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REPORT TO CAPITAL REGIONAL DISTRICT BOARD MEETING OF WEDNESDAY, MARCH 12, 2025

SUBJECT **Bylaw No. 4665: 2025 to 2029 Financial Plan Bylaw, 2025**

ISSUE SUMMARY

This report summarizes updates to the budget since provisional approval and presents Bylaw No. 4665: 2025 to 2029 Financial Plan to the Capital Regional District (CRD) Board (“the Board”).

BACKGROUND

Section 374 of the *Local Government Act* requires the CRD develop and approve a five-year Financial Plan by March 31 each year. On October 30, 2024, the Board approved the 2025 Service Plans, the Staff Establishment Chart (SEC) and the Provisional 2025 to 2029 Financial Plan. A provisional approval of the plan is required to advance annual fees and charges bylaws, ensure initiation of capital projects in the new year, and provide as needed amended operating continuity through final approval. Additionally, prior to advancing the Financial Plan bylaw, plans are updated to reflect year-end results, payments in lieu of taxes (PILT), revised assessment information for cost sharing and committee and commission directed changes.

CRD revenues are derived from multiple sources including fees and charges, service and operating agreements, grants and requisition. Expenditures are determined through various processes of which the Board has direct oversight including delegated authority and recommendations by commissions. All budget endorsements are incorporated into service plans, operating plans and capital expenditure plans for final approval by the Board.

The CRD Financial Plan consists of approximately 200 budgets, funding the delivery of regional, sub-regional and local services to over 460,000 residents, businesses and visitors throughout the region. Various trends and factors impact the Financial Plan, including but not limited to, economic conditions, population growth, demographics, climate change and regulatory or legislative amendments. The Financial Plan aims to balance these factors to align the Board approved Service and Financial Planning Guidelines, the Strategic Priorities and the Corporate Plan.

Planning and Approval Process

The 2025 service planning cycle is the third year of the Board-approved 2023 to 2026 CRD Corporate Plan. It includes the delivery of core services, compliance with regulatory standards and supports the organization's response to regional growth. Additionally, this plan outlines initiatives aimed at improving service delivery in line with Board priorities.

The service planning cycle ensures alignment and implementation of Board and corporate objectives identified and prioritized at the start of the Board term. Any changes to service levels and financial plans are addressed in the annual service and financial planning cycle.

Regional Trends and Observations

Although growth in the Canadian economy was softer than expected in the third quarter of 2024, earlier interest rate cuts boosted household spending and housing activity even as national population growth slowed¹.

As inflation in 2024 declined towards the Bank of Canada's 2% target starting in August 2024, the central bank adjusted its monetary policy stance and lowered the overnight policy rate to 3.25%, reflecting a transition towards a more accommodative monetary environment. For 2025, the central bank aims to balance the advantages of additional monetary policy measures against potential risks from external uncertainties, such as new United States tariffs.

Looking ahead, British Columbia (BC) government's strategic initiatives, such as the Homes for People program targeting the creation of 300,000 new middle-class homes, alongside major capital projects valued at \$20 billion, aim to further stimulate economic activity and job creation². Meanwhile, the Business Council of British Columbia forecasts modest gross domestic product (GDP) growth, expecting an increase from 1% in 2024 to 1.8% in 2026, suggesting that these government measures may enhance BC's economic resilience relative to the rest of Canada³.

The Greater Victoria unemployment rate fell from the mid-4% range earlier in 2024 to 3.6% in January 2025 and remains below the provincial, national and Vancouver area rates of 5.9%, 6.7% and 6.6% respectively⁴. The average annual inflation rate for the Greater Victoria region was 2.4% in January 2025, 2.3% nationally, 2.5% both provincially and for Vancouver⁵. Bank of Canada projections indicate that the national inflation rate will reach 2.4% by the end of 2025 and decline to 2.1% by the close of 2026⁶.

