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To: Climate Action Committee

From: Neal Carley, General Manager, Parks and Environment  
Roger Quan, Director, Air Quality and Climate Change

Date: October 6, 2020

Meeting Date: October 16, 2020

Subject: **2021 - 2025 Financial Plan – Air Quality**

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### **RECOMMENDATION**

That the Climate Action Committee endorse the 2021 - 2025 Financial Plan for Air Quality as presented in the report dated October 6, 2020, titled “2021 - 2025 Financial Plan – Air Quality”, and forward it to the Metro Vancouver Board Budget Workshop on October 21, 2020 for consideration.

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### **EXECUTIVE SUMMARY**

The 2021 – 2025 Metro Vancouver Financial Plan has been prepared following direction received at the June 5, 2020 Metro Vancouver Board Budget Workshop. This has resulted in a three-year action plan that maintains the goals and objectives of Metro Vancouver while using key financial tools to minimize the impact on the ratepayers of the region.

The Air Quality operating budget for 2021 is proposed to be \$11.7 million, a decrease of 1.5% from 2020. While operating expenditures have decreased, tax requisition is increasing by 16%, to offset reduced revenues from regulatory fees, as regulatory action drives improvements in emissions.

Implementation of the *Climate 2050* roadmaps continues to be a key priority, which is also resulting in climate action projects being budgeted across the organization. Ongoing budgets will also leverage climate actions in collaboration with external partners. The Sustainability Innovation Funds are expected to provide additional funding for climate action projects. Additional priorities include completion of the *Clean Air Plan*, and the development of new and amended air quality regulations.

### **PURPOSE**

To present the 2021 - 2025 Financial Plan for Air Quality for consideration by the Committee.

### **BACKGROUND**

Metro Vancouver’s annual budget process includes the development of detailed annual budgets and the updating of five-year financial plans for each of the four Metro Vancouver legal entities (Metro Vancouver Regional District, Metro Vancouver Housing Corporation, Greater Vancouver Water District and Greater Vancouver Sewerage and Drainage District).

On June 5, 2020 a Metro Vancouver Board Budget Workshop was held with the objective to seek direction for the preparation of the 2021 - 2025 Financial Plan. The workshop outlined the principles that guide the work of Metro Vancouver as an organization, the current 2020 - 2024 Financial Plan, the implications of the COVID-19 pandemic, the tools that can be used to make budget adjustments, and a proposed approach for the 2021 - 2025 Financial Plan.

Staff proposed leveraging the supported tools to create a short-term action plan that would lessen the upward pressure on household impact for 1-3 years. A short-term action plan would enable strategic goals and objectives to be maintained. If larger or more long-term adjustments are desired, a re-evaluation of long-term plans such as the *Metro Vancouver Housing Plan*, *Climate 2050*, or the *Liquid Waste Management Plan* would be required. Since an annual budget is approved, this approach will allow for adjustments to be made each year as conditions change based on market changes and other factors. The use of the tools will aim to avoid making severe changes that cannot be easily corrected in the short-term. Overall, the short-term action plan approach was supported.

This report focuses on the Air Quality function and presents the 2021 annual budget and the updated five-year plan for the years 2021 to 2025 for committee consideration.

### **AIR QUALITY SERVICE**

The Air Quality function within the Metro Vancouver Regional District (MVRD) provides services to all 22 members and encompasses the management of air quality within the region, under authority delegated from the Provincial government within the *Environmental Management Act*. Air Quality services provided are presented in two areas:

- Air Quality and Climate Change, including the development and implementation of climate action and air quality plans and policies, air quality bylaws and regulations, and supporting activities such as environmental assessment, the operation of a network of air quality monitoring stations located throughout the airshed, and communications and outreach;
- Air Quality Regulation and Enforcement, including the issuance and administration of air quality permits, and promotion of compliance with and enforcement of Metro Vancouver air quality bylaws.

The provision of Air Quality services is guided by direction provided in the *Board Strategic Plan*, the Board-adopted *Integrated Air Quality and Greenhouse Gas Management Plan*, and the Board-adopted *Climate 2050 Strategic Framework*, specifically:

#### **Board Strategic Plan:**

- Guide climate change policy and action for the Metro Vancouver region for the next 30 years with Metro Vancouver's Climate 2050 strategy.
- Improve air quality by mitigating threats to public health and the environment.
- Strengthen awareness among and engagement with the public, members, other orders of government, and other stakeholders in the implementation of Climate 2050, and foster regional coordination to help implement effective adaptation measures and achieve the long-term targets in reducing greenhouse gas emissions.

#### **Integrated Air Quality and Greenhouse Gas Management Plan:**

- Goal 1 - Protect public health and the environment.
- Goal 2 - Improve visual air quality.
- Goal 3 - Minimize the region's contribution to global climate change.

#### **Climate 2050 Strategic Framework:**

- Ensuring our infrastructure, ecosystems, and communities are resilient to the impacts of climate change.
- Pursuing a carbon neutral region by 2050.

## **WORK PLAN PERFORMANCE INDICATORS**

High level performance indicators have been developed across the organization to evaluate trends, determine key actions for the coming year, and to assist in long-term planning. The 2021 Work Plan for Air Quality is presented in this report. Within the Air Quality Work Plan, four performance indicators have been developed and are being tracked. These include:

- Net corporate greenhouse gas emissions annually (tonnes of carbon dioxide equivalent, CO<sub>2</sub>e);
- Regional greenhouse gas emissions annually (tonnes of CO<sub>2</sub>e per capita);
- Days with air quality advisories in place due to emission sources located within the airshed; and
- Reliability of air quality monitoring network (% of annual hours with monitoring data available for priority pollutants).

The trend in these performance measures supports the Board direction to reduce greenhouse gas emissions in the region, to meet a 45% reduction target by 2030 and achieve carbon neutrality by 2050. They also support the Board direction for Metro Vancouver to show leadership by achieving carbon neutrality as an organization, through improvements to energy efficiency, utilization of waste streams to generate heat and/or energy, the use of low-carbon fuels, and identification of new carbon capture and offset projects. On the air quality side, programs are focused on continuous improvement and will need to respond to new challenges such as wildfire events and reducing emissions that are harmful to human health.

## **CONTINUOUS IMPROVEMENT**

A number of continuous improvement opportunities were acted on in 2020, including:

- implementation of carbon credit projects which allowed Metro Vancouver to achieve carbon neutrality as an organization;
- the adoption of new, more stringent ambient air quality objectives, which support continuous improvement in air quality; and
- amendments to existing air quality bylaws, regulations and permits seek to require improved emissions control technologies and lower emitting equipment and industrial processes.

For 2021, many of the existing continuous improvement opportunities will continue, as well as:

- continuing to expand Metro Vancouver's portfolio of carbon credit projects and emission reductions, to maintain corporate carbon neutral status;
- the Climate 2050 roadmaps are intended to be dynamic, and updated on a regular basis, to evolve with new science, developing technologies, and public opinion; and
- operationally, implementation of the recommendations from a third party review of the air quality monitoring network will result in improvements and efficiencies in the collection and air quality data and dissemination to the public.

## **2021 BUDGET AND 2021 - 2025 FINANCIAL PLAN**

The five-year financial plans for this cycle have been updated to address five central themes identified by the Metro Vancouver Board in its Strategic Plan to guide the development of plans and budgets. The five themes are as follows:

- Financial Sustainability
- Environmental Sustainability
- System Stewardship
- Regulatory and Legislative Environment
- Regional Growth

Each Metro Vancouver function has an Annual Work Plan that includes strategic directions, performance indicators and key actions to guide the work for the coming year. Each function also has a “What’s Happening” summary that highlights the program highlights for the next five years.

The 2021 - 2025 Air Quality Financial Plan is included as Attachment 1. The 2021 Annual Work Plan for Air Quality presented in this report is included in Attachment 2 and the “What’s Happening” highlights for the years 2021 - 2025 are included in Attachment 3.

### **Operating Budget Highlights**

The Air Quality 2021 operating budget is proposed to decrease by \$175,453 for a total budget of \$11,683,279 (Attachment 1). This decrease is primarily due to a reduction in consulting funds for studies and research funded by the Sustainability Innovation Fund (SIF). Additional projects to be considered for SIF funding will be brought forward to the Climate Action Committee as part of the annual application process, and it is expected that numerous projects in all three SIF areas will have a climate action theme. The overall decrease is partially offset by inflationary factors such as increments for salaries and benefits. It should also be noted that, with the development of the Climate 2050 roadmaps, additional climate action projects are funded in other areas, including the utilities, regional parks, and housing, and that the funds in the Air Quality operating budget are used to leverage additional funding for projects with external partners.

The 2021 operating budget includes the following key actions:

- Continue to implement the *Climate 2050 Strategy*;
- Maintain Metro Vancouver’s corporate carbon neutral status;
- Complete development of the next regional air quality management plan, the *Clean Air Plan*;
- Develop new air quality bylaws, regulations and standards, towards goals for protection of human health and environment and continuous improvement in air quality, for Board adoption;
- Review the current air quality fees bylaw and consult on amendments to recover costs of administering the air quality program on a discharger-pay basis;
- Improve public understanding of air quality and climate change, including outreach and progress reporting on *Climate 2050*, the *Clean Air Plan*, and the preparation of the annual Caring for the Air report.

Over the next five years, expenditures are increasing by \$426,435, or an average of 0.7% per year. In addition to those noted above, key projects through 2025 include:

- Implementation of the Climate 2050 Roadmaps and actions related to greenhouse gas reduction and climate adaptation;

- Annual reporting and performance tracking of GHG reductions, to support progress towards targets;
- Outreach and engagement on new air quality regulations; and
- Upgrades to air quality monitoring infrastructure.

### **Communications Program**

The 2021 Air Quality Communications Program of \$150,000 is framed around the following initiatives:

- Supporting air quality and climate change outreach programs related to electric vehicles, bylaw and regulation development, *Climate 2050* and the *Clean Air Plan*; and
- Supporting non-road diesel engine emissions regulatory compliance promotion.

### **Reserve Funds**

The financial plan for Air Quality includes the utilization of reserves to annually fund one-time initiatives. This is consistent with the Board *Operating, Statutory and Discretionary Reserves Policy*.

The 2021 - 2025 Projected Reserves for Air Quality are included in Attachment 4.

### **APPROVAL PROCESS**

The proposed 2021 - 2025 Financial Plan and Annual Work Plan is presented for consideration and endorsement before being forwarded to the Board for consideration.

The next steps of the process are:

- The 2021 - 2025 Financial Plan and Annual Work Plan will be presented for consideration at the Metro Vancouver Board Budget Workshop on October 21, 2020.
- The Board will consider adoption of the 2021 Budget and endorsement of the 2021 - 2025 Financial Plan on October 30, 2020.

### **ALTERNATIVES**

1. That the Climate Action Committee endorse the 2021 - 2025 Financial Plan for Air Quality as presented in the report dated October 6, 2020, titled “2021 - 2025 Financial Plan – Air Quality”, and forward it to the Metro Vancouver Board Budget Workshop on October 21, 2020 for consideration.
2. That the Climate Action Committee make recommendations and endorse an amended 2021 - 2025 Financial Plan for Air Quality and forward the amended Financial Plan to the Metro Vancouver Board Budget Workshop on October 21, 2020 for consideration.

### **FINANCIAL IMPLICATIONS**

If the MVRD Board endorses the 2021 - 2025 Financial Plan for Air Quality, as presented under Alternative 1, in 2021 the Air Quality requisition will increase by \$915,666 (16.4%) for a total requisition of \$6,482,901. The requisition increase is related to a reduction in regulatory fee revenues – as emissions are reduced, fee revenues decline. The system of regulatory fees will be reviewed in 2021, and staff will propose amendments to the regulatory fee bylaw.

Over the term of the five-year plan, the annual Air Quality requisition is projected to increase by an average of \$540,907 per year (8.4%) to provide the required revenue to offset projected expenditures. It is anticipated that the cost to the average regional household over the next five years for the Air Quality function will rise from just under \$5 in 2020 to just under \$7 in 2025.

Under Alternative 2, the Committee may wish to consider recommending amendments to the 2021 Budget and Five-Year Financial Plan for consideration at the Metro Vancouver Board Budget Workshop. Any changes to the plan may have an impact on the MVRD Financial Plan.

### **SUMMARY / CONCLUSION**

The Air Quality 2021 Budget and Five-Year Financial Plan was prepared following direction received at the June 5, 2020 Metro Vancouver Board Budget Workshop and to respond to direction provided in the *Board Strategic Plan*. It is presented to Committee and Board members to provide overview information on activities and financial impacts for the years 2021 to 2025 for Air Quality.

The presentation of this year's five-year financial plan for Air Quality provides the opportunity for Metro Vancouver to share with its member jurisdictions the proposed service related initiatives over the next five years. It is intended to be used as a guiding document for member jurisdictions in the development of their five-year financial plans and includes projections on household impact to demonstrate how the plan will remain affordable for residents while keeping pace with our critical requirements.

Staff recommends endorsing the 2021 - 2025 Financial Plan and Annual Work Plan for Air Quality as presented under alternative one.

### **Attachments:**

1. 2021 - 2025 Financial Plan – Air Quality
2. 2021 Work Plan
3. 2021 - 2025 “What’s Happening”
4. 2021 - 2025 Projected Reserves – Air Quality

METRO VANCOUVER REGIONAL DISTRICT  
AIR QUALITY  
2021 BUDGET REVIEW  
2021-2025 FINANCIAL PLAN

	2018 ACTUAL	2019 ACTUAL	2020 BUDGET	2021 BUDGET	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE
<b>REVENUES</b>													
Metro Vancouver Regional District Requisitions	\$ 4,545,845	\$ 4,878,970	\$ 5,567,235	\$ 6,482,901	16.4%	\$ 7,349,769	13.4%	\$ 7,393,782	0.6%	\$ 7,876,777	6.5%	\$ 8,271,768	5.0%
User Fees	2,031,267	1,915,138	1,900,000	1,715,000		1,715,000		1,715,000		1,715,000		1,715,000	
Non-Road Diesel Permit Fees	1,807,034	3,189,790	1,760,000	1,365,000		1,365,000		1,365,000		1,365,000		1,365,000	
Other External Revenues	511,987	555,750	649,271	635,378		552,215		549,089		546,001		542,952	
Transfer from Sustainability Innovation Fund Reserves	339,806	122,727	710,240	155,000		-		-		-		-	
Transfer from Reserves	1,126,728	601,343	1,271,986	1,330,000		581,000		507,000		483,661		390,447	
<b>TOTAL REVENUES</b>	<b>\$ 10,362,667</b>	<b>\$ 11,263,718</b>	<b>\$ 11,858,732</b>	<b>\$ 11,683,279</b>	<b>(1.5%)</b>	<b>\$ 11,562,984</b>	<b>(1.0%)</b>	<b>\$ 11,529,871</b>	<b>(0.3%)</b>	<b>\$ 11,986,439</b>	<b>4.0%</b>	<b>\$ 12,285,167</b>	<b>2.5%</b>
<b>EXPENDITURES</b>													
Operating Programs:													
Ambient Air Quality Monitoring	1,950,880	1,964,363	2,209,366	2,227,265		2,184,770		2,226,026		2,245,247		2,296,280	
Air Quality and Climate Change Policy	1,575,640	1,574,444	2,359,552	2,650,389		2,607,955		2,513,128		2,590,656		2,625,888	
Air Quality Bylaw and Regulation Development	1,407,439	1,584,234	1,185,883	1,284,572		1,264,772		1,240,873		1,267,852		1,295,622	
Engineers in Training	-	-	34,602	34,880		35,563		36,260		37,166		38,050	
Regional Sustainability Initiatives	339,806	-	710,240	155,000		-		-		-		-	
Administration and Department Support	446,764	415,383	618,228	580,973		589,112		598,585		614,205		628,662	
	5,720,529	5,538,424	7,117,871	6,933,079	(2.6%)	6,682,172	(3.6%)	6,614,872	(1.0%)	6,755,126	2.1%	6,884,502	1.9%
Communications Program	132,573	61,647	158,000	150,000	(5.1%)	150,000	0.0%	150,000	0.0%	180,000	20.0%	180,000	0.0%
Environmental Regulation and Enforcement	3,281,903	3,707,563	3,525,618	3,484,723		3,512,317		3,523,563		3,715,279		3,803,859	
Contribution to Reserve	522,384	259,046	250,000	257,500		326,500		405,000		515,000		625,000	
	3,804,287	3,966,609	3,775,618	3,742,223	(0.9%)	3,838,817	2.6%	3,928,563	2.3%	4,230,279	7.7%	4,428,859	4.7%
Allocation of Centralized Support	953,910	878,401	807,243	857,977	6.3%	891,995	4.0%	836,436	(6.2%)	821,034	(1.8%)	791,806	(3.6%)
<b>TOTAL EXPENDITURES</b>	<b>\$ 10,611,299</b>	<b>\$ 10,445,081</b>	<b>\$ 11,858,732</b>	<b>\$ 11,683,279</b>	<b>(1.5%)</b>	<b>\$ 11,562,984</b>	<b>(1.0%)</b>	<b>\$ 11,529,871</b>	<b>(0.3%)</b>	<b>\$ 11,986,439</b>	<b>4.0%</b>	<b>\$ 12,285,167</b>	<b>2.5%</b>

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## **AIR QUALITY**

### **Description of services**

Air Quality is a Metro Vancouver Regional District function established under the *Environmental Management Act* with the responsibility for managing air quality and developing climate actions for the region. The service is guided by the development of management plans that recognize the strong connections between air quality, health and climate change, and that integrate actions, whenever possible, to reduce both air contaminants and greenhouse gases across the region.

This work plan addresses the air quality and climate change policy and planning area, which includes development of management plans and emission reduction actions using an evidence-based approach, relying on the regional network of air quality monitoring stations and other indicators to measure performance and identify priority areas for action. Reduction efforts involve both regulatory initiatives, such as air quality bylaws and regulations, and non-regulatory approaches.

Environmental Regulation and Enforcement is an integrated part of the Air Quality function with its responsibility to manage the discharge of air contaminants under Metro Vancouver Regional District air quality bylaws, through the issuance of permits, orders and licenses, and promotion of compliance.

### **Strategic directions and high level goals supported**

Continue to promote a regional approach on climate action to all Metro Vancouver functions, including both mitigation and adaptation, through Climate 2050.

Guide climate change policy and action for the Metro Vancouver region for the next 30 years with Metro Vancouver's Climate 2050 strategy.

- Develop and advocate for actions fundamental to meeting regional greenhouse gas emission targets for 2030 and 2050 and ensuring our region is resilient to the impacts of climate change.
- Undertake corporate climate action to maintain carbon neutrality as an organization, that supports regional climate change mitigation and adaptation goals and targets and demonstrates leadership.

Improve air quality by mitigating threats to public health and the environment.

- Improve understanding of air quality issues in the region by expanding air monitoring capacity.
- Continue to identify air contaminants in the region, identify priorities and pursue effective actions to reduce pollutants.
- Explore solutions for mitigating health impacts of diminished air quality due to wildfires.

Strengthen awareness among and engagement with the public, members, other orders of government, and other stakeholders in the implementation of Climate 2050, and foster regional coordination to help implement effective adaptation measures and achieve the long-term targets in reducing greenhouse gas emissions.



## Performance indicators

Indicator	Historical and/or industry benchmark	Current performance	2021 performance objective
<b>Net corporate greenhouse gas emissions</b> (tonnes of carbon dioxide equivalent, CO <sub>2</sub> e)	1997: 13,900  2015: 0 (100% carbon neutral)  2016: 3,321 (60% carbon neutral)	2019: 0 (100% carbon neutral)	0 (100% carbon neutral)
<b>Regional greenhouse gas emissions</b> (tonnes of CO <sub>2</sub> e per capita)	2010: 6.3  2015: 5.8	2018: 5.6	2021: 4.2
<b>Days with air quality advisories in place</b> due to emission sources located within the airshed	2018: 7 2019: 0	2020: 2	2021: 0
<b>Reliability of air quality monitoring network</b> (% of annual hours with monitoring data available for priority pollutants)	97%  (3 year average)	2019: 98%	2021: 95% or higher

## 2021 key actions

- Continue to implement the Climate 2050 Strategy including:
  - roadmaps for climate action in ten issue areas approved by the Board, including transportation, buildings and infrastructure;
  - implementation of additional energy and greenhouse gas reduction offset projects that will maintain Metro Vancouver's corporate carbon neutrality;
  - advancement of corporate policies related to energy and climate change; and
  - partnerships and collaboration with member jurisdictions, academia and others on climate action.
- Utilize the Sustainability Innovation Fund to advance development of new and innovative climate actions, including new policies, renewable energy and carbon capture and storage.
- Complete development of the next regional air quality management plan, the Clean Air Plan.
- Develop new air quality bylaws, regulations and standards, towards goals for protection of human health and environment and continuous improvement in air quality, for Board adoption, including:
  - consultation on new emission regulation bylaws for prioritized sources;
  - review system of user fees from permits and regulations to recover costs of developing regulations, monitoring compliance, and enforcement, while ensuring that fees provide incentives to reduce emissions and impacts;
  - amendments to the non-road diesel engine emission regulation, addressing additional engines and utilizing partnerships with other levels of government; and
  - new regulatory requirements for open air burning.
- Enhance the odour management framework based on consultation on new and amended air quality bylaws and regulations, increased community outreach, and technical capacity-building through partnerships with industry and other levels of government.
- Improve public understanding of air quality and climate change, including outreach and progress reporting on Climate 2050, the Clean Air Plan, and the preparation of the annual Caring for the Air report.
- Develop additional air quality monitoring and emissions assessment capabilities to provide the evidence basis and performance measurement for the air quality program.

## Air Quality

## 2021 to 2025 – WHAT’S HAPPENING

Below is a summary of the significant initiatives to be undertaken by the Air Quality function over the next 5 years.

Initiative	Description	Theme
<b>2021</b>		
Climate 2050	Complete initial Climate 2050 roadmaps and proceed with implementation. First round of annual reporting on performance towards targets.	Environmental Sustainability
Clean Air Plan	Seek Board adoption of the next regional air quality management plan.	Environmental Sustainability
Bylaws and Regulations	Ongoing development of new and amended air quality regulations, including: <ul style="list-style-type: none"> <li>• amendments to regulatory fee bylaw;</li> <li>• amendments to non-road diesel engine regulation to address Tier 2 engines and higher;</li> <li>• new regulation for open air burning of vegetative debris.</li> </ul>	Regulatory and Legislative  Financial Sustainability
Environmental Monitoring and Indicators	Act on recommendations of air quality monitoring network review completed in 2020.	System Stewardship
Sustainability Innovation Fund	Fund applications for climate action projects in regional district portfolio as well as liquid waste and water.	Environmental Sustainability
<b>2022</b>		
Climate 2050	Ongoing implementation of projects and actions based on Climate 2050 roadmaps, with reporting on performance and sharing of best practices.	Environmental Sustainability
Bylaws and Regulations	Ongoing development of new and amended air quality regulations. Outreach on indoor residential wood burning bylaw.	Regulatory and Legislative Environment
Monitoring and Indicators	Complete and report out on next regional air emissions inventory, for 2020, to track sources of emissions and trends.	System Stewardship
Sustainability Innovation Fund	Fund applications for climate action projects in regional district portfolio as well as liquid waste and water.	Environmental Sustainability
<b>2023</b>		
Climate 2050	Ongoing implementation of projects and actions based on Climate 2050 roadmaps, with reporting on performance and sharing of best practices.	Environmental Sustainability
Bylaws and Regulations	Ongoing development of new and amended air quality regulations.	Regulatory and Legislative Environment
Sustainability Innovation Fund	Fund applications for climate action and air quality projects	Environmental Sustainability

<b>2024</b>		
Climate 2050	Ongoing implementation of projects and actions based on Climate 2050 roadmaps, with reporting on performance and sharing of best practices.	Environmental Sustainability
Bylaws and Regulations	Ongoing development of new and amended air quality regulations.	Regulatory and Legislative Environment
Sustainability Innovation Fund	Fund applications for climate action projects in regional district portfolio as well as liquid waste and water.	Environmental Sustainability
<b>2025</b>		
Climate 2050	Ongoing implementation of projects and actions based on Climate 2050 roadmaps, with reporting on performance and sharing of best practices.	Environmental Sustainability
Bylaws and Regulations	Ongoing development of new and amended air quality regulations.	Regulatory and Legislative Environment
Sustainability Innovation Fund	Fund applications for climate action projects in regional district portfolio as well as liquid waste and water.	Environmental Sustainability

METRO VANCOUVER DISTRICTS  
2021-2025 PROJECTED RESERVES - AIR QUALITY

ATTACHMENT 4

OPERATING RESERVES

	2020	2021				2021	2022	2023	2024	2025
	ENDING BALANCE	OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE
Air Quality	\$ 506,166	\$ 506,166	\$ 63,405	\$ -	\$ 10,866	\$ 580,437	\$ 571,289	\$ 561,824	\$ 556,244	\$ 573,572

DISCRETIONARY RESERVES

	2020	2021				2021	2022	2023	2024	2025
	ENDING BALANCE	OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE
Air Quality										
Air Quality General Reserve	\$ 1,539,369	\$ 1,539,369	\$ 257,500	\$ (1,330,000)	\$ 20,062	\$ 486,931	\$ 239,625	\$ 141,397	\$ 175,878	\$ 416,294

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To: Electoral Area Committee

From: Heather McNell, General Manager, Regional Planning and Housing Services

Date: September 30, 2020

Meeting Date: October 7, 2020

Subject: **2021 - 2025 Financial Plan – Electoral Area A Service**

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## **RECOMMENDATION**

That the Electoral Area Committee endorse the 2021 - 2025 Financial Plan for the Electoral Area A Service as presented in the report dated September 30, 2020, titled “2021 - 2025 Financial Plan – Electoral Area A Service”, and forward it to the Metro Vancouver Board Budget Workshop on October 21, 2020 for consideration.

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## **EXECUTIVE SUMMARY**

The 2021 - 2025 Metro Vancouver Financial Plan has been prepared following direction received at the June 5, 2020 Metro Vancouver Board Budget Workshop. This has resulted in a three-year action plan that maintains the goals and objectives of Metro Vancouver while using key financial tools to minimize the impact on the ratepayers of the region.

The Electoral Area A Service provides local government administration, planning, building inspection and emergency services to residents of the Electoral Area. The 2021 Work Plan focuses on completion of on-going initiatives such as the zoning bylaw review and bringing forward recommendations from 2020 studies.

The 2021 - 2025 Financial Plan for the Electoral Area A reflects a substantial reduction in project costs over the previous year while continuing to reduce long-term reliance on reserve funds to smooth the tax requisition rate. Over the next five years, operating programs are decreasing by \$102,487, or an average of 2.4% per year.

## **PURPOSE**

To present the 2021 - 2025 Financial Plan for the Electoral Area A Service for consideration by the Committee.

## **BACKGROUND**

Metro Vancouver’s annual budget process includes the development of detailed annual budgets and the updating of five-year financial plans for each of the four Metro Vancouver legal entities (Metro Vancouver Regional District, Metro Vancouver Housing Corporation, Greater Vancouver Water District and Greater Vancouver Sewerage and Drainage District).

On June 5, 2020 a Metro Vancouver Board Budget Workshop was held with the objective to seek direction for the preparation of the 2021 - 2025 Financial Plan. The workshop outlined the principles that guide the work of Metro Vancouver as an organization, the current 2020 - 2024 Financial Plan,

the implications of the COVID-19 pandemic, the tools that can be used to make budget adjustments, and a proposed approach for the 2021 - 2025 Financial Plan.

Staff proposed leveraging the supported tools to create a short-term action plan that would lessen the upward pressure on household impact for 1-3 years. A short-term action plan would enable strategic goals and objectives to be maintained. If larger or more long-term adjustments are desired, a re-evaluation of long-term plans such as the *Metro Vancouver Housing Plan*, *Climate 2050*, or the *Liquid Waste Management Plan* would be required. Since an annual budget is approved, this approach will allow for adjustments to be made each year as conditions change based on market changes and other factors. The use of the tools will aim to avoid making severe changes that cannot be easily corrected in the short-term. Overall, the short-term action plan approach was supported.

This report focuses on the Electoral Area A Service and presents the 2021 annual budget and the updated five-year plan for the years 2021 to 2025 for committee consideration.

### **ELECTORAL AREA A SERVICE**

The Electoral Area A Service comprises Electoral Area A, the unincorporated area within Metro Vancouver, and provides local government planning, building inspection and emergency services to residents of Electoral Area A.

The Electoral Area A Service initiatives planned over the next five years are guided by direction provided in the *Board Strategic Plan*, specifically:

- Support the efforts of members in developing complete, livable and healthy communities.
- Enhance relationships between Metro Vancouver and other orders of government, First Nations, adjacent regional districts, and key stakeholders.
- Build resilience in communities to prepare for and adapt to changing physical and environmental conditions.

### **WORK PLAN PERFORMANCE INDICATORS**

High level performance indicators have been developed across the organization to evaluate trends, determine key actions for the coming year, and to assist in long-term planning. The 2021 Work Plan for Electoral Area Service is presented in this report. Within the Electoral Area Work Plan, two performance indicators have been developed and are being tracked. These include:

- Number of public meetings and engagement events;
- Number of visits to the Electoral Area A website.

The trend in these performance measures suggests the number of public meetings and engagement events are higher in years when new planning initiatives requiring public consultation are undertaken (e.g. official community plan, zoning bylaw review). Since 2015, Electoral Area A website visits have remained above 10,000 hits per year and are expected to remain steady in coming years.

### **CONTINUOUS IMPROVEMENT**

- *Pitt Lake Barge Cleanup Event (2020)*: Assisted water access residents in recycling large, hard to manage items (appliances, furniture, Styrofoam, mattresses, batteries, etc.) and reduced

the risk of contamination of the natural environment from improper disposal of waste (i.e. dumping or burning). Based on the ongoing need and strong resident support for repeating these cleanup events in Pitt Lake, Howe Sound, and Indian Arm, they have been included as future events in the five-year work plan

- *Geotechnical Study (2021)*: Will increase understanding of geo-hazards in portions of Electoral Area A where Metro Vancouver provides building inspection services and may result in cost savings for residents applying for building permits.
- *Fire Protection Services Feasibility Study for Howe Sound (2020-2021)*: Reduces potential fire risk in Electoral Area A communities and may lower fire insurance rates for residents.
- *Building Administration & Zoning Bylaw update and legal reviews (2020-2021)*: Results in updated and improved clarity of regulations and better alignment between fees and service costs.

## **2021 BUDGET AND 2021 - 2025 FINANCIAL PLAN**

The five-year financial plans for this cycle have been updated to address five central themes identified by the Metro Vancouver Board in its Strategic Plan to guide the development of plans and budgets. The five themes are as follows:

- Financial Sustainability
- Environmental Sustainability
- System Stewardship
- Regulatory and Legislative Environment
- Regional Growth

Each Metro Vancouver function has an Annual Work Plan that includes strategic directions, performance indicators and key actions to guide the work for the coming year. Each function also has a “What’s Happening” summary that highlights the program highlights for the next five years.

The 2021 - 2025 Electoral Area A Service Financial Plan is included as Attachment 1. The 2021 Annual Work Plan for the Electoral Area A Service presented in this report is included in Attachment 2 and the “What’s Happening” highlights for the years 2021 - 2025 are included in Attachment 3.

## **Operating Budget Highlights**

The Electoral Area A Service 2021 operating budget is proposed to decrease by \$124,516 for a total budget of \$683,901 (Attachment 1). This decrease is primarily due to the completion of several one-time projects, such as fire service and flood construction studies and the Pitt Lake barge cleanup event, which were approved by the Board as part of the 2020 budget process. The proposed 2021 budget also includes a number of one-time projects and studies funded from reserves, however not to the same extent as that for 2020.

The 2021 operating budget includes the following key actions:

- Undertake a geotechnical study of the rural and remote portions of Electoral Area A
- Complete the review of the Electoral Area A Zoning Bylaw
- Receive and consider recommendations from the Fire Protection Services Feasibility Study for Howe Sound



- Consult with UBC and UEL residents on future Community Works Fund project priorities
- Continue to administer the building, zoning, official community plan, and unsightly premise and nuisance bylaws
- Communicate with Electoral Area residents through the Electoral Area A Bulletin and Electoral Area A Director's Update
- Engage the UBC/UEL communities on liquor license and retail cannabis referrals
- Continue to offer staff support to Electoral Area Board Director
- Facilitate emergency management education for residents

Over the next five years, operating programs (not including election) are decreasing by \$102,487, or an average of 2.4% per year.

### **Reserve Funds**

Electoral Area A receives two annual grants from the Province. These amounts, \$130,490 from the Community Works Fund and a Regional District grant of \$50,000 are received and contributed to a reserve pending plans for future use. In addition, \$30,000 will be contributed annually to an election reserve. Every four years, this election reserve is to be used to fund the Electoral Area A local government election.

The financial plan for Electoral Area A has utilized transfers from the Electoral Area General Reserve to offset and smooth some of the changes in expenditures over the five-year plan as well as utilizing reserves to annually fund one-time initiatives. This is consistent with the *Operating, Statutory and Discretionary Reserves Policy*.

The 2021 - 2025 Projected Reserves for Electoral Area A is included in Attachment 4.

### **APPROVAL PROCESS**

The proposed 2021 - 2025 Financial Plan and Annual Work Plan is presented for consideration and endorsement before being forwarded to the Board for consideration.

The next steps of the process are:

- The 2021 - 2025 Financial Plan and Annual Work Plan will be presented for consideration at the Metro Vancouver Board Budget Workshop on October 21, 2020.
- The Board will consider adoption of the 2021 Budget and endorsement of the 2021 - 2025 Financial Plan on October 30, 2020.

### **ALTERNATIVES**

1. That the Electoral Area Committee endorse the 2021 - 2025 Financial Plan for the Electoral Area A Service as presented in the report dated September 30, 2020, titled "2021 - 2025 Financial Plan – Electoral Area A Service", and forward it to the Metro Vancouver Board Budget Workshop on October 21, 2020 for consideration.
2. That the Electoral Area Committee make recommendations and endorse an amended 2021 - 2025 Financial Plan for the Electoral Area A Service and forward the amended Financial Plan to the

Finance and Intergovernment Committee on October 14, 2020 and to the Metro Vancouver Board Budget Workshop on October 21, 2020 for consideration.

### **FINANCIAL IMPLICATIONS**

If the MVRD Board endorses the 2021 - 2025 Financial Plan for the Electoral Area A Service, as presented under Alternative 1, in 2021 the Electoral Area A requisition will increase by \$17,468 (4.6%) for a total requisition of \$394,411. The increase in the Electoral Area A requisition represents a \$3 increase in the cost to the average Electoral Area A household to \$61.

Over the term of the five-year plan, the annual Electoral Area A requisition is projected to increase by an average of \$14,781 per year (3.7%) to provide the required revenue to offset projected expenditures. It is anticipated that the cost to the average Electoral Area A household over the next five years for electoral area services will rise from \$58 in 2020 to \$69 in 2025 representing an average annual increase of \$2 (3.6%).

Under Alternative 2, the Committee may wish to consider recommending amendments to the 2021 Budget and Five-year Financial Plan for consideration at the Metro Vancouver Board Budget Workshop. Any changes to the plan may have an impact on the MVRD Financial Plan.

### **SUMMARY / CONCLUSION**

The Electoral Area Service 2021 Budget and Five-year Financial Plan has been prepared following direction received at the June 5, 2020 Metro Vancouver Board Budget Workshop and to respond to direction provided in the *Board Strategic Plan*. It is presented to Committee and Board members to provide overview information on activities and financial impacts for the years 2021 to 2025 for Electoral Area A Services.

The presentation of this year's five-year financial plan for Electoral Area A provides the opportunity for Metro Vancouver to share with its member jurisdictions the proposed service related initiatives over the next five years. It is intended to be used as a guiding document for member jurisdictions in the development of their five-year financial plans and includes projections on household impact to demonstrate how the plan will remain affordable for residents while keeping pace with our critical requirements.

Staff recommends endorsing the 2021 - 2025 Financial Plan and Annual Work Plan for Electoral Area A Service as presented under alternative one.

### **Attachments:**

1. 2021 - 2025 Financial Plan
2. 2021 Work Plan
3. 2021 - 2025 "What's Happening"
4. 2021 - 2025 Projected Reserves – Electoral Area A Service

METRO VANCOUVER REGIONAL DISTRICT  
ELECTORAL AREA SERVICE  
2021 BUDGET REVIEW  
2021-2025 FINANCIAL PLAN

ATTACHMENT 1

	2018 ACTUAL	2019 ACTUAL	2020 BUDGET	2021 BUDGET	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE
<b>REVENUES</b>													
Electoral Area Requisition	\$ 382,424	\$ 366,510	\$ 376,943	\$ 394,411	4.6%	\$ 406,883	3.2%	\$ 411,213	1.1%	\$ 431,865	5.0%	\$ 450,847	4.4%
User Fees	10,174	325	10,000	10,000		11,000		11,000		12,000		12,000	
Other External Revenues	299,803	311,964	171,474	180,490		186,668		186,668		193,083		193,083	
Transfer from Reserves	73,272	650,910	250,000	99,000		164,000		74,000		62,000		50,000	
<b>TOTAL REVENUES</b>	<b>\$ 765,673</b>	<b>\$ 1,329,709</b>	<b>\$ 808,417</b>	<b>\$ 683,901</b>	<b>(15.4%)</b>	<b>\$ 768,551</b>	<b>12.4%</b>	<b>\$ 682,881</b>	<b>(11.1%)</b>	<b>\$ 698,948</b>	<b>2.4%</b>	<b>\$ 705,930</b>	<b>1.0%</b>
<b>EXPENDITURES</b>													
Operating Programs:													
Community Planning	\$ 326,795	\$ 328,729	\$ 339,443	\$ 324,907		\$ 331,298		\$ 337,832		\$ 346,748		\$ 354,911	
Electoral Area Projects and Studies	21,837	612,781	190,000	75,000		50,000		50,000		50,000		50,000	
Building Inspections	12,161	13,830	22,104	21,341		21,719		22,104		22,575		23,054	
Local Government Election	51,435	38,129	-	-		121,549		-		-		-	
Fraser Valley Library Services	2,000	2,067	2,067	2,067		2,067		2,067		2,067		2,067	
Emergency Planning	674	-	18,000	18,000		18,000		20,000		20,000		20,000	
	414,902	995,536	571,614	441,315	(22.8%)	544,633	23.4%	432,003	(20.7%)	441,390	2.2%	450,032	2.0%
Contribution to Election Reserve	-	-	30,000	30,000		-		30,000		30,000		30,000	
Contribution to Reserve	143,997	124,951	171,474	180,490		186,668		186,668		193,083		193,083	
	143,997	124,951	201,474	210,490	4.5%	186,668	(11.3%)	216,668	16.1%	223,083	3.0%	223,083	0.0%
Allocation of Centralized Support	38,939	45,910	35,329	32,096	(9.2%)	37,250	16.1%	34,210	(8.2%)	34,475	0.8%	32,815	(4.8%)
<b>TOTAL EXPENDITURES</b>	<b>\$ 597,838</b>	<b>\$ 1,166,397</b>	<b>\$ 808,417</b>	<b>\$ 683,901</b>	<b>(15.4%)</b>	<b>\$ 768,551</b>	<b>12.4%</b>	<b>\$ 682,881</b>	<b>(11.1%)</b>	<b>\$ 698,948</b>	<b>2.4%</b>	<b>\$ 705,930</b>	<b>1.0%</b>

## ELECTORAL AREA SERVICES

### Description of services

Electoral Area Services of the Metro Vancouver Regional District (MVRD) provides local government services to Electoral Area A including emergency planning and response services for the entire area of Electoral Area A, including Point Grey. Building inspection and land use planning are provided to the noncontiguous unincorporated areas of the MVRD, excluding Point Grey. Electoral Area A is an unincorporated area comprising 818 km<sup>2</sup> of land area, stretching from Point Grey and Howe Sound in the west, to Pitt Lake in the east, and includes Barnston Island and the northern part of Indian Arm.

The local government services provided to Electoral Area A includes emergency planning and response services for the entire area of Electoral Area A, including Point Grey. Building inspection and land use planning are provided to the mainland areas outside of Point Grey only.

### Strategic directions and high level goals supported

#### 2019-2022 Board Strategic Plan

- Support the efforts of members in developing complete, livable and healthy communities.
- Enhance relationships between Metro Vancouver and other orders of government, First Nations, adjacent regional districts, and key stakeholders.
- Build resilience in communities to prepare for and adapt to changing physical and environmental conditions.

### Performance indicators

Indicator	Historical and/or industry benchmark	Current performance	2021 performance objective
Number of public meetings and engagement events	2017: 9 2018: 8 2019: 9	Projected 2020: 8	8
Number of visits to the Electoral Area A Website	2017: 10,816 2018: 16,092 2019: 14,596	Projected 2020: 12,000	10,000

## 2021 key actions

- Undertake a geotechnical study of the rural and remote portions of Electoral Area A
- Complete the review of the Electoral Area A Zoning Bylaw
- Receive and consider recommendations from the Fire Protection Services Feasibility Study for Howe Sound
- Consult with UBC and UEL residents on future Community Works Fund project priorities
- Continue to administer the building, zoning, official community plan, and unsightly premise and nuisance bylaws
- Communicate with Electoral Area residents through the Electoral Area A Bulletin and Electoral Area A Director's Update
- Engage the UBC/UEL communities on liquor license and retail cannabis referrals
- Continue to offer staff support to Electoral Area Board Director
- Facilitate emergency management education for residents

## Electoral Area Services

## 2021 to 2025 – WHAT’S HAPPENING

Below is a summary of the significant initiatives to be undertaken by Electoral Area Services over the next 5 years.

Initiative	Description	Theme
<b>2021</b>		
Howe Sound Fire Service Study	Consider fire service study recommendations and next steps for Howe Sound communities	Regional Growth System Stewardship
Geotechnical Study	Tailor building permit-related requirements based on geotechnical hazards of local area and type of proposed development	Regulatory and Legislative Environment
Bylaw Reviews	Complete Zoning & Building Bylaw Reviews	Regulatory and Legislative Environment
Community Works Fund Consultation	Identify priority projects in UBC/UEL for funding through the Community Works Fund	Regional Growth Financial Sustainability
<b>2022</b>		
Clean-up event	Barge cleanup event in Howe Sound	Environmental Sustainability
Emergency preparedness	Support resident-preparedness for fires & earthquake (hands-on training, equipment)	Regional Growth System Stewardship
<b>2023</b>		
Emergency preparedness	Support resident-preparedness for fires & earthquake (hands-on training, equipment)	Regional Growth System Stewardship
<b>2024</b>		
Clean-up event	Barge cleanup event in Indian Arm	Environmental Sustainability
<b>2025</b>		
Clean-up event	Barge cleanup event in Pitt lake	Environmental Sustainability

METRO VANCOUVER DISTRICTS  
2021-2025 PROJECTED RESERVES - ELECTORAL AREA SERVICE

## OPERATING RESERVES

	2020 ENDING BALANCE	2021 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2021 ENDING BALANCE	2022 ENDING BALANCE	2023 ENDING BALANCE	2024 ENDING BALANCE	2025 ENDING BALANCE
<b>Electoral Area Service</b>	\$ 22,526	\$ 22,526	\$ 8,778	\$ -	\$ 544	\$ 31,847	\$ 25,171	\$ 23,017	\$ 24,811	\$ 25,293

## DISCRETIONARY RESERVES

	2020 ENDING BALANCE	2021 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2021 ENDING BALANCE	2022 ENDING BALANCE	2023 ENDING BALANCE	2024 ENDING BALANCE	2025 ENDING BALANCE
<b>Electoral Area Service</b>										
Electoral Area General Reserve	\$ 1,636,748	\$ 1,636,748	\$ 50,000	\$ (99,000)	\$ 32,245	\$ 1,619,993	\$ 1,567,553	\$ 1,574,664	\$ 1,594,037	\$ 1,625,918

## STATUTORY RESERVES

	2020 ENDING BALANCE	2021 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2021 ENDING BALANCE	2022 ENDING BALANCE	2023 ENDING BALANCE	2024 ENDING BALANCE	2025 ENDING BALANCE
<b>Electoral Area Service</b>										
Community Works Reserve	\$ 295,082	\$ 295,082	\$ 130,490	\$ -	\$ 7,207	\$ 432,779	\$ 579,469	\$ 729,093	\$ 888,189	\$ 1,050,466
Electoral Area Election Reserve	30,300	30,300	30,000	-	906	61,206	32,130	63,073	94,634	126,827

To: Finance and Intergovernment Committee

From: Jerry Dobrovolsky, Commissioner/Chief Administrative Officer  
Dean Rear, General Manager, Financial Services/Chief Financial Officer

Date: October 6, 2020

Meeting Date: October 14, 2020

Subject: **2021 - 2025 Financial Plan – Regional District Service Areas**

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### **RECOMMENDATION**

That the Finance and Intergovernment Committee endorse the 2021 - 2025 Financial Plan for the Regional District Service Areas as presented in the report dated October 6, 2020, titled “2021 - 2025 Financial Plan – Regional District Service Areas”, and forward it to the Metro Vancouver Board Budget Workshop on October 21, 2020 for consideration.

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### **EXECUTIVE SUMMARY**

The 2021 – 2025 Metro Vancouver Financial Plan has been prepared following direction received at the June 5, 2020 Metro Vancouver Board Budget Workshop. This has resulted in a three-year action plan that maintains the goals and objectives of Metro Vancouver while using key financial tools to minimize the impact on the ratepayers of the region.

In 2021 the requisitions for the Regional District service areas outlined in this report will increase by \$0.86 million and comprise part of the overall MVRD requisition, which is projected to be \$80.9 million in 2021. This overall requisition represents a \$7 increase (10.6%) to the average regional household for an annual cost of \$70 after taking into account regional growth.

These MVRD impacts are included in the overall Household Impact increase of 3.2% (\$17) for all Metro Vancouver services for 2021.

### **PURPOSE**

To present the 2021 - 2025 Financial Plan for Regional District Service Areas of E911 Emergency Telephone Service, General Government Administration, General Government Zero Waste Collaboration Initiatives, Regional Employer Services, Regional Emergency Management, Regional GPS, Regional Economic Prosperity and Sasamat Fire Protection Service for consideration by the Finance and Intergovernment Committee.

### **BACKGROUND**

Metro Vancouver’s annual budget process includes the development of detailed annual budgets and the updating of five-year financial plans for each of the four Metro Vancouver legal entities (Metro Vancouver Regional District, Metro Vancouver Housing Corporation, Greater Vancouver Water District and Greater Vancouver Sewerage and Drainage District).

On June 5, 2020 a Metro Vancouver Board Budget Workshop was held with the objective to seek direction for the preparation of the 2021 - 2025 Financial Plan. The workshop outlined the principles that guide the work of Metro Vancouver as an organization, the current 2020 - 2024 Financial Plan,



the implications of the COVID-19 pandemic, the tools that can be used to make budget adjustments, and a proposed approach for the 2021 - 2025 Financial Plan.

Staff proposed leveraging the supported tools to create a short-term action plan that would lessen the upward pressure on household impact for 1-3 years. A short-term action plan would enable strategic goals and objectives to be maintained. If larger or more long-term adjustments are desired, a re-evaluation of long-term plans such as the *Metro Vancouver Housing Plan*, *Climate 2050*, or the *Liquid Waste Management Plan* would be required. Since an annual budget is approved, this approach will allow for adjustments to be made each year as conditions change based on market changes and other factors. The use of the tools will aim to avoid making severe changes that cannot be easily corrected in the short-term. Overall, the short-term action plan approach was supported.

This report focuses on the Regional District Service Areas and presents the 2021 annual budget and the updated five-year plan for the years 2021 to 2025 for committee consideration.

### **REGIONAL DISTRICT SERVICE AREAS**

Regional District services within the Metro Vancouver Regional District (MVRD) represent functions that include either all 21 member municipalities, the Tsawwassen First Nation and Electoral Area A as participants, or alternatively include a portion of the MVRD members as participants in the service.

These service areas include the following functions:

- E911 Emergency Telephone Service
- General Government Administration
- General Government Zero Waste Collaboration Initiatives
- Regional Employer Services
- Regional Emergency Management
- Regional Global Positioning System
- Regional Economic Prosperity
- Sasamat Fire Protection Service

The financial plans for the Regional District Service Areas contribute to the overall projected MVRD Financial Plan and are combined with plans for the MVRD statutory functions of Air Quality, Housing Planning and Policy, Regional Parks, and Regional Planning. 2021 - 2025 Financial Plans for those functions have been presented separately to their respective Standing Committees, along with a presentation to the Electoral Area Standing Committee of the Electoral Area Service Financial Plan.

The regional district functions highlighted in this report are guided by direction provided in the *Board Strategic Plan*, specifically:

- Continue to engage with members on processes and initiatives that contribute to an effective and well-functioning organization.
- Build resilience in communities to prepare for and adapt to changing physical and environmental conditions.
- Develop and implement financial plans and policies that reflect a commitment to sound financial management and long-term planning, in consideration of current and future ratepayers.

- Enhance relationships between Metro Vancouver and other orders of government, First Nations, adjacent regional districts, and key stakeholders.

### **WORK PLAN PERFORMANCE INDICATORS**

High level performance indicators have been developed across the organization to evaluate trends, determine key actions for the coming year, and to assist in long-term planning. The 2021 Regional District Service Area Work Plans for E911 Emergency Telephone, General Government Administration (Board and Legislative Services), General Government Zero Waste Collaboration Initiatives, Regional Employer Services, Regional Emergency Management, Regional Global Positioning System, Regional Economic Prosperity and Sasamat Volunteer Fire Protection Service are presented in this report. Within these Work Plans, 18 performance indicators have been developed and are being tracked. These include:

E911 Emergency Telephone Service:

- Number of days per year where E-Comm failed to meet 95% of calls within 5 seconds.

Regional Employer Services:

- Total number of collective agreements serviced by RES.
- Average turnaround time for job evaluation reviews (in calendar days).

General Government Administration (Board and Legislative Services)

- Percentage of Board and Committee minutes produced without correction
- Number of Freedom of Information access requests delivered on time

General Government Zero Waste Collaboration Initiatives

- Number of attendees at the Zero Waste Conference
- Number of members in the National Zero Waste Council (NZWC)

Regional Emergency Management:

- Conduct one region wide emergency exercise per year

Regional Global Positioning System

- Percent of service uptime – Post-mission data availability

Regional Economic Prosperity:

- Number of events organized to advance regional collaboration on new strategic investment
- Number of trade missions supported/executed

### **CONTINUOUS IMPROVEMENT**

Some of the continuous improvement initiatives for Regional District Service Area which have been identified for 2021 include:

- Next generation 9-1-1 system
- Improvements to the myRES portal
- Virtual Zero Waste Conference

### **2021 BUDGET AND 2021 - 2025 FINANCIAL PLAN**

The five-year financial plans for this cycle have been updated to address five central themes identified by the Metro Vancouver Board in its Strategic Plan to guide the development of plans and budgets. The five themes are as follows:

- Financial Sustainability

- Environmental Sustainability
- System Stewardship
- Regulatory and Legislative Environment
- Regional Growth

Each Metro Vancouver function has an Annual Work Plan that includes strategic directions, performance indicators and key actions to guide the work for the coming year. Each function also has a “What’s Happening” summary that highlights the program highlights for the next five years.

The overall Regional District Summary for 2021 - 2025 are included as Attachment 1 and the 2021 - 2025 Financial Plans for the Regional District Service Areas presented in this report are included as Attachment 2. The 2021 Annual Work Plans for the Regional District Service Areas presented in this report are included in Attachment 3, and the summary of the Regional District Service Areas program highlights, 2021 - 2025 “What’s Happening”, is included under Attachment 4.

### **Regional District Summary**

The Regional District Summary presented in Attachment 1 includes all thirteen regional district functions of which 11 services are apportioned to all MVRD members through the tax requisition and two services which are apportioned to either a single jurisdiction (Electoral Area A) or to two municipalities (Belcarra and Anmore – Sasamat Fire Protection Service). The MVRD functions are also funded through a variety of other sources including permit revenues and user fees. The thirteen regional district functions are as follows:

Air Quality	Regional Global Positioning System
E911 Emergency Telephone Service	Regional Parks
Electoral Area Service	Regional Planning
General Government Administration	Regional Economic Prosperity
General Government Zero Waste Collaboration Initiatives	Sasamat Fire Protection Service
Housing Planning and Policy	Regional Emergency Management
Regional Employer Services	

The full MVRD 2021 - 2025 Financial Plan for the next five years is summarized below:

<b>REGIONAL DISTRICT SERVICES FIVE-YEAR FINANCIAL PLAN OVERVIEW</b>							
<b>\$ Millions</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>5 Year Ave</b>
Tax requisition	\$71.8	\$80.9	\$86.4	\$92.8	\$99.0	\$102.2	
% Change		12.7%	6.7%	7.5%	6.6%	3.2%	7.3%
Total Expenditures	\$87.3	\$95.3	\$98.9	\$104.8	\$111.0	\$114.0	
% Change		9.1%	3.8%	6.0%	5.9%	2.7%	5.5%
Total Capital Expenditures	\$19.9	\$23.1	\$28.4	\$30.7	\$34.2	\$35.8	\$30.4
Household Impact (\$)	\$63	\$70	\$73	\$77	\$81	\$82	
% Change		10.6%	4.9%	5.5%	4.9%	1.5%	5.5%

The Regional District Service Areas, along with the statutory functions of Air Quality, Housing Planning and Policy, Regional Parks, and Regional Planning, form the MVRD which is primarily funded through tax requisitions. To support the Regional District for the years 2021 - 2025, MVRD tax requisitions are increasing \$30.4 million over the five-year period, from \$80.9 million in 2021 to \$102.2 million, representing an average annual increase of \$6.1 million. The majority of this change is driven by an increase to the Regional Parks function park acquisition reserve to support the expansion of new parks and greenways within the region, the Colony Farm Park legal defense, and the full implementation of the new Regional Economic Prosperity function which will be fully phased in by 2023.

### **Operating Budget Highlights**

In 2021, total expenditures for the Regional District Service Areas not presented separately to other standing committees are proposed to increase \$0.5 million for total expenditures of \$18.3 million (Attachment 2).

Over the five-year plan, the projected expenditures for Regional District Service Areas are as follows:

<b>Regional District Service Area</b>	<b>Total Expenditures 2021 - 2025 \$ Millions</b>	<b>Average Annual Expenditures \$ Millions</b>	<b>Average Annual Increase (Decrease)</b>
911 Emergency Telephone Service	\$ 24.3	\$ 4.87	2.5%
General Government Administration	\$ 29.8	\$ 5.96	0.9%
General Government Zero Waste Collaboration Initiatives	\$ 8.1	\$1.63	(1.7%)
Regional Emergency Management	\$ 1.0	\$ 0.20	(5.5%)
Regional Employer Services	\$ 15.4	\$ 3.08	(0.9%)
Regional Global Positioning System	\$ 1.6	\$ 0.33	0.5%
Regional Economic Prosperity	\$11.2	\$2.24	21.7%
Sasamat Fire Protection Service (*)	\$ 3.2	\$ 0.63	17.2%

(\*) Adjusted for one-time equipment purchases funded from reserves

With above noted Regional District Service Areas, the primary focus is one of stewardship in maintaining an established level of service. The Regional Employer Services budget has been endorsed by the Labour Relations Function Oversight Committee. The Sasamat Fire Protection Service includes a carried forward project for the replacement of an apparatus with a one-time expenditure of \$600,000 funded through reserves, and an additional annual provision for a Capital Facility Reserve.

### **Reserve Funds**

Reserve usage within the Regional District Service Areas include one-time equipment purchases or upgrades as well as one-time initiatives which are delivered through contract services, in accordance with the Board approved *Operating, Statutory and Discretionary Reserves Policy*. In 2021, \$1.2 million in reserve funding has been applied in these Regional District Service Areas.

The 2021 - 2025 Projected Reserves for the Regional District Service Areas are included in Attachment 5.

## **APPROVAL PROCESS**

The proposed 2021 - 2025 Financial Plan and Annual Work Plan is presented for consideration and endorsement before being forwarded to the Board for consideration. The next steps of the process are:

- The 2021 - 2025 Financial Plan and Annual Work Plan will be presented for consideration to the Finance and Intergovernment Committee on October 14, 2020 and at the Metro Vancouver Board Budget Workshop on October 21, 2020.
- The Board will consider adoption of the 2021 Budget and endorsement of the 2021 - 2025 Financial Plan on October 30, 2020.

## **ALTERNATIVES**

1. That the Finance and Intergovernment Committee endorse the 2021 - 2025 Financial Plan for the Regional District Service Areas as presented in the report dated October 6, 2020, titled "2021 - 2025 Financial Plan – Regional District Service Areas", and forward it to the Metro Vancouver Board Budget Workshop on October 21, 2020 for consideration.
2. That the Finance and Intergovernment Committee make recommendations and endorse an amended 2021 - 2025 Financial Plan for the Regional District Service Areas and forward to the Metro Vancouver Board Budget Workshop on October 21, 2020 for consideration.

## **FINANCIAL IMPLICATIONS**

If the MVRD Board endorses the 2021 - 2025 Financial Plan for the Regional District Service Areas, as presented under Alternative 1, in 2021 the requisitions for the service areas outlined in this report will increase by \$0.86 million comprising part of the overall MVRD requisition. The Regional District Service Area requisitions form part of the overall MVRD tax requisition which is projected to be \$80.9 million in 2021, representing a \$7 increase (10.6%) to the average regional household for an annual cost of \$70 after taking into account regional population growth.

Over the term of the five-year plan, the annual requisitions for the Regional District Service Areas outlined in this report are projected to increase by an average of \$620,197 per year. It is anticipated that the cost to the average regional household over the next five years for all MVRD services, including these Regional District Service Areas, will rise from \$70 in 2021 to \$82 in 2025 representing an average annual increase of \$4.

Under Alternative 2, the Committee may wish to consider recommending amendments to the five-year financial plan for consideration at the Metro Vancouver Board Budget Workshop. Any changes to the plan may have an impact on the MVRD Financial Plan.

## **SUMMARY / CONCLUSION**

The 2021 - 2025 Financial Plans for the Centralized Support Program have been prepared following direction received at the June 5, 2020 Metro Vancouver Board Budget Workshop and to respond to direction provided in the *Board Strategic Plan*. It is presented to Committee and Board members to provide overview information on activities and financial impacts for the years 2021 to 2025 for the Regional District Service Areas of E911 Emergency Telephone Service, General Government Administration, General Government Zero Waste Collaboration Initiatives, Regional Employer

Services, Regional Emergency Management, Regional GPS, Regional Economic Prosperity and Sasamat Fire Protection Service.

The presentation of this year's five-year financial plans for the Regional District Service Areas provides the opportunity for Metro Vancouver to share with its member jurisdictions the proposed planning related initiatives over the next five years. It is intended to be used as a guiding document for member jurisdictions in the development of their five-year financial plans and includes projections on household impact to demonstrate how the plan will remain affordable for Metro Vancouver residents while keeping pace with our critical requirements.

Staff recommend endorsing the 2021 - 2025 Financial Plans for Regional District Service Areas as presented under alternative one.

