

2025 – 2029 AGGREGATED FINANCIAL PLAN

RECOMMENDATIONS

1. That the report dated November 5, 2024 entitled the 2025-2029 Aggregated Financial Plan be received for information purposes.

BACKGROUND

In April, the Board directed staff to provide a series of presentations on existing service levels and opportunities for refinement to inform the 2025 – 2029 Financial Plan. The meetings that have taken place to date in 2024 were as follows:

- May 7 Review Strategic Plan in the Context of the Financial Plan Process
- May 14 Surplus Policy Report
- May 28 Recreation and Parks Capital Information Report
- June 25 Solid Waste and Strategy and Intergovernmental Services Service Level Reports
- July 9 Transportation Services Service Level Report
- July 23 Corporate Services Service Level Report
- Sept 10 Regional and Community Utilities Service Level Reports
- October 8 Recreation and Parks Service Level Reports
- October 22 Development and Emergency Services Service Level Reports

These Service Level Reports for each of the departments are attached as Attachment H, Service Level Reports.

In addition to the above listed meetings, opportunities for Board discussion and direction are available on regularly scheduled meetings on November 12, 2024 and November 26, 2024. Staff have placed a hold on the following times for Special Board meetings to facilitate potential future discussion if required:

- Tuesday, November 19 9:30 -12:00pm
- Thursday, November 21 1:00 - 4:00pm
- Tuesday, November 26 9:30 -12:00pm
- Thursday, November 28 1:00 - 4:00pm
- Tuesday, December 03 9:30 – 4:00pm

Board direction received up to and including December 3, 2024 can be incorporated into the financial plan and the December 10, 2024 staff report will include applicable bylaws that are required to implement the 2025 – 2029 Financial Plan. Should direction be received on December 3, the report on the December 10th agenda will contain only the highly summarized Consolidated Financial Plan attached to the bylaw, with the more detailed financial plan documentation that supports the bylaw to follow sometime after that.

There are five main cost drivers that are contributing to the majority of the tax increase in 2025. As we know, cost drivers affect each Municipality and Electoral Area differently which makes the overall tax requisition tax increase not representative of the actual affect on any individual taxpayer. The main cost drivers for the 2025-2029 Financial Plan are Wastewater Treatment, Fire Protection, Ravensong, Parks and Transportation Services. There is more on these cost drivers throughout the relevant divisional sections of this report as well as in the financial implications section.

The 2025 – 2029 Financial Plan is based on the previously approved 2024-2028 Financial Plan, the Board Strategic Plan and direction received from the Board. Staff recommendations for staffing changes and capital projects have been incorporated. Funding to external organizations established by agreements, Board motions, and past practices are outlined in Attachment G and can be altered by any future direction received from the Board.

The Local Government Act¹ provides that regional districts are required to prepare a five-year financial plan, which must be adopted by bylaw, before March 31st of each year. Expenditures may only be made if they are included in the financial plan. Until such time as the 2025-2029 Financial Plan Bylaw is adopted, regional districts may make expenditures that were included in the 2025 year of the 2024-2028 Financial Plan Bylaw².

Consistent with the Board approved budget schedule, staff are recommending adoption of the 2025 – 2029 Financial Plan on December 10, 2024, providing the ability to implement Board Strategic Initiatives and deliver Board mandated services starting January 2025. Accordingly, if there are parts of the financial plan that the Board has not concluded on by December 10, 2024, (e.g., specific capital projects, new services, or certain staffing level changes), staff require specific direction by resolution to hold such matters in abeyance until the Board concludes its debate on such matters. In the absence of such direction, staff will undertake all matters in the plan in a manner that best supports the successful delivery of service.

Information that is not yet available will be incorporated through amendment to the Financial Plan. Consistent with the Board approved budget schedule, staff recommend adoption of the Amended 2025 – 2029 Financial Plan on March 11, 2025. Information that will be incorporated includes:

- 2025 assessments from BC Assessment Authority,
- 2024 actual financial results for the RDN,
- final parcel counts, and
- final external costs for Englishman River & Arrowsmith Service Joint Ventures and other jurisdictions such as the Northern Community Sports Field Agreement, Southern Community Recreation, and 911.

These items and any Board Resolutions received up to and including the regularly scheduled Board meeting on February 11, 2025 or any Special Board meetings on or before February 18, 2025 will be incorporated into the Amended Financial Plan. After the Amended Financial Plan has been adopted in March, the Board can direct changes that do not affect the tax requisition through amendment to the Financial Plan Bylaw throughout the year.

¹ Local Government Act Section 374(1)

² Local Government Act Section 401(1)

Items that have impact throughout the financial plan

Reserve Fund Policy

In May of 2024 the Board adopted Reserve Fund Policy A2.27 included on page 9 of Attachment H, Service Level Reports. The Reserve Fund Policy establishes a standard practice for setting RDN service area reserve balance levels in support of sustainable budgeting practices so as to produce modest annual surplus. Without adequate reserve funds, staff budget for worst case scenarios as the Local Government Act does not allow Regional Districts to budget for a deficit. Budgeting for worse case scenarios can result in significant surpluses which can cause fluctuation and uncertainty in a five-year plan, particularly when surplus is used to draw down the tax rate in the first year of that Plan.

Fully implementing the Reserve Fund Policy will take multiple years to realize. In 2025, staff have analyzed their existing budgets, including built-in contingencies designed to manage worst case scenarios. Utilizing 2024 projected surplus, staff have moved contingency items into appropriate reserve funds. This has allowed departments to reduce operating expenditures relating to some or all of those contingency items.

New Staffing Recommendations

Incorporated into the Financial Plan, staff recommend the conversion of 5.5 positions (highlight in orange below) to full time and the addition of 13 Full Time Equivalents, details of which are located in Attachment C with reference in the left hand column of the table below. With the addition of 18.5 FTE, the total FTE for the RDN would increase from 429.9 to 448.4. Future Staffing Recommendations incorporated into the financial plan are summarized in Attachment E.