Greater Victoria continues to experience strong population growth, with a 1.6% increase from 2023 to 2024 and an 25% increase since 2011. In 2024, four municipalities in the CRD exceeded the BC municipal average growth rate of 1.0%⁷ based on updated population estimates. This growth continues to put strain on key priorities including sustainable service delivery and housing affordability.

In January 2025, the benchmark home price in the region was reported at \$1,287,200, a 2.8% increase from the previous January's measure of \$1,252,200⁸. Active listings rose to 2,395 in January 2025, marking an 11.9% increase compared to the 2,140 active listings recorded in January 2024. With continued population growth, pressure on housing affordability in the region is expected to persist.

¹ Bank of Canada Monetary Policy Report at: <https://www.bankofcanada.ca/publications/mpr/mpr-2025-01-29/>

² <https://www.leg.bc.ca/parliamentary-business/overview/43rd-parliament/1st-session/file/43rd1st-throne-speech.html>

³ <https://www.bcbc.com/insight/bcs-economy-faces-challenges-now-that-mega-projects-are-completed?rq=B.C.%E2%80%99s%20economic%20outlook%20>

⁴ Table: 14-10-0459-01 Labour force characteristics by census metropolitan area, three-month moving average, seasonally adjusted: <https://www150.statcan.gc.ca/t1/tbl1/en/cv.action?pid=1410045901>

⁵ BC Stats CPI report at: https://www2.gov.bc.ca/assets/gov/data/statistics/economy/cpi/cpi_highlights.pdf

⁶ Bank of Canada Projections – January 2025 at: <https://www.bankofcanada.ca/publications/mpr/mpr-2025-01-29/projections/#table2>

⁷ BC Population Estimates at: <https://www2.gov.bc.ca/gov/content/data/statistics/people-population-community/population/population-estimates>

⁸ Victoria Real Estate Board at:

https://www.vreb.org/media/attachments/view/doc/stats_release_2025_01/pdf/stats_release_2025_01.pdf

Following a weak start in 2024, building permits gained momentum in the latter half of the year yet finished at a lower level than in 2023. The building permits declined by 11% to 2,771, with values falling by 5% to \$2.0 billion, while regional housing starts dropped 16% to 4,185 compared to 2023. This trend indicates a double impact: fewer new units are coming online in the near term and the current downtrend in permit activity suggests that future housing starts will be reduced.

As a leading indicator of construction activity, permits applied for a year or more before a project begins directly influences tomorrow's housing supply. In light of lower annual building permits and housing starts, persistent pressure on housing affordability and modest GDP growth, the region faces significant challenges.

ALTERNATIVES

Alternative 1

1. That Bylaw No. 4665, "2025 to 2029 Financial Plan Bylaw, 2025", be introduced and read a first, second and third time;
2. That Bylaw No. 4665 be adopted; and
3. That the Staff Establishment Chart as attached in Appendix G be approved.

Alternative 2

1. That staff amend Bylaw No. 4665, "2025 to 2029 Financial Plan Bylaw, 2025" as directed.

IMPLICATIONS

Governance Implications

Public Consultation

Section 375 of the *Local Government Act* mandates consultation on the financial plan prior to its adoption. To support the diverse services and governance structures at the CRD, the engagement process utilizes various methods to gather feedback from the public.

Many CRD services are governed through commissions or committees comprising elected officials and volunteers. These commissions and committees provide oversight and direction to services via public meetings, where input is gathered in preparation for budget formulation during the annual planning process. To enhance these processes, the CRD publishes budget materials on its website and has recently introduced a new digital engagement platform to capture public feedback.

In January 2025, residents were invited to an online public information session to understand how the CRD develops budgets, makes decisions, and delivers services. The presentation included an overview of the 2025 provisional consolidated budget and planned capital projects.

Public feedback through all channels on the 2025 to 2029 Five-Year Financial Plan Bylaw concluded on February 26 and was subsequently shared through the Board correspondence portal. This feedback is considered and integrated into corporate and strategic planning for the Board's approval.

