

**METRO VANCOUVER REGIONAL DISTRICT
FINANCE COMMITTEE**

MEETING

Wednesday, October 9, 2024

1:00 pm

28th Floor Committee room, 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. October 9, 2024 Meeting Agenda

That the Finance Committee adopt the agenda for its meeting scheduled for October 9, 2024 as circulated.

B. ADOPTION OF THE MINUTES

1. July 10, 2024 Meeting Minutes

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

pg. 4

C. DELEGATIONS

D. INVITED PRESENTATIONS

E. REPORTS FROM COMMITTEE OR CHIEF ADMINISTRATIVE OFFICER

1. 2025 – 2029 Financial Overview

Verbal Update

Designated Speakers: Jerry W. Dobrovolny, Commissioner/Chief Administrative Officer and Harji Varn, Chief Finance Officer/General Manager, Financial Services

pg. 8

2. 2025 – 2029 Financial Plan – Allocated Programs

That the Finance Committee endorse the 2025 - 2029 Financial Plan – Allocated Programs as presented in the report dated October 2, 2024, titled “2025 - 2029 Financial Plan – Allocated Programs”, and forward it to the Metro Vancouver Board Budget Workshop on October 16, 2024 for consideration.

pg. 22

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

- 3. 2025 – 2029 Financial Plan – Regional District Service Areas** *pg. 84*
That the Finance Committee endorse the 2025 - 2029 Financial Plan for the Regional District Service Areas as presented in the report dated October 2, 2024, titled “2025 - 2029 Financial Plan – Regional District Service Areas”, and forward it to the Metro Vancouver Board Budget Workshop on October 16, 2024 for consideration.
 - 4. Overview of Engagement on 2025 Budget and Five-Year Financial Plan** *pg. 129*
That the Finance Committee receive for information the report dated October 1, 2024, titled “Overview of Engagement on 2025 Budget and Five-Year Financial Plan”.
 - 5. Semi-Annual Report on GVS&DD (Sewerage) and GVWD (Water) Development Cost Charges** *pg. 145*
That the Finance Committee receive for information the report dated September 26, 2024, titled “Semi-Annual Report on GVS&DD (Sewerage) and GVWD (Water) Development Cost Charges”.
 - 6. Jericho Reservoir Phase 2 – Dissolution of Water Supply Agreements** *pg. 148*
That the GVWD Board approve the dissolution of the Water Supply Agreements between the GVWD, Township of Langley, and City of Surrey for Phase 2 of the Jericho Reservoir and authorize the refund of payments made in relation to Jericho Reservoir Phase 2 Project.
 - 7. MVRD Temporary Borrowing Bylaw No. 1397, 2024** *pg. 164*
That the MVRD Board:
 - a) give consent to temporary borrow on behalf of the Metro Vancouver Housing Corporation (“MVHC”) an amount, or amounts in aggregate, not exceeding \$70 million dollars, the amount of *the Metro Vancouver Loan Authorization Bylaw No. 1381, 2024*, and the maximum borrowing authorized;
 - b) give first, second and third readings to *Metro Vancouver Regional District Temporary Borrowing Bylaw No. 1397, 2024*; and
 - a) adopt *Metro Vancouver Regional District Temporary Borrowing Bylaw No. 1397, 2024* and forward it to the Municipal Finance Authority of British Columbia as approval for anticipated temporary borrowing applications.
 - 8. Manager’s Report** *pg. 169*
That the Finance Committee receive for information the report dated October 1, 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.

I. ADJOURNMENT

That the Finance Committee adjourn its meeting of October 9, 2024.

Membership:

West, Brad (C) – Port Coquitlam

Klassen, Mike (VC) – Vancouver

Brodie, Malcolm – Richmond

Buchanan, Linda – North Vancouver City

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, July 10, 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 Pardeep Kooner, Surrey
Director Dylan Kruger, Delta*
Mayor Mike Little, North Vancouver District
Director Nicole MacDonald, Pitt Meadows (arrived at 1:08 pm)
Director Eric Woodward, Langley Township

MEMBERS ABSENT:

Director John McEwen, Anmore

STAFF PRESENT:

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. July 10, 2024 Meeting Agenda

It was MOVED and SECONDED

That the Finance Committee adopt the agenda for its meeting scheduled for July 10, 2024 as circulated.

CARRIED

B. ADOPTION OF THE MINUTES

1. June 19, 2024 Meeting Minutes

It was MOVED and SECONDED

That the Finance Committee adopt the minutes of its meeting held June 19, 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 Fund Expenditures Policy and Application Guide

Report dated June 19, 2024, from Mark Seinen, Senior Planner, Regional Planning and Housing Services, providing the Finance Committee and MVRD Board with the updated *Metro Vancouver Regional Fund Expenditures Policy and Application Guide* for consideration of approval.

Mark Seinen provided a presentation titled “Metro Vancouver Regional Fund: Expenditures Policy and Application Guide”, with an overview of changes in the renewed Administrative Agreement on the Canada Community-Building Fund.

It was MOVED and SECONDED

That the MVRD Board:

- a) adopt the *Metro Vancouver Regional Fund Expenditures Policy* (No. FN-035) and *Metro Vancouver Regional Fund Application Guide* as presented in the report dated June 19, 2024, titled “Metro Vancouver Regional Fund Expenditures Policy and Application Guide”; and
- b) rescind the *Federal Gas Tax Fund Expenditures Policy* (No. FN-012).

CARRIED

2. Award RFP 24-188 for External Audit Services and Appointment of External Auditors

Report dated July 2, 2024, from Harji Varn, Chief Financial Officer/General Manager, Financial Services, providing the Finance Committee and MVRD Board with the award of RFP 24-188 for External Audit Services and the appointment of external auditors for consideration of approval.

1:08 pm Director MacDonald arrived at the meeting.

It was MOVED and SECONDED

That the MVRD/ GVS&DD/ GVWD/ MVHC Board:

- a) approve the award of RFP 24-188 for External Audit Services, in the amount of up to \$1,188,800 (exclusive of taxes) to KPMG LLP, for a term of five (5) years, subject to final review by the Commissioner;
- b) appoint KPMG LLP, as external auditors for the fiscal years 2024 to 2028; and
- c) authorize the General Manager, Procurement and Real Estate to execute the required documentation once the General Manager, Procurement and Real Estate is satisfied that the award should proceed.

CARRIED

3. MFA Fall 2024 Borrowing for the Township of Langley – MVRD Security Issuing Bylaw No. 1394, 2024

Report dated June 28, 2024, from Linda Sabatini, Director, Financial Operations, providing the Finance Committee and MVRD Board with *Metro Vancouver Regional District Security Issuing Bylaw No. 1394, 2024* for first through third readings and adoption.

It was MOVED and SECONDED

That the MVRD Board:

- a) give consent to the request for financing from the Township of Langley in the amount of \$38,380,000 pursuant to Sections 182(1)(b) and 182(2)(a) of the *Community Charter*;
- b) give first, second and third reading to *Metro Vancouver Regional District Security Issuing Bylaw No. 1394, 2024*; and
- c) adopt *Metro Vancouver Regional District Security Issuing Bylaw No. 1394, 2024* and forward it to the Inspector of Municipalities for Certificate of Approval.

CARRIED

4. MFA Fall 2024 Borrowing for the District of North Vancouver – MVRD Security Issuing Bylaw No. 1395, 2024

Report dated June 28, 2024, from Linda Sabatini, Director, Financial Operations, providing the Finance Committee and MVRD Board with *Metro Vancouver Regional District Security Issuing Bylaw No. 1395, 2024* for first through third readings and adoption.

It was MOVED and SECONDED

That the MVRD Board:

- a) give consent to the request for financing from the District of North Vancouver in the amount of \$20,000,000 pursuant to Sections 182(1)(b) and 182(2)(a) of the *Community Charter*;
- b) give first, second and third reading to *Metro Vancouver Regional District Security Issuing Bylaw No. 1395, 2024*; and
- c) adopt *Metro Vancouver Regional District Security Issuing Bylaw No. 1395, 2024* and forward it to the Inspector of Municipalities for Certificate of Approval.

CARRIED

5. MFA Fall 2024 Borrowing for the City of Langley – MVRD Security Issuing Bylaw No. 1391, 2024

Report dated June 28, 2024, from Linda Sabatini, Director, Financial Operations, providing the Finance Committee and MVRD Board with *Metro Vancouver Regional District Security Issuing Bylaw No. 1391, 2024* for first through third readings and adoption.

It was MOVED and SECONDED

That the MVRD Board:

- a) give consent to the request for financing from the City of Langley in the amount of \$15,000,000 pursuant to Sections 182(1)(b) and 182(2)(a) of the *Community Charter*;
- b) give first, second and third reading to *Metro Vancouver Regional District Security Issuing Bylaw No. 1391, 2024*; and
- c) adopt *Metro Vancouver Regional District Security Issuing Bylaw No. 1391, 2024* and forward it to the Inspector of Municipalities for Certificate of Approval

CARRIED

6. Manager’s Report

Report dated July 2, 2024, from Harji Varn, Chief Financial Officer/General Manager, Financial Services, providing the Finance Committee with an update on the Finance Committee 2024 Work Plan.

It was MOVED and SECONDED

That the Finance Committee receive for information the report dated July 2, 2024, titled “Manager’s Report”.

CARRIED

F. INFORMATION ITEMS

No items presented.

G. OTHER BUSINESS

No items presented.

H. RESOLUTION TO CLOSE MEETING

No items presented.

I. ADJOURNMENT

It was MOVED and SECONDED

That the Finance Committee adjourn its meeting of July 10, 2024.

CARRIED

(Time: 1:15 pm)

Rapinder Khaira,
Legislative Services Coordinator
68975662

Brad West,
Chair

To: Finance Committee

From: Jerry Dobrovolny, Commissioner/Chief Administrative Officer
Harji Varn, General Manager, Financial Services/Chief Financial Officer

Date: September 26, 2024 Meeting Date: October 9, 2024

Subject: **2025 - 2029 Financial Plan Overview**

This presentation introduces a high-level overview of the Metro Vancouver 2025-2029 budget.

ATTACHMENTS

1. 2025 - 2029 Financial Plan Overview Presentation

70912400



Metro Vancouver Region

2025 – 2029 Financial Plan Overview

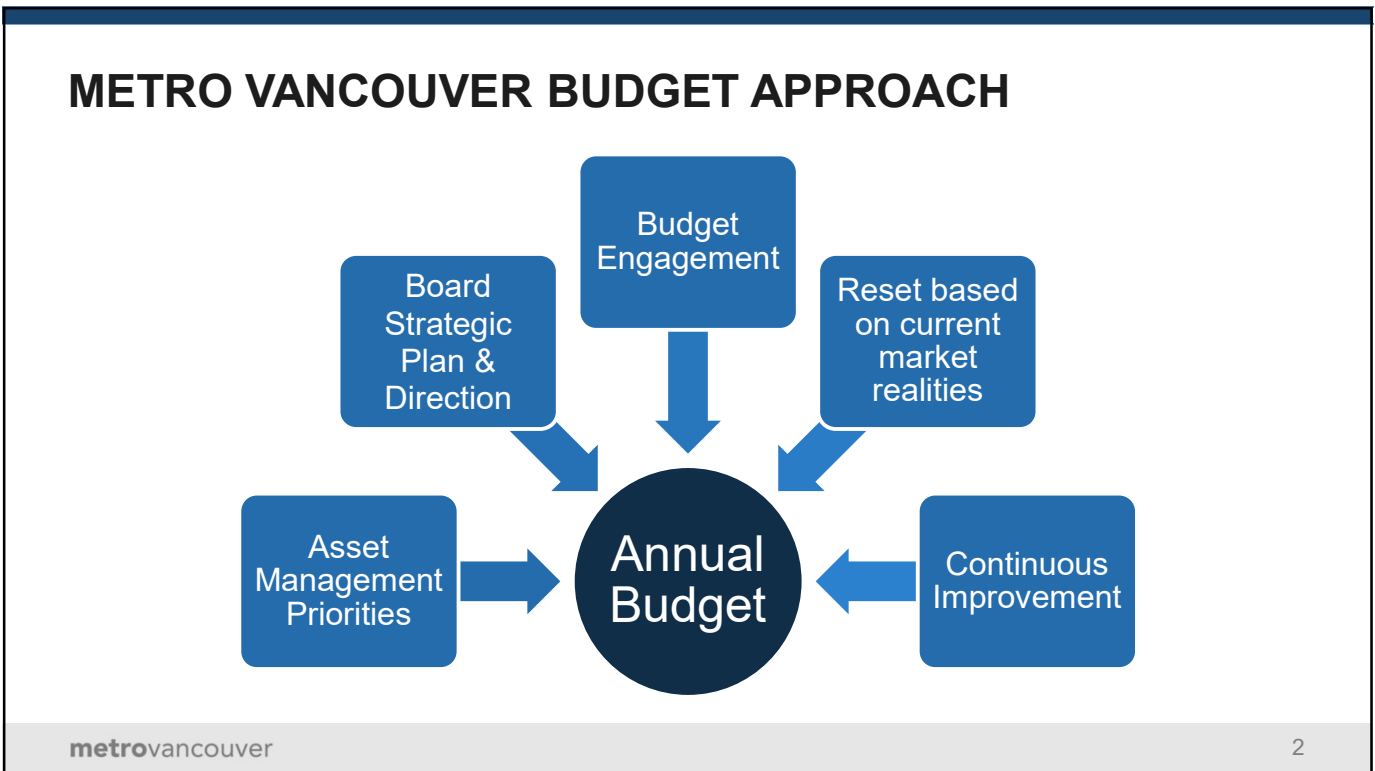
Jerry W. Dobrovolny, P. Eng, MBA
Commissioner / Chief Administrative Officer

Harji Varn
GM Financial Services / Chief Finance Officer

metrovancouver

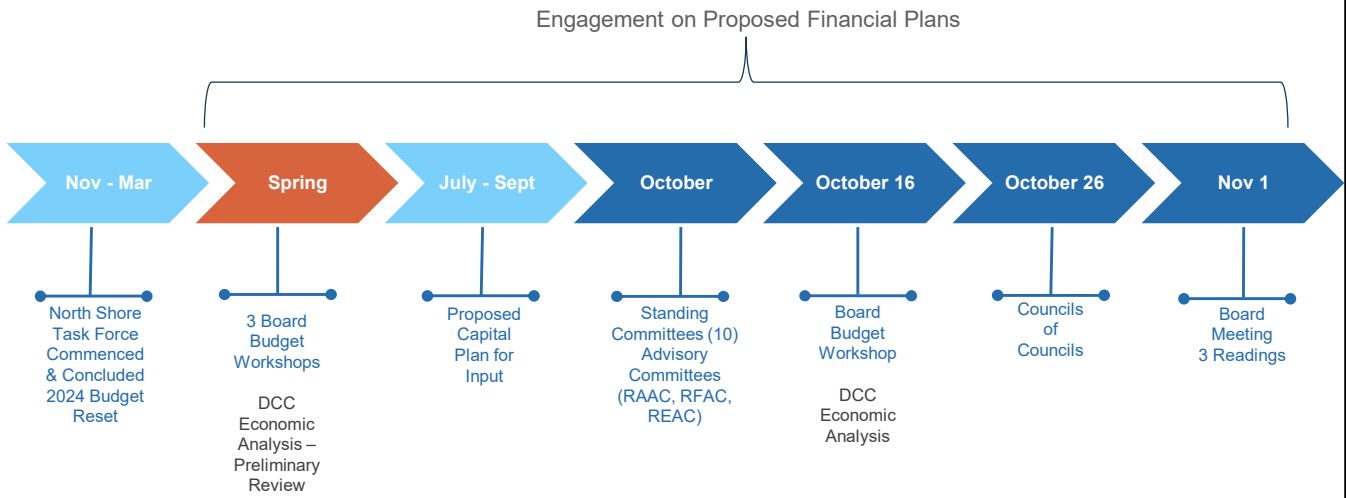
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2025 BUDGET CYCLE TIMELINE

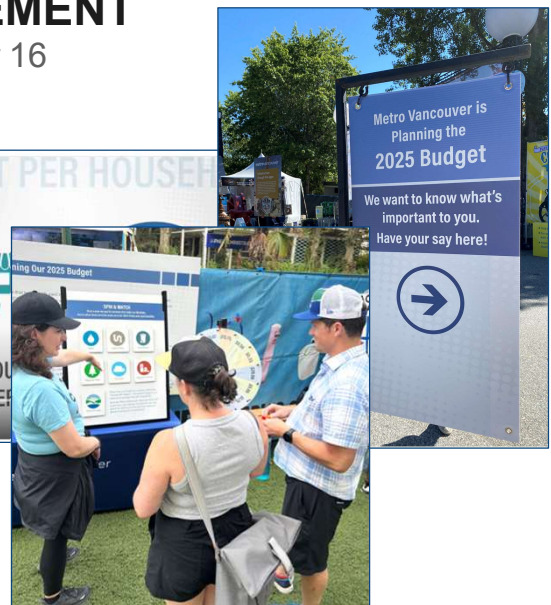


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COMMUNICATIONS AND ENGAGEMENT

Public Engagement Period, July 31 – September 16

- 291,956+ budget video views
- 14 days at PNE (90,000 showcase visitors)
- 8,483 PNE budget game players
- 1,453 budget webpage visits
- 422 online survey responses
- 79 paper survey responses
- 36 promotional and educational posts on social



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COMMUNICATIONS AND ENGAGEMENT

Overall Communications / Member Engagement

- Budget webpage with video
- Budget Overview one pager
- MetroUpdate newsletter article
- Live stream Committee and Board meetings
- Regional Advisory Committees
- Council of Council meetings
- Budget communications throughout the year

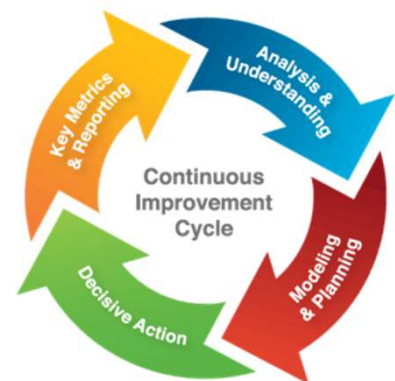
The screenshot displays the Metro Vancouver Budget 2024 Overview webpage. The page includes a 'Financial Plan Overview' section with introductory text, a '2024 Budget at a Glance' section with bullet points, and an 'Approximate average cost per household' table. Below the table are two pie charts: 'Where the Money Comes From' and 'Where the Money Goes'. A video player is overlaid on the page, showing a 'PUBLIC WORKSHOP' video with a play button and a progress bar.

Service	The Year	Per Month
Regional Planning	\$4	\$0.33
Air Quality Management	\$7	\$0.58
Regional Parks	\$60	\$5
Solid Waste Services	\$68	\$5.67
Drinking Water Services	\$100	\$8.33
Liquid Waste Services	\$387	\$32.25

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COMMITMENT TO CONTINUOUS IMPROVEMENT

- Continue culture of continuous improvement
- Continue to Monitor financial performance
- Continue to utilize data to drive decision making
- Continue to seek alternative funding strategies/sources
- Continue with long range planning and procurement strategies for multi-year programs and project delivery



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CONTINUOUS IMPROVEMENT – 2024 COMPLETED OR ONGOING

Initiative	Outcomes
Cyber Resilience (CS)	<ul style="list-style-type: none"> Improve cyber security and resilience to proactively mitigate the risks posed by evolving cyber security threats
Weigh Scale Software Upgrade Implementation (SWS)	<ul style="list-style-type: none"> Range of new features: license plate readers, emailing bills, real-time customer feedback; system resilience.
Refined Environmental Management System (WS)	<ul style="list-style-type: none"> Revised the review and approval process for regulatory reporting, which is freeing up time for our frontline, engineering, and legal teams

CONTINUOUS IMPROVEMENT – 2025 NEW

Initiative	Outcomes
Waste-to Energy District Energy (SWS)	<ul style="list-style-type: none"> Up to 70,000 tonnes GHG per year emissions reduction.
Biosolids Hauling de-carbonization (LWS)	<ul style="list-style-type: none"> Trials of low-carbon hauling vehicles (battery electric vehicles and hydrogen electric vehicles) for short to medium haul routes.
Project Quality Management (PD)	<ul style="list-style-type: none"> Consistent implementation of Project Quality Management and reduction of quality related risks. Efficiencies due to risk avoidance and streamlined processes.

MAJOR DRIVERS – CAPITAL PROGRAM

WHAT WE ARE DOING

- Long-term financial planning
- Cost estimating framework
- Reviewing scope and timing of over 300 projects
- Partnership funding

The image shows two overlapping spreadsheets. The top one is titled 'GREATER VANCOUVER WATER DISTRICT CAPITAL BUDGET AND 2024-2026 CAPITAL PLAN' and the bottom one is 'GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT CAPITAL BUDGET AND 2024-2026 CAPITAL PLAN'. Both tables list various projects with columns for project name, location, start year, end year, and budget amounts.



Fleetwood Reservoir Roof slab



Annacis WWTP Digesters



Widgeon Marsh Development

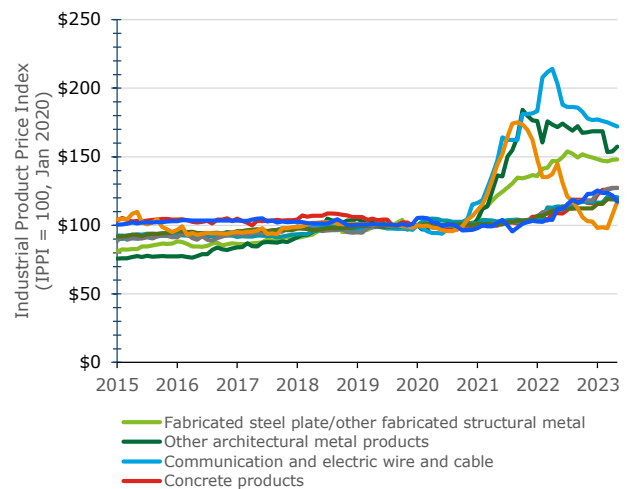


Central Surrey Recycling and Waste

MAJOR DRIVERS – INFLATION AND COST ESCALATION

WHAT WE ARE DOING

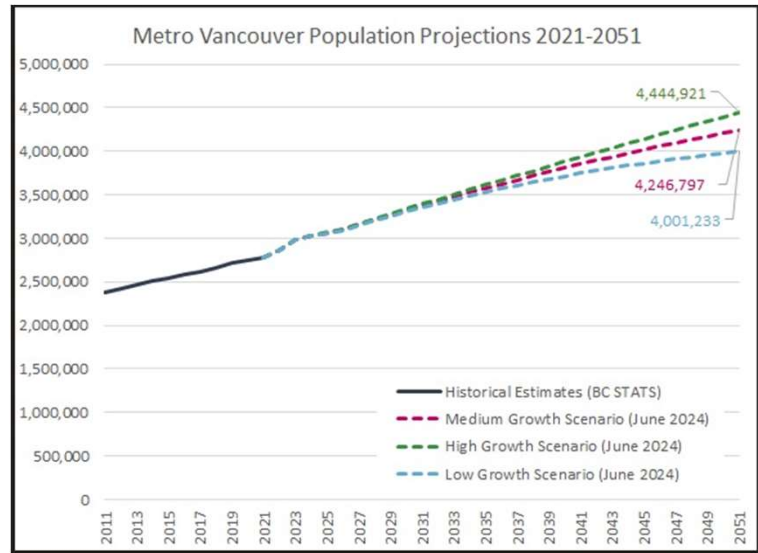
- Strengthening procurement strategies
- Examining revenue sources and partnerships
- Timing and scope of projects and programs



MAJOR DRIVERS - POPULATION GROWTH

WHAT WE ARE DOING

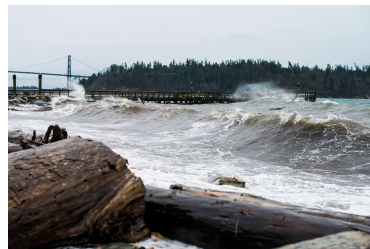
- Examining impacts to infrastructure
- Regular updates and review of DCCs
- Alignment with Province and member jurisdictions



MAJOR DRIVERS - CLIMATE CHANGE AND RESILIENCE

WHAT WE ARE DOING

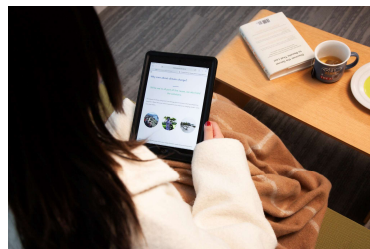
- Infrastructure resilience
- Metro 2050 Policy
- Climate action strategies and programs



King tide in West Vancouver



Minnehada fire



Climate Literacy Program



Smoky conditions in Metro Vancouver

MAJOR DRIVERS – BELOW MARKET RENTAL HOUSING

WHAT WE ARE DOING

- Metro Vancouver Housing development and renewal projects (2,100+ units underway)
- Partnerships with member jurisdictions, development community and others
- Historic funding agreement with Province; new federal program



APRIL 2023 BOARD BUDGET WORKSHOP DIRECTION

That the MVRD/MVHC/GVS&DD/GVWD Board at the April 19, 2023 Board Budget Workshop:

- a) *direct staff to proceed through the 2024 budget cycle with household impact targets as follows*
 - i. 2024 – 12%
 - ii. 2025 – 11%
 - iii. 2026 – 5%
 - iv. 2027 – 5%
- b) *direct staff to prepare the 2024–2028 Financial Plan with the following development cost charge (DCC) rate assumptions:*
 - i. *Liquid Waste Development Cost Charges moving to a 1% assist factor with interest as part of the 2024–2028 Financial Plan*
 - ii. *Water Development Cost Charges moving to a 1% assist factor with interest as part of the 2024–2028 Financial Plan; and*
 - iii. *Implementation of a Development Cost Charge for Regional Parks and move to a 1% assist factor within the 2024–2028 Financial Plan*

MARCH 2024 BOARD MEETING

- The DCC Bylaws received Provincial Inspector Approval in February 2024
- On March 22, 2024, the MVRD/ GVS&DD/ GVWD Board had 4th reading and final adoption of the 3 DCC Bylaws
- The DCC Bylaws have a 3-year phase-in January 1, 2025; January 1, 2026; and January 1, 2027

SPRING 2024 BOARD BUDGET WORKSHOPS DIRECTION

April 17 and May 17, 2024 Board Budget Workshops direction to staff was to continue with the direction from April 2023 which were to:

- Maintain the following HHI targets:
 - 2025 – 11%
 - 2026 – 5%
 - 2027 – 5%
 - 2028 – 5%
- Continue with Liquid Waste DCCs, Water DCCs, and Regional Parks DCCs to a 1% assist factor with interest as part of the financial plan

BOARD BUDGET WORKSHOP DIRECTION

May 2024 Board Budget Workshop Resolution

That the GVS&DD Board direct staff to prepare the 2025 Budget and 2025–2029 Financial Plan by allocating the \$2.8B required to complete the NSWWTP Program according to Option 3 from Table 6 in the report dated May 10, 2024, titled “2025 Budget and 5-Year Financial Plan Scenarios for Consideration.”

That the GVS&DD Board direct staff to prepare the 2025 Budget and 2025–2029 Financial Plan by allocating the \$2.8B required to complete the NSWWTP Program according to Option 4 from Table 7 in the report dated May 10, 2024, titled “2025 Budget and 5-Year Financial Plan Scenarios for Consideration.”

