



# CAPITAL REGIONAL DISTRICT 2024 ANNUAL REPORT

Greater Victoria,  
British Columbia, Canada  
Year ended December 31, 2024



Making a difference...together

## TERRITORIAL ACKNOWLEDGEMENT

The CRD conducts its business within the Territories of many First Nations, including but not limited to BOKÉĆEN (Pauquachin), MÁLEXEŁ (Malahat), paaʔčiidʔatx (Pacheedaht), Spune'luxutth (Penelekut), Sc'ianew (Beecher Bay), Songhees, STÁUTW (Tsawout), T'Sou-ke, WJOLÉŁP (Tsartlip), WSIKEM (Tseycum), and x<sup>w</sup>sepsum (Kosapsum) Nations, all of whom have a long-standing relationship with the land and waters from time immemorial that continues to this day.



## PHOTO ACKNOWLEDGEMENT

The photos in this document were taken within the boundaries of the Capital Regional District. Thank you to the wonderful local, professional and staff photographers that contributed photos to this report.

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# The Capital Regional District

The Capital Regional District (CRD) is the regional government for 13 municipalities and three electoral areas on southern Vancouver Island and the Gulf Islands, serving more than 460,000 people. The capital region spans the Territory of 19 First Nations.

The CRD plays a key role in providing services that can be delivered efficiently and effectively through region-wide or shared service delivery models. These include the regional water supply, solid waste, wastewater treatment, regional parks, housing, 911 call answer and recreation facilities.

The CRD has more than 200 service, infrastructure and financing agreements with municipalities and electoral areas to deliver services in the following categories:

- ▶ **regional**, where all municipalities and electoral areas are served
- ▶ **sub-regional**, where two or more jurisdictions are served
- ▶ **local**, in the electoral areas where the CRD is the local government

The CRD works collaboratively with First Nations and other orders of government and has direct relationships with individuals, businesses, organizations, institutions and communities that access regional utilities and services.

The Capital Region Housing Corporation (CRHC) is a wholly owned subsidiary of the CRD and is Vancouver Island's largest non-profit housing provider, serving almost 4,000 tenants in over 50 buildings across seven municipalities. The Capital Regional Hospital District (CRHD) is administered by the CRD and invests in traditional health care services and provides capital funding for health care infrastructure, such as health facilities and hospital equipment.



The Capital Regional District



# OUR ORGANIZATION

The CRD is the regional government for 13 municipalities and three electoral areas on southern Vancouver Island and the Gulf Islands.

# Message from the Board Chair

As Chair of the CRD Board, I am proud to present our 2024 Annual Report, highlighting the essential services we provide and the progress we have made on the five key priority areas we identified when we began the 2023–2026 CRD Board term. These areas include transportation, housing, climate action & environment, First Nations and governance.

The global economic landscape has been marked by significant challenges recently, including the impact of tariffs and rising costs. These factors have contributed to increased financial pressures on households, businesses and governments alike. Despite these challenges, the CRD has remained steadfast in its dedication to delivering essential services: safe and clean drinking water, wastewater treatment, regional parks and trails, solid waste management and housing, to name a few, that are fundamental to residents' well-being and quality of life.

We have advanced important work in support of the Board's priorities. Through ongoing dialogue and collaboration, we are working to incorporate Indigenous leadership and traditional knowledge into a variety of CRD initiatives and strategies, benefiting service delivery in the region. Last year, we signed a Memorandum of Understanding (MOU) with the paaʔčiidʔatx (Pacheedaht) First Nation to formalize our government-to-government relationship. This MOU paves a path for more partnership opportunities between the CRD and other First Nations in the region.

Transportation service delivery has also seen substantial improvements. The development of a proposed Regional Transportation Service is a key achievement, aimed at creating a more efficient, sustainable, and accessible transportation network. This service was developed to address the diverse needs of residents, reduce congestion and promote environmentally friendly transportation



options. Elector approval must be obtained in order to advance the Regional Transportation Service. The regional alternative approval process is expected to take place this year.

These are just a few highlights of the initiatives that reflect our ongoing dedication to serving the residents of the CRD with excellence and integrity. We are proud of the progress we have made on the CRD Board Priorities and look forward to continuing this important work in the year ahead. Together, we can build a vibrant, inclusive and sustainable region for all.

Cliff **MCNEIL-SMITH**

Chair  
Capital Regional District Board

# Message from the Chief Administrative Officer

I am pleased to highlight the progress the CRD has made over the past year in enhancing our services and supporting the CRD Board. Our commitment to continuous improvement and being responsive to the needs of residents remains at the forefront of our efforts.

Last year, we developed and began implementing a new organizational plan, CRD Evolves 2024-2025. This plan outlines strategic changes aimed at increasing our efficiency and better serving our community. By focusing on impactful organizational improvements, we are positioning ourselves to meet the evolving needs of residents more effectively.

We have made substantial strides in governance and service delivery for the three electoral areas: Salt Spring Island, Southern Gulf Islands, and Juan de Fuca. The establishment of a new Electoral Area Services Department is underway, which will allow us to provide more tailored and effective support to these unique communities.

A major milestone was the development of the new CRD website. Designed with inclusivity at its core, the website meets the Web Content Accessibility Guidelines standards and includes automated translation features. This ensures a welcoming and accessible experience for all residents, including those using assistive technologies. The mobile-friendly design and enhanced search capabilities make it easier for users to navigate and find the information they need.

In addition to digital advancements, we have developed the new CRD Accessibility Plan that will be used to guide us in identifying and removing barriers. Accessibility is an element of the many CRD service strategies, approaches and plans, and will remain a foundation to our service provision for years to come.



This is an exciting time for the organization. The strategic changes and initiatives we are implementing will position the organization well for the future.

These initiatives reflect our ongoing commitment to better serve the residents of the capital region and ensure that the CRD remains a vibrant and inclusive region for all.

Ted **ROBBINS**

Chief Administrative Officer  
Capital Regional District  
Capital Region Housing Corporation  
Capital Regional Hospital District

# Board of Directors

## 2023–2026 Term

The CRD is governed by a 24-member Board of Directors, supported by more than 75 committees and commissions. The Board is composed of one or more elected officials from each of the municipalities and three electoral areas within the CRD's boundaries. Each municipality has one director for every 25,000 people (or portion thereof). Each electoral area is represented by one director.

The directors also serve on the Capital Region Housing Corporation Board and the Capital Regional Hospital District Board.

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

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

**CRHD** **Chair** Kevin **MURDOCH**, Oak Bay  
**Acting Vice-Chair** Scott **GOODMANSON**, Langford

### Directors

- ▶ Peter **JONES**, North Saanich
- ▶ Doug **KOBAYASHI**, Colwood
- ▶ Colin **PLANT**, Saanich
- ▶ Gary **HOLMAN**, Salt Spring Island Electoral Area
- ▶ Marie-Térèse **LITTLE**, Metchosin
- ▶ Maja **TAIT**, Sooke
- ▶ Kevin **MURDOCH**, Oak Bay
- ▶ Barbara **DESJARDINS**, Esquimalt
- ▶ Cliff **MCNEIL-SMITH**, Sidney
- ▶ Ai **WICKHEIM**, Juan de Fuca Electoral Area
- ▶ Marianne **ALTO**, Victoria
- ▶ Susan **BRICE**, Saanich
- ▶ Judy **BROWNOFF**, Saanich
- ▶ Lillian **SZPAK** (Colby **HARDER** as of 2024), Langford
- ▶ Chris **COLEMAN**, Victoria
- ▶ Paul **BRENT**, Southern Gulf Islands Electoral Area
- ▶ Ken **WILLIAMS**, Highlands
- ▶ Scott **GOODMANSON**, Langford
- ▶ Sid **TOBIAS**, View Royal
- ▶ Zac **DE VRIES**, Saanich
- ▶ Ryan **WINDSOR**, Central Saanich
- ▶ Dave **THOMPSON**, Victoria
- ▶ Dean **MURDOCK**, Saanich
- ▶ Jeremy **CARADONNA**, Victoria



# Executive Leadership Team

The Executive Leadership Team (ELT) consists of the Chief Administrative Officer, Chief Financial Officer, Corporate Officer, and the General Managers, who are all Officers of the Corporation.

These Officers direct the departments and divisions across the Corporation and work collaboratively to:

- ▶ Consider strategic issues related to the organization
- ▶ Discuss solutions to organizational challenges
- ▶ Make decisions effectively on behalf of the organization and in the interests of the CRD Board
- ▶ Provide direction on corporate-wide policies, systems, projects and initiatives
- ▶ Ensure our employees are supported and empowered to achieve organizational goals

The success of the organization is measured by how well the entire organization performs in effectively and efficiently delivering services to the residents of the region and in its ability to advance Board and Corporate priorities within an

approved Board budget. It is a key responsibility of the ELT to ensure that the actions, directions and policies of management are aligned to achieve these objectives, to strengthen our foundational core and to ensure we have an engaged workforce that is valued and supported.