Appendix K provides a summary of consultation activities and feedback received.

Legislative Implications

Financial Plan Bylaw

The financial plan bylaw includes operating and capital expenditures, reserve transfers and revenue requirements from 2025 to 2029. Bylaw No. 4665, cited as “2025 to 2029 Financial Plan Bylaw, 2025”, including Schedules A and B, reflect approved service plans and any adjustments since provisional approval. The bylaw and schedules are included in Appendix L.

As approved by the Board, review and recommendation of all electoral area-only service budgets was delegated to the Electoral Areas Committee (EAC), including review of local service commission budgets. The EAC will review and recommend approval of all electoral area-only budgets on the morning of March 12, 2025. Appendix M includes the report and appendices.

Although the financial plan bylaw covers a five-year period, the annual service and financial planning process enables regular amendments. While staff are guided by the Board approved Corporate Plan, there are annual intervention points including initiative progress reporting and the Board check-in. The annual process also includes approvals of Service Plans and the five-year financial plan bylaw, effectively creating a rolling budget.

Assessment and Growth

The majority of CRD services are cost apportioned on assessments where property values and folios are primary factors impacting estimates on costs per average household.

Through 2024, the region experienced an increase in converted assessments of \$251 million or 1.2%, while residential folios grew by 1,923 or 1.3%.⁹ The change in assessments varied widely by municipality and electoral area, with ranges from (2.0%) to 6.4% by participant.

When assessments in an area increase more than the regional average, the percent of costs apportioned to that area increases. Changes in assessed values also impact the theoretical calculation of an ‘Average Residential Household’. Additionally, when the rate of change in assessed values outpaces the rate of change in folios, the average cost per household increases. The inverse is also true when folios outpace assessed values. Appendix N includes requisition by participant, including the impact on requisition driven by the changes in assessed values.

Financial Implications

Budget Overview

The 2025 CRD Financial Plan includes \$412.2 million in operating expenditures, an increase of \$42.7 million or 11.6%, and \$311.3 million in capital investment, an increase of \$44.3 million or 16.6% from 2024.

⁹ BC Assessment 2025 Tax Roll

Table 1: 2025 CRD Budget – Change from Prior Year

Budget Type (\$M)	2025 Final	2024 Final*	\$ Change	% Change
Operating	412.2	369.5	42.7	11.6%
Capital	311.3	267.0	44.3	16.6%
Total	723.5	636.5	87.0	13.7%

*2024 final amounts as shown in Bylaw No. 4645

Appendix A provides additional tables summarizing 2025 year over year changes in operating and capital expenditures, requisition and reserves. The total impact of the operating and capital budget on the 2025 Financial Plan Summaries, along with 2025 Individual Municipal and Electoral Area Requisitions, are included in Appendix J.

Updates Following Provisional Budget Approval

The final budget reflects amendments to the Provisional Financial Plan approved in October with year-end results, BC Assessment information and additional committee, commission and staff recommended initiatives. This report focuses on changes since Provisional Budget approval; as such, Tables 2 through 5 compare and summarize the 2025 Final to the Provisional budget. Appendix B and D provide an overview of the 2025 operating and capital budgets.

Operating Expenses

Since provisional approval, the operating budget increased \$1.4 million or 0.3%. Table 2 summarizes changes by expense.

Table 2: Changes in Operating Expenses

Expenditure Type (\$M)	2025 Final	2025 Prelim	\$ Change	% Change
Operations	301.5	299.8	1.7	0.6%
Debt Servicing	43.4	43.1	0.3	0.7%
Capital Funding	37.1	37.1	0.0	0.0%
Transfer to Reserves	30.2	30.8	-0.6	-1.9%
Total	\$412.2	\$410.8	\$1.4	0.3%

The \$1.7 million change in operations is primarily due to:

- \$0.5 million in ongoing corporate initiatives including the Electronic Documents and Records Management System, feasibility studies on centralizing procurement, actuarial support for Risk Management, auxiliary and contracted business continuity support.
- \$0.3 million in ongoing First Nation initiatives for government-to-government consultation, the reconciliation action plan and engagement work.
- \$0.2 million for establishment of the Biodiversity and Environmental Stewardship Service.
- \$0.1 million for establishment of the Regional Foodlands Access Service.