**Attachments:**

1. 2021 - 2025 Financial Plans - Regional District Summary
2. 2021 - 2025 Financial Plans
  - E911 Emergency Telephone Service
  - General Government Administration
  - General Government Zero Waste Collaboration Initiatives
  - Regional Employer Services
  - Regional Emergency Management
  - Regional Global Positioning System
  - Regional Economic Prosperity
  - Sasamat Fire Protection Service
3. 2021 Work Plans
4. 2021 - 2025 "What's Happening"
5. 2021 - 2025 Projected Reserves – Regional District

METRO VANCOUVER DISTRICTS  
REGIONAL DISTRICT SUMMARY  
2021 BUDGET REVIEW  
2021-2025 FINANCIAL PLAN

ATTACHMENT 1

	2018 ACTUAL	2019 ACTUAL	2020 BUDGET	2021 BUDGET	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE
<b>REVENUES</b>													
Metro Vancouver Regional District Requisitions	\$ 58,792,185	\$ 60,976,452	\$ 71,779,890	\$ 80,931,408	12.7%	\$ 86,377,766	6.7%	\$ 92,849,394	7.5%	\$ 99,019,861	6.6%	\$ 102,209,048	3.2%
Compensation Services Revenue	359,960	478,280	483,893	485,513	0.3%	492,242	1.4%	506,418	2.9%	512,811	1.3%	521,930	1.8%
Collective Bargaining Services Revenue	763,645	867,558	887,536	897,244	1.1%	908,096	1.2%	924,737	1.8%	946,289	2.3%	963,165	1.8%
Electoral Area Requisition	382,424	366,510	376,943	394,411	4.6%	406,883	3.2%	411,213	1.1%	431,865	5.0%	450,847	4.4%
GPS User Fees	310,688	314,180	292,221	288,098	(1.4%)	291,662	1.2%	287,661	(1.4%)	293,990	2.2%	299,509	1.9%
User Fees	3,058,237	2,926,569	2,747,586	2,622,708	(4.5%)	2,701,159	3.0%	2,674,240	(1.0%)	2,688,068	0.5%	2,698,754	0.4%
Non-Road Diesel Permit Fees	1,807,034	3,189,790	1,760,000	1,365,000	(22.4%)	1,365,000	0.0%	1,365,000	0.0%	1,365,000	0.0%	1,365,000	0.0%
Love Food Hate Waste	-	252,275	406,800	492,000	20.9%	492,000	0.0%	452,000	(8.1%)	452,000	0.0%	346,000	(23.5%)
Zero Waste Conference	-	420,884	230,000	325,000	41.3%	337,000	3.7%	350,500	4.0%	366,200	4.5%	366,200	0.0%
Other External Revenues	3,709,365	4,246,088	3,642,354	3,917,165	7.5%	4,004,096	2.2%	4,008,852	0.1%	4,048,502	1.0%	4,034,184	(0.4%)
Transfer from Sustainability Innovation Fund Reserve	410,851	151,658	1,173,240	425,000	(63.8%)	35,000	(91.8%)	-	(100.0%)	-	0.0%	-	0.0%
Transfer from Reserves	2,945,669	2,206,648	3,543,005	3,159,130	(10.8%)	1,472,878	(53.4%)	983,162	(33.2%)	884,240	(10.1%)	699,082	(20.9%)
<b>TOTAL REVENUES</b>	<b>\$ 72,540,058</b>	<b>\$ 76,396,892</b>	<b>\$ 87,323,468</b>	<b>\$ 95,302,677</b>	<b>9.1%</b>	<b>\$ 98,883,782</b>	<b>3.8%</b>	<b>\$ 104,813,177</b>	<b>6.0%</b>	<b>\$ 111,008,826</b>	<b>5.9%</b>	<b>\$ 113,953,719</b>	<b>2.7%</b>
<b>EXPENDITURES</b>													
Metro Vancouver Regional District													
Air Quality	\$ 10,611,299	\$ 10,445,081	\$ 11,858,732	\$ 11,683,279	(1.5%)	\$ 11,562,984	(1.0%)	\$ 11,529,871	(0.3%)	\$ 11,986,439	4.0%	\$ 12,285,167	2.5%
E911 Emergency Telephone Service	4,245,846	4,361,827	4,521,227	4,633,573	2.5%	4,748,693	2.5%	4,866,654	2.5%	4,987,528	2.5%	5,111,386	2.5%
Electoral Area Service	597,838	1,166,397	808,417	683,901	(15.4%)	768,551	12.4%	682,881	(11.1%)	698,948	2.4%	705,930	1.0%
General Government Administration	4,179,212	5,165,358	5,879,900	5,682,006	(3.4%)	5,912,117	4.0%	5,987,139	1.3%	6,073,121	1.4%	6,138,684	1.1%
General Government Zero Waste Collaboration Initiatives	984,296	1,211,097	1,679,923	1,660,060	(1.2%)	1,650,239	(0.6%)	1,626,567	(1.4%)	1,646,458	1.2%	1,542,814	(6.3%)
Housing Planning and Policy	1,459,815	1,582,088	6,093,504	6,221,505	2.1%	6,064,783	(2.5%)	6,081,805	0.3%	6,175,436	1.5%	6,201,935	0.4%
Regional Economic Prosperity	155,933	67,293	1,020,000	1,530,000	50.0%	2,040,000	33.3%	2,550,000	25.0%	2,550,000	0.0%	2,550,000	0.0%
Regional Emergency Management	132,002	147,679	237,868	228,945	(3.8%)	201,745	(11.9%)	189,162	(6.2%)	178,579	(5.6%)	178,635	0.0%
Regional Employer Services	2,359,139	2,662,124	3,164,558	3,102,310	(2.0%)	3,253,220	4.9%	3,006,078	(7.6%)	3,006,303	0.0%	3,008,140	0.1%
Regional Global Positioning System	266,431	415,057	328,849	324,726	(1.3%)	328,290	1.1%	324,289	(1.2%)	331,460	2.2%	337,841	1.9%
Regional Parks	41,075,373	41,802,942	46,873,308	54,562,961	16.4%	57,927,832	6.2%	63,229,492	9.2%	68,547,558	8.4%	70,911,705	3.4%
Regional Planning	2,933,322	3,208,083	3,913,393	3,855,857	(1.5%)	3,886,430	0.8%	4,051,888	4.3%	4,131,083	2.0%	4,276,832	3.5%
Sasamat Fire Protection Service	363,495	330,448	943,789	1,133,554	20.1%	538,898	(52.5%)	687,351	27.5%	695,913	1.2%	704,650	1.3%
<b>TOTAL EXPENDITURES</b>	<b>\$ 69,364,001</b>	<b>\$ 72,565,474</b>	<b>\$ 87,323,468</b>	<b>\$ 95,302,677</b>	<b>9.1%</b>	<b>\$ 98,883,782</b>	<b>3.8%</b>	<b>\$ 104,813,177</b>	<b>6.0%</b>	<b>\$ 111,008,826</b>	<b>5.9%</b>	<b>\$ 113,953,719</b>	<b>2.7%</b>

METRO VANCOUVER REGIONAL DISTRICT  
E911 EMERGENCY TELEPHONE SERVICE  
2021 BUDGET REVIEW  
2021-2025 FINANCIAL PLAN

ATTACHMENT 2

	2018 ACTUAL	2019 ACTUAL	2020 BUDGET	2021 BUDGET	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE
<b>REVENUES</b>													
Metro Vancouver Regional District Requisitions	\$ 4,236,501	\$ 4,344,017	\$ 4,446,846	\$ 4,555,802	2.5%	\$ 4,668,959	2.5%	\$ 4,784,910	2.5%	\$ 4,904,355	2.5%	\$ 5,026,984	2.5%
Other External Revenues	68,582	68,079	74,381	77,771		79,734		81,744		83,173		84,402	
<b>TOTAL REVENUES</b>	<b>\$ 4,305,083</b>	<b>\$ 4,412,096</b>	<b>\$ 4,521,227</b>	<b>\$ 4,633,573</b>	<b>2.5%</b>	<b>\$ 4,748,693</b>	<b>2.5%</b>	<b>\$ 4,866,654</b>	<b>2.5%</b>	<b>\$ 4,987,528</b>	<b>2.5%</b>	<b>\$ 5,111,386</b>	<b>2.5%</b>
<b>EXPENDITURES</b>													
Operating Programs:													
Emergency Telephone Service	\$ 4,161,442	\$ 4,275,325	\$ 4,432,575	\$ 4,542,719		\$ 4,655,581		\$ 4,771,229		\$ 4,889,733		\$ 5,011,163	
Allocation of Centralized Support	84,404	86,502	88,652	90,854		93,112		95,425		97,795		100,223	
<b>TOTAL EXPENDITURES</b>	<b>\$ 4,245,846</b>	<b>\$ 4,361,827</b>	<b>\$ 4,521,227</b>	<b>\$ 4,633,573</b>	<b>2.5%</b>	<b>\$ 4,748,693</b>	<b>2.5%</b>	<b>\$ 4,866,654</b>	<b>2.5%</b>	<b>\$ 4,987,528</b>	<b>2.5%</b>	<b>\$ 5,111,386</b>	<b>2.5%</b>



METRO VANCOUVER REGIONAL DISTRICT  
GENERAL GOVERNMENT ADMINISTRATION  
2021 BUDGET REVIEW  
2021-2025 FINANCIAL PLAN

	2018 ACTUAL	2019 ACTUAL	2020 BUDGET	2021 BUDGET	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE
<b>REVENUES</b>													
Metro Vancouver Regional District Requisitions	\$ 4,253,086	\$ 4,315,375	\$ 4,440,990	\$ 4,456,638	0.4%	\$ 4,783,866	7.3%	\$ 4,855,938	1.5%	\$ 4,918,902	1.3%	\$ 5,001,378	1.7%
Other External Revenues	699,993	1,456,993	972,910	975,368		978,251		981,201		1,004,219		987,306	
Transfer from Reserves	262,374	265,330	466,000	250,000		150,000		150,000		150,000		150,000	
<b>TOTAL REVENUES</b>	<b>\$ 5,215,453</b>	<b>\$ 6,037,698</b>	<b>\$ 5,879,900</b>	<b>\$ 5,682,006</b>	<b>(3.4%)</b>	<b>\$ 5,912,117</b>	<b>4.0%</b>	<b>\$ 5,987,139</b>	<b>1.3%</b>	<b>\$ 6,073,121</b>	<b>1.4%</b>	<b>\$ 6,138,684</b>	<b>1.1%</b>
<b>EXPENDITURES</b>													
Operating Programs:													
Audit and Insurance	\$ 102,067	\$ 156,783	\$ 69,680	\$ 69,295		\$ 75,829		\$ 71,600		\$ 72,811		\$ 74,129	
Board Administrative Services	1,589,181	2,263,924	2,828,319	2,990,446		3,055,052		3,121,056		3,194,384		3,269,410	
External Contributions	428,950	435,000	445,000	455,000		455,000		455,000		455,000		455,000	
Leadership and Engagement	138,152	363,368	502,498	307,643		479,601		486,839		494,243		501,818	
Mosquito Control Contract	132,340	77,391	117,810	120,166		122,930		125,757		128,650		131,609	
Regional Culture	33,108	17,115	36,825	35,079		35,721		36,376		37,179		38,000	
Contribution to Sustainability Innovation Fund Reserve	347,000	347,000	347,000	347,000		347,000		347,000		347,000		347,000	
	2,770,798	3,660,581	4,347,132	4,324,629	(0.5%)	4,571,133	5.7%	4,643,628	1.6%	4,729,267	1.8%	4,816,966	1.9%
Communications Program	873,930	982,955	1,117,000	927,000	(17.0%)	927,000	0.0%	927,000	0.0%	927,000	0.0%	927,000	0.0%
Allocation of Centralized Support	534,484	521,822	415,768	430,377	3.5%	413,984	(3.8%)	416,511	0.6%	416,854	0.1%	394,718	(5.3%)
<b>TOTAL EXPENDITURES</b>	<b>\$ 4,179,212</b>	<b>\$ 5,165,358</b>	<b>\$ 5,879,900</b>	<b>\$ 5,682,006</b>	<b>(3.4%)</b>	<b>\$ 5,912,117</b>	<b>4.0%</b>	<b>\$ 5,987,139</b>	<b>1.3%</b>	<b>\$ 6,073,121</b>	<b>1.4%</b>	<b>\$ 6,138,684</b>	<b>1.1%</b>

METRO VANCOUVER REGIONAL DISTRICT  
GENERAL GOVERNMENT ZERO WASTE COLLABORATION INITIATIVES  
2021 BUDGET REVIEW  
2021-2025 FINANCIAL PLAN

	2018 ACTUAL	2019 ACTUAL	2020 BUDGET	2021 BUDGET	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE
<b>REVENUES</b>													
Metro Vancouver Regional District Requisitions	\$ 595,128	\$ 415,628	\$ 797,923	\$ 768,060	(3.7%)	\$ 746,239	(2.8%)	\$ 749,067	0.4%	\$ 753,258	0.6%	\$ 755,614	0.3%
Other External Revenues	449,138	183,802	245,200	75,000		75,000		75,000		75,000		75,000	
Love Food Hate Waste	-	252,275	406,800	492,000		492,000		452,000		452,000		346,000	
Zero Waste Conference	-	420,884	230,000	325,000		337,000		350,500		366,200		366,200	
<b>TOTAL REVENUES</b>	<b>\$ 1,044,266</b>	<b>\$ 1,272,589</b>	<b>\$ 1,679,923</b>	<b>\$ 1,660,060</b>	<b>(1.2%)</b>	<b>\$ 1,650,239</b>	<b>(0.6%)</b>	<b>\$ 1,626,567</b>	<b>(1.4%)</b>	<b>\$ 1,646,458</b>	<b>1.2%</b>	<b>\$ 1,542,814</b>	<b>(6.3%)</b>
<b>EXPENDITURES</b>													
Operating Programs:													
National Zero Waste Council	\$ 152,259	\$ 208,487	\$ 365,900	\$ 195,700		\$ 195,700		\$ 195,700		\$ 195,700		\$ 195,700	
Love Food Hate Waste	194,764	252,275	406,800	492,000		492,000		452,000		452,000		346,000	
Zero Waste Conference	374,845	387,707	442,000	537,000		549,000		562,500		578,200		578,200	
Circular Economy	-	-	32,500	-		-		-		-		-	
Coordination and Project Development	-	-	313,654	-		-		-		-		-	
	721,868	848,469	1,560,854	1,224,700	(21.5%)	1,236,700	1.0%	1,210,200	(2.1%)	1,225,900	1.3%	1,119,900	(8.6%)
Allocation of Centralized Support	262,428	362,628	119,069	435,360	270.0%	413,539	(5.0%)	416,367	0.7%	420,558	1.0%	422,914	0.6%
<b>TOTAL EXPENDITURES</b>	<b>\$ 984,296</b>	<b>\$ 1,211,097</b>	<b>\$ 1,679,923</b>	<b>\$ 1,660,060</b>	<b>(1.2%)</b>	<b>\$ 1,650,239</b>	<b>(0.6%)</b>	<b>\$ 1,626,567</b>	<b>(1.4%)</b>	<b>\$ 1,646,458</b>	<b>1.2%</b>	<b>\$ 1,542,814</b>	<b>(6.3%)</b>

METRO VANCOUVER REGIONAL DISTRICT  
REGIONAL EMPLOYER SERVICES  
2021 BUDGET REVIEW  
2021-2025 FINANCIAL PLAN

	2018 ACTUAL	2019 ACTUAL	2020 BUDGET	2021 BUDGET	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE
<b>REVENUES</b>													
Metro Vancouver Regional District Requisitions	\$ 1,086,930	\$ 946,739	\$ 986,140	\$ 1,028,558	4.3%	\$ 1,050,484	2.1%	\$ 1,058,427	0.8%	\$ 1,069,467	1.0%	\$ 1,085,048	1.5%
Compensation Services Revenue	359,960	478,280	483,893	485,513		492,242		506,418		512,811		521,930	
Collective Bargaining Services Revenue	763,645	867,558	887,536	897,244		908,096		924,737		946,289		963,165	
Other External Revenues	405,082	510,411	430,270	400,670		409,265		416,496		427,736		437,997	
Transfer from Reserves	11,770	134,788	376,719	290,325		393,133		100,000		50,000		-	
<b>TOTAL REVENUES</b>	<b>\$ 2,627,387</b>	<b>\$ 2,937,776</b>	<b>\$ 3,164,558</b>	<b>\$ 3,102,310</b>	<b>(2.0%)</b>	<b>\$ 3,253,220</b>	<b>4.9%</b>	<b>\$ 3,006,078</b>	<b>(7.6%)</b>	<b>\$ 3,006,303</b>	<b>0.0%</b>	<b>\$ 3,008,140</b>	<b>0.1%</b>
<b>EXPENDITURES</b>													
Operating Programs:													
Information and Advisory Services	\$ 1,023,682	\$ 1,239,819	\$ 1,469,529	\$ 1,398,879		\$ 1,525,748		\$ 1,255,925		\$ 1,232,908		\$ 1,210,892	
Compensation Services	407,272	383,888	530,507	520,080		531,418		542,088		555,120		568,454	
Collective Bargaining	684,120	814,411	935,251	936,478		955,036		964,504		997,822		1,021,680	
	2,115,074	2,438,118	2,935,287	2,855,437	(2.7%)	3,012,202	5.5%	2,762,517	(8.3%)	2,785,850	0.8%	2,801,026	0.5%
Allocation of Centralized Support	244,065	224,006	229,271	246,873	7.7%	241,018	(2.4%)	243,561	1.1%	220,453	(9.5%)	207,114	(6.1%)
<b>TOTAL EXPENDITURES</b>	<b>\$ 2,359,139</b>	<b>\$ 2,662,124</b>	<b>\$ 3,164,558</b>	<b>\$ 3,102,310</b>	<b>(2.0%)</b>	<b>\$ 3,253,220</b>	<b>4.9%</b>	<b>\$ 3,006,078</b>	<b>(7.6%)</b>	<b>\$ 3,006,303</b>	<b>0.0%</b>	<b>\$ 3,008,140</b>	<b>0.1%</b>

METRO VANCOUVER REGIONAL DISTRICT  
REGIONAL EMERGENCY MANAGEMENT  
2021 BUDGET REVIEW  
2021-2025 FINANCIAL PLAN

	2018 ACTUAL	2019 ACTUAL	2020 BUDGET	2021 BUDGET	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE
<b>REVENUES</b>													
Metro Vancouver Regional District Requisitions	\$ 155,000	\$ 159,000	\$ 163,000	\$ 173,000	6.1%	\$ 173,000	0.0%	\$ 173,000	0.0%	\$ 176,000	1.7%	\$ 176,000	0.0%
Transfer from Reserves			74,868	55,945		28,745		16,162		2,579		2,635	
<b>TOTAL REVENUES</b>	<b>\$ 155,000</b>	<b>\$ 159,000</b>	<b>\$ 237,868</b>	<b>\$ 228,945</b>	<b>(3.8%)</b>	<b>\$ 201,745</b>	<b>(11.9%)</b>	<b>\$ 189,162</b>	<b>(6.2%)</b>	<b>\$ 178,579</b>	<b>(5.6%)</b>	<b>\$ 178,635</b>	<b>0.0%</b>
<b>EXPENDITURES</b>													
Operating Programs:													
Regional Emergency Management	\$ 121,889	\$ 136,817	\$ 226,541	\$ 218,043		\$ 192,138		\$ 180,154		\$ 170,075		\$ 170,129	
Allocation of Centralized Support	10,113	10,862	11,327	10,902		9,607		9,008		8,504		8,506	
<b>TOTAL EXPENDITURES</b>	<b>\$ 132,002</b>	<b>\$ 147,679</b>	<b>\$ 237,868</b>	<b>\$ 228,945</b>	<b>(3.8%)</b>	<b>\$ 201,745</b>	<b>(11.9%)</b>	<b>\$ 189,162</b>	<b>(6.2%)</b>	<b>\$ 178,579</b>	<b>(5.6%)</b>	<b>\$ 178,635</b>	<b>0.0%</b>

METRO VANCOUVER REGIONAL DISTRICT  
REGIONAL GLOBAL POSITIONING SYSTEM  
2021 BUDGET REVIEW  
2021-2025 FINANCIAL PLAN

	2018 ACTUAL	2019 ACTUAL	2020 BUDGET	2021 BUDGET	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE
<b>REVENUES</b>													
Regional Global Positioning System User Fees	\$ 310,688	\$ 314,180	\$ 292,221	\$ 288,098	(1.4%)	\$ 291,662	1.2%	\$ 287,661	(1.4%)	\$ 293,990	2.2%	\$ 299,509	1.9%
Other External Revenues	61,448	57,938	36,628	36,628		36,628		36,628		37,470		38,332	
Transfer from Reserves	-	167,363	-	-		-		-		-		-	
<b>TOTAL REVENUES</b>	<b>\$ 372,136</b>	<b>\$ 539,481</b>	<b>\$ 328,849</b>	<b>\$ 324,726</b>	<b>(1.3%)</b>	<b>\$ 328,290</b>	<b>1.1%</b>	<b>\$ 324,289</b>	<b>(1.2%)</b>	<b>\$ 331,460</b>	<b>2.2%</b>	<b>\$ 337,841</b>	<b>1.9%</b>
<b>EXPENDITURES</b>													
Operating Programs:													
Regional Global Positioning System	\$ 235,206	\$ 385,970	\$ 250,848	\$ 292,184		\$ 255,524		\$ 258,927		\$ 265,068		\$ 271,353	
Contribution to Reserve	-	-	52,780	11,444		48,104		44,701		45,729		46,781	
Allocation of Centralized Support	31,225	29,087	25,221	21,098		24,662		20,661		20,663		19,707	
<b>TOTAL EXPENDITURES</b>	<b>\$ 266,431</b>	<b>\$ 415,057</b>	<b>\$ 328,849</b>	<b>\$ 324,726</b>	<b>(1.3%)</b>	<b>\$ 328,290</b>	<b>1.1%</b>	<b>\$ 324,289</b>	<b>(1.2%)</b>	<b>\$ 331,460</b>	<b>2.2%</b>	<b>\$ 337,841</b>	<b>1.9%</b>

METRO VANCOUVER REGIONAL DISTRICT  
REGIONAL ECONOMIC PROSPERITY  
2021 BUDGET REVIEW  
2021-2025 FINANCIAL PLAN

	2018 ACTUAL	2019 ACTUAL	2020 BUDGET	2021 BUDGET	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE
<b>REVENUES</b>													
Metro Vancouver Regional District Requisitions	\$ 281,382	\$ 409,500	\$ 1,020,000	\$ 1,530,000	50.0%	\$ 2,040,000	33.3%	\$ 2,550,000	25.0%	\$ 2,550,000	0.0%	\$ 2,550,000	0.0%
<b>TOTAL REVENUES</b>	<b>\$ 281,382</b>	<b>\$ 409,500</b>	<b>\$ 1,020,000</b>	<b>\$ 1,530,000</b>	<b>50.0%</b>	<b>\$ 2,040,000</b>	<b>33.3%</b>	<b>\$ 2,550,000</b>	<b>25.0%</b>	<b>\$ 2,550,000</b>	<b>0.0%</b>	<b>\$ 2,550,000</b>	<b>0.0%</b>
<b>EXPENDITURES</b>													
Operating Programs:													
Collaboration	\$ -	\$ -	\$ -	\$ 200,000		\$ 200,000		\$ 200,000		\$ 200,000		\$ 200,000	
Regional Data Collection and Research	-	-	200,000	200,000		400,000		400,000		400,000		400,000	
Attracting Investment	-	-	400,000	700,000		1,000,000		1,500,000		1,500,000		1,500,000	
Leadership and Administration	155,933	57,792	400,000	400,000		400,000		400,000		400,000		400,000	
	155,933	57,792	1,000,000	1,500,000	50.0%	2,000,000	33.3%	2,500,000	25.0%	2,500,000	0.0%	2,500,000	0.0%
Allocation of Centralized Support		9,501	20,000	30,000	50.0%	40,000	33.3%	50,000	25.0%	50,000	0.0%	50,000	0.0%
<b>TOTAL EXPENDITURES</b>	<b>\$ 155,933</b>	<b>\$ 67,293</b>	<b>\$ 1,020,000</b>	<b>\$ 1,530,000</b>	<b>50.0%</b>	<b>\$ 2,040,000</b>	<b>33.3%</b>	<b>\$ 2,550,000</b>	<b>25.0%</b>	<b>\$ 2,550,000</b>	<b>0.0%</b>	<b>\$ 2,550,000</b>	<b>0.0%</b>

METRO VANCOUVER REGIONAL DISTRICT  
SASAMAT FIRE PROTECTION SERVICE  
2021 BUDGET REVIEW  
2021-2025 FINANCIAL PLAN

	2018 ACTUAL	2019 ACTUAL	2020 BUDGET	2021 BUDGET	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE
<b>REVENUES</b>													
Metro Vancouver Regional District Requisitions	\$ 321,157	\$ 328,928	\$ 333,789	\$ 523,554	56.9%	\$ 528,898	1.0%	\$ 677,351	28.1%	\$ 685,913	1.3%	\$ 694,650	1.3%
Other External Revenues	10,000	10,000	10,000	10,000		10,000		10,000		10,000		10,000	
Transfer from Reserves	48,673	-	600,000	600,000		-		-		-		-	
<b>TOTAL REVENUES</b>	<b>\$ 379,830</b>	<b>\$ 338,928</b>	<b>\$ 943,789</b>	<b>\$ 1,133,554</b>	<b>20.1%</b>	<b>\$ 538,898</b>	<b>(52.5%)</b>	<b>\$ 687,351</b>	<b>27.5%</b>	<b>\$ 695,913</b>	<b>1.2%</b>	<b>\$ 704,650</b>	<b>1.3%</b>
<b>EXPENDITURES</b>													
Operating Programs:													
Sasamat Fire Protection Service	\$ 269,747	\$ 215,909	\$ 228,808	\$ 249,140		\$ 253,998		\$ 388,955		\$ 396,739		\$ 404,682	
Apparatus Acquisitions	-	-	600,000	600,000		-		-		-		-	
Contribution to Capital Reserve	68,383	92,100	92,100	92,100		92,100		92,100		92,100		92,100	
Contribution to Capital Facility Reserve	-	-	-	167,400		167,400		167,400		167,400		167,400	
	338,130	308,009	920,908	1,108,640	20.4%	513,498	(53.7%)	648,455	26.3%	656,239	1.2%	664,182	1.2%
Allocation of Centralized Support	25,365	22,439	22,881	24,914	8.9%	25,400	2.0%	38,896	53.1%	39,674	2.0%	40,468	2.0%
<b>TOTAL EXPENDITURES</b>	<b>\$ 363,495</b>	<b>\$ 330,448</b>	<b>\$ 943,789</b>	<b>\$ 1,133,554</b>	<b>20.1%</b>	<b>\$ 538,898</b>	<b>(52.5%)</b>	<b>\$ 687,351</b>	<b>27.5%</b>	<b>\$ 695,913</b>	<b>1.2%</b>	<b>\$ 704,650</b>	<b>1.3%</b>

## 9-1-1 EMERGENCY TELEPHONE SERVICE

### Description of services

9-1-1 Emergency Telephone Service is a Metro Vancouver Regional District function established to provide 9-1-1 emergency telephone service within the Metro Vancouver service area. All 9-1-1 calls placed within the region are answered at the Regional Control Centre which is operated for Metro Vancouver, under contract, by E-Comm. 'Regional' call-takers at E-Comm screen the calls for services required, then confirm the municipality and hand off the calls to the appropriate emergency agency. 9-1-1 service is also provided on contract to the Resort Community of Whistler and to the Sunshine Coast Regional District.

### Strategic directions and high level goals supported

9-1-1 Emergency Telephone Service supports the Board Strategic Plan's direction to strengthen the Regional Federation by providing region wide support Emergency call answer services for Metro Vancouver.

### Performance indicators

Indicator	Historical and/or industry benchmark	Current performance	2021 performance objective
Number of days per year where E-Comm failed to meet 95% of calls within 5 seconds standard	2017: 0 2018: 0 2019: 0	2020: 0	2021: 0

### 2021 key actions

- Continue to provide 9-1-1 emergency telephone service to all callers in Metro Vancouver.
- Begin review of new 9-1-1 emergency telephone service provision for 2023 forward.
- Begin planning for transition to NextGen 911 which will involve a migration of the current 9-1-1 to a full digital network that will enable the 9-1-1 via text and video and will add new location functions to the 9-1-1 system which will further improve an already world class system.



## GENERAL GOVERNMENT – ZERO WASTE COLLABORATION INITIATIVES

### Description of Services

Zero Waste Collaboration Initiatives advances the zero waste objectives of Metro Vancouver with a focus on waste prevention and the transition to a circular economy. Progress on waste prevention at the regional level involves national and even global cross-sectoral collaboration – driving innovation in the design, production and use of goods in support of a circular economy, learning about best practices in policy development and aligning with important initiatives of global leaders, stimulating and supporting innovation in product design and packaging, and initiating behaviour change throughout the supply chain and among consumers. Metro Vancouver's interest in the transition to a circular economy is related to advancing waste prevention and the opportunities to reduce greenhouse gas emissions.

Zero Waste Collaboration Initiatives include:

- National Zero Waste Council,
- Love Food Hate Waste Canada; and
- Annual Zero Waste Conference.

### Strategic Directions and High-level Goals Supported

- Utilize the potential of the National Zero Waste Council and the annual Zero Waste Conference to promote the importance of waste prevention and the value of transitioning to a circular economy.
- Continue Metro Vancouver's leadership on environmental stewardship.

### Performance Indicators

Indicator	Historical and/or industry benchmark	Current performance	2021 performance objective
Number of attendees at the Zero Waste Conference	2016: 495 attendees 2017: 452 attendees 2018: 501 attendees 2019: 530 attendees	Projected for 2020: 50 studio audience + 300 attendees	5% increase
Number of partnerships developed to expand the Love Food Hate Waste campaign	2019: 9 partnerships	2020: 10 partnerships	2 new partnerships
Number of members in the National Zero Waste Council	82 members in 2016 109 members in 2017 132 members in 2018 147 members in 2019	Projected for 2020: 160 members	5% increase

Number of events organized by the National Zero Waste Council that enable knowledge sharing (workshops, webinars, forums)	2016: 16 events 2017: 16 events 2018: 8 events 2019: 8 events	Projected for 2020: 10 events	15 events
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## 2021 Key Actions

- Ensure that the work of the National Zero Waste Council supports and enhances the zero waste objectives of Metro Vancouver.
- Continue to enhance the scope and influence of the National Zero Waste Council by leveraging the ability to convene key stakeholders to work on emerging issues related to food waste, plastics waste, construction and demolition and transition to a circular economy.
- Continue to implement “A Food Loss and Waste Strategy” for Canada through targeted engagement with industry, business, government, community organization leaders on strategic opportunities.
- Expand the reach of the Love Food Hate Waste Canada campaign across Canada through more partnerships and strategic use of social media.
- Support a small cohort of local governments interested in advancing Canada-wide Circular Cities and Regions Network.
- Contribute to the work of the Circular Economy Leadership Coalition as a founding member.
- Support and leadership to the establishment of a Canada Plastics Pact
- Establish a Provincial Advisory Group to the National Zero Waste Council.
- Host the two-day 2021 Zero Waste Conference; continue to build its well-earned reputation as a place of innovation, compelling speakers, unique perspectives, and valuable insights that help to inform waste prevention and Metro Vancouver’s leadership to a future without waste and the transition to a circular economy.

## REGIONAL EMPLOYERS SERVICES

### Description of services

Regional Employers Services (RES) provides a range of human resource, labour relations and workforce strategy services to support of Metro Vancouver's member jurisdictions under the authority of the Metro Vancouver Regional District Labour Relations function. As part of Metro Vancouver's regional services, RES provides a forum for local government employers to connect, share information and collaborate on issues of regional significance. RES also provides specialized support services to subscribing member jurisdictions in the areas of compensation and collective bargaining.

Three integrated RES service groups provide complete support to member jurisdictions in the following areas:

- **Information & Advisory Services:** provides in-depth research, advice and support for human resources, labour relations and workforce needs to all member jurisdictions, as well as provides a forum for members to pursue matters of regional significance.
- **Collective Bargaining:** provides strategic, responsive guidance and expertise on collective bargaining for all subscribing member jurisdictions and other fee for service clients.
- **Compensation Services:** provides advice related to job analysis, organizational design, and dispute resolution to subscribing member jurisdictions and other fee-for-service clients.

### Strategic directions and high level goals supported

Regional Employers Services supports the *Board Strategic Plan's* direction to strengthen the *Regional Federation* by providing a range of human resource, labour relations, compensation and collective bargaining services to support of Metro Vancouver's member jurisdictions. This includes providing a forum for local government employers to connect, share information and collaborate on issues of regional significance with a specific focus on such issues in local government.

### Performance indicators

Indicator	Historical and/or industry benchmark	Current performance	2021 performance objective
Average turnaround time for job evaluation reviews (calendar days)	<b>Average: 27.4</b> 2017: 24.5 2018: 23.8 2019: 33.9	Objective: 28	28
Annual number of attendees at RES educational offerings	<b>Average: 236</b> 2017: 140 2018: 174 2019: 394	2020 YTD July: 127*  Objective: 350  *Numbers Low due to COVID-19	200

Indicator	Historical and/or industry benchmark	Current performance	2021 performance objective
Total number of page visits to RES website and myRES portal	<b>Average: 23,343</b> 2017: 9,452 2018: 23,521 2019: 37,055	2020 YTD July: 25,937  Objective: 30,000	45,000
Collective agreements serviced	49	YTD: 50  Objective: 49	50

### 2021 key actions

- Develop a regional distributed and remote work best practice and policy resources.
- Continue to build out the information for member jurisdictions on the COVID-19 web page.
- Complete the next phase of Sector Labour Market Partnership (SLMP) project including research regarding current labour market conditions and changes to labour market conditions resulting from the pandemic.
- Develop diversity and inclusion options based on regional data provided through the SLMP in order to support and supplement the work of member jurisdictions.
- Complete phase three of the technology and communications project by further expanding the members' only portal (myRES) to include increased access to online tools, data as well as customized reporting.
- Review bargaining plans and continue with bargaining for renewals of collective agreements for Inside/Outside, Fire and Police collective agreements.
- Consolidate and deliver regional events and outreach through virtual seminars, roundtables and online learning initiatives.
- Establish information videos available on the RES360 website to increase understanding of specific service areas.

## REGIONAL EMERGENCY MANAGEMENT

### Description of services

Regional Emergency Management is a Metro Vancouver Regional District function established to provide emergency management to the region. This service is delivered in partnership with the Province of BC through the Integrated Partnership for Regional Emergency Management (IPREM).

The service was established through Bylaw 1079, 2008 and provided for the creation of IPREM that would engage Provincial and local government officials in a joint endeavour to coordinate a seamless multi-level emergency management system for the Metro Vancouver area. The service does not replace municipal emergency planning, but assists where these plans impact neighbouring local governments or the region as a whole. IPREM is working with representatives from all levels of government, partners and the private sector determining regional emergency management planning priorities.

IPREM has identified the following strategies as part of their 2021 Business Plan in an effort to create *a disaster resilient region*:

- Continue to identify, assess and prioritize current and emerging regional emergency management planning needs;
- Coordinate the establishment and revisions of regional emergency management plans, programs and processes to address priority planning needs;
- Support and promote processes and procedures for strengthening emergency management personnel within the region;
- Continue to validate IPREM's regional plans, programs, processes, and assure integration with other plans in the region;
- Engage stakeholders and Indigenous peoples in relevant opportunities that enhance the region's emergency preparedness;
- Continue to improve IPREM's internal processes, capacity, capabilities, and governance;
- Align IPREM resources to meet strategic goals and objectives; and
- Continue to strengthen partnerships and Indigenous relationships with IPREM activities.

### Strategic directions and high level goals supported

Regional Emergency Management supports the Board Strategic Plan's direction to strengthen the Regional Federation by providing region-wide Emergency Management planning services for Metro Vancouver. This function provides a planning bridge between all of the member municipalities and other critical infrastructure providers to help deliver emergency response in a coordinated and mutually supportive manner. This is provided via an equal partnership with the Province of British Columbia.

### Performance indicators

Indicator	Historical and/or industry benchmark	Current performance	2021 performance objective
Conduct one Region Wide Emergency Exercise per year	1	2 (planned)	2 (planned)

## 2021 key actions

- Conduct a workshop to identify regional emergency management planning priorities.
- After action reviews on COVID-19 are to be conducted.
- Ensure at least one professional development opportunity related to learning for reconciliation is promoted to emergency management practitioners in the region.
- Conduct a Regional exercise with emergency management practitioners and subject matter experts.
- Conduct a Regional Concept of Operations with local government Chief Administrative Officers and provincial government representatives.
- Conduct one regional forum.
- Confirm scope for a backup supply of drinking water following a disaster.
- Approve a strategic direction for IPREM.
- Revise IPREM Staff Emergency Response Deployment Policy. Host a video illustrating the role of IPREM on the IPREM website.

## REGIONAL GLOBAL POSITIONING SYSTEM

### Description of services

Regional Global Positioning System is a Metro Vancouver Regional District function established to provide an accurate and consistent engineering survey standard in the Metro Vancouver region. Through a High Precision Network (HPN) of approximately 350 survey control monuments, five (5) Active Control Points (ACPs), and a real-time broadcast service of Global Navigation Satellite Systems (GNSS) data, local government and private users (the latter for a fee) are able to efficiently locate and layout various infrastructure and related works, such as water and sewer lines, reservoirs, roadways, trails, rights-of-way, bathymetric surveys, and topography. By pooling resources, local governments are able to reduce their individual costs for maintaining a high-accuracy geospatial reference system while also ensuring consistent survey standards are maintained in the region.

### Strategic directions and high level goals supported

#### Board Strategic Plan

- Maintain Metro Vancouver's world-class water system that provides clean, safe drinking water and ensure its capacity to meet future needs.
- Ensure the long-term resilience of the regional drinking water system to withstand natural hazards, climate change and other significant disruptions.
- Develop and implement financial plans and policies that reflect a commitment to sound financial management and long-term planning, in consideration of current and future ratepayers.
- Strengthen awareness and engagement with the public, members, other orders of government, and key stakeholders on a range of initiatives that will ensure the delivery of clean, safe drinking water, now and into the future.
- Continue to engage with members on processes and initiatives that contribute to an effective and well functioning organization.
- Enhance relationships between Metro Vancouver and other orders of government, First Nations, adjacent regional districts and key stakeholders.

## Performance indicators

Indicator	Historical and/or Industry Benchmark	Current Performance	2021 Performance Objective
Percent of service uptime (business hours, 8am – 4pm, M-F): <ul style="list-style-type: none"> <li>Real-time service to mobile surveyors</li> </ul>	MV 3-year average (2017-2019): 99% 2017 99% 2018 99% 2019 99%	99%	99%
Percent of service uptime (24 x 7, 365 days / year): Post-mission data availability through Provincial portal	MV 3-year average (2017-2019): 97% 2017 98% 2018 95% 2019 99%	97%	98%

## 2021 key actions

- With local government partners, finalize the review of the High Precision Network (HPN) and Active Control Point (ACP) enhancement requirements for the longer term, in accordance with of the 2019-2023 GPS Program Strategic Plan.
- With local government partners, begin developing the HPN / ACP enhancement action plan for the short-term (2022-2023) as well as the longer term (10-15 years)



## REGIONAL ECONOMIC PROSPERITY SERVICE

### Description of services

The primary focus of the regional economic prosperity service, provided to all member jurisdictions of the Metro Vancouver Regional District, is to attract strategic investment across the region that will add well-paying, high quality jobs in the region while generating new tax revenues that support investment in infrastructure that benefits the region. The service is organized around three core functions:

- **Foster collaboration.** Create a strategic approach to regional prosperity through engaging stakeholders, developing protocols for handling qualified prospects with Metro Vancouver members, and communicating the work and success of the service.
- **Conduct regional data collection & research.** Support investment attraction through research and analysis, developing business cases for leads, and providing other information and analysis relevant to identifying target markets and/or sectors for this new service.
- **Attract investment.** Develop a regional brand and marketing campaign, work with federal and provincial staff to identify leads, work with members to develop the pitch and packages that will be effective, and following the developed protocols, work to secure new investment in the region with appropriate aftercare.

### Strategic directions and high level goals supported

- Promote a regional approach to advancing economic prosperity that complements the economic development work of members and aligns with the work of the province and federal governments on attracting investment.

### Performance indicators

Indicator	Historical and/or industry benchmark	Current performance	2021 performance objective
Number of events (roundtables, working sessions, workshops) organized to advance regional collaboration on new strategic investment	n/a	1	3
Number of research and analysis reports received by the Management Board	n/a	1	2

Number of trade missions supported/executed	30 in-market visits to meet with qualified leads in 2018/2019 (Toronto Global)	n/a	1
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## 2021 Key Actions

- Hiring of professional staff (investment attraction, marketing and communications and, research and analysis).
- Develop and implement with members a brand and marketing strategy.
- Develop protocols and processes to effectively integrate the service with the operations of the economic development activities of member jurisdictions as well as the trade and investment staff in global offices of the provincial and federal governments.
- Develop sector and market strategies as appropriate. Compile data for preparing business cases for potential investors.
- Establish a Global Advisory Group.

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## SASAMAT FIRE PROTECTION SERVICE

### Description of services

Sasamat Fire Protection Service is a Metro Vancouver Regional District function established to provide fire protection service to the Villages of Anmore and Belcarra. The service has two fire halls and five trucks staffed by approximately 40 trained volunteers. In addition to providing emergency response services, Sasamat Fire Protection Service also provides fire inspection services to the Village of Anmore and issues burning permits for both municipalities. In 2019 Sasamat Fire Protection Service responded to approximately 87 calls for service with this volume expected to increase as development continues in the service area.

### Strategic directions and high level goals supported

The MVRD Board supports the function of fire protection with respect to Anmore and Belcarra, as per authority provided through Supplementary *Letters Patent*.

Daily fire operations and long term planning for the fire service is the responsibility of a Board of Trustees which is comprised of members from both Villages and one member assigned by the MVRD Board.

MVRD supports the fire service with providing administration services, safety training, insurance, facility maintenance, and vehicle maintenance.

### 2021 Sasamat Volunteer Fire Department Board of Trustees key actions

- Procurement of new fire truck
- Commence review of requirements and preparation of job description for anticipated full time Fire Chief in 2023
- Continue to provide safety training
- Review and update Operational Guidelines

## Regional District Service Area

## 2021 to 2025 – WHAT’S HAPPENING

Below is a summary of the significant initiatives to be undertaken by the Regional District Service Area over the next 5 years.

Initiative	Description	Theme
<b>2021 - 2025</b>		
Emergency Preparedness	Conduct regional exercises that focus on theme of “decision making”, involving local governments, the Province and regional stakeholders	System Stewardship
System Upgrade	911 – Implement Next Gen 911 system with E-Comm	System Stewardship
Compensation	SVFD - Convert volunteer fire chief to a full-time position	System Stewardship
Regional Workforce Strategy Initiative (RWSI)	Formalize the RWSI as an ongoing regional service in support of regional workforce challenges.	Regional Growth
Regional Economic Prosperity	Develop and implement with members a strategy for attracting strategic investment and a brand and marketing strategy.	Financial Sustainability Regional Growth
Board and Legislative Services	Continue to digitize old board and committee agendas, reports and minutes to make them accessible.	Regulatory and Legislative Environment
Zero Waste Communication	Continued and enhanced zero waste campaigns, including textiles, single-use items, seasonal waste, food waste and illegal dumping.	Environmental Sustainability
Outreach and Engagement	Production of monthly Chair and Metro Vancouver Updates and distribution of annual Metro Vancouver Update newsletter to all households	Regional Growth
National Zero Waste Conference	Host the two-day 2021 Zero Waste Conference; continue to build its well-earned reputation as a place of innovation, compelling speakers, unique perspectives, and valuable insights that help to inform waste prevention and Metro Vancouver’s leadership to a future without waste and the transition to a circular economy.	Environmental Sustainability

METRO VANCOUVER DISTRICTS  
2021-2025 PROJECTED RESERVES - E911 EMERGENCY TELEPHONE SERVICE

OPERATING RESERVES

	2020	2021				2021	2022	2023	2024	2025
	ENDING BALANCE	OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE
E911 Emergency Telephone Service	\$ 220,579	\$ 220,579	\$ 1,016	\$ -	\$ 4,466	\$ 226,061	\$ 231,679	\$ 237,435	\$ 243,333	\$ 249,376

DISCRETIONARY RESERVES

	2020	2021				2021	2022	2023	2024	2025
	ENDING BALANCE	OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE
E911 Emergency Telephone Service										
E911 General Reserve	\$ 595,407	\$ 595,407	\$ -	\$ -	\$ 11,908	\$ 607,315	\$ 619,461	\$ 631,850	\$ 644,487	\$ 657,377

METRO VANCOUVER DISTRICTS  
2021-2025 PROJECTED RESERVES - GENERAL GOVERNMENT ZERO WASTE COLLABORATION INITIATIVES

OPERATING RESERVES

	2020	2021				2021	2022	2023	2024	2025
	ENDING BALANCE	OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE
General Government Zero Waste Collaboration Initiatives	\$ 72,270	\$ 72,270	\$ 10,163	\$ -	\$ 1,563	\$ 83,996	\$ 83,003	\$ 82,512	\$ 81,328	\$ 82,323

METRO VANCOUVER DISTRICTS  
2021-2025 PROJECTED RESERVES - REGIONAL EMPLOYER SERVICES

OPERATING RESERVES

	2020	2021				2021	2022	2023	2024	2025
	ENDING BALANCE	OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE
Regional Employer Services	\$ 142,486	\$ 142,486	\$ 12,735	\$ -	\$ 3,007	\$ 158,228	\$ 155,116	\$ 162,661	\$ 150,304	\$ 150,315

DISCRETIONARY RESERVES

	2020	2021				2021	2022	2023	2024	2025
	ENDING BALANCE	OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE
Regional Employer Services										
Regional Employer Service General Reserve	\$ 1,922,718	\$ 1,922,718	\$ -	\$ (290,325)	\$ 35,551	\$ 1,667,944	\$ 1,304,238	\$ 1,229,323	\$ 1,203,410	\$ 1,227,478

METRO VANCOUVER DISTRICTS  
2021-2025 PROJECTED RESERVES - REGIONAL EMERGENCY MANAGEMENT

OPERATING RESERVES

	2020	2021				2021	2022	2023	2024	2025
	ENDING BALANCE	OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE
Regional Emergency Management	\$ 11,405	\$ 11,405	\$ 255	\$ -	\$ 233	\$ 11,893	\$ 11,447	\$ 10,087	\$ 9,458	\$ 8,929

DISCRETIONARY RESERVES

	2020	2021				2021	2022	2023	2024	2025
	ENDING BALANCE	OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE
Regional Emergency Management (REM)										
REM General Reserve	\$ 258,811	\$ 258,811	\$ -	\$ (55,945)	\$ 4,617	\$ 207,483	\$ 182,600	\$ 169,929	\$ 170,723	\$ 171,476



METRO VANCOUVER DISTRICTS  
2021-2025 PROJECTED RESERVES - REGIONAL GLOBAL POSITIONING SYSTEM

OPERATING RESERVES

	2020	2021				2021	2022	2023	2024	2025
	ENDING BALANCE	OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE
Regional Global Positioning System	\$ 15,897	\$ 15,897	\$ -	\$ (2,390)	\$ 297	\$ 13,803	\$ 15,664	\$ 14,009	\$ 13,979	\$ 14,287

STATUTORY RESERVES

	2020	2021				2021	2022	2023	2024	2025
	ENDING BALANCE	OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE
Regional Global Positioning System										
Regional Geospatial Reference System Reserve	\$ 1,071,536	\$ 1,071,536	\$ 52,780	\$ -	\$ 21,959	\$ 1,146,275	\$ 1,173,394	\$ 1,252,977	\$ 1,335,612	\$ 1,421,396

METRO VANCOUVER DISTRICTS  
2021-2025 PROJECTED RESERVES - REGIONAL ECONOMIC PROSPERITY

OPERATING RESERVES

	2020	2021				2021	2022	2023	2024	2025
	ENDING BALANCE	OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE
Regional Economic Prosperity	\$ 20,475	\$ 20,475	\$ 29,810	\$ -	\$ 715	\$ 51,000	\$ 76,500	\$ 102,000	\$ 127,500	\$ 127,500

DISCRETIONARY RESERVES

	2020	2021				2021	2022	2023	2024	2025
	ENDING BALANCE	OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE
Regional Economic Prosperity										
Regional Economic Prosperity General Reserve	\$ 345,629	\$ 345,629	\$ -	\$ -	\$ 6,913	\$ 352,542	\$ 359,592	\$ 366,784	\$ 374,120	\$ 381,602

METRO VANCOUVER DISTRICTS  
2021-2025 PROJECTED RESERVES - SASAMAT FIRE PROTECTION SERVICE

OPERATING RESERVES

	2020	2021				2021	2022	2023	2024	2025
	ENDING BALANCE	OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE
Sasamat Fire Protection Service	\$ 12,341	\$ 12,341	\$ -	\$ (6)	\$ 249	\$ 12,584	\$ 13,703	\$ 13,970	\$ 21,393	\$ 21,821

STATUTORY RESERVES

	2020	2021				2021	2022	2023	2024	2025
	ENDING BALANCE	OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE
<b>Sasamat Fire Protection Service (SFPS)</b>										
SFPS Capital Reserve Fund	\$ 799,719	\$ 799,719	\$ 92,100	\$ (600,000)	\$ 10,915	\$ 302,734	\$ 401,810	\$ 502,867	\$ 605,946	\$ 711,086
SFPS Communications Capital Reserve Fund	58,071	58,071	-	-	1,161	59,232	60,417	61,625	62,857	64,115
SFPS Emergency Equipment Reserve Fund	95,152	95,152	-	-	1,903	97,055	98,997	100,976	102,996	105,056
SFPS Capital Facility Reserve	-	-	167,400	-	1,674	169,074	341,529	517,434	696,857	879,868

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To: Finance and Intergovernment Committee

From: Jerry Dobrovlny, Commissioner/Chief Administrative Officer  
Dean Rear, General Manager, Financial Services/Chief Financial Officer

Date: October 6, 2020 Meeting Date: October 14, 2020

Subject: **2021 - 2025 Financial Plan – Centralized Support Programs**

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### **RECOMMENDATION**

That the Finance and Intergovernment Committee endorse the 2021 - 2025 Financial Plan for the Centralized Support Programs as presented in the report dated October 6, 2020, titled “2021 - 2025 Financial Plan – Centralized Support Programs”, and forward it to the Metro Vancouver Board Budget Workshop on October 21, 2020 for consideration.

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### **EXECUTIVE SUMMARY**

The 2021 – 2025 Metro Vancouver Financial Plan has been prepared following direction received at the June 5, 2020 Metro Vancouver Board Budget Workshop. This has resulted in a three-year action plan that maintains the goals and objectives of Metro Vancouver while using key financial tools to minimize the impact on the ratepayers of the region.

The Centralized Support Programs support all business activities for the four Metro Vancouver legal entities. Expenditures are proposed to increase \$4.9 million for a total of \$83.8 million with the allocation to the Metro Vancouver functions, net of other recoveries and reserve applications, increasing \$2.6 million (4.1%). In recognizing the impact of the capital program on the provision of support services, for 2021 a portion of the Centralized Support Program costs will be allocated to the capital projects that use the services.

As the expenditures are allocated to the functions, they are inclusive in the overall financial impacts, of which is a 3.2% (\$17) overall increase in the Household Impact for 2021.

### **PURPOSE**

To present the 2021 - 2025 Financial Plan for the Centralized Support Program including Corporate Services, External Relations, Financial Services, Human Resources, Indigenous Relations, Legislative Services and Strategic Initiatives, for consideration by the Finance and Intergovernment Committee.

### **BACKGROUND**

Metro Vancouver’s annual budget process includes the development of detailed annual budgets and the updating of five-year financial plans for each of the four Metro Vancouver legal entities (Metro Vancouver Regional District, Metro Vancouver Housing Corporation, Greater Vancouver Water District and Greater Vancouver Sewerage and Drainage District).

On June 5, 2020 a Metro Vancouver Board Budget Workshop was held with the objective to seek direction for the preparation of the 2021 - 2025 Financial Plan. The workshop outlined the principles that guide the work of Metro Vancouver as an organization, the current 2020 - 2024 Financial Plan, the implications of the COVID-19 pandemic, the tools that can be used to make budget adjustments, and a proposed approach for the 2021 - 2025 Financial Plan.

Staff proposed leveraging the supported tools to create a short-term action plan that would lessen the upward pressure on household impact for 1-3 years. A short-term action plan would enable strategic goals and objectives to be maintained. If larger or more long-term adjustments are desired, a re-evaluation of long-term plans such as the *Metro Vancouver Housing Plan*, *Climate 2050*, or the *Liquid Waste Management Plan* would be required. Since an annual budget is approved, this approach will allow for adjustments to be made each year as conditions change based on market changes and other factors. The use of the tools will aim to avoid making severe changes that cannot be easily corrected in the short-term. Overall, the short-term action plan approach was supported.

This report focuses on the Corporate Support Program and presents the 2021 annual budget and the updated five-year plan for the years 2021 to 2025 for committee consideration.

### **CENTRALIZED SUPPORT PROGRAMS**

Centralized Support Program services support all business activities for the four Metro Vancouver legal entities. These budgets are allocated across the organization and supported by the revenue sources of each function in accordance with the Board *Corporate Allocation Policy* which provides the basis for allocating the Centralized Support Program Services budgets to the benefitting Metro Vancouver service in an equitable, consistent and transparent manner.

The Centralized Support Programs are comprised of the following service areas:

- Corporate Services
- External Relations
- Financial Services
- Human Resources
- Indigenous Relations
- Legislative Services
- Strategic Initiatives

The Centralized Support Program services are guided by the *Board Strategic Plan* with a primary focus on the following strategic directions:

- Continue to engage with members on processes and initiatives that contribute to an effective and well-functioning organization.
- Build resilience in communities to prepare for and adapt to changing physical and environmental conditions.
- Develop and implement financial plans and policies that reflect a commitment to sound financial management and long-term planning, in consideration of current and future ratepayers.

- Enhance relationships between Metro Vancouver and other orders of government, First Nations, adjacent regional districts, and key stakeholders.

As the Centralized Support Program service areas support all business activities of Metro Vancouver entities and functions, the Corporate Support Program therefore supports the pursuit of all goals and objectives of those functions.

### **WORK PLAN PERFORMANCE INDICATORS**

High level performance indicators have been developed across the organization to evaluate trends, determine key actions for the coming year, and to assist in long-term planning. The 2021 Centralized Support Program Work Plans are presented in this report. Within these Work Plans, 32 performance indicators have been developed and are being tracked. These include:

- Metrotower III Energy Star Rating (overall building efficiency);
- COR safety program audit score;
- Average hours per employee of Safety Training;
- Number of website page visits;
- Number of Metro Vancouver followers on twitter and Facebook;
- Number of Video Views;
- Debt service costs / Total revenue;
- Number of external applicants;
- Percentage of workforce receiving training;
- Number of new legal files opened;
- Information technology (IT) expenditures (operating) as a percent of total corporate expenditures; and
- Participants in MetroFit Health and Wellness Programs.

### **CONTINUOUS IMPROVEMENT**

Some of the continuous improvement initiatives for Centralized Support which have been identified for 2021 include:

- IT business and software integrations and updates;
- Develop new refresher safety training;
- Further develop and implement partnerships with colleges and universities to bring utility training to local institutions;
- Implement a Vendor Management solution;
- Coordinate region-wide or sub-regional Multi-Assessment (Blanket) Archaeological Permits;
- Organize Metro Vancouver staff Lunch + Learn sessions on legal topics of relevance; and
- Implement new learning management system and/or training for employees to improve compliance with corporate records management policies.

Further, Centralized Support services support the organization and focus on processes, systems and procedures which enhance the business activities of all Metro Vancouver service areas. Some of those enhancements include the following:

- Develop a corporate-wide plan for strategic property acquisitions;
- Implement and integrate a detailed Project Management software solution and Service Request software;
- Coordinate the completion of the Long Term Financial Plan for Metro Vancouver;
- Revise existing Corporate Safety Management System Standards;
- Begin implementation of the Utility Asset Management System;
- Implement a strategy to embed Diversity and Inclusion initiatives into all relevant MV programs; and
- Implementation of a Talent Management System and Learning Management System.

### **2021 BUDGET AND 2021 - 2025 FINANCIAL PLAN**

The five-year financial plans for this cycle have been updated to address five central themes identified by the Metro Vancouver Board in its Strategic Plan to guide the development of plans and budgets. The five themes are as follows:

- Financial Sustainability
- Environmental Sustainability
- System Stewardship
- Regulatory and Legislative Environment
- Regional Growth

Each Metro Vancouver function has an Annual Work Plan that includes strategic directions, performance indicators and key actions to guide the work for the coming year. Also a “What’s Happening” summary has been provided that highlights the program highlights for the next five years.

The 2021 - 2025 Financial Plans for the Centralized Support Program service areas are included as Attachment 1. The 2021 Annual Work Plans for the Centralized Support Program service areas presented in this report are included in Attachment 2, and the “What’s Happening” highlights for the years 2021 – 2025 are included in Attachment 3.

### **Operating Budget Highlights**

In 2021, the Centralized Support Program expenditures are increasing \$4.9 million for total expenditures of \$83.8 million (Attachment 1). This increase is primarily due to an adjustment for resources necessary to support the capital program as well as labour inflationary adjustments.

The Centralized Support Program costs are adjusted for external recoveries and reserve applications and allocated to the functional department. The direct allocation of Centralized Support Program costs is increasing by \$2.6 million (4.1%). This increase is impacted by reduced estimates for third-party revenue and partially offset by reserve funding for projects meeting the criteria for funding in accordance with the *Operating, Statutory and Discretionary Reserves Policy*.

Over the five years of the plan, the total expenditures of the Centralized Support Programs are projected to be largely inflationary, increasing on average 2.4%.

Also for 2021, in recognizing the impact of the magnitude of the capital program on the provision of support services, a portion of the Centralized Support Program costs will be allocated to the capital projects that use the services. For 2021, this is projected to be \$4.5 million.

As the Centralized Support Programs are allocated to the functions, they are inclusive in the overall financial impacts, of which is a 3.2% increase in the Household Impact for 2021. The allocation to each of the four Metro Vancouver entities over the five years of the plan is summarized as follow:

Centralized Support Allocation (\$ Millions)					
Entity	2021	2022	2023	2024	2025
GVWD	\$26.0	\$26.5	\$26.6	\$27.0	\$27.7
GVS&DD	\$31.8	\$33.2	\$34.4	\$36.9	\$38.9
MVHC	\$2.1	\$2.2	\$2.2	\$2.2	\$2.1
MVRD	\$6.8	\$7.1	\$6.8	\$6.8	\$6.5

### Reserve Funds

Reserve usage through the Centralized Support Programs include one-time expenditures for head office renovations and improvements, equipment purchases as well as one-time initiatives which are delivered through contract services, in accordance with the Board approved *Operating, Statutory and Discretionary Reserves Policy*.

In 2021, \$5.6 million in reserve funding will be applied in the Centralized Support Programs. The 2021 - 2025 Projected Reserves for the Centralized Support Programs are included in Attachment 4.

### APPROVAL PROCESS

The proposed 2021 - 2025 Financial Plans and Annual Work Plans are presented for consideration and endorsement before being forwarded to the Board for consideration. The next steps of the process are:

- The 2021 - 2025 Financial Plan and Annual Work Plan will be presented at the Metro Vancouver Board Budget Workshop on October 21, 2020.
- The Board will consider adoption of the 2021 Budget and endorsement of the 2021 - 2025 Financial Plan on October 30, 2020

### ALTERNATIVES

1. That the Finance and Intergovernment Committee endorse the 2021 - 2025 Financial Plan for the Centralized Support Programs as presented in the report dated October 6, 2020, titled "2021 - 2025 Financial Plan – Centralized Support Programs", and forward it to the Metro Vancouver Board Budget Workshop on October 21, 2020 for consideration.
2. That the Finance and Intergovernment Committee make recommendations and endorse an amended 2021 - 2025 Financial Plan for the Centralized Support Programs and forward the amended Financial Plan to the Metro Vancouver Board Budget Workshop on October 21, 2020 for consideration.



## **FINANCIAL IMPLICATIONS**

If the MVRD Board endorses the 2021 - 2025 Financial Plan for the Centralized Support Programs, as presented under Alternative 1, in 2021 total expenditures for the Centralized Support Programs are proposed to increase \$4.9 million for total expenditures of \$83.8 million with the allocation to the Metro Vancouver entities and functions, net of other recoveries and reserve applications, increasing \$2.6 million (4.1%).

As the expenditures are allocated to the functions, they are inclusive in the overall financial impacts, of which is a 3.2% (\$17) overall increase in the Household Impact for 2021.

Over the term of the five-year plan, the Centralized Support Program expenditures will fluctuate as a result of one-time expenditures, increasing by an average of 2.4% per year.

Under Alternative 2, the Committee may wish to consider recommending amendments to the five-year financial plan for consideration at the Metro Vancouver Board Budget Workshop. Any changes to the plan may have an impact on the overall financial plan as Centralized Support Program costs are allocated to all Metro Vancouver entities and functions.

## **SUMMARY / CONCLUSION**

The 2021 - 2025 Financial Plans for the Centralized Support Programs have been prepared following direction received at the June 5, 2020 Metro Vancouver Board Budget Workshop and to respond to direction provided in the *Board Strategic Plan*. It is presented to Committee and Board members to provide overview information on activities and financial impacts for the years 2021 to 2025 for the Centralized Support Programs comprised of Corporate Services, External Relations, Financial Services, Human Resources, Indigenous Relations, Legislative Services and Strategic Initiatives.

The presentation of this year's five-year financial plans for the Centralized Support Programs provides the opportunity for Metro Vancouver to share with its member jurisdictions the proposed planning related initiatives over the next five years. It is intended to be used as a guiding document for member jurisdictions in the development of their five-year financial plans and includes projections on household impact to demonstrate how the plan will remain affordable for Metro Vancouver residents while keeping pace with our critical requirements.

Staff recommend endorsing the 2021 - 2025 Financial Plans for the Centralized Support Programs as presented under alternative one.