## Executive Leadership Team

*(from left to right)*

- ▶ Kristen **MORLEY**, General Manager, Corporate Services & Corporate Officer
- ▶ Kevin **LORETTE**, General Manager, Housing, Planning & Protective Services
- ▶ Nelson **CHAN**, General Manager, Finance & Technology & Chief Financial Officer
- ▶ Ted **ROBBINS**, Chief Administrative Officer
- ▶ Alicia **FRASER**, General Manager, Infrastructure & Water Services
- ▶ Luisa **JONES**, General Manager, Parks, Recreation & Environmental Services



# Governance Framework

The CRD is governed by a 24-member Board of Directors, which serves as a political forum and a vehicle for advancing the interests of the region as a whole. The Board is composed of one or more elected officials from each of the local governments within the CRD's boundaries:

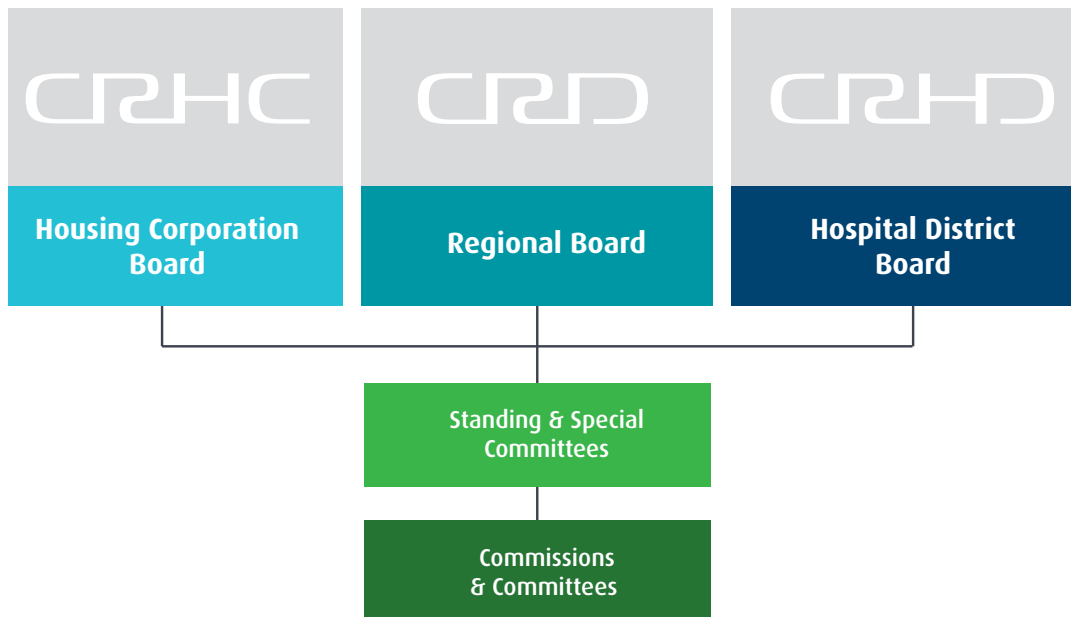
- ▶ For areas outside municipal boundaries (electoral areas), citizens elect one director to the Board during general local elections.
- ▶ Each municipal council appoints one or more elected officials to the Board. The formula is one director for every 25,000 population (or portion thereof).

All members also sit on the Capital Region Housing Corporation (CRHC) Board and the Capital Regional Hospital District (CRHD) Board. Board meetings are held once a month and are open to the public.

Collectively, these Boards establish the CRD vision, set priorities and provide direction on service delivery, collaboration and partnerships. Various committees and commissions oversee delivery of services and report to the CRD, CRHC and CRHD Boards.

The chair and vice-chair of each regional board are elected from among the directors at an inaugural meeting held each November. Next, the regional board chairs define various committees and their membership.

To make decisions, directors must vote. The CRD uses special voting rules based on population and the combination of participants in each service. Some votes are unweighted (one vote per director) and others are weighted based on population (one vote per 5,000 population or portion thereof).





# OUR PROFILE

The CRD has more than 200 service, infrastructure and financing agreements with municipalities, electoral areas and First Nations to deliver services.



CRHC Housing - Spencer Close

# A Livable, Sustainable and Resilient Region

Encompassing 237,000 hectares, including 70 Gulf Islands, the capital region is a sought-after destination, renowned for its mild climate, beautiful coastlines and natural ecosystems.

The region offers a balance between rural and urban lifestyles, including the farming communities in North Saanich, the evergreen hills of Sooke, the artisan networks on the Gulf Islands and the government and business hub of Victoria, the province's capital city. It is home to the Canadian Pacific Naval Fleet and multiple post-secondary educational institutions, including Camosun College, Royal Roads University and the University of Victoria.

Tourism, technology, health care and government services are key industries in the region, a place where residents and tourists can enjoy the Salish Sea, old-growth rainforests, outdoor adventure and a vibrant arts and culture scene.

The region has experienced a steady increase in population and sustained growth in housing starts and property values. The CRD will continue to work with local residents, community groups, businesses, First Nations, major institutions, municipalities and other partners to ensure we continue to meet the needs of this resilient and growing region through major infrastructure development and services.



Farm, North Saanich



PARC, Salt Spring Island

# A Livable, Sustainable & Resilient Region

↑  
**460,317**  
Residents  
up 1.6% over 2023<sup>1</sup>

↓  
**2.5%**  
Inflation Rate  
vs 2.4% nationally<sup>2</sup>

↓  
**\$2.0B**  
Building Permit  
Construction Value  
down 5.4% over 2023<sup>3</sup>

↓  
**4,185**  
Housing Starts  
in the Victoria CMA  
down 16% over 2023<sup>4</sup>

↑  
**\$1,306,400**  
Price of single  
family home in CRD  
up 2.7% over 2023<sup>5</sup>



\* Census Metropolitan Area

<sup>1</sup> Population: [www2.gov.bc.ca/gov/content/data/statistics/people-population-community/population/population-estimates](http://www2.gov.bc.ca/gov/content/data/statistics/people-population-community/population/population-estimates)

<sup>2</sup> BC Statistics: [www2.gov.bc.ca/assets/gov/data/statistics/economy/cpi/cpi\\_annual\\_averages.pdf](http://www2.gov.bc.ca/assets/gov/data/statistics/economy/cpi/cpi_annual_averages.pdf)

<sup>3</sup> CRD Building Permits Database

<sup>4</sup> CMHC, Starts, Completions, and Under Construction (Canada, Provincial, CMA)

<sup>5</sup> Victoria Real Estate Board: [www.vreb.org/media/attachments/view/doc/stats\\_release\\_2024\\_12/pdf/stats\\_release\\_2024\\_12.pdf](http://www.vreb.org/media/attachments/view/doc/stats_release_2024_12/pdf/stats_release_2024_12.pdf)

# Supporting and Responding to the 2023–2026 Community Needs

In hearing and responding to the concerns of constituents, the CRD Board identified 16 community needs, grouped into five categories, to focus and drive work. Through strategic and corporate planning, the strategic course for the CRD is set over a four-year mandate to respond to community needs and to deliver on the Board’s mission, vision and priorities and the organization’s ongoing service mandates and approved plans.

The CRD budget cycle ensures that we respond to changes in our external and internal environments. The Executive Leadership Team identifies projects that enhance our corporate capacity to ensure we are well-positioned to meet evolving Board and community needs. Each spring, the corporate annual report is presented to demonstrate progress, capture major accomplishments and summarize financial highlights.

Five categories of community needs were identified to guide the work the organization delivered:

- Utility Services
- Corporate Services
- Local Government
- Community Services
- Government Relations





# COMMUNITY NEEDS

For each community need identified in our Corporate Plan, the CRD Board approved an outcome statement to capture what we envision our work will accomplish.

# Utility Services

Services that are essential to residents' needs and/or mandated by regulation.



## Wastewater

Efficient and effective management of the region's wastewater

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## Water

Safe drinking water and a resilient water supply

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## Solid Waste & Recycling

Minimize waste disposal and maximize waste diversion



Clover Point Pump Station

# Community Services

Services that address the needs of residents and build a liveable, sustainable region.



## Transportation

Residents have access to convenient, green and affordable multi-modal transportation systems that enhance livability

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## Housing & Health

Residents have access to affordable housing and improved health facilities that enhance livability

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## Climate Action

Progress on adaptation, reduced greenhouse gas emissions and triple-bottom line solutions that consider social, environmental and economic impacts

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## Regional Parks

Additional land acquisitions and increased access to parks and recreational trails that respect Indigenous culture and conservation values

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## Planning

Keep approved plans current and monitor for effectiveness

---



## Safety & Emergency Management

Protect public safety and cooperatively mitigate against, prepare for, respond to and recover from emergencies

---



## Arts & Recreation

Residents have access to appropriate and affordable arts and recreation opportunities that enhance quality of life

# Corporate Services

Services that support an effective and efficient organizational administration.



## People

An organization staff are proud to be a part of

---



## Open Government

Coordinated and collaborative governance, and leadership in organizational performance and service delivery

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## Business Systems & Processes

Leading systems and policies to respond to best practices, comply with legislative requirements and deliver sustainable budgets



Communications staff

# Government Relations

Effective and coordinated advocacy.



## Advocacy

Effective and coordinated advocacy



## First Nations

Strong relationships with First Nations based on trust and mutual respect, partnerships and working together on shared goals



Spring Salmon Place (KWL-UCHUN) Campground

# Local Government

Local services for the residents of the Juan de Fuca, Salt Spring Island and Southern Gulf Islands Electoral Areas.



## Local Services

Administer and deliver local services in Juan de Fuca, Salt Spring Island and the Southern Gulf Islands





# 2024 PROGRESS

Highlights of key Board and Corporate priorities,  
major projects and awards.

# Delivering on 2024 Priorities & Projects



Climate action initiatives



Songhees Rapid Housing announcement

## Board Priorities

To guide the direction and major activities of the CRD for the 2023–2026 mandate, the Board of Directors agreed to focus on five regional priorities:



### TRANSPORTATION

Residents have access to convenient, green and affordable multi-modal transportation systems that enhance livability.



### HOUSING

Residents have access to affordable housing that enhances livability.