- \$0.1 million in ongoing human resource initiatives including the employee experience survey, and facilitation work for the Equity, Diversity Inclusion and Accessibility strategy.
- \$0.1 million in carryforward of Saanich Peninsula wastewater initiatives for the Carbon Media replacement program.
- \$0.1 million from Board-directed initiatives at provisional for regional engagement related to the housing affordability strategy.
- \$0.1 million in carryforward for community needs initiatives in parks and recreation.
- \$0.1 million for increased contribution payments to the Sooke Region Historical Society.
- \$0.1 million in carryforward for Salt Spring Island Integrated Housing Strategy.
- \$0.1 million to fund various 2024 year-end operating deficits
- (\$0.6) million decrease in electricity and operating contract costs, resulting from the delayed completion timeline of the Renewable Natural Gas (RNG) construction project.

The \$0.3 million increase in debt servicing is primarily a result of new municipal debt issuances: \$4.7 million for the City of Colwood and \$1.3 million for the Town of Sidney.

The (\$0.6) million decrease in transfers to reserves is a result reduced revenues from the delayed completion timeline of the RNG construction project.

Details on all major operating budget changes are listed in Appendix C with Appendix O providing detailed operating budgets by service.

Operating Revenue

As a result of changes to the operating expenses shown in Table 2, revenue sources are revised and summarized in Table 3.

Table 3: Changes in Operating Revenue

Revenue Type (\$M)	2025 Final	2025 Prelim	\$ Change	% Change
Sale of Services	196.7	197.5	-0.8	-0.4%
Requisition	96.2	96.5	-0.3	-0.3%
Internal Allocations	64.0	64.0	0.0	0.0%
Municipal Debt	17.9	17.5	0.4	2.3%
Transfer from Reserves	12.1	11.3	0.8	7.1%
Rentals and other Revenue	9.2	9.2	0.0	0.0%
Grants and PILT	8.4	8.1	0.3	3.7%
Surplus Carryforward	7.7	6.7	1.0	14.9%
Total	412.2	410.8	1.4	0.3%

The decrease of (\$0.8) million in sale of services is primarily a result of:

- (\$0.6) million net decrease due to reduction in sales of natural gas of (\$2.2) million due to the delayed completion timeline of the RNG construction project, offset by increases in tipping fee revenue of \$1.6 million.
- (\$0.2) million decrease due to change in revenue between invoice by agreements and requisition in the Core Area Wastewater Service from sewer flow adjustments.

The decrease of (\$0.3) million in requisition is primarily related to:

- (\$0.6) million decrease in requisition resulting from funds carried forward from 2024, primarily in Regional Parks and Building Inspection.
- (\$0.2) million decrease in requisition from increased PILT contributions received in 2025.
- \$0.1 million increase due to change in revenue by requisition compared to invoice by agreement in the Core Area Wastewater Service from sewer flow adjustments.
- \$0.1 million increase in funding due to increased third-party contributions for the Sooke Regional Museum and 911 levies.
- \$0.4 million to fund the newly established Regional Foodlands Access Service and Biodiversity and Environmental Stewardship Service.

The increase of \$0.4 million in municipal debt is driven by a \$4.7 million new debt issue for the City of Colwood and a \$1.3 million new debt issue for the Town of Sidney.

The increase of \$0.8 million in transfers from reserve is being utilized to fund many of the expenses identified in Table 2. This includes utilization of operating reserves to fund 2024 initiatives carried over into 2025.

