

**METRO VANCOUVER REGIONAL DISTRICT
FINANCE COMMITTEE**

MEETING

Wednesday, June 19, 2024

1:00 pm

28th Floor Boardroom, 4515 Central Boulevard, Burnaby, British Columbia

Webstream available at <https://www.metrovancover.org>

A G E N D A¹

A. ADOPTION OF THE AGENDA

1. June 19, 2024 Meeting Agenda

That the Finance Committee adopt the agenda for its meeting scheduled for June 19, 2024 as circulated.

B. ADOPTION OF THE MINUTES

1. May 15, 2024 Meeting Minutes

That the Finance Committee adopt the minutes of its meeting held May 15, 2024 as circulated.

pg. 3

C. DELEGATIONS

D. INVITED PRESENTATIONS

E. REPORTS FROM COMMITTEE OR CHIEF ADMINISTRATIVE OFFICER

1. Greater Vancouver Regional Fund – 2023 Annual Report

That the MVRD Board receive for information the report dated May 31, 2024, titled “Greater Vancouver Regional Fund – 2023 Annual Report.”

pg. 6

2. 2023 Statement of Financial Information

That the MVRD Board approve the Statement of Financial Information for the year ended December 31, 2023.

pg. 19

¹ Note: Recommendation is shown under each item, where applicable.

- 3. Metro Vancouver’s 2024 Financial Performance Report No. 1** *pg. 97*
That the MVRD Board receive for information the report dated June 12, 2024 titled “Metro Vancouver's 2024 Financial Performance Report No. 1”.

- 4. Manager’s Report** *pg. 136*
That the Finance Committee receive for information the report dated June 10, 2024, titled “Manager’s Report”.

F. INFORMATION ITEMS

G. OTHER BUSINESS

H. RESOLUTION TO CLOSE MEETING

Note: The Committee must state by resolution the basis under section 90 of the Community Charter on which the meeting is being closed. If a member wishes to add an item, the basis must be included below.

That the Finance Committee close its meeting scheduled for June 19, 2024 pursuant to section 226 (1) (a) of the *Local Government Act* and the *Community Charter* provisions as follows:

90 (1) A part of a council meeting may be closed to the public if the subject matter being considered relates to or is one or more of the following:

- (e) the acquisition, disposition or expropriation of land or improvements, if the council considers that disclosure could reasonably be expected to harm the interests of the municipality.

I. ADJOURNMENT

That the Finance Committee adjourn its meeting of June 19, 2024.

Membership:

West, Brad (C) – Port Coquitlam

Klassen, Mike (VC) – Vancouver

Brodie, Malcolm – Richmond

Buchanan, Linda – North Vancouver City

Hurley, Mike – Burnaby

Kooner, Pardeep – Surrey

Kruger, Dylan – Delta

Little, Mike – North Vancouver District

MacDonald, Nicole – Pitt Meadows

McEwen, John – Anmore

Woodward, Eric – Langley Township

**METRO VANCOUVER REGIONAL DISTRICT
FINANCE COMMITTEE**

Minutes of the Regular Meeting of the Metro Vancouver Regional District (MVRD) Finance Committee held at 1:00 pm on Wednesday, May 15, 2024 in the 28th Floor Committee Room, 4515 Central Boulevard, Burnaby, British Columbia.

MEMBERS PRESENT:

Chair, Director Brad West, Port Coquitlam
Vice Chair, Director Mike Klassen, Vancouver
Director Malcolm Brodie, Richmond*
Director Linda Buchanan, North Vancouver City*
Director Mike Hurley, Burnaby
Director Pardeep Kooner, Surrey
Director Dylan Kruger, Delta
Mayor Mike Little, North Vancouver District
Director Nicole MacDonald, Pitt Meadows
Director John McEwen, Anmore
Director Eric Woodward, Langley Township*

STAFF PRESENT:

Jerry W. Dobrovolny, Chief Administrative Officer/Commissioner
Harji Varn, Chief Financial Officer/General Manager, Financial Services
Rapinder Khaira, Legislative Services Coordinator, Board and Information Services

*denotes electronic meeting participation as authorized by the *Procedure Bylaw*

A. ADOPTION OF THE AGENDA

1. May 15, 2024 Meeting Agenda

It was MOVED and SECONDED

That the Finance Committee adopt the agenda for its meeting scheduled for May 15, 2024 as circulated.

CARRIED

B. ADOPTION OF THE MINUTES

1. April 10, 2024 Meeting Minutes

It was MOVED and SECONDED

That the Finance Committee adopt the minutes of its meeting held April 10, 2024 as circulated.

CARRIED

C. DELEGATIONS

No items presented.

D. INVITED PRESENTATIONS

No items presented.

E. REPORTS FROM COMMITTEE OR CHIEF ADMINISTRATIVE OFFICER

1. Metro Vancouver Regional District Remuneration Bylaw

Report dated May 6, 2024, from Dorothy Shermer, Director, Board and Information Services, presenting the MVRD Board with the *Metro Vancouver Regional District Remuneration Bylaw No. 1383, 2024* for consideration of three readings and adoption.

It was MOVED and SECONDED

That the MVRD Board:

- a) give first, second, and third reading to *Metro Vancouver Regional District Remuneration Bylaw No. 1383, 2024*; and
- b) adopt *Metro Vancouver Regional District Remuneration Bylaw No. 1383, 2024*.

CARRIED

Vice Chair Klassen and Director Buchanan voted in the negative.

2. Manager's Report

Report dated May 6, 2024, from Harji Varn, Chief Financial Officer/General Manager, Financial Services, presenting the Finance Committee with a review of the April 17, 2024 Board Budget Workshop.

It was MOVED and SECONDED

That the Finance Committee receive for information the report dated May 6, 2024, titled "Manager's Report".

CARRIED

F. INFORMATION ITEMS

No items presented.

G. OTHER BUSINESS

No items presented.

H. RESOLUTION TO CLOSE MEETING

It was MOVED and SECONDED

That the Finance Committee close its meeting scheduled for May 15, 2024 pursuant to section 226 (1) (a) of the *Local Government Act* and the *Community Charter* provisions as follows:

- 90 (1) A part of a council meeting may be closed to the public if the subject matter being considered relates to or is one or more of the following:
- (c) labour relations or other employee relations.

CARRIED

I. ADJOURNMENT

It was MOVED and SECONDED

That the Finance Committee adjourn its meeting of May 15, 2024.

CARRIED

(Time: 1:07 pm)

Rapinder Khaira,
Legislative Services Coordinator

Brad West,
Chair

67675627

To: Finance Committee

From: Mark Seinen, Senior Planner, Regional Planning and Housing Services

Date: May 31, 2024 Meeting Date: June 19, 2024

Subject: **Greater Vancouver Regional Fund – 2023 Annual Report**

RECOMMENDATION

That the MVRD Board receive for information the report dated May 31, 2024, titled “Greater Vancouver Regional Fund – 2023 Annual Report.”

EXECUTIVE SUMMARY

TransLink has submitted its Annual Report containing budget and schedule information on active projects funded with federal gas tax funds through the Greater Vancouver Regional Fund (GVRF) as at December 31, 2023. Although TransLink has historically delivered the majority of its projects on or ahead of schedule, 18 of 21 active projects are currently experiencing delays exceeding three months due to supply chain shortages, uncertainties in ridership recovery following the COVID-19 pandemic, and complexities in project design and requirements. \$214.5 million remains available in the fund for future project funding. This will be the last Annual Report under the current GVRF program, as the federal Canada Community-Building Fund (CCBF) expired on March 31, 2024. The CCBF is expected to be renewed later this year along with a revised regional program.

PURPOSE

This report presents TransLink’s 2023 Annual Report on active projects funded through the Greater Vancouver Regional Fund (GVRF) in accordance with the *Federal Gas Tax Fund Expenditures Policy* (GVRF Policy) (Reference 1).

BACKGROUND

The GVRF Policy was adopted by the MVRD Board in 2016 and revised in 2020. It requires TransLink to report annually by the end of the second quarter to the MVRD Board on the status of projects funded through the GVRF, summarizing the previous calendar year’s projects. The reports must include updates on: variances in budgeted and actual costs, expenditures to date, project schedule, risk assessment, state of purchased assets, and alignment with the GVRF evaluation criteria.

2023 GVRF ANNUAL REPORT

TransLink’s 2023 Annual Report (Attachment 1) summarizes budget and schedule information on active projects with GVRF funding to the end of 2023.

Active Project Schedules

As at December 31, 2023, there were 21 active TransLink projects funded by the GVRF. The majority of these projects (18) were experiencing delays of greater than three months. Tables 5 and 6 in TransLink’s Annual Report provide details about these delayed projects, along with three projects that have been substantially completed or that remain on schedule.

TransLink's 2023 Annual Report cites the following three key reasons for the delays to active projects:

- supply chain shortages affecting vehicle deliveries;
- postponing projects to assess ridership capacity requirements following the COVID-19 pandemic; and
- complexities in project design and requirements.

Vehicle deliveries for the six Conventional Bus and Community Shuttle projects that were postponed following COVID-19 are scheduled to be received in 2024 and early 2025.

The following 11 projects were reported as being behind schedule by more than 24 months:

- Electric Battery Bus Purchases – Pilot (delayed by 85 months)
- 2020 Community Shuttle Vehicles – Expansion (48)
- 2020 Conventional Bus – Expansion (45)
- BCRTC Elevating Devices – Elevators Replacement (45)
- 2021 HandyDART Vehicles – Expansion (45)
- Mark I 500-800 Refurbishment (42)
- 2021 Community Shuttle Vehicles – Expansion (38)
- Port Coquitlam Transit Centre Infrastructure (37)
- Next Generation SeaBus Design (28)
- 2020 Conventional Bus – Replacement (26)
- 2021 Conventional Bus – Expansion (25)

The longest delay (i.e., 85 months) is associated with the Electric Battery Bus Purchases – Pilot project. The project was substantially completed in 2019, but additional scope for charging infrastructure, which did not draw upon GVRF funding, was added in February 2024. Procurement to retain a contractor is currently underway.

Active Project Costs

The 21 active projects funded by the GVRF have budgets totalling \$1.446 billion, with \$1.185 billion, or 82 percent, awarded through the GVRF. Total expenditures to date on these projects as of December 31, 2023 were \$144.9 million, of which \$123.1 million was provided by the GVRF. Once these projects are completed, the final funding variance is forecasted to be approximately \$4.4 million under budget. Any unspent GVRF funds at project completion are returned to the GVRF so that they may be used to support alternate future projects.

The Mark I 500-800 Refurbishment project was reported in TransLink's 2023 Annual Report as having a positive cost variance (i.e., under budget) of \$3.4 million. No project had a negative cost variance (i.e., over budget) in excess of \$500,000.

Since the Federal Gas Tax Fund Program began in 2005, TransLink has received \$2.3 billion in funding through the GVRF. At the end of 2023, there remained \$214.5 million in GVRF funds available for the funding of future projects. This balance is larger than usual because TransLink did not apply for GVRF funding in Fall 2023.

Risk Assessment

TransLink's 2023 Annual Report provides an updated summary of known risks to the delivery of active projects. TransLink has identified foreign exchange rate volatility, limited labour resources, bus sub-system integration and commissioning, building permit delays, and supply chain impacts as the primary risks going forward.

ALTERNATIVES

This is an information report. No alternatives are presented.

FINANCIAL IMPLICATIONS

The processing of GVRF Annual Reports is part of Regional Planning staff's regular activities. There are no financial implications associated with this report.

CONCLUSION

TransLink has submitted its Annual Report containing budget and schedule information on active projects funded with federal gas tax funds through the Greater Vancouver Regional Fund as at December 31, 2023. Although TransLink has historically delivered the majority of its projects on or ahead of schedule, 18 of 21 active projects are currently experiencing delays exceeding three months due to supply chain shortages, uncertainties in ridership recovery following the COVID-19 pandemic, and complexities in project design and requirements. \$214.5 million remains available in the GVRF for the funding of future projects. This will be the last Annual Report under the current GVRF program, as the federal Canada Community-Building Fund (CCBF) expired on March 31, 2024. The CCBF is expected to be renewed later this year along with a revised regional program.

ATTACHMENTS

1. TransLink, Report on Federal Gas Tax Funding Received from the Greater Vancouver Regional Fund, dated June 19, 2024

REFERENCES

1. Metro Vancouver's [Federal Gas Tax Fund Expenditures Policy](#), revised February 28, 2020

67751302

To: Jerry Dobrovolny, Chief Administrative Officer, Metro Vancouver

From: Patrice Impey, Chief Financial Officer, TransLink

Date: June 19, 2024

Subject: Report on Federal Gas Tax Funding Received from the Greater Vancouver Regional Fund (GVRF)

Article I. PURPOSE

The "Federal Gas Tax Fund Expenditures Policy", approved by the Board of Directors of the Metro Vancouver Regional District (MVRD Board) on May 27, 2016 and amended February 28, 2020, requires TransLink to report to Metro Vancouver on active projects that have received funding from the Greater Vancouver Regional Fund (GVRF).

The report frequency is annual and has the following reporting objectives:

- A. Projects budget to actual cost variances;
- B. Projects expenditures to-date;
- C. Projects progress;
- D. Current projects schedule and state of purchased assets;
- E. Overall risk assessment;
- F. Alignment with Evaluation Criteria.

This report provides historical information on active projects with GVRF funding as at December 31, 2023.

Article II. BACKGROUND

Since the Federal Gas Tax Fund program began in 2005, TransLink has received \$2,299.9 million in funding to expand and modernise the transit network. Interest earned on funds received, which must be used for approved GVRF projects, totalled \$119.0 million at December 31, 2023. There was an additional \$159.3 million in GVRF funds available held by UBCM for TransLink at December 31, 2023. These sources combined to a total \$2,578.2 million in GVRF funds. \$214.5 million was unallocated to projects at December 31, 2023. The increase in unallocated funds is because TransLink has not come forward with the 2024 application in 2023. This application is expected to be submitted in 2024.

Greater Vancouver Regional Fund

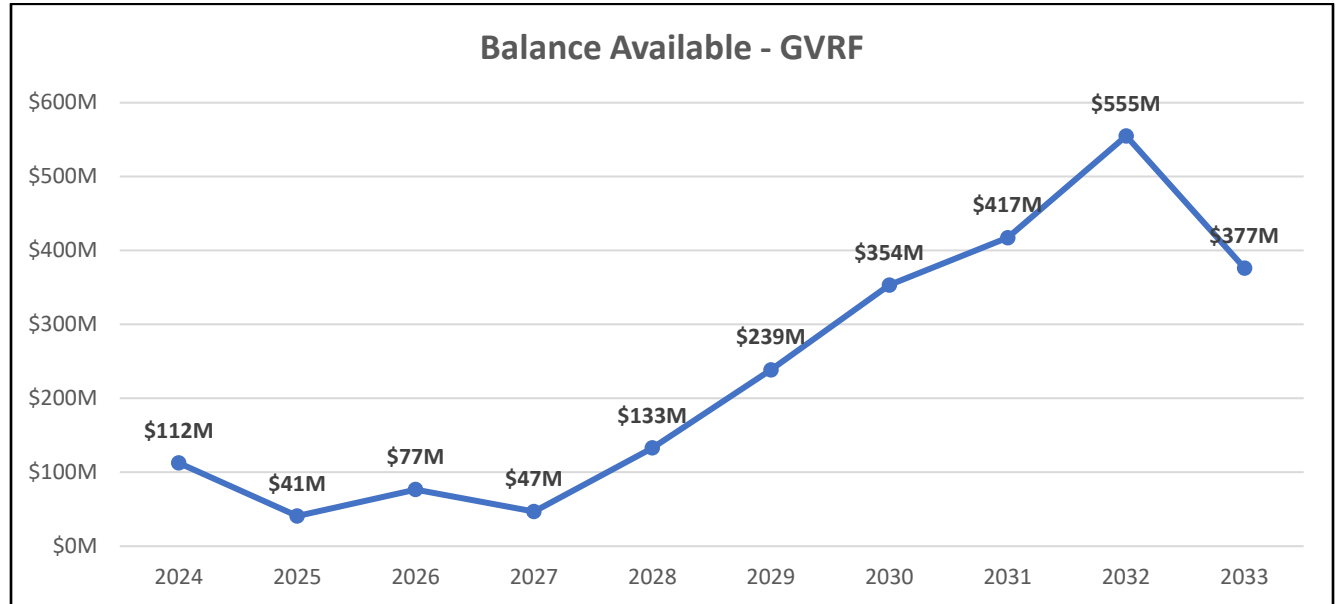
(as of December 31, 2023)

In millions

Total GVRF Funds	\$2,578.2
Funds applied to completed projects	(1,179.3)
Funds applied to active projects	(1,181.9)
Funds applied to approved in principle projects	(2.5)
GVRF Funds Available	\$214.5

2024 Investment Plan

The chart below shows the projected GVRF balance through 2033¹. During the period 2024-2033 TransLink anticipates allocations of \$1.7 billion in funding from the Government of Canada into the GVRF, with TransLink utilizing the entirety of the allocation. These projects reflect investments in the transit fleet and advancing TransLink's [Low Carbon Fleet Strategy](#)² and [Climate Action Strategy and Plan](#). While the GVRF balance at the end of 2033 is forecasted to be \$377 million, it is expected to be drawn down in 2034 by a large fleet replacement coming due between 2032-2034.



GVRF funding is a very important source of capital funding for TransLink and is fundamental to implement the Low Carbon Fleet Strategy, achieve the planned GHG reductions and support the Province's Clean BC mandate. In 2023 GVRF funding represented 51.6% of all senior government funding supporting TransLink's active capital program and 20.8% of the total costs of TransLink's active capital program.

Active Projects

As of December 31, 2023, there were 21 active projects funded by the GVRF, with a total budget of \$1,445.7 million and approved GVRF funding of \$1,184.6 million. Table 1 is a summary of the total project costs and funding as at December 31, 2023.

¹ The annual balance available is as of the beginning of the year subsequent to anticipated applications. Applications are commonly submitted in the preceding year with the exception of 2024 which has been deferred to be submitted until mid-late 2024.

² TransLink is currently developing a new Zero-Emission Fleet Transition Plan that will supersede the Low Carbon Fleet Strategy.

Table 1 – Summary of total project costs and GVRF funding as of December 31, 2023

	Budget As of Dec 31, 2023	Final Forecast Cost As of Dec 31, 2023	Variance As of Dec 31, 2023
Total Project cost	\$1,445.7	\$1,441.3	\$4.4
Eligible GVRF Funding Approved to Date	(1,184.6)	(1,169.3)	(15.3)
Costs Ineligible for GVRF Funding¹	\$261.1	\$272.0	\$(10.9)

Table 2 provides a detailed list of active projects with GVRF funding, including budget, final forecast cost (FFC) and expenditures-to-date as of December 31, 2023. Included in the table are projects that are substantially complete, which have been implemented or are in-service, but remain active to reflect outstanding charges and holdbacks to be addressed prior to project close-out.

Table 2 – List of active projects with GVRF funding as of December 31, 2023

Active Projects with GVRF Funding (\$ millions)	Budget	Expenditures to Dec 31, 2023	FFC	Forecast to Budget Variance	Approved Funding	Funding used up to Dec 31, 2023	Total Forecast Funding	Funding Variance
Electric Battery Bus Purchases - Pilot	10.0	9.2	9.7	0.3	6.9	6.9	6.9	-
2020 Conventional Bus - Replacement	31.3	31.0	31.0	0.3	29.1	29.1	29.1	-
2020 Conventional Bus - Expansion	97.3	59.3	97.3	-	103.5	55.3	93.3	10.2
2020 Community Shuttle Vehicles - Expansion	2.5	1.5	2.4	0.1	2.0	1.4	2.0	-
2021 Conventional Bus - Expansion	47.2	1.1	46.8	0.4	46.2	0.2	45.9	0.3
2021 HandyDART Vehicles – Expansion	3.0	-	3.0	-	1.6	-	1.6	-
2021 Community Shuttle Vehicles – Expansion	1.1	-	1.1	-	0.9	-	0.9	-
Mark 1 500-800 Refurbishment	8.8	3.5	5.4	3.4	9.9	3.3	5.1	4.8
2022 Community Shuttle Vehicles - Replacement	16.9	1.8	16.6	0.3	15.3	1.6	15.3	-
Next Generation SeaBus Design ²	2.7	-	2.7	-	2.5	-	2.5	-
Port Coquitlam Transit Centre Infrastructure (LCFS)	54.6	2.8	54.8	(0.2)	27.8	1.2	27.8	-

¹ Costs ineligible for GVRF funding represent expenditures that are not eligible to be claimed under GVRF and also eligible costs that exceed the GVRF funding approved for the project. Examples of ineligible costs include internal labour, overhead, land, internal training, and maintenance costs.

² Approved in principle project with approved GVRF Funding. All other projects are active.

Active Projects with GVRF Funding (\$ millions)	Budget	Expenditures to Dec 31, 2023	FFC	Forecast to Budget Variance	Approved Funding	Funding used up to Dec 31, 2023	Total Forecast Funding	Funding Variance
2023 Conventional Bus (Electric) - Replacement	88.7	-	88.7	-	86.1	-	86.1	-
2021 BCRTC Service Support Vehicles - Replacement	0.4	0.3	0.4	-	0.4	0.3	0.4	-
BCRTC Elevating Devices Elevators Replacement	18.1	-	18.1	-	15.0	-	15.0	-
BCRTC Elevating Devices Escalators Replacement	10.7	2.3	10.8	(0.1)	5.5	1.8	5.5	-
2023 Community Shuttle Vehicles - Replacement	6.9	-	6.7	0.2	6.7	-	6.7	-
2023 Conventional Bus (CNG) - Replacement	46.1	0.3	46.0	0.1	44.4	-	44.4	-
2023 HandyDART Vehicles - Replacement	8.5	0.2	8.4	0.1	6.8	-	6.8	-
Marpole Transit Centre	498.3	31.0	498.3	-	298.1	22.0	298.1	-
2024 Conventional Bus (RNG) - Replacement	78.0	-	78.0	-	75.3	-	75.3	-
Conventional Trolley Bus - Replacement	414.6	0.6	415.1	(0.5)	400.6	-	400.6	-
Total	1,445.7	144.9	1,441.3	4.4	1,184.6	123.1	1,169.3	15.3

Substantially Complete Projects

Among active projects as of December 31, 2023, there are 2 substantially completed projects with a cumulative budget of \$10.4 million and GVRF Funding of \$7.3 million. All assets from substantially complete projects are currently in use in TransLink operations. Once the outstanding charges and/or holdbacks are released the projects will be closed out.

A. Project Budget to Actual Costs Variance

The majority of projects have favorable variances compared to budget. See Table 2 for a detailed list of active projects and variances from current forecast and approved budget. Below is a discussion of any projects with variances between budget and FFC greater than \$1.0 million as of December 31, 2023.

Mark 1 500-800 Refurbishment - This project is in the final stages of completion as of December 31, 2023 with a positive variance of \$3.4 million between the budgeted cost and the FFC. The variance is primarily due to procurement costs coming in below budget.

B. Project Expenditures for Active Projects

Total active project costs were \$144.9 million as of December 31, 2023, with \$123.1 million in funding coming from the GVRF. Table 3 is a summary of the total active project costs and funding as of December 31, 2023:

Table 3 - Greater Vancouver Regional Fund (\$ millions)

	As of December 31, 2023
Total Project Costs	\$144.9
Costs Ineligible for GVRF Funding	(21.8)
Expenditure of GVRF Funding	<u>\$123.1</u>

Costs ineligible for GVRF funding represent expenditures that are not eligible to be claimed under GVRF and also eligible costs that exceed the GVRF funding approved for the project. Examples of ineligible costs include internal labour, overhead, land, internal training, and maintenance costs.

C. Completed Projects

Table 4 provides a detailed breakdown of completed projects with GVRF funding, including budget, final forecast cost (FFC) and expenditures-to-date as of December 31, 2023. Funding remaining under a completed project is released and becomes available to utilize for future GVRF applications.

Table 4 - Projects completed since the prior year report

Completed Projects with GVRF Funding (\$ millions)	Budget	Expenditures to Dec 31, 2023	FFC	Forecast to Budget Variance	Approved Funding	Total Funding Used	Funding Variance
SkyTrain Mark I Vehicle Refurbishment	28.0	26.5	26.5	1.5	24.4	14.9	9.5
2019 Conventional Bus - Replacement	33.9	33.5	33.5	0.4	30.0	30.0	-
2020 HandyDART Vehicles - Replacement	5.7	5.6	5.6	0.1	6.1	5.4	0.7
2020 HandyDART Vehicles - Expansion	1.4	1.3	1.3	0.1	1.4	1.3	0.1
2021 HandyDART Vehicles - Replacement	5.8	5.7	5.7	0.1	6.4	5.4	1.0
2021 Community Shuttle Vehicles - Replacement	14.5	13.8	13.8	0.7	13.7	13.2	0.5
2022 HandyDART Vehicles - Replacement	6.3	6.2	6.2	0.1	6.5	5.9	0.6
2021 CMBC Service Support Vehicles - Replacement	1.3	1.2	1.2	0.1	1.4	1.2	0.2
Total	96.9	93.8	93.8	3.1	89.9	77.3	12.6

D. Current Project Schedule

Table 5 provides an update on the progress of approved projects and whether they had proceeded as intended as of December 31, 2023. All projects require Specific Project Approval (SPA) during which they are reviewed by TransLink’s Capital Management Committee to ensure fiscal responsibility and overall alignment with the Regional Transportation Strategy. Projects are required to obtain SPA approval before any commitments are made to an external party.

Table 5 – Summary of project progress for active projects with GVRF funding

Project Schedule	Number of Projects	FFC (\$ millions)
Delays greater than 3 months	18	\$1,016.1
On or ahead of schedule	1	415.1
Substantially completed projects	2	10.1
	21	\$1,441.3

Table 6 shows an estimate for each project schedule based on updated in-service dates as of December 31, 2023 and the approximate delay in months when compared to original forecast in-service dates. Schedule delays can be caused by numerous reasons, such as delay in equipment delivery from vendors or project complexity. The primary causes of delays impacting active projects in this report include supply chain shortages affecting vehicle deliveries, postponing projects in order to assess ridership capacity requirements following COVID-19 and complexities in project design and requirements. Below is a schedule summary for all active projects as of December 31, 2023.

Table 6 – Project schedule summary

Active Projects with GVRF Funding	Original In-service Date	Updated In-service Date	Delay/(Early) delivery in months (approx.)	Stage of project progress	Whether proceeded as intended	Estimated Useful Life (years)
Electric Battery Bus Purchases - Pilot	December 2018	December 2025	85	Substantial completion of the original project scope occurred in September 2019. Additional need for charging infrastructure was identified and scope was added in February 2024. Procurement process to retain a contractor is in progress.	Yes, SPA approved in September 2017	17
2020 Conventional Bus - Replacement	March 2021	April 2023	26	Project is in the final stages of completion.	Yes, SPA approved in May 2019	17
2020 Conventional Bus - Expansion	December 2020	August 2024	45	Acceptance of buses has been delayed due to quality concerns and deficiency work. Remaining buses are forecasted to be accepted throughout 2024.	Yes, SPA approved in May 2019	17

Active Projects with GVRF Funding	Original In-service Date	Updated In-service Date	Delay/(Early) delivery in months (approx.)	Stage of project progress	Whether proceeded as intended	Estimated Useful Life (years)
2020 Community Shuttle Vehicles - Expansion	January 2021	December 2024	48	The project was delayed during COVID-19 for an assessment of ridership recovery. Remaining buses are forecasted to be accepted throughout 2024.	Yes, SPA approved in November 2019	5
2021 Conventional Bus - Expansion	November 2022	November 2024	25	The project was delayed during COVID-19 for an assessment of ridership recovery. The completed assessment reduced the project scope, for which a funding amendment had been previously submitted. Remaining buses are expected to be accepted throughout 2024.	Yes, SPA approved in March 2020	17
2021 HandyDART Vehicles – Expansion	October 2021	June 2025	45	The project was delayed due to COVID-19 for an assessment of ridership recovery. The project subsequently activated in Q1 2023 and buses are projected to be accepted throughout 2024 and 2025.	Yes, SPA approved in January 2023	7
2021 Community Shuttle Vehicles – Expansion	November 2021	December 2024	38	The project was delayed due to COVID-19 for an assessment of ridership recovery. The project subsequently activated in Q4 2022 and buses are projected to be accepted throughout 2024.	Yes, SPA approved in November 2022	5
Mark 1 500-800 Refurbishment	December 2021	May 2025	42	The project was delayed due to supply shortages and WorkSafe BC concerns. Project is targeting substantial completion by Q2 2025.	Yes, SPA approved in August 2020	10
2022 Community Shuttle Vehicles - Replacement	December 2022	December 2024	24	The project was delayed due to COVID-19 for an assessment of ridership recovery. The project subsequently restarted in Q4 2022 and buses are projected to be accepted throughout 2024.	Yes, SPA approved in April 2021	5
Next Generation SeaBus Design	September 2023	December 2025	28	Procurement processes have been initiated to support CMBC during the RFP and Design phases. Vessel design is expected to begin in 2025 to closer align with the updated SeaBus procurement timeframe.	Yes, SPA approved in March 2024	30
Port Coquitlam Transit Centre Infrastructure (LCFS)	October 2023	October 2026	37	The project is delayed in the procurement stage due to complexity of negotiations with short-listed proponents and	Yes, SPA approved in September 2022	30

Active Projects with GVRF Funding	Original In-service Date	Updated In-service Date	Delay/(Early) delivery in months (approx.)	Stage of project progress	Whether proceeded as intended	Estimated Useful Life (years)
				validating the technical solutions provided in their proposals. Design work is scheduled to commence in Q2 2024.		
2023 Conventional Bus (Electric) - Replacement	December 2023	December 2025	24	There is an overall delay to the PTC Program, mainly due to developing a new contract model (for Translink) and new technology (for CMBC and the industry) taking longer to review and evaluate. Vendor notice of award is expected to be signed in May 2024.	Yes, SPA approved in September 2022	17
2021 BCRTC Service Support Vehicles - Replacement	October 2022	November 2023	14	The project was delayed due to supplier inventory shortfalls. The vehicles are now in service and project close out activities will occur in 2024.	Yes, SPA approved in November 2021	5-15
BCRTC Elevating Devices Elevators Replacement	April 2023	December 2026	45	The project was delayed due to lengthy processes to secure a new Master Service Agreement with vendors. The project is now in the detailed design phase.	Yes, SPA approved in April 2023	20
BCRTC Elevating Devices Escalators Replacement	April 2024	April 2025	12	Delay of in-service date a result project initiation behind schedule and supply chain issues causing a shift in the delivery of escalators. Manufacturing of the escalators is in progress.	Yes, SPA approved in May 2021	25
2023 Community Shuttle Vehicles - Replacement	November 2023	December 2024	14	The project was delayed during COVID-19 for an assessment of ridership recovery. Buses are forecasted to be accepted throughout late 2024.	Yes, SPA approved in June 2022	5
2023 Conventional Bus (CNG) - Replacement	March 2024	March 2025	13	The project was delayed due to the reduced capacity of painting sub contractor causing delays in delivery dates. Buses are forecasted to be accepted throughout 2024 and Q1 2025.	Yes, SPA approved in February 2022	17
2023 HandyDART Vehicles - Replacement	November 2023	October 2024	11	The project was delayed due to vendor supply chain shortages. Buses are forecasted to be accepted throughout 2024.	Yes, SPA approved in June 2022	7
Marpole Transit Centre	July 2025	September 2026	14	The project is delayed due to complexities in project design and poor existing site conditions. Site preparation and detailed design works are currently underway. Tendering	Yes, SPA approved in March 2023	30

Active Projects with GVRF Funding	Original In-service Date	Updated In-service Date	Delay/(Early) delivery in months (approx.)	Stage of project progress	Whether proceeded as intended	Estimated Useful Life (years)
				of the full project scope is expected to begin in Q3 2024.		
2024 Conventional Bus (RNG) - Replacement	October 2024	June 2025	9	The project was delayed due to the reduced capacity of painting sub contractor causing delays in delivery dates. Production is anticipated to begin in August 2024.	Yes, SPA approved in March 2023	17
Conventional Trolley Bus - Replacement	November 2027	January 2028	2	The project is currently in the procurement phase, RFP release is expected in May 2024.	Yes, SPA approved in May 2023	17

Disposition of Assets

No GVRF funded assets were disposed of prior to the end of their useful life during 2023.

E. Overall Risk Assessment

TransLink follows standard project management practices and provides an internal oversight structure for each capital project, including projects utilizing GVRF funding. The higher the project's risk profile (measured as a function of business value, size and complexity), the greater the degree of rigour that is applied to its governance model.

Specific project risks are identified prior to project initiation and listed in the project risk register. Monthly reports on risks and issues are provided to TransLink's Project Management Office (PMO). In addition, projects with increased complexity and/or elevated risk profile also have a specific project steering committee assigned. Below is a list of known risks and actions taken for active projects receiving GVRF funding:

RISK TITLE	RISK DESCRIPTION (EVENT)	CAUSE OF RISK	ACTION TAKEN
Foreign Exchange Rate	Deterioration of the Canadian/foreign currency exchange rate may cause vehicle and equipment pricing to exceed project budget	Currency conversion volatility between the Canadian dollar and foreign currencies	Exercise contract options as quickly as possible and build contingency into project budgets
Labour Resources	As a specialized skillset is needed for certain positions, the production may be slower than planned, impacting the completion date	Challenges with labour resource availability and staff turnover	Project managers monitor output, execute project focused training if required and provide for overtime as needed

RISK TITLE	RISK DESCRIPTION (EVENT)	CAUSE OF RISK	ACTION TAKEN
Bus Sub-system Integration and Commissioning	Installation and integration issues between new bus type and bus sub-systems (electric and double decker buses)	New interfaces, new technology (electric), added deck, taller vehicles	Work with manufacturers to identify any potential issues prior to taking delivery of buses. Allow for extra inspection time.
Building Permits	Delays in obtaining permits from various municipalities required before construction can commence	Municipalities have jurisdiction over sites where construction is performed	Continuous engagement with municipalities to generate support. Hire consultants to manage process, if needed.
Supply Chain	Purchasing power and production timelines for zero-emission buses and supporting infrastructure extend project schedules	Zero-emission bus manufacturers are focusing on meeting California / USA demand driven by regulations. The COVID-19 pandemic also continued to have an effect on supply chains	Continuous engagement with manufacturers to improve procurement timelines, and procurement strategies and long-term partnerships

Alignment with Evaluation Criteria

The "Federal Gas Tax Fund Expenditures Policy" includes a list of criteria (Evaluation Criteria) that is used by Metro Vancouver to evaluate whether a regional transportation project proposed by TransLink for GVRF funding merits approval during the application process. Two types of Evaluation Criteria are identified:

- 1) Screening Criteria, which represents requirements that are mandatory for any project for which GVRF funding is requested; and
- 2) Integrated Criteria, which allows for a qualitative assessment of a proposed project based on high priority objectives that reflect the intent of the GVRF as well as of Metro Vancouver goals.

Active projects listed in this report that have received GVRF funding have gone through a rigorous approval process and have been determined to meet the evaluation criteria during the application process.

Article III. CONCLUSION

TransLink has been successfully delivering projects funded via the GVRF, according to project requirements and specifications. Funding provided by GVRF is critical to TransLink's ability to deliver its capital program and meet its climate goals. TransLink will continue to ensure that all active projects funded by GVRF will meet the requirements as defined by the "Federal Gas Tax Expenditures Policy".

To: Finance Committee

From: Harji Varn, General Manager, Financial Services
Chief Financial Officer

Date: June 6, 2024

Meeting Date: June 19, 2024

Subject: **2023 Statement of Financial Information**

RECOMMENDATION

That the MVRD Board approve the Statement of Financial Information for the year ended December 31, 2023.

EXECUTIVE SUMMARY

The *Statement of Financial Information Report (SOFI)* is produced annually under the *Financial Information Act*. It includes the 2023 audited financial statements; information on remuneration and expenses for staff and elected officials; and information on payments to suppliers for goods and services. The 2023 annual financial statements received a clean audit opinion by the auditors, BDO Canada LLP Chartered Professional Accountants, and were approved by the Board on April 26, 2024.

In 2023, Metro Vancouver concluded bargaining with both the Teamsters and GVRDEU unions, resulting in a 3% wage increase for 2022, a 4.5% wage increase for 2023 and a one-time lump sum payment of \$2,350 or 4.5% of base wages. Following union bargaining, exempt staff were provided the same general wage increases. Due to a labour dispute in 2023, some exempt staff were required to work additional hours to provide core services resulting in an increase in remuneration. As a result of retroactive pay upon conclusion of collective bargaining, total employee remuneration was \$231.7 million. The average total remuneration for employees who received more than \$75,000 in 2023 was \$125,346. This was a \$10,754 increase over the previous year. Metro Vancouver Board compensation was raised 7.1% to align with CPI increases, as per Board policy. Travel and training resumed to pre-pandemic levels, and remained within the approved budget.

Board approval of the SOFI completes the 2023 provincial financial reporting requirements.

PURPOSE

To present for approval the 2023 Statement of Financial Information (SOFI) as part of the reporting requirements of the *Financial Information Act*.

BACKGROUND

The *Financial Information Act* is provincial legislation that requires local governments to prepare the following statements and schedules annually:

- statement of assets and liabilities;
- statement of operations;
- schedule of debt;

- schedule of guarantee and indemnity agreements;
- schedule showing remuneration and expenses paid to or on behalf of each employee that exceeds \$75,000 and amounts paid to or on behalf of elected officials; and
- schedule showing the payments for each supplier of goods or services that exceeds \$25,000.

This report is being brought forward to comply with the requirements of the *Financial Information Act*.

SUPPLEMENTARY INFORMATION SCHEDULES

Requirements of SOFI Reporting

The 2023 annual audited financial statements were approved by the Board on April 26, 2024. Those statements satisfy the first three requirements of the SOFI reporting. The remaining requirements are met by Schedules 1 to 7 included in the attachment to this report.

Schedules 1 to 4 present the remuneration and expenses paid to, or on behalf of, Board directors, committee members, and employees as well as a reconciliation of these amounts to the financial statements. Expenses included are those incurred while conducting Metro Vancouver business.

Schedules 5 to 7 reports the payments made to suppliers in Canadian or US dollars, as well as a reconciliation of the payments to expenditures in the annual financial statements.

Audited Financial Statements

The 2023 annual financial statements, prepared in accordance with Canadian Public Sector Accounting Standards (“PSAS”), received a clean audit opinion by the auditors, BDO Canada LLP Chartered Professional Accountants, and were approved by the Board on April 26, 2024. The 2023 operating surplus was \$12.8 million and capital expenditures were \$502.4 million, lower than the planned budget of \$1.2 billion for projects-in-progress which have continued throughout 2024.

Remuneration for Elected Officials

In 2023, elected officials received a 7.1% increase to what they are remunerated per meeting, in accordance to Board Bylaw No. 1057. Remuneration is increased annually according to CPI, and every four years it is reset based on 75% of the median gross salaries of mayors in the region. The next reset will happen in 2024. In 2023, there was an increase of the number of committee and board meetings held, resulting in a higher overall remuneration paid to elected officials. In total, Metro Vancouver paid \$1.62 million in remuneration for elected officials in 2023.

Remuneration for Staff Who Received More than \$75,000 in 2023

Metro Vancouver requires a highly skilled workforce to construct, maintain, and operate the systems that provide critical services to more than half of the province’s population.

In 2023, Metro Vancouver concluded bargaining with both unions (Teamsters and GVRDEU) resulting in a 3.0% wage increase for 2022 and a 4.5% wage increase for 2023. Retroactive payments for 2022 and 2023 were paid for in 2023. As part of bargaining, there was also a one-time lump-sum payment of \$2,350 or 4.5% of base wages to staff, totaling \$5.1 million. During that same

labour dispute in 2023, some exempt staff were required to work additional hours to provide core services resulting in an increase in remuneration. In 2023, Metro Vancouver also saw an increase in the number of staff making more than \$75,000 per year due to wage increases resulting from bargaining, filling vacancies, and bringing in appropriate resources to help manage major projects, support capital programs, and ensure the organization is able to increase cyber-security.

Metro Vancouver currently employs 2,392 staff, of which 1,634 received more than \$75,000 in 2023. In total, Metro Vancouver paid \$231.7 million in remuneration for all staff in 2023. Of that, \$170.4 million was paid to the base salary of staff who received more than \$75,000 in remuneration in 2023.

Remuneration for Chief Administrative Officer / Commissioner

In 2022, a Board Policy on Commissioner/CAO salary administration and performance review process was introduced after work was done by the Board with a consultant that specializes in public sector compensation. In 2023, that policy was updated after further review by a consultant who assessed scope of roles within local government, public sector, and crown corporations across the region and across Canada. Factors for determining appropriate comparators included organization type, industry, geography, budget, number of employees, and scope of responsibility. Scope of responsibility considerations included areas such as scope of impact, level of risk, areas of oversight, accountability for capital plan delivery, population served, and the complexity of decision making. This work provided a salary review of 2022 salaries of the five most appropriate comparators for Metro Vancouver's CAO role: BC Hydro, BC Ferries, TransLink, YVR, and Toronto Transit Commission. As per Board Policy, the analysis for most appropriate comparators is reviewed every three years. The benchmark salary is now in a range of the average compensation of those five organizations and resulted in retroactive pay going back to January 1, 2022 for the CAO. CAO compensation is also tied to a formal annual performance review process, conducted by representatives of the Board. As of 2023, the CAO's base salary was \$451,949. As above, due to the conclusion of collective bargaining with Metro Vancouver unions, exempt staff also received wage increases paid retroactively in 2023. The above is reflected in Attachment 1, bringing the CAO's taxable benefits and other to \$222,578.

Expenses

Travel, training, and international engagement returned to pre-pandemic levels, and costs were seen to have increased due to inflation. Overall average expenses per employee who received remuneration of over \$75,000 in 2023 was \$2,264.