## **Attachments:**

1. 2021 - 2025 Financial Plans
  - Centralized Support Programs Summary
  - Corporate Services
  - External Relations
  - Financial Services
  - Human Resources
  - Indigenous Relations

- Legislative Services
  - Strategic Initiatives
2. 2021 Work Plans
  3. 2021 - 2025 “What’s Happening”
  4. 2021 - 2025 Projected Reserves – Centralized Support Programs

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METRO VANCOUVER DISTRICTS  
CENTRALIZED SUPPORT PROGRAM SUMMARY  
2021 BUDGET REVIEW  
2021-2025 FINANCIAL PLAN

# ATTACHMENT 1

	2018 ACTUAL	2019 ACTUAL	2020 BUDGET	2021 BUDGET	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE
<b>REVENUES</b>													
Allocated to Functional Departments (net)	\$ 63,699,957	\$ 61,057,948	\$ 64,133,296	\$ 66,749,921	4.1%	\$ 69,035,125	3.4%	\$ 69,590,818	0.8%	\$ 72,870,158	4.7%	\$ 75,233,056	3.2%
Other External Revenues	6,962,119	6,285,547	7,465,575	6,994,794		7,046,572		7,098,389		7,151,714		7,235,099	
Transfer from Capital	-	-	-	4,517,291		4,936,842		2,988,722		3,053,473		3,119,784	
Transfer from Reserves	2,749,573	2,707,577	7,302,425	5,563,300		4,273,135		3,959,617		4,106,645		3,291,744	
<b>TOTAL REVENUES</b>	<b>\$ 73,411,649</b>	<b>\$ 70,051,072</b>	<b>\$ 78,901,296</b>	<b>\$ 83,825,306</b>	<b>6.2%</b>	<b>\$ 85,291,674</b>	<b>1.7%</b>	<b>\$ 83,637,546</b>	<b>(1.9%)</b>	<b>\$ 87,181,990</b>	<b>4.2%</b>	<b>\$ 88,879,683</b>	<b>1.9%</b>
<b>EXPENDITURES</b>													
Corporate Services	43,172,815	40,863,335	46,747,361	47,451,592	1.5%	47,462,327	0.0%	45,087,702	(5.0%)	47,831,398	6.1%	48,674,572	1.8%
External Relations	7,961,821	7,975,092	8,614,808	9,800,747	13.8%	9,761,225	(0.4%)	9,929,450	1.7%	10,053,288	1.2%	10,264,035	2.1%
Financial Services	11,190,512	11,679,079	12,960,688	14,194,036	9.5%	15,189,613	7.0%	15,494,131	2.0%	15,875,555	2.5%	16,235,342	2.3%
Human Resources	4,529,886	5,053,471	5,883,407	6,150,295	4.5%	6,217,766	1.1%	6,348,273	2.1%	6,501,428	2.4%	6,639,855	2.1%
Indigenous Relations	331,862	413,280	583,698	583,698	0.0%	594,529	1.9%	605,578	1.9%	620,108	2.4%	634,974	2.4%
Legislative Services	3,476,271	3,488,785	4,111,334	4,723,938	14.9%	4,761,794	0.8%	4,844,904	1.7%	4,949,155	2.2%	5,055,827	2.2%
Strategic Initiatives	-	-	-	921,000	100.0%	1,304,420	41.6%	1,327,508	1.8%	1,351,058	1.8%	1,375,078	1.8%
<b>TOTAL EXPENDITURES</b>	<b>\$ 70,663,167</b>	<b>\$ 69,473,042</b>	<b>\$ 78,901,296</b>	<b>\$ 83,825,306</b>	<b>6.2%</b>	<b>\$ 85,291,674</b>	<b>1.7%</b>	<b>\$ 83,637,546</b>	<b>(1.9%)</b>	<b>\$ 87,181,990</b>	<b>4.2%</b>	<b>\$ 88,879,683</b>	<b>1.9%</b>
<b>ALLOCATED TO FUNCTIONAL DEPARTMENTS</b>													
Water Services	\$ 25,084,560	\$ 23,389,163	\$ 24,993,939	\$ 26,059,871	4.3%	\$ 26,560,102	1.9%	\$ 26,255,468	(1.1%)	\$ 26,972,005	2.7%	\$ 27,751,915	2.9%
Liquid Waste Services	22,516,896	22,757,801	26,641,019	27,052,360	1.5%	28,579,949	5.6%	29,442,645	3.0%	31,666,427	7.6%	33,606,639	6.1%
Solid Waste Services	4,348,955	4,674,382	4,690,785	4,741,549	1.1%	4,573,083	(3.6%)	4,930,503	7.8%	5,252,377	6.5%	5,245,250	(0.1%)
Housing	2,417,680	2,119,811	2,071,404	2,083,388	0.6%	2,239,264	7.5%	2,162,863	(3.4%)	2,218,086	2.6%	2,112,285	(4.8%)
Air Quality	953,910	878,401	807,243	857,977	6.3%	891,995	4.0%	836,436	(6.2%)	821,034	(1.8%)	791,806	(3.6%)
E911 Emergency Telephone Service	84,404	86,502	88,652	90,854	2.5%	93,112	2.5%	95,425	2.5%	97,795	2.5%	100,223	2.5%
Electoral Area Service	38,939	45,910	35,329	32,096	(9.2%)	37,250	16.1%	34,210	(8.2%)	34,475	0.8%	32,815	(4.8%)
General Government Administration	534,484	521,822	415,768	430,377	3.5%	413,984	(3.8%)	416,511	0.6%	416,854	0.1%	394,718	(5.3%)
General Government-Zero Waste Collaboration Initiatives	262,428	362,628	119,069	435,360	270.0%	413,539	(5.0%)	416,367	0.7%	420,558	1.0%	422,914	0.6%
Housing Planning and Policy	71,637	89,658	65,473	64,595	(1.3%)	81,614	26.3%	79,497	(2.6%)	79,986	0.6%	81,441	1.8%
Project Delivery	-	-	-	770,381	0.0%	682,394	100.0%	658,188	(3.5%)	557,047	(15.4%)	530,135	(4.8%)
Regional Economic Prosperity	-	9,501	20,000	30,000	50.0%	40,000	33.3%	50,000	25.0%	50,000	0.0%	50,000	0.0%
Regional Emergency Management	10,113	10,862	11,327	10,902	(3.8%)	9,607	(11.9%)	9,008	(6.2%)	8,504	(5.6%)	8,506	0.0%
Regional Employer Services	244,065	224,006	229,271	246,873	7.7%	241,018	(2.4%)	243,561	1.1%	220,453	(9.5%)	207,114	(6.1%)
Regional Global Positioning System	31,225	29,087	25,221	21,098	(16.3%)	24,662	16.9%	20,661	(16.2%)	20,663	0.0%	19,707	(4.6%)
Regional Parks	3,517,306	3,698,658	3,610,728	3,504,791	(2.9%)	3,827,383	9.2%	3,610,649	(5.7%)	3,694,009	2.3%	3,552,313	(3.8%)
Regional Planning	286,416	261,636	285,187	292,535	2.6%	300,769	2.8%	289,930	(3.6%)	300,211	3.5%	284,807	(5.1%)
Sasamat Fire Protection Service	25,365	22,439	22,881	24,914	8.9%	25,400	2.0%	38,896	53.1%	39,674	2.0%	40,468	2.0%
	<b>\$ 60,428,383</b>	<b>\$ 59,182,267</b>	<b>\$ 64,133,296</b>	<b>\$ 66,749,921</b>	<b>4.1%</b>	<b>\$ 69,035,125</b>	<b>3.4%</b>	<b>\$ 69,590,818</b>	<b>0.8%</b>	<b>\$ 72,870,158</b>	<b>4.7%</b>	<b>\$ 75,233,056</b>	<b>3.2%</b>

METRO VANCOUVER REGIONAL DISTRICT  
CORPORATE SERVICES  
2021 BUDGET REVIEW  
2021-2025 FINANCIAL PLAN

	2018 ACTUAL	2019 ACTUAL	2020 BUDGET	2021 BUDGET	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE
<b>REVENUES</b>													
Allocated to Functional Departments	\$ 37,064,334	\$ 31,278,044	\$ 32,862,575	\$ 33,212,674	1.1%	\$ 34,080,041	2.6%	\$ 33,981,858	(0.3%)	\$ 36,477,710	7.3%	\$ 38,064,728	4.4%
Other External Revenues	6,496,012	5,689,824	6,959,361	6,797,794		6,849,397		6,901,035		6,954,176		7,037,373	
Transfer from Capital	-	-	-	2,427,424		2,435,114		442,959		453,587		464,471	
Transfer from Reserves	2,749,573	2,610,389	6,925,425	5,013,700		4,097,775		3,761,850		3,945,925		3,108,000	
<b>TOTAL REVENUES</b>	<b>\$ 46,309,919</b>	<b>\$ 39,578,257</b>	<b>\$ 46,747,361</b>	<b>\$ 47,451,592</b>	<b>1.5%</b>	<b>\$ 47,462,327</b>	<b>0.0%</b>	<b>\$ 45,087,702</b>	<b>(5.0%)</b>	<b>\$ 47,831,398</b>	<b>6.1%</b>	<b>\$ 48,674,572</b>	<b>1.8%</b>
<b>EXPENDITURES</b>													
Operating Programs:													
Information Technology													
Technical Services	\$ 7,495,706	\$ 6,475,481	\$ 7,045,203	\$ 7,191,307		\$ 7,264,197		\$ 7,305,406		\$ 7,592,568		\$ 7,738,990	
Business Systems	8,641,817	8,080,029	7,053,453	6,106,844		6,189,761		6,206,241		6,345,537		6,529,613	
Digital Strategy and Project Management	-	-	3,293,212	5,964,682		5,981,453		4,044,148		5,638,720		6,254,698	
	16,137,523	14,555,510	17,391,868	19,262,833	10.8%	19,435,411	0.9%	17,555,795	(9.7%)	19,576,825	11.5%	20,523,301	4.8%
Corporate Projects and Facilities	6,800,481	6,777,770	6,618,456	6,628,586	0.2%	6,837,116	3.1%	7,015,120	2.6%	7,741,762	10.4%	7,497,429	(3.2%)
Corporate Safety	1,868,179	1,914,344	3,635,321	4,391,125	20.8%	4,012,780	(8.6%)	4,037,066	0.6%	4,132,087	2.4%	4,229,011	2.3%
Security and Emergency Management	1,757,161	1,366,810	1,605,468	1,554,192	(3.2%)	1,558,878	0.3%	1,602,890	2.8%	1,487,377	(7.2%)	1,514,925	1.9%
Administration and Department Support	662,274	677,426	552,681	731,289	32.3%	734,575	0.4%	737,930	0.5%	754,446	2.2%	771,005	2.2%
Total Operating Programs	27,225,618	25,291,860	29,803,794	32,568,025	9.3%	32,578,760	0.0%	30,948,801	(5.0%)	33,692,497	8.9%	34,535,671	2.5%
Debt Service	15,179,981	14,363,329	14,383,567	14,383,567	0.0%	14,383,567	0.0%	13,638,901	(5.2%)	13,638,901	0.0%	13,638,901	0.0%
Head Office Capital	767,216	1,208,146	2,560,000	500,000	(80.5%)	500,000	0.0%	500,000	0.0%	500,000	0.0%	500,000	0.0%
<b>TOTAL EXPENDITURES</b>	<b>\$ 43,172,815</b>	<b>\$ 40,863,335</b>	<b>\$ 46,747,361</b>	<b>\$ 47,451,592</b>	<b>1.5%</b>	<b>\$ 47,462,327</b>	<b>0.0%</b>	<b>\$ 45,087,702</b>	<b>(5.0%)</b>	<b>\$ 47,831,398</b>	<b>6.1%</b>	<b>\$ 48,674,572</b>	<b>1.8%</b>

METRO VANCOUVER REGIONAL DISTRICT  
EXTERNAL RELATIONS  
2021 BUDGET REVIEW  
2021-2025 FINANCIAL PLAN

	2018 ACTUAL	2019 ACTUAL	2020 BUDGET	2021 BUDGET	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE
<b>REVENUES</b>													
Allocated to Functional Departments	\$ 5,688,168	\$ 7,976,645	\$ 8,614,808	\$ 9,356,118	8.6%	\$ 9,178,872	(1.9%)	\$ 9,335,450	1.7%	\$ 9,444,972	1.2%	\$ 9,641,059	2.1%
Transfer from Capital	-	-	-	444,629		582,353		594,000		608,316		622,976	
Other External Revenues	262,428	363,128	-	-		-		-		-		-	
<b>TOTAL REVENUES</b>	<b>\$ 5,950,596</b>	<b>\$ 8,339,773</b>	<b>\$ 8,614,808</b>	<b>\$ 9,800,747</b>	<b>13.8%</b>	<b>\$ 9,761,225</b>	<b>(0.4%)</b>	<b>\$ 9,929,450</b>	<b>1.7%</b>	<b>\$ 10,053,288</b>	<b>1.2%</b>	<b>\$ 10,264,035</b>	<b>2.1%</b>
<b>EXPENDITURES</b>													
Operating Programs:													
Corporate Communications	\$ 996,846	\$ 1,117,769	\$ 1,448,731	\$ 1,293,698		\$ 1,316,173		\$ 1,339,097		\$ 1,367,228		\$ 1,396,019	
Media Relations and Issues Government	599,482	636,286	939,447	662,135		673,587		685,266		699,599		714,269	
Multi-Media Services	2,063,037	2,040,269	2,144,507	2,831,987		2,549,962		2,588,687		2,636,194		2,684,816	
Public Involvement	2,093,516	2,232,903	2,650,496	2,525,524		2,689,065		2,732,025		2,710,517		2,770,487	
Stakeholder Engagement	843,407	621,956	-	-		-		-		-		-	
Collaboration and Engagement	605,163	608,831	614,008	1,069,420		1,089,375		1,115,731		1,140,712		1,166,278	
Intergovernmental Relations	-	-	-	387,938		393,987		400,156		407,728		415,477	
Administration and Department Support	760,371	717,078	817,619	1,030,045		1,049,076		1,068,488		1,091,310		1,116,689	
<b>TOTAL EXPENDITURES</b>	<b>\$ 7,961,821</b>	<b>\$ 7,975,092</b>	<b>\$ 8,614,808</b>	<b>\$ 9,800,747</b>	<b>13.8%</b>	<b>\$ 9,761,225</b>	<b>(0.4%)</b>	<b>\$ 9,929,450</b>	<b>1.7%</b>	<b>\$ 10,053,288</b>	<b>1.2%</b>	<b>\$ 10,264,035</b>	<b>2.1%</b>

METRO VANCOUVER REGIONAL DISTRICT  
FINANCIAL SERVICES  
2021 BUDGET REVIEW  
2021-2025 FINANCIAL PLAN

	2018 ACTUAL	2019 ACTUAL	2020 BUDGET	2021 BUDGET	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE
<b>REVENUES</b>													
Allocated to Functional Departments	\$ 11,813,772	\$ 12,016,882	\$ 12,400,688	\$ 12,875,289	3.8%	\$ 13,918,659	8.1%	\$ 14,208,058	2.1%	\$ 14,570,905	2.6%	\$ 14,911,667	2.3%
Other External Revenues	197,228	223,362	190,000	190,000		190,000		190,000		190,000		190,000	
Transfer from Capital	-	-	-	680,747		935,594		948,306		963,930		979,931	
Transfer from Reserves	-	28,767	370,000	448,000		145,360		147,767		150,720		153,744	
<b>TOTAL REVENUES</b>	<b>\$ 12,011,000</b>	<b>\$ 12,269,011</b>	<b>\$ 12,960,688</b>	<b>\$ 14,194,036</b>	<b>9.5%</b>	<b>\$ 15,189,613</b>	<b>7.0%</b>	<b>\$ 15,494,131</b>	<b>2.0%</b>	<b>\$ 15,875,555</b>	<b>2.5%</b>	<b>\$ 16,235,342</b>	<b>2.3%</b>
<b>EXPENDITURES</b>													
Operating Programs:													
Purchasing and Risk Management	\$ 3,775,393	\$ 3,807,443	\$ 4,251,221	\$ 5,059,336		\$ 5,795,801		\$ 5,920,910		\$ 6,055,216		\$ 6,192,753	
Financial Planning and Operations	4,820,309	5,123,017	5,624,674	5,902,083		6,132,967		6,252,974		6,385,398		6,529,885	
Property Services	1,797,369	1,946,134	2,209,487	2,331,550		2,374,203		2,417,714		2,511,471		2,567,811	
Administration and Department Support	797,441	802,485	875,306	901,067		886,642		902,533		923,470		944,893	
<b>TOTAL EXPENDITURES</b>	<b>\$ 11,190,512</b>	<b>\$ 11,679,079</b>	<b>\$ 12,960,688</b>	<b>\$ 14,194,036</b>	<b>9.5%</b>	<b>\$ 15,189,613</b>	<b>7.0%</b>	<b>\$ 15,494,131</b>	<b>2.0%</b>	<b>\$ 15,875,555</b>	<b>2.5%</b>	<b>\$ 16,235,342</b>	<b>2.3%</b>

METRO VANCOUVER REGIONAL DISTRICT  
HUMAN RESOURCES  
2021 BUDGET REVIEW  
2021-2025 FINANCIAL PLAN

	2018 ACTUAL	2019 ACTUAL	2020 BUDGET	2021 BUDGET	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE
<b>REVENUES</b>													
Allocated to Functional Departments	\$ 4,905,451	\$ 5,165,438	\$ 5,567,193	\$ 5,526,144	(0.7%)	\$ 5,630,692	1.9%	\$ 5,730,057	1.8%	\$ 5,909,518	3.1%	\$ 6,013,921	1.8%
Transfer from Capital	-	-	-	546,151		557,074		568,216		581,910		595,934	
Transfer from Reserves	-	68,421	316,214	78,000		30,000		50,000		10,000		30,000	
<b>TOTAL REVENUES</b>	<b>\$ 4,905,451</b>	<b>\$ 5,233,859</b>	<b>\$ 5,883,407</b>	<b>\$ 6,150,295</b>	<b>4.5%</b>	<b>\$ 6,217,766</b>	<b>1.1%</b>	<b>\$ 6,348,273</b>	<b>2.1%</b>	<b>\$ 6,501,428</b>	<b>2.4%</b>	<b>\$ 6,639,855</b>	<b>2.1%</b>
<b>EXPENDITURES</b>													
Operating Programs:													
Employee and Labour Relations	\$ 1,072,148	\$ 1,130,627	\$ 1,468,403	\$ 1,608,651		\$ 1,637,061		\$ 1,645,027		\$ 1,685,204		\$ 1,725,429	
Talent Management and Organization Development	1,786,146	2,036,048	2,390,396	2,446,149		2,479,863		2,562,573		2,586,679		2,671,175	
Systems and Processes	955,075	1,005,722	1,124,763	1,183,058		1,167,242		1,189,867		1,256,230		1,246,903	
Administration and Department Support	716,517	881,074	899,845	912,437		933,600		950,806		973,315		996,348	
<b>TOTAL EXPENDITURES</b>	<b>\$ 4,529,886</b>	<b>\$ 5,053,471</b>	<b>\$ 5,883,407</b>	<b>\$ 6,150,295</b>	<b>4.5%</b>	<b>\$ 6,217,766</b>	<b>1.1%</b>	<b>\$ 6,348,273</b>	<b>2.1%</b>	<b>\$ 6,501,428</b>	<b>2.4%</b>	<b>\$ 6,639,855</b>	<b>2.1%</b>

METRO VANCOUVER DISTRICTS  
INDIGENOUS RELATIONS  
2021-2025 FINANCIAL PLAN

	2018 ACTUAL	2019 ACTUAL	2020 BUDGET	2021 BUDGET	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE
<b>REVENUES</b>													
Allocated to Functional Departments	\$ 379,161	\$ 572,196	\$ 583,698	\$ 583,698	0.0%	\$ 594,529	1.9%	\$ 605,578	1.9%	\$ 620,108	2.4%	\$ 634,974	2.4%
<b>TOTAL REVENUES</b>	<b>\$ 379,161</b>	<b>\$ 572,196</b>	<b>\$ 583,698</b>	<b>\$ 583,698</b>	<b>0.0%</b>	<b>\$ 594,529</b>	<b>1.9%</b>	<b>\$ 605,578</b>	<b>1.9%</b>	<b>\$ 620,108</b>	<b>2.4%</b>	<b>\$ 634,974</b>	<b>2.4%</b>
<b>EXPENDITURES</b>													
Operating Programs:													
Indigenous Relations	\$ 331,862	\$ 413,280	\$ 583,698	\$ 583,698		\$ 594,529		\$ 605,578		\$ 620,108		\$ 634,974	
<b>TOTAL EXPENDITURES</b>	<b>\$ 331,862</b>	<b>\$ 413,280</b>	<b>\$ 583,698</b>	<b>\$ 583,698</b>	<b>0.0%</b>	<b>\$ 594,529</b>	<b>1.9%</b>	<b>\$ 605,578</b>	<b>1.9%</b>	<b>\$ 620,108</b>	<b>2.4%</b>	<b>\$ 634,974</b>	<b>2.4%</b>



METRO VANCOUVER REGIONAL DISTRICT  
LEGISLATIVE SERVICES  
2021 BUDGET REVIEW  
2021-2025 FINANCIAL PLAN

	2018 ACTUAL	2019 ACTUAL	2020 BUDGET	2021 BUDGET	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE
<b>REVENUES</b>													
Allocated to Functional Departments	\$ 3,849,071	\$ 4,048,743	\$ 4,104,334	\$ 4,274,998	4.2%	\$ 4,327,912	1.2%	\$ 4,402,309	1.7%	\$ 4,495,887	2.1%	\$ 4,591,629	2.1%
Other External Revenues	6,451	9,233	7,000	7,000		7,175		7,354		7,538		7,726	
Transfer from Capital	-	-	-	418,340		426,707		435,241		445,730		456,472	
Transfer from Reserves	-	-	-	23,600		-		-		-		-	
<b>TOTAL REVENUES</b>	<b>\$ 3,855,522</b>	<b>\$ 4,057,976</b>	<b>\$ 4,111,334</b>	<b>\$ 4,723,938</b>	<b>14.9%</b>	<b>\$ 4,761,794</b>	<b>0.8%</b>	<b>\$ 4,844,904</b>	<b>1.7%</b>	<b>\$ 4,949,155</b>	<b>2.2%</b>	<b>\$ 5,055,827</b>	<b>2.2%</b>
<b>EXPENDITURES</b>													
Operating Programs:													
Corporate Planning	813,123	1,177,471	1,097,420	1,155,002		1,173,309		1,191,988		1,214,913		1,238,370	
Legal Services	1,508,007	1,250,229	1,713,309	2,237,816		2,258,970		2,300,951		2,355,563		2,411,442	
Information Management	1,155,141	1,061,085	1,300,605	1,331,120		1,329,515		1,351,965		1,378,679		1,406,015	
<b>TOTAL EXPENDITURES</b>	<b>\$ 3,476,271</b>	<b>\$ 3,488,785</b>	<b>\$ 4,111,334</b>	<b>\$ 4,723,938</b>	<b>14.9%</b>	<b>\$ 4,761,794</b>	<b>0.8%</b>	<b>\$ 4,844,904</b>	<b>1.7%</b>	<b>\$ 4,949,155</b>	<b>2.2%</b>	<b>\$ 5,055,827</b>	<b>2.2%</b>

METRO VANCOUVER REGIONAL DISTRICT  
STRATEGIC INITIATIVES  
2021 BUDGET REVIEW  
2021-2025 FINANCIAL PLAN

	2018 ACTUAL	2019 ACTUAL	2020 BUDGET	2021 BUDGET	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE
<b>REVENUES</b>													
Allocated to Functional Departments	\$ -	\$ -	\$ -	\$ 921,000	100.0%	\$ 1,304,420	41.6%	\$ 1,327,508	1.8%	\$ 1,351,058	1.8%	\$ 1,375,078	1.8%
<b>TOTAL REVENUES</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 921,000</u>	<u>100.0%</u>	<u>\$ 1,304,420</u>	<u>41.6%</u>	<u>\$ 1,327,508</u>	<u>1.8%</u>	<u>\$ 1,351,058</u>	<u>1.8%</u>	<u>\$ 1,375,078</u>	<u>1.8%</u>
<b>EXPENDITURES</b>													
Operating Programs:													
Administration	\$ -	\$ -	\$ -	\$ 403,000		\$ 411,060		\$ 419,281		\$ 427,667		\$ 436,220	
Projects	-	-	-	518,000		893,360		908,227		923,391		938,858	
<b>TOTAL EXPENDITURES</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 921,000</u>	<u>100.0%</u>	<u>\$ 1,304,420</u>	<u>41.6%</u>	<u>\$ 1,327,508</u>	<u>1.8%</u>	<u>\$ 1,351,058</u>	<u>1.8%</u>	<u>\$ 1,375,078</u>	<u>1.8%</u>

## CORPORATE SAFETY

### Description of services

Corporate Safety is responsible for the strategic direction and management oversight of Metro Vancouver's workplace health and safety program. This includes overseeing the delivery of Metro Vancouver's health and safety training and development, safety prevention efforts, safety investigations, OHS regulatory compliance, acting as the health and safety resource for Metro Vancouver's business units, providing guidance and direction in the areas of safety management systems, providing industrial hygiene, ergonomics, risk assessment, and WorksafeBC claims management.

### Strategic directions and high level goals supported

Corporate Safety supports the *Board Strategic Plan's* direction to strengthen the *Regional Federation* by providing organization-wide support services for Metro Vancouver. This includes delivering safety programs and support through ongoing safety guidance and training, continuous improvement of the Safety Management System, and promotion of a strong safety culture in an effort to reduce injury and illness in the workplace.

### Performance indicators

Indicator	Historical and/or industry benchmark	Current performance	2021 performance objective
Certificate of Recognition (COR) audit score	MV 3-year average (2017-19): <b>92.0%</b> 2019: 90% 2018: 91% 2017: 95%	2020 Audit commences October 19, 2020	>90% (80% is pass)
Average hours per employee of safety training (TFR & FTR)	MV 3-year average (2017-19): <b>12.3</b> 2019: 15.1 2018: 12.3 2017: 9.4	YTD: 3.9	>10
Percentage of workforce receiving safety training (FTR)	MV 3-year average (2017-19): <b>50.7%</b> 2019: 55% 2018: 46% 2017: 51%	YTD: 27.2%	>40%
Time-loss incidents	MV 3-year average (2017-19): <b>32</b> 2019: 29 2018: 36 2017: 31	YTD: 20	0

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**2021 Key Actions****Improve Safety Management System Documentation**

- Contractor management: new focus on safety documentation review for pre-qualification.
- Improve access to current hazmat inventories (asbestos and lead) through the new Hazmat 360 software tool.
- Revise existing key Corporate Safety Management Systems Standards.

**Prevention Initiatives for Workers and Supervisors**

- Enhancement of new employee safety onboarding – training, documentation and follow-up.
- Launch of new opportunities for supervisory development in the area of safety.
- Re-design and launch of Ergonomics Program.
- Motor Vehicle Incident Reduction Initiative.
- Enhance Corporate Safety refresher training courses.
- Confined Space Entry and related Alternative Measures Improvements.

**Promote Safe Work Culture**

- Conduct an Investigation Learning Outcomes Awareness Campaign.
- Increased MV internal stakeholder engagement through increased field safety inspections and audits.
- Joint Health and Safety Committee Conference – empower JHSC active participation in safety activities.

## CORPORATE SERVICES

### Description of services

Corporate Services is a centralized service providing technical leadership, strategic planning and support to all business activities of the Metro Vancouver entities. The services provided include business systems, corporate facilities, digital strategy and project management, security and emergency management and technical services. Corporate Services is also responsible for providing the regional district functions, of 9-1-1 Emergency Telephone Service, Regional Emergency Management and the Sasamat Fire Protection Service.

### Strategic directions and high level goals supported

Corporate Services supports the *Board Strategic Plan's* direction to strengthen the *Regional Federation* by providing organization-wide support services for both Metro Vancouver the region and organization. This includes delivering Information Technology Planning, Systems and Infrastructure. Corporate Services also supports the Corporate Head Office facility, Corporate, Regional and Electoral Area A emergency management, Corporate security and several other regional functions.

### Performance indicators

Indicator	Historical and/or industry benchmark	Current performance	2021 performance objective
Information technology (IT) expenditures (operating) as a percent of total corporate expenditures	Gartner Group: 2020 Benchmark for Local Government: 3.5%	2020 projected: 2.3%	Not to exceed 2.5%
IT expenditures per staff supported	Gartner Group: 2020 Benchmark for Local Government: \$10,000	2020 projected: \$ 9,840	Not to exceed \$10,000
IT staff as % of staff supported	Gartner Group: 2020 Benchmark for Local Government: 4.0%	2020 projected: 3.7%	Not to exceed 3.8%
Building Operations MTIII Energy Star rating (overall building efficiency: electricity, water & gas – minimum 90% to meet Leed Platinum Building status).	2019 93%	2020 YTD 94%	Not less than 90%

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**2021 Key Actions****Information Technology** (includes Business Systems, Digital Strategy/PMO, and Technical Services)

- Develop and implement a new system to integrate, training (including safety, technical and HR), the employee lifecycle, performance reviews, and talent management.
- Implement and integrate a detailed Project Management software solution and Service Request software.
- Leveraging tablets and other mobility tools for field staff.
- Implement corporate reporting and system integration tools.
- Begin implementation of the Utility Asset Management system.
- Continue the migration to the Metro Vancouver private cloud including GIS, SharePoint, and Asset Management.
- Add mobile functionality for systems migrated to Metro Cloud.
- Improve working from home tools and processes.

**Corporate Projects and Facilities**

- Develop corporate facilities plan with office standards to consider new working from home model and support for standards at remote sites.
- Further enhance board and committee rooms to accommodate virtual meetings.

**Security and Emergency Management**

- Conduct site security assessments.
- Conduct corporate EOC exercise.

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## **EXTERNAL RELATIONS**

### **Description of services**

External Relations is a centralized support service providing support to all business activities of the Metro Vancouver entities. External Relations centralized support includes Corporate Communications, Multimedia Services, Collaboration and Engagement, Media Relations and Issues Management, Intergovernment Relations, and Community Engagement for the Water and Liquid Waste Services and Project Delivery departments. External Relations also provides direct communication programs for Liquid Waste, Water, Regional Parks, Regional Planning, Air Quality and Housing, leads and administers various initiatives under the General Government function – Zero Waste Collaboration Initiatives, including the National Zero Waste Council, Leadership and Engagement International Program, Regional Culture and the Regional Economic Prosperity Service.

External Relations provides support and leadership to the organization with four key objectives:

- Increasing public awareness, understanding and alignment with Metro Vancouver services and policies;
- Enhancing communication, engagement and collaboration with member municipalities;
- Developing and implementing engagement strategies for infrastructure projects and regional policy and planning initiatives; and
- More effectively engaging other levels of government and their agencies in support of regional priorities.

### **Strategic Directions and High-level Goals Supported:**

- Enhance relationships between Metro Vancouver and other levels of government, First Nations, adjacent regional districts, and key stakeholders
- Improve public and media understanding of the role of local government
- Continue to build effective working relationships with key stakeholders
- Promote a regional approach to advancing economic prosperity that complements the economic development work of members
- Continue to promote water conservation through public education and stakeholder engagement using messaging that conveys that drinking water is a precious resource
- Expand public awareness of the unique characteristics of the regional drinking water system
- Expand public awareness of the value of liquid waste management
- Continue to develop programs and related communication campaigns that increase diversion rates of materials that can be reused, repurposed or recycled
- Utilize the potential of the National Zero Waste Council and the annual Zero Waste Conference to promote the importance of waste prevention and the value of transitioning to a circular economy
- Advance initiatives aligned with a transformation to a circular economy
- Work with the provincial government and key stakeholders to expand the products included in extended producer responsibility (EPR) programs
- Continue to expand public education and behavior change campaigns consistent with the objectives of zero waste
- Engage the public and other stakeholders in the update to the regional growth strategy
- Engage members, industry and business associations, community and non-governmental organizations, utilities, post-secondary institutions, and youth in the implementation of Climate 2050

## Performance indicators

Indicator	Historical and/or industry benchmark	Current performance	2021 performance objective
Number of website page visits <a href="#">Metro Vancouver website</a>	2019: 4,361,143 2018: 4,145,216 2017: 3,979,371	Projected for 2020: 4,692,590 (7.6 % increase) August 2020: 3,128,393	4,927,219 (5% increase)
Number of video views (YouTube, Facebook, <a href="#">Metro Vancouver website</a> – Vimeo)	2019: 4,153,800 2018: 3,970,419 2017: 3,500,000	Projected for 2020: 6,453,000 (55.3 % increase) August 2020: 4,839,750	6,775,650 (5% increase)
Number of mailing lists subscribers – 26 lists (2018), 32 lists (2019), 43 lists (2020)	2019: 46,507 2018: 46,420 2017: 37,844	August 2020: 48,996 (5.3% increase)	51,446 (5% increase)
Number of Metro Vancouver followers on Twitter	2019: 31,234 2018: 30,000 2017: 28,500	August 2020: 33,013 (5.7% increase)	34,664 (5% increase)
Number of Metro Vancouver followers on Facebook	2019: 30,687 2018: 18,329 2017: 13,439	August 2020: 34,922 (13.8% increase)	36,668 (5% increase)

## 2021 Key Actions

- Enhance education, awareness and stakeholder engagement about climate change through Climate 2050, Caring for the Air, Clean Air Plan, EV Programs, and other Air Quality initiatives
- Increase awareness of lawn watering regulations, the quality and source of Metro Vancouver water, and the need for conservation through the regional We Love Water campaign
- Reduce liquid waste at source through regional behavior change campaigns, including Unflushables and Fats, Oils and Grease (FOG) and continue strategic communications around biosolids
- Reduce and prevent waste through zero waste regional behavior change campaigns - Create Memories, Not Garbage, Waste in its Place, Think Thrice, Food Isn't Garbage, Love Food Hate Waste
- Support efforts to build greater education and awareness of single-use items and plastics
- Leadership to National Zero Waste Council, 2021 Zero Waste Conference, Love Food Hate Waste Canada
- Engage with the public, business communities and other levels of government on Metro Vancouver strategic priorities through proactive media engagement and social media presence
- Support implementation of the Regional Economic Prosperity Service
- Production of monthly Chair and Metro Vancouver Updates and distribution of annual Metro Vancouver Update newsletter to all households
- Ensure effective relationships with federal/provincial/local government and other stakeholders in support of Metro Vancouver priorities and interagency issues
- Host regional Council of Councils on key Metro Vancouver priorities
- Video production / distribution of Community Television shows The Sustainable Region / MV Close Up / Metro Moments and Chat with the Chair
- Enhance K-12 program activities in alignment with Metro Vancouver priorities and initiatives
- Effective leadership to community engagement for liquid waste and water services and project delivery, including significant capital projects and management plans
- Significant stakeholder engagement to ensure meaningful development of Metro 2050 and Climate 2050 and the associated roadmaps
- Host Metro Vancouver presence / attraction at the 2021 Pacific National Exhibition



## FINANCIAL SERVICES

### Description of services

Financial Services is responsible for providing support services pertaining to accounting, payroll, financial planning, cash and debt management, procurement, risk management, inventory control, real estate acquisition, disposal and management, as well as process reviews which assists departments in achieving their capital and operational objectives. In addition, the department has a fiduciary/stewardship role regarding developing and maintaining appropriate financial policies, processes and procedures to ensure the overall financial sustainability of the Metro Vancouver Districts and Housing Corporation, safeguarding of the corporation's assets and compliance with ongoing finance-related statutory requirements and corporate policies.

### Strategic directions and high level goals supported

Use value for service to guide Metro Vancouver operations and service provisions.

- Develop fiscal policy using equity and affordability criteria.
- Ensure that opportunities for increased efficiencies are evaluated and implemented

### Financial Goals

- Ensure the long-term financial sustainability of the Metro Vancouver Districts and Housing Corporation.
- Safeguard/steward the corporation's assets.
- Provide and enhance service to both internal and external customers.
- Provide support to Metro Vancouver operations in achieving their management plan goals.

### Performance indicators

Indicator	Historical and/or industry benchmark	Current performance	2021 performance objective
<b>Current ratio</b> (current assets / current liabilities)	Historical average for BC municipalities 3.8 to 1	Projected 2020: 4 to 1	Minimum 3.8 to 1
<b>Debt service costs / total revenue</b>	Province of BC threshold 25%	Projected 2020: 16.6%	<20%
<b>Operating Surplus Ratio</b> (operating surplus as a % of own source revenues)	0 - 15%	Projected 2020: 1.1%	<5%

## 2021 key actions

### Financial Planning and Operations

- With the Water Services and Liquid Waste Services, complete the development of a Development Cost Charge (DCC) program for the GVWD and update the DCC rates for the GVS&DD.
- With Liquid Waste Services, complete analysis and form recommendations for actions to move toward a single sewerage area.
- Commence development of content and format of financial reports for public consumption including a financial plan report and an annual report of financial results.
- Increase modelling capacity to enhance financial analysis and decision support.
- Broaden use of Key Performance Indicators, external and internal, to enhance transparency and accountability to clients and stakeholders.
- Review financial policy framework to determine how to enhance leveraging capital resources for directly affected central support areas.
- Coordinate the completion of the Long Term Financial Plan for Metro Vancouver. This involves evaluating the impact of Metro Vancouver services and reviewing the debt management strategy and other key financial strategies and policies.
- Continue with refinements to the budget and financial planning and related reporting processes along with developing sustainment and enhancement plans to maintain and build upon the utilization and capabilities of the budget and financial planning systems.

### Purchasing and Risk Management

- Finalize the implementation and improvements stemming from the Procurement Review with a focus on Category Management and responding to the challenges of the capital program.
- Complete a legal review and updates of all bid/contract templates.
- Conduct an overall review of inventory/stores focusing on functionality and process improvements.
- Build upon the pilot program for Materials Resource Planning (MRP) started at Iona by expanding the data collection to include Annacis WWTP and Seymour Capilano Treatment Plant.
- Identify opportunities for strategic sourcing.

### Properties

- To enhance efficiency, recommend changes to the *Procurement and Real Property Contracting Authority* (Board Policy) for Committee/Board consideration.
- Complete the Legal Forms Renewal Project, and implement usage of all new templates.
- Train staff and implement the new Property Interests Information System (PIIMS).
- Develop a corporate-wide plan for strategic property acquisitions.
- Undertake a series of process reviews to support continuous improvement initiatives across the division.

## HUMAN RESOURCES

### Description of services

Human Resources is a corporate service providing support to all business activities of Metro Vancouver's entities. The support provided through Human Resources is two-fold. It develops and delivers programs that support both Metro Vancouver's high level goals and each individual department's goals and objectives. In addition, it works with client departments to attract, build and retain capacity in the achievement of their goals. There are three components within HR that deliver day-to-day services to support the operations of the organization, along with strategic initiatives that address emerging trends, and business opportunities: Talent Management and Organization Development, Employee and Labour Relations, and HR Systems, Benefits & Metrics.

### Strategic directions and high level goals supported

Human Resources supports the *Board Strategic Plan's* direction to strengthen the *Regional Federation* by providing organization-wide support services for Metro Vancouver. This includes ensuring staff and leaders have the talent, resources, knowledge and skills, they require in order to deliver on goals in accordance with the Board Strategic Plan.

### Performance indicators

Indicator	Historical and/or industry benchmark	Current Performance	2021 Performance Objective
Number of External Applicants <sup>1</sup>	<b>MV 3-year average (2017-19): 6,639</b> 2019: 5,976 2018: 6,366 2017: 7,574	2020 YTD: 2,080  Objective 4,500	4,500
Staff retirements	<b>MV 3-year average (2017-19): 2.95%</b> 2019: 3.23% 2018: 2.77% 2017: 2.85%	2020 YTD: 2.61%	<4.5%
Percentage of workforce receiving training (FTR, excludes safety training)	<b>MV 3-year average (2017-19): 69%</b> 2019: 68% 2018: 75% 2017: 65%	2020 YTD: 41%  Objective 75%	60%
Participation in MetroFit Health and Wellness Programs <sup>2</sup>	<b>MV 3-year average (2017-19): 2,400</b> 2019: 1,851 2018: 2,536 2017: 2,813	2020 YTD: 284  Objective 2,600	2,500

<sup>1</sup> One applicant may apply for multiple vacancies over the course of a year. Formerly referenced as "unique" job applicants.

<sup>2</sup> Employees are able to participate/register for multiple programs.

**2021 Key Actions**

- Further develop and implement partnership with colleges/universities to bring a Water and Wastewater Operator Certification/Diploma program to a local Metro Vancouver post-secondary institution with a targeted launch date of Q2 2021.
- Implement a strategy to embed Diversity and Inclusion initiatives into all relevant MV programs.
- Implement new Talent Management and Learning Management Systems.
- Continuation of Collective Bargaining.
- Support return to work and accommodations.
- Explore opportunities to build on current attendance management practices.

## LEGAL SERVICES AND INDIGENOUS RELATIONS

### Indigenous Relations

#### Description of services

Indigenous Relations provides information, advice and support to Metro Vancouver on First Nations' interests and issues, and analyzes how such First Nations' interests and issues may affect corporate programs, processes and projects. Indigenous Relations also responds to pan-municipal First Nation issues and represents and supports Metro Vancouver local government interests at treaty negotiation tables as well as at provincial and federal venues.

#### Strategic directions and high level goals supported

*Board Strategic Plan, 2019-2022:*

- Enhance relationships between Metro Vancouver and other orders of government, First Nations, adjacent regional districts, and key stakeholders.

#### Performance indicators

Indicator	Historical and/or industry benchmark	Current performance	2021 performance objective
<b>Number of local government interests represented at treaty table meetings.</b>	MV 4-year average (2016-2019)  4	Projected 2020:  12	  12
<b>Number of special Indigenous Relations events hosted by Metro Vancouver (e.g. Community to Community Forums, workshops, lunch and learns)</b>	MV 4-year average (2016-2019)  3	Projected 2020:  3	  6
<b>Number of bilateral meetings between Metro Vancouver and the nine area First Nations with lands</b>	MV 4-year average (2016-2019)  20	Projected 2020:  30	  35
<b>External requests for information or advice related to First Nations and/or Indigenous Relations</b>	MV 4-year average (2016-2019)  125	Projected 2020:  180	  150
<b>Total requests for information or advice related to First Nations and/or Indigenous Relations</b>	MV 4-year average (2016-2019)  1,100	Projected 2020:  2,050	  1,800

## 2021 key actions

- Complete an annual review/update of Metro Vancouver's *Guide to First Nation Communities*.
- Host a Regional Gathering involving members of the Indigenous Relations Committee, MVRD Board, and respective First Nation Chiefs and Councils from the 10 First Nation communities in the region.
- Host an annual event (e.g. workshop) involving staff of First Nations and local governments on a topical issue in local government/Indigenous relations.
- Support for the organization's work on the formalization of Reconciliation as a vision statement or strategic initiative, including related research and policy development.
- Host and/or participate in reconciliation activities (e.g. National Indigenous Peoples Day on June 21 and Orange Shirt Day on September 30).
- Participate in active treaty table meetings in the region as part of the provincial negotiating team.
- Support ongoing First Nation engagement efforts on capital and construction projects such as North West Langley Wastewater Treatment Plant upgrade, Iona Island Wastewater Treatment Plant upgrade, Coquitlam Lake Water Supply project, Coquitlam Main Water project, and Widgeon Marsh Regional Park development.
- Support First Nation engagement for Metro 2050, Liquid Waste Management Plan, Solid Waste Management Plan, and Climate 2050.
- Respond to the increasing number of internal requests for advice on information sharing and engagement with First Nations as well as procurement opportunities.
- Provide training sessions for Metro Vancouver staff on the corporate policy related to sharing information and engagement with First Nations on construction projects, as well as the Board's procurement policy that includes economic opportunities for First Nations and more use of their services (e.g. archaeological) on Metro Vancouver projects.

## LEGAL SERVICES AND INDIGENOUS RELATIONS

### Legal Services

#### Description of services

Legal Services is a centralized service providing legal support to all business activities of the Metro Vancouver entities. Legal Services provides legal advice and support to Metro Vancouver departments on a wide range of project related issues arising, including procurement, contract awards, contract claims and compliance with contracts; works to ensure Metro Vancouver satisfies its legislative obligations, reduces its exposure to risk, and enters into commercial terms that optimize the corporation's objectives in its dealings with other entities; provides advice and guidance to regulatory programs, including training for enforcement staff; represents the organization in dispute resolution proceedings.

#### Strategic directions and high level goals supported

Legal Services supports the *Board Strategic Plan 2019-2022* by:

- ensuring that Metro Vancouver entities meet legislative and regulatory requirements, and anticipate and prepare for upcoming changes.
- using value for service to guide Metro Vancouver's operations and service provision.
- supporting Metro Vancouver departments in achieving management plan goals.

#### Performance indicator

Indicator	Historical and/or industry benchmark	Current performance	2021 performance objective
Number of new legal files opened	150	118	150

#### 2021 key actions

- Support major procurement/construction projects including Iona Island Waste Water Treatment Plant, Annacis HTL Project, Annacis Outfall, North Shore Wastewater Treatment Plant, Sapperton Pump Station, Second Narrows Water Supply Tunnel, Annacis Water Supply Tunnel, Stanley Park Water Supply Tunnel, Coquitlam Lake Water Supply.
- Support Metro Vancouver's accommodation of other public agencies' major infrastructure projects (Province, TransLink, ports and railways).
- Support development of Metro 2050, new Liquid Waste Management Plan, new Solid Waste Management Plan, Climate 2050 roadmaps and initiatives.
- Support Indigenous Relations issues.
- Support staff drafting various bylaws: updates to Parks Regulatory Bylaw, Ticketing Bylaws, amendments to Food Sector (Grease Interceptor) Bylaw, Trucked Liquid Waste Bylaw, developing cannabis production emissions regulation, updates to Electoral Area A Zoning Bylaw, Develop Open Air Burning Regulation.
- Support Purchasing Division with procurement document templates.
- Support environmental incident reporting.
- Support various contract negotiations: Sustainability Innovation Fund projects, financial contribution agreements, collaborative research agreements.

- Support ongoing civil litigation, administrative tribunal proceedings, and regulatory proceedings.
- Organize Lunch + Learn sessions for Metro Vancouver staff on relevant legal topics.



## Centralized Support Program

## 2021 to 2025 – WHAT’S HAPPENING

Below is a summary of the significant initiatives to be undertaken by the Centralized Support Program over the next 5 years.

Initiative	Description	Theme
<b>2021-2025</b>		
<b>CORPORATE SERVICES</b>		
Improve Safety Management System Documentation	Revise existing key Corporate Safety Management System Standards; new focus on safety documentation review for contractor pre-qualification; improve access to current hazmat inventories through new Hazmat 360 tool.	Regulatory & Legislative Environment
Prevention Initiatives for Workers and Supervisors	Enhance new employee safety onboarding, training, documentation and follow up; new opportunities for supervisory development.	Regulatory & Legislative Environment
Technology & Communications	Develop and implement Talent Management and Learning Management Systems; implement and integrate Project Management software solution; implement corporate reporting and system integration tools.	Regional growth
Corporate Projects & Facilities Security & Emergency Mgmt.	Develop corporate facilities plan incorporating new working from home models and support for remote sites; conduct site security assessments; conduct corporate EOC exercise.	Regional growth
Asset Management	Complete and implement Asset Management system for LWS, WS and PD Departments. This will include a new asset registry and an integrated system.	System Stewardship
Green Fleet	Enhance current policy to incorporate electrification into operations.	Air Quality & Climate Change
<b>HUMAN RESOURCES</b>		
Training and Development	Further develop and implement partnerships with colleges and universities to bring utility training/candidate pools to local institutions.	Regional growth
Diversity and Inclusion	Further Implement a comprehensive, organization-wide Diversity and Inclusion Strategy.	Regional growth
Attendance management	Explore opportunities to build on current attendance management practices.	Regional growth
MV Recruitment Branding Enhancements	Review and refresh recruitment branding on the MV website.	Regional growth
Labour Relations	Review classifications/consider job descriptions.	Regional Growth

Initiative	Description	Theme
<b>2021-2025</b>		
Talent Management	Revitalize Succession Planning practices for leaders.	Regional Growth
<b>EXTERNAL RELATIONS</b>		
Community and Stakeholder Engagement and Collaboration	Effective leadership to community engagement for liquid waste and water services and project delivery capital projects and management plans; significant stakeholder engagement to ensure meaningful development of Metro 2050 and Climate 2050; leadership to NZWC and Zero Waste Conference; support to Regional Economic Prosperity Service.	Regional Growth Environmental Sustainability Regulatory & Legislative Environment Financial Sustainability
Intergovernment Relations Strategy	Ensure effective relationships with federal/provincial/local governments and other stakeholders in support of Metro Vancouver priorities and interagency issues.	Regulatory & Legislative Environment
Behaviour Change and Education	Campaigns and education/awareness building efforts in support of water conservation, zero waste, reduction of liquid waste at source, air quality/climate change, housing, regional planning, etc.; K-12 Schools Program in support of MV priorities and BC curriculum.	Regional Growth Environmental Sustainability
Media Relations and Issues Management	Proactive media engagement and social media presence engaging public, business communities and government on Metro Vancouver strategic priorities.	Regional Growth Financial Sustainability Environmental Sustainability System Stewardship Regulatory and Legislative Environment
Multimedia	Creation and distribution of Community Television shows The Sustainable Region / MV Close Up; Metro Moments and Chat with the Chair series expanding awareness of Metro Vancouver.	Regional Growth Financial Sustainability Environmental Sustainability System Stewardship

Initiative	Description	Theme
<b>2021-2025</b>		
		Regulatory and Legislative Environment
PNE Activation	Host Metro Vancouver 'attraction' at the 2021 Pacific National Exhibition.	Environmental Sustainability  Financial Sustainability  System Stewardship  Regional Growth
<b>INDIGENOUS RELATIONS</b>		
MV-First Nations Regional Gathering	A forum to be co-hosted by the MVRD Board with 10 First Nation communities' elected leaders in the region.	Regional Growth
Equity in Growth Management	First Nations engagement in the identification of opportunities to bring an equity lens to the next Regional Growth Strategy.	Regional Growth
Sensitive Ecosystem Inventory	First Nation engagement in the 5-year update of the sensitive ecosystem inventory for the region.	Environmental Sustainability
Regional Gathering	Host a full day event involving Chief and Council from 10 First Nation communities, members of Metro Vancouver's Indigenous Relations Committee and MVRD Board.	Regional Growth
Climate 2050	First Nations engagement and participation in the implementation of the Climate 2050 issue area roadmaps.	Environmental Sustainability
Policy research on corporate objectives	Conduct research and policy analysis on various new and ongoing corporate objectives.	Regional Growth
<b>LEGISLATIVE SERVICES</b>		
Legal Support for Capital Projects	Provide legal support for Metro Vancouver's major construction projects.	Regulatory & Legislative Environment
Legal Support for Management Plans	Provide legal support for the review/update of Metro Vancouver's management plans.	Regulatory & Legislative Environment
Improve Boardroom technology	Streamline boardroom technology and processes for the conduct of electronic board and committee meetings.	System Stewardship

Initiative	Description	Theme
<b>2021-2025</b>		
Improve digital access to Board records	Continue to digitize old board and committee agendas, reports and minutes to make them accessible.	Regulatory & Legislative Environment
<b>FINANCIAL SERVICES</b>		
Development Cost Charges (DCC)	With WS and LWS, develop DCC program for GVWD and update rates for GVSDD.	Financial Sustainability
Single Sewage Area Project	With LWS, create the business case for the amalgamation of sewage areas and define.	System Stewardship
Decision Support and Automation	Increase modelling capacity to enhance financial analysis, projection and organizational decision support.	Financial Sustainability
Purchasing enhancement	Implement recommended resources to enhance support for the capital plan and address identified process bottlenecks.	System Stewardship

METRO VANCOUVER DISTRICTS  
2020-2024 PROJECTED RESERVES - CENTRALIZED SUPPORT PROGRAMS

ATTACHMENT 4

DISCRETIONARY RESERVES

	2019	2020	2020	2020	2020	2020	2021	2022	2023	2024
	ENDING BALANCE	OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE
Centralized Support Reserve	\$ 20,262,304	\$ 20,262,304	\$ 800,000	\$ (7,683,639)	\$ 336,410	\$ 13,715,075	\$ 8,799,289	\$ 4,255,772	\$ 2,177,619	\$ 79,037

STATUTORY RESERVES

	2019	2020	2020	2020	2020	2020	2021	2022	2023	2024
	ENDING BALANCE	OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE
Corporate Self Insurance Reserve	\$ 2,570,273	\$ 2,570,273	\$ -	\$ -	\$ 51,405	\$ 2,621,678	\$ 2,674,112	\$ 2,727,594	\$ 2,782,146	\$ 2,837,789
Corporate Fleet Reserve	11,800,391	11,800,391	4,864,884	(4,697,000)	237,687	12,205,962	12,659,807	13,121,140	13,611,119	14,108,861

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To: Housing Committee

From: Heather McNell, General Manager, Regional Planning and Housing Services

Date: September 30, 2020

Meeting Date: October 7, 2020

Subject: **2021 - 2025 Financial Plan – Metro Vancouver Housing Corporation (MVHC)**

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## **RECOMMENDATION**

That the Housing Committee endorse the 2021 - 2025 Financial Plan for the Metro Vancouver Housing Corporation as presented in the report dated September 30, 2020, titled “2021 - 2025 Financial Plan – Metro Vancouver Housing Corporation”, and forward it to the Metro Vancouver Board Budget Workshop on October 21, 2020 for consideration.

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## **EXECUTIVE SUMMARY**

The 2021 - 2025 Metro Vancouver Financial Plan has been prepared following direction received at the June 5, 2020 Metro Vancouver Board Budget Workshop. This has resulted in a three-year action plan that maintains the goals and objectives of Metro Vancouver while using key financial tools to minimize the impact on the ratepayers of the region. While the Metro Vancouver Housing Corporation (MVHC) is funded primarily through rental revenues and does not have an impact on the overall MVRD tax requisition, this focus has been maintained while preparing and reviewing budgets.

MVHC’s 5-year budget supports its goals of supporting healthy engaged communities, preserving existing housing to maintain affordability and improving energy efficiency, growing strategically through redevelopment and new developments and partner to expand affordable rental housing across the region. Over the next five years, the MVHC annual budget is expected to increase an average of \$2.0 million or 3.5% per year.

## **PURPOSE**

To present the 2021 - 2025 Financial Plan for the Metro Vancouver Housing Corporation (MVHC) for consideration by the Committee.

## **BACKGROUND**

Metro Vancouver’s annual budget process includes the development of detailed annual budgets and the updating of five-year financial plans for each of the four Metro Vancouver legal entities (Metro Vancouver Regional District, Metro Vancouver Housing Corporation, Greater Vancouver Water District and Greater Vancouver Sewerage and Drainage District).

On June 5, 2020 a Metro Vancouver Board Budget Workshop was held with the objective to seek direction for the preparation of the 2021 - 2025 Financial Plan. The workshop outlined the principles that guide the work of Metro Vancouver as an organization, the current 2020 - 2024 Financial Plan, the implications of the COVID-19 pandemic, the tools that can be used to make budget adjustments, and a proposed approach for the 2021 - 2025 Financial Plan.

Staff proposed leveraging the supported tools to create a short-term action plan that would lessen the upward pressure on household impact for 1-3 years. A short-term action plan would enable strategic goals and objectives to be maintained. If larger or more long-term adjustments are desired, a re-evaluation of long-term plans such as the *Metro Vancouver Housing Plan*, *Climate 2050*, or the *Liquid Waste Management Plan* would be required. Since an annual budget is approved, this approach will allow for adjustments to be made each year as conditions change based on market changes and other factors. The use of the tools will aim to avoid making severe changes that cannot be easily corrected in the short-term. Overall, the short-term action plan approach was supported.

This report focuses on the MVHC and presents the 2021 annual budget and the updated five-year plan for the years 2021 to 2025 for committee consideration.

### **METRO VANCOUVER HOUSING CORPORATION**

The MVHC is a not-for-profit entity with the Metro Vancouver Regional District as its sole shareholder. MVHC operates 49 housing sites that provide 3,400 units of affordable rental housing for low to moderate income households across the region. MVHC's operations and maintenance is primarily financed through the collection of tenant rents. Operations maintains MVHC assets, manages tenants and builds communities within the housing portfolio and surrounding neighborhoods.

MVHC initiatives planned over the next five years are guided by direction provided in the *Board Strategic Plan* and *Metro Vancouver Housing 10 Year Plan*, specifically:

- Strengthen awareness and engagement with the public, members, other orders of government, and key stakeholders on a range of initiatives regarding the role and value of Metro Vancouver Housing Corporation;
- Develop and implement financial plans and policies that reflect a commitment to sound financial management and long-term planning, in consideration of current and future residents;
- Continue to engage with members on processes and initiatives that contribute to an effective and well-functioning organization; and
- Support healthy engaged communities, preserve existing housing to maintain affordability and grow strategically through redevelopment and new developments.

### **WORK PLAN PERFORMANCE INDICATORS**

High level performance indicators have been developed across the organization to evaluate trends, determine key actions for the coming year, and to assist in long-term planning. The 2021 Work Plan for MVHC is presented in this report. Within the MVHC Work Plan, seven performance indicators have been developed and are being tracked. These include:

- Percentage of total units rented to subsidized tenants
- Vacancy percentage (based on number of units)
- MVHC communities with tenant associations
- Reduction of GHG emissions
- Redevelopment at Kingston Gardens
- Redevelopment at Welcher Ave
- Redevelopment at Heather Place – Building B

The trends in these performance measures suggest that MVHC will continue to provide one third of the tenant portfolio with subsidized tenants, maintain a low vacancy rate, uphold its management of 31 tenant associations and continue the decrease in GHG emissions from MVHC operations. The redevelopment at three sites demonstrates the trend of increasing the amount of affordable rental homes in MVHC's portfolio.

### **CONTINUOUS IMPROVEMENT**

MVHC has been reviewing and updating its policies and procedures. Notable policy updates include the *Tenant Selection Policy* that ensures the corporation is providing housing that prioritizes very low to moderate income residents who have less opportunities to rent in the private market.

Following the completion of Heather Place Building A, a 'lessons learned' review is underway to provide information to increase effectiveness and efficiency, and design considerations in future projects.

Further improvement initiatives include:

- Monitor the implementation of in-suite water metering at Heather Place Building A;
- Install high efficiency mechanical equipment and make thermal improvements to building structures;
- Continue the projects approved through the Sustainability Innovation Fund:
  - Building Resilience: Exploring the Potential of Renewable Energy Building Infrastructure
  - Net-Zero Feasibility Study for Welcher Avenue Affordable Housing Development
  - Step Code Implementation Impacts for Building Envelope Rehabilitation of Existing Buildings;
- Full building rehabilitation projects will improve building energy efficiency, consumption and resiliency. Projects include:
  - Kelly Court (Vancouver) full building rehabilitation project budgeted for \$4.3M (planned construction starts in 2021)
  - Evergreen Downs (Delta) full building rehabilitation project budgeted for \$5.2M (planned construction starts in 2021)
  - Strathearn Court (Vancouver) full building rehabilitation project budgeted for \$8.3M (planned construction starts in 2023)
  - Regal Place (Vancouver) building envelop rehabilitation project budgeted for \$1.2M (planned construction starts in 2023);
- Continue to explore and incorporate mobile technology into day-to-day field operations; and
- Create and implement a strategy to reduce illegal waste dumping to reduce operational costs.

### **2021 BUDGET AND 2021 - 2025 FINANCIAL PLAN**

The five-year financial plans for this cycle have been updated to address five central themes identified by the Metro Vancouver Board in its Strategic Plan to guide the development of plans and budgets. The five themes are as follows:

- Financial Sustainability
- Environmental Sustainability
- System Stewardship



- Regulatory and Legislative Environment
- Regional Growth

Each Metro Vancouver function has an Annual Work Plan that includes strategic directions, performance indicators and key actions to guide the work for the coming year. Each function also has a “What’s Happening” summary that highlights the program highlights for the next five years.

The 2021 - 2025 MVHC Financial Plan is included as Attachment 1. The 2021 Annual Work Plan for the MVHC presented in this report is included in Attachment 3 and the “What’s Happening” highlights for the years 2021 - 2025 are included in Attachment 4.

### **Operating Budget Highlights**

The MVHC 2021 operating budget is proposed to increase by \$1,402,269 for a total budget of \$53,692,021 (Attachment 1). This increase is primarily due to the increased rental revenue and operating subsidies to meet service requirements and growth demands.

The 2021 operating budget includes the following key actions:

- Continue implementation of the Metro Vancouver Housing 10-Year Plan;
- Begin construction for redevelopment of Kingston Gardens Phase 1;
- Begin construction for redevelopment of Welcher Avenue;
- Continue the design and permit approvals of Heather Place Building B;
- Begin construction on Kelly Court, Evergreen Downs and Strathearn Court building rehabilitations with energy improvements;
- Continue to develop and implement innovative tenant programs that support and enhance engaged communities;
- Continue to build brand awareness with key industry stakeholders and residents of the region; and
- Enhance the online housing application process for tenants.

Over the next five years, the MVHC annual budget is expected to increase an average of \$2.0 million or 3.5% per year.

### **Communications Program**

The 2021 MVHC Communications Program of \$40,000 is focused on video and graphic documentation of new and existing MVHC sites for partnership engagement and public opinion research through focus groups on Metro Vancouver’s role in housing and branding opportunities.

### **Capital Budget Highlights**

The MVHC capital budget for 2021 is \$39.6 million (Attachment 2). The capital program is funded by mortgage financing, reserve funding, and contributions from external agencies. The capital projects planned and ongoing for 2021 are the redevelopment of Heather Place - Building B, Kingston Gardens - Phase I, and Welcher Avenue.

The capital expenditure budget for 2021 - 2025 totals \$354.4 million with Kingston Gardens - Phase I and Welcher Avenue estimated to be completed in 2022. Heather Place – Building B is estimated to

be completed in 2024. The 5-year budget also includes one-to-two redevelopment and two-to-three new development projects that are currently in planning.

### **Reserve Funds**

The application of reserve funding in MVHC is in accordance with the *Operating, Statutory and Discretionary Reserves Policy* and is primarily made through its Capital Development and Capital Replacement Reserves. In 2021, the financial plan includes \$9.5 million in funding from the Capital Replacement Reserve for significant asset maintenance and replacement. The 2021 - 2025 Projected Reserves for MVHC is included in Attachment 5.

### **APPROVAL PROCESS**

The proposed 2021 - 2025 Financial Plan and Annual Work Plan is presented for consideration and endorsement before being forwarded to the Board for consideration.

The next steps of the process are:

- The 2021 - 2025 Financial Plan and Annual Work Plan will be presented for consideration at the Metro Vancouver Board Budget Workshop on October 21, 2020; and
- The Board will consider adoption of the 2021 Budget and endorsement of the 2021 - 2025 Financial Plan on October 30, 2020.

### **ALTERNATIVES**

1. That the Housing Committee endorse the 2021 - 2025 Financial Plan for the Metro Vancouver Housing Corporation as presented in the report dated September 30, 2020, titled "2021 - 2025 Financial Plan – Metro Vancouver Housing Corporation", and forward it to the Metro Vancouver Board Budget Workshop on October 21, 2020 for consideration.
2. That the Housing Committee make recommendations and endorse an amended 2021 - 2025 Financial Plan for the MVHC and forward the amended Financial Plan to the to the Metro Vancouver Board Budget Workshop on October 21, 2020 for consideration.

### **FINANCIAL IMPLICATIONS**

MVHC operations are funded primarily through rental revenues and do not have an impact on the overall MVRD tax requisition. If the MVRD Board endorses the 2021 - 2025 Financial Plan for the MVHC, as presented under Alternative 1, in 2021 the rental revenues are expected to generate a surplus from operations ranging from \$9.4 million in 2021 to \$10.2 million in 2025. As part of the Metro Vancouver Housing 10 Year Plan, planning is currently underway to determine the long-term maintenance requirements and development and any excess from the generated surpluses will then be directed toward the funding of affordable housing development.

The financial plan includes three redevelopment projects: Kingston Gardens (\$34.4 million) which started in 2019, Heather Place – Building B (\$37.7 million) which started in 2020 and Welcher Avenue (\$31.5 million) which started in 2020, as well as estimates for several future projects currently under planning. These projects will be funded through a combination of reserves, Provincial contributions and mortgage financing.

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Under Alternative 2, the Committee may wish to consider recommending amendments to the 2021 Budget and Five-year Financial Plan for consideration at the Metro Vancouver Board Budget Workshop. Any changes to the plan may have an impact on the MVRD Financial Plan.

### **SUMMARY / CONCLUSION**

The MVHC 2021 Budget and Five-year Financial Plan was prepared following direction received at the June 5, 2020 Metro Vancouver Board Budget Workshop and to respond to direction provided in the *Board Strategic Plan*. It is presented to Committee and Board members to provide overview information on activities and financial impacts for the years 2021 to 2025 for MVHC.

The presentation of the 2021 budget and five-year financial plan for MVHC provides the opportunity for Metro Vancouver to share with its member jurisdictions the proposed capital projects and operating programs, and the financial impact of these projects, over the next five years. The financial plan illustrates how Metro Vancouver proposes to pay for MVHC investments that will be required to maintain our assets and to respond to our region's growing population. It is intended to be used as a guiding document for member jurisdictions in the development of their five-year financial plans.

Staff recommends endorsing the 2021 - 2025 Financial Plan and Annual Work Plan for MVHC as presented under alternative one.

### **Attachments:**

1. 2021 - 2025 Financial Plan
2. 2021 - 2025 Capital Programs and Project Totals – Housing
3. 2021 Work Plan
4. 2021 - 2025 "What's Happening"
5. 2021 - 2025 Projected Reserves – Metro Vancouver Housing Corporation

METRO VANCOUVER HOUSING CORPORATION  
HOUSING  
2021 BUDGET REVIEW  
2021-2025 FINANCIAL PLAN

	2018 ACTUAL	2019 ACTUAL	2020 BUDGET	2021 BUDGET	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE
<b>REVENUES</b>													
Housing Rents	\$ 39,978,046	\$ 40,930,512	\$ 40,392,325	\$ 41,303,421	2.3%	\$ 41,812,776	1.2%	\$ 44,361,315	6.1%	\$ 44,752,648	0.9%	\$ 47,398,800	5.9%
Housing Mortgage and Rental Subsidies	2,001,154	2,066,215	2,103,014	2,099,058		2,147,785		1,890,957		1,934,029		1,977,969	
Other External Revenues	1,272,863	997,929	794,413	801,468		741,862		745,572		751,874		755,165	
Transfer from Reserves	5,127,741	9,385,746	9,000,000	9,488,074		9,973,718		10,553,822		10,963,704		11,980,948	
<b>TOTAL REVENUES</b>	<b>\$ 48,379,804</b>	<b>\$ 53,380,402</b>	<b>\$ 52,289,752</b>	<b>\$ 53,692,021</b>	<b>2.7%</b>	<b>\$ 54,676,141</b>	<b>1.8%</b>	<b>\$ 57,551,666</b>	<b>5.3%</b>	<b>\$ 58,402,255</b>	<b>1.5%</b>	<b>\$ 62,112,882</b>	<b>6.4%</b>
<b>EXPENDITURES</b>													
Operating Programs:													
Property Operations	\$ 14,848,874	\$ 17,852,141	\$ 18,023,965	\$ 19,715,819		\$ 19,895,456		\$ 20,582,442		\$ 21,064,263		\$ 21,944,378	
Maintenance	991,443	1,164,523	1,166,883	912,592		932,854		968,267		990,479		1,013,217	
Housing Finance Operations	603,884	615,308	671,410	945,735		963,583		981,343		1,004,785		1,030,481	
Tenant Program and Services	445,212	421,836	732,273	412,897		372,386		379,385		387,868		396,552	
Site Administration	1,489,012	1,447,364	1,868,170	2,052,399		2,068,916		2,110,863		2,162,867		2,210,009	
Engineers in Training	-	-	11,534	11,627		11,854		12,087		12,389		12,683	
Administration and Department Support	942,957	1,075,070	1,190,329	1,407,505		1,436,634		1,469,360		1,504,046		1,539,533	
	19,321,382	22,576,242	23,664,564	25,458,574	7.6%	25,681,683	0.9%	26,503,747	3.2%	27,126,697	2.4%	28,146,853	3.8%
Communications Program	4,877	25,453	40,000	40,000	0.0%	40,000	0.0%	40,000	0.0%	40,000	0.0%	40,000	0.0%
Allocation of Centralized Support	2,417,680	2,119,811	2,071,404	2,083,388	0.6%	2,239,264	7.5%	2,162,863	(3.4%)	2,218,086	2.6%	2,112,285	(4.8%)
Total Operating Programs	21,743,939	24,721,506	25,775,968	27,581,962	7.0%	27,960,947	1.4%	28,706,610	2.7%	29,384,783	2.4%	30,299,138	3.1%
Allocation of Project Delivery			-	388,447	0.0%	387,298	(0.3%)	328,009	(15.3%)	332,640	1.4%	339,003	1.9%
Asset Maintenance and Replacement	5,127,741	9,385,746	9,000,000	9,488,074	5.4%	9,973,718	5.1%	10,553,822	5.8%	10,963,704	3.9%	11,980,948	9.3%
Debt Service	8,165,127	6,095,570	5,333,392	5,154,165	(3.4%)	5,135,889	(0.4%)	6,256,187	21.8%	6,225,930	(0.5%)	7,388,878	18.7%
Contribution to Capital Replacement Reserve	1,432,944	1,720,636	1,720,546	1,720,546	0.0%	1,721,030	0.0%	1,833,525	6.5%	1,836,987	0.2%	1,906,301	3.8%
Contribution to Reserve	8,457,797	8,743,756	10,459,846	9,358,827	(10.5%)	9,497,259	1.5%	9,873,513	4.0%	9,658,211	(2.2%)	10,198,614	5.6%
<b>TOTAL EXPENDITURES</b>	<b>\$ 44,927,548</b>	<b>\$ 50,667,214</b>	<b>\$ 52,289,752</b>	<b>\$ 53,692,021</b>	<b>2.7%</b>	<b>\$ 54,676,141</b>	<b>1.8%</b>	<b>\$ 57,551,666</b>	<b>5.3%</b>	<b>\$ 58,402,255</b>	<b>1.5%</b>	<b>\$ 62,112,882</b>	<b>6.4%</b>

**METRO VANCOUVER HOUSING CORPORATION  
CAPITAL PROGRAMS AND PROJECT DETAILS  
HOUSING DEVELOPMENT  
2021 - 2025 CAPITAL PLAN**

**ATTACHMENT 2**

	2021 CAPITAL BUDGET	2022 CAPITAL PLAN	2023 CAPITAL PLAN	2024 CAPITAL PLAN	2025 CAPITAL PLAN	2021 TO 2025 TOTAL
<b>CAPITAL EXPENDITURES</b>						
<b>Housing Development - Capital</b>						
Heather Place - Building B	\$ 2,000,000	\$ 22,000,000	\$ 13,200,000	\$ -	\$ -	\$ 37,200,000
Kingston Gardens - Phase 1	17,600,000	15,300,000	-	-	-	32,900,000
Welcher Ave.	17,500,000	12,500,000	-	-	-	30,000,000
Projects in Planning	2,500,000	11,500,000	96,060,000	96,060,000	48,180,000	254,300,000
<b>TOTAL CAPITAL EXPENDITURES</b>	<b>\$ 39,600,000</b>	<b>\$ 61,300,000</b>	<b>\$ 109,260,000</b>	<b>\$ 96,060,000</b>	<b>\$ 48,180,000</b>	<b>\$ 354,400,000</b>
<b>CAPITAL FUNDING</b>						
Reserves *	\$ 6,700,000	\$ 4,800,000	\$ 4,000,000	\$ 7,620,000	\$ 42,480,000	\$ 65,600,000
Grant/Forgivable Loan	8,500,000	7,925,000	-	72,600,000	5,700,000	94,725,000
Construction Financing and Mortgage Proceeds	24,400,000	48,575,000	105,260,000	15,840,000	-	194,075,000
	<b>\$ 39,600,000</b>	<b>\$ 61,300,000</b>	<b>\$ 109,260,000</b>	<b>\$ 96,060,000</b>	<b>\$ 48,180,000</b>	<b>\$ 354,400,000</b>

\* Reserves are currently funded by a combination of annual surplus in excess of the capital maintenance and operating requirements and MVRD tax requisition.

## Metro Vancouver Housing Corporation

### Description of services

Metro Vancouver Housing Corporation (MVHC) is a not-for-profit entity with the Metro Vancouver Regional District as its sole shareholder. MVHC operates 49 housing sites that provide 3,400 units of affordable rental housing for low to moderate income households across the region. MVHC is primarily financed through the collection of tenant rents. Operations maintains MVHC assets, manages tenants and builds communities within the housing portfolio and surrounding neighborhoods.

### Strategic directions and high level goals supported

- Provide safe, affordable rental homes to individuals and families across the region
- Implement the Metro Vancouver Housing 10-Year Plan - Provide, preserve and expand affordable housing in the region
- Continue the implementation of the MHV Redevelopment and Asset Management plans. These plans:
  - Identify a pipeline of housing developments and building rehabilitations that are prioritized to create new units and maintain existing affordable rental homes
  - Identify areas for environmental and energy sustainability improvements
  - Create an agreed standard of service and delivery for core building infrastructure

### Performance indicators

Indicator	Historical and/or industry benchmark	Current performance	2021 performance objective
Total units rented to subsidized tenants	35% (3 Year average)	34% (2020)	34%
Vacancy percentage (based on number of units)	0.8% (3 Year Average)	0.5% (2020)	0.5%
MVHC communities with tenant associations	58% (3 Year Average, 28 sites)	63% (2020, 31 sites)	63% (2021, 31 sites)
Reduce GHG emissions	10.2 grams CO <sup>2</sup> Emissions per square metre (2010 baseline)	7.89 grams CO <sup>2</sup> Emissions per square metre (2019)	7.45 grams CO <sup>2</sup> Emissions per square metre
Kingston Gardens Redevelopment Project (Construction)	10% (design)	80% (design)	25% (construction)
Welcher Ave. Redevelopment Project (Construction)	20% (design)	80% (design)	25% (construction)
Heather Place Building B Redevelopment Project (Design)	0%	0%	80% (design)

## 2021 key actions

### Operations & Maintenance

- Continue to implement the Metro Vancouver Housing 10-year Plan
- Begin construction on Kelly Court and Strathearn Court building envelope renewals and energy improvements
- Continue to develop and implement innovative tenant programs
- Develop and begin implementation of a new internal and external work order system

### New Development

- Deconstruction of Heather Place units on 13<sup>th</sup> Avenue
- Finalize the design of Heather Place Building B
- Begin construction of Kingston Gardens Phase 1
- Begin construction of Welcher Avenue
- Submit funding applications for prioritized new development and redevelopment projects to BC Housing and CMHC.