A comprehensive list of changes in operating revenue by driver is included in Appendix C. As in previous years, surplus carryforward estimates were included in the provisional budget as a forecast in each service and are revised for final budget with actual 2024 year-end results.

Payments-In-Lieu of Taxes

PILT are monies recovered from tax exempt parcels owned by Federal, Provincial and Crown agencies within the region. Under legislation, the amount of tax is determined by class and rate if the properties were taxable. However, the amount of PILT can vary as the requirement to pay is discretionary to the Minister, Lieutenant Governor and heads of Crown Corporations.

Monies received in each municipality are remitted to the CRD, and are returned through credit to each of the services the municipality participates in. These payments are a regular source of funding and offset the municipality's share of annual costs for CRD services. The established CRD process is to use prior year PILT data for provisional budget as updated information is not available until the new year. For 2025, the PILT received was higher than provisional budget and totaled \$4.2 million or an increase of \$0.3 million from the prior year. Appendix C includes a summary of PILT revenue by municipality.

2024 Year-End Operating Deficits

In 2024, there were an increased number of service budgets that ended the fiscal year in a deficit position. This means the service ended with more expenses than revenue, and the resulting deficit

is carried forward to the service’s budget to be funded in 2025. A list of these services and the reason for their deficit is included at Appendix P.

Capital Investment

Table 4 summarizes changes to the capital budget by investment type.

Table 4: Changes in Capital Investment

Investment Type (\$M)	2025 Final	2025 Prelim	\$ Change	% Change
Drinking Water	154.6	149.3	5.3	3.5%
Wastewater	40.1	41.1	-1.0	-2.4%
Solid Waste	31.3	18.5	12.8	69.2%
Planning and Development ¹	29.3	21.6	7.7	35.6%
Regional Parks	19.4	16.7	2.7	16.2%
Recreation and Culture	18.8	18.0	0.8	4.4%
General Government and Other	15.8	16.8	-1.0	-6.0%
Protective Services	2.0	1.1	0.9	81.8%
Total	\$311.3	\$283.1	\$28.2	10.0%

¹Includes the Land, Banking and Housing Service

Capital Plan changes include the following:

Drinking Water:

- \$2.4 million in delayed work on various pump station upgrades from 2024 to 2025 in Juan de Fuca (JdF) Water Distribution.
- \$2.0 million carryforward and timing adjustments across multiple projects within Regional Water Supply, JdF Water Distribution and Saanich Peninsula Water Supply including dam safety instrumentation, purchasing new vehicles, replacement of older vehicles and reservoir seismic isolation valves.
- \$1.2 million for dam performance integration after scope and planning work delayed construction from 2024 to 2025 within Regional Water Supply.
- \$0.9 million updated timing for Cecelia Meter Replacement within Regional Water Supply.
- \$0.4 million delayed construction from 2024 to 2025 for Main No. 3 Segment Replacement project within Regional Water Supply.
- \$0.4 million for cybersecurity upgrades for the SCADA system in Regional Water Supply and JdF Water Distribution.
- \$0.3 million construction for system upgrades and expansion in Saanich Peninsula Water.
- \$(3.3) million in substantially completed work for the UV replacement project in 2024 within Regional Water Supply.

Wastewater:

The (\$1.0) million decrease in wastewater is largely due to deferral of capital work from 2025 to 2026 for the Cecelia Ravine Pipe Protection Project, Craigflower Forcemain Twinning Project and the Lang Cove and Currie Major Pump Station Electrical and Building Upgrades.

Solid Waste:

- \$6.2 million for work on the landfill gas utilization project being deferred from 2024 to 2025 due to a delay in the contractor work schedules.
- \$3.5 million for road and intersection improvements at Hartland North delayed from 2024 to 2025 due to the contractor work schedules.
- \$1.1 million for installation of the cell 5 liner system was deferred from 2024 to 2025 due to a delay in the contractor work schedules.
- \$2.0 million carryforward across multiple projects in the Solid Waste Disposal service, including spare parts for renewable natural gas to support the landfill gas utilization project, the diversion transfer station, and the North end fence replacement.

