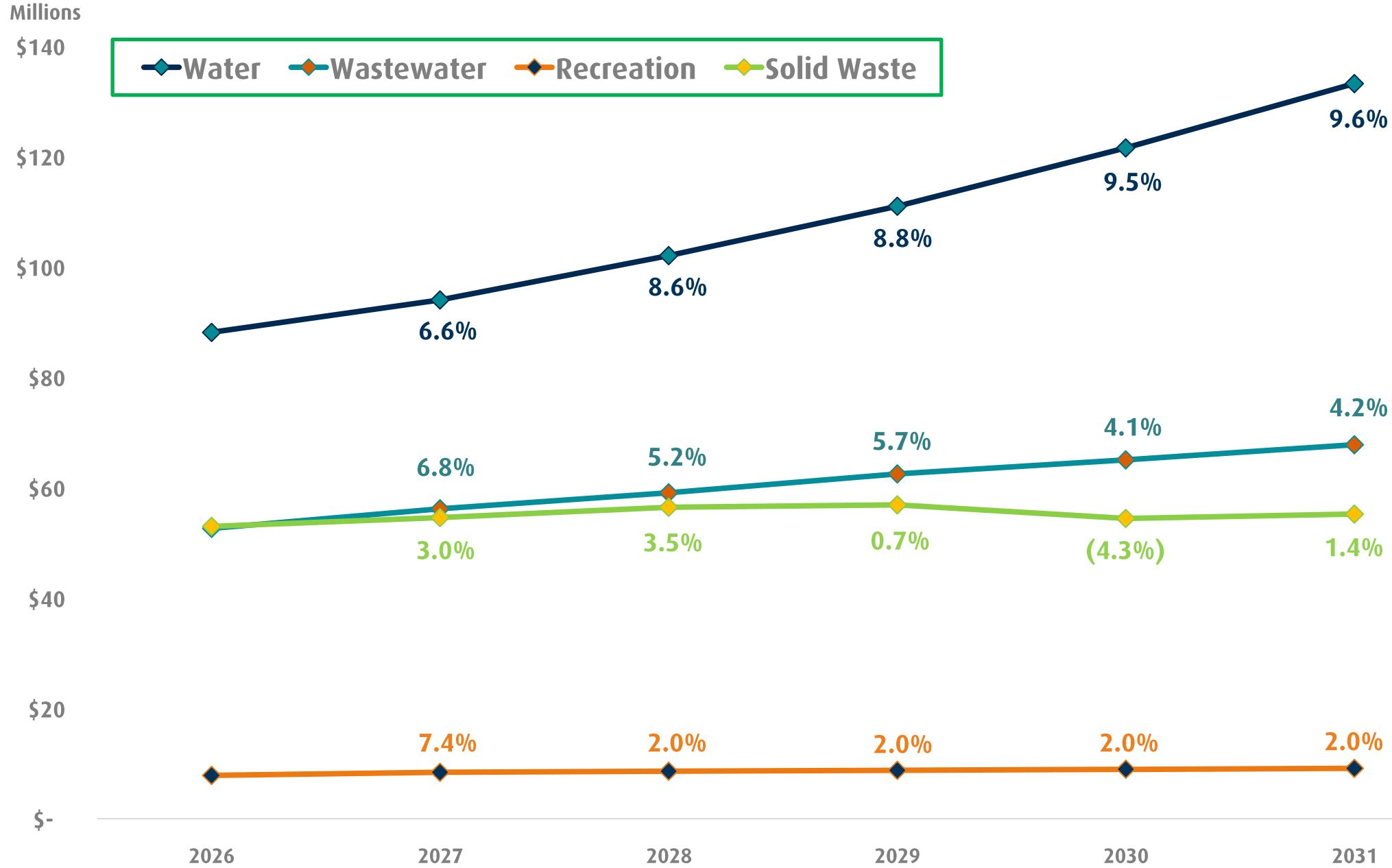
CRD Operating Plan

Services
Direct to
Committee of
the Whole:
+2.1%; 50k

Regional & Sub-Regional Services Exceeding Target			Details at Appendix G
Service #	Service Name	YoY Exp. Change	Funding Source
1.011	Board Expenditures	8.0%	Requisition, Reserves, Other
1.014	CAO & Executive Office	3.1%	Requisition, Reserves
1.025	Corporate Emergency	19.8%	Requisition, Allocations, Reserves, Other
1.027	First Nations Relations	3.4%	Requisition, Reserves, Allocations
1.029	Electoral Areas	11.2%	Allocations, Requisition
1.105	Facility Management	16.7%	Allocations, Requisition, Other
1.106	CRD HQ Building	11.5%	Allocations, Other, Reserves
1.131	West Shore RCMP Detachment Expansion	588.0%	Requisition
1.280	Regional Parks	3.7%	Requisition, Allocations, Other, Fees, Surplus, Reserves
1.29X	Arts Facilities	94.3%	Requisitions, Other
1.309	Climate Action and Adaptation	23.9%	Requisitions, Other, Reserves, Fees
1.310	Land Banking & Housing	8.1%	Requisition, Other, Allocations, Reserves, Surplus, Fees
1.313	Animal Care Services	8.0%	Other, Requisition, Fees, Reserves
1.329	Regional Transportation	7.8%	Requisition, Reserves, Other, Surplus
1.574	Environmental Innovation	12.3%	Allocations
1.576	Corporate Capital Project Delivery	3.2%	Allocations
1.578	Env. Protection and Water Quality	2.9%	Allocations, Reserves
1.921	Regional CREST Contribution	2.7%	Requisition, Other
3.717	Core Area Wastewater Operations	7.6%	Other, Requisition, Allocation, Reserves
3.750	LWMP - Core and West Shore	40.0%	Reserves, Requisition, Other, Fees
3.755	Regional Source Control	2.8%	Requisition, Reserves, Other, Fees, Allocations
3.798C	Debt - Core Area Wastewater Treatment Program	5.6%	Other, Requisition