### Communications

- Update the Housing website
- Enhance the online housing application process for tenants
- Continue to build brand awareness with key industry stakeholders and residents of the region
- Work to build a better understanding the opinions and community needs of MVHC through focus group and public opinion research where needed

## Metro Vancouver Housing Corporation

## 2021 to 2025 – WHAT’S HAPPENING

Below is a summary of the significant initiatives to be undertaken by the MVHC over the next 5 years.

Initiative	Description	Theme
<b>2021</b>		
Metro Vancouver Housing 10 year Plan	Continue the exploration and implementation of actions identified in the 10-year plan	Regional growth, financial sustainability & environmental sustainability
Kingston Gardens Redevelopment	Begin construction phase of project	Regional Growth
Welcher Avenue Redevelopment	Begin construction phase of project	Regional Growth
Heather Place B Redevelopment	Continue design phase of project and submit development permit variance application	Regional Growth
Redevelopment Projects	Transition one-to-two projects initiated by Policy and Planning to the Housing development team to begin project design	Regional Growth
New development projects	Transition two-to-three projects initiated by Policy and Planning to the Housing development team to begin project design	Regional Growth
Increase the housing portfolio	Actively work with members, the non-profit housing sector and private developers to increase the amount of affordable housing units	Regional growth
Process development	Continue to review and update Tenant Assistance processes to adapt best practices	System stewardship
Policy reviews	Continue the housing operations policy reviews	System stewardship
Building rehabilitations	Begin construction phase of the Kelly Court rehabilitation project and finalize designs for Evergreen Downs and Strathearn Court projects	System stewardship
COVID-19	Continue to ensure adherence to Health Advisories, observing Covid protocols applicable to staff, tenants and contractors	System stewardship
<b>2022</b>		
Metro Vancouver Housing 10 year Plan	Continue the exploration and implementation of actions identified in the 10-year plan	Regional growth, financial sustainability & environmental sustainability
Building rehabilitation projects	Continue construction of initiated projects and the development of design in newly initiated projects	System stewardship
Kingston Gardens Redevelopment	Continue construction phase of project	Regional Growth
Welcher Avenue Redevelopment	Continue construction phase of project	Regional Growth
Heather Place B Redevelopment	Finalize the design phase of project and permitting. Complete tendering process of contractor	Regional Growth



Redevelopment Projects	Finalize design of one-to-two projects and transition to construction phase	Regional Growth
New development projects	Finalize design of two-to-three projects and transition to construction phase	Regional Growth
Process development	Review and refine preventative maintenance procedures	System stewardship
<b>2023</b>		
Metro Vancouver Housing 10 year Plan	Continue the exploration and implementation of actions identified in the 10-year plan	Regional growth, financial sustainability & environmental sustainability
Building rehabilitation projects	Continue construction of initiated projects and the development of design in newly initiated projects	System stewardship
Kingston Gardens Redevelopment	Close out the construction phase of the project and begin building operations	Regional Growth
Welcher Avenue Redevelopment	Close out the construction phase of the project and begin building operations	Regional Growth
Heather Place B Redevelopment	Continue construction phase of the project	Regional Growth
Redevelopment Projects	Continue construction phase of the projects	Regional Growth
New development projects	Continue construction phase of the projects	Regional Growth
<b>2024</b>		
Metro Vancouver Housing 10 year Plan	Continue the exploration and implementation of actions identified in the 10-year plan	Regional growth, financial sustainability & environmental sustainability
Building rehabilitation projects	Continue construction of initiated projects and the development of design in newly initiated projects	System stewardship
Heather Place B Redevelopment	Complete construction phase of project	Regional Growth
Redevelopment Projects	Continue construction phase of the projects	Regional Growth
New development projects	Continue construction phase of the projects	Regional Growth
<b>2025</b>		
Metro Vancouver Housing 10 year Plan	Complete a review of the 10-year plan and assessment of achievements to date. Monitor emerging trends and changes to the affordable housing sector	Regional growth, financial sustainability & environmental sustainability
Building rehabilitation projects	Continue construction of initiated projects and the development of design in newly initiated projects	System stewardship
Heather Place B Redevelopment	Close out the construction phase of the project and begin building operations	Regional Growth
Redevelopment Projects	Close out the construction phase of projects and begin building operations	Regional Growth
New development projects	Close out the construction phase of projects and begin building operations	Regional Growth

METRO VANCOUVER DISTRICTS  
2021-2025 PROJECTED RESERVES - METRO VANCOUVER HOUSING CORPORATION

OPERATING RESERVES

	2020	2021				2021	2022	2023	2024	2025
	ENDING BALANCE	OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE
Metro Vancouver Housing Corporation	\$ 2,460,207	\$ 2,460,207	\$ 67,012	\$ -	\$ 50,378	\$ 2,577,597	\$ 2,758,196	\$ 2,796,095	\$ 2,870,661	\$ 2,938,478

DISCRETIONARY RESERVES

	2020	2021				2021	2022	2023	2024	2025
	ENDING BALANCE	OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE
Housing										
MVHC Capital Replacement Reserve	\$ 5,260,267	\$ 5,260,267	\$ 9,106,689	\$ (9,488,074)	\$ 101,391	\$ 4,980,273	\$ 4,986,631	\$ 4,987,489	\$ 4,993,761	\$ 4,996,756
MVHC Capital Development Reserve	9,900,302	9,900,302	10,472,685	(6,700,000)	235,733	13,908,720	18,693,408	16,290,899	82,876,805	47,608,627

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To: Housing Committee

From: Heather McNell, General Manager, Regional Planning and Housing Services

Date: September 30, 2020

Meeting Date: October 7, 2020

Subject: **2021 - 2025 Financial Plan – Housing Planning and Policy**

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## **RECOMMENDATION**

That the Housing Committee endorse the 2021 - 2025 Financial Plan for Housing Planning and Policy as presented in the report dated September 30, 2020, titled “2021 - 2025 Financial Plan – Housing Planning and Policy”, and forward it to the Metro Vancouver Board Budget Workshop on October 21, 2020 for consideration.

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## **EXECUTIVE SUMMARY**

The 2021 – 2025 Metro Vancouver Financial Plan has been prepared following direction received at the June 5, 2020 Metro Vancouver Board Budget Workshop. This has resulted in a three-year action plan that maintains the goals and objectives of Metro Vancouver while using key financial tools to minimize the impact on the ratepayers of the region.

The Housing Planning and Policy function contributes to the development and operation of Metro Vancouver Housing Corporation affordable housing projects and implementation of the Metro Vancouver Housing 10-Year Plan. This function also supports and convenes member jurisdictions around housing issues and supports regional housing priorities through the provision of planning and policy resources and information, best practices research, and advocacy. Over the next five years, operating programs decrease by \$108,431 or an average of 0.4% per year. The decrease is the result of Sustainable Innovation Funding awarded for initiatives in 2021 only.

## **PURPOSE**

To present the 2021 - 2025 Financial Plan for the Housing Planning and Policy function for consideration by the Committee.

## **BACKGROUND**

Metro Vancouver’s annual budget process includes the development of detailed annual budgets and the updating of five-year financial plans for each of the four Metro Vancouver legal entities (Metro Vancouver Regional District, Metro Vancouver Housing Corporation, Greater Vancouver Water District and Greater Vancouver Sewerage and Drainage District).

On June 5, 2020 a Metro Vancouver Board Budget Workshop was held with the objective to seek direction for the preparation of the 2021 - 2025 Financial Plan. The workshop outlined the principles that guide the work of Metro Vancouver as an organization, the current 2020 - 2024 Financial Plan, the implications of the COVID-19 pandemic, the tools that can be used to make budget adjustments, and a proposed approach for the 2021 - 2025 Financial Plan.

Staff proposed leveraging the supported tools to create a short-term action plan that would lessen the upward pressure on household impact for 1-3 years. A short-term action plan would enable strategic goals and objectives to be maintained. If larger or more long-term adjustments are desired, a re-evaluation of long-term plans such as the *Metro Vancouver Housing Plan*, *Climate 2050*, or the *Liquid Waste Management Plan* would be required. Since an annual budget is approved, this approach will allow for adjustments to be made each year as conditions change based on market changes and other factors. The use of the tools will aim to avoid making severe changes that cannot be easily corrected in the short-term. Overall, the short-term action plan approach was supported.

This report focuses on the Housing Planning and Policy function and presents the 2021 annual budget and the updated five-year plan for the years 2021 to 2025 for committee consideration.

### **HOUSING PLANNING AND POLICY PROGRAM**

The Housing Planning and Policy function contributes to processes and decisions related to regional housing planning and research, supporting the development of affordable housing projects through implementation of the *Metro Vancouver Housing 10-Year Plan* and *Metro 2040*, coordinating the Regional Planning Advisory Committee – Housing Subcommittee and, secure vacant lands owned by local governments for new affordable housing.

The Housing Planning and Policy Service initiatives planned over the next five years are guided by direction provided in the *Board Strategic Plan* and *Metro Vancouver Housing 10-Year Plan*, specifically:

- Implementation of the Metro Vancouver 10 Housing Plan to support affordable housing and engaged communities in the region
- Strengthen awareness and engagement with the public, members, other orders of government, and key stakeholders on a range of initiatives regarding the role and value of Metro Vancouver Housing Corporation
- Develop and implement financial plans and policies that reflect a commitment to sound financial management and long-term planning, in consideration of current and future ratepayers
- Support healthy engaged communities, preserve existing housing to maintain affordability and grow strategically through redevelopment and new developments.

### **WORK PLAN PERFORMANCE INDICATORS**

High level performance indicators have been developed across the organization to evaluate trends, determine key actions for the coming year, and to assist in long-term planning. The 2021 Work Plan for Housing Planning and Policy is presented in this report. Within the Housing Planning and Policy Work Plan, performance indicators have been developed and are being tracked. These include:

- Progress development project and partnership approvals to achieve 1,350 units in the next 10 years;
- Pursue partnerships and project funding for new developments;
- Create design standards to meet tenant needs and achieve energy and sustainability targets;
- Support the development of effective housing policy across the region; and
- Support MVHC housing policy updates.

In 2020, the MVHC Board endorsed eight priority redevelopment sites to pursue over the next 10 years and prioritized four new development sites in partnership with members. Housing Planning and Policy is targeting project and funding approvals of one-to-two redevelopments and one-to-two new developments over the 5-year span of this budget.

These projects combined with the advancements of Kingston Gardens, Welcher Ave and Heather Place B projects into delivery suggests that the Housing Policy and Planning function has been progressing in the delivery of new affordable housing units in the region.

### **CONTINUOUS IMPROVEMENT**

Housing Planning and Policy supports and guides MVHC with policy and procedure reviews and revisions. Notable policies include the *Tenant Selection Policy* that ensures the corporation is providing housing that prioritizes very low to moderate income residents who have less opportunities to rent in the private market.

In 2020, regional research and development of a best practice guide was developed to explore what is working in securing affordable and special needs housing through municipal Housing Agreements. These best practices were shared among regional members to increase the development of affordable rental housing.

In 2021, Housing Planning and Policy will:

- Continue to work with MVHC to update the corporation's policies and procedures and research best design practices for new and redevelopment projects to guide decision making and provide continuity across development activities;
- Research into sustainable energy efficient building practices and their alignment with funding opportunities will support applications for development grants;
- Further regional research into municipal inclusionary housing policies and tenant relocation will further support members in the development of more affordable rental housing;
- Support the development of the housing demand estimates with will provide consistent methodology for regional members in development of the Housing Needs Assessments; and
- Work with funding partners including BC Housing and CMHC to secure a more comprehensive, portfolio based funding agreement.

### **2021 BUDGET AND 2021 - 2025 FINANCIAL PLAN**

The five-year financial plans for this cycle have been updated to address five central themes identified by the Metro Vancouver Board in its Strategic Plan to guide the development of plans and budgets. The five themes are as follows:

- Financial Sustainability
- Environmental Sustainability
- System Stewardship
- Regulatory and Legislative Environment
- Regional Growth

Each Metro Vancouver function has an Annual Work Plan that includes strategic directions, performance indicators and key actions to guide the work for the coming year. Each function also has a “What’s Happening” summary that highlights the program highlights for the next five years.

The 2021 - 2025 Housing Planning and Policy Financial Plan is included as Attachment 1. The 2021 Annual Work Plan for Housing Planning and Policy presented in this report is included in Attachment 2, and the “What’s Happening” highlights for the years 2021 – 2025 are included in Attachment 3.

### **Operating Budget Highlights**

The Housing Planning and Policy 2021 operating budget is proposed to increase by \$128,001 for a total budget of \$6,221,505 (Attachment 1). This increase is primarily due to the additional resources required to meet increased housing targets and partially offset by a reduction in projects funded by the Sustainability Innovation Fund.

The 2021 operating budget includes the following key actions:

- Submit funding applications for select MVHC development projects (active redevelopment projects, new redevelopment projects and new sites identified through MVH’s Expression of Interest to member jurisdictions);
- Implement the Metro Vancouver Housing 10-Year Plan;
- Support the implementation of the Metro Vancouver Housing Redevelopment Plan to advance the redevelopment of prioritized redevelopment sites;
- Support Regional Planning policies related to housing for *Metro 2050*; and
- Develop a general Communications and Tenant Engagement Strategy to support the creation of project-specific strategies for development projects.

Over the next five years, operating programs decrease by \$108,431 or an average of 0.4% per year. The decrease is the result of Sustainable Innovation Funding awarded for initiatives in 2021 only. In addition to those noted above, key actions through 2025 include continuing to review the feasibility and concept development for new affordable housing developments, support the preparation and review of new lease agreements and to support regional members through research and the creation of resources to support the development of affordable rental housing.

### **Communications Program**

The 2021 Housing Planning and Policy Communications Program of \$25,000 is focused on outreach to build better understanding and awareness of the Housing Planning and Policy function in the region and to conduct consultations on new developments. There will be emphasis on further branding work including multimedia support, focus groups and public opinion research where needed.

### **Reserve Funds**

The 2021 - 2025 Financial Plan for Housing Planning and Policy includes a \$1.0 million annual contribution to support the re-development of existing housing sites through the affordable housing re-development reserve and a \$4.0 million annual contribution to the affordable housing development reserve to support affordable housing development opportunities. Reserve usage are in accordance with the *Operating, Statutory and Discretionary Reserves Policy*.

The financial plan for Housing Planning and Policy does not have any proposed applications of reserve funding. The 2021 – 2025 Projected Reserves for Housing Planning and Policy is included in Attachment 4.

### **APPROVAL PROCESS**

The proposed 2021 – 2025 Financial Plan and Annual Work Plan is presented for consideration and endorsement before being forwarded to the Board for consideration. The next steps of the process are:

- The 2021 – 2025 Financial Plan and Annual Work Plan will be presented for consideration at the Metro Vancouver Board Budget Workshop on October 21, 2020.
- The Board will consider adoption of the 2021 Budget and endorsement of the 2021 - 2025 Financial Plan on October 30, 2020.

### **ALTERNATIVES**

1. That the Housing Committee endorse the 2021 – 2025 Financial Plan for Housing Planning and Policy as presented in the report dated September 30, 2020, titled “2021 - 2025 Financial Plan – Housing Planning and Policy”, and forward it to the Metro Vancouver Board Budget Workshop on October 21, 2020 for consideration.
2. That the Housing Committee make recommendations and endorse an amended 2021 – 2025 Financial Plan for the Housing Planning and Policy Service and forward the amended Financial Plan to the Metro Vancouver Board Budget Workshop on October 21, 2020 for consideration.

### **FINANCIAL IMPLICATIONS**

If the MVRD Board endorses the 2021 – 2025 Financial Plan for the Housing Planning and Policy Service, as presented under Alternative 1, in 2021 the Housing Planning and Policy requisition will increase by \$198,001 (3.4%) for a total requisition of \$6,031,505. Of this total, \$5 million per year from the property tax requisition is allocated to advancing the planning and design of capital redevelopment projects and for new sites in partnership with member jurisdictions.

Over the term of the five-year plan, the annual Housing Planning and Policy requisition is projected to increase by an average of \$73,686 per year (1.2%) to provide the required revenue to offset projected expenditures. It is anticipated that the cost to the average regional household over the next five years for the Housing Planning and Policy function will stay at the current 2020 amount of \$5 per household through to 2025.

Under Alternative 2, the Committee may wish to consider recommending amendments to the 2021 Budget and Five-Year Financial Plan for consideration at the Metro Vancouver Board Budget Workshop. Any changes to the plan may have an impact on the MVRD Financial Plan.

### **SUMMARY / CONCLUSION**

The Housing Planning and Policy function 2021 Budget and Five-Year Financial Plan has been prepared following direction received at the June 5, 2020 Metro Vancouver Board Budget Workshop

and to respond to direction provided in the *Board Strategic Plan*. It is presented to Committee and Board members to provide overview information on activities and financial impacts for the years 2021 to 2025 for Housing Planning and Policy.

The presentation of this year's five-year financial plan for Housing Planning and Policy provides the opportunity for Metro Vancouver to share with its member jurisdictions the proposed service related initiatives over the next five years. It is intended to be used as a guiding document for member jurisdictions in the development of their five-year financial plans and includes projections on household impact to demonstrate how the plan will remain sustainable while keeping pace with our critical requirements.

Staff recommends endorsing the 2021 – 2025 Financial Plan and Annual Work Plan for Housing Planning and Policy as presented under alternative one.

**Attachments:**

1. 2021 – 2025 Financial Plan
2. 2021 Work Plan
3. 2021 – 2025 “What’s Happening”
4. 2021 – 2025 Projected Reserves – Housing Planning and Policy Service



METRO VANCOUVER REGIONAL DISTRICT  
HOUSING PLANNING AND POLICY  
2021 BUDGET REVIEW  
2021-2025 FINANCIAL PLAN

	2018 ACTUAL	2019 ACTUAL	2020 BUDGET	2021 BUDGET	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE
<b>REVENUES</b>													
Metro Vancouver Regional District Requisitions	\$ 2,018,817	\$ 1,839,479	\$ 5,833,504	\$ 6,031,505	3.4%	\$ 6,064,783	0.6%	\$ 6,081,805	0.3%	\$ 6,175,436	1.5%	\$ 6,201,935	0.4%
Transfer from Sustainability Innovation Fund Reserves	-	-	260,000	190,000		-		-		-		-	
<b>TOTAL REVENUES</b>	<b>\$ 2,018,817</b>	<b>\$ 1,839,479</b>	<b>\$ 6,093,504</b>	<b>\$ 6,221,505</b>	<b>2.1%</b>	<b>\$ 6,064,783</b>	<b>(2.5%)</b>	<b>\$ 6,081,805</b>	<b>0.3%</b>	<b>\$ 6,175,436</b>	<b>1.5%</b>	<b>\$ 6,201,935</b>	<b>0.4%</b>
<b>EXPENDITURES</b>													
Operating Programs:													
Housing Planning and Policy	\$ 388,179	\$ 492,430	\$ 1,003,031	\$ 1,131,910		\$ 958,169		\$ 977,308		\$ 1,070,450		\$ 1,095,494	
Contribution to Affordable Housing Re-development Reserve	-	-	1,000,000	1,000,000		1,000,000		1,000,000		1,000,000		1,000,000	
Contribution to Affordable Housing Development Reserve	1,000,000	1,000,000	4,000,000	4,000,000		4,000,000		4,000,000		4,000,000		4,000,000	
	1,388,179	1,492,430	6,003,031	6,131,910	2.1%	5,958,169	(2.8%)	5,977,308	0.3%	6,070,450	1.6%	6,095,494	0.4%
Communications Program	-	-	25,000	25,000	0.0%	25,000	0.0%	25,000	0.0%	25,000	0.0%	25,000	0.0%
Allocation of Centralized Support	71,637	89,658	65,473	64,595	(1.3%)	81,614	26.3%	79,497	(2.6%)	79,986	0.6%	81,441	1.8%
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,459,815</b>	<b>\$ 1,582,088</b>	<b>\$ 6,093,504</b>	<b>\$ 6,221,505</b>	<b>2.1%</b>	<b>\$ 6,064,783</b>	<b>(2.5%)</b>	<b>\$ 6,081,805</b>	<b>0.3%</b>	<b>\$ 6,175,436</b>	<b>1.5%</b>	<b>\$ 6,201,935</b>	<b>0.4%</b>

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## **HOUSING PLANNING AND POLICY**

### **Description of services**

The Housing Planning and Policy function contributes to processes and decisions related to the development and operation of Metro Vancouver Housing Corporation affordable housing projects and implementation of the Metro Vancouver Housing 10-Year Plan. This function also supports and convenes member jurisdictions around affordable housing issues and supports regional housing priorities through the provision of planning and policy resources and information, best practices research, and advocacy.

### **The Housing Planning and Policy group has the following functions:**

- Manage MVHC affordable housing development projects through pre-construction.
- Support or lead funding applications for Metro Vancouver Housing development projects.
- Lead the planning and analysis of properties to assess redevelopment potential.
- Work with member municipalities to identify land for the development of affordable housing.
- Develop both Corporate and Board policies for Metro Vancouver Housing to ensure housing operations and development align and support the Board Strategic Plan, the Metro Vancouver Housing 10-Year Plan, *Metro 2040*, and the *Residential Tenancy Act*.
- Monitor a 10-year housing strategy to implement goals around operations, maintenance, growth, and partnerships and meet strategic targets.
- Coordinate the Regional Planning Advisory Committee – Housing Subcommittee
- Provide support, planning and policy resources, best practice research and advocacy for regional housing priorities.

### **Strategic directions and high level goals supported**

- Support the implementation of the Metro Vancouver Housing 10-Year Plan.
- Review, update and develop policies that reflect a commitment to sound financial management and long-term planning, in consideration of current and future residents.
- Strengthen awareness and engagement with the public, members, other orders of government, and key stakeholders on a range of initiatives regarding the role and value of Metro Vancouver Housing.
- Convene municipal staff and stakeholders to share ideas on affordable housing.
- Facilitate partnerships with member municipalities and other stakeholders to expand affordable rental housing within the region.
- Pursue funding and program opportunities with other orders of government.
- Implement the Metro Vancouver Housing Redevelopment Plan to advance the redevelopment of MVHC housing sites.
- Support the development of housing related policy for *Metro 2050*, the comprehensive update to the Regional Growth Strategy.

## Performance indicators

Indicator	Historical and/or industry benchmark (2019)	Current performance (2020)	2021 performance objective
Approvals and, or partnerships for 1,350 homes	152 units (2 projects)	304 units (4 projects)	805 units (8 projects)
Pursue funding partnerships to support financial sustainability	2 projects supported	2 projects supported	5 projects supported
Develop design standards to meet tenant needs, and achieve energy and sustainability targets	0% complete	5% complete	75% complete
Support MVHC policy updates	10% complete	25% complete	80% complete

*\*The number of units presented in the approvals and partnerships for 1,350 homes targets are cumulative units from the benchmark year.*

## 2021 key actions

### Planning and Policy

- Submit funding applications for select MVHC development projects (active redevelopment projects, new redevelopment projects, and new sites identified through MVH's Expression of Interest to member jurisdictions)
- Support the implementation of the Metro Vancouver Housing 10-Year Plan
  - Initiate planning processes for select sites identified through MVH's Expression of Interest
  - Pursue portfolio funding partnerships with provincial and federal governments
  - Actively pursue partnership opportunities with public, private and other housing stakeholders
  - Develop new policy to support periodic income testing for low end of market tenants
  - Review and update all tenant policies and agreements
  - Create a tenancy management policy and information package for inclusionary housing opportunities
- Support the implementation of the Metro Vancouver Housing Redevelopment Plan to advance the redevelopment of select redevelopment sites.
  - Initiate planning processes for select redevelopment projects
  - Undertake further study of sites identified for potential development partnerships
- Support Metro Vancouver Regional Planning policies related to housing for *Metro 2050*, the update to the Regional Growth Strategy

### Communications Program

- Work to build a better understanding and awareness of MVHC among key stakeholders through further branding work including multimedia support where needed.
- Develop a general Communications and Tenant Engagement Strategy to support the creation of project-specific strategies for development projects.

## Housing Planning and Policy

## 2021 to 2025 – WHAT’S HAPPENING

Below is a summary of the significant initiatives to be undertaken by Housing Planning and Policy over the next 5 years.

Initiative	Description	Theme
<b>2021</b>		
10-Year Plan Implementation	Continue to implement the Metro Vancouver Housing 10-Year Plan	Regional growth, financial & environmental sustainability
Heather Place Building B redevelopment	Support the development approval process and design of the second phase of development at Heather place in the City of Vancouver	Regional growth
Redevelopment of one-to-two projects	Project and funding approvals of one-to-two redevelopments	Regional growth
New development of one-to-two projects	project and funding approvals of one-to-two new developments	Regional growth
Concept development of pipeline projects in planning	Continue the concept development and refinement of projects in the planning phase	Regional growth
Seek funding support for development projects	Submit funding applications to BC Housing’s Community Housing Fund; CMHC’s Rental Housing Financing Initiative, and FCM’s Sustainable Affordable Housing program; pursue broader provincial and federal funding for a package of priority projects	Regional growth, financial & environmental sustainability
Expand housing portfolio through development partnerships	Actively work with housing stakeholders, including funders, private developers, and non-profits, to identify opportunities for development partnerships on specific sites	Regional growth
Expand housing portfolio through management partnerships	Create a management policy / package to identify how MVH could increase its portfolio through taking on the management of units obtained through inclusionary housing policies	Regional growth
Support regional planning and policy on housing-related issues	Undertake best practice research to support regional housing priorities; support capacity building for MVHC as well as regional housing stakeholders	Regional capacity building
Support regional housing policy in Metro 2050	Support the development of housing related policy for Metro 2050, the comprehensive update to the Regional Growth Strategy.	Regional planning
<b>2022</b>		
10-Year Plan Implementation	Continue to implement the Metro Vancouver Housing 10-Year Plan	Regional growth, financial & environmental sustainability
Redevelopment of one-to-two projects	Support the progress of projects through design and municipal approvals	Regional growth

New development of one-to-two projects	Support the progress of projects through design and municipal approvals	
Expression of Interest for member land	Issue a second expression of interest for member partnerships to continue the development of affordable rental homes	Regional growth
Seek funding support for development projects	Continue to pursue provincial and federal funding for development projects, including funding opportunities to further enhance sustainability	Regional growth, financial & environmental sustainability
Expand housing portfolio through partnerships	Actively pursue partnerships with development partnerships on specific sites; actively seek opportunities for management partnerships (to take on the management of affordable units obtained through inclusionary housing policies)	Regional growth
Support regional planning and policy on housing-related issues	Undertake best practice research to support regional housing priorities; support capacity building for MVHC as well as regional housing stakeholders	Regional capacity building
<b>2023</b>		
10-Year Plan Implementation	Continue to implement the Metro Vancouver Housing 10-Year Plan	Regional growth, financial & environmental sustainability
Implement redevelopment and new development projects	Continue to support progress redevelopment and new development projects	Regional growth
Implement Redevelopment Plan	Confirm next round of redevelopment priority projects; pursue funding opportunities and initiate design processes, tenant relocation, and development approvals	Regional growth
Seek funding support for development projects	Continue to pursue provincial and federal funding for development projects, including funding opportunities to further enhance sustainability	Regional growth, financial & environmental sustainability
Expand housing portfolio through partnerships	Actively pursue partnerships with development partnerships on specific sites; actively seek opportunities for management partnerships (to take on the management of affordable units obtained through inclusionary housing policies)	Regional growth
Support regional planning and policy on housing-related issues	Undertake best practice research to support regional housing priorities; support capacity building for MVHC as well as regional housing stakeholders	Regional capacity building
<b>2024</b>		
10-Year Plan Implementation	Continue to implement the Metro Vancouver Housing 10-Year Plan	Regional growth, financial & environmental sustainability
Implement redevelopment and new development projects	Continue to progress redevelopment and new development projects	Regional growth

Seek partnerships with member municipalities to build new housing	Issue a second round Expression of Interest to seek municipal jurisdiction lands that could be leased/transferred to MVH at a nominal cost to build new affordable rental housing. Identify priorities and undertake concept planning	Regional growth
Seek funding support for development projects	Continue to pursue provincial and federal funding for development projects, including funding opportunities to further enhance sustainability	Regional growth, financial & environmental sustainability
Expand housing portfolio through partnerships	Actively pursue partnerships with development partnerships on specific sites; actively seek opportunities for management partnerships (to take on the management of affordable units obtained through inclusionary housing policies)	Regional growth
Support regional planning and policy on housing-related issues	Undertake best practice research to support regional housing priorities; support capacity building for MVHC as well as regional housing stakeholders	Regional capacity building
<b>2025</b>		
10-Year Plan Implementation	Continue to implement the Metro Vancouver Housing 10-Year Plan	Regional growth, financial & environmental sustainability
Implement redevelopment and new development projects	Continue to progress redevelopment and new development projects	Regional growth
Expression of interest	Issue a third expression of interest for member partnerships to continue the development of affordable rental homes	Regional Growth
Seek funding support for development projects	Continue to pursue provincial and federal funding for development projects, including funding opportunities to further enhance sustainability	Regional growth, financial & environmental sustainability
Expand housing portfolio through partnerships	Actively pursue partnerships with development partnerships on specific sites; actively seek opportunities for management partnerships (to take on the management of affordable units obtained through inclusionary housing policies)	Regional growth
Support regional planning and policy on housing-related issues	Undertake best practice research to support regional housing priorities; support capacity building for MVHC as well as regional housing stakeholders	Regional capacity building

METRO VANCOUVER DISTRICTS  
2021-2025 PROJECTED RESERVES - HOUSING PLANNING AND POLICY

OPERATING RESERVES

	2020	2021				2021	2022	2023	2024	2025
	ENDING BALANCE	OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE
Housing Planning and Policy	\$ 41,974	\$ 41,974	\$ 11,735	\$ -	\$ 966	\$ 54,675	\$ 61,075	\$ 53,239	\$ 54,090	\$ 58,772

STATUTORY RESERVES

	2020	2021				2021	2022	2023	2024	2025
	ENDING BALANCE	OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE
Housing Planning and Policy										
Affordable Housing Re-development Reserve	\$ 3,113,156	\$ 3,113,156	\$ 1,000,000	\$ -	\$ 72,263	\$ 4,185,419	\$ 5,279,127	\$ 6,394,710	\$ 7,532,604	\$ 8,693,256
Affordable Housing Development Reserve	4,040,000	4,040,000	4,000,000	-	120,800	8,160,800	12,364,016	16,651,296	21,024,322	25,484,809

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To: Indigenous Relations Committee

From: Jessica Beverley, General Manager, Legal Services and Indigenous Relations

Date: September 30, 2020 Meeting Date: October 8, 2020

Subject: **2021 - 2025 Financial Plan – Indigenous Relations**

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## **RECOMMENDATION**

That the Indigenous Relations Committee endorse the 2021 - 2025 Financial Plan for Indigenous Relations as presented in the report dated September 30, 2020, titled “2021 - 2025 Financial Plan – Indigenous Relations”, and forward it to the Metro Vancouver Board Budget Workshop on October 21, 2020 for consideration.

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## **EXECUTIVE SUMMARY**

The 2021 - 2025 Metro Vancouver Financial Plan has been prepared following direction received at the June 5, 2020 Metro Vancouver Board Budget Workshop. This has resulted in a three-year action plan that maintains the goals and objectives of Metro Vancouver while using key financial tools to minimize the impact on the ratepayers of the region.

Indigenous Relations staff support Metro Vancouver’s continuing efforts to strengthen relationships with local First Nations, respond to pan-municipal First Nation issues, represent regional and local government interests at active treaty tables, and contribute to valuable work towards Reconciliation. As demonstrated by the Indigenous Relations performance indicators, there is an increased desire to advance working relationships between Metro Vancouver and First Nations which translates to increased activities within this program.

The Indigenous Relations operating budget is proposed to remain steady in 2021 at a total budget of \$583,698. Over the five years, the operating program is increasing by an annual average of \$10,255, or 1.7% per year.

## **PURPOSE**

To present the 2021 - 2025 Financial Plan for Indigenous Relations for consideration by the Committee.

## **BACKGROUND**

Metro Vancouver’s annual budget process includes the development of detailed annual budgets and the updating of five-year financial plans for each of the four Metro Vancouver legal entities (Metro Vancouver Regional District, Metro Vancouver Housing Corporation, Greater Vancouver Water District and Greater Vancouver Sewerage and Drainage District).

On June 5, 2020 a Metro Vancouver Board Budget Workshop was held with the objective to seek direction for the preparation of the 2021 - 2025 Financial Plan. The workshop outlined the principles that guide the work of Metro Vancouver as an organization, the current 2020 - 2024 Financial Plan,



the implications of the COVID-19 pandemic, the tools that can be used to make budget adjustments, and a proposed approach for the 2021 - 2025 Financial Plan.

Staff proposed leveraging the supported tools to create a short-term action plan that would lessen the upward pressure on household impact for 1-3 years. A short-term action plan would enable strategic goals and objectives to be maintained. If larger or more long-term adjustments are desired, a re-evaluation of long-term plans such as the *Metro Vancouver Housing Plan*, *Climate 2050*, or the *Liquid Waste Management Plan* would be required. Since an annual budget is approved, this approach will allow for adjustments to be made each year as conditions change based on market changes and other factors. The use of the tools will aim to avoid making severe changes that cannot be easily corrected in the short-term. Overall, the short-term action plan approach was supported.

This report focuses on Indigenous Relations and presents the 2021 annual budget and the updated five-year plan for the years 2021 to 2025 for committee consideration.

### **INDIGENOUS RELATIONS PROGRAM**

The Indigenous Relations program within the Metro Vancouver Regional District (MVRD) provides information, advice, and support to Metro Vancouver entities on First Nations' interests and issues, and analyzes how such First Nations' interests and issues may affect corporate programs, processes and projects. The Indigenous Relations program also responds to pan-municipal First Nation issues and represents and supports Metro Vancouver local government interests at active treaty negotiation tables in the region as well as on provincial and federal issues.

The Indigenous Relations initiatives planned over the next five years are guided by direction provided in the *Board Strategic Plan*, specifically:

#### **4.2 Strengthen relationships with First Nations.**

- Explore new opportunities to build relationships, including a recurring event involving the Metro Vancouver Board and First Nations of the region.

### **WORK PLAN PERFORMANCE INDICATORS**

High level performance indicators have been developed across the organization to evaluate trends, determine key actions for the coming year, and to assist in long-term planning. The 2021 Work Plan for Indigenous Relations is presented in this report. Within the Indigenous Relations Work Plan, five performance indicators have been developed and are being tracked. These include:

- Number of local government interests represented at treaty table meetings
- Number of special Indigenous Relations events hosted by Metro Vancouver (e.g. Community to Community Forums, workshops, lunch and learns)
- Number of bilateral meetings between Metro Vancouver and the nine area First Nations with lands
- External requests for information or advice related to First Nations and/or Indigenous Relations
- Total requests for information or advice related to First Nations and/or Indigenous Relations

The upward trend in these performance measures reflects the increased desire to advance working relationships between Metro Vancouver and other orders of government, First Nations, and

stakeholders, as well as increased public awareness and interest in issues relating to Indigenous Relations.

### **CONTINUOUS IMPROVEMENT**

Successful continuous improvement initiatives in 2020 include: online training opportunities on reconciliation for staff such as the commemoration of National Indigenous Peoples Day with a Zoom session featuring Chief Ken Baird, Tsawwassen First Nation, and Councillor Dustin Rivers (“Khelsilem”), Squamish Nation; an online session on reconciliation with Senator Murray Sinclair; and continuous Indigenous awareness training online presentations for Metro Vancouver staff as well as municipal staff committees.

Key work for 2021 includes: coordination of region-wide or sub-regional Multi-Assessment archaeological permits; creation of web-based and video-based modules for staff training purposes (e.g. archaeological Chance Find Protocols); and the identification and implementation of software to assist with tracking requests with the aim of a more efficient tracking of performance indicators.

### **2021 BUDGET AND 2021 - 2025 FINANCIAL PLAN**

The five-year financial plans for this cycle have been updated to address five central themes identified by the Metro Vancouver Board in its Strategic Plan to guide the development of plans and budgets. The five themes are as follows:

- Financial Sustainability
- Environmental Sustainability
- System Stewardship
- Regulatory and Legislative Environment
- Regional Growth

Each Metro Vancouver function has an Annual Work Plan that includes strategic directions, performance indicators and key actions to guide the work for the coming year. Each function also has a “What’s Happening” summary that highlights the program highlights for the next five years.

The 2021 - 2025 Indigenous Relations Financial Plan is included as Attachment 1. The 2021 Annual Work Plan for Indigenous Relations presented in this report is included in Attachment 2 and the “What’s Happening” highlights for the years 2021 - 2025 are included in Attachment 3.

### **Operating Budget Highlights**

While the Indigenous Relations operating budget remains steady in 2021 at a total budget of \$583,698 (Attachment 1), there were increases over the past couple of years which will make it possible to do much valuable work.

The 2021 operating budget includes the following key actions:

- Lead all Metro Vancouver departments in engagement efforts and dialogue with local First Nations.
- Publish an annual review/update of Metro Vancouver’s *Guide to First Nation Communities* document.

- Host a Regional Gathering involving members of the Indigenous Relations Committee, MVRD Board, and respective First Nation Chiefs and Councils from 10 First Nation communities in the region.
- Host an annual event (e.g. workshop) involving staff from member jurisdictions on a topical issue in local government/Indigenous relations.
- Host, facilitate and/or participate in reconciliation activities (e.g. National Indigenous Peoples Day on June 21 and Orange Shirt Day on September 30).
- Participate in active treaty table meetings in the region as part of the provincial negotiating teams.
- Facilitate training sessions for Metro Vancouver staff on the corporate policy related to sharing information and engagement with First Nations on construction projects, as well as the Board's procurement policy that includes economic opportunities for First Nations and more use of their services (e.g. archaeological) on Metro Vancouver projects.

Over the five years, the operating program is increasing by a total of \$51,276, which represents an annual average of \$10,255 or 1.7% per year.

#### **APPROVAL PROCESS**

The proposed 2021 - 2025 Financial Plan and Annual Work Plan is presented for consideration and endorsement before being forwarded to the Board for consideration.

The next steps of the process are:

- The 2021 - 2025 Financial Plan and Annual Work Plan will be presented at the Metro Vancouver Board Budget Workshop on October 21, 2020.
- The Board will consider adoption of the 2021 Budget and endorsement of the 2021 - 2025 Financial Plan on October 30, 2020.

#### **ALTERNATIVES**

1. That the Indigenous Relations Committee endorse the 2021 - 2025 Financial Plan for Indigenous Relations as presented in the report dated September 30, 2020, titled "2021 - 2025 Financial Plan – Indigenous Relations", and forward it to the Metro Vancouver Board Budget Workshop on October 21, 2020 for consideration.
2. That the Indigenous Relations Committee make recommendations and endorse an amended 2021 - 2025 Financial Plan for Indigenous Relations, and forward the amended Financial Plan to the Metro Vancouver Board Budget Workshop on October 21, 2020 for consideration.

#### **FINANCIAL IMPLICATIONS**

If the MVRD Board endorses the 2021 Budget and Five-year Financial Plan for Indigenous Relations, as presented under Alternative 1, the Program will be funded through the allocation of centralized support services. The 2021 - 2025 Financial Plan, if endorsed will increase by \$51,276, or an average of 1.7% per year. Indigenous Relations supports all Metro Vancouver entities and functions and is allocated to those entities and functions through the centralized support allocation in accordance with the *Corporate Allocation Policy*.

Under Alternative 2, the Committee may wish to consider recommending amendments to the five-year financial plan for consideration at the Metro Vancouver Board Budget Workshop. Any changes to the plan may have an impact on the MVRD Financial Plan.

### **SUMMARY / CONCLUSION**

The 2021 Budget and Five-year Financial Plan for Indigenous Relations has been prepared following direction received at the June 5, 2020 Metro Vancouver Board Budget Workshop and to respond to direction provided in the *Board Strategic Plan* and supports the goals of Metro Vancouver's four legal entities. It is presented to Committee and Board members to provide overview information on activities and financial impacts for the years 2021 to 2025 for Indigenous Relations.

The presentation of this year's Five-Year Financial Plan for Indigenous Relations provides the opportunity for Metro Vancouver to share with its member jurisdictions the proposed program initiatives and the financial impact of these projects, over the next five years. The Financial Plan illustrates how Metro Vancouver proposes to pay for the Indigenous Relations program while addressing an increasing workload. It is intended to be used as a guiding document for member jurisdictions in the development of their five-year financial plans and includes projections on household impact to demonstrate how the plan will remain affordable for Metro Vancouver residents while keeping pace with our critical requirements.

Indigenous Relations supports all Metro Vancouver entities and functions and is allocated to those entities and functions as part of Centralized Support Services allocation in accordance with the *Corporate Allocation Policy*.

Staff recommend endorsing the 2021 - 2025 Financial Plan for Indigenous Relations as presented under alternative one.

### **Attachments:**

1. 2021 - 2025 Financial Plan
2. 2021 Work Plan
3. 2021 - 2025 "What's Happening"

METRO VANCOUVER DISTRICTS  
INDIGENOUS RELATIONS  
2021-2025 FINANCIAL PLAN

	2018 ACTUAL	2019 ACTUAL	2020 BUDGET	2021 BUDGET	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE
<b>REVENUES</b>													
Allocated to Functional Departments	\$ 379,161	\$ 572,196	\$ 583,698	\$ 583,698	0.0%	\$ 594,529	1.9%	\$ 605,578	1.9%	\$ 620,108	2.4%	\$ 634,974	2.4%
<b>TOTAL REVENUES</b>	<b>\$ 379,161</b>	<b>\$ 572,196</b>	<b>\$ 583,698</b>	<b>\$ 583,698</b>	<b>0.0%</b>	<b>\$ 594,529</b>	<b>1.9%</b>	<b>\$ 605,578</b>	<b>1.9%</b>	<b>\$ 620,108</b>	<b>2.4%</b>	<b>\$ 634,974</b>	<b>2.4%</b>
<b>EXPENDITURES</b>													
Operating Programs:													
Indigenous Relations	\$ 331,862	\$ 413,280	\$ 583,698	\$ 583,698		\$ 594,529		\$ 605,578		\$ 620,108		\$ 634,974	
<b>TOTAL EXPENDITURES</b>	<b>\$ 331,862</b>	<b>\$ 413,280</b>	<b>\$ 583,698</b>	<b>\$ 583,698</b>	<b>0.0%</b>	<b>\$ 594,529</b>	<b>1.9%</b>	<b>\$ 605,578</b>	<b>1.9%</b>	<b>\$ 620,108</b>	<b>2.4%</b>	<b>\$ 634,974</b>	<b>2.4%</b>

## LEGAL SERVICES AND INDIGENOUS RELATIONS

### Indigenous Relations

#### Description of services

Indigenous Relations provides information, advice and support to Metro Vancouver on First Nations' interests and issues, and analyzes how such First Nations' interests and issues may affect corporate programs, processes and projects. Indigenous Relations also responds to pan-municipal First Nation issues and represents and supports Metro Vancouver local government interests at treaty negotiation tables as well as at provincial and federal venues.

#### Strategic directions and high level goals supported

*Board Strategic Plan, 2019-2022:*

- Enhance relationships between Metro Vancouver and other orders of government, First Nations, adjacent regional districts, and key stakeholders.

#### Performance indicators

Indicator	Historical and/or industry benchmark	Current performance	2021 performance objective
<b>Number of local government interests represented at treaty table meetings.</b>	MV 4-year average (2016-2019)  4	Projected 2020:  12	  12
<b>Number of special Indigenous Relations events hosted by Metro Vancouver (e.g. Community to Community Forums, workshops, lunch and learns)</b>	MV 4-year average (2016-2019)  3	Projected 2020:  3	  6
<b>Number of bilateral meetings between Metro Vancouver and the nine area First Nations with lands</b>	MV 4-year average (2016-2019)  20	Projected 2020:  30	  35
<b>External requests for information or advice related to First Nations and/or Indigenous Relations</b>	MV 4-year average (2016-2019)  125	Projected 2020:  180	  150
<b>Total requests for information or advice related to First Nations and/or Indigenous Relations</b>	MV 4-year average (2016-2019)  1,100	Projected 2020:  2,050	  1,800

## 2021 key actions

- Complete an annual review/update of Metro Vancouver's *Guide to First Nation Communities*.
- Host a Regional Gathering involving members of the Indigenous Relations Committee, MVRD Board, and respective First Nation Chiefs and Councils from the 10 First Nation communities in the region.
- Host an annual event (e.g. workshop) involving staff of First Nations and local governments on a topical issue in local government/Indigenous relations.
- Support for the organization's work on the formalization of Reconciliation as a vision statement or strategic initiative, including related research and policy development.
- Host and/or participate in reconciliation activities (e.g. National Indigenous Peoples Day on June 21 and Orange Shirt Day on September 30).
- Participate in active treaty table meetings in the region as part of the provincial negotiating team.
- Support ongoing First Nation engagement efforts on capital and construction projects such as North West Langley Wastewater Treatment Plant upgrade, Iona Island Wastewater Treatment Plant upgrade, Coquitlam Lake Water Supply project, Coquitlam Main Water project, and Widgeon Marsh Regional Park development.
- Support First Nation engagement for Metro 2050, Liquid Waste Management Plan, Solid Waste Management Plan, and Climate 2050.
- Respond to the increasing number of internal requests for advice on information sharing and engagement with First Nations as well as procurement opportunities.
- Provide training sessions for Metro Vancouver staff on the corporate policy related to sharing information and engagement with First Nations on construction projects, as well as the Board's procurement policy that includes economic opportunities for First Nations and more use of their services (e.g. archaeological) on Metro Vancouver projects.

## Indigenous Relations

## 2021 to 2025 – WHAT’S HAPPENING

Below is a summary of the significant initiatives to be undertaken by Indigenous Relations over the next 5 years.

Initiative	Description	Theme
<b>2021</b>		
A Metro Vancouver-First Nations Regional Gathering	A forum to be co-hosted by the MVRD Board with 10 First Nation communities’ elected leaders in the region	Regional Growth
Equity in Growth Management	First Nations engagement in the identification of opportunities to bring an equity lens to the next Regional Growth Strategy	Regional Growth
Sensitive Ecosystem Inventory	First Nation engagement in the 5-year update of the sensitive ecosystem inventory for the region	Environmental Sustainability
<b>2022</b>		
A Community to Community Forum or Regional Gathering	A forum to be co-hosted by Metro Vancouver Indigenous Relations Committee with one First Nation (i.e. a Community to Community Forum) or the MVRD Board with 10 First Nation communities’ elected leaders in the region (i.e. a Regional Gathering)	Regional Growth
Climate 2050	First Nations engagement and participation in the implementation of the Climate 2050 issue area roadmaps	Environmental Sustainability
<b>2023</b>		
A Community to Community Forum or Regional Gathering	A forum to be co-hosted by Metro Vancouver Indigenous Relations Committee with one First Nation (i.e. a Community to Community Forum) or the MVRD Board with 10 First Nation communities’ elected leaders in the region (i.e. a Regional Gathering)	Regional Growth
<b>2024</b>		
A Community to Community Forum or Regional Gathering	A forum to be co-hosted by Metro Vancouver Indigenous Relations Committee with one First Nation (i.e. a Community to Community Forum) or the MVRD Board with 10 First Nation communities’ elected leaders in the region (i.e. a Regional Gathering)	Regional Growth
<b>2025</b>		
A Community to Community Forum or Regional Gathering	A forum to be co-hosted by Metro Vancouver Indigenous Relations Committee with one First Nation (i.e. a Community to Community Forum) or the MVRD Board with 10 First Nation communities’ elected leaders in the region (i.e. a Regional Gathering)	Regional Growth



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To: Liquid Waste Committee

From: Peter Navratil, General Manager, Liquid Waste Services

Date: October 7, 2020 Meeting Date: October 15, 2020

Subject: **2021 - 2025 Financial Plan – Liquid Waste Services**

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### **RECOMMENDATION**

That the Liquid Waste Committee endorse the 2021 - 2025 Financial Plan for Liquid Waste Services as presented in the report dated October 7, 2020, titled “2021 - 2025 Financial Plan – Liquid Waste Services” and forward it to the Metro Vancouver Board Budget Workshop on October 21, 2020 for consideration.

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### **EXECUTIVE SUMMARY**

The 2021 – 2025 Metro Vancouver Financial Plan has been prepared following direction received at the June 5, 2020 Metro Vancouver Board Budget Workshop. This has resulted in a three-year action plan that maintains the goals and objectives of Metro Vancouver while using key financial tools to minimize the impact on the ratepayers of the region.

With responsibility for bulk collection and treatment of liquid waste for the region, the GVS&DD’s mandate includes protection of public health and the environment and the recovery of resources. Influences driving the utility include the federally mandated upgrades of two of the five regional treatment plants in this decade; the need to expand the capacity of the system to keep pace with population growth; and the ongoing repair and refurbishment needs to continue meeting service expectations. These have resulted in an unprecedented time of construction activity and service growth for the utility, driving the costs for these services.

In 2021, the operating budget is proposed to increase by \$23.2 million (7.0%) for a total of \$353.4 million. A significant portion of this increase is related to capital expenditures which will be partially funded by External Interagency sources and DCC Reserves. This will result in a levy increase of \$14.0 million (5.1%), which represents an \$8 increase (3.1%) for a total of \$272 in the cost to the average regional household after growth is accounted for (2020 forecast for 2021: \$290). Efforts to reduce costs for 2021 have resulted in a reduction in the levy of \$18.5 million from last year’s projection.

### **PURPOSE**

To present the 2021 - 2025 Financial Plan for Liquid Waste Services for consideration by the Committee.

### **BACKGROUND**

Metro Vancouver’s annual budget process includes the development of detailed annual budgets and the updating of five-year financial plans for each of the four Metro Vancouver legal entities (Metro Vancouver Regional District, Metro Vancouver Housing Corporation, Greater Vancouver Water District and Greater Vancouver Sewerage and Drainage District).

On June 5, 2020 a Metro Vancouver Board Budget Workshop was held with the objective to seek direction for the preparation of the 2021 - 2025 Financial Plan. The workshop outlined the principles that guide the work of Metro Vancouver as an organization, the current 2020 - 2024 Financial Plan, the implications of the COVID-19 pandemic, the tools that can be used to make budget adjustments, and a proposed approach for the 2021 - 2025 Financial Plan.

Staff proposed leveraging the supported tools to create a short-term action plan that would lessen the upward pressure on household impact for 1-3 years. A short-term action plan would enable strategic goals and objectives to be maintained. If larger or more long-term adjustments are desired, a re-evaluation of long-term plans such as the *Metro Vancouver Housing Plan*, *Climate 2050*, or the *Liquid Waste Management Plan* would be required. Since an annual budget is approved, this approach will allow for adjustments to be made each year as conditions change based on market changes and other factors. The use of the tools will aim to avoid making severe changes that cannot be easily corrected in the short-term. Overall, the short-term action plan approach was supported.

This report focuses on Liquid Waste Services and presents the 2021 annual budget and the updated five-year plan for the years 2021 to 2025 for committee consideration.

### **LIQUID WASTE SERVICES PROGRAM**

The Liquid Waste Services function is comprised of 17 member municipalities and one electoral area within Metro Vancouver, serving a population of approximately 2.6 million residents. The wastewater collection and treatment system consists of over 530 kilometers of trunk sewers, 33 pump stations and 5 treatment plants that convey and treat an average of 1.2 billion litres of wastewater per day. The urban drainage function is comprised of the Still Creek/Brunette, Port Moody/Coquitlam and University Drainage Areas.

Liquid Waste Services initiatives planned over the next five years are guided by direction provided in the *2019-2022 Board Strategic Plan*, and the *2010 Integrated Liquid Waste and Resource Management Plan*, specifically:

#### **Board Strategic Plan:**

- Enhance the management of the liquid waste system with a commitment to innovative approaches to protect the health of the public and the environment.
- Ensure the long-term resilience of the regional sewerage and drainage system to withstand natural hazards, climate change and other significant disruptions.
- Develop and implement financial plans and policies that reflect a commitment to sound financial management and long-term planning, in consideration of current and future ratepayers.
- Strengthen awareness and engagement with the public, members, other orders of government, and key stakeholders on a range of initiatives that will ensure that the regional liquid waste system protects public health and the environment, now and into the future.

#### **Integrated Liquid Waste and Resource Management Plan:**

- Protect public health and the environment.
- Use liquid waste as a resource.
- Effective, affordable and collaborative management.

## **WORK PLAN PERFORMANCE INDICATORS**

High level performance indicators have been developed across the organization to evaluate trends, determine key actions for the coming year, and to assist in long-term planning. The 2021 Work Plans for Liquid Waste Services are presented in this report. Within the Liquid Waste Services Work Plans, 28 performance indicators have been developed and are being tracked. These include:

- Operating cost per million litres collected and treated;
- Compliance with treatment plant Operational Certificates;
- Annual combined sewage overflow (CSO) volume;
- Annual number of wet-weather related sanitary sewer overflows (SSO);
- Percentage of assets not meeting capacity or regulation within 10 years;
- Percent of biosolids beneficially used;
- Energy use in the collection and treatment of liquid waste per million litres processed;
- Percentage of digester gas used at the Wastewater Treatment Plants; and
- Percentage of recreational water quality results that do not meet the applicable criteria.

The trend in these performance measures suggests that the regional Liquid Waste system continues to perform well in compliance with treatment plant discharge regulations. Wet weather sanitary sewer overflows continue to occur, primarily as a result of excessive inflow and infiltration into the system through municipal systems and private laterals. Progress on key projects must continue to ensure that needed infrastructure is delivered to comply with regulatory requirements, meet demands resulting from growth and to allow progress on climate change mitigation actions.

## **CONTINUOUS IMPROVEMENT**

Several continuous improvement initiatives have resulted in the following achievements:

- Land Reclamation of Biosolids at local gravel pits. Projected savings of \$1,700,000 per year. GHG reductions of 2,300 tonnes per year.
- Expansion of AIWWTP Cogeneration System. Projected savings of \$1,500,000 per year. GHG reductions of 250 tonnes per year.
- Sale of scrubbed excess digester gas from Lulu Island WWTP. Projected revenues of \$860,000. GHG reductions of 2,200 tonnes per year.
- Establish a dedicated engineering team focused on delivery of small capital projects. Projected savings of \$500,000 per year.
- Review and improvement of operating and maintenance practices. Projected savings of \$360,000 per year.
- Increased automation, increased in-house testing capabilities and implementation of mobile technologies in analytical laboratories. Projected savings of \$45,000 per year.

For 2021 the following activities will continue, resulting in future improvements:

- Ongoing reviews of workflow in analytical laboratories and expansion of lab capabilities;
- Ongoing review of operations and maintenance work practices;
- Ongoing exploration of markets for alternate biosolids beneficial use opportunities;
- Energy efficiencies through the optimization of treatment processes, implementation of new technologies and optimization of operating and maintenance practices;
- Identification and development of additional opportunities for green biomethane generation;

- Identification and development of sewer heat and effluent heat recovery opportunities in collaboration with member jurisdictions;
- Development of advanced solids handling processes focused on increased biogas generation;
- Development of advanced technologies to increase options for wastewater solids beneficial use and increased resource recovery;
- Continued development and implementation of an ISO 14001 compliant environmental management system.

## **2021 BUDGET AND 2021 - 2025 FINANCIAL PLAN**

The five-year financial plans for this cycle have been updated to address five central themes identified by the Metro Vancouver Board in its Strategic Plan to guide the development of plans and budgets. The five themes are as follows:

- Financial Sustainability
- Environmental Sustainability
- System Stewardship
- Regulatory and Legislative Environment
- Regional Growth

Attached are the 2021 - 2025 Liquid Waste Services Financial Plan Operating Budget Summary (Attachment 1) and the 2021 - 2025 Liquid Waste Services Capital Budget Summary (Attachment 2).

Each Metro Vancouver function has an Annual Work Plan that includes strategic directions, performance indicators and key actions to guide the work for the coming year. Each function also has a “What’s Happening” summary that highlights the program highlights for the next five years. The 2021 Annual Work Plans for the Liquid Waste Services budget presented in this report are included in Attachment 3 and the “What’s Happening” highlights for Liquid Waste Services for the years 2021 – 2025 are included in Attachment 4.

## **Operating Budget Highlights**

The Liquid Waste Services operating budget is separated into operating programs and funding required to support the expanding capital program (debt service and contribution to capital). It is proposed to increase by \$23.2 million in 2021 for a total budget of \$353.4 million (Attachment 1). This increase can essentially be attributed to increasing operating costs (close to \$12.5 million) due to increasing operating requirements, debt service and contribution to capital. A significant portion of the increase can be attributed to increased debt service costs of \$16.5 million due to an accelerating capital program, offset slightly by a decrease in contributions to capital of \$5.8 million, supporting infrastructure investments required to meet service requirements and growth demands.

The 2021 operating budget includes the following key actions:

- Commencement of operation of new infrastructure including: Iona Island WWTP Dewatering Facility; the first phase of the Annacis Island WWTP Stage 5 Expansion (Primary Sedimentation Tanks, Solids Contact Tanks and Secondary Clarifiers); and the biogas scrubbing system at Lulu Island WWTP to treat excess digester gas for sale as green biomethane;
- Continue review and update of the *Integrated Liquid Waste and Resource Management Plan* in accordance with a provincially-approved review strategy.
- Continue decommissioning Iona Island WWTP sludge lagoons, removing stockpiled biosolids

and grit dump material.

- Collaborate with the newly created Project Delivery Department, on the continued development of Asset Management program in alignment with the Asset Management for Liquid Waste Services Policy, including asset assessment plans, facility-level risk assessments and asset management plans.
- Collaborate with Project Delivery on the creation of a Project Management Framework and implementation of KPMG best practice recommendations for delivery of projects.
- Expansion of accreditation scope of the LWS Chemistry Laboratory to include a broader number of selected compounds of environmental concern.
- Initiation of a behavior change campaign focused on reducing the discharge of compounds of environmental concern into the liquid waste system.
- Develop and bring forward for Board consideration sewer heat recovery capital projects to support district energy systems in partnership with member municipalities in the Fraser Sewerage Area to support Climate 2050 goals.

Highlights of contracts and consulting projects anticipated to be undertaken in 2021 to respond to work plan requirements within the operating budget include the following:

- Sewer modelling/analytics consulting services directed at updating system models
- Technical support for the review and update of the Liquid Waste Management Plan
- Source control initiatives, including increasing focus on addressing compounds of environmental concern
- Advanced Resource Recovery from Sludge funded from the Sustainability Innovation Fund
- Multiphase Composite Coating for Concrete Sewers funded from the Sustainability Innovation Fund
- Pump Station Optimization funded from the Sustainability Innovation Fund
- Handheld Microbial DNA Monitor funded from the Sustainability Innovation Fund
- Iona Island WWTP and Strait of Georgia monitoring
- Burrard Inlet and Lions Gate WWTP monitoring programs, including implementation of Compliance Plan for the North Shore WWTP
- Fraser River WWTPs and the Fraser River monitoring programs
- Effluent toxicity monitoring
- Wastewater and biosolids characterization for compounds of environmental concern and toxics
- Combined Sewer Overflow characterization and risk assessments
- Development of an Environmental Management System
- Source control key maintenance hole monitoring and assessment
- Data management and National Pollutant Release Inventory (NPRI) reporting for compounds of environmental concern
- Recreational water quality monitoring, development of microbiological effluent tracers and assessment of viral pathogens in wastewater
- Hydrodynamic modelling
- Stormwater monitoring and Adaptive Management Framework and development of Stormwater Source Control Guidelines

Over the next five years, the Liquid Waste Services budget is expected to increase an average of \$42.6 million or 10.5% per year. Of this overall increase, funding related to the expanding capital program (debt servicing and contribution to the capital) is increasing \$37.6 million on average over the next five years. The operating programs are increasing by \$5.0 million per year on average, or slightly higher than the rate of inflation, to address core operating and facility commissioning requirements.

### **Environmental Regulation and Enforcement**

Working with the commercial and industrial sectors, staff continue with initiatives which regulate and enforce the usage of the liquid waste collection and treatment system. In 2021, the budget for Liquid Waste Environmental Regulation and Enforcement program (\$2.04 million) is consistent with 2020.

### **Communications Program**

The 2021 Liquid Waste Services Communications Program of \$450,000 is primarily framed around the Regional Grease Campaign (\$100,000), the Regional Unflushables Campaign (\$140,000), the Regional Compounds of Environmental Concern (CECs) Campaign (\$195,000) along with some promotional, issue management/research and educational Regional Biosolids Campaigns (\$15,000.)

### **Capital Budget Highlights**

The Liquid Waste Services capital budget for 2021 is \$934.5 million (Attachment 2). The capital program is funded by long-term debt, contributions from the operating budget, some external (interagency and senior level government grant) contributions and development cost charges (DCCs).

Highlights of capital projects planned or ongoing for 2021 include the following:

- Complete construction and commissioning of 5 primary sedimentation tanks, 2 solids contact tanks and 6 secondary clarifiers for the Annacis Island WWTP Stage 5 expansion;
- Complete construction and commissioning of the Iona Island WWTP Sludge Dewatering facility;
- Complete construction and commissioning of the Lulu Island WWTP Biomethane facility;
- Complete construction of the First Narrows Pump Station (overseen by Project Delivery);
- Commence tunneling of the outfall conduit for the Annacis Island WWTP Outfall project;
- Complete open cut section of the Burnaby Lake North Interceptor – Winston section and initiate construction of the tunneled section;
- Commence construction of the Fraser River Crossing portion of the Northwest Langley WWTP Expansion projects.
- Initiate construction of the Jervis Pump Station Backup Power facility;
- Initiate construction of Gleneagles Pump Stations 4 and 5;
- Continue construction of the Crescent Beach Forcemain Replacement Project;
- Complete the refurbishment of the second of four Trickling Filters at Annacis Island WWTP;
- Complete Albert Street Sanitary Trunk Sewer (Phase 1).

The capital expenditure budget for 2021 - 2025 totals \$4.21 billion, an average of \$841 million per year. The largest 4 projects (\$500 million and greater) make up 72.5% of the capital spending over the next 5 years. These four projects also represent the majority of the expenditures planned for the 2026-2030 period (53%). In addition to the 4 projects, there are a further 141 projects on the plan.

Capital program increases over the next five years are largely driven by system expansion to meet the needs of a growing population, upgrades to improve wastewater discharge quality and meet regulations along with maintenance of aging infrastructure. The following capital projects are the largest projects included in the five-year plan:

- North Shore WWTP Advanced Treatment Upgrade
- Annacis Island WWTP Stage 5 Expansion and Outfall System
- Northwest Langley WWTP Expansion
- Iona Island WWTP Advanced Treatment Upgrade

### **Project Delivery**

The Project Delivery Program of close to \$5.1 million delivers project management office and project control services assisting in the delivery of the Sewerage and Drainage District's 5 year/long range capital plan. The Project Delivery Department also has the responsibility for the delivery of several of the Sewerage and Drainage District's major capital projects currently underway – specifically, the North Shore Wastewater Treatment Plant Advanced Treatment Upgrade Projects, the Northwest Langley Wastewater Plant Expansion Projects and the Iona Island Wastewater Treatment Plant Advanced Treatment Upgrade Projects.

### **Reserve Funds**

The application of reserve funding in Liquid Waste Services is primarily made through the Biosolids Inventory Reserve, the Sustainability Innovation Fund, Drainage Area General Reserve and the Laboratory Equipment Reserve. In 2021, the financial plan includes a \$5.03 million net application from the Biosolids Inventory Reserve for removal of the stockpile at the Iona Island Wastewater Treatment Plant and \$80,000 for several Drainage Area initiatives. In addition, a total of close to \$1.16 million is planned to be used from the Liquid Waste Sustainability Innovation Fund for several Board approved sustainability initiatives during 2021 (plus another \$2.09 million of funding in 2022-2024 period to complete/start several of these ongoing, Board approved sustainability initiative projects.)

In addition to the operating budget reserve applications noted above, approximately \$8.250 million will be applied from the Liquid Waste Sustainability Innovation Fund Reserve over the period 2020 - 2022 to offset funding requirements for a Hydrothermal Processing demonstration scale project at the Annacis Island Wastewater Treatment Plant along with a project to increase efficiency of biogas production.

The 2021 - 2025 Projected Reserves for Liquid Waste Services is included in Attachment 5.