### CLIMATE ACTION & ENVIRONMENT

Progress on adaptation, reduced greenhouse gas emissions and triple-bottom line solutions that consider social, environmental and economic impacts.



### FIRST NATIONS

Strong relationships with First Nations based on trust and mutual respect, partnerships and working together on shared goals.



### GOVERNANCE

Effective advocacy, coordinated and collaborative governance, and leadership in organizational performance and service delivery.

# Corporate Priorities, Projects & Awards

To guide effective development and coordination, the Executive Leadership Team identified key priorities and projects to enhance corporate capacity and delivery of services.



## CORPORATE PRIORITIES

With a focus on accountability, Corporate Priorities include: Business Capacity & Continuity, Fiscal Responsibility, Transparency, Efficiency, & Collaboration and Customer Service.



## MAJOR PROJECTS

As an essential and critical infrastructure service provider, a number of capital projects were progressed and completed in 2024.



## AWARDS

The CRD was the recipient of a number of awards in 2024.

As many initiatives and projects span multiple years and involve other organizations, the achievements described here capture only a snapshot of our organization's work.



Watermain construction



IT service desk staff



# Board Priorities



## Transportation

### INTRODUCTION OF REGIONAL TRANSPORTATION SERVICE BYLAW

The CRD continues to advance multi-modal transportation by improving active transportation networks, enhancing road safety and investing in regional trail infrastructure. Efforts to strengthen transportation service delivery are also underway, with engagement sessions gathering input from local governments, First Nations and partner agencies. Additionally, feasibility studies and service planning initiatives are helping to shape future transportation investments and ensure alignment with regional priorities. These initiatives support the CRD's goal of creating a more connected, sustainable and accessible transportation system for the region.

The CRD Board advanced the Bylaw to the Inspector of Municipalities for endorsement in preparation of the elector approval process for establishing a Regional Transportation Service (RTS) to deliver transportation choices that help enhance regional connectivity and integrated mobility. The first priority under the RTS will be updating the 2014 Regional Transportation Plan to refine the region's vision and goals for integrated long-term planning. This update will involve collaboration across the region to ensure a comprehensive approach to regional transportation needs. Additionally, the RTS will introduce new funding opportunities to support local government in delivering regionally significant priorities. The regional Alternative Approval Process (AAP) for elector consent is expected to begin in Q1 2025.

### SALT SPRING ISLAND HARBOUR WALK

An initial round of consultation with First Nations and upland owners took place in 2024. Conceptual designs have been drafted and approved by the Salt Spring Island Local Community Commission ahead of a second round of consultation with First Nations, Upland owners and the community at large.

### REGIONAL TRAIL OPENING ON MAYNE ISLAND

The Mayne Island Regional Trail officially opened on October 16, 2024. This 2.3 km gravel path connects the Village Bay ferry terminal to Miners Bay village, enhancing safety and accessibility for pedestrians and cyclists, while supporting climate action goals by promoting greener transportation options. As the first phase of the Gulf Islands Regional Trails Plan, it serves as a pilot for future trail development in the region. Funded through the CRD's Regional Parks service with federal and provincial grants, the \$4.5 million project contributes to a growing network of regional trails on southern Vancouver Island and the Gulf Islands.



## Housing

### RURAL HOUSING PROGRAM PILOT PROJECT

The CRD designed the Rural Housing Program Pilot Project that will take place on the Southern Gulf Islands and Salt Spring Island Electoral Areas. The Pilot Project will prototype various housing solutions better suited to the rural context and enhance CRD responsiveness to the housing crisis across the capital region. The program includes financial assistance for homeowners to build secondary suites and cottages with affordable rent commitments, investment in pre-development funding for affordable housing projects, and increased support for non-profit housing providers through enhanced coordination capacity.

### 150 NEW RENTAL HOMES IN VICTORIA

The redevelopment of two new buildings, replacing 53 aging apartments at the end of their lifespan, was completed in 2024. Michigan Square is owned and operated by the Capital Region Housing Corporation (CRHC) and the two buildings provide 53 and 44 units for a total of 97 new affordable rental homes for families, seniors and individuals with low-to-moderate incomes. Another 58 homes for middle income earners are underway through new BC Builds projects.



Michigan Square, Victoria



## CRD TO EXPAND AFFORDABLE HOUSING & BORROWING AUTHORITY

The CRD Board approved a bylaw increasing the borrowing authority for the Land Assembly, Housing and Land Banking service to \$85 million after receiving elector approval through an AAP. This increase will enable the CRD and the CRHC to advance key housing initiatives, including redeveloping existing CRHC buildings, expanding affordable rental housing through an Acquisition Strategy, and supporting rural housing. With this approval, the CRD can now leverage additional provincial and federal funding, potentially delivering up to 2,000 new affordable rental units. The enhanced borrowing capacity positions the CRD to act quickly on partnership opportunities, reinforcing its commitment to addressing the region's housing crisis and expanding affordable housing options.

## 593 NEW HOMES WITH SUPPORT FROM PROVINCIAL PARTNERS

The CRHC secured provincial funding to advance four affordable rental projects in the capital region, creating 593 new homes for those in need. This support comes from the Province's Community Housing Fund under the Homes for People action plan. Two projects involve partnerships with local governments, including a mixed-use development in Brentwood Bay Village with 110 homes and a daycare space, and a redevelopment in Saanich integrating a larger library with 200 affordable homes. Additionally, two redevelopment projects in Greater Victoria will add 283 homes, with transition planning in place for affected tenants. The CRHC continues to expand its affordable housing portfolio while maintaining support for existing tenants.



Drennan Place, Sooke



## Climate Action & Environment

### CRD REGIONAL PARKS ACCESSIBILITY & INFRASTRUCTURE IMPROVEMENTS

The CRD showcased recent improvements in regional parks aimed at increasing accessibility and inclusivity. Enhancements at Elk/Beaver Lake Regional Park and other sites included accessible washrooms, a wheelchair-friendly fishing dock, mobility mats, improved trail surfaces and designated parking. These upgrades supported the CRD's commitment to equitable access, as outlined in the Regional Parks and Trails Strategic Plan 2022–2032. The CRD's Accessibility Advisory Committee continued to provide guidance on removing barriers and improving accessibility across services, programs and infrastructure.

### HARTLAND LANDFILL WASTE DIVERSION IMPROVEMENTS AND SERVICE LEVEL ENHANCEMENTS

In 2023, the CRD Board approved bylaw amendments for Hartland Landfill, implemented in two phases in 2024, to better support waste diversion and align with the CRD's Solid Waste Management Plan goal of reducing regional waste by one-third by 2031.

Phase 1, implemented in January 2024, increased the general refuse tipping fee from \$110 to \$150 per tonne, raised fines for various infractions and banned clean wood from general refuse, accepting it at a reduced fee of \$80 per tonne. Phase 2, implemented in July, banned treated wood and asphalt shingles from general refuse, accepting them at a reduced fee of \$110 per tonne. The Material Diversion Transfer Station was built in 2024 at Hartland Landfill to pre-process and prepare clean wood, treated wood and asphalt shingles for recycling or energy recovery purposes.

Hartland Landfill extended Saturday hours from 7:00 am to 5:00 pm for a one-year pilot project that began June 15, 2024, adding three hours (2:00 to 5:00 pm) to improve accessibility, reduce wait times and increase collection of recyclable materials. Scale data and results from an online survey will be presented to the CRD Board in 2025. All of these measures aim to extend the landfill's lifespan, reduce greenhouse gas emissions and promote more sustainable waste management.

### SOLID WASTE MARKET RESEARCH & ENGAGEMENT STUDY

The 2024 Solid Waste Market Research and Engagement Study gathered insights on waste management behaviors of residents and businesses. Key findings include:

- ▶ 74% of residents reported positive attitudes towards reducing waste
- ▶ About half of the businesses experience challenges complying with local waste management regulations

The data will help inform education and outreach initiatives focused on achieving the Solid Waste Management Plan target of reducing the region's waste by more than one-third by 2031.



## CRD REGIONAL PARKS AND TRAILS STRATEGIC PLAN 2022-2032

The CRD's Regional Parks and Trails Strategic Plan 2022–2032 establishes five goal areas where the CRD focuses its efforts. Overall, there are 13 strategic priorities and 57 supporting sub-actions. The main 2024 initiatives for regional parks and trails included:

- ▶ Continued work with First Nations to better understand and respect Indigenous cultural heritage and its use in regional parks
- ▶ Improved accessibility and work to increase equitable access to regional parks and trails
- ▶ Work to advance opportunities for outdoor recreation in regional parks
- ▶ Prioritized projects related to regional trails and active transportation initiatives
- ▶ Projects prioritized to increase protection of biodiversity in parks

## ELECTRIC VEHICLE CHARGERS IN CRD REGIONAL PARKS

Installed two FLO SmartTWO Level 2 chargers at the Beaver Beach parking lot to support clean-energy transportation, serving both the public and CRD Regional Parks' Electric Vehicle (EV) fleet while staff service the parks. Visitors can activate the chargers using a Flo, BC Hydro or ChargePoint account, with a fee of \$1 per hour and a three-hour limit. Additional EV charging sites are being assessed for feasibility in 2025. This initiative aligns with the CRD's Regional Parks and Trails Strategic Plan 2022–2032 and its 2023–2026 Board Priority to reduce greenhouse gas emissions.

## LONG-TERM BIOSOLIDS MANAGEMENT STRATEGY

The CRD developed a Long-Term Biosolids Management Strategy to ensure the sustainable and beneficial use of biosolids, a nutrient-rich by-product of wastewater treatment. Informed by extensive research, technical expertise, and engagement with First Nations, interest holders and the public, the strategy follows a tiered approach that prioritizes advanced thermal processing as the preferred long-term solution, as well as out-of-region options and in-region contingency measures. The management strategy was submitted to the province in the spring of 2024, aiming to meet regulatory obligations while fostering innovative waste management solutions.