	2025	2026	2027	2028	2029
VSA	+\$150	-	-	-	-
NSSA	+\$118	+\$118	+\$118	+\$118	+\$118
LIWSA	+\$80	-	-	-	-
FSA	+\$90	-	-	-	-

2025–2029 FINANCIAL PLAN OVERVIEW

2025 Budget – Bottom Line

11.0%	Prior Projection for 2025
\$88	Increase for the average household in 2025 (Water: \$14, Liquid Waste: \$69, Solid Waste: \$3, MVRD: \$2)
\$884	Average annual cost for all Metro Vancouver services
9.9%	Proposed 2025 Budget
\$79	Increase for the average household in 2025 (Water: \$11, Liquid Waste: \$63, Solid Waste: \$3, MVRD: \$2)
\$875	Average annual cost for all Metro Vancouver services

OVERALL AVERAGE HOUSEHOLD IMPACT 2025–2029

	2024	NSWWTP Amended	2025	2026	2027	2028	2029
Water Services	\$189	\$189	\$200	\$211	\$215	\$218	\$218
Liquid Waste Services	\$349	\$447	\$510	\$549	\$587	\$627	\$672
Solid Waste Services	\$68	\$68	\$71	\$74	\$78	\$82	\$86
Regional District Services	\$92	\$92	\$94	\$84	\$85	\$86	\$87
Total Household Impact	\$698	\$796	\$875	\$918	\$965	\$1,013	\$1,063
Prior Year Forecast - amended			\$884	\$933	\$981	\$1,033	

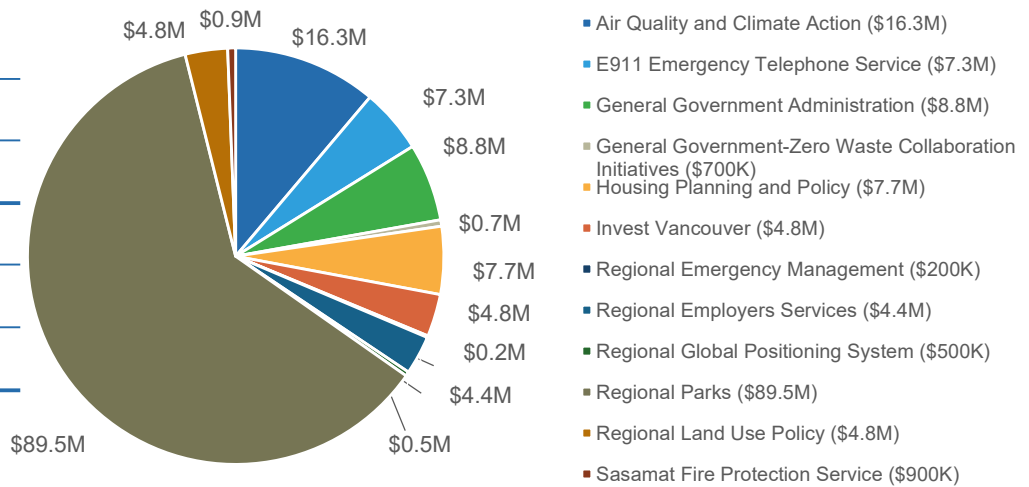
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BUDGET OVERVIEW

2025 MVRD Budget

Revenues (millions)	
MVRD Requisition	\$117M
Transfer from Reserves	\$16M
Other Revenues	\$13M
Total	\$146M

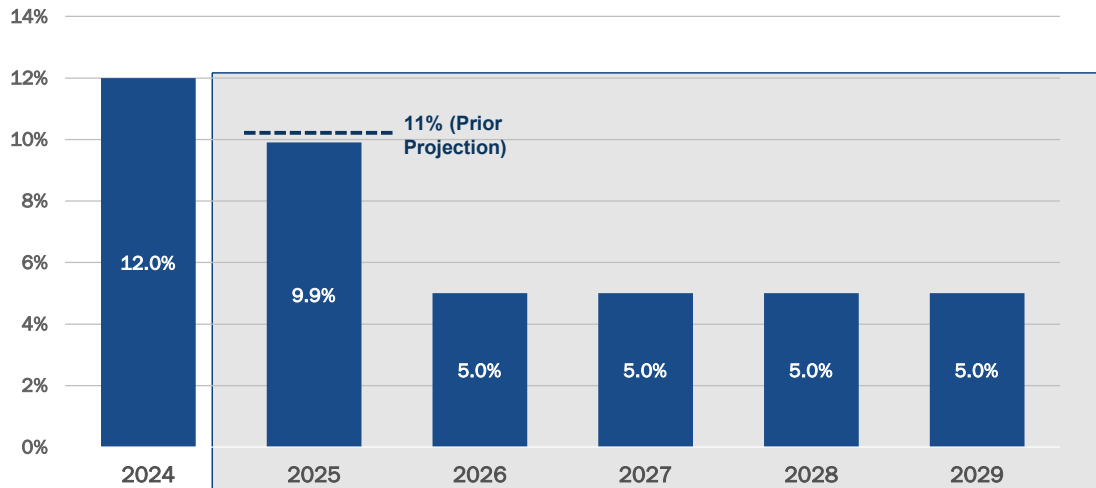
Expenditure by Department



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METRO VANCOUVER HOUSEHOLD IMPACT % CHANGE

Proposed 2025–2029 Financial Plan



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METRO VANCOUVER OPERATING BUDGET

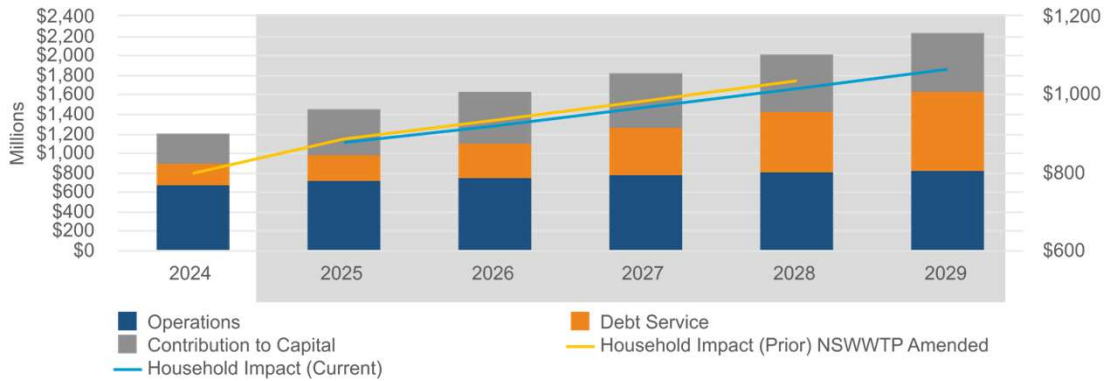
Expenditures

Overview:

- 2024 Operating Budget: \$1,216.0M
- 2025 Operating Budget: \$1,463.7M

Drivers:

- Operating Program is inflationary over the 5 years
- Funding capital program through debt service and contribution to capital in accordance with Board policy



METRO VANCOUVER OPERATING BUDGET

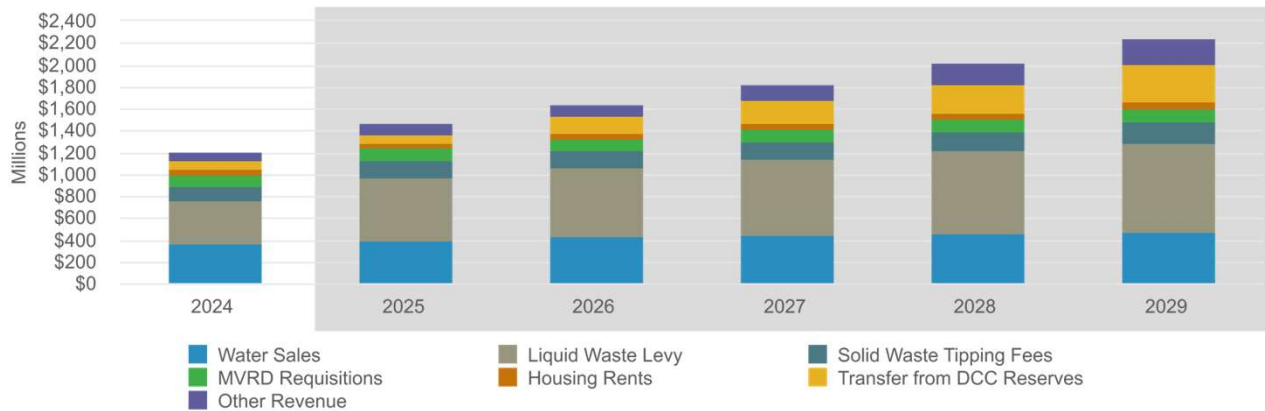
Revenues

Overview:

- Primary funding sources: water sales, sewer levy, tipping fees, rents, MVRD requisition
- Relative stability for primary sources

Drivers:

- Anticipated DCC revenues received and applied having downward pressure on HHI
- Continuously seeking partner funding for support



METRO VANCOUVER CAPITAL PLAN

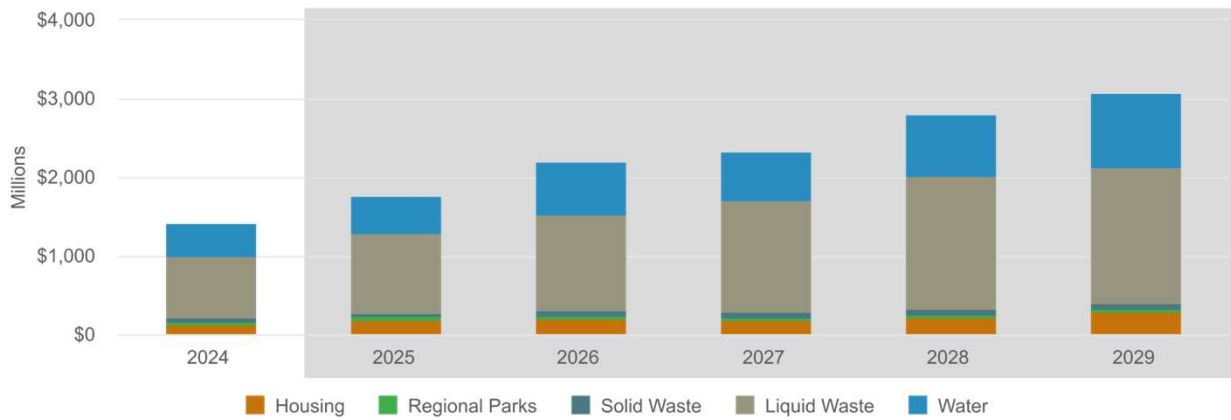
Expenditures

Overview:

- 2024 capital cash flow \$1.42B
- 2025 capital cash flow \$1.77B

Drivers:

- Continued activity on previously approved projects
- Regulatory upgrades and growth projects



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To: Finance Committee

From: Jerry Dobrovolny, Commissioner/Chief Administrative Officer
Harji Varn, General Manager, Financial Services/Chief Financial Officer

Date: October 2, 2024

Meeting Date: October 9, 2024

Subject: **2025 - 2029 Financial Plan – Allocated Programs**

RECOMMENDATION

That the Finance Committee endorse the 2025 - 2029 Financial Plan – Allocated Programs as presented in the report dated October 2, 2024, titled “2025 - 2029 Financial Plan – Allocated Programs”, and forward it to the Metro Vancouver Board Budget Workshop on October 16, 2024 for consideration.

EXECUTIVE SUMMARY

The 2025 - 2029 Metro Vancouver Financial Plan has been prepared following direction from the Financial Plan Task Force and from the Board at the Board Budget Workshops. The 2025 Budget has come under the household impact targets that were recommended by the Financial Plan Task Force and endorsed by the Board, which has resulted in an overall consolidated household impact for 2025 to be 9.9%, down from the 11.0% projected for 2025 in the prior financial planning cycle.

In 2025, the operating budget for Allocated Programs is proposed to increase by \$ 12.3 million for a total of \$ 191.1 million. Allocated Programs are comprised of two areas: Centralized Support and Project Delivery. The Centralized Support Programs support all business activities for the four Metro Vancouver legal entities. Expenditures are proposed to increase \$11.4 million for a total of \$151.2 million with the allocation to the Metro Vancouver functions, net of other recoveries and reserve applications, increasing \$6.6 million (7.1%). This is due to software and hardware upgrades and purchases related to cyber security and enhancing integration and reporting efficiencies as well as support for the capital program.

The Project Delivery program supports Metro Vancouver functions with capital and infrastructure responsibilities including asset management. Total expenditures for 2025 are estimated at \$39.9 million with \$27.2 million to be charged directly to manage \$7.4 billion of the planned capital projects over the next five years. The balance is allocated to Water Services, Liquid Waste Services, and Solid Waste Services for 2025.

As the Allocated Program expenditures are apportioned to the Metro Vancouver entities and functions, they are therefore included in the financial impacts therein.

PURPOSE

To present the 2025 - 2029 Financial Plans for the allocated programs - Centralized Support including Corporate Services, External Relations, Financial Services, Human Resources, Indigenous Relations, Legislative Services, Procurement & Real Estate Services and Project Delivery for consideration by the Finance Committee.

BACKGROUND

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

Three Board Budget Workshops were held in the spring with the objective to seek direction for the preparation of the 2025 - 2029 Financial Plan. This has resulted in a plan that maintains the goals and objectives of Metro Vancouver while minimizing the impact on ratepayers through evaluation and optimizing the capital and operating programs.

This report focuses on Allocated Programs and presents the 2025 annual budget and the updated five-year plan for the years 2025 to 2029 for Committee consideration.

ALLOCATED PROGRAM

Centralized Support

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

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

- Corporate Services
- External Relations
- Financial Services
- Human Resources
- Indigenous Relations
- Legislative Services
- Procurement & Real Estate Services

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

Project Delivery

The Project Delivery Department was created to deliver the highest value, consequence and risk projects for Liquid Waste and Water Services (funded through Liquid Waste and Water capital

budgets), as well as lead the creation and implementation of centres of expertise for project management, organizational quality management and asset management across Metro Vancouver (funded through allocation to Liquid Waste, Water Services, and Solid Waste Services operating budgets for 2025). This support relates especially to improvement areas identified in the independent review completed in 2020 by KPMG.

WORK PLAN PERFORMANCE INDICATORS

High level performance indicators have been developed across the organization to evaluate trends, determine key actions for the coming year, and to assist in long-term planning. Work plans for both the Centralized Support Program and the Project Delivery Program are presented in this report.

Centralized Support

34 qualitative and quantitative performance indicators have been developed and are being tracked. These include:

- Savings (% and dollars) derived through Procurement Activities;
- % and/or dollars of contracts competitively bid;
- Completion of outstanding statutory right of way agreements;
- Percentage of Information technology (IT) operating expenditures as a percent of total corporate operating expenditures;
- Percentage of IT staff compared to staff supported;
- Time loss incidents;
- Percentage of workforce receiving training;
- Number of Metro Vancouver Emergency Exercises;
- Corporate Fleet Greenhouse Gas Emissions
- Number of Metro Vancouver Video Views;
- Number of Metro Vancouver Facebook followers;
- Number of job applicants;
- Number of completed requests for Indigenous Relations; and
- Number of bilateral meetings with First Nations.

Project Delivery

Several performance indicators have been developed and are being tracked. These include:

- Number of Assets Added to Metro Vancouver's Asset Register;
- Number of Internal Quality Audits Performed on Metro Vancouver capital projects; and
- Number of Highest Value, Consequence and Risk (HVCR) Projects Implementing Stage Gate

CONTINUOUS IMPROVEMENT

Centralized Support

Some of the continuous improvement initiatives for Centralized Support which have been identified for 2025 include:

- Build on recruitment campaigns to ensure Metro Vancouver remains an employer of choice;
- Improve cyber security and resilience through improved architecture, new tools and upgraded hardware to proactively mitigate the risks posed by evolving cyber security threats;

- Metrolytics data warehouse and reporting;
- Develop a Cultural Sensitivity Training Video which will be used to train project managers, contractors and crews working on Metro Vancouver project construction sites, will provide advice on cultural safety protocols when First Nation representatives, such as archaeological monitors, are on site;
- MV Conference Day Inaugural in person full day conference provided member jurisdiction advisory committees and staff an update on the 2023 Board Strategic Plan and key initiatives, provided opportunities to learn more about and have dialogue on topics of interest, and provided an opportunity to network and connect in person;
- Implement Information Governance and Access Structure;
- Build upon the first year of procurement services transformation and continuous improvement work and execute action items supporting the departmental strategic plan. Focus on priorities related to improving the operating model and service delivery (Policy, Processes, Systems and People Development); and
- Create the first Long Term Financial Plan for Metro Vancouver.

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

- Improve Safety Management System documentation;
- Prevention Initiatives for Workers and Supervisors; and
- Strengthen the corporate security centre.

Project Delivery

The impetus of the Project Delivery Program is largely for the purpose of continuous improvement, focusing on best practices in project management, quality management, asset management and project controls. Specific continuous improvement initiatives for Project Delivery for 2025 include:

- Continue the implementation of documented resource plans for highest value, consequence and risk projects including project controls and regulatory subject matter experts;
- Development and implementation of a Project Management Framework for all Metro Vancouver capital projects;
- Increased in-house Project Management and Field Quality Control / Assurance on all Metro Vancouver capital projects; and,

2025 BUDGET AND 2025 - 2029 FINANCIAL PLAN

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

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

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

The 2025 - 2029 Financial Plans for the Allocated Program service areas are included as Attachment 1. The 2025 Annual Work Plans for the Centralized Support Program service areas presented in this report are included in Attachment 2, and the “What’s Happening” highlights for the years 2025 - 2029 are included in Attachment 3.

Operating Budget Highlights

Centralized Support

In 2025, the Centralized Support Program expenditures are increasing \$11.4 million for total expenditures of \$151.2 million (Attachment 1). This is due to software and hardware upgrades and purchases related to cyber security and enhancing integration and reporting efficiencies as well as support for the capital program.

The Centralized Support Program costs are adjusted for external recoveries, funding from the capital program and reserve applications, and allocated to the functional departments. The allocation of Centralized Support Program costs is increasing by \$6.6 million (7.1%). This increase is impacted by reduced estimates for third-party revenue and partially offset by reserve funding for projects meeting the criteria for funding in accordance with the Operating, Statutory and Discretionary Reserves Policy. Over the next 5 years the allocation of centralized support costs is increasing an average of \$4.8 million (4.7%).

Over the next five years of the plan, the total expenditures of the Centralized Support Programs are projected to increase on average 3.7%. Also for 2025, in recognizing the impact of the magnitude of the capital program on the provision of support services, a portion of the Centralized Support Program costs will be allocated to the capital projects that use the services. For 2025, this is projected to be \$12.0 million.

Project Delivery

Project Delivery total operating expenditures for 2025 are estimated at \$39.9 million with \$27.2 million to be charged directly to manage \$7.4 billion of the planned capital projects over the next five years. The balance is allocated to Water Services, Liquid Waste Services, and Solid Waste Services for 2025. For Project Delivery the allocated costs are increasing by \$1.0 million (8.4%) for 2025 and over the next five years is increasing by an average of \$0.6 million (5.0%).

Over the next five years of the plan, as the Project Delivery program is fully developed, total operating expenditures are projected to increase to approximately \$52.1 million in 2029 as the capital program increases over the same time frame. A significant portion continues to be allocated directly to the major capital projects being managed by the group.

Reserve Funds

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

In 2025, \$19.0 million in reserve funding will be applied in the Centralized Support Programs. The 2025 - 2029 Projected Reserves for the Centralized Support Programs are included in Attachment 4.

APPROVAL PROCESS

The proposed 2025 - 2029 Financial Plans and Annual Work Plans are presented for consideration and endorsement before being forwarded to the Board for consideration. The next steps of the process are:

- The 2025 - 2029 Financial Plan and Annual Work Plan will be presented at the Metro Vancouver Board Budget Workshop on October 16, 2024.
- The Board will consider adoption of the 2025 Budget and endorsement of the 2025 - 2029 Financial Plan on November 1, 2024.

ALTERNATIVES

1. That the Finance Committee endorse the 2025 - 2029 Financial Plan for the Allocated Programs as presented in the report dated October 2, 2024, titled “2025 - 2029 Financial Plan – Allocated Programs”, and forward it to the Metro Vancouver Board Budget Workshop on October 16, 2024 for consideration.
2. That the Finance Committee amend the 2025 – 2029 Financial Plan for Allocated Programs as follows:_____; and forward the amended Financial Plan to the Metro Vancouver Board Budget Workshop on October 16, 2024 for consideration.

FINANCIAL IMPLICATIONS

If the MVRD Board endorses the 2025 - 2029 Financial Plan for the Allocated Programs, as presented under Alternative 1, in 2025 total expenditures for the Centralized Support Programs are proposed to increase \$11.4 million for total expenditures of \$151.2 million with the allocation to the Metro Vancouver entities and functions, net of other recoveries and reserve applications, increasing \$6.6 million (7.1%). For Project Delivery, total expenditures for 2025 are estimated at \$39.9 million with \$27.2 million to be charged directly to capital projects and the balance allocated to Water Services, Liquid Waste Services, and Solid Waste Services for 2025.

As the Allocated Program expenditures are apportioned to the Metro Vancouver entities and functions, they are therefore included in the financial impacts therein. The overall impact is a 9.9% (\$79) overall increase in the Household Impact for 2025.

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

to the plan may have an impact on the overall financial plan as Allocated Program costs are apportioned to all Metro Vancouver entities and functions.

SUMMARY / CONCLUSION

The 2025 - 2029 Financial Plans for the Allocated Programs have been prepared following direction received at the May 31, 2024 Metro Vancouver Board Budget Workshop and to respond to direction provided in the Board Strategic Plan. It is presented to Committee and Board members to provide overview information on activities and financial impacts for the years 2025 to 2029 for the Centralized Support Programs - comprised of Corporate Services, External Relations, Financial Services, Human Resources, Indigenous Relations, Legislative Services, Procurement & Real Estate Services and the Project Delivery program.

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

Staff recommend endorsing the 2025 - 2029 Financial Plans for the Allocated Programs as presented under alternative one.

Attachments:

1. 2025 - 2029 Financial Plans
 - Centralized Support Programs Summary
 - Corporate Services
 - External Relations
 - Financial Services
 - Human Resources
 - Indigenous Relations
 - Legislative Services
 - Procurement & Real Estate Services
 - Project Delivery
2. 2025 Work Plans
3. 2025 - 2029 "What's Happening"
4. 2025 - 2029 Projected Reserves – Centralized Support Programs
5. 2025 - 2029 Financial Plan – Allocated Programs – Presentation

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**METRO VANCOUVER DISTRICTS
CENTRALIZED SUPPORT PROGRAM SUMMARY
2025 - 2029 FINANCIAL PLAN
2025 BUDGET REVIEW**

Attachment 1

	2024 BUDGET	2025 BUDGET	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE	2029 FORECAST	% CHANGE
REVENUES											
Allocated to Functional Departments (net)	\$ 92,697,638	\$ 99,274,493	7.1%	\$ 104,146,791	4.9%	\$ 109,919,554	5.5%	\$ 113,636,585	3.4%	\$ 116,733,859	2.7%
Allocated to Functional Departments - Fleet	13,600,000	14,178,376	4.3%	14,887,295	5.0%	15,631,659	5.0%	16,413,242	5.0%	17,233,904	5.0%
Other External Revenues	5,968,517	6,623,919	11.0%	7,022,629	6.0%	7,153,347	1.9%	7,271,524	1.7%	7,344,165	1.0%
Transfer from Capital	11,100,568	12,048,443	8.5%	12,293,827	2.0%	9,934,428	(19.2%)	10,092,613	1.6%	10,030,985	(0.6%)
Transfer from Reserves	16,442,242	19,040,966	15.8%	21,017,431	10.4%	16,494,877	(21.5%)	16,838,677	2.1%	15,823,249	(6.0%)
TOTAL REVENUES	\$ 139,808,965	\$ 151,166,197	8.1%	\$ 159,367,973	5.4%	\$ 159,133,865	(0.1%)	\$ 164,252,641	3.2%	\$ 167,166,162	1.8%
EXPENDITURES											
Corporate Services	\$ 61,820,876	\$ 67,485,562	9.2%	\$ 73,301,056	8.6%	\$ 72,219,420	(1.5%)	\$ 75,499,703	4.5%	\$ 76,065,322	0.7%
External Relations	15,850,537	15,895,309	0.3%	16,452,193	3.5%	16,900,991	2.7%	17,270,666	2.2%	17,746,902	2.8%
Financial Services	10,876,138	11,819,222	8.7%	12,232,754	3.5%	12,549,974	2.6%	12,887,674	2.7%	13,087,023	1.5%
Human Resources	9,381,678	9,615,746	2.5%	9,915,898	3.1%	10,150,500	2.4%	10,423,105	2.7%	10,735,776	3.0%
Indigenous Relations	1,885,907	2,130,146	13.0%	2,199,360	3.2%	2,264,557	3.0%	2,331,629	3.0%	2,400,842	3.0%
Legislative Services	7,428,438	7,916,616	6.6%	8,147,191	2.9%	8,393,167	3.0%	8,646,324	3.0%	8,907,746	3.0%
Procurement and Real Estate Services	32,565,391	36,303,596	11.5%	37,119,521	2.2%	36,655,256	(1.3%)	37,193,540	1.5%	38,222,551	2.8%
TOTAL EXPENDITURES	\$ 139,808,965	\$ 151,166,197	8.1%	\$ 159,367,973	5.4%	\$ 159,133,865	(0.1%)	\$ 164,252,641	3.2%	\$ 167,166,162	1.8%
ALLOCATED TO FUNCTIONAL DEPARTMENTS											
Water Services	\$ 33,335,180	\$ 34,993,970	5.0%	\$ 36,091,171	3.1%	\$ 38,282,603	6.1%	\$ 38,756,152	1.2%	\$ 39,179,019	1.1%
Liquid Waste Services	39,923,864	44,752,933	12.1%	48,498,840	8.4%	53,100,476	9.5%	56,405,554	6.2%	59,598,868	5.7%
Solid Waste Services	5,775,338	5,828,516	0.9%	5,899,081	1.2%	5,318,956	(9.8%)	5,456,642	2.6%	5,553,816	1.8%
Housing	2,697,141	2,866,136	6.3%	2,920,989	1.9%	2,872,123	(1.7%)	2,942,371	2.4%	2,795,941	(5.0%)
Air Quality and Climate Action	1,310,575	1,196,222	(8.7%)	1,310,383	9.5%	1,252,945	(4.4%)	1,173,038	(6.4%)	1,098,861	(6.3%)
E911 Emergency Telephone Service	126,859	142,675	12.5%	145,528	2.0%	148,439	2.0%	151,407	2.0%	154,436	2.0%
Electoral Area Service	47,022	50,476	7.3%	44,578	(11.7%)	42,786	(4.0%)	39,206	(8.4%)	37,393	(4.6%)
General Government Administration	998,644	1,064,042	6.5%	1,047,580	(1.5%)	1,015,280	(3.1%)	979,210	(3.6%)	956,111	(2.4%)
General Government-Zero Waste Collaboration Initiatives	453,933	100,058	(78.0%)	52,238	(47.8%)	48,052	(8.0%)	43,845	(8.8%)	40,103	(8.5%)
Housing Planning and Policy	116,217	136,173	17.2%	158,250	16.2%	149,720	(5.4%)	140,663	(6.0%)	132,331	(5.9%)
Invest Vancouver	354,097	365,206	3.1%	386,800	5.9%	356,793	(7.8%)	338,037	(5.3%)	321,042	(5.0%)
Project Delivery	1,582,295	1,592,059	0.6%	1,541,003	(3.2%)	1,560,375	1.3%	1,491,733	(4.4%)	1,409,706	(5.5%)
Regional Emergency Management	9,121	9,509	4.3%	9,795	3.0%	10,089	3.0%	10,442	3.5%	10,806	3.5%
Regional Employers Services	319,729	377,823	18.2%	352,961	(6.6%)	328,124	(7.0%)	308,361	(6.0%)	285,408	(7.4%)
Regional Global Positioning System	32,932	29,449	(10.6%)	37,367	26.9%	39,174	4.8%	62,338	59.1%	57,677	(7.5%)
Regional Parks	5,150,430	5,278,925	2.5%	5,222,816	(1.1%)	4,985,803	(4.5%)	4,958,441	(0.5%)	4,747,251	(4.3%)
Regional Planning	424,141	448,777	5.8%	385,209	(14.2%)	364,938	(5.3%)	335,574	(8.0%)	310,807	(7.4%)
Sasamat Fire Protection Service	40,120	41,544	3.5%	42,202	1.6%	42,878	1.6%	43,571	1.6%	44,283	1.6%
	\$ 92,697,638	\$ 99,274,493	7.1%	\$ 104,146,791	4.9%	\$ 109,919,554	5.5%	\$ 113,636,585	3.4%	\$ 116,733,859	2.7%

**METRO VANCOUVER DISTRICTS
CORPORATE SERVICES
2025 - 2029 FINANCIAL PLAN
2025 BUDGET REVIEW**

	2024 BUDGET	2025 BUDGET	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE	2029 FORECAST	% CHANGE
REVENUES											
Allocated to Functional Departments (net)	\$ 30,539,804	\$ 33,040,819	8.2%	\$ 36,143,603	8.2%	\$ 40,518,912	12.1%	\$ 42,540,008	5.0%	\$ 43,815,984	3.0%
Allocated to Functional Departments - Fleet	13,600,000	14,178,376		14,887,295		15,631,659		16,413,242		17,233,904	
Other External Revenues	45,000	46,125		47,048		47,989		48,949		49,928	
Transfer from Capital	3,085,330	3,468,026		3,483,648		885,983		798,827		637,257	
Transfer from Reserves	14,550,742	16,752,216		18,739,462		15,134,877		15,698,677		14,328,249	
TOTAL REVENUES	\$ 61,820,876	\$ 67,485,562	9.2%	\$ 73,301,056	9.2%	\$ 72,219,420	1.5%	\$ 75,499,703	(3.2%)	\$ 76,065,322	2.2%
EXPENDITURES											
Operating Programs:											
Information Technology											
Technical Services	\$ 14,088,699	\$ 15,769,184		\$ 17,933,900		\$ 16,711,365		\$ 18,818,958		\$ 19,190,796	
Business Systems	8,784,249	8,933,503		9,780,849		10,133,156		10,333,824		10,625,692	
Digital Strategy and Project Management	9,540,119	11,822,761		14,902,126		15,771,894		15,006,349		15,265,717	
	32,413,067	36,525,448	12.7%	42,616,875	12.7%	42,616,415	0.0%	44,159,131	3.6%	45,082,205	2.1%
Corporate Safety	5,493,071	5,513,525	0.4%	5,609,485	0.4%	5,765,970	2.8%	5,928,180	2.8%	6,095,409	2.8%
Security and Emergency Management	3,349,137	3,473,282	3.7%	3,539,756	3.7%	3,607,778	1.9%	3,678,662	2.0%	3,748,621	1.9%
Fleet Services	20,083,250	21,473,076	6.9%	21,019,195	6.9%	19,699,959	(6.3%)	21,189,242	7.6%	20,578,904	(2.9%)
Administration and Department Support	482,351	500,231	3.7%	515,745	3.7%	529,298	2.6%	544,488	2.9%	560,183	2.9%
TOTAL EXPENDITURES	\$ 61,820,876	\$ 67,485,562	9.2%	\$ 73,301,056	9.2%	\$ 72,219,420	(1.5%)	\$ 75,499,703	4.5%	\$ 76,065,322	0.7%



**METRO VANCOUVER DISTRICTS
EXTERNAL RELATIONS
2025 - 2029 FINANCIAL PLAN
2025 BUDGET REVIEW**

	2024 BUDGET	2025 BUDGET	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE	2029 FORECAST	% CHANGE
REVENUES											
Allocated to Functional Departments	\$ 13,295,055	\$ 13,385,287	0.7%	\$ 13,780,756	3.0%	\$ 14,166,299	2.8%	\$ 14,570,871	2.9%	\$ 14,984,684	2.8%
Transfer from Capital	2,475,482	2,510,022		2,571,437		2,634,692		2,699,795		2,762,218	
Transfer from Reserves	80,000	–		100,000		100,000		–		–	
TOTAL REVENUES	\$ 15,850,537	\$ 15,895,309	0.3%	\$ 16,452,193	3.5%	\$ 16,900,991	2.7%	\$ 17,270,666	2.2%	\$ 17,746,902	2.8%
EXPENDITURES											
Operating Programs:											
Corporate Communications	\$ 1,582,187	\$ 1,587,731		\$ 1,635,473		\$ 1,684,913		\$ 1,735,816		\$ 1,788,394	
Media Relations and Issues Management	793,050	796,447		820,218		844,702		869,901		895,917	
Multi-Media Services	4,992,090	5,087,748		5,330,527		5,471,340		5,521,382		5,676,036	
Community Engagement	4,798,609	4,965,844		5,094,969		5,221,378		5,354,059		5,482,529	
Collaboration and Engagement	1,588,940	1,218,187		1,255,054		1,293,046		1,332,170		1,372,588	
Intergovernmental Relations	640,661	664,594		683,280		702,524		722,331		742,777	
Administration and Department Support	1,455,000	1,574,758		1,632,672		1,683,088		1,735,007		1,788,661	
TOTAL EXPENDITURES	\$ 15,850,537	\$ 15,895,309	0.3%	\$ 16,452,193	3.5%	\$ 16,900,991	2.7%	\$ 17,270,666	2.2%	\$ 17,746,902	2.8%