Table 1: New Staffing Recommendations

Regional and Community Utilities					
	Position	Reason For Recommendation	FTE	Estimated Cost	Estimated Tax Implications
C-1	Administrator Floater - Regional & Community Utilities	Operational Volume	1	\$ 89,750	\$ 5,726
C-2	Safety Superintendent - Wastewater Services	Operational Volume	1	166,520	5,672
C-3	Solid Waste Compliance Officer(formerly Zero Waste Compliance Officer)	Aligns with Strategic Plan	1	101,408	101,408
	Subtotal		3	\$ 357,678	\$ 112,806
Recreation and Parks					
C-4	Recreation Receptionist	Operational Volume	0.5	40,441	3,725
C-5	Parks Technician	Aligns with Strategic Plan	1	115,895	115,895
	Subtotal		1.5	\$ 156,336	\$ 119,620
Development and Emergency Services					
C-6	Building Administrative Assistant	Operational Volume	1	87,491	5,582
C-7	Engagement, Training & Outreach Coordinator	Operational Volume	1	110,126	7,026
C-8	NVFD Fire Safety Rescue Technician	Operational Volume	1	97,913	97,913
	Subtotal		3	\$ 295,530	\$ 110,521
Transit Services					
C-9	Serviceperson Operators - Conventional Transit	Aligns with Strategic Plan	6	599,939	319,947
C-10	Road Support Agent	Aligns with Strategic Plan	1	110,126	58,730
	Subtotal		7	\$ 710,065	\$ 378,677
Corporate Services					
C-11	Legislative Clerk	Operational Volume	1	108,667	6,933
C-12	Senior Financial Analyst	Operational Volume	1	151,587	151,587
C-13	Business Administrator, Corporate Services & Development and Emergency Services	Operational Volume	1	151,587	151,587
C-14	Legislative Bylaw Advisor	Operational Volume	1	166,520	166,520
	Subtotal		4	\$ 578,361	\$ 476,627
	Total		18.5	\$ 2,097,970	\$ 1,198,251

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Asset Management

Capital projects and major capital are added into our financial plan while identifying the most efficient and effective way of funding these items given the constraints of the different funding sources. In attempts to minimize borrowing and taxation increases, staff also seek grant opportunities to fund qualifying capital projects. Asset management balances risk and level of service through the life cycle of assets by anticipating major repairs, maintenance and/or replacement of these assets. Reserve funding analysis is also carried out to ensure enough funds are available while considering the use of DCCs, grants and borrowing. Asset management plans for different services are being developed and the long-term outcomes are to ensure the sustainability of assets and related services, optimize infrastructure investment decisions, and support reliable service delivery. Staff expect that the plans will result in building further on the planned contributions to reserves included in this financial plan and caution against reducing contribution to reserves for single year tax requisition decreases.

Public Consultation and Engagement

The 2025-2029 Financial Plan Engagement Summary report was received by the Board on July 23, 2024 which can be found on page 12 of Attachment H, Service Level Reports.

For the past several years, efforts have been made to provide the public with information on financial planning and the budget process, as well as have an opportunity to ask questions and provide feedback. This has primarily been done with the creation of RDN Budget Talks page on the Get Involved RDN platform and with videos About the RDN and RDN Regional Budgeting. The page, videos and opportunities to ask questions and provide feedback have also been promoted in newspaper advertising and on RDN social media platforms.

An online survey through the RDN Budget Talks webpage was conducted from May 27 – July 7, 2024, asking “What are your priorities for the RDN Board to consider in the 2025-2029 budget?” for the public to share their thoughts on what they see as priorities for the RDN Board to consider during this year’s budgeting process. The annual survey was promoted with:

- online and newspaper advertising as part of the June 2024 RDN Updates publications with the Nanaimo News Bulletin, Parksville Qualicum Beach News and Gabriola Sounder
- news release
- social media posts on Facebook, Instagram and X
- an email update for subscribed participants was also provided to those that have subscribed in the past to the RDN Budget Talks webpage

65 complete survey responses were received providing input on the 2025-2029 financial plan. Comments were also received on the Facebook posts to promote the survey with direct input on financial plan priorities which were included.

The most common theme based on the input received for 2025-2029 financial priorities were fiscal responsibility, accountability and reducing spending or lower taxes to be more inline with the cost of living, inflation or Consumer Price Index (CPI). Comments related to this also included reducing all spending and costs, consider needs vs. wants for projects and priorities, spreading costs beyond 2029 and that future plans seem too aggressive.

Several comments were made regarding the recent increase to Electoral Area E taxes, stating the tax increase was significant and unreasonable. Some were specifically not supportive to pay towards the Ravensong Aquatic Centre and expansion as well as water system upgrades.

Upon review, it was determined an error was made when running the 2025-2029 Financial Plan Priorities survey summary. The report shared with the Board on July 23, 2024, RDN Budget Talks page and shared via email to those connected to the Budget Talks project page, included responses from **June 08-July 07** only. As the survey ran from **May 28-June 05** there were responses missing. On July 30, 2024 the following occurred to acknowledge the error:

- Those individuals and the RDN Board received an email acknowledging the mistake with a copy of the accurate and complete 2025-2029 Financial Plan Priorities survey summary.
- An update was made on the RDN Budget Talks page and sent in an enewsletter to those connected to the page with the accurate and complete information and an explanation of the error.

At that time, it was also actioned that an updated report be provided at the September 10, 2024 Board meeting, identifying the error, with a copy of the accurate and complete survey summary. Unfortunately, this report was missed and was not brought to the September 10 meeting. Staff have included the accurate and complete 2025-2029 Financial Plan Priorities survey summary to this report, attached as Attachment I.

Divisional Summaries

Set out below is the 2025 – 2029 Financial Plan information for our four divisions:

1. Regional & Community Utilities,
2. Recreation and Parks,
3. Development and Emergency Services, and
4. Corporate and Transportation Services.

Within the report, the divisional information is structured as follows:

- Table of Tax Requisition by Service for all services that make up the division,
- Table summarizing projects (including reference in Attachment D for more information) that require Board approval because they are:
 - Projects starting in 2025 over \$500,000 or
 - Ongoing projects that require an increase in the project budget above what was previously approved with a brief description of why the increase is required, and
- Narrative description for services with tax requisition changes highlighted in light blue in the Table of Tax Requisition by Service.

Regional & Community Utilities

Regional & Community Utilities (RCU) includes Wastewater Services, Water Services, Sewer Services and Solid Waste Services and starts on page 104 of the 2025 – 2029 Recommended Financial Plan (Attachment A). RCU Divisional Consolidated Financial Plan is included in Attachment B-1 with recommended 2025 total expenditures of \$168.5 million (\$72.5 million operating expenditures and \$96 million capital expenditures).

The recommended tax requisition of \$33,278,585, the changes in tax requisition totaling \$3,186,799 and percentage change for each of the RCU service areas are outlined in Table 2 below³. Further analysis has been provided in this section of the report for the services in Table 2 with tax requisition changes highlighted in light blue.

³ The services listed under 'Local Service Area Tax Revenues' are services delivered to a portion of an electoral area or municipality and therefore are not part of the general services property tax for an electoral area or municipality. Local Services appear on tax notices as their own line item for those properties that participate in the service.