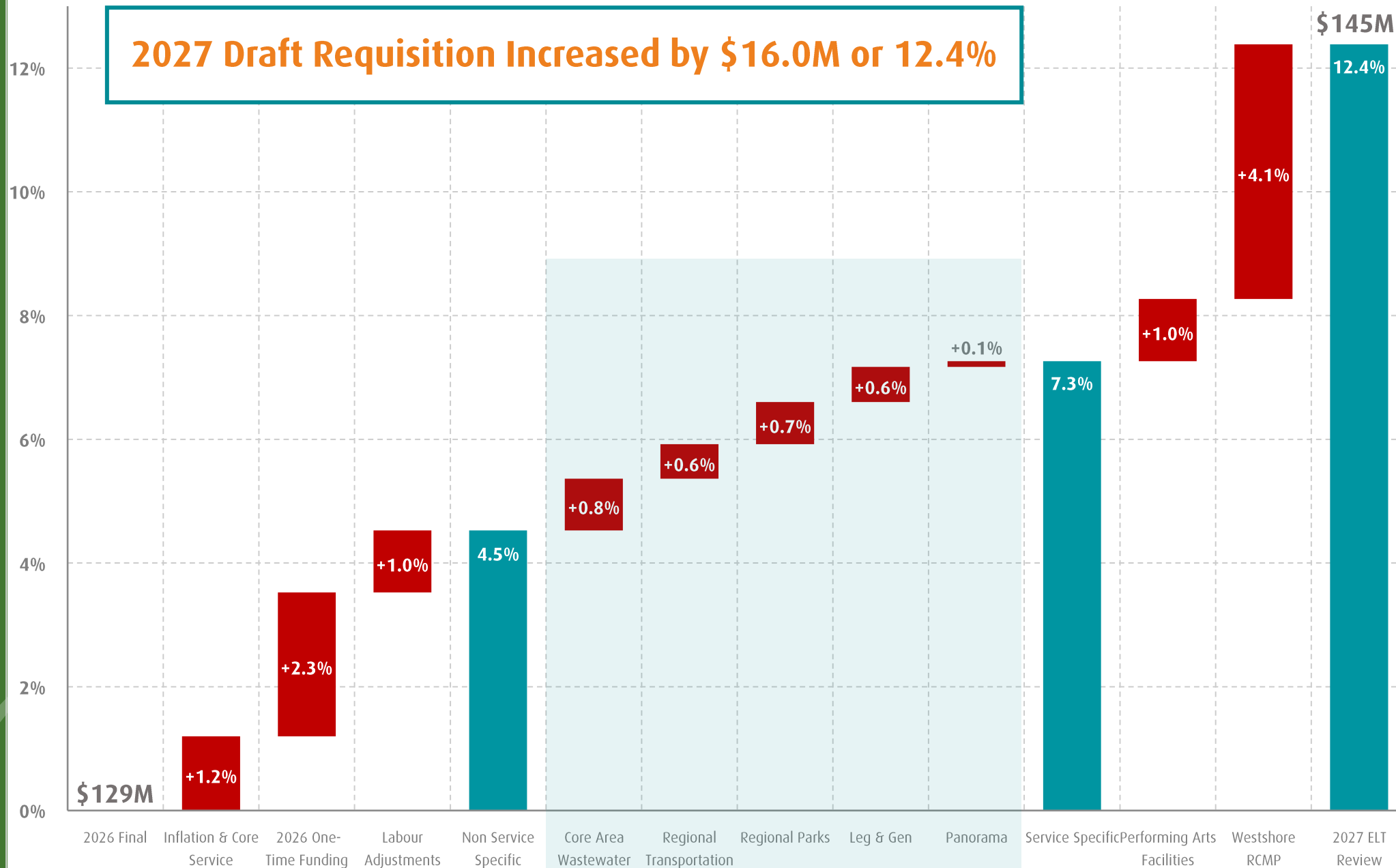
Funding Rates & Requisition

5-Year Rate Revenue Forecast



Consolidated Requisition

Bridge from 2026 Final to 2027 DRAFT



Consolidated Requisition

Bridge from 2026 Final to 2027 DRAFT

Service-Specific Adjustments

3.717 & 3.798C Core Area Wastewater

Long-term debt conversion, re-instated operating reserve contributions; operational support costs; increased Bio-treatment & residual disposal costs; increased operating & maintenance costs

1.329 Regional Transportation

Increase in 1.0 FTE, legal, and contract costs for 2027 IBC 4a-1.3 RTS Development; increased reserve transfers; debt servicing for Regional Trails; program development costs; increased regional trail operating & maintenance costs

1.280 Regional Parks

Increase of 3.0 FTE and vehicle acquisitions for 2027 IBC 7c-4.2 Park Maintenance Workers; 1.0 FTE for First Nations Liaison, Increased debt obligations; increased reserve contributions; reduced surplus carryforward and other revenue