Residual Treatment Plant - Biosolids



Thermal imaging camera kit

### **THERMAL IMAGING CAMERA KITS**

The CRD partnered with the Greater Victoria Public Library and other local libraries to launch Thermal Camera Kits, and updated Climate Action To-Go Kits, to help residents identify energy inefficiencies and reduce emissions. The Thermal Camera Kits detect heat loss and drafts, while the Climate Action To-Go Kits offer tools for measuring electricity use, testing water efficiency, and adopting sustainable practices.

### **EXTREME HEAT INFORMATION PORTAL LAUNCH**

In 2024, the CRD, in partnership with local governments, Island Health and the Province, launched the Capital Region Extreme Heat Information Portal to help communities understand and prepare for extreme heat events. Rising temperatures and past heatwaves, including the deadly 2021 event, highlight the need for regional planning. Funded by a Union of BC Municipalities (UBCM) grant, the project developed an interactive mapping tool analyzing heat vulnerability based on socio-demographic and building factors. Alongside this, an updated Climate Projections for the Capital Region Report provides data to support planners and policymakers in making informed climate adaptation decisions.

### **TWO REGIONAL AAPs: FOODLANDS ACCESS SERVICE & BIODIVERSITY STEWARDSHIP COORDINATION**

The CRD initiated two Alternative Approval Processes (AAPs) to consider the establishment of a Regional Foodlands Access Service and a Biodiversity and Environmental Stewardship Service. The Regional Foodlands Access Service aims to improve affordable access to farmland for new and expanding farmers, enhancing food security, and addressing challenges such as rising farmland costs and an aging farmer population. The Biodiversity and Environmental Stewardship Service seeks to take a regional approach to biodiversity conservation and natural asset protection, working collaboratively with municipalities, First Nations, landowners, and stewardship groups to restore habitats and manage environmental threats. The services are proposed to be established in February 2025.



## First Nations



Pacheedaht MOU signing

### **CRD AND PACHEEDAHT FIRST NATION SIGN MEMORANDUM OF UNDERSTANDING**

The CRD and Pacheedaht First Nation have signed a Memorandum of Understanding (MOU) to formalize their government-to-government relationship. This agreement outlines shared priorities and principles for collaboration, fostering respectful and reciprocal decision-making. The MOU focuses on key areas such as water and sewage infrastructure, land use, parks and solid waste management. Implementation of this MOU will have far-reaching impacts. It will facilitate the incorporation of Indigenous leadership and traditional knowledge into a variety of CRD initiatives and strategies, improving service delivery in the region.

### **SIXTY-SIX NEW AFFORDABLE HOMES FOR SONGHEES NATION MEMBERS**

A new affordable housing project on Songhees Nation land was made possible through nearly \$24 million in funding from the CRD, federal and provincial governments and the Songhees Nation. A new six-storey building at 1502 Admirals Road provides 66 below-market rental homes, operated by M'akola Housing Society and prioritized for Songhees Nation members. This is the first new housing built on Songhees land in 17 years, forming part of a larger plan for 240 units. The project will complete in early 2025 and addresses severe housing needs while supporting Indigenous community housing initiatives.

### **PROPERTY ACQUISITION FOR THE PROPOSED THUTHIQUIT HULELUM' HOUSING PROJECT ON GALIANO ISLAND**

The CRD purchased the property at 280 Georgeson Bay Road on Galiano Island to advance the Thuthiquit Hulelum' Housing Project, known as Forest Homes. The site was prepared by the Galiano Affordable Living Initiative Society (GALI) and zoned for 20 affordable rental homes. Under the purchase agreement, GALI will operate the housing once completed.

### **OPENING OF AFFORDABLE RENTAL HOMES FOR INDIGENOUS PEOPLE IN SOOKE (T'SOU-KE)**

In 2024, Indigenous individuals and families living in Sooke (T'Sou-ke) accessed 170 new below-market homes in the community with the opening of 2075 Drennan Street. This new development includes two five-storey buildings, with 34 units rented at the shelter rate for those with very low incomes, and the remaining units offered at below-market rates. The buildings feature a mix of studio to three-bedroom homes, along with communal gathering spaces, accessible parking and a playground. This project is part of a broader initiative to expand affordable housing across BC, which includes a partnership among the federal and provincial governments, the CRD and M'akola Housing Society.



## Governance

### SERVICE AND FINANCIAL PLANNING

In 2024, the CRD continued to plan for and implement the Board-approved 2023-2026 Corporate Plan. This strategic document outlines initiatives that staff will advance over the four-year Board term, in alignment with Board priorities. It also highlights initiatives essential for fulfilling core service mandates, meeting regulatory requirements, and keeping pace with population growth. Service plans, known as Community Need Summaries, were presented alongside the 2025 Provisional Budget at the Committee of the Whole meeting on October 30, 2024.

### ESTABLISHMENT OF ELECTORAL AREA SERVICES DEPARTMENT

In 2024, the CRD took steps to enhance governance and service delivery for its three electoral areas: Salt Spring Island, Southern Gulf Islands and Juan de Fuca. The CRD Board directed the Chief Administrative Officer to establish a new Electoral Area Services Department, consolidating most services under a new General Manager. This role will oversee administration and service delivery while working directly with the Electoral Area Directors. These structural changes will be incorporated into the 2025 provisional budget and service plans. This change was one of the opportunities identified through CRD Evolves 2024-2025.



Gulf Islands from Mount Bruce, Salt Spring Island



## CRD BOARD CODE OF CONDUCT

In 2024, the CRD Board adopted a new Board Code of Conduct Bylaw to strengthen governance and accountability. The bylaw outlines conduct expectations and a complaint process through the Board Chair or Chief Administrative Officer. A Member Statement of Commitment was also approved, allowing Directors to symbolically affirm their support for the Code. To ensure transparency and effectiveness, the Board directed staff to develop a reporting mechanism, conduct a one-year review, and create a simplified reference guide for Board members.

## SALT SPRING ISLAND LOCAL COMMUNITY COMMISSION

The Local Community Commission (LCC) is an elected body (including the Salt Spring Island (SSI) Electoral Area CRD Director) established in June 2023, following a SSI referendum that supported its formation. The LCC is a regional district commission that consolidates governance of 14 local CRD services previously overseen by four appointed, volunteer commissions. The purpose of the LCC is to broaden elected oversight and administration of certain SSI local services so that decisions regarding these services are more locally transparent and reflect the broader public interest. The LCC also has an important role as an advocate for the SSI community, including joint meetings with the SSI Local Trust Committee. Delivery of regional services that Salt Spring Island residents participate in, such as Regional Parks, Land Banking and Housing, as well as sub-regional services such as Building Inspection, are still overseen by the CRD Board and Electoral Areas Committee.

In 2024, the LCC completed their Strategic Plan 2024-2027. The document captures key operational and LCC-driven activities during the term. Staff will report back to the LCC on progress made in delivering the Plan on an annual basis.



Local Community Commission, Salt Spring Island



# Corporate Priorities

## ARTS DEVELOPMENT OPERATING GRANTS, PROJECTS AND FUNDING

Arts & Culture Support Service (Arts Service) awarded 101 grants, totalling \$2,738,370, to support local not-for-profit arts programming. Both the number of grants awarded and the funding total were record highs. Fifteen grants were awarded to first-time recipients, also a record number. The approved grants advance the mission of the Arts Service to support, champion and develop arts and culture in the region. The Arts Service is supported by Saanich, Victoria, Oak Bay, Esquimalt, View Royal, Highlands, Metchosin, Sooke and the Southern Gulf Islands.

## EQUITY, DIVERSITY & INCLUSION

Equity, Diversity and Inclusion (EDI) remained a high priority for the CRD in 2024, with advancements in several key areas, including strategy development, foundational training and employee engagement. The People, Safety and Culture Strategic Plan includes EDI as a priority, with several action items that were initiated in 2024 that will continue through 2027. This included a review of CRD administrative policies, with an EDI lens. Under the guidance of the internal EDI Steering Committee, the development of a new EDI Strategy was initiated in 2024 and will continue through 2025 with a robust employee engagement component. For foundational training, the CRD Board, Committee and Commission members and CRD staff participated in inclusion literacy and allyship training, with supplemental learning opportunities related to gender diversity in the workplace. To further support CRD staff and the Board in applying an EDI lens to decision-making, an EDI Implications Guidance document was created.

Employee engagement initiatives included EDI-related observances and celebrations posts, CRD participation in the Victoria Pride Parade, a Women in Science, Technology, Engineering and Math (STEM) panel discussion, and advancements of inclusive washroom signage. All these initiatives are designed to improve the sense of belonging for everyone at the CRD.



Pride Parade Float & CRD staff volunteers

## CORPORATE SAFETY

The Corporate Occupational Health & Safety (OHS) Program continues to have a positive impact on our employees and our safety culture. In 2024, the CRD successfully passed an external Certificate of Recognition (COR) audit. The CRD's comprehensive approach to OHS focuses on preventing injuries and the severity of injuries, as well as following a best practice approach to disability: prevention, management and worksite resources, and early intervention and timely return to work processes. Compared to peers in the WorkSafeBC Classification Unit, the CRD has a lower injury rate, fewer time-loss claims, and shorter duration of claims, demonstrating a safer work environment for employees.