### **APPROVAL PROCESS**

The proposed 2021 - 2025 Financial Plan and Annual Work Plans for Liquid Waste Services are presented for consideration and endorsement before being forwarded to the Board for consideration.

The next steps of the process are:

- The 2021 – 2025 Financial Plan and Annual Work Plan will be presented for consideration at the Metro Vancouver Board Budget Workshop on October 21, 2020.

- The Greater Vancouver Sewerage and Drainage District Board will consider adoption of the 2021 Budget and endorsement of the 2021 - 2025 Financial Plan on October 30, 2020.

### **ALTERNATIVES**

1. That the Liquid Waste Committee endorse the 2021 - 2025 Financial Plan for Liquid Waste Services as presented in the report dated October 7, 2020, titled “2021 - 2025 Financial Plan – Liquid Waste Services” and forward it to the Metro Vancouver Board Budget Workshop on October 21, 2020 for consideration.
2. That the Liquid Waste Committee make recommendations and endorse an amended 2021 - 2025 Financial Plan for Liquid Waste Services and forward the amended Financial Plan to the Metro Vancouver Board Budget Workshop on October 21, 2020 for consideration.

### **FINANCIAL IMPLICATIONS**

If the Greater Vancouver Sewerage and Drainage District Board approves the 2021 Budget and endorses the Five-Year Financial Plan for Liquid Waste Services, as presented under Alternative 1, in 2021 the revenue from the annual levy for the system will increase by \$14.0 million (5.1%) to \$288.2 million which will generate the majority of the \$353.4 million in total revenue required to offset total expenditures. The increase in the levy represents a \$8 increase in the cost to the average regional household to \$272 (2020 forecast for 2021: \$290.)

Over the term of the five-year financial plan, the annual levy is projected to increase by an average of \$32.6 million per year to provide the required revenue to offset projected expenditures. It is anticipated that the cost to the average regional household over the next five years will rise from \$264 in 2020 to \$385 in 2025 representing an average annual increase of \$24.

Under Alternative 2, the Committee may wish to consider recommending amendments to the 2021 Budget and Five-Year Financial Plan for Liquid Waste Services for consideration at the Metro Vancouver Board Budget Workshop. Any changes to the plan may have an impact on the Liquid Waste Services Financial Plan.

### **SUMMARY / CONCLUSION**

The 2021 Budget and Five-Year Financial Plan for Liquid Waste Services has been prepared following direction received at the June 5, 2020 Metro Vancouver Board Budget Workshop and to respond to direction provided in the *Board Strategic Plan* and to support the *Integrated Liquid Waste and Resource Management Plan*. It is presented to Committee and Board members to provide overview information on activities and financial impacts for the years 2021 to 2025 for Liquid Waste Services.

The presentation of the 2021 budget and five-year financial plan for Liquid Waste Services provides the opportunity for Metro Vancouver to share with its member jurisdictions the proposed capital projects and operating programs, and the financial impact of these projects, over the next five years. The financial plan illustrates how Metro Vancouver proposes to pay for Liquid Waste investments that will be required to maintain our assets and to respond to our region’s growing population. It is intended to be used as a guiding document for member jurisdictions in the development of their five-year financial plans and includes projections on household impact to demonstrate how the plan



will remain affordable for Metro Vancouver residents while keeping pace with our critical infrastructure requirements.

Staff recommend endorsing the 2021 - 2025 Budget and Five-Year Financial Plan and Annual Work Plans for Liquid Waste Services as presented under Alternative 1.

**Attachments:**

1. 2021 - 2025 Liquid Waste Services Financial Plan
2. 2021 - 2025 Liquid Waste Services Capital Budget Summary
3. 2021 Liquid Waste Services Work Plans
4. 2021 - 2025 “What’s Happening” in Liquid Waste Services
5. 2021 - 2025 Projected Reserves – Liquid Waste Services

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GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT  
LIQUID WASTE  
2021 BUDGET REVIEW  
2021-2025 FINANCIAL PLAN

ATTACHMENT 1

	2018 ACTUAL	2019 ACTUAL	2020 BUDGET	2021 BUDGET	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE
<b>REVENUES</b>													
Liquid Waste Services Levy	\$ 232,134,617	\$ 255,810,754	\$ 274,237,112	\$ 288,240,618	5.1%	\$ 311,036,696	7.9%	\$ 339,623,011	9.2%	\$ 383,897,356	13.0%	\$ 436,992,502	13.8%
User Fees	2,514,802	2,446,343	2,540,468	2,562,238		2,615,472		2,669,581		2,724,859		2,781,332	
Transfer from DCC Reserves	10,759,807	30,388,981	34,172,083	43,145,119		47,952,673		55,172,425		68,898,931		89,024,123	
BOD/TSS Industrial Charges	11,265,803	11,219,515	11,201,217	11,756,424		12,026,821		12,303,439		12,586,418		12,875,906	
Other External Revenues	851,780	773,339	540,000	1,400,000		1,411,000		1,423,000		1,435,000		1,447,000	
Transfer from Sustainability Innovation Fund Reserve	922,274	540,584	2,492,380	1,157,001		947,001		697,001		442,000		-	
Transfer from Reserves	4,866,023	776,000	5,016,934	5,109,789		3,369,831		2,600,452		330,000		80,000	
<b>TOTAL REVENUES</b>	<b>\$ 263,315,105</b>	<b>\$ 301,955,516</b>	<b>\$ 330,200,194</b>	<b>\$ 353,371,189</b>	<b>7.0%</b>	<b>\$ 379,359,494</b>	<b>7.4%</b>	<b>\$ 414,488,909</b>	<b>9.3%</b>	<b>\$ 470,314,564</b>	<b>13.5%</b>	<b>\$ 543,200,863</b>	<b>15.5%</b>
<b>EXPENDITURES</b>													
Operating Programs:													
Policy Planning and Analysis													
Contribution to Sustainability Innovation Fund Reserve	\$ 1,127,000	\$ 1,127,000	\$ 1,127,000	\$ 1,127,000		\$ 1,127,000		\$ 1,127,000		\$ 1,127,000		\$ 1,127,000	
Utility Analysis and Infrastructure	2,000,202	2,128,330	2,612,298	3,058,129		3,187,321		3,247,186		3,307,116		3,366,056	
Utility Policy and Planning	1,519,723	1,841,670	2,657,094	3,223,033		3,272,637		3,157,013		3,371,456		3,432,283	
Wastewater Research and Innovation	2,303,469	1,374,500	3,589,737	2,191,630		2,106,821		1,882,284		1,811,503		1,399,123	
	6,950,394	6,471,500	9,986,129	9,599,792	(3.9%)	9,693,779	1.0%	9,413,483	(2.9%)	9,617,075	2.2%	9,326,462	(3.0%)
Management Systems and Utility Services													
Annacis Research Centre	451,813	410,994	511,467	489,001		489,001		489,002		489,000		489,001	
Department Technical Training	283,128	258,350	-	-		-		-		-		-	
Dispatch	119,443	118,839	136,616	137,689		140,416		143,200		146,491		149,861	
Energy Management	242,851	218,702	285,653	285,649		285,653		285,654		295,510		305,623	
Engineers in Training	302,605	334,191	565,166	499,947		509,737		519,731		532,714		545,382	
Engineering Standards	101,863	99,352	-	-		-		-		-		-	
Liquid Waste Residuals	20,507,812	20,677,341	29,178,967	33,291,360		34,351,079		35,681,246		32,099,026		21,556,687	
Management Systems Utility Services	1,140,858	1,549,433	385,731	989,560		997,046		1,004,684		1,015,086		1,024,747	
Records Management	97,094	103,128	115,703	115,862		117,979		120,140		123,019		125,967	
Utility Voice Radio	142,064	139,882	160,747	162,808		164,715		166,658		171,214		175,601	
	23,389,530	23,910,212	31,340,050	35,971,876	14.8%	37,055,626	3.0%	38,410,315	3.7%	34,872,060	(9.2%)	24,372,869	(30.1%)
Environmental Management and Quality Control													
Environmental Management and Quality Control	10,729,259	11,482,795	12,098,012	12,290,197		12,341,224		12,838,241		12,903,929		13,438,187	
Source Compliance Monitoring	361,752	368,367	413,611	410,963		413,055		413,611		423,124		432,856	
Contribution to Reserve	95,788	97,800	99,854	101,285		101,285		101,285		104,803		105,482	
	11,186,799	11,948,962	12,611,477	12,802,445	1.5%	12,855,564	0.4%	13,353,137	3.9%	13,431,856	0.6%	13,976,525	4.1%
Engineering Design and Construction													
Minor Capital Projects	4,134,171	4,826,335	8,542,930	8,915,484		9,124,386		9,172,958		9,390,470		9,616,265	
Public Involvement	1,167,153	1,042,004	-	-		-		-		-		-	
	5,301,324	5,868,339	8,542,930	8,915,484	4.4%	9,124,386	2.3%	9,172,958	0.5%	9,390,470	2.4%	9,616,265	2.4%
Operations and Maintenance													
Lake City Operations	1,002,294	996,987	999,648	955,508		967,218		979,166		1,001,694		1,024,738	
Maintenance	30,035,226	30,162,485	30,246,927	31,165,529		31,962,498		33,399,033		34,753,032		36,021,950	
SCADA Control Systems	901,318	838,280	1,055,781	1,065,995		1,081,836		1,097,994		1,134,329		1,158,568	
Urban Drainage	1,131,120	1,098,121	1,109,596	1,157,299		1,059,692		1,081,475		1,105,781		1,130,642	
Wastewater Collection	13,674,866	15,192,708	15,802,522	15,702,716		15,930,347		16,051,452		16,415,260		16,785,528	
Wastewater Treatment	39,160,033	42,434,655	40,585,187	45,473,059		47,001,921		51,460,421		52,950,300		55,833,575	
	85,904,856	90,723,236	89,799,661	95,520,106	6.4%	98,003,512	2.6%	104,069,541	6.2%	107,360,396	3.2%	111,955,001	4.3%
Administration and Department Support													
	1,972,600	2,155,658	2,299,047	2,156,200	(6.2%)	2,189,435	1.5%	2,200,682	0.5%	2,316,186	5.2%	2,372,152	2.4%
Communication and Outreach													
	395,740	348,298	450,000	450,000	0.0%	450,000	0.0%	450,000	0.0%	450,000	0.0%	450,000	0.0%
Environmental Regulation and Enforcement													
	1,424,267	1,428,928	2,041,734	2,041,164	0.0%	2,041,713	0.0%	2,041,427	0.0%	2,095,385	2.6%	2,144,355	2.3%
Allocation of Centralized Support													
	22,516,896	22,757,801	26,632,893	27,052,360	1.6%	28,579,949	5.6%	29,442,645	3.0%	31,666,427	7.6%	33,606,639	6.1%
Total Operating Programs	159,042,407	165,612,934	183,703,921	194,509,427	5.9%	199,993,964	2.8%	208,554,188	4.3%	211,199,855	1.3%	207,820,268	(1.6%)
Allocation of Project Delivery													
	-	-	3,433,102	5,082,553	48.0%	5,050,434	(0.6%)	4,368,115	(13.5%)	4,393,495	0.6%	4,460,772	1.5%
Debt Service													
	23,804,577	48,787,195	57,211,522	73,711,073	28.8%	94,809,601	28.6%	120,792,902	27.4%	165,989,823	37.4%	216,960,565	30.7%
Contribution to Capital													
	74,702,292	78,654,180	85,851,649	80,068,136	(6.7%)	79,505,495	(0.7%)	80,773,704	1.6%	88,731,391	9.9%	113,959,258	28.4%
<b>TOTAL EXPENDITURES</b>	<b>\$ 257,549,276</b>	<b>\$ 293,054,309</b>	<b>\$ 330,200,194</b>	<b>\$ 353,371,189</b>	<b>7.0%</b>	<b>\$ 379,359,494</b>	<b>7.4%</b>	<b>\$ 414,488,909</b>	<b>9.3%</b>	<b>\$ 470,314,564</b>	<b>13.5%</b>	<b>\$ 543,200,863</b>	<b>15.5%</b>

**GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT**  
**LIQUID WASTE**  
**2021 BUDGET REVIEW**  
**2021-2025 FINANCIAL PLAN**  
**VANCOUVER SEWERAGE AREA**

	2018 ACTUAL	2019 ACTUAL	2020 BUDGET	2021 BUDGET	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE
<b>REVENUES</b>													
Liquid Waste Services Levy	\$ 69,185,335	\$ 79,543,032	\$ 85,463,155	\$ 90,054,414	5.4%	\$ 97,780,931	8.6%	\$ 102,928,495	5.3%	\$ 115,767,326	12.5%	\$ 130,378,966	12.6%
User Fees	489,422	586,315	582,962	652,388		666,275		680,200		694,440		709,003	
Transfer from DCC Reserves	1,918,794	3,505,758	4,292,957	5,094,257		5,506,652		6,036,998		5,855,830		5,846,678	
BOD/TSS Industrial Charges	3,280,140	3,206,816	2,919,742	3,148,010		3,220,414		3,294,484		3,370,257		3,447,773	
Other External Revenues	123,040	91,663	81,940	165,775		165,775		165,775		165,775		165,775	
Transfer from Sustainability Innovation Fund Reserve	378,409	218,396	891,968	443,247		362,796		267,021		169,330		-	
Transfer from Reserves	893,337	-	4,810,136	5,029,789		3,289,831		2,520,452		92,134		-	
<b>TOTAL REVENUES</b>	<b>\$ 76,268,477</b>	<b>\$ 87,151,980</b>	<b>\$ 99,142,860</b>	<b>\$ 104,587,880</b>	<b>5.5%</b>	<b>\$ 110,992,674</b>	<b>6.1%</b>	<b>\$ 115,893,425</b>	<b>4.4%</b>	<b>\$ 126,115,092</b>	<b>8.8%</b>	<b>\$ 140,548,195</b>	<b>11.4%</b>
<b>EXPENDITURES</b>													
<b>Operating Programs:</b>													
Policy Planning and Analysis													
Contribution to Sustainability Innovation Fund Reserve	\$ 462,408	\$ 455,308	\$ 448,546	\$ 448,546		\$ 448,546		\$ 448,546		\$ 448,546		\$ 448,546	
Utility Analysis and Infrastructure	807,110	780,451	984,124	1,146,690		1,195,877		1,218,500		1,241,076		1,264,030	
Utility Policy and Planning	592,481	726,826	1,029,326	1,207,553		1,226,434		1,182,013		1,264,014		1,287,160	
Wastewater Research and Innovation	945,114	565,293	1,428,716	839,613		807,132		721,103		693,987		536,004	
	2,807,113	2,527,878	3,890,712	3,642,402	(6.4%)	3,677,980	1.0%	3,570,162	(2.9%)	3,647,623	2.2%	3,535,740	(3.1%)
<b>Management Systems and Utility Services</b>													
Annacis Research Centre	137,125	168,631	203,564	194,622		194,622		194,622		194,622		194,622	
Department Technical Training	85,149	79,520	-	-		-		-		-		-	
Dispatch	49,001	36,590	40,402	41,173		41,988		42,821		43,805		44,813	
Energy Management	73,695	67,328	84,480	85,417		85,418		85,419		88,366		91,390	
Engineers in Training	124,135	137,092	224,913	191,526		195,277		199,105		204,079		208,932	
Engineering Standards	41,295	30,590	-	-		-		-		-		-	
Liquid Waste Residuals	8,522,205	10,474,773	16,124,206	19,784,445		21,079,393		20,496,403		18,338,671		7,158,355	
Management Systems Utility Services	346,268	483,002	114,076	295,908		298,147		300,431		303,541		306,430	
Records Management	39,362	31,753	34,217	34,646		35,279		35,925		36,786		37,668	
Utility Voice Radio	43,846	50,225	57,716	58,456		59,141		59,839		61,474		63,050	
	9,462,081	11,559,504	16,883,574	20,686,193	22.5%	21,989,265	6.3%	21,414,565	(2.6%)	19,271,344	(10.0%)	8,105,260	(57.9%)
<b>Environmental Management and Quality Control</b>													
Environmental Management and Quality Control	4,222,352	4,483,190	4,694,233	4,529,371		4,548,924		4,739,330		4,754,657		4,958,502	
Source Compliance Monitoring	148,427	151,107	164,617	163,563		164,396		164,617		168,403		172,277	
Contribution to Reserve	39,302	39,511	38,745	37,327		37,327		37,327		38,624		38,874	
	4,410,081	4,673,808	4,897,595	4,730,261	(3.4%)	4,750,647	0.4%	4,941,274	4.0%	4,961,684	0.4%	5,169,653	4.2%
<b>Engineering Design and Construction</b>													
Minor Capital Projects	1,587,901	998,541	2,960,643	2,869,331		2,917,110		2,932,150		3,001,731		3,074,042	
Public Involvement	476,387	417,107	-	-		-		-		-		-	
	2,064,287	1,415,648	2,960,643	2,869,331	(3.1%)	2,917,110	1.7%	2,932,150	0.5%	3,001,731	2.4%	3,074,042	2.4%
<b>Operations and Maintenance</b>													
Lake City Operations	411,113	408,964	397,861	366,055		370,541		375,119		383,749		392,577	
Maintenance	8,219,172	8,272,946	8,033,121	8,157,588		8,381,249		8,520,948		8,859,660		9,159,988	
SCADA Control Systems	267,720	250,792	303,023	293,653		298,016		302,467		312,476		319,154	
Wastewater Collection	2,875,249	3,624,154	4,126,385	4,133,838		4,169,808		4,104,506		4,127,262		4,290,434	
Wastewater Treatment	10,090,153	10,579,854	10,639,750	12,958,525		14,072,248		14,660,275		15,146,106		15,477,963	
	21,863,407	23,136,710	23,500,140	25,909,659	10.3%	27,291,862	5.3%	27,963,315	2.5%	28,829,253	3.1%	29,640,116	2.8%
<b>Administration and Department Support</b>													
	598,684	663,576	679,920	644,768	(5.2%)	654,708	1.5%	658,071	0.5%	692,609	5.2%	709,343	2.4%
<b>Communication and Outreach</b>													
	162,372	142,907	179,100	172,395	(3.7%)	172,395	0.0%	172,395	0.0%	172,395	0.0%	172,395	0.0%
<b>Environmental Regulation and Enforcement</b>													
	584,377	610,752	380,375	363,123	(4.5%)	363,221	0.0%	363,170	0.0%	372,769	2.6%	381,481	2.3%
<b>Allocation of Centralized Support</b>													
	6,832,977	7,034,290	7,900,981	8,139,392	3.0%	8,496,754	4.4%	8,654,515	1.9%	8,865,706	2.4%	9,041,073	2.0%
Total Operating Programs	48,785,378	51,765,073	61,273,040	67,157,524	9.6%	70,313,942	4.7%	70,669,617	0.5%	69,815,114	(1.2%)	59,829,103	(14.3%)
<b>Allocation of Project Delivery</b>													
	-	-	1,109,214	1,211,346	9.2%	1,217,835	0.5%	1,075,447	(11.7%)	1,082,841	0.7%	1,096,955	1.3%
<b>Debt Service</b>													
	3,955,337	5,500,405	7,131,201	9,188,300	28.8%	11,774,651	28.1%	15,912,577	35.1%	24,884,780	56.4%	35,489,530	42.6%
<b>Contribution to Capital</b>													
	21,687,228	28,732,992	29,629,405	27,030,710	(8.8%)	27,686,246	2.4%	28,235,784	2.0%	30,332,357	7.4%	44,132,607	45.5%
<b>TOTAL EXPENDITURES</b>	<b>\$ 74,427,942</b>	<b>\$ 85,998,470</b>	<b>\$ 99,142,860</b>	<b>\$ 104,587,880</b>	<b>5.5%</b>	<b>\$ 110,992,674</b>	<b>6.1%</b>	<b>\$ 115,893,425</b>	<b>4.4%</b>	<b>\$ 126,115,092</b>	<b>8.8%</b>	<b>\$ 140,548,195</b>	<b>11.4%</b>

GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT  
LIQUID WASTE  
2021 BUDGET REVIEW  
2021-2025 FINANCIAL PLAN  
NORTH SHORE SEWERAGE AREA

	2018 ACTUAL	2019 ACTUAL	2020 BUDGET	2021 BUDGET	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE
<b>REVENUES</b>													
Liquid Waste Services Levy	\$ 20,782,250	\$ 23,157,743	\$ 26,051,249	\$ 28,613,679	9.8%	\$ 32,462,065	13.4%	\$ 37,443,068	15.3%	\$ 44,913,038	20.0%	\$ 52,719,303	17.4%
User Fees	69,853	53,955	74,232	71,039		72,352		73,691		75,057		76,450	
Transfer from DCC Reserves	732,912	1,262,345	1,549,664	1,748,354		1,786,857		2,040,781		1,782,654		1,795,406	
BOD/TSS Industrial Charges	687,580	691,678	765,271	861,405		881,217		901,485		922,219		943,430	
Other External Revenues	10,571	1,561	1,989	16,900		16,900		16,900		16,900		16,900	
Transfer from Sustainability Innovation Fund Reserve	64,282	36,327	165,246	78,213		64,017		47,117		29,879		-	
Transfer from Reserves			11,210	-		-		-		18,835		-	
<b>TOTAL REVENUES</b>	<b>\$ 22,347,448</b>	<b>\$ 25,203,609</b>	<b>\$ 28,618,861</b>	<b>\$ 31,389,590</b>	<b>9.7%</b>	<b>\$ 35,283,408</b>	<b>12.4%</b>	<b>\$ 40,523,042</b>	<b>14.9%</b>	<b>\$ 47,758,582</b>	<b>17.9%</b>	<b>\$ 55,551,489</b>	<b>16.3%</b>
<b>EXPENDITURES</b>													
Operating Programs:													
Policy Planning and Analysis													
Contribution to Sustainability innovation Fund Reserve	\$ 78,552	\$ 75,734	\$ 74,720	\$ 74,720		\$ 74,720		\$ 74,720		\$ 74,720		\$ 74,720	
Utility Analysis and Infrastructure	137,051	129,533	163,938	202,339		211,019		215,011		218,994		223,045	
Utility Policy and Planning	105,859	120,898	171,468	213,079		216,411		208,572		223,042		227,126	
Wastewater Research and Innovation	160,552	94,293	238,000	148,154		142,421		127,242		122,457		94,581	
	482,014	420,458	648,126	636,292	(1.5%)	644,571	1.0%	625,545	(3.0%)	639,213	2.2%	619,472	(3.1%)
Management Systems and Utility Services													
Annacis Research Centre	41,025	28,646	33,910	32,421		32,421		32,421		32,421		32,421	
Department Technical Training	25,853	23,045	-	-		-		-		-		-	
Dispatch	8,314	10,601	11,145	12,017		12,255		12,498		12,785		13,079	
Energy Management	22,040	19,496	23,301	24,929		24,929		24,929		25,790		26,672	
Engineers in Training	21,115	23,319	37,486	33,799		34,461		35,136		36,014		36,870	
Engineering Standards	7,026	8,863	-	-		-		-		-		-	
Liquid Waste Residuals	423,361	376,489	799,980	849,489		813,020		1,018,520		1,875,859		1,947,367	
Management Systems Utility Services	103,612	150,721	31,464	86,359		87,012		87,679		88,587		89,430	
Records Management	6,697	9,199	9,439	10,112		10,297		10,485		10,737		10,994	
Utility Voice Radio	18,240	13,315	15,301	15,497		15,678		15,863		16,297		16,714	
	677,283	663,694	962,026	1,064,623	10.7%	1,030,073	(3.2%)	1,237,531	20.1%	2,098,490	69.6%	2,173,547	3.6%
Environmental Management and Quality Control													
Environmental Management and Quality Control	831,795	865,984	904,095	925,963		929,408		963,004		972,679		1,009,231	
Source Compliance Monitoring	25,214	25,662	27,422	27,247		27,386		27,422		28,053		28,698	
Contribution to Reserve	6,670	6,572	7,462	7,631		7,631		7,631		7,896		7,947	
	863,680	898,218	938,979	960,841	2.3%	964,425	0.4%	998,057	3.5%	1,008,628	1.1%	1,045,876	3.7%
Engineering Design and Construction													
Minor Capital Projects	201,964	85,565	532,271	545,939		551,479		554,779		567,970		581,279	
Public Involvement	81,844	70,903	-	-		-		-		-		-	
	283,808	156,468	532,271	545,939	2.6%	551,479	1.0%	554,779	0.6%	567,970	2.4%	581,279	2.3%
Operations and Maintenance													
Lake City Operations	69,956	69,590	66,276	64,593		65,384		66,191		67,715		69,272	
Maintenance	3,383,920	2,746,116	3,233,529	3,281,647		3,370,315		4,176,725		4,327,999		4,485,773	
SCADA Control Systems	102,402	97,740	151,738	152,669		154,938		157,252		162,456		165,927	
Wastewater Collection	1,868,748	2,938,100	2,570,342	2,539,123		2,545,582		2,490,712		2,633,801		2,701,894	
Wastewater Treatment	4,789,757	5,650,744	5,887,287	6,221,673		6,318,034		6,671,663		7,570,324		10,366,809	
	10,214,783	11,502,290	11,909,172	12,259,705	2.9%	12,454,253	1.6%	13,562,543	8.9%	14,762,295	8.8%	17,789,675	20.5%
Administration and Department Support													
	179,112	192,177	187,533	188,172	0.3%	191,072	1.5%	192,054	0.5%	202,134	5.2%	207,018	2.4%
Communication and Outreach													
	27,583	24,276	29,835	30,420	2.0%	30,420	0.0%	30,420	0.0%	30,420	0.0%	30,420	0.0%
Environmental Regulation and Enforcement													
	99,271	83,948	121,075	119,816	(1.0%)	119,849	0.0%	119,832	0.0%	122,999	2.6%	125,874	2.3%
Allocation of Centralized Support													
	2,043,408	2,024,743	2,166,117	2,353,394	8.6%	2,519,581	7.1%	2,723,196	8.1%	3,082,327	13.2%	3,393,567	10.1%
Total Operating Programs	14,870,941	15,966,272	17,495,134	18,161,202	3.8%	18,505,723	1.9%	20,043,957	8.3%	22,514,476	12.3%	25,966,728	15.3%
Allocation of Project Delivery													
	-	-	231,769	643,101	180.0%	627,477	(2.4%)	555,018	(11.5%)	548,439	(1.2%)	553,804	1.0%
Debt Service													
	2,546,945	2,867,992	3,251,337	4,913,356	51.1%	8,878,900	80.7%	12,120,184	36.5%	16,955,841	39.9%	19,706,451	16.2%
Contribution to Capital													
	4,379,830	5,909,925	7,640,621	7,671,931	0.4%	7,271,308	(5.2%)	7,803,883	7.3%	7,739,826	(0.8%)	9,324,506	20.5%
<b>TOTAL EXPENDITURES</b>	<b>\$ 21,797,716</b>	<b>\$ 24,744,189</b>	<b>\$ 28,618,861</b>	<b>\$ 31,389,590</b>	<b>9.7%</b>	<b>\$ 35,283,408</b>	<b>12.4%</b>	<b>\$ 40,523,042</b>	<b>14.9%</b>	<b>\$ 47,758,582</b>	<b>17.9%</b>	<b>\$ 55,551,489</b>	<b>16.3%</b>

GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT  
LIQUID WASTE  
2021 BUDGET REVIEW  
2021-2025 FINANCIAL PLAN  
LULU ISLAND WEST SEWERAGE AREA

	2018 ACTUAL	2019 ACTUAL	2020 BUDGET	2021 BUDGET	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE
<b>REVENUES</b>													
Liquid Waste Services Levy	\$ 19,739,225	\$ 21,528,737	\$ 24,688,980	\$ 25,620,793	3.8%	\$ 26,899,621	5.0%	\$ 29,175,629	8.5%	\$ 32,001,478	9.7%	\$ 36,898,921	15.3%
User Fees	128,617	117,709	143,359	136,691	-	139,314	-	141,989	-	144,718	-	147,501	-
Transfer from DCC Reserves	1,625	-	1,523,267	1,630,909	-	1,603,936	-	1,936,555	-	1,841,973	-	1,850,881	-
BOD/TSS Industrial Charges	797,429	796,921	854,993	755,482	-	772,858	-	790,634	-	808,619	-	827,422	-
Other External Revenues	38,408	6,156	2,112	657,350	-	668,350	-	680,350	-	692,350	-	704,350	-
Transfer from Sustainability Innovation Fund Reserve	64,744	38,922	175,464	80,296	-	65,722	-	48,372	-	30,675	-	-	-
Transfer from Reserves	-	-	10,973	-	-	-	-	-	-	18,317	-	-	-
<b>TOTAL REVENUES</b>	<b>\$ 20,770,047</b>	<b>\$ 22,488,445</b>	<b>\$ 27,399,148</b>	<b>\$ 28,881,521</b>	<b>5.4%</b>	<b>\$ 30,149,801</b>	<b>4.4%</b>	<b>\$ 32,773,529</b>	<b>8.7%</b>	<b>\$ 35,538,330</b>	<b>8.4%</b>	<b>\$ 40,429,075</b>	<b>13.8%</b>
<b>EXPENDITURES</b>													
Operating Programs:													
Policy Planning and Analysis													
Contribution to Sustainability Innovation Fund Reserve	\$ 79,115	\$ 81,144	\$ 79,341	\$ 79,341		\$ 79,341		\$ 79,341		\$ 79,341		\$ 79,341	
Utility Analysis and Infrastructure	137,986	138,786	174,076	207,727		216,638		220,736		224,826		228,984	
Utility Policy and Planning	106,617	129,533	182,072	218,753		222,173		214,126		228,981		233,174	
Wastewater Research and Innovation	161,702	100,212	252,718	152,099		146,214		130,631		125,719		97,099	
	485,420	449,675	688,207	657,920	(4.4%)	664,834	1.0%	644,834	(2.9%)	658,867	2.2%	638,598	(3.1%)
Management Systems and Utility Services													
Annacis Research Centre	38,630	28,852	36,007	34,426		34,426		34,426		34,426		34,426	
Department Technical Training	24,207	20,616	-	-		-		-		-		-	
Dispatch	8,389	9,476	10,143	11,538		11,767		12,000		12,276		12,558	
Energy Management	20,753	17,465	21,208	23,933		23,934		23,934		24,760		25,607	
Engineers in Training	21,250	23,468	39,792	34,694		35,373		36,067		36,968		37,847	
Engineering Standards	7,069	7,923	-	-		-		-		-		-	
Liquid Waste Residuals	1,462,389	1,218,343	1,602,414	1,736,066		1,695,979		1,910,402		1,663,499		1,730,184	
Management Systems Utility Services	97,564	126,994	28,637	82,915		83,542		84,182		85,054		85,864	
Records Management	6,738	8,224	8,590	9,709		9,887		10,068		10,309		10,556	
Utility Voice Radio	11,639	11,718	13,466	13,639		13,798		13,961		14,343		14,710	
	1,698,628	1,473,079	1,760,257	1,946,920	10.6%	1,908,706	(2.0%)	2,125,040	11.3%	1,881,635	(11.5%)	1,951,752	3.7%
Environmental Management and Quality Control													
Environmental Management and Quality Control	795,267	862,311	885,036	900,489		904,034		938,528		945,693		982,998	
Source Compliance Monitoring	25,395	25,869	29,118	28,932		29,079		29,118		29,788		30,473	
Contribution to Reserve	6,724	7,042	7,305	7,421		7,421		7,421		7,679		7,729	
	827,386	895,222	921,459	936,842	1.7%	940,534	0.4%	975,067	3.7%	983,160	0.8%	1,021,200	3.9%
Engineering Design and Construction													
Minor Capital Projects	331,899	728,081	1,388,789	1,147,833		1,152,731		1,155,232		1,182,504		1,209,608	
Public Involvement	82,292	75,336	-	-		-		-		-		-	
	414,191	803,417	1,388,789	1,147,833	(17.4%)	1,152,731	0.4%	1,155,232	0.2%	1,182,504	2.4%	1,209,608	2.3%
Operations and Maintenance													
Lake City Operations	70,354	69,989	70,375	66,312		67,125		67,953		69,518		71,117	
Maintenance	2,588,075	2,388,355	2,670,287	2,702,049		2,723,586		2,767,637		2,998,259		3,101,424	
SCADA Control Systems	24,202	21,366	29,342	31,880		32,353		32,837		33,924		34,650	
Wastewater Collection	268,467	316,294	787,070	628,285		630,504		632,271		654,694		650,130	
Wastewater Treatment	5,073,798	5,079,454	5,353,598	5,410,890		5,532,305		5,667,893		5,975,846		6,098,518	
	8,024,897	7,875,458	8,910,672	8,839,416	(0.8%)	8,985,873	1.7%	9,168,591	2.0%	9,732,241	6.1%	9,955,839	2.3%
Administration and Department Support													
Communication and Outreach	168,657	172,000	170,681	180,668	5.9%	183,452	1.5%	184,395	0.5%	194,074	5.2%	198,763	2.4%
Environmental Regulation and Enforcement	27,781	24,451	31,680	31,230	(1.4%)	31,230	0.0%	31,230	0.0%	31,230	0.0%	31,230	0.0%
Allocation of Centralized Support	99,984	95,146	196,211	190,849	(2.7%)	190,900	0.0%	190,873	0.0%	195,918	2.6%	200,497	2.3%
Total Operating Programs	1,924,069	1,815,766	1,976,271	2,261,422	14.4%	2,342,866	3.6%	2,347,177	0.2%	2,515,775	7.2%	2,546,548	1.2%
	13,671,013	13,604,214	16,044,227	16,193,100	0.9%	16,400,658	1.3%	16,822,439	2.6%	17,375,404	3.3%	17,754,035	2.2%
Allocation of Project Delivery													
	-	-	194,760	275,724	41.6%	274,906	(0.3%)	232,823	(15.3%)	236,111	1.4%	240,628	1.9%
Debt Service													
	341,719	642,804	3,888,777	5,110,875	31.4%	7,641,369	49.5%	9,853,732	29.0%	11,021,277	11.8%	12,950,835	17.5%
Contribution to Capital													
	5,612,289	6,241,544	7,271,384	7,301,822	0.4%	5,832,868	(20.1%)	5,864,535	0.5%	6,905,538	17.8%	9,483,577	37.3%
<b>TOTAL EXPENDITURES</b>	<b>\$ 19,625,021</b>	<b>\$ 20,488,562</b>	<b>\$ 27,399,148</b>	<b>\$ 28,881,521</b>	<b>5.4%</b>	<b>\$ 30,149,801</b>	<b>4.4%</b>	<b>\$ 32,773,529</b>	<b>8.7%</b>	<b>\$ 35,538,330</b>	<b>8.4%</b>	<b>\$ 40,429,075</b>	<b>13.8%</b>

**GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT**  
**LIQUID WASTE**  
**2021 BUDGET REVIEW**  
**2021-2025 FINANCIAL PLAN**  
**FRASER SEWERAGE AREA**

	2018 ACTUAL	2019 ACTUAL	2020 BUDGET	2021 BUDGET	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE
<b>REVENUES</b>													
Liquid Waste Services Levy	\$ 119,681,982	\$ 129,413,403	\$ 135,919,069	\$ 141,743,863	4.3%	\$ 151,740,015	7.1%	\$ 167,899,178	10.6%	\$ 188,991,257	12.6%	\$ 214,730,816	13.6%
User Fees	1,826,910	1,688,364	1,739,915	1,702,120		1,737,531		1,773,701		1,810,644		1,848,378	
Transfer from DCC Reserves	8,106,476	25,620,878	26,806,195	34,671,599		39,055,228		45,158,091		59,418,474		79,531,158	
BOD/TSS Industrial Charges	6,500,655	6,524,100	6,661,211	6,991,527		7,152,332		7,316,836		7,485,123		7,657,281	
Other External Revenues	679,760	671,047	453,959	559,975		559,975		559,975		559,975		559,975	
Transfer from Sustainability Innovation Fund Reserve	414,839	246,939	1,159,702	555,245		454,466		334,491		212,116		-	
Transfer from Reserves	3,892,175	-	69,615	-		-		-		120,714		-	
<b>TOTAL REVENUES</b>	<b>\$ 141,102,797</b>	<b>\$ 164,164,731</b>	<b>\$ 172,809,666</b>	<b>\$ 186,224,329</b>	<b>7.8%</b>	<b>\$ 200,699,547</b>	<b>7.8%</b>	<b>\$ 223,042,272</b>	<b>11.1%</b>	<b>\$ 258,598,303</b>	<b>15.9%</b>	<b>\$ 304,327,608</b>	<b>17.7%</b>
<b>EXPENDITURES</b>													
<b>Operating Programs:</b>													
Policy Planning and Analysis													
Contribution to Sustainability Innovation Fund Reserve	\$ 506,925	\$ 514,814	\$ 524,393	\$ 524,393		\$ 524,393		\$ 524,393		\$ 524,393		\$ 524,393	
Utility Analysis and Infrastructure	884,465	880,026	1,150,536	1,436,431		1,498,046		1,526,384		1,554,665		1,583,419	
Utility Policy and Planning	698,955	834,677	1,203,380	1,512,672		1,536,323		1,480,680		1,583,399		1,612,393	
Wastewater Research and Innovation	1,036,101	614,702	1,670,303	1,051,764		1,011,063		903,308		869,340		671,439	
	3,126,446	2,844,219	4,548,612	4,525,260	(0.5%)	4,569,825	1.0%	4,434,765	(3.0%)	4,531,797	2.2%	4,391,644	(3.1%)
<b>Management Systems and Utility Services</b>													
Annacis Research Centre	229,476	184,865	237,986	227,532		227,532		227,533		227,531		227,532	
Department Technical Training	144,276	132,327	-	-		-		-		-		-	
Dispatch	52,274	60,879	73,776	71,880		73,304		74,757		76,476		78,234	
Energy Management	123,333	112,007	154,253	149,125		149,127		149,128		154,273		159,553	
Engineers in Training	136,105	150,312	262,975	239,928		244,626		249,423		255,653		261,733	
Engineering Standards	45,270	50,896	-	-		-		-		-		-	
Liquid Waste Residuals	10,099,857	8,607,736	10,652,367	10,921,360		10,762,687		12,255,921		10,220,997		10,720,781	
Management Systems Utility Services	579,458	775,309	208,307	516,610		520,518		524,505		529,936		534,980	
Records Management	43,150	52,831	62,482	60,485		61,591		62,719		64,222		65,761	
Utility Voice Radio	68,339	64,624	74,264	75,216		76,098		76,995		79,100		81,127	
	11,521,538	10,191,786	11,726,410	12,262,136	4.6%	12,115,483	(1.2%)	13,620,981	12.4%	11,608,188	(14.8%)	12,129,701	4.5%
<b>Environmental Management and Quality Control</b>													
Environmental Management and Quality Control	4,879,845	5,271,310	5,614,648	5,934,374		5,958,858		6,197,379		6,230,900		6,487,456	
Source Compliance Monitoring	162,716	165,729	192,454	191,221		192,194		192,454		196,880		201,408	
Contribution to Reserve	43,092	44,675	46,342	48,906		48,906		48,906		50,604		50,932	
	5,085,653	5,481,714	5,853,444	6,174,501	5.5%	6,199,958	0.4%	6,438,739	3.9%	6,478,384	0.6%	6,739,796	4.0%
<b>Engineering Design and Construction</b>													
Minor Capital Projects	1,919,978	2,067,374	3,339,854	3,872,930		3,998,449		4,022,886		4,118,473		4,219,957	
Public Involvement	526,343	478,215	-	-		-		-		-		-	
	2,446,321	2,545,589	3,339,854	3,872,930	16.0%	3,998,449	3.2%	4,022,886	0.6%	4,118,473	2.4%	4,219,957	2.5%
<b>Operations and Maintenance</b>													
Lake City Operations	450,871	448,444	465,136	458,548		464,168		469,903		480,712		491,772	
Maintenance	15,611,839	16,566,567	16,090,428	16,858,101		17,319,175		17,759,718		18,388,055		19,081,178	
SCADA Control Systems	484,428	448,562	549,682	566,287		574,703		583,286		602,589		615,462	
Wastewater Collection	8,477,068	8,060,861	8,236,131	8,282,322		8,458,610		8,695,718		8,868,311		9,017,543	
Wastewater Treatment	19,206,324	21,124,603	18,704,552	20,881,971		21,079,334		24,460,590		24,258,024		23,890,285	
	44,230,530	46,649,037	44,045,929	47,047,229	6.8%	47,895,990	1.8%	51,969,215	8.5%	52,597,691	1.2%	53,096,240	0.9%
<b>Administration and Department Support</b>													
Administration and Department Support	1,001,884	1,104,085	1,241,554	1,125,665	(9.3%)	1,143,017	1.5%	1,148,887	0.5%	1,209,187	5.2%	1,238,407	2.4%
Communication and Outreach	178,004	156,664	209,385	215,955	3.1%	215,955	0.0%	215,955	0.0%	215,955	0.0%	215,955	0.0%
Environmental Regulation and Enforcement	640,636	639,082	1,344,073	1,367,376	1.7%	1,367,743	0.0%	1,367,552	0.0%	1,403,699	2.6%	1,436,503	2.3%
Allocation of Centralized Support	11,435,431	11,647,849	14,352,600	14,118,680	(1.6%)	15,033,157	6.5%	15,542,554	3.4%	17,027,230	9.6%	18,457,703	8.4%
Total Operating Programs	79,666,441	81,260,025	86,661,861	90,709,732	4.7%	92,539,577	2.0%	98,761,534	6.7%	99,190,604	0.4%	101,925,906	2.8%
Allocation of Project Delivery	-	-	1,897,359	2,952,382	55.6%	2,930,216	(0.8%)	2,504,827	(14.5%)	2,526,104	0.8%	2,569,385	1.7%
Debt Service	16,960,577	39,775,994	42,940,207	54,498,542	26.9%	66,514,681	22.0%	82,906,409	24.6%	113,127,925	36.5%	148,813,749	31.5%
Contribution to Capital	42,627,051	37,769,719	41,310,239	38,063,673	(7.9%)	38,715,073	1.7%	38,869,502	0.4%	43,753,670	12.6%	51,018,568	16.6%
<b>TOTAL EXPENDITURES</b>	<b>\$ 139,254,069</b>	<b>\$ 158,805,738</b>	<b>\$ 172,809,666</b>	<b>\$ 186,224,329</b>	<b>7.8%</b>	<b>\$ 200,699,547</b>	<b>7.8%</b>	<b>\$ 223,042,272</b>	<b>11.1%</b>	<b>\$ 258,598,303</b>	<b>15.9%</b>	<b>\$ 304,327,608</b>	<b>17.7%</b>

GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT  
LIQUID WASTE  
2021 BUDGET REVIEW  
2021-2025 FINANCIAL PLAN  
DRAINAGE

	2018 ACTUAL	2019 ACTUAL	2020 BUDGET	2021 BUDGET	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE
<b>REVENUES</b>													
Liquid Waste Services Levy	\$ 2,745,825	\$ 2,167,839	\$ 2,114,659	\$ 2,207,869	4.4%	\$ 2,154,064	(2.4%)	\$ 2,176,641	1.0%	\$ 2,224,257	2.2%	\$ 2,264,496	1.8%
Other External Revenues	-	2,912	-	-		-		-		-		-	
Reserves	80,511	776,000	115,000	80,000		80,000		80,000		80,000		80,000	
<b>TOTAL REVENUES</b>	<b>\$ 2,826,336</b>	<b>\$ 2,946,751</b>	<b>\$ 2,229,659</b>	<b>\$ 2,287,869</b>	<b>2.6%</b>	<b>\$ 2,234,064</b>	<b>(2.4%)</b>	<b>\$ 2,256,641</b>	<b>1.0%</b>	<b>\$ 2,304,257</b>	<b>2.1%</b>	<b>\$ 2,344,496</b>	<b>1.7%</b>
<b>EXPENDITURES</b>													
Operating Programs:													
Policy Planning and Analysis													
Utility Analysis and Infrastructure	\$ 33,591	\$ 199,534	\$ 139,624	\$ 64,942		\$ 65,741		\$ 66,555		\$ 67,555		\$ 68,578	
Utility Policy and Planning	15,811	29,736	70,848	70,976		71,296		71,622		72,020		72,430	
	49,402	229,270	210,472	135,918	(35.4%)	137,037	0.8%	138,177	0.8%	139,575	1.0%	141,008	1.0%
Management Systems and Utility Services													
Annacis Research Centre	5,557	-	-	-		-		-		-		-	
Department Technical Training	3,643	2,842	-	-		-		-		-		-	
Dispatch	1,464	1,293	1,150	1,081		1,102		1,124		1,149		1,177	
Energy Management	3,029	2,406	2,411	2,245		2,245		2,244		2,321		2,401	
Engineering Standards	1,203	1,080	-	-		-		-		-		-	
Management Systems Utility Services	13,957	13,407	3,247	7,768		7,827		7,887		7,968		8,043	
Records Management	1,147	1,121	975	910		925		943		965		988	
	30,000	22,149	7,783	12,004	54.2%	12,099	0.8%	12,198	0.8%	12,403	1.7%	12,609	1.7%
Engineering Design and Construction													
Minor Capital Projects	92,430	946,774	321,373	479,451		504,617		507,911		519,792		531,379	
Public Involvement	287	443	-	-		-		-		-		-	
	92,718	947,217	321,373	479,451	49.2%	504,617	5.2%	507,911	0.7%	519,792	2.3%	531,379	2.2%
Operations and Maintenance													
Maintenance	232,219	188,501	219,562	166,144		168,173		174,005		179,059		193,587	8.1%
SCADA Control Systems	22,565	19,820	21,996	21,506		21,826		22,152		22,884		23,375	2.1%
Urban Drainage	1,131,120	1,098,121	1,109,596	1,157,299		1,059,692		1,081,475		1,105,781		1,130,642	2.2%
Wastewater Collection	185,334	253,299	82,594	119,148		125,843		128,245		131,192		125,527	(4.3%)
	1,571,239	1,559,741	1,433,748	1,464,097	2.1%	1,375,534	(6.0%)	1,405,877	2.2%	1,438,916	2.4%	1,473,131	2.4%
Administration and Department Support													
	24,263	23,820	19,359	16,927	(12.6%)	17,186	1.5%	17,275	0.5%	18,182	5.3%	18,621	2.4%
Allocation of Centralized Support													
	281,011	235,153	236,924	179,472	(24.2%)	187,591	4.5%	175,203	(6.6%)	175,389	0.1%	167,748	(4.4%)
Total Operating Programs	2,048,633	3,017,350	2,229,659	2,287,869	2.6%	2,234,064	(2.4%)	2,256,641	1.0%	2,304,257	2.1%	2,344,496	1.7%
Contribution to Capital													
	395,894	-	-	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
<b>TOTAL EXPENDITURES</b>	<b>\$ 2,444,527</b>	<b>\$ 3,017,350</b>	<b>\$ 2,229,659</b>	<b>\$ 2,287,869</b>	<b>2.6%</b>	<b>\$ 2,234,064</b>	<b>(2.4%)</b>	<b>\$ 2,256,641</b>	<b>1.0%</b>	<b>\$ 2,304,257</b>	<b>2.1%</b>	<b>\$ 2,344,496</b>	<b>1.7%</b>

**GREATER VANCOUVER SEWERAGE & DRAINAGE DISTRICT**  
**CAPITAL PROGRAMS & PROJECT TOTALS**  
**LIQUID WASTE SERVICES**  
**2021 - 2025 CAPITAL PLAN**

**ATTACHMENT 2**

	2021 CAPITAL BUDGET	2022 CAPITAL PLAN	2023 CAPITAL PLAN	2024 CAPITAL PLAN	2025 CAPITAL PLAN	2021 TO 2025 TOTAL
<b>CAPITAL EXPENDITURES</b>						
<b>SD Infrastructure Growth Capital</b>						
AIWWTP Site Construction Layout	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	1,000,000
AIWWTP Stage 5 Expansion & Outfall System	109,750,000	106,050,000	87,750,000	149,900,000	109,300,000	562,750,000
Albert Street Trunk Sewer	600,000	-	-	-	-	600,000
Burnaby Lake North Interceptor	50,000,000	37,100,000	10,800,000	1,700,000	15,500,000	115,100,000
Burnaby South Slope Interceptor	-	250,000	750,000	650,000	3,500,000	5,150,000
Cloverdale Pump Station Capacity Upgrade	350,000	900,000	900,000	15,900,000	5,000,000	23,050,000
Cloverdale Trunk Sewer Capacity Upgrade	-	300,000	1,050,000	1,200,000	8,400,000	10,950,000
Glenbrook Combined Trunk Kingsway Sanitary Section	400,000	6,000,000	500,000	-	-	6,900,000
Hastings Sanitary Trunk Sewer	150,000	-	-	-	-	150,000
Hastings-Cassiar Intake Connection	1,900,000	350,000	-	-	-	2,250,000
LIWWTP Digester No 3	200,000	150,000	1,300,000	1,350,000	1,000,000	4,000,000
Lozells Sanitary Trunk Golf Course Section	-	-	-	-	50,000	50,000
Marshend Pump Station	1,800,000	1,300,000	6,800,000	2,850,000	-	12,750,000
North Road Trunk Sewer	3,100,000	5,050,000	3,700,000	100,000	-	11,950,000
North Vancouver Interceptor - Lynn Branch Pre-build	50,000	-	-	-	-	50,000
Northwest Langley Wastewater Treatment Projects	86,500,000	139,000,000	169,250,000	333,350,000	321,300,000	1,049,400,000
NSI 104th Ave Extension	-	-	6,500,000	1,500,000	-	8,000,000
NSI Flow Management	3,000,000	13,000,000	30,000,000	42,950,000	-	88,950,000
Port Moody Pump Station Capacity Upgrade	500,000	1,050,000	4,500,000	3,800,000	-	9,850,000
Port Moody South Interceptor Capacity Upgrade	-	150,000	350,000	1,000,000	1,000,000	2,500,000
Rosemary Heights Pressure Sewer Capacity Upgrade	-	150,000	500,000	650,000	4,800,000	6,100,000
Sapperton Pump Station	1,000,000	-	-	-	-	1,000,000
South Surrey Interceptor Twinning	10,500,000	11,500,000	12,500,000	500,000	-	35,000,000
	<b>\$ 270,800,000</b>	<b>\$ 322,300,000</b>	<b>\$ 337,150,000</b>	<b>\$ 557,400,000</b>	<b>\$ 469,850,000</b>	<b>\$ 1,957,500,000</b>



**GREATER VANCOUVER SEWERAGE & DRAINAGE DISTRICT**  
**CAPITAL PROGRAMS & PROJECT TOTALS**  
**LIQUID WASTE SERVICES**  
**2021 - 2025 CAPITAL PLAN**

	2021 CAPITAL BUDGET	2022 CAPITAL PLAN	2023 CAPITAL PLAN	2024 CAPITAL PLAN	2025 CAPITAL PLAN	2021 TO 2025 TOTAL
<b>SD Infrastructure Maintenance Capital</b>						
AIWWTP Chemical Lab UPS System Replacement	\$ 550,000	\$ 50,000	\$ -	\$ -	\$ -	\$ 600,000
AIWWTP Cogen Building Refurbishment	100,000	1,200,000	200,000	-	-	1,500,000
AIWWTP Fibre Optic Infrastructure	150,000	-	-	-	-	150,000
AIWWTP ICS Replacement Program	1,700,000	1,650,000	1,650,000	1,600,000	2,200,000	8,800,000
AIWWTP Influent System Remediation	1,300,000	1,600,000	14,700,000	20,700,000	14,000,000	52,300,000
AIWWTP IPS Pump Building Roof Replacement Phase 2	-	-	-	100,000	500,000	600,000
AIWWTP Outfall Repair	800,000	750,000	-	-	-	1,550,000
AIWWTP Replacement of ICS Equipment	750,000	200,000	200,000	-	-	1,150,000
AIWWTP Scheduled 64kV Potential & Current Transformer Replacements	200,000	500,000	-	-	-	700,000
AIWWTP Scum Pump Replacement	-	-	-	200,000	150,000	350,000
AIWWTP Secondary Clarifier Corrosion Repair	7,600,000	3,500,000	7,250,000	10,800,000	5,000,000	34,150,000
AIWWTP Secondary Effluent Discharge Flowmeter Replacement	150,000	100,000	-	-	-	250,000
AIWWTP Spare Trickling Filter Pump & Motor Purchase	1,950,000	-	-	-	-	1,950,000
AIWWTP Station Battery Replacement	150,000	100,000	-	-	-	250,000
AIWWTP Trickling Filter Media & Distributor Arms & Ducting Replacement	25,250,000	22,600,000	20,000,000	-	-	67,850,000
Annacis MCC 80 051, 80 070, 80 071 Replacement	400,000	200,000	150,000	-	-	750,000
Big Bend Forcemain - Gate Replacement	-	-	-	600,000	650,000	1,250,000
Cambie Trunk Sewer Relocation for Broadway Subway Project	2,000,000	-	-	-	-	2,000,000
Combined Sewer Overflow Sampling Station Enhancements	650,000	450,000	-	-	-	1,100,000
Crescent Beach FM - Replacement	12,000,000	-	-	-	-	12,000,000
English Bay/Balaclava Outfalls Improvement	-	250,000	500,000	150,000	-	900,000
FSA Flow Metering Program	900,000	800,000	300,000	-	-	2,000,000
FSA Statutory Right of Way Acquisitions Phase 1	9,000,000	6,000,000	9,000,000	-	-	24,000,000
Gilbert/Brighthouse Trunk Pressure Sewer	45,100,000	37,500,000	600,000	3,000,000	10,000,000	96,200,000
Glen Eagles Forcemain Replacement	2,100,000	2,500,000	2,500,000	-	-	7,100,000
Glen Eagles Pump Stations	5,700,000	5,150,000	6,200,000	6,000,000	1,000,000	24,050,000
Harbour Pump Station Discharge Header Repair and Valve Replacements	1,000,000	500,000	-	-	-	1,500,000

**GREATER VANCOUVER SEWERAGE & DRAINAGE DISTRICT**  
**CAPITAL PROGRAMS & PROJECT TOTALS**  
**LIQUID WASTE SERVICES**  
**2021 - 2025 CAPITAL PLAN**

	2021 CAPITAL BUDGET	2022 CAPITAL PLAN	2023 CAPITAL PLAN	2024 CAPITAL PLAN	2025 CAPITAL PLAN	2021 TO 2025 TOTAL
Harbour Pump Station Power Distribution Equipment Replacement	400,000	1,200,000	1,300,000	400,000	-	3,300,000
Harbour West & East Interceptors Reloc & Protect	6,700,000	-	-	-	-	6,700,000
Highbury Interceptor Diversion Junction Chamber Wall Rehabilitation	500,000	5,500,000	-	-	-	6,000,000
IIWWTP ICS IPS Control Replacement	650,000	-	-	-	-	650,000
IIWWTP ICS Replacement Program	300,000	100,000	-	-	-	400,000
IIWWTP Influent Gate Refurbishment	350,000	300,000	150,000	-	-	800,000
IIWWTP IPS Drive Remediation	600,000	500,000	200,000	-	-	1,300,000
IIWWTP MCC/Power Distribution Assess/Replace - Phase 2	100,000	200,000	-	-	-	300,000
IIWWTP PA-Sed Tank & Gallery Wall Refurbishment	300,000	-	-	-	-	300,000
IIWWTP Replacement of CoGen Control System	450,000	150,000	-	-	-	600,000
IIWWTP Siphon Chamber Refurbishment	850,000	450,000	-	-	-	1,300,000
IIWWTP Solids Handling Refurbishment	1,150,000	3,000,000	3,200,000	-	-	7,350,000
Iona Island Control & Instrumentation Replacement 2011	350,000	100,000	-	-	-	450,000
Jervis Pump Station 25kV Voltage Conversion	250,000	750,000	300,000	-	-	1,300,000
Kent Pump Station High Voltage Switchgear Replacement	-	650,000	1,000,000	350,000	-	2,000,000
LIWWTP CCT Isolation Gates	500,000	600,000	450,000	-	-	1,550,000
LIWWTP High Efficiency Boiler	850,000	250,000	100,000	-	-	1,200,000
LIWWTP ICS Component Replacement	50,000	-	-	-	-	50,000
LIWWTP ICS Replacement Program	1,650,000	1,300,000	1,000,000	1,100,000	300,000	5,350,000
LIWWTP PA-Sed Tank Refurbishment	1,050,000	1,000,000	1,000,000	900,000	-	3,950,000
LSA Flow Metering Program	50,000	50,000	50,000	-	-	150,000
Marshend PS Rehab	150,000	1,000,000	4,000,000	1,000,000	-	6,150,000
New West Interceptor - Annacis Section 2	3,100,000	4,100,000	5,600,000	5,600,000	5,700,000	24,100,000
New West Interceptor Grit Chamber	850,000	3,450,000	4,500,000	-	-	8,800,000
New Westminster Interceptor Repair Columbia St. Section	20,250,000	10,000,000	1,000,000	-	-	31,250,000
NLWWTP Screw Pump Replacement	400,000	100,000	-	-	-	500,000
North Surrey Interceptor Annieville Channel Crossing Scour Protection	450,000	-	-	-	-	450,000
NSA Flow Metering Program	300,000	200,000	-	-	-	500,000

**GREATER VANCOUVER SEWERAGE & DRAINAGE DISTRICT**  
**CAPITAL PROGRAMS & PROJECT TOTALS**  
**LIQUID WASTE SERVICES**  
**2021 - 2025 CAPITAL PLAN**

	2021 CAPITAL BUDGET	2022 CAPITAL PLAN	2023 CAPITAL PLAN	2024 CAPITAL PLAN	2025 CAPITAL PLAN	2021 TO 2025 TOTAL
NSA Scour Protection Upgrades	-	550,000	1,200,000	500,000	-	2,250,000
NSI Rehab or Replacement	5,100,000	22,950,000	11,450,000	3,050,000	-	42,550,000
NWL WWTP 25 kV Substation Replacement	1,000,000	500,000	1,200,000	-	-	2,700,000
Ocean Park Trunk Crescent Section (OPC) Pipe Rehabilitation/Replacement	3,000,000	-	-	-	-	3,000,000
Ocean Park Trunk Manholes Lining	-	400,000	150,000	-	-	550,000
Port Coquitlam Pump Station Refurbishment	300,000	250,000	700,000	2,000,000	4,000,000	7,250,000
Port Moody Storm Drain Rehabilitation	-	50,000	400,000	600,000	600,000	1,650,000
Royal Ave PS Rehabilitation	1,000,000	2,000,000	2,000,000	450,000	-	5,450,000
Sewer Relocations and Protections at Fraser Surrey Docks	5,050,000	10,000,000	10,000,000	-	-	25,050,000
Sewer Relocations and Protections for Pattullo Bridge Replacement Project	5,300,000	500,000	250,000	-	-	6,050,000
SSI Influent Control Chamber Repair and Replace Gates	50,000	700,000	-	-	-	750,000
Surrey Corrosion Control Facility Replacement	1,200,000	-	-	-	-	1,200,000
VSA Flow Metering Program	2,000,000	2,000,000	900,000	-	-	4,900,000
Westridge FM Replacement	2,000,000	-	-	-	-	2,000,000
Westridge Pump Stations 1 & 2 Refurbishment	500,000	8,000,000	6,000,000	650,000	-	15,150,000
White Rock Forcemain Rehabilitation	450,000	500,000	7,750,000	-	-	8,700,000
Works Yard	4,000,000	-	-	-	-	4,000,000
	<b>\$ 193,050,000</b>	<b>\$ 168,950,000</b>	<b>\$ 129,100,000</b>	<b>\$ 59,750,000</b>	<b>\$ 44,100,000</b>	<b>\$ 594,950,000</b>
<b>SD Infrastructure Resilience Capital</b>						
AIWWTP Automation of Influent Gates	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000
AIWWTP Cogeneration Backup Power	7,600,000	1,000,000	-	-	-	8,600,000
AIWWTP PST Area Walkway & Column Remediation	100,000	-	-	-	-	100,000
AIWWTP UPS Condition Monitoring System	400,000	100,000	-	-	-	500,000
Highbury Interceptor North Arm Crossing - Upgrade of Siphons	500,000	400,000	-	-	-	900,000
IIWWTP - Biogas Lines Relocation	1,450,000	-	-	-	-	1,450,000
IIWWTP Standby Diesel Generators	900,000	1,150,000	1,200,000	1,000,000	500,000	4,750,000

**GREATER VANCOUVER SEWERAGE & DRAINAGE DISTRICT**  
**CAPITAL PROGRAMS & PROJECT TOTALS**  
**LIQUID WASTE SERVICES**  
**2021 - 2025 CAPITAL PLAN**

	2021 CAPITAL BUDGET	2022 CAPITAL PLAN	2023 CAPITAL PLAN	2024 CAPITAL PLAN	2025 CAPITAL PLAN	2021 TO 2025 TOTAL
LIWWTP Power Reliability	2,300,000	-	-	-	-	2,300,000
SSI Sulfide Odour and Corrosion Control	3,700,000	-	-	-	-	3,700,000
VSA Emergency Backup Power	4,500,000	4,500,000	2,000,000	1,300,000	-	12,300,000
	<b>\$ 21,500,000</b>	<b>\$ 7,150,000</b>	<b>\$ 3,200,000</b>	<b>\$ 2,300,000</b>	<b>\$ 500,000</b>	<b>\$ 34,650,000</b>
<b>SD Infrastructure Upgrade Capital</b>						
AIWWTP Ammonia Removal – Sidestream	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ 150,000
AIWWTP Electrical Distribution System Protection Control and Monitoring	1,200,000	700,000	250,000	100,000	-	2,250,000
AIWWTP Replacement of Protective Relays	500,000	250,000	200,000	200,000	-	1,150,000
All WWTPs Power Quality Monitoring & Outage Alarming Network	600,000	200,000	-	-	-	800,000
Biosolids Dryer	2,500,000	-	10,000,000	39,000,000	59,000,000	110,500,000
Ferguson Road Paving Refurbishment	-	850,000	-	-	-	850,000
Glenbrook Combined Trunk Sewer Separation	100,000	-	-	-	-	100,000
IIWWTP Biosolids Dewatering Facility	6,250,000	3,250,000	-	-	-	9,500,000
IIWWTP Sludge Lagoons Dewatering Facility	1,650,000	-	-	-	-	1,650,000
LIWWTP Effluent Heat Recovery Project	1,800,000	4,300,000	2,400,000	1,500,000	-	10,000,000
New CSO Management Gates for New Westminster Interceptor	100,000	700,000	2,300,000	2,750,000	-	5,850,000
Ocean Park Trunk Sewer - Air Management Facility	2,000,000	750,000	2,500,000	2,500,000	-	7,750,000
WWTPs Electrical System Studies & Upgrades	250,000	500,000	300,000	400,000	250,000	1,700,000
	<b>\$ 16,950,000</b>	<b>\$ 11,650,000</b>	<b>\$ 17,950,000</b>	<b>\$ 46,450,000</b>	<b>\$ 59,250,000</b>	<b>\$ 152,250,000</b>
<b>SD Infrastructure Upgrade: Wastewater Treatment Capital</b>						
Iona Secondary Wastewater Treatment	\$ 30,000,000	\$ 65,000,000	\$ 110,000,000	\$ 215,000,000	\$ 330,000,000	\$ 750,000,000
North Shore WWTP Secondary Upgrade and Conveyance	396,278,000	106,637,000	137,415,000	37,986,000	8,013,000	686,329,000
	<b>\$ 426,278,000</b>	<b>\$ 171,637,000</b>	<b>\$ 247,415,000</b>	<b>\$ 252,986,000</b>	<b>\$ 338,013,000</b>	<b>\$ 1,436,329,000</b>
<b>SD Opportunity Capital</b>						
AIWWTP Hydrothermal Processing Pilot	\$ 2,700,000	\$ 9,250,000	\$ 3,800,000	\$ 2,100,000	\$ 500,000	\$ 18,350,000

**GREATER VANCOUVER SEWERAGE & DRAINAGE DISTRICT**  
**CAPITAL PROGRAMS & PROJECT TOTALS**  
**LIQUID WASTE SERVICES**  
**2021 - 2025 CAPITAL PLAN**

	2021 CAPITAL BUDGET	2022 CAPITAL PLAN	2023 CAPITAL PLAN	2024 CAPITAL PLAN	2025 CAPITAL PLAN	2021 TO 2025 TOTAL
Fraser Sewerage Area Integrated Resource Recovery (IRR) Study	100,000	150,000	500,000	450,000	-	1,200,000
LIWWTP Biogas Clean-up Project	1,000,000	500,000	-	-	-	1,500,000
LIWWTP Pilot Digestion Optimization Facility	1,150,000	200,000	-	-	-	1,350,000
North Surrey Interceptor - Port Mann Section - Odour Control	1,000,000	1,100,000	2,000,000	3,050,000	-	7,150,000
	\$ 5,950,000	\$ 11,200,000	\$ 6,300,000	\$ 5,600,000	\$ 500,000	\$ 29,550,000
<b>TOTAL CAPITAL EXPENDITURES</b>	<b>\$ 934,528,000</b>	<b>\$ 692,887,000</b>	<b>\$ 741,115,000</b>	<b>\$ 924,486,000</b>	<b>\$ 912,213,000</b>	<b>\$ 4,205,229,000</b>

<b>2021 - 2025 CAPITAL FUNDING</b>						
New External Borrowing	\$ 559,528,000	\$ 523,887,000	\$ 582,115,000	\$ 611,486,000	\$ 626,213,000	\$ 2,903,229,000
Contribution to Capital	80,000,000	79,000,000	81,000,000	89,000,000	114,000,000	443,000,000
Development Cost Charges	44,000,000	56,000,000	60,000,000	89,000,000	2,000,000	251,000,000
Reserves	47,000,000	9,000,000	7,000,000	6,000,000	5,000,000	74,000,000
External Funding - Interagency	204,000,000	25,000,000	11,000,000	129,000,000	165,000,000	534,000,000
<b>Total</b>	<b>\$ 934,528,000</b>	<b>\$ 692,887,000</b>	<b>\$ 741,115,000</b>	<b>\$ 924,486,000</b>	<b>\$ 912,213,000</b>	<b>\$ 4,205,229,000</b>

<b>2021 - 2025 DEBT SERVICING TOTALS/RATIO</b>						
Operations	\$ 199,000,000	\$ 205,000,000	\$ 213,000,000	\$ 215,000,000	\$ 212,000,000	\$ 1,044,000,000
Debt Service - Existing	69,000,000	73,000,000	95,000,000	120,000,000	165,000,000	522,000,000
Debt Service - New	5,000,000	22,000,000	26,000,000	46,000,000	52,000,000	151,000,000
Contribution to Capital	80,000,000	79,000,000	81,000,000	89,000,000	114,000,000	443,000,000
<b>Total</b>	<b>\$ 353,000,000</b>	<b>\$ 379,000,000</b>	<b>\$ 415,000,000</b>	<b>\$ 470,000,000</b>	<b>\$ 543,000,000</b>	<b>\$ 2,160,000,000</b>
% Debt Service	21%	25%	29%	35%	40%	31%

## LIQUID WASTE SERVICES

### Policy, Planning and Analysis

#### Description of services

Liquid Waste Services provide wastewater collection and treatment services through the Liquid Waste function under the Greater Vancouver Sewerage & Drainage District (GVS&DD). The Policy, Planning and Analysis division provides utility planning, policy and resiliency management to comply with provincial and federal legislation, including development of management plans and progress reporting; strategic planning of utility infrastructure that meets long-term resiliency and climate change requirements; and policy development for regional infrastructure. In addition, it provides source control strategies that protect receiving environments, ensure health and safety and protect infrastructure; maintain liquid waste regulatory bylaws; expand public awareness and education; and develops strategic actions for emerging contaminants. The division also undertakes utility infrastructure analysis to service growth planning with municipalities, facilities modeling, scenario analysis, scope development for capital projects, and facility analysis and planning. It also provides innovation management including technology evaluations, resource recovery assessments, innovative business modelling and enhancing value via Sustainability Innovation Fund projects.