Table 2: Tax Requisition by Service – Regional & Community Utilities

	2023 FINAL	2024 FINAL	2025 Recommended Nov 5, 2024	Change from 2024 Final \$	Change from 2024 Final %
REGIONAL & COMMUNITY UTILITIES					
Southern Wastewater Treatment	\$11,214,402	\$12,264,924	\$13,491,416	\$1,226,492	10.0%
Northern Wastewater Treatment	5,296,631	5,874,231	6,605,895	731,664	12.5%
Liquid Waste Management Planning	198,114	219,311	239,049	19,738	9.0%
Drinking Water/Watershed Protection	1,140,192	1,154,736	1,158,576	3,840	0.3%
Solid Waste Management & Disposal	1,517,035	1,744,591	2,093,540	348,949	20.0%
EV Charging Stations	7,916	10,000	20,000	10,000	100.0%
Subtotal	\$19,374,290	\$21,267,793	\$23,608,476	2,340,683	
LOCAL SERVICE AREA TAX REVENUES					
Duke Point Wastewater Treatment	372,675	400,761	436,829	36,068	9.0%
Northern Community Wastewater - other benefitting areas	1,353,585	1,480,233	1,630,984	150,751	10.2%
Streetlighting Service Areas	143,175	124,953	127,624	2,671	2.1%
Stormwater Management	10,267	10,656	10,976	320	3.0%
WATER UTILITIES					
Nanoose Peninsula (Area E)	1,484,829	1,692,705	1,845,048	152,343	9.0%
Driftwood (Area E)	4,080	(706)	0	706	(100.0%)
Surfside (Area G)	17,489	19,238	30,805	11,567	60.1%
French Creek (Area G)	90,275	143,789	150,978	7,189	5.0%
River's Edge Community (Area G)	44,481	66,722	103,419	36,697	55.0%
Whiskey Creek Water (Area F)	128,556	172,809	184,906	12,097	7.0%
San Pareil Water (Area G)	169,619	195,062	196,242	1,180	0.6%
San Pareil Water (Fire Improvements Debt Levy)	74,492	74,656	98,577	23,921	32.0%
Melrose Place (Area F)	39,862	41,058	42,290	1,232	3.0%
Decourcey Water (Area A)	13,374	13,775	14,188	413	3.0%
Nanoose Bulk Water (Area E)	1,258,755	1,296,196	1,322,120	25,924	2.0%
French Creek Bulk Water (Area G)	4,612	4,606	4,606	0	0.0%
Westurne Heights Water	28,390	29,242	29,827	585	2.0%
SEWAGE COLLECTION UTILITIES					
Hawthorne Rise Debt Levy	10,016	10,040	11,686	1,646	16.4%
Reid Road Debt Levy	3,651	3,660	3,660	0	0.0%
French Creek (Area G)	1,116,445	1,283,912	1,433,957	150,045	11.7%
Fairwinds (Area E)	1,049,927	1,243,626	1,424,469	180,843	14.5%
Surfside Sewer (Area G)	31,188	34,480	39,740	5,260	15.3%
Pacific Shores (Area E)	90,237	94,749	100,666	5,917	6.2%
Barclay Crescent (Area G)	212,831	252,080	268,307	16,227	6.4%
Cedar Sewer Service (Operating) (Area A)	55,000	57,750	59,483	1,733	3.0%
Cedar Sewer Service (Capital Financing) (Area A)	77,752	77,941	98,722	20,781	26.7%
Subtotal	\$7,885,563	\$8,823,993	\$9,670,109	\$846,116	
Total	\$27,259,853	\$30,091,786	\$33,278,585	\$3,186,799	

Capital Recommendations

Capital expenditures for RCU for 2025 total \$95,976,245 and are funded as follows:

- \$22,389,880 (23%) being funded from reserves,
- \$ 8,218,031 (9%) being funded from grants or Development Cost Charges,
- \$62,204,151 (65%) from new borrowing, and
- \$ 3,164,183 (3%) from operations.

Projects and major capital for each of the services in RCU are provided in the financial plan including the following documents:

- Financial Plan Summary,
- 5 Year Capital Plan which lists the capital projects and the planned budgets for 2025 through 2029 (if applicable) and

- Fund Manager Summary detailing reserves and Development Cost Charges balances and uses for 2025 through 2029 (if applicable).

Under the Board approved Purchasing Policy A2-23, the Board delegates purchasing authority to staff for purchases below \$500,000. Also, as part of Policy A2-23, any project that requires additional funds beyond what has been approved also requires Board approval. In order to bring these projects to the attention of the Board, Table 3 summarizes RCU projects requiring Board approval because they are scheduled to start in 2025 and the project budget is greater than \$500,000 or they are ongoing projects that require funds in addition to what has already been approved. Details of each of the projects in Table 3 is provided in Attachment D-1 to D-5 and there is a summarized description provided below the table for all projects that are requiring additional funds.

Table 3: Capital Projects > \$500,000 Starting in 2025 or Ongoing Projects Requiring additional funds – Regional & Community Utilities

Regional and Community Utilities						
Page #	Department	Project	Previously Approved Budget	Incremental Budget Increase	Total Project Budget	Description (See Below)
D-1	Solid Waste - Cedar Rd	Landfill Rock Truck	-	\$ -	\$ 500,000	
D-2	Water - Nanoose Peninsula	NB Arbutus Reservoir Replacement	-	-	602,096	
D-3	Water - Nanoose Peninsula	NB Fairwinds Reservoir	1,876,953	481,455	2,358,408	1
D-4	Water - Nanoose Peninsula	NB Asbestos-Cement Watermain Replacement	11,701,806	1,187,054	12,888,860	2
D-5	Solid Waste - Cedar Rd	Phase 3 South East Berm Construction	6,061,995	6,099,045	12,161,040	3
		Total	\$ 19,640,754	\$ 7,767,554	\$ 28,510,404	

#	Description
Regional and Community Utilities	
1	This project has already been approved in the 2024-2028 Financial Plan with a budget of \$1,876,953. Due to construction cost escalations an additional \$481,455 is required.
2	This project has already been approved in the 2024-2028 Financial Plan with a budget of \$11,701,806. Due to construction cost escalations an additional \$1,187,054 is required.
3	This project has already been approved in the 2024-2028 Financial Plan with a budget of \$6,061,995. To align with 2024 Design Operations and Closure Plan an additional \$6,099,045 is required.

Southern Wastewater Treatment (\$1,226,492)

- Increased maintenance spending,
- Inflationary increases for materials, operating supplies, and contracted services,
- Increased capital spending and associated debt repayment, and
- Minimum capital reserve contribution maintained.