**METRO VANCOUVER DISTRICTS
FINANCIAL SERVICES
2025 - 2029 FINANCIAL PLAN
2025 BUDGET REVIEW**

	2024 BUDGET	2025 BUDGET	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE	2029 FORECAST	% CHANGE
REVENUES											
Allocated to Functional Departments	\$ 8,615,766	\$ 9,416,974	9.3%	\$ 9,780,147	3.9%	\$ 10,045,525	2.7%	\$ 10,329,893	2.8%	\$ 10,624,213	2.8%
Other External Revenues	195,000	199,875		203,873		207,950		212,109		216,351	
Transfer from Capital	1,928,872	2,202,373		2,248,734		2,296,499		2,345,672		2,246,459	
Transfer from Reserves	136,500	-		-		-		-		-	
TOTAL REVENUES	\$ 10,876,138	\$ 11,819,222	8.7%	\$ 12,232,754	3.5%	\$ 12,549,974	2.6%	\$ 12,887,674	2.7%	\$ 13,087,023	1.5%
EXPENDITURES											
Operating Programs:											
Financial Operations	\$ 4,410,139	\$ 4,675,450		\$ 4,750,168		\$ 4,873,491		\$ 5,010,453		\$ 5,002,340	
Financial Planning	4,679,683	5,303,542		5,440,457		5,579,572		5,723,898		5,873,068	
Risk Management	334,595	340,184		500,974		512,098		523,552		535,390	
Administration and Department Support	1,451,721	1,500,046		1,541,155		1,584,813		1,629,771		1,676,225	
TOTAL EXPENDITURES	\$ 10,876,138	\$ 11,819,222	8.7%	\$ 12,232,754	3.5%	\$ 12,549,974	2.6%	\$ 12,887,674	2.7%	\$ 13,087,023	1.5%

**METRO VANCOUVER DISTRICTS
HUMAN RESOURCES
2025 - 2029 FINANCIAL PLAN
2025 BUDGET REVIEW**

	2024 BUDGET	2025 BUDGET	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE	2029 FORECAST	% CHANGE
REVENUES											
Allocated to Functional Departments	\$ 8,559,571	\$ 8,818,472	3.0%	\$ 9,095,510	3.1%	\$ 9,335,020	2.6%	\$ 9,581,778	2.6%	\$ 9,866,483	3.0%
Transfer from Capital	772,107	767,274		790,388		815,480		841,327		869,293	
Transfer from Reserves	50,000	30,000		30,000		-		-		-	
TOTAL REVENUES	<u>\$ 9,381,678</u>	<u>\$ 9,615,746</u>	2.5%	<u>\$ 9,915,898</u>	3.1%	<u>\$10,150,500</u>	2.4%	<u>\$10,423,105</u>	2.7%	<u>\$10,735,776</u>	3.0%
EXPENDITURES											
Operating Programs:											
Employee and Labour Relations	\$ 2,096,012	\$ 2,457,549		\$ 2,532,700		\$ 2,614,840		\$ 2,694,153		\$ 2,762,857	
Talent Management and Organization	4,237,535	4,006,104		4,093,512		4,185,101		4,279,424		4,376,883	
Systems and Processes	1,992,642	2,061,707		2,166,620		2,195,140		2,259,476		2,368,933	
Administration and Department Support	1,055,489	1,090,386		1,123,066		1,155,419		1,190,052		1,227,103	
TOTAL EXPENDITURES	<u>\$ 9,381,678</u>	<u>\$ 9,615,746</u>	2.5%	<u>\$ 9,915,898</u>	3.1%	<u>\$10,150,500</u>	2.4%	<u>\$10,423,105</u>	2.7%	<u>\$10,735,776</u>	3.0%



**METRO VANCOUVER DISTRICTS
INDIGENOUS RELATIONS
2025 - 2029 FINANCIAL PLAN
2025 BUDGET REVIEW**

	2024 BUDGET	2025 BUDGET	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE	2029 FORECAST	% CHANGE
REVENUES											
Allocated to Functional Departments	\$ 1,379,080	\$ 1,605,033	16.4%	\$ 1,657,509	3.3%	\$ 1,705,453	2.9%	\$ 1,754,756	2.9%	\$ 1,805,601	2.9%
Transfer from Capital	506,827	525,113		541,851		559,104	3.2%	576,873	3.2%	595,241	3.2%
TOTAL REVENUES	\$ 1,885,907	\$ 2,130,146	13.0%	\$ 2,199,360	3.2%	\$ 2,264,557	3.0%	\$ 2,331,629	3.0%	\$ 2,400,842	3.0%
EXPENDITURES											
Operating Programs:											
Indigenous Relations	\$ 1,885,907	\$ 2,130,146		\$ 2,199,360		\$ 2,264,557		\$ 2,331,629		\$ 2,400,842	
TOTAL EXPENDITURES	\$ 1,885,907	\$ 2,130,146	13.0%	\$ 2,199,360	3.2%	\$ 2,264,557	3.0%	\$ 2,331,629	3.0%	\$ 2,400,842	3.0%



**METRO VANCOUVER DISTRICTS
LEGISLATIVE SERVICES
2025 - 2029 FINANCIAL PLAN
2025 BUDGET REVIEW**

	2024 BUDGET	2025 BUDGET	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE	2029 FORECAST	% CHANGE
REVENUES											
Allocated to Functional Departments	\$ 6,910,696	\$ 7,375,535	6.7%	\$ 7,589,509	2.9%	\$ 7,818,154	3.0%	\$ 8,053,469	3.0%	\$ 8,296,457	3.0%
Other External Revenues	\$ 25,000	\$ 25,625		\$ 26,138		\$ 26,661		\$ 27,194		\$ 27,738	
Transfer from Capital	\$ 492,742	\$ 515,456		\$ 531,544		\$ 548,352		\$ 565,661		\$ 583,551	
TOTAL REVENUES	<u>\$ 7,428,438</u>	<u>\$ 7,916,616</u>	6.6%	<u>\$ 8,147,191</u>	2.9%	<u>\$ 8,393,167</u>	3.0%	<u>\$ 8,646,324</u>	3.0%	<u>\$ 8,907,746</u>	3.0%
EXPENDITURES											
Operating Programs:											
Corporate Planning	\$ 1,433,934	\$ 1,615,415		\$ 1,664,235		\$ 1,714,554		\$ 1,766,370		\$ 1,819,917	
Legal Services	3,492,459	3,634,707		3,747,606		3,864,173		3,984,182		4,108,170	
Information Governance and Access	2,502,045	2,666,494		2,735,350		2,814,440		2,895,772		2,979,659	
TOTAL EXPENDITURES	<u>\$ 7,428,438</u>	<u>\$ 7,916,616</u>	6.6%	<u>\$ 8,147,191</u>	2.9%	<u>\$ 8,393,167</u>	3.0%	<u>\$ 8,646,324</u>	3.0%	<u>\$ 8,907,746</u>	3.0%



**METRO VANCOUVER DISTRICTS
PROCUREMENT AND REAL ESTATE SERVICES
2025 - 2029 FINANCIAL PLAN
2025 BUDGET REVIEW**

	2024 BUDGET	2025 BUDGET	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE	2029 FORECAST	% CHANGE
REVENUES											
Allocated to Functional Departments	\$23,397,666	\$25,632,373	9.6%	\$26,099,757	1.8%	\$26,330,191	0.9%	\$26,805,810	1.8%	\$27,340,437	2.0%
Other External Revenues	5,703,517	6,352,294		6,745,570		6,870,747		6,983,272		7,050,148	
Transfer from Capital	1,839,208	2,060,179		2,126,225		2,194,318		2,264,458		2,336,966	
Transfer from Reserves	1,625,000	2,258,750		2,147,969		1,260,000		1,140,000		1,495,000	
TOTAL REVENUES	<u>\$32,565,391</u>	<u>\$36,303,596</u>	11.5%	<u>\$37,119,521</u>	2.2%	<u>\$36,655,256</u>	(1.3%)	<u>\$37,193,540</u>	1.5%	<u>\$38,222,551</u>	2.8%
EXPENDITURES											
Operating Programs:											
Facilities	\$ 7,622,391	\$10,212,783		\$10,730,806		\$10,814,134		\$11,141,818		\$11,474,363	
Procurement	5,923,841	6,073,733		6,238,967		5,740,517		5,915,891		6,097,116	
Real Estate Services	3,853,916	4,010,976		4,131,375		4,255,374		4,382,974		4,514,715	
Administration and Department Support	826,342	802,203		824,472		847,430		871,078		895,520	
Total Operating Programs	18,226,490	21,099,695	15.8%	21,925,620	3.9%	21,657,455	(1.2%)	22,311,761	3.0%	22,981,714	3.0%
Debt Service	13,638,901	13,638,901	0.0%	13,638,901	0.0%	13,638,901	0.0%	13,638,901	0.0%	13,638,901	0.0%
Head Office Capital	700,000	1,565,000	123.6%	1,555,000	(0.6%)	1,358,900	(12.6%)	1,242,878	(8.5%)	1,601,936	28.9%
TOTAL EXPENDITURES	<u>\$32,565,391</u>	<u>\$36,303,596</u>	11.5%	<u>\$37,119,521</u>	2.2%	<u>\$36,655,256</u>	(1.3%)	<u>\$37,193,540</u>	1.5%	<u>\$38,222,551</u>	2.8%



**METRO VANCOUVER REGIONAL DISTRICT
PROJECT DELIVERY
2025 - 2029 FINANCIAL PLAN
2025 BUDGET REVIEW**

	2024 BUDGET	2025 BUDGET	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE	2029 FORECAST	% CHANGE
REVENUES											
Recover from Capital Programs	\$ 27,204,495	\$ 27,168,972	(0.1%)	\$ 33,211,443	22.2%	\$ 36,143,469	8.8%	\$ 37,504,690	3.8%	\$ 37,108,732	(1.1%)
Allocated to Functional Departments	11,751,179	12,739,486		13,268,837		13,861,687		14,413,473		14,947,876	
TOTAL REVENUES	\$ 38,955,674	\$ 39,908,458	2.4%	\$ 46,480,280	16.5%	\$ 50,005,156	7.6%	\$ 51,918,163	3.8%	\$ 52,056,608	0.3%
EXPENDITURES											
Operating Programs:											
High Value, Risk and Consequence Projects:											
Annacis WWTP Digester No.5	\$ -	\$ 12,400		\$ 428,995		\$ 823,882		\$ 1,034,678		\$ 1,067,703	
Annacis WWTP Stage 5 Expansion	1,870,951	1,605,577		1,943,326		2,182,738		2,251,943		2,324,581	
Biosolids Dryer	-	13,400		429,995		824,882		1,035,678		1,068,703	
Coquitlam Water Supply Project	2,120,173	2,388,081		3,081,692		3,382,925		3,855,668		3,977,944	
Iona Island WWTP	3,376,029	3,286,011		4,150,404		4,839,618		4,992,846		5,141,194	
North Shore WWTP	7,256,545	7,375,609		8,874,741		8,874,741		8,840,738		7,765,855	
Northwest Langley WWTP	2,628,099	2,977,800		3,071,465		3,167,984		3,267,349		3,369,507	
Tunnelling Projects	3,132,953	3,173,192		3,712,053		4,182,811		4,312,986		4,447,555	
	20,384,750	20,832,070	2.2%	25,692,671	23.3%	28,279,581	10.1%	29,591,886	4.6%	29,163,042	(1.4%)
Project Controls and Commercial	5,338,704	4,857,550	(9.0%)	5,696,940	17.3%	5,680,431	(0.3%)	5,667,936	(0.2%)	5,660,078	(0.1%)
Regulatory	1,481,040	1,479,352	(0.1%)	1,821,831	23.2%	2,183,453	19.8%	2,244,856	2.8%	2,285,610	1.8%
Project Management Office:											
Integrated Asset Management	3,279,963	3,008,192		3,125,149		3,244,181		3,365,190		3,488,798	
Project and Portfolio Management	2,895,481	3,472,823		3,805,654		4,128,228		4,490,540		4,842,499	
Quality Management	1,612,625	2,024,049		2,071,264		2,119,944		2,170,089		2,221,923	
Administration and Support	766,202	997,273		1,038,494		1,078,187		1,120,351		1,163,062	
	8,554,271	9,502,337	11.1%	10,040,561	5.7%	10,570,540	5.3%	11,146,170	5.4%	11,716,282	5.1%
Administration and Department Support	1,614,614	1,645,090	1.9%	1,687,274	2.6%	1,730,776	2.6%	1,775,582	2.6%	1,821,890	2.6%
Allocation of Centralized Support Costs	1,582,295	1,592,059	0.6%	1,541,003	(3.2%)	1,560,375	1.3%	1,491,733	(4.4%)	1,409,706	(5.5%)
TOTAL EXPENDITURES	38,955,674	39,908,458	2.4%	46,480,280	16.5%	50,005,156	7.6%	51,918,163	3.8%	52,056,608	0.3%
ALLOCATED TO FUNCTIONAL DEPARTMENTS											
Water Services	4,064,247	4,095,832	0.8%	4,195,068	2.4%	4,382,504	4.5%	4,556,956	4.0%	4,725,915	3.7%
Liquid Waste Services	7,265,724	8,246,594	13.5%	8,446,402	2.4%	8,823,784	4.5%	9,175,031	4.0%	9,515,209	3.7%
Solid Waste Services	421,208	397,060	(5.7%)	406,681	2.4%	424,850	4.5%	441,763	4.0%	458,141	3.7%
Regional Parks	-	-	N/A	220,686	N/A	230,549	4.5%	239,723	4.0%	248,611	3.7%
	11,751,179	12,739,486	8.4%	13,268,837	4.2%	13,861,687	4.5%	14,413,473	4.0%	14,947,876	3.7%



CORPORATE SAFETY

Description of Services

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

Strategic Directions and High-Level Goals Supported

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

Performance Indicators

Indicator	Historical and/or Industry Benchmark	Current Performance	2025 Performance Objective
Certificate of Recognition (COR) audit score	MV 3-year average (2021-2023): 91% 2023: 92% 2022: 91% 2021: 91%	2024 Audit underway	100% (80% is pass)
Average number of safety training course completions per employee (TFR & FTR)	MV 2-year average (2022-2023): 2.9 2023: 3.5 2022: 2.2 *New metric for 2025 Work Plan	YTD: 1.9	4
Percentage of workforce receiving safety training (FTR)	MV 3-year average (2021-2023): 59% 2023: 65% 2022: 57% 2021: 55%	YTD: 51% Objective: 100%	100%
Time-loss incidents	MV 3-year average (2021-2023): 21.3 2023: 22 2022: 19 2021: 23	YTD: 2	0
MV-All Safety Bulletins	>12/year	YTD: 14	>24/year

2025 Key Actions**Improve Safety Management System Documentation**

- Revise existing Corporate Safety Management Systems Standards.
- Review and revise the Corporate Safety intranet site to improve layout and access to information.
- Safety Management System Awareness Initiative – Promoting familiarity and use of the Corporate Safety Management System Standards, Procedures, Tools and Forms.

Prevention Initiatives for Workers and Supervisors

- Hazard Identification and Risk Assessment Initiative – Increasing familiarity with the process of hazard identification, risk assessment and control. Enhanced training and focus on the use of tools and documentation.
- New IRIS System – Implementation and Launch of new system corporate-wide
- Psychological Health and Safety – Offering New Resources and Training.

Promote Safe Work Culture

- Review of JHSC Structure and Functional Alignment.
- Complete MV-wide Safety Culture Survey.
- MV COR safety audit and implement appropriate improvements based on audit.

INFORMATION TECHNOLOGY

Description of Services

Information Technology is centralized service providing support to all business activities of Metro Vancouver’s entities. This service includes management and operations of the Corporate Data Center, the network environment, cyber-security and management of digital assets. The team is also responsible for the management and technical oversight of software programs required to provide core services to the region.

Strategic Directions and High Level Goals Supported

Information Technology supports the *Board Strategic Plan’s* direction to strengthen the *Regional Federation* by providing organization-wide support services for both Metro Vancouver the region and organization. This includes delivering Information Technology Planning, Systems and Infrastructure.

Performance Indicators

Indicator	Historical and/or Industry Benchmark	Current Performance	2025 Performance Objective
Information technology (IT) expenditures (operating) as a percent of total corporate expenditures	Gartner Group: 2024 Benchmark for Local Government: 5.1%	2024 projected: 2.5%	3.0%
IT staff as % of staff supported	Gartner Group: 2024 Benchmark for Local Government: 3.6%	2024 projected: 3.2%	3.5%

2025 Key Actions

- Continue to strengthen the security and resiliency of corporate IT systems.
- Further leverage Microsoft E365 platform to enable true enterprise collaboration internally in Metro and with member municipal partners.
- Deployment of Windows 11 with new hardware.
- Replacement of network switches.
- Develop a Microsoft Azure integration platform to integrate on-premise and cloud based systems.
- Begin the migration of core ERP systems to the cloud by modernizing integrations to the financial and asset management systems.
- Further add datasets to the corporate Data Warehouse and implement PowerBI dashboards to enable further data-driven business decision making.
- Implement enhancements to the enterprise asset and work (EAM) management system based on designs piloted in 2024.
- Strengthen database security and operations.
- Continue development of the corporate Project Management Information System.
- Implement Service Request software to manage corporate work planning.
- Optimize the corporation’s use of Microsoft Azure Devops to provide a unified, on-going IT work planning and prioritization process.
- Improve the corporate records management system integrations and user experience.
- Implement a new system or enhance the housing system MRI pending the outcome of the GAP analysis and available budget.

- Go to market and implement a replacement for IRIS.
- Move GIS to the Cloud and re-architect the GIS ecosystem.
- Modernize our development process and utilize power platforms.
- Implement automated testing and deployment.
- Support Metro Vancouver's Bylaw work by enhancing REIA, and NRDE software systems.

METROFLEET

Description of Services

MetroFleet is a centralized service that provides lifecycle management of fleet assets and fleet support to all Metro Vancouver entities. The responsibilities of MetroFleet include fleet lifecycle asset management, regulatory compliance, development and implementation of green fleet initiatives, procurement and disposal, leasing and rentals, maintenance, warranty recovery, insurance and fuel management, and vehicle charge out rate allocation

Strategic Directions and High Level Goals Supported

MetroFleet supports the *Board Strategic Plan's* strategic direction to strengthen the *Regional Federation* by providing organization-wide support services as well as to take leadership on *Air Quality and Climate Change*. This includes ensuring staff and leaders have the resources and assets they require in order to deliver on goals, while looking for opportunities to reduce our impact on the environment in accordance with the Board Strategic Plan.

Board Strategic Plan – Regional Federation

Strengthening Our Livable Region

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

Ensuring Financial Sustainability

- Develop and implement a financial framework that serves as the foundation for affordable service provision.

Air Quality and Climate Change

- Include actions that will facilitate the transition to clean, renewable sources of fuel in transportation and in energy provision.
- Expand opportunities for greater use of zero-emission vehicles in the corporate fleet.
- Ensure that Metro Vancouver asset management policies incorporate climate change adaptation actions.

Performance Indicators

Indicator	Historical Performance*	Current Performance	2025 Performance Objective
Corporate Fleet Greenhouse Gas (GHG) Emissions	2,200 to 3,200 tonnes CO ₂ e	2,100 tonnes CO ₂ e	2,000 tonnes CO ₂ e

2025 Key Actions

Improve Vehicle Uptime and Reduce Maintenance Backlog

- Establish a self-sufficient afternoon shift crew focused on the preventative maintenance backlog while reducing downtime
- Complete more repairs in-house to Metro Vancouver quality standards

Improve Condition of the Fleet

- Commission new equipment to renew and electrify the fleet, and reduce maintenance and lease costs.

GHG Reduction Initiatives

- Further enhance and implement the Green Fleet Plan
- Assist with building new electric vehicle infrastructure

Upgrade Technical Training

- Develop apprentices into heavy duty mechanics
- Provide training to certified mechanics to upgrade their skills

Data Driven Decisions

- Optimize replacement and repair decisions by improving reports from the Fleet Management Computer System

SECURITY AND EMERGENCY MANAGEMENT

Description of Services

Security and Emergency Management is a centralized service providing leadership, strategic planning and support to Metro Vancouver. The Security Program provides Corporate level security services for Metro Vancouver. The Emergency Management Program provides threat identification, risk assessments, vulnerability analyses, policies, plans and procedures to ensure the preparedness and business recovery of all Metro Vancouver facilities and staff in response to major emergencies. This also includes identification of the Security and Emergency Management regulatory training required for disaster prevention, mitigation and recovery from emergencies or disasters.

Strategic Directions and High-Level Goals Supported

Security and Emergency Management supports the *Board Strategic Plan's* direction to strengthen the *Regional Federation* by providing organization-wide support services for Metro Vancouver. This includes delivering Regional, Corporate and Electoral Area A emergency management and Corporate security.

Performance Indicators

Security and Emergency Management have historically not provided performance indicators.

Indicator	Industry Benchmark	2023 Performance	2024 Year to Date Performance
MV Emergency Exercise Program	As Required	6 Exercises	5 Exercises
Update Emergency Management Plans and support MV Operating Departments updating their EMP/ERP	As Required	5 Updates	5 Updates
Corporate Security-Provide formalized Security Awareness Training to MV Departments	As Required	2 Training Sessions	7 Training Sessions

2025 Key Actions

- Oversee protective services for Metro Vancouver and ensure security posture is aligned to risk levels.
- Provide Protective Services for all Board meetings, Committee meetings and special events involving MV and elected officials.
- Complete contracted security RFP Process with award/selection in early 2025.
- Revise/Update Corporate Security and Corporate Emergency Management Plans.
- Create a Corporate Wildfire Emergency Management Plan.
- Emergency and Disaster Management Act Legislative changes (EM Modernization-2023-2025) – Communicate legislative changes to MV Operating Departments and provide support. Work with operating departments to implement required changes.
- Continue to deliver security/situational awareness training to MV operating departments.
- Identify technology platforms to allow for improved communication and situational awareness across the organization during emergencies.

EXTERNAL RELATIONS

Description of Services

External Relations is a centralized support department that provides support to all business activities of the Metro Vancouver entities. This support includes intergovernment relations, media relations, issues management, strategic communications, community engagement, brand management, multi-media asset development, website development and management, event management, and development of communication campaigns to support key corporate areas (such as water conservation and waste reduction).

In addition to communications and engagement initiatives, the External Relations department leads and administers various initiatives under the General Government function, the Leadership and Engagement International Program, and Regional Culture.

The support and leadership provided by External Relations is guided by four key objectives:

- Increase public awareness, understanding, and alignment with Metro Vancouver services and policies
- Enhance communication, engagement, and collaboration with member jurisdictions
- Develop and implement engagement strategies for infrastructure projects and regional policy and planning initiatives
- Engage other orders of government and their agencies in support of regional priorities

Strategic Directions and High Level Goals Supported

- Facilitate collaboration with member jurisdictions to create efficiencies and improve alignment between local government policies and actions with those of Metro Vancouver
- Collaborate and coordinate with other orders of government to ensure Metro Vancouver, together with Indigenous Peoples, are responding to the changing legal landscape while noting the need for appropriate financial support for significant infrastructure and housing projects
- Improve public and media understanding of the role of local government
- Continue to implement Climate 2050 Roadmaps, including critical climate adaptation actions, and to update roadmaps based on scientific advances and new opportunities
- Maintain and create venues for sharing information on funding applications and the consideration of regional priorities
- Complete the update to the Drinking Water Management Plan, Liquid Waste Management Plan, and Solid Waste Management Plan
- Enhance public understanding of the water system and appreciation of drinking water as a precious resource through education, communication, and engagement
- Work collaboratively with members to reduce peak day and annual per-capita water demand
- Pursue partnership funding for large infrastructure projects with regional benefit

- Expand public awareness of the contribution of Metro Vancouver’s services to human and environmental health
- Work closely with member jurisdictions, TransLink, First Nations, the Province, and other regional agencies and organizations to advance Metro 2050’s goals, strategies, and policy actions
- Continue partnering with and advocating to other governments and agencies to implement initiatives that accelerate emission reductions in priority areas.
- Expand Metro Vancouver’s approach to partnerships, working with member jurisdictions, other orders of government, private sector developers, funding partners, and others
- Continue to work with the provincial and federal governments to access programs that will generate new affordable housing and support upgrading existing rental units to be more energy efficient

Performance Indicators

Indicator	Historical and/or industry benchmark	Current performance	2025 performance objective
Number of website page visits Metro Vancouver website	2023: 5,742,522 2022: 5,821,546 2021: 5,102,498 2020: 4,361,143	Projected for 2024: 6,510,000 (13,36% increase)	6,837,000 (5% increase)
Number of video views (YouTube, Facebook, Metro Vancouver website – Vimeo)	2023: 7,774,551 2022: 8,023,800 2021: 6,775,650 2020: 4,153,800	Projected for 2024: 8,975,000 (15.44% increase)	9,424,000 (5% increase)
Number of mailing lists subscribers	2023: 67,253 2022: 61,027 2021: 51,446 2020: 46,507	July 2024: 67,900 (0.96% increase) <i>With the last year’s mailing lists migration and clean up, few mailing lists got also consolidated and duplications were removed, hence the reduction in subscribers number.</i>	71,300 (5% increase)

Indicator	Historical and/or industry benchmark	Current performance	2025 performance objective
Number of Metro Vancouver followers on X (formerly Twitter)	2023: 43,500 2022: 39,000 2021: 36,100 2020: 31,234	July 2024: 42,670 (1.90% decrease) <i>X platform went through a number of changes in the last year, which impacted users engagement, hence the decrease in Metro Vancouver account followers.</i>	44,810 (5% increase)
Number of Metro Vancouver followers on Facebook	2023: 65,441 2022: 56,700 2021: 42,043 2020: 30,687	July 2024: 68,100 (4.06% increase)	71,510 (5% increase)

2025 Key Actions

- Engage with the public, business communities, and other orders of government on Metro Vancouver strategic priorities through proactive media engagement, intuitive and accessible web and social media presence, brand promotion, and email newsletters, and the hosting of virtual and in-person events
- Implement and continue to refine Metro Vancouver’s intergovernment relations strategy to ensure effective relationships with federal/provincial/local government and other stakeholders in support of Metro Vancouver priorities and interagency issues
- Increase awareness of the urgent need for water conservation and the quality and source of Metro Vancouver water, including lawn watering regulations and through communications activities such as the We Love Water, Water Wagon and Grow Green campaigns
- Educate and build awareness and behavior change around liquid waste management through regional campaigns focused on source control and contaminants of emerging concern (including Unflushables, Wipe It Green Bin It, Microfibres) and continue strategic communications around biosolids, surfactants, and inflow and infiltration
- Champion waste reduction and prevention through zero waste communications and behavior change campaigns (including Create Memories Not Garbage, Superhabits (single-use items); Waste in its Place (illegal dumping), Think Thrice (textiles), More than Meets the Eyes (electronics recycling), Food Isn’t Garbage, Love Food Hate Waste;
- Develop and deliver communications and engagement strategies in support of service area priorities and programs, including project delivery, liquid waste, water, solid waste, climate change, air quality, regional parks, and housing. Key engagement priorities over 2024 include Climate 2050, Cape Roger Curtis, Integrated Liquid Waste and Resource Management Plan, Integrated Solid Waste and Resource Management Plan, and Drinking Water Management Plan
- Develop and deliver communications and engagement strategies in support of Metro Vancouver’s infrastructure projects, including major projects like the North Shore Wastewater

Treatment Plant, Langley Wastewater Treatment Plant, Coquitlam Water Main, Coquitlam Intake Number 2, Stanley Park Water Tunnel, and Iona Island Wastewater Treatment Plant projects

- Support the delivery of existing plans through communications and ongoing engagement, such as the 10-Year Housing Plan, Clean Air Plan, Metro 2050, Regional Parks Plan
- Deliver and enhance K-12 program activities in alignment with Metro Vancouver priorities and initiatives
- Produce and distribute video content and programming and distribute to community television stations, through social media, and provision of materials to local media outlets.
- Provide leadership to the Metro Vancouver brand through web development, graphic design, signage, sub-branding, and video production
- Advance and support regional culture through the regional culture grants program
- Continue to build and advance Metro Vancouver's international engagement strategy
- Host regional Council of Councils on key Metro Vancouver priorities
- Host major events and forums in support of and to advance Metro Vancouver priorities
- Host Metro Vancouver presence at the 2025 Pacific National Exhibition

FINANCIAL SERVICES

Description of Services

Financial Services is responsible for providing support services pertaining to accounting (transactional duties, quarterly & year end reporting), payroll, along with providing financial advisory services for short and long range financial planning (budgeting) and analysis (forecasting), cash and debt management (treasury), financial systems support, procurement evaluation and sign off prior to awarding contracts. The department also supports with annual insurance renewals to claims administration and with all ad hoc financial matters including process reviews which assists departments in achieving their capital and operational objectives.

As stewards of public funding, the department has a fiduciary duty in developing and maintaining appropriate financial policies, processes and procedures to ensure the overall financial sustainability of the Metro Vancouver Districts and Housing Corporation, safeguarding of the corporation's assets and compliance with ongoing finance related statutory requirements and corporate policies.

Financial Sustainability and Regional Affordability is a key Board Priority which directs Metro Vancouver to complete a long-term financial plan which will ensure long-term serviceability of its assets and funding sources. This work will include work to define affordability in the context of the region as a whole, including relationship with member jurisdictions, with an equity lens that will ensure growth pays for growth and contribution to addressing the housing crisis and be more housing ready.

The role of the Financial Services department and the structure is evolving to support in achieving the Board priority as the region faces many challenges. Providing Financial Planning and Forecasting services along with working with the Regional Finance Advisory Committee (RFAC), the team will have professional level staff focused on providing the organization with business advisory support on all levels of financial decisions for both Operating and Capital, including Climate and Growth Resiliency. This support service will help inform and validate the inputs into the long-range plan as well as provide ongoing support with making well-informed financial decisions by highlighting the financial implications at each stage of the major programs or projects duration. The long-range planning and ongoing performance monitoring, oversight, reporting and year-end disclosure will also be key in achieving the financial sustainability around long-range regional rate/levy impacts.

Strategic Directions and High Level Goals Supported

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

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

Financial Goals:

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

- Financial Lead for Emergency Management Centre as needed – maintaining essential and critical services without compromising internal controls.
- Present and provide support to Metro Board and all committee reports and at meetings
- Facilitate and lead the work of the Regional Finance Advisory Committee (RFAC)

Performance Indicators

Indicator	Historical and/or Industry Benchmark	Current Performance	2025 Performance Objective
Current ratio (current assets / current liabilities)	Historical average for BC municipalities 3.8 to 1	2023 Year End: 2.5 to 1	Minimum 3.8 to 1
Debt service costs / total revenue	Province of BC threshold 25%	18.8%	22%

2025 Key Actions

Financial Planning

- Working with the Board to finalize the DRAFT Long Term Financial Plan that will guide operational and capital decision making:
 - Long-Range Asset Management/Serviceability with Sustainable Rates/Levies
 - Growth Pay for Growth Strategies and DCC Rate Setting
 - Investigate financial Implications of potential changes to sewer allocations
 - Economic Reality & Viability Testing
 - Affordability Definition in the context of a region
- Link the Financial Performance Reports to the Annual Budget Process – seek to move seamlessly into the budget via continuous Financial Forecasting and Planning
- Continue to develop the Financial Planning Staff to enhance the strategic support & formalize succession planning
- Continue to improve for better and more timely data & reduce manual work efforts – establish some internal KPI's and enhance improve the performance measurement
- Continue to work with external experts to review the economic health of our region
- Continue to work with financial operations team and IT services to improve financial reporting and analysis – complete, accurate and timely data – eliminate redundancy
- Continue with review of Financial Planning policy suite, looking to better align policies with the evolving needs of an increasing capital program and associated costs.
- Enhance capital planning processes – implement metrics for project % complete and % spent

Financial Operations

- Drive financial automation projects leveraging a financial reporting system to create efficiencies in the processes and reporting that require significant manual intervention.
- Provide resourcing and expertise to Corporate Services on the Enterprise Asset Management reconfiguration project (EAM), Project Management Information System (PMIS) implementation, PeopleSoft HR/Payroll system requirements and evaluation project and Metrolytics reporting project.
- Review Financial Operation policies for modernization and efficiencies.