1.010 Legislative & General Government

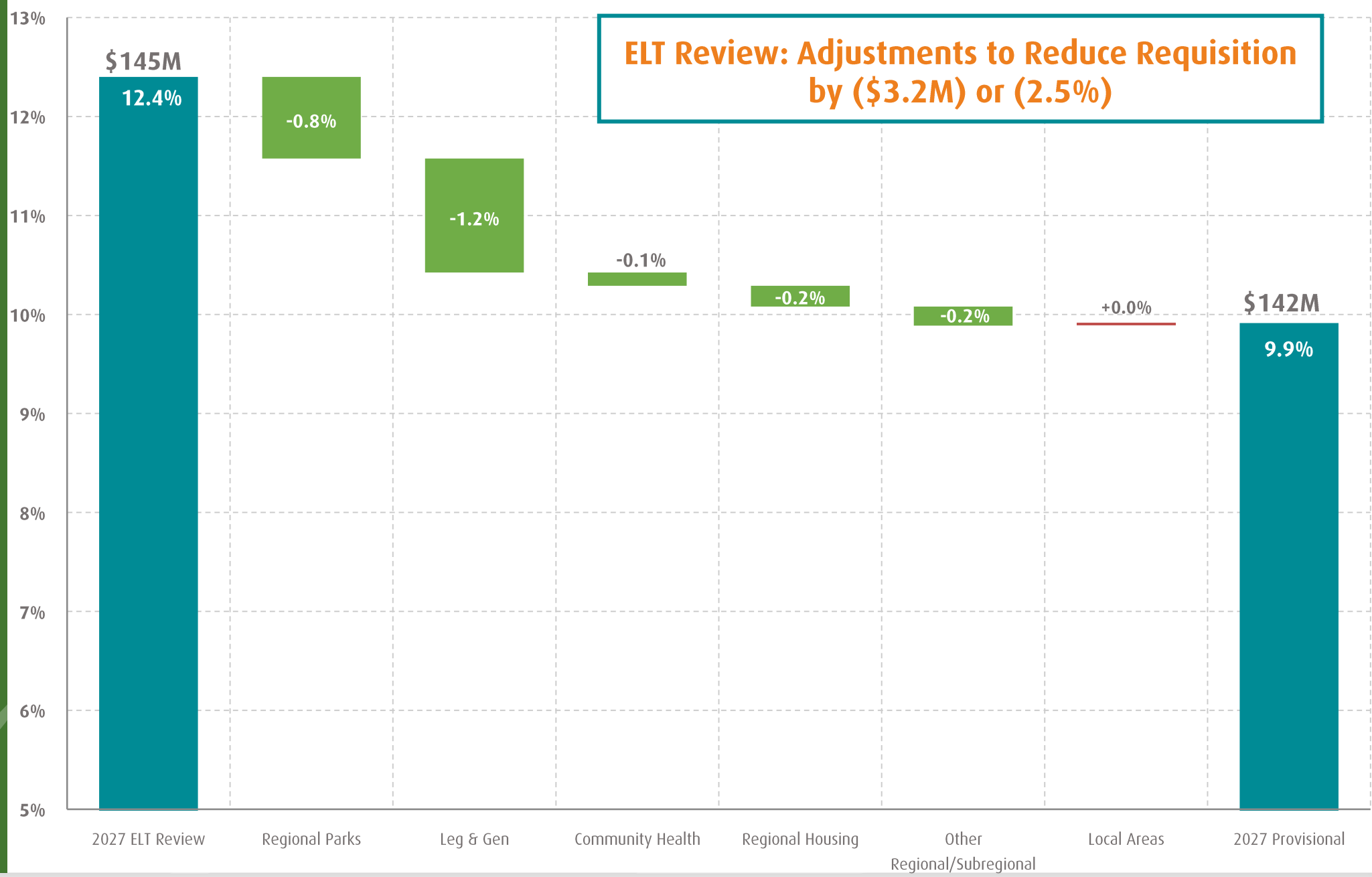
Reduced surplus carryforward from 2026; IBC costs associated with 1.0 FTE for 2027 IBC 13b-1.1 Enterprise Risk Management, 1.0 FTE for 2027 IBC 12a-1.2 Privacy & information, 1.0 FTE for 2027 IBC 13a-1.4 Paralegal support and 2027 IBC 9a-3.1 Emergency Accreditation; increased Board Director Remuneration

1.44X Panorama Recreation

Increase in 1.1 FTE for 2027 IBC 10c-1.5 Recreation Staffing; auxiliary staff support; increased debt servicing; increased reserve transfers

Consolidated Requisition

Bridge from
2027 DRAFT
to
2027
Provisional



Consolidated Requisition

Bridge from 2027 DRAFT to 2027 Provisional

ELT Review: Adjustments to Reduce Requisition

1.280 Regional Parks

Deferral of 3.0 FTE to Q3 2027 and 2028 for 2027 IBC 7c-4.2 Park Maintenance Workers; fund new vehicles from reserve, defer implementation of 1.0 FTE for First Nations Liaison to Q3; reduce contributions to capital reserve; reduce potential debt for land acquisition

1.010 Legislative & General Government

Increase surplus carryforward funding from 2026; Defer all FTEs for 2027 IBC to a Q3 implementation; use of reserve funding for one-time 2027 IBC costs