#### Strategic directions and high level goals supported

Board Strategic Plan:

- Enhance the management of the liquid waste system with a commitment to innovative approaches to protect the health of the public and the environment.
- Ensure the long-term resilience of the regional sewage and drainage system to withstand natural hazards, climate change and other significant disruptions.
- Develop and implement financial plans and policies that reflect a commitment to sound financial management and long-term planning, in consideration of current and future ratepayers.
- Strengthen awareness and engagement with the public, members, other orders of government, and key stakeholders on a range of initiatives that will ensure that the regional liquid waste system protects public health and the environment, now and into the future.

Integrated Liquid Waste and Resource Management Plan:

- Goal 1 - Protect public health and the environment
- Goal 2 - Use liquid waste as a resource
- Goal 3 - Effective, affordable and collaborative management

#### Performance indicators

Indicator	Historical and/or industry benchmark	Current performance	2021 Performance objective
Annual number of wet-weather related sanitary sewer overflow (SSO) events from Metro Vancouver sewers	MV 3-year average: 40 2019: 29 2018: 53 2017: 39	28	0

Indicator	Historical and/or industry benchmark	Current performance	2021 Performance objective
Annual CSO Volume (ML)	MV 3-year average: 32,800 2019: 22,100 2018: 41,300 2017: 35,000	27,000	28,500
Percentage of Assets Meeting Basic Service	MV 3-year average: 95% 2019: 95% 2018: 95% 2017: 95%	95%	95%

### 2021 Key actions

- Initiate a comprehensive review and update of the Integrated Liquid Waste and Resource Management Plan in accordance with a provincially-approved review strategy.
- Develop conceptual sewer separation plans in coordination with the Cities of Burnaby, New Westminster and Vancouver to eliminate combined sewer overflows.
- Work with members to identify and implement improved rainwater management practices leading to reductions in municipal inflow and infiltration into sanitary sewers.
- Develop a strategic plan that drives actions towards carbon neutrality and climate change resiliency.
- Work with members and other LWS divisions to confirm levels of service and design criteria.
- Initiate a new Source Control outreach program focusing on emerging contaminants including pharmaceutical and personal care products.
- Strengthen Source Control capacities through regulatory initiatives, research partnerships, and public outreach.
- Complete the Still Creek-Brunette River Drainage Area flood mapping project.
- Progress the development of a comprehensive plan that identifies challenges and outlines strategic options to 2120 for Liquid Waste Services.
- Complete the Framework and Best Practices Guide for Capital Project Permit Fees.
- Complete a policy to clarify ownership and performance expectation of Drainage Area facilities.
- Complete Sustainability Innovation Fund Projects: i) High Efficiency Aeration Demonstration, ii) Microwave-enhanced Sludge Destruction, iii) Capture of Wastewater Contaminants and Beneficial Use of Residuals.

## LIQUID WASTE SERVICES

### Engineering, Design and Construction

#### Description of services

Liquid Waste Services provides wastewater collection and treatment services to the region through the Liquid Waste function under the authority of the Greater Vancouver Sewerage and Drainage District (GVS&DD). The Engineering, Design and Construction (EDC) Division is responsible for the delivery of the core major and minor capital projects, including trunk sewers, pump stations, SSO storage and wastewater treatment facilities identified in the GVS&DD long range plan and minor operating projects.

#### Strategic directions and high level goals supported

##### Board Strategic Plan

- Enhance the management of the liquid waste system with a commitment to innovative approaches to protect the health of the public and the environment.
- Ensure the long-term resilience of the regional sewage and drainage system to withstand natural hazards, climate change and other significant disruptions.
- Develop and implement financial plans and policies that reflect a commitment to sound financial management and long-term planning, in consideration of current and future ratepayers.
- Strengthen awareness and engagement with the public, members, other orders of government, and key stakeholders on a range of initiatives that will ensure that the regional liquid waste system protects public health and the environment, now and into the future.

##### Integrated Liquid Waste and Resource Management Plan

- Goal 1 - Protect public health and the environment
- Goal 2 - Use liquid waste as a resource
- Goal 3 - Effective, affordable and collaborative management

#### Performance indicators

Indicator	Historical and/or industry Benchmark	Current performance	2021 Performance objective
Percent of Major Capital Program Expenditures Achieved	3-year average: 88% 2019: 76% 2018: 84% 2017: 104%	65%	85%
Percent of Minor Capital Program Expenditures Achieved	3-year average: 62% 2019: 58% 2018: 59% 2017: 68%	55%	70%
AIWWTP Stage 5 Expansion Phase 1 – Construction	78%	96%	98%
AIWWTP Outfall – Construction	n/a	35%	50%



Indicator	Historical and/or industry Benchmark	Current performance	2021 Performance objective
AIWWTP Cogeneration – Construction	75%	98%	100%
IIWWTP Digester Mixing Upgrade – Construction	85%	99%	100%
IIWWTP Biosolids Dewatering Facility – Design Build-Construction	2%	78%	100%
Burnaby Lake North Interceptor – Winston St Section			
- Design	50%	100%	100%
- Construction	n/a	15%	40%
Gilbert Trunk Sewer - Construction (Phases 2-4)	20%	35%	60%
Sapperton Pump Station			
- Construction	87%	98%	100%
Crescent Beach Replacement - Construction	0%	8%	50%

## 2021 Key Actions

- Substantially complete construction on the 5 primary sedimentation tanks, 2 solids contact tanks, and 6 secondary clarifiers within the Annacis Island WWTP (AIWWTP) Stage 5 Phase 1 Expansion Project. Substantially complete construction of additional digester heat exchangers and fourth IPS Pump and fourth screen as part of fast track AIWWTP Phase 2 contracts.
- Award AIWWTP Stage 5 Phase 2 Engineering contracts.
- Complete construction of the 2 vertical launch/receiving shafts, river riser and complete the tunneling section between the launch shaft and chlorine contact tanks for the AIWWTP Outfall Project. Initiate construction of the diffuser manifold in the Fraser River.
- Complete handover of the AIWWTP Cogeneration Back-Up Power System to O&M.
- Complete construction of the Iona Island WWTP Biosolids Dewatering Facility.
- Complete construction of the Iona Island WWTP Digester Mixing Project.
- Complete construction of the open cut and start construction of the tunneled section of the Burnaby Lake North Interceptor – Winston Section
- Complete construction of the two South Surrey Interceptor Odour Control Facilities (King George and Highway 10)
- Initiate construction of the New Westminster Interceptor – Columbia Street Section Rehab
- Complete North Road Trunk Sewer (Phase 1B), Albert Street Sanitary Trunk Sewer (Phase 2), NSI Rehab (Port Mann Section), Ocean Park Trunk Sewer Rehab.
- Complete construction of the Sapperton Pump Station
- Start construction of the Jervis Pump Station Backup Power System

## LIQUID WASTE SERVICES

### Operations and Maintenance

#### Description of Services

Liquid Waste Services provides wastewater collection and treatment services to the region through the Liquid Waste function under the authority of the Greater Vancouver Sewerage and Drainage District (GVS&DD). The Operations and Maintenance division is responsible for managing the operations and maintenance of the five regional wastewater treatment plants (WWTPs) and the sewer collection systems. This includes long-range facility planning and day-to-day management of the infrastructure assets and supporting infrastructure (works yards, communications systems, and control systems) with the objective of complying with provincial and federal regulations and recovering as much resources from the wastewater as economically feasible.

This business area is also responsible for managing the operations and maintenance of Urban Drainage areas including the Still Creek/Brunette, Port Moody/Coquitlam and UBC Drainage areas.

#### Strategic Directions and High Level Goals Supported

##### Board Strategic Plan

- Enhance the management of the liquid waste system with a commitment to innovative approaches to protect the health of the public and the environment.
- Ensure the long-term resilience of the regional sewage and drainage system to withstand natural hazards, climate change and other significant disruptions.
- Develop and implement financial plans and policies that reflect a commitment to sound financial management and long-term planning, in consideration of current and future ratepayers.
- Strengthen awareness and engagement with the public, members, other orders of government, and key stakeholders on a range of initiatives that will ensure that the regional liquid waste system protects public health and the environment, now and into the future.

##### Integrated Liquid Waste and Resource Management Plan

- Goal 1 - Protect public health and the environment
- Goal 2 - Use liquid waste as a resource
- Goal 3 - Effective, affordable and collaborative management

#### Performance Indicators

Indicator	Historical and/or industry benchmark	Current performance	2021 Performance objective
Volume treated per year (ML)	MV 3-year average: 446,517 2019: 434,465 2018: 455,545 2017: 449,541	456,095	450,000
Operating cost per million litres collected and treated (\$/ML)	MV 3-year average: \$351 2019: \$381 2018: \$349 2017: \$323	\$414	\$440

Indicator	Historical and/or industry benchmark	Current performance	2021 Performance objective
Energy use in the collection and treatment of liquid waste kilowatt hour per million litres (kWh/ML)	MV 3-year average: 242 2019:261 2018: 255 2017: 209	228	218
Percent of digester gas used at the Wastewater Treatment Plants	MV 3-year average: 57% 2019: 52% 2018: 51% 2017: 68%	56%	74%
Compliance with treatment plant Operational Certificates (%)	MV 3-year average: 99.93% 2019: 99.91% 2018: 99.94% 2017: 99.93%	99.85%	100%
Number of reported events of sanitary sewer overflows (SSOs): non-weather related	MV 3-year average: 17.3 2019:11 2018: 24 2017: 17	26	0
Number of odour complaints received	MV 3-year average: 16 2019: 14 2018: 12 2017: 21	16	15

## 2021 Key Actions

- Operations and maintenance work planning and preventative maintenance procedure development to support the commencement of the testing, commissioning and operation activities for the Annacis Island Stage 5 project and the Iona Island biosolids dewatering facility.
- Complete commissioning and optimization of the green methane biogas project at Lulu Island WWTP.
- Prepare facilities at a new North of the Fraser River works yard and the Annacis Island Warehouse to enable relocation to these facilities.
- Implement distributed works yards' service model for sewer operations.
- Outfit and implement mobile technology solutions for field sewers operations staff to improve work efficiency.
- Formalize the Utility Maintenances' program including predictive and preventative maintenance and scope of the reliability centered maintenance program.
- Review and delineate cross over maintenance items (between operations and maintenance) to identify opportunities for work groups to work as efficiently as possible.

## LIQUID WASTE SERVICES

### Environmental Management & Quality Control

#### Description of services

This business area is responsible for management of environmental programs and initiatives for GVS&DD, analytical services for liquid waste, water and solid waste regulatory, quality control, source control and process control purposes, and federal and provincial regulatory reporting of environmental and wastewater quality and treatment. The work includes environmental investigations, laboratory analyses, modeling, forecasting, simulations, monitoring, risk assessments, management of stormwater and urban drainage, development of an Environmental Management System for Liquid Waste Services, implementation of source control programs, and liaison with senior governments, academia and environmental stakeholders.

#### Strategic directions and high level goals supported

Board Strategic Plan:

- Enhance the management of the liquid waste system with a commitment to innovative approaches to protect the health of the public and the environment.
- Ensure the long-term resilience of the regional sewage and drainage system to withstand natural hazards, climate change and other significant disruptions.
- Develop and implement financial plans and policies that reflect a commitment to sound financial management and long-term planning, in consideration of current and future ratepayers.
- Strengthen awareness and engagement with the public, members, other orders of government, and key stakeholders on a range of initiatives that will ensure that the regional liquid waste system protects public health and the environment, now and into the future.

Integrated Liquid Waste and Resource Management Plan:

- Goal 1 - Protect public health and the environment
- Goal 2 - Use liquid waste as a resource
- Goal 3 - Effective, affordable and collaborative management

#### Performance indicators

Indicator	Historical and/or industry benchmark	Current performance	2021 Performance objective
Percent of recreational water quality results that do not meet the applicable criteria	MV 3-year average: 1.0% 2019: 0.4% 2018: 2.4% 2017: 0.0%	0.4%	0.9%
Fraser River water quality index <sup>1</sup>	MV 3-year average: 84 2018: 88 2017: 82 2016: 82	88	88

Indicator	Historical and/or industry benchmark	Current performance	2021 Performance objective
Burrard Inlet water quality index	MV 3-year average: 88 2017: 90 2016: 87 2015: 87	87	87
Sturgeon Bank water quality index	MV 3-year average: 93 2017: 92 2016: 92 2015: 96	92	92

<sup>1</sup> Water Quality Index (WQI) ranking of water quality: Excellent (WQI value 95-100), Good (80-94), Fair (65-79), Marginal (45-64), Poor (0-44)

### 2021 Key actions

- Continue collaboration with Canadian Water Network Covid-19 Wastewater Coalition members and participate in research on advancing the use of wastewater based epidemiology for protection of public health.
- Produce the 2020 GVS&DD Environmental Management & Quality Control Annual Report.
- Complete and submit 2020 National Pollution Release Inventory (NPRI) and Greenhouse Gas (GHG) Reports to Environment Canada and the BC Ministry of Environment, respectively.
- Perform receiving environment monitoring for South Hill combined sewer overflow (CSO) and complete a comparative ecological and human health risk assessment for Fraser River CSO locations.
- Collect and analyze samples from Lions Gate wastewater treatment plant (WWTP) for selected priority contaminants of emerging concern identified by the initiative for Protection of Southern Resident Killer Whale and their Prey.
- Carry out Lions Gate WWTP outfall effluent dye tracer study to support the development of effluent near-field mixing model.
- Initiate development of Artificial Intelligent (AI) modelling tool to predict CSOs and wet-weather sanitary sewer overflows (SSOs) to assist regulatory reporting and assessment of potential environmental impact.
- Complete the long-term groundwater monitoring program at Lions Gate WWTP and continue monitoring groundwater quality around the sludge lagoons and biosolids land-drying area at Iona Island WWTP as part of the plant upgrades.
- Complete essential Environmental Management System (EMS) framework documents and procedures for the Liquid Waste utility following ISO 14001 standard.
- Perform Canadian Association for Laboratory Accreditation (CALA) bi-annual site assessment to maintain the accreditation of the Chemistry and Wastewater Treatment Process Control Laboratories.
- Perform analyses of drinking water sources for determination of microcystins using Liquid Chromatography Mass Spectrometry (LCMSMS).
- Validate analytical method and initiate analyses of selected Perfluoroalkyl and Polyfluoroalkyl Substances (PFAS) in wastewater.

## LIQUID WASTE SERVICES

### Management Systems and Utility Services

#### Description of services

Liquid Waste Services provides wastewater collection and treatment services to the region through the Liquid Waste function under the authority of the Greater Vancouver Sewerage and Drainage District (GVS&DD). The Management Systems and Utility Services division is responsible for the following Liquid Waste Services functions: business and financial planning and management; capital budget planning; asset management; performance management; residuals beneficial use management; energy management and the Annacis Research Centre.

#### Strategic directions and high level goals supported

##### Board Strategic Plan

- Enhance the management of the liquid waste system with a commitment to innovative approaches to protect the health of the public and the environment.
- Ensure the long-term resilience of the regional sewage and drainage system to withstand natural hazards, climate change and other significant disruptions.
- Develop and implement financial plans and policies that reflect a commitment to sound financial management and long-term planning, in consideration of current and future ratepayers.
- Strengthen awareness and engagement with the public, members, other orders of government, and key stakeholders on a range of initiatives that will ensure that the regional liquid waste system protects public health and the environment, now and into the future.

##### Integrated Liquid Waste and Resource Management Plan

- Goal 1 - Protect public health and the environment
- Goal 2 - Use liquid waste as a resource
- Goal 3 - Effective, affordable and collaborative management

#### Performance indicators

Indicator	Historical and/or industry benchmark	Current performance	2021 Performance objective
Percent of biosolids beneficially used	MV 3-year average: 97.3% 2019: 96.1% 2018: 97.9% 2017: 98.0%	97%	97%
Percentage of Biosolids beneficially used in Metro Vancouver Region	MV 3-year average: 17.2% 2019: 13.5% 2018: 18.1% 2017: 24.6%	15%	13%

Indicator	Historical and/or industry benchmark	Current performance	2021 Performance objective
Energy Savings Realized (kWh/y)	MV 3-year average: 542,957 2019: 511,343 2018: 607,407 2017: 510,121	600,000	600,000

#### 2021 Key actions

- Identify and analyze alternate models for single sewage area allocation.
- Continue decommissioning Iona Island WWTP sludge lagoons, removing stockpiled biosolids and grit dump material.
- Commence management of Iona Island WWTP mechanically dewatered biosolids.
- Continue development of Asset Management program in alignment with the Asset Management for Liquid Waste Services Policy, including asset assessment plans, facility-level risk assessments and asset management plans.
- Continue to support projects at the Annacis Research Centre that are aimed at developing efficiency improvements to treatment processes and testing advanced aeration processes, and develop new projects to support objectives identified in the Liquid Waste Climate Action Plan.
- Create a business case options analysis comparing public-private collaborative solutions and other solutions, to cost-effectively address Inflow & Infiltration issues.
- Request capital funding for a sewer heat recovery project, in collaboration with a municipality, to reduce regional and corporate greenhouse gas emissions.

## 2021 to 2025 – WHAT'S HAPPENING

Below is a summary of the significant initiatives to be undertaken by Liquid Waste Services over the next 5 years.

Initiative	Description	Theme
<b>2021</b>		
Lulu Island WWTP Biogas Cleanup Project	Commencement of operation of biogas scrubbing system that will treat excess digester gas to generate green biomethane and start of revenues from the natural gas utility.	Environmental Sustainability
Iona Island WWTP Biosolids Dewatering Facility	Commence mechanical dewatering of digester sludge to allow the completion of decommissioning of the existing sludge lagoons and sludge drying beds.	Regulatory and Legislative Environment
Annacis Island WWTP Stage 5 Expansion	Completion of construction and commissioning of Phase 1 Liquid Stream (Primary Sedimentation Tanks, Solids Contact Tanks and Secondary Clarifiers) and commencement of operation.	Regional Growth
Compounds of Environmental Concern	First year of behavior change campaign focused on reducing the discharge of compounds of environmental concern into the liquid waste system. (pharmaceutical microfibres, surfactants)	Environmental Sustainability
Sewer Heat Recovery	Bring forward for Board consideration sewer heat recovery capital projects to support district energy systems in the Fraser Sewerage Area to support Climate 2050 goals.	Environmental Sustainability
Transition towards a Single Sewerage Area	Bring forward for Board consideration possible categories of projects (for example GHG mitigation) to be included in Tier III.	Financial Sustainability
Further expansion of accreditation scope of the LWS Chemistry Laboratory to include a broader number of selected compounds of environmental concern	On-site assessment to verify that laboratory operations adhere to ISO and Canadian national standards, to provide Certification of Accreditation as assurance on the quality and competence of laboratory results.	Environmental Sustainability
<b>2022</b>		
Development Cost Charge Review	Update of the GVS&DD Development Cost Charges to reflect system growth projections.	Financial Sustainability
Inflow & Infiltration Management	Work with members to confirm a suitable long-term allowance for I&I that balances municipal and regional needs (and minimizes risk of Sanitary Sewage Overflows)	Environmental Sustainability
Annacis Island WWTP Hydrothermal Processing Demonstration Facility	Commencement of operation of the HTP facility and initial production of biocrude oil at demonstration scale.	Environmental Sustainability



<b>Initiative</b>	<b>Description</b>	<b>Theme</b>
North Shore WWTP Conveyance Project	Commissioning and handover of the First Narrows Pump Station and conveyance piping complete.	Regulatory and Legislative Environment
Burnaby Lake North Interceptor	Completion of construction of the Burnaby Lake North Interceptor – Winston Road Section.	Regional Growth
<b>2023</b>		
Integrated Liquid Waste and Resource Management Plan	Completion of the update of the Integrated Liquid Waste and Resource Management Plan. The Plan was approved in 2011.	Regulatory and Legislative Environment
Golden Ears Sanitary Sewage Overflow (SSO) Storage Facility	Commissioning and handover of Sanitary Sewage Overflow tank to manage excess Inflow and Infiltration entering the system upstream of the trunk sewers.	Environmental Sustainability
Liquid Waste Services Comprehensive Long-Range Plan	Complete Comprehensive Plan for Liquid Waste Services, identifying infrastructure needs over the next 100 years.	Environmental Sustainability
Gilbert Trunk Sewer	Completion of the twinning of the Gilbert Trunk Sewer to improve system reliability and resiliency.	System Stewardship
Annacis Island WWTP Trickling Filters	Completion of replacement of media, distributor arms and foul air ducting.	System Stewardship
<b>2024</b>		
Iona Island WWTP Biosolids Stockpile Removal	Completion of the removal of all biosolids stockpiles including sludge lagoons in preparation for the construction of the secondary treatment plant.	Regulatory and Legislative Environment
North Shore WWTP	Completion of commissioning and handover of operation of the North Shore WWTP.	Regulatory and Legislative Environment
South Surrey Interceptor	Completion of Construction of the South Surrey Interceptor – Johnson Road Section, the last part of the system to be twinned.	Regional Growth
North Surrey Interceptor Sanitary Storage Overflow (SSO) Tanks	Completion of construction and commencement of operation of the North Surrey Interceptor SSO tanks to manage excess Inflow and Infiltration entering the system upstream of the trunk sewers.	Environmental Sustainability
Annacis Island WWTP Outfall	Commissioning and handover of the Outfall System.	Regional Growth
<b>2025</b>		
North Surrey Interceptor Odour Control	Completion of construction of odor control system.	System Stewardship

METRO VANCOUVER DISTRICTS  
2021-2025 PROJECTED RESERVES - LIQUID WASTE SERVICES

ATTCHMENT 5

OPERATING RESERVES

	2020	2021				2021	2022	2023	2024	2025
	ENDING BALANCE	OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE
Liquid Waste Services	\$ 17,436,075	\$ 17,436,075	\$ 464,679	\$ -	\$ 356,938	\$ 18,257,692	\$ 19,338,243	\$ 19,886,696	\$ 20,742,719	\$ 21,007,286

DISCRETIONARY RESERVES

	2020	2021				2021	2022	2023	2024	2025
	ENDING BALANCE	OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE
Liquid Waste Services										
Biosolids Inventory Reserve	\$ 10,128,024	\$ 10,128,024	\$ 13,789,515	\$ (18,819,304)	\$ 152,263	\$ 5,250,498	\$ 2,032,779	\$ 150,847	\$ 793,755	\$ 1,466,799
Liquid Waste General Debt Reserve Fund	2,101,536	2,101,536	-	-	42,031	2,143,567	2,186,438	2,230,167	2,274,770	2,320,266
Lions Gate Contingency	1,474,862	1,474,862	-	-	29,497	1,504,359	1,534,446	1,565,135	1,596,438	1,628,367
Drainage General Reserve	5,179,005	5,179,005	-	(80,000)	102,780	5,201,785	5,174,521	4,793,211	4,202,276	3,599,521

STATUTORY RESERVES

	2020	2021				2021	2022	2023	2024	2025
	ENDING BALANCE	OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE
Liquid Waste Services										
Liquid Waste Laboratory Equipment Reserve	\$ 498,386	\$ 498,386	\$ 101,285	\$ -	\$ 10,981	\$ 610,651	\$ 725,162	\$ 841,963	\$ 712,153	\$ 832,933
Liquid Waste Sustainability Innovation Fund Reserve	14,093,966	14,093,966	1,127,000	(1,157,001)	281,579	14,345,545	14,814,255	15,544,839	16,547,585	18,016,807

To: Regional Parks Committee

From: Neal Carley, General Manager, Parks and Environment  
Mike Redpath, Director, Regional Parks

Date: October 6, 2020

Meeting Date: October 14, 2020

Subject: **2021 - 2025 Financial Plan – Regional Parks**

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### **RECOMMENDATION**

That the Regional Parks Committee endorse the 2021 - 2025 Financial Plan for Regional Parks as presented in the report dated October 6, 2020, titled “2021 - 2025 Financial Plan – Regional Parks”, and forward it to the Metro Vancouver Board Budget Workshop on October 21, 2020 for consideration.

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### **EXECUTIVE SUMMARY**

The 2021 – 2025 Metro Vancouver Financial Plan has been prepared following direction received at the June 5, 2020 Metro Vancouver Board Budget Workshop. This has resulted in a three-year action plan that maintains the goals and objectives of Metro Vancouver while using key financial tools to minimize the impact on the ratepayers of the region.

The Regional Parks 2021 operating budget is proposed to increase by \$7.7 million for a total budget of \$54.6 million, which represents a 16.4% increase over the 2020 budget. This results in an increase in household impact of Regional Parks of \$6 to \$45, consistent with what was projected for 2021 in the prior year planning cycle.

During the COVID-19 pandemic, a record 13.1 million residents or an additional 3.4 million visited in 2020 year to date. The 12-month record was 11.9 million. Parks are essential to support community resilience, are vital to the physical and mental health and well-being of residents and play a key role in regional climate action.

### **PURPOSE**

To present the 2021 - 2025 Financial Plan for Regional Parks for consideration by the Committee.

### **BACKGROUND**

Metro Vancouver’s annual budget process includes the development of detailed annual budgets and the updating of five-year financial plans for each of the four Metro Vancouver legal entities (Metro Vancouver Regional District, Metro Vancouver Housing Corporation, Greater Vancouver Water District and Greater Vancouver Sewerage and Drainage District).

On June 5, 2020 a Metro Vancouver Board Budget Workshop was held with the objective to seek direction for the preparation of the 2021 - 2025 Financial Plan. The workshop outlined the principles that guide the work of Metro Vancouver as an organization, the current 2020 - 2024 Financial Plan, the implications of the COVID-19 pandemic, the tools that can be used to make budget adjustments, and a proposed approach for the 2021 - 2025 Financial Plan.

Staff proposed leveraging the supported tools to create a short-term action plan that would lessen the upward pressure on household impact for 1-3 years. A short-term action plan would enable strategic goals and objectives to be maintained. If larger or more long-term adjustments are desired, a re-evaluation of long-term plans such as the *Metro Vancouver Housing Plan*, *Climate 2050*, or the *Liquid Waste Management Plan* would be required. Since an annual budget is approved, this approach will allow for adjustments to be made each year as conditions change based on market changes and other factors. The use of the tools will aim to avoid making severe changes that cannot be easily corrected in the short-term. Overall, the short-term action plan approach was supported.

This report focuses on the Regional Parks function and presents the 2021 annual budget and the updated five-year plan for the years 2021 to 2025 for Committee consideration.

### **REGIONAL PARKS SERVICE**

Regional Parks contribute to a livable region by conserving natural assets and connecting to nature. Regional Parks manages 13,632 ha of land for 23 regional parks, 5 regional greenways, 2 park reserves, and 2 ecological conservation areas through:

- Stewardship of the Regional Parks' ecosystems and natural areas
- Safe and secure parks and facilities to connect people with nature
- Park maintenance and bylaw enforcement/regulation
- Park system visitation, programs and services
- Indigenous cooperation, consultation and engagement
- Public education, interpretation, events and cultural engagement
- Park Planning and management of built and natural assets
- Capital construction and asset management
- Acquire new park land to complete existing parks and create new parks

Regional Parks' initiatives planned over the next five-years are guided by direction provided in the *Board Strategic Plan*, and *Regional Parks Plan*, specifically:

#### **Board Strategic Plan:**

- Provide opportunities for residents and visitors to explore and enjoy a diversity of natural spaces, from beaches to mountains, from bogs to lakes, in the region. The regional parks system also protects green spaces.
- Develop and implement financial plans and policies that reflect a commitment to sound financial management and long-term planning, in consideration of current and future ratepayers.
- Strengthen awareness and engagement with the public, members, other orders of government, and key stakeholders on a range of initiatives regarding the role and value of regional parks.

#### **Regional Parks Plan:**

- Goal 1 - Protect important natural areas to contribute to the regional livability and enhance connections.
- Goal 2 - Within the context of natural area protection, provide opportunities for people to connect with, enjoy, be active and learn about the environment.

## **WORK PLAN PERFORMANCE INDICATORS**

High level performance indicators have been developed across the organization to evaluate trends, determine key actions for the coming year, and to assist in long-term planning. The 2021 Work Plan for Regional Parks is presented in this report. Within the Regional Parks Work Plan, four performance indicators have been developed and are being tracked. These include:

- Annual number of visits to Regional Parks
- Annual number of participants in Regional Park public programming
- Annual number of volunteer hours through stewardship, partnership and visitor services programs
- Total hectares of Regional Park lands

The trends in these performance measures suggests that Regional Parks will continue to have an increase in the annual number of visits to Regional Parks, and will see a reduction in the annual number of participants in Regional Park programming and number of volunteer hours due to the COVID-19 pandemic. Modest increases in the amount of sensitive ecosystems located within regional parks are expected.

## **CONTINUOUS IMPROVEMENT**

Regional Parks continues to explore, evaluate and implement continuous improvement opportunities. Below is a summary of 2020 continuous opportunities:

- Ecological restoration of Burns Bog, Parkland acquisitions at Widgeon Marsh in Coquitlam and Codd Wetland in Pitt Meadows
- Creating opportunities for the sequestration of carbon, protection of ecosystems and helping people connect with nature. Primary contributor to achieving corporate MVRD carbon neutrality
- Expanding the community stewardship initiatives as part of the natural resource management program for volunteer stewardship activities in park sites
- 92% (27,440 of 29,834 tCO<sub>2</sub>e) of the estimated MVRD corporate carbon credits are from Regional Parks acquisition and restoration projects at an estimated \$150/tonne, the 27,440 tCO<sub>2</sub>e is a \$4.1M value
- Recycling of blowdown timber from Regional Parks for re-use and recovery in habitat restoration from timber sales
- eDNA Program: The technique collects DNA from environmental samples such as water or soil rather than directly from the animal. eDNA is a low impact way to inventory sensitive species because it does not require capturing or handling animals. Savings by replacing use of third party consultants for exploratory field assessment
- Efficiency improvements in procurement of capital works and establishment of integrated project delivery team for project delivery

For 2021, some opportunities for continuous improvement have been carried forward from 2020 and new initiatives have been added including:

- Expansion of the eDNA program through the corporate Sustainability Initiative Fund
- Securing Investing in Canada Grant federal funding for major park capital projects
- Implementation of new visitor, demand management and parking lot management/reservation programs to address visitor use, improve park experiences for visitors and to address traffic and capacity issues at overcrowded park sites
- Working collaboratively with all member municipalities across the region to address COVID-19 park and open space capacity and safety concerns
- Implementing the Cultural Planning and Cooperation agreement with the Tsleil-Waututh Nation for Belcarra Regional Park

## **2021 BUDGET AND 2021 - 2025 FINANCIAL PLAN**

The five-year financial plans for this cycle have been updated to address five central themes identified by the Metro Vancouver Board in its Strategic Plan to guide the development of plans and budgets. The five themes are as follows:

- Financial Sustainability
- Environmental Sustainability
- System Stewardship
- Regulatory and Legislative Environment
- Regional Growth

Each Metro Vancouver function has an Annual Work Plan that includes strategic directions, performance indicators and key actions to guide the work for the coming year. Each function also has a “What’s Happening” summary that highlights the program highlights for the next five years.

The 2021 - 2025 Regional Parks Financial Plan is included as Attachment 1. The 2021 Annual Work Plan for the Regional Parks function presented in this report is included in Attachment 3 and the “What’s Happening” highlights for the years 2021 – 2025 are included in Attachment 4.

### **Operating Budget Highlights**

The Regional Parks 2021 operating budget is proposed to increase by \$7,689,653 for a total budget of \$54,562,961 (Attachment 1). This increase is primarily due to an increase in the contribution to the parkland acquisition reserve of \$4.0M and \$2.3M in litigation costs/legal fees.

The 2021 operating budget includes the following key actions:

- Initiate implementation of the *Regional Greenways 2050 Plan*
- Phase one of Widgeon Marsh Regional Park major development
- Pursue the acquisition of new lands for Regional Parks and Greenways in support of the *Regional Parks Land Acquisition 2050* strategy
- Initiate and complete a Park Partnership Program review

- Initiation of Regional Park system master plan
- Regional Park capacity and visitor management strategic implementation (pay parking and reservation systems)
- Asset management
- Implementation of the Regional Parks Programming Strategy
- COVID-19 pandemic response
- Phased implementation of the Campbell Valley Regional Park Management Plan

Over the next five years, the Regional Parks budget is expected to increase an average of \$4,807,679 or 8.7% per year. Adjusting for the additional increases in the contribution to the Regional Parks Land Acquisition Reserve in 2021 to 2025, the average increase per year is 3.3%. In addition to those noted above, key projects through 2025 include:

- Implementing the *Regional Greenways 2050 Plan*
- Implementing system-wide initiatives to enhance natural areas and connect with local communities
- Acquisition of new lands for Regional Parks and Greenways in support of the *Regional Parks Land Acquisition 2050* strategy
- Developing capital fundraising opportunities with the Pacific Parklands Foundation to advance the Regional Parks Capital Program

### **Communications Program**

The 2021 Regional Parks Communications Program of \$110,000 is focused on public consultations, multimedia work to build awareness of regional parks.

### **Capital Budget Highlights**

The Regional Parks capital budget for 2021 is \$23.1 million (Attachment 2). The capital program is funded by reserve funds. The Regional Parks capital program includes three components: first, major capital and park development, second, minor capital for the replacement of infrastructure at the end of it's lifespan or for capital maintenance and third, for land acquisition.

Highlights of capital projects planned or ongoing in 2021 include the following:

1. Widgeon Marsh park development (*multiyear, \$4,500,000 in 2021*)
2. Grouse Mountain Trail and amenity Improvements (*multiyear, \$350,000 in 2021*)
3. Derby Reach Washroom Building (*multiyear, \$290,000 in 2021*)
4. Campbell Valley Management Plan Implementation – (*multiyear, \$500,000 in 2021*)
5. Burnaby Lake Service Yard Building (*\$400,000*)
6. Capilano River Service Yard (*\$750,000*)
7. IWWTP - Iona Beach Regional Park (Liquid Waste Services lead, integrated team)
8. System-wide asset management/minor capital implementation
9. Ongoing land acquisition

The capital expenditure budget for 2021 - 2025 totals to \$152.2 million and is largely driven by new regional park developments, land acquisition and required infrastructure replacements. These include:

- Construction and opening of Widgeon Marsh Regional Park
- Construction of Crippen Regional Park- Davies Orchard Day Use Area
- Construction of the Belcarra Regional Park South Picnic Area
- Campbell Valley Regional Park Trail and Open space improvements
- Implementation of Investing in Canada Grant (Grouse Mountain Regional Park)
- Development of Burns Bog Ecological Conservancy Area - Delta Nature Reserve
- Trail developments at Aldergrove, Tynehead, Campbell Valley and Pacific Spirit Regional Parks
- Land acquisitions in support of *Regional Parks Land Acquisition 2050*
- Capital maintenance projects

### **Reserve Funds**

The application of reserve funding in Regional Parks includes several operating initiatives which are delivered through consulting or contract services. In 2021, \$268,860 of such initiatives are funded from reserves, which are in accordance with the Board *Operating, Statutory and Discretionary Reserves Policy*. The capital program for Regional Parks is fully funded from reserves. In 2021, \$22.8 million in reserve funding will be applied for capital development and maintenance projects. The 2021 - 2025 projected reserves for Regional Parks is included in Attachment 5.

### **APPROVAL PROCESS**

The proposed 2021 - 2025 Financial Plan and Annual Work Plan is presented for consideration and endorsement before being forwarded to the Board for consideration.

The next steps of the process are:

- The 2021 – 2025 Financial Plan and Annual Work Plan will be presented for consideration at the Metro Vancouver Board Budget Workshop on October 21, 2020.
- The Board will consider adoption of the 2021 Budget and endorsement of the 2021 - 2025 Financial Plan on October 30, 2020.

### **ALTERNATIVES**

1. That the Regional Parks Committee endorse the 2021 - 2025 Financial Plan for Regional Parks as presented in the report “2021 - 2025 Financial Plan – Regional Parks” dated October 6, 2020 and forward it to the Metro Vancouver Board Budget Workshop on October 21, 2020 for consideration.
2. That the Regional Parks Committee make recommendations and endorse an amended 2021 - 2025 Financial Plan for the Regional Parks function and forward the amended Financial Plan to the Metro Vancouver Board Budget Workshop on October 21, 2020 for consideration.

### **FINANCIAL IMPLICATIONS**

If the MVRD Board endorses the 2021 - 2025 Financial Plan for Regional Parks, as presented under Alternative 1, in 2021 the Regional Parks requisition will increase by \$7,028,463 (15.7%) for a total requisition of \$51,870,533.



Over the term of the five-year plan, the annual Regional Parks requisition is projected to increase by an average of \$4,675,354 per year (8.9%) to provide the required revenue to offset projected expenditures. It is anticipated that the cost to the average regional household for the Regional Parks function will rise from \$39 in 2020 to just over \$55 in 2025.

Under Alternative 2, the Committee may wish to consider recommending amendments to the 2021 Budget and Five-Year Financial Plan for consideration at the Metro Vancouver Board Budget Workshop. Any changes to the plan may have an impact on the MVRD Financial Plan.

### **SUMMARY / CONCLUSION**

The Regional Parks 2021 Budget and five-year financial plan has been prepared following direction received at the June 5, 2020 Metro Vancouver Board Budget Workshop and to respond to direction provided in the *Board Strategic Plan*. It is presented to Committee and Board members to provide overview information on activities and financial impacts for the years 2021 to 2025 for Regional Parks.

The presentation of this year's five-year financial plan for Regional Parks provides the opportunity for Metro Vancouver to share with its member jurisdictions the proposed service related initiatives over the next five years. It is intended to be used as a guiding document for member jurisdictions in the development of their five-year financial plans and includes projections on household impact to demonstrate how the plan will remain sustainable for residents while keeping pace with our critical requirements.

Staff recommends endorsing the 2021 - 2025 Financial Plan and Annual Work Plan for Regional Parks as presented under alternative one.

### **Attachments:**

1. 2021 - 2025 Financial Plan
2. 2021 - 2025 Capital Programs and Project Totals – Regional Parks
3. 2021 Work Plan
4. 2021 - 2025 "What's Happening"
5. 2021 - 2025 Projected Reserves – Regional Parks

# ATTACHMENT 1

## METRO VANCOUVER REGIONAL DISTRICT REGIONAL PARKS 2021 BUDGET REVIEW 2021-2025 FINANCIAL PLAN

	2018 ACTUAL	2019 ACTUAL	2020 BUDGET	2021 BUDGET	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE
<b>REVENUES</b>													
Metro Vancouver Regional District Requisitions	\$ 38,455,889	\$ 40,231,084	\$ 44,842,070	\$ 51,870,533	15.7%	\$ 55,220,338	6.5%	\$ 60,553,226	9.7%	\$ 65,858,670	8.8%	\$ 68,218,839	3.6%
User Fees	1,016,796	1,011,106	837,586	897,708		975,159		948,240		961,068		971,754	
Other External Revenues	1,203,332	1,091,151	1,052,220	1,525,860		1,676,335		1,672,026		1,671,820		1,665,112	
Transfer from Sustainability Innovation Fund Reserves			53,000	15,000									
Transfer from Reserves	1,216,380	171,380	88,432	253,860		56,000		56,000		56,000		56,000	
<b>TOTAL REVENUES</b>	<b>\$ 41,892,397</b>	<b>\$ 42,504,721</b>	<b>\$ 46,873,308</b>	<b>\$ 54,562,961</b>	<b>16.4%</b>	<b>\$ 57,927,832</b>	<b>6.2%</b>	<b>\$ 63,229,492</b>	<b>9.2%</b>	<b>\$ 68,547,558</b>	<b>8.4%</b>	<b>\$ 70,911,705</b>	<b>3.4%</b>
<b>EXPENDITURES</b>													
<b>Operating Programs:</b>													
<b>Systems Planning, Design and Development Services</b>													
Planning and Resource Management	\$ 1,707,195	\$ 1,804,688	\$ 1,923,466	\$ 2,041,787		\$ 2,127,060		\$ 2,062,024		\$ 2,166,633		\$ 2,161,154	
Design and Development	1,189,179	1,296,708	1,331,710	1,357,013		1,382,382		1,404,817		1,441,456		1,591,480	
Engineers in Training	-	-	11,534	11,627		11,854		12,087		12,389		12,683	
	2,896,374	3,101,396	3,266,710	3,410,427	4.4%	3,521,296	3.3%	3,478,928	(1.2%)	3,620,478	4.1%	3,765,317	4.0%
<b>Systems Visitor and Operations Services</b>													
Visitor Services	1,208,883	1,387,169	1,487,643	1,388,491		1,476,789		1,491,746		1,509,634		1,551,706	
Operations Services	1,890,208	1,432,679	2,322,375	1,810,639		1,919,176		1,999,965		2,031,485		2,063,805	
	3,099,091	2,819,848	3,810,018	3,199,130	(16.0%)	3,395,965	6.2%	3,491,711	2.8%	3,541,119	1.4%	3,615,511	2.1%
<b>Central Area Services</b>													
Operations and Maintenance	3,867,216	4,993,084	5,091,071	6,066,609		5,909,549		6,285,322		6,388,571		6,494,972	
Area Visitor Services	600,584	645,587	587,941	576,457		601,976		617,709		655,061		711,214	
Area Management and Administration	511,551	470,309	664,277	2,888,763		599,980		611,423		627,449		641,805	
Area Planning	126,842	135,319	156,992	156,801		159,263		161,774		166,034		169,188	
Burns Bog Ecological Conservancy Area	326,832	312,397	385,089	421,863		418,882		422,984		479,822		485,939	
Contribution to Reserve	23,000	23,000	23,000	23,000		23,000		23,000		23,000		23,000	
	5,456,025	6,579,696	6,908,370	10,133,493	46.7%	7,712,650	(23.9%)	8,122,212	5.3%	8,339,937	2.7%	8,526,118	2.2%
<b>East Area Services</b>													
Operations and Maintenance	4,709,839	4,565,312	4,272,463	4,435,927		4,465,393		4,509,437		4,583,034		4,745,496	
Area Visitor Services	639,509	660,730	625,382	557,073		625,553		632,280		645,122		655,662	
Area Management and Administration	528,333	474,135	673,314	673,451		679,112		691,237		708,078		724,291	
Area Planning	136,692	151,658	153,962	153,370		153,370		153,370		156,451		159,605	
	6,014,373	5,851,835	5,725,121	5,819,821	1.7%	5,923,428	1.8%	5,986,324	1.1%	6,092,685	1.8%	6,285,054	3.2%
<b>West Area Services</b>													
Operations and Maintenance	5,268,614	4,364,844	4,047,668	4,268,606		4,269,774		4,270,972		4,389,554		4,507,813	
Area Visitor Services	624,408	675,409	689,289	579,319		612,112		609,729		624,277		656,943	
Area Management and Administration	695,079	715,137	942,647	929,561		929,561		929,561		951,637		974,226	
Area Planning	163,456	128,879	152,592	152,592		152,592		152,592		156,237		159,967	
	6,751,557	5,884,269	5,832,196	5,930,078	1.7%	5,964,039	0.6%	5,962,854	0.0%	6,121,705	2.7%	6,298,949	2.9%
<b>Administration and Department Support</b>													
	1,454,183	1,445,114	1,221,577	1,398,761	14.5%	1,416,117	1.2%	1,434,319	1.3%	1,488,936	3.8%	1,513,422	1.6%
<b>Communications Program</b>													
	53,450	106,685	110,000	110,000	0.0%	110,000	0.0%	110,000	0.0%	110,000	0.0%	110,000	0.0%
<b>Utility Voice Radio</b>													
	74,662	72,223	82,997	84,060	1.3%	85,048	1.2%	86,050	1.2%	88,400	2.7%	90,667	2.6%
<b>Quality Control Allocated</b>													
	47,706	48,121	53,591	53,591	0.0%	53,591	0.0%	53,591	0.0%	55,445	3.5%	56,777	2.4%
<b>Allocation of Centralized Support</b>													
	3,517,306	3,698,658	3,610,728	3,504,791	(2.9%)	3,827,383	9.2%	3,610,649	(5.7%)	3,694,009	2.3%	3,552,313	(3.8%)
<b>Total Operating Programs</b>	<b>29,364,727</b>	<b>29,607,845</b>	<b>30,621,308</b>	<b>33,644,152</b>	<b>9.9%</b>	<b>32,009,517</b>	<b>(4.9%)</b>	<b>32,336,638</b>	<b>1.0%</b>	<b>33,152,714</b>	<b>2.5%</b>	<b>33,814,128</b>	<b>2.0%</b>
<b>Allocation of Project Delivery</b>													
	-	-	-	166,809	0.0%	166,315	(0.3%)	140,854	(15.3%)	142,844	1.4%	145,577	1.9%
<b>Debt Service</b>													
	158,646	143,097	-	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
<b>Contribution to Capital Infrastructure Reserve</b>													
	3,982,000	4,482,000	4,682,000	5,182,000		6,182,000		7,182,000		7,682,000		9,382,000	
<b>Contribution to Parkland Acquisition and Development Reserve</b>													
	7,570,000	7,570,000	11,570,000	15,570,000		19,570,000		23,570,000		27,570,000		27,570,000	
	11,552,000	12,052,000	16,252,000	20,752,000	27.7%	25,752,000	24.1%	30,752,000	19.4%	35,252,000	14.6%	36,952,000	4.8%
<b>TOTAL EXPENDITURES</b>	<b>\$ 41,075,373</b>	<b>\$ 41,802,942</b>	<b>\$ 46,873,308</b>	<b>\$ 54,562,961</b>	<b>16.4%</b>	<b>\$ 57,927,832</b>	<b>6.2%</b>	<b>\$ 63,229,492</b>	<b>9.2%</b>	<b>\$ 68,547,558</b>	<b>8.4%</b>	<b>\$ 70,911,705</b>	<b>3.4%</b>

METRO VANCOUVER REGIONAL DISTRICT  
CAPITAL PROGRAMS AND PROJECT TOTALS  
REGIONAL PARKS  
2021 - 2025 CAPITAL PLAN

**ATTACHMENT 2**

	2021 CAPITAL BUDGET	2022 CAPITAL PLAN	2023 CAPITAL PLAN	2024 CAPITAL PLAN	2025 CAPITAL PLAN	2021 TO 2025 TOTAL
<b>CAPITAL EXPENDITURES</b>						
<b>Parks-Capital Replacement and Development</b>						
Aldergrove - Rock'n Horse Trail Connector	\$ -	\$ -	\$ 360,000	\$ -	\$ -	\$ 360,000
Belcarra - Replace Floats at Wharf	-	-	-	30,000	250,000	280,000
Belcarra - South Picnic Area, Cabins	-	50,000	250,000	2,200,000	3,500,000	6,000,000
Belcarra - White Pine Parking Lot Redevelopment	-	-	-	-	100,000	100,000
Burnaby Lake - Service Yard Building Replacement	450,000	-	-	-	-	450,000
Burns Bog Delta Nature Reserve Development	-	150,000	1,000,000	1,000,000	-	2,150,000
Campbell Valley - Park Development - Perimeter Greenway Trail	600,000	2,000,000	2,000,000	1,500,000	-	6,100,000
Capilano - New Service Yard	750,000	-	-	-	-	750,000
Codd Wetland - Park Development	-	-	-	-	900,000	900,000
Colony Farm - Sheep Paddocks Trail Rebuild	100,000	-	-	-	-	100,000
Crippen - Davies Orchard Cabins	-	-	-	800,000	1,100,000	1,900,000
Deas Island - Floating Dock Replacement	-	-	-	100,000	-	100,000
Derby Reach - Full Service Washroom	290,000	1,560,000	-	-	-	1,850,000
Grouse - Grouse Grind & BCMC Trail	-	-	-	-	100,000	100,000
Grouse - Trail & Amenity Improvement (Grant Funded)	350,000	600,000	1,114,000	1,114,000	-	3,178,000
Kanaka Creek - Cliff Falls Staging Area	-	-	-	-	50,000	50,000
Pacific Spirit - Beach Access Improvements	-	-	-	100,000	500,000	600,000
Tynehead - Perimeter Trail Phase 2	-	-	-	-	150,000	150,000
Widgeon Marsh - New Park Development	4,500,000	4,600,000	4,500,000	-	-	13,600,000
	<u>\$ 7,040,000</u>	<u>\$ 8,960,000</u>	<u>\$ 9,224,000</u>	<u>\$ 6,844,000</u>	<u>\$ 6,650,000</u>	<u>\$ 38,718,000</u>
<b>Parks-Parkland Acquisition</b>						
Regional Parks Land Acquisition	\$ 12,000,000	\$ 15,000,000	\$ 15,000,000	\$ 21,000,000	\$ 22,000,000	\$ 85,000,000
	<u>\$ 12,000,000</u>	<u>\$ 15,000,000</u>	<u>\$ 15,000,000</u>	<u>\$ 21,000,000</u>	<u>\$ 22,000,000</u>	<u>\$ 85,000,000</u>
<b>Capital Maintenance Projects</b>						
Capital Maintenance Projects	\$ 4,030,000	\$ 4,485,000	\$ 6,445,000	\$ 6,400,000	\$ 7,110,000	\$ 28,470,000
	<u>\$ 4,030,000</u>	<u>\$ 4,485,000</u>	<u>\$ 6,445,000</u>	<u>\$ 6,400,000</u>	<u>\$ 7,110,000</u>	<u>\$ 28,470,000</u>
<b>TOTAL CAPITAL EXPENDITURES</b>	<u><u>\$ 23,070,000</u></u>	<u><u>\$ 28,445,000</u></u>	<u><u>\$ 30,669,000</u></u>	<u><u>\$ 34,244,000</u></u>	<u><u>\$ 35,760,000</u></u>	<u><u>\$ 152,188,000</u></u>
<b>CAPITAL FUNDING</b>						
Reserves	\$ 22,814,500	\$ 28,007,000	\$ 29,855,780	\$ 33,430,780	\$ 35,760,000	\$ 149,868,060
Investing in Canada Infrastructure Program	255,500	438,000	813,220	813,220	-	2,319,940
	<u>\$ 23,070,000</u>	<u>\$ 28,445,000</u>	<u>\$ 30,669,000</u>	<u>\$ 34,244,000</u>	<u>\$ 35,760,000</u>	<u>\$ 152,188,000</u>

## REGIONAL PARKS

### Description of Services

The Regional Parks service is a function of Metro Vancouver that exists to protect a range of diverse natural landscapes and habitats and to connect residents with nature. The Service operates 23 regional parks, 2 ecological conservancy areas, 2 regional park reserves and 5 regional greenways. Protecting over 13,632 hectares of natural lands throughout the region, with 11.9 million visits in 2019, Regional Parks provides planning, operations, development, property acquisition, natural resource management, park maintenance, capital construction, bylaw enforcement, public relations, community stewardship, visitor services, nature education, interpretive programs and events.

### Strategic directions and Board Strategic Plan goals supported:

- Provide opportunities for residents and visitors to explore and enjoy a diversity of natural spaces, from beaches to mountains, from bogs to lakes, in the region.
- Strengthen awareness and engagement with the public, members, other orders of government, and key stakeholders on a range of initiatives regarding the role and value of regional parks.
- Build a system of regional parks that are resilient to the impacts of climate change, land use change, and growing visitation.
- Facilitate a regional greenway system that connects natural areas and promotes access to them.

### Performance indicators

Indicators reflect an assumption that the restrictions due to the COVID-19 pandemic will substantially remain in place for 2021.

Indicator	Historical and/or industry benchmark	2019 performance	2021 performance objective
Annual number of visits to regional parks	3-year average: 11,856,000  2019: 11,935,000 2018: 11,738,000 2017: 11,895,000	11,935,000 (Projected COVID-19 related 2020- 15,900,000)	16,500,000
Annual number of participants in regional park public programming	3-year average: 62,798  2019: 61,876 2018: 60,619 2017: 65,900	61,876 (Projected COVID-19 2020- 8,000)	10,000
Annual number of volunteer hours through stewardship, partnership and visitor services programs	3-year average: 25,888  2019: 22,026 2018: 25,938 2017: 29,700	22,026 (Projected COVID-19 2020- 5,000)	9,000

Indicator	Historical and/or industry benchmark	2019 performance	2021 performance objective
Total hectares of Regional Parks land	2019: 13,632 ha 2018: 13,557 ha* 2017: 14,588 ha	13,632 ha	13,650 ha

\*reflects changes to the Regional Parks Service boundary

## 2021 key actions

### Advancing Our Mission to “Protect & Connect”

- Continued COVID-19 response/recovery and leadership to member municipalities.
- Continued recovery of Regional Parks revenue streams: filming, public programming and facility rentals.
- Implementation of Public Programming Strategy (2020).
- Development and implementation of a pricing and cost recovery strategy for parks programs.
- Implementation of paid parking program and parking reservation system as part of visitor demand management strategy.
- Develop a social media communications and response strategy.
- Enhancing working relationships with First Nations.
- Finalize the Buildings Strategy and begin implementation.
- Pursue the acquisition of new lands for regional parks and greenways in support of the *Regional Parks Land Acquisition 2050* strategy.
- Initiate and complete Park Partnership Program review.
- Implementation of new tree management policy and arboricultural procedures.
- Open new service yards at Pacific Spirit, Crippen, and Capilano Regional Parks.
- Initiate the Delta Nature Reserve Management Plan.
- Continue the operational transition of the Delta Nature Reserve from the City of Delta.
- Implement the Tsleil-Waututh Nation Cultural Planning and Cooperation agreement and engagement for Belcarra Regional Park.
- Renew the Burnaby Lake Regional Park lease with the City of Burnaby.
- Phased implementation of the Campbell Valley Regional Park Management Plan.
- Implementation of the Grouse Mountain Regional Park management plan funded by the Canada Infrastructure Grant.
- Support corporate initiatives including Iona Beach Regional Park planning with the wastewater treatment plan, Climate 2050, and Sapperton landing improvements.
- Initiate implementation of the Regional Greenways Plan 2050.
- Completion of Regional Parks Asset Management Plan for built assets.
- Develop and test a methodology for capturing Regional Parks natural assets.
- Develop a framework for prioritizing restoration projects in Regional Parks.
- Initiate the Regional Parks Plan Strategic Planning process.
- Develop opportunities to collaborate with the Pacific Parklands Foundation.

## Regional Parks

## 2021 to 2025 – WHAT’S HAPPENING

Below is a summary of the significant initiatives to be undertaken by Regional Parks over the next 5 years.

Initiative	Description	Theme
<b>2021</b>		
Capital Development Program	<ul style="list-style-type: none"> <li>Widgeon Marsh new park development</li> <li>Grouse Mountain trail and amenity grant implementation</li> <li>Capilano regional park service yard development</li> <li>Regional Park System Master Planning</li> <li>Campbell Valley Regional Park- Management plan implementation</li> <li>Burns Bog Ecological Conservancy Area fire restoration project</li> </ul>	System Stewardship/ Regional Growth/ Environmental Sustainability
Outreach and Engagement	<ul style="list-style-type: none"> <li>Covid19 Pandemic Response</li> <li>Implementation of Cultural Planning and Cooperation agreement at Belcarra Regional Park. Continued engagement with local First Nations on Regional Parks initiatives</li> <li>Implementation of system-wide initiatives to enhance natural areas and connect with local communities</li> </ul>	System Stewardship
Land Acquisition	<ul style="list-style-type: none"> <li>Pursue park land acquisition opportunities in support of Regional Parks Land Acquisition 2050 strategies</li> </ul>	Regional Growth
Regional Greenways Strategy	<ul style="list-style-type: none"> <li>Regional Greenways Strategy implementation</li> </ul>	Regional Growth
<b>2022</b>		
Capital Development Program	<ul style="list-style-type: none"> <li>Widgeon Marsh new park development</li> <li>Construction of full service washrooms at the Derby Reach day use area</li> <li>Campbell Valley Management Plan implementation</li> <li>Grouse Mountain Regional Park Grant implementation</li> <li>Delta Nature Reserve and Delta/South Surrey Greenway design initiation</li> </ul>	System Stewardship/ Regional Growth/ Environmental Sustainability
Land Acquisition	<ul style="list-style-type: none"> <li>Pursue park land acquisition opportunities in support of Regional Parks Land Acquisition 2050 strategies</li> </ul>	Regional Growth
Outreach and Engagement	<ul style="list-style-type: none"> <li>Continued engagement with local First Nations on Regional Parks initiatives.</li> <li>Implementation of system-wide initiatives to enhance natural areas and connect with local communities</li> </ul>	System Stewardship

<b>2023</b>		
Capital Development Program	<ul style="list-style-type: none"> <li>• Phase 1 Construction of Delta South Surrey Greenway and Delta Nature Reserve.</li> <li>• Grouse Mountain Regional Park Grant implementation</li> <li>• Completion and Opening of Widgeon Marsh Regional Park.</li> <li>• Delta Nature Reserve/South Surrey Greenway Management plan implementation</li> <li>• Campbell Valley Regional Park Management Plan Implementation</li> </ul>	System Stewardship Regional Growth
Land Acquisition	<ul style="list-style-type: none"> <li>• Pursue park land acquisition opportunities in support of Regional Parks Land Acquisition 2050 strategies</li> </ul>	Regional Growth
Outreach and Engagement	<ul style="list-style-type: none"> <li>• Explore opportunities for working with local First Nations on Regional Parks initiatives. Implementation of system-wide initiatives to enhance natural areas and connect with local communities.</li> </ul>	System Stewardship
<b>2024</b>		
Capital Development Program	<ul style="list-style-type: none"> <li>• Phase 1 Construction of Davies Orchard Precinct at Crippen Regional Park.</li> <li>• Phase 1 Construction of Belcarra South at Belcarra Regional Park.</li> <li>• Grouse Mountain Regional Park Grant implementation</li> <li>• Delta Nature Reserve/South Surrey Greenway Management plan implementation</li> <li>• Campbell Valley Regional Park Management Plan Implementation</li> </ul>	System Stewardship Regional Growth
Outreach and Engagement	<ul style="list-style-type: none"> <li>• Explore opportunities for working with local First Nations on Regional Parks initiatives. Implementation of system-wide initiatives to enhance natural areas and connect with local communities.</li> </ul>	System Stewardship
Land Acquisition	<ul style="list-style-type: none"> <li>• Pursue park land acquisition opportunities in support of Regional Parks Land Acquisition 2050 strategies.</li> </ul>	Regional Growth
<b>2025</b>		
Capital Development Program	<ul style="list-style-type: none"> <li>• Campbell Valley Nature Centre design</li> <li>• Belcarra South Park Development</li> <li>• Crippen Regional Park- Davies Orchard development</li> <li>• Supporting Iona Regional Park redevelopment as part of Iona waste water treatment construction</li> <li>• Codd Wetland Regional Park design</li> </ul>	System Stewardship Regional Growth

	<ul style="list-style-type: none"> <li>• Pacific Spirit Regional Park Beach access improvements</li> </ul>	
Land Acquisition	<ul style="list-style-type: none"> <li>• Pursue park land acquisition opportunities in support of Regional Parks Land Acquisition 2050 strategies.</li> </ul>	Regional Growth
Outreach and Engagement	<ul style="list-style-type: none"> <li>• Explore opportunities for working with local First Nations on Regional Parks initiatives. Implementation of system-wide initiatives to enhance natural areas and connect with local communities.</li> </ul>	System Stewardship



METRO VANCOUVER DISTRICTS  
2021-2025 PROJECTED RESERVES - REGIONAL PARKS

OPERATING RESERVES

	2020	2021				2021	2022	2023	2024	2025
	ENDING BALANCE	OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE
Regional Parks	\$ 1,527,540	\$ 1,527,540	\$ -	\$ (28,199)	\$ 30,575	\$ 1,529,915	\$ 1,681,058	\$ 1,599,326	\$ 1,615,682	\$ 1,656,486

DISCRETIONARY RESERVES

	2020	2021				2021	2022	2023	2024	2025
	ENDING BALANCE	OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE
Regional Parks										
Regional Parks General Reserve	\$ 202,000	\$ 202,000	\$ -	\$ -	\$ 4,040	\$ 206,040	\$ 210,161	\$ 214,364	\$ 218,651	\$ 223,024

STATUTORY RESERVES

	2020	2021				2021	2022	2023	2024	2025
	ENDING BALANCE	OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE
Regional Parks										
Regional Parks Infrastructure Reserve	\$ 1,146,279	\$ 1,146,279	\$ 5,437,500	\$ (6,167,860)	\$ 15,622	\$ 431,541	\$ 414,922	\$ 500,203	\$ 460,939	\$ 492,378
Regional Parkland Acquisition Reserve Fund	65,899	65,899	-	-	1,318	67,216	68,561	69,932	71,331	72,757
Regional Parkland Acquisition and Development Reserve Fund	11,685,700	11,685,700	15,570,000	(17,100,000)	218,414	10,374,114	8,329,296	9,324,082	11,399,264	12,808,949
Delta Airpark Reserve	129,897	129,897	23,000	-	2,828	155,725	182,070	208,941	236,350	264,307
Regional Parks Legacy Fund	2,694,212	2,694,212	-	(56,000)	53,324	2,691,537	2,688,807	2,686,024	2,683,184	2,680,288

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To: Regional Planning Committee

From: Heather McNell, General Manager, Regional Planning and Housing Services

Date: September 30, 2020

Meeting Date: October 9, 2020

Subject: **2021 - 2025 Financial Plan – Regional Planning**

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## **RECOMMENDATION**

That the Regional Planning Committee endorse the 2021 - 2025 Financial Plan for Regional Planning as presented in the report dated September 30, 2020, titled “2021 - 2025 Financial Plan – Regional Planning”, and forward it to the Metro Vancouver Board Budget Workshop on October 21, 2020 for consideration.

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## **EXECUTIVE SUMMARY**

The 2021 - 2025 Metro Vancouver Financial Plan has been prepared following direction received at the June 5, 2020 Metro Vancouver Board Budget Workshop. This has resulted in a three-year action plan that maintains the goals and objectives of Metro Vancouver while using key financial tools to minimize the impact on the ratepayers of the region.

Regional Planning supports planning throughout the region including for utilities, member jurisdictions, TransLink and other regional agencies through the provision of projections and data, policy research, convening stakeholders on issues of regional interest, providing a planning resource and leadership and innovation. The group provides a long range, cross-boundary, interdisciplinary perspective and the main function is developing, administering, monitoring and stewarding *Metro 2040*, the regional federation’s regional growth strategy.

The 2021 - 2025 Financial Plan for Regional Planning reflects a reduction in project/study and training costs over the previous year, while continuing to reduce long-term reliance on reserve funds to smooth the tax requisition rate. Over the next five years, operating programs are to increase by \$408,703, or an average of 2.1% per year.