Payments Made to Suppliers

Total payments to Canadian Suppliers were \$1.5 billion, down 15% from 2022 largely due to the decrease in MFA issues to member jurisdictions and TransLink. Total payments to US Suppliers were \$29.7 million, up 16.31% mainly due to a contingency waste disposal contract with US suppliers and increase in exchange rate.

ALTERNATIVES

This report completes a statutory requirement; no alternatives are presented.

FINANCIAL IMPLICATIONS

This report provides details of 2023 results based on statutory requirement; there are no further financial implications.

CONCLUSION

The 2023 annual audited financial statements were approved by the Board on April 26, 2024. Schedules 1 to 7 in the attachment to this report provides the additional information required under the *Financial Information Act*. Approval concludes the legislated requirements.

Once approved, the *Financial Information Act* filing information is available for viewing by the public and anyone can acquire a hard copy of the information from the Finance Services Department for a fee of \$5.00.

ATTACHMENTS

1. Statement of Financial Information for the Year Ended December 31, 2023, dated June 19, 2024
(Doc # 60332189)

65206301

**METRO VANCOUVER
FINANCIAL INFORMATION ACT FILING**

**STATEMENT OF FINANCIAL INFORMATION
FOR THE YEAR ENDED DECEMBER 31, 2023**

June 2024

THIS STATEMENT OF FINANCIAL INFORMATION INCLUDES THE ACCOUNTS OF:

**METRO VANCOUVER REGIONAL DISTRICT
GREATER VANCOUVER WATER DISTRICT
GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT
METRO VANCOUVER HOUSING CORPORATION**

**Metro Vancouver Regional District
Greater Vancouver Water District
Greater Vancouver Sewerage & Drainage District
Metro Vancouver Housing Corporation**

2023 STATEMENT OF FINANCIAL INFORMATION APPROVAL

The undersigned, as authorized by the Financial Information Regulation, Schedule 1, subsection 9(2), approves all the statements and schedules included in this 2023 Statement of Financial Information, produced under the *Financial Information Act*.

Harji Varn,
Chief Financial Officer
June 19, 2024

Prepared pursuant to the Financial Information Regulation, Schedule 1, section 9

STATEMENT OF FINANCIAL INFORMATION
For the Year Ended December 31, 2023

INDEX

SECTION I

Consolidated Financial Statements (approved April 26, 2024 by the Board)

SECTION II

Other Schedules

1) Guarantee and Indemnity Agreements.....	None
2) Remuneration and Expenses	
Members of the Board of Directors, Elected Officials and Standing Committees.....	Schedule 1
Employees	Schedule 2
Reconciliation of Remuneration and Expenses to Financial Statements.....	Schedule 3
Statement of Severance Agreements	Schedule 4
3) Schedule of Payments to Suppliers for Goods and Services	
Payments to Canadian Suppliers (\$CDN).....	Schedule 5
Payments to U.S. Suppliers (\$US)	Schedule 6
Reconciliation of Payments for Goods and Services to Financial Statement.....	Schedule 7

SCHEDULE OF REMUNERATION AND EXPENSES

For the year ended December 31, 2023

Members of the Board of Directors, Elected Officials, and Standing Committees

NAME	POSITION*	TOTAL REMUNERATION	EXPENSES
Agtarap, Samantha	Council of Councils	\$ 525	\$ -
Ahlm, Louise	Council of Councils	525	-
Albrecht, Paul	Board Member	27,825	-
Anderson, Bridgitte	Committee Member**	1,575	-
Andrews, Janet	Committee Member**	1,575	-
Annis, Linda	Board Member (Alternate)	4,725	-
Armstrong, Robert	Committee Member**	1,575	-
Asmundson, Brent	Council of Councils	525	-
Au, Chak	Board Member	14,700	-
Back, Holly	Council of Councils	525	-
Back, Jordan	Council of Councils	525	-
Bains, Harry	Board Member	11,025	-
Bak, Andrew	Committee Member	1,575	-
Baker, Taylor	Council of Councils	525	-
Bell, Don	Committee Member	6,825	-
Berry, Ken	Board Member	11,025	-
Binder, Rod	Board Member (Alternate)	1,050	-
Bligh, Rebecca	Board Member	17,325	-
Boisvert, Daniel	Board Member (Alternate)	525	-
Bose, Mike	Board Member	14,175	-
Boyle, Christine	Committee Member	2,625	-
Brodie, Malcolm	Board Member	44,923	1,746
Broughton, Michael	Board Member (Alternate)	3,150	211
Buchanan, Linda	Board Member	41,361	8,508
Calendino, Pietro	Board Member	38,955	10,402
Campbell, Ruby	Council of Councils	525	-
Carr, Adriane	Board Member	16,275	-
Carreras, Korleen	Board Member (Alternate)	525	-
Cassidy, Christine	Committee Member	5,250	-
Cassidy, Laura	Board Member	14,700	-
Chesney, David	Council of Councils	525	-
Choo, Queenie	Committee Member**	1,050	-
Curry, Joanne	Committee Member**	1,575	-
Dahl, Darren	Committee Member**	1,575	-
Dao, Loc	Committee Member**	6,300	4,661
Darling, Steve	Committee Member	5,775	-
Davies, Trevor	Committee Member**	1,575	-
Day, Carol	Board Member (Alternate)	525	-

* "Committee Member" refers to individuals who sit on Metro Vancouver Standing Committees.

** Non-elected officials appointed to Metro Vancouver Standing Committee.

SCHEDULE OF REMUNERATION AND EXPENSES

For the year ended December 31, 2023

Members of the Board of Directors, Elected Officials, and Standing Committees

NAME	POSITION*	TOTAL REMUNERATION	EXPENSES
Dhaliwal, Bob	Committee Member**	2,100	-
Dhaliwal, Satvinder	Board Member	24,561	48
Dilworth, Diana	Board Member (Alternate)	4,725	-
Djonlic, Matt	Council of Councils	525	-
Dominato, Lisa	Board Member	28,761	3,434
Dueck, Judy	Committee Member	5,775	-
Elford, Doug	Board Member (Alternate)	2,625	-
Elke, Tracy	Board Member (Alternate)	13,125	4,700
Elworthy, Joseph	Council of Councils	525	-
Evans, Alison	Council of Councils	525	-
Fast, Sue Ellen	Council of Councils	525	-
Ferguson, Stephen	Board Member	35,700	5,095
Fontaine, Daniel	Council of Councils	525	-
Forbes, Betty	Council of Councils	525	-
Fry, Pete	Board Member (Alternate)	4,725	-
Gambioli, Nora	Committee Member	2,100	-
Girard, Angela	Board Member (Alternate)	5,250	-
Gu, Alison	Board Member (Alternate)	6,300	-
Guichon, Alicia	Committee Member	3,675	-
Hanson, James	Committee Member	2,625	-
Harvie, George V.	Board Chair	111,291	31,938
Hayes, Mike	Council of Councils	525	-
Heed, Kash	Board Member (Alternate)	525	-
Henderson, Tasha	Council of Councils	525	-
Hepner, Gordon	Board Member	15,225	135
Hodge, Craig	Board Member	65,765	18,163
Huberman, Anita	Committee Member**	4,725	4,970
Hurlburt, Wendy	Committee Member**	2,100	-
Hurley, Mike	Board Member	60,751	20,168
Jackson, Jeanette	Committee Member**	1,575	-
Johal, Jennifer	Council of Councils	525	-
Johnstone, Patrick	Board Member	28,350	-
Keithley, Joe	Board Member (Alternate)	5,775	-
Kim, Steve	Board Member (Alternate)	7,350	-
Kirby-Yung, Sarah	Board Member	40,836	5,257
Klassen, Mike	Board Member	15,750	169
Knight, Megan	Board Member	27,300	144
Knowles, Kyla	Council of Councils	525	-

* "Committee Member" refers to individuals who sit on Metro Vancouver Standing Committees.

** Non-elected officials appointed to Metro Vancouver Standing Committee.

SCHEDULE OF REMUNERATION AND EXPENSES

For the year ended December 31, 2023

Members of the Board of Directors, Elected Officials, and Standing Committees

NAME	POSITION*	TOTAL REMUNERATION	EXPENSES
Kooner, Pardeep Kaur	Board Member	23,625	-
Krier, Polly	Committee Member	1,575	-
Kruger, Dylan	Board Member	51,336	3,630
Kunst, Margaret	Council of Councils	525	-
Lahti, Meghan	Board Member	23,100	145
Lambur, Peter	Committee Member	5,250	3,198
Lang, Amy	Committee Member**	2,100	-
Lawrence, Bill	Council of Councils	525	-
Lee, Richard	Committee Member	2,625	-
Leonard, Andrew	Board Member	24,115	-
Lewis, Christopher	Committee Member**	2,100	-
Little, Mike	Board Member (Alternate)	16,800	-
Locke, Brenda	Board Member	35,017	4,875
Loo, Alexa	Board Member (Alternate)	14,175	4,554
Lubik, Amy	Council of Councils	525	-
Lurbiecki, Haven	Council of Councils	525	-
MacDonald, Nicole	Board Member	22,575	-
Mack, Delaney	Council of Councils	525	-
Mah, Herman	Council of Councils	525	-
Mandewo, Trish	Committee Member	3,150	-
Manion, Mike	Council of Councils	525	-
Marsden, Dennis	Committee Member	5,250	-
Martens, Barb	Board Member (Alternate)	10,500	-
McCurrach, Nancy	Committee Member	1,575	-
McCutcheon, Jen	Board Member	72,701	3,087
McEvoy, Jaimie	Council of Councils	525	-
McEwen, John	Board Vice Chair	63,783	49,239
McNulty, William	Board Member	23,100	-
Meiszner, Peter	Board Member (Alternate)	13,125	157
Montague, Brian	Committee Member	2,100	-
Muri, Lisa	Board Member	27,711	179
Mustel, Evi	Committee Member**	2,100	-
Nakagawa, Nadine	Board Member (Alternate)	5,250	-
O'Connell, Gwen	Council of Councils	525	-
Pachal, Nathan	Committee Member	6,825	-
Partridge, Michele	Council of Councils	525	-
Patel, Ajay	Committee Member**	2,100	-
Penner, Darrell	Board Member (Alternate)	14,700	5,080

* "Committee Member" refers to individuals who sit on Metro Vancouver Standing Committees.

** Non-elected officials appointed to Metro Vancouver Standing Committee.

SCHEDULE OF REMUNERATION AND EXPENSES

For the year ended December 31, 2023

Members of the Board of Directors, Elected Officials, and Standing Committees

NAME	POSITION*	TOTAL REMUNERATION	EXPENSES
Pollock, Glenn	Committee Member	4,725	-
Pope, Catherine	Committee Member	6,300	-
Pratt, Michael	Council of Councils	525	-
Richardson, Douglas	Council of Councils	525	-
Richter, Kimberly	Council of Councils	525	-
Ross, Jamie	Board Member	26,250	-
Ruimy, Dan	Board Member	25,725	-
Sager, Mark	Board Member	23,625	-
Santiago, Maita	Committee Member	1,050	-
Schiller, Sunny	Council of Councils	525	-
Shahriari, Shervin	Council of Councils	525	-
Sim, Ken	Board Member	4,725	-
Snider, Scott	Council of Councils	525	-
Stachova, Olga	Committee Member**	1,575	-
Stewart, Richard	Board Member (Alternate)	4,200	-
Stutt, Rob	Board Member	22,050	-
Tan, Jenny	Committee Member	6,300	-
Tetrault, Daniel	Committee Member	4,200	-
Thompson, Sharon	Board Member (Alternate)	5,250	-
Towner, Teresa	Board Member	17,850	163
Trevelyan, Christopher	Council of Councils	525	-
Valente, Tony	Council of Councils	525	-
vanPopta, Misty	Board Member (Alternate)	7,350	-
Vrooman, Tamara	Committee Member**	525	-
Wallace, Rosemary	Board Member (Alternate)	10,500	-
Wang, James	Board Member (Alternate)	525	-
West, Bradley	Board Member	53,436	33,247
Weverink, Paul	Board Member (Alternate)	4,725	-
Wilder, Liisa	Council of Councils	525	-
Wolfe, Michael	Board Member (Alternate)	525	-
Woodward, Eric	Board Member	40,466	122
Yousef, Ahmed	Committee Member	5,250	-
Zhou, Lenny	Board Member	10,500	-
		\$ 1,616,420	\$ 227,423

* "Committee Member" refers to individuals who sit on Metro Vancouver Standing Committees.

** Non-elected officials appointed to Metro Vancouver Standing Committee.

SCHEDULE OF REMUNERATION AND EXPENSES
For the year ended December 31, 2023
Employees

Name	Base Salary Payments (1)	Taxable Benefits and Other (2)	Expenses (3)
Aberle, Vanessa	\$ 91,502	\$ 11,129	\$ 692
Abhari, Saum	64,168	38,612	606
Abhari, Soroush	70,428	35,047	1,038
Abraham, Thomas	124,213	27,182	2,506
Adamoski, David	61,256	16,615	322
Adamson, Jane	147,192	16,219	2,568
Aderneck, Eric	128,089	13,385	2,066
Adey, Maria	133,882	15,230	3,763
Agecoutay, Brian	86,880	42,024	1,818
Agecoutay, Liz	73,215	17,128	1,451
Aghbolaghy, Mosi	120,932	10,589	3,833
Aguilar, Angelo	80,051	17,141	7,257
Ajgaonkar, Priya	87,634	9,581	278
Akeroyd, Mark	64,130	18,462	1,364
Akindele, Bilikisu	91,443	7,334	2,463
Alba, Pilar	81,394	10,890	1,620
Albrice, David	137,230	16,253	4,069
Aldaba, Alain	127,647	38,857	1,930
Alder, Nic	78,706	20,895	7,030
Alexander, Janice	86,842	9,352	2,018
Alexandre, Cristina	107,444	10,356	4,862
Ali, Abid	112,704	13,229	-
Ali, Muhammad	80,306	8,921	4,893
Alibhai, Nimet	91,272	9,880	344
Alibin, Jay	69,910	15,330	1,153
Allan, Chris	211,338	23,035	2,096
Allen, James	93,614	14,079	577
Almasan, Alex	78,125	7,539	2,585
Altaf, Saleh	126,342	11,014	1,212
Al-Taie, Mohammed	146,497	21,238	933
Amato, Joe	76,286	32,192	1,205
Anderson, Brian	88,739	44,998	1,070
Anderson, Cory	143,958	37,964	3,027
Anderson, Erik	85,590	21,526	1,691
Anderson, Ron	67,294	12,769	481
Anderson, Tessa	75,760	21,723	441
Anggabrata, Denny	137,235	15,358	5,597
Anggabrata, Dion	69,396	7,166	728
Ansari, Fatima	114,662	13,288	1,343
Anthony, Vanessa	158,453	19,429	3,859

(1) Employees are paid bi-weekly, resulting in 26 pay cheques.

(2) Consists of benefits (i.e. dental, health) and one-time payments (i.e. overtime, banked vacation, and retroactive payments)

(3) Includes business related expenses for training, travel, mileage, and memberships.

SCHEDULE OF REMUNERATION AND EXPENSES
For the year ended December 31, 2023
Employees

Name	Base Salary Payments (1)	Taxable Benefits and Other (2)	Expenses (3)
Antony, Abin	149,403	17,513	11,154
Apcev, Kristina	80,548	31,775	3,666
Aquila, Marco	118,029	13,664	5,143
Arabsky, Jennifer	89,302	10,983	329
Arango Quintero, Ricardo	70,544	25,074	2,998
Arbab, Rostam	72,699	35,978	1,654
Arbo, Ross	86,680	21,870	2,340
Archer, Gordon	103,044	10,340	-
Ardalan, Bahareh	127,736	11,042	1,926
Arness, Keavin	68,299	16,478	1,842
Arnold, Dan	83,519	40,903	8,733
Arnold-Smith, Brant	143,085	67,519	1,699
Arora, Shailesh	65,683	12,284	200
Arseneau, Brooke	94,164	16,676	1,664
Arya, Sanjeev	112,704	28,569	132
Asher, Alistair	84,193	22,415	475
Ashford, Graeme	87,857	17,946	187
Askarzadeh, Ali	76,074	15,855	7,564
Assam, Jason	69,227	7,764	771
Asuelo, Ryan	94,934	27,429	1,706
Ataat, Julia	85,523	17,473	1,814
Ataei-Mahdian, Ramin	61,324	16,316	192
Atherton, Heather	120,889	9,941	2,284
Atkinson, Brooke	91,328	10,011	2,673
Atkinson, Holly	98,009	48,937	2,748
Atwal, Manveer	73,277	20,591	27
Au, Ada	131,455	15,682	4,463
Au, Alwin	90,842	10,443	2,424
Au, Colleen	80,546	9,323	-
Aubin, Jean-Philippe	115,691	15,622	314
Auclair, Brett	67,744	18,875	1,213
Aure, Loger	87,634	9,662	699
Azimikor, Nazli	127,982	13,859	1,352
Babey, Mark	128,240	29,836	2,850
Backiel, Filip	92,240	17,959	1,521
Bahgat, Ahmed	99,330	10,691	1,849
Baig, Farhan	77,757	49,553	3,646
Bailey, Tom	141,747	26,546	5,905
Bailie, William	129,139	13,703	254
Baillie, Diana	84,668	11,067	928

(1) Employees are paid bi-weekly, resulting in 26 pay cheques.

(2) Consists of benefits (i.e. dental, health) and one-time payments (i.e. overtime, banked vacation, and retroactive payments)

(3) Includes business related expenses for training, travel, mileage, and memberships.

SCHEDULE OF REMUNERATION AND EXPENSES
For the year ended December 31, 2023
Employees

Name	Base Salary Payments (1)	Taxable Benefits and Other (2)	Expenses (3)
Bains, Preetkanwal	88,197	21,888	2,146
Bains, Udham	136,036	16,257	-
Baker, Marcia	69,850	17,416	2,793
Baker, Veronica	134,918	16,539	2,478
Bakharia, Adam	105,640	47,689	539
Bandekar, Rohan	82,737	6,305	7,345
Banjanin, Dejan	134,382	27,574	3,223
Barbosa, Anthony	144,823	15,956	3,179
Bariana, Sunny	87,504	23,507	7,824
Baron, Amanda	174,498	19,152	6,465
Barratt, James	105,258	12,487	3,165
Barroetavena, Roberto	76,746	14,793	-
Barroga, Maria Luisa	159,211	16,964	1,283
Bartley, Lori	80,248	9,806	2,889
Baruffa, Antonio	93,737	16,778	5,506
Basi, Bob	99,535	26,628	1,413
Basiri, Neshat	113,661	13,234	7,049
Baskalovic, Dragan	134,382	15,233	341
Basque, Shelly	109,785	12,722	1,209
Bates, Evan	106,211	13,275	1,048
Bates-Frymel, Laurie	127,888	17,081	1,924
Bator, Brad	142,270	42,913	1,431
Baxter, Bryce	129,913	14,870	2,500
Beairsto, Darren	108,444	16,623	821
Bebek, Mike	86,756	44,362	1,128
Becker, Griffin	87,010	38,225	1,095
Beckett, Brandon	89,504	23,245	5,496
Bedrossian, Shant	93,710	22,288	582
Beere, Chris	55,972	19,629	534
Behzadi, Pouya	134,382	16,433	5,451
Bejer, Rolando	77,340	16,676	1,069
Belanger, Francis	71,511	13,112	2,246
Benjamin, Angelo	123,977	29,278	-
Bennet, Mark	77,687	15,333	1,455
Benning, Chase	118,211	10,408	1,057
Benoit, Arthur	80,957	33,025	2,459
Benton, Steve	79,923	25,904	8,736
Bergler, Suzz	88,199	40,473	6,843
Berka, Caroline	92,804	11,369	1,584
Bernard, Mike	79,090	5,858	1,134

(1) Employees are paid bi-weekly, resulting in 26 pay cheques.

(2) Consists of benefits (i.e. dental, health) and one-time payments (i.e. overtime, banked vacation, and retroactive payments)

(3) Includes business related expenses for training, travel, mileage, and memberships.

SCHEDULE OF REMUNERATION AND EXPENSES
For the year ended December 31, 2023
Employees

Name	Base Salary Payments (1)	Taxable Benefits and Other (2)	Expenses (3)
Bernardino, Ernesto	92,348	39,337	968
Bertolini, Giovanni	80,261	48,769	2,421
Berube, Esther	163,603	18,035	1,839
Beukers, Robert	64,905	22,623	-
Beverley, Jessica	290,394	47,031	4,379
Bhat, Achintya	118,029	18,502	5,881
Bickel, Emily	79,785	10,060	1,403
Biln, Manny	147,966	46,522	4,562
Bishay, Farida	139,855	16,865	884
Bittante, Diego	89,902	19,445	197
Blackburn, Maura	62,723	14,754	7,091
Blair, Cara	54,520	22,525	1,743
Blair, David	83,920	11,070	2,238
Blair, Erik	120,311	12,315	1,014
Blendell, Melanie	77,978	26,439	804
Blight, Ryan	82,707	11,837	4,002
Block, Randy	54,101	29,530	288
Boak, Maggie	177,699	40,798	2,408
Bolch, Peter	76,489	15,316	2,345
Bolognese, Domenic	79,341	34,629	2,122
Bond, Josh	64,357	24,100	257
Bondar, Marla	84,926	9,313	448
Bonneville, Serena	94,371	9,276	1,959
Borsa, Jason	81,597	28,684	708
Boucher, Vincent	133,334	15,860	8,996
Bourdiol, Lauren	71,910	10,020	110
Bourdon, Paul	127,333	17,767	2,945
Bousmina, Zoheir	134,409	17,767	5,637
Bouthot, Matthew	78,952	47,504	331
Boutilier, Sarah	70,206	7,901	3,493
Bradley, Don	175,937	21,905	532
Bradley, Rob	140,967	31,213	4,163
Braglewicz, Morgan	101,012	10,507	2,690
Brar, Paul	163,933	22,551	9,678
Braun Rodriguez, Catherine	99,330	10,546	348
Brett, Tom	94,436	39,644	2,036
Brinkworth, Matt	91,178	9,870	1,352
Brown, Gavin	67,110	16,659	777
Brown, Jo-Ella	88,920	31,055	429
Brown, Kevin	138,386	50,718	5,058

(1) Employees are paid bi-weekly, resulting in 26 pay cheques.

(2) Consists of benefits (i.e. dental, health) and one-time payments (i.e. overtime, banked vacation, and retroactive payments)

(3) Includes business related expenses for training, travel, mileage, and memberships.

SCHEDULE OF REMUNERATION AND EXPENSES
For the year ended December 31, 2023
Employees

Name	Base Salary Payments (1)	Taxable Benefits and Other (2)	Expenses (3)
Brown, Tyson	87,402	30,902	2,283
Browne, Gary	64,357	18,251	142
Brozer, Christy	86,710	26,662	-
Bruno, Tommaso	76,261	15,460	-
Budial, Sarina	96,576	9,728	-
Budolig, Robert	81,262	14,862	686
Bueno, Israel	93,582	8,983	10,445
Buggey, Bryan	190,649	15,902	24,246
Buholzer, Paul	80,621	40,325	1,636
Bui, Kimberly	79,632	8,438	1,169
Bungubung, Renato	120,318	42,609	80
Burgess, Scott	74,205	37,360	3,702
Burgon, James	99,071	11,910	-
Burr, Shane	100,475	28,406	1,443
Burtniak, Darryl	89,719	33,049	153
Burton, Allison	144,992	13,590	6,397
Burton, Brent	163,364	18,069	2,946
Burton, Tim	134,654	18,938	2,291
Bush, Kelly	131,997	15,599	796
Butler, Eileen	99,670	24,442	2,166
Buttner, Bernie	2,982	74,661	-
Buttner, Boyce	86,632	38,171	2,126
Buxton, Ian	114,702	39,127	1,940
Buys, Francis	64,596	16,791	144
Cabalfin, Nathan	134,382	15,420	978
Cabansag, Dante	62,114	14,756	246
Caculovic, Mathew	82,037	20,984	257
Calder, Ian	69,330	35,879	1,382
Calvert, Leslie	88,763	10,875	195
Camazzola, Jim	71,886	22,027	316
Campbell, Dan	76,747	44,754	1,153
Campeau, Bruce	86,260	38,379	663
Cantelo, John	76,867	24,811	1,031
Cao, Diana	79,673	5,965	2,378
Carabine, Anne	112,704	17,857	1,299
Carbajales, Nicolas	82,676	21,798	5,391
Carbone, Lorenzo	70,378	69,969	713
Cardinal, Brandon	67,391	20,429	9,620
Carley, Neal	290,394	31,513	4,065
Carlson, Dana	103,076	10,737	786

(1) Employees are paid bi-weekly, resulting in 26 pay cheques.

(2) Consists of benefits (i.e. dental, health) and one-time payments (i.e. overtime, banked vacation, and retroactive payments)

(3) Includes business related expenses for training, travel, mileage, and memberships.

SCHEDULE OF REMUNERATION AND EXPENSES
For the year ended December 31, 2023
Employees

Name	Base Salary Payments (1)	Taxable Benefits and Other (2)	Expenses (3)
Carmichael, Jeff	176,553	19,546	9,976
Carson, Mike	79,495	26,998	1,648
Carswell, Mason	94,821	24,414	1,430
Carter, Lorn	205,197	35,855	1,158
Castellanos, Victor	97,455	7,036	227
Cessford, Graeme	80,546	10,783	-
Chacko, Joseph	134,596	15,811	1,778
Chahal, Amrinder	85,767	8,715	1,746
Chan, Alicia	59,540	22,697	1,504
Chan, Bobby	84,782	12,898	2,007
Chan, Eli	99,050	12,342	1,905
Chan, Ian	123,719	14,396	2,544
Chan, Jacky	123,352	26,109	795
Chan, Judy	66,400	12,949	883
Chan, Justin	91,924	12,745	2,200
Chan, Nicole	117,564	14,046	5,046
Chan, Nigel	94,590	25,525	293
Chan, Richard	150,838	16,880	5,415
Chan, Samuel	176,288	26,439	160
Chan, Shirley	113,117	12,786	-
Chan, Shuh	163,213	18,595	2,361
Chan, Simon	79,178	9,084	4,960
Chan, William	58,314	19,144	4,477
Chan, Winnia	71,501	11,091	219
Chanda, Suranjit	132,721	15,453	1,542
Chang, John	104,937	8,937	2,513
Chang-Kit, Ronald	85,509	41,538	410
Charan, Dushiant	113,602	11,336	532
Charbonneau, Dean	65,585	28,429	1,775
Charlston, Lucas	73,769	41,614	2,898
Charters-Gabaneck, Kamilah	98,294	11,967	3,106
Chee, Francis	133,688	15,105	416
Chegounian, Parisa	91,002	9,866	5,741
Chen, Gerald	95,619	10,210	-
Cheng, Adrian	115,668	14,851	2,582
Cheng, Bob	210,982	23,586	950
Cheng, Elizabeth	103,543	49,949	67
Cheng, Shan	134,382	15,372	1,115
Cheng, Winson	135,790	16,480	577
Cheng, Yuk-Sing	176,112	21,340	14,365

(1) Employees are paid bi-weekly, resulting in 26 pay cheques.

(2) Consists of benefits (i.e. dental, health) and one-time payments (i.e. overtime, banked vacation, and retroactive payments)

(3) Includes business related expenses for training, travel, mileage, and memberships.

SCHEDULE OF REMUNERATION AND EXPENSES
For the year ended December 31, 2023
Employees

Name	Base Salary Payments (1)	Taxable Benefits and Other (2)	Expenses (3)
Cheong, Tony	190,855	39,679	554
Cheung, Eddie	93,504	9,772	31
Cheung, Raymond	105,821	25,049	5,452
Cheung, Victor	94,444	9,672	3,131
Cheung, William	133,120	15,009	1,598
Chhina, Ravi	339,046	47,063	3,184
Chiang, Alan	111,774	10,099	7,774
Chiesa, Tatiana	164,303	17,526	6,504
Chin, Adeline	135,260	15,978	5,717
Chin, Peter	116,127	14,283	1,307
Chin, Tony	86,680	40,845	3,141
Chiu, Joe	94,440	29,519	2,537
Chiu, Quenton	66,264	33,526	4,574
Chiu, Tina	70,007	11,550	1,735
Choi, Uny	83,013	9,080	1,287
Chong, Chris	95,183	21,015	953
Chow, Christopher	111,590	31,547	2,789
Chow, Jack	134,382	15,272	1,132
Choy, Christopher	74,162	5,279	1,831
Chrich, Ashley	72,017	15,458	4,761
Christensen, Brian	88,978	15,474	306
Christensen, Robert	87,876	16,210	4,529
Chu, Jerry	84,071	17,854	160
Chu, Maria Leomerita	80,589	9,175	511
Chung, Ambrose	81,105	15,893	2,145
Cichon, Lauren	82,301	10,221	-
Ciocan, Emil	98,923	40,420	785
Clark, Alanna	106,804	15,108	3,321
Clark, Cameron	134,424	15,330	1,388
Clark, Josephine	117,883	12,042	1,471
Clarke, Lisa	76,189	18,862	-
Clarke, Martin	150,838	16,907	1,288
Clark-Jones, Frank	91,647	26,330	7,660
Clark-Jones, Peter	91,679	35,307	893
Cohen, Micah	74,260	39,455	2,709
Cojocariu, Anton	82,102	46,632	1,703
Coldwell, Jason	91,409	41,988	762
Cole, Britton	101,567	25,889	2,548
Coleman, Larry	71,009	16,958	219
Collen, Troy	83,976	20,107	742

(1) Employees are paid bi-weekly, resulting in 26 pay cheques.

(2) Consists of benefits (i.e. dental, health) and one-time payments (i.e. overtime, banked vacation, and retroactive payments)

(3) Includes business related expenses for training, travel, mileage, and memberships.

SCHEDULE OF REMUNERATION AND EXPENSES
For the year ended December 31, 2023
Employees

Name	Base Salary Payments (1)	Taxable Benefits and Other (2)	Expenses (3)
Collins, Devin	69,305	44,715	2,751
Collins, John	98,254	11,309	-
Colyer, Evan	76,007	6,342	2,134
Common, Dan	67,781	32,927	1,443
Connelly, Shawn	94,229	26,707	3,166
Conner, Sheri	137,817	19,131	314
Coombes, Michael	95,183	10,150	140
Coombs, Sarah	65,420	15,213	2,106
Cooper, Patricia	99,169	11,784	413
Cordani, Adam	75,270	22,842	14,732
Corrigan, Patrick	147,926	54,904	2,278
Cote, Jennifer	66,755	14,470	802
Cote, Jonathan	209,407	26,460	1,436
Coughlan, Janaka	100,200	66,364	281
Coulman, Dan	92,025	48,622	636
Coulon, Harvey	112,850	12,781	4,059
Courage, Tyler	71,987	24,257	1,063
Cousin, Andre	88,146	49,261	513
Cousins, Sam	84,071	9,796	1,017
Coutinho, Eric	117,691	35,942	539
Crabtree, Katelyn	155,216	32,459	5,148
Creelman, Mary	65,654	12,198	331
Crosby, Jennifer	210,494	24,443	5,665
Crowle, John	134,606	15,293	1,173
Cruickshank, Craig	74,185	20,464	542
Cruz, Danilo	72,003	16,727	-
Cruz-Rivera, Angelita	85,405	9,421	-
Csizmadia, Alexander	91,349	19,959	2,171
Cullen, Vanja	129,881	16,542	824
Cumming, Sheryl	121,975	13,983	1,847
Da Silva Sympovsky, Thalita	61,886	54,686	2,054
Da Silva, Julie	71,386	8,181	263
Daly, Sean	77,408	5,104	6,022
Dandridge, Xenia	74,243	13,082	94
Danis, Sebastien	100,420	26,509	2,041
Darwish, Yasser	94,590	22,362	223
Date, Mahesh	72,472	5,063	-
Davies, Matthew	91,346	7,871	2,446
Davies, Mike	91,304	44,998	1,809
Davis, Donna	96,503	11,662	160

(1) Employees are paid bi-weekly, resulting in 26 pay cheques.

(2) Consists of benefits (i.e. dental, health) and one-time payments (i.e. overtime, banked vacation, and retroactive payments)

(3) Includes business related expenses for training, travel, mileage, and memberships.

SCHEDULE OF REMUNERATION AND EXPENSES
For the year ended December 31, 2023
Employees

Name	Base Salary Payments (1)	Taxable Benefits and Other (2)	Expenses (3)
Davis, Mackenzie	89,680	10,518	1,407
Daw, Hanadi	100,913	10,787	857
Day, Sheila	80,470	14,059	210
De Boer, Andrew	176,768	47,857	6,388
De Geest, Kristine	112,704	11,648	69
De la Cour, Pierre	88,735	35,599	315
De Lind, Peter	127,155	15,185	645
De Pol, Sean	93,255	16,063	1,141
De Rose, Enzo	85,672	29,146	1,169
Deacon, Dan	114,764	28,733	1,829
Dean, Pilar	65,737	10,577	421
Deane, Jody	168,196	17,857	273
DeLuca, Joel	129,120	13,791	5,205
Denboer, Bob	98,962	10,529	1,327
Deng, Bo	72,472	7,761	-
Denton, Gail	87,196	12,882	1,183
Deo, Mani	232,218	64,279	1,875
Deuling, Jill	84,071	9,052	1,557
Dhaliwal, Randeep	81,975	14,687	9,051
Dhatt, Harjinder	104,223	12,279	1,361
Dhatt, Pardeep	104,036	13,744	1,792
Dhillon, Jat	96,204	47,644	4,251
Di Stasio, Tony	76,261	14,115	599
Dias, Daryl	88,892	16,683	5,320
Diaz Ng, Albert	77,998	44,450	1,274
Dignan, Annette	66,860	15,381	286
Dimitropoulos, Xanthi	81,674	8,964	2,019
Dineen, Chris	98,169	28,350	2,736
Dion, Carly	123,911	14,615	740
Diotte, JL	99,330	13,418	774
Djapo, Mersid	64,357	26,141	848
Dobrovolny, Jerry	451,949	222,578	37,141
Doculan, Alain	67,959	13,446	223
Doerksen, Geoff	112,704	17,097	625
Doi, Andrew	112,704	11,648	2,963
Dolemeyer, Frank	85,310	32,617	1,158
Dolina, Rachael	43,759	31,932	370
Donaghy, Steve	105,259	12,506	453
Dong, Cathy	134,520	15,211	2,591
Dong, Tara	105,579	12,570	683

(1) Employees are paid bi-weekly, resulting in 26 pay cheques.

(2) Consists of benefits (i.e. dental, health) and one-time payments (i.e. overtime, banked vacation, and retroactive payments)

(3) Includes business related expenses for training, travel, mileage, and memberships.

SCHEDULE OF REMUNERATION AND EXPENSES
For the year ended December 31, 2023
Employees

Name	Base Salary Payments (1)	Taxable Benefits and Other (2)	Expenses (3)
Dove, Franklin	89,247	21,198	492
Downey, Bryce	86,233	43,613	5,379
Dragon, Willyam	151,302	34,391	6,962
Dreger, Clayton	96,571	68,811	1,152
Drinkwater, Alisha	94,183	9,993	104
Du, Kelly	82,719	10,317	3,555
Duarte, Romeo	87,590	17,750	1,991
Duffield, Richard	89,936	31,680	1,555
Dugaro, Julia	110,944	11,870	1,767
Dunbar, Brent	85,509	22,091	728
Dunning, Cody	66,282	10,276	-
Durkin, Tamara	96,503	11,569	1,363
Durrant, Christopher	70,471	8,505	2,713
Duso, Lucy	139,134	19,720	-
Duvall, Bill	209,603	28,754	5,339
Dwyer, Marty	150,363	16,721	1,272
Dybwad, Matthew	151,629	19,367	1,575
Dykman, Dan	134,865	14,811	6,383
Easton, Joe	91,700	16,557	1,850
Eastwood, Bill	119,549	19,005	288
Ebinesan, Joshua	128,369	15,160	8
Edalat, Farnaz	126,775	15,815	-
Edwards, Lisa	69,990	9,318	694
Edwards, Maria	114,312	25,585	6,887
Edwards, Scott	134,382	13,453	5,296
Eeckhout, Rylan	119,577	12,423	1,621
Eely, Ted	64,905	20,152	-
Egli, Graham	103,149	11,284	360
Eisenkraft, Nicolas	88,978	30,701	360
Ekeli, Stefanie	102,748	10,684	1,449
Elliott, Ken	86,473	20,519	370
Elliott, Lea	102,432	10,719	2,952
Ellis, Sean	92,588	28,889	1,387
Eloff, Leonard	100,644	29,469	1,806
Eltoum, Ahmed	107,333	10,573	4,552
Emmert, Jason	142,304	17,179	1,635
Eng, Benjamin	79,692	8,270	160
Eng, Raymond	169,547	18,097	4,960
Engelstad, Brock	96,427	20,176	1,438
England, Karin	107,372	11,336	2,975

(1) Employees are paid bi-weekly, resulting in 26 pay cheques.

(2) Consists of benefits (i.e. dental, health) and one-time payments (i.e. overtime, banked vacation, and retroactive payments)

(3) Includes business related expenses for training, travel, mileage, and memberships.

SCHEDULE OF REMUNERATION AND EXPENSES
For the year ended December 31, 2023
Employees

Name	Base Salary Payments (1)	Taxable Benefits and Other (2)	Expenses (3)
Enns, Ronald	116,615	26,976	1,867
Enns, Thomas	94,974	10,191	-
Enquist, Luis	94,797	13,164	56
Epp, Michael	205,921	17,476	2,630
Erickson, Brian	99,649	33,617	657
Erickson, Dustin	135,777	16,929	5,915
Erickson, Stephanie	76,971	9,096	160
Esguerra, David	102,305	48,195	2,243
Esguerra, Glen	90,597	9,719	2,365
Espiritu, Pamela	61,756	15,040	2,286
Esplen, Chad	73,709	24,586	24
Estrada, Ariel	134,936	16,738	5,841
Etches, Kris	136,156	14,658	1,481
Ewing, Claire	87,106	9,135	439
Ewing, Susan	105,545	11,776	1,637
Fang, Andy	78,845	18,288	539
Fang, Ann	76,605	8,691	838
Fanzone, Paul	80,649	22,532	136
Farinelli, Zeno	143,302	15,991	5,301
Farkas, Rita	86,906	8,261	1,196
Farmer, Lauren	98,750	8,981	807
Farr, Jennifer	61,253	13,979	995
Faucher, Sarah	94,790	7,341	1,177
Fehr, Callum	108,669	12,400	5,340
Felicella, Nick	84,923	18,065	2,345
Feng, Cynthia	80,044	8,505	2,772
Feng, Olivia	81,027	10,134	1,522
Feng, Philip	122,131	14,095	2,663
Fereidouni, Reza	96,572	57,407	1,161
Ferguson, Dave	95,183	14,653	-
Ferguson, Scott	70,054	10,168	1,612
Fernandes, Maricor	84,564	14,929	446
Fernie, Michele	91,272	9,880	455
Ferreira Schutt, Paula	75,511	12,274	4,184
Ferris, Lisa	69,369	8,641	899
Fiehn, Aaron	89,734	21,242	3,028
Fiehn, Chuck	89,168	23,506	457
Fielding, Anastasiya	70,226	28,251	1,902
Filush, Jake	83,667	20,471	1,575
Fink, Shannon	71,103	11,136	137

(1) Employees are paid bi-weekly, resulting in 26 pay cheques.

(2) Consists of benefits (i.e. dental, health) and one-time payments (i.e. overtime, banked vacation, and retroactive payments)

(3) Includes business related expenses for training, travel, mileage, and memberships.

SCHEDULE OF REMUNERATION AND EXPENSES
For the year ended December 31, 2023
Employees

Name	Base Salary Payments (1)	Taxable Benefits and Other (2)	Expenses (3)
Fitzmaurice, Katie	106,204	54,442	15,789
Fitzpatrick, Jeffrey	164,009	21,145	3,674
Fitzpatrick, Jess	133,937	15,193	1,908
Flesher, Scott	76,576	16,900	-
Folkard, Eric	71,364	46,691	2,814
Fong, Andrew	73,354	9,166	-
Fonseca, Richard	64,905	25,165	66
Forbes, Andrew	62,909	31,899	2,744
Ford, Bruce	103,543	21,527	3,716
Ford, Graham	110,928	27,659	1,587
Ford, Laurie	144,867	20,455	1,067
Forscutt, Jennifer	77,929	32,297	3,947
Forsyth, Scott	163,213	23,193	4,252
Foster, Chris	113,440	51,359	4,269
Foster, Natalie	74,789	8,493	625
Fountain, Tanner	82,430	32,537	2,639
Fourt, Aaron	85,653	7,558	2,277
Foyle, Jacquay	108,697	9,331	1,403
Francis, Bernard	69,168	16,065	-
Francis, Tyler	67,733	23,392	1,953
Frank, Amelia	66,074	9,769	1,242
Franken, Alisa	107,926	12,633	2,744
Fraser, Heather	86,192	35,942	871
Fraser, Paul	89,719	40,198	44
Freeman, Gregory	117,919	13,745	10,535
Freinhofer, Victoria	79,414	9,967	27
Friedrich, George	141,111	18,145	143
Fryett, Lindsey	86,082	5,141	1,895
Fulton, Terry	134,597	15,412	1,012
Fung, Alicia	68,430	8,019	548
Fyten, Cole	88,648	31,760	6,054
Gaffud, Jerico	93,352	23,612	132
Galdamez, Roberto	63,423	12,830	1,516
Gale, Evan	86,304	21,471	3,140
Gali, John	93,038	28,203	2,374
Gallilee, Rick	211,154	23,321	4,648
Galloway, Sean	71,938	4,354	555
Galovich, Kristi	63,507	12,770	507
Gant, Murray	209,603	22,968	1,870
Garson, Matthew	71,215	8,792	-

(1) Employees are paid bi-weekly, resulting in 26 pay cheques.