## CORPORATE ACCESSIBILITY PLAN

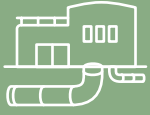
The CRD Board established an Accessibility Advisory Committee (AAC) to provide recommendations to the CRD Governance Committee and inform the Accessibility Plan. The Plan will help improve the livability, inclusivity and accessibility for persons working and interacting with the CRD. In 2024, CRD staff and the AAC met bi-monthly to develop the CRD's Accessibility Plan, which identifies three priority areas including: Built Environment Improvements; Resourcing, Awareness and Training; and Increased Access. The Governance Committee and Board approved the Accessibility Plan in October 2024. The Plan is available on the CRD website on the Accessibility page, where the public can also provide feedback about accessibility in the CRD.

## CRD EVOLVES

In 2023, the Executive Leadership Team (ELT) developed a new organizational plan, CRD Evolves 2024-2025, which presents the next phase of the CRD's organizational journey. The purpose of the plan is to identify impactful organizational changes that address opportunities, enhance efficiency, optimize resource use, and achieve effectiveness gains. The goals of the plan are to:

- ▶ Create a common vision for how the organization is going to grow and deliver services in future years
- ▶ Consolidate where we have similar work happening in two or more places to avoid duplication and make better use of resources, with clear lines of responsibility and accountability
- ▶ Create alignment between those who plan/set service standards and who that deliver services to enhance consistency and streamline
- ▶ Utilize capacity, skills and expertise more effectively and gain efficiencies

Throughout 2024, staff, supported by the ELT, planned the implementation of CRD Evolves. In February 2024, seven Transition Teams were established. These teams collaborated to analyze and develop detailed Transition Plans for implementing the vision. The final stage of planning involved developing the Implementation Plan, summarizing all work done to date and outlining final preparations before activation. A final round of staff engagement in the Fall of 2024 validated the proposed approaches and made final adjustments, setting the stage for implementation in 2025. While most changes were planned for 2025, several opportunities arose in 2024 to activate changes sooner.



# Major Projects

## HARTLAND NORTH PROJECT

The Hartland Landfill North Entrance on Willis Point Road is due to open in January 2025 for commercial customers, as landfilling operations will move from the south to the north end of the site. To prepare for this transition, significant construction occurred throughout 2024 to complete the new landfilling area (Phase 2, Cell 4), the north scales, and a new Kitchen Scraps Transfer Station.

## DEVELOPMENT COST CHARGE PROGRAM

In 2024, the CRD conducted public and development community engagement on the proposed Regional Water Supply Development Cost Charge (DCC) program, including a presentation of the draft program and initial feedback to the Regional Water Supply Commission. In 2025, the CRD plans to finalize the program details, seek approval from the CRD Board and the provincial Ministry of Municipal Affairs and Housing, and implement the DCC program following bylaw adoption.



Watermain construction, Sooke



Galloping Goose Regional Trail

### **REGIONAL TRAIL WIDENING & LIGHTING PROJECT PLANNING**

In 2024, the CRD continued to advance the Galloping Goose and Lochside Regional Trails Widening and Lighting Project. Consultation with First Nations, government partners, and interest holders took place throughout the year to refine project plans. In March, the CRD secured \$500,000 through the provincial Active Transportation Infrastructure Grants Program, adding to the \$1.9 million received from the Growing Communities Fund in late 2023. These funds support Phase A of the project, which is set to begin in 2025 and includes widening 5.3 km of the Galloping Goose Trail and 1.3 km of the Lochside Trail, along with renewing three aging trestles. Project updates were regularly shared on the CRD’s Capital Projects webpage.

### **CRHD SUPPORTS REGIONS HEALTHCARE INFRASTRUCTURE**

The CRHD continues to advance regional healthcare through strategic partnerships and investments. As a key partner in the Imaging is Power campaign, the CRHD helped support the replacement of six critical imaging machines at Royal Jubilee and Victoria General hospitals, improving diagnostic accuracy, reducing wait times and enhancing patient care.

With over \$11 million raised, the campaign marks a milestone in community-driven healthcare investment. The CRHD remains committed to strengthening medical infrastructure and collaborating with Island Health and other partners to meet the region’s evolving healthcare needs.

### NEW MULTI-SPORT FACILITY TO CENTENNIAL PARK

In 2024, the CRD and Peninsula Recreation Commission announced the replacement of the existing lacrosse box at Centennial Park in Saanichton with a new state-of-the-art covered multi-sport box. This upgrade will transform the current facility into a versatile, weather-resistant space designed to accommodate a variety of sports and recreational activities year-round. Construction started in 2024, with project completion expected in Spring 2025.

### MAGIC LAKE PROJECT

The CRD continued progress on the Magic Lake Estates Sewer Service upgrade project in 2024, aiming to replace aging infrastructure and improve wastewater treatment. Construction began in May 2023 and was ongoing throughout the year, with key milestones including facility testing and commissioning scheduled for July and August. Additionally, the CRD launched the Magic Lake Estates Wetland Restoration Project in August to offset wetland impacts from wastewater upgrades, with work continuing through September. The overall project, funded by the Green Infrastructure - Investing in Canada Grant Program and the Magic Lake Estates Sewer Service, remains on track for a warranty review in August 2025.



Magic Lake Estates Treatment Facility



# Awards

## GREENEST EMPLOYER AWARD

The CRD was recognized as one of Canada’s Greenest Employers in 2024, highlighting its commitment to environmental sustainability and innovation. This award acknowledges the CRD’s efforts in stewarding over 13,000 hectares of natural areas, maintaining a zero-emissions fleet initiative that includes e-bikes and electric vehicles, and achieving LEED Gold certification for its headquarters.

## SAFEST EMPLOYER AWARD

In 2024, the CRD was recognized with a Canada’s Safest Employers Excellence Award, as a result of its commitment to human resources policies and programs emphasizing safety and safe practices and the commitment to continued employee professional development.

## CLIMATE ACTION & ENERGY ACTION AWARD

The CRD was honoured with the Climate & Energy Action Award alongside the District of Saanich, City of Langford, District of Oak Bay, Town of Sidney, and City of Victoria for their collaboration on the Capital Region Extreme Heat Information Portal. The portal provides information and maps to help residents and municipal planners understand the capital region’s vulnerability to extreme heat. For 26 years, the Community Energy Association has presented Climate & Energy Action Awards to BC municipalities, regional districts and Indigenous communities, recognizing exceptional leadership and measurable achievements.

## GOVERNMENT FINANCE OFFICER AWARDS

The CRD has been recognized by the Government Finance Officers Association of Canada, receiving the Canadian Award for Financial Reporting for the year ended December 31, 2023. This award highlights excellence in governmental accounting and financial reporting and reflects the outstanding work of the Financial Reporting team within Financial Services. Their dedication and expertise continue to uphold the highest standards of financial management, ensuring transparency and accountability in all the CRD’s financial practices.



Financial reporting team



# 2024 FINANCIAL HIGHLIGHTS

# CRD Financial Reporting Overview

The Capital Regional District (CRD) is pleased to provide this consolidated financial overview for the 2024 fiscal year.

## Our Economy

Although growth in the Canadian economy was softer than expected in the third quarter of 2024, earlier interest rate cuts helped boost household spending and housing activity, even as national population growth slowed<sup>1</sup>. In the fourth quarter, real Gross Domestic Product (GDP) rose by 0.6%, supported by higher household consumption, increased exports, and stronger business investment<sup>2</sup>.

As inflation in 2024 declined towards the Bank of Canada's 2% target beginning in August 2024, the central bank shifted its monetary policy stance, lowering the overnight policy rate to 3.25% by year end. This marked a transition to a more accommodative monetary policy environment<sup>3</sup>. Looking ahead to 2025, the Bank of Canada aims to balance the benefits of further monetary easing against potential risks stemming from external uncertainties, including any newly imposed US tariffs.

British Columbia's economy entered 2025 showing moderate momentum, following a year shaped by falling interest rates, lower inflation, and ongoing global economic uncertainty. Real GDP growth in BC is projected to rise modestly to 1.8% in 2025, with