- Complete work to implement Asset Retirement Obligation (PS3280) and Financial Instruments (PS3450) reporting for the 2023 annual financial statements.
- Continue to work with regulators and experts to understand and prepare for Environmental, Social, and Governance (ESG) reporting requirements.

Risk Management

- Continue with implementation and evolution of the Enterprise Risk Management program.
- Evaluate processes for identifying, analyzing, and monitoring enterprise risks, and implement the system organization wide.

Insurance Management

- Review claims handling process to define roles and responsibilities for claims made against Metro Vancouver.
- Complete feasibility study of implementing a captive insurance programs to enhance coverage and reduce related costs.

HUMAN RESOURCES

Description of Services

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

Strategic Directions and High-Level Goals Supported

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

Performance Indicators

Indicator	Historical and/or industry benchmark	Current Performance	2025 Performance Objective
Number of External Applicants ¹	MV 3-year average (2021-23): 10,890 2023: 12,320 2022: 10,012 2021: 10,337	2024 YTD*: 7,383 <i>*Jan to Apr 30</i> Objective: 11,000	Objective: 11,000
Percentage of workforce receiving training (FTR, excludes safety training)	MV 3-year average (2021-23): 76% 2023: 77% 2022: 78% 2021: 74%	2024 YTD*: 30% <i>*Jan to Apr 30</i> Objective: 73%	Objective: 75%
Participation in MetroFit Health and Wellness Programs ²	MV 3-year average (2021-23): 3,312 2023: 2,817 2022: 4,251 2021: 2,869	2024 YTD*: 1,417 <i>*Jan to Apr 30</i> Objective: 2,700	Objective: 3,000

¹ One applicant may apply for multiple vacancies over the course of a year. Formerly referenced as “unique” job applicants.

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

2025 Key Actions

- Implement HR's new 5-year Strategic Plan.
- Further embed and support a comprehensive, organization-wide Diversity, Equity, and Inclusion Strategy. Review opportunities to expand employment opportunities for underrepresented groups.
- Continue to expand and develop talent pipelines through work with key colleges/universities, agencies and partners, and build on recruitment campaigns to ensure Metro Vancouver remains an employer-of-choice, for attracting candidates and retaining staff.
- Continue to deliver skills-development training to staff, and enhanced Labour Relations, Return-to-Work/Accommodation and Performance Management training to Exempt Supervisors.
- Commence work with managers and RES to prepare for and engage in collective bargaining with the Unions.
- Continue partnerships with colleges/universities to create a talent pipeline for hard to fill roles and continue to expand on a Water and Wastewater Operator Certificate/Diploma program in partnership with BCIT and EOCP.
- Continue strategic and workforce planning; leverage technology and enhanced data to enhance decision-making around people strategies, from recruitment to retention, development, support and health and wellness.
- Continue enhancements of HRIS in conjunction with IT and Finance; support changes to accounting software.

LEGAL SERVICES AND INDIGENOUS RELATIONS

Indigenous Relations

Description of Services

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

Strategic Directions and High-Level Goals Supported

Board Strategic Plan, 2022-2026:

Reconciliation:

- Metro Vancouver will continue building and strengthening respectful and reciprocal relationships with local First Nations. Metro Vancouver will also continue to engage meaningfully with First Nations on plans, programs, and projects.

Priority Actions:

- Strengthen government-to-government relationships with First Nations by building trust through genuine collaboration, creating a mutually respectful space for meaningful dialogue and outcomes, and creating opportunities for Board-to-Nation relationships to thrive.

Performance Indicators

Indicator	Historical and/or Industry Benchmark	Current Performance	2025 Performance Objective
Number of meetings with First Nations	MV 3-year average (2021-2023) 102	Projected 2024: 166	180
Total requests for information, assistance, advice or guidance	MV 3-year average (2021-2023) 9,900	Projected 2024: 10,500	11,000
Number of Indigenous Relations training sessions / participants	MV 3-year average (2021-2023) 13 / 410	Projected 2024: 18 / 270	20 / 350
Number of special Indigenous Relations events/participants	MV 3-year average (2021-2023) 4 / 725	Projected 2024: 8 / 350	10 / 500

2025 Key Actions

- Continue to support ongoing First Nation engagement efforts (including agreements) on major Metro Vancouver capital and construction projects such as North West Langley Wastewater Treatment Plant upgrade, Iona Island Wastewater Treatment Plant upgrade, Coquitlam Lake Water Supply project, Coquitlam Main Water project, and Widgeon Marsh Regional Park development.
- Continue to respond to the increasing number of internal requests from Metro Vancouver staff including: the provision of advice on information sharing and engagement with First Nations; the identification of First Nation economic and procurement opportunities; archaeology; as well as the coordination of, and participation in, meetings with First Nations involving staff from across the Metro Vancouver organization.
- Complete second phase of the work on a web-based portal on the provision of electronic information on local First Nations, and continue to work on other phases, including processing project referrals and streamlining the First Nations engagement process.
- Co-host a Community to Community Forum with an area First Nation and the Board of Directors and the Indigenous Relations Committee that promotes mutual understanding and relationship-building.
- Operationalize Cultural Safety training via video for crews and contractors working on Metro Vancouver projects.
- Improve training sessions for Metro Vancouver staff on various Indigenous Relations issues, including developing guidelines related to information sharing and engagement with First Nations, the Board's procurement policy that includes economic opportunities and increased use of First Nations' services (e.g. archaeological) on Metro Vancouver projects; chance find protocols and archaeology; appropriate culture and protocol for First Nations meetings; and cultural safety.
- Work with Procurement and First Nations to develop a revised First Nations procurement policy.
- Continue to organize Lunch and Learn sessions and other opportunities for Metro Vancouver staff and elected officials to learn more about issues related to Indigenous Peoples.

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LEGAL SERVICES AND INDIGENOUS RELATIONS

Legal Services

Description of Services

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

Strategic Directions and High-Level Goals Supported

Legal Services supports the Board Strategic Plan 2022-2026 by:

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

Performance Indicators

Indicator	Historical Benchmark	Current Performance (Client Satisfaction Score)	2025 Performance Objective (Client Satisfaction Score)
How to obtain Legal Services support	N/A	98.38%	90%
Helpful support and advice provided	N/A	98.38%	90%
Understandable next steps and how to move forward	N/A	95.97%	90%
Confidence in legal advice received	N/A	97.58%	90%
Satisfaction with decision to refer work to external counsel or not	N/A	68.54%	65%
Satisfaction with turnaround times	N/A	81.45%	80%

2025 Key Actions

- Continue with annual client satisfaction survey.
- Support major procurement/construction projects including Iona Island Wastewater Treatment Plant, North Shore Wastewater Treatment Plant, Northwest Langley Wastewater Treatment Plant, Second Narrows Water Supply Tunnel, Annacis Water Supply Tunnel, Stanley Park Water Supply Tunnel, Coquitlam Lake Water Supply Project.
- Support Metro Vancouver's accommodation of other public agencies' major infrastructure projects (Province, Translink, port and railways).
- Support development of new Liquid Waste Management Plan and new Solid Waste Management Plan.
- Support implementation of Metro 2050 and Climate 2050 roadmaps and initiatives.
- Support Indigenous Relations issues.
- Support staff drafting various bylaws and amendments to bylaws.
- Support Purchasing and Real Estate Divisions with documentation, advice, negotiations and policy drafting.
- Support Regional Parks and Electoral Area A issues.
- Support Environmental Regulation and Enforcement Services.
- Support environmental incident reporting.
- Support various contract negotiations.
- Support ongoing contractual claims and disputes, civil litigation, administrative tribunal proceedings, and regulatory proceedings.
- Guide and provide internal training for Metro Vancouver Staff on relevant legal topics.

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PROCUREMENT AND REAL ESTATE SERVICES

Description of Services

Procurement and Real Estate Services is responsible for providing strategic and operational support services for all Metro Vancouver's entities. These services include: the management of property rights required for business activities, the acquisition and lifecycle management of third-party goods, services and construction required for Metro Vancouver's operations and capital works, and the facilities management of Metro Vancouver's property assets at Head Office and Operations facilities.

Real Estate Services collaborates with departments to ensure value for the organization is obtained and risk is mitigated when engaging in the acquisition and/or disposition of statutory rights of way, fee simple and other property interests, including the management of over 6,500 property interests. Procurement collaborates with departments across the organization to ensure that Metro Vancouver is receiving value for money through the development of appropriate procurement strategies to engage the market place. Operational departments also rely on Procurement to apply leading practices in the management of physical materials, parts inventory, and oversight of warehouses ensuring that the right supplies are available and delivered as needed in the most sustainable and cost-efficient way. Facilities manages building assets ensuring they are in a state of good repair.

Strategic Directions and High-Level Goals Supported

Real Estate Services Goals:

Real Estate Services supports Metro Vancouver's Board Strategic Plan to strengthen the Regional Federation by providing organization-wide support services which strive to meet objectives that deliver financial, environmental sustainability, and system stewardship for the organization.

Procurement Goals:

Procurement supports Metro Vancouver's Board Strategic Plan to strengthen the Regional Federation by providing organization-wide support services which strive to meet objectives that deliver financial, environmental sustainability, and system stewardship for the organization.

Facilities Goals:

Facilities supports Metro Vancouver's Board Strategic Plan to strengthen the Regional Federation by providing essential support services and safe and reliable spaces for MV staff to perform their work which in turn delivers key core services to the region's ratepayers.

Performance Indicators

Indicator	Historical Benchmark	Current Performance	Performance Objective
Outstanding Rights of Way *	2023: • 10 transactions completed	2024: • 12 transactions completed YTD • 2 currently in progress	2025: • Acquire rights to 10 sites
Building Operations MTIII Energy Star rating (overall building efficiency: electricity, water & gas – minimum 90% to meet Leed Platinum Building status).	2023: 92%	2024 YTD: 92%	2025: >=90%

* MV originally had ~1,500 rights of way in this program, with ~350 still needing to be improved/acquired to ensure adequate rights and protections for MV infrastructure. Program progress is limited by capital funding, staffing levels, negotiation timing and legal processes.

Indicator	Historical Benchmark	Current Performance
Number of Contracts Awarded	2023: 325 contracts	2024 YTD (Jan-Aug): 212 contracts
Dollar value of contracts awarded	2023: \$549,345,282	2024 YTD (Jan-Aug): \$312,576,856

2025 Key Actions

Real Estate Services

- Develop organization wide strategy for the acquisition of land interests specific to various Metro Vancouver entity requirements.
- Explore options within the existing legislative framework to establish a mechanism which would provide Metro Vancouver with a portfolio of lands for organization-wide purposes.
- Enhance performance measurement (metrics, KPIs, dashboards) to support operational decision-making and management reporting.
- Undertake Continuous Improvement (CI) initiatives focused on streamlining processes:
 - Continued implementation of new legal contract templates
 - Systems and tools review

Procurement

- Enhance performance measurement (metrics, KPIs, dashboards) to support operational decision-making and management reporting.
- Establish annual Board reporting to outline Metro Vancouver’s procurement activity.
- Undertake Continuous Improvement (CI) initiatives focused on streamlining processes:
 - Core process reviews (contracting, bidding, spend analytics, etc.);
 - Technology and system optimization review (identify and implement changes to current systems to better support operational work); and

- Complete review of all legal tools and templates and implement changes (bid and contract documents).
- Conduct review of warehousing and material management practices to further standardize processes across the organization.

Facilities

- Undertake Continuous Improvement (CI) initiatives focused on streamlining processes:
 - Implement an automated work order system to better allow for work coordination
 - Review & update internal policies relating to Facilities Management including space planning standards, guidelines and practices.
- Develop a long-term maintenance plan for building assets
- Lead the implementation of charging stations for electric vehicles

PROJECT DELIVERY

Liquid Waste Projects

Description of Services

The Liquid Waste Projects function within Project Delivery provides support to Liquid Waste by achieving excellence in the delivery of the organization's largest and most complex capital projects.

Working alongside owner departments, Project Delivery brings together best practice skills and resources from multiple disciplines and departments while ensuring projects are adequately resourced and have high level of engagement with both internal and external stakeholders. This support has allowed for Liquid Waste Services to focus resources and planning on service provision and ensure that the highest value, risk and consequence projects are given improved oversight.

Strategic Directions and High-Level Goals Supported

Support the goals of the Liquid Waste Department in the delivery of liquid waste services through the projects delivered:

- Support the management of Metro Vancouver's liquid waste systems.
- Support the long-term resilience goals of the regional sewerage and drainage system to withstand natural hazards, climate change and other significant disruptions.
- Develop and implement financial plans and policies that reflect a commitment to sound financial management and long-term planning.
- Strengthen awareness and engagement with the public, GVS&DD members, other orders of government, and key stakeholders on a range of initiatives that will ensure that the projects delivered meet the regional liquid waste goals of protecting public health and the environment.

Ensure value for money in providing major infrastructure delivery services:

- Achieve excellence in the delivery of high-value, high-risk and complex capital projects.
- Implement project controls and robust monitoring on Metro Vancouver's most complex infrastructure projects.
- Ensure complex project risks are adequately identified, quantified and mitigated.

2025 Key Actions

North Shore WWTP Project

- Full mobilization of General Contractor for construction contract (C2)
- Full mobilization of Owner, field EOR team, and Owner's Engineer to site
- Continue procurement transfer of major equipment packages
- Commence plant operating system controls development

Northwest Langley WWTP Projects

- Continue archeological field work on the future wastewater treatment plant site
- Progress detailed design work for the future wastewater treatment plant
- Finalize outfall location and complete preliminary design work

Iona Island WWTP Project

- Finalize Phasing Options Assessment to respond to cost sustainability considerations as presented at GVS&DD Board in July, 2024.
- Complete PDR Revalidation commence Preliminary Design for the WWTP in Q3-2025
- Complete pilot testing of secondary/tertiary treatment technology
- Commence construction of early electrical works
- Procure Contractor to undertake Ground Improvements for Pre-load
- Commence construction on the Barge Berth
- Commence Construction of the Iona Causeway
- Continue addressing land tenure issues and critical permitting requirements
- Continue development of agreements with Musqueam Indian Band for ongoing collaboration and engagement throughout the projects, as well as future economic development opportunities
- Continue funding discussions with federal government including Canadian Infrastructure Bank

Annacis Island WWTP Stage 5 Expansion

- Complete construction of Phase 2 Early Works
- Continue detailed design of Phase 2 Remaining Works and issue RFP for ground improvements contract
- Procurement of Owner's Engineer for Digester No. 5
- Procurement of Owner's Engineer for Regional Biosolids Dryer

PROJECT DELIVERY

Project Controls & Commercial

Description of Services

Metro Vancouver provides critical services to the Metro Vancouver region through all four of its legal entities. The majority of these services rely on the existence and functionality of infrastructure assets to perform adequately. To deliver project excellence consistently, Metro Vancouver needs to have:

- 1) Best in Class standardized procedures to establish expectations
- 2) Knowledgeable and skilled workforce to effectively implement them

The Project Controls & Commercial Division of Project Delivery is responsible for leading the development, implementation and sustainment of the centers of expertise for project controls as well as contract and claim management.

Drawing from experience and industry best practices, the Project Controls Division helps support the delivery of competitive and predictable planning and execution of all major projects in the following areas of expertise:

- Cost Estimating
- Planning and Scheduling
- Cost and Schedule Control
- Risk Management
- Digitalization and Project Benchmarking
- Contract and Claim Management

Working alongside project managers and PMO, the Project Controls & Commercial Division will implement best practice procedures to deliver improved oversight and performance on major projects, ensuring alignment of contractors' practices with Metro Vancouver's best practices.

Strategic Directions and High Level Goals Supported

Ensure value for money for Metro Vancouver by:

- Ensuring long-term financial sustainability for Metro Vancouver by creating a robust and transparent process in developing risk-adjusted project cost estimates and schedules.
- Developing and implementing best practice procedures and tools for project oversight in the area of cost control, schedule and risk management as well as contract and claim management.
- Enabling confident and effective decision-making, by providing timely and high quality cost, schedule, and risk data.
- Realizing significant cost savings through in-sourcing of Project Controls specialized expertise on major projects and the reduction of external Project Controls consulting services.
- Building Metro Vancouver's capability through training and coaching of staff on Project Controls best practices.
- Encouraging and facilitating continuous improvement through data capture and advanced analytics of project information.

Performance Indicators

Indicator	2024 performance objective	Current performance (as at July, 2024)	2025 performance objective
Complete Project Controls digitalization. Roll-out of Primavera P6, P6 Reader, Acumen Suite, and Power BI Project Controls dashboard.	Deployed to 5 programs	Deployed to 3 programs. Partially deployed on 2 other programs.	Deployed to 100% of major projects.
Embedded project controls resources in HVRC Projects	Deployed to 5 major projects	Deployed to 5 major projects	Increase support levels using PC vacancies.
Project Controls (PC) knowledge transfer sessions*	10 PM Knowledge Transfer Sessions	15 PM Knowledge Transfer Sessions	30 PM Knowledge Transfer Sessions

*Includes in-person and virtual sessions in various topics including cost estimating, planning & scheduling, cost control, risk management, and digitalization/PMIS.

2025 Key Actions

Technical Excellence and Direct Project Support:

- As part of the PDE Community of Practice, deploy Project Controls Best Practices, including learning and organizational change management plan, to all PDE Water and Waste Water Programs in 2025. Focus in 2025 will be Cost Estimating, Reporting & Dashboards, Cost Control, and Planning & Scheduling.
- Accelerate deployment of Project Controls best practices by assigning more PDE Project Controls subject matter experts (in Planning & Scheduling, Cost Control, and Risk Management) to HVRC projects so that they could work alongside the program teams directly. Direct project support currently provided to Northwest Langley, North Shore, Iona, Coquitlam Water Supply, Annacis Stage 5, Annacis Outfall, and Stanley Park Water Supply Tunnel programs teams.

Digitalization and Continuous Improvement:

- Standardize cost escalation metrics based on reliable and updated market data, to enable consistent approach to estimating escalation on major projects.
- Continue to lead digitalization and Power BI integration so that IT could have a strategic view on how Project Controls systems will be integrated with Power BI and other corporate digital initiatives.
- Continue to standardize Project Controls KPIs and dashboards across programs to utilize advanced analytics on programs for decision-making purposes.

Knowledge Transfer and Internal Capability Development:

- Kick-off development of an internal project cost database to provide valuable metrics for cost estimating purposes.
- Knowledge Transfer - Engage and coach PDE staff on Project Controls best practices by conducting in person and online training programs.

PROJECT DELIVERY

Operating Budget (PMO)

Description of services

Metro Vancouver provides critical services to the Metro Vancouver region through all four of its legal entities. The majority of these services rely on the existence and functionality of capital infrastructure assets to perform adequately. The Project Delivery Department is responsible for delivering the highest value, consequence and risk projects for Water and Liquid Waste Services (funded through Liquid Waste and Water capital budgets) as well as leading the development, implementation and sustainment of centers of expertise for project management and organizational quality management across Metro Vancouver (allocated through operating budgets as centralized support).

- **Project and Portfolio Management** – A centralized Project Management team that is responsible for developing and implementing a corporate project management framework, a capital project stage gate framework, designing and delivering capital project related training and knowledge transfer sessions, and providing expert advisory services, to support Metro Vancouver's >\$10B five-year capital plan. The team is also responsible for leading the development, implementation and oversight of Project Management related IT systems to enable data-driven decision-making.
- **Quality Management** – A centralized organizational quality management team that is responsible for developing and implementing a corporate Quality Management System to comply with the Province of BC's Professional Governance Act and EGBC (Engineers & Geoscientists BC) requirements for regulation of firms that are engaged in the practice of professional engineering and geoscience, including reporting regularly to the CAO and GMs on compliance, audit-readiness and liability exposure. The team actively collaborates with local governments and other peer organizations in BC and throughout North America to enable best practices, continuous improvement and benchmarking.

Strategic directions and priority actions supported

Board Strategic Plan

- Deliver utility and regional services in a way that ensures affordability for residents and long-term financial sustainability for the organization.
- Ensure all services and infrastructure anticipate and meet regulatory requirements, and that the organization is responsive to legislative change.
- Ensure that Metro Vancouver decision-making is guided by the value of a regional perspective.
- Facilitate collaboration with member jurisdictions to create efficiencies and improve alignment between local government policies and actions with those of Metro Vancouver.
- Minimize operating and capital expenditures by continuing the implementation of improvement strategies.

Performance indicators

Indicator	Historical and/or industry benchmark	Current performance (as of August, 2024)	2025 performance objective
Project Management (PM) knowledge transfer deliveries*	>200 deliveries (10 PM Knowledge Transfer Sessions)	360 deliveries (15 PM Knowledge Transfer Sessions)	>300 deliveries
Projects using insourced PM enabling technologies (e.g. cost, schedule, risk, document controls, reporting)	25% of Highest Value, Risk, Consequence Capital Projects	60% of Highest Value, Risk, Consequence Capital Projects	80% of Highest Value, Risk, Consequence Capital Projects
Stage Gate reviews	5 MV Capital Projects	6 MV Capital Projects	5 MV Capital projects
Lean Six Sigma (LSS) Continuous Improvement Training deliveries*	67 deliveries (4 LSS Yellow Belt sessions)	57 of 67 deliveries completed	≥ 50 deliveries
Implementation of the 2023 Annual Internal Quality Audit Program	23 Quality Audits completed (100%) 2023: 100%	23% (5 of 23 completed)	100%
Conformance to Quality Management requirements for projects/professional activities or work audited	84%	Available by the end of November 2024	≥ 85% Conformance
Timely completion of actions related to audit findings	73%	100%	≥ 80% on time

* Number of people who attended in-person, virtual, and self-guided training, information sessions, workshops and presentations

2025 key actions

Project & Portfolio Management

- Progress the Project Management Framework to align with outcomes from the organization-wide Project Management Maturity Assessment, including:
 - Continue to implement the Stage Gate Framework for capital projects to enable transparent, well-informed, standardized and efficient decision making.
 - Update, develop, publish and train staff on project management standard practices, procedures, guidelines and templates.
 - Develop an online Project Management Manual on the Metro Vancouver Intranet, which will centralize all capital project management related standards, guides, processes, tools and templates related to delivery of capital infrastructure projects.
 - Continue to implement the Project Management Information System to in-source and standardize PM software used on capital projects and improve project management practices and coordination with consultants and contractors.
- Develop and publish MV-specific technical knowledge material to support staff, consultants and contractors
- Conduct lessons learned sessions to transfer knowledge on capital project delivery.

- Procure and sustain specialized project advisory services to enable improved delivery of capital infrastructure projects.

Quality Management

- Sustain the Quality Management System (QMS) aligned with the BC Professional Governance Act, Engineers & Geoscientists BC requirements and ISO 9001:2015.
- Implement and sustain an Annual Internal Quality Audit Program supported by a pool of Quality Auditors across MV in preparation for a potential EGBC Registered Firm Compliance Audit.
- Develop, manage and sustain updates and improvements to Metro Vancouver engineering technical specifications and standards.
- Sustain benchmarking initiatives with utilities across North America and globally in partnership with AWWA and WEF.
- Lead and promote continual improvement as related to the PGA aligned with QMS tools and processes and Lean Six Sigma.
- Expand the Lean Six Sigma Training Program (Yellow Belt and Green Belt) into LSS Program that includes Lean Six Sigma Yellow Belt and Green Belt training sessions and sustainment (includes coaching/mentoring of participants on completion of their projects/initiatives, change management, implementation of new projects, reporting on project successes, etc.)
- Provide quality management services for MV's highest value, risk consequence projects (quality auditing, on-site Quality Assurance (QA), advisory services, review of Quality Management Plan, etc.)

PROJECT DELIVERY

Water Projects

Description of Services

The Water Projects function within Project Delivery provides support to Water Services by achieving excellence in the delivery of the organization's largest and most complex capital projects.

Working alongside owner departments, Project Delivery brings together best practice skills and resources from multiple disciplines and departments while ensuring projects are adequately resourced and have high level of engagement with both internal and external stakeholders. This helps ensure the successful completion of the highest value, risk, and consequence projects for the regional water utility.

Strategic Directions and High-Level Goals Supported

Support the goals of the Water Services Department in the delivery of world class water services through the projects delivered:

- Support the management of Metro Vancouver's world-class water system.
- Support the long-term resilience goals of the regional drinking water system to withstand natural hazards, climate change and other significant disruptions.
- Develop and implement financial plans and policies that reflect a commitment to sound financial management and long-term planning.
- Strengthen awareness and engagement with the public, GVWD members, other orders of government, and key stakeholders on a range of initiatives that will ensure that the projects delivered meet the regional water goals of protecting public health and the environment.

Ensure value for money in providing major infrastructure delivery services:

- Achieve excellence in the delivery of high-value, high-risk and complex capital projects.
- Implement project controls and robust monitoring on Metro Vancouver's most complex infrastructure projects.
- Ensure complex project risks are adequately identified, quantified and mitigated.

2025 Key Actions

Coquitlam Lake Water Supply Project

- Complete Phase 2 site investigation work in Coquitlam Watershed
- Complete collaborative impact assessment with Kwikwetlem First Nation
- Submit applications for Water Licence and Volumetric right-of-way for tunnel to Province
- Commence treatment pilot testing

Coquitlam Water Main

- Continue construction of the first section of the project (South Section) on Pipeline Road between Robson Drive and Guildford Way
- Continue Detailed Design of Central, City Centre Tunnel, and Cape Horn Sections

Tunneling Projects

- Complete construction of the Second Narrows Water Supply Tunnel
 - Achieve substantial completion of construction, including completion of valve chambers, and installation of mechanical and electrical components.
 - Commence final tie-ins and commissioning/in-service, to be completed during low-flow winter seasons only from 2024/2025 to 2027/2028.
 - Complete final site restoration in 2029.
- Continue construction of the Annacis Water Supply Tunnel (commenced early 2022)
 - Complete tunnel excavation using Tunnel Boring Machine (shafts completed by end of 2024).
 - Commence construction of underground valve chambers.
 - Commence installation of steel water main in tunnel.
- Commence preliminary design phase of the Pitt River (Haney) Water Supply Tunnel.
- Continue construction of the Stanley Park Water Supply Tunnel
 - Preparation of work sites and commence central shaft construction.
 - Construction of by-pass piping system in winter of 2025/2026.
- Continue preliminary design of the Cambie-Richmond Water Supply Tunnel (commenced Fall 2024)
- Commence conceptual design of the Lulu-Delta Water Supply Tunnel.