(2) Consists of benefits (i.e. dental, health) and one-time payments (i.e. overtime, banked vacation, and retroactive payments)

(3) Includes business related expenses for training, travel, mileage, and memberships.

SCHEDULE OF REMUNERATION AND EXPENSES
For the year ended December 31, 2023
Employees

Name	Base Salary Payments (1)	Taxable Benefits and Other (2)	Expenses (3)
Gasparro, George	107,926	19,442	1,000
Gastaldello, Catherine	80,546	9,748	46
Gatto, Nicole	88,017	9,494	1,054
Gauci, Joanne	126,341	12,852	2,789
Gaythorpe, Shane	89,719	50,531	1,135
Gee, Jennifer	80,687	9,299	418
Geering, Nina	60,546	17,415	1,233
Geeson, Graeme	81,919	53,903	1,239
Gehrer, Chris	93,961	59,711	1,084
Geil, Dan	145,179	18,895	1,241
Gellard, Joe	81,973	28,225	205
Genier, Max	66,831	48,396	3,689
Genier, Reynald	61,889	21,029	1,613
Gentner, Ryan	92,059	9,903	708
George, Honey	149,510	17,881	296
Gerath, Guy	102,091	37,275	2,643
Gervais, Adam	90,166	26,332	2,657
Gheseger, Tania	104,413	10,962	2,394
Ghorbani, Maryam	132,459	14,971	1,685
Giang, Justin	80,534	10,288	187
Gibb, Allan	176,492	16,443	630
Giesbrecht, Kyle	89,457	26,330	1,786
Giesbrecht, Paul	158,453	56,979	6,466
Gill Klair, Jag	184,035	29,518	3,514
Gill, Balroop	85,908	9,628	599
Gill, Jotty	128,261	15,508	802
Gill, Nancy	105,759	12,555	1,611
Gilroy, Devin	69,617	21,781	76
Girard, Kaylee	67,439	24,771	2,424
Gjerdalen, Cole	68,154	23,460	2,065
Gjerdalen, Luke	72,254	37,507	6,836
Glasgow, Cameron	89,228	37,260	638
Glass, Jennifer	134,543	16,439	2,066
Gleig, Derek	92,028	28,853	286
Glessing, Krista	93,039	16,013	-
Glier, Monica	77,655	10,370	-
Glover, Michael	88,579	29,640	1,044
Goertz, Karen	84,213	9,297	816
Goftar, Izad	106,931	9,528	160
Gogel, Andy	75,550	22,346	1,701

(1) Employees are paid bi-weekly, resulting in 26 pay cheques.

(2) Consists of benefits (i.e. dental, health) and one-time payments (i.e. overtime, banked vacation, and retroactive payments)

(3) Includes business related expenses for training, travel, mileage, and memberships.

SCHEDULE OF REMUNERATION AND EXPENSES
For the year ended December 31, 2023
Employees

Name	Base Salary Payments (1)	Taxable Benefits and Other (2)	Expenses (3)
Goh, Elaine	137,267	14,571	7,620
Goh, Vila	135,591	23,110	1,941
Gomes, Cheryl	118,754	12,598	8,375
Gomez-Garcia, Jose	117,473	35,220	1,335
Gonzalez, Eduardo	86,680	15,926	6,116
Gonzalez, Ian	72,076	23,194	610
Gonzalez, Jonathan	64,955	24,823	540
Goods, Michael	71,301	7,532	1,172
Goossens, Jason	102,831	21,402	2,161
Gothard, Matthew	135,893	15,580	3,427
Gow, Doug	99,330	10,594	-
Graham, Nela	141,367	30,467	391
Graham, Richard	80,924	30,923	413
Grant, Jack	91,346	19,940	1,930
Grant, Mielle	85,037	10,477	483
Gray, Lori	94,860	30,534	7,014
Green, Matthew	158,413	68,669	1,461
Greensill, Michael	71,919	38,808	4,932
Greenwood, Seann	78,435	19,023	2,145
Gregonia, Theresa	178,296	39,022	1,526
Greven, Ron	79,595	20,811	25
Grewal, Nick	90,830	20,945	473
Grewal, Rahm	86,680	15,432	4,300
Grewal, Ravi	153,975	26,611	3,808
Griffith, Jacob	70,072	14,960	7,766
Griffith, Lionel	85,272	64,111	3,852
Griffiths, Jacquie	222,741	41,985	46,812
Griffiths, Victor	93,710	13,131	415
Grill, Aaron	134,382	15,509	3,995
Gu, Li	151,835	17,028	128
Guiron, Warren	87,964	17,325	1,170
Guldemet, John	97,094	24,901	701
Guldemet, Keenan	81,094	26,790	1,595
Guo, Tom	85,133	31,270	587
Habib, Bilal	94,602	14,015	5,823
Hahn, Tracy	105,258	18,377	98
Hair, Peter	109,513	18,028	1,930
Haliuk, Braeden	80,546	11,946	1,876
Halychuk, Paul	71,376	9,555	688
Hamilton, Erin	74,366	8,541	970

(1) Employees are paid bi-weekly, resulting in 26 pay cheques.

(2) Consists of benefits (i.e. dental, health) and one-time payments (i.e. overtime, banked vacation, and retroactive payments)

(3) Includes business related expenses for training, travel, mileage, and memberships.

SCHEDULE OF REMUNERATION AND EXPENSES
For the year ended December 31, 2023
Employees

Name	Base Salary Payments (1)	Taxable Benefits and Other (2)	Expenses (3)
Hamovic, Filip	62,455	21,199	2,918
Hamza, Danny	94,965	34,219	740
Hanna, Dawn	84,071	9,322	1,059
Hansen, Angela	130,902	14,543	750
Hanson, Kara	68,569	23,274	1,042
Harder, Susana	134,677	15,809	2,632
Haricombe, Jade	90,048	25,535	1,057
Haricombe, Lionel	89,504	15,095	1,090
Harmeson, Matt	90,932	32,640	1,704
Harms, Herman	88,721	27,270	5,998
Harper, Todd	90,840	38,427	950
Harris, Leanne	94,908	9,962	3,523
Harrison, Stephanie	132,888	15,204	2,432
Hart, Catherine	62,225	35,447	2,055
Hart, Dennis	77,978	17,753	333
Hartley, Craig	64,905	21,179	52
Hartley, Davis	72,488	23,395	317
Hartley, Elizabeth	99,330	10,185	1,761
Haughian, Paul	90,863	21,832	928
Haveman, Peter	77,304	8,908	454
Haw, Kevin	107,926	11,254	1,806
Hawkins, Curtis	68,900	49,342	617
Hayes, Jessica	127,756	12,753	1,830
Hayton, Scott	138,310	28,569	1,632
Hazell, Shaun	82,957	28,899	778
Hebner, Gail	163,451	18,035	330
Hedayatnassab, Hooman	99,646	8,541	815
Heidarian, Arezoo	142,027	35,870	4,960
Heinrich, Barry	61,725	24,349	142
Henderson, Paul	290,394	43,482	10,173
Hendry, Brian	78,814	11,357	222
Heney, Jess	83,344	31,149	987
Henwood, Megan	85,760	7,654	47,352
Herdman, Vanessa	73,042	9,476	2,075
Herrmann, Nicholas	69,984	25,652	862
Hewer, Jordan	127,947	15,354	4,836
Hickling, Charlene	100,163	12,536	1,114
Higginson, Paul	63,178	15,299	2,420
Hightower, Carrie	90,257	9,834	-
Hilkewich, Alison	83,920	10,464	-

(1) Employees are paid bi-weekly, resulting in 26 pay cheques.

(2) Consists of benefits (i.e. dental, health) and one-time payments (i.e. overtime, banked vacation, and retroactive payments)

(3) Includes business related expenses for training, travel, mileage, and memberships.

SCHEDULE OF REMUNERATION AND EXPENSES
For the year ended December 31, 2023
Employees

Name	Base Salary Payments (1)	Taxable Benefits and Other (2)	Expenses (3)
Hill, Janice	102,001	8,578	629
Hilland, Stuart	105,606	12,275	1,115
Hirvi Mayne, Maari	147,059	16,216	7,656
Ho, Alfred	142,361	18,733	-
Ho, Allen	93,710	22,323	22
Ho, Brandon	134,811	15,316	1,366
Ho, Chau	106,013	60,900	2,243
Ho, Florence	151,264	17,055	1,992
Ho, Hilda	123,133	14,086	470
Ho, John	109,846	13,660	2,007
Ho, Kate	107,705	13,031	1,737
Hochstetter, Ashley	100,373	11,866	250
Hockey, Jim	95,292	27,005	6,434
Hodzic, Mediha	112,380	50,062	474
Hoffman, Dave	138,575	44,581	1,109
Hoffman, Heidi	74,213	8,508	58
Holdenried, Ulli	86,834	42,902	650
Holloway, Melissa	71,263	8,969	674
Holm, Nathan	91,393	34,149	5,255
Holman, Jessica	91,272	9,911	184
Holton, Janet	126,309	27,693	5,504
Holtz, Brooke	97,140	9,787	1,703
Hoonjan, Raj	134,382	26,547	784
Hope, Laura	94,748	9,984	2,345
Hoskins, Kelly	84,071	9,279	473
Hoverty, Colin	95,447	20,757	2,386
Howard, Kyle	64,684	19,504	3,229
Howard, Robert	68,732	12,843	114
Howe, Kyle	104,766	17,835	-
Howell, John	77,978	17,413	1,202
Hoy, Tina	78,501	9,904	822
Hrgovic, Amanda	70,613	16,155	1,142
Hrubizna, Jason	95,183	11,472	-
Hsieh, Mimi	78,882	6,359	152
Hsu, Paul	67,148	11,790	160
Huang, Gerry	134,382	15,272	687
Huang, Karen	80,579	14,320	1,162
Huber, Meredith	88,748	8,109	6,863
Hughes, Michael	157,946	35,716	2,644
Hughes, Mike	91,540	9,964	1,310

(1) Employees are paid bi-weekly, resulting in 26 pay cheques.

(2) Consists of benefits (i.e. dental, health) and one-time payments (i.e. overtime, banked vacation, and retroactive payments)

(3) Includes business related expenses for training, travel, mileage, and memberships.

SCHEDULE OF REMUNERATION AND EXPENSES
For the year ended December 31, 2023
Employees

Name	Base Salary Payments (1)	Taxable Benefits and Other (2)	Expenses (3)
Hui, Terry	176,521	44,812	236
Hulme, Jared	69,925	10,611	4,800
Hulme, Mark	78,899	9,038	835
Hume, Jade	176,499	19,272	3,624
Hundle, Nav	88,649	9,727	1,023
Hung, Wayne	124,606	53,192	2,559
Hunt, Andrew	158,413	24,999	3,756
Hunt, Janelle	145,926	19,622	4,563
Hunt, Jason	65,932	36,880	1,012
Hunte, Carlos	152,770	20,978	6,276
Hustwait, Mark	99,611	19,238	1,974
Hutchins, Peter	134,860	18,066	598
Hutton, Brad	64,357	18,107	142
Hynes, Shaunna	91,272	17,546	3,119
Hystad, Graeme	109,650	14,153	5,537
Inglis, Gordon	163,213	18,521	261
Iosub, Catalin	99,209	38,873	3,725
Irimia, Tatiana	135,711	15,304	479
Ishimwe, Ulysse	94,602	16,138	1,353
Islam, Shafiqul	134,382	15,934	1,300
Israel, Sue	105,892	12,620	66
Iulianella, Chris	77,744	16,085	252
Jacinto, Jason	95,695	13,458	738
Jackman, Thomas	90,195	26,324	442
Jackson, Bob	88,920	25,732	1,697
Jacques, Lisa	124,514	27,137	3,571
Jadrijevic, Renato	138,078	22,444	2,429
Jamieson, Nathan	135,591	15,352	1,020
Jang, Colin	80,546	11,982	323
Jang, Gary	77,304	8,746	160
Jang, Jason	82,818	9,051	-
Jansen, Sandra	275,851	34,663	58,618
Japson, Marlon	84,347	47,856	836
Jarvis, Janice	105,923	11,019	2,348
Jelenici, Flori	90,345	29,484	229
Jeliazkova, Diana	106,016	10,799	3,407
Jenkinson, Kris	103,115	47,098	1,573
Jennejohn, Derek	150,977	16,853	2,014
Jensen, Allen	130,145	14,794	2,198
Jensen, Blake	66,031	21,254	2,027

(1) Employees are paid bi-weekly, resulting in 26 pay cheques.

(2) Consists of benefits (i.e. dental, health) and one-time payments (i.e. overtime, banked vacation, and retroactive payments)

(3) Includes business related expenses for training, travel, mileage, and memberships.

SCHEDULE OF REMUNERATION AND EXPENSES
For the year ended December 31, 2023
Employees

Name	Base Salary Payments (1)	Taxable Benefits and Other (2)	Expenses (3)
Jeon, Won	89,433	53,986	1,871
Jeon, Yohan	123,439	14,082	1,747
Jew, Brandon	112,985	14,620	238
Ji, Tony	134,382	15,283	2,903
Jiang, Jessica	98,490	14,312	2,925
Johal, Sonny	100,508	11,595	3,903
Johnson, Christopher	118,029	11,198	1,147
Johnson, Samuel	87,193	20,105	4,548
Johnston, Falacci	64,563	23,076	6,066
Joiya, Rajiv	147,760	16,923	1,553
Jokic, Mike	143,255	16,847	1,384
Jones, Ken	71,030	22,333	1,257
Jones, Michelle	106,088	10,892	3,214
Jordan, Aj	129,452	22,602	539
Jordan, Faye	93,710	17,306	2,963
Julius, James	77,431	9,285	-
Jung, Don	94,965	20,094	385
Kadota, Paul	185,555	21,299	6,001
Kailley, Sonu	171,625	22,596	19,732
Kan, Siak	89,162	13,583	372
Kanda, Anrish	79,674	20,909	1,371
Kang, Jasmine	72,393	9,712	1,996
Kang, Jasmit	69,997	48,049	467
Kappeli, David	69,478	12,663	194
Karpinski, Al	89,168	40,958	1,546
Kassam, Amin	176,182	18,475	3,489
Kassam, Nick	290,394	43,318	1,293
Kates, Robert	195,934	21,643	4,483
Kavouras, George	186,624	17,850	3,897
Kee, Elizabeth	83,920	10,741	2,615
Kelder, Brandon	90,428	52,206	1,883
Kelder, Mike	11,102	90,417	96
Kelly, Quinn	83,929	21,132	1,210
Kennedy, Al	89,616	49,211	1,680
Kennedy, Marcus	89,504	20,556	171
Kerin, Brian	91,318	12,227	980
Khaira, Rapinder	77,515	9,373	2,731
Khanlou, Ramin	134,382	12,486	3,950
Khanna, Uma	99,942	21,179	1,633
Khun-Khun, Manny	64,853	36,684	624

(1) Employees are paid bi-weekly, resulting in 26 pay cheques.

(2) Consists of benefits (i.e. dental, health) and one-time payments (i.e. overtime, banked vacation, and retroactive payments)

(3) Includes business related expenses for training, travel, mileage, and memberships.

SCHEDULE OF REMUNERATION AND EXPENSES
For the year ended December 31, 2023
Employees

Name	Base Salary Payments (1)	Taxable Benefits and Other (2)	Expenses (3)
Kim, Alvin	132,558	16,788	7,181
Kim, Brian	86,976	16,318	2,295
Kim, Tae	89,902	18,675	3,342
Kimble, Willard	96,268	24,574	1,365
Kimm, Stuart	119,395	48,335	3,048
Kimmel, Chris	88,939	12,740	3,264
King, James	96,673	23,227	3,696
Kirchen, Krystal	146,974	27,922	1,272
Kirk, Mineesha	75,209	9,014	208
Kirkpatrick, Brent	151,492	17,306	1,228
Kishore, Eileen	83,920	10,575	-
Kitt, Marina	79,301	13,634	2,679
Klick, Dennis	91,613	15,951	837
Knape, Theron	158,413	24,958	822
Knapp, Brandon	70,632	26,545	25
Knaupp, Janis	144,685	16,558	894
Knezevic-Stevanovic, Andjela	194,362	23,417	1,584
Ko, Collin	89,655	49,960	2,463
Kobitzsch, Megan	84,412	14,256	2,854
Kohan, Rozita	134,382	15,272	534
Kohl, Paul	209,603	20,201	1,299
Koivu, Ray	64,357	20,327	174
Kolb, Kathy	67,563	12,794	614
Kolewe, Alex	87,864	11,250	206
Kolomyeychuk, Olha	95,187	16,029	546
Kong, Brandon	76,967	15,490	1,220
Kopp, Anastasia	76,955	25,684	1,545
Kopp, Doug	137,706	20,708	1,580
Kovacevik, Mike	93,710	17,295	178
Kovacevik, Natasha	90,361	11,504	717
Kowsari, Mahdi	118,428	11,510	2,541
Kozier, Fred	100,299	10,823	1,733
Kozljan, Ivan	88,937	18,266	1,014
Krahn, Daniel	82,584	30,488	3,145
Kramer, Nancy	66,111	24,057	1,387
Krezan, Brent	209,603	23,100	609
Krickemeyer, Lina	97,976	27,704	539
Kronstal, Elizabeth	93,403	32,483	1,079
Kuczma, Joseph	90,721	24,237	836
Kujanek-Schaefer, Matt	60,554	19,763	2,425

(1) Employees are paid bi-weekly, resulting in 26 pay cheques.

(2) Consists of benefits (i.e. dental, health) and one-time payments (i.e. overtime, banked vacation, and retroactive payments)

(3) Includes business related expenses for training, travel, mileage, and memberships.

SCHEDULE OF REMUNERATION AND EXPENSES
For the year ended December 31, 2023
Employees

Name	Base Salary Payments (1)	Taxable Benefits and Other (2)	Expenses (3)
Kunigk, Isabel	84,604	6,574	2,196
Kuo, Allen	99,828	10,500	2,608
Kurenov, Cassondra	158,808	23,775	2,315
Kusmu, Yonas	71,654	24,253	3,808
Kwok, Clare	69,533	7,833	529
Kwok, Jerry	96,162	8,063	704
Kwong, Laura	75,154	6,754	582
Kwun, Jordan	114,098	11,926	2,113
Kylmala, Kari	90,815	54,250	989
Kylmala, Senja	138,353	45,500	3,322
LaBreche, Marcel	124,858	24,060	1,503
Lacey, Lauren	49,497	42,858	2,002
Lachambre, Lucas	58,202	26,551	2,746
Lafortune, Kyn	77,487	8,924	-
Lai, Serena	78,962	6,041	2,429
Laird, Cam	123,906	24,312	2,000
Laliberte, Michel	127,036	20,097	1,895
Lam, Fong	105,258	12,488	1,910
Lam, Kitty	80,609	21,755	1,518
Lam, Paul	89,902	28,277	1,913
Lam, Steven	94,057	17,793	2,224
Lam, Taelynn	78,311	8,694	12
Lam, Whitney	99,330	10,546	1,504
Lambert, Kyle	114,041	13,137	2,214
Lan, Yao-Hung	134,382	18,353	4,928
Lang, Joe	112,617	10,402	2,771
Lang, Mark	89,195	35,789	1,200
Langeloo, Annika	94,458	10,788	-
Langeloo, Tyler	125,379	23,330	984
Lanz, Ann Marie	89,302	9,599	165
Larkin, Keith	90,472	48,924	1,823
Larson, Mackenzie	60,735	17,119	3,934
Laskowski, Sebastian	89,719	34,115	2,066
Latham, Janka	80,631	10,001	1,251
Lau, Alice	76,276	6,951	2,214
Lau, Carmen	96,836	10,585	148
Lau, Kent	83,920	10,688	978
Lau, Laurissa	81,899	15,434	181
Lau, Vincent	91,786	25,070	-
Law, Brennan	69,865	46,294	2,023

(1) Employees are paid bi-weekly, resulting in 26 pay cheques.

(2) Consists of benefits (i.e. dental, health) and one-time payments (i.e. overtime, banked vacation, and retroactive payments)

(3) Includes business related expenses for training, travel, mileage, and memberships.

SCHEDULE OF REMUNERATION AND EXPENSES
For the year ended December 31, 2023
Employees

Name	Base Salary Payments (1)	Taxable Benefits and Other (2)	Expenses (3)
Lawrance, Peter	80,546	10,856	1,181
Lawson, Jean	142,484	20,717	19,873
Layne, Deion	71,375	18,426	777
Le Noble, Josh	82,665	51,500	6,992
Le Penven, Gaelle	134,382	15,289	341
Le, Johnny	86,993	11,666	247
Le, Julia	67,166	7,845	-
Leavers, David	160,025	18,480	361
LeBlond, Daniel	137,490	15,218	1,599
Lee, Andy	107,338	12,227	3,315
Lee, Ann	95,514	15,507	-
Lee, Darren	135,304	16,508	3,108
Lee, Eugene	82,499	9,019	1,662
Lee, Jeremy	80,546	8,995	30
Lee, Joyce	107,491	9,364	-
Lee, Linnar	65,926	27,376	73
Lee, Sue	81,069	9,249	401
Lee, Vanessa	80,569	12,736	1,656
Legault, Sue	84,928	39,045	591
Lemon, Jan-Michelle	71,633	8,260	-
Lenardon, Vincent	124,204	26,865	1,882
Lenning, Dan	141,164	27,245	1,134
Lenning, Zack	84,102	27,062	1,941
Leong, Loke	94,590	23,683	1,563
Lepore, Alfredo	79,179	46,528	970
Lepore, Pete	47,027	158,480	-
Leroux, Guy	180,963	15,570	1,475
Leroux, Jason	78,583	27,854	726
Leroux, Rhea	69,984	13,657	178
Les, Danielle	76,534	16,709	5,925
Leslie, Gary	81,638	28,602	-
Letcher, Amanda	93,024	19,831	358
Leung, Arthur	94,797	16,744	3,833
Leung, Betty	81,036	9,278	933
Leung, Clara	81,362	8,933	396
Leung, Mabel	151,332	17,041	4,980
Leung, Percy	97,161	10,821	500
Leung, Tony	92,207	14,189	1,000
Lewis, Warren	91,648	28,197	1,400
Li, Vanessa	96,333	21,057	742

(1) Employees are paid bi-weekly, resulting in 26 pay cheques.

(2) Consists of benefits (i.e. dental, health) and one-time payments (i.e. overtime, banked vacation, and retroactive payments)

(3) Includes business related expenses for training, travel, mileage, and memberships.

SCHEDULE OF REMUNERATION AND EXPENSES
For the year ended December 31, 2023
Employees

Name	Base Salary Payments (1)	Taxable Benefits and Other (2)	Expenses (3)
Li, Wen	134,827	16,813	2,528
Li, William	70,598	37,101	1,316
Liang, Amy	74,890	10,074	336
Liang, Link	68,785	6,278	-
Lim, Ysabel	65,683	10,217	4,125
Lin, Echo	146,361	16,946	2,998
Linde, Connie	79,156	21,131	2,857
Lindner, John	112,704	13,938	4,310
Lindsay, Amil	142,123	21,813	5,063
Lindsay, Celine	83,459	39,056	299
Ling, Andrew	141,766	15,833	1,222
Ling, Ashley	120,755	14,226	246
Ling, Rosita	70,593	8,154	249
Lip, Alfred	134,578	17,887	1,751
Litt, Paul	152,344	16,881	1,252
Liu, Joan	160,925	24,077	1,141
Liu, Stephanie	117,374	8,826	3,989
Liu-Pope, Jacqueline	134,983	15,545	2,079
Lo, Anthony	128,098	14,528	582
Lo, Benson	134,382	15,535	1,924
Lo, Tina	94,429	7,658	2,209
Lockert, Ben	115,335	14,537	1,997
Logan, Kurt	94,229	17,169	803
Long, Graeme	88,701	21,993	2,914
Long, Joseph	63,374	27,068	3,626
Lopez, Larina	121,213	26,452	-
Lorenzana, Aljhon	77,394	9,603	1,801
Louie, Alfred	105,608	9,813	2,724
Louie, Alvin	80,827	11,094	-
Louie, Angela	130,862	16,314	2,273
Louie, Terry	134,516	15,281	1,186
Lu, Louis	87,793	18,559	10,483
Luccock, Dylan	97,639	28,501	341
Ludeman, Megan	83,920	10,464	4,054
Luft, Candace	134,417	15,194	1,778
Lui, Gordon	175,937	17,760	4,462
Luk, Brian	85,686	11,985	1,627
Lum, Oscar	84,234	49,340	2,404
Lupien, Cam	65,121	26,002	136
Lynch, Adrian	120,879	13,682	1,250

(1) Employees are paid bi-weekly, resulting in 26 pay cheques.

(2) Consists of benefits (i.e. dental, health) and one-time payments (i.e. overtime, banked vacation, and retroactive payments)

(3) Includes business related expenses for training, travel, mileage, and memberships.

SCHEDULE OF REMUNERATION AND EXPENSES
For the year ended December 31, 2023
Employees

Name	Base Salary Payments (1)	Taxable Benefits and Other (2)	Expenses (3)
Lytwyn, Ben	93,695	30,415	545
Ma, Meng	87,304	9,762	935
Ma, Michael	109,527	12,172	4,290
MacArthur, Rob	137,690	15,883	3,998
MacDonald, Brad	88,354	40,222	1,847
MacDonald, Nicole	127,226	11,022	7,802
MacDonald, Tom	92,025	70,174	1,106
MacIntosh, Taylor	75,074	19,861	3,139
Maclsaac, Julie	104,166	14,189	4,116
Mackay, Ted	89,719	48,359	528
Mackenzie, Morgan	81,307	10,125	1,045
MacLean, Maria	80,574	14,866	686
MacLeod, Ian	84,250	27,924	608
Macomber, Ken	89,504	14,535	143
MacPherson, Kevin	64,905	21,760	288
Maddison, Teresa	79,400	7,752	1,297
Madsen, Perry	170,346	34,482	2,871
Mah, Silvana	89,302	11,178	1,263
Mah, Sue	101,810	17,001	3,292
Mah, Wayne	112,704	18,973	-
Mahdavi, Mohammad	158,439	15,372	3,754
Mahdi, Ammar	134,382	15,561	1,271
Mahmood, Saleem	134,382	30,497	2,884
Mahmood, Zarin	102,750	9,149	3,640
Mair, Koszima	134,382	17,642	2,480
Mak, Rayman	76,624	8,536	905
Maki, Ross	166,138	20,818	501
Maloku, Tahir	158,939	45,803	3,972
Mandanas, Nikko	130,225	14,263	533
Mangat, Amy	134,688	15,250	2,709
Mankoo, Gurch	98,259	8,145	1,681
Mann, Collin	118,683	16,117	1,485
Mann, Sabrina	80,546	10,180	-
Manning, Ian	172,410	47,629	2,567
Manzer, Deanne	105,527	8,377	367
Marc, Marie-Liesse	212,764	22,882	347
Marchand, Rick	150,862	65,766	263
Marchioni, John	99,190	19,445	1,435
Marcos, Natalia	94,965	17,415	1,164
Marin, Emilian	110,745	50,575	1,235

(1) Employees are paid bi-weekly, resulting in 26 pay cheques.

(2) Consists of benefits (i.e. dental, health) and one-time payments (i.e. overtime, banked vacation, and retroactive payments)

(3) Includes business related expenses for training, travel, mileage, and memberships.

SCHEDULE OF REMUNERATION AND EXPENSES
For the year ended December 31, 2023
Employees

Name	Base Salary Payments (1)	Taxable Benefits and Other (2)	Expenses (3)
Markovic-Mirovic, Natasha	99,232	10,827	767
Marsh, Alex	81,461	51,465	1,962
Marsh, Houston	99,501	10,539	3,653
Marshall, Eric	81,118	38,767	1,009
Marshall, Peter	84,736	40,017	8,437
Martin, Brian	113,314	34,987	1,575
Martin, Cliff	89,793	46,521	3,090
Martin, Kelly	93,819	53,299	765
Martinovic, Nick	91,346	28,140	1,452
Marwick, Jeff	199,558	22,841	1,863
Mason, Ryan	127,832	11,278	561
Masoom, Shaheli	134,543	15,354	1,330
Massah, Mani	106,637	13,124	1,903
Masse, Ken	167,252	18,055	7,312
Matharu, Karanpreet	83,920	10,692	1,349
Matson, Mona	68,973	9,279	941
Maung, Todd	88,810	55,588	3,532
Mawji, Tamina	156,416	16,538	3,008
Mayers, Mike	164,100	51,373	729
Mayhew, Deanna	126,257	19,071	402
Mayo, Erin	86,515	17,825	575
Mazur, Jadwiga	87,634	10,448	729
McAllister, David	85,018	56,771	615
McAuley, Chris	102,452	11,316	3,168
McBeath, Suzanne	99,330	10,716	2,643
McClelland, Alex	84,914	21,681	3,977
McCormick, Martin	89,162	12,943	312
McCorquodale, Alex	64,019	17,972	1,019
McCorquodale, Rob	73,201	37,749	1,763
McCuaig, Amanda	192,274	24,645	4,998
McCulloch, Roxanne	89,719	31,583	2,290
McCurrach, Bill	68,043	26,679	851
McDonald, Brian	81,739	24,946	3,512
McGillivray, Deanna	90,058	20,062	601
McIntyre, Margaret	65,926	10,600	245
McKague, Dave	111,611	21,925	2,485
McKnight, Halley	71,968	7,274	5,483
McLaughlin, Sean	114,109	18,778	1,014
McLean, Steve	99,190	32,247	1,228
McMahon, John	151,106	16,850	3,193

(1) Employees are paid bi-weekly, resulting in 26 pay cheques.

(2) Consists of benefits (i.e. dental, health) and one-time payments (i.e. overtime, banked vacation, and retroactive payments)

(3) Includes business related expenses for training, travel, mileage, and memberships.

SCHEDULE OF REMUNERATION AND EXPENSES
For the year ended December 31, 2023
Employees

Name	Base Salary Payments (1)	Taxable Benefits and Other (2)	Expenses (3)
McMann, Brad	94,602	32,206	153
McMaster, Tanya	95,836	11,400	98
McMichael, Mitch	84,201	29,927	1,601
McNeil, Scott	76,058	36,444	953
McNell, Heather	327,132	52,408	6,620
McPherson, Janet	84,483	9,298	708
Meawad, Hossam	105,587	12,598	3,604
Medeiros, Jesse	104,614	30,752	722
Mei, Anny	76,926	9,269	2,104
Melanson, Joel	176,666	23,110	5,733
Meldrum, Colin	209,603	24,824	6,728
Mercado, Ralph	112,998	13,114	1,528
Mercer, Sean	109,085	14,090	2,907
Merkens, Markus	103,543	10,893	8,573
Merry, Cal	159,596	18,691	1,149
Messer, Aaron	85,656	16,022	112
Messere, Tony	108,022	91,338	948
Metz, Nick	51,108	25,076	3,637
Meyer, Craig	90,797	18,813	930
Michaelson, Jason	75,167	28,854	1,205
Micsoniu, Rodica	151,319	17,893	-
Mijares, Mike	82,505	11,746	2,914
Miller, Darryl	93,179	22,584	-
Miller, Katherine	126,462	14,533	3,764
Miller, Kyle	70,714	15,792	22
Miller, Nick	100,125	30,343	4,678
Miller, Robin	134,382	23,993	568
Mills, Richard	86,970	18,026	-
Mimick, Sara	67,649	8,349	1,487
Minato, Renato	64,111	29,419	848
Minhas, Jasneet	121,256	12,734	1,552
Miranda, Vernon	175,066	19,192	3,645
Mita, Phil	134,748	15,310	1,367
Miyashita, Lotus	94,458	11,819	-
Mizan, Zeenia	66,879	9,193	3,069
Moar, Kelvin	101,393	48,788	6,411
Mocnik, Josie	71,986	7,481	2,206
Mohammad, Tina	76,849	11,671	4,470
Mojak, Darrel	86,526	49,458	1,867
Molesworth, Brent	76,261	19,511	1,205

(1) Employees are paid bi-weekly, resulting in 26 pay cheques.

(2) Consists of benefits (i.e. dental, health) and one-time payments (i.e. overtime, banked vacation, and retroactive payments)

(3) Includes business related expenses for training, travel, mileage, and memberships.

SCHEDULE OF REMUNERATION AND EXPENSES
For the year ended December 31, 2023
Employees

Name	Base Salary Payments (1)	Taxable Benefits and Other (2)	Expenses (3)
Momen, Zahra	103,543	14,037	184
Monkman, Robin	67,845	19,891	1,076
Montgomery, Jesse	163,811	37,641	1,001
Mooker, Sabina	71,952	22,632	3,291
Mooney, Bob	123,906	12,471	1,023
Moore, Kenneth	141,167	26,368	1,433
Moorsmith, Elizabeth	187,363	17,812	1,442
Morash, Steve	91,272	9,880	404
Morberg, Joey	89,921	27,535	3,452
Moretto, Johanna	103,543	9,978	1,781
Morrison, Jess	113,274	10,250	2,004
Morrison, Shanda	77,978	20,080	1,131
Mortazavi, Farshad	151,429	39,097	738
Morton, Ryan	67,724	8,228	3,326
Mucha, Frank	133,053	16,271	831
Mueckel, Trevor	87,360	23,750	2,367
Mui, Gary	63,764	15,726	965
Mulzet, Debbie	100,006	15,985	819
Mundi, Jasdip	91,446	50,083	1,078
Muntasir, Sardar	114,098	12,960	4,844
Murray, Chris	68,213	14,942	3,220
Musana, Redgenald	134,382	15,272	568
Mushtuk, Jason	99,562	19,262	907
Mynott, Lydia	108,294	16,554	6,204
Nair, Trina	112,794	16,640	-
Najafi, Nima	137,511	16,080	4,294
Nakashima, Lynda	94,458	17,903	34
Naqvi, Syed	91,360	11,206	13,216
Nateghi, Mehdi	134,382	12,872	2,483
Nath, Mriganka	75,900	15,976	5,251
Nava, Lorenzo	72,922	27,624	1,522
Navratil, Peter	290,394	45,079	8,347
Nawaz, Amer	91,514	27,035	4,241
Neale, Mike	82,957	37,691	473
Nees, Bronson	64,912	18,513	2,402
Nees, Roy	82,957	21,801	1,180
Nelms, Cheryl	290,394	43,482	9,232
Nelson, Tom	103,543	10,455	-
Nesci, Chris	137,690	22,654	539
Neuhaus, Stefan	93,328	45,385	3,419

(1) Employees are paid bi-weekly, resulting in 26 pay cheques.

(2) Consists of benefits (i.e. dental, health) and one-time payments (i.e. overtime, banked vacation, and retroactive payments)

(3) Includes business related expenses for training, travel, mileage, and memberships.

SCHEDULE OF REMUNERATION AND EXPENSES
For the year ended December 31, 2023
Employees

Name	Base Salary Payments (1)	Taxable Benefits and Other (2)	Expenses (3)
Neumann, Nicholas	61,749	17,653	879
Neville, Glen	123,582	43,543	3,590
Newman, Tim	91,272	9,864	500
Ng, Candace	95,183	10,281	610
Ng, Laura	110,869	11,197	7,489
Ngan, Rita	87,634	12,625	-
Ngaserin, Cindy	81,075	11,116	5,535
Ngo, Alan	127,619	12,370	2,604
Ngo, Vong	81,248	31,816	31
Nguyen, Jim	134,556	15,296	6,044
Nguyen, Raina	75,404	10,969	160
Nguyen, Sandra	75,447	9,813	299
Nguyen, Steve	134,382	15,323	6,530
Nguyen, Vinson	80,968	23,960	2,429
Nic Lochlainn, Ana	89,642	10,760	1,491
Nichol, Edward	108,972	12,063	3,286
Nichols, George	124,276	31,053	1,951
Nicol, Robert	89,862	31,928	1,557
Nicolaichuk, John	70,738	17,090	369
Nicolls, Carol	103,358	10,885	-
Nieh, Rudolph	143,754	15,977	2,348
Nielsen, Tristan	92,016	25,591	3,752
Niewiero, Art	95,382	33,147	5,999
Nishimura, Ron	134,382	25,183	3,737
Noel, Eddison	77,829	14,194	1,407
Nolan, Ken	70,370	22,818	521
Norton, Michael	150,428	16,349	6,534
Norum, Carter	65,540	19,477	1,433
Oberson, Graham	65,986	19,151	134
Obrknezev, Boris	141,521	14,490	139
Obwaha, Osvaldo	86,597	34,332	1,165
O'Connell, Meghan	83,419	9,115	622
O'Connor, Michelle	84,731	17,450	516
Odenbach, Duane	134,382	15,272	-
Ogilvie, Fergus	98,327	20,623	1,315
O'Hanlon, Tommy	95,310	17,030	6,175
O'Hara, Judy	87,841	14,514	-
Okpikpi, Edirin	81,292	8,929	280
Olafson, Shawn	72,504	13,768	1,357
Olaniyan, Success	77,955	11,857	4,278

(1) Employees are paid bi-weekly, resulting in 26 pay cheques.

(2) Consists of benefits (i.e. dental, health) and one-time payments (i.e. overtime, banked vacation, and retroactive payments)

(3) Includes business related expenses for training, travel, mileage, and memberships.

SCHEDULE OF REMUNERATION AND EXPENSES
For the year ended December 31, 2023
Employees

Name	Base Salary Payments (1)	Taxable Benefits and Other (2)	Expenses (3)
Oljaca, Goran	211,959	23,826	4,267
Oljaca, Tamara	86,680	17,714	2,701
Onate, Cesar	134,382	16,125	1,480
O'Neill, Bruce	123,906	24,106	2,219
Orrock, Kent	94,796	12,244	1,159
Ortega, Beatriz	70,029	7,460	1,487
O'Sullivan, Aine	89,949	11,776	336
O'Sullivan, Orla	68,476	8,275	322
Otomo, Koji	84,339	18,241	1,408
Oujegov, Vlad	73,781	10,239	28,073
Overbury, Christa	68,676	16,015	1,734
Overton, Ken	95,739	9,927	3,629
Ozmen, Adam	78,830	34,475	1,628
Pachcinski, Marcin	163,334	19,805	1,338
Palmeri, Ben	93,203	35,030	269
Pandke, Eddie	138,069	16,419	4,016
Paquin, Marc	70,187	9,750	859
Parisi, Nicole	101,741	21,291	-
Park, Eleanor	71,585	13,067	592
Park, Mary	80,546	8,995	598
Parkinson, Linda	181,857	17,005	3,737
Parkinson, Scott	49,566	27,235	7,189
Parkinson, Yasemin	119,483	13,280	1,881
Parmar, Deepak	84,443	31,823	42
Parmar, Gurtej	106,267	10,379	893
Pascoa, Tony	90,996	17,922	6,790
Paul, Gin	76,491	8,547	87
Pavan, Bruno	86,349	31,787	3,347
Pavich, Jonathan	134,536	15,818	2,877
Pavitt, Kevin	94,491	40,692	2,494
Pavlovic, Pavle	76,917	8,924	2,018
Pawelec, Ania	117,195	13,541	666
Payne, Christine	77,304	9,170	-
Pearce, Tom	113,563	12,810	6,134
Pearson, Jeff	94,602	25,206	2,478
Pelech, Sharon	124,471	30,080	4,909
Pellegrino, Briana	130,543	18,232	1,981
Pena, Rafael	64,695	21,180	437
Pendl, Sylvia	103,543	11,420	5,908
Penrose, Jim	109,570	12,727	1,362

(1) Employees are paid bi-weekly, resulting in 26 pay cheques.

(2) Consists of benefits (i.e. dental, health) and one-time payments (i.e. overtime, banked vacation, and retroactive payments)

(3) Includes business related expenses for training, travel, mileage, and memberships.

SCHEDULE OF REMUNERATION AND EXPENSES
For the year ended December 31, 2023
Employees

Name	Base Salary Payments (1)	Taxable Benefits and Other (2)	Expenses (3)
Perko, Veronika	74,032	13,815	2,250
Petersen, Doug	163,213	19,998	1,150
Petersen, Mik	89,504	32,055	727
Peterson-Muirhead, Matt	76,312	6,562	7,106
Petrov, Ivo	84,406	70,797	2,205
Phan, Wayne	129,059	14,158	1,891
Philippe, Denise	94,506	11,726	1,817
Pienaar, Alex	39,926	43,628	10,621
Pillon, Kathy	74,213	8,450	385
Piombini, Marino	158,629	17,953	368
Pirmoradi, Zhila	129,767	14,987	1,240
Pithwa, Rahul	89,432	9,103	852
Pitre, Marcel	175,937	19,276	890
Plagnol, Chris	67,098	8,706	288
Plavetic, Marie	97,837	14,702	862
Plotkin, Jeremy	124,712	14,421	901
Podikov, Dasha	67,329	10,397	1,931
Podikov, Emil	78,409	61,031	552
Poelzl, Andy	85,259	6,403	3,505
Pokhrel, Anish	126,811	11,413	2,559
Polkinghorne, Andrew	85,320	25,377	1,424
Pon, Chuck	93,843	44,200	-
Pont, Andrea	70,161	22,109	3,423
Pook, Joseph	94,077	10,134	2,297
Postulka, Michelle	125,457	23,480	118
Potter, Geoff	130,540	15,189	2,369
Potter, Leonard	90,117	34,778	1,185
Power, Kara	62,474	12,871	2,758
Prazeres, Silvio	88,920	54,527	601
Preckel, Rosemary	63,761	11,607	841
Preston, Kathy	177,924	19,866	7,830
Procopation, Matt	123,977	38,912	5,722
Pucek, Tristin	69,765	14,368	156
Purewal, Jas	120,884	26,759	2,540
Purohit, Prashant	94,602	19,668	2,896
Purvis, Earl	82,957	22,540	4,207
Pyne, Karen	103,543	11,259	5,225
Qian, Mark	135,207	15,462	3,707
Qu, Howie	73,769	9,336	326
Quan, Roger	100,878	33,506	356

(1) Employees are paid bi-weekly, resulting in 26 pay cheques.