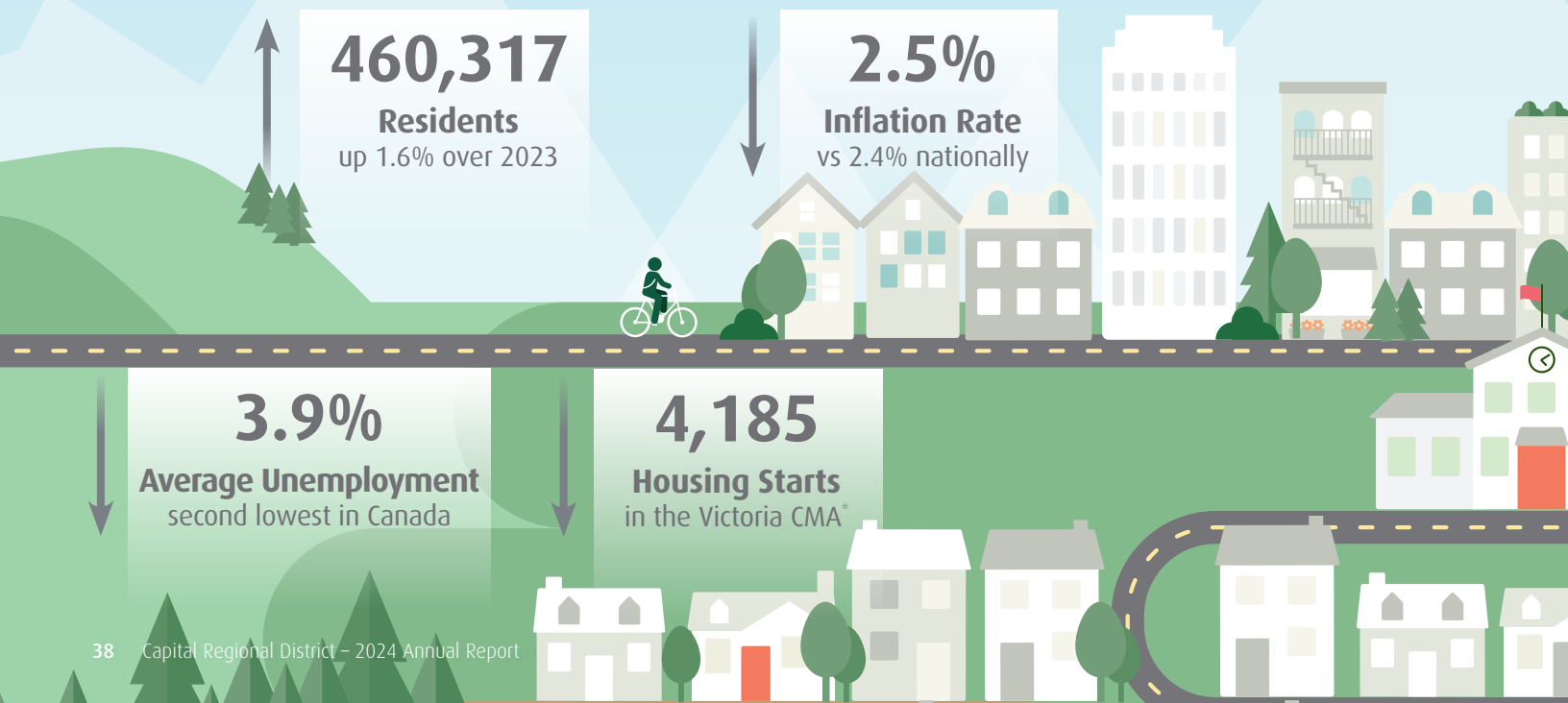
further moderate gains to 1.9% in both 2026 and 2027. However, restrictive trade policies continue to weigh on near-term growth expectations.<sup>4</sup>

## Our Region

Greater Victoria's unemployment rate fell from over 4% in 2023 to 3.8% by the end of 2024, remaining well below rates for provincial, national and the greater Vancouver area at 5.8%, 6.7% and 6.4%, respectively<sup>5</sup>. The average annual inflation rate for Greater Victoria was 2.5% in 2024, compared to 2.4% nationally and 2.6% for both the province and greater Vancouver<sup>6</sup>.

The region continues to experience strong population growth, increasing by 1.6% in 2024 and by 25% since 2011<sup>7</sup>. Four CRD municipalities exceeded the provincial municipal average growth rate of 1.0% in 2024, based on recent population estimates. This sustained growth continues to place pressure on core priorities such as sustainable service delivery and housing affordability.

In December 2024, the benchmark price of a single family home in the core region reached \$1,306,400, a 2.7% increase over \$1,272,000 in December 2023<sup>8</sup>. Active listings rose to 2,290, up 7.4% from 2,132 a year earlier. With continued population growth, pressure on housing affordability in the region is expected to persist.



## Our Process

This report includes the CRD's Consolidated Statement of Financial Position and the Consolidated Statement of Operations, which form the basis of the financial statements.

Each year, the CRD prepares audited financial statements in accordance with legislative requirements and presents them to the Board for approval. The 2024 financial statements were prepared by management in accordance with Canadian Public Sector Accounting Standards (PSAS) and were audited by KPMG LLP.

Under PSAS, governments are required to present five statements with explanatory notes:

1. Statement of Financial Position
2. Statement of Operations
3. Statement of Change in Net Debt
4. Statement of Remeasurement Gains and Losses
5. Statement of Cash Flows

The CRD also includes several schedules for additional reference. The consolidated financial statements include all CRD divisions and departments.

## Capital Region Housing Corporation

The Capital Region Housing Corporation (CRHC) is a non-profit organization wholly owned by the Capital Regional District and is governed by the same 24-member Board of Directors as the CRD.

As an entity of the CRD, the CRHC's financial statements are consolidated within the CRD financial statements, as required by PSAS.

## Capital Regional Hospital District

The Capital Regional Hospital District (CRHD) operates under the authority of the *Hospital District Act* and shares the same boundaries, directors and administrative staff as the CRD. It partners with Island Health and community agencies to develop and improve health-related facilities in the region. The CRHD prepares a set of audited financial statements independent from the CRD. Page 47 features a brief summary of the CRHD's financial highlights for 2024.

## More Information

Find the complete 2024 Statement of Financial Information and related documents at: [www.crd.ca/about/financial-accountability](http://www.crd.ca/about/financial-accountability)



**\$1,687**  
Avg market rent/mo  
in the Victoria CMA\*

\* Census Metropolitan Area

<sup>1</sup> Bank of Canada Monetary Policy Report: [www.bankofcanada.ca/publications/mpir/mpir-2025-01-29/](http://www.bankofcanada.ca/publications/mpir/mpir-2025-01-29/)

<sup>2</sup> Statistics Canada: [www150.statcan.gc.ca/n1/daily-quotidien/250228/dq250228a-eng.htm](http://www150.statcan.gc.ca/n1/daily-quotidien/250228/dq250228a-eng.htm)

<sup>3</sup> Bank of Canada Press release: [www.bankofcanada.ca/2025/03/fad-press-release-2025-03-12/](http://www.bankofcanada.ca/2025/03/fad-press-release-2025-03-12/)

<sup>4</sup> BC Budget-Economic Outlook (pg.13): [www.bcbudget.gov.bc.ca/2025/pdf/2025\\_Budget\\_and\\_Fiscal\\_Plan.pdf](http://www.bcbudget.gov.bc.ca/2025/pdf/2025_Budget_and_Fiscal_Plan.pdf)

<sup>5</sup> Statistics Canada: Table: 14-10-0459-01 [www150.statcan.gc.ca/t1/tbl1/en/cv.action?pid=1410045901](http://www150.statcan.gc.ca/t1/tbl1/en/cv.action?pid=1410045901)

<sup>6</sup> BC Statistics: [www2.gov.bc.ca/assets/gov/data/statistics/economy/cpi/cpi\\_annual\\_averages.pdf](http://www2.gov.bc.ca/assets/gov/data/statistics/economy/cpi/cpi_annual_averages.pdf)

<sup>7</sup> BC Population Estimates: [www2.gov.bc.ca/gov/content/data/statistics/people-population-community/population/population-estimates](http://www2.gov.bc.ca/gov/content/data/statistics/people-population-community/population/population-estimates)

<sup>8</sup> Victoria Real Estate Board: [www.vreb.org/media/attachments/view/doc/stats\\_release\\_2024\\_12/pdf/stats\\_release\\_2024\\_12.pdf](http://www.vreb.org/media/attachments/view/doc/stats_release_2024_12/pdf/stats_release_2024_12.pdf)

# CRD Statement of Financial Position (Consolidated CRD+CRHC)

This statement presents the organization’s assets, liabilities, net debt position and accumulated surplus or equity position. In 2024, financial assets of \$626.3 million were stable year over year. Liabilities increased by \$44.1 million, driven by an increase of \$10.3 million in short-term debt and an increase of \$15.4 million in long-term debt used for the acquisition of capital assets. Accounts payable increased by \$20.7 million relating to significant construction contracts payable at the end of the year. Investment in capital assets grew by \$97.7 million, representing the net increase in capital assets acquisitions over amortization in the year. The CRD continues to invest in infrastructure to maintain levels of service and meet regional growth.

	2024	2023	2022
<b>Financial assets</b>	<b>(in millions)</b>	<b>(in millions)</b>	<b>(in millions)</b>
Cash and investments	\$416.6	\$413.0	\$401.0
Accounts receivable	\$40.1	\$36.3	\$24.8
Member municipality debt	\$166.5	\$174.7	\$176.4
Restricted cash – MFA Debt Reserve Fund	\$3.1	\$3.0	\$4.1
	<b>\$626.3</b>	<b>\$627.0</b>	<b>\$606.3</b>
<b>Financial liabilities</b>			
Accounts payable and accrued liabilities	\$60.6	\$39.9	\$37.4
Deferred revenue	\$29.5	\$33.2	\$48.1
Short-term debt	\$54.7	\$44.4	\$23.0
Long-term debt	\$590.9	\$575.5	\$559.0
Other long-term liabilities	\$1.5	\$1.2	\$1.4
Asset retirement obligations	\$28.4	\$27.3	\$25.1
	<b>\$765.6</b>	<b>\$721.5</b>	<b>\$694.0</b>
<b>Net debt</b>	<b>(\$139.3)</b>	<b>(\$94.5)</b>	<b>(\$87.7)</b>
<b>Non-financial assets*</b>			
Tangible capital assets	\$2,174.3	\$2,076.6	\$1,991.6
Inventory of supplies and expenses	\$5.2	\$5.8	\$3.5
	<b>\$2,179.5</b>	<b>\$2,082.4</b>	<b>\$1,995.1</b>
<b>Accumulated surplus</b>	<b>\$2,040.2</b>	<b>\$1,987.9</b>	<b>\$1,907.4</b>

\*Non-financial assets are resources that are normally held for service provision over one or more future periods.

# CRD Statement of Operations (Consolidated CRD+CRHC)

This statement identifies the results of the organization’s financial activities for the year by presenting revenues less expenses, resulting in the organization’s annual surplus on a PSAS basis.