Northern Wastewater Treatment (\$731,664) and Northern Community Wastewater - other benefiting areas (\$150,751)

- City of Parksville and Town of Qualicum Beach pay for their share of Wastewater Treatment costs through Northern Wastewater and French Creek Sewer (EA G), Pacific Shores (EA E), Surfside Sewer (EA G) and Barclay Crescent pay for their share of these costs through Northern Community Wastewater – other benefiting areas.
- Increases are consistent with those in Southern Wastewater Treatment explained as follows:
 - Increased maintenance spending,
 - Inflationary increases for materials, operating supplies, and contracted services,
 - Increased capital spending and associated debt repayment, and
 - Minimum capital reserve contribution maintained.
 - There is also increased biosolids hauling costs.

Liquid Waste Management (\$19,378)

- Additional reserve contributions in 2025 required to meet obligations in the next five years.

Solid Waste Management (\$348,949)

- The tax requisition for Solid Waste Services is identified in both the approved 2020 Solid Waste Management Plan and the approved 2023 Solid Waste Financial and Asset Management Plan.
- Tax requisition directly funds the programs identified in the Solid Waste Management Plan while also helping to offset the projected reduction in tipping fees associated with achieving higher waste diversion.

Duke Point Wastewater Treatment (\$36,068)

- New capital spending for Basin Reactivation, and
- Increased capital reserve contribution.

NanOOSE Peninsula Water EA E (\$152,343)

- Significant reduction in prior year surplus in 2025 compared to 2024.

Surfside Water EA G (\$11,567)

- Huge reduction in User Rate revenue due to decreased usage that is offset with increase to Parcel Tax.

River's Edge Water EA G (\$36,697)

- Debt issuing cost (one time) for Water Quality Improvement Project.

Fairwinds Sewer EA E (\$180,842), French Creek Sewer EA G (\$150,045), Pacific Shores EA E (\$5,917), Surfside EA G (\$5,260) and Barclay Crescent Sewer EA G (\$16,227)

- All of these Sewer Collection Service Areas have seen large increases in the transfers to Northern Wastewater to fund increases in operational costs and capital project expenses,
- No significant changes to taxation amounts have occurred in Sewer Collection otherwise.

Recreation and Parks

Recreation and Parks starts on page 203 of the 2025 – 2029 Recommended Financial Plan (Attachment A). Recreation and Parks Divisional Consolidated Financial Plan is included in Attachment B-2 with recommended 2024 total expenditures of \$ 75.5 million (\$22.9 million operating expenditures and \$52.6 million capital expenditures).

The recommended tax requisition of \$19,205,339, the changes in tax requisition totaling \$2,209,896 and percentage change for each of the Recreation and Parks service areas are outlined in Table 4 below. Further analysis has been provided in this section of the report for each of the services in Table 4.

Table 4: Tax Requisition By Service – Recreation and Parks

	2023 FINAL	2024 FINAL	2025 Recommended Nov 5, 2024	Change from 2024 Final \$	Change from 2024 Final %
RECREATION & PARKS					
Ravensong Aquatic Centre	\$3,393,590	\$2,227,047	\$2,758,986	\$531,939	23.9%
Oceanside Place	2,150,804	2,236,836	2,415,783	178,947	8.0%
Northern Community Recreation	1,663,222	2,051,218	2,112,754	61,536	3.0%
Gabriola Island Recreation	188,342	142,530	149,972	7,442	5.2%
Area A Recreation & Culture	306,009	311,910	389,710	77,800	24.9%
Port Theatre/Cultural Centre Contribution	101,477	101,923	102,036	113	0.1%
Regional Parks	4,563,231	5,296,715	5,948,249	651,534	12.3%
Subtotal	\$12,366,675	\$12,418,771	\$13,877,490	\$1,458,719	
COMMUNITY PARKS					
Electoral Area A	262,770	338,746	436,776	98,030	28.9%
Electoral Area B	437,062	458,899	687,203	228,304	49.8%
Electoral Area C (Extension)	99,087	108,738	136,695	27,957	25.7%
Electoral Area C (E. Wellington)	122,430	145,186	165,738	20,552	14.2%
Electoral Area E	353,515	425,515	495,086	69,571	16.3%
Electoral Area F	322,111	427,559	515,363	87,804	20.5%
Electoral Area G	260,116	345,256	386,488	41,232	11.9%
Electoral Area H	319,041	421,159	504,996	83,837	19.9%
Subtotal	\$2,176,132	\$2,671,058	\$3,328,345	\$657,287	
GENERAL TAXATION FOR OTHER JURISDICTIONS					
Southern Community Recreation	1,404,903	1,477,961	1,569,952	91,991	6.2%
Northern Community Sportsfield Agreement	364,790	427,653	429,552	1,899	0.4%
Subtotal	\$1,769,693	\$1,905,614	\$1,999,504	\$93,890	
Total	\$16,312,500	\$16,995,443	\$19,205,339	\$2,209,896	

Capital Recommendations – Recreation and Parks

Capital expenditures for Recreation and Parks for 2025 total \$52,569,802 and are funded as follows:

- \$10,477,277 (20%) being funded from reserves,
- \$2,588,746 (5%) being funded from grants or other,
- \$39,092,698 (74%) from new borrowing and
- \$411,081 (1%) from operations.

Table 5 summarizes the single Recreation and Parks project requiring Board approval because it is an ongoing project that requires funds in addition to what has already been approved. Details of the project are provided in Appendix D-8 and there is a summarized description provided below the table.

Table 5: Ongoing Capital Project Requiring additional funds – Recreation & Parks

Recreation and Parks						
Page #	Department	Project	Previously Approved Budget	Incremental Budget Increase	Total Capital Project Budget	Description (See Below)
D-8	Ravensong Aquatic Centre	Ravensong Aquatic Centre Expansion	31,541,799	4,860,183	36,401,982	1
		Total	31,541,799	\$ 4,860,183	\$ 36,401,982	

Description

Recreation and Parks

- This project has already been approved in the 2024-2028 Financial Plan with a budget of \$31,541,799. Class B estimates were recently obtained which included energy reduction options, as a result an additional \$4,860,183 is required.

Ravensong (\$531,939)

- As per Board direction (Resolution # 23-439) contributions to reserves were set to zero for 2024. This resulted in a reduction in tax requisition in 2024 of \$1,328,392 (34%). In last year's plan, there was a 72% increase to tax requisition in 2025 to \$3.8 million allowing financial resources for the Ravensong expansion pending the outcome of the Parksville Pool study,
- As per resolution #24-510 reserve contributions of \$300,000 have been reinstated,
- The 2025 tax requisition is below the amount recommended in the 2024-2028 Financial Plan,
- Capital administration fees and debt issuing costs in relation to the Ravensong Expansion project increase the operating budget, and
- The surplus carry forward is less than the previous year.