(2) Consists of benefits (i.e. dental, health) and one-time payments (i.e. overtime, banked vacation, and retroactive payments)

(3) Includes business related expenses for training, travel, mileage, and memberships.

SCHEDULE OF REMUNERATION AND EXPENSES
For the year ended December 31, 2023
Employees

Name	Base Salary Payments (1)	Taxable Benefits and Other (2)	Expenses (3)
Quenneville, Glen	61,540	15,280	5,792
Quetua, Rey	126,501	14,233	3,090
Quinn, Cristina	91,411	10,259	5,158
Rabiej, Amir	134,489	17,787	2,238
Rae, Kaylan	82,141	24,242	565
Raetek, Rane	131,556	15,569	553
Rahman, Rebayet	116,511	13,437	7,520
Raincock, Grant	88,059	31,415	428
Rajamani, Barath	79,662	16,882	5,395
Ramage, Andrew	90,249	41,943	1,011
Ramirez, Joanne	79,607	8,781	5,829
Ramusovic, Naser	52,649	36,481	4,068
Randhawa, Jivan	99,330	17,034	1,504
Ranu, Jaswant	152,183	16,981	4,686
Ratajczak, Marek	176,428	19,298	11,958
Rear, Dean	252,181	56,688	5,288
Reck, Tanya	117,699	14,465	250
Redmond, Joshua	107,205	12,512	2,118
Redpath, Mike	210,027	30,066	16,291
Reichel, John	110,457	14,398	-
Reid, Jordan	69,810	51,840	7,507
Reid, Ken	138,467	17,547	3,247
Reilly, Jason	88,920	46,373	887
Reimer, Carolyn	62,973	12,480	315
Reitmayer, Niki	115,316	24,078	390
Rendall, Kirstie	95,828	34,209	2,546
Reniers, Paul	169,248	20,975	2,907
Reyes, Gustavo	61,178	24,520	142
Reynolds, Conor	173,663	18,850	2,406
Reynolds, Rich	95,183	26,663	1,377
Ricci, Mary	118,029	14,234	3,484
Richards, Jordan	65,280	20,976	76
Richardson, Ross	149,941	20,109	10,547
Richardson, Amanda	134,382	17,842	5,290
Richardson, John	92,229	24,858	961
Richter, Marina	103,348	15,474	782
Rikley, Kevin	91,913	25,868	2,595
Riley, Alan	91,739	24,324	3,692
Ritzman, Shellee	139,816	22,300	6,524
Rivkin, Olga	175,937	16,123	3,763

(1) Employees are paid bi-weekly, resulting in 26 pay cheques.

(2) Consists of benefits (i.e. dental, health) and one-time payments (i.e. overtime, banked vacation, and retroactive payments)

(3) Includes business related expenses for training, travel, mileage, and memberships.

SCHEDULE OF REMUNERATION AND EXPENSES
For the year ended December 31, 2023
Employees

Name	Base Salary Payments (1)	Taxable Benefits and Other (2)	Expenses (3)
Roberge, Daniel	236,736	61,637	1,439
Roberge, Kevin	83,988	15,963	750
Roberts, Guy	134,382	15,368	2,032
Robinson, Cory	91,523	34,978	1,907
Robinson, Ron	82,782	32,532	3,471
Rochon, Aaron	63,562	19,534	-
Rodrigues, Jason	77,998	33,076	2,303
Roetman, Derek	83,011	58,724	713
Rogan, Conor	73,691	33,937	2,537
Rogers, Trevor	86,813	15,981	438
Rollins, Leigh	131,177	24,435	2,961
Roots, Chad	67,468	21,399	2,831
Rosicki, Agnes	147,529	15,324	1,358
Ross, Dawn	103,543	15,545	6,829
Ross, Kathleen	74,396	18,949	524
Roth, Mike	138,454	25,201	2,665
Rotin, Jeff	84,071	8,973	405
Roud, John	82,957	27,973	910
Rouhani, Ali	150,168	16,072	1,075
Routbard, Nicole	69,020	6,532	382
Rowan, Ann	98,129	24,814	192
Rozada, Pascale	103,718	10,679	4,927
Ruscitti, Tonia	97,145	7,539	2,480
Rutherford, Hauns	67,726	13,000	57
Rutherford, Susan	175,624	20,398	4,284
Ryznar, Gord	66,505	30,080	468
Sabatini, Linda	185,502	28,155	4,707
Sabey, Dane	83,510	10,171	1,266
Sachdev, Michael	91,272	8,799	57
Sadleir, Tom	94,901	15,739	96
Sadrnourmohamadi, Mehrnaz	121,417	12,878	1,583
Safaei, Sahar	85,208	9,779	1,237
Sahota, Jindy	60,575	17,362	269
Saidi, Leila	135,726	13,992	4,080
Sakata, Trina	84,071	9,286	691
Salamatinia, Babak	128,795	27,355	1,181
Saltman, Jennifer	87,647	10,711	1,690
Sanatizadeh, Arash	138,273	12,059	221
Sandhu, Harman	98,629	11,616	13
Sandhu, Kash	89,195	51,197	905

(1) Employees are paid bi-weekly, resulting in 26 pay cheques.

(2) Consists of benefits (i.e. dental, health) and one-time payments (i.e. overtime, banked vacation, and retroactive payments)

(3) Includes business related expenses for training, travel, mileage, and memberships.

SCHEDULE OF REMUNERATION AND EXPENSES
For the year ended December 31, 2023
Employees

Name	Base Salary Payments (1)	Taxable Benefits and Other (2)	Expenses (3)
Sandhu, Shubhneet	114,902	13,128	1,743
Sandhu, Sukie	100,428	27,137	3,279
Sandhu, Tanisha	119,987	14,221	277
Sangalang, Ellen	86,827	7,256	372
Sanghera, Randhir	139,886	16,086	441
Sanii, Sanam	144,336	15,938	1,577
Sarbakhteh, Ashkan	61,062	23,883	267
Sardashti, Mona	91,272	9,688	3,198
Sato, Melody	85,918	25,827	410
Sauer, Devin	131,592	16,527	902
Saunders, Bill	93,128	26,581	4,807
Savage, Hallan	66,756	11,809	5,253
Savage, Laen	89,932	76,127	6,231
Saw, Suan	110,205	10,562	1,277
Saxton, Julie	145,506	15,847	9,736
Scalena, Sabrina	107,365	11,172	3,276
Schaffrick, Steven	163,403	19,201	5,713
Schatz, Alison	107,926	11,416	2,199
Scheibelhut, Sarah	103,169	12,421	2,512
Schiedel, Brent	100,049	26,873	743
Schmidt, Daniel	64,357	28,668	142
Schmidt, Jeff	76,158	6,394	5,502
Schmidt, Rob	89,902	16,632	10
Schmidt, Travis	91,039	33,062	7,557
Schoemaker, Heather	141,655	25,147	192
Schoyen, Jordan	73,451	5,981	2,523
Schwab, Nicolas	71,574	8,535	1,114
Scoffield, Trevor	99,582	13,577	393
Scott, Cory	74,560	51,118	2,773
Scott, Jason	62,504	18,707	6,435
Scott, Peter	68,374	13,904	253
Searle, Mike	163,828	18,176	2,623
Sebastian, Allen	128,128	15,385	1,619
Seinen, Mark	128,450	16,853	703
Sekar, Sathish	94,765	9,896	1,544
Sequeira, Roy	99,671	28,292	807
Serban, Florin	134,342	15,342	1,609
Sever, Charley	99,611	21,788	53
Sever, Steve	94,229	31,436	569
Sevold, Jeff	124,127	14,062	4,315

(1) Employees are paid bi-weekly, resulting in 26 pay cheques.

(2) Consists of benefits (i.e. dental, health) and one-time payments (i.e. overtime, banked vacation, and retroactive payments)

(3) Includes business related expenses for training, travel, mileage, and memberships.

SCHEDULE OF REMUNERATION AND EXPENSES
For the year ended December 31, 2023
Employees

Name	Base Salary Payments (1)	Taxable Benefits and Other (2)	Expenses (3)
Shah, Aditi	95,464	8,172	1,358
Shah, Mihir	86,826	53,287	947
Shahalami, Hassan	103,015	13,733	3,607
Shaheem, Zahid	125,676	61,710	6,618
Shahnia, Shahriar	88,923	60,288	1,438
Shakibaei, Simon	175,937	19,234	3,748
Shakimova, Olga	97,449	11,409	2,270
Sham, Christopher	78,335	57,066	1,724
Shantz, Kevin	91,272	14,350	114
Shariff, Khaled	175,937	19,232	4,670
Sharma, Aby	157,363	26,220	953
Sharma, Rohit	77,476	39,506	811
Sharpe, Doug	138,247	13,658	3,827
Shaw, Anthony	154,082	74,001	10,949
Shea, Ian	89,316	45,102	557
Shears, Carolyn	136,028	16,273	2,814
Shears, Paul	134,382	15,948	728
Sheffield, David	117,473	11,568	1,286
Shen, Stanley	143,720	16,382	1,213
Shepherd, Teresa	83,709	13,756	-
Sheridan, Conor	123,096	24,926	1,806
Shermer, Dorothy	170,302	19,409	1,165
Sherst, Lance	64,905	14,463	-
Sherwood, Tyler	74,145	21,756	456
Shi, Winnie	210,494	18,828	7,472
Shibata, Kelly	71,932	21,271	533
Shipalesky, Kevin	98,088	12,260	5,178
Shirazi-Zand, Shervin	134,828	15,300	2,074
Shishido, Craig	91,272	11,388	572
Shurety, Gillian	87,106	19,747	370
Sidhu, Parul	83,920	10,615	-
Sidi, Shelina	135,190	15,320	1,029
Siegrist, Bill	77,978	26,830	1,468
Siemens, Cory	86,925	33,481	1,184
Silivestru, Lucia	98,829	17,535	158
Silk, Taylor	70,486	25,197	2,100
Silva, John	87,003	24,548	333
Silva, Natasha	99,626	10,673	774
Simon, Silvio	88,339	24,198	2,233
Simpson, Sara	62,916	26,212	1,968

(1) Employees are paid bi-weekly, resulting in 26 pay cheques.

(2) Consists of benefits (i.e. dental, health) and one-time payments (i.e. overtime, banked vacation, and retroactive payments)

(3) Includes business related expenses for training, travel, mileage, and memberships.

SCHEDULE OF REMUNERATION AND EXPENSES
For the year ended December 31, 2023
Employees

Name	Base Salary Payments (1)	Taxable Benefits and Other (2)	Expenses (3)
Sing, Carmen	82,684	10,624	2,922
Sing, Jim	129,891	14,611	3,159
Singh, Avneet	65,957	17,492	4,156
Singh, Inder	192,665	38,255	2,134
Singh, Kabeer	108,633	28,642	1,545
Singh, Lipika	86,680	21,134	582
Singh, Michael	77,729	25,852	1,029
Singh, Tim	87,014	9,244	1,085
Sipka, Dragan	74,641	17,002	662
Siu, Sylvania	87,690	13,121	6,376
Siu, Wanda	74,213	8,462	12
Sivarajah, Dayan	112,334	53,503	539
Skiba, Artem	97,599	9,239	3,880
Skilling, Bennett	87,709	53,094	5,355
Slater, Emma	135,060	16,506	3,686
Slater, Zoey	71,255	8,247	1,469
Smith, Brendon	91,829	17,403	1,213
Smith, Dennis	87,567	21,230	610
Smith, Joe	149,344	16,745	2,740
Smith, Jonathan	91,346	36,961	871
Smith, Luke	89,351	11,221	1,785
Smith, Meaghan	98,608	11,996	1,071
Smith, Patrick	118,337	23,381	3,457
Snizek, Laura	105,795	11,847	27
Snyder, Greg	84,243	9,823	144
So, Mandy	80,558	9,019	341
Sobering, Craig	112,704	11,648	3,604
Soluri, Joe	84,578	27,181	966
Somasunderam, Lani	144,848	35,003	3,050
Somers, Graham	66,756	13,022	2,206
Soo, Gary	98,380	22,684	2,345
Soper, Jay	103,543	12,402	862
Soquila, Regan	112,139	10,232	538
Sorensen, Ji Min	124,148	13,360	4,690
Sorensen, Stephen	140,149	15,511	2,909
Sorgiovanni, Roberto	77,925	26,080	2,037
Sourisseau, Paul	154,957	15,769	1,626
Sowlati, Taban	141,551	16,002	1,543
Spillner, Patrick	123,906	27,570	1,403
Spires, Jeremy	100,099	16,277	1,279

(1) Employees are paid bi-weekly, resulting in 26 pay cheques.

(2) Consists of benefits (i.e. dental, health) and one-time payments (i.e. overtime, banked vacation, and retroactive payments)

(3) Includes business related expenses for training, travel, mileage, and memberships.

SCHEDULE OF REMUNERATION AND EXPENSES
For the year ended December 31, 2023
Employees

Name	Base Salary Payments (1)	Taxable Benefits and Other (2)	Expenses (3)
Stajduhar, Neil	123,906	67,237	2,706
Stanese, Georgeta	71,215	10,795	1,200
Stangroom, Sherine	79,944	8,999	576
Statham, Mike	82,120	39,497	1,265
Steele, Brett	57,208	20,891	2,802
Steglich, Nicole	130,826	14,747	502
Steunenberg, Hein	176,252	17,289	1,310
Stevenson, Michael	70,975	21,251	798
Stewart, Andrew	74,087	36,234	3,051
Stewart, Carla	126,446	12,946	2,692
Stich, Sarah	79,979	10,505	151
Stier, Christopher	76,973	30,672	1,503
Stiver, James	164,017	18,054	1,397
Stone, Spencer	71,232	29,668	2,123
Storry, Karen	151,561	17,161	6,723
Stracke, Ron	69,229	16,652	485
Stradling, Barry	91,409	51,062	1,158
Strang, Moira	110,493	23,317	-
Stratichuk, Nicole	71,215	8,494	593
Stuetz, Tania	78,337	20,801	881
Styles, Michael	64,357	19,241	142
Su, Sean	86,680	20,646	4,008
Suchta, Joanna	116,333	13,755	2,184
Suleiman, Ben	158,767	15,814	260
Suley, Leah	80,982	8,923	7,370
Summers, Tarynne	228,934	65,478	4,176
Sun, Sunny	134,382	15,791	5,468
Sun, Thomas	134,382	15,272	1,521
Sung, Andrew	87,816	6,633	161
Sunner, Manjit	65,872	12,154	-
Sutton, Al	65,926	15,104	726
Svenhard, Clay	89,688	22,666	3,300
Swanlund, Glenn	134,382	27,794	2,678
Swanston, Jennifer	80,432	9,219	1,006
Szeto, Nelson	175,937	19,108	1,475
Sziklai, Riley	108,420	16,870	1,323
Tabrizi, Ellie	129,442	13,678	1,140
Tack, Ed	87,079	59,556	3,370
Tai, Damon	88,106	17,953	641
Tai, Vicky	80,640	12,358	1,471

(1) Employees are paid bi-weekly, resulting in 26 pay cheques.

(2) Consists of benefits (i.e. dental, health) and one-time payments (i.e. overtime, banked vacation, and retroactive payments)

(3) Includes business related expenses for training, travel, mileage, and memberships.

SCHEDULE OF REMUNERATION AND EXPENSES
For the year ended December 31, 2023
Employees

Name	Base Salary Payments (1)	Taxable Benefits and Other (2)	Expenses (3)
Tailford, Geoff	70,264	13,356	887
Tam, David	141,533	16,150	1,144
Tam, Flannan	134,382	15,573	2,988
Tam, Kenny	91,272	11,814	288
Tan, Diondi	87,370	9,578	99
Tancon, Dan	138,129	16,686	-
Tandan, Sukhdev	79,289	42,138	1,431
Tang, Ivan	126,862	26,250	6,932
Tang, Vaillant	134,382	15,272	7,546
Taponat, Marie	134,926	15,315	3,611
Tardiff, Cory	89,982	24,627	7,191
Tarves, Juanito	67,104	15,691	2,781
Taverner, Andrew	124,492	50,304	2,026
Tawfik, Nermine	134,516	15,579	867
Taylor, Laura	94,731	7,817	8,825
Taylor, Matthew	61,151	16,229	2,371
Tecson, Yvette	118,029	18,729	5,786
Teo, Dennis	142,083	59,386	1,275
Teo, Kim	94,895	28,104	2,161
Teo, Roy	84,071	9,806	801
Teo, Stefanie	125,028	12,840	1,306
Tercias, Ritchie	79,641	7,960	891
Terry, Mike	64,357	36,189	142
Thai, Amy	98,346	13,518	1,021
Thakar, Rina	196,975	21,071	5,646
Thiara, Manjit	68,900	12,261	4,893
Thibodeau, Mathieu	87,373	25,890	91
Thien, Shaw	150,838	16,008	416
Thind, Sanveer	92,029	9,891	1,354
Thompson, Peter	82,878	18,360	1,325
Thompson, Steve	97,802	18,015	446
Thomson, Brent	79,408	31,446	645
Thontepu, Sri Kalyan	116,333	17,144	777
Thorlacius, Bui	87,605	23,893	4,484
Thorpe, Michael	83,298	35,273	812
Threadkell, Keith	164,317	22,906	1,378
Ticehurst, Daniel	76,435	8,688	444
Tijman, Brendon	77,661	20,193	750
Tilley, Nikki	99,147	12,265	2,804
Tilton, Mike	77,887	43,046	2,481

(1) Employees are paid bi-weekly, resulting in 26 pay cheques.

(2) Consists of benefits (i.e. dental, health) and one-time payments (i.e. overtime, banked vacation, and retroactive payments)

(3) Includes business related expenses for training, travel, mileage, and memberships.

SCHEDULE OF REMUNERATION AND EXPENSES
For the year ended December 31, 2023
Employees

Name	Base Salary Payments (1)	Taxable Benefits and Other (2)	Expenses (3)
Timmons, Dayna	73,498	20,337	766
Ting, Cheryl	100,192	11,122	1,571
Tinsley, Mikayla	90,545	8,451	2,477
Tio, Joseph	88,871	12,627	549
Tipay, Rhonnel	81,326	39,235	1,256
Tomborello, Gretchen	107,098	13,318	3,277
Tong, John	105,914	9,618	363
Tong, Joshua	88,984	21,632	201
Tootchi, Leila	75,169	5,420	744
Toppings, Tyson	99,462	37,699	6,622
Torres, Matthew	95,820	11,270	1,494
Torres, Philip	128,154	11,718	13,401
Totten, Dan	94,342	31,246	1,699
Towill, Marilyn	290,394	43,416	1,454
Trainor, Maureen	123,911	19,212	9,545
Tran, Angela	80,598	14,024	554
Tran, Nang	90,996	25,447	963
Trang, Paul	105,116	16,149	-
Tran-Neumann, Healina	99,330	25,878	462
Tremolada, Anthony	80,693	53,812	1,125
Trifkovic, Lilyana	68,432	11,925	644
Trommeshausen, Uwe	64,357	28,406	856
Tsang, John	90,328	20,703	727
Tsao, Patrick	80,716	11,885	6,149
Tseng, Kimmy	85,215	17,331	385
Tso, Vanessa	79,451	8,776	132
Tsundu, Nyima	134,382	16,436	3,033
Tugaine, Ann	70,002	9,297	-
Turzak, Chris	64,905	18,339	-
Tymm, Ingrid	98,101	11,809	25
Ufimtseff, Jacob	66,024	25,962	2,145
Underwood, Chris	180,845	19,059	4,093
Unger, Horst	134,382	12,810	166
Upton, Terri	88,022	9,672	1,408
Uy, Rodge	103,543	10,836	134
Uzicanin, Lejla	152,318	17,532	7,955
Vala, Jamie	160,312	18,593	3,004
Valou, Greg	97,624	10,888	532
Van Akker, Anne	135,837	32,005	144
Van De Keere, Derek	83,121	16,717	3,546

(1) Employees are paid bi-weekly, resulting in 26 pay cheques.

(2) Consists of benefits (i.e. dental, health) and one-time payments (i.e. overtime, banked vacation, and retroactive payments)

(3) Includes business related expenses for training, travel, mileage, and memberships.

SCHEDULE OF REMUNERATION AND EXPENSES
For the year ended December 31, 2023
Employees

Name	Base Salary Payments (1)	Taxable Benefits and Other (2)	Expenses (3)
Van den Boogaard, Josh	96,268	45,028	1,493
Van Doorne, Kim	123,911	15,047	304
Van Oord, Ron	150,862	47,256	861
Van, Rei	82,766	9,052	1,376
Vandergaag, Jason	95,397	20,081	1,206
Vanderwal, Steve	38,652	37,875	1,076
Vang, Touchue	73,631	41,179	2,050
Vargas, Sandy	86,273	10,572	-
Varn, Harji	150,004	12,696	3,190
Vas, Ernie	112,704	18,873	96
Vasquez, Edward	163,213	18,898	287
Veal, Stuart	86,128	47,096	2,677
Veenstra, Ted	124,630	25,413	5,195
Velazquez, Adriana	127,332	14,517	813
Venos, Miranda	69,984	16,286	1,989
Verbeke, Trevor	153,371	26,335	7,566
Verigin, Mikaela	114,380	12,506	2,861
Vidler, Lynne	152,908	16,976	2,877
Vieira, Denise	92,110	9,513	2,997
Vijayakumar, Kalai	79,126	9,169	959
Vike, Stephen	94,795	42,129	4,470
Visser, Richard	88,103	22,222	198
Vujicic, Bojan	89,752	9,577	442
Vukicevic, Biljana	134,382	17,975	2,470
Vukicevic, Sinisa	158,453	17,545	6,431
Vulama, Danica	139,007	15,506	313
Wadhawan, Karan	122,371	11,952	1,883
Wagenaar, Jim	77,586	14,113	1,472
Wai, Yvonne	134,382	15,403	4,192
Wakelin, Darrell	110,168	13,922	924
Wallis, Richard	124,425	21,695	1,842
Walsh, Dane	116,944	32,516	2,262
Walsh, Heidi	191,987	35,162	1,335
Wan, Curtis	133,265	14,968	2,511
Wang, Gavin	75,717	7,150	2,601
Wang, Kitty	77,304	9,411	671
Wang, Paul	124,448	27,648	1,017
Wang, Tai	126,501	13,810	910
Wang, Yi	125,879	14,287	2,357
Warnock, Miles	78,460	14,204	611

(1) Employees are paid bi-weekly, resulting in 26 pay cheques.

(2) Consists of benefits (i.e. dental, health) and one-time payments (i.e. overtime, banked vacation, and retroactive payments)

(3) Includes business related expenses for training, travel, mileage, and memberships.

SCHEDULE OF REMUNERATION AND EXPENSES
For the year ended December 31, 2023
Employees

Name	Base Salary Payments (1)	Taxable Benefits and Other (2)	Expenses (3)
Warren, Jason	135,892	15,525	7,898
Watson, Ron	77,785	43,681	3,624
Watt, Jason	83,738	15,902	1,552
Watt, Matt	88,106	34,452	-
We, William	80,779	9,964	2,320
Wears, Nicole	163,674	18,777	-
Webb, Nolan	84,306	41,819	2,078
Webber, Nate	134,317	15,131	4,071
Weber-Concannon, Isabelle	106,283	13,475	4,443
Webster, Emma	90,045	8,960	1,406
Weerarathna, Ravin	104,749	8,754	-
Wei, Ho-ping	162,756	14,089	12,819
Weishuhn, Rob	61,570	15,096	467
Weiss, Amy	103,231	10,852	1,999
Wejkszner, Tommy	70,309	38,812	888
Welgan, Kristen	99,658	10,594	331
Wellman, Mark	150,566	19,606	4,817
Wellman, Sarah	150,838	16,840	424
Wells, Jay	77,327	39,656	160
Wells, Mike	99,733	25,252	1,675
Werger, Daniel	106,726	10,798	-
Westhora, Gary	90,037	19,575	310
Wharton, Ben	65,809	18,126	2,793
Wheeler, Judith	74,047	22,564	1,265
Whyte, Nicholas	110,560	46,484	4,058
Wigwe, Kelechi	111,846	12,110	619
Wilkinson, Heather	65,683	9,347	-
Williams, Brett	92,812	34,421	1,453
Williams, Callan	86,261	11,267	5,415
Williams, Jennifer	41,322	44,575	100
Williams, Owen	94,582	28,466	643
Williams, Robert	93,905	23,098	2,251
Williamson, Ian	88,089	9,769	512
Wilson, Peter	89,752	39,585	196
Wilson, Robin	80,729	9,225	106
Winslade, Peyton	87,877	10,979	1,513
Wittwer, Yannick	139,330	14,884	1,413
Wong Hen, Tony	106,182	15,559	1,556
Wong, Alice	79,042	9,027	985
Wong, Brandon	77,826	32,792	1,341

(1) Employees are paid bi-weekly, resulting in 26 pay cheques.

(2) Consists of benefits (i.e. dental, health) and one-time payments (i.e. overtime, banked vacation, and retroactive payments)

(3) Includes business related expenses for training, travel, mileage, and memberships.

SCHEDULE OF REMUNERATION AND EXPENSES
For the year ended December 31, 2023
Employees

Name	Base Salary Payments (1)	Taxable Benefits and Other (2)	Expenses (3)
Wong, Casey	154,977	16,881	3,289
Wong, Cori	134,757	15,075	3,044
Wong, David	108,603	11,154	1,367
Wong, Felice	83,920	10,424	12,944
Wong, Jennifer	126,823	10,393	414
Wong, Michael	121,539	20,285	3,805
Wong, Rachel	76,833	8,785	1,327
Wong, Rose	92,105	9,662	2,288
Wong, Teddy	81,616	9,041	556
Woo, Chris	150,335	16,670	1,405
Wood, Bonnie	126,910	15,138	8,156
Wood, Devon	76,365	9,656	-
Wood, Megan	129,234	16,334	12,029
Worcester, Robyn	103,543	10,893	4,271
Worsley, Michael	40,065	39,893	8,225
Wright, Geoffrey	95,748	11,622	1,582
Wu, Alec	78,305	6,521	1,957
Wu, Claudia	134,781	15,570	2,337
Wu, David	112,511	12,452	3,031
Wu, Julia	108,351	9,820	719
Wu, Ringo	94,613	34,239	2,332
Wu, Thomas	149,553	16,774	1,928
Wu, William	65,683	10,812	196
Xiao, Wen	147,253	16,453	646
Xiong, Lee	91,254	71,180	1,973
Xu, Diana	80,546	10,103	801
Yager, Brent	97,095	24,216	4,026
Yager, Elvina	77,450	8,795	746
Yamada-Bagg, Garrett	55,108	31,623	4,093
Yamamoto, Jessica	80,867	8,941	3,653
Yan, Carol	133,489	14,701	1,098
Yan, Kate	113,813	11,531	2,515
Yan, Kevin	68,695	9,006	1,986
Yang, Andy	86,700	19,389	15,241
Yang, Daniel	134,382	15,974	3,321
Yang, Lindy	127,077	12,902	10,126
Yap, Anthony	102,774	24,817	652
Yazdanpanah, Helia	141,799	16,584	529
Ye, Connie	102,788	11,012	3,324
Yee, Stephen	81,531	15,397	248

(1) Employees are paid bi-weekly, resulting in 26 pay cheques.

(2) Consists of benefits (i.e. dental, health) and one-time payments (i.e. overtime, banked vacation, and retroactive payments)

(3) Includes business related expenses for training, travel, mileage, and memberships.

SCHEDULE OF REMUNERATION AND EXPENSES
For the year ended December 31, 2023
Employees

Name	Base Salary Payments (1)	Taxable Benefits and Other (2)	Expenses (3)
Yeung, Eugene	145,494	58,038	2,817
Yeung, Wendy	86,260	23,591	1,307
Yik, Susanna	92,519	15,930	782
Yin, Min	102,000	7,221	10
Yoshida, Taylor	67,298	34,898	2,147
Young, Jeff	99,399	43,893	1,305
Young, Sandy	103,055	12,225	915
Yu, Brian	91,272	20,535	1,502
Yu, Percy	142,596	16,117	2,206
Yuen, Ivy	78,543	15,207	6,518
Yung, Peter	99,330	8,599	548
Yusefie, Marie	79,222	7,318	1,560
Yutuc, Elvin	129,029	13,469	1,369
Zakipour, Negar	145,602	14,645	877
Zaremba, Lillian	158,769	19,793	6,278
Zavislak, Sean	69,984	25,041	496
Zemcov, Clare	146,475	27,023	208
Zerbe, Johann	83,941	9,322	1,120
Zhang, David	96,803	8,775	2,658
Zhang, Patrick	96,458	14,823	2,830
Zhang, Terry	83,920	9,630	1,913
Zhao, Wei	107,926	14,144	1,610
Zheng, Dana	153,051	17,105	4,026
Zhou, Lei	111,749	13,107	1,104
Zhou, Tony	128,315	11,715	4,138
Zibin, Nicholas	125,879	14,045	1,819
Zibin, Sarah	126,374	24,982	525
Zimka, Colin	79,496	46,007	3,237
Zimmer, Glen	95,183	16,360	-
Zimmermann, Brianne	86,635	9,416	1,435
Zingeler, Jeff	73,835	9,166	5,701
Zolkiewski, Rick	138,122	22,689	2,892
Zordan, Lena	116,916	10,711	1,057
Zou, Junhao	132,609	14,925	2,472
	170,389,381	34,425,925	3,699,180
Total for employees with remuneration of \$75,000 or less	22,622,182	4,260,287	635,574
	\$ 193,011,563	\$ 38,686,212	\$ 4,334,754

(1) Employees are paid bi-weekly, resulting in 26 pay cheques.

(2) Consists of benefits (i.e. dental, health) and one-time payments (i.e. overtime, banked vacation, and retroactive payments)

(3) Includes business related expenses for training, travel, mileage, and memberships.

SCHEDULE OF REMUNERATION AND EXPENSES
For the year ended December 31, 2023
Reconciliation of Remuneration to Financial Statements

Total Remuneration - Schedule of Remuneration and Expenses:

Employees (per Schedule 2)	
Base Salary	\$ 193,011,563
Taxable Benefits and Other	38,686,212
Members of the Board of Directors and Elected Officials (per Schedule 1)	1,616,420
	<u>\$ 233,314,195</u>

Total Salaries and Benefits per Consolidated Statement of Operations:
(Financial Statement Note 20a - Segmented information) \$ 231,335,272

Items included in Consolidated Statement of Operations but not in Schedules 1 and 2:	
Employer paid corporate benefits	(39,623,051)
2023 salaries and benefit accruals*	(33,648,293) *
Amounts paid for temporary services	(1,004,104)

Items included in Schedules 1 and 2 but not in the Consolidated Statement of Operations:	
Salaries and benefits capitalized and included in tangible capital assets (Financial Statement Note 20 - Segmented information)	31,875,425
2022 salaries and benefits accruals*	44,378,947 *
	<u>\$ 233,314,195</u>

* For financial statement purposes, accrued employee wages and benefits are included in the financial statements, but are not reflected in remuneration paid to employees.

SCHEDULE OF REMUNERATION AND EXPENSES
For the year ended December 31, 2023
Statement of Severance Agreements

There were twelve severance agreements under which payments commenced between the Metro Vancouver Regional District and its non-unionized employees during fiscal year 2023. These agreements represent from 1 to 9 months of compensation.

SCHEDULE OF PAYMENTS TO SUPPLIERS FOR GOODS AND SERVICES

For the year ended December 31, 2023

Payments to Canadian Suppliers (\$Cdn)

Supplier Name	Payment Amount
0946235 B.C. LTD	\$ 546,253
1007079 BC LTD DBA RECRUITING IN MOTION - VANCOUVER	92,740
1121454 B.C. LTD. INC. NO. BC1121454	84,791
21 TECH LLC	527,664
22ND CENTURY TECHNOLOGIES CANADA INC	58,003
340951 BC LTD	81,900
4REFUEL CANADA LP	31,704
579453 ONTARIO INCO/A MANTECH	67,695
669251 ALBERTA LTD	462,683
A. LANFRANCO & ASSOCIATES	229,157
A.B.E. LOGGING LTD	353,441
A.R. HYTECH ENGINEERING LTD	813,641
A.R.THOMSON GROUP	211,034
A.W.FIREGUARD (1991) LTD	35,972
ABB INC	2,112,640
ABBA PARTS & SERVICE	145,368
ABOVE & BEYOND INSULATION LTD	28,911
ABRAHAMSON & ASSOCIATES CONSULTANTS LTD	62,772
ABSOLUTE CONCRETE REPAIR & INJECTION	93,902
ACADIAN METALS & FASTENERS LTD	185,119
ACCESS INFORMATION MANAGEMENT OF CANADA ULC	61,349
ACCESS WELDING & COATING INSPECTIONS LTD	125,489
ACCURATE CEDAR LTD	294,988
ACE TANK SERVICES	33,796
ACI ARGYLE COMMUNICATIONS INC	51,396
ACKLANDS - GRAINGER INC	194,066
ACTION GLASS LTD	101,113
ACTIVE PIPE WELDING INC	102,568
ACUREN GROUP INC	456,008
ADS ENVIRONMENTAL TECHNOLOGIES INC	598,223
AECOM CANADA LTD	47,083,953
AEROQUEST MAPCON INC	98,985
AFFINITY STAFFING INC	248,756
AGILENT TECHNOLOGIES CANADA INC	110,401
AGILITY PR SOLUTIONS CANADA LTD	26,734
AGILYX SOLUTIONS LIMITED	81,328
AHLUWALIA, ELISABETH EMMA JEANETTE	81,903
AIDAN CHIN	38,309
AIRY POINT ENGINEERING SERVICES INC	39,662
ALAN D. RUSSELL, PROJECT & CONSTRUCTION MANAGEMENT CONSULTANT	68,403
ALEXANDER HOLBURN BEAUDIN & LANG	54,632
ALFA LAVAL INC	291,701
ALFRED HORIE CONSTRUCTION CO LTD	182,333
ALICAN DISTRIBUTORS	40,299
ALL ROADS CONSTRUCTION LTD	80,112
ALL ROUND HOME IMPROVEMENTS AND	185,168
ALL SEASONS DEVELOPMENT LTD	229,835

SCHEDULE OF PAYMENTS TO SUPPLIERS FOR GOODS AND SERVICES

For the year ended December 31, 2023

Payments to Canadian Suppliers (\$Cdn)

Supplier Name	Payment Amount
ALLSTAR HOLDINGS INC	28,754
ALMA PLUMBING & HEATING LTD	1,179,095
ALS CANADA LTD	413,657
ALS ENVIRONMENTAL	31,760
ALSTAD HVAC	32,892
ALTIS RECRUITMENT & TECHNOLOGY INC	64,456
ALTISHR	304,683
ALUMASAFWAY, INC	48,695
AMAZON	301,278
AMERESCO CANADA INC	40,022
AMERICAN PROCESS GROUP A DIVISION OF CCS	220,336
AMRE SUPPLY COMPANY LIMITED	218,403
AMTG CONSULTING LTD	275,460
ANACONDA SYSTEMS LIMITED	229,329
ANDREW SHERET LTD	47,799
ANGUS & ASSOCIATES	201,836
ANGUS ONE LTD	103,969
ANKURA CONSULTING GROUP, LLC	291,375
ANNACIS WASTE DISPOSAL CORP.	871,964
ANNEX CONSULTING GROUP INC	155,367
ANVIL CENTRE	94,799
AON REED STENHOUSE INC	10,004,922
APG-NEUROS INC	30,457
APOLLO SHEET METAL LTD	79,241
APPLE COMPUTERS	408,264
APPLEONE SERVICES LIMITED	132,062
AQUA VAC SEWER & DRAIN LTD	111,211
AQUA-AEROBIC SYSTEMS INC(CDN\$)	47,250
AQUACOUSTIC REMOTE TECHNOLOGIES INC	311,999
AQUATIC INFORMATICS INC	33,882
AQUATIC LIFE LTD	36,950
ARBOR PRO TREE SERVICES LTD	33,911
ARBORICULTURE CANADA TRAINING &	51,770
ARCOSE CONSULTING LTD	93,959
ARMTEC INC	25,202
AROUND THE BEND MEDIA SERVICES LTD	57,176
ARROW EQUIPMENT LTD	30,340
ARROW SPEED CONTROLS LTD	318,782
ARROW TRANSPORTATION SYSTEMS INC	28,627,370
ARTECH ELECTRIC LTD	111,399
ASI GROUP LTD	220,893
ASPEN FILMS INC	32,486
ASQ BUILDING	235,921
ASSERTIVE EXCAVATING AND DEMOLITION LTD	616,296
ASSOCIATED ENGINEERING (B.C.) LIMITED	2,487,888
ASSOCIATED FIRE SAFETY	47,617
ASTROGRAPHIC INDUSTRIES LTD	48,426

SCHEDULE OF PAYMENTS TO SUPPLIERS FOR GOODS AND SERVICES

For the year ended December 31, 2023

Payments to Canadian Suppliers (\$Cdn)

Supplier Name	Payment Amount
ASY CONSULTING INC	108,028
ATCO STRUCTURES & LOGISTICS LTD	320,950
ATLAS COPCO COMPRESSORS CANADA	68,445
ATS SCIENTIFIC INC	52,755
AUSENCO ENGINEERING CANADA INC	2,383,146
AUTOMOTIVE RESOURCES INTERNATIONAL	1,636,981
AVENSYS SOLUTIONS INC	60,292
AVENUE MACHINERY CORP.	674,965
AVISON YOUNG REAL ESTATE MANAGEMENT SERVICES C/O ROBCO ENTERPRISES ULC	37,680
AWC PROCESS SOLUTIONS LTD	29,383
AWQS CONSULTING	27,452
B&B CONTRACTING LTD	9,551,584
B.A. BLACKWELL & ASSOCIATES	597,470
B.C. COMMUNICATIONS INC	32,112
BANK OF MONTREAL	85,024
BARNESCRAIG & ASSOCIATES	59,878
BBA ENGINEERING LTD	103,736
BC COMMUNICATIONS INC	50,276
BC CONSERVATION FOUNDATION	64,838
BC HYDRO AND POWER AUTHORITY	17,065,203
BC LUNG FOUNDATION	35,000
BC MUNICIPAL SAFETY ASSOCIATES	126,750
BCRS ROAD SAFE INC	60,966
BD HALL CONSTRUCTORS CORP	4,499,347
BDO CANADA LLP	364,434
BEAVER ELECTRICAL MACHINERY LTD	502,139
BEEDIE FRASER MILLS LP	144,097
BEGBIE CONTRACTING SERVICES	25,775
BENNETT JONES LLP	86,016
BENNETT LAND SURVEYING LTD	44,544
BENNETT MECHANICAL INSTALLATIONS (2001) LTD	4,525,621
BES-BUILDING ENERGY SOLUTIONS LTD	30,702
BEST BUY	41,441
BESTWAY FLOORING LTD	130,223
BESTWEST ROOFING INC	31,522
BETTER BUY CHAIRS INC	25,141
BGC ENGINEERING INC	106,971
BGE INDOOR AIR QUALITY	26,733
BINNIE LAND SURVEYING LTD	232,859
BIOREM TECHNOLOGIES INC	386,288
BIRCO ENVIRONMENTAL LTD	216,795
BIRDSEYE OFFICE FURNITURE AND DESIGN	109,133
BLACKRIDGE SOLUTIONS INC	272,347
BLUE PINE ENTERPRISES LTD	25,927
BNAC ENVIRONMENTAL SOLUTIONS	44,053
BOW RIVER SOLUTIONS INC	60,524
BRENNTAG CANADA INC	7,747,877

SCHEDULE OF PAYMENTS TO SUPPLIERS FOR GOODS AND SERVICES

For the year ended December 31, 2023

Payments to Canadian Suppliers (\$Cdn)

Supplier Name	Payment Amount
BRITCO BOXX LP	116,983
BROCK WHITE CANADA COMPANY	63,672
BROOKLUND TECHNOLOGIES INC	109,200
BROOKS CORNING COMPANY LTD	49,754
BROWN AND CALDWELL CONSULTANTS CANADA	7,479,056
BROWN AND OAKES ARCHAEOLOGY	37,787
BUILDWORKS CONSTRUCTION INC	30,450
BUNT & ASSOCIATES ENGINEERING LTD	115,474
BUREAU VERITAS CANADA (2019) INC	280,771
BURNABY CITY OF	1,247,485
BURNABY BLACKTOP LTD	31,944
BURNABY TRAFFIC LTD	799,800
BUSY-BEE SANITARY SUPPLIES	35,574
C.D. NOVA LTD	27,552
C.G. INDUSTRIAL SPECIALTIES LTD	49,194
CALVIN LOOMIS DBA AIR EXPERTS	45,141
CAMBIE ROOFING CONTRACTORS LTD	26,565
CAMELCASE DATA	31,556
CAMFIL CANADA INC	57,145
CANADA POST	57,994
CANADIAN DEWATERING LTD	627,591
CANADIAN EMERGENCY MEDICAL SERVICES	31,631
CANADIAN NATIONAL RAILWAYS	1,229,427
CANADIAN PACIFIC RAILWAY	140,976
CANADIAN TIRE	86,056
CANADIAN WATER NETWORK	75,000
CANCO CRANES & EQUIPMENT LTD	140,927
CAN-DIVE CONSTRUCTION LTD	78,047
CANFORCE PEST CONTROL	65,748
CANOE PROCUREMENT OF CANADA	315,211
CANSTAR RESTORATIONS LP	639,699
CANWEST CONCRETE CUTTING BC CORP.	77,544
CALIDO ENTERPRISES LTD	25,000
CARMICHAEL ENGINEERING LTD	127,293
CARO ANALYTICAL SERVICES	25,289
CAROLLO ENGINEERS CANADA, LTD	3,003,561
CARSCADDEN STOKES MCDONALD ARCHITECTS INC	156,317
CARTER CHEV	34,164
CASCADE TENT RENTALS	27,755
CASCADIA INSTRUMENTATION INC	35,056
CASCADIA STRATEGY CONSULTING PARTNERS	249,556
CASLYS CONSULTING LTD	35,989
CASSELS BROCK	405,439
CATERTRAX	285,729
CB PROCESS INSTRUMENTATION & CONTROLS	607,458
CCI COMBUSTION CONTROL INC	171,073
CD NOVA	145,805