Revenue decreased by \$18.4 million in 2024. This was primarily due to a decrease of \$24.9 million in other revenue from less one-time housing program and community grants recognized compared to the prior year. This decrease was offset by an additional \$6.1 million in sale of service revenue, driven by a \$4.6 million increase in landfill tipping fees and a \$1.7 million increase in water sales as new rates took effect and sales volumes increased.

Expenses increased by \$11.2 million in 2024 as salaries and benefits increased by \$8.4 million and amortization of tangible capital assets increased by \$4.5 million.

The annual surplus of \$48.3 million in 2024 will be carried forward to pay for capital, used to make principal debt repayments, or set aside to protect against future fluctuation in revenue and unplanned expenses. In some cases, surpluses are used to reduce the appropriate service requisitions or funding requirements.

	2024	2023	2022
<b>Revenue</b>	<b>(in millions)</b>	<b>(in millions)</b>	<b>(in millions)</b>
Requisition	\$88.5	\$82.1	\$78.1
Sale of services	\$149.2	\$140.7	\$134.6
Other revenue	\$105.4	\$139.5	\$96.9
Municipal debt servicing	\$18.1	\$17.3	\$17.6
	<b>\$361.2</b>	<b>\$379.6</b>	<b>\$327.2</b>
<b>Expenses</b>			
General government services	\$54.8	\$62.1	\$36.2
Protective services	\$14.3	\$13.4	\$11.8
Sewer, water and garbage services	\$154.9	\$143.1	\$136.5
Planning and development services	\$4.1	\$4.0	\$2.9
Affordable housing – rental expenses	\$23.9	\$22.3	\$19.8
Recreation and cultural services	\$41.6	\$38.4	\$34.5
Transportation services	\$1.0	\$1.0	\$0.9
Municipal debt servicing	\$18.3	\$17.4	\$17.7
	<b>\$312.9</b>	<b>\$301.7</b>	<b>\$260.3</b>
<b>Annual surplus</b>	<b>\$48.3</b>	<b>\$77.9</b>	<b>\$66.9</b>

## 2024 Operating Budget



Capital Regional District  
**\$368M**



Capital Regional Hospital District  
**\$34M**



Capital Region Housing Corporation  
**\$29M**

Total

**\$431M**

## 2024 Capital Budget



Capital Regional District  
**\$261M**



Capital Regional Hospital District  
**\$26M**



Capital Region Housing Corporation  
**\$59M**

Total

**\$346M**

# CRD Financial Health (Consolidated CRD+CRHC)

## Current Ratio

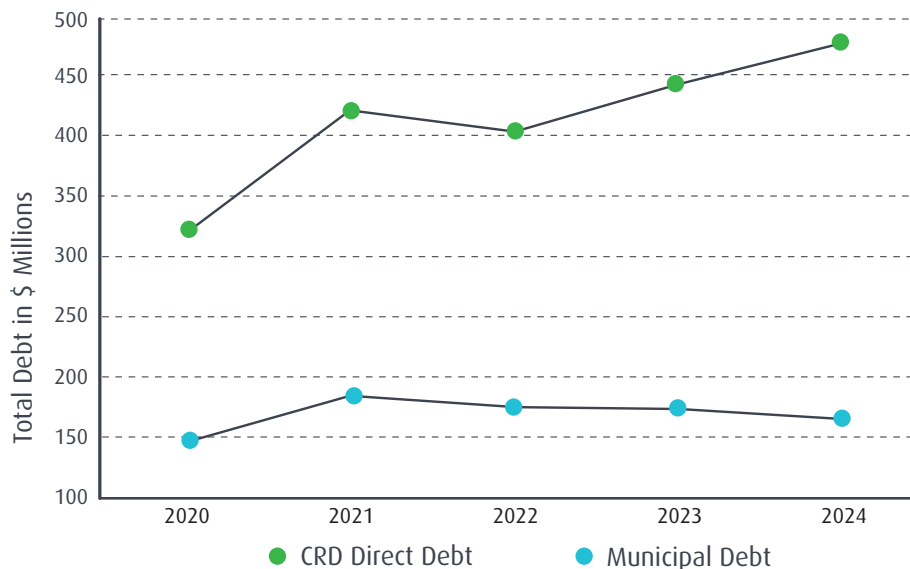
The current ratio is a measure of the liquidity of an organization, meaning the CRD's ability to meet current obligations through current assets. A high ratio indicates a greater ability to meet budgeted and unexpected expenditures. Generally, a current ratio greater than one is considered healthy for a government entity.

CURRENT RATIO

2.3

## Debt

Debt includes balances for CRD, CRHC and member municipalities. Short-term debt increased by \$10.3 million for financing during the construction of housing and other capital projects. Long-term debt increased by \$15.4 million largely from a new mortgage placed by CRHC for the Michigan property.



## Assets Funded by Debt

The Capital Investment Funded by New Debt is the proportion of current year acquisition of capital assets that were funded by debt. In 2024, debt funded \$62.6 million out of CRD's capital additions of \$169.2 million. Debt funding levels are managed through corporate guidelines, which set ideal levels of reserve and debt based on asset life matching benefit to community with timing of cost recovery.

CAPITAL INVESTMENT  
FUNDED BY NEW DEBT

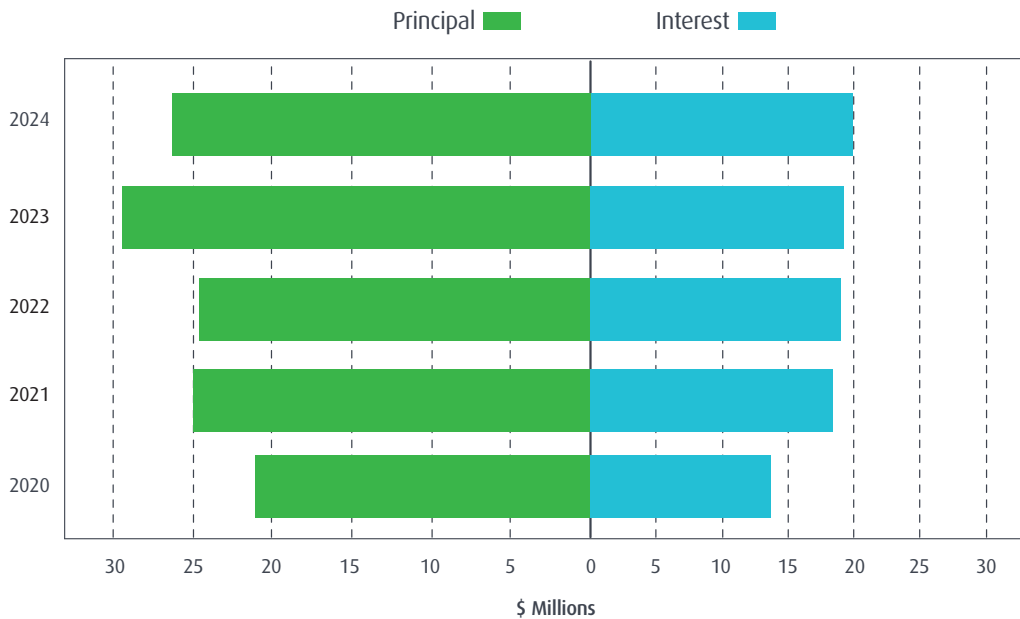
37.0%

### Payments on Debt

The table below shows the split between principal and interest of total debt payments in the last five years. For every dollar spent servicing debt in 2024, 61.5% went towards reducing the principle. The proportion of debt service costs over the past five years has been stable, indicating that there is a consistent mix of new and maturing debt.

**PRINCIPAL PORTION  
OF DEBT PAYMENTS**

**61.5%**

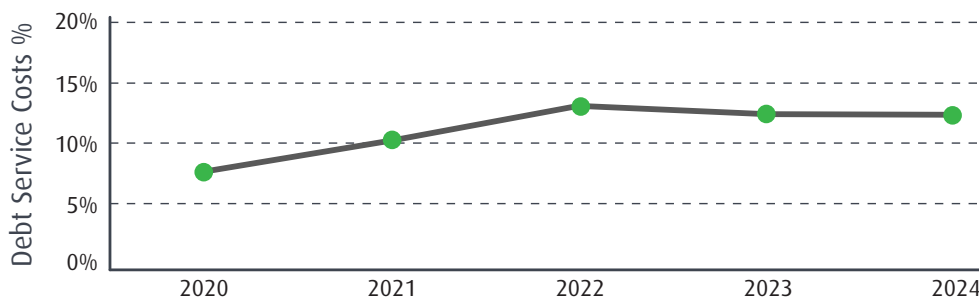


### Debt Servicing Costs

The Debt Service Costs to Total Revenue ratio is the percentage of revenue committed to the payment of interest and principal on temporary and long-term debt. A high percentage indicates greater use of revenue for the repayment of debt and less ability to adjust to unplanned events and changing circumstances. The CRD’s debt servicing costs in 2024 was \$42.4 million and total revenue was \$342.7 million, excluding the impact of member municipality debt servicing. Corporate guidelines monitor the percentage of revenue committed to debt repayment, limiting commitments to within performance indicator benchmarks.

**DEBT SERVICE COSTS  
TO TOTAL REVENUE**

**12.4%**



\*Revenue excludes debt servicing costs paid by member municipalities and other third parties.

# CRD Capital Investment (Consolidated CRD+CRHC)

The CRD's capital assets continue to grow as the organization invests in infrastructure projects to support Board-approved service levels, as well as corporate and strategic priorities.