1.224 Community Health

Adjust budget to remove the contribution to Aboriginal Coalition to End Homelessness from 2027 onwards

Other Regional & Subregional

Increase use of operating reserve funding; defer 2027 IBC resource impacts to Q3 implementation; further refinement on utility costs for Core Area Wastewater

Local Areas

Directed changes to budget from the Salt Spring Island Local Community Commission

Operating Plan Funding

Change in Requisition Summary

	A + B =		C	D	E	F	G	H
Municipalities & EA	Cost Share	All Other CRD	CRD (Base)	CRD & CRHD (Base)	Municipal Debt	CRD, CRHD & Municipal Debt	Change in Cost per HH	Total Cost per HH
Central Saanich	-	8.2%	8.2%	7.0%	(6.9%)	5.2%	\$55.84	\$1,124
Colwood	-	50.5%	50.5%	37.4%	7.3%	33.1%	\$180.06	\$725
Esquimalt	-	10.4%	10.4%	8.9%	(2.8%)	5.8%	\$65.58	\$1,201
Highlands	-	10.0%	10.0%	6.9%	(100%)	(3.4%)	(\$18.54)	\$522
Langford	-	32.6%	32.6%	26.9%	-	26.9%	\$171.02	\$807
Metchosin	-	9.9%	9.9%	7.0%	-	7.0%	\$35.62	\$543
North Saanich	-	8.4%	8.4%	6.6%	-	5.9%	\$57.72	\$1,041
Oak Bay	-	7.4%	7.4%	5.7%	-	5.7%	\$52.40	\$971
Saanich	-	7.9%	7.9%	5.5%	1.1%	4.2%	\$27.21	\$683
Sidney	-	8.5%	8.5%	6.8%	-	5.9%	\$36.66	\$655
Sooke	-	7.8%	7.8%	6.9%	(92.4%)	(1.1%)	(\$8.62)	\$792
Victoria	-	1.8%	1.8%	1.4%	7.9%	3.1%	\$16.92	\$572
View Royal	-	61.4%	61.4%	42.1%	(27.1%)	26.2%	\$143.32	\$691
Juan de Fuca	-	6.4%	6.4%	5.6%	-	5.6%	\$47.13	\$883
Salt Spring Island	-	6.5%	6.5%	6.0%	-	6.0%	\$87.45	\$1,549
Southern Gulf Islands	-	6.8%	6.8%	5.8%	-	5.8%	\$37.32	\$681
Total	-	12.4%	12.4%	9.9%	(0.5%)	8.3%	\$65.32	\$834