## **PURPOSE**

To present the 2021 - 2025 Financial Plan for Regional Planning for consideration by the Committee.

## **BACKGROUND**

Metro Vancouver’s annual budget process includes the development of detailed annual budgets and the updating of five-year financial plans for each of the four Metro Vancouver legal entities (Metro Vancouver Regional District, Metro Vancouver Housing Corporation, Greater Vancouver Water District and Greater Vancouver Sewerage and Drainage District).

On June 5, 2020 a Metro Vancouver Board Budget Workshop was held with the objective to seek direction for the preparation of the 2021 - 2025 Financial Plan. The workshop outlined the principles that guide the work of Metro Vancouver as an organization, the current 2020 - 2024 Financial Plan,

the implications of the COVID-19 pandemic, the tools that can be used to make budget adjustments, and a proposed approach for the 2021 - 2025 Financial Plan.

Staff proposed leveraging the supported tools to create a short-term action plan that would lessen the upward pressure on household impact for 1-3 years. A short-term action plan would enable strategic goals and objectives to be maintained. If larger or more long-term adjustments are desired, a re-evaluation of long-term plans such as the *Metro Vancouver Housing Plan*, *Climate 2050*, or the *Liquid Waste Management Plan* would be required. Since an annual budget is approved, this approach will allow for adjustments to be made each year as conditions change based on market changes and other factors. The use of the tools will aim to avoid making severe changes that cannot be easily corrected in the short-term. Overall, the short-term action plan approach was supported.

This report focuses on the Regional Planning function and presents the 2021 annual budget and the updated five-year plan for the years 2021 to 2025 for committee consideration.

### **REGIONAL PLANNING SERVICE**

Regional Planning services within the Metro Vancouver Regional District (MVRD) represent functions that include 22 members and provides policy research, development, implementation and monitoring in support of a prosperous, resilient and livable region. The primary responsibility is to develop, administer, implement and monitor *Metro Vancouver 2040: Shaping our Future* (Metro 2040), the regional growth strategy. There are three programs within the Regional Planning Division: Growth Management and Transportation, Planning Analytics and Environment.

The Regional Planning initiatives planned over the next five years are guided by direction provided in the *Board Strategic Plan*, specifically:

- Undertake a comprehensive update to *Metro 2040* to prioritize climate action, align with the update to the Regional Transportation Strategy and extend the timeframe to 2050.
- Continue to develop and implement effective and adaptive tools and processes for achieving the goals in Metro 2040, the regional growth strategy;
- Continue to support the efforts of members in developing complete, livable and healthy communities;
- Guide the development of policies, plans, tools and creative solutions for managing competing demands on land in the region; and
- Strengthen awareness and engagement with the public, members, other orders of government, and key stakeholders on a range of initiatives regarding the role and value of land use planning at the regional scale and the objectives of the regional growth strategy.

### **WORK PLAN PERFORMANCE INDICATORS**

High level performance indicators have been developed across the organization to evaluate trends, determine key actions for the coming year, and to assist in long-term planning. The 2021 Work Plan for Regional Planning is presented in this report. Within the Regional Planning Work Plan, five performance indicators have been developed and are being tracked. These include:

- Percentage of residential growth occurring within the Urban Containment Boundary (UCB);
- Percentage of new dwelling units located within Urban Centres;

- Number of hectares of land with a *Metro 2040* Agricultural Designation;
- Number of hectares of land with a *Metro 2040* Industrial Designation; and
- Number of hectares of land with a *Metro 2040* Mixed Employment Designation.

The trend in these performance measures suggests that the region is on target with regards to meeting the goals laid out in the regional growth strategy. Metro 2040 sets a target to contain 98% of growth within the Urban Containment Boundary. Since the strategy's adoption in 2011, this target has been met. Metro 2040 also strives to direct 40% of dwelling unit growth and 50% of employment growth to a network of 26 Urban Centres. Between the strategy's adoption and 2016, 39% of dwelling unit growth occurred in Urban Centres.

### **CONTINUOUS IMPROVEMENT**

The comprehensive update to *Metro Vancouver 2040: Shaping our Future* is a significant opportunity to improve the plan, building on its strengths. The update is being undertaken to:

- better integrate significant drivers of change that have risen in importance in the region, namely social equity, resilience and climate change impacts, rapid changes in technology / automation, and equity and affordable housing near transit;
- improve the integration of land use and transportation planning as TransLink is concurrently updating the Regional Transportation Strategy; and
- and implement policy improvements identified through 8 years of implementation and a series of policy reviews.

Based on this work, improvements will continue as Regional Planning undertakes projects related to developing a new Growth Management and Investment Model and a Land Use Inventory/Land Budget; both activities will support land use and transportation decisions within the Region.

### **2021 BUDGET AND 2021 - 2025 FINANCIAL PLAN**

The five-year financial plans for this cycle have been updated to address five central themes identified by the Metro Vancouver Board in its Strategic Plan to guide the development of plans and budgets. The five themes are as follows:

- Financial Sustainability
- Environmental Sustainability
- System Stewardship
- Regulatory and Legislative Environment
- Regional Growth

Regional Planning is also guided by direction provided in *Metro 2040*, specifically to support the goals, strategies and policy actions in the plan to:

- Goal 1 - Create a compact urban area
- Goal 2 - Support a sustainable economy
- Goal 3 - Protect the environment and respond to climate change impacts
- Goal 4 - Develop complete communities
- Goal 5 - Support sustainable transportation choices

Each Metro Vancouver function has an Annual Work Plan that includes strategic directions, performance indicators and key actions to guide the work for the coming year. Each function also has a “What’s Happening” summary that highlights the program highlights for the next five years.

The 2021 - 2025 Regional Planning Financial Plan is included as Attachment 1. The 2021 Annual Work Plan for Regional Planning presented in this report is included in Attachment 2 and the “What’s Happening” highlights for the years 2021 - 2025 are included in Attachment 3.

### **Operating Budget Highlights**

The Regional Planning 2021 operating budget is proposed to decrease by \$57,536 for a total budget of \$3,855,857 (Attachment 1). This decrease is primarily due to a reduction in consulting funds for studies and research funded by the Sustainability Innovation Fund as well as minor reductions made to reflect the changing nature of training and conferences.

The 2021 operating budget includes the following key actions:

- Complete the draft of Metro 2050 and begin the approvals process
- Conduct Urban Centres and FTDA's Policy Research
- Implement the Regional Industrial Land Strategy
- Conduct a Regional Land Use Assessment
- Participate in policy research in health and social equity
- Update the Housing + Transportation Cost Burden Study
- Conduct Climate and Environment Research
- Continue to develop Invasive Species Best Management Practices
- Study Ecosystem Services from Agricultural Land
- Prepare a Regional Land Use Model
- Validate Data/Projections
- Support TransLink on works related to transit infrastructure investment/expansion
- Support Province in the Fraser Valley Integrated Transportation and Development Plan

Over the next five years, expenditures are increasing by a total of \$363,439, or an average of 1.8% per year. In addition to those noted above, key projects through 2025 include:

- Develop a New Land Use Model – Phase 2 Demographics Module to support updated population, dwelling unit, employment and land use projections (2021)
- Performance monitoring on *Metro 2040* (2021-2025)
- Update the Housing + Transportation Cost Burden Study (2021)
- Complete five year updates to 3 regional land use inventories including:
  - Sensitive Ecosystem Inventory (2021)
  - Agricultural Land Use Inventory (2021)
  - Office in Centres Inventory (2022)
- Complete series of Census Bulletins as data becomes available (2022-2023)
- Complete comprehensive update to the Regional Growth Strategy (2022)
- Complete a Regional Land Use Assessment (2022-2023).

### **Communications Program**

The 2021 Regional Planning Communications Program of \$60,000 is framed around the following initiatives:

- Multimedia support for the development of Metro 2050, Transit Oriented Affordable Housing Study, and implementation of the Regional Industrial Lands Strategy
- Stakeholder engagement activities regarding, Regional Industrial Lands Strategy, Metro 2050, and other forums including venues, catering, speakers, etc.
- Engagement and/or public opinion support/media for Metro 2050 communications and regional planning initiatives.

### **Reserve Funds**

The financial plan for Regional Planning includes the utilization of reserves to annually fund one-time initiatives. This is consistent with the *Operating, Statutory and Discretionary Reserves Policy*. The 2021 - 2025 Projected Reserves for Regional Planning are included in Attachment 4.

### **APPROVAL PROCESS**

The proposed 2021 - 2025 Financial Plan and Annual Work Plan is presented for consideration and endorsement before being forwarded to the Board for consideration.

The next steps of the process are:

- The 2021 - 2025 Financial Plan and Annual Work Plan will be presented for consideration at the Metro Vancouver Board Budget Workshop on October 21, 2020.
- The Board will consider adoption of the 2021 Budget and endorsement of the 2021 - 2025 Financial Plan on October 30, 2020.

### **ALTERNATIVES**

1. That the Regional Planning Committee endorse the 2021 - 2025 Financial Plan for Regional Planning as presented in the report dated September 30, 2020, titled “2021 - 2025 Financial Plan - Regional Planning”, and forward it to the Metro Vancouver Board Budget Workshop on October 21, 2020 for consideration.
2. That the Regional Planning Committee make recommendations and endorse an amended 2021 - 2025 Financial Plan for Regional Planning and forward the amended Financial Plan to the Finance and Intergovernment Committee on October 14, 2020 and to the Metro Vancouver Board Budget Workshop on October 21, 2020 for consideration.

### **FINANCIAL IMPLICATIONS**

If the MVRD Board endorses the 2021 - 2025 Financial Plan for Regional Planning, as presented under Alternative 1, in 2021 the Regional Planning requisition will increase by \$162,464 (4.9%) for a total requisition of \$3,510,857.

Over the term of the five-year plan, the annual Regional Planning requisition is projected to increase by an average of \$175,688 per year (4.8%) to provide the required revenue to offset projected

expenditures. It is anticipated that the cost to the average regional household over the next five years for the Regional Planning function will rise from \$3 in 2020 to slightly over \$3 in 2025.

Under Alternative 2, the Committee may wish to consider recommending amendments to the 2021 Budget and Five-Year Financial Plan for consideration at the Metro Vancouver Board Budget Workshop. Any changes to the plan may have an impact on the MVRD Financial Plan.

### **SUMMARY / CONCLUSION**

The Regional Planning 2021 Budget and Five-Year Financial Plan has been prepared following direction received at the June 5, 2020 Board Budget Workshop and to respond to direction provided in the *Board Strategic Plan*. It is presented to Committee and Board members to provide overview information on activities and financial impacts for the years 2021 to 2025 for Regional Planning.

The presentation of this year's five-year financial plan for Regional Planning provides the opportunity for Metro Vancouver to share with its member jurisdictions the proposed service related initiatives over the next five years. It is intended to be used as a guiding document for member jurisdictions in the development of their five-year financial plans and includes projections on household impact to demonstrate how the plan will remain affordable for residents while keeping pace with our critical requirements.

Staff recommends endorsing the 2021 - 2025 Financial Plan and Annual Work Plan for Regional Planning as presented under alternative one.

### **Attachments:**

1. 2021 - 2025 Financial Plan
2. 2021 Work Plan
3. 2021 - 2025 "What's Happening"
4. 2021 - 2025 Projected Reserves – Regional Planning

METRO VANCOUVER REGIONAL DISTRICT  
REGIONAL PLANNING  
2021 BUDGET REVIEW  
2021-2025 FINANCIAL PLAN

# ATTACHMENT 1

	2018 ACTUAL	2019 ACTUAL	2020 BUDGET	2021 BUDGET	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE
<b>REVENUES</b>													
Metro Vancouver Regional District Requisitions	\$ 2,842,450	\$ 3,107,732	\$ 3,348,393	\$ 3,510,857	4.9%	\$ 3,751,430	6.9%	\$ 3,971,888	5.9%	\$ 4,051,083	2.0%	\$ 4,226,832	4.3%
Transfer from Sustainability Innovation Fund Reserves	71,045	28,931	150,000	65,000		35,000		-		-		-	
Transfer from Reserves	206,472	215,534	415,000	280,000		100,000		80,000		80,000		50,000	
<b>TOTAL REVENUES</b>	<b>\$ 3,119,967</b>	<b>\$ 3,359,697</b>	<b>\$ 3,913,393</b>	<b>\$ 3,855,857</b>	<b>(1.5%)</b>	<b>\$ 3,886,430</b>	<b>0.8%</b>	<b>\$ 4,051,888</b>	<b>4.3%</b>	<b>\$ 4,131,083</b>	<b>2.0%</b>	<b>\$ 4,276,832</b>	<b>3.5%</b>
<b>EXPENDITURES</b>													
Operating Programs:													
Environment	\$ 483,735	\$ 731,449	\$ 981,329	\$ 980,136		\$ 964,424		\$ 933,996		\$ 938,048	0.4%	\$ 945,542	
Growth Management and Transportation	1,173,488	1,208,919	1,297,824	1,073,916		1,089,092		1,273,925		1,310,882	2.9%	1,318,426	
Planning Analytics	483,213	466,496	713,799	774,503		783,940		792,135		793,328	0.2%	912,352	
Regional Sustainability Initiatives	71,045	-	-	-		-		-		-	0.0%	-	
Administration and Department Support	376,084	497,064	555,254	674,767		688,205		701,902		718,614	2.4%	735,705	
	2,587,565	2,903,928	3,548,206	3,503,322	(1.3%)	3,525,661	0.6%	3,701,958	5.0%	3,760,872	1.6%	3,912,025	4.0%
Communications Program	59,341	42,519	80,000	60,000	(25.0%)	60,000	0.0%	60,000	0.0%	70,000	16.7%	80,000	14.3%
Allocation of Centralized Support	286,416	261,636	285,187	292,535	2.6%	300,769	2.8%	289,930	(3.6%)	300,211	3.5%	284,807	(5.1%)
<b>TOTAL EXPENDITURES</b>	<b>\$ 2,933,322</b>	<b>\$ 3,208,083</b>	<b>\$ 3,913,393</b>	<b>\$ 3,855,857</b>	<b>(1.5%)</b>	<b>\$ 3,886,430</b>	<b>0.8%</b>	<b>\$ 4,051,888</b>	<b>4.3%</b>	<b>\$ 4,131,083</b>	<b>2.0%</b>	<b>\$ 4,276,832</b>	<b>3.5%</b>



## REGIONAL PLANNING

### Description of services

Regional Planning is a Metro Vancouver Regional District function established to provide data, policy research, convene on issues of regional interest, and support local planning in support of a prosperous, resilient and livable region. The primary responsibility is to develop, administer, implement and monitor *Metro Vancouver 2040: Shaping our Future (Metro 2040)*, the regional growth strategy. There are three programs within the Regional Planning Division: Growth Management and Transportation; Planning Analytics and Environment.

#### Growth Management and Transportation

Growth Management and Transportation is primarily responsible for developing, administering, and implementing Metro 2040. There are a number of portfolios within this group including: complete communities; industrial and employment lands; structuring growth – centres and corridors, and providing affordable and diverse housing near transit.

#### Planning Analytics

Planning Analytics collects and analyzes data for Regional Planning as well as other regional functions including utilities and transportation planning. Primary roles include the provision of population, dwelling unit and employment projections, *Metro 2040* performance monitoring, and the completion of numerous regional inventories.

#### Environment

This activity supports *Metro 2040* environmental and climate change policies as well as broader ecological health, environmental issues and agriculture and food systems.

### Strategic directions and high level goals supported

#### Board Strategic Plan

- Continue to develop and implement effective and adaptive tools and processes for achieving the goals in *Metro 2040* along with the update to Metro 2050;
- Continue to support the efforts of members in developing equitable, complete, livable and resilient communities;
- Develop policies, plans, tools and creative solutions for managing competing demands on land in the region;
- Advocate the merits of integrating regional land use and transportation planning; and
- Support integration of the regional growth strategy with other long range planning activities within the region.

## Metro Vancouver 2040: Shaping our Future

- Goal 1 - Create a compact urban area
- Goal 2 - Support a sustainable economy
- Goal 3 - Protect the environment and respond to climate change impacts
- Goal 4 - Develop complete communities
- Goal 5 - Support sustainable transportation choices

### Goals

- Update Metro 2040 (Metro 2050) to ensure policies support responsible regional growth, an improved environment and financial sustainability for both the organization and the region.
- Ensure regional planning policies are prepared and monitored with a focus towards a system of equity, fairness, access and affordability.
- Build modelling and data systems to support regional planning activities and policy creation/monitoring.
- Ensure an equitable and resilient region through responsible growth and financial sustainability
- Protect agricultural lands and the environment
- Build strong connections with neighbouring regional districts and other regional agencies to support infrastructure investment for responsible growth.

### Performance indicators

Indicator	Historical and/or industry	Current Performance	2021 Performance Objective
Percentage of residential growth occurring within the Urban Containment Boundary (UCB)	2011 baseline: 97% 2014 review: 98% 2015 review: 99%	98%	98%
Percentage of new dwelling units located within Urban Centres	2011 target 40% of growth to Centres 2011 baseline: 26% located in Centres	39% of growth to Centres; 28% located in Centres	40%
Number of hectares of land with a Metro 2040 Agricultural Designation	2011 baseline: 55,313	55,200	No net loss
Number of hectares of land with a Metro 2040 Industrial Designation	2011 baseline: 10,195	10,160	No net loss
Number of hectares of land with a Metro 2040 Mixed Employment Designation	2011 baseline: 3,415	3,395	No net loss

## 2021 key actions

### *Growth Management and Transportation*

- Complete the draft of Metro 2050 and begin the approvals process
- Urban Centres and FTDA Policy Research
- Regional Industrial Lands Strategy Implementation and Research
- Regional Land Use Assessment
- Applied policy research in health and social equity
- Update the Housing and Transportation Cost Burden Study
- Support Province in the Fraser Valley Integrated Transportation and Development Plan
- Support TransLink on works related to transit infrastructure investment/expansion

### *Environment*

- Climate and Environment Research
- Invasive Species Best Management Practices
- Ecosystem Services from Agricultural Land

### *Planning Analytics*

- Land Use Model Preparation
- Data/Projections Validation

## Regional Planning

## 2021 to 2025 – WHAT’S HAPPENING

Below is a summary of the significant initiatives to be undertaken by Regional Planning over the next 5 years.

Initiative	Description	Theme
<b>2021</b>		
Comprehensive update to Metro 2040	Complete the draft of <i>Metro 2040</i> and begin the approvals process. Update is to consider significant drivers of change, integrate with the Transport 2050, and implement policy improvements.	Regional Growth
Sensitive Ecosystem Inventory	Complete the five-year update to this critical regional resource.	Environmental Sustainability
Develop a New Growth Management and Investment Model	Land Use Component. To improve population, dwelling unit, employment and land use projections and municipal distribution, and improve the ability to model land use implications of infrastructure investments and policy portfolios.	Regional Growth and Financial Sustainability
Regional Land Use Assessment	Begin a Regional Land Use Assessment as part of the implementation of the Regional Growth and Industrial Lands strategies.	Regional Growth
Regional Industrial Lands Strategy Implementation	Prepare recommended overlays and buffers to support the implementation of the Regional Industrial Lands Strategy.	Regional Growth
Frequent Transit Corridor Study	Undertake a land use and transportation study for a frequent transit corridor in the region to support member jurisdiction initiatives related to planning and transportation.	Regional Growth
Housing and Transportation Cost Burden Study	Complete a five-year update to this critical study on transportation and housing costs for a more complete picture of affordability. In 2015, region-wide, homeowners with mortgages paid 40% of their pre-tax income for H+T while renters paid 49%.	Regional Growth
<b>2022</b>		
Develop a New Growth Management and Investment Model	Phase 2 – Integrate the Demographics Component to support updated population, dwelling unit, employment and land use projections.	Regional Growth and Financial Sustainability
Comprehensive update to Metro 2040	Metro 2050 approved and collaboration with member jurisdictions on implementation.	Regional Growth
Metro 2050 Implementation Tools	Begin Preparing Implementation Guidelines and data tools to assist member jurisdictions	Regional Growth
Regional Land Use Assessment	Complete a Regional Land Use Assessment	Regional Growth
Frequent Transit Corridor Study	Undertake a land use and transportation study for a frequent transit corridor in the region to support member jurisdiction initiatives related to planning and transportation.	Regional Growth

<b>2023</b>		
Regional Employment Survey	Complete survey work to understand current trends and land use	Regional Growth
Frequent Transit Corridor Study	Undertake a land use and transportation study for a frequent transit corridor in the region to support member jurisdiction initiatives related to planning and transportation.	Regional Growth
Metro 2050 Implementation Tools	Prepare Implementation Guidelines and data tools to assist member jurisdictions	Regional Growth
<b>2024</b>		
Frequent Transit Corridor Study	Undertake a land use and transportation study for a frequent transit corridor within the region to support member jurisdictions and TransLink.	Regional Growth
Growth Management and Investment Model	Develop data tool and calibrate information. Large component of this phase will include survey and demographic work.	Regional Growth
Metro 2050 Implementation Tools	Complete Implementation Guidelines and data tools to assist member jurisdictions	Regional Growth
<b>2025</b>		
Frequent Transit Corridor Study	Undertake a land use and transportation study for a frequent transit corridor in the region to support member jurisdictions and TransLink.	Regional Growth
Growth Management and Investment Model	Develop data tool and calibrate information. Begin to prepare scenario modelling for the region.	Regional Growth

METRO VANCOUVER DISTRICTS  
2021-2025 PROJECTED RESERVES - REGIONAL PLANNING

## OPERATING RESERVES

	2020	2021				2021	2022	2023	2024	2025
	ENDING BALANCE	OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE
Regional Planning	\$ 176,387	\$ 176,387	\$ 15,562	\$ -	\$ 3,721	\$ 195,670	\$ 192,793	\$ 194,322	\$ 202,594	\$ 206,554

## DISCRETIONARY RESERVES

	2020	2021				2021	2022	2023	2024	2025
	ENDING BALANCE	OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE
Regional Planning										
Regional Planning General Reserve	\$ 2,431,212	\$ 2,431,212	\$ -	\$ (280,000)	\$ 45,824	\$ 2,197,037	\$ 2,139,977	\$ 2,101,977	\$ 2,063,216	\$ 2,053,981

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To: Water Committee

From: Marilyn Towill, General Manager, Water Services

Date: October 6, 2020

Meeting Date: October 8, 2020

Subject: **2021 - 2025 Financial Plan – Water Services**

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### **RECOMMENDATION**

That the Water Committee endorse the 2021 - 2025 Financial Plan for Water Services as presented in the report dated October 6, 2020, titled “2021 - 2025 Financial Plan – Water Services”, and forward it to the Metro Vancouver Board Budget Workshop on October 21, 2020 for consideration.

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### **EXECUTIVE SUMMARY**

The 2021 – 2025 Metro Vancouver Financial Plan has been prepared following direction received from the June 5, 2020 Metro Vancouver Board Budget Workshop. This has resulted in a three-year action plan that maintains the goals and objectives of Metro Vancouver while using key financial tools to minimize the impact on the ratepayers of the region.

In 2021, the average water rate will increase by 3.5% to \$0.8110/m<sup>3</sup> (2020 forecast for 2021: \$0.8315/m<sup>3</sup>). This represents a \$2 (1.6%) increase in the cost to the average regional household to \$174 (2020 forecast for 2021: \$179).

Metro Vancouver through the GVWD, continues to provide a reliable source of uninterrupted, clean, safe drinking water to support a growing region and its economic prosperity. Growing demand for potable water, system resilience, and infrastructure maintenance are met through robust, proactive capital and operating programs supported by long term planning and monitoring.

### **PURPOSE**

To present the 2021 - 2025 Financial Plan for Water Services for consideration by the Committee.

### **BACKGROUND**

Metro Vancouver’s annual budget process includes the development of detailed annual budgets and the updating of five-year financial plans for each of the four Metro Vancouver legal entities (Metro Vancouver Regional District, Metro Vancouver Housing Corporation, Greater Vancouver Water District and Greater Vancouver Sewerage and Drainage District).

On June 5, 2020 a Metro Vancouver Board Budget Workshop was held with the objective to seek direction for the preparation of the 2021 - 2025 Financial Plan. The workshop outlined the principles that guide the work of Metro Vancouver as an organization, the current 2020 - 2024 Financial Plan, the implications of the COVID-19 pandemic, the tools that can be used to make budget adjustments, and a proposed approach for the 2021 - 2025 Financial Plan.

Staff proposed leveraging the supported tools to create a short-term action plan that would lessen the upward pressure on household impact for 1-3 years. A short-term action plan would enable strategic goals and objectives to be maintained. If larger or more long-term adjustments are desired, a re-evaluation of long-term plans such as the *Metro Vancouver Housing Plan*, *Climate 2050*, or the *Liquid Waste Management Plan* would be required. Since an annual budget is approved, this approach will allow for adjustments to be made each year as conditions change based on market changes and other factors. The use of the tools will aim to avoid making severe changes that cannot be easily corrected in the short-term. Overall, the short-term action plan approach was supported.

This report focuses on Water Services and presents the 2021 annual budget and the updated five-year plan for the years 2021 to 2025 for committee consideration.

### **WATER SERVICES PROGRAM**

The Water Services function comprises 18 member municipalities, one electoral area and one treaty First Nation within Metro Vancouver, serving a population of approximately 2.6 million. Drinking water is collected from within three protected mountain watersheds covering an area of approximately 60,000 hectares. The system itself comprises six mountain storage lakes, five dams, two major water treatment facilities, over 520 km of large diameter transmission mains, 26 storage reservoirs, 19 pump stations and 8 rechlorination stations. The system treats and distributes an average of 1.0 billion litres of water per day.

Water Services initiatives planned over the next five years are guided by direction provided in the *Board Strategic Plan* and in the *2011 Drinking Water Management Plan*, specifically:

#### **Board Strategic Plan:**

- Maintain Metro Vancouver's world-class water system that provides safe, clean drinking water and ensure its capacity to meet future needs.
- Ensure the long-term resilience of the regional drinking water system to withstand natural hazards, climate change and other significant disruptions.
- Develop and implement financial plans and policies that reflect a commitment to sound financial management and long-term planning, in consideration of current and future ratepayers.
- Strengthen awareness and engagement with the public, members, other orders of government, and key stakeholders on a range of initiatives that will ensure the delivery of clean, safe drinking water, now and into the future.

#### **Drinking Water Management Plan:**

- Provide clean, safe drinking water
- Ensure the sustainable use of water resources
- Ensure the efficient supply of water

### **WORK PLAN PERFORMANCE INDICATORS**

High level performance indicators have been developed across the organization to evaluate trends, determine key actions for the coming year, and to assist in long-term planning. The 2021 Work Plans for Water Services are presented in this report. Within the Water Services Work Plans, 28 performance indicators have been developed and are being tracked. These include:



- Per capita water use;
- Progress on major and minor capital projects;
- Smolt capture in the Capilano Watershed;
- Volume of water treated and delivered;
- Energy use per unit volume of water treated;
- Compliance with treatment operating permit criteria;
- Water transmission system leak repairs;
- Water samples collected and analyzed; and
- Number of major interagency projects coordinated.

The trend in these performance measures suggest that while per capita water use in the region continues to decline, total annual consumption is forecast to increase gradually in the coming years as the rate of population growth exceeds per capita water use reductions. Significant progress continues to be made on implementation of the Water Services capital plan, keeping pace with growth, improving system resiliency and maintaining/upgrading aging infrastructure. Treated water quality and compliance with operating permit criteria continues to be excellent as Water Services is realizing the benefits of having state-of-the-art facilities with robust water treatment processes operated by highly-skilled and certified operations staff. The energy used each year for the treatment and delivery of drinking water has become quite stable as water treatment processes and operation of the regional infrastructure are optimized to use the least energy-intensive option possible given system constraints.

### **CONTINUOUS IMPROVEMENT**

Water Services continues to explore, evaluate and implement continuous improvement opportunities. The department identified numerous opportunities in 2020 and has made progress on many of them including:

- Applicability of expanded Building Information Modelling
- Implementation of cross utility Project Management Guidelines
- Evaluation of Watershed protection improvements
- Streamlining environmental compliance reporting
- Piloting of one person survey crews
- Efficiency improvements in procurement of capital works

For 2021, some opportunities for continuous improvement have been carried forward from 2020 and new ones have been added including:

- Development of an early earthquake warning system
- Expanded benchmarking against other large comparable utilities
- Updating the laboratory information management system
- Improvements to in-system reservoir sampling for water quality
- Creation of a standardized method to assess social impacts of linear projects
- Continue to develop and implement an ISO 14001 compliant environmental management system

## **2021 BUDGET AND 2021 - 2025 FINANCIAL PLAN**

The five-year financial plans for this cycle have been updated to address five central themes identified by the Metro Vancouver Board in its Strategic Plan to guide the development of plans and budgets. The five themes are as follows:

- Financial Sustainability
- Environmental Sustainability
- System Stewardship
- Regulatory and Legislative Environment
- Regional Growth

Each Metro Vancouver function has an Annual Work Plan that includes strategic directions, performance indicators and key actions to guide the work for the coming year. Each function also has a “What’s Happening” summary that highlights the program activities for the next five years.

The 2021 - 2025 Water Services Financial Plan is included as Attachment 1. The 2021 Annual Work Plans for Water Services presented in this report are included in Attachment 3 and the “What’s Happening” highlights for the years 2021 – 2025 are included in Attachment 4.

### **Operating Budget Highlights**

The Water Services operating budget is separated into operating programs and funding required to support the expanding capital program (debt service and contribution to capital). In the previous budget cycle it was proposed that the budget would increase by \$18.1 million to \$328.5 million for 2021. However due to the financial tools requested by the Board we have been able to soften the impact. It is now proposed to increase by \$8.2 million in 2021 for a total budget of \$318.6 million (Attachment 1). This increase can be attributed to contribution to capital increases and debt servicing increases (close to \$7.7 million or about 93% of Water Services total operating budget increase in 2021) supporting infrastructure investments required to maintain existing levels of service, accommodate growth demands, and improve system resilience.

The 2021 operating budget includes the following key actions:

- Continue to collaborate with GVWD members to implement the new Region-wide Guide for Enforcement of Metro Vancouver’s Drinking Water Conservation Plan
- Continue development of a Facility Master Plan that aligns with Metro Vancouver’s Water Supply Outlook 2120
- Continue development of an updated Drinking Water Management Plan
- Commence construction of Fleetwood Reservoir
- Commence design of Cape Horn Pump Station No. 3
- Continue to investigate the opportunities for expanding Building Information Modelling Technology
- Complete development and implementation of the Water Services Environmental Management System in addressing prioritized regulatory compliance and environmental risks. Introduce Corporate Environmental Management Policy.
- Complete final terms of reference project to review the Capilano Smolt Transport program in accordance with Joint Water Use Plan for the Seymour and Capilano Watersheds.
- Complete Natural Capital Asset study of Water Supply Lands

- Optimize operating strategies for supply to southern areas of the region utilizing the new Jericho Reservoir and Barnston Maple Ridge Pump Station
- Implement pH and alkalinity adjustments at water treatment plants
- Implement new asset management program in the LCOC microbiology laboratory and water treatment process laboratories
- Installation of improved in-system reservoir sampling equipment at high priority sites as reservoirs are taken out of service for cleaning
- Coordinate interagency work for key projects such as MOTI Pattullo Bridge Replacement Project, MOTI Broadway Subway Project, and TransLink Surrey/Langley Skytrain Project

Highlights of contracts and consulting projects anticipated to be undertaken in 2021 to respond to work plan requirements within the operating budget include the following:

- Water Transmission Supply Contractors for expected needs including repairs, testing, inspections and specialized equipment (\$510,000)
- Consultant assistance with Research and Innovation program (\$270,000)
- Infrastructure Operations Support for O&M needs such as Water Main Condition Assessments and proximal works designs (\$244,000)
- Consultant for Dam Monitoring Review Activities (\$230,000)
- Asset condition assessments (\$200,000)
- Environmental Consulting related to planned and unplanned potable water releases (\$175,000)
- Dam Safety Review for Seymour Falls Dam (\$175,000)
- Development and implementation of an ISO 14001 compliant Environmental Management System in collaboration with Liquid Waste Services (\$125,000)
- Reservoir Limnology Program to monitor the chemical, physical and biological parameters of the Capilano, Seymour and Coquitlam source water supply (\$125,000)
- Operations, maintenance and data approval of the Water Services network of seven hydrometric stations by Water Survey Canada (\$105,000)
- Tree assessments and site treatments associated with the Water Services Hazard Tree Program (\$100,000)
- CWTP and Secondary Disinfection Stations improvements and emergency works (\$90,000)
- External laboratory services (\$58,000)
- Control Systems Specialist to optimize SCADA system communications (\$56,000)
- Development of crucial control response procedures identified in the Quality Management System for Drinking Water (\$47,000)

Over the next 3 years (2021 through 2023), using the financial tools requested by the Board, we have been able to reduce the budget increase to an average of \$9.5 million or 3.0% per year from \$28.6 million or 9.3% per year during the previous budget cycle. However, over the following 2 years (2024 and 2025) the budget increase rises to an average of \$37.6 million or 10.5% per year.

### **Communications Program**

The 2021 Water Services Communications Program of \$440,000 is framed around the Regional Water Conservation Campaign (\$440,000).

### **Capital Budget Highlights**

The Water Services capital budget for 2021 is \$431.3 million (Attachment 2). The capital program is funded by a combination of long-term debt, contributions from the operating budget, external (interagency) contributions and projected future development cost charges (DCCs) funding growth.

Highlights of capital projects planned or ongoing for 2021 include the following:

- Continue Stanley Park Tunnel detailed design\*
- Continue construction of Central Park Main No. 2 Phase 1
- Continue construction of Douglas Road Main No. 2 Still Creek section
- Continue relocation of Queensborough Main Royal Ave section
- Complete Sunnyside Reservoir Unit 1 upgrade construction
- Complete Cambie-Richmond Main Marine Crossing conceptual design\*
- Continue construction of Capilano Raw Water Pump Station back-up power
- Continue construction of Pebble Hill reservoir Units 1 & 2 Seismic upgrades
- Continue construction of Second Narrows Water Supply Tunnel\*
- Continue Seymour Main No. 5 North detailed design
- Commence construction of Annacis Water Supply Tunnel\*
- Commence Coquitlam Intake No. 2 preliminary design\*
- Continue Coquitlam Main No. 4 Central Section detailed design\*
- Commence Coquitlam Main No. 4 South Section prebuild construction\*
- Continue construction of Fleetwood reservoir
- Continue construction of Kennedy-Newton Main
- Complete construction of Whalley Main
- Complete construction of South Delta Main

\*by Project Delivery department

The capital expenditure budget for 2021 – 2025 totals \$2.36 billion, an average of \$472 million per year. The largest 10 projects (\$50 million and greater) make up approximately 74% of the capital spending over the next five years. These ten projects also represent the majority of expenditures planned for the 2026 – 2030 period (71%). There are 118 projects on the 5-year plan.

Capital program expenditures over the next five years are largely driven by system expansion to meet the needs of a growing population, upgrades to improve system resiliency and maintenance of aging infrastructure. The following eight projects are the largest projects included in the 5-year capital plan:

- Coquitlam Intake No. 2, Tunnel and Treatment
- Cambie-Richmond Main No. 3 (Marine Crossing)
- Annacis Main No. 5 (Marine Crossing)
- Second Narrows Crossing (Tunnel)
- Coquitlam Main No. 4 (South Section)
- Haney Main No. 4 (Marine Crossing)
- Lulu Island-Delta Main No.2 (Marine Crossing)
- Capilano Main No. 5 (South Shaft to Lost Lagoon)

### **Project Delivery**

The 2021 Project Delivery Program of close to \$2.9 million delivers asset management, project management and related project control services assisting in the delivery of the Water District's 5

year/long range capital plan. The Project Delivery Department has responsibility for the delivery of several of the Water District's major projects – specifically Coquitlam Intake No. 2, Coquitlam Main No. 4 and several Water Tunnel projects under design and construction as follows: Lulu Island Delta Main Marine Crossing, Cambie-Richmond/Annacis/Stanley Park Water Supply Tunnels, Second Narrows Crossing, and Haney Main No.4 Marine Crossing.

### **Reserve Funds**

The application of reserve funding in Water Services comes from the Sustainability Innovation Fund and the Laboratory Equipment Reserve. In 2021, the financial plan includes \$520,000 in funding from the Water Sustainability Innovation Fund for several sustainability initiatives and \$96,000 from the Laboratory Equipment Reserve for equipment purchases. The 2021 - 2025 Projected Reserves for Water Services is included in Attachment 5.

### **APPROVAL PROCESS**

The proposed 2021 - 2025 Financial Plan and Annual Work Plans are presented for consideration and endorsement before being forwarded to the Board for consideration.

The next steps of the process are:

- The 2021 – 2025 Financial Plan and Annual Work Plans for Water Services will be presented for consideration at the Metro Vancouver Board Budget Workshop on October 21, 2020.
- The Greater Vancouver Water District Board will consider adoption of the 2021 Budget and endorsement of the 2021 - 2025 Financial Plan on October 30, 2020.

### **ALTERNATIVES**

1. That the Water Committee endorse the 2021 - 2025 Financial Plan for Water Services as presented in the report dated October 6, 2020, titled "2021 - 2025 Financial Plan – Water Services", and forward it to the Metro Vancouver Board Budget Workshop on October 21, 2020 for consideration.
2. That the Water Committee make recommendations and endorse an amended 2021 - 2025 Financial Plan for Water Services and forward the amended Financial Plan to the Metro Vancouver Board Budget Workshop on October 21, 2020 for consideration.

### **FINANCIAL IMPLICATIONS**

If the Greater Vancouver Water District Board approves the 2021 Budget and endorses the Five-Year Financial Plan for Water Services, as presented under Alternative 1, in 2021 the average water rate will increase by 3.5% to \$0.8110/m<sup>3</sup> (2020 forecast for 2021: \$0.8315/m<sup>3</sup>) with revenue from the sale of water increasing by \$9.2 million (3.0%) to \$316.3 million which will generate the majority of the \$318.6 million in total revenue required to offset projected expenditures. The increase in the average water rate represents a \$2 increase in the cost to the average regional household to \$174 (2020 forecast for 2021: \$179).

Over the term of the five-year plan, the water rate is projected to increase by an average of \$0.0534/m<sup>3</sup> with water sales increasing by an average of \$21.2 million per year to provide the required revenue to offset projected expenditures. It is anticipated that the cost to the average regional household over the next five years will rise from \$172 in 2020 to \$217 in 2025 representing an average annual increase of \$9.

Under Alternative 2, the Committee may wish to consider recommending amendments to the 2021 Budget and Five-Year Financial Plan for Water Services for consideration at the Metro Vancouver Board Budget Workshop. Any changes to the plan may have an impact on the Water Services Financial Plan.

## **CONCLUSION**

The 2021 Budget and Five-Year Financial Plan for Water Services has been prepared following direction received at the June 5, 2020 Metro Vancouver Board Budget Workshop and to respond to direction provided in the *Board Strategic Plan* and to support the 2011 *Drinking Water Management Plan*. It is presented to Committee and Board members to provide overview information on activities and financial impacts for the years 2021 to 2025 for Water Services.

The presentation of the 2021 budget and five-year financial plan for Water Services provides the opportunity for Metro Vancouver to share with its member jurisdictions the proposed capital projects and operating programs, and the financial impact of these projects, over the next five years. The financial plan illustrates how Metro Vancouver proposes to pay for Water investments that will be required to maintain our assets and to respond to our region's growing population. It is intended to be used as a guiding document for member jurisdictions in the development of their five-year financial plans and includes projections on household impact to demonstrate how the plan will remain affordable for Metro Vancouver residents while keeping pace with our critical infrastructure requirements.

Staff recommend endorsing the 2021 - 2025 Budget and Five-Year Financial Plan and Annual Work Plans for Water Services as presented under Alternative 1.

## **Attachments:**

1. 2021 - 2025 Water Services Financial Plan
2. 2021 - 2025 Capital Programs - Water Services
3. 2021 Water Services Work Plans
4. 2021 - 2025 "What's Happening"
5. 2021 - 2025 Projected Reserves – Water

# ATTACHMENT 1

## GREATER VANCOUVER WATER DISTRICT WATER 2021 BUDGET REVIEW 2021-2025 FINANCIAL PLAN

	2018 ACTUAL	2019 ACTUAL	2020 BUDGET	2021 BUDGET	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE
<b>REVENUES</b>													
Water Sales	\$ 274,631,383	\$ 285,316,390	\$ 307,175,053	\$ 316,348,514	3.0%	\$ 325,489,014	2.9%	\$ 337,039,987	3.5%	\$ 370,341,719	9.9%	\$ 413,234,922	11.6%
Other External Revenues	2,278,129	2,533,441	1,652,712	1,674,556		1,806,556		1,905,969		1,921,498		881,672	
Transfer from Sustainability Innovation Fund Reserve	80,011	56,590	1,507,969	520,000		100,000		-		-		-	
Transfer from Reserves	236,014	21,909	91,000	96,000		9,000		-		-		-	
<b>TOTAL REVENUES</b>	<b>\$ 277,225,537</b>	<b>\$ 287,928,330</b>	<b>\$ 310,426,734</b>	<b>\$ 318,639,070</b>	<b>2.6%</b>	<b>\$ 327,404,570</b>	<b>2.8%</b>	<b>\$ 338,945,956</b>	<b>3.5%</b>	<b>\$ 372,263,217</b>	<b>9.8%</b>	<b>\$ 414,116,594</b>	<b>11.2%</b>
<b>EXPENDITURES</b>													
<b>Operating Programs:</b>													
<b>Policy Planning and Analysis</b>													
Contribution to Sustainability Innovation Reserve	\$ 723,000	\$ 723,000	\$ 723,000	\$ 723,000		\$ 723,000		\$ 723,000		\$ 723,000		\$ 723,000	
Research and Innovation	648,870	451,302	766,814	588,600		588,445		589,580		602,319		626,435	
Utility Analysis and Infrastructure	1,454,127	1,350,156	1,627,545	1,626,994		1,625,614		1,629,740		1,686,277		1,726,510	
Utility Policy and Planning	773,733	451,226	1,747,420	1,017,380		1,017,983		1,017,129		1,018,619		1,040,897	
	3,599,730	2,975,684	4,864,779	3,955,974	(18.7%)	3,955,042	0.0%	3,959,449	0.1%	4,030,215	1.8%	4,116,842	2.1%
<b>Engineering and Construction</b>													
Minor Capital Projects	8,146,056	11,692,954	10,486,537	8,542,892		8,666,254		8,776,243		9,027,390		9,282,647	
Dispatch	132,492	120,466	127,172	129,772		132,342		134,966		138,068		141,244	
Public Involvement	902,994	1,150,788	-	-	(18.3%)	-		-		-		-	
	9,181,542	12,964,208	10,613,709	8,672,664	(18.3%)	8,798,596	1.5%	8,911,209	1.3%	9,165,458	2.9%	9,423,891	2.8%
<b>Management Systems and Utility Services</b>													
Department Technical Training	283,128	259,447	-	-		-		-		-		-	
Engineering Standards	112,992	118,459	-	-		-		-		-		-	
Engineers in Training	302,604	334,191	403,690	325,547		331,922		338,430		346,883		355,134	
Management Systems Utility Services	1,144,114	1,200,869	150,000	318,377		202,144		205,987		210,704		215,530	
Minor Capital Projects	557,556	710,307	915,963	812,108		823,835		834,290		858,165		882,430	
Records Management	107,702	104,540	107,704	109,200		111,196		113,232		115,946		118,724	
	2,508,096	2,727,813	1,577,357	1,565,232	(0.8%)	1,469,096	(6.1%)	1,491,939	1.6%	1,531,698	2.7%	1,571,818	2.6%
<b>Watershed and Environmental Management</b>													
Watershed and Environmental Management	12,108,527	11,962,673	12,209,812	12,411,660		12,416,468		12,430,085		12,559,668		12,808,809	
	12,108,527	11,962,673	12,209,812	12,411,660	1.7%	12,416,468	0.0%	12,430,085	0.1%	12,559,668	1.0%	12,808,809	2.0%
<b>Operations and Maintenance</b>													
Drinking Water Residuals	766,948	717,940	986,682	1,002,120		1,022,954		1,044,261		1,066,514		1,089,280	
Lake City Operations	1,002,223	996,980	999,649	955,508		967,219		979,167		1,001,695		1,024,739	
Maintenance	9,443,553	9,305,953	9,384,035	9,173,510		9,711,140		10,028,594		10,574,168		10,944,082	
SCADA Control Systems	5,234,704	4,746,119	5,330,421	5,487,404		5,576,486		5,667,384		5,812,353		5,940,804	
Secondary Disinfection	919,131	1,007,564	1,845,431	1,438,767		1,454,880		1,524,685		1,629,865		1,666,892	
Seymour Capilano Filtration Plant	8,087,627	8,391,984	8,960,728	9,421,163		9,481,653		9,650,700		9,888,027		10,130,559	
Coquitlam Water Treatment Plant	4,555,725	5,100,595	5,136,483	6,430,751		6,386,449		6,486,834		6,772,380		6,953,977	
Infrastructure Operations Support	1,008,499	928,051	1,441,854	1,462,536		1,487,161		1,502,528		1,571,764		1,667,433	
Utility Voice Radio	130,703	107,186	123,175	124,754		126,217		127,705		131,195		134,557	
Water Supply	15,674,153	18,383,474	19,055,252	19,148,229		19,676,537		20,287,978		21,197,354		21,748,424	
	46,823,266	49,685,846	53,263,710	54,644,742	2.6%	55,890,695	2.3%	57,299,836	2.5%	59,645,314	4.1%	61,300,747	2.8%
<b>Interagency Projects and Quality Control</b>													
Drinking Water Quality Control	2,265,061	2,289,164	2,775,624	2,840,813		2,903,181		2,911,881		2,929,192		3,055,057	
Energy Management	104,079	93,730	122,423	122,421		122,423		122,423		126,647		130,982	
Interagency Projects	201,373	311,215	393,493	552,535		552,535		552,535		755,636		772,532	
Contribution to Reserve	46,000	46,000	46,000	25,519		-		-		-		-	
	2,616,513	2,740,109	3,337,540	3,541,288	6.1%	3,578,139	1.0%	3,586,839	0.2%	3,811,475	6.3%	3,958,571	3.9%
<b>Administration and Department Support</b>													
	1,718,267	1,979,155	2,180,659	2,158,078	(1.0%)	2,196,100	1.8%	2,219,424	1.1%	2,271,710	2.4%	2,325,212	2.4%
<b>Communications Program</b>													
	420,063	463,435	450,000	440,000	(2.2%)	440,000	0.0%	440,000	0.0%	440,000	0.0%	440,000	0.0%
<b>Allocation of Centralized Support</b>													
	25,084,560	23,389,163	24,993,939	26,059,871	4.3%	26,560,102	1.9%	26,255,468	(1.1%)	26,972,005	2.7%	27,751,915	2.9%
Total Operating Programs	104,060,564	108,888,086	113,491,505	113,449,509	0.0%	115,304,239	1.6%	116,594,249	1.1%	120,427,544	3.3%	123,697,804	2.7%
<b>Allocation of Project Delivery</b>													
	-	-	2,288,735	2,889,647	26.3%	2,891,843	0.1%	2,525,052	(12.7%)	2,538,347	0.5%	2,585,563	1.9%
<b>Debt Service</b>													
	88,115,599	69,986,908	67,582,784	71,324,155	5.5%	77,939,344	9.3%	85,510,366	9.7%	102,853,754	20.3%	117,985,868	14.7%
<b>Contribution to Capital</b>													
	68,492,220	103,143,631	127,063,710	130,975,759	3.1%	131,269,144	0.2%	134,316,289	2.3%	146,443,572	9.0%	169,847,359	16.0%
<b>TOTAL EXPENDITURES</b>	<b>\$ 260,668,383</b>	<b>\$ 282,018,625</b>	<b>\$ 310,426,734</b>	<b>\$ 318,639,070</b>	<b>2.6%</b>	<b>\$ 327,404,570</b>	<b>2.8%</b>	<b>\$ 338,945,956</b>	<b>3.5%</b>	<b>\$ 372,263,217</b>	<b>9.8%</b>	<b>\$ 414,116,594</b>	<b>11.2%</b>
<b>Blended Water Rate (\$/m3)</b>													
			\$ 0.7836	\$ 0.8110	3.5%	\$ 0.8341	2.8%	\$ 0.8633	3.5%	\$ 0.9440	9.4%	\$ 1.0508	11.3%

# ATTACHMENT 2

## GREATER VANCOUVER WATER DISTRICT CAPITAL PROGRAMS & PROJECT TOTALS WATER SERVICES 2021 - 2025 CAPITAL PLAN

	2021 CAPITAL BUDGET	2022 CAPITAL PLAN	2023 CAPITAL PLAN	2024 CAPITAL PLAN	2025 CAPITAL PLAN	2021 TO 2025 TOTAL
<b>CAPITAL EXPENDITURES</b>						
<b>Water Infrastructure Growth Capital</b>						
Annacis Main No. 5	\$ 69,700,000	\$ 73,100,000	\$ 93,900,000	\$ 115,200,000	\$ 115,200,000	\$ 467,100,000
Cape Horn Pump Station No. 3	1,000,000	2,100,000	6,250,000	43,250,000	43,250,000	95,850,000
Coquitlam Intake No. 2 (Tunnel & Treatment)	8,500,000	11,000,000	18,500,000	30,000,000	31,000,000	99,000,000
Coquitlam Main No. 4	11,400,000	41,600,000	60,300,000	58,800,000	136,300,000	308,400,000
Fleetwood Reservoir	16,500,000	12,000,000	4,000,000	-	-	32,500,000
Grandview Reservoir Unit No. 2	-	-	-	400,000	800,000	1,200,000
Haney Main No. 4 (West Section)	800,000	400,000	350,000	-	-	1,550,000
Hellings Tank No. 2	14,000,000	8,000,000	-	-	-	22,000,000
Jericho Reservoir No. 1	1,000,000	-	-	-	-	1,000,000
Kennedy Newton Main	34,750,000	32,450,000	21,450,000	10,600,000	4,500,000	103,750,000
Newton Pump Station No. 2	1,800,000	17,600,000	16,500,000	6,800,000	4,000,000	46,700,000
Port Mann Main No. 2 (South)	3,300,000	-	-	-	-	3,300,000
South Surrey Main No. 2	600,000	1,000,000	1,000,000	3,500,000	3,500,000	9,600,000
South Surrey Main No. 2 Nickomekl Dam Prebuild	1,000,000	500,000	500,000	-	-	2,000,000
Whalley Kennedy Main No. 2	-	-	1,000,000	1,300,000	1,300,000	3,600,000
Whalley Main	3,200,000	-	-	-	-	3,200,000
	<b>\$ 167,550,000</b>	<b>\$ 199,750,000</b>	<b>\$ 223,750,000</b>	<b>\$ 269,850,000</b>	<b>\$ 339,850,000</b>	<b>\$ 1,200,750,000</b>
<b>Water Infrastructure Maintenance Capital</b>						
Annacis Main No. 2 - Queensborough Crossover Improvement	\$ 400,000	\$ 100,000	\$ -	\$ -	\$ -	\$ 500,000
Annacis Main No. 3 BHP Potash Facility Pipe Protection	450,000	100,000	-	-	-	550,000
Beach Yard Facility - Site Redevelopment	-	-	-	-	500,000	500,000
Boundary Road Main No. 2 & No. 3 Decommissioning	600,000	600,000	-	-	-	1,200,000
Burnaby Mountain Main No. 2	-	300,000	300,000	1,300,000	2,100,000	4,000,000
Burnaby Mountain Pump Station No. 2	100,000	800,000	1,100,000	800,000	9,000,000	11,800,000
Cape Horn Reservoir Condition Assessment and Structural Repair	-	350,000	-	1,200,000	-	1,550,000
Capilano Main No. 5 (South Shaft to Lost Lagoon)	10,500,000	43,500,000	45,000,000	50,000,000	45,000,000	194,000,000



**GREATER VANCOUVER WATER DISTRICT  
CAPITAL PROGRAMS & PROJECT TOTALS  
WATER SERVICES  
2021 - 2025 CAPITAL PLAN**

	2021 CAPITAL BUDGET	2022 CAPITAL PLAN	2023 CAPITAL PLAN	2024 CAPITAL PLAN	2025 CAPITAL PLAN	2021 TO 2025 TOTAL
Capilano Main No. 7 Line Valve & Swing Connection	1,000,000	300,000	-	-	-	1,300,000
Capilano Raw Water Pump Station Bypass PRV Upgrades	700,000	500,000	-	-	-	1,200,000
Capilano Watershed Security Gatehouse	1,200,000	500,000	-	-	-	1,700,000
Central Park Main No. 2 (10th Ave to Westburnco)	900,000	1,200,000	6,800,000	7,000,000	8,000,000	23,900,000
Central Park Main No. 2 (Patterson to 10th Ave)	16,700,000	26,500,000	18,600,000	11,500,000	-	73,300,000
Central Park Reservoir Structural Improvements	-	-	-	300,000	1,100,000	1,400,000
Central Park WPS Starters Replacement	5,000,000	1,550,000	-	-	-	6,550,000
CLD & SFD Fasteners Replacement & Coating Repairs	800,000	400,000	-	-	-	1,200,000
Cleveland Dam - Lower Outlet HBV Rehabilitation	2,900,000	1,000,000	-	-	-	3,900,000
Cleveland Dam Drumgate Seal Replacement	-	-	500,000	500,000	-	1,000,000
Coquitlam Pipeline Road Remediation	900,000	-	-	-	-	900,000
CWTP Ozone Sidestream Pipe Heat Trace and Insulation	700,000	200,000	-	-	-	900,000
CWTP Ozone Sidestream Pump VFD Replacement	750,000	500,000	-	-	-	1,250,000
CWTP pH, Alkalinity Upgrades	50,000	-	-	-	-	50,000
Dechlorination for Reservoir Overflow and Underdrain Discharges	400,000	1,000,000	1,000,000	300,000	-	2,700,000
Douglas Road Main No. 2 - Kincaid Section	250,000	300,000	1,000,000	1,000,000	-	2,550,000
Douglas Road Main No. 2 (Vancouver Heights Section)	400,000	-	-	-	-	400,000
Douglas Road Main No. 2 Still Creek	13,100,000	13,600,000	14,000,000	13,500,000	-	54,200,000
Douglas Road Main Protection	100,000	900,000	500,000	-	-	1,500,000
E2 Shaft Phase 3	800,000	-	-	-	-	800,000
First Narrows Tunnel Isolation Chamber Improvements	2,800,000	3,000,000	-	-	-	5,800,000
Improvements to Capilano Mains No. 4 and 5	1,000,000	450,000	-	-	-	1,450,000
Kersland Reservoir No. 1 Structural Improvements	2,700,000	1,500,000	1,500,000	-	-	5,700,000
Little Mountain Reservoir Roof Upgrades	2,200,000	1,000,000	-	-	-	3,200,000
Lulu Island - Delta Main - Scour Protection Phase 2	250,000	2,500,000	800,000	-	-	3,550,000
Lulu Island - Delta Main No. 2 (Marine Crossing)	-	-	5,000,000	5,000,000	5,000,000	15,000,000
Maple Ridge Main West Lining Repairs	500,000	1,500,000	800,000	-	-	2,800,000
Newton Rechlorination Station No. 2	-	400,000	600,000	1,500,000	1,500,000	4,000,000
Port Mann Main No. 1 (Fraser River Crossing Removal)	500,000	250,000	5,000,000	7,000,000	5,000,000	17,750,000

**GREATER VANCOUVER WATER DISTRICT  
CAPITAL PROGRAMS & PROJECT TOTALS  
WATER SERVICES  
2021 - 2025 CAPITAL PLAN**

	2021 CAPITAL BUDGET	2022 CAPITAL PLAN	2023 CAPITAL PLAN	2024 CAPITAL PLAN	2025 CAPITAL PLAN	2021 TO 2025 TOTAL
Port Moody Main No. 1 Christmas Way Relocation	1,900,000	350,000	-	-	-	2,250,000
Port Moody Main No. 3 Dewdney Trunk Rd Relocation	900,000	-	-	-	-	900,000
Port Moody Main No. 3 Scott Creek Section	450,000	3,500,000	3,000,000	2,000,000	2,500,000	11,450,000
Queensborough Main Royal Avenue Relocation	3,500,000	2,000,000	300,000	-	-	5,800,000
Rechlorination Station SHS Storage Tank Replacement	800,000	-	-	-	-	800,000
Rechlorination Station Upgrades	300,000	-	1,000,000	2,000,000	6,000,000	9,300,000
Rehabilitation of AN2 on Queensborough Bridge	800,000	-	-	-	-	800,000
Relocation and Protection for MOTI Expansion Project Broadway	3,150,000	1,500,000	500,000	500,000	500,000	6,150,000
Relocation and Protection for MOTI George Massey Crossing Replacement	-	200,000	650,000	600,000	500,000	1,950,000
Relocation and Protection for Translink Expansion Project Surrey Langley SkyTrain	350,000	2,300,000	2,200,000	1,000,000	750,000	6,600,000
Sapperton Main No. 2 North Road Relocation and Protection	400,000	2,250,000	2,250,000	1,600,000	-	6,500,000
SCFP Centralized Compressed Air System	200,000	550,000	150,000	-	-	900,000
SCFP Clearwell Membrane Replacement	200,000	1,200,000	5,500,000	5,500,000	5,000,000	17,400,000
SCFP Concrete Coatings	150,000	-	-	-	-	150,000
SCFP OMC Building Expansion	1,050,000	1,000,000	-	-	-	2,050,000
SCFP Polymer System Upgrade	1,550,000	-	-	-	-	1,550,000
SCFP SCADA/ICS Controller Upgrade	-	-	700,000	700,000	-	1,400,000
South Delta Main No. 1 - Ferry Road Check Valve Replacement	500,000	-	-	-	-	500,000
South Surrey Main No. 1 Nickomekl Dam Relocation	1,800,000	3,000,000	2,100,000	-	-	6,900,000
South Surrey Supply Main (Serpentine River) Bridge Support Modification	300,000	-	-	-	-	300,000
Sunnyside Reservoir Unit 1 Upgrades	800,000	-	-	-	-	800,000
Tilbury Main North Fraser Way Valve Addition	800,000	1,500,000	400,000	-	-	2,700,000
Water Chamber Improvements and Repairs	1,000,000	1,000,000	-	-	-	2,000,000
Westburnco Pump Station No. 2 VFD Replacements	1,650,000	300,000	-	-	-	1,950,000
	<b>\$ 91,200,000</b>	<b>\$ 125,450,000</b>	<b>\$ 121,250,000</b>	<b>\$ 114,800,000</b>	<b>\$ 92,450,000</b>	<b>\$ 545,150,000</b>
<b>Water Infrastructure Resilience Capital</b>						
Barnston/Maple Ridge Pump Station - Back-up Power	\$ 1,050,000	\$ 1,000,000	\$ -	\$ -	\$ 2,000,000	\$ 4,050,000

**GREATER VANCOUVER WATER DISTRICT  
CAPITAL PROGRAMS & PROJECT TOTALS  
WATER SERVICES  
2021 - 2025 CAPITAL PLAN**

	2021 CAPITAL BUDGET	2022 CAPITAL PLAN	2023 CAPITAL PLAN	2024 CAPITAL PLAN	2025 CAPITAL PLAN	2021 TO 2025 TOTAL
Burnaby Mountain Tank No. 2	2,300,000	500,000	1,000,000	13,000,000	4,000,000	20,800,000
Burnaby Mountain Tank No. 3	1,300,000	1,100,000	1,700,000	13,000,000	4,000,000	21,100,000
Cambie Richmond Main No. 3 (Marine Crossing)	31,000,000	18,000,000	6,000,000	10,000,000	6,000,000	71,000,000
Cape Horn Pump Station 2 - Back-Up Power	650,000	1,100,000	1,100,000	1,250,000	1,250,000	5,350,000
Capilano Raw Water Pump Station - Back-up Power	17,000,000	8,000,000	-	-	-	25,000,000
Clayton Langley Main No. 2	400,000	600,000	700,000	3,200,000	9,000,000	13,900,000
Cleveland Dam Power Resiliency Improvements	700,000	500,000	-	-	-	1,200,000
Cleveland Dam Seismic Stability Evaluation	800,000	-	-	-	-	800,000
Coquitlam Intake Tower Seismic Upgrade	500,000	7,000,000	10,000,000	7,000,000	-	24,500,000
Critical Control Sites - Back-Up Power	-	200,000	300,000	400,000	500,000	1,400,000
CWTP Ozone Back-up Power	-	-	500,000	1,450,000	4,000,000	5,950,000
Emergency Power Strategy for Regional Water Facilities	200,000	-	-	-	-	200,000
Grandview Pump Station Improvements	1,950,000	50,000	-	-	-	2,000,000
Haney Main No. 4 (Marine Crossing)	-	5,000,000	20,000,000	-	-	25,000,000
Mackay Creek Debris Flow Mitigation	300,000	-	-	-	-	300,000
Pebble Hill Pump Station Seismic Upgrade	-	300,000	1,000,000	500,000	-	1,800,000
Pebble Hill Reservoir No. 3 Seismic Upgrade	-	-	5,000,000	4,000,000	-	9,000,000
Pebble Hill Reservoir Seismic Upgrade	5,400,000	4,000,000	-	-	-	9,400,000
Reservoir Isolation Valve Automation	250,000	1,000,000	1,000,000	1,000,000	1,000,000	4,250,000
Scour Protection Assessments and Construction General	1,500,000	500,000	-	-	-	2,000,000
Second Narrows Crossing (Tunnel)	75,000,000	65,000,000	60,000,000	50,000,000	20,600,000	270,600,000
Seymour Main No. 2 Joint Improvements	1,200,000	900,000	-	1,000,000	1,000,000	4,100,000
Seymour Main No. 5 III ( North )	2,400,000	800,000	-	-	-	3,200,000
Seymour Reservoir Mid-Lake Debris Boom	700,000	-	-	-	-	700,000
Sunnyside Reservoir Units 1 and 2 Seismic Upgrade	550,000	3,000,000	7,200,000	-	-	10,750,000
Vancouver Heights System Resiliency Improvements	350,000	500,000	500,000	-	-	1,350,000
Westburnco Pump Station - Back-up Power	10,100,000	9,500,000	-	-	-	19,600,000
	\$ 155,600,000	\$ 128,550,000	\$ 116,000,000	\$ 105,800,000	\$ 53,350,000	\$ 559,300,000

**GREATER VANCOUVER WATER DISTRICT  
CAPITAL PROGRAMS & PROJECT TOTALS  
WATER SERVICES  
2021 - 2025 CAPITAL PLAN**

	2021 CAPITAL BUDGET	2022 CAPITAL PLAN	2023 CAPITAL PLAN	2024 CAPITAL PLAN	2025 CAPITAL PLAN	2021 TO 2025 TOTAL
<b>Water Infrastructure Upgrade Capital</b>						
CWTP Ozone Generation Upgrades for Units 2 & 3	\$ 2,050,000	\$ 1,500,000	\$ -	\$ -	\$ -	\$ 3,550,000
Lower Seymour Conservation Reserve Learning Lodge Replacement	2,400,000	-	-	-	-	2,400,000
Online Chlorine Monitoring Stations	-	-	-	-	450,000	450,000
Sapperton Main No. 1 New Line Valve and Chamber	1,000,000	1,100,000	-	-	-	2,100,000
South Delta Main No. 1 - 28 Ave to 34B Ave	3,000,000	-	-	-	-	3,000,000
South Delta Mains - 28 Ave Crossover	500,000	-	-	-	-	500,000
Tilbury Junction Chamber Valves Replacement with Actuators	900,000	-	-	-	-	900,000
Water Meter Upgrades	2,700,000	2,700,000	3,000,000	3,000,000	3,000,000	14,400,000
Water Optimization - Flow Meters (Non-billing) Phase 1	-	1,500,000	2,000,000	3,000,000	4,000,000	10,500,000
Water Optimization - Flow Meters (Non-billing) Phase 2	-	250,000	1,500,000	750,000	2,000,000	4,500,000
Water Optimization - Instrumentation	250,000	750,000	2,000,000	2,500,000	2,500,000	8,000,000
Water Optimization Automation & Instrumentation	2,100,000	300,000	-	-	-	2,400,000
	<u>\$ 14,900,000</u>	<u>\$ 8,100,000</u>	<u>\$ 8,500,000</u>	<u>\$ 9,250,000</u>	<u>\$ 11,950,000</u>	<u>\$ 52,700,000</u>
<b>Water Opportunity Capital</b>						
Capilano Hydropower	\$ 2,000,000	\$ 750,000	\$ -	\$ -	\$ -	\$ 2,750,000
	<u>\$ 2,000,000</u>	<u>\$ 750,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 2,750,000</u>
<b>TOTAL CAPITAL EXPENDITURES</b>	<u>\$ 431,250,000</u>	<u>\$ 462,600,000</u>	<u>\$ 469,500,000</u>	<u>\$ 499,700,000</u>	<u>\$ 497,600,000</u>	<u>\$ 2,360,650,000</u>

GREATER VANCOUVER WATER DISTRICT  
CAPITAL PROGRAMS & PROJECT TOTALS  
WATER SERVICES  
2021 - 2025 CAPITAL PLAN

	2021 CAPITAL BUDGET	2022 CAPITAL PLAN	2023 CAPITAL PLAN	2024 CAPITAL PLAN	2025 CAPITAL PLAN	2021 TO 2025 TOTAL
<b>2021 - 2025 CAPITAL FUNDING</b>						
New External Borrowing	\$ 288,250,000	\$ 315,600,000	\$ 303,500,000	\$ 314,700,000	\$ 280,600,000	\$ 1,502,650,000
Contribution to Capital	131,000,000	131,000,000	134,000,000	146,000,000	170,000,000	712,000,000
Development Cost Charges	-	-	20,000,000	30,000,000	40,000,000	90,000,000
Reserves	-	5,000,000	5,000,000	5,000,000	5,000,000	20,000,000
External Funding - Interagency	12,000,000	11,000,000	7,000,000	4,000,000	2,000,000	36,000,000
<b>Total</b>	<b>\$ 431,250,000</b>	<b>\$ 462,600,000</b>	<b>\$ 469,500,000</b>	<b>\$ 499,700,000</b>	<b>\$ 497,600,000</b>	<b>\$ 2,360,650,000</b>
<b>2021 - 2025 DEBT SERVICING TOTALS/RATIO</b>						
Operations	\$ 117,000,000	\$ 118,000,000	\$ 119,000,000	\$ 123,000,000	\$ 126,000,000	\$ 603,000,000
Debt Service - Existing	68,000,000	67,000,000	72,000,000	78,000,000	93,000,000	378,000,000
Debt Service - New	3,000,000	11,000,000	14,000,000	25,000,000	25,000,000	78,000,000
Contribution to Capital	131,000,000	131,000,000	134,000,000	146,000,000	170,000,000	712,000,000
<b>Total</b>	<b>\$ 319,000,000</b>	<b>\$ 327,000,000</b>	<b>\$ 339,000,000</b>	<b>\$ 372,000,000</b>	<b>\$ 414,000,000</b>	<b>\$ 1,771,000,000</b>
% Debt Service	22%	24%	25%	28%	29%	26%

## **WATER SERVICES**

### **Policy, Planning and Analysis**

#### **Description of services**

Water Services provides safe drinking water to the Metro Vancouver region through the Greater Vancouver Water District. The Policy, Planning and Analysis division provides policy development and coordination; infrastructure analysis and planning; implementation of the Drinking Water Management Plan (DWMP); implementation of key components of the Joint Water Use Plan (JWUP) for the Capilano and Seymour Watersheds; and leads the implementation of projects identified in the Water Supply Outlook 2120.