Planning and Development:

The \$7.7 million increase to Planning and Development is largely due to \$6.2 million for the Verdier land purchase and lease that will be made in 2025 to support affordable housing, the integration of water and sewer infrastructure at Galiano Green (Galiano Island affordable housing project) and the remaining commitment to the Regional Housing First Program to be used in 2025.

Regional Parks:

- \$1.6 million for work on the Regional Trestles Renewal, Trails Widening and Lighting Project and the Selkirk Trestle following preliminary design work done in 2024.
- \$0.5 million for Sooke Aylard Farm parking lot, construction delayed from 2024 to 2025.
- \$0.5 million in additional costs for the replacement of an aquatic weed harvester at Elk/Beaver Lake Regional Park.
- \$0.4 million for development of the Schooner Way Trail, delayed from 2024 to 2025 due awaiting license approvals from Ministry of Transportation & Transit.

Additional details for all major capital investment changes are listed in Appendix F.

Capital Funding

As a result of changes to capital investment shown in Table 4, capital funding sources are revised and summarized in Table 5.

Table 5: Changes in Capital Investment Funding

Investment Funding Source (\$M)	2025 Final	2025 Prelim	\$ Change	% Change
Debenture Debt	132.7	131.1	1.6	1.2%
Operating & Work in Progress (WIP)	100.6	81.1	19.5	24.0%
Reserve Funding	50.6	47.1	3.5	7.4%
Grants	16.9	15.2	1.7	11.2%
Donations and Third-Party Funding	10.5	8.6	1.9	22.1%
Total	\$311.3	\$283.1	\$28.2	10.0%

The change in operating and WIP are related to numerous projects including:

- \$7.9 million for the landfill gas utilization, cell 5 liner and diversion transfer station projects being carried forward into 2025.
- \$3.5 million for road and intersection improvements at Hartland North delayed into 2025.
- \$4.1 million in carryforward for Regional Water and JdF Water Distribution including dam performance integration, comprehensive pump station upgrades, Cecelia meter replacement and AC pipe replacement plan.
- The balance is related to capital funding changes over 21 services.

The change in debenture debt is largely related to the Verdier land purchase, development for the Regional Housing First Program, partially offset by the change of funding to reserves for the additional office space at the Infrastructure & Water Services (IWS) field office.

Changes in Reserve Funding are primarily due to:

- \$1.0 million in change of funding from debenture debt for the additional office space at the IWS field office.
- \$0.5 million related to the construction of the Aylard Farm parking lot.
- \$0.2 million for the Bear Hill Farm site improvements.
- \$0.7 million in carryforward for Saanich-Peninsula Water Supply including system upgrades, reservoir seismic isolation valves and SCADA upgrades.
- The balance is related to projects less than \$0.25 million over 32 services.

The change in donations and third-party funding is largely related to donations received through community fundraising for projects such as the Verdier land purchase and for water and sewer infrastructure at the Forest Homes and Galiano Green projects.

Additional details for all major capital changes are included in Appendix F.

A total \$883 million in capital investment is planned in the 2025 to 2029 Capital Plan. The plan reflects continued commitment to address critical infrastructure while also progressing Board Strategic Priorities with key investments in emission reducing projects such as the landfill gas utilization facility at the Hartland Landfill and affordable housing projects.

As in previous years, changes to the capital plan are managed through budget amendments with the approval of the Board. A summary of capital investment is included in Appendix D and projects greater than \$0.5 million are included in Appendix E.

Staff Establishment Chart

The SEC is attached as Appendix G, detailing Full-Time Equivalent (FTE) employees included in each department and division. A summary is provided on the next page (Table 6).