Allocated Programs

2025 to 2029 – WHAT’S HAPPENING

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

Initiative	Description	Theme
2025 - 2029		
CORPORATE SERVICES		
Cyber Resilience	Improve cyber security and resilience through improved architecture, new tools, and upgraded hardware to proactively mitigate the risks posed by evolving cyber security threats.	System Stewardship
Desktop User Experience	Upgrading of hardware and software to the latest standards to enhance users productivity by providing better collaboration with the latest tools.	System Stewardship
Integration Platform	Implement a system integration architecture to provide standardized and modern integration methods for on-premise and cloud systems.	System Stewardship
ERP Saas Migration & Integration Re-design	Migrate core ERP systems to the cloud including modernizing integrations to the financial and asset management systems.	Cloud Migration
Asset Management System Re-implementation	Re-implement the Enterprise Asset Management system to better facilitate field work and analyze asset lifecycle costing.	System Stewardship
Metrolytics Data Warehouse and Reporting	Continue enhancing and expanding the corporate Data Warehouse with new datasets, facilitated by PowerBI for advanced data analytics.	Data Analytics and Corporate Reporting
Database Management Enhancements	Strengthen various database operations and security. Implement data encryption and improve data replication.	System Optimization
Records Management System Enhancement	Enhance the corporate records management system to improve user experience and system integration.	Information Management
Project Management Information System Pilot and Corporate Implementation	Pilot the use of e-Builder as a corporate Project Management Information System implementation.	System Stewardship Organizational Effectiveness

Service Request Software Implementation	Implement a request tracking system to standardize and streamline the lifecycle of a request for service from across the organization into a single repository.	Collaboration and Strong Partnerships Organizational Effectiveness System Stewardship
IT Work Planning and Prioritization with Azure DevOps	Optimize Microsoft Azure DevOps to support the delivery of a corporate wide IT Work Planning model.	Collaboration and Strong Partnerships Organizational Effectiveness
Fleet Electrification	Further electrify the fleet and assist with a comprehensive electric vehicle charging infrastructure plan.	Climate Action and Environmental Health
Afternoon Maintenance Shift	Establish a self-sufficient afternoon shift focused on improving fleet uptime for operational groups while completing more maintenance in-house	System Stewardship
Apprenticeship and Electric Vehicle Training	Train and develop staff into skilled tradespeople in an industry that is innovating quickly.	System Stewardship
Corporate Safety, Security, and Emergency Management	Safety Management System Awareness Initiative – Promoting familiarity and use of the Corporate Safety Management System Standards, Procedures, Tools and Forms.	System Stewardship
Corporate Safety, Security, and Emergency Management	Create and launch safety data dashboard harnessing the Metrolytics Data Analytics Platform.	System Stewardship
Corporate Safety, Security, and Emergency Management	Hazard Identification and Risk Assessment Initiative – Increasing familiarity with the process of hazard identification, risk assessment and control. Enhanced training and focus on the use of tools and documentation.	System Stewardship
Corporate Safety, Security, and Emergency Management	Implementation of Emergency Alerting System (Alertable) is complete and continue to work with MV departments regarding operational messaging.	System Stewardship
Corporate Safety, Security, and Emergency Management	Enhanced security awareness training has been implemented and continue to deliver training sessions to MV operating departments.	System Stewardship
Corporate Safety, Security, and Emergency Management	Leverage technology to enhance communication and situational awareness across the organization during emergencies.	System Stewardship
Corporate Safety, Security, and Emergency Management	Communicate the implementation of the Emergency and Disaster Management Act which replaced the Emergency Program Act. Update operating departments on pending legislative changes (EM Modernization).	System Stewardship

EXTERNAL RELATIONS		
Community and Stakeholder Engagement and Collaboration	<p>Effective leadership of community engagement for organizational initiatives including capital projects and management plans.</p> <p>Support for Invest Vancouver Support for First Nations Engagement</p>	<p>System Stewardship</p> <p>Regulatory and Legislative Environment</p> <p>Regional Growth</p> <p>Climate Action</p> <p>Resilience</p> <p>Financial Sustainability</p>
Intergovernment Relations and Leadership Engagement	<p>Build and maintain effective relationships with federal, provincial, and local governments and other stakeholders in support of Metro Vancouver priorities and interagency issues, in particular the Iona Island Wastewater Treatment Plant projects, affordable housing, and climate action. Convene and build relationships with other government agencies and international government bodies, to build networks of collaboration and best practices.</p>	<p>System Stewardship</p> <p>Regulatory and Legislative Environment</p> <p>Climate Action</p> <p>Resilience</p> <p>Regional Growth</p> <p>Financial Sustainability</p>
Behaviour Change Campaigns and Communications Planning	<p>Campaigns and education/awareness building efforts in support of water conservation, zero waste, source control, surfactants and I&Is, regional parks, regional planning, housing, and air quality/climate change. Critical research, focus group testing and developing and implementing communications strategies across all departments.</p> <p>Convene and build relationships with member jurisdictions so they can successfully engage and collaborate on regional campaigns and priorities. Engagement of youth, including K-12 schools program in support of MV priorities and BC curriculum. Enforcement of strong messaging for bylaw development on residential wood burning and NRDE.</p>	<p>Climate Action</p> <p>System Stewardship</p> <p>Regulatory and Legislative Environment</p> <p>Resilience</p>

Media Relations and Issues Management	Proactive issues management, media engagement, and social media presence engaging public, business communities, and government on Metro Vancouver strategic priorities.	Climate Action System Stewardship Resilience
Brand Development and Awareness	Creation of videos about Metro Vancouver operations, issues, and policy. Distribution of videos to community television stations, online distribution, commercial television and other mechanisms. Enhancements in web environment and UX. Technical AV support and event logistics and coordination for in-person events and engagements. Video, web, and graphic design support for campaigns, major events and conferences. Corporate printing services. Development of live experiential and online virtual walkthroughs and spaces.	System Stewardship Regulatory and Legislative Environment Regional Growth Climate Action Resilience Financial Sustainability
FINANCIAL SERVICES		
Long Term Financial Planning	With the Board, develop a Long Term Financial Plan to guide strategic and service level decisions and promote fiscal responsibility.	Financial Sustainability System Stewardship
Automation of Key Financial Processes and Reports	Create efficiencies and reduce staff time to respond to emerging issues by reducing manual processing time where practice by strategic investment in processes.	Financial Sustainability
Decision Support	Increase modelling capacity to enhance financial analysis, projection and organizational decision support.	Financial Sustainability
Alternative Rates and Revenues	Examine alternative approaches and revenue sources to fund Metro Vancouver services sustainably.	Financial Sustainability
HUMAN RESOURCES		
Build on Diversity, Equity and Inclusion Initiatives	Further enhance the comprehensive, organization-wide Diversity, Equity and Inclusion Strategy, including initiatives to support newcomers to Canada in employment opportunities. Explore opportunities to expand employment opportunities for individuals with disabilities.	Regional growth System Stewardship Resilience

Support Succession Planning	Continue providing support to leaders and staff in succession plans and workforce development to fill key roles.	Regional growth System Stewardship Resilience
Foster Skills and Leadership Training and Build Capacity	Build on current training programs for individual contributor and leadership career paths. Complete redevelopment of leadership competencies and align personal development plans with training offerings.	Regional growth System Stewardship Resilience
Further Develop Talent Pipelines	Build on the growth of talent pipelines through recruitment campaigns and continued partnering with local colleges and universities, as well as organizations supporting newcomers to Canada. Support and revitalize knowledge transfer initiatives and mentorship programs for current and new staff. Continue to deliver enhanced training to supervisors and staff.	Regional growth System Stewardship Resilience
Leverage Informed –Decision Making	Use technology and enhanced data to enhance decision-making around people strategies, from recruitment to retention, development, support and health and wellness.	Regional growth System Stewardship Resilience
Implement new HR Strategic Plan	Support and implement the newly developed 5- year HR strategic plan.	Regional growth System Stewardship Resilience
Leverage Technology for Operational Enhancement	Review opportunities to refresh or replace HRIS to support operational enhancement and efficiencies.	Regional growth System Stewardship Resilience

INDIGENOUS RELATIONS		
Regional Gatherings, Community to Community Forums, and/ or other Special Events	Events to be co-hosted by Metro Vancouver Indigenous Relations Committee and Metro Vancouver Board with local area First Nations.	Reconciliation
First Nations Engagement	1. Complete and implement an updated First Nations engagement approach; and 2. Track, analyze and make recommendations regarding Metro Vancouver's evolving obligations as implementation of the provincial Declaration on the Rights of Indigenous Peoples Act Action Plan progresses. Issues will include, but are not limited to, "advancing First Nations' participation in regional district boards" and working on "initiatives to advance collaborative stewardship of the environment, land and resources."	Reconciliation
Policy Review and Development	Review of existing policies, processes and practices for improving opportunities for engagement with First Nations based on the Board's commitment to Reconciliation and First Nations' expectations.	Reconciliation
Project Data Portal	Completion of various phases of a web-based platform for sharing project information and engaging with First Nations.	Reconciliation
Archaeological Management	Collaborate with First Nations on a renewed Metro Vancouver approach and policy on archaeological management.	Reconciliation
Capital and Construction Projects	Support ongoing First Nation engagement efforts on Metro Vancouver capital and construction projects.	Reconciliation
Sensitive Ecosystem Inventory	Support First Nation engagement in the 5-year update of the sensitive ecosystem inventory for the region.	Reconciliation
Climate 2050	Support First Nation engagement and participation in the implementation of the Climate 2050 issue area roadmaps.	Reconciliation
Liquid Waste Management Plan	Support First Nation engagement and participation in the plan update.	Reconciliation
Drinking Water Management Plan	Support First Nations engagement and participation in the plan update.	Reconciliation
Solid Waste Management Plan	Support First Nation engagement and participation in the plan update.	Reconciliation

PROCUREMENT AND REAL ESTATE SERVICES		
Facilities	<ul style="list-style-type: none"> Develop long-term capital plan for building maintenance for head office and Lake City Operations Centre Assess the delivery of facilities services across the organization to standardize practices 	Financial Sustainability
Real Estate	<ul style="list-style-type: none"> Develop a corporate real estate strategy for the organization to provide long term financial and operational sustainability. Accelerate the acquisition of proper land rights to further the outstanding rights of ways program 	Financial Sustainability System Stewardship
Procurement	<ul style="list-style-type: none"> Enhance the data, analytics, and market information available to drive value decision-making in procurement activity Continue to improve and streamline procurement processes and systems to gain more efficiency and refine the allocation of resources 	Financial Sustainability
PROJECT DELIVERY		
Project Management Framework	Development, implementation, training and sustainment of improved and standardized project management processes, templates, reports and systems to be used on capital projects in Metro Vancouver.	Financial Sustainability
Stage Gate Framework	Phased implementation of Stage Gate Framework across Metro Vancouver capital projects for improved transparency and consistency for decision makers to review key components of a project and make go/no-go decisions on whether a project has completed sufficient due diligence to confirm readiness to proceed to the next stage.	Financial Sustainability
Corporate Project Management Information System	Phased implementation of a corporate wide software solution integrated with MV's financial, document and other systems to improve efficiency, effectiveness and consistency in delivery of capital projects across Metro Vancouver, in line with best practices from other leading large utilities with large capital programs globally.	Financial Sustainability
Capital Projects Impact Mitigation Framework	Collaboration with Regional Engineers Advisory Committee and Regional Administrators Advisory Committee to standardize practices for assessing and mitigating impacts of capital projects on member jurisdictions	Financial Sustainability
Quality Management System	Develop, implement and sustain an annual internal quality audit program supported by a pool of quality auditors across MV in preparation for a potential EGBC registered firm compliance audit.	Regulatory and Legislative

Project Document Management Improvements	Implement continuous improvement projects related to control of project documentation to ensure ongoing compliance with BC Professional Governance Act.	Regulatory and Legislative
Highest Value, Risk, Consequence Projects	Continue to implement improved governance, oversight and controls for the organization's highest value, risk and consequence projects.	Financial Sustainability

METRO VANCOUVER DISTRICTS

2025 - 2029 PROJECTED RESERVES - CENTRALIZED SUPPORT SERVICES

DISCRETIONARY RESERVES

	2024 ENDING BALANCE	2025 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE	2028 ENDING BALANCE	2029 ENDING BALANCE
Centralized Support Reserve	\$ 30,523,435	\$ 30,523,435	\$ 4,458,272	\$ (11,746,266)	\$ 671,986	\$ 14,205,800	\$ 14,205,800	\$ 9,720,479	\$ 7,947,120	\$ 26,305

STATUTORY RESERVES

	2024 ENDING BALANCE	2025 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE	2028 ENDING BALANCE	2029 ENDING BALANCE
Corporate Self Insurance Reserve	\$ 1,675,691	\$ 1,675,691	\$ —	\$ —	\$ 41,892	\$ 1,717,583	\$ 1,760,523	\$ 1,804,536	\$ 1,849,649	\$ 1,895,890
Corporate Fleet Reserve	15,882,313	15,882,313	1,809,962	(7,294,700)	328,499	10,726,074	7,246,968	6,261,664	5,057,713	5,822,766
Total	\$ 17,558,004	\$ 17,558,004	\$ 1,809,962	\$ (7,294,700)	\$ 370,391	\$ 12,443,657	\$ 9,007,491	\$ 8,066,200	\$ 6,907,362	\$ 7,718,656



Burnaby Lake Regional Park

2025 – 2029 FINANCIAL PLAN

ALLOCATED PROGRAMS

Harji Varn, GM of Financial Services/CFO

Finance Committee – October 9, 2024
68638307



ALLOCATED PROGRAMS OVERVIEW

- Corporate Services (CS)
- External Relations (ERL)
- Financial Services (FS)
- Human Resources (HR)
- Indigenous Relations (IRL)
- Legislative Services (LS)
- Procurement & Real Estate Services (PRS)
- Project Delivery (PD)

CONTINUOUS IMPROVEMENT – 2024 COMPLETE OR ONGOING

Allocated Programs – Centralized Support

Initiative	Outcomes
Build on Diversity, Equity and Inclusion Initiatives (CS)	<ul style="list-style-type: none"> • Opportunities for Internationally Trained Engineers to gain experience to acquire their Canadian P.Eng
Metrolytics Data Warehouse and Reporting (CS)	<ul style="list-style-type: none"> • Enhanced data-driven decision making. Centralized corporate reporting
Implement Event Ticketing System (ERL)	<ul style="list-style-type: none"> • Online event request system removes duplication between event management and technical support teams

CONTINUOUS IMPROVEMENT – 2025 NEW

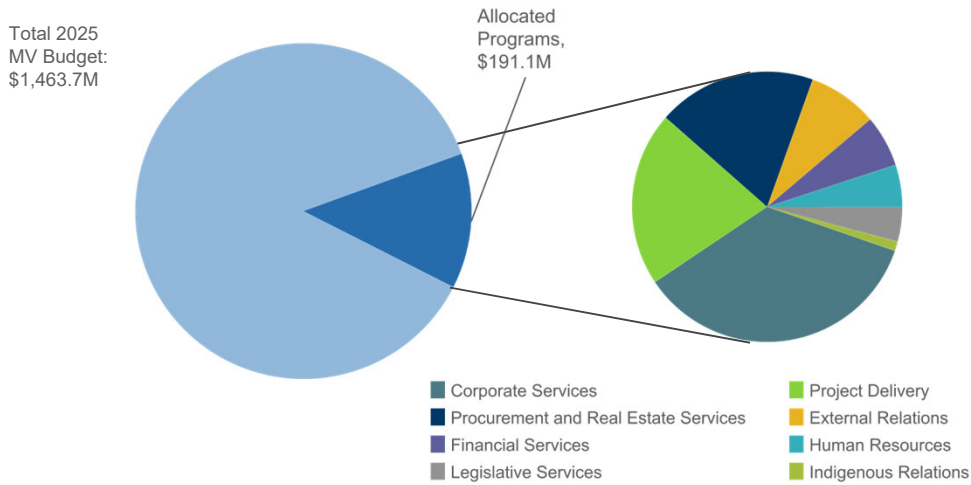
Allocated Programs – Centralized Support

Initiative	Outcomes
Improving the operating model and service delivery (PRS)	<ul style="list-style-type: none"> • Improve the quality and efficiency of the procurement, real estate and facilities lifecycle, improve control and risk mitigation
Develop e-learning training for PAFI; update RM training (BIS)	<ul style="list-style-type: none"> • Train staff on Metro Vancouver’s obligations under FIPP; MV’s privacy policy and Records management requirements
Expanded Template Program and Client Satisfaction Survey (LS)	<ul style="list-style-type: none"> • Self-sufficiency with standardized agreements will boost capacity. Continually assess performance; overall CSAT score of 90%

BUDGET OVERVIEW

Allocated Programs Financial Plan

2025 Operating Budget Breakdown - Allocated Programs



OPERATING EXPENDITURES

Allocated Programs Financial Plan

Overview:

2024 Operating Budget \$178.8M

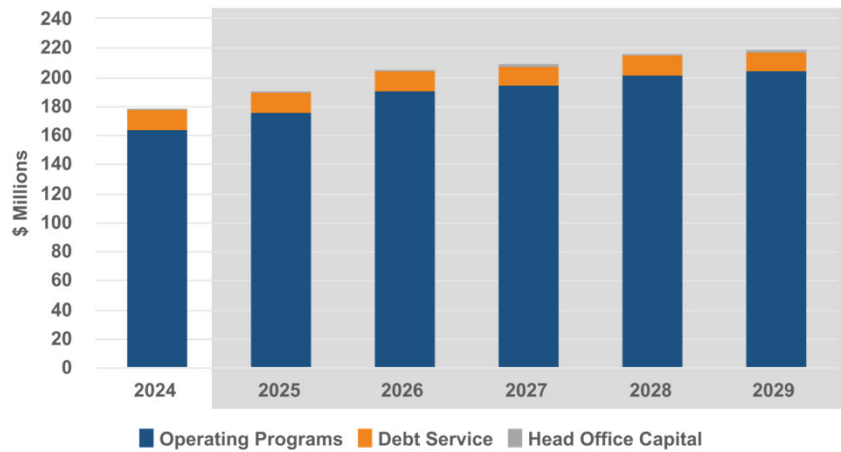
2025 Operating Budget \$191.1M

6.9% increase

Drivers for Change:

- Cyber security and system improvements
- Support for capital program

2025 - 2029 Allocated Programs Financial Plan



OPERATING FUNDING

Allocated Programs Financial Plan

Overview:

2024 Operating Budget \$178.8M

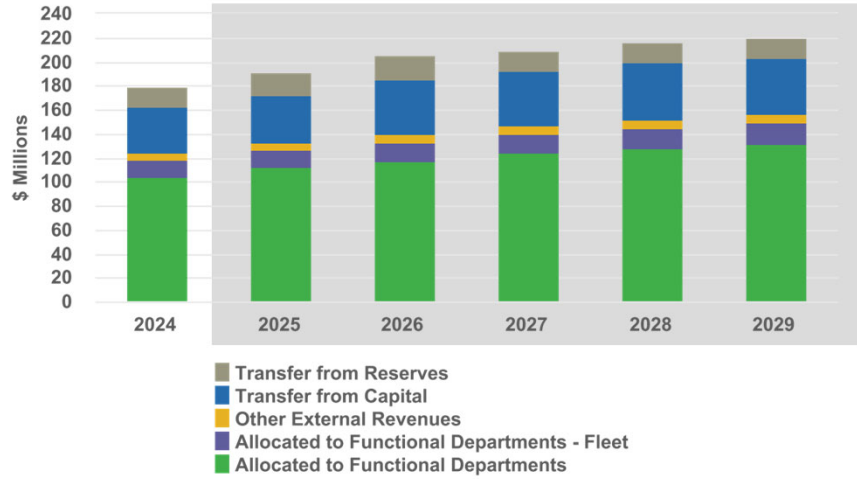
2025 Operating Budget \$191.1M

6.9% increase

Drivers for Change

- Corporate teams catching up to support functional programs
- Capital support charged directly to projects

2025 - 2029 Allocated Programs Financial Plan



ALLOCATED PROGRAMS FINANCIAL PLAN SUMMARY

Allocated Programs 2025 - 2029

	2024	2025	2026	2027	2028	2029
Total Expenditures (\$ Millions)	\$178.8	\$191.1	\$205.8	\$209.1	\$216.2	\$219.2
% Change		6.9%	7.7%	1.6%	3.4%	1.4%
Allocated to Functional Entities (\$ Millions)						
GVWD	\$37.4	\$39.1	\$40.3	\$42.7	\$43.3	\$43.9
GVS&DD	\$53.4	\$59.2	\$63.3	\$67.7	\$71.5	\$75.1
MVHC	\$2.7	\$2.9	\$2.9	\$2.9	\$2.9	\$2.8
MVRD	\$9.4	\$9.2	\$9.4	\$9.0	\$8.8	\$8.4
Total	\$102.9	\$110.4	\$115.9	\$122.2	\$126.6	\$130.3
% Change		7.3%	4.9%	5.5%	3.5%	2.9%



Campbell Valley Regional Park

Questions?

metrovancouver

9

To: Finance Committee

From: Jerry Dobrovlny, Commissioner/Chief Administrative Officer
 Harji Varn, General Manager, Financial Services/Chief Financial Officer

Date: October 2, 2024 Meeting Date: October 9, 2024

Subject: **2025 - 2029 Financial Plan – Regional District Service Areas**

RECOMMENDATION

That the Finance Committee endorse the 2025 - 2029 Financial Plan for the Regional District Service Areas as presented in the report dated October 2, 2024, titled “2025 - 2029 Financial Plan – Regional District Service Areas”, and forward it to the Metro Vancouver Board Budget Workshop on October 16, 2024 for consideration.

EXECUTIVE SUMMARY

The 2025 - 2029 Metro Vancouver Financial Plan has been prepared following direction from the Financial Plan Task Force and from the Board at the Board Budget Workshops. The 2025 Budget has come under the household impact targets that were recommended by the Financial Plan Task Force and endorsed by the Board, which has resulted in an overall consolidated household impact for 2025 of 9.9%, down from the 11.0% projected for 2025 in the prior financial planning cycle.

In 2025, the operating budget for Regional District Service is proposed to increase by 0.9 million (3.4%) for a total of 27.6 million. The requisition is proposed to increase 1.2 million (5.9%) for a total of \$16 household impact to the average regional household (which compares to a previous forecast for 2025 of \$16).

These MVRD impacts are included in the overall Household Impact increase of 9.9% (\$79) for all Metro Vancouver services for 2025.

PURPOSE

To present the 2025 - 2029 Financial Plan for Regional District Service Areas of E911 Emergency Telephone Service, General Government Administration, General Government Zero Waste Collaboration Initiatives, Invest Vancouver, Regional Emergency Management, Regional Employers Services, Regional Global Positioning System (Regional GPS), and Sasamat Fire Protection Service for consideration by the Finance Committee.

BACKGROUND

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

Three Board Budget Workshops were held in the spring with the objective to seek direction for the preparation of the 2025 - 2029 Financial Plan. This has resulted in a plan that maintains the goals and objectives of Metro Vancouver while minimizing the impact on ratepayers through evaluation and optimizing the capital and operating programs. This report focuses on the Regional District Service Areas function including both operating and capital budget elements for 2025 to 2029.

This report focuses on the Regional District Service Areas and presents the 2025 provisional annual budget and the updated five-year plan for the years 2025 to 2029 for Committee consideration.

REGIONAL DISTRICT SERVICE AREAS

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

These service areas include the following functions:

- E911 Emergency Telephone Service;
- General Government Administration;
- General Government Zero Waste Collaboration Initiatives;
- Invest Vancouver;
- Regional Emergency Management;
- Regional Employers Services;
- Regional Global Positioning System; and
- Sasamat Fire Protection Service.

The financial plans for the Regional District Service Areas contribute to the overall projected MVRD Financial Plan and are combined with plans for the MVRD statutory functions of Air Quality and Climate Action, Housing Planning and Policy, Regional Parks, and Regional Planning. The 2025 - 2029 Financial Plans for those functions have been presented separately to their respective Standing Committees, along with a presentation to the Electoral Area Standing Committee of the Electoral Area Service Financial Plan.

WORK PLAN PERFORMANCE INDICATORS

High level qualitative and quantitative performance indicators have been developed across the organization to evaluate trends, determine key actions for the coming year, and to assist in long term planning. The 2025 Regional District Service Area Work Plans for E911 Emergency Telephone Service, General Government Administration (Board and Legislative Services), General Government Zero Waste Collaboration Initiatives, Invest Vancouver, Regional Emergency Management, Regional Employers Services, Regional GPS, and Sasamat Fire Protection Service are presented in this report. Within these Work Plans, 18 performance indicators have been developed and are being tracked. These include:

E911 Emergency Telephone Service

- 95/5 Service level through each quarter

Regional Employers Services

- Number of page visits to RES website and myRES Portal
- General Government Zero Waste Collaboration Initiatives
- Number of members in the National Zero Waste Council (NZWC)
- Invest Vancouver
- Number of unique visitors to the Invest Vancouver website
 - Number of reports published
- Regional Emergency Management
- Conduct one region-wide emergency exercise per year
- Regional Global Positioning System
- Percent of service uptime
 - Post-mission data availability
- Sasamat Fire Protection Service
- Ongoing training of volunteers

CONTINUOUS IMPROVEMENT

Some of the continuous improvement initiatives for Regional District Service Area which have been identified for 2025 include:

- Leveraging Multi-Factor Authentication, elected officials have immediate access to more information and services that are also better protected;
- Create an inventory of applications and utilities used or supported by the Board Secretariat (RMT, AT, Board Vote, ACT);
- Implementation of NextGen-911 with partners TELUS, member jurisdictions, and secondary and primary PSAPS. NextGen-911 will update the 9-1-1 service infrastructure;
- With significant changes expected by the Province in relation to emergency management legislation over the next number of years, IPREM will provide ongoing guidance to member jurisdictions with respect to new obligations;
- Emergency Regional Exercises will strengthen collaboration between local and provincial governments and key partner organizations for emergencies;
- Consolidation and delivery of regional events, making use of best practice for delivery, including virtual platforms;
- Ongoing development of regional policy guidelines, templates, and tools, including subject-specific web pages, to support member jurisdictions with emerging issues of regional significance;
- High Precision Network (HPN) Maintenance - 40 HPN monuments replaced to ensure continuous improvement of ~350-station HPN; and
- Expanded audience reach and profile of Love Food Hate Waste Campaign through engagement with the global Food Waste Action Week campaign organized by WRAP.

2025 BUDGET AND 2025 - 2029 FINANCIAL PLAN

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

- Financial Sustainability and Regional Affordability
- Climate Action

- Resilient Services and Infrastructure
- Reconciliation
- Housing

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

The overall Regional District Summary for 2025 - 2029 are included as Attachment 1 and the 2025 - 2029 Financial Plans for the Regional District Service Areas presented in this report are included as Attachment 2. The 2025 Annual Work Plans for the Regional District Service Areas presented in this report are included in Attachment 3, and the summary of the Regional District Service Areas program highlights, 2025 - 2029 “What’s Happening”, is included under Attachment 4.

Regional District Summary

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

Air Quality and Climate Action	Regional Emergency Management
E911 Emergency Telephone Service	Regional Employers Services
Electoral Area Service	Regional Global Positioning System
General Government Administration	Regional Parks
General Government Zero Waste Collaboration Initiatives	Regional Planning
Housing Planning and Policy	Sasamat Fire Protection Service
Invest Vancouver	

The full MVRD 2025 - 2029 Financial Plan for the next five years is summarized below:

REGIONAL DISTRICT SERVICES FIVE-YEAR FINANCIAL PLAN OVERVIEW							
\$ Millions	2024	2025	2026	2027	2028	2029	5 Year Average
Tax Requisition	113.2	117.2	105.3	108.3	112.0	116.1	
% Change		3.6%	(10.2%)	2.8%	3.4%	3.7%	0.7%
Total Expenditures	146.5	152.2	133.9	136.5	141.5	145.5	
% Change		3.9%	(12.0%)	2.0%	3.7%	2.8%	0.1%
Total Capital Cash Flow	32.0	44.4	38.4	35.0	36.4	30.3	36.9
Household Impact (\$)	92	94	84	85	86	87	
% Change		2.3%	(10.9%)	0.8%	1.5%	1.8%	(0.9%)

The Regional District Service Areas, along with the statutory functions of Air Quality and Climate Action, Housing Planning and Policy, Regional Parks, and Regional Planning, form the MVRD which is primarily funded through tax requisitions. To support the Regional District for the years 2025 - 2029, MVRD tax requisitions are increasing \$2.9 million over the five-year period, from \$113.2 million in 2024 to \$116.1 million in 2029, representing an average annual decrease of \$0.59 million. The decrease in the MVRD Requisition starts in 2026, which is driven by the phase-in of a park acquisition DCCs. This allows for a decrease to the contribution to the park acquisition and development reserve as it is now being funded from DCCs and not the MVRD Tax Requisition.

Operating Budget Highlights

In 2025, total expenditures for the Regional District Service Areas not presented separately to other standing committees are proposed to increase \$1.2 million for total expenditures of \$27.6 million (Attachment 2).

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

Regional District Service Areas	Total Expenditures 2025 - 2029 \$ Millions	Average Annual Expenditures \$ Millions	Average Annual Increase (Decrease)
E911 Emergency Telephone Service	37.9	7.6	4.1%
General Government Administration	45.6	9.1	1.8%
General Government-Zero Waste Collaboration Initiatives	3.2	0.6	(12.7%)
Invest Vancouver	24.8	5.0	4.4%
Regional Emergency Management	1.1	0.2	2.7%
Regional Employers Services	22.4	4.5	1.3%
Regional Global Positioning System	3.4	0.7	11.9%
Sasamat Fire Protection Service	4.8	1.0	1.4%

With the Regional District Service Areas noted above, the primary focus is one of stewardship in maintaining an established level of service.

The Sasamat Fire Protection Service proposed budget was presented to the Sasamat Fire Department Trustees on September 5, 2024 which had included additions to the operating program and additions to the contributions to the reserves for total of \$400,000. This amendment has been reflected in the 2025-2029 Financial Plan.

Reserve Funds

Reserve usage within the Regional District Service Areas include one-time equipment purchases or upgrades, as well as one-time initiatives which are delivered through contract services in accordance with the Board approved *Operating, Statutory and Discretionary Reserves Policy*. In 2025, \$2.5 million in reserve funding has been applied in these Regional District Service Areas.

The 2025 - 2029 Projected Reserves for the Regional District Service Areas are included in Attachment 5.

APPROVAL PROCESS

The proposed 2025 - 2029 Financial Plan and Annual Work Plan is presented for consideration and endorsement before being forwarded to the Board for consideration. The next steps of the process are:

- The 2025 - 2029 Financial Plan and Annual Work Plan will be presented for consideration to the Finance Committee on October 9, 2024 and at the Metro Vancouver Board Budget Workshop on October 16, 2024.
- The Board will consider adoption of the 2024 Budget and endorsement of the 2025 - 2029 Financial Plan on November 1, 2024.

ALTERNATIVES

1. That the Finance Committee endorse the 2025 - 2029 Financial Plan for the Regional District Service Areas as presented in the report dated October 2, 2024, titled "2025 - 2029 Financial

Plan – Regional District Service Areas”, and forward it to the Metro Vancouver Board Budget Workshop on October 16, 2024 for consideration.

2. That the Finance Committee amend the 2025 – 2029 Financial Plan for Regional District Service Areas as follows: _____; and forward the amended Financial Plan to the Metro Vancouver Board Budget Workshop on October 16, 2024 for consideration.

FINANCIAL IMPLICATIONS

If the MVRD Board endorses the 2025 - 2029 Financial Plan for the Regional District Service Areas, as presented under Alternative 1, in 2025 the requisitions for the service areas outlined in this report will increase by \$1.2 million comprising part of the overall MVRD requisition. The Regional District Service Area requisitions form part of the overall MVRD tax requisition which is projected to be \$117.2 million in 2025, representing a \$2 increase (2.3%) to the average regional household for an annual cost of \$94 after taking into account regional population growth.

Over the term of the five-year plan, the annual requisitions for the Regional District Service Areas outlined in this report are projected to increase by an average of \$665,188 per year. It is anticipated that the cost to the average regional household over the next five years for all MVRD services, including these Regional District Service Areas, will decrease from \$94 in 2025 to \$87 in 2029 representing an average annual decrease of \$1.

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

SUMMARY / CONCLUSION

The 2025 - 2029 Financial Plans for the Centralized Support Program have been prepared following direction received at the May 31, 2024 Metro Vancouver Board Budget Workshop and to respond to direction provided in the Board Strategic Plan. It is presented to Committee and Board members to provide overview information on activities and financial impacts for the years 2025 to 2029 for the Regional District Service Areas of E911 Emergency Telephone Service, General Government Administration, General Government Zero Waste Collaboration Initiatives, Invest Vancouver, Regional Emergency Management, Regional Employers Services, Regional GPS, and Sasamat Fire Protection Service.

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

Staff recommend endorsing the 2025 - 2029 Financial Plans for Regional District Service Areas as presented under alternative one.