#### **Strategic directions and high level goals supported**

##### **Board Strategic Plan**

- Maintain Metro Vancouver's world-class water system that provides clean, safe drinking water and ensure its capacity to meet future needs.
- Ensure the long-term resilience of the regional drinking water system to withstand natural hazards, climate change and other significant disruptions.
- Develop and implement financial plans and policies that reflect a commitment to sound financial management and long-term planning, in consideration of current and future ratepayers.
- Strengthen awareness and engagement with the public, members, other orders of government, and key stakeholders on a range of initiatives that will ensure the delivery of clean, safe drinking water, now and into the future.

##### **Drinking Water Management Plan**

- Goal 1 - Provide clean, safe drinking water
- Goal 2 - Ensure the sustainable use of water resources
- Goal 3 - Ensure the efficient supply of water

### Performance indicators

Indicator	Historical and/or Industry Benchmark	Current Performance	2021 Performance Objective
Peak day per capita water use (litres)	MV 3-year average (2017 - 2019): 628 2017: 620 2018: 664 2019: 600	2020 Objective: 636	593*
Average day per capita water use (litres)	MV 3-year average (2017-2019): 428 2017: 439 2018: 433 2019: 411	2020 Objective: 436	408*

- \* Based on a 5-year trend

### 2021 key actions

- Continue to collaborate with GVWD members to implement the new Region-wide Guide for Enforcement of Metro Vancouver's Drinking Water Conservation Plan.
- Continue development of a Facility Master Plan that aligns with Metro Vancouver's Water Supply Outlook 2120.
- Continue development of an updated Drinking Water Management Plan.
- Continue to implement the Joint Water Use Plan for the Capilano and Seymour Watersheds, including coordination of monitoring and reporting to the regulatory agencies.
- Complete evaluation of options for greywater reuse and commence development of a guidance document for Metro Vancouver local governments, businesses and public.

## WATER SERVICES

### Engineering and Construction

#### Description of services

Water Services provides safe drinking water to the Metro Vancouver region through the Greater Vancouver Water District. The Engineering and Construction division provides delivery of all core water infrastructure projects, including water mains, reservoirs, pump stations and water treatment facilities and also provides shared construction and dispatch services.

#### Strategic directions and high level goals supported

##### Board Strategic Plan

- Maintain Metro Vancouver's world-class water system that provides clean, safe drinking water and ensure its capacity to meet future needs.
- Ensure the long-term resilience of the regional drinking water system to withstand natural hazards, climate change and other significant disruptions.
- Develop and implement financial plans and policies that reflect a commitment to sound financial management and long-term planning, in consideration of current and future ratepayers.
- Strengthen awareness and engagement with the public, members, other orders of government, and key stakeholders on a range of initiatives that will ensure the delivery of clean, safe drinking water, now and into the future.

##### Drinking Water Management Plan

- Goal 1 - Provide clean, safe drinking water
- Goal 2 - Ensure the sustainable use of water resources
- Goal 3 - Ensure the efficient supply of water

#### Performance indicators

Indicator	Historical and/or Industry Benchmark	Current Performance (as of June 2020)	2021 Performance Objective
Percent of GVWD Capital Program Expenditures Achieved:	3 yr average (2017 – 2019): 65% 2017: 54% 2018: 35% 2019: 105%	YTD: 26% Objective: 85%	85%
Percent of Minor Capital Program Expenditures Achieved:	3 yr average (2017 – 2019): 99% 2017: 94% 2018: 87% 2019: 116%	YTD: 28% Objective: 85%	95%
Percent of project complete:			



Indicator	Historical and/or Industry Benchmark	Current Performance (as of June 2020)	2021 Performance Objective
• Kennedy-Newton Main (Phase 1) – Construction	n/a	45%	100%
• Kennedy-Newton Main (Phase 2) – Construction	n/a	0%	75%
• Annacis Main No. 5 (South) – Design	n/a	50%	100%
• Capilano Raw Water Pump Station Backup Power – Construction	n/a	5%	40%
• Fleetwood Reservoir – Construction	n/a	0%	40%
• Hellings Tank No. 2 – Construction	n/a	0%	50%
• Whalley Main – Construction	n/a	40%	100%
• Central Park Main No. 2 – Design	n/a	60%	100%
• Central Park Main No. 2 (Phase 1) – Construction	n/a	0%	70%
• Douglas Road Main No. 2 (Still Creek Section) – Construction	n/a	0%	30%
• Cape Horn Pump Station No. 3 – Design	n/a	10%	60%

#### 2021 key actions

- Complete construction of Kennedy-Newton Main (Phase 1)
- Continue construction of Kennedy-Newton Main (Phase 2)
- Complete design of Annacis Main No. 5 (South)
- Continue construction of Capilano Raw Water Pump Station Backup Power
- Commence construction of Fleetwood Reservoir
- Commence construction of Hellings Tank No. 2
- Complete construction of Whalley Main
- Complete design of Central Park Main No. 2
- Continue construction of Central Park Main No. 2 (Phase 1)
- Continue construction of Douglas Road Main No. 2 (Still Creek)
- Commence design of Cape Horn Pump Station No. 3

## WATER SERVICES

### Major Projects, Management Systems and Utility Services (Transitional)

#### Description of Services

Water Services provides safe drinking water to the Metro Vancouver region through the Greater Vancouver Water District. The Major Projects, Management Systems and Utility Services division has been restructured with two primary components, Major Projects and Management Systems, moving to the new Project Delivery Department. The division now provides shared services including survey, inspection, drafting and GPS, as well as emergency management and safety coordination for Water Services.

#### Strategic Directions and High Level Goals Supported

##### Board Strategic Plan

- Maintain Metro Vancouver's world-class water system that provides clean, safe drinking water and ensure its capacity to meet future needs.
- Ensure the long-term resilience of the regional drinking water system to withstand natural hazards, climate change and other significant disruptions.
- Develop and implement financial plans and policies that reflect a commitment to sound financial management and long-term planning, in consideration of current and future ratepayers.
- Strengthen awareness and engagement with the public, members, other orders of government, and key stakeholders on a range of initiatives that will ensure the delivery of clean, safe drinking water, now and into the future.

##### Drinking Water Management Plan

- Goal 1 - Provide clean, safe drinking water
- Goal 2 - Ensure the sustainable use of water resources
- Goal 3 - Ensure the efficient supply of water

#### Performance Indicators

Indicator	Historical and/or Industry Benchmark	Current Performance (as of June 2020)	2021 Performance Objective
Percent of GVWD Capital Program Expenditures Achieved:	3 yr average (2017 – 2019): 65% 2017: 54% 2018: 35% 2019: 105%	YTD: 26% Objective: 85%	85%
Percent of Minor Capital Program Expenditures Achieved:	3 yr average (2017 – 2019): 99% 2017: 94% 2018: 87% 2019: 116%	YTD: 28% Objective: 85%	95%

**2021 Key Actions**

- Complete earthquake early warning system pilot program.
- Continue to investigate the opportunities for expanding Building Information Modeling Technology.

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## **Water Services**

### **Watershed & Environmental Management**

#### **Description of Services**

Water Services provides safe drinking water to the Metro Vancouver region through the Greater Vancouver Water District. Watershed & Environmental Management provides management of 60,000 hectares of GVWD watershed lands surrounding the source reservoirs and key infrastructure as well as the management of environmental programs and initiatives for Water Services. Technical and field staff in this area undertake a breadth of work ranging from collection of reservoir and potable water samples, Environmental Management System development and watershed management activities including security, road and infrastructure maintenance, fire protection and public education on the Region's water supply.

#### **Strategic Directions and High Level Goals Supported**

##### **Board Strategic Plan**

- Maintain Metro Vancouver's world-class water system that provides clean, safe drinking water and ensure its capacity to meet future needs.
- Ensure the long-term resilience of the regional drinking water system to withstand natural hazards, climate change and other significant disruptions.
- Develop and implement financial plans and policies that reflect a commitment to sound financial management and long-term planning, in consideration of current and future ratepayers.
- Strengthen awareness and engagement with the public, members, other orders of government, and key stakeholders on a range of initiatives that will ensure the delivery of clean, safe drinking water, now and into the future.

##### **Drinking Water Management Plan**

- Goal 1 - Provide clean, safe drinking water.
- Goal 2 - Ensure the sustainable use of water resources.

## Performance Indicators

Indicator	Historical and/or Industry Benchmark	Current Performance	2021 Performance Objective
Annual number participants in watershed tours and K-12 school programs conducted within the LSCR and watersheds.	MV 3-year average (2017-2019): 5,760 2017: 6,000 2018: 5,378 2019: 5,904	2020 YTD June: 362  Objective 5,600	3000
Number of water samples collected from source reservoirs and the distribution system.	MV 3-year average (2017-2019): 22,848 2017: 24,354 2018: 21,906 2019: 22,283	2020 YTD (June): 10,286 Limnology Program cancelled April & May  Objective 22,500	22,500
Smolt capture in the Capilano Watershed.	MV 3-year average (2017-2019): 18,143 2017: 18,727 2018: 16,460 2019: 19,242	2020 YTD August: 0 annual program cancelled  Objective: 25,000	25,000
Re-establish fish access through road network infrastructure (culverts, bridges) into critical fish habitat.	72% (BC Forest Practices Board study)	2020 YTD June: 94%  Objective: 95%	95%

## 2021 Key Actions

- Complete development and implementation of the Water Services Environmental Management System in addressing prioritized regulatory compliance and environmental risks. Introduce Corporate Environmental Management Policy.
- Complete final term of reference project to review the Capilano Smolt Transport program in accordance with Joint Water Use Plan for the Seymour and Capilano Watersheds.
- Complete construction of Watershed Administration Building in the Lower Seymour Conservation Reserve.
- Commence construction of Capilano Watershed Security Field Office in conjunction with the Capilano Raw Water Pump Station Back-up Power project.
- Complete Next Generation Snow Pack Monitoring Sustainable Innovation Fund Project.
- Complete Natural Capital Asset study of Water Supply Lands.

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## **WATER SERVICES**

### **Operations and Maintenance**

#### **Description of services**

Water Services delivers clean, safe drinking water to the Metro Vancouver region through the Greater Vancouver Water District.

The Operations and Maintenance (O&M) division provides management of the source water reservoirs and dams, treatment of source water, operation and control of the water transmission system, secondary disinfection of treated water and maintenance of all water treatment and transmission infrastructure and associated supporting infrastructure (works yards, communications systems, and control systems).

The nature of O&M's work involves close collaboration with other Water Services divisions to ensure the safe, efficient and cost effective operation of the water system. In addition, the O&M teams provide support from design through commissioning for major and minor capital projects.

#### **Strategic directions and high level goals supported**

##### **Board Strategic Plan**

- Maintain Metro Vancouver's world-class water system that provides clean, safe drinking water and ensure its capacity to meet future needs.
- Ensure the long-term resilience of the regional drinking water system to withstand natural hazards, climate change and other significant disruptions.
- Develop and implement financial plans and policies that reflect a commitment to sound financial management and long-term planning, in consideration of current and future ratepayers.
- Strengthen awareness and engagement with the public, members, other orders of government, and key stakeholders on a range of initiatives that will ensure the delivery of clean, safe drinking water, now and into the future.

##### **Drinking Water Management Plan**

- Goal 1 – Provide clean, safe drinking water
- Goal 2 – Ensure the sustainable use of water resources
- Goal 3 – Ensure the efficient supply of water

**Performance indicators**

Indicator	Historical and/or Industry Benchmark	Current Performance	2021 Performance Objective
Annual volume of drinking water treated, delivered (in million litres)	MV 3-year average (2017-19): 387,459 2017: 389,177 2018: 389,800 2019: 383,400	2020 YTD Mar: 83,203  Objective: 391,000	389,000
Energy use in the treatment and delivery of drinking water (amount of gigajoules (GJ) used per ML of water)	MV 3-year average (2017-19): 0.53 2017: 0.57 2018: 0.49 2019: 0.53	Rolling Average Mar/19 - Feb /20 0.52  Objective: 0.57	0.55
Compliance with treatment operating permit criteria	MV 3-year average (2017-19): 100% 2017: 100% 2018: 100% 2019: 100%	2020 YTD Feb: 100%  Objective: 100%	100%
Number of leak repairs in water transmission system piping per 100 kilometers of pipe <sup>1</sup>	MV 3-year average (2017-19): 3.18 2017: 2.93 2018: 3.30 2019: 4.08	2020 YTD Mar: 0.75  Objective: < 3.4	< 3.1
Number of remote monitoring and control points to ensure system resiliency	MV 3-year average (2016-18): 30,016 2017: 29,800 2018: 30,349 2019: 30,687	2020 YTD March: 30,792  Objective: 31,000	31,300

Note 1: AWWA Partnership for Safe Water Distribution System Optimization Program goal: 9 breaks/100 km/year

**2021 Key Actions**

- Implement a multi-year air valve replacement program.
- Complete asset renewal of the First Narrows Crossing North Shaft valve chamber.
- Optimize operating strategies for supply to southern areas of the region utilizing the new Jericho Reservoir and Barnston Maple Ridge Pump Station (BMRPS).
- Optimize source pumping to supply Metro Vancouver's water transmission system.
- Implement pH and alkalinity adjustments at water treatment plants.
- Complete the Coquitlam Water Treatment Plant Ozone Control System Improvements.

## **WATER SERVICES**

### **Interagency Projects and Quality Control**

#### **Description of services**

Water Services provides safe drinking water to the Metro Vancouver region through the Greater Vancouver Water District. The Interagency Projects and Quality Control division provides the coordination of major interagency projects impacting Metro Vancouver's water utility infrastructure. The Division is responsible for ensuring federal guidelines and provincial regulatory standards for the region's drinking water are met, liaison with local health authorities and energy management programs for Water Services. Quality Control is performed by technical and scientific staff undertaking a breadth of activities including field support, laboratory analysis of drinking water for Metro Vancouver and local governments, as well as system water quality data review, ensuring compliance of quality control standards for the region's drinking water.

#### **Strategic directions and high level goals supported**

##### **Board Strategic Plan**

- Maintain Metro Vancouver's world-class water system that provides clean, safe drinking water and ensure its capacity to meet future needs.
- Ensure the long-term resilience of the regional drinking water system to withstand natural hazards, climate change and other significant disruptions.
- Develop and implement financial plans and policies that reflect a commitment to sound financial management and long-term planning, in consideration of current and future ratepayers.
- Strengthen awareness and engagement with the public, members, other orders of government, and key stakeholders on a range of initiatives that will ensure the delivery of clean, safe drinking water, now and into the future.

##### **Drinking Water Management Plan**

- Goal 1 - Provide clean, safe drinking water
- Goal 2 - Ensure the sustainable use of water resources
- Goal 3 - Ensure the efficient supply of water



#### Performance indicators

Indicator	Historical and/or Industry Benchmark	Current Performance	2021 Performance Objective
Number of water tests completed on samples collected from the source reservoirs, water treatment plants and distribution system	MV 3-year average (2017-2019): 158,540 2017: 153,237 2018: 160,919 2019: 161,465	2020 YTD June: 72,413  Projected 2020: 155,000	162,000
Number of major interagency projects coordinated	2017: 10 2018: 10 2019: 10	YTD: 10  Projected 2020: 12	12

#### 2021 Key Actions

- Develop a screening level business case for the phased installation of in-line chlorine sensors in the water transmission system.
- Continue to support the corrosion control study by initiating monitoring of pH and alkalinity background levels throughout the region.
- Implement new asset management program in the LCOC microbiology laboratory and water treatment process Laboratories.
- Installation of improved in-system reservoir sampling equipment at high priority reservoir sites as reservoirs are taken out of services for cleaning.
- Coordinate interagency work for key projects such as the MOTI Pattullo Bridge Replacement Project, MOTI Broadway Subway Project, and TransLink Surrey/Langley Skytrain Project.
- Implement upgrade to Laboratory Information Management System.

## WATER SERVICES

## 2021 to 2025 – WHAT’S HAPPENING

Below is a summary of the significant initiatives to be undertaken by Water Services over the next 5 years.

Initiative	Description	Theme
<b>2021</b>		
Dam Safety Review for Seymour Falls Dam	Complete the Dam Safety Review for Seymour Falls Dam in accordance with the provincial Dam Safety Regulations which require Dam Safety Reviews at 7-year intervals for extreme consequence dams.	Regulatory and Legislative Environment
Capilano Hydropower Financial Assessment Update	Review conceptual power development scheme, updating capital costs, and reassessing the cost/benefit of the project based on current information	Environmental sustainability
Commence construction of Annacis Water Supply Tunnel	Commence construction of 2.3 km long, 4.6 m diameter water supply tunnel under the Fraser River, to meet growing demand south of the Fraser River.	Regional Growth
Complete Cambie-Richmond Main marine crossing – conceptual design phase 2	Continue design of new water supply tunnel under the north arm of the Fraser River from Vancouver to Richmond, to provide additional capacity for growth and increased system resiliency.	System stewardship
Water Reuse Best Practices Guide	Develop a resource for smart growth strategies related to buildings; including greywater, rainwater harvesting and other reuse options.	Regional Growth
Commence construction of Coquitlam Main No. 4	Coquitlam Main No. 4 is required to convey water from the Coquitlam Water Treatment Plant to the Cape Horn Pump Station and Reservoir in Coquitlam.	Regional Growth
Commence construction of Capilano Raw Water PS Backup Power Facility	The Capilano Raw Water PS Backup Power Facility will provide backup power to 4 x 2,000 HP pumps during power outages.	System Stewardship
Commence construction of the Newton Pump Station No. 2	This project is required to meet growing water demand in the City of Surrey and will replace the existing Newton Pump Station and include full back-up power redundancy and new connections to the existing Newton Reservoir.	Regional Growth

Update Regional Water Quality Monitoring and Reporting Plan	Assess and update plan with GWD member jurisdictions and Health Authorities to ensure compliance with regulations and operating permit.	Regulatory and Legislative Environment
Environmental Management System	Implementation of next phase of the Water Services EMS to ensure environmental stewardship and regulatory compliance throughout the water utility	Regulatory and Legislative Environment
Corrosion Control Program	Implementation of the final stages of pH and Alkalinity adjustments to help reduce corrosion in premise plumbing systems.	Regulatory and Legislative Environment
Quality Management System for Drinking Water	Implementation of an updated Quality Management System for Drinking Water to provide quality assurance, implementation of industry best practice and identify and manage risk.	System Stewardship
Emergency Backup power for water facilities	Complete conceptual design of emergency backup power at various Water Services facilities	System Stewardship
Reservoir Debris/Safety booms	Replacement of main debris and safety boom on the Seymour and Capilano reservoirs.	System Stewardship
Update Drinking Water Management Plan (DWMP)	Complete a background review of the previous DWMP and progress report as part of a multi-year project to update the plan. This project will progress in parallel and synergistically with updating the Liquid Waste Management Plan.	System Stewardship
<b>2022</b>		
CWTP Ozone Backup Power Construction	Ongoing program to provide backup power for key infrastructure so it will operate during power outages and major storm events.	System Stewardship
Commence construction of Stanley Park Water Supply Tunnel	The Stanley Park Water Supply Tunnel is required to replace the existing Capilano Main No. 4 to meet growing water demands and increase system resiliency. The water main is approximately 1.4 km long and 2.6 m in diameter and will be installed within a tunnel	System stewardship
Complete design of Barnston/Maple Ridge PS Backup Power.	Ongoing program to provide backup power for key infrastructure so it will operate during power outages and major storm events.	System Stewardship
Complete construction of Fleetwood Reservoir	The 13.6 ML Fleetwood Reservoir and 1.1 km feeder main will increase water supply to meet growing demand in the City of Surrey.	Regional Growth

Commence phase 2 geotechnical investigations for Coquitlam Intake No. 2 project	Additional geotechnical investigations are required for the design of this project, both within and outside of the watershed.	Regional Growth
Complete construction of Hellings Tank No. 2	The new 11.4 ML reservoir will provide in system storage to meet the growing demands for drinking water in Delta.	Regional Growth
<b>2023</b>		
Commence construction of Cape Horn Pump Station No. 3	The Cape Horn Pump Station No. 3 is required to meet growing water demand south of the Fraser River. The new pump station will be located at the existing pump station site and will include full back-up power redundancy.	Regional Growth
Dam Safety Review for Cleveland Dam	Complete the Dam Safety Review for Cleveland Dam in accordance with the provincial Dam Safety Regulations which require Dam Safety Reviews at 7-year intervals for extreme consequence dams.	Regulatory and Legislative Environment
Commence conceptual design of Lulu-Island Delta Main No. 2 Marine Crossing	A new Lulu-Island Delta Main is required to address growth south of the Fraser River and seismic and operational resilience.	System Stewardship
Update of the BC Hydro Coquitlam Water Use Plan	Participate in BC Hydro's review and update of the Coquitlam Water Use Plan	Environmental Sustainability
Complete Environmental Management System (EMS) for Water Services	Complete development of an EMS for Water Services that captures the Utility's commitment to environmental protection and regulatory compliance.	Regulatory and Legislative Environment
<b>2024</b>		
Complete Douglas Road Main No. 2 (Still Creek Section)	The Still Creek Section is the last remaining section to be installed for the overall Douglas Road Main No.2 watermain project. This section is approximately 2.5 km long, 1.5m in diameter, extending from the Lougheed Highway to Canada Way in Burnaby.	System Stewardship
Complete construction of Second Narrows Water Supply Tunnel	Complete construction of a 1.1 km long, 6.5 m diameter water supply tunnel under Burrard Inlet between District of North Vancouver and City of Burnaby and prepare for final commissioning.	System Stewardship

Drinking Water Conservation Plan Review	Identify potential updates or amendments following monitoring of new restrictions first implemented in summer 2018.	Regional Growth
Complete construction of Kennedy-Newton Main	The Kennedy-Newton Main is required to convey water from the Kennedy Reservoir to the Newton Reservoir in the City of Surrey. The project consists of 9 km of 1.8 m diameter steel watermain.	Regional Growth
<b>2025</b>		
Complete construction of Annacis Main No. 5 (North)	This project is required to convey water from the existing system within the City of Burnaby to the north shaft of the Annacis Water Supply Tunnel in the City of New Westminster. The project consists of 2.5 km of 1.8 m diameter steel watermain.	Regional Growth
Complete construction of Annacis Water Supply Tunnel	Complete construction of 2.3 km long and 4.6 m diameter water supply tunnel under the Fraser River, to meet growing demand south of the Fraser River.	Regional Growth
Complete construction of the Newton Pump Station No. 2	This project is required to meet growing water demand in the City of Surrey and will replace the existing Newton Pump Station.	Regional Growth
Complete Construction of Central Park Main No. 2	This project is required to replace the existing Central Park Main in the City of Burnaby which has been in service since 1931 and is nearing the end of its service life. The proposed 7.0 km-long CPM2 will enhance system reliability and provide increased capacity to meet future water demands.	System Stewardship

METRO VANCOUVER DISTRICTS  
2021-2025 PROJECTED RESERVES - WATER SERVICES

## OPERATING RESERVES

	2020	2021				2021	2022	2023	2024	2025
	ENDING BALANCE	OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE
Water Services	\$ 16,878,508	\$ 16,878,508	\$ -	\$ (301,170)	\$ 337,938	\$ 16,915,276	\$ 16,908,976	\$ 17,187,186	\$ 17,380,687	\$ 17,955,682

## STATUTORY RESERVES

	2020	2021				2021	2022	2023	2024	2025
	ENDING BALANCE	OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE
Water Services										
Water Laboratory Equipment Reserve	\$ 659,399	\$ 659,399	\$ 25,519	\$ (96,000)	\$ 12,483	\$ 601,401	\$ 604,339	\$ 616,426	\$ 628,754	\$ 641,329
Water Sustainability Innovation Fund Reserve	12,591,105	12,591,105	723,000	(520,000)	253,852	13,047,957	13,938,146	14,947,139	15,976,312	17,026,068

To: Zero Waste Committee

From: Paul Henderson, General Manager, Solid Waste Services

Date: October 6, 2020

Meeting Date: October 16, 2020

Subject: **2021 - 2025 Financial Plan – Solid Waste Services**

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### **RECOMMENDATION**

That the Zero Waste Committee endorse the 2021 - 2025 Financial Plan for Solid Waste Services as presented in the report dated October 6, 2020, titled “2021 - 2025 Financial Plan – Solid Waste Services”, and forward it to the Metro Vancouver Board Budget Workshop on October 21, 2020 for consideration.

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### **EXECUTIVE SUMMARY**

The 2021 – 2025 Metro Vancouver Financial Plan was prepared following direction received at the June 5, 2020 Metro Vancouver Board Budget Workshop. This has resulted in a three-year action plan that maintains the goals and objectives of Metro Vancouver while using key financial tools to minimize impact to the ratepayers of the region.

2021 Tipping fees increase \$4 per tonne, \$3 less per tonne than the prior budget cycle projection. Per household cost is \$61 per household, unchanged from 2020, and down \$3 per household compared to the prior budget cycle projection. Over the next five years, the Solid Waste Services budget is expected to increase an average of \$6.1 million or 4.9% per year.

Priorities for the Solid Waste function include continued progress towards zero waste and a circular economy, greenhouse gas emission reduction, and customer service enhancement and monitoring.

### **PURPOSE**

To present the 2021 - 2025 Financial Plan for Solid Waste Services for consideration by the Committee.

### **BACKGROUND**

Metro Vancouver’s annual budget process includes the development of detailed annual budgets and the updating of five-year financial plans for each of the four Metro Vancouver legal entities (Metro Vancouver Regional District, Metro Vancouver Housing Corporation, Greater Vancouver Water District and Greater Vancouver Sewerage and Drainage District).

On June 5, 2020 a Metro Vancouver Board Budget Workshop was held with the objective to seek direction for the preparation of the 2021 - 2025 Financial Plan. The workshop outlined the principles that guide the work of Metro Vancouver as an organization, the current 2020 - 2024 Financial Plan, the implications of the COVID-19 pandemic, the tools that can be used to make budget adjustments, and a proposed approach for the 2021 - 2025 Financial Plan.

Staff proposed leveraging the supported tools to create a short-term action plan that would lessen the upward pressure on household impact for 1-3 years. A short-term action plan would enable strategic goals and objectives to be maintained. If larger or more long-term adjustments are desired, a re-evaluation of long-term plans such as the *Metro Vancouver Housing Plan*, *Climate 2050*, or the *Liquid Waste Management Plan* would be required. Since an annual budget is approved, this approach will allow for adjustments to be made each year as conditions change based on market changes and other factors. The use of the tools will aim to avoid making severe changes that cannot be easily corrected in the short-term. Overall, the short-term action plan approach was supported.

This report focuses on Solid Waste Services and presents the 2021 annual budget and the updated five-year plan for the years 2021 to 2025 for committee consideration.

### **SOLID WASTE SERVICES PROGRAM**

Solid Waste Services, within the Greater Vancouver Sewerage and Drainage District (GVSD), provides solid waste management planning, zero waste implementation, and transfer stations and disposal facility operations.

Solid Waste Services works collaboratively with member municipalities to provide waste management services to the region's 2.6 million people. The system is comprised of transfer stations and a waste-to-energy facility that handles approximately 900,000 tonnes of waste annually.

Solid Waste Services initiatives planned over the next five years are guided by direction provided in the *2019-2022 Board Strategic Plan*, and the *Integrated Solid Waste and Resource Management Plan*, specifically:

#### **Board Strategic Plan:**

- Reduce waste, increase recycling and increase recovery of materials and energy from remaining waste. Dispose of residuals in a cost effective and environmentally sustainable manner.
- Develop and implement financial plans and policies that reflect a commitment to sound financial management and long-term planning, in consideration of current and future ratepayers.
- Strengthen awareness and engagement with the public, members, other orders of government, and key stakeholders on a range of initiatives that will reduce waste generated in the region.

#### ***Integrated Solid Waste and Resource Management Plan:***

- Goal 1 - Minimize waste generation
- Goal 2 - Maximize reuse, recycling & material recovery
- Goal 3 - Recover energy from waste stream after material recovery
- Goal 4 - Dispose of all waste in landfill after recycling & energy recovery

### **WORK PLAN PERFORMANCE INDICATORS**

High level performance indicators have been developed across the organization to evaluate trends, determine key actions for the coming year, and to assist in long-term planning. The 2021 Work Plans



for Solid Waste Services are presented in this report. Within the Solid Waste Services Work Plans, four performance indicators have been developed and are being tracked. These include:

- Annual solid waste flows in Metro Vancouver system (tonnes);
- Availability of the Waste-to-Energy Facility and transfer stations (percent);
- Recycling rate (percent of solid waste diverted from final disposal); and
- Waste disposed per capita (tonnes/capita).

The trend in these performance measures show reduced waste quantities in 2020 compared to recent years. Metro Vancouver's Transfer Stations and Waste-to-Energy Facility have high customer availability. Waste diversion rates have been consistently increasing and are currently at 64%. Waste disposed per capita is currently at 0.48 tonnes, compared to the Canadian average of 0.69 tonnes.

### **CONTINUOUS IMPROVEMENT**

Solid Waste Services regularly implements continuous improvement initiatives. Some recent initiatives include:

- Encorp Return-It Express & GO beverage container drop-off;
- Paperless disposal ban surcharge program;
- Recycling Council of British Columbia (RCBC) partnership to integrate RCBC recycling database into Metro Vancouver's website; and
- Transfer Station web cameras.

New continuous improvement initiatives for 2021 include:

- District Energy at the Waste-to-Energy Facility;
- Enhanced recycling at transfer stations and an updated recycling depot funding model;
- Weigh scale system software replacement;
- Biosolids management at the Waste-to-Energy Facility; and
- Bottom ash beneficial use.

### **2021 BUDGET AND 2021 - 2025 FINANCIAL PLAN**

The five-year financial plans for this cycle have been updated to address five central themes identified by the Metro Vancouver Board in its Strategic Plan to guide the development of plans and budgets. The five themes are as follows:

- Financial Sustainability
- Environmental Sustainability
- System Stewardship
- Regulatory and Legislative Environment
- Regional Growth

Each Metro Vancouver function has an Annual Work Plan that includes strategic directions, performance indicators and key actions to guide the work for the coming year. Each function also has a "What's Happening" summary that highlights the program activities for the next five years.

The 2021 - 2025 Solid Waste Services Financial Plan is included as Attachment 1. The 2021 Annual Work Plan for Solid Waste Services presented in this report is included in Attachment 3 and the “What’s Happening” highlights for the years 2021 – 2025 are included in Attachment 4.

### **Operating Budget Highlights**

The Solid Waste Services operating budget is separated into operating programs and funding required to support the expanding capital program (debt service and contribution to capital). It is proposed to increase by \$4.4 million in 2021 for a total budget of \$118.5 million (Attachment 1). This increase is primarily a result of increased landfill disposal costs along with start-up costs for new transfer stations. Debt service increases, primarily associated with new transfer stations, are partially offset by a reduction in the planned contribution to capital.

The 2021 operating budget includes the following key actions:

- Review and update of the region’s solid waste management plan to advance zero waste and the circular economy;
- Update the model for recycling depot funding at transfer stations;
- Continue to enhance customer service and monitoring including investigating continuous feedback mechanisms;
- Coquitlam Transfer Station replacement construction;
- Surrey Recycling and Waste Drop-Off construction;
- Biosolids processing design;
- District energy design and business case;
- Bottom ash beneficial use procurement;
- Weigh scale software replacement and license plate recognition software procurement;
- Alternative fuel and recyclable recovery facility business case and design;
- Asset management program, including data validation and program guideline development;
- Support programs for textiles, single-use items, seasonal wastes, food wastes, illegal dumping, and the Zero Waste Conference; and
- Support the National Zero Waste Council including work on implementing the Circular Economy and Zero Plastics Waste.

Highlights of contracts and consulting projects anticipated to be undertaken in 2021 to respond to work plan requirements within the operating budget include the following:

- Solid waste system assessment and circular economy studies
- Solid waste management plan engagement and consultation activities
- Food recovery hub
- Ashcroft Ranch McLean Lake Dam spillway and ranch fencing replacement
- Waste composition analysis

Over the next five years, the Solid Waste Services budget is expected to increase an average of \$6.1 million or 4.9% per year. Of this overall increase, funding related to the expanding capital program (debt servicing and contribution to the capital) is increasing \$3.9 million per year on average over the next five years leaving the operating programs which are increasing, on average, by \$2.3 million per year, roughly at the rate of inflation.

### **Environmental Regulation and Enforcement**

Working with the private facility operators, staff will continue with initiatives ensuring compliance with Metro Vancouver's solid waste regulatory bylaws. In 2021, the budget for Solid Waste Environmental Regulation and Enforcement Program (\$0.9 million) is consistent with 2020's budget.

### **Capital Budget Highlights**

The proposed Solid Waste Services capital budget for 2021 is \$96.3 million (Attachment 2). The capital program is funded by long-term debt and contribution to capital from the annual operating budget as available.

The capital expenditure budget for 2021 - 2025 totals \$298.8 million, an average of \$59.8 million per year. The largest eight projects (each over \$10 million) make up approximately 73% of the capital spending over the next five years, with an additional 30 projects on the plan making up the balance.

The capital program over the next five years is largely driven by the need to replace aging transfer infrastructure including enhancing recycling services associated with individual transfer stations. Upgrades to the existing Waste-to-Energy Facility will ensure it continues to meet regulatory requirements and the addition of biosolids management at the Waste-to-Energy Facility and the Alternative Fuel and Recyclables Recovery project is expected to increase beneficial use of waste within the region. The following key projects are included in the five-year plan:

- Alternative Fuel and Recyclables Recovery Centre
- Coquitlam Transfer Station Replacement
- Surrey Recycling and Waste Drop-Off
- Surrey and Langley Transfer Stations Recycling Depots
- Waste-to-Energy Facility Acid Gas Reduction
- Waste-to-Energy Facility District Energy
- Waste-to-Energy Facility Biosolids Processing

Business cases are underway for a number of these initiatives. Individual reports will be brought forward to the Zero Waste Committee and Board for consideration before beginning construction on the projects.

### **2021 – 2025 Tipping Fee Projections**

The following table shows the tipping fee projections based on the required revenue to offset expected expenditures. Tipping fees for 2021 and 2022 are increasing by \$4 per tonne. The prior budget cycle showed increases of \$7 per tonne in each of these years.

<b>Projected Tipping Fees for Municipal Solid Waste (\$/tonne)</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Municipal Tipping Fee</b>	<b>\$113</b>	<b>\$117</b>	<b>\$121</b>	<b>\$128</b>	<b>\$135</b>	<b>\$142</b>
<b>Small Vehicles (0-1t)</b>	<b>\$147</b>	<b>\$151</b>	<b>\$155</b>	<b>\$162</b>	<b>\$169</b>	<b>\$176</b>
<b>Medium Vehicles (1-8t)</b>	<b>\$125</b>	<b>\$129</b>	<b>\$133</b>	<b>\$140</b>	<b>\$147</b>	<b>\$154</b>
<b>Large Vehicles (&gt;9t)</b>	<b>\$99</b>	<b>\$103</b>	<b>\$107</b>	<b>\$114</b>	<b>\$121</b>	<b>\$128</b>

### **Waste Flows**

With tipping fees being the primary revenue source for the solid waste function. Waste flow projections are the key driver for annual budget projections. 2019 total system waste quantity equalled approximately 920,000 tonnes. Projections for 2020 are currently estimated at approximately 845,000 tonnes. The reduction in tonnage in 2020 is due in part to impacts of COVID-19. The waste flow for 2021 is budgeted at 860,000 tonnes.

### **Reserve Funds**

There are no proposed applications of reserve funding in the 2021 – 2025 Financial Plan.

The 2021 - 2025 Projected Reserves for Solid Waste Services is included in Attachment 5.

### **APPROVAL PROCESS**

The proposed 2021 - 2025 Financial Plan and Annual Work Plans for Solid Waste Services are presented for consideration and endorsement before being forwarded to the Board for consideration.

The next steps of the process are:

- The 2021 - 2025 Financial Plan and Annual Work Plan will be presented for consideration at the Metro Vancouver Board Budget Workshop on October 21, 2020.
- The Greater Vancouver Sewerage and Drainage District Board will consider adoption of the 2021 Budget and endorsement of the 2021 - 2025 Financial Plan on October 30, 2020.

### **ALTERNATIVES**

1. That the Zero Waste Committee endorse the 2021 - 2025 Financial Plan for Solid Waste Services as presented in the report dated October 6, 2020, titled “2021 - 2025 Financial Plan – Solid Waste Services”, and forward it to the Metro Vancouver Board Budget Workshop on October 21, 2020 for consideration.
2. That the Zero Waste Committee make recommendations and endorse an amended 2021 - 2025 Financial Plan for Solid Waste Services and forward the amended Financial Plan to the Metro Vancouver Board Budget Workshop on October 21, 2020 for consideration.

### **FINANCIAL IMPLICATIONS**

If the Greater Vancouver Sewerage and Drainage District Board approves the 2021 Budget and endorses the Five-Year Financial Plan for Solid Waste Services, as presented under Alternative 1, in 2021 the revenue from the tipping fees for the system will increase by \$2.7 million (2.5%) to \$108.5 million which will generate the majority of the \$118.5 million in total revenue required to offset projected expenditures. This represents a \$0 increase in the cost to the average regional household at \$61 (2020 \$61). This is a 5% decrease from the prior cycle impact of \$64 per household.

Over the term of the five-year plan, the annual tipping fee revenue is projected to increase by an average of \$5.1 million per year to provide the required revenue to offset projected expenditures. It

is anticipated that the cost to the average regional household over the next five years will rise from \$61 in 2020 to \$70 in 2025 representing an average annual increase of close to \$2 per household.

Under Alternative 2, the Committee may wish to consider recommending amendments to the 2021 Budget and Five-Year Financial Plan for Solid Waste Services for consideration at the Metro Vancouver Board Budget Workshop. Any changes to the plan may have an impact on the Solid Waste Services Financial Plan.

### **SUMMARY / CONCLUSION**

The 2021 Budget and Five-Year Financial Plan for Solid Waste Services has been prepared following direction received at the June 5, 2020 Metro Vancouver Board Budget Workshop and to respond to direction provided in the *Board Strategic Plan* and support the *Integrated Solid Waste and Resource Management Plan*. It is presented to Committee and Board members to provide overview information on activities and financial impacts for the years 2021 to 2025 for Solid Waste Services.

The presentation of the 2021 Budget and Five-Year Financial Plan for Solid Waste Services provides the opportunity for Metro Vancouver to share with its member jurisdictions the proposed capital projects and operating programs, and the financial impact of these projects, over the next five years. The financial plan illustrates how Metro Vancouver proposes to pay for Solid Waste investments that will be required to maintain our assets and to respond to our region's growing population. It is intended to be used as a guiding document for member jurisdictions in the development of their five-year financial plans and includes projections on household impact to demonstrate how the plan will remain affordable for Metro Vancouver residents while keeping pace with our critical infrastructure requirements.

Staff recommend endorsing the 2021 - 2025 Budget and Five-Year Financial Plan and Annual Work Plans for Solid Waste Services as presented under Alternative 1.

### **Attachments:**

1. 2021 - 2025 Solid Waste Financial Plan
2. 2021 - 2025 Capital Programs and Project Total - Solid Waste Services
3. 2021 Solid Waste Work Plans
4. 2021 - 2025 "What's Happening"
5. 2021 - 2025 Projected Reserves – Solid Waste

GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT  
SOLID WASTE  
2021 BUDGET REVIEW  
2021-2025 FINANCIAL PLAN

	2018 ACTUAL	2019 ACTUAL	2020 BUDGET	2021 BUDGET	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE
<b>REVENUES</b>													
Solid Waste Tipping Fees	\$ 102,036,530	\$ 105,643,875	\$ 105,822,892	\$ 108,516,645	2.5%	\$ 112,961,596	4.1%	\$ 118,233,412	4.7%	\$ 124,343,566	5.2%	\$ 131,328,614	5.6%
Energy Sales	5,584,341	5,793,404	5,681,540	6,239,530		6,401,758		6,568,204		6,738,977		6,914,190	
Other External Revenues	2,507,229	2,775,240	2,584,192	3,756,396		5,293,674		6,316,991		6,373,148		6,423,975	
<b>TOTAL REVENUES</b>	<b>\$ 110,128,100</b>	<b>\$ 114,212,519</b>	<b>\$ 114,088,624</b>	<b>\$ 118,512,571</b>	<b>3.9%</b>	<b>\$ 124,657,028</b>	<b>5.2%</b>	<b>\$ 131,118,607</b>	<b>5.2%</b>	<b>\$ 137,455,691</b>	<b>4.8%</b>	<b>\$ 144,666,779</b>	<b>5.2%</b>
<b>EXPENDITURES</b>													
Operating Programs:													
Solid Waste Operations													
Allocated Quality Control	\$ 17,102	\$ 27,714	\$ 19,032	\$ 18,494		\$ 20,030		\$ 20,392		\$ 18,681		\$ 21,646	
Ashcroft Ranch	343,551	484,553	515,127	724,267		510,625		517,122		524,259		531,562	
Engineers in Training	65,549	74,265	103,806	93,013		94,835		96,694		99,109		101,467	
Landfills	47,680,002	63,759,106	33,342,259	34,180,437		32,477,814		33,146,101		33,720,538		35,571,181	
Transfer Station System	32,189,297	35,096,481	35,599,324	37,423,463		38,668,762		38,972,840		39,932,064		40,976,029	
Waste to Energy Facility	19,617,423	20,539,052	23,615,873	24,350,996		24,811,624		26,203,705		26,776,621		27,364,621	
	99,912,924	119,981,171	93,195,421	96,790,670	3.9%	96,583,690	(0.2%)	98,956,854	2.5%	101,071,272	2.1%	104,566,506	3.5%
Solid Waste Planning													
Policy and Facility Development	658,352	787,868	726,126	700,979		713,317		725,904		766,305		782,067	
Zero Waste Implementation	1,372,524	1,343,363	2,559,193	2,182,351		2,208,217		1,734,603		1,596,386		1,555,601	
Programs and Public Involvement	262,322	267,164	695,157	803,627		816,459		828,921		644,010		659,448	
	2,293,198	2,398,395	3,980,476	3,686,957	(7.4%)	3,737,993	1.4%	3,289,428	(12.0%)	3,006,701	(8.6%)	2,997,116	(0.3%)
Administration and Department Support	620,676	601,620	637,780	649,291	1.8%	660,741	1.8%	672,422	1.8%	680,307	1.2%	663,691	(2.4%)
Environmental Regulation and Enforcement	747,823	734,040	958,874	934,630	(2.5%)	933,668	(0.1%)	933,091	(0.1%)	955,686	2.4%	977,295	2.3%
Allocation of Centralized Support	4,348,955	4,674,382	4,690,785	4,741,549	1.1%	4,573,083	(3.6%)	4,930,503	7.8%	5,252,377	6.5%	5,245,250	(0.1%)
Total Operating Programs	107,923,576	128,389,608	103,463,336	106,803,097	3.2%	106,489,175	(0.3%)	108,782,298	2.2%	110,966,343	2.0%	114,449,858	3.1%
Allocation of Project Delivery	-	-	-	327,507	0.0%	326,536	(0.3%)	276,549	(15.3%)	280,455	1.4%	285,817	1.9%
Debt Service	-	397,748	4,837,308	6,946,790	43.6%	11,788,630	69.7%	14,475,878	22.8%	18,163,559	25.5%	19,329,199	6.4%
Contribution to Capital	-	-	5,787,980	4,435,177	(23.4%)	6,052,687	36.5%	7,583,882	25.3%	8,045,334	6.1%	10,601,905	31.8%
<b>TOTAL EXPENDITURES</b>	<b>\$ 107,923,576</b>	<b>\$ 128,787,356</b>	<b>\$ 114,088,624</b>	<b>\$ 118,512,571</b>	<b>3.9%</b>	<b>\$ 124,657,028</b>	<b>5.2%</b>	<b>\$ 131,118,607</b>	<b>5.2%</b>	<b>\$ 137,455,691</b>	<b>4.8%</b>	<b>\$ 144,666,779</b>	<b>5.2%</b>

GREATER VANCOUVER SEWERAGE & DRAINAGE DISTRICT  
CAPITAL PROGRAMS & PROJECT TOTALS  
SOLID WASTE  
2021 - 2025 CAPITAL PLAN

**ATTACHMENT 2**

	2021 CAPITAL BUDGET	2022 CAPITAL PLAN	2023 CAPITAL PLAN	2024 CAPITAL PLAN	2025 CAPITAL PLAN	2021 TO 2025 TOTAL
<b>CAPITAL EXPENDITURES</b>						
<b>SW Landfills Capital</b>						
Alternative Fuel and Recyclables Recovery Centre	\$ -	\$ -	\$ -	\$ 1,500,000	\$ 20,000,000	\$ 21,500,000
Coquitlam Landfill Closure	1,000,000	-	-	-	-	1,000,000
Coquitlam Landfill East Closure	-	400,000	3,500,000	1,100,000	-	5,000,000
Coquitlam Landfill Fly Ash Cell 2 Closure Final Cover	650,000	-	-	-	-	650,000
Coquitlam Landfill Gas Collection Upgrades	800,000	-	-	-	-	800,000
Coquitlam Landfill Lot 3 Development	4,000,000	-	-	-	-	4,000,000
Coquitlam Landfill Pump Station Upgrade	400,000	-	-	-	-	400,000
Coquitlam Landfill: Leachate Collection System Grade Realignment	550,000	300,000	-	-	-	850,000
	<u>\$ 7,400,000</u>	<u>\$ 700,000</u>	<u>\$ 3,500,000</u>	<u>\$ 2,600,000</u>	<u>\$ 20,000,000</u>	<u>\$ 34,200,000</u>
<b>SW Opportunity Capital</b>						
WTE Facility District Heating Opportunities	\$ 2,050,000	\$ -	\$ -	\$ -	\$ -	\$ 2,050,000
	<u>\$ 2,050,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 2,050,000</u>
<b>SW Transfer Stations Capital</b>						
Coquitlam Transfer Station Compactor Replacement	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ 300,000
Coquitlam Transfer Station Replacement	19,000,000	-	-	-	-	19,000,000
Langley Transfer Station Recycling Depot Expansion	250,000	3,000,000	2,250,000	-	-	5,500,000
Maple Ridge Transfer Station Upgrades	2,000,000	-	-	-	-	2,000,000
North Shore Transfer Station Compactor Replacement	-	-	-	-	2,500,000	2,500,000
Surrey Recycling and Waste Drop-Off	21,000,000	18,000,000	-	-	-	39,000,000
Surrey Transfer Station Compactor Replacement	-	2,500,000	-	-	-	2,500,000
Surrey Transfer Station Recycling Depot Expansion	20,250,000	3,000,000	2,250,000	-	-	25,500,000
Western Region Transfer Station Replacement	-	-	-	-	5,000,000	5,000,000
	<u>\$ 62,800,000</u>	<u>\$ 26,500,000</u>	<u>\$ 4,500,000</u>	<u>\$ -</u>	<u>\$ 7,500,000</u>	<u>\$ 101,300,000</u>

**GREATER VANCOUVER SEWERAGE & DRAINAGE DISTRICT**  
**CAPITAL PROGRAMS & PROJECT TOTALS**  
**SOLID WASTE**  
**2021 - 2025 CAPITAL PLAN**

	2021 CAPITAL BUDGET	2022 CAPITAL PLAN	2023 CAPITAL PLAN	2024 CAPITAL PLAN	2025 CAPITAL PLAN	2021 TO 2025 TOTAL
<b>SW Waste to Energy Facility Capital</b>						
Acid Gas Reduction	\$ 2,800,000	\$ 17,750,000	\$ 20,000,000	\$ -	\$ -	\$ 40,550,000
Biosolids Processing	10,100,000	10,000,000	-	-	-	20,100,000
Bottom Ash Crane Replacement	250,000	750,000	500,000	-	-	1,500,000
Bottom Ash Processing	600,000	-	-	-	-	600,000
Carbon Silo Replacement	-	1,200,000	1,200,000	-	-	2,400,000
Compressed Air System Replacement	100,000	1,400,000	1,500,000	-	-	3,000,000
Electrical Transformers Replacement	-	200,000	4,500,000	300,000	-	5,000,000
Fabric Filter Hopper and Pulse Header Refurbishment	250,000	500,000	1,500,000	-	-	2,250,000
Feed Hopper/Chute	1,000,000	-	-	-	-	1,000,000
Fly Ash Silo Refurbishment	-	100,000	500,000	400,000	-	1,000,000
Generation Bank Replacement	-	-	6,000,000	3,000,000	-	9,000,000
Lime Silo Replacement	-	1,800,000	1,800,000	-	-	3,600,000
Primary Economizer Replacement	4,000,000	-	-	-	-	4,000,000
Primary Superheaters Replacement	-	100,000	2,000,000	1,000,000	900,000	4,000,000
Programmable Logic Controllers Replacement	-	500,000	500,000	500,000	500,000	2,000,000
Pug Mill Enclosure Ventilation System Replacement	-	500,000	500,000	-	-	1,000,000
Refuse Crane	3,900,000	5,000,000	5,000,000	-	-	13,900,000
Secondary Economizers Replacement	-	250,000	1,750,000	3,000,000	1,000,000	6,000,000
Stack Refurbishment	-	-	350,000	-	-	350,000
WTE Facility District Heating	1,000,000	9,000,000	10,000,000	20,000,000	-	40,000,000
	<b>\$ 24,000,000</b>	<b>\$ 49,050,000</b>	<b>\$ 57,600,000</b>	<b>\$ 28,200,000</b>	<b>\$ 2,400,000</b>	<b>\$ 161,250,000</b>
<b>TOTAL CAPITAL EXPENDITURES</b>	<b>\$ 96,250,000</b>	<b>\$ 76,250,000</b>	<b>\$ 65,600,000</b>	<b>\$ 30,800,000</b>	<b>\$ 29,900,000</b>	<b>\$ 298,800,000</b>



GREATER VANCOUVER SEWERAGE & DRAINAGE DISTRICT  
CAPITAL PROGRAMS & PROJECT TOTALS  
SOLID WASTE  
2021 - 2025 CAPITAL PLAN

	2021 CAPITAL BUDGET	2022 CAPITAL PLAN	2023 CAPITAL PLAN	2024 CAPITAL PLAN	2025 CAPITAL PLAN	2021 TO 2025 TOTAL
<b>2021 - 2025 CAPITAL FUNDING</b>						
New External Borrowing	\$ 95,250,000	\$ 63,250,000	\$ 49,600,000	\$ 2,800,000	\$ 21,900,000	\$ 232,800,000
Reserves	-	4,000,000	6,000,000	8,000,000	8,000,000	26,000,000
External Funding - Interagency	1,000,000	9,000,000	10,000,000	20,000,000	-	40,000,000
<b>Total</b>	<b>\$ 96,250,000</b>	<b>\$ 76,250,000</b>	<b>\$ 65,600,000</b>	<b>\$ 30,800,000</b>	<b>\$ 29,900,000</b>	<b>\$ 298,800,000</b>
<b>2021 - 2025 DEBT SERVICING TOTALS/RATIO</b>						
Operations	\$ 107,000,000	\$ 107,000,000	\$ 109,000,000	\$ 111,000,000	\$ 115,000,000	\$ 549,000,000
Debt Service - Existing	5,000,000	7,000,000	12,000,000	14,000,000	18,000,000	56,000,000
Debt Service - New	2,000,000	5,000,000	2,000,000	4,000,000	1,000,000	14,000,000
Contribution to Capital	4,000,000	6,000,000	8,000,000	8,000,000	11,000,000	37,000,000
<b>Total</b>	<b>\$ 118,000,000</b>	<b>\$ 125,000,000</b>	<b>\$ 131,000,000</b>	<b>\$ 137,000,000</b>	<b>\$ 145,000,000</b>	<b>\$ 656,000,000</b>
% Debt Service	6%	10%	11%	13%	13%	11%

## SOLID WASTE SERVICES

### Solid Waste Operations

#### Description of services

Solid Waste Services provides waste reduction and recycling planning and solid waste disposal services to the region under the authority of the Greater Vancouver Sewerage and Drainage District (GVS&DD). Solid Waste Operations is responsible for operating an integrated solid waste management system with service delivery focused on achieving Metro Vancouver's zero waste objectives through reliable, cost-effective, safe and environmentally-sound operations. The regional solid waste system is a user pay model, primarily funded through tipping fees.

Metro Vancouver facilities include the North Shore, Coquitlam, Surrey, Maple Ridge, and Langley Transfer Stations; and Waste-to-Energy Facility; these facilities are managed through several large contracts. Metro Vancouver also manages the closed Matsqui Transfer Station, the closed Coquitlam Landfill, the Ashcroft Ranch and several other properties in Cache Creek.

#### Strategic directions and high level goals supported

##### Board Strategic Plan

- Continue to expand and enhance the disposal ban program
- Continue to expand recycling options at regional transfer stations
- Assess the viability of implementing district heating at the Waste-to-Energy Facility

##### Integrated Solid Waste and Resource Management Plan

- Goal 2 - Maximize reuse, recycling & material recovery
- Goal 3 - Recover energy from waste stream after material recovery
- Goal 4 - Dispose of all waste in landfill after recycling & energy recovery

#### Performance indicators

Indicator	Historical and/or industry benchmark	Current performance	2021 performance objective
Annual solid waste flows in Metro Vancouver system (tonnes)	2019: 921,000 2018: 918,000 2017: 904,000	projected: 845,000	860,000
Processing Availability of the Waste-to-Energy Facility	2019: 93.1% 2018: 90.4% 2017: 91.1%	projected: 91%	93%
Customer availability for the Waste-to-Energy Facility	99%	projected: 98.5%	99.0%
Customer availability for the Transfer Stations	2017: 99.9% 2018: 99.9% 2019: 99.9%	projected: 99.9%	99.9%

## 2021 key actions

### General

- Asset management program, including data validation and program guideline development
- New weigh scale software including license plate recognition
- Work with Properties Division on surplus land disposition for Cache Creek properties and Matsqui Transfer Station

### Transfer Stations

- Coquitlam Transfer Station replacement operations
- Surrey Recycling and Waste Drop-Off operations
- Autoscale software replacement and license plate recognition software procurement
- Recycling depots at Surrey and Langley Transfer stations planning

### Waste-to-Energy Facility

- Refuse crane, feed hopper/feed chutes, primary economizers upgrade and replacement projects
- Biosolids processing design and district energy design and business case
- Bottom ash beneficial use
- Waste-to-Energy Facility ambient air monitoring related to proposed Operational Certificate amendments

### Landfills

- Coquitlam Landfill closure works including; gas collection, surface water management and final cover
- Coquitlam Landfill gas control room
- Contingency disposal contract

### Ashcroft Ranch

- McLean Lake Dam spillway upgrades
- Fencing replacement

## SOLID WASTE SERVICES

### Solid Waste Planning and Public Involvement

#### Description of services

Solid Waste Services provides waste reduction and recycling planning and solid waste disposal services to the region under the authority of the Greater Vancouver Sewerage and Drainage District (GVS&DD). Solid Waste Planning and Public Involvement is responsible for:

- Technical and audience research and stakeholder engagement to develop an updated regional solid waste management plan;
- Regional waste reduction and recycling initiatives in the *Integrated Solid Waste and Resource Management Plan*, including bans, bylaws, regional policies and recycling services, etc.;
- Regional infrastructure planning and development to fulfill future needs for waste transfer and disposal; and,
- Stakeholder engagement services.

In addition, to support Metro Vancouver's commitment to protect the environment and conserve resources, Environmental Regulation and Enforcement negotiates and issues permits, orders and licenses and then promotes compliance, and enforces solid waste bylaws. According to a user-pay principle, these regulatory costs are recovered through fees.

#### Strategic directions and high level goals supported

##### Board Strategic Plan

- Expand actions that will reduce the amount of litter and waste that Metro Vancouver members manage
- Continue communication campaigns that increase diversion through source reduction, reuse, repurposing or recycling
- Research opportunities to ensure sufficient capacity in the regional recycling and waste diversion system
- Identify future disposal alternatives with full life cycle, cost and greenhouse gas analyses

##### Integrated Solid Waste and Resource Management Plan

- Goal 1 - Minimize waste generation
- Goal 2 - Maximize reuse, recycling & material recovery
- Goal 3 - Recover energy from waste stream after material recovery
- Goal 4 - Dispose of all waste in landfill after recycling & energy recovery

#### Performance indicators

Indicator	Historical and/or industry benchmark	Current performance	2021 performance objective
Recycling rate (percent of solid waste diverted from final disposal)	Canadian average*: 27.1% Metro Vancouver historical: 2018: 64% 2017: 63%	64%	66% (Aspirational goal of 80%)

Indicator	Historical and/or industry benchmark	Current performance	2021 performance objective
Waste disposed per capita (tonnes)	Canadian average*: 0.69 Metro Vancouver historical: 2019: 0.48 2018: 0.48 2017: 0.49	0.45	0.45

*\*Most recent figures (2016) from Statistics Canada. 255kg/cap diverted in 2016*

## 2021 key actions

- Regional solid waste system assessment study
- Circular Economy/3Rs best practices study
- Stakeholder engagement for review and update of the solid waste management plan
- Single-use items reduction strategy
- Alternative fuel and recyclables recovery facility business case and design
- Disposal Ban Program implementation monitoring
- Textiles, single-use items, seasonal waste, food waste, illegal dumping, and the Zero Waste Conference support
- National Zero Waste Council including work on implementing the Circular Economy and Zero Plastics Waste support
- National Solid Waste Benchmarking Initiative and applied waste research
- Regional waste composition monitoring
- Coquitlam Transfer Station replacement construction
- Surrey Recycling and Waste Drop-Off construction
- Solid waste initiatives public engagement
- Food Recovery Network

## Solid Waste Services

## 2021 to 2025 – WHAT’S HAPPENING

Below is a summary of the significant initiatives to be undertaken by Solid Waste Services over the next 5 years.

Initiative	Description	Theme
<b>2021</b>		
Weigh scale software replacement	Autoscale software replacement	System Stewardship
Asset management planning	Asset management program implementation and plan development	System Stewardship
Biosolids utilization at the Waste-to-Energy Facility	Detailed design/ commence construction of biosolids utilization system at the Waste-to-Energy Facility	Opportunities for Innovation and Enhanced Service
Transfer station system evaluation	Evaluate the transfer station network and potential improvements	Addressing Regional Growth
Surrey Recycling and Waste Drop-Off	Commence operations for the Surrey Recycling and Waste Drop-Off	Addressing Regional Growth
District energy system at the Waste-to-Energy Facility	District energy system detailed design	Environmental Protection and Climate Action
Solid waste management plan review	Review and update of the region’s solid waste management plan	Environmental Protection and Climate Action
Zero waste initiatives	Research on further waste prevention and diversion initiatives, such as new policies, incentives, business models and regulatory measures, to move toward a circular economy	Environmental Protection and Climate Action
Bottom ash beneficial use	Beneficial use of bottom ash procurement	Environmental Protection and Climate Action
Alternative fuel and recyclables recovery	Evaluate feasibility of an alternative fuel and recyclables recovery facility	Environmental Protection and Climate Action
Coquitlam Transfer Station replacement	Commence operations for the Coquitlam Transfer Station replacement	Addressing Regional Growth
Commercial food waste receipt business case	Procurement process to receive commercial food waste at regional transfer stations	Environmental Protection and Climate Action
Surrey Transfer Station Recycling Depot expansion	Surrey Transfer Station Recycling Depot Expansion design	Environmental Protection and Climate Action
Langley Transfer Station Recycling Depot expansion	Langley Transfer Station Recycling Depot Expansion design	Environmental Protection and Climate Action

2022		
Capital replacements at the Waste-to-Energy Facility	Continue capital replacements and upgrades, including primary and secondary economizers, generation bank, and bottom ash crane	System Stewardship
Solid waste management plan review	Continue review and update of the region's solid waste management plan	Environmental Protection and Climate Action
Zero waste initiatives	Continued research and development of further waste prevention and diversion initiatives, such as new policies, incentives, business models and regulatory measures, to move toward a circular economy	Environmental Protection and Climate Action
Surrey Transfer Station compactor replacement	Replace Surrey Transfer Station compactor	System Stewardship
2023		
Capital replacements at the Waste-to-Energy Facility	Continue capital replacements and upgrades, including secondary economizers, generation bank, lime and carbon silos	System Stewardship
Solid waste management plan review	Complete review and update of the region's solid waste management plan	Environmental Protection and Climate Action
Zero waste initiatives	Begin to implement and monitor the new waste prevention and diversion initiatives in the new solid waste management plan.	Environmental Protection and Climate Action
Coquitlam Landfill closure	Close eastern area of landfill	System Stewardship
2024		
Capital replacements at the Waste-to-Energy Facility	Continue capital replacements and upgrades, including stack refurbishment	System Stewardship
Zero waste initiatives	Implement and monitor the new waste prevention and diversion initiatives in the new solid waste management plan.	Environmental Protection and Climate Action
Alternative fuel and recyclables recovery	Alternative fuel and recyclables recovery facility development	Environmental Protection and Climate Action
Transfer Station expanded recycling	New recycling depots operating at the Langley and Surrey Transfer Stations	Environmental Protection and Climate Action
2025		
Capital replacements at the Waste-to Energy Facility	Continue capital replacements and upgrades, including boiler grate and feed table supports replacement project	System Stewardship
Zero waste initiatives	Implement and monitor the new waste prevention and diversion initiatives in the	Environmental Protection and Climate Action

	new solid waste management plan	
Western region transfer station replacement	Begin design for the western region transfer station replacement	Addressing Regional Growth
North Shore Transfer Station compactor replacement	Replace North Shore Transfer Station compactor	System Stewardship
Waste-to-Energy Facility operating contract	Procurement for the Waste-to-Energy Facility operating and maintenance contract	System Stewardship



METRO VANCOUVER DISTRICTS  
2021-2025 PROJECTED RESERVES - SOLID WASTE SERVICES

ATTACHMENT 5

OPERATING RESERVES

	2020	2021				2021	2022	2023	2024	2025
	ENDING BALANCE	OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE
<b>Solid Waste Services</b>	\$ 7,212,936	\$ 7,212,936	\$ 8,079,240	\$ -	\$ 227,324	\$ 15,519,500	\$ 16,020,465	\$ 15,973,376	\$ 16,317,345	\$ 16,644,951

DISCRETIONARY RESERVES

	2020	2021				2021	2022	2023	2024	2025
	ENDING BALANCE	OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE
<b>Solid Waste Services</b>										
Solid Waste General Reserve	\$ 26,491,022	\$ 26,491,022	\$ -	\$ -	\$ 529,820	\$ 27,020,842	\$ 27,561,259	\$ 28,112,484	\$ 28,674,734	\$ 29,248,228
Landfill Post Closure Reserve	11,191,108	11,191,108	-	-	223,822	11,414,931	11,643,229	11,876,094	12,113,616	12,355,888