Oceanside Place (\$178,947)

- Tax requisition is influenced by Inflationary impacts,
- There are end of useful life replacement projects for non-capital maintenance, and
- The surplus carry forward is less than the previous year.

Northern Community Recreation (\$61,536)

- Tax requisition is influenced Inflationary impacts,
- Increase in the operating budget to meet the demand for inclusive services within recreation programs,
- Preparation for increase in facility rental costs, and
- Overall tax requisitions have decreased since the 2024-2028 Financial Plan.

Area A Recreation & Culture (\$77,800)

- Maintenance costs in relation to Cedar Heritage Centre,
- Increased allocation for an existing position known as an Allocations Clerk, whose responsibilities include handling the bookings for fields and courts,
- Increased programing for the area with the increased capacity associated with the additional hours allocated for the Allocations Clerk position, and
- Introduction of Financial Access Program.

Southern Community Recreation (\$91,991)

- Increase in usage covered by the sports field agreements with the City of Nanaimo.

RDN Parks

The Parks Technician gets allocated across Regional and Community Parks and is recommended to meet the current and expanding development within the Parks system. More specifically, other impacts for each Park service are as follows:

Regional Parks (\$651,534)

- Inflationary impacts, trail assessments, increasing maintenance costs for growing inventory of park amenities and debt issuing costs in relation to planned parkland purchases.

EA A Community Parks (\$98,030)

- Maintenance costs for growing inventory of park amenities, and debt issuing costs in relation to planned parkland purchases.

EA B Community Parks (\$228,304)

- Short-term debt in relation to parkland purchase, and maintenance costs for growing inventory of park amenities.

EA C Community Parks (Extension) (\$27,957)

- Inflationary impacts, and maintenance costs for growing inventory of park amenities.

EA C Community Parks (E. Wellington) (\$20,552)

- Inflationary impacts.

EA E Community Parks (\$69,571)

- Inflationary impacts, and maintenance costs for growing inventory of park amenities.

EA F Community Parks (\$87,804)

- Inflationary impacts, maintenance costs for growing inventory of park and hall amenities and debt issuing costs in relation to planned parkland purchases.

EA G Community Parks (\$41,232)

- Inflationary impacts.

EA G Community Parks (\$83,837)

- Inflationary impacts and maintenance costs for growing inventory of park amenities.

Development and Emergency Services

Development and Emergency Services starts on page 253 of the 2025 – 2029 Recommended Financial Plan (Attachment A) and the Divisional Consolidated Financial Plan is included in Attachment B-3 with recommended 2025 total expenditures of \$28.5 million (\$23.7 million operating expenditures and \$4.8 million capital expenditures).

The recommended tax requisition of \$15,717,268, the changes in tax requisition totaling \$1,556,802 and percentage change for each of the Development and Emergency Services service areas are outlined in Table 6 below. Further analysis has been provided in this section of the report for the services highlighted in light blue in Table 6.

Table 6: Tax Requisition by Service – Development and Emergency Services

	2023 FINAL	2024 FINAL	2025 Recommended Nov 5, 2024	Change from 2024 Final \$	Change from 2024 Final %
DEVELOPMENT & EMERGENCY SERVICES					
Electoral Area Community & Long Range Planning	\$2,485,055	\$2,723,179	\$2,858,399	\$135,220	5.0%
Regional Growth Strategy	948,683	1,128,338	1,168,112	39,774	3.5%
Economic Development - Southern Community	68,900	68,900	68,900	0	0.0%
Gabriola Island Health & Wellbeing Contribution	0	0	44,858	44,858	0.0%
Animal Control - Area A, B, C, Lantzville	62,881	89,783	98,641	8,858	9.9%
Animal Control Area E, G, H	101,799	147,648	154,738	7,090	4.8%
Animal Control Area F	29,814	48,049	50,581	2,532	5.3%
Hazardous Properties	25,909	29,029	30,472	1,443	5.0%
Unsightly Premises	21,078	28,806	30,089	1,283	4.5%
Noise Control	107,276	135,528	146,951	11,423	8.4%
Emergency Planning	497,791	757,586	825,794	68,208	9.0%
District 68 Search & Rescue	51,665	51,724	53,023	1,299	2.5%
District 69 Marine Search & Rescue	17,775	17,850	17,850	0	0.0%
District 69 Land Search & Rescue	30,340	30,470	30,600	130	0.4%
Southern Restorative Justice/Victim Services	21,420	21,420	21,420	0	0.0%
Northern Community Justice	165,257	183,975	184,292	317	0.2%
Subtotal	\$4,635,643	\$5,462,285	\$5,784,720	\$322,435	
GENERAL TAXATION FOR OTHER JURISDICTIONS					
SD 68 Emergency 911	128,362	151,295	171,304	20,009	13.2%
SD 69 Emergency 911	697,001	770,357	821,297	50,940	6.6%
Subtotal	\$825,363	\$921,652	\$992,601	\$70,949	
LOCAL SERVICES TAX REVENUES					
FIRE PROTECTION					
Nanaimo River Fire (Area C)	3,980	1,780	1,780	0	0.0%
Coombs-Hilliers Fire Volunteer (Area F)	806,586	992,101	1,141,484	149,383	15.1%
Errington Fire Volunteer (Area F, G)	927,764	1,113,317	1,257,360	144,043	12.9%
Nanoose Bay Fire Volunteer (Area E, G, F)	1,000,958	1,191,140	1,417,457	226,317	19.0%
Dashwood Fire Volunteer (Area F, G, H)	1,024,625	1,229,550	1,408,932	179,382	14.6%
Dashwood Fire Hall (Area F, G, H)	68,289	105,400	312,518	207,118	196.5%
Meadowood Fire (Area F)	89,347	89,348	89,348	0	0.0%
Extension Fire Volunteer (Area C)	250,183	275,201	326,486	51,285	18.6%
Bow Horn Bay (Area H)	768,396	1,014,283	1,170,032	155,749	15.4%
Cassidy Waterloo Fire Contract (Area A, C)	258,043	278,686	300,981	22,295	8.0%
Wellington Fire Contract (Area C - Pleasant Valley)	117,658	158,096	152,395	(5,701)	(3.6%)
Parksville (Local) Fire Contract (Area G)	241,741	262,795	264,397	1,602	0.6%
French Creek Fire Contract (Area G)	1,043,953	1,064,832	1,096,777	31,945	3.0%
Subtotal	\$6,601,523	\$7,776,529	\$8,939,947	\$1,163,418	15.0%
Total	\$12,062,529	\$14,160,466	\$15,717,268	\$1,556,802	

Capital Recommendations – Development and Emergency Services

Table 7 summarizes the two Development and Emergency Services projects requiring Board approval because they are scheduled to start in 2025 and the project budget is greater than \$500,000. Details of the projects are provided in Appendix D-6 to D-7.