Attachments:

1. 2025 - 2029 Financial Plan – Regional District Summary
2. 2025 - 2029 Financial Plans
 - E911 Emergency Telephone Service
 - General Government Administration
 - General Government Zero Waste Collaboration Initiatives
 - Invest Vancouver
 - Regional Emergency Management
 - Regional Employers Services
 - Regional Global Positioning System
 - Sasamat Fire Protection Service
3. 2025 Work Plans
4. 2025 - 2029 “What’s Happening”
5. 2025 - 2029 Projected Reserves – Regional District
6. 2025 - 2029 Financial Plan – Regional District Service Areas – Presentation

**METRO VANCOUVER REGIONAL DISTRICT
REGIONAL DISTRICT SUMMARY
2025 - 2029 FINANCIAL PLAN
2025 BUDGET REVIEW**

Attachment 1

	2024 BUDGET	2025 BUDGET	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE	2029 FORECAST	% CHANGE
REVENUES											
Metro Vancouver Regional District Requisitions	\$113,178,691	\$117,237,833	3.6%	\$105,264,055	(10.2%)	\$108,261,109	2.8%	\$111,995,103	3.4%	\$116,115,756	3.7%
Compensation Services Revenue	598,160	738,700	23.5%	859,129	16.3%	978,769	13.9%	1,101,835	12.6%	1,128,953	2.5%
Collective Bargaining Services Revenue	1,061,436	1,165,689	9.8%	1,242,885	6.6%	1,318,177	6.1%	1,398,664	6.1%	1,431,856	2.4%
Electoral Area Requisition	433,645	454,892	4.9%	468,469	3.0%	467,725	(0.2%)	487,429	4.2%	497,186	2.0%
Regional Global Positioning System User Fees	306,424	311,558	1.7%	327,493	5.1%	337,548	3.1%	369,191	9.4%	412,472	11.7%
User Fees	3,890,074	4,179,292	7.4%	4,685,616	12.1%	5,189,536	10.8%	5,693,554	9.7%	5,797,672	1.8%
Non-Road Diesel Fees	1,316,250	1,690,000	28.4%	2,055,000	21.6%	2,895,000	40.9%	2,890,000	(0.2%)	2,890,000	0.0%
Love Food Hate Waste	375,000	–	(100.0%)	–	N/A	–	N/A	–	N/A	–	N/A
Zero Waste Conference	260,000	260,000	0.0%	260,000	0.0%	260,000	0.0%	260,000	0.0%	260,000	0.0%
Other External Revenues	4,770,299	10,336,419	116.7%	5,487,220	(46.9%)	4,805,288	(12.4%)	4,864,934	1.2%	4,843,649	(0.4%)
Transfer from Sustainability Innovation Fund Reserves	6,087,561	1,031,155	(83.1%)	1,067,500	3.5%	–	(100.0%)	–	N/A	–	N/A
Transfer from Reserves	14,217,753	14,769,912	3.9%	12,141,835	(17.8%)	12,019,517	(1.0%)	12,486,461	3.9%	12,165,549	(2.6%)
TOTAL REVENUES	\$146,495,293	\$152,175,450	3.9%	\$133,859,202	(12.0%)	\$136,532,669	2.0%	\$141,547,171	3.7%	\$145,543,093	2.8%
EXPENDITURES											
Metro Vancouver Regional District											
Air Quality and Climate Action	\$ 17,561,130	\$ 16,293,920	(7.2%)	\$ 16,764,963	2.9%	\$ 17,110,035	2.1%	\$ 17,413,480	1.8%	\$ 17,912,312	2.9%
E911 Emergency Telephone Service	6,469,826	7,276,404	12.5%	7,421,931	2.0%	7,570,370	2.0%	7,721,777	2.0%	7,876,214	2.0%
Electoral Area Service	1,218,728	6,304,809	417.3%	1,715,504	(72.8%)	821,321	(52.1%)	846,740	3.1%	848,005	0.1%
General Government Administration	8,598,225	8,848,544	2.9%	8,984,950	1.5%	9,085,124	1.1%	9,307,726	2.5%	9,380,725	0.8%
General Government-Zero Waste Collaboration Initiatives	1,521,633	692,758	(54.5%)	644,938	(6.9%)	640,752	(0.6%)	636,545	(0.7%)	632,803	(0.6%)
Housing Planning and Policy	9,351,276	7,695,894	(17.7%)	8,072,481	4.9%	7,051,198	(12.7%)	7,096,430	0.6%	7,145,144	0.7%
Invest Vancouver	4,251,161	4,753,867	11.8%	4,787,702	0.7%	4,926,371	2.9%	5,082,832	3.2%	5,248,424	3.3%
Regional Emergency Management	191,549	199,686	4.2%	205,691	3.0%	211,866	3.0%	219,283	3.5%	219,242	0.0%
Regional Employers Services	4,351,426	4,382,540	0.7%	4,400,235	0.4%	4,496,539	2.2%	4,526,509	0.7%	4,632,332	2.3%
Regional Global Positioning System	378,174	485,102	28.3%	552,876	14.0%	914,816	65.5%	948,391	3.7%	454,455	(52.1%)
Regional Parks	86,077,581	89,473,461	3.9%	74,465,035	(16.8%)	77,839,307	4.5%	81,846,978	5.1%	85,183,832	4.1%
Regional Land Use Policy	5,612,977	4,819,386	(14.1%)	4,886,575	1.4%	4,901,217	0.3%	4,929,099	0.6%	5,030,391	2.1%
Sasamat Fire Protection Service	911,607	949,079	4.1%	956,321	0.8%	963,753	0.8%	971,381	0.8%	979,214	0.8%
TOTAL EXPENDITURES	\$146,495,293	\$152,175,450	3.9%	\$133,859,202	(12.0%)	\$136,532,669	2.0%	\$141,547,171	3.7%	\$145,543,093	2.8%

**METRO VANCOUVER REGIONAL DISTRICT
E911 EMERGENCY TELEPHONE SERVICE
2025 - 2029 FINANCIAL PLAN
2025 BUDGET REVIEW**

	2024 BUDGET	2025 BUDGET	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE	2029 FORECAST	% CHANGE
REVENUES											
Metro Vancouver Regional District Requisitions	\$ 6,469,826	\$ 7,276,404	12.5%	\$ 7,421,931	2.0%	\$ 7,570,370	2.0%	\$ 7,721,777	2.0%	\$ 7,876,214	2.0%
TOTAL REVENUES	<u>\$ 6,469,826</u>	<u>\$ 7,276,404</u>	12.5%	<u>\$ 7,421,931</u>	2.0%	<u>\$ 7,570,370</u>	2.0%	<u>\$ 7,721,777</u>	2.0%	<u>\$ 7,876,214</u>	2.0%
EXPENDITURES											
Operating Programs:											
Emergency Telephone Service	\$ 6,342,967	\$ 7,133,729		\$ 7,276,403		\$ 7,421,931		\$ 7,570,370		\$ 7,721,778	
Allocation of Centralized Support Costs	126,859	142,675		145,528		148,439		151,407		154,436	
TOTAL EXPENDITURES	<u>\$ 6,469,826</u>	<u>\$ 7,276,404</u>	12.5%	<u>\$ 7,421,931</u>	2.0%	<u>\$ 7,570,370</u>	2.0%	<u>\$ 7,721,777</u>	2.0%	<u>\$ 7,876,214</u>	2.0%

**METRO VANCOUVER REGIONAL DISTRICT
GENERAL GOVERNMENT ADMINISTRATION
2025 - 2029 FINANCIAL PLAN
2025 BUDGET REVIEW**

	2024 BUDGET	2025 BUDGET	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE	2029 FORECAST	% CHANGE
REVENUES											
Metro Vancouver Regional District Requisitions	\$ 7,205,225	\$ 7,558,132	4.9%	\$ 7,691,730	1.8%	\$ 7,789,040	1.3%	\$ 8,008,720	2.8%	\$ 8,078,739	0.9%
Other External Revenues	1,093,000	990,412		993,220		996,084		999,006		1,001,986	
Transfer from Reserves	300,000	300,000		300,000		300,000		300,000		300,000	
TOTAL REVENUES	<u>\$ 8,598,225</u>	<u>\$ 8,848,544</u>	2.9%	<u>\$ 8,984,950</u>	1.5%	<u>\$ 9,085,124</u>	1.1%	<u>\$ 9,307,726</u>	2.5%	<u>\$ 9,380,725</u>	0.8%
EXPENDITURES											
Operating Programs:											
Audit and Insurance	\$ 149,848	\$ 155,942		\$ 158,751		\$ 161,616		\$ 164,539		\$ 167,519	
Board Administrative Services	4,680,437	4,802,431		4,918,319		5,037,105		5,158,818		5,283,735	
External Contributions	605,000	605,000		605,000		605,000		605,000		605,000	
Leadership and Engagement	670,268	720,853		735,034		725,456		838,670		785,616	
Mosquito Control Contract	223,575	175,589		179,104		182,689		186,345		190,071	
Regional Culture	39,853	38,133		39,356		40,617		41,915		43,258	
Contribution to Sustainability Innovation Fund Reserve	347,000	347,000		347,000		347,000		347,000		347,000	
	6,715,981	6,844,948	1.9%	6,982,564	2.0%	7,099,483	1.7%	7,342,287	3.4%	7,422,199	1.1%
Communications Program	883,600	939,554	6.3%	954,806	1.6%	970,361	1.6%	986,229	1.6%	1,002,415	1.6%
Allocation of Centralized Support Costs	998,644	1,064,042	6.5%	1,047,580	(1.5%)	1,015,280	(3.1%)	979,210	(3.6%)	956,111	(2.4%)
TOTAL EXPENDITURES	<u>\$ 8,598,225</u>	<u>\$ 8,848,544</u>	2.9%	<u>\$ 8,984,950</u>	1.5%	<u>\$ 9,085,124</u>	1.1%	<u>\$ 9,307,726</u>	2.5%	<u>\$ 9,380,725</u>	0.8%

**METRO VANCOUVER REGIONAL DISTRICT
GENERAL GOVERNMENT ZERO WASTE COLLABORATION INITIATIVES
2025 - 2029 FINANCIAL PLAN
2025 BUDGET REVIEW**

	2024 BUDGET	2025 BUDGET	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE	2029 FORECAST	% CHANGE
REVENUES											
Metro Vancouver Regional District Requisitions	\$ 786,633	\$ 432,758	(45.0%)	\$ 384,938	(11.1%)	\$ 380,752	(1.1%)	\$ 376,545	(1.1%)	\$ 372,803	(1.0%)
Other External Revenues	100,000	-		-		-		-		-	
Love Food Hate Waste	375,000	-		-		-		-		-	
Zero Waste Conference	260,000	260,000		260,000		260,000		260,000		260,000	
TOTAL REVENUES	\$ 1,521,633	\$ 692,758	(54.5%)	\$ 644,938	(6.9%)	\$ 640,752	(0.6%)	\$ 636,545	(0.7%)	\$ 632,803	(0.6%)
EXPENDITURES											
Operating Programs:											
National Zero Waste Council	\$ 220,700	\$ 120,700		\$ 120,700		\$ 120,700		\$ 120,700		\$ 120,700	
Love Food Hate Waste	375,000	-		-		-		-		-	
Zero Waste Conference	472,000	472,000		472,000		472,000		472,000		472,000	
	1,067,700	592,700	(44.5%)	592,700	0.0%	592,700	0.0%	592,700	0.0%	592,700	0.0%
Allocation of Centralized Support Costs	453,933	100,058	(78.0%)	52,238	(47.8%)	48,052	(8.0%)	43,845	(8.8%)	40,103	(8.5%)
TOTAL EXPENDITURES	\$ 1,521,633	\$ 692,758	(54.5%)	\$ 644,938	(6.9%)	\$ 640,752	(0.6%)	\$ 636,545	(0.7%)	\$ 632,803	(0.6%)

**METRO VANCOUVER REGIONAL DISTRICT
INVEST VANCOUVER
2025 - 2029 FINANCIAL PLAN
2025 BUDGET REVIEW**

	2024 BUDGET	2025 BUDGET	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE	2029 FORECAST	% CHANGE
REVENUES											
Metro Vancouver Regional District Requisitions	\$ 3,931,161	\$ 4,233,867	7.7%	\$ 4,527,702	6.9%	\$ 4,726,371	4.4%	\$ 4,932,832	4.4%	\$ 5,098,424	3.4%
Other External Revenues	–	150,000		150,000		150,000		150,000		150,000	
Transfer from Reserves	320,000	370,000		110,000		50,000		–		–	
TOTAL REVENUES	\$ 4,251,161	\$ 4,753,867	11.8%	\$ 4,787,702	0.7%	\$ 4,926,371	2.9%	\$ 5,082,832	3.2%	\$ 5,248,424	3.3%
EXPENDITURES											
Operating Programs:											
Collaboration	\$ 981,458	\$ 1,112,378		\$ 1,157,124		\$ 1,203,740		\$ 1,252,213		\$ 1,302,926	
Data, Research and Policy	668,674	986,974		1,022,338		1,059,000		1,096,983		1,136,429	
Strategic Investment	1,643,361	1,164,785		1,052,972		1,092,640		1,133,834		1,176,696	
Leadership and Administration	603,571	1,124,524		1,168,468		1,214,198		1,261,765		1,311,331	
	3,897,064	4,388,661	12.6%	4,400,902	0.3%	4,569,578	3.8%	4,744,795	3.8%	4,927,382	3.8%
Allocation of Centralized Support Costs	354,097	365,206	3.1%	386,800	5.9%	356,793	(7.8%)	338,037	(5.3%)	321,042	(5.0%)
TOTAL EXPENDITURES	\$ 4,251,161	\$ 4,753,867	11.8%	\$ 4,787,702	0.7%	\$ 4,926,371	2.9%	\$ 5,082,832	3.2%	\$ 5,248,424	3.3%

**METRO VANCOUVER REGIONAL DISTRICT
REGIONAL EMERGENCY MANAGEMENT
2025 - 2029 FINANCIAL PLAN
2025 BUDGET REVIEW**

	2024 BUDGET	2025 BUDGET	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE	2029 FORECAST	% CHANGE
REVENUES											
Metro Vancouver Regional District Requisitions	\$ 132,985	\$ 162,109	21.9%	\$ 176,524	8.9%	\$ 178,848	1.3%	\$ 201,935	12.9%	\$ 201,894	0.0%
Transfer from Reserves	58,564	37,577		29,167		33,018		17,348		17,348	
TOTAL REVENUES	<u>\$ 191,549</u>	<u>\$ 199,686</u>	4.2%	<u>\$ 205,691</u>	3.0%	<u>\$ 211,866</u>	3.0%	<u>\$ 219,283</u>	3.5%	<u>\$ 219,242</u>	0.0%
EXPENDITURES											
Operating Programs:											
Regional Emergency Management	\$ 182,428	\$ 190,177		\$ 195,896		\$ 201,777		\$ 208,841		\$ 208,436	
Allocation of Centralized Support Costs	9,121	9,509		9,795		10,089		10,442		10,806	
TOTAL EXPENDITURES	<u>\$ 191,549</u>	<u>\$ 199,686</u>	4.2%	<u>\$ 205,691</u>	3.0%	<u>\$ 211,866</u>	3.0%	<u>\$ 219,283</u>	3.5%	<u>\$ 219,242</u>	0.0%

**METRO VANCOUVER REGIONAL DISTRICT
REGIONAL EMPLOYERS SERVICES
2025 - 2029 FINANCIAL PLAN
2025 BUDGET REVIEW**

	2024 BUDGET	2025 BUDGET	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE	2029 FORECAST	% CHANGE
REVENUES											
Metro Vancouver Regional District Requisitions	\$ 1,243,816	\$ 1,287,604	3.5%	\$ 1,310,263	1.8%	\$ 1,337,798	2.1%	\$ 1,364,134	2.0%	\$ 1,394,903	2.3%
Compensation Services Revenue	598,160	738,700		859,129		978,769		1,101,835		1,128,953	
Collective Bargaining Services Revenue	1,061,436	1,165,689		1,242,885		1,318,177		1,398,664		1,431,856	
Other External Revenues	470,014	511,547		543,958		576,795		611,876		626,620	
Transfer from Reserves	978,000	679,000		444,000		285,000		50,000		50,000	
TOTAL REVENUES	<u>\$ 4,351,426</u>	<u>\$ 4,382,540</u>	0.7%	<u>\$ 4,400,235</u>	0.4%	<u>\$ 4,496,539</u>	2.2%	<u>\$ 4,526,509</u>	0.7%	<u>\$ 4,632,332</u>	2.3%
EXPENDITURES											
Operating Programs:											
Information and Advisory Services	\$ 1,693,440	\$ 1,587,989		\$ 1,554,985		\$ 1,598,243		\$ 1,567,761		\$ 1,613,645	
Compensation Services	1,029,676	1,065,252		1,099,128		1,134,045		1,170,016		1,207,188	
Collective Bargaining	1,308,581	1,351,476		1,393,161		1,436,127		1,480,371		1,526,091	
	4,031,697	4,004,717	(0.7%)	4,047,274	1.1%	4,168,415	3.0%	4,218,148	1.2%	4,346,924	3.1%
Allocation of Centralized Support Costs	319,729	377,823	18.2%	352,961	(6.6%)	328,124	(7.0%)	308,361	(6.0%)	285,408	(7.4%)
TOTAL EXPENDITURES	<u>\$ 4,351,426</u>	<u>\$ 4,382,540</u>	0.7%	<u>\$ 4,400,235</u>	0.4%	<u>\$ 4,496,539</u>	2.2%	<u>\$ 4,526,509</u>	0.7%	<u>\$ 4,632,332</u>	2.3%

**METRO VANCOUVER REGIONAL DISTRICT
REGIONAL GLOBAL POSITIONING SYSTEM
2025 - 2029 FINANCIAL PLAN
2025 BUDGET REVIEW**

	2024 BUDGET	2025 BUDGET	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE	2029 FORECAST	% CHANGE
REVENUES											
Regional Global Positioning System User Fees	\$ 306,424	\$ 311,558	1.7%	\$ 327,493	5.1%	\$ 337,548	3.1%	\$ 369,191	9.4%	\$ 412,472	11.7%
Transfer from Reserves	-	100,000		150,000		500,000		500,000		-	
Other External Revenues	71,750	73,544		75,383		77,268		79,200		41,983	
TOTAL REVENUES	\$ 378,174	\$ 485,102	28.3%	\$ 552,876	14.0%	\$ 914,816	65.5%	\$ 948,391	3.7%	\$ 454,455	(52.1%)
EXPENDITURES											
Operating Programs:											
Regional Global Positioning System	\$ 314,242	\$ 423,971		\$ 483,193		\$ 842,680		\$ 852,432		\$ 362,485	
Contribution to Reserve	31,000	31,682		32,316		32,962		33,621		34,293	
Allocation of Centralized Support Costs	32,932	29,449		37,367		39,174		62,338		57,677	
TOTAL EXPENDITURES	\$ 378,174	\$ 485,102	28.3%	\$ 552,876	14.0%	\$ 914,816	65.5%	\$ 948,391	3.7%	\$ 454,455	(52.1%)

**METRO VANCOUVER REGIONAL DISTRICT
SASAMAT FIRE PROTECTION SERVICE
2025 - 2029 FINANCIAL PLAN
2025 BUDGET REVIEW**

	2024 BUDGET	2025 BUDGET	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE	2029 FORECAST	% CHANGE
REVENUES											
Metro Vancouver Regional District Requisitions	\$ 901,607	\$ 944,079	4.7%	\$ 951,321	0.8%	\$ 958,753	0.8%	\$ 966,381	0.8%	\$ 974,214	0.8%
Other External Revenues	10,000	5,000		5,000		5,000		5,000		5,000	
TOTAL REVENUES	\$ 911,607	\$ 949,079	4.1%	\$ 956,321	0.8%	\$ 963,753	0.8%	\$ 971,381	0.8%	\$ 979,214	0.8%
EXPENDITURES											
Operating Programs:											
Sasamat Fire Protection Service	\$ 416,195	\$ 415,435		\$ 422,019		\$ 428,775		\$ 435,710		\$ 442,831	
Contribution to Capital Reserve	107,100	92,100		92,100		92,100		92,100		92,100	
Contribution to Capital Facilities Reserve	348,192	400,000		400,000		400,000		400,000		400,000	
	871,487	907,535	4.1%	914,119	0.7%	920,875	0.7%	927,810	0.8%	934,931	0.8%
Allocation of Centralized Support Costs	40,120	41,544	3.5%	42,202	1.6%	42,878	1.6%	43,571	1.6%	44,283	1.6%
TOTAL EXPENDITURES	\$ 911,607	\$ 949,079	4.1%	\$ 956,321	0.8%	\$ 963,753	0.8%	\$ 971,381	0.8%	\$ 979,214	0.8%

911 EMERGENCY TELEPHONE SERVICE

Description of services

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

Strategic directions and high level goals supported

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

Performance indicators

Indicator	Historical and/or Industry Benchmark	Current Performance	2024 Performance Objective
Number of quarters within the calendar year where the E-9-1-1 service failed to meet 95% of calls within 5 seconds standard	2020: 0 2021: 2 2022: 0 2023: 0	2024: 0	2025: 0

2025 Key Actions

- Continue to provide E-9-1-1 emergency telephone service to all callers in Metro Vancouver.
- Work on anticipated multi-year transition to NextGen 911 with E-Comm, TELUS, member jurisdictions, and other relevant parties.

GENERAL GOVERNMENT ADMINISTRATION

Description of Services

Board Administrative Services is the largest component of the General Government Administration function of the Metro Vancouver Regional District. This service carries out: the statutory responsibilities for corporate administration under the *Local Government Act*; agenda/meeting management; elections and other voting; compliance with the provisions of the *Freedom of Information and Protection of Privacy Act*; board and committee remuneration; bylaw management; correspondence control; and policy management.

Strategic Directions and High-Level Goals Supported

In support of the *Board Strategic Plan's* strategic direction to strengthen the *Regional Federation* (contributing to an effective and well-functioning organization) by providing legislative services, the following goals are supported:

- Perform the duties and functions associated with the Corporate Administration provisions in the *Local Government Act*, including those related to the boards and committees, as well as other statutory obligations.

Performance Indicators

Indicator	Historical and/or Industry Benchmark	Current Performance	2025 Performance Objective
Percentage of Board and Committee minutes produced without correction	5-year average: 99% correct	2024 YTD (Sep): 99% correct	2025: 100% correct
Percentage of regular Board meeting agendas published one week prior to meeting	5-year average: 100% on time	2024 YTD (Sep): 100% on time	2025: 100% on time
Number of Freedom of Information access requests delivered on time	5-year average: 74 requests/annual average with 83% on time.	2024 YTD (Sep) 103 requests with 99% on time.	2025 100% on time

2025 Key Actions

- Conduct business continuity planning
- Leverage existing enterprise applications to improve service delivery in the areas of remuneration and management of confidential information
- Revise corporate training on governance and report writing, and provide additional offerings on topics including privacy, access, and information management
- Streamline boardroom technology and processes for the conduct of electronic board and committee meetings.
- Digitize old board and committee agendas, reports, and minutes and make them accessible.
- Streamline agenda management and publishing processes.
- Introduce improvements to overall bylaw and policy management.

GENERAL GOVERNMENT – ZERO WASTE COLLABORATION INITIATIVES

Description of Services

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

Zero Waste Collaboration Initiatives include:

- National Zero Waste Council
- Zero Waste Conference
- Love Food Hate Waste Canada

Strategic Directions and High Level Goals Supported

- Advance initiatives aligned with a transformation to a circular economy
- Work with members, the provincial government, and the federal government on strategies to reduce single-use items and other disposable consumer products
- Continue to deliver programs and campaigns that increase diversion rates of materials that can be reused, repurposed, or recycled
- Work with the private sector to innovate in the provision of recycling solutions
- Leverage the National Zero Waste Council and the Zero Waste Conference to promote the importance of waste prevention and the value of transitioning to a circular economy
- Facilitate cross-sector collaboration to design waste out of products and packaging, and to harmonize policies across Canadian jurisdictions that will both reduce waste and create economies of scale in remanufacturing opportunities
- Work with the provincial government and key stakeholders to expand the products included in extended producer responsibility programs

Performance Indicators

Indicator	Historical and/or Industry Benchmark	Current Performance	2025 Performance Objective
Number of attendees at the Zero Waste Conference	2023:480 attendees 2022:428 attendees 2021: 443 attendees	Projected for 2024: 0 attendees	4% increase
Number of members in the National Zero Waste Council	2023: 183 members 2022: 180 members 2021: 176 members	Projected for 2024: 183 members	0% increase
Number of events organized by the National Zero Waste Council that enable knowledge sharing (workshops, webinars, forums)	2023: 15 events 2022: 15 events 2021: 18 events	Projected for 2024: 15 events	15 events

2025 Key Actions

- Ensure the work of the National Zero Waste Council supports and enhances the zero waste objectives of Metro Vancouver
- Continue to manage the presence of the National Zero Waste Council by leveraging the ability to convene key stakeholders to work on, as examples, plastics, packaging, reuse and the transition to a circular economy
- Continue to implement “A Food Loss and Waste Strategy for Canada” through initiatives reducing waste throughout the food supply chain and from households
- Continue advancing circularity through the Circular Cities and Regions Initiative
- Contribute to the work of the Canada Plastics Pact and Circular Economy Leadership Canada as co-founders of these national initiatives / strategies

INVEST VANCOUVER

Description of Services

Invest Vancouver is Metro Vancouver’s regional economic development service to amplify economic opportunities and advance broadly shared prosperity as one region, one workforce, and one economy. By conducting research and policy analysis, fostering collaboration on a local, national, and global scale, and attracting foreign direct investments, Invest Vancouver is facilitating the creation of high-quality jobs to achieve a resilient and inclusive regional economy. Working closely with leaders across all levels of government in the region and beyond, Invest Vancouver is addressing regional concerns to increase economic resilience, strengthen strategic export-oriented industries, and attract world-class companies for the region and residents to thrive in today’s rapidly evolving global economy.

Launched in 2021, Invest Vancouver is framed around three functional areas: data, research and policy; collaboration; and strategic investment. These functional areas work synergistically to advance the strategic economic prosperity priorities for the region, identified through extensive consultation, and collaboration with partner organizations including leaders from industry, First Nations, labour, non-profit organizations, education, and all levels of government.

As stated in Invest Vancouver’s 2024 Annual Plan, the regional economic development service has four main priorities:

1. Attract world-class companies to the Metro Vancouver region;
2. Strengthen our key strategic industries;
3. Address regional issues to increase resilience for the regional economy; and
4. Provide a focused and sustainable regional service.

Strategic Directions and High-Level Goals Supported

Board Strategic Plan 2022 – 2026:

- Provide regional leadership in economic development and investment promotion to enhance regional competitive advantages, complementing and amplifying the local work of member jurisdictions.
- Attract world-class companies to the region, with a particular emphasis on priority sectors to increase quality employment opportunities for residents.
- Promote strategic investment opportunities in key industries to global investors through presence and profile at events and initiatives within the region and in key markets.
- Use an evidence-based approach to advocate to decision-makers to increase economic resilience and fortify the regional economy by identifying strengths, addressing barriers, and advancing opportunities.
- Convene leaders and establish partnerships on innovative initiatives of regional significance to address economic shifts, including the digital economy, climate change, and supply of industrial land.
- Develop a three- to five-year regional economic development strategy intended to further advance a resilient, sustainable, prosperous, and equitable regional economy.

- Strengthen the region’s talent and labour market competitiveness by leading or partnering on initiatives related to workforce development, retention, immigration, and global talent attraction.
- Engage Indigenous Peoples to advance economic reconciliation and Indigenous prosperity through regional economic development opportunities and partnerships.
- Continue to identify opportunities and align resource efforts across levels of government to maximize impact for the region.
- Work with industry, the business community, internal partners, and key regional institutions to accelerate economic opportunities related to the transition to a low-carbon or “net-zero” economy.

Performance Indicators

Indicator	Historical and/or Industry Benchmark	Current Performance (from Jan 1 – Jun 30, 2024)	2025 Performance Objective
No. of leads generated/received (including expansions)	2023: 120+ 2022: 70	99	110
Value of new investment facilitated and retained in the region	2023: \$1.231b 2022: \$16m	\$25m	\$400m*
No. of jobs associated with investment facilitated and/or retained	2023: 772 2022: 55+	43	250*
No. of unique visitors to the Invest Vancouver website (users)	2022: 9,400 unique visitors 2023: 13,000 unique visitors	8,300 unique visitors	15,000 unique visitors

**To reflect the long-term impact of investment attraction in the region, the year-end target is based on a three-year average.*

2025 Key Actions

- Increase global visibility of the Invest Vancouver brand to build more awareness for the Metro Vancouver region as a possible site for business expansion through targeted social media campaigns.
- Advance strategic investment opportunities through target audience research to guide investment attraction activities with a data-driven understanding of competitive advantages.
- Conduct economic research to develop industry intelligence for the regional Cleantech and Foodtech sectors.
- Complete a multi-year international investment attraction and outreach plan in select key markets, identifying emerging opportunities by markets to focus investment attraction efforts.

- Engage with key business leaders on FDI to advance investment attraction strategies in target industries.
- Execute targeted investment attraction activities through specialized programming aimed to identify and convert leads into landed investments.
- Advance economic reconciliation by highlighting Indigenous business success stories and economic opportunities in the Metro Vancouver region.
- Continue to provide and refine reporting on KPI's.
- Develop a Regional Economic Development Strategy for the Metro Vancouver region for the period 2026-2030.
- Develop a business plan for the Invest Vancouver Regional Talent Accelerator.
- Establish a presence at Web Summit Vancouver to showcase and promote the competitive advantages of the Metro Vancouver region to global investors.
- Complete the website enhancement project to market the region's value propositions as a means to support investment attraction efforts.

REGIONAL EMERGENCY MANAGEMENT

Description of Services

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

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

IPREM's current Strategic Plan includes the following strategies:

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

Strategic Directions and High Level Goals Supported

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

Performance Indicators

Indicator	Historical and/or Industry Benchmark	2024 YTD	2025 Performance Objective
Conduct one Region Wide Emergency Exercise per year	1	0	1

2025 Key Actions

- Facilitate opportunities to connect with members on existing and emerging regional emergency management planning priorities, opportunities, and gaps.
- Deliver regional forums to the Metro Vancouver region on relevant topics related to emergency management.
- Conduct regional exercises with a focus to strengthen collaboration between local and provincial governments and key partner organizations for emergencies.
- Provide guidance to support integration of regional strategies and processes into local emergency management programs.

REGIONAL EMPLOYERS SERVICES

Description of Services

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

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

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

Strategic Directions and High-level Goals Supported

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

Performance Indicators

Indicator	Historical and/or Industry Benchmark	Current Performance	2025 Performance Objective
Annual number of attendees at RES educational offerings	Average: 216 2020: 240 2021: 55* 2022: 250 2023: 318 *low due to COVID-19	YTD (June 1, 2024): 54* 2024 Objective: 200 *Low YTD as large scale events scheduled for Q4	225

Indicator	Historical and/or Industry Benchmark	Current Performance	2025 Performance Objective
Total number of page visits to RES website and myRES portal	Average: 51, 098 2020: 43,090 2021: 51,097 2022: 52,279 2023: 57, 926	YTD (June 1, 2024): 23,001 2024 Objective: 45,000	52,000
Collective agreements serviced	2020: 50 2021: 51 2022: 51 2023: 55	YTD (2024): 56 2024 Objective: 56	56

2025 Key Actions

- Preparation, coordination, and bargaining for the 2024/2025 renewals of collective agreements for Inside/Outside, Fire, and Police.
- Commence the development of a new RES database(s).
- Develop a forward looking strategic plan for RES.
- Build and enhance RES services and delivery to respond to increasing client demand and growth.
- Integrate and implement the new CR Online (Job Evaluation) system.
- Continue to enhance tools and templates in support of the job evaluation process.
- Continue to develop and deliver regional events and outreach through virtual seminars, roundtables and online learning initiatives.
- Continue to develop and deliver the RES Learning Series, including Comp 101.
- Continue to maintain and enhance the reporting functionality on the myRES (member access) website.
- Review opportunities and approaches related to diversity and inclusion and workforce development initiatives.

SASAMAT FIRE PROTECTION SERVICE

Description of Services

Sasamat Fire Protection Service is a Metro Vancouver Regional District (MVRD) function established to provide fire protection service to the Villages of Anmore and Belcarra. The service has two fire halls and six trucks staffed by approximately 40 trained volunteers. In 2023, Sasamat Fire Protection Service responded to approximately 134 calls for service with this volume expected to increase as development continues in the service area.

Strategic Directions and High Level Goals Supported

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

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

MVRD supports the fire service with providing administration services.