Table 6: Staff Establishment Chart

Position Type	2024	2025	Change
Regular Ongoing	756.94	810.14	53.20
Regular Fixed Duration	30.00	38.00	8.00
Total Regular Positions	786.94	848.14	61.20

Since provisional approval, the SEC has been updated to reflect an additional 0.5 FTE ongoing for 2027 through to 2029. This FTE is tied to the establishment of the Regional Foodlands Access Service, approved by Board on February 12, 2025. Outside of this update, the 2025 through 2029 SEC remains otherwise unchanged from the provisional approval and all FTEs are reflected in the financial plan.

Financial Indicators and Reserve Forecasts

Reserves are a mechanism for leveraging annual revenue in support of sustainable service delivery. A review of capital reserve health for the CRD was completed in 2021 and resulted in Board approved guidelines in 2022. The guidelines define the relationship between leverage and savings and are incorporated into financial planning across all CRD services.

Financial indicators are used when looking at the CRD, and services provided to the communities in which the CRD operates. These indicators provide a measurement of financial capacity including debt servicing relative to revenue and planned capital expenditures, capital investment relative to depreciation and transfers to reserves relative to the net book value of assets and operating expenditures. A summary of the financial indicators is included in Appendix I and consolidated summaries of operating and capital reserve activity is included in Appendix H.

CONCLUSION

The CRD Board must adopt a five-year Financial Plan bylaw each year by March 31. The attached bylaw and supporting schedules summarize the CRD Financial Plan for the years 2025 to 2029. The 2025 budget was preliminarily approved by the Board on October 30, 2024. The 2025 to 2029 Financial Plan has been prepared in alignment with Board decisions and committee direction. Staff recommends approving the 2025 to 2029 Financial Plan bylaw as presented.

RECOMMENDATION

1. That Bylaw No. 4665, “2025 to 2029 Financial Plan Bylaw, 2025”, be introduced and read a first, second and third time;
2. That Bylaw No. 4665 be adopted; and
3. That the Staff Establishment Chart as attached in Appendix G be approved.

Submitted by:	Varinia Somosan, CPA, CGA, Sr. Mgr., Financial Services / Deputy CFO
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer, GM Finance & IT
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Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENTS

- Presentation: Capital Regional District 2025 to 2029 Final Budget
- Appendix A: CRD 2025 Final vs. 2024 Final Budgets
- Appendix B: CRD 2025 Operating Budget Overview
- Appendix C: Drivers for Changes in Operating Budget
- Appendix D: CRD 2025 Capital Budget Overview
- Appendix E: CRD 2025 Capital Projects Greater than \$500,000
- Appendix F: Drivers for Changes in Capital Investment
- Appendix G: CRD 2025 Staff Establishment Chart - Final
- Appendix H: Operating and Capital Reserve Forecasts – Changes from Preliminary
- Appendix I: CRD 2025 Financial Indicators
- Appendix J: CRD 2025 Financial Plan Summaries and Individual Municipality and Electoral Area Requisitions
- Appendix K: 2025 Financial Plan Public Engagement Report
- Appendix L: Bylaw No. 4665, “2025 to 2029 Financial Plan Bylaw, 2025”, inclusive of Schedule A and Schedule B
- Appendix M: Electoral Areas Committee Final Budget Report
 - Part 1: Staff Report (2025 Final EA Budget Review)
 - Part 2: Appendix A (2025 Final EA Budget Review – Joint EA Services)
 - Part 3: Appendix B (2025 Final EA Budget Review – JdF Services)
 - Part 4: Appendix C (2025 Final EA Budget Review – SSI Services)
 - Part 5: Appendix D (2025 Final EA Budget Review – SGI Services)
 - Part 6: Appendix E (2025 Assessment Data for EA)
- Appendix N: 2025 Requisition by Participant – Impact of Assessed Values on Cost Share
- Appendix O: Final Budget Review Package (Parts A, B and C)
- Appendix P: Services With 2024 Year-End Operating Deficits Over \$5,000