## Additions to Capital Assets in 2024

Capital Regional District

**\$122.1M**



Other (includes vehicles & works in progress)

\$62.6M



Engineered Structures

\$44.2M



Land

\$1.5M



Machinery & Equipment

\$11.1M



Buildings

\$2.7M

Capital Region Housing Corporation

**\$47.1M**



Machinery & Equipment

\$4.4M



Buildings

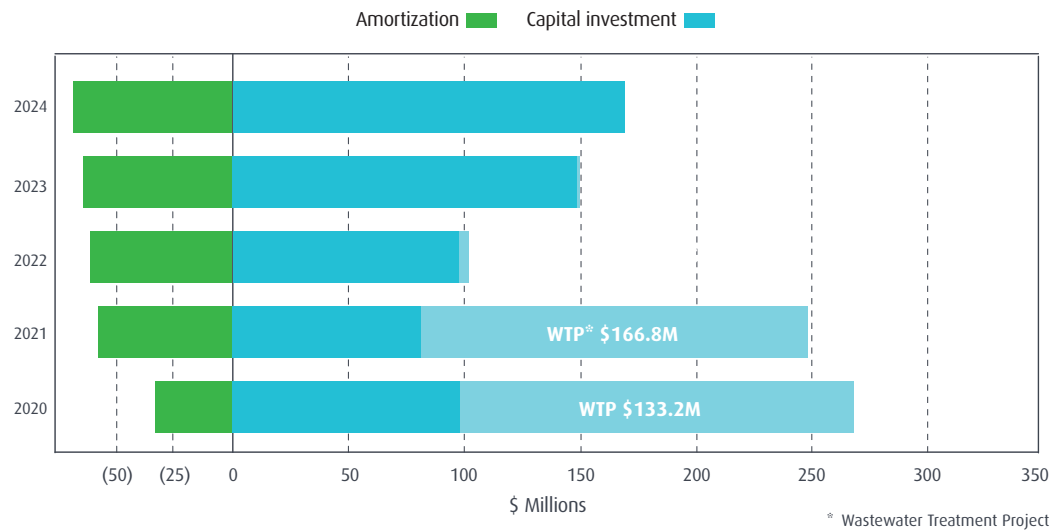
\$42.7M

### Capital Investment & Amortization

This ratio is the amount of capital invested in infrastructure for every dollar that assets depreciate each year. In 2024, investment in capital assets was \$169.2 million and total amortization was \$69.1 million. Sustainable service delivery plans and long-term asset planning address the level of reinvestment as assets depreciate with use over time.

INVESTMENT IN CAPITAL OVER AMORTIZATION

2.4x

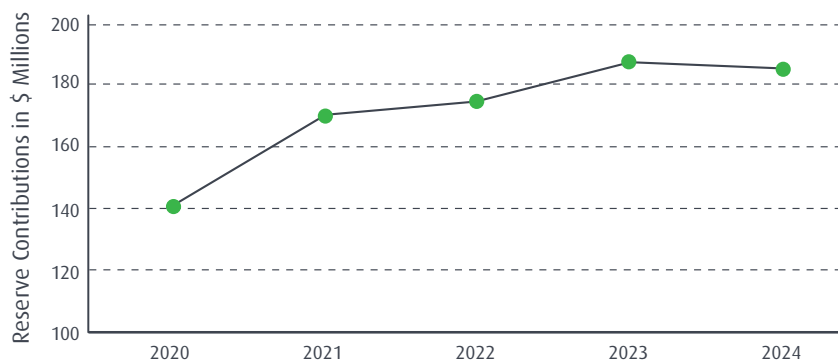


### Contributions to Reserves

Contributions to reserves are needed to reduce costs of borrowing for asset renewal, replacement, and to mitigate risk of asset failure. Reserves are guided by corporate reserve guidelines that set targets on savings supporting sustainable service delivery while balancing fluctuations in requisition and user fees. Total reserve balances were \$185.0 million at the end of 2024, a decrease of \$1.9 million from the previous year.

RESERVE BALANCE

\$185.0M



# CRHD Statement of Financial Position

This statement presents the CRHD’s assets, liabilities, tangible capital assets and accumulated surplus. The accumulated surplus for 2024, also represented as total assets less total liabilities, is \$57.1 million. The CRHD raises funds primarily through taxation and debt that is used to acquire capital assets or distribute capital grants to the region’s hospitals for equipment and infrastructure.

The CRHD’s financial assets decreased by \$3.5 million as resources were used in the repayment of debt and grants paid towards hospital infrastructure. The decrease in liabilities of \$13.7 million was largely the result of the repayment of long-term debt that went down by \$14.2 million in 2024. Non-financial assets increased by \$7.3 million from the acquisition of a new site for \$10.0 million less amortization expense of \$3.2 million.

	2024	2023	2022
	(in millions)	(in millions)	(in millions)
<b>Financial assets</b>			
Cash and cash equivalents	\$11.6	\$10.2	\$18.6
Investments	\$19.5	\$24.0	\$9.0
Accounts receivable	\$1.8	\$1.4	\$0.4
Restricted cash – MFA Debt Reserve Fund	\$2.0	\$2.8	\$3.3
	<b>\$34.9</b>	<b>\$38.4</b>	<b>\$31.3</b>
<b>Financial liabilities</b>			
Accounts payable and other liabilities	\$3.4	\$3.9	\$3.2
Deferred revenue	\$0.4	\$0.4	\$0.4
Due to Capital Regional District	\$0.5	–	–
Long-term debt	\$84.2	\$98.4	\$114.0
Asset retirement obligations	\$1.1	\$0.6	\$0.5
	<b>\$89.6</b>	<b>\$103.3</b>	<b>\$118.1</b>
<b>Net debt</b>	<b>(\$54.7)</b>	<b>(\$64.9)</b>	<b>(\$86.8)</b>
<b>Non-financial assets*</b>			
Tangible capital assets	\$111.8	\$104.5	\$107.4
	<b>\$111.8</b>	<b>\$104.5</b>	<b>\$107.4</b>
<b>Accumulated surplus</b>	<b>\$57.1</b>	<b>\$39.6</b>	<b>\$20.6</b>

\*Non-financial assets are resources that are normally held for service provision over one or more future periods.

# CRHD Statement of Operations

This summary identifies the result of the CRHD’s financial activities for the year by presenting revenues less expenses, resulting in the organization’s annual surplus on a PSAS basis. The annual surplus of \$17.5 million was a decrease of \$1.5 million from 2023. The lower revenue of \$1.5 million was largely attributable to \$1.4 million less earnings on actuarial adjustment on long-term debt (i.e., sinking fund earnings). Older debt issuances that were recently repaid had accrued large actuarial balances with the Municipal Financing Authority that were earning more interest.

	2024	2023	2022
	(in millions)	(in millions)	(in millions)
<b>Revenue</b>			
Requisition	\$26.4	\$26.5	\$26.5
Other revenue	\$10.7	\$12.1	\$11.8
	<b>\$37.1</b>	<b>\$38.6</b>	<b>\$38.3</b>
<b>Expenses</b>			
Grants to district hospitals	\$9.4	\$8.8	\$6.6
Interest and operating expenses	\$10.2	\$10.8	\$11.4
	<b>\$19.6</b>	<b>\$19.6</b>	<b>\$18.0</b>
<b>Annual surplus</b>	<b>\$17.5</b>	<b>\$19.0</b>	<b>\$20.3</b>

## CRHD Financial Health

### Current Ratio

The current ratio is a measure of the liquidity of an organization, meaning the CRHD’s ability to meet current obligations through current assets. A high ratio indicates a greater ability to meet budgeted and unexpected expenditures. Generally, a current ratio greater than one is considered healthy for a government entity.

CURRENT RATIO

**5.9**

### Interest Coverage Ratio

This ratio is a measure of the organization’s ability to meet interest expense obligations on temporary and long-term debt. A high ratio indicates a greater ability to meet budgeted and unexpected expenditures. Generally, an interest coverage ratio greater than two is considered healthy for a government entity.

INTEREST COVERAGE RATIO

**7.3X**

# Key Documents

We have a comprehensive list of reports and plans available on the CRD website at [www.crd.ca/plans](http://www.crd.ca/plans). Below are a selection of the resources available:

## COMMUNITY SERVICES

- Arts & Culture Strategic Plan
- Climate Action Strategy
- CRD Corporate Emergency Plan
- CRD Regional Parks & Trails Strategic Plan
- Land Acquisition Strategy
- Panorama Recreation Strategic Plan
- SEAPARC Strategic Plan
- Regional Food & Agricultural Strategy
- Regional Growth Strategy
- Regional Housing Affordability Strategy
- Regional Trails Management Plan
- Regional Transportation Priorities and Plan

## CORPORATE SERVICES

- Accessibility Strategy
- Corporate Asset Management Strategy
- Corporate Communications & Engagement Strategic Plan
- Corporate Plan
- People, Safety & Culture Strategic Plan

## GOVERNMENT RELATIONS

- Advocacy Strategy
- First Nations Task Force Final Report
- Statement of Reconciliation

## LOCAL GOVERNMENT

- Juan de Fuca Parks and Recreation Strategic Plan
- Local Community Commission Strategic Plan
- Rainbow Recreation Centre Master Plan
- Salt Spring Island Active Transportation Network Plan
- Salt Spring Island Parks & Recreation Strategic Plan
- Salt Spring Island Pedestrian & Cycling Master Plan
- Southern Gulf Islands Active Transportation Plan
- Southern Gulf Islands Housing Strategy
- Southern Gulf Islands Connectivity Plan

## UTILITY SERVICES

- Core Area Liquid Waste Management Plan
- Long-Term Biosolids Management Strategy
- Regional Water Supply Strategic Plan
- Regional Water Supply Master Plan
- Solid Waste Management Plan



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

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