2025 Sasamat Volunteer Fire Department Board of Trustees Key Actions

- Commence review of requirements and preparation of job description for possible full-time Fire Chief in 2025.
- Work with Anmore and Belcarra villages regarding new capital facilities.
- Continue to provide safety training such as respiratory fit testing and audiometric testing.
- Review and update Operational Guidelines.

Regional District Service Area

2025 to 2029 – WHAT’S HAPPENING

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

Service Area	Initiative	Description	Theme
2025 – 2029			
E911 Emergency Telephone Service	System Upgrade	Work on anticipated multi-year transition to NextGen 911 with E-Comm, TELUS, member jurisdictions, and other relevant parties	System Stewardship
E911 Emergency Telephone Service	Emergency Telephone System	Continue to provide E-9-1-1 emergency telephone service to all callers in Metro Vancouver	System Stewardship
Regional Emergency Management	Emergency Preparedness	Conduct regional exercises with a focus to strengthen collaboration between local and provincial governments and key partner organizations for emergencies.	System Stewardship
Regional Emergency Management	Emergency Preparedness	Facilitate opportunities to connect with members on existing and emerging regional emergency management planning priorities, opportunities, and gaps.	System Stewardship
Regional Emergency Management	Emergency Preparedness	Deliver regional forums to the Metro Vancouver region on relevant topics related to emergency management.	System Stewardship
Regional Emergency Management	Emergency Preparedness	Provide guidance to support integration of regional strategies and processes into local emergency management programs	System Stewardship
Invest Vancouver	KPI Reporting	Consistently report strategic investment results to member jurisdictions and key stakeholders on investment values and jobs landed in the region.	Financial Sustainability
Invest Vancouver	Promote strategic investment opportunities	Increase engagement with key partners on international inbound delegations and executive familiarization tours.	Regional Growth
Invest Vancouver	Increase brand recognition and elevate profile	Build on a robust marketing strategy to advance brand recognition of the Metro Vancouver region to a global audience.	Regional Growth
Invest Vancouver	Use an evidence-based approach	Develop evidence-based business intelligence that highlights the	Regional Growth

Service Area	Initiative	Description	Theme
2025 – 2029			
	to support data-driven investment attraction	region’s competitive advantages and informs investment attraction activities.	
Invest Vancouver	Regional collaboration	Engage member jurisdictions and other Metro Vancouver functions to address regional issues that have a direct impact on investment attraction and economic development, broaden the understanding of the needs of organizations setting up operations in the region, and work collaboratively to increase success through the Invest Vancouver Advisory Committee.	Collaboration and Strong Partnerships
Invest Vancouver	Promote the innovation ecosystem	Increase the region’s innovation capacity by developing guides articulating and amplifying the innovation ecosystem and supporting partnerships across the region to expand regional impact.	Regional Growth Collaboration and Strong Partnerships
Invest Vancouver	Economic Research and Industry Intelligence	Conduct research and analysis to develop economic and industry intelligence to advise leaders and decision-makers on economic development policies to strengthen the region’s global competitiveness by addressing barriers and leveraging opportunities for sustainable economic growth.	Regional Growth
Invest Vancouver	Economic Reconciliation	Highlight Indigenous business success stories and economic opportunities occurring in the Metro Vancouver region to support economic reconciliation.	Social Equity and Human Health
Invest Vancouver	Workforce Development	Strengthen the region’s talent pool by supporting workforce development initiatives.	Regional Growth
Invest Vancouver	Regional convening and advancing partnerships	Connect with business leaders and industry thought leaders to explore partnership opportunities that support investment attraction.	Regional Growth Collaboration and Strong Partnerships
Invest Vancouver	Regional Economic	Develop a Regional Economic Development Strategy for the Metro Vancouver region for 2026-2030.	Regional Growth Financial Sustainability

Service Area	Initiative	Description	Theme
2025 – 2029			
	Development Strategy		Resilience
Invest Vancouver	Aligning resources	Identify new funding envelopes from third party providers to assist Invest Vancouver in delivering and/or expanding their programs and services for the region.	Financial Sustainability
Regional Employers Services	Collective Bargaining	Conduct and coordinate collective bargaining across all occupational groups.	Regional Growth & Financial Sustainability
Regional Employers Services	Regional Coordination	Consolidate and deliver regional events, making use of best practices for delivery including virtual platforms. Develop regional policy guidelines, templates, and tools, including subject-specific web pages, to support member jurisdictions with emerging issues of regional significance.	System Stewardship
Regional Employers Services	RES Strategic Plan	Develop a forward looking strategic plan for RES.	RES Strategic Plan
Regional Employers Services	Compensation	Complete the integration of new subscribers and commence the upgrade and integration of the new online Job Evaluation system	Regional Growth & Financial Sustainability
Regional Global Positioning System	Regional GPS 5-year (2024-2028) Strategic Plan	With local government partners, implement three additional real-time Active Control Points to the service by end of 2025 and update the regional reference to the National / North American datum (new coordinates and elevation reference system), by 2029	System Stewardship
Sasamat Fire Protection Service	Capital Facilities Strategy	Work with Anmore and Belcarra villages regarding new capital facilities.	System Stewardship
Zero Waste Collaboration Initiatives	National Zero Waste Council	Continue to manage the presence of the National Zero Waste Council by leveraging the ability to convene key stakeholders to work on, as examples, plastics, packaging, reuse and the transition to a circular economy	Environmental Sustainability Regulated & Legislative Environment
Zero Waste Collaboration Initiatives	A Food Loss and Waste Strategy for Canada	Continue to implement “A Food Loss and Waste Strategy for Canada” through initiatives reducing waste	Environmental Sustainability

Service Area	Initiative	Description	Theme
2025 – 2029			
		throughout the food supply chain and from households	
Zero Waste Collaboration Initiatives	Zero Waste Conference	Preparing for Bi-annual Zero Waste Conference, hosted by Metro Vancouver and the National Zero Waste Council, has been organized to support the first two goals of the <i>Integrated Solid Waste and Resource Management Plan</i> related to waste prevention.	Environmental Sustainability Regulated & Legislative Environment

METRO VANCOUVER DISTRICTS
2025 - 2029 PROJECTED RESERVES - E911 EMERGENCY TELEPHONE SERVICE

OPERATING RESERVES

	2024 ENDING BALANCE	2025 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE	2028 ENDING BALANCE	2029 ENDING BALANCE
E911 Emergency Telephone Service	\$ 535,353	\$ 535,353	\$ -	\$ -	\$ 13,384	\$ 548,737	\$ 562,455	\$ 576,516	\$ 590,929	\$ 605,702

DISCRETIONARY RESERVES

	2024 ENDING BALANCE	2025 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE	2028 ENDING BALANCE	2029 ENDING BALANCE
E911 General Reserve	\$ 33,199	\$ 33,199	\$ -	\$ -	\$ 830	\$ 34,029	\$ 34,880	\$ 35,752	\$ 36,646	\$ 37,562

METRO VANCOUVER DISTRICTS
2025 - 2029 PROJECTED RESERVES - GENERAL GOVERNMENT ADMINISTRATION

OPERATING RESERVES

	2024 ENDING BALANCE	2025 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE	2028 ENDING BALANCE	2029 ENDING BALANCE
General Government Administration	\$ 11,028,835	\$ 11,028,835	\$ -	\$ -	\$ 275,721	\$ 11,304,556	\$ 11,587,170	\$ 11,876,849	\$ 12,173,770	\$ 12,478,114

DISCRETIONARY RESERVES

	2024 ENDING BALANCE	2025 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE	2028 ENDING BALANCE	2029 ENDING BALANCE
General Government General Reserve	\$ 7,803,853	\$ 7,803,853	\$ -	\$ -	\$ 195,096	\$ 7,998,949	\$ 8,198,923	\$ 8,403,896	\$ 8,613,993	\$ 8,829,343

STATUTORY RESERVES

	2024 ENDING BALANCE	2025 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE	2028 ENDING BALANCE	2029 ENDING BALANCE
General Government Administration										
MVRD Sustainability Innovation Fund Reserve	\$ 5,793,211	\$ 5,793,211	\$ 347,000	\$ (1,031,155)	\$ 136,278	\$ 5,245,334	\$ 4,646,961	\$ 5,114,473	\$ 5,593,672	\$ 6,084,851
Grants Reserve Fund	1,730,694	1,730,694	-	(300,000)	39,517	1,470,211	1,203,216	929,546	649,035	361,511
Total	\$ 7,523,905	\$ 7,523,905	\$ 347,000	\$ (1,331,155)	\$ 175,796	\$ 6,715,545	\$ 5,850,177	\$ 6,044,019	\$ 6,242,707	\$ 6,446,362

METRO VANCOUVER DISTRICTS
2025 - 2029 PROJECTED RESERVES - INVEST VANCOUVER

OPERATING RESERVES

	2024 ENDING BALANCE	2025 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE	2028 ENDING BALANCE	2029 ENDING BALANCE
Invest Vancouver	\$ 204,751	\$ 204,751	\$ -	\$ -	\$ 5,119	\$ 209,870	\$ 215,117	\$ 220,495	\$ 226,007	\$ 231,657

DISCRETIONARY RESERVES

	2024 ENDING BALANCE	2025 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE	2028 ENDING BALANCE	2029 ENDING BALANCE
Regional Economic Prosperity General Reserve	\$ 526,090	\$ 526,090	\$ -	\$ (370,000)	\$ 8,527	\$ 164,617	\$ 57,357	\$ 8,166	\$ 8,370	\$ 8,579

METRO VANCOUVER DISTRICTS
2025 - 2029 PROJECTED RESERVES - REGIONAL EMERGENCY MANAGEMENT

OPERATING RESERVES

	2024 ENDING BALANCE	2025 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE	2028 ENDING BALANCE	2029 ENDING BALANCE
Regional Emergency Management	\$ 277,171	\$ 277,171	\$ -	\$ -	\$ 6,929	\$ 284,100	\$ 291,203	\$ 298,483	\$ 305,945	\$ 313,594

DISCRETIONARY RESERVES

	2024 ENDING BALANCE	2025 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE	2028 ENDING BALANCE	2029 ENDING BALANCE
REM General Reserve	\$ 248,549	\$ 248,549	\$ -	\$ (37,577)	\$ 5,744	\$ 216,716	\$ 192,602	\$ 163,986	\$ 150,521	\$ 136,719

METRO VANCOUVER DISTRICTS
2025 - 2029 PROJECTED RESERVES - REGIONAL EMPLOYERS SERVICES

OPERATING RESERVES

	2024 ENDING BALANCE	2025 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE	2028 ENDING BALANCE	2029 ENDING BALANCE
Regional Employers Services	\$ 809,682	\$ 809,682	\$ -	\$ -	\$ 20,242	\$ 829,924	\$ 850,672	\$ 871,939	\$ 893,737	\$ 916,080

DISCRETIONARY RESERVES

	2024 ENDING BALANCE	2025 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE	2028 ENDING BALANCE	2029 ENDING BALANCE
Regional Employers Service General Reserve	\$ 1,554,070	\$ 1,554,070	\$ -	\$ (679,000)	\$ 30,364	\$ 905,434	\$ 478,520	\$ 201,921	\$ 156,344	\$ 109,628

METRO VANCOUVER DISTRICTS
2025 - 2029 PROJECTED RESERVES - SASAMAT FIRE PROTECTION SERVICE

OPERATING RESERVES

	2024 ENDING BALANCE	2025 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE	2028 ENDING BALANCE	2029 ENDING BALANCE
Regional Global Positioning System	\$ 436,161	\$ 436,161	\$ -	\$ -	\$ 10,904	\$ 447,065	\$ 458,242	\$ 469,698	\$ 481,440	\$ 493,476

STATUTORY RESERVES

	2024 ENDING BALANCE	2025 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE	2028 ENDING BALANCE	2029 ENDING BALANCE
Regional Geospatial Reference System Reserve	\$ 1,308,466	\$ 1,308,466	\$ 31,682	\$ (100,000)	\$ 31,858	\$ 1,272,006	\$ 1,184,651	\$ 741,391	\$ 287,717	\$ 329,632

METRO VANCOUVER DISTRICTS
2025 - 2029 PROJECTED RESERVES - SASAMAT FIRE PROTECTION SERVICE

OPERATING RESERVES

	2024 ENDING BALANCE	2025 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE	2028 ENDING BALANCE	2029 ENDING BALANCE
Sasamat Fire Protection Service	\$ 216,379	\$ 216,379	\$ -	\$ -	\$ 5,409	\$ 221,788	\$ 227,333	\$ 233,016	\$ 238,841	\$ 244,812

STATUTORY RESERVES

	2024 ENDING BALANCE	2025 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE	2028 ENDING BALANCE	2029 ENDING BALANCE
Sasamat Fire Protection Service (SFPS)										
SFPS Capital Reserve Fund	\$ 759,725	\$ 759,725	\$ 87,100	\$ -	\$ 20,082	\$ 866,907	\$ 976,768	\$ 1,089,376	\$ 1,204,799	\$ 1,323,108
SFPS Communications Capital Reserve Fund	74,398	74,398	-	-	1,860	76,258	78,164	80,118	82,121	84,174
SFPS Emergency Equipment Reserve Fund	46,965	46,965	5,000	-	1,237	53,202	59,595	66,147	72,863	79,747
SFPS Capital Facility Reserve	661,950	661,950	400,000	-	21,549	1,083,499	1,515,586	1,958,476	2,412,438	2,877,749
Total	\$ 1,543,038	\$ 1,543,038	\$ 492,100	\$ -	\$ 44,727	\$ 2,079,866	\$ 2,630,113	\$ 3,194,117	\$ 3,772,221	\$ 4,364,778

Attachment 6



Metro Vancouver

2025 – 2029 FINANCIAL PLAN

OTHER REGIONAL DISTRICT SERVICES

Harji Varn, GM of Financial Services/CFO

Finance Committee – October 9, 2024
68637050

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REGIONAL DISTRICT OVERVIEW

- **Services reporting to a specific functional committee**
 - Air Quality and Climate Action
 - Electoral Area Service
 - Housing Planning and Policy
 - Regional Parks
 - Regional Planning
- **Services reporting to the Finance Committee**
 - E911 Emergency Telephone Service (911)
 - General Government Administration (GGA)
 - General Government-Zero Waste Collaboration Initiatives (GGZWC)
 - Invest Vancouver (IV)
 - Regional Emergency Management (IPREM)
 - Regional Employers Services (RES)
 - Regional Global Positioning System (GPS)
 - Sasamat Fire Protection Service (SFPS)

CONTINUOUS IMPROVEMENT – 2024 COMPLETED OR ONGOING

Other Regional District Programs

Initiative	Outcomes
NextGen-911 (911)	<ul style="list-style-type: none"> Implementation of NextGen-911 to update 911 infrastructure with partners TELUS, member jurisdictions, and PSAPS.
Statutory and Regulatory guidance to member jurisdictions (IPREM)	<ul style="list-style-type: none"> IPREM will provide ongoing support to member jurisdictions with respect to upcoming changes in Provincial legislative obligations.
Emergency Regional Exercises (IPREM)	<ul style="list-style-type: none"> Exercises will strengthen collaboration between local and provincial governments and key partner organizations for emergencies.
Leads Targeting Process (IV)	<ul style="list-style-type: none"> Develop a leads targeting and qualification process to more cost effectively attract investment to the region

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CONTINUOUS IMPROVEMENT – 2025 NEW

Other Regional District Programs

Initiative	Outcomes
High Precision Network (HPN) Maintenance (GPS)	<ul style="list-style-type: none"> 40 HPN monuments replaced to ensure continuous improvement of ~350-station HPN
Permit Process Improvements (EA)	<ul style="list-style-type: none"> Implement PIMS to track building permit files and improve efficiency
Regional Coordination (RES)	<ul style="list-style-type: none"> Consolidation and delivery of regional events including using virtual platforms. Development of regional policy guidelines, templates, including subject-specific web pages, to support member jurisdictions
Leverage existing corporate PowerBI license to compile reports on marketing data (IV)	<ul style="list-style-type: none"> To better understand trends and optimize organic content to minimize the need for paid advertisements.

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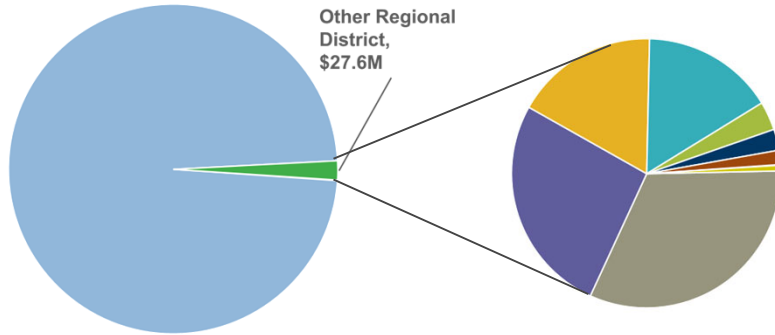
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BUDGET OVERVIEW

Other Regional District Programs

2025 Operating Budget Breakdown - Other Regional District

Total 2025 MV Budget: \$1,463.7M



- General Government Administration
- E911 Emergency Telephone Service
- Invest Vancouver
- Regional Employer Services
- Sasamat Fire Protection
- General Government - Zero Waste
- Regional Global Positioning System
- Regional Emergency Management

OPERATING EXPENDITURES

Other Regional District Programs

Overview:

2024 Operating Budget: \$26.7M

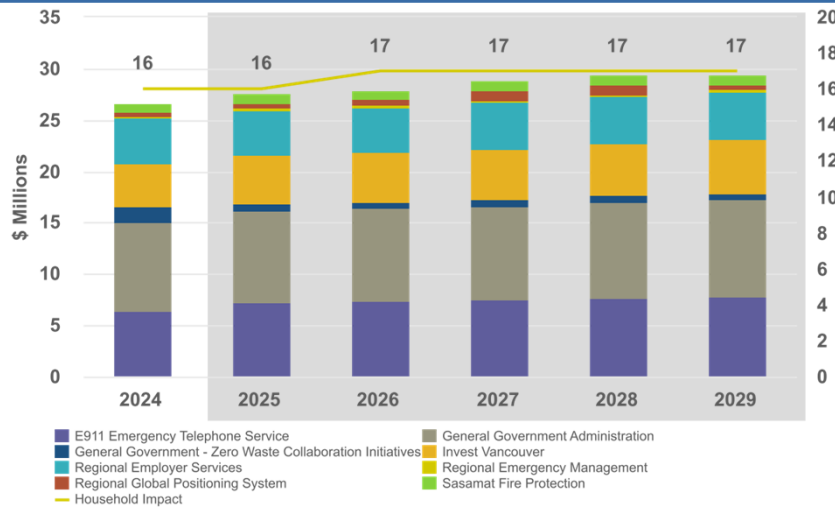
2025 Operating Budget: \$27.6M

3.4% increase

Drivers for Change:

- E911 contract
- Increased collaboration efforts in Invest Vancouver
- Largely inflationary on the other regional district service areas

2025 – 2029 Regional District Financial Plan



OPERATING FUNDING

Other Regional District Programs

Overview

2024 Operating Budget: **\$26.7M**

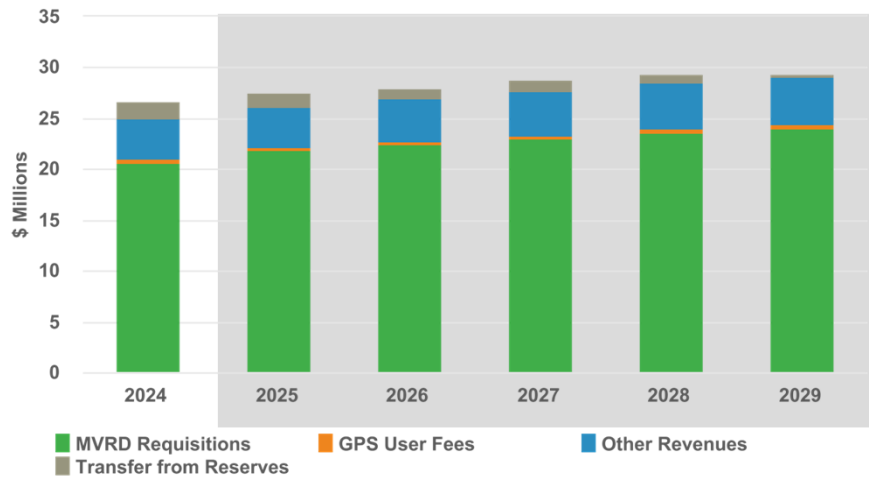
2025 Operating Budget: **\$27.6M**

3.4% increase

Drivers for Change:

- Increase in 2025 MVRD Requisition largely due to E911 contract
- Over the 5 years MVRD requisitions largely inflationary

2025 – 2029 Regional District Financial Plan



OTHER REGIONAL DISTRICT FINANCIAL PLAN SUMMARY

Regional District 2025 - 2029

	2024	2025	2026	2027	2028	2029
Total Expenditures (\$ Millions)	\$26.7	\$27.6	\$28.0	\$28.8	\$29.4	\$29.4
% Change		3.4%	1.3%	3.1%	2.1%	-%
MVRD Requisition (\$ Million)	\$20.7	\$21.9	\$22.5	\$22.9	\$23.6	\$24.0
Household Impact (\$)	\$16	\$16	\$17	\$17	\$17	\$17
% Change		4.7%	1.2%	0.2%	0.9%	(0.1%)
Prior Cycle Household Impact Change (%)		2.2%	0.8%	0.9%	1.5%	N/A



Brunette Fraser Regional Greenway

Questions?



To: Finance Committee

From: Amanda McCuaig, Director, Communications

Date: October 1, 2024

Meeting Date: October 9, 2024

Subject: **Overview of Engagement on 2025 Budget and Five-Year Financial Plan**

RECOMMENDATION

That the Finance Committee receive for information the report dated October 1, 2024, titled “Overview of Engagement on 2025 Budget and Five-Year Financial Plan”.

EXECUTIVE SUMMARY

From July 31 to September 16, Metro Vancouver invited residents to provide feedback for consideration while finalizing the 2025 Budget. The opportunity was promoted through social media, a news release, media pitching, and paid digital media placements. Overall, we received 422 online responses and 79 hardcopy responses, engaged with 8,483 people through an installation at the PNE, had 1,453 visits to the budget webpage, and had 291,956 views of the budget video on YouTube.

Common themes included concerns of affordability and livability, support for affordable housing, and an interest in seeing Metro Vancouver help reduce financial pressures on households; ensuring that Metro Vancouver is investing in infrastructure while also ensuring major projects are being well managed with strong project oversight, transparency, and efficiency; interest in continued investment in greenspace and climate action, investing in the future, and prioritizing healthy people and a healthy environment; and comments on the North Shore Wastewater Treatment Plant Project and overall organizational fiscal responsibility.

PURPOSE

This report provides an overview of public engagement conducted from July 31 to September 16, 2024 on Metro Vancouver’s 2025 budget and five-year financial plan.

BACKGROUND

On July 26, 2024, the MVRD Board expressed interest in increasing education on Metro Vancouver’s budget and creating opportunities for residents to provide comment through a public engagement period. The primary objectives of the budget engagement were to allow an opportunity for residents to provide feedback and to educate on Metro Vancouver’s services, what residents receive for their contribution to Metro Vancouver, and how Metro Vancouver’s fees are integrated into their property taxes and utility bills.

ENGAGEMENT PROCESS

Engagement for the 2025 budget and five-year financial plan provided residents with the opportunity to provide feedback through an online form, discussions with staff in-person at the

PNE, and by email. It also included an educational component online, including a promoted video, website resources, and social media.

Public Engagement

Residents were able to provide feedback through an online form, discussions with staff in-person at the PNE, and by email.

Metro Vancouver promoted the opportunity to provide feedback through social media, a news release, and paid digital media placements. A video was boosted through YouTube to promote the engagement, and was also shown in between movies at the PNE movie tent.

Engagement materials provided information on Metro Vancouver’s current 2024 rates and expected increases for 2025 based on what was reported to Committees through the summer. We also included information on the household impact metric and how residents contribute to Metro Vancouver’s services through their property taxes and utility bills.

Through engagement, we received 422 responses through the online survey, 79 paper copy surveys, engaged with 8,483 people through the display and game at the PNE, 1 formal letter submission, and 3 emails, and had 291,956 views of the budget video on YouTube, and 1,453 visits to the budget webpage.

Display at the PNE

The display at the PNE was centered on an engaging “spin and match” game in which participants spun a wheel with different rates on it and matched it to the service. The game and information on Metro Vancouver’s services, rates, and how the rates fit into property taxes and utility bills was activated throughout all open hours of the PNE, and for about 3 hours each day Metro Vancouver subject matter experts were present to engage in deeper conversations with residents.

KEY THEMES

- **Affordability and livability:** Overall, the highest proportion of comments were related to concerns of affordability and livability in the region and an interest in seeing Metro Vancouver contain costs to help reduce financial pressures on households. In hardcopy feedback forms, there was particularly strong support and interest in housing affordability.
- **Infrastructure investment:** The second most comment feedback was related to an interest in ensuring that Metro Vancouver is investing in infrastructure (“so we don’t have a Calgary scenario”), while also ensuring that major projects are being managed well, particularly related to strong project oversight, transparency, and ensuring efficiency.
- **Climate action, environment, and greenspace:** Many respondents also expressed interest in continuing investment in greenspace and climate action, investing in the future, and prioritizing healthy people and a healthy environment.
- **Fiscal responsibility and internal efficiencies:** Because costs related to Metro Vancouver expenses such as Board travel, CAO wage, and the Federation of Canadian Municipalities networking event had been prominent in the news over the summer, we anticipated and received comments related to ensuring good decision making, equitable wages, and appropriate staffing.

- **North Shore Wastewater Treatment Plant Program and other large projects:** Some residents expressed concern about the costs related to the North Shore Wastewater Treatment Plant Program. This was seen primarily seen in the online feedback form responses. Alongside this, we heard interest in major infrastructure, particularly related to strong project oversight, transparency, and ensuring efficiency.

In discussions at the PNE, subject matter experts also noted several common conversations:

- Opportunity to teach people how Metro Vancouver’s rates are included in their property taxes and utility bills.
- Residents were interested in discussing the services they pay the most into (water and liquid waste), particularly when they had the opportunity to think about scale of infrastructure – many left the budget display to go see the large infrastructure or try the virtual reality headsets to see the scale of our dams, treatment plants, and tunnels.
- Solid waste was commonly assumed to be the service residents paid the most for, and residents were interested to learn the pay-for-service model used by Metro Vancouver.
- Interest in water metering and user-pay, both from metered and non-metered residents.
- Interest in investing in climate action and regional parks. Several times, people would connect on regional parks and state “I bet we under invest in this” and were pleased to learn about our acquisition strategy.

ALTERNATIVES

This is an information report. No alternatives are presented.

FINANCIAL IMPLICATIONS

There are no financial implications at this time.

CONCLUSION

Public engagement for the 2025 budget and five-year financial plan provided an opportunity to educate residents on Metro Vancouver’s services and budget, while providing them a chance to comment what Metro Vancouver should consider while finalizing the upcoming budget.

Common themes were concerns of affordability and livability and an interest in seeing Metro Vancouver help reduce financial pressures on households; ensuring that Metro Vancouver is investing in infrastructure while also ensuring major projects are being well managed with strong project oversight, transparency, and efficiency; interest in continued investment in greenspace and climate action, investing in the future, and prioritizing healthy people and a healthy environment; and comments on the North Shore Wastewater Treatment Plant Project and overall organizational fiscal responsibility.

ATTACHMENTS

1. Public Engagement on Metro Vancouver’s 2025 Budget and Five-Year Financial Plan - Presentation
2. Letter submitted from Surrey Board of Trade

70831465

Attachment 1



Residents engage with the budget display at the PNE

Overview: Budget Engagement

Amanda McCuaig
Director, Communications

Finance Committee, October 9, 2024
70903549

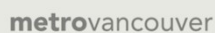


1

ENGAGEMENT APPROACH

- Strong educational component
 - Services Metro Vancouver provides
 - “Household impact”
 - How Metro Vancouver fits into property taxes and utility bills
 - Current rates, anticipated 2025 rates
- Online survey
- In-person engagement over 2 weeks at PNE

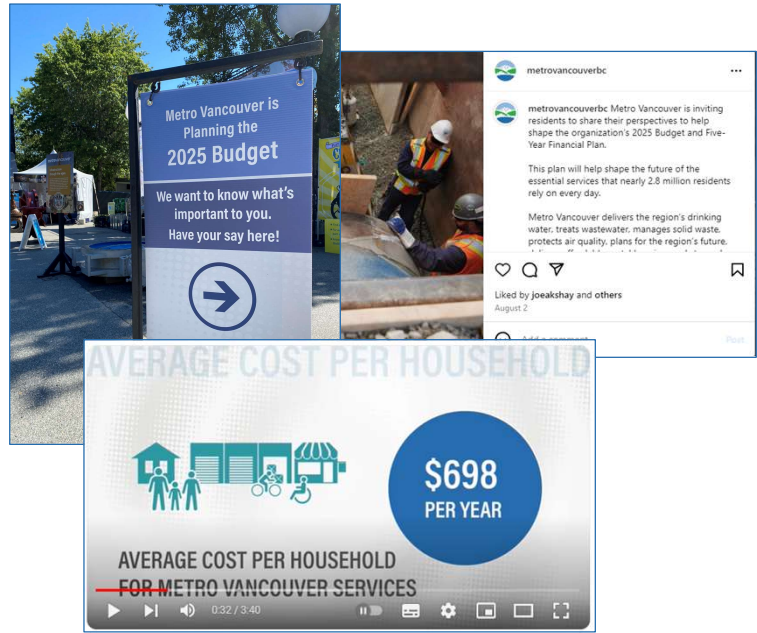
	Per Year	Per Month
Regional Planning	\$4	\$0.33
Air Quality Management	\$7	\$0.58
Regional Parks	\$60	\$5
Solid Waste Services	\$68	\$5.60
Drinking Water Services	\$189	\$15.75
Liquid Waste Services	\$349	\$29.08



2

PROMOTION

- 291,956+ video views
- 36 promotional and educational posts on social
- 14 days at PNE (~90,000 showcase visitors)
- 1 news release (CKNW, CTV, CBC) resulting in over 1.5 million impressions
- 1,453 budget webpage visits



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PARTICIPATION

- 422 online surveys
- 79 paper surveys
- 8,483 PNE budget game players
- 3 emails
- 1 formal letter submission



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4

4

THEMES (WRITTEN)

Online and Hardcopy

- Concerns about affordability and livability
- Support for investing in critical infrastructure
- Support for affordable rental housing
- Support for climate action, environment, and green space
- Calls for fiscal responsibility and internal efficiencies
- Comments on North Shore Wastewater Treatment Plant Program and other large projects (financial impacts, management)

(Presented in approximate order of frequency raised)

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THEMES (IN-PERSON)

- High interest in discussing the costs and general feeling that the rates are reasonable given the service
- Opportunity to teach how Metro Vancouver rates are included in property taxes and utility bills
- Solid waste costs lower than anticipated
- Interest in investing in climate action and regional parks
- Interest in water metering and user-pay



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2025

METRO VANCOUVER
BUDGET RESPONSE

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SURREY BOARD OF TRADE

WHO WE ARE

The Surrey Board of Trade is a city-building business organization that supports, promotes, and advocates for commercial and industrial interests for Surrey businesses — the city's economic drivers. With Surrey's rapidly growing significance in the Lower Mainland, the role of the Surrey Board of Trade has never been more important than now to champion a strong, vibrant business community for needed economic and infrastructure assets.