SCHEDULE OF PAYMENTS TO SUPPLIERS FOR GOODS AND SERVICES

For the year ended December 31, 2023

Payments to Canadian Suppliers (\$Cdn)

Supplier Name	Payment Amount
CDM SMITH INC	9,039,058
CDW CANADA CORP.	699,571
CEDAR CREST LANDS (B.C.) LTD	1,171,428
CENTRIX CONTROL SOLUTIONS	225,317
CESCO ELECTRICAL SUPPLY LTD	62,347
CH2M HILL CANADA LIMITED	16,554,049
CHAMCO INDUSTRIES LTD	135,406
CHARGED INSTALL SERVICES INC	26,793
CHARTER TELECOM INC	29,623
CHEMTRADE CHEMICALS CANADA LTD	1,318,362
CHRISTOPHER'S FURNITURE SERVICES	34,605
CIELO ELECTRIC LTD	42,271
CINTAS CANADA LTD	207,945
CITY ELECTRIC SUPPLY	123,253
CITYHIVE YOUTH ENGAGEMENT SOCIETY	33,343
CIVIC LEGAL LLP	158,476
CIVIL SPACE ENGAGEMENT INC	27,552
CLARK BUILDERS	2,012,290
CLARK WILSON LLP	42,166
CLARUSO CREATIVE	91,940
CLEANATIC FACILITY SERVICES INC	41,496
CLEAR PROPERTY SERVICES LTD	26,848
CLEARTECH INDUSTRIES INC	101,682
CLEARWAY CONSTRUCTION INC	1,889,747
COAST MOUNTAIN BUS COMPANY LTD	113,504
COASTAL PACIFIC LANDSCAPING LTD	388,004
COBING BUILDING SOLUTIONS LTD	27,605
COLLIERS MACAULAY NICOLLS INC	32,636
COLLIERS PROJECT LEADERS INC	3,727,599
COLLIERS STRATEGY & CONSULTING INC	27,405
COMCOR ENVIRONMENTAL LIMITED	319,136
COMMERCIAL ELECTRONICS LTD	35,669
COMMISSIONAIRES BC	530,812
COMPASS GROUP CANADA LTD	27,624
COMPLETE SECURITY INSTALLS	77,482
CONCORD EXCAVATING & CONTRACTING LTD	1,076,295
CONCORD PARKING LTD	121,737
CONNEXUS INDUSTRIES INC	232,363
CONTEMPORARY OFFICE INTERIORS LTD	154,684
COOL FLOW MECHANICAL REFRIGERATION HVAC LTD	89,726
COOPER EQUIPMENT RENTALS	45,650
COQUITLAM CITY OF	4,142,438
CORE6 ENVIRONMENTAL LTD	288,679
CORIOLIS CONSULTING CORP.	92,989
CORPORATE COURIERS LTD	322,973
CORROSION SERVICE COMPANY LTD	217,804
CORWEST FABRICATIONS LTD	108,367

SCHEDULE OF PAYMENTS TO SUPPLIERS FOR GOODS AND SERVICES

For the year ended December 31, 2023

Payments to Canadian Suppliers (\$Cdn)

Supplier Name	Payment Amount
CORY LI-CHANG CHIANG AND ANNA DAN-QING FENG	1,000,312
COUTURE, JACOB	28,411
COVANTA BURNABY RENEWABLE ENERGY INC	17,928,703
CPCS TRANSCOM LIMITED	315,384
CREATIVE DOOR SERVICES LTD	98,461
CROSSROADS HOSPICE SOCIETY	50,815
CULLEN DIESEL POWER	265,168
CUMMINS CANADA ULC	184,893
CUSTOM AIR CONDITIONING LTD	527,823
CUSTOM BLACKTOP CO	89,568
CWA ENGINEERS INC	187,354
D.C. ROBBINS & ASSOCIATES INC	52,973
DAMS FORD LINCOLN SALES LTD	134,756
DARKTRACE HOLDINGS LIMITED	157,500
DARYL-EVANS MECHANICAL LTD	105,568
DAVE CLANCY	185,693
DAVEY TREE EXPERT CO. OF CANADA LIMITED	36,383
DAVID APLIN AND ASSOCIATES INC	38,850
DAVID HENDERSON PRODUCTION & POST	44,541
DECENT PAINTING & DECORATING LTD	474,664
DEEPAK MANAGEMENT LTD	394,762
DEETKEN ENTERPRISES INC	69,836
DEFIANCE EQUIPMENT LTD	228,847
DELL CANADA	2,060,316
DELOITTE & TOUCHE LLP	202,442
DELOITTE LLP	977,437
DELPRO AUTOMATION INC	45,650
DELTA CITY OF	3,572,781
DELTA AIRPARK OPERATING COMMITTEE	60,552
DELTA SCIENTIFIC	43,893
DELTARES	73,535
DESJARDINS FINANCIAL SECURITY	736,739
DEXTERRA INTEGRATED FACILITIES MANAGEMENT DBA 10647802 CANADA LIMITED	50,191
DEZURIK OF CANADA	142,124
DHI WATER & ENVIRONMENT	637,242
DIAMOND HEAD CONSULTING LTD	391,872
DILLON CONSULTING LTD	621,164
DIRECT EQUIPMENT WEST LTD	212,838
DKC DIGI KEY CORPORATION	27,469
DM FOURCHALK PROPERTY CONSULTANTS INC	49,169
DNV WATERFRONT HOLDINGS LTD	50,000
DOBNEY FOUNDRY LTD	335,344
DOMINIC SYSTEMS LIMITED	31,420
DOUBLE M EXCAVATING LTD	112,966
DRAGON VENTURES LTD	123,626
DRAKE EXCAVATING LTD	660,114
DREAM WIZARDS EVENTS LTD	104,471

SCHEDULE OF PAYMENTS TO SUPPLIERS FOR GOODS AND SERVICES

For the year ended December 31, 2023

Payments to Canadian Suppliers (\$Cdn)

Supplier Name	Payment Amount
DRIVING FORCE INC	401,504
DRIVING UNLIMITED	41,840
DRONELOGICS SYSTEMS INC	30,008
DS TACTICAL LTD	105,842
DSA MEDIA	967,279
DUN & BRADSTREET CANADA	25,493
DunskyEnergy Consulting / 6893449 Canada INC	176,664
E. LEES & ASSOCIATES CONSULTING LTD	37,379
E.B. HORSMAN & SON LTD	307,189
EAGLE WEST CRANE & RIGGING	96,357
EARNSCLIFFE STRATEGY GROUP	98,921
EARTH VAC ENVIRONMENTAL LTD	401,295
EATON ELECTRICAL	28,127
EBARA CORPORATION (CAD)	1,431,671
EBB ENVIRONMENTAL CONSULTING INC	46,269
EBBWATER CONSULTING INC	76,547
ECHO ECOLOGICAL ENTERPRISES	134,062
ECOBILLET SOLUTIONS LTD (FORMER 1156120 BC LTD)	29,715
ECOFISH RESEARCH LTD	369,437
E-COMM EMERGENCY COMMUNICATIONS	5,511,010
ECORA ENGINEERING & RESOURCE GROUP LTD	27,234
EECOL ELECTRIC INC	90,374
ELEMENT PLUMBING LTD	48,273
ELEMENTAL ARCHITECTURE AND INTERIORS INC	42,993
ELEVATE SEARCH GROUP	131,623
ELLA ADVISORY SERVICES	69,573
EMCO LIMITED WATERWORKS	132,936
EMIN'S RENOVATION LTD	517,248
EMNET LLC	25,707
EMTERRA ENVIRONMENTAL	32,996,237
ENCOMPASS ELECTRICAL SOLUTIONS LTD	207,709
ENERMAX MOUNTAIN MANUFACTURING LTD	169,367
ENGAGING MINDS CONSULTING LTD	252,647
ENKON ENVIRONMENTAL LTD	35,881
ENKON INFORMATION SYSTEMS INC	45,617
ENNREGS ENVIRONMENTAL LIMITED	39,922
ENVIRO-VAC	64,659
ENVIROWEST CONSULTANTS INC	31,179
ERNST & YOUNG LLP	39,582
ESOLUTIONSGROUP LIMITED	36,960
ESRI CANADA LIMITED	240,703
ESSENTIAL ACQUISITION SERVICES INC	97,414
EST ENVIRONMENTAL TECHNOLOGIES LTD	27,011
ETS TRUCK SHUTTLE LTD	225,751
EUREST DINING SERVICES	125,665
EVAN CROWE PRODUCTIONS INC	69,954
EVOQUA WATER TECHNOLOGIES LTD	116,405

SCHEDULE OF PAYMENTS TO SUPPLIERS FOR GOODS AND SERVICES

For the year ended December 31, 2023

Payments to Canadian Suppliers (\$Cdn)

Supplier Name	Payment Amount
EXACT FACILITY SERVICES	192,691
EXCEL ADVISORY SERVICES LTD	173,864
EXCEL DRAPERY INSTALLATIONS LTD	114,568
EXCEL SCAFFOLD SOLUTIONS LTD	519,834
EXECUTIVE LOCK & SAFE LTD	73,888
EXP SERVICES INC	318,973
F.H. BLACK & COMPANY INCORPORATED	424,950
FABCO PLASTICS WESTERN (B.C.) LIMITED	94,757
FACEBOOK	58,010
FALCON EQUIPMENT LTD	55,033
FARRIS VAUGHAN WILLS & MURPHY	26,029
FASTEEL INDUSTRIES LTD	118,510
FASTSIGNS	102,640
FERNO CANADA	37,729
FINA ELECTRICAL SYSTEMS LTD	515,849
FINN SHAUN	30,748
FINNING INTERNATIONAL INC	764,411
FIRST TRUCK CENTRE VANCOUVER	75,545
FISHER SCIENTIFIC	175,482
FIVESTAR MOTORSPORTS LTD	268,390
FIX AUTO	36,075
FLEETWOOD DISPOSAL LTD	103,359
FLOCOR INC	595,883
FLUKE ELECTRONICS LIMITED PARTNERSHIP	33,254
FODER LAND CORPORATION	942,750
FOODMESH DBA MESH EXCHANGE INC	107,625
FORESIGHT CLEANTECH ACCELERATOR CENTRE	84,500
FORT MODULAR INC	155,626
FORTHRIGHT SOLUTIONS INC	122,369
FORTISBC ENERGY INC	1,765,366
FRASER BURRARD DIVING LTD	91,523
FRASER EQUIPMENT	45,968
FRASER RIVER PILE & DREDGE LTD	2,095,224
FRASER VALLEY EQUIPMENT LTD	32,933
FULFORD HARBOUR CONSULTING LTD DBA FULFORD CERTIFICATION	25,095
G M BALLARD AND ASSOCIATES LTD	38,896
GARNETT WILSON REALTY ADVISORS LTD	75,271
GARTNER INC	281,826
GBL ARCHITECTS INC	53,655
GENIFUEL CORPORATION	63,000
GEO SCIENTIFIC LTD	26,200
GEOCYCLE CANADA INC	202,523
GEOPACIFIC CONSULTANTS LTD	25,971
GEORGE BUBAS MOTORS LTD	25,316
GEOSCAN LAND SURVEY INC	29,864
GEOSCAN SUBSURFACE SURVEYS INC	60,452
GEOTECH DRILLING SERVICES LTD	1,736,391

SCHEDULE OF PAYMENTS TO SUPPLIERS FOR GOODS AND SERVICES

For the year ended December 31, 2023

Payments to Canadian Suppliers (\$Cdn)

Supplier Name	Payment Amount
GEOTRAC SYSTEMS INC	160,944
GERRYTS CONSULTING	50,266
GETSET SOLUTIONS LTD	28,193
GFL ENVIRONMENTAL INC	13,084,116
GHD LIMITED	1,814,557
GIFFORD ELECTRIC LTD	92,484
GLOBAL CONTAINER CORPORATION	56,269
GLOBAL INDUSTRIAL CANADA	35,184
GLOBAL PUBLIC AFFAIRS INC	25,200
GLOBE FACILITIES SERVICES LTD	119,267
GM BLUEPLAN ENGINEERING LIMITED	100,707
GOLDEN ARROW PROPERTIES INC	28,315
GOLDEN GLOBE CONSTRUCTION LTD	1,363,497
GOLDER ASSOCIATES LTD	1,586,616
GOOGLE	25,602
GREATPACIFIC CONSULTING LTD	606,663
GREEN GRADUATES EXTERIOR CLEANING LTD	170,922
GREEN LINE HOSE & FITTINGS (BC) LTD	43,204
GREGG DISTRIBUTORS	173,715
GROSVENOR CANADA LIMITED	60,775
GWR CONTRACTING INC	121,969
HACH SALES & SERVICE CANADA LTD	92,276
HANDY APPLIANCES LTD	392,119
HANSCOMB LIMITED	61,425
HARBOUR INTERNATIONAL TRUCKS	656,899
HARBOUR WEST CONSULTING INC	116,135
HARPREET KAUR KHERA	1,543,435
HARRISON HOT SPRINGS RESORT & SPA	40,147
HATCH CORPORATION	11,155,253
HATFIELD CONSULTANTS PARTNERSHIP	90,470
HAYWARD GORDON ULC	110,574
HAZMASTERS INC	147,425
HDR CORPORATION	108,176
HEADWATER MANAGEMENT LTD	231,535
HEAVY ARTILLERY WELDING LTD	43,326
HEIDELBERG MATERIALS	49,378
HELIX ADVANCED COMMUNICATIONS & INFRASTRUCTURE	35,751
HENRY FOUNDATION DRILLING INC	157,823
HERCULES SLR INC	35,667
HHI SERVICES LTD	40,425
HIGHWAY TEN INVESTMENTS LTD	42,501
HI-LITE TRUCK ACCESSORIES LTD	114,306
HILTI (CANADA) LIMITED	65,520
HIMMAT SEKHON, MOHINDER SEKHON, KARNAIL SEKHON AND SUKHDEV SEKHON	319,661
HOLLY SUGGITT	31,355
HOMWOOD HEALTH INC	106,972
HORIZON RECRUITMENT	29,175

SCHEDULE OF PAYMENTS TO SUPPLIERS FOR GOODS AND SERVICES

For the year ended December 31, 2023

Payments to Canadian Suppliers (\$Cdn)

Supplier Name	Payment Amount
HOULE ELECTRIC LIMITED	49,494
HTT SAFETY N MORE INC	488,174
HUB FIRE ENGINES & EQUIPMENT LTD	190,358
HUB INTERNATIONAL CANADA WEST ULC	59,850
HUB POWER LTD	92,004
HUNT TEMPORARILY YOURS	274,145
HUNTER LITIGATION CHAMBERS LAW	144,695
HYSECO FLUID SYSTEMS LTD	40,572
I.D.R COMMERCIAL CONSTRUCTION MANAGEMENT INC	144,773
ICF CONSULTING CANADA INC	52,500
ICONIX WATERWORKS LIMITED PARTNERSHIP	125,362
IDEASPACE	189,653
IDEON MEDIA INC	33,900
IDEXX LABORATORIES INC	305,462
IMPERIAL DADE CANADA INC	103,406
IMPERIAL VALVE LTD	30,718
INDUSTRA CONSTRUCTION CORP.	1,410,038
INDUSTRIAL COMPRESSOR SERVICES LTD	99,692
INDUSTRIAL ENGINES LIMITED	33,352
INFRASTRUCT PRODUCTS LTD	89,099
INLAILAWATASH LIMITED PARTNERSHIP	51,758
INLAND KENWORTH	33,220
INLINE TRAFFIC SERVICES LTD	235,733
INNOVATION LIGHTING INC	27,521
INNOVATIVE FLOORING LTD	169,542
INSIGHTS LEARNING & DEVELOPMENT	65,199
INSYNCH ENGINEERING LTD	160,565
INTEGRA ARCHITECTURE INC	205,565
INTEGRAL HOSPITALITY INC	628,713
INTERCONTINENTAL TRUCK BODY	236,999
INTERGRAPH CANADA ULC	504,792
INTERLAWN LANDSCAPES	75,963
INTERRA SOLUTIONS INC	131,494
INTROBA CANADA LLP	65,546
ION UNITED INC	100,098
IRON MOUNTAIN EQUIPMENT RENTALS AND SALES	25,197
IRON SPEAR INFORMATION SECURITY LTD	44,615
IRONWEST RENTALS AND SALES LTD	83,592
ISL ENGINEERING AND LAND SERVICES LTD	324,682
ISLAND KEY COMPUTER LTD	37,269
IT BLUEPRINT SOLUTIONS INC	1,775,634
ITIQ TECH RECRUITERS	516,032
J.A. ELECTRIC	1,507,337
J.C. ANDELLE INC	529,515
J.J.'S CONTRACTING	56,417
JACOB BROS. CONSTRUCTION INC	19,298,620
JACOBS ASSOCIATES CANADA CORPORATION	3,239,840

SCHEDULE OF PAYMENTS TO SUPPLIERS FOR GOODS AND SERVICES

For the year ended December 31, 2023

Payments to Canadian Suppliers (\$Cdn)

Supplier Name	Payment Amount
JACOBS CONSULTANCY CANADA INC	804,874
JANDA GROUP HOLDINGS INC C/O JANDA GROUP ASSET MANAGEMENT INC	38,500
JENNIFER DAVIES CONSULTING LTD(JDC CONSULTING LTD.)	126,276
JEWEL HOLDINGS LTD	144,843
JEWEL WELDING FABRICATION AND COATING LTD	277,831
JEFFY JOHN RENTALS LTD	173,179
JIM PATTISON INDUSTRIES LTDDBA JIM PATTISON LEASE	831,499
JJM CONSTRUCTION LTD	11,725,553
JOHN BROOKS COMPANY LIMITED	102,467
JOHN CRANE CANADA INC	149,976
JOHN HERBERT	70,406
JOHNSON CONTROLS LTD	60,916
JOHNSTON GAS SERVICES	232,960
JORDAIR COMPRESSORS INC	40,401
JOURNEY CHRYSLER	26,189
JUSTASON MARKET INTELLIGENCE	108,045
JUSTICE INSTITUTE OF B.C.	55,825
JWC ENVIRONMENTAL CANADA ULC	31,733
K & H DISPATCH COURIERS	62,776
K.G. WARDSTROM INDUSTRIAL GAS	32,289
K2 FASTENERS	98,039
K2 SERVICES	33,023
KANAKA CREEK FOREST PRODUCT LTD	25,374
KASIAN ARCHITECTURE INTERIOR DESIGN	173,779
KATZIE DEVELOPMENT LIMITED PARTNERSHIP	5,106,993
KEMIRA WATER SOLUTIONS CANADA INC	1,175,232
KEMIRA CHEMICALS CANADA INC	70,000
KENAI DAN CONTRACTING LTD	12,646,723
KENDRICK EQUIPMENT LTD	63,060
KEPPEL GATE CONSULTING LTD	26,989
KERMODE FOREST PRODUCTS LTD	55,982
KERR WOOD LEIDAL ASSOCIATES	2,700,383
KGAL CONSULTING ENGINEERS LTD	274,433
KINETIC CONSTRUCTION LTD	33,600
KING SERVICES CONSTRUCTION GROUP &	90,389
KIRK & CO CONSULTING LTD	52,852
KISTERS NORTH AMERICA	87,089
KLEANZA CONSULTING LTD	161,289
KLOHN CRIPPEN BERGER LTD	567,000
KLONDIKE INFRASTRUCTURE LTD	185,633
KMS TOOLS	189,111
KOFFMAN KALEF LLP	200,704
KONTUR GEOTECHNICAL CONSULTANTS INC	114,708
KPMG LLP	214,490
KS1 CONSTRUCTION LTD	35,538
KSB PUMPS INC	36,397
KTR SALES & RENTAL INC	144,208

SCHEDULE OF PAYMENTS TO SUPPLIERS FOR GOODS AND SERVICES

For the year ended December 31, 2023

Payments to Canadian Suppliers (\$Cdn)

Supplier Name	Payment Amount
KWELA LEADERSHIP & TALENT MANAGEMENT	78,399
KWIKWETLEM FIRST NATION	40,335
LABWARE INC	54,037
LAFARGE CANADA INC	6,304,767
LANDMARK BUILDING MAINTENANCE	136,260
LANESAFE TRAFFIC CONTROL LTD	171,447
LANGLEY TOWNSHIP OF	60,126
LANGLEY CONCRETE & TILE LTD	1,104,897
LANGLEY ROOFING CO. LTD	366,383
LANGUAGE LINE SERVICES	107,862
LAURA BAMSEY CONSULTING SOLE PROPRIETORSHIP	65,496
LAURA GALLOWAY DESIGN	89,794
LAWSON LUNDELL BARRISTERS & SOLICITORS	164,531
LEADING EPC CONSULTANTS INC	227,934
LEAVITT MACHINERY GENERAL PARTNERSHIP	56,099
LEGER MARKETING ALBERTA INC	198,556
LEICA GEOSYSTEMS LTD	67,967
LES HALL FILTER SERVICE LTD	75,570
LEVITT SAFETY LIMITED	188,925
LGL LIMITED	60,791
LHOIST NORTH AMERICA OF CANADA INC	1,764,221
LICKER GEOSPATIAL CONSULTING LTD	56,578
LIDSTONE & COMPANY	154,581
LIFE SCIENCES BC	29,400
LIMNO LAB LTD	32,891
LIMNOTEK RESEARCH AND DEVELOPMENT INC	44,714
LIN HAW INTERNATIONAL	35,037
LINDE CANADA INC	733,116
LINKEDIN CORPORATION	130,967
LITZ CRANE SERVICE LTD	160,708
LIVINGSTON INTERNATIONAL INC	300,394
LOCAL PRACTICE ARCHITECTURE + DESIGN LTD	1,117,126
LOCALINTEL INC	35,312
LOCK-BLOCK LTD	43,185
LOCKMASTERS INC	80,115
LUCENT QUAY CONSULTING INC	334,272
LYNCH BUS LINES	100,893
M&E CUSTOM KITCHEN AND MILLWORK LTD	823,479
MADRONE ENVIRONMENTAL SERVICES LTD	100,900
MAINLAND CONSTRUCTION MATERIALS	442,772
MAJOR INDUSTRIAL E-RISK SERVICES INC	85,850
MAPLE LEAF DISPOSAL LTD	704,656
MAPLE REINDERS CONSTRUCTORS LTD	13,852,555
MAPLE RIDGE CITY OF	161,967
MAPLE RIDGE TANK CLEANING SERVICE LTD	32,815
MARISSA BALLENA AND FIDEL NIETO	1,375,328
MARSH CANADA LIMITED	9,956,016

SCHEDULE OF PAYMENTS TO SUPPLIERS FOR GOODS AND SERVICES

For the year ended December 31, 2023

Payments to Canadian Suppliers (\$Cdn)

Supplier Name	Payment Amount
MARTLAND & SAULNIER	30,818
MASAAKI TAMAI AND AKEMI TAMAI	1,690,052
MASDUCT COMMERCIAL SERVICES LTD	32,552
MATCON CIVIL CONSTRUCTORS INC	12,903,663
MAVEN CONSULTING LIMITED	255,155
MCCUAIG & ASSOCIATES ENGINEERING LTD	84,644
MCELHANNEY LTD	614,769
MCGREGOR HARDWARE DISTRIBUTION	65,112
MCKENZIE BRUCE	57,183
MCMILLEN JACOBS ASSOCIATES	7,284,868
MCNEILL NAKAMOTO RECRUITMENT GROUP INC	144,263
MCRAE'S ENVIRONMENTAL SERVICES LTD	2,816,234
MDNEILD CONSULTING SERVICES	44,556
MDT TECHNICAL SERVICES INC	56,865
MEDTECH SERVICES LTD	39,687
MEGATECH	65,236
MEQUIPCO LTD	36,474
MERAN INDUSTRIES LTD	43,224
MERCEDES-BENZ BOUNDARY	42,183
MERCURY TRANSPORT INC	145,950
MERRICK CANADA ULC	958,650
METAL SUPERMARKETS	73,345
METALCAD SERVICES LTD	54,635
METRO BLASTING INC	48,474
METRO MOTORS LTD	3,986,919
METRO ROOFING REPAIRS & MAINTENANCE LTD	93,583
METRO TESTING & ENGINEERING LTD	155,241
METRO VANCOUVER ZERO EMISSIONS INNOVATION CENTRE	285,138
METROHM CANADA	28,014
METTLER TOLEDO INC	185,846
MICHELS CANADA CO.	7,465,102
MICROSOFT CANADA CO.	201,175
MILES EMPLOYMENT GROUP LTD	45,715
MINISTER OF FINANCE	12,445,732
MINISTRY OF CITIZENS' SERVICES, BC MAIL PLUS	92,630
MINISTRY OF ENVIRONMENT	104,712
MISSION CONTRACTORS	139,892
MITCHELL INSTALLATIONS LTD	1,218,989
MITCHELL PRESS LTD	25,655
MITEL NETWORKS CORPORATION	47,534
MIZA ARCHITECTS INC	32,975
MMT VENTURES INC. MARIO TOTEDA AND MICHELINA TOTEDA	4,848,787
MODERN NIAGARA VANCOUVER INC	33,597
MODU-LOC FENCE RENTALS LTD	43,511
MODUS PLANNING DESIGN & ENGAGEMENT INC	58,209
MONERIS SOLUTIONS	457,429
MONIQUE MCQUEEN	47,327

SCHEDULE OF PAYMENTS TO SUPPLIERS FOR GOODS AND SERVICES

For the year ended December 31, 2023

Payments to Canadian Suppliers (\$Cdn)

Supplier Name	Payment Amount
MORREY NISSAN	88,809
MORRISON HERSHFIELD LIMITED	1,456,140
MORROW BIOSCIENCE LTD	139,677
MOTION CANADA	395,805
MOTT MACDONALD	3,216,334
MRG EVENTS LTD	625,094
MTS ENGINEERING INC	885,622
MULTIVISTA CONSTRUCTION DOCUMENTATION ULC	47,539
MURRAY LATTA PROGRESSIVE MACHINES INC	519,963
MURTAGH SIMON	43,508
MUSQUEAM INDIAN BAND	377,634
MV RELIABILITY SERVICES	169,511
MWL DEMOLITION LTD	814,871
N.W. INDUSTRIES LTD	169,554
NAC CONSTRUCTORS LTD	20,331,273
NAGPAL CONSULTING	159,724
NALCO CANADA CO.	240,328
NASH JOHNSTON LLP	232,261
NATHALIE GONZALEZ GALINDO, DBA NATHSOPH DESIGN	35,237
NATIONAL AIR TECHNOLOGIES	54,158
NATIONAL FIRE EQUIPMENT LTD	50,955
NATIONAL PROCESS EQUIPMENT	122,341
NATIONS FIRST CONTRACTING	446,905
NATS NURSERY LTD	101,513
NAUTILUS ENVIRONMENTAL	53,504
NETZSCH CANADA INC	36,382
NEVTRO PUMPS AND MECHANICAL	40,769
NEW CITIES FOUNDATION CANADA	40,000
NEW CITY CONTRACTING LTD	776,605
NEW LIFE PAINTING & DECORATING LTD	26,497
NEW WESTMINSTER CORP. OF THE CITY	1,388,102
NEW-LINE PRODUCTS LTD	180,106
NORDA STELO INC	170,799
NORFOLK VENTURES LTD	939,954
NORLAND LIMITED	8,835,036
NORLANG CONTRACTING LTD	177,080
NORTH AMERICAN PIPE AND STEEL LTD	36,348
NORTH VANCOUVER CITY OF	167,426
NORTH VANCOUVER THE DISTRICT OF	1,125,315
NORTHERN BUILDING SUPPLY LTD	122,989
NORTHSIDE TRANSPORT LTD	68,959
NORTHSTAR ACCESS LTD	132,414
NORTHWEST HYDRAULIC CONSULTANTS LTD	608,233
NORTHWEST PIPE COMPANY	4,660,730
NORTON ROSE FULBRIGHT	3,109,077
NUCOR ENVIRONMENTAL SOLUTIONS LTD	221,000
NUCOR HARRIS REBAR, A DIVISION OF HARRIS STEEL ULC	115,690

SCHEDULE OF PAYMENTS TO SUPPLIERS FOR GOODS AND SERVICES

For the year ended December 31, 2023

Payments to Canadian Suppliers (\$Cdn)

Supplier Name	Payment Amount
OCEAN AMBASSADORS CANADA	59,063
OCL INDUSTRIAL MATERIALS LTD	26,623
ODGERS BERNDTSON CANADA INC	62,646
OLYMPIA TRANSPORTATION LTD	30,822
ON POWER SYSTEMS INC	170,610
ON THE SPOT SERVICES INC	80,671
ONO WORK & SAFETY SURREY	49,166
OPEN TEXT CORPORATION	292,760
OPENLINK AGTECH INC	77,141
OPUS INTERNATIONAL CONSULTANTS	2,178,190
ORACLE CANADA ULC	133,535
ORKIN/PCO SERVICES CORPORATION	77,534
ORYX BPM SOLUTIONS INC	72,411
OSCAR RENDA CONTRACTING OF CANADA INC	15,636,914
OTIS CANADA INC	27,854
OVIVO INC	47,843
P. SCHECK INDUSTRIAL ELECTRIC LTD	43,062
PACE SOLUTIONS CORP	37,570
PACIFIC COAST CATERING GROUP	108,510
PACIFIC FLOW CONTROL LIMITED	587,847
PACIFIC NATIONAL EXHIBITION	140,000
PACIFIC POWERTECH INC	777,371
PACIFIC PREFERRED DEVELOPMENTS LTDDBA PPD RESTORATIONS	25,000
PACIFIC RIM INDUSTRIAL INSULATION LTD	80,687
PACIFIC ROPES CONTRACTING LTD	156,123
PACIFIC WEST TREE SERVICES INC	35,963
PACIFIC-SURREY CONSTRUCTION LTD	36,766
PACWILL ENVIRONMENTAL	46,639
PALADIN TECHNOLOGIES INC	162,735
PALMIERI BROS. PAVING LTD	506,341
PAN PACIFIC VANCOUVER	29,700
PANARAMA TECHNOLOGIES LTD	58,893
PANEVO SERVICES LIMITED	44,625
PANTHER CREATIVE	294,798
PAR BHULLAR TRUCKING LTD	47,880
PARK SOLUTIONS INC	640,127
PARKLAND CORPORATION	65,051
PARSONS INC	678,062
PARTNERSHIP FOR WATER SUSTAINABILITY IN	42,000
PCL CONSTRUCTORS WESTCOAST INC	29,870,709
PEAK CONSTRUCTION SERVICES LTD	4,125,533
PEDRE CONTRACTORS LTD	1,772,485
PENFOLDS RESIDENTIAL ROOFING INC	96,206
PENGUIN APPLIANCES SALES AND SERVICE INC	73,182
PERLEMAX LTD	47,400
PERSONA CONSTRUCTION LTD	60,302
PETRO CANADA LUBRICATIONS INC	310,371

SCHEDULE OF PAYMENTS TO SUPPLIERS FOR GOODS AND SERVICES

For the year ended December 31, 2023

Payments to Canadian Suppliers (\$Cdn)

Supplier Name	Payment Amount
PETROKLEEN	26,921
PHOENIX TRUCK & CRANE LTD	370,288
PHS COMMUNITY SERVICES SOCIETY	567,310
PHSA LABORATORIES SERVICES	182,504
PLATINUM STONE CONTRACTING	280,186
PLATYPUS CREATIVE GROUP COMMUNICATIONS	109,305
POLAR BATTERY VANCOUVER LTD	29,077
POMERLEAU INC	74,229,246
POMERLEAU-BESSAC G.P.	20,468,893
PORT COQUITLAM THE CITY OF	170,397
PORT MOODY CITY OF	133,544
POTENTIALIZE CONSULTING INC	366,805
POTTINGER GAHERTY ENVIRONMENTAL CONSULTA	42,710
PRAIRIECOAST EQUIPMENT INC	168,101
PRAXAIR CANADA INC	989,108
PRECISION AUTO SERVICES LTD	55,519
PRECISION SERVICE & PUMPS INC	97,705
PREMERGENCY INC	62,274
PRICE WATERHOUSE COOPERS	384,474
PRIORITY ELECTRIC LTD	104,151
PRO MIX CONCRETE LTD	31,326
PROCON SYSTEMS (2013) INC	31,526
PROFICIENCY TESTING CANADA	38,315
PROGRESSIVE FENCE INSTALLATIONS LTD	89,043
PROGRESSIVE SEALING INC	321,739
PROJECT MANAGEMENT CENTRE OF EXCELLENCE	50,402
PROPERO LEARNING SYSTEMS INC	133,207
PROVINCIAL HEALTH SERVICES AUTHORITY	67,555
PTAG INC	322,501
PUBLIC STORAGE	26,375
PURE TECHNOLOGIES LTD	67,825
PW TRENCHLESS CONSTRUCTION INC	337,761
PWA CUSTOM ALUMINUM SOLUTIONS INC	176,377
QUADRA UTILITY LOCATING	69,628
QUAL DEVELOPMENT LTD	69,825
QUALICHEM INDUSTRIAL PRODUCTS LTD	103,313
QUESTICA INC	72,128
R. DOSENBERG CONSULTING LTD	40,816
R.D.M. ENTERPRISES LTD	255,491
R.F. BINNIE & ASSOCIATES LTD	1,221,617
RAIDER HANSEN BURNABY	30,018
RAINCOAST VENTURES LTD	32,521
RAM ENGINEERING	2,779,689
RAMBOLL CANADA INC	412,185
RAMTECH ENVIRONMENT PRODUCTS	28,935
RANDSTAD	142,928
RAPID AUTO GLASS LTD	46,730

SCHEDULE OF PAYMENTS TO SUPPLIERS FOR GOODS AND SERVICES

For the year ended December 31, 2023

Payments to Canadian Suppliers (\$Cdn)

Supplier Name	Payment Amount
RAPID TRAFFIC MANAGEMENT LTD	163,896
RARE EARTH RECREATIONAL DEVELOPMENTS INC	205,998
RAYBERN ERECTORS LTD	44,490
RC STRATEGIES INC	31,980
RDH BUILDING SCIENCE INC	68,968
RECEIVER GENERAL OF CANADA	159,529
RECYCLING COUNCIL OF BC	102,545
REDDEN NET CUSTOM NETS LTD	37,698
REDWOOD PLASTICS AND RUBBER CORPORATION	26,443
REEHL'S ENTERPRISES INCDBA REELS HOSE FIX	29,452
REGEHR CONTRACTING LTD	304,695
REI LEXISNEXIS CANADA	29,089
REMDAL PAINTING & RESTORATION INC	60,654
REMEDX REMEDIATION SERVICES LTD	362,081
REN EX EARTHWORKS	424,764
RESHAPE INFRASTRUCTURE STRATEGIES LTD	37,742
RICHMOND CITY OF	1,740,489
RICHMOND ELEVATOR MAINTENANCE LTD	89,850
RICHVAN HOLDINGS (2006) LTD	42,224
RIDER HUNT INTERNATIONAL (ALBERTA) INC	1,262,750
RIGHT WAY TRAFFIC SYSTEMS INC	168,569
ROBERDS EXCAVATING (1991) LTD	214,026
ROGERS WIRELESS	528,821
ROLLINS MACHINERY LIMITED	25,659
RONA	88,044
ROPER GREYELL LLP	228,222
ROSS MORRISON ELECTRICAL LTD	803,272
ROYAL BANK OF CANADA	44,550
RS WALDIE CONSULTING LTD	121,371
RSAVAGE CONTRACTING	51,170
RUST INVESTMENTS LTDDBA SHANGRI-LA LANDSCAPING	250,015
RWDI AIR INC	43,153
RYDER ARCHITECTURE (CANADA) INC	478,241
S&S SAND & GRAVEL TRANSPORTATION LTD	2,871,517
S.T.I. STEELTEC INDUSTRIES LTD	39,984
SAFE-GUARD FENCE LTD	41,911
SAMSUNG	65,377
SANCAT EXCAVATING LTD	290,177
SANDALE UTILITY PRODUCTS	80,614
SANDERSON CONCRETE INC	202,078
SAPPHIRE SOUND	34,992
SARTORI ENVIRONMENTAL SERVICES	710,100
SASAMAT VOLUNTEER FIRE FIGHTERS ASSOC	43,148
SCL INSTRUMENTATION INC	31,091
SCOOBY'S DOG WASTE REMOVAL SERVICE LTD	153,370
SCOTT CONSTRUCTION MANAGEMENT LTD	34,860
SEA TO SKY SOILS AND COMPOSTING INC	1,262,413

SCHEDULE OF PAYMENTS TO SUPPLIERS FOR GOODS AND SERVICES

For the year ended December 31, 2023

Payments to Canadian Suppliers (\$Cdn)

Supplier Name	Payment Amount
SEAWARD ENGINEERING & RESEARCH LTD	136,946
SECURE ENERGY SERVICES INC	93,017
SECURE-RITE MOBILE STORAGE INC	52,405
SEDGWICK STRATEGIES INC	72,188
SEIGNORY CHEMICAL PRODUCTS	27,726
SEKHON P. TRUCKING	148,369
SEL SCHWEITZER LABORATORIES INC	280,976
SENTIS MARKET RESEARCH INC	78,740
SERVICES FLO INC	42,994
SEYEM' QWANTLEN RESOURCES LP	39,922
SFC ENERGY LTD	38,264
SGS AXYS ANALYTICAL SERVICES LTD	953,420
SHADES TANKERS (1976) LTD	139,466
SHAW CABLE	191,238
SI SYSTEMS PARTNERSHIP	114,161
SIDHU R. S. TRUCKING	29,630
SIDHU S. TRUCKING	98,263
SIEMENS CANADA LIMITED	76,781
SIGMA-ALDRICH CANADA CO.	47,256
SIMON FRASER UNIVERSITY	50,380
SINGLETON URQUHART REYNOLDS VOGEL LLP	58,296
SITE MARKETING PARTNERS INC	187,170
SKEANS PNEUMATIC AND AUTOMATION INC	73,396
SKYE CONSULTING (B.C.) LTD	189,612
SKYLARK MANAGEMENT CORP	884,671
SLINGSHOT COMMUNICATIONS INC	130,568
SLR CONSULTING (CANADA) INC	147,934
SMITH CAMERON PROCESS SOLUTIONS	339,641
SMS EQUIPMENT INC	204,810
SNF CANADA LTD	1,087,192
SOFTCHOICE LP	424,930
SOLENIS CANADA ULC	4,114,411
SOLID CADDGROUP	165,370
SOLUTIONS NOTARIUS INC	44,782
SOLUTIONS PEST CONTROL LTD	139,747
SOLVE CONSULTING INC	32,298
SONNEVERA INTERNATIONAL CORP.	26,066
SOS PLUMBING AND HEATING LTD	161,390
SOUTH COAST BRITISH COLUMBIA	136,839
SOUTHERN RAILWAY OF B.C.	25,849
SOUTHPAW LEARNING PLAN	125,173
SOUTHWELL CONTROLS LTD	34,694
SOUTHWEST CORROSION CONTROL LTD	33,965
SPAANS BABCOCK INC	103,070
SPARTAN CONTROLS LTD	2,327,394
SPECTRUM SAFETY GROUP	511,943
SPENCER BARBARA LYNNE	140,000

SCHEDULE OF PAYMENTS TO SUPPLIERS FOR GOODS AND SERVICES
For the year ended December 31, 2023
Payments to Canadian Suppliers (\$Cdn)

Supplier Name	Payment Amount
SPENCER MCDONALD & ASSOCIATES INC OA THINKING DRIVER	70,243
SPHERA SOLUTIONS INC	25,508
SPI HEALTH AND SAFETY INC	95,962
SPICERS CANADA	127,307
SQUAMISH NATION	2,527,942
SR ENGINEERING LTD	47,704
STANTEC ARCHITECTURE LTD	87,866
STANTEC CONSULTING LTD	19,461,483
STAPLES PROMOTIONAL PRODUCTS	343,212
STARBRUSH PAINTING	34,495
STASUK TESTING & INSPECTION LTD	1,473,676
STEER DAVIES GLEAVE NORTH AMERICA INCORPORATED	52,492
STELLAR POWER & CONTROL SOLUTIONS	53,169
STEPHEN BILLINGTON CONSULTING	671,056
STERLING FLEET OUTFITTERS	188,016
STEWART MCDANNOLD STUART	322,924
STINGRAY SAND & GRAVEL LTD	229,233
STRATA SMART RESOURCES LTD	35,364
STRYKER BOATS	46,480
STUART OLSON CONSTRUCTORS LTD	1,603,302
STUDIO HUB ARCHITECTS LTD	92,237
STUDIO TREGGIDEN LIMITED	29,842
SUEZ TREATMENT SOLUTIONS INC	284,433
SUMMERFIELD CONTRACTING LTD	79,065
SUMMIT VALVE AND CONTROLS INC	231,752
SUPER SAVE FUELS	115,476
SUPERIOR CITY SERVICES LTD	232,155
SUPERIOR PROPANE LIMITED	106,116
SURESAFE TRAFFIC CONTROL LTD	163,611
SURREY CITY OF	1,355,622
SUTHERLAND CONCRETE LTD	88,582
SYLVIS ENVIRONMENTAL	1,611,605
SYNCOLLAB STRATEGIES	56,170
TAG CONSTRUCTION LTD	163,399
TALON HELICOPTERS LIMITED	743,131
TARGET LAND SURVEYING (NW) LTD	131,684
TECHNICAL SAFETY BC	46,310
TEEMA SOLUTIONS GROUP INC	400,019
TEGHAN ACRES	33,810
TEKSYSTEMS CANADA CORP./SOCIETE TEKSYSTEMS CANADA	1,263,237
TELUS COMMUNICATIONS INC	1,045,645
TERRALINK HORTICULTURE INC	51,646
TERVITA CORPORATION ENVIRONMENTAL	138,853
TETRA TECH CANADA INC	3,880,183
THE ACTIVE NETWORK	45,000
THE BLUE GOOSE CATTLE COMPANY	167,452
THE BRICK LTD	77,253