Table 7: Capital Projects > \$500,000 Starting in 2025 – Development and Emergency Services

Development and Emergency Services					
Page #	Department	Project	Previously Approved Budget	Incremental Budget Increase	Total Project Budget
D-6	Fire Protection - Bow Horn Bay	1998 Freightliner Water Tender - Replacement	-	-	750,000
D-7	Fire Protection - Nanoose	Tender 3-13 (1992)	-	-	600,000
		Total	\$ -	\$ -	\$ 1,350,000

Electoral Area Community Planning (\$135,220)

- New Business Administrator position portion attributed to EA planning,
- Bylaw 2500 Review Phase 2,
- Increase transfer to bylaw, and
- There are also two temporary housing planner positions proposed for 2025 split between EA Community Planning and Regional Growth Strategy which are fully funded by the Bill 44 Housing grant and have no impact on the tax requisition.

Regional Growth Strategy (\$39,774)

- New Business Administrator position attributed to Regional Growth Strategy, and
- There is also the two temporary housing planner positions are proposed for 2025 split between EA Community Planning and Regional Growth Strategy which are fully funded by the Bill 44 Housing grant and have no impact on the tax requisition.

Gabriola Island Health & Wellbeing Contribution (\$44,858)

- Due to the timing of the creation of this new service in the prior year, the tax requisition for 2024 of \$50,592 was requisitioned through Gabriola Island Recreation, and
- The tax requisition for 2025 is \$44,858.

Animal Control Area A, B, C Lantzville (\$8,858), Animal Control Area E, G, H (\$7,090), Animal Control Area F (\$2,532), Hazardous Properties (\$1,443), Unsightly Premises (\$1,283) & Noise Control (\$11,423)

- Planned increase in transfer to bylaw due to impact of prior year bylaw enforcement re-structuring, and
- There is also increase in Administration fee in Animal Control services.

Items impacting more than one Emergency or Fire service:

Funding for Fire Services Administration operating costs and additional staff capacity including Fire Services Manager and Fire Services Operations Coordinator is recovered through Emergency 911 and Fire Protection Services.

Emergency Planning (\$68,208)

- Benefits related to conversion of Special Projects Coordinator position to permanent full time, and addition of allocation for Business Administrator (D&ES),
- Continuation of Business Continuity project,
- Digital EOC software, and
- Implemented reserve fund policy in relation to transient costs for emergency events which are now available through operating reserves resulting in the removal of tax requisition to fund these costs.

SD 68 Emergency 911 (\$20,009)

- This budget for 2025 is up over 2024 in alignment with the ECOMM agreement in collaboration with City of Nanaimo & Cowichan Valley RD (partners in Central Island Partnership), as well as increase as per agreement with Surrey Fire Dispatch.

SD 69 Emergency 911 (\$50,940)

- Per agreement with North Island 911 for the provision of 911 services to the District 69 portion of the RDN.

Coombs-Hilliers Fire Area F (\$149,383)

- Increases are attributed to call out and practice pay for firefighters as well as overall inflationary increases,
- Firefighter annual medicals, and
- Increase transfer to reserve to fund future capital projects (Hall #2 replacement).

Errington Fire Area F, G (\$144,043)

- Errington Fire Society requested an increase of \$64,000 for operating expenses due to increase equipment repair, building and vehicle maintenance, and
- Increase to contribution to reserve for future capital project (Hall #2 replacement).

Nanoose Bay Fire Area E (\$226,317)

- Wage increase due to new Deputy Chief position approved in 2024,
- Wage increase due to staffing recommendation 2025 for Fire Safety Rescue Technician,
- Firefighter annual medicals, and
- Increase transfer to reserve for future capital purchases.

Dashwood Fire Area F, G, H (\$179,382)

- Dashwood Fire Society requested increase of \$95,000 for operating expenses due to payroll inflationary costs and the addition of a Fire Rescue Technician, and
- Increase transfer to reserve for future capital purchases.

Dashwood Fire Hall Area F, G, H (\$207,118)

- Increase due to debt servicing for the new firehall.

Extension Fire Area C (\$51,285)

- Extension Fire Society requested operating increase for calls, practices, and administrative costs.

Bow Horn Bay Area H (\$155,749)

- Bow Horn Bay Fire Society requested an increase transfer to reserves of \$29,000 for future capital projects, and an increase in operating expenses of \$115,000 due to an increase in training, payroll costs, and society administrative costs.

Cassidy Waterloo Fire Area A, C (\$22,295)

- Transfer to reserve to replenish reserve funds spent in 2024.

Wellington Fire Contract Area C – Pleasant Valley (\$5,701)

- Increase in contract cost estimate for service from the City on Nanaimo.

Parksville Local Fire Contract Area G (\$1,602)

- Increase in contract for services estimate from City of Parksville.

French Creek Fire Area G (\$31,945)

- Increase in contract for hydrant maintenance and to cover annual operating expenditures.

Transportation Services

Transportation Services starts on page 329 of the 2025 – 2029 Recommended Financial Plan (Attachment A) and the Divisional Consolidated Financial Plan is included in Attachment B-4 with recommended 2025 total expenditures of \$56.7 million (\$48.1 million operating expenditures and \$8.6 million capital expenditures).

The recommended tax requisition of \$19,391,824, the changes in tax requisition totaling \$902,272 and percentage change for each of the Transportation Services service areas are outlined in Table 8 below. Further analysis has been provided in this section of the report for the services highlighted in light blue in Table 8.

Table 8: Tax Requisition by Service – Transportation Services

	2023 FINAL	2024 FINAL	2025 Recommended Nov 5, 2024	Change from 2024 Final \$	Change from 2024 Final %
TRANSIT SERVICES					
Southern Community Transit	\$13,681,863	\$16,016,570	\$16,484,056	\$467,486	2.9%
Northern Community Transit	1,897,394	2,221,849	2,655,110	433,261	19.5%
Descanso Bay Emergency Wharf	27,973	29,038	29,909	871	3.0%
Gabriola Transit contribution	179,721	207,536	212,460	4,924	2.4%
Gabriola Taxi Saver	10,003	14,559	10,289	(4,270)	(29.3%)
Total	\$15,796,954	\$18,489,552	\$19,391,824	\$902,272	

Southern Community Transit (\$467,486)

The tax requisition for 2025 is up by \$467,486 over 2024 due to 2025 expansion costs offset by a \$400,000 reduction associated with the implementation of the reserve fund policy.