BOARD ENDORSED INITIATIVES

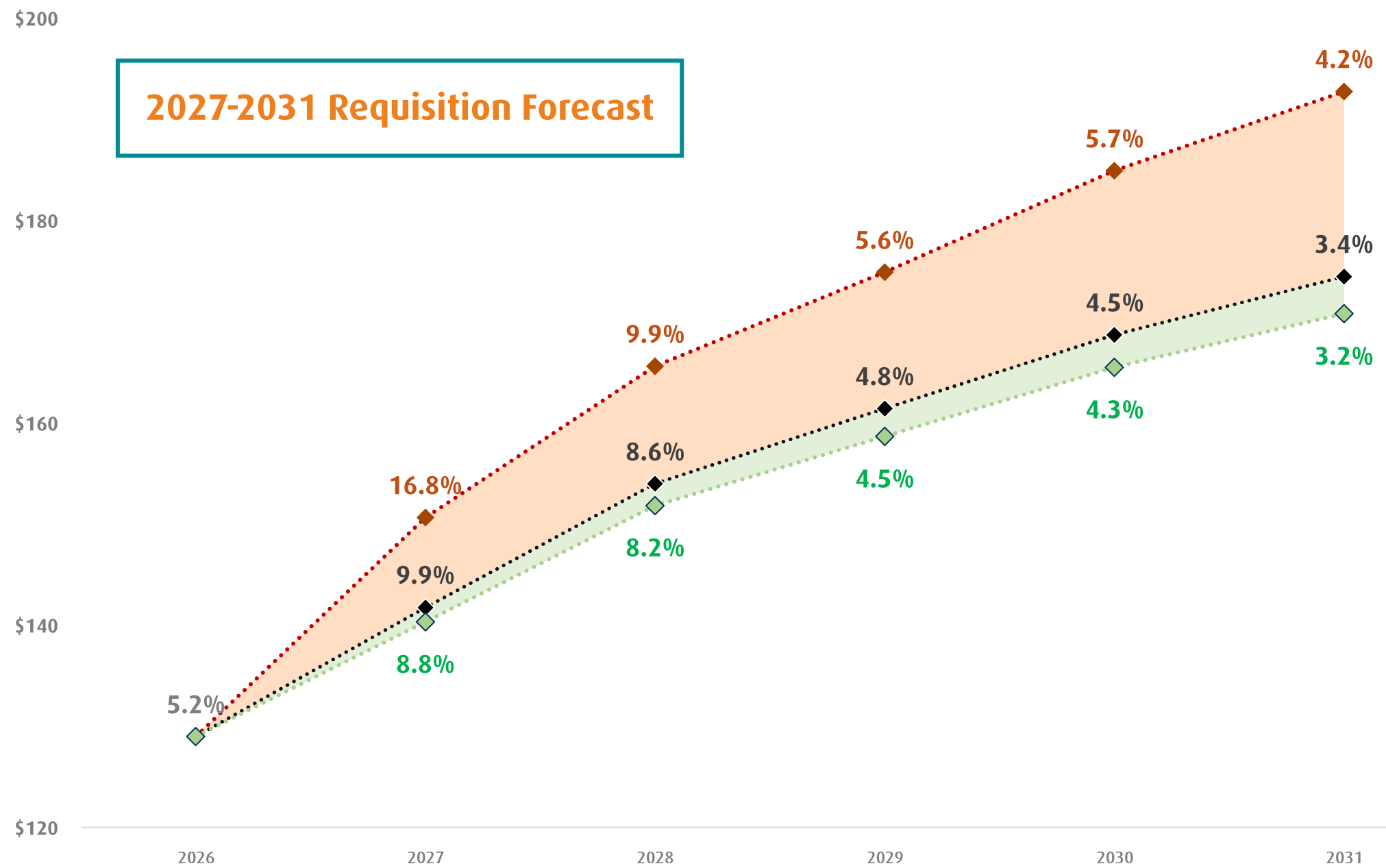


+0.1%

+0.1%



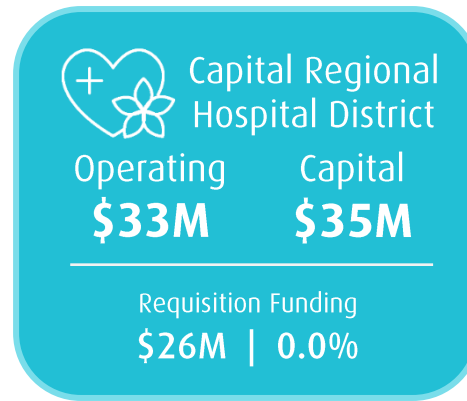
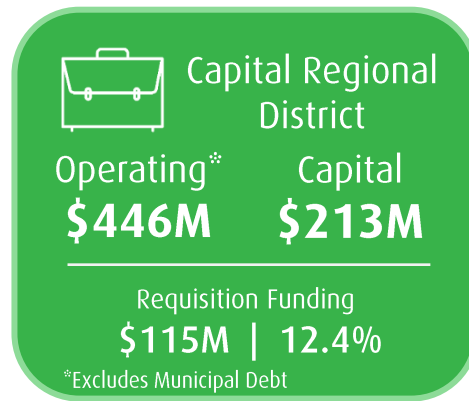
5-Year Consolidated Requisition Forecast



2027 Provisional Budget Summary

2027 Provisional Budget

Key Takeaways



Managing Capital Investments

capital investment is nearly 3x depreciation while less than 10% of revenue is committed to long-term debt payments



Supporting Board & Corporate Priorities

advancing initiatives to address outstanding commitments in the 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



Thank you



Capital Regional District



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