SCHEDULE OF PAYMENTS TO SUPPLIERS FOR GOODS AND SERVICES

For the year ended December 31, 2023

Payments to Canadian Suppliers (\$Cdn)

Supplier Name	Payment Amount
THE C&E CONSULTING GROUP LTD	731,571
THE CAPE ON BOWEN INVESTMENTS (2011) LTD	38,401,373
THE FRONTIER COLLECTIVE SOCIETY	28,375
THE HOME DEPOT	362,023
THE INLAND GROUP	35,162
THE LAST MILE ENVIRONMENTAL MANAGEMENT SOLUTIONS LTD	348,755
THE LAVIN AGENCY LTD	26,250
THE OWNER STRATA PLAN BCS2645	25,000
THE PALADIN SECURITY GROUP	1,803,594
THE WATERFRONT LTD PARTNERSHIP	137,713
THERMO FISHER SCIENTIFIC MISSISSAUGA INC	50,038
THINKFLEET MANAGEMENT INC	25,594
THOMPSON FOUNDRY LTD	53,551
TIM LAWRENCE FILMS	76,798
TINBOX ENERGY SOFTWARE INC	70,543
TIP FLEET SERVICES CANADA LTD	36,697
TIP TOP CARPETS LTD	495,224
TITANIUM VENTURES LTD	136,957
TLD COMPUTERS INC	83,450
TOOLNHAND CONTRACTING SERVICES LTD	282,261
TOROK NATHANIEL	28,861
TRAFX RESEARCH LTD	32,639
TRANMOTION SERVICES LTD	260,453
TRANS POWER CONSTRUCTION (1999) LTD	66,345
TRANSLINK	115,643
TRANSWEST ROOFING LTD	187,708
TRAUMA TECH	30,020
TRAYLOR-AECON GP	84,341,698
TREEKO CONTRACTING LTD	436,415
TREVOR JARVIS CONTRACTING LTD	303,930
T-REX INDUSTRIES LTD	55,410
TRI-CITY SITE SERVICES LTD	149,651
TRIDENT NAVIGATION LTD	52,225
TRILINKS COMMUNICATIONS INC	44,805
TRILOBITE CONSULTING LIMITED	85,365
TRITECH GROUP LTD	5,313,843
TRIUMPH TRAFFIC INDUSTRIES INC	104,684
TSAWWASSEN FIRST NATION	28,448
TSLEIL-WAUTUTH NATION	196,457
TUNDRA PROCESS SOLUTIONS LTD	324,243
TURF GUYS LANDSCAPING	49,265
TURNAROUND SAFETY LTD	102,517
TURNER & TOWNSEND CANADA INC	51,744
UAP INC (D.B.A. NAPA AUTO PARTS)	110,535
ULINE	427,481
UNIFIED SYSTEMS INC	86,787
UNISYNC GROUP LTD	78,655

SCHEDULE OF PAYMENTS TO SUPPLIERS FOR GOODS AND SERVICES

For the year ended December 31, 2023

Payments to Canadian Suppliers (\$Cdn)

Supplier Name	Payment Amount
UNIT4 BUSINESS SOFTWARE CORPORATION	268,334
UNITED DEFENSE SECURITY II LTD	49,242
UNITED RENTALS OF CANADA, INC	1,311,447
UNITED TRAFFIC CONTROL LTD	62,370
UNITOW SERVICE	165,102
UNIVAR CANADA LTD	77,808
UNIVERSAL LANDSCAPING INC	205,850
UNIVERSITY OF BRITISH COLUMBIA	685,315
UPLAND AGRICULTURAL CONSULTING LTD	31,500
UPLIFT ENGAGEMENT COMMUNICATIONS INC	44,168
URBAN SYSTEMS LTD	87,981
USP TECHNOLOGIES CANADA ULC	372,429
UTILITY SUPPLY (WEST) CORP	52,500
VALLEN CANADA INC	120,484
VALLEY TRAFFIC SYSTEMS INC	208,596
VALLEYSIDE CONTRACTING SERVICES LIMITED	97,536
VAN DER ZALM & ASSOCIATES INC	41,368
VAN DOORN, NANETTE	88,156
VANCO GASKETS LTD	58,472
VANCOUVER AIRPORT AUTHORITY	1,820,553
VANCOUVER CITY OF	19,541,912
VANCOUVER CONVENTION CENTRE	252,814
VANCOUVER FIRE & RADIUS SECURITY	61,365
VANCOUVER FRASER PORT AUTHORITY	11,615,205
VANCOUVER HOLDINGS (B.C.) LTD	865,593
VANCOUVER ISLAND UNIVERSITY	70,875
VANCOUVER PILE DRIVING LTD	1,393,085
VANCOUVER SIGN GROUP	106,869
VANKO ANALYTICS LIMITED	27,306
VANPORT ENTERPRISES LTD	365,769
VEOLIA WATER TECHNOLOGIES CANADA INC	51,611
VERTIV CANADA ULC	38,136
VIA ARCHITECTURE	1,656,736
VIBRANT POWER INC	37,677
VICTORIA MOBILE RADIO LTD	42,912
VIKING FIRE PROTECTION INC	83,611
VISIONS ELECTRONICS	32,055
VWR INTERNATIONAL	256,428
W.S. NICHOLLS WESTERN CONSTRUCTION LTD	69,812
W2 CONSULTING LTD	234,134
W3 DESIGN GROUP INC	65,814
WAGNER MAINTENANCE	814,899
WAINBEE LIMITED	54,251
WAJAX EQUIPMENT	78,482
WAJAX INDUSTRIAL COMPONENTS LP	280,358
WALLACE INTERNATIONAL	143,052
WARD AND BURKE MICROTUNNELLING LTD	3,086,945

SCHEDULE OF PAYMENTS TO SUPPLIERS FOR GOODS AND SERVICES

For the year ended December 31, 2023

Payments to Canadian Suppliers (\$Cdn)

Supplier Name	Payment Amount
WASP MANUFACTURING LTD	108,998
WASSERMAN & PARTNERS ADVERTISING INC	513,777
WASTE AND RESOURCES ACTION PROGRAMME	30,988
WASTE'N WATERTech	104,090
WATERS LIMITED	62,312
WBM TECHNOLOGIES LP	100,569
WCC ENGINEERING CORP	25,305
WEBSTER HUDSON & COOMBE	29,912
WEGAW LTD	37,700
WESCO DISTRIBUTION CANADA INC	372,127
WEST COAST BUILDING RESTORATION INC	54,023
WEST COAST ELEVATOR SERVICES LTD	178,861
WEST COAST HIGHLAND BUILDING SOLUTIONS INC	28,847
WEST COAST MACHINERY INC	30,688
WEST SHORE CONSTRUCTORS LTD	183,961
WEST VANCOUVER CORP OF THE DISTRICT	680,494
WESTBURNE ELECTRIC SUPPLY	763,265
WESTECH INDUSTRIAL LTD	61,086
WESTERN WEED CONTROL (1980) LTD	75,621
WESTERRA EQUIPMENT	27,597
WESTMAR ADVISORS INC	171,412
WESTSIDE PEST CONTROL LTD	60,316
WHITE PINE ENVIROMENTAL RESOURCES INC	49,041
WHITE ROCK CITY OF	43,692
WINVAN PAVING A DIVISION OF MAINLAND CONSTRUCTION MATERIALS ULC.	42,812
WISHBONE INDUSTRIES LTD	28,645
WISMER & RAWLINGS ELECTRIC LTD	239,350
WJC CONTRACTING LTD	221,747
WJF INSTRUMENTATION (1990) LTD	63,368
WOLSELEY INDUSTRIAL CANADA INC	82,815
WOOD CANADA LIMITED	712,848
WOOD ENVIRONMENT & INFRASTRUCTURE SOLUTIONS A DIVISION OF WOOD CANADA LTD	580,276
WORKIY INC	38,047
WORKSHOP FILM COMPANY INC	44,625
WORLEY CANADA SERVICES LTD(OPERATING AS ADVISIAN)	1,008,030
WSP CANADA INC	6,007,394
WSP E&I CANADA LIMITED	41,100
XEROX OF CANADA LIMITED	180,051
XYLEM CANADA LP	441,214
YELLOWRIDGE CONSTRUCTION LTD	16,425,181
YOUNG ANDERSON BARRISTERS & SOLICITORS	69,515
ZAYO CANADA INC	52,572
ZEEMAC VEHICLE LEASE LTD	424,561
ZORBIE PRODUCTS LTD	39,014
Payment to suppliers of goods and services who received aggregate payment exceeding \$25,000	\$ 1,032,171,020

SCHEDULE OF PAYMENTS TO SUPPLIERS FOR GOODS AND SERVICES

For the year ended December 31, 2023

Payments to Canadian Suppliers (\$Cdn)

<u>Supplier Name</u>	<u>Payment Amount</u>
Consolidated total paid to suppliers who received aggregate payments of \$25,000 or less	\$ 16,083,819
Total payments made to Canadian suppliers (excluding aggregate Flow Through Payments, Grant/Contributions)	\$ 1,048,254,839
Flow Through Payments (Payroll, Debt, and Mortgage Payments)	
ANMORE VILLAGE OF	\$ 2,475,000
CANADA MORTGAGE HOUSING CORPORATION	300,273
CANADA REVENUE AGENCY	67,641,266
COAST CAPITAL	350,418
FIRST NATIONAL	515,952
GVRDEU	636,375
MCAP	1,404,003
MUNICIPAL FINANCIAL AUTHORITY	354,268,959
MUNICIPAL PENSION PLAN	32,741,655
PACIFIC BLUE CROSS	6,730,998
PEOPLE'S TRUST COMPANY	294,008
RECEIVER GENERAL OF CANADA	34,507
ROYAL BANK OF CANADA	690,162
SURREY CITY OF	198,336
TEAMSTERS LOCAL UNION #31	913,115
THE GREAT WEST LIFE ASSURANCE COMPANY	2,710,473
UNITED WAY OF THE LOWER MAINLAND	22,991
WHITE ROCK CITY OF	10,998
WORKSAFE BC	3,575,766
Total Payment and Flow Through Payments made in 2023	\$ 475,515,254
Payment made in 2023 for External Contributions	
Board Approved Contributions	
BC LUNG FOUNDATION	\$ 25,000
CATCHING THE SPIRIT YOUTH SOCIETY	78,500
FRASER BASIN COUNCIL SOCIETY	300,000
KANAKA EDUCATIONAL & ENVIRONMENTAL	36,000
METRO VANCOUVER REGIONAL PARKS FOUNDATION	248,813
SEYMOUR SALMONID SOCIETY	125,000
UNIVERSITY OF BRITISH COLUMBIA	234,423
WATERSHED WATCH SALMON SOCIETY	34,000
Payments for External Contributions exceeding \$25,000	\$ 1,081,736
Payments for External Contributions of \$25,000 or less	443,317
Total Payment made in 2023 for External Contributions	\$ 1,525,054
Total Payment made to Canadian Suppliers - Canadian dollars	\$ 1,525,295,147

SCHEDULE OF PAYMENTS TO SUPPLIERS FOR GOODS AND SERVICES

For the year ended December 31, 2023

Payments to US Suppliers

<u>Supplier Name</u>	<u>Payment Amount</u>
ABB INC	\$ 108,112
BOULANGER ROSS W.	78,065
BPC INSTRUMENTS	25,900
BROWN AND CALDWELL CONSULTANTS CANADA	41,500
CAPITAL PROJECT MANAGEMENT, INC	348,257
CORPORATE SERVICES LLC	56,040
DISTRICT OF COLUMBIA WATER AND SEWER AUTHORITY (DC WATER)	146,658
EBARA PUMPS AMERICAS CORPORATION	377,145
FLSMIDTH INC	123,359
HUBER TECHNOLOGY INC	156,795
INDUSTRIAL SOFTWARE SOLUTIONS	31,920
INTERGRAPH CANADA ULC	337,086
KENNY CONSULTING SERVICES INC	61,698
KORBIN GREGG E.	67,038
MACARTNEY INC	34,544
MRI SOFTWARE LLC	58,989
NORTHWEST PIPE COMPANY	593,285
OPSWAT INC	58,509
OSISOFT	182,784
PITCHBOOK DATA INC	34,000
PURE AIR FILTRATION, LLC	92,730
REPUBLIC SERVICES	7,545,487
REXA INC	31,546
RSOLUTIONS CORPORATION	476,170
SANJEEV R. MALUSHTE	40,636
SCHWING BIOSET INC	83,264
SPLUNK, INC	42,560
THE FINANCIAL TIMES LIMITED	38,540
UTILITY SYSTEMS TECHNOLOGIES INC	73,366
VERSATA FZ LLC	58,000
WASTE MANAGEMENT OF CANADA CORPORATION	9,681,420
WATER RESEARCH FOUNDATION	285,198
ZOOM VIDEO COMMUNICATIONS	202,227
Total payments to US suppliers who received amounts exceeding \$25,000	\$ 21,572,830
Total payments to US suppliers who received \$25,000 or less	452,855
Total payments made to US suppliers - US dollars	\$ 22,025,685
Total payments made to US suppliers - Canadian dollars	\$ 29,728,067

SCHEDULE OF PAYMENTS TO SUPPLIERS FOR GOODS AND SERVICES
For the year ended December 31, 2023
Reconciliation of Payments for Goods and Services to Financial Statements

Total payments to Canadian Suppliers (Schedule 5)	\$ 1,525,295,147
Total payments to US Suppliers - in Canadian dollars (Schedule 6)	<u>29,728,067</u>
	<u>\$ 1,555,023,214</u>
Total Expenses per Consolidated Statement of Operations (Exhibit B)	\$ 826,853,357
Acquisition of tangible capital assets (Exhibit D)	753,989,265
Items included in Consolidated Statement of Operations but not in Schedules 5 and 6:	
Salaries and benefits per note 20a of financial statements	(231,335,272)
Salaries and benefits capitalized and included in tangible capital assets (note 20)	(31,875,425)
Deposit paid in 2022 and applied to acquisition of tangible capital assets	(2,025,000)
2023 accounts payable and accrued liabilities	(381,935,029)
Sinking fund income attributed to members and Translink	(27,264,653)
Revenues collected against supplier payments	(17,760,681)
Amortization of tangible capital assets	(108,337,198)
Amortization of prepaid land leases	(194,801)
Accretion expense	(2,231,214)
Loss on disposal of tangible capital assets	(1,936,754)
Revenues applied to tangible capital assets	(2,915,392)
Payments reported as employee expenses (Schedule 2)	(4,334,754)
Payments reported as directors' expenses (Schedule 1)	(227,423)
Non-cash adjustments	(13,175,468)
Items not included in Consolidated Statement of Operations but in Schedule 5 and 6:	
2022 accounts payable and accrued liabilities	355,006,617
Payroll and other remittances	115,007,145
Municipal GST rebate and ITCs	48,606,094
Sundry deposits	1,721,116
Payments not resulting in goods and services:	
Payments to Member Municipalities for MFA debt	2,684,334
Payments to Municipal Finance Authority	354,268,959
Payments for MVHC mortgages	3,554,816
Interest long-term debt	<u>(81,119,425)</u>
	<u>\$ 1,555,023,214</u>

To: Finance Committee

From: Harji Varn, General Manager, Financial Services
Chief Financial Officer

Date: June 12, 2024

Meeting Date: June 19, 2024

Subject: **Metro Vancouver's 2024 Financial Performance Report No. 1**

RECOMMENDATION

That the MVRD Board receive for information the report dated June 12, 2024 titled "Metro Vancouver's 2024 Financial Performance Report No. 1".

EXECUTIVE SUMMARY

The Metro Vancouver 2024 Financial Performance Report No. 1 is the first of three financial performance and forecast reports for 2024, and it includes forecasts to the end of 2024, procurement activity, treasury, continuous improvement reporting, and progress on delivering the Board's Strategic Priorities. It is forecasted that for 2024, operating surplus to budget will be \$9.2 million (0.8% of the \$1.2 billion budget). This is resulting from anticipated surpluses in Water Services (\$3.5 million), Liquid Waste Services (\$1.0 million), Metro Vancouver Housing (\$1.4 million) and Regional District Services (\$5.7 million), primarily due to higher water sales revenues, delays in filling staff vacancies and less spending on consulting and contracting services from project delays, and lower debt service costs due to less borrowing. These surpluses are offset by a projected deficit in Solid Waste Services (\$2.4 million) due to increased contingency disposal costs.

At this point in the year, it is forecasted that for 2024, capital expenditures will be approximately 75% of the \$1.4 billion cash flow. Although spending to date is approximately 10%, or \$130M of the total planned spending of \$1.4 billion, a significant ramp up in construction and related spending is expected for major projects moving into construction phases, such as the Annacis Water Supply Tunnel, North Shore Wastewater Treatment Plant Program, Second Narrows Water Supply Tunnel, Widgeon Marsh Park Development and housing development projects including Heather Place B, Kingston Gardens and Salal Landing.

As a result of lower capital spending than targeted, long-term borrowing for 2024 is anticipated to be \$350 million versus \$482 million as planned. Investment returns are averaging 4.51% and are expected to remain favorable in the current high interest environment as maturing investments are reinvested in higher yielding products. Cash flow projections are on target and remain positive.

For the first quarter of 2024, procurement activity included 4 awards approved by the Board with a value of \$72.1 million, which is 81% of the total value of awarded contracts in the first quarter.

There are currently 140 continuous improvement initiatives underway that will continue to advance the Board's Strategic Priorities.

PURPOSE

To present the Finance Committee and MVRD Board with the Metro Vancouver 2024 Financial Performance Report No. 1, including forecasts to the end of 2024, procurement activity, treasury and continuous improvement reporting.

BACKGROUND

As per the Terms of Reference, the Finance Committee is a standing committee of the Metro Vancouver Board that monitors Metro Vancouver’s financial management, providing advice and recommendations on financial matters, as well as reviewing periodic and annual financial results and providing oversight on the annual audit. The Metro Vancouver 2024 Financial Performance Report No. 1 is the first of three financial performance and forecast reports for 2024, and is intended to support the Finance Committee with their monitoring and oversight role and is focused on the annual forecast and overall financial health of the organization. The report highlights any major risks, opportunities, and seeks to enhance the annual budget process.

HIGHLIGHTS

Operating Results

On a net surplus basis, at this point in the year, it is expected that the year-end operating surplus to budget will be \$9.2 million or 0.8% of the total \$1.2 billion operating budget. This is resulting from anticipated surpluses in Water (\$3.5 million), Liquid Waste (\$1.0 million), Metro Vancouver Housing (\$1.4 million) and Regional District Services (\$5.7 million), primarily due to higher water sales revenues, overall staffing vacancies and less spending on consulting and contracting services from project delays, and lower debt service costs due to less borrowing. These surpluses are offset by projected deficits in Solid Waste (\$2.4 million) due to increased contingency disposal costs.

Water Services

	2024 Budget	Year-end Forecast	Projected Variance
Revenues	\$ 374.5M	\$ 379.2M	\$ 4.7M
Expenditures	374.5M	375.7M	(1.2M)
Surplus (Deficit)	\$ -	\$ 3.5M	\$ 3.5M

For Water Services, the year-end surplus projection for 2024 is \$3.5 million, which is a result of higher than expected revenues of \$4.7 million, primarily due to higher than expected water sales resulting from more year to date water sales and higher than estimated water sales in the peak months due to expected warmer summers. However, the projection for water sales is subject to change based on actual weather patterns. The higher than forecasted revenues are offset by higher than expected expenditures of \$1.2 million primarily due to higher contracting and consulting costs within water supply program.

Liquid Waste Services

	2024 Budget	Year-end Forecast	Projected Variance
Revenues	\$ 485.8M	\$ 483.9M	\$ (1.9M)
Expenditures	485.8M	482.9M	2.9M
Surplus (Deficit)	\$ -	\$ 1.0M	\$ 1.0M

For Liquid Waste Services, the year-end surplus projection for 2024 is \$1.0 million. Revenues are expected to be lower than budget with a shortfall of \$1.9 million primarily due to less than projected DCC reserve usage to fund growth debt servicing as a result of delays in growth projects. With respect to expenditures, Liquid Waste Services is projected to be underspent by \$2.9 million primarily resulting from lower debt service costs related to less borrowing and underspends in operations and maintenance.

Solid Waste Services

	2024 Budget	Year-end Forecast	Projected Variance
Revenues	\$ 142.4M	\$155.7M	\$ 13.3M
Expenditures	142.4M	158.1M	(15.7M)
Surplus (Deficit)	\$ -	\$ (2.4M)	\$ (2.4M)

For Solid Waste Services, the year-end deficit projection for 2024 is \$2.4 million. Although there are higher than expected revenues of \$13.3 million due to more waste flows along with additional commercial organics, this is offset by higher forecasted costs of \$15.7 million, primarily related to increased contingency disposal costs.

Metro Vancouver Housing

	2024 Budget	Year-end Forecast	Projected Variance
Revenues	\$ 60.3M	\$ 61.0M	\$ 0.7M
Expenditures	52.2M	51.5M	0.7M
Surplus (Deficit)	\$ 8.1M	\$ 9.5M	\$ 1.4M

For Metro Vancouver Housing, the year-end surplus projection for 2024 is \$1.4 million, which is a result of higher projected revenues of \$0.7 million related to slightly higher than projected rents and lower than expected expenditures of \$0.7 million related to delays in filling staffing vacancies and spending on material and supplies.

Regional District Services

	2024 Budget	Year-end Forecast	Projected Variance
Revenues	\$ 143.1M	\$ 141.5M	\$ (1.6M)
Expenditures	143.1M	135.8M	7.3M
Surplus (Deficit)	\$ -	\$ 5.7M	\$ 5.7M

For Regional District Services, the year-end surplus projection for 2024 is \$5.7 million. There are slightly lower than forecasted revenues of \$1.6 million primarily due to less reserve usage because of delays to reserve funded projects for Regional Parks and lower than expected permit fee revenues (\$200,000) in the Air Quality and Climate Action Function. Expenditures are expected to be lower than budget by \$7.3 million, which is mostly attributed to delays in filling staffing vacancies across the Regional District Services and litigation delays.

Capital Expenditures Program

At this point in the year, the total forecasted capital spend for 2024 is approximately 75% of the projected \$1.4 billion capital cash flow in the 2024 Budget. This is a higher spend compared to previous years due to the anticipated construction advancement in major projects as they move into the construction phase such as the Annacis Water Supply Tunnel, NSWWTP, Second Narrows Water Supply Tunnel Widgeon Marsh Park Development and Metro Vancouver Housing development projects.

Water Services

	2024 Capital Cash Flow	2024 Forecasted Expenditures	Projected Variance
Water Mains	\$ 312.6M	\$ 256.2M	\$ 56.4M
Pump Stations	46.5M	29.3M	17.2M
Reservoirs	23.9M	23.6M	0.3M
Treatment Plants	25.1M	16.6M	8.5M
Others	16.7M	8.5M	8.2M
Total	\$ 424.8M	\$ 334.2M	\$ 90.6M

Water Services is forecasted to spend \$334.2 million (79%) of the \$424.8 million projected capital cash flow in the 2024 Budget. The ramp up of expected spend is a result of increasing construction activities, for major projects including: Coquitlam Main No. 4, Second Narrows Water Supply Tunnel and Annacis Water Supply Tunnel. In addition, there are construction activities underway for Central Park Main, Kennedy Newton Main and Fleetwood Reservoir which is increasing the forecasted capital spends for 2024.

Liquid Waste Services

	2024 Capital Cash Flow	2024 Forecasted Expenditures	Projected Variance
Collections	\$ 167.9M	\$ 157.2M	\$ 10.7M
Treatment Plants	613.3M	477.4M	135.9M
Total	\$ 781.2M	\$ 634.6M	\$ 146.6M

Liquid Waste Services is forecasted to spend \$634.6 million (81%) of the \$781.2 million projected capital cash flow in the 2024 Budget. Although there are some delays related to the ground improvements work at the NLWWTP, there is an expected increase in forecasted spend in 2024 for Liquid Waste Services primarily due to anticipated construction advancement of the NSWWTP program. In addition, there is construction at Annacis Outfall System, Gilbert Brighthouse Trunk Pressure Sewer Twinning and Burnaby Lake North Interceptor which is expected to increase the confidence in the forecasted spend.

Solid Waste Services

	2024 Capital Cash Flow	2024 Forecasted Expenditures	Projected Variance
Landfills	\$ 3.9M	\$ 1.1M	\$ 2.8M
Recycling and Waste Centres	5.1M	3.8M	1.3M
Waste to Energy Facilities	45.1M	15.1M	30.0M
Total	\$ 54.1M	\$ 20.0M	\$ 34.1M

Solid Waste Services is forecasted to spend \$20.0 million (37%) of the \$54.1 million projected capital cash flow in the 2024 Budget. The forecasted spend is lower than initially projected as a result of longer than expected timelines to initiate construction on various capital projects. Contributing factors include longer than expected timelines to develop municipal agreements for infrastructure projects, additional permitting steps not initially anticipated. A number of projects are near to initiating construction, and as such the expectation is that 2025 capital spends will be more aligned with projections.

Metro Vancouver Housing

	2024 Capital Cash Flow	2024 Forecasted Expenditures	Projected Variance
Development Capital	\$ 108.2M	\$ 72.2M	\$ 36.0M
Building Rehabilitation	23.1M	16.4M	6.7M
Total	\$ 131.3M	\$ 88.6M	\$ 42.7M

Metro Vancouver Housing is forecasted to spend \$88.6 million (67%) of the \$131.3 million capital cash flow in the 2024 Budget. Although there are some delays related to housing developments projected due to delays in permitting and agreements with MVHC’s partners, there is an expected construction ramp up for development projects in the latter part of the year including: Heather Place B, Kingston Gardens and Salal Landing.

Regional Parks

	2024 Capital Cash Flow	2024 Forecasted Expenditures	Projected Variance
Capital Development	\$ 12.0M	\$ 10.8M	\$ 1.2M
Parkland Acquisition	20.0M	20.0M	-
Total	\$ 32.0M	\$ 30.8M	\$ 1.2M

Regional Parks is forecasted to spend \$30.8 million (96%) of the \$32.0 million projected capital cash flow in the 2024 Budget. Capital development expenditures are expected to increase significantly over the summer months with construction on several major projects scheduled to begin, including Baden-Powell Trail Improvements, Campbell Valley Greenway extension, Widgeon Marsh Park Development, and the təmtəmíxʷtən/Belcarra South Picnic Area redevelopment.

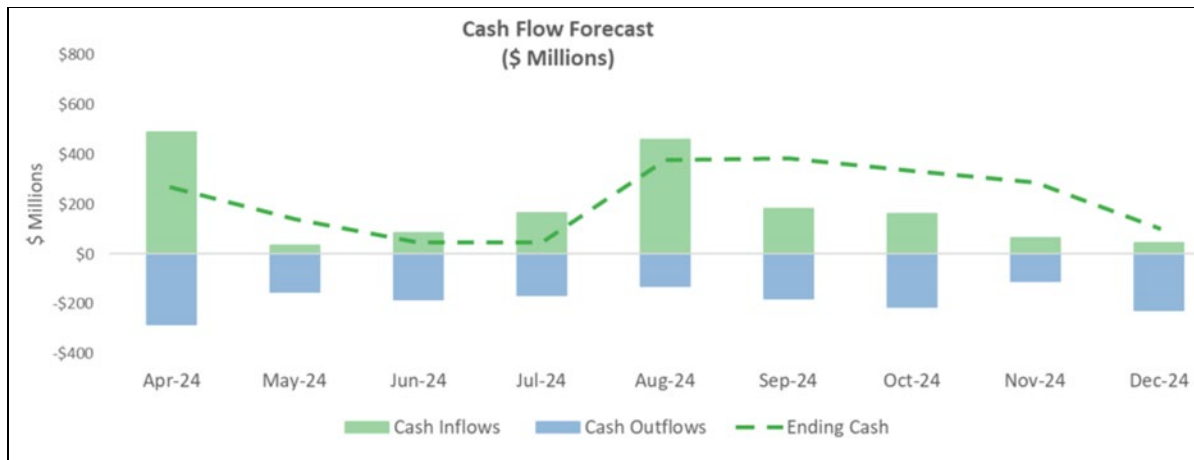
Although timing of expenditures with respect to land acquisition is dependent on availability and market conditions, directed funds are expected to be fully expended by end of the year with several acquisitions in progress.

Treasury Results

As a result of the capital underspends, the total forecasted borrowing for 2024 is \$350 million, which is less than the budgeted \$482 million. Furthermore, the MFA long-term borrowing rate for the 2024 Spring borrowing was 4.4%, which is lower than the Fall 2023 rate of 4.97% indicating a softening in long-term interest rates.

Figure 1 below provides the cash flow forecast for Metro Vancouver from March 2024 to December 2024. Treasury is continuously reviewing cash and reserve balances to ensure adequate liquidity to sustain operations and managing risk while also making efficient use of its cash.

Figure 1. Metro Vancouver Cash Flow Forecast for March – December 2024



The average investment returns as of April 2024 have increased since December 2023, to 5.53% for short-term and 4.17% for long-term. As interest rates are expected to decline, Metro Vancouver’s rate of return is expected to remain favourable because matured investments in 2023 were reinvested with higher yielding products or held in cash to take advantage of high-interest savings account rates. Currently, the total estimated weighted average annualized return is 4.51%.

Procurement

The tables below provide: a) the number of awards of contracts that have been awarded by the Metro Vancouver Board and b) the value of contracts awarded by the Metro Vancouver Board and those that are less than \$5 million (which are not awarded by the Board in accordance with Board approved procurement policies). It is expected that procurement activity will increase with respect to the number of awards as well as the value due to the significant 2024 capital program.

Table 1. Number of Contracts Awarded by the Metro Vancouver Board

Award Type	2024 Q1	2023	2022	2021
MV Board Awarded	4	16	20	25
Less than \$5 Million	10	51	53	51
Total	14	67	73	76

Table 2. Value of Contract Awarded by the Metro Vancouver Board and Those Less Than \$5M

Award Type	2024 Q1	2023	2022	2021
MV Board Awarded	\$ 72,134,299	\$465,895,019	\$434,664,449	\$798,139,628
Less than \$5 Million	\$ 17,234,419	\$71,980,936	\$ 89,019,028	\$ 92,545,559
Total	\$ 89,368,718	\$537,875,955	\$523,683,477	\$890,685,187

Continuous Improvement

There are currently 140 continuous improvement projects underway across the organization. Continuous improvement is a core value for the organization and is intended to enhance efficiencies and deliver better service internally and externally. The table below highlights completed continuous improvement projects and how they align with Board priorities.

Table 3. Select Completed Continuous Improvement Projects and Alignment with Board Strategic Plan

Highlighted Select Completed Continuous Improvement Projects			
Department/ Project Title	Board Priority	Description	Outcomes
Liquid Waste: LIWWTP Renewable Natural Gas	<ul style="list-style-type: none"> Financial Sustainability & Affordability Climate Action 	Process to upgrade digester gas to renewable natural gas for sale to Fortis BC	<ul style="list-style-type: none"> New GVS&DD revenue stream Renewable natural gas available for decarbonization for Fortis customers Estimated \$0.9 M annual income; 2,200 tonnes of GHG reduction
Liquid Waste: LIWWTP Digestion Optimization- Phase 1 Testing	<ul style="list-style-type: none"> Financial Sustainability & Affordability Climate Action 	Platform for testing alternative sludge treatment approaches	<ul style="list-style-type: none"> Intensification tests indicate existing digesters can serve larger populations to defer costly capacity expansions. Future tests will evaluate ways to increase production of low-carbon biofuels.
Invest Vancouver: Collaboration	<ul style="list-style-type: none"> Resilient Services & Infrastructure 	Partner collaboration	<ul style="list-style-type: none"> Identified synergies with partners to help promote the region and attract foreign direct investment
Liquid Waste: Flush Truck	<ul style="list-style-type: none"> Financial Sustainability & Affordability 	New recycling technology	<ul style="list-style-type: none"> Reduce water consumption, labour, fuel, and disposal costs resulting in estimated \$0.3M annual savings

Appendix 1 provides more detailed information on Metro Vancouver’s financial performance.

ALTERNATIVES

This report is provided for information; no alternatives are presented.

FINANCIAL IMPLICATIONS

The Metro Vancouver 2024 Financial Performance Report No. 1 indicates that Metro Vancouver anticipating an operating surplus to budget of \$9.2 million for 2024 and a capital spend approximately 75% of the \$1.4 billion approved capital cash flow in the 2024 Budget. Staff will continue to monitor the financial performance including reporting on treasury, procurement and continuous improvement on monthly basis and report back to the Finance Committee and Board in 2024 in Quarter 3 and Quarter 4.

CONCLUSION

This report provides the first report for 2024 on the financial performance of Metro Vancouver. It is forecasted that Metro Vancouver will have a \$9.2 million operating surplus to budget for 2024. Staff will continue to monitor the financial performance including reporting on treasury, procurement and continuous improvement on monthly basis and report back to the Finance Committee in 2024 in Quarter 3 and Quarter 4.

ATTACHMENTS

1. Metro Vancouver 2024 Financial Performance Report No. 1

METRO VANCOUVER 2024 FINANCIAL PERFORMANCE REPORT No. 1

Estimated Financial Forecast to December 31, 2024







Table of Contents

INTRODUCTION.....	3
FINANCIAL PERFORMANCE AT A GLANCE.....	3
OPERATING RESULTS	3
CAPITAL PROGRAM.....	10
TREASURY RESULTS.....	22
PROCUREMENT.....	26
CONTINUOUS IMPROVEMENT PROJECTS.....	29

INTRODUCTION

This report presents first of three Financial Performance Reports for fiscal 2024. This report combines the financial performance and annual forecast information of Metro Vancouver’s four legal entities: Greater Vancouver Water District, Greater Vancouver Sewerage and Drainage District, Metro Vancouver Housing Corporation, and Metro Vancouver Regional District.

FINANCIAL PERFORMANCE AT A GLANCE

	Trend	Commentary
Operating Results		For the four months ended April 30, 2024, operating results indicate a surplus of \$23.2M. Operating expenditures are at 92% of the year-to-date (YTD) expected budget or 25% of the annual budget (\$298.5M out of \$1.2B). YTD revenues are slightly lower than budget by \$2.8M (1.9% of YTD budget). As approved budgeted spending and projects ramp up throughout the remainder of the year, the projected year-end operating surplus to budget is \$9.2M (0.8% out of \$1.2B). This surplus is mainly driven from higher than anticipated revenues of \$15.2M, primarily due to higher water sales and tipping fees, offset by \$6.0M higher expenditures, largely from projected increased contingency disposal costs in Solid Waste, offset by overall less spending on consulting and contracting services from project delays, and lower debt service costs due to less borrowing.
Capital Expenditures		Capital expenditures as of April 30, 2024 are \$131.3M or 10% of total planned spending of \$1.4B annual capital cash flow. However, by year-end, capital expenditures are projected to be approximately 75% of the total \$1.4B annual capital cash flow. A significant ramp up in construction and related spending is expected for the major projects moving into construction phases, such as the Annacis Water Supply Tunnel, NSWWTP, Second Narrows Water Supply Tunnel, Widgeon Marsh Park Development and Metro Vancouver Housing development projects (Heather Place B, Kingston Gardens and Salal Landing).
Awarded Procurement		4 awards were approved by the Board with a value of \$72.1M, which is 81% of the total value of awarded contracts in the first quarter.
Cash Flow Scenarios		Projected annual cash balance remains positive, however indicates a decline in cash due to less borrowing and lower capital spending than targeted.
Investments		The latest report on investments indicated an estimated weighted average annualized return of 4.46%.
Financial Indicators		The ratios indicate a sufficient position to pay off current liabilities and debt servicing is less than budgeted.

OPERATING RESULTS

Overall Operating Surplus to Budget

As of April 30, 2024, Metro Vancouver’s year-to-date operating surplus to budget is at \$23.2 million. As the year progresses and approved budgeted spending ramps up, the projected year-end surplus to budget is \$9.2 million (0.8% of the \$1.2 billion budget) by the end of the year. This resulting from anticipated year-end surpluses in Water Services (\$3.5 million), Liquid Waste Services (\$1.0 million), Housing (\$1.4 million) and Regional District Services (\$5.7 million) primarily due to higher water sales revenues, overall staffing vacancies and less spending on consulting and contracting services from project delays, and lower debt service costs due to less borrowing. These surpluses are offset by a projected deficit in Solid Waste Services (\$2.4 million) due to increased contingency disposal costs.

	Annual Budget	Year-end Forecast	Projected Variance	Year-to-date Budget	Year-to-date Actual	Year-to-date Variance
Greater Vancouver Water District	\$ -	\$ 3,474,031	\$ 3,474,031	\$ (5,477,234)	\$ 185,426	\$ 5,662,660
Greater Vancouver Sewerage						
Liquid Waste Services	-	1,010,594	1,010,594	(126,190,525)	(116,164,033)	10,026,492
Solid Waste Services	-	(2,377,054)	(2,377,054)	2,420,108	2,399,548	(20,560)
Metro Vancouver Housing Corporation	8,053,663	9,473,139	1,419,476	455,233	3,671,790	3,216,557
Metro Vancouver Regional District	-	5,679,351	5,679,351	(40,348,150)	(36,074,841)	4,273,309
	<u>\$ 8,053,663</u>	<u>\$ 17,260,061</u>	<u>\$ 9,206,398</u>	<u>\$(169,140,568)</u>	<u>\$(145,982,110)</u>	<u>\$ 23,158,458</u>

Key drivers related to the surpluses are highlighted in the following schedules.

Operating Budget Summary

Metro Vancouver Operating Budget Summary Four Months Ended April 30, 2024							
	Annual Budget	Year-end Forecast	Projected Variance	Year-to-date Budget	Year-to-date Actual	% Actuals to YTD Budget	Year-to-date Variance
REVENUES							
Key Service Revenues							
Water Sales	\$ 367,535,244	\$ 372,735,244	\$ 5,200,000	\$ 81,102,155	\$ 82,734,559	102%	\$ 1,632,404
Liquid Waste Services Levy	389,498,103	389,498,103	-	-	-	0%	-
Solid Waste Tipping Fees	132,115,288	145,172,977	13,057,689	44,038,416	45,758,511	104%	1,720,095
Metro Vancouver Regional District Requisitions	113,604,713	113,178,691	(426,022)	-	-	0%	-
Housing Rents	45,207,881	45,493,252	285,371	15,069,328	15,169,095	101%	99,767
	<u>1,047,961,229</u>	<u>1,066,078,267</u>	<u>18,117,038</u>	<u>140,209,899</u>	<u>143,662,165</u>	<u>102%</u>	<u>3,452,266</u>
Other Revenues	49,122,537	50,164,322	1,041,785	9,821,359	7,030,643	72%	(2,790,716)
Reserve Transfers	109,028,342	105,076,998	(3,951,344)	5,388,796	1,835,074	34%	(3,553,722)
TOTAL REVENUES	<u>\$ 1,206,112,108</u>	<u>\$ 1,221,319,587</u>	<u>\$ 15,207,479</u>	<u>\$ 155,420,054</u>	<u>\$ 152,527,883</u>	<u>98%</u>	<u>\$ (2,892,171)</u>
EXPENDITURES							
Greater Vancouver Water District	\$ 374,463,930	\$ 375,685,829	\$ (1,221,899)	\$ 87,563,961	\$ 83,367,508	95%	\$ 4,196,453
Greater Vancouver Sewerage and Drainage District							
Liquid Waste Services	485,831,252	482,928,102	2,903,150	128,645,561	118,389,535	92%	10,256,026
Solid Waste Services	142,411,329	158,116,072	(15,704,743)	45,050,320	44,079,380	98%	970,940
Metro Vancouver Housing Corporation	52,266,690	51,523,630	743,060	18,238,651	12,796,755	70%	5,441,896
Metro Vancouver Regional District							
Regional Parks	85,683,837	81,042,058	4,641,779	27,757,591	25,276,624	91%	2,480,967
Air Quality	16,113,207	15,295,686	817,521	4,822,601	4,214,287	87%	608,314
Other Regional Services	41,288,200	39,468,149	1,820,051	12,481,937	10,385,905	83%	2,096,032
TOTAL EXPENDITURES	<u>\$ 1,198,058,445</u>	<u>\$ 1,204,059,526</u>	<u>\$ (6,001,081)</u>	<u>\$ 324,560,622</u>	<u>\$ 298,509,993</u>	<u>92%</u>	<u>\$ 26,050,629</u>
SURPLUS (DEFICIT)	<u>\$ 8,053,663</u>	<u>\$ 17,260,061</u>	<u>\$ 9,206,398</u>	<u>\$ (169,140,568)</u>	<u>\$ (145,982,110)</u>		<u>\$ 23,158,458</u>

- Overall revenues at April 30, 2024 are lower than budget by \$2.8M (1.9% of YTD budget) due to lower energy revenues and other revenues. The reduction is anticipated to be temporary and is offset by higher than anticipated system waste flows and higher water consumption. Reserve transfers for funding Housing and Parks capital replacement and maintenance programs were \$3.6M lower than anticipated due to seasonality of the projects and will be on budget by end of the year. It is anticipated that the trend for higher system waste flows and water consumption will continue and overall revenues are projected to be \$15.2M higher than budget.
- Overall expenditures at April 30, 2024, are at 92% of the year-to-date expected budget or 25% of the annual budget (\$298.5M out of \$1.2B). Key factors contributing to lower expenditures than budget include staff vacancies, deferred operating projects, and seasonality of expenditures. As the year progresses, it is anticipated that landfill costs and operations and maintenance program costs will be higher than budget. This variance is mitigated by lower than anticipated debt service costs. By year-end, overall expenditures are projected to be over budget by \$6M or 0.50% of annual budget.
- Based on current forecasts, the year-end surplus to budget is projected to be \$9.2M (0.8% of the \$1.2 billion budget) higher than budget.