Northern Community Transit (\$433,261)

The tax requisition for 2025 is up by \$433,261 over 2024 and this is due to:

- The planned expansion of 2,700 hours as part of the Transit Redevelopment Strategy, and
- The 250 hours allocated to expand the 99 Deep Bay service in Electoral Area H.

Corporate Services

Corporate Services starts on page 341 of the 2025 – 2029 Recommended Financial Plan (Attachment A) and the Divisional Consolidated Financial Plan is included in Attachment B-5 with recommended 2024 total expenditures of \$39.2 million (\$35.7 million operating expenditures and \$3.5 million capital expenditures).

The recommended tax requisition of \$8,750,407, the changes in tax requisition totaling \$896,662 and percentage change for each of the Corporate Services service areas are outlined in Table 9 below. Further analysis has been provided below for the services highlighted in light blue in Table 9.

Table 9: Tax Requisition by Service – Corporate Services

	2023 FINAL	2024 FINAL	2025 Recommended Nov 5, 2024	Change from 2024 Final \$	Change from 2024 Final %
CORPORATE SERVICES					
Administration	\$3,147,125	\$3,162,180	\$3,921,145	\$758,965	24.0%
House Numbering	18,721	19,257	19,835	578	3.0%
Electoral Areas Admin/Building Policy & Advice	889,975	996,637	1,093,313	96,676	9.7%
Community Grants	167,261	265,384	174,303	(91,081)	(34.3%)
Feasibility Studies/Referendums	170,868	110,368	45,000	(65,368)	(59.2%)
Subtotal	\$4,393,950	\$4,553,826	\$5,253,596	\$699,770	
GENERAL TAXATION FOR OTHER JURISDICTIONS					
Vancouver Island Regional Library	2,773,748	3,299,919	3,496,811	196,892	6.0%
Total	\$7,167,698	\$7,853,745	\$8,750,407	\$896,662	

Administration (\$758,965)

Administration is comprised of CAO, Strategy and Intergovernmental Services, Human Resources, Finance, Information Services/GIS/Mapping, Legislative Services, Communications, Asset Management, Board (All Directors but not Electoral Area Director specific items that are included in Electoral Area Administration), Administration Building Operations and Vehicle Pool (funded through Administration but managed by Facility & Fleet Manager of Regional & Community Utilities Division).

Additional staffing, increased operating costs and general inflation offset by reductions in professional fees.

Only a fraction of the Administration expenditures are funded from tax requisition. More specifically, for 2025, the tax requisition funds only 17% of the total operating expenditure budget of \$23,164,775. As such, a \$798,965 increase is a 4% increase of the total operating expenditures and represents a 24% increase in the tax requisition.

Reserve Fund Policy

Corporate Services is working to implement the Reserve Fund Policy and reduce reliance on ongoing surplus carry forward. Included in the 2025 – 2029 Financial Plan is \$575,636 of Allowances that will be funded from surplus, effectively reducing ongoing operating budgets by this amount. There is also \$150,000 added to allowance on the revenue to mitigate shortfalls allowing us to budget less conservatively which will reduce surplus in the future. In addition, a further \$527,163 of one-time costs are also projected to be funded from surplus. The projected surplus of \$1,886,686 will be substantially allocated (\$1,252,799) consistent with the Board Reserve Policy, leaving a projected carry forward surplus of \$633,877.

Software Replacement Funded from Reserves with no 2025 Tax Requisition

As noted in the 2024 financial planning process, the Regional District has identified significant risks and opportunities associated with legacy or missing business systems. The Board addressed these concerns in the 2024-2028 Financial Plan by authorizing a combination of expenditures starting in 2026 and continued contributions to the Information Services operating reserve to reduce the single-year taxation impact from these improvement projects. In 2024, several incidents have occurred highlighting the risks associated with the legacy financial system that supports payroll, accounts payable, utility billing and other essential processes. As a result, in the 2025-2029 Recommended Financial Plan, staff are recommending the prioritization of this system and to make funds available from the Information Services operating reserve starting in 2025 to allow initiation of this project, anticipated to take up to two years to complete, as well as continued annual and surplus contributions to the Information Services operating reserve. In 2025 this will allow initial phases of the project to proceed including requirements validation, staff secondment where needed, and potentially initial procurement of the system. Given the anticipated long-term costs of the new system, this will be returning to the Board for

authorization as part of the procurement process. While undertaking this project, staff will also continue a parallel initiative to identify and prioritize other requirements and opportunities for digital business transformation.

Electoral Areas Admin/Building Policy & Advice (\$96,676)

This tax requisition covers:

- Electoral Areas Administration covers Electoral Area Director specific costs that include remuneration, conventions, computers, monthly telephone allowance and a contribution each year to cover costs of election every four years. Increase for 2025 is \$469.
- Building Policy & Advice covers the administrative portion of Building Inspection and has a net tax increase of \$96,207. Bylaw Services Interdepartmental increases by \$16,508, professional fees increases by \$15,000 and there is an impact of the addition of the Business Administrator position to be shared between Corporate Services and Development and Emergency Services.

Community Grants (-\$91,081)

Community Grants has been reduced leaving the following items in the Plan:

- Community Grant Program (\$120,000),
- Oceanside Community Safety Grants (up to \$9,000 annually based on decisions of the Oceanside Services Committee made from grant applications received the year before),
- INFilm annual grant of \$50,000,
- Bow Horn Bay Community Club 2024 – 2028 \$5,000 for Resolution 23-363,
- In previous years, motions brought forward for funds to be requisitioned from their Electoral Areas for items such as Director outreach or other needs of the community – to date there have been no motions for 2025.

Feasibility Studies/Referendums (-\$65,368)

- Feasibility Studies/Referendums have decreased due to the impact of reduction of the EA G Governance Study which was requisitioned in 2024,
- Feasibility Study tax requisitions for 2025 are \$20,000 for EA C, \$5,000 for EA E, \$10,000 for EA F and \$10,000 for EA G, and
- There are ongoing studies for both EA F and EA G.

Vancouver Island Regional Library (\$196,892)

The Vancouver Island Regional Library is an organization governed by a Board made up of local government members with voting weights based on populations. Their funding requirements are allocated between members 50% on land and improvements and 50% on population. External cost information from the Vancouver Island Library results in the \$196,892 or 6% increase over prior year for a tax requisition of \$3,496,811.