Operating Surplus Analysis by Entity

Four Months Ended April 30, 2024

Water Services had a YTD surplus of \$5.7M with a projected surplus of \$3.5M by year-end.

	Annual Budget	Year-end Forecast	Projected Variance	Year-to-date Budget	Year-to-date Actual	Year-to-date Variance
Greater Vancouver Water District						
Revenues	\$ 374,463,930	\$ 379,159,860	\$ 4,695,930	\$ 82,086,727	\$ 83,552,934	\$ 1,466,207
Expenditures	374,463,930	375,685,829	(1,221,899)	87,563,961	83,367,508	4,196,453
Surplus (Deficit)	\$ -	\$ 3,474,031	\$ 3,474,031	\$ (5,477,234)	\$ 185,426	\$ 5,662,660

- Water sales are currently \$1.6M higher than budget and are projected to exceed budget by \$5.2M by year-end as the higher trend is expected to continue throughout the summer months. However, the projection for water sales is subject to change based on actual weather patterns for the remainder of the year. Higher water sales are expected to be offset by lower reserve revenues by close to \$500K, leading to a net projected revenue surplus by year-end of \$4.7M. The \$500K under for reserves is largely tied to less projected reserve usage than planned due to delayed projects and related underspends.
- Year-to-date expenditures are \$4.2M below budget, primarily in the operations and maintenance program of \$1.9M, policy and planning project work of \$0.7M, and other operating programs of \$1.6M.
- Expenditure projections to indicate \$1.2M over budget by year-end, largely in the operations and maintenance program (contracting, consulting and professional) of \$3M and minor capital work of \$1M. This is offset by lower than expected debt servicing costs of \$1.2M and approximately \$1.6M lower expenditures in several other operating and allocated programs, largely due to vacancies where position recruitments are underway and in consulting due to delays in project work.

Liquid Waste Services had a YTD surplus of \$10M with a projected surplus of \$1M by year-end.

	Annual Budget	Year-end Forecast	Projected Variance	Year-to-date Budget	Year-to-date Actual	Year-to-date Variance
Greater Vancouver Sewerage and Drainage District						
Liquid Waste Services						
Revenues	\$ 485,831,252	\$ 483,938,696	\$ (1,892,556)	\$ 2,455,036	\$ 2,225,502	\$ (229,534)
Expenditures	485,831,252	482,928,102	2,903,150	128,645,561	118,389,535	10,256,026
Surplus (Deficit)	\$ -	\$ 1,010,594	\$ 1,010,594	\$ (126,190,525)	\$ (116,164,033)	\$ 10,026,492

- Year-to-date revenues are in a slight budget shortfall of \$0.2M primarily due to the delayed receipt of user fees. By year end, revenues are expected to be lower than budget with a shortfall of \$1.9 million primarily due to less than projected DCC reserve usage to fund growth debt servicing as a result of delays in growth projects.
- Year-to-date expenditures are \$10.3M lower than budget primarily related to deferred or delayed operating costs (such as contract, consulting, professional and salary underspends due to staff vacancies currently being recruited) in a number of core programs, such as operations and maintenance (\$6.9M), Environmental Management Quality Control (\$1.0M), Project Delivery and allocated costs (\$1.2M) and Policy and Planning (\$1.2M).

- Overall expenditures by year-end are projected \$2.9M lower than budget primarily from lower debt service costs related to less borrowing and underspends in operations and maintenance.
- With projected underspend of \$2.9M in expenditures and slight shortfall in revenue of \$1.9M, the overall year-end forecasted surplus is \$1.0M.

Solid Waste Services was on budget at April 30, with a projected deficit of \$2.4M by year-end.

	Annual Budget	Year-end Forecast	Projected Variance	Year-to-date Budget	Year-to-date Actual	Year-to-date Variance
Greater Vancouver Sewerage and Drainage District						
Solid Waste Services						
Revenues	\$ 142,411,329	\$ 155,739,018	\$ 13,327,689	\$ 47,470,428	\$ 46,478,929	\$ (991,499)
Expenditures	142,411,329	158,116,072	(15,704,743)	45,050,320	44,079,380	970,940
Surplus (Deficit)	\$ -	\$ (2,377,054)	\$ (2,377,054)	\$ 2,420,108	\$ 2,399,548	\$ (20,560)

- Revenues were \$1M under budget driven primarily by equipment failure at the Waste-to-Energy facility. It is anticipated that the claim from business interruption will be resolved by the end of the year. This was offset by lower contracted costs at the Waste-to-Energy facility as it relates to this energy conversion program.
- Economic recovery and regional growth following the pandemic continues to contribute to an expectation of increases in waste quantities in 2024. As a result, higher waste flows along with additional commercial organics are expected to drive tipping fees revenues \$13.3M greater than budget.
- Expenditures by year-end are projected to be higher by \$15.7M mainly due to increased contingency disposal, offset by lower contracted services costs at the Waste-to-Energy Facility, deferral of alternative fuel pilot project costs, and timing of capital expenditures resulting in lower debt costs.

The **Metro Vancouver Housing Corporation** had a YTD surplus of \$3.2M with a projected surplus of \$1.4M by year-end.

	Annual Budget	Year-end Forecast	Projected Variance	Year-to-date Budget	Year-to-date Actual	Year-to-date Variance
Metro Vancouver Housing Corporation						
Revenues	\$ 60,320,353	\$ 60,996,769	\$ 676,416	\$ 18,693,884	\$ 16,468,545	\$ (2,225,339)
Expenditures	52,266,690	51,523,630	743,060	18,238,651	12,796,755	5,441,896
Surplus (Deficit)	\$ 8,053,663	\$ 9,473,139	\$ 1,419,476	\$ 455,233	\$ 3,671,790	\$ 3,216,557

- For the first four months, revenues were \$2.2M lower than anticipated due to reduced reserve transfers for funding Housing capital replacement and maintenance programs as a result of seasonality of the projects. By year-end, it is anticipated that revenues will be \$0.7M higher than projected, largely from slightly higher rental income.
- Year-to-date expenditures were lower than anticipated by \$5.4M due to delays in maintenance activities and capital replacement and maintenance projects. The expectation is to complete the planned work by the end of 2024.
- The projected year-end net operating surplus to budget of \$1.4M is due to salary vacancies during the first four months and higher than anticipated housing mortgage subsidies.

Metro Vancouver Regional District

	Annual Budget	Year-end Forecast	Projected Variance	Year-to-date Budget	Year-to-date Actual	Year-to-date Variance
Metro Vancouver Regional District						
Regional Parks						
Revenues	\$ 85,683,837	\$ 84,653,837	\$ (1,030,000)	\$ 3,278,719	\$ 1,558,047	\$ (1,720,672)
Expenditures	85,683,837	81,042,058	4,641,779	27,757,591	25,276,624	2,480,967
Surplus (Deficit)	\$ -	\$ 3,611,779	\$ 3,611,779	\$ (24,478,872)	\$ (23,718,577)	\$ 760,295

Regional Parks had a YTD surplus of \$0.76M with a projected surplus of \$3.6M by year-end.

- Year-to-date revenues were under budget by \$1.72M largely due to less reserve usage due to delays to reserve-funded projects in the capital maintenance program. These are anticipated to be largely on target by end of the year.
- Year-to-date expenditures for the Parks were \$2.48M lower than budget largely due to delayed capital maintenance underspend which will take place in Q2 and Q3, and an underspend in centralized administration costs.
- By year end, overall expenditures are expected to be under budget by \$4.6M as a result of a deferred budget allotment for ongoing litigation with Kwikwəłəm (Kwikwetlem First Nation) and implementation of compensation funds related to the Trans Mountain Expansion Project, staff vacancies, and a deferred capital maintenance spend.

	Annual Budget	Year-end Forecast	Projected Variance	Year-to-date Budget	Year-to-date Actual	Year-to-date Variance
Metro Vancouver Regional District						
Air Quality						
Revenues	\$ 16,113,207	\$ 15,913,207	\$ (200,000)	\$ 989,200	\$ 1,342,834	\$ 353,634
Expenditures	16,113,207	15,295,686	817,521	4,822,601	4,214,287	608,314
Surplus (Deficit)	\$ -	\$ 617,521	\$ 617,521	\$ (3,833,401)	\$ (2,871,453)	\$ 961,948

Air Quality had a YTD surplus of \$0.96M with a projected surplus of \$0.62M by year-end.

- Year-to-date revenues are slightly higher than budget by \$0.35M, largely from the timing of receipt of grant revenues; however, by year-end revenues are projected to have a slight shortfall of \$0.20M due to lower than expected permit fee revenues.
- Year-to-date expenditures were \$0.61M lower than budget primarily due to labour underspends from position vacancies and delayed project consulting work in the first quarter. By year-end, expenditures are projected to be lower than budget by \$0.82M largely from labour underspends due to vacancies (\$0.43M) and underspends for project consulting (\$0.39M).

	Annual Budget	Year-end Forecast	Projected Variance	Year-to-date Budget	Year-to-date Actual	Year-to-date Variance
Metro Vancouver Regional District						
Other Regional Services						
Revenues	\$ 41,288,200	\$ 40,918,200	\$ (370,000)	\$ 446,060	\$ 901,094	\$ 455,034
Expenditures	41,288,200	39,468,149	1,820,051	12,481,937	10,385,905	2,096,032
Surplus (Deficit)	\$ -	\$ 1,450,051	\$ 1,450,051	\$ (12,035,877)	\$ (9,484,811)	\$ 2,551,066

Other Regional Services had a YTD surplus of \$2.6M with a projected surplus of \$1.5M by year-end.

- Overall year-to-date expenditures for Regional Services were \$2.1M lower than budget largely due to lower salary costs from staff vacancies, less spending in consulting and contract services from projects delays than anticipated in the budget.
- By year end, overall expenditures are expected to continue to be under budget by \$1.8M largely due to staff vacancies, timing of hiring for vacant positions, and deferred projects. Revenues are projected to be under budget by \$0.3M primarily due to lower reserve funding for deferred projects, resulting in a projected year-end surplus of \$1.5M.

Other Revenues (supplementary information to Operating Budget Summary)

Metro Vancouver Other Revenues Four Months Ended April 30, 2024							
	Annual Budget	Year-end Forecast	Projected Variance	Year-to-date Budget	Year-to-date Actuals	% Actuals to YTD Budget	Year-to-date Variance
Variable Service Revenues:							
Other External Revenues	\$ 15,231,044	\$ 15,766,616	\$ 535,572	\$ 4,075,505	\$ 3,359,872	82%	\$ (715,633)
Liquid Waste Industrial Charges	13,169,057	13,169,057	-	-	324,074	0%	324,074
User Fees	9,289,531	9,102,249	(187,282)	2,526,482	1,796,691	71%	(729,791)
Energy Sales	6,254,000	6,254,000	-	2,084,668	-	0%	(2,084,668)
Non-Road Diesel Permit Fees	1,316,250	1,316,250	-	526,700	683,928	130%	157,228
Love Food Hate Waste	375,000	375,000	-	125,000	413,070	330%	288,070
Zero Waste Conference	260,000	260,000	-	65,000	-	0%	(65,000)
	45,894,882	46,243,172	348,290	9,403,355	6,577,635	70%	(2,825,720)
Key Service Supplemental Revenues:							
Housing Mortgage Subsidies	1,254,012	1,521,485	267,473	418,004	453,008	108%	35,004
Collective Bargaining Services Revenue	1,061,436	1,061,436	-	-	-	0%	-
Compensation Services Revenue	598,160	598,160	-	-	-	0%	-
Electoral Area Requisition	433,645	433,645	-	-	-	0%	-
Regional Global Positioning System User Fees	306,424	306,424	-	-	-	0%	-
	3,653,677	3,921,150	267,473	418,004	453,008	108%	35,004
Total Other Revenues	\$ 49,548,559	\$ 50,164,322	\$ 615,763	\$ 9,821,359	\$ 7,030,643	72%	\$ (2,790,716)

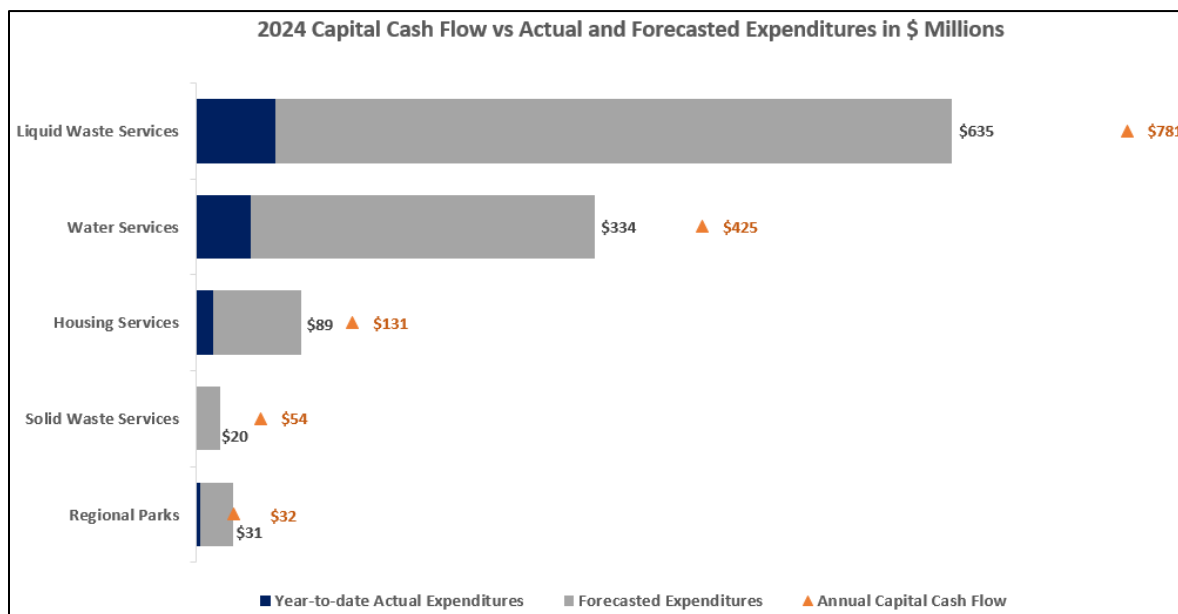
- Other revenues consist of liquid waste industrial charges, user fees, energy sales, permit fees, housing mortgage subsidies, and external revenues. External revenues comprise of leases, grants, and other variable service revenues that tend to fluctuate month over month.
- At April 30, 2024, energy sales were under budget by \$2.1M largely from equipment failure and claim for business interruption insurance for Solid Waste. It is anticipated that the claim will be resolved by end of the year. Revenues are also \$700K lower than budget related to sundry revenues from Solid Waste transfer stations, parking revenue from Parks Central Area, and lease revenue for Water. The variance is expected to be temporary, and revenues are expected to be on budget by end of the year
- Despite the temporary downward trend at April 30, overall other revenues are projected to be \$616K higher than budget by end of the year. This increase is driven by higher than anticipated housing mortgage subsidies, housing facility revenues, with a slight reduction in Air Quality permit fees due to fewer applications.

CAPITAL PROGRAM

Overall Capital Expenditures

At end of April 2024, capital expenditures are \$131.3M, or 10% of the annual cash flows. Significant spending is expected in Liquid Waste and Water Services, nearly 85% of the total cash flows of \$1.4B. By year end, capital expenditures are projected to be approximately 75% of the annual cash flows. This is a higher spend compared to previous years due to the anticipated construction advancement in major projects as they move into the construction phase.

Capital Expenditure at a Glance



Capital Expenditure Summary

Metro Vancouver						
2024 Capital Spending Summary						
For the 4 months ended April 30, 2024						
	Annual Capital Cash Flow	Year-to-date Actual Expenditures	Forecasted Expenditures	Forecasted Expenditures of Annual Cash Flow (%)	Forecasted Expenditures Variance from Annual Cash Flow (\$)	Forecasted Expenditures Variance from Annual Cash Flow (%)
Housing Services						
Development Capital	108,200,000	12,020,047	72,172,412	66.7%	36,027,588	33.3%
Building Rehabilitation	23,134,400	2,194,221	16,467,767	71.2%	6,666,633	28.8%
	131,334,400	14,214,267	88,640,179	67.5%	42,694,221	32.5%
Liquid Waste Services						
Collections	167,942,000	20,866,433	157,160,136	93.6%	10,781,864	6.4%
Treatment Plants	613,292,000	45,542,510	477,425,264	77.8%	135,866,736	22.2%
	781,234,000	66,408,943	634,585,400	81.2%	146,648,600	18.8%
Regional Parks						
Capital Development	11,970,000	1,035,171	10,773,000	90.0%	1,197,000	10.0%
Parkland Acquisition Fund Projects	20,000,000	2,691,800	20,000,000	100.0%	-	0.0%
	31,970,000	3,726,971	30,773,000	96.3%	1,197,000	3.7%
Solid Waste Services						
Landfills	3,850,000	11,442	1,100,000	28.6%	2,750,000	71.4%
Recycling and Waste Centres	5,100,000	410,319	3,800,000	74.5%	1,300,000	25.5%
Waste To Energy Facilities	45,150,000	466,106	15,100,000	33.4%	30,050,000	66.6%
	54,100,000	887,867	20,000,000	37.0%	34,100,000	63.0%
Water Services						
Water Mains	312,615,000	31,862,151	256,240,640	82.0%	56,374,360	18.0%
Pump Stations	46,500,000	5,861,192	29,250,000	62.9%	17,250,000	37.1%
Reservoirs	23,890,000	3,777,474	23,580,000	98.7%	310,000	1.3%
Treatment Plants	25,150,000	3,654,501	16,644,273	66.2%	8,505,727	33.8%
Others	16,700,000	871,392	8,500,000	50.9%	8,200,000	49.1%
	424,855,000	46,026,709	334,214,913	78.7%	90,640,087	21.3%
Total	1,423,493,400	131,264,756	1,108,213,492	77.9%	315,279,908	22.1%

Metro Vancouver Housing (MVHC)

Year-to-date capital expenditures are \$14.2M and are forecasted at \$88.6M (67%) by year-end.

- Although there are currently some in permitting and agreements with MVHC’s partners, there is an expected construction ramp up for development projects in the latter part of the year including: Heather Place B, Kingston Gardens, and Salal Landing.

Liquid Waste Services

Year-to-date capital expenditures are \$66.4M with a forecasted spend of \$634.6M by year-end.

- Although there are some delays anticipated for ground improvement works at NLWWTP, design delays at Annacis WWTP (Stage 5 Expansion), and delays in projects starts for Glenbrook Trunk Kingsway Section, Glenbrook Trunk CSO Gates, North Road Trunk Sewer, and AIWWTP Trickling Filter Rehab, there is an expected increase in construction advancement in major projects as, including the NSWWTP project, Iona WWTP, Annacis Outfall System, Gilbert Brighthouse Trunk Pressure Sewer Twinning and Burnaby Lake North Interceptor.

Regional Parks

Year-to-date capital expenditures are \$3.7M and are forecasted at \$30.8M by year end.

- Construction on several major projects is scheduled increase significantly over the summer months with construction on several major projects scheduled to begin, including the Pacific Spirit Regional Park Service Yard replacement, Baden-Powell Trail Improvements, Campbell Valley Greenway extension and Staging area improvements, Widgeon Marsh Phase 1 Park Development, and the Belcarra South Picnic Area redevelopment. Although timing of expenditures with respect to land acquisition is dependent on availability and market conditions, directed funds are expected to be fully expended by end of the year with several acquisitions in progress.

Solid Waste Services

Year-to-date capital expenditures are \$888K and are forecasted at \$20.0M by year-end.

- Delays in spending for 2024 were related to delays in contractor lead projects, delays in expenditure authorizations for contractors, additional permitting steps not initially anticipated, and longer than expected timelines to develop municipal agreements for infrastructure development.

Water Services

Year-to-date capital expenditures \$46M and forecasted at \$334.2M by year-end.

- The ramp up of expected spend is a result of increasing construction and procurement activities for major project including Coquitlam Main No. 4, Second Narrows Water Supply Tunnel and Annacis Water Supply Tunnel. In addition, construction activities are underway for Central Park Main, Kennedy Newton Main, and Fleetwood Reservoir, which is increasing the forecasted capital spends for 2024.

The following schedules provide detailed information on the capital expenditures by project against annual capital cash flow *as of April 30, 2024*.

APPENDIX 1

2024 Financial Performance Report No. 1

Page 13 of 31

	Annual Capital Cash Flow	Year-to-date Actual Expenditures
Housing Services		
Housing Development - Heather Place - Building B	\$ 19,000,000	\$ 5,279,192
Housing Development - Heather Place - Building C	970,500	4,164
Housing Development - Heron's Nest	25,000,000	153,388
Housing Development - Kingston Gardens - Phase 1	14,000,000	2,189,738
Housing Development - Malaspina	2,000,000	226,940
Housing Development - Projects in Planning	787,010	-
Housing Development - Riverside Drive	742,490	8,180
Housing Development - Salal Landing	15,700,000	2,589,359
Housing Development - The Connection	20,000,000	1,131,944
Housing Development - The Steller	10,000,000	437,142
Development Capital	108,200,000	12,020,047
Housing Development - Crown Manor	350,000	448
Housing Development - Le Chateau Place	846,400	4,908
Housing Development - Manor House	11,000,000	2,188,865
Housing Development - Minato West	5,888,000	-
Housing Development - Somerset Gardens	50,000	-
Housing Development - Strathearn Court	5,000,000	-
Building Rehabilitation	23,134,400	2,194,221
	\$ 131,334,400	\$ 14,214,267

APPENDIX 1

2024 Financial Performance Report No. 1

Page 14 of 31

Liquid Waste Services	Annual	Year-to-date Actual
	Capital Cash Flow	Expenditures
Albert Street Trunk Sewer	\$ 450,000	\$ 11,557
Burnaby Lake North Interceptor Cariboo Section	50,000	-
Burnaby Lake North Interceptor Winston Section	23,890,000	598,025
Burnaby South Slope Interceptor West Branch Extension	200,000	-
Cloverdale Pump Station Capacity Upgrade	370,000	122,933
Cloverdale Trunk Sewer Capacity Upgrade	450,000	66,228
Combined Sewer Overflow Sampling Station Enhancements	400,000	96,557
Drainage - Port Moody Storm Drain Rehabilitation	400,000	7,260
Drainage - Still Creek Culvert Rehabilitation (Gilmore section)	100,000	-
EMQC-Chemistry Laboratory	400,000	18,723
Fraser Sewerage Area Integrated Resource Recovery (IRR) Study	250,000	(6,091)
Front Street Pressure Sewer Access Hatches Reinforcement	1,700,000	358,624
FSA Flow Metering Program	620,000	88,399
FSA River Crossing Scour Protection Program - Phase 1	450,000	9,592
FSA Sewer Relocations and Protections	500,000	-
FSA Statutory Right of Way Acquisitions Phase 1	5,350,000	96,362
Gilbert/Brighthouse Trunk Pressure Sewer Twinning Phase 2	1,541,000	1,149,573
Gilbert/Brighthouse Trunk Pressure Sewer Twinning Phase 3	18,000,000	2,970,709
Gilbert/Brighthouse Trunk Pressure Sewer Twinning Phase 4	18,550,000	5,621,368
Glenbrook Combined Trunk Kingsway Sanitary Section	5,200,000	81,628
Glenbrook CSO Gate Replacement	3,780,000	151,389
Gleneagles Forcemain Replacement Phase 2	2,130,000	50,940
Gleneagles Pump Stations Improvements	6,400,000	3,040,707
Harbour Pump Station Discharge Header Repair and Valve Replacements	4,273,000	54,704
Harbour Pump Station Power Distribution Equipment Replacement	2,107,000	68,120
Harbour Sewerage Pump Station (HRB) - Suction Piping Replacement	200,000	-
Highbury Interceptor Diversion Junction Chamber Wall Rehabilitation	350,000	11,883
Jervis Pump Station 25kV Voltage Conversion	990,000	68,833
Jervis Sewerage Pump Station (JRV) - Suction Piping Replacement and Wet Well Modifications	200,000	-
Kent Pump Station High Voltage Switchgear Replacement	1,030,000	85,354
LSA Flow Metering Program	50,000	(10,831)
Marshend Pump Station Capacity Upgrade	700,000	33,379
New West Interceptor - Annacis Section 2	1,320,000	199,931
New West Interceptor Grit Chamber	400,000	-
New Westminster Interceptor Annacis Channel Crossing Scour Protection	500,000	-
New Westminster Interceptor Repair Columbia St. Section	200,000	97,516
New Westminster Interceptor West Branch and Columbia Extension Rehabilitation	1,135,000	210,252
North Road Trunk Sewer	1,280,000	19,663
North Road Trunk Sewer Phase 2	4,100,000	191,670
North Surrey Interceptor - Port Mann Section - Odour Control	750,000	13,832
North Surrey Interceptor Manson, Roebuck Road and Port Mann Sections	500,000	-
North Surrey Interceptor River Crossings	1,450,000	-
North Surrey Interceptor Roebuck Section Replacement	2,500,000	336,252
NSA Flow Metering Program	55,000	62,126
NSA Scour Protection Upgrades	200,000	46,680
NSI Flow Management	3,250,000	202,993
NSI Rehab or Replacement	1,270,000	187,603
NWP Dip Replacement	1,000,000	-
Ocean Park Trunk Manholes Lining	50,000	-
Ocean Park Trunk Sewer - Air Management Facility	1,340,000	8,837
Other - Sewer Heat Projects	2,400,000	-
Port Coquitlam Pump Station Refurbishment	500,000	118,449
Port Moody Pump Station Capacity Upgrade	230,000	4,778
Port Moody South Interceptor Capacity Upgrade	50,000	-
Production Way Facility Access and Parking Improvements	4,600,000	140
Production Way Operation Centre	2,300,000	153,335
Royal Ave PS Rehabilitation	1,430,000	66,569

APPENDIX 1

2024 Financial Performance Report No. 1

Page 15 of 31

	Annual Capital Cash Flow	Year-to-date Actual Expenditures
Liquid Waste Services		
Sapperton Pump Station	520,000	190,802
Sapperton Pump Station Emergency Backup Power	1,725,000	34,214
Sewer Heat Projects - Surrey	1,400,000	-
South Surrey Interceptor Delta Section (SSD) Rehabilitation	1,400,000	70,023
South Surrey Interceptor Johnston Section	1,180,000	1,529,841
South Surrey Interceptor Rehabilitation-Scott Road Section	500,000	-
SSI Influent Control Chamber Repair and Replace Gates	60,000	1,865
SSI Sulfide Odour and Corrosion Control	5,700,000	39,569
Stoney Creek Sanitary Trunk	682,000	73,161
Surrey Corrosion Control Facility Replacement	125,000	25,314
VSA Emergency Backup Power	3,850,000	706,520
VSA Flow Metering Program	530,000	101,406
VSA Grit Chamber Access Improvements Spanish Banks	100,000	-
VSA Sewer Relocations and Protections	200,000	9,491
VSA Statutory Right of Way Acquisitions 2024-2026	8,500,000	-
Westridge FM Replacement	5,099,000	76,556
Westridge Pump Stations 1 & 2 Refurbishment	1,380,000	294,603
White Rock Forcemain Rehabilitation	1,100,000	129,565
Other projects	-	816,951
Collections	167,942,000	20,866,433
AIWWTP Ammonia Removal – Sidestream	200,000	106,080
AIWWTP Centrifuge Schwing HPU replacement	170,000	-
AIWWTP Chemical Lab UPS System Replacement	150,000	210,345
AIWWTP Cogeneration Backup Power	400,000	65,237
AIWWTP Cogeneration Backup Power 69 kV Substation Modifications	100,000	13,881
AIWWTP Digester No. 5	500,000	22,313
AIWWTP Electrical Distribution System Protection Control and Monitoring	200,000	240,564
AIWWTP Hydrothermal Processing Pilot	8,550,000	2,014,020
AIWWTP ICS Replacement Program	1,400,000	85,713
AIWWTP Influent System Remediation	250,000	655,722
AIWWTP IPS Gates Replacements	75,000	-
AIWWTP IPS Pump Building Roof Replacement Phase 2	100,000	5,098
AIWWTP Lubrication Storage Facility Conversion	500,000	-
AIWWTP O&M Building Refurbishment	100,000	-
AIWWTP PWD line refurbishment/replacement	250,000	-
AIWWTP Replacement of Protective Relays	50,000	34,444
AIWWTP Scheduled 64kV Potential & Current Transformer Replacements	50,000	-
AIWWTP SCL Flow Balancing	50,000	-
AIWWTP SCL Flow Control	700,000	28,090
AIWWTP SCL Flow Leveling Phase 2	700,000	29,251
AIWWTP Scum Pump Replacement	200,000	-
AIWWTP Sludge Control Building Electrical Room HVAC upgrade	425,000	48,780
AIWWTP Stage 5 Expansion Phase 2	1,000,000	65,823
AIWWTP Stage 5 Expansion Phase 2 - PDE	40,780,000	1,649,744
AIWWTP Stage 5 Expansion Phase 2b	21,000,000	1,860,865
AIWWTP Station Battery Replacement - PHASE 2	50,000	19,008
AIWWTP Trickling Filter Media & Distributor Arms & Ducting Replacement	5,485,000	962,979
AIWWTP UPS Condition Monitoring System	50,000	-
All WWTPs Power Quality Monitoring & Outage Alarming Network	50,000	2,541
Annacis Influent System Surge Control Refurbishment	2,100,000	220,737
Annacis MCC 80 051, 80 070, 80 071 Replacement	50,000	3,973
Annacis Outfall System	11,500,000	2,503,085
Biosolids Dryer	500,000	118,258
Golden Ears Forcemain and River Crossing	160,000	2,399,935
Golden Ears Pump Station	123,000	477,249
IIWWTP - Biogas Lines Relocation	50,000	27,872
IIWWTP Biosolids Dewatering Facility	1,150,000	134,666
IIWWTP CEPT Polymer Line Replacement	1,750,000	81,516
IIWWTP CEPT Winterization	1,100,000	56,103

APPENDIX 1

2024 Financial Performance Report No. 1

Page 16 of 31

	Annual Capital Cash Flow	Year-to-date Actual Expenditures
Liquid Waste Services		
IWWTP Digester 4 Roof Replacement & Mixing Replacement	50,000	21,702
IWWTP ICS IPS Control Replacement	700,000	-
IWWTP ICS Replacement Program	300,000	4,023
IWWTP Influent Gate Refurbishment	100,000	-
IWWTP IPS Drive Remediation	125,000	56,541
IWWTP MCC/Power Distribution Assess/Replace - Phase 2	50,000	242
IWWTP Non-Domestic Trucked Liquid Waste Alternative	50,000	-
IWWTP Outfall Refurbishment	2,000,000	314,660
IWWTP PA Tanks Improvement	1,500,000	-
IWWTP PA-Sed Tank & Gallery Wall Refurbishment	100,000	13,671
IWWTP Replacement of CoGen Control System	100,000	17,713
IWWTP Siphon Chamber Refurbishment	200,000	11,113
IWWTP Solids Handling Refurbishment	50,000	-
IWWTP Standby Diesel Generators	100,000	-
IWWTP Surge Mitigation	25,000	-
Iona Island Control & Instrumentation Replacement 2011	50,000	-
Iona Island Wastewater Treatment Plant	109,220,000	11,063,029
LIWWTP Admin Dewatering Building Roof Repair	50,000	12,699
LIWWTP Biogas Clean-up Project	50,000	154,060
LIWWTP Effluent Heat Recovery Project	500,000	293,620
LIWWTP Gravity Thickener Redundancy	475,000	26,220
LIWWTP Ground Fault Detection System Replacement	200,000	20,595
LIWWTP High Efficiency Boiler	400,000	-
LIWWTP ICS Electrical Distribution System Migration Program	500,000	-
LIWWTP ICS Replacement Program	2,250,000	44,651
LIWWTP PA-Sed Tank Refurbishment	300,000	10,623
LIWWTP Pilot Digestion Optimization Facility	500,000	44,029
LIWWTP Power Reliability	2,380,000	43,381
LIWWTP SCL Refurbishment	300,000	13,673
LIWWTP Trickling Filter Refurbishment	400,000	22,042
NLWWTP 25 kV Substation Replacement	50,000	24,472
NLWWTP Ground Improvements	43,311,000	1,058,548
NLWWTP Outfall	2,483,000	170,823
NLWWTP Stage 1	32,693,000	5,082,763
NLWWTP Standby Diesel Generator	700,000	-
North Shore WWTP Secondary Upgrade, Conveyance and Decommissioning	308,812,000	12,320,912
WWTPs Electrical System Studies & Upgrades	200,000	15,706
Other projects	-	537,107
Treatment Plants	613,292,000	45,542,510
	\$ 781,234,000	\$ 66,408,942

APPENDIX 1

2024 Financial Performance Report No. 1

Page 17 of 31

	Annual Capital Cash Flow	Year-to-date Actual Expenditures
Regional Parks		
Capital Development - Boundary Bay - Perimeter Trail	\$ 1,500,000	\$ -
Capital Development - Bowen Island - Park Development	400,000	-
Capital Development - Burnaby Lake - Glencarin Greenway Connection	1,500,000	-
Capital Development - Burns Bog Delta Nature Reserve Development	500,000	51,929
Capital Development - Campbell Valley - Perimeter Greenway Trail	500,000	123,765
Capital Development - Campbell Valley - Replacement of Little River Loop Boardwalk	100,000	24,450
Capital Development - Crippen - Davies Orchard Cabins	50,000	68,823
Capital Development - Lynn Headwaters - Park Entry Bridge & Day Use Area	150,000	-
Capital Development - Tynehead - Perimeter Trail Phase 2	1,500,000	-
Capital Development- Feasibility Studies	500,000	-
Capital Replacement and Development - Belcarra - South Picnic Area and Cabins	750,000	122,274
Capital Replacement and Development - Capilano New Service Yard	500,000	11,447
Capital Replacement and Development - Grouse BCMC Realignment & Improvement	750,000	330,687
Capital Replacement and Development - Small Capital Replacement and Development Projects	2,270,000	83,711
Capital Replacement and Development - Widgeon Marsh New Park Development	1,000,000	7,285
Other projects	-	210,800
Capital Development	11,970,000	1,035,170
Regional Land Acquisition	20,000,000	2,691,800
Parkland Acquisition Fund Projects	20,000,000	2,691,800
	\$ 31,970,000	\$ 3,726,970

APPENDIX 1

2024 Financial Performance Report No. 1

Page 18 of 31

	Annual Capital Cash Flow	Year-to-date Actual Expenditures
Solid Waste Services		
Coquitlam Landfill East Closure	\$ 1,100,000	-
Coquitlam Landfill Gas Collection Upgrades Phase II	1,500,000	2,501
Coquitlam Landfill Maintenance Leachate Collection System Grade Realignment	50,000	-
Coquitlam Landfill Maintenance Lot 3 Development	200,000	8,942
Coquitlam Landfill Maintenance Pump Station Upgrade	1,000,000	-
Landfills	3,850,000	11,442
Langley Recycling Depot Development	1,000,000	68,999
Maple Ridge Recycling and Waste Centre Upgrades	500,000	-
North Surrey Recycling and Waste Centre Compactor Replacement	100,000	271,153
North Surrey Recycling Depot Development	1,000,000	68,999
Weigh Scale Replacement	2,500,000	-
Other Projects	-	1,169
Recycling and Waste Centres	5,100,000	410,319
Acid Gas Reduction	850,000	-
Air System Piping Replacement	150,000	-
Biosolids Processing	8,000,000	43,721
Bottom Ash Processing	50,000	-
Generation Bank Replacement	5,900,000	-
Primary Economizer Replacement	500,000	3,386
Refuse Crane	5,650,000	28,056
Secondary Economizers Replacement	1,750,000	-
WTE Facility Boiler and APC Roof Replacement	100,000	-
WTE Facility Bottom Ash Crane Replacement	500,000	11,499
WTE Facility Compressed Air System Replacement	900,000	17,590
WTE Facility District Heating	12,500,000	278,338
WTE Facility District Heating Opportunities	50,000	33,414
WTE Facility Electrical Transformers Replacement	2,500,000	13,939
WTE Facility Fabric Filter Hopper and Pulse Header Refurbishment	1,000,000	21,620
WTE Facility Feed Hopper/Chute	100,000	-
WTE Facility Feedwater Pump Replacement	50,000	2,377
WTE Facility Fire Suppression System	500,000	-
WTE Facility Fly Ash Silo Refurbishment	400,000	12,167
WTE Facility Primary Superheaters Replacement	2,000,000	-
WTE Facility Programmable Logic Controllers Replacement	500,000	-
WTE Facility Pug Mill Enclosure Ventilation System Replacement	500,000	-
WTE Facility Refuse Pit Bunker Door Replacement	300,000	-
WTE Facility Soot Blower Piping Replacement	150,000	-
WTE Facility Stack Refurbishment	250,000	-
Waste To Energy Facilities	45,150,000	466,106
	\$ 54,100,000	\$ 887,867

APPENDIX 1

2024 Financial Performance Report No. 1

Page 19 of 31

Water Services	Annual	Year-to-date Actual
	Capital Cash Flow	Expenditures
Angus Drive Main	\$ 50,000	\$ 3,438
Annacis Main No. 2 - Queensborough Crossover Improvement	50,000	-
Annacis Main No. 2 and Barnston Island Main Online Chlorine and pH Analyzers	700,000	6,064
Annacis Main No. 3 BHP Potash Facility Pipe Protection	50,000	-
Annacis Main No. 5 (North)	1,500,000	244,747
Annacis Main No. 5 (South)	5,100,000	3,049
Annacis Water Supply Tunnel	76,000,000	10,993,188
Burnaby Mountain Main No. 2	600,000	-
Cambie-Richmond Water Supply Tunnel	6,100,000	(1,187,798)
Central Park Main No. 2 (10th Ave to Westburnco)	1,500,000	124,706
Central Park Main No. 2 (Patterson to 10th Ave)	10,350,000	3,450,834
Clayton Langley Main No. 2	500,000	24,470
Coquitlam Main No. 4 (Cape Horn)	2,700,000	633,556
Coquitlam Main No. 4 (Central Section)	14,500,000	497,512
Coquitlam Main No. 4 (South Section)	78,000,000	5,122,858
Douglas Road Main No. 2 (Flow Meter 169) Replacement	500,000	22,517
Douglas Road Main No. 2 (Vancouver Heights Section)	450,000	-
Douglas Road Main No. 2 Still Creek	11,050,000	2,053,900
Douglas Road Main Protection	550,000	-
Haney Main No. 4 (West Section)	750,000	37,671
Haney Water Supply Tunnel	1,750,000	166,954
Improvements to Capilano Mains No. 4 and 5	250,000	-
Kennedy Newton Main	17,100,000	372,572
Lulu Island - Delta Main - Scour Protection Phase 2	50,000	-
Lulu-Delta Water Supply Tunnel	1,250,000	-
Lynn Valley Road Main, Seymour Main No. 3 & Seymour Main No. 4 Aerial Crossings Rehabilitation	2,270,000	47,259
Maple Ridge Main West Lining Repairs	50,000	30,683
Newton Reservoir Connection	450,000	-
Palisade Outlet Works Rehabilitation	900,000	44,078
Port Mann Main No. 2 (South)	50,000	31,401
Port Mann Main No. 2 (South) Whalley Reservoir Feeder Main	3,000,000	-
Port Mann No. 1 South Section Decommissioning	350,000	2,675
Port Moody Main No. 1 Christmas Way Relocation	100,000	-
Port Moody Main No. 3 Scott Creek Section	2,000,000	107,862
Queensborough Main Royal Avenue Relocation	100,000	-
Rehabilitation of AN2 on Queensborough Bridge	470,000	4,395
Relocation and Protection for MOTI Expansion Project Broadway	100,000	-
Relocation and Protection for MOTI George Massey Crossing Replacement	100,000	-
Relocation and Protection for Translink Expansion Project Surrey Langley SkyTrain	100,000	-
Sapperton Main No. 1 New Line Valve and Chamber	50,000	23,804
Sapperton Main No. 2 North Road Relocation and Protection	6,400,000	122,065
Scour Protection Assessments and Construction General	150,000	951,969
Second Narrows Water Supply Tunnel	25,000,000	4,120,645
Seymour Main No. 2 Joint Improvements	100,000	21,117
Seymour Main No. 5 III (North)	2,100,000	389,430
South Delta Main No. 1 - Ferry Road Check Valve Replacement	100,000	12,506
South Fraser Storage Yard	250,000	172,763
South Surrey Main No. 1 Nickomekl Dam Relocation	3,600,000	-
South Surrey Main No. 2	800,000	171,658
South Surrey Main No. 2 Nickomekl Dam Prebuild	1,000,000	-
South Surrey Supply Main (Serpentine River) Bridge Support Modification	50,000	225,507
Stanley Park Water Supply Tunnel	26,075,000	653,919
Tilbury Junction Chamber Valves Replacement with Actuators	200,000	-
Tilbury Main North Fraser Way Valve Addition	1,500,000	626
Water Chamber Improvements and Repairs	250,000	525
Water Meter Upgrades	2,000,000	1,506,665
Water Optimization - Instrumentation	1,150,000	173,593

APPENDIX 1

2024 Financial Performance Report No. 1

Page 20 of 31

	Annual Capital Cash Flow	Year-to-date Actual Expenditures
Water Services		
Water Optimization Automation & Instrumentation Phase 1	50,000	188,837
Whalley Kennedy Main No. 2	300,000	228,947
Whalley Main	50,000	33,770
Other Projects	-	25,216
Water Mains	312,615,000	31,862,151
Barnston/Maple Ridge Pump Station - Back-up Power	2,100,000	-
Burnaby Mountain Pump Station No. 2	400,000	39,061
Cape Horn Pump Station No. 3	2,500,000	732,177
Capilano Raw Water Pump Station - Back-up Power	21,000,000	2,865,057
Capilano Raw Water Pump Station Bypass PRV Upgrades	1,950,000	29,725
Central Park WPS Starters Replacement	5,000,000	26,928
Grandview Pump Station Improvements	1,500,000	27,726
Newton Pump Station No. 2	9,450,000	2,084,506
Westburnco Pump Station - Back-up Power	1,500,000	41,313
Westburnco Pump Station No. 2 VFD Replacements	1,100,000	7,785
Other Projects	-	6,915
Pump Stations	46,500,000	5,861,192
Burnaby Mountain Tank No. 2	990,000	52,419
Cape Horn Reservoir Condition Assessment and Structural Repair	250,000	725
Capilano Energy Recovery Facility Operational Upgrades	750,000	12,800
Clayton Reservoir	50,000	90,048
Dechlorination for Reservoir Overflow and Underdrain Discharges	1,000,000	8,311
Fleetwood Reservoir	16,500,000	2,968,841
Hellings Tank No. 2	400,000	49,361
Kersland Reservoir No. 1 Structural Improvements	500,000	4,927
Pebble Hill Reservoir No. 3 Seismic Upgrade	50,000	-
Pebble Hill Reservoir Seismic Upgrade	500,000	53,803
Reservoir Isolation Valve Automation	550,000	26,731
Reservoir Preliminary Structural Assessments (Annual Inspection 2023 to 2025)	1,200,000	403,187
Reservoir Sampling Kiosks - Multi Location	350,000	30,564
Sasamat Reservoir Refurbishment	250,000	12,064
Sunnyside Reservoir Units 1 and 2 Seismic Upgrade	100,000	36,142
Vancouver Heights System Resiliency Improvements	450,000	3,509
Other Projects	-	24,041
Reservoirs	23,890,000	3,777,474
CLD and SFD Lead Paint Removal, Surface Crack Injection and General Corrosion Mitigation	500,000	44,236
Coquitlam Intake Tower Seismic Upgrade	100,000	4,118
Coquitlam Lake Water Supply - Intake No. 2 & Tunnel	9,000,000	380,411
Coquitlam Lake Water Supply - Water Treatment	5,000,000	300,022
CWTP CO2 System Improvements	500,000	-
CWTP Mobile Disinfection System	500,000	1,436
CWTP Ozone Generation Upgrades for Units 2 & 3	1,000,000	264,965
CWTP Ozone Sidestream Pipe Heat Trace and Insulation	150,000	14,093
CWTP Ozone Sidestream Pump VFD Replacement	500,000	34,646
Loch Lomond Outlet Works Rehabilitation	250,000	536
Microbiology Laboratory Expansion	250,000	-
Online Chlorine and pH Analyzers Phase 1	1,400,000	13,353
SCFP Centralized Compressed Air System	1,350,000	11,306
SCFP Clearwell Baffle Replacement Pilot	250,000	44,301
SCFP Clearwell Membrane Replacement	600,000	37,190
SCFP Floc Tank Baffle Replacement and Ladder Installation to Improve Accessibility	500,000	4,802
SCFP OMC Building Expansion	500,000	12,035
SCFP Polymer System Upgrade	1,000,000	103,001
SCFP SCADA/ICS Controller Replacement	1,200,000	2,381,824
Water Utilities SLC Control System Upgrades	600,000	278
Other Projects	-	1,950
Treatment Plants	25,150,000	3,654,501

APPENDIX 1

2024 Financial Performance Report No. 1

Page 21 of 31

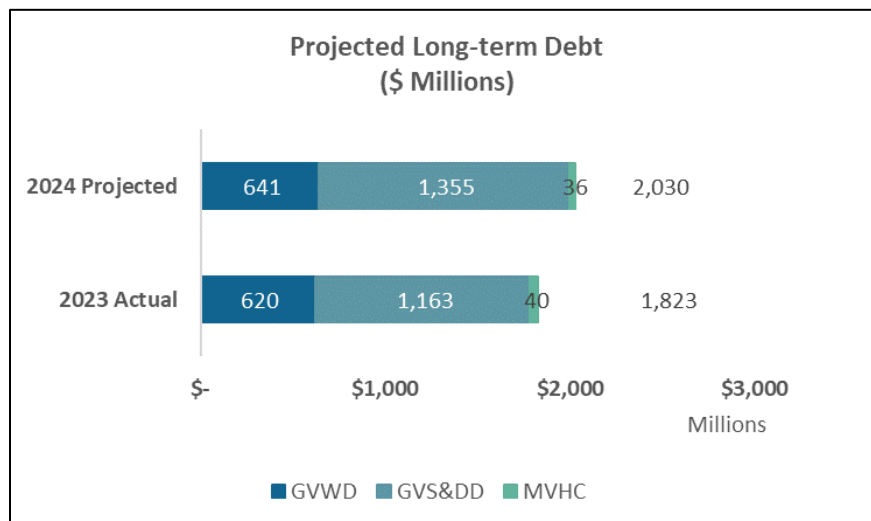
	Annual Capital Cash Flow	Year-to-date Actual Expenditures
Water Services		
Capilano Raw Water Pump Station VFD Upgrades	300,000	-
Capilano Reservoir and Seymour Reservoir Dam Safety Boom Replacement	500,000	51,416
Capilano Watershed Security Gatehouse	1,800,000	9,157
CLD & SFD Fasteners Replacement & Coating Repairs	50,000	-
Cleveland Dam - Lower Outlet HBV Rehabilitation	250,000	21,177
Cleveland Dam Drumgate Seal Replacement	500,000	-
Cleveland Dam Power Resiliency Improvements	700,000	4,174
Cleveland Dam Public Warning System and Enhancements	1,750,000	461,570
Cleveland Dam Seismic Stability Evaluation	400,000	28,656
Facilities O&M Documentation Development - Phase 1	1,000,000	8,549
Lake City HVAC Upgrade	400,000	-
Lower Seymour Conservation Reserve Learning Lodge Replacement	50,000	12,162
Rechlorination Station SHS Storage Tank Replacement	100,000	28,102
Rechlorination Station Upgrades	2,000,000	63,012
Rice Lake Dams Rehabilitation	900,000	64,473
SCADA Moscad Server & ICS Historian Expansion & Partitioning	1,500,000	-
Seymour Falls Dam Public Warning System	1,250,000	2,610
Seymour Falls Dam Seismic Stability Assessment	750,000	-
South Fraser Works Yard	2,500,000	(80,290)
Other Projects	-	196,623
Others	16,700,000	871,391
	\$ 424,855,000	\$ 46,026,709

TREASURY RESULTS

Long-term debt

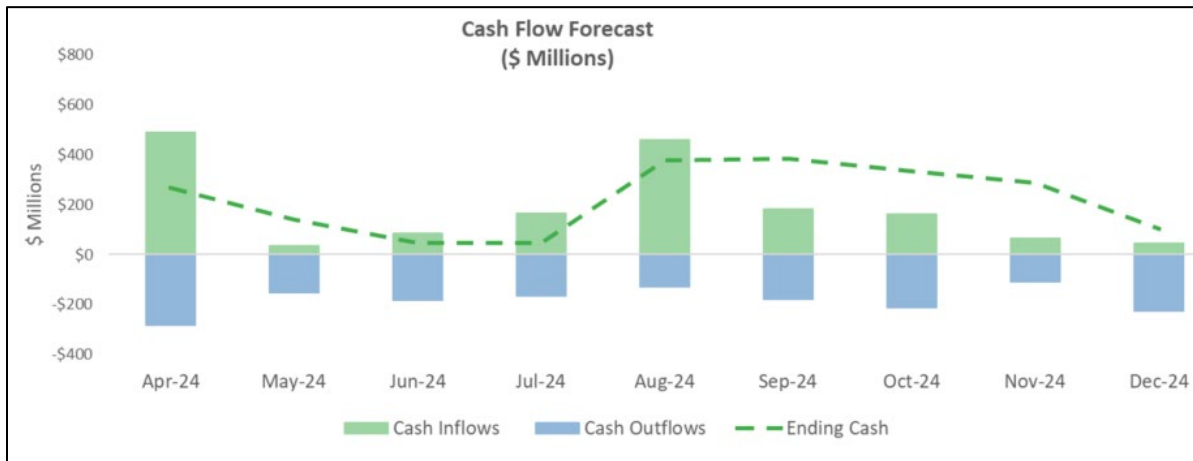
As a result of the capital underspends, the total forecasted borrowing for 2024 is \$350 million, which is less than the budgeted \$482 million. Furthermore, the MFA long-term borrowing rate for the 2024 Spring borrowing was 4.4%, which is lower than the Fall 2023 rate of 4.97% indicating a softening in long-term interest rates. The impact of the lower amount of borrowing and lower interest rates results in a lower than expected debt service ratio (interest and principal payments to revenue) from 21.5% to 20.3%.

Long-term debt is expected to increase by \$207 million by the end of 2024 to \$2,030 billion compared to \$1,823 billion at the end of 2023. The increase is largely from the \$350 million new debenture debt issued in the spring (\$274M GVSⅅ \$76M GVWD), offset by \$143 million in annual debenture payments.

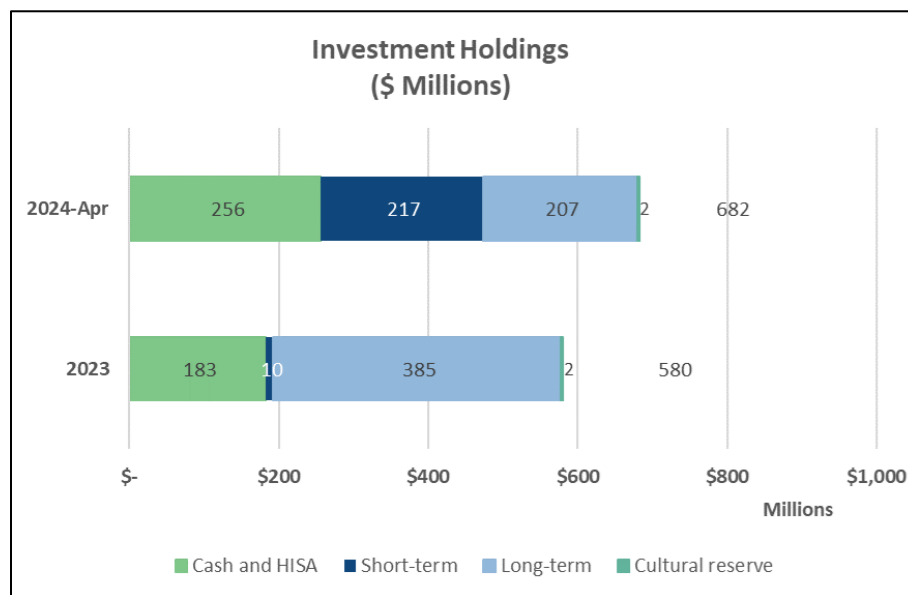


Cash and Investments

The chart below provides the cash flow forecast for Metro Vancouver from April 2024 to December 2024. Treasury is continuously reviewing cash and reserve balances to ensure adequate liquidity to sustain operations and managing risk while also making efficient use of its cash.

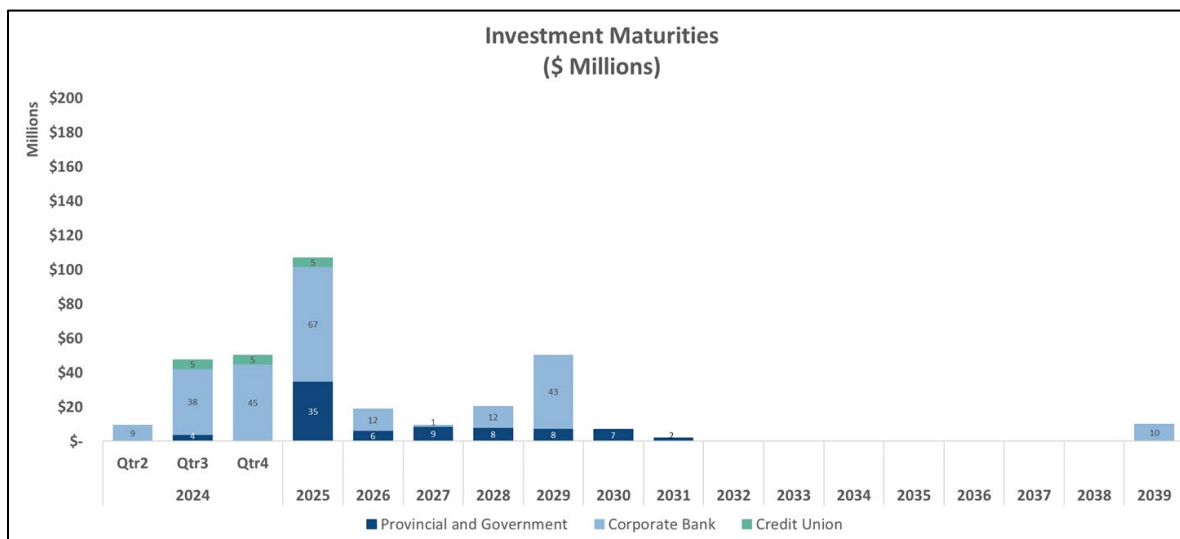


The charts below provide summaries of the cash and investment holdings as of April 30, 2024 compared to December 31, 2023, as well as the investment maturities over the next five years. Cash and investments has increased in 2024 from \$580.2 million at December 31, 2023 to \$682.0 million. This is largely due to the spring debenture borrowing of \$350 million. Finance is continuously monitoring the cash and reserve balances with a strategy to utilize cash instead of locking in borrowing at high market rates as it is anticipated that interest rates will decrease in 2024.



<i>(in thousands of dollars)</i>	2024 Apr	2023
High-interest saving accounts	\$ 256,239	\$ 10,000
Short-term investments *	216,795	182,895
Long-term investments **	206,554	385,101
Cultural reserve investments ***	256,239	2,231
Total Cash & Investment Holdings	\$ 681,953	\$ 580,227

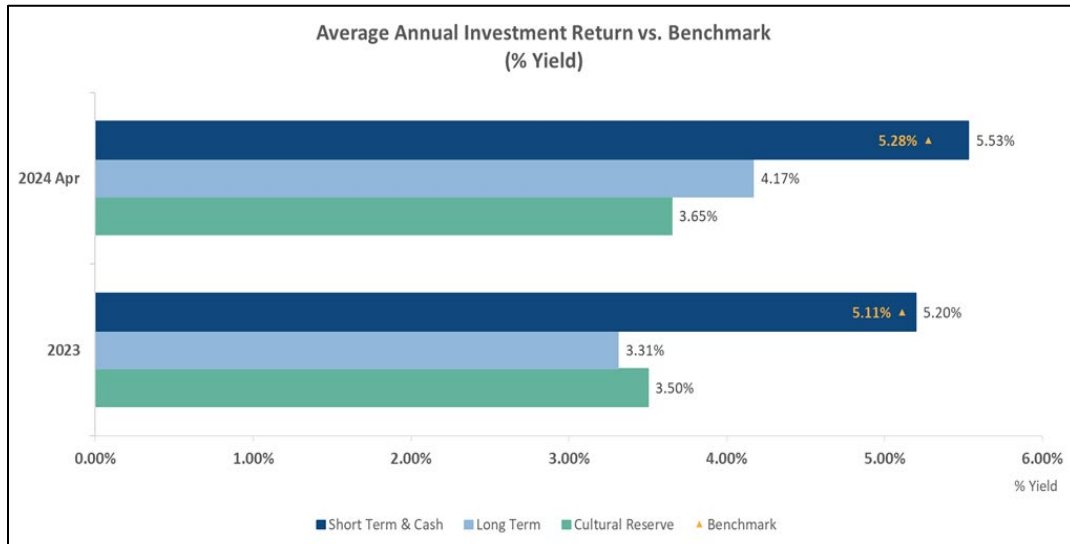
- * Short-term investments have terms of less than one year and include bankers' acceptances, Canadian bank bonds and credit union term deposits.
- ** Long-term investments have terms of greater than one year and include Canadian bank bonds, guaranteed investment certificates, credit union term deposits and MFA pooled funds.
- *** Cultural reserve investments are reserve for contribution to cultural activities. Investments are held to 2031, however the majority of the portfolio will mature within two years. Investment maturities in 2024 are expected to be \$126M. Treasury will strategically reinvest funds or convert to cash if cash resources are required.



Investment Returns

The average investment returns as of April 2024 have increased since December 2023, to 5.53% for short-term and 4.17% for long-term. As interest rates are expected to decline, Metro Vancouver’s rate of return is expected to remain favourable because matured investments in 2023 were reinvested with higher yielding products or held in cash to take advantage of high-interest savings account rates. Currently, the total estimated weighted average annualized return is 4.51%.

The chart below summarizes the investment returns by investment category against benchmark rates. The chart indicates the return on short-term investments of 5.53% has surpassed the MFA benchmark of 5.28%:



Financial Position Indicators

Illustrated below is additional insight into Metro Vancouver’s financial position. These ratios measure Metro Vancouver’s current performance compared to budget and prior year.

	2024-April	2024-Budget	2024-Forecast	2023-Q4
Current Ratio	5.6	-	-	2.5
Debt Servicing	18.8%	21.5%	20.3%	18.8%
Interest Burden	18.8%	8.3%	7.1%	6.7%
Investments	\$ 8.2M	\$ 17.7M	\$ 24.5M	\$ 29.3M

Current ratio is calculated as current assets divided by current liabilities. The current ratio indicates cash exceeds our current obligations by 5.6 times. The organizations financials assets are more than sufficient at the end of April to offset the amount of short-term obligations.

Debt servicing costs is a calculation of long-term debt principal and interest payments divided by revenue. Interest burden is a component of the debt servicing costs, interest payments divided by revenue. Currently, the debt servicing and interest burden ratio forecast is less than the budgeted ratio due to spring 2024 borrowing amount being less than anticipated (\$350M spring borrowing vs \$400M budgeted) due to delays in capital spending.

Investment returns as of April 2024 indicate a positive trend, as returns are 46% of the budgeted goal of \$17.7M.



PROCUREMENT

Awarded Procurement

- The tables below provide:
 - the number of contracts that have been awarded, and
 - the value of contracts awarded by the Metro Vancouver Board and those that are less than \$5 million and in excess of \$500,000 (which are not awarded by the Board in accordance with existing Board approved procurement policies).
 - Four contract awards were approved by the Board in the first quarter of 2024, representing 25% of the total contracts awarded in 2024.
 - It is expected that procurement activity will increase with respect to the number of awards as well as the value due to the significant 2024 capital program.

Award Type	2024 To Date	2023	2022	2021
Board Awarded	4	16	20	25
Less than \$5 Million	10	51	53	51
Total	14	67	73	76

Award Type	2024 To Date	2023	2022	2021
Board Awarded	\$ 72,134,299	\$465,895,019	\$434,664,449	\$798,139,628
Less than \$5 Million	\$ 17,234,419	\$71,980,936	\$ 89,019,028	\$ 92,545,559
Total	\$ 89,368,718	\$537,875,955	\$523,683,477	\$890,685,187

Awarded Bids – January to March 2024

The following contracts have been awarded by the Metro Vancouver. Contracts have been entered into with the vendors offering the best value to the Corporation determined in accordance with the evaluation criteria, factors or methods previously disclosed in the public solicitation documents.

RESULTS OF OPEN PUBLIC COMPETITIVE PROCUREMENTS - AWARDS IN 2024 JANUARY - MARCH

Competition #	Competition Type	Competition Description	Awarded Date	Vendor Name	Awarded Amount	Awarded
24-008	RFP-MA	Dechlorination for Reservoir Underdrain	2-Jan-24	AECOM Canada Ltd.	\$ 229,958	Yes
23-085	RFP	South Surrey Supply Main Bridge Support Modifications	3-Jan-24	Acuren Group Inc.	\$ 979,231	Yes
23-085	RFP	South Surrey Supply Main Bridge Support Modifications	3-Jan-24	Seismic 2000 Construction Ltd.	NA	No
23-369	SS/NOIC	Enhanced Hydrodynamic Modelling, Scenario Analysis and Screening Level Risk Assessment Consulting	4-Jan-24	Tetra Tech Canada Inc.	\$ 510,979	Yes
23-260	ITT	Lulu Island WWTP C1 and C2 Piping Replacement Project	9-Jan-24	Tritech Group Ltd.	\$ 766,834	Yes
23-004	ITT	Supply and Installation of Glenbrook Combined Trunk Sewer Replacement – Kingsway Section	10-Jan-24	NorLand Limited	\$ 4,021,642	Yes
23-004	ITT	Supply and Installation of Glenbrook Combined Trunk Sewer Replacement – Kingsway Section	10-Jan-24	Jacob Bros. Construction Inc.	NA	No
23-004	ITT	Supply and Installation of Glenbrook Combined Trunk Sewer Replacement – Kingsway Section	10-Jan-24	Sandpiper Contracting LLP	NA	No
23-287	RFP	Coquitlam Landfill Flare Station Design Services	17-Jan-24	Comcor Environmental Limited	\$ 353,868	Yes
23-287	RFP	Coquitlam Landfill Flare Station Design Services	17-Jan-24	GHD Limited	NA	No
23-287	RFP	Coquitlam Landfill Flare Station Design Services	17-Jan-24	Sperling Hansen Associates	NA	No
23-289	ITT	Supply & Delivery of Ductile Iron Pipe for Central Park Main No. 2 – Phase 4 – 10th Avenue to Westburnco Project	17-Jan-24	Iconix Waterworks LP	\$ 403,920	Yes
23-289	ITT	Supply & Delivery of Ductile Iron Pipe for Central Park Main No. 2 – Phase 4 – 10th Avenue to Westburnco Project	17-Jan-24	Flocor Inc.	NA	No
23-289	ITT	Supply & Delivery of Ductile Iron Pipe for Central Park Main No. 2 – Phase 4 – 10th Avenue to Westburnco Project	17-Jan-24	EMCO Water Works	NA	No
23-289	ITT	Supply & Delivery of Ductile Iron Pipe for Central Park Main No. 2 – Phase 4 – 10th Avenue to Westburnco Project	17-Jan-24	Andrew Sheret Ltd.	NA	No
24-025	SS/NOIC	Abatement of Hazardous Materials at Cleveland Dam	19-Jan-24	Nucor Environmental Solutions Ltd.	\$ 391,365	Yes
24-030	ITT	Manor House - Deep Energy Retrofit Aluminum Guardrails	26-Jan-24	A.R.M.S. Manufacturing Ltd.	\$ 81,816	Yes
24-031	ITT	Manor House - Deep Energy Retrofit Windows and Doors	26-Jan-24	Centra Construction Group Ltd.	\$ 341,185	Yes
24-033	ITT	Manor House - Deep Energy Retrofit Interior Finishes	26-Jan-24	J.J.K Developments Inc.	\$ 195,000	Yes
24-034	ITT	Manor House - Deep Energy Retrofit Exterior Walls	26-Jan-24	Master Stucco Ltd.	\$ 769,980	Yes
24-035	ITT	Manor House - Deep Energy Retrofit Rough Carpentry	26-Jan-24	PR Pomeroy Restoration & Construction Ltd.	\$ 308,513	Yes
24-037	ITT	Manor House - Deep Energy Retrofit Roofing & PMMA	26-Jan-24	Renewal Constructions Inc.	\$ 977,100	Yes
24-038	ITT	Manor House - Deep Energy Retrofit Scaffolding	26-Jan-24	Scaffold Depot Ltd.	\$ 229,794	Yes
24-039	ITT	Manor House - Deep Energy Mechanical & Electrical	26-Jan-24	Slopeside Mechanical Systems Ltd.	\$ 3,517,569	Yes
24-040	ITT	Manor House - Deep Energy Demolition & Asbestos Abatement	26-Jan-24	West York Developments Ltd.	\$ 170,100	Yes
23-229	SS/NOIC	Small Load Waste Alternative Fuel Processing Trial	7-Feb-24	Geocycle Canada Inc.	\$ 1,290,000	Yes
23-355	RFP	Supply & Installation of Scour Protection for Annacis Main No. 2	8-Feb-24	Fraser River Pile & Dredge (GP) Inc.	\$ 992,910	Yes
23-234	RFP	Supply and Delivery of MCC for the Royal Avenue Pump Station Rehabilitation Project	9-Feb-24	Stellar Power & Control Solutions	\$ 326,845	Yes
23-234	RFP	Supply and Delivery of MCC for the Royal Avenue Pump Station Rehabilitation Project	9-Feb-24	enCompass Solution Group	NA	No
23-234	RFP	Supply and Delivery of MCC for the Royal Avenue Pump Station Rehabilitation Project	9-Feb-24	Western Integrated	NA	No
23-234	RFP	Supply and Delivery of MCC for the Royal Avenue Pump Station Rehabilitation Project	9-Feb-24	Raelkon Teams	NA	No
23-375	SS/NOIC	Disposal Services for Iona Stockpile Grit to Campbell Hill Landfill	9-Feb-24	Wastech Services Inc.	\$ 1,005,000	Yes
23-372	RFP	Consulting Services for Studying the Pre-Feasibility of Green Hydrogen Production from Hydropower at Cleveland Dam (Green Hydrogen Project)	14-Feb-24	Arcadis Professional Services (Canada) Inc.	\$ 249,600	Yes
23-372	RFP	Consulting Services for Studying the Pre-Feasibility of Green Hydrogen Production from Hydropower at Cleveland Dam (Green Hydrogen Project)	14-Feb-24	ABL Energy and Marine Consultants Canada Ltd.	NA	No
23-372	RFP	Consulting Services for Studying the Pre-Feasibility of Green Hydrogen Production from Hydropower at Cleveland Dam (Green Hydrogen Project)	14-Feb-24	Deloitte	NA	No
23-372	RFP	Consulting Services for Studying the Pre-Feasibility of Green Hydrogen Production from Hydropower at Cleveland Dam (Green Hydrogen Project)	14-Feb-24	Exergy Solutions	NA	No
23-372	RFP	Consulting Services for Studying the Pre-Feasibility of Green Hydrogen Production from Hydropower at Cleveland Dam (Green Hydrogen Project)	14-Feb-24	GHD Limited	NA	No
23-372	RFP	Consulting Services for Studying the Pre-Feasibility of Green Hydrogen Production from Hydropower at Cleveland Dam (Green Hydrogen Project)	14-Feb-24	ILF Consultant Inc.	NA	No
23-372	RFP	Consulting Services for Studying the Pre-Feasibility of Green Hydrogen Production from Hydropower at Cleveland Dam (Green Hydrogen Project)	14-Feb-24	Interlock Energy Ltd.	NA	No
23-372	RFP	Consulting Services for Studying the Pre-Feasibility of Green Hydrogen Production from Hydropower at Cleveland Dam (Green Hydrogen Project)	14-Feb-24	Ramboll Canada Inc.	NA	No
23-372	RFP	Consulting Services for Studying the Pre-Feasibility of Green Hydrogen Production from Hydropower at Cleveland Dam (Green Hydrogen Project)	14-Feb-24	RINA Tech Canada Ltd.	NA	No
23-372	RFP	Consulting Services for Studying the Pre-Feasibility of Green Hydrogen Production from Hydropower at Cleveland Dam (Green Hydrogen Project)	14-Feb-24	Sacre-Davey Engineering	NA	No

Competition #	Competition Type	Competition Description	Awarded Date	Vendor Name	Awarded Amount	Awarded
23-372	RFP	Consulting Services for Studying the Pre-Feasibility of Green Hydrogen Production from Hydropower at Cleveland Dam (Green Hydrogen Project)	14-Feb-24	WSP Canada Inc.	NA	No
23-072	RFP	Cathodic Protection Maintenance Services	20-Feb-24	Corrosion Service Company Ltd.	\$ 903,000	Yes
23-072	RFP	Cathodic Protection Maintenance Services	20-Feb-24	Acuren Group Inc.	NA	No
23-072	RFP	Cathodic Protection Maintenance Services	20-Feb-24	Corpro Canada Inc.	NA	No
23-072	RFP	Cathodic Protection Maintenance Services	20-Feb-24	Pure Technologies Ltd.	NA	No
23-300	RFP	Supply and Delivery of VFD for Ozone Sidesstream Injection	20-Feb-24	T&T Power Group	\$ 320,598	Yes
23-300	RFP	Supply and Delivery of VFD for Ozone Sidesstream Injection	20-Feb-24	Arrow Speed Controls Limited	NA	No
23-300	RFP	Supply and Delivery of VFD for Ozone Sidesstream Injection	20-Feb-24	Stellar Power & Control Solutions	NA	No
23-300	RFP	Supply and Delivery of VFD for Ozone Sidesstream Injection	20-Feb-24	enCompass Electrical Solutions	NA	No
23-300	RFP	Supply and Delivery of VFD for Ozone Sidesstream Injection	20-Feb-24	Wesco Distribution	NA	No
23-300	RFP	Supply and Delivery of VFD for Ozone Sidesstream Injection	20-Feb-24	HSL Automation Ltd.	NA	No
23-300	RFP	Supply and Delivery of VFD for Ozone Sidesstream Injection	20-Feb-24	Celco Controls	NA	No
23-330	RFP	Consulting Services for Delta South Surrey Greenway Design Phase 3	20-Feb-24	R.F. Binnie & Associates Ltd.	\$ 349,680	Yes
23-330	RFP	Consulting Services for Delta South Surrey Greenway Design Phase 3	20-Feb-24	Aplin & Martin Consultants Ltd.	NA	No
23-330	RFP	Consulting Services for Delta South Surrey Greenway Design Phase 3	20-Feb-24	Hatch Corporation	NA	No
23-330	RFP	Consulting Services for Delta South Surrey Greenway Design Phase 3	20-Feb-24	AECOM Canada Ltd.	NA	No
22-505	RFP	Construction - IWWTP CEPT Winterization	21-Feb-24	Bennett Mechanical Installations (2001) Ltd.	\$ 3,449,700	Yes
22-505	RFP	Construction - IWWTP CEPT Winterization	21-Feb-24	North America Construction (1993) Ltd.	NA	No
23-134	RFP	Solid Waste Compaction System at North Surrey Recycling & Waste Centre	21-Feb-24	SSI Shredding Systems, Inc.	\$ 3,315,123	Yes
24-068	SS/NOIC	Supply & Install of a 32" single line-stop on existing steel Water main in South Burnaby	22-Feb-24	Pacific Flow Control Ltd.	\$ 154,185	Yes
23-241	RFP-MA	AIWWTP Sludge and Scum Area I/O Migration	25-Feb-24	BBA Engineering Ltd.	\$ 424,728	Yes
23-241	RFP-MA	AIWWTP Sludge and Scum Area I/O Migration	25-Feb-24	Wood Canada Limited	NA	No
23-241	RFP-MA	AIWWTP Sludge and Scum Area I/O Migration	25-Feb-24	Tetra Tech Canada Inc.	NA	No
23-241	RFP-MA	AIWWTP Sludge and Scum Area I/O Migration	25-Feb-24	Brown and Caldwell	NA	No
23-184	RFP	Iona WWTP Long-Term Lagoon Cleaning	11-Mar-24	American Process Group (Canada) Ltd.	\$ 29,913,644	Yes
23-184	RFP	Iona WWTP Long-Term Lagoon Cleaning	11-Mar-24	GFL Environmental Services Inc.	NA	No
23-184	RFP	Iona WWTP Long-Term Lagoon Cleaning	11-Mar-24	Clean Harbors Canada	NA	No
23-184	RFP	Iona WWTP Long-Term Lagoon Cleaning	11-Mar-24	Lambourne Environmental Ltd.	NA	No
23-184	RFP	Iona WWTP Long-Term Lagoon Cleaning	11-Mar-24	Secure Energy	NA	No
24-095	SS/NOIC	Contingency Disposal Services for Biosolids	12-Mar-24	Wastech Services Inc.	\$ 193,000	Yes
23-214	RFP	Odour Monitoring and Assessment Services at Wastewater Treatment Plants	15-Mar-24	Kerr Wood Leidal Associates Limited	\$ 365,282	Yes
23-214	RFP	Odour Monitoring and Assessment Services at Wastewater Treatment Plants	15-Mar-24	GHD Limited	NA	No
23-214	RFP	Odour Monitoring and Assessment Services at Wastewater Treatment Plants	15-Mar-24	Envirochem Services Inc.	NA	No
23-214	RFP	Odour Monitoring and Assessment Services at Wastewater Treatment Plants	15-Mar-24	BioMaxx Waste Water Solutions (NL) Inc.	NA	No
23-214	RFP	Odour Monitoring and Assessment Services at Wastewater Treatment Plants	15-Mar-24	DAY Mottech Inc.	NA	No
23-214	RFP	Odour Monitoring and Assessment Services at Wastewater Treatment Plants	15-Mar-24	Triton Environmental Consultants	NA	No
23-425	RFP	Supply and Delivery of Electric Vehicle Kiosks	19-Mar-24	Code Electric Products Ltd.	\$ 199,173	Yes
23-425	RFP	Supply and Delivery of Electric Vehicle Kiosks	19-Mar-24	KJ Controls Ltd.	NA	No
23-425	RFP	Supply and Delivery of Electric Vehicle Kiosks	19-Mar-24	AC Dandy Products	NA	No
23-378	ITT	Royal Avenue Pump Station Rehabilitation	21-Mar-24	Kenaidan Contracting Ltd.	\$ 6,845,655	Yes
23-378	ITT	Royal Avenue Pump Station Rehabilitation	21-Mar-24	Graham Infrastructure LP	NA	No
23-378	ITT	Royal Avenue Pump Station Rehabilitation	21-Mar-24	North America Construction (1993) Ltd.	NA	No
24-125	SS/NOIC	Kingston Gardens Owner's Representative Services	22-Mar-24	RAM Engineering Ltd.	\$ 200,000	Yes
23-008	RFQ	Installation of Heat Tracing and Insulation at the Coquitlam Water Treatment Plant Ozone Sidesstream Tower	26-Mar-24	J A Electric Inc.	\$ 311,550	Yes

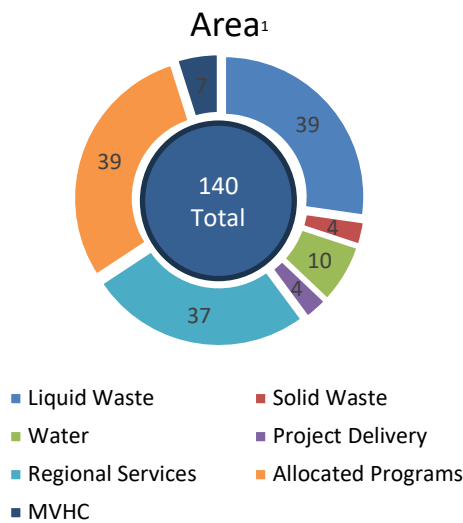
CONTINUOUS IMPROVEMENT PROJECTS

In October 2023, the Metro Vancouver Boards approved the 2024-2028 Financial Plan which included departmental planned continuous improvement projects. There is a foundational target outcome of fostering a commitment to continuous improvement in Metro Vancouver’s core culture. The role of continuous improvement is to further the Board priorities, including:

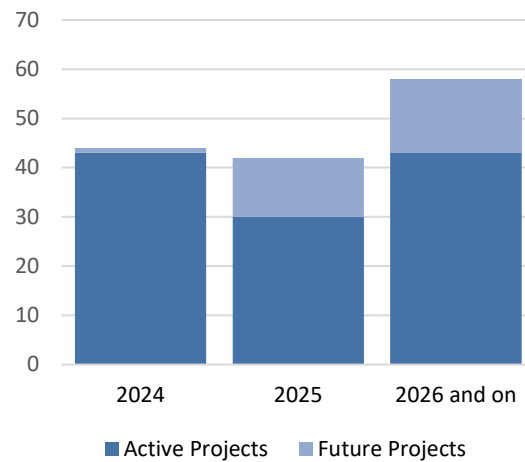
- Financial Sustainability and Regional Affordability
- Climate Action
- Resilient Services and Infrastructure
- Reconciliation
- Housing

This report is part of Financial Services’ work plan to provide regular reporting on Metro Vancouver Continuous Improvement (CI) projects and highlight select completed project’s contributions to service levels and affordability for regional rate payers.

Total CI Projects by Service Area¹



CI Projects by Completion Date²



¹Total CI Projects by Service Area illustrates the total number of projects identified and by service area. The number of CI projects within an area may not reflect the significance or potential cost savings of the initiatives.

²CI Projects by Completion Date displays the number of active and future projects by expected year of completion.

Below is a summary of key completed Continuous Improvement Projects so far. Continuous Improvement reporting will continue to highlight completed projects. These projects vary from one-year to multi-year timelines depending on complexity and stakeholders.

Highlighted Select Completed Continuous Improvement Projects			
Department/ Project Title	Board Priority	Description	Outcomes
Liquid Waste: LIWWTP Renewable Natural Gas	<ul style="list-style-type: none"> Financial Sustainability & Affordability Climate Action 	Process to upgrade digester gas to renewable natural gas for sale to Fortis BC	<ul style="list-style-type: none"> New GVS&DD revenue stream Renewable natural gas available for decarbonization for Fortis customers Estimated \$0.9 M annual income; 2,200 tonnes of GHG reduction
Liquid Waste: LIWWTP Digestion Optimization- Phase 1 Testing	<ul style="list-style-type: none"> Financial Sustainability & Affordability Climate Action 	Platform for testing alternative sludge treatment approaches	<ul style="list-style-type: none"> Intensification tests indicate existing digesters can serve larger populations to defer costly capacity expansions. Future tests will evaluate ways to increase production of low-carbon biofuels.
Invest Vancouver: Collaboration	<ul style="list-style-type: none"> Resilient Services & Infrastructure 	Partner collaboration	<ul style="list-style-type: none"> Identified synergies with partners to help promote the region and attract foreign direct investment
Liquid Waste: Flush Truck	<ul style="list-style-type: none"> Financial Sustainability & Affordability 	New recycling technology	<ul style="list-style-type: none"> Reduce water consumption, labour, fuel, and disposal costs resulting in estimated \$0.3M annual savings

On February 15, 2024, Continuous Improvement Project Highlights and Updates were addressed at the Finance Committee. The below table outlines key updates to highlighted continuous improvement projects.

Board Strategic Priority	Primary CI Projects	Progress
Financial Sustainability	LIWWTP create Effluent Heat Recovery System	5%
	Contingency Disposal Requirements	100%
	Proactive formal valve exercising program	10%
	Installation and operation of equipment to upgrade digester gas to Renewable natural gas quality and sell this to FortisBC.	10%
Climate Action	Biorock: Innovative Building Material for Shoreline Protection, Carbon Sequestration, and Habitat Creation	15%
	GHG emission reduction initiatives in the building and transportation sectors	20%
	Reduction of gas powered vehicles and equipment and convert to battery powered	20%
	Waste-to-Energy carbon capture study and analysis	30%
Resilient Services and Infrastructure	EAM system reconfiguration to improve Corporate Asset Management	5%
	Lean Six Sigma process improvement for safety incidents in Water Services	10%
	Improve lifecycle process for Digital Workflows for Engineering Drawing	100%
Reconciliation	Improved Indigenous Relations' team capacity	40%
	Diversity Equity Inclusion strategy with emphasis on Reconciliation	50%
	Develop KPIs for Indigenous Relations training sessions	90%
Housing	Innovate and expand partnerships to develop more affordable units	10%
	Alternative rental housing approaches	20%
	Transfer of GVS&DD excess property acquired for construction of Poplar Landing CSO Storage Tank to Metro Vancouver Housing for affordable housing	2%

To: Finance Committee

From: Harji Varn, General Manager, Financial Services
Chief Financial Officer

Date: June 10, 2024

Meeting Date: June 19, 2024

Subject: **Manager's Report**

RECOMMENDATION

That the Finance Committee receive for information the report dated June 10, 2024, titled "Manager's Report".

Finance Committee Work Plan

Attachment 1 to this report sets out the Committee's Work Plan for 2024. The status of the Committee's key priorities is shown as pending, in progress, or complete together with the quarter that each is expected to be considered by the Committee.

Attachments

1. 2024 Finance Committee Work Plan

Attachment 1

Finance Committee 2024 Work Plan

Report Date: June 19, 2024

Priorities

1st Quarter	Status
Review and Endorse Committee 2024 Priorities and Work Plan	Completed
Authorization to Attend Standing Committee Events	Completed
Authorization to Attend International Events	Completed
Procurement and Real Property Contracting Authority Policy Changes	Completed
Municipal Finance Authority Items/New Borrowing & Updates (<i>if applicable</i>)	Completed
Long Term Financial Plan Framework and Timeline (DRAFT)	Completed
TransLink Revised GVRF/CCBF Policy and Application Guide	Pending
Development Cost Charge Updates	Completed
Long Term Financial Plan Framework and Timeline (FINAL FOR APPROVAL)	Completed
Continuous Process Improvement Project Highlights and Updates	Completed
Financial Policy Review (<i>as required</i>)	Pending
2nd Quarter	Status
Board Budget Workshop: 2025-2029 Financial Plan Direction	Completed
2023 Final Year End Financial Performance Results Review	Completed
2023 Audited Financial Statements	Completed
2023 External Audit Findings Report	Completed
2023 Statement of Financial Information (SOFI)	Pending
2024 Financial Performance Reporting and Annual Forecast No.1	Pending
Development Cost Charge Updates	Completed
Municipal Finance Authority Items/New Borrowing & Updates (<i>if applicable</i>)	Pending
TransLink Greater Vancouver Regional Fund – Annual Report	Pending
Financial Policy Review (as required)	Pending
3rd Quarter	Status
2024 Financial Performance Reporting and Annual Forecast No.2	Pending
Appointment of External Auditors	Pending
Development Cost Charge Updates	Pending
Municipal Finance Authority Items/New Borrowing & Updates (<i>if applicable</i>)	Pending
Long Term Financial Plan (DRAFT)	Pending
Financial Policy Review (as required)	Pending
4th Quarter	Status
2025 - 2029 Five Year Financial Plan and 2025 Budget & Annual Rates	Pending
2025 External Audit Plan	Pending
2024 Financial Performance Reporting and Annual Forecast No. 3	Pending
Long Term Financial Plan (FINAL FOR APPROVAL)	Pending
TransLink Federal Gas Tax/CCBF Application	Pending
Financial Policy Review (as required)	Pending