FINANCIAL IMPLICATIONS

The Aggregated 2025 – 2029 Financial Plan has a total tax requisition of \$96,343,423 (Page 11 in Attachment A), a 10% increase of \$8,752,431 from 2024, with total operating expense of \$202,967,220 and capital expenditures of \$165,391,424. This is less than the projected increase for 2025 in the 2024 – 2028 Financial Plan of 15.7% or \$13,737,412 which would have resulted in a tax requisition of \$101,328,404. While the overall percentage is something that people talk about and have interest in, it has no inherent meaning from a policy or service delivery point of view. All aspects of the financial plan need to be talked about at the individual service level to be understood.

Of the \$8,752,431 increase in tax requisition, the following five items are driving 67% of the increase:

- Wastewater Treatment (\$1,958,156), including Southern and Northern Wastewater Treatment,
- Fire Protection Area (\$1,163,418), including thirteen separate local service areas,
- Ravensong Aquatic Centre (\$531,539),
- Regional and Community Parks (\$1,308,821), including eight local Community Park services and Regional Parks, and
- Transportation Services (\$902,272).

The RDN provides 114 different services (Page 7 in Attachment A). Of those, 45 services (such as Wastewater & Solid Waste Management, Regional Parks, Regional Growth Management and Transit) are shared among one or more member jurisdictions or portions of member jurisdictions. The remaining services are provided to a single member jurisdiction, such as Community Parks and Noise Control. Each resident only pays for those services that they receive. Each service is accounted for individually and funds cannot be transferred between services. In addition, there are many unique cost sharing formulas for regional district services, including assessments only and formulas based on a combination of usage and assessment, usage only, population and assessment, as well as flat rate taxes that are used to fund RDN services. The variety of cost sharing formulas combined with the number of sub-areas in a regional district, each with its own services and related requisition, results in a wide range of impact to an individual homeowner. Unlike a municipality, an overall tax increase does not exist that describes any particular taxpayer.

Member Summaries for each Electoral Area and Municipality are included in Attachment F. The General Services Property Tax change ranges from \$65.82 to \$123.12 per \$100,000 which is an increase of \$5.97 to \$13.75 depending on Electoral Area or Municipality. For the average residential valued home, the increase is projected to be between \$45 and \$124 per home as per below:

	City of Nanaimo	District of Lantzville	City of Parksville	Town of Qualicum Beach	Area A Cedar Yellowpoint Cassidy	Area B Gabriola Mudge Decourcey Islands	Area C Extension E.Wellington Pleasant Valley	Area E Nanoose Bay	Area F Coombs Hilliers Errington	Area G French Creek San Pareil Surfside	Area H Bowser Deep Bay
2025 Total Requisition	\$ 37,199,715	\$ 1,429,429	\$ 8,506,274	\$ 6,124,837	\$ 3,661,850	\$ 2,606,558	\$ 2,017,415	\$ 4,617,893	\$ 3,981,439	\$ 4,748,498	\$ 2,839,459
2024 Total Requisition	\$ 34,622,961	\$ 1,284,175	\$ 7,548,243	\$ 5,397,617	\$ 3,264,162	\$ 2,250,406	\$ 1,845,639	\$ 4,234,008	\$ 3,610,665	\$ 4,378,188	\$ 2,554,406
Change from prior year	\$ 2,576,754	\$ 145,254	\$ 958,031	\$ 727,220	\$ 397,688	\$ 356,152	\$ 171,776	\$ 383,885	\$ 370,774	\$ 370,310	\$ 285,053
General Services Property Tax											
2025	\$ 94.92	\$ 65.82	\$ 123.12	\$ 119.22	\$ 115.79	\$ 90.88	\$ 106.64	\$ 96.89	\$ 111.52	\$ 115.96	\$ 109.02
2024	\$ 88.96	\$ 59.56	\$ 109.37	\$ 105.95	\$ 103.88	\$ 79.01	\$ 97.98	\$ 89.00	\$ 101.88	\$ 107.69	\$ 98.27
Change per \$100,000	\$ 5.97	\$ 6.27	\$ 13.75	\$ 13.27	\$ 11.91	\$ 11.87	\$ 8.66	\$ 7.90	\$ 9.65	\$ 8.27	\$ 10.75
Regional Parcel Taxes											
2025	\$ 16.00	\$ 16.00	\$ 23.31	\$ 23.31	\$ 16.00	\$ 16.00	\$ 16.00	\$ 23.31	\$ 23.31	\$ 23.31	\$ 23.31
2024	\$ 16.00	\$ 16.00	\$ 23.32	\$ 23.32	\$ 16.00	\$ 16.00	\$ 16.00	\$ 23.32	\$ 23.32	\$ 23.32	\$ 23.32
Change per property	\$ -	\$ -	\$ (0.01)	\$ (0.01)	\$ -	\$ -	\$ -	\$ (0.01)	\$ (0.01)	\$ (0.01)	\$ (0.01)
2025 Average Residential Value	\$ 757,563	\$ 1,147,713	\$ 745,143	\$ 937,823	\$ 798,899	\$ 700,494	\$ 1,054,093	\$ 1,260,809	\$ 802,034	\$ 996,940	\$ 902,915
2024 Average Residential Value	\$ 757,563	\$ 1,147,713	\$ 745,143	\$ 937,823	\$ 798,899	\$ 700,494	\$ 1,054,093	\$ 1,260,809	\$ 802,034	\$ 996,940	\$ 902,915
2025 RDN Property Tax based on average residential value	\$ 735	\$ 771	\$ 941	\$ 1,141	\$ 941	\$ 653	\$ 1,140	\$ 1,245	\$ 918	\$ 1,179	\$ 1,008
2024 RDN Property Tax based on average residential value	\$ 690	\$ 700	\$ 838	\$ 1,017	\$ 846	\$ 569	\$ 1,049	\$ 1,145	\$ 840	\$ 1,097	\$ 911
Change for average residential value	\$ 45	\$ 72	\$ 102	\$ 124	\$ 95	\$ 83	\$ 91	\$ 100	\$ 77	\$ 82	\$ 97

STRATEGIC PLAN ALIGNMENT

The Financial Plan provides for the financing required to support achieving the outcomes set out in the Strategic Plan in addition to delivering services mandated by the Board but not specifically articulated in the Strategic Plan.

REVIEWED BY:

- C. Crabtree, General Manager, Corporate and Transportation Services
- D. Holmes, Chief Administrative Officer

ATTACHMENTS

1. Attachment A – 2025-2029 Recommended Financial Plan
2. Attachment B – Divisional Financial Plan Summaries
3. Attachment C – 2025 New Staffing Recommendations
4. Attachment D – 2025 Capital Projects Recommendations
5. Attachment E – Future Staffing Recommendations
6. Attachment F – Member Summaries
7. Attachment G – Funding to External Organizations
8. Attachment H – Service Level Reports
9. Attachment I – 2025-2029 Financial Plan Engagement Summary (Updated)