OUR MEMBERSHIP

The Surrey Board of Trade is a powerful link between business, government, and community with a membership representing over 6,000 member contacts and 60,000 employees.

WHAT WE DO

The Surrey Board of Trade provides businesses and organizations with:

- Economic opportunity
- Workplace development and education
- International trade
- Government advocacy
- Business connections

ADVOCACY

As a city-building business organization, the Surrey Board of Trade is an independent voice of business that develops positions on relevant economic topics of concern to our members and the business community at large.



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INTRODUCTION

The Surrey Board of Trade (SBOT) appreciates the opportunity to review and respond to Metro Vancouver's proposed 2025 budget. Building on the 2024 budget, which set the average cost per household for Metro Vancouver services at \$698 per year, we now address the implications of the proposed increases for 2025. Our primary focus remains on ensuring that budgetary decisions align with the needs of both the business community and residents, balancing environmental stewardship with economic viability.

OVERVIEW OF METRO VANCOUVER'S 2025 BUDGET PROPOSAL

Metro Vancouver's 2025 budget outlines an expected increase in the average overall rate by \$76, raising the cost per household to a regional average of \$774 per year, or approximately \$65 per month. This increase includes provisions for significant infrastructure projects, such as the North Shore Wastewater Treatment Plant Program, which alone could add an additional \$80 to \$150 per household.

In 2024, Metro Vancouver's operating budget was \$1.2 billion, with \$1.4 billion planned for capital expenditures. The 2025 budget continues to emphasize the importance of maintaining and upgrading essential services, with a significant portion of the budget dedicated to water, sewer, and solid waste systems. These services are crucial to the region's long-term sustainability, but the SBOT is concerned about the impact of continued rate increases on businesses and households.



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KEY CONCERNS AND CONSIDERATIONS

IMPACT OF CONTINUED RATE INCREASES

The proposed rate increase for 2025 builds on the foundation set in 2024, raising concerns about affordability for both businesses and households. With the average cost per household increasing to \$774, and additional costs from the North Shore Wastewater Treatment Plant Program, businesses may face heightened financial pressures. This is particularly concerning for small and medium-sized enterprises (SMEs), which operate with limited financial flexibility.

AFFORDABILITY AS AN ONGOING PRIORITY

Affordability remains a critical concern. The cumulative effect of annual rate increases can strain businesses and households, potentially leading to reduced economic activity and growth. While we understand the necessity of funding infrastructure projects, it is vital that Metro Vancouver consider the broader economic impact of these rate hikes.

EXPLORING ALTERNATIVE FUNDING SOURCES

In 2024, Metro Vancouver incorporated third-party funding sources, such as senior government grants and development contributions, to help offset costs. The SBOT encourages Metro Vancouver to intensify these efforts in 2025, seeking additional funding opportunities to reduce reliance on ratepayers. By maximizing external funding, Metro Vancouver can alleviate the financial burden on businesses and households while still achieving its infrastructure goals.

ENHANCING REGULATORY EFFICIENCY

As Metro Vancouver continues to manage regional planning and air quality management, the SBOT advocates for ongoing collaboration with the business community. Streamlining regulatory processes will help reduce red tape, allowing businesses to operate more efficiently while still adhering to necessary environmental standards. This balance is essential for maintaining economic viability alongside environmental protection.

STAKEHOLDER ENGAGEMENT AND TRANSPARENCY

The SBOT strongly believes that stakeholders, including businesses and residents, should have the opportunity to review and comment on the proposed budget figures in depth prior to their approval by the Metro Vancouver Board of Directors. Transparent and meaningful stakeholder engagement is crucial



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to ensuring that budget decisions reflect the needs and priorities of the community. We recommend that Metro Vancouver provide ample time for public consultation and feedback before finalizing the budget.



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RECOMMENDATIONS

Based on our analysis of the 2025 budget proposal, the Surrey Board of Trade offers the following recommendations:

1. **Maintain Affordability:** Metro Vancouver should prioritize affordability by carefully considering the cumulative impact of rate increases. Strategies to mitigate financial strain on businesses and households should be explored.
2. **Maximize External Funding:** Efforts to secure additional funding from government grants, development contributions, and other sources should be intensified. Reducing reliance on ratepayer contributions will help manage costs more effectively.
3. **Engage with Stakeholders:** Metro Vancouver should ensure that stakeholders have sufficient opportunity to review and comment on the proposed budget figures before they are approved. Transparent and inclusive stakeholder engagement is essential for a budget that truly reflects community needs.
4. **Streamline Regulatory Processes:** Ongoing consultation with the business community is essential to ensure that regulatory processes are efficient and conducive to economic growth. Metro Vancouver should continue to work collaboratively with businesses to achieve a balanced regulatory environment.
5. **Monitor the Economic Impact:** Metro Vancouver should closely monitor the economic impact of rate increases on the community and be prepared to adjust them as needed to avoid significant financial hardship.



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CONCLUSION

The Surrey Board of Trade acknowledges the necessity of maintaining and upgrading the region's infrastructure to support long-term sustainability. However, we urge Metro Vancouver to carefully consider the financial implications of the proposed 2025 rate increases, building on the foundation set in 2024. By prioritizing affordability, exploring alternative funding mechanisms, streamlining regulatory processes, and ensuring transparent stakeholder engagement, we can achieve a balanced approach that benefits all stakeholders in our region.

The SBOT remains committed to working with Metro Vancouver and other regional authorities to ensure that budgetary decisions support both environmental and economic goals.



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Contact:	Surrey Board of Trade
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Jasroop@businessinsurrey.com	604.581.7130
	info@businessinsurrey.com

To: Finance Committee

From: Sonu Kailley, Director, Financial Planning

Date: September 26, 2024 Meeting Date: October 9, 2024

Subject: **Semi-Annual Report on GVS&DD (Sewerage) and GVWD (Water) Development Cost Charges**

RECOMMENDATION

That the Finance Committee receive for information the report dated September 26, 2024, titled “Semi-Annual Report on GVS&DD (Sewerage) and GVWD (Water) Development Cost Charges”.

EXECUTIVE SUMMARY

Total GVS&DD (Sewer) and GVWD (Water) Development Cost Charges (Sewer DCC’s) collected in the 1st half of 2024 were \$86.2 million (up from \$45.5 million for 2023 1st half.) This is primarily due to updated GVS&DD DCC rates coming into effect as instream protection ended in mid 2023 as well as GVWD DCC rates instream protection ended in April 2024.

Building permit activity in the Region has been relatively consistent over the last 18 months with the period of January 2024 to June 2024 permit values approaching \$7.3 billion compared to \$7.1 billion compared to the same time period in 2023. The bulk of this activity has been in the residential development sector (averaging close to 69% of building permit values over the period January to June 2024) with the balance being generated in industrial (2%), commercial (22%), and institutional/governmental (7%) development sectors over the same period.

The total GVS&DD DCC’s that are currently held in reserve at December 31, 2023 are \$273.7 million.

PURPOSE

To report on the GVS&DD and GVWD Development Cost Charge (DCC) revenue collections during the first half of 2024 and any implications on their adequacy, as required in the Board’s policy.

BACKGROUND

Regional GVS&DD and GVWD Development Cost Charges (DCC’s) are collected on behalf of Metro Vancouver, as set out in the Board approved DCC Bylaws, by member municipalities and remitted twice a year. DCC’s are used to fund growth related capital expenditures. Board policy requires that DCC collections be reported to the Committee on a semi-annual basis. This is the first 2024 report.

DCC COLLECTIONS

A review of the DCC program was recently completed which led to the implementation of new rates effective June 24, 2022 for GVS&DD and new rates for GVWD [effective April 28, 2023 with the in-stream provisions in place for one year] to derive additional future funding for the regional growth related requirements. Due to the in-stream provisions within enabling legislation, it was expected that there would likely not be substantive collections at the new rates for Sewer until 2nd half of

2023 forward (and 2024 for Water). The results for the 1st half of 2024 are largely the result of the aforementioned DCC rate uplifts along with some slight increases in development permit activity in the Region. Continued substantial revenue levels are being experienced in all GVS&DD (Sewerage) Areas and GVWD (Water) to lesser extent (as ‘in-stream’ bylaw provisions continue to impact Water DCC stream) in the 1st half of 2024. DCC revenue collections received by Entity/Area are as follows:

(\$ millions)	Fraser	Lulu	North Shore	Vancouver	Total
<u>GVS&DD (Sewer):</u>					
2023 1 st half	\$40.159	\$0.143	\$1.518	\$3.671	\$45.491
2023 2 nd half	\$27.607	\$0.328	\$1.806	\$6.809	\$36.550
2024 1 st half	\$65.000	\$1.613	\$2.075	\$10.349	\$79.037
<u>GVWD (Water):</u>					
2023(2 nd half only)					\$0.937
2024 1 st half					\$7.159
2024 1 st half (Total GVS&DD and GVWD)					\$86.196

Each year, the sewerage (and water) growth capital projects that are undertaken are generally funded through long term debt financing or funding growth capital projects directly. Excess DCC collections are maintained as deferred revenues for future application to the sewerage and water growth projects as required. The DCC deferred revenue balances as at December 31, 2023 totaled \$273.7 million [GVS&DD (by Sewer Area) - \$272.8 million/GVWD (Water) - \$0.9 million] as follows:

GVS&DD (Fraser) Sewer Area - \$193.1 million
 GVS&DD (Lulu Island) Sewer Area - \$21.0 million
 GVS&DD (North Shore) Sewer Area - \$8.6 million
 GVS&DD (Vancouver) Sewer Area - \$50.1 million
 GVWD (Water District) - \$0.9 million

ALTERNATIVES

This is an information report. No alternatives are presented.

FINANCIAL IMPLICATIONS

The DCC program was established pursuant to the concept of “Development Pays for Growth”. Should the DCC collections be inadequate to fund the Sewerage growth related projects, the funding burden would default to Sewer levies collected annually from the GVS&DD member municipalities.

CONCLUSION

DCC collections for the first half of 2024 were \$86.196 million. DCC’s received are only used to pay for growth related GVS&DD and GVWD capital projects. As the requirement for capital projects related to growth is substantial and continues to grow, a review of the DCC program rates was completed recently which resulted in rates increasing effective June 24, 2022 for Sewer (with in-stream provisions in effect for 1 year as per enabling legislation) and new rates for Water effective

April 28, 2023 (with in-stream provisions in effect for 1 year as per enabling legislation) thereby ensuring the long term adequacy of program funds for future growth capital requirements. Note that the Sewer and Water DCC rates are currently in the process of a further review. The DCC collection levels have been steadily climbing over recent years and will continue to exhibit the impacts of the higher DCC rates adopted alongside a relatively consistent or otherwise increasing level of local development activity recently in the Region - in all 4 Sewerage Areas and for Water.

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To: Finance Committee

From: Sonu Kailley, Director, Financial Planning

Date: September 30, 2024 Meeting Date: October 9, 2024

Subject: **Jericho Reservoir Phase 2 – Dissolution of Water Supply Agreements**

RECOMMENDATION

That the GVWD Board approve the dissolution of the Water Supply Agreements between the GVWD, Township of Langley, and City of Surrey for Phase 2 of the Jericho Reservoir and authorize the refund of payments made in relation to Jericho Reservoir Phase 2 Project.

EXECUTIVE SUMMARY

Prior to the adoption of the GVWD DCC Bylaw No 260, 2023, there were separate agreements between the Greater Vancouver Water District (GVWD), Township of Langley, and City of Surrey for the pre-payment of the Jericho Reservoir Phase 2, a future growth project, planned to be paid for upfront.

At the April 17, 2024 Special Joint Board Meeting, staff were directed to bring a report to the Finance Committee on the dissolution of these agreements, now that the funds can be captured via growth/developer contributions through DCCs. Upon approval to dissolve the agreements, funds received in 2023 for Phase 2 of the Jericho Reservoir project, will be refunded. (\$4,091, 573 to the Langley Township and \$2,081,591 to the City of Surrey). In addition, annual amounts for 2024 and 2025 of \$4,091,573 from the Township of Langley and \$2,081,591 from the City of Surrey, will no longer be collected. The dissolution of these agreements will have no impact on the 2025 water rates or household impacts as this project will be funded through the Water DCCs and there is no plan to commence this project in the plan until a future date.

PURPOSE

That the GVWD Board approve the dissolution of the Water Supply Agreements for Phase 2 of the Jericho Reservoir between the GVWD, Township of Langley, and City of Surrey and authorize the refund of any payments made in relation to Jericho Reservoir Phase 2 Project.

BACKGROUND

In 2018 separate agreements were entered into between the GVWD and Township of Langley and the GVWD and City of Surrey to pre-pay capital contributions towards Phase 2 of the Jericho reservoir which was expected to be built in 2030. These agreements are provided in Attachment 1 and 2.

Although the concept of Development Cost Charges (DCC) and the principle of growth paying for growth had been discussed previously, no DCCs were collected in 2018 related to the growth necessitating the construction of Phase 2 of the Jericho Reservoir.

In the 2019–2022 Board Strategic Plan, the Metro Vancouver Board included a commitment to

pursue the adoption of Water DCCs to ensure new growth-driven development in the region fund, or partially fund, the cost of water infrastructure expansion required to service that development. As part of the plan to implement a Water DCC, staff initiated the development of a Water DCC in 2020.

In March 2023, the Financial Plan Task Force Recommendations for the 2024-2028 Financial Plan included direction to the GVWD that staff prepare the 2024-2028 Financial Plan with DCC rate assumptions that would have Water DCCs moving to a 1% assist factor with interest. On April 28, 2023, upon receiving approval from the Inspector of Municipalities, the GVWD Board approved the Greater Vancouver Water District *Development Cost Charge Bylaw No. 257, 2022*, thus approving the concept of growth paying for growth within the capital plan.

With the adoption of GVWD DCC bylaw, staff received direction at the April 17, 2024 Special Joint Board Meeting to dissolve the agreements and refund any payments already made. By refunding the payments and dissolving the agreement, the GVWD would be complying with the GVWD Act.

ALTERNATIVES

This directive aligns with the Local Government Act, and as such, there are no alternatives presented.

FINANCIAL IMPLICATIONS

The financial implications of accepting the recommendations are refunds for unspent dollars that have been held in reserves of \$4,091,573 to the Langley Township and \$2,081,591 to the City of Surrey from the GVWD for the construction of Phase 2 of the Jericho Reservoir. In addition, annual amounts up to 2025 of \$4,091,573 from the Township of Langley and \$2,081,591 from the City of Surrey, will no longer be collected. The dissolution of these agreements will have no impact on the 2025 water rates and household impacts as there is no plan to commence the project until future years and is expected to be funded from the Water DCC.

CONCLUSION

That the GVWD approve the dissolution of the Water Supply Agreements for Phase 2 of the Jericho Reservoir between the GVWD, Township of Langley, and City of Surrey as well as refund any payments already made.

ATTACHMENTS

1. 2018 Agreement between GVWD and Township of Langley
2. 2018 Agreement between GVWD and City of Surrey

AMENDING AGREEMENT

THIS AGREEMENT dated as of SEPTEMBER 17, 2018

BETWEEN:

GREATER VANCOUVER WATER DISTRICT
4730 Kingsway, Burnaby, British Columbia V5H 0C6

("GVWD")

AND:

TOWNSHIP OF LANGLEY
20338 – 65 Avenue, Langley, British Columbia V2Y 3J1

("Langley Township")

WHEREAS:

- A. GVWD and Langley Township are parties to a water supply agreement dated August 21, 1989, relating to the construction of certain water supply works by GVWD, as amended by an amending agreement dated October 29, 1998 (the "**Amended Water Supply Agreement**");
- B. The Amended Water Supply Agreement requires that Langley Township pay its share of the actual costs incurred by GVWD in constructing and installing such water supply works, including the reservoir designated in the Amended Water Supply Agreement as the Future Jericho Reservoir (the "**Jericho Reservoir**");
- C. Pursuant to the Amended Water Supply Agreement, Langley Township's percentage share of the actual costs for the Jericho Reservoir is 66.28%;
- D. Pursuant to a payment agreement dated June 7, 2017, GVWD and Langley Township agreed upon a payment schedule pursuant to which Langley will pay its share of the actual costs of Phase 1 of the Jericho Reservoir;
- E. GVWD and Langley Township have agreed that instead of paying the actual costs of Phase 2 of the Jericho Reservoir ("**Phase 2**"), Langley Township will prepay the projected costs of Phase 2; and
- F. The parties wish to amend the Amended Water Supply Agreement to reflect these changes and agreements.

NOW THEREFORE IN CONSIDERATION of the premises and the mutual covenants and agreements set out below and other good and valuable consideration, the receipt and sufficiency of which is acknowledged, the parties hereto agree as follows:

1. Notwithstanding the provisions of the Amended Water Supply Agreement, GVWD and Langley Township agree that Langley Township will pay a fixed amount of \$12,274,719 (the "Requirement") toward the costs incurred by GVWD in constructing and installing Phase 2. The Requirement will be paid to GVWD as shown below, and will be in full and final satisfaction of the amount owing by Langley Township to GVWD under the Amended Water Supply Agreement in respect of Phase 2, regardless of whether 66.28% of the actual costs incurred by GVWD in constructing and installing Phase 2 is higher or lower than the Requirement. GVWD and Langley Township agree that GVWD will have no obligation to refund any amount to Langley Township if 66.28% of the actual costs of Phase 2 is less than the Requirement.

On or before December 31, 2023: \$4,091,573

On or before December 31, 2024: \$4,091,573

On or before December 31, 2025: \$4,091,573

2. The terms of this Agreement are expressly made a part of the Amended Water Supply Agreement to the same extent as if the terms were incorporated in the Amended Water Supply Agreement.
3. This Agreement will enure to the benefit of and be binding upon the parties and their respective successors and permitted assigns.
4. Time is of the essence of this Agreement.
5. This Agreement is governed by and will be construed in accordance with the laws of the Province of British Columbia and the laws of Canada applicable therein.
6. This Agreement may be executed in any number of counterparts, each of which will be deemed to be an original and all of which taken together will be deemed to constitute one and the same instrument.
7. Delivery of an executed signature page to this Agreement by a party by electronic transmission will be as effective as delivery of an originally executed copy of the Agreement by such party.

IN WITNESS WHEREOF the parties hereto have executed this Agreement as of the date first written above.

GREATER VANCOUVER WATER DISTRICT

by its authorized signatory:



Carol Mason
Commissioner

TOWNSHIP OF LANGLEY

by its authorized signatories:



Name: **WENDY BAUER**
Title: **Township Clerk**

Name:
Title:

AMENDING AGREEMENT

THIS AGREEMENT dated as of SEPTEMBER 17, 2018

BETWEEN:

GREATER VANCOUVER WATER DISTRICT
4730 Kingsway, Burnaby, British Columbia V5H 0C6

("GVWD")

AND:

TOWNSHIP OF LANGLEY
20338 – 65 Avenue, Langley, British Columbia V2Y 3J1

("Langley Township")

WHEREAS:

- A. GVWD and Langley Township are parties to a water supply agreement dated August 21, 1989, relating to the construction of certain water supply works by GVWD, as amended by an amending agreement dated October 29, 1998 (the "**Amended Water Supply Agreement**");
- B. The Amended Water Supply Agreement requires that Langley Township pay its share of the actual costs incurred by GVWD in constructing and installing such water supply works, including the reservoir designated in the Amended Water Supply Agreement as the Future Jericho Reservoir (the "**Jericho Reservoir**");
- C. Pursuant to the Amended Water Supply Agreement, Langley Township's percentage share of the actual costs for the Jericho Reservoir is 66.28%;
- D. Pursuant to a payment agreement dated June 7, 2017, GVWD and Langley Township agreed upon a payment schedule pursuant to which Langley will pay its share of the actual costs of Phase 1 of the Jericho Reservoir;
- E. GVWD and Langley Township have agreed that instead of paying the actual costs of Phase 2 of the Jericho Reservoir ("**Phase 2**"), Langley Township will prepay the projected costs of Phase 2; and
- F. The parties wish to amend the Amended Water Supply Agreement to reflect these changes and agreements.

23784898

NOW THEREFORE IN CONSIDERATION of the premises and the mutual covenants and agreements set out below and other good and valuable consideration, the receipt and sufficiency of which is acknowledged, the parties hereto agree as follows:

1. Notwithstanding the provisions of the Amended Water Supply Agreement, GVWD and Langley Township agree that Langley Township will pay a fixed amount of \$12,274,719 (the "Requirement") toward the costs incurred by GVWD in constructing and installing Phase 2. The Requirement will be paid to GVWD as shown below, and will be in full and final satisfaction of the amount owing by Langley Township to GVWD under the Amended Water Supply Agreement in respect of Phase 2, regardless of whether 66.28% of the actual costs incurred by GVWD in constructing and installing Phase 2 is higher or lower than the Requirement. GVWD and Langley Township agree that GVWD will have no obligation to refund any amount to Langley Township if 66.28% of the actual costs of Phase 2 is less than the Requirement.

On or before December 31, 2023: \$4,091,573

On or before December 31, 2024: \$4,091,573

On or before December 31, 2025: \$4,091,573

2. The terms of this Agreement are expressly made a part of the Amended Water Supply Agreement to the same extent as if the terms were incorporated in the Amended Water Supply Agreement.
3. This Agreement will enure to the benefit of and be binding upon the parties and their respective successors and permitted assigns.
4. Time is of the essence of this Agreement.
5. This Agreement is governed by and will be construed in accordance with the laws of the Province of British Columbia and the laws of Canada applicable therein.
6. This Agreement may be executed in any number of counterparts, each of which will be deemed to be an original and all of which taken together will be deemed to constitute one and the same instrument.
7. Delivery of an executed signature page to this Agreement by a party by electronic transmission will be as effective as delivery of an originally executed copy of the Agreement by such party.

IN WITNESS WHEREOF the parties hereto have executed this Agreement as of the date first written above.

GREATER VANCOUVER WATER DISTRICT
by its authorized signatory:



Carol Mason
Commissioner

TOWNSHIP OF LANGLEY
by its authorized signatories:



Name: **WENDY BAUER**
Title: **Township Clerk**

Name:
Title:

AMENDING AGREEMENT

THIS AGREEMENT dated as of August 02, 2018

BETWEEN:

GREATER VANCOUVER WATER DISTRICT
4730 Kingsway, Burnaby, British Columbia V5H 0C6

("GVWD")

AND:

CITY OF SURREY
13450-104 Avenue, Surrey, British Columbia V3T 1V8

("Surrey")

WHEREAS:

- A. GVWD and Surrey are parties to a water supply agreement dated August 14, 1989, relating to the construction and installation by GVWD of certain water supply works (the "Water Supply Agreement");
- B. The Water Supply Agreement requires that Surrey pay its share of the actual costs incurred by GVWD in constructing and installing such water supply works, including the reservoir designated in the Water Supply Agreement as the Future Jericho Reservoir (the "Jericho Reservoir");
- C. Section 5.(2)(a) of the Water Supply Agreement provides that Surrey's percentage share of the actual costs for the Jericho Reservoir is 28.8%;
- D. Due to changes to the Langley-Surrey Water Supply Scheme approved by the GVWD Board, the total capacity of the Jericho Reservoir was reduced to 8.6 million imperial gallons, resulting in an adjustment to Surrey's percentage share of the costs for the smaller Jericho Reservoir;
- E. GVWD and Surrey have agreed upon a payment schedule pursuant to which Surrey will pay its share of the actual costs of Phase 1 of the Jericho Reservoir ("Phase 1");
- F. GVWD and Surrey have agreed that instead of paying the actual costs of Phase 2 of the Jericho Reservoir ("Phase 2"), Surrey will prepay the projected costs of Phase 2; and
- G. The parties wish to amend the Water Supply Agreement to reflect these changes and agreements.

23785203

NOW THEREFORE IN CONSIDERATION of the premises and the mutual covenants and agreements set out below and other good and valuable consideration, the receipt and sufficiency of which is acknowledged, the parties hereto agree as follows:

1. The Water Supply Agreement is hereby amended by deleting "28.8%" in section 5.(2)(a) and replacing it with "33.72%".
2. GVWD and Surrey acknowledge and agree that the estimated cost for constructing and installing Phase 1 is \$30,400,000.
3. Subject to Section 4, GVWD and Surrey agree that Surrey will pay GVWD its share of the actual costs of Phase 1 by making payments as follows:

On or before December 31, 2018:	\$2,400,000
On or before December 31, 2019:	\$2,000,000
On or before December 31, 2020:	\$2,000,000
On or before December 31, 2021:	\$2,000,000
On or before December 31, 2022:	\$1,800,000

4. Upon completion of Phase 1 and final determination by GVWD of the actual costs incurred by GVWD in constructing and installing Phase 1, GVWD will promptly refund Surrey or Surrey will pay GVWD, as the case may be, the difference between 33.72% of such actual costs and the total of the amount already paid by Surrey pursuant to Section 3, such that the final amount paid by Surrey in respect of Phase 1 equals 33.72% of the actual costs incurred by GVWD.

If the difference between 33.72% of such actual costs and the total of the amount already paid by Surrey is less than \$500,000, Surrey will pay GVWD within 1-year from the date Surrey is advised of actual costs ("**Initial Reconciliation Payment Date**").

If the difference between 33.72% of such actual costs and the total of the amount already paid by Surrey is greater than \$500,000, Surrey will pay GVWD no less than \$500,000 per annum beginning on the Initial Reconciliation Payment Date until such time as Surrey has paid GVWD the difference between 33.72% of such actual costs and the total of the amount already paid by Surrey plus interest of 3% per annum compounded annually, calculated from the Initial Reconciliation Payment Date until the date of the final payment.

5. Notwithstanding sections 5.(1) and 5.(2)(a) of the Water Supply Agreement, GVWD and Surrey agree that Surrey will pay a fixed amount of \$6,244,773 (the "**Requirement**") toward the costs incurred by GVWD in constructing and installing Phase 2. The Requirement will be paid to GVWD as shown below, and will be in full and final satisfaction of the amount owing by Surrey to GVWD under the Water

Supply Agreement in respect of Phase 2, regardless of whether 33.72% of the actual costs incurred by GVWD in constructing and installing Phase 2 is higher or lower than the Requirement. GVWD and Surrey agree that GVWD will have no obligation to refund any amount to Surrey if 33.72% of the actual costs of Phase 2 is less than the Requirement.

On or before December 31, 2023: \$2,081,591

On or before December 31, 2024: \$2,081,591

On or before December 31, 2025: \$2,081,591

6. The terms of this Agreement are expressly made a part of the Water Supply Agreement to the same extent as if the terms were incorporated in the Water Supply Agreement.
7. This Agreement will enure to the benefit of and be binding upon the parties and their respective successors and permitted assigns.
8. Time is of the essence of this Agreement.
9. This Agreement is governed by and will be construed in accordance with the laws of the Province of British Columbia and the laws of Canada applicable therein.
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IN WITNESS WHEREOF the parties hereto have executed this Agreement as of the date first written above.

GREATER VANCOUVER WATER DISTRICT

by its authorized signatory:



Carol Mason
Commissioner

AMENDING AGREEMENT

THIS AGREEMENT dated as of August 02, 2018

BETWEEN:

GREATER VANCOUVER WATER DISTRICT
4730 Kingsway, Burnaby, British Columbia V5H 0C6

("GVWD")

AND:

CITY OF SURREY
13450-104 Avenue, Surrey, British Columbia V3T 1V8

("Surrey")

WHEREAS:

- A. GVWD and Surrey are parties to a water supply agreement dated August 14, 1989, relating to the construction and installation by GVWD of certain water supply works (the "Water Supply Agreement");
- B. The Water Supply Agreement requires that Surrey pay its share of the actual costs incurred by GVWD in constructing and installing such water supply works, including the reservoir designated in the Water Supply Agreement as the Future Jericho Reservoir (the "Jericho Reservoir");
- C. Section 5.(2)(a) of the Water Supply Agreement provides that Surrey's percentage share of the actual costs for the Jericho Reservoir is 28.8%;
- D. Due to changes to the Langley-Surrey Water Supply Scheme approved by the GVWD Board, the total capacity of the Jericho Reservoir was reduced to 8.6 million imperial gallons, resulting in an adjustment to Surrey's percentage share of the costs for the smaller Jericho Reservoir;
- E. GVWD and Surrey have agreed upon a payment schedule pursuant to which Surrey will pay its share of the actual costs of Phase 1 of the Jericho Reservoir ("Phase 1");
- F. GVWD and Surrey have agreed that instead of paying the actual costs of Phase 2 of the Jericho Reservoir ("Phase 2"), Surrey will prepay the projected costs of Phase 2; and
- G. The parties wish to amend the Water Supply Agreement to reflect these changes and agreements.

23785203

NOW THEREFORE IN CONSIDERATION of the premises and the mutual covenants and agreements set out below and other good and valuable consideration, the receipt and sufficiency of which is acknowledged, the parties hereto agree as follows:

1. The Water Supply Agreement is hereby amended by deleting "28.8%" in section 5.(2)(a) and replacing it with "33.72%".
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3. Subject to Section 4, GVWD and Surrey agree that Surrey will pay GVWD its share of the actual costs of Phase 1 by making payments as follows:

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On or before December 31, 2020:	\$2,000,000
On or before December 31, 2021:	\$2,000,000
On or before December 31, 2022:	\$1,800,000

4. Upon completion of Phase 1 and final determination by GVWD of the actual costs incurred by GVWD in constructing and installing Phase 1, GVWD will promptly refund Surrey or Surrey will pay GVWD, as the case may be, the difference between 33.72% of such actual costs and the total of the amount already paid by Surrey pursuant to Section 3, such that the final amount paid by Surrey in respect of Phase 1 equals 33.72% of the actual costs incurred by GVWD.

If the difference between 33.72% of such actual costs and the total of the amount already paid by Surrey is less than \$500,000, Surrey will pay GVWD within 1-year from the date Surrey is advised of actual costs ("**Initial Reconciliation Payment Date**").

If the difference between 33.72% of such actual costs and the total of the amount already paid by Surrey is greater than \$500,000, Surrey will pay GVWD no less than \$500,000 per annum beginning on the Initial Reconciliation Payment Date until such time as Surrey has paid GVWD the difference between 33.72% of such actual costs and the total of the amount already paid by Surrey plus interest of 3% per annum compounded annually, calculated from the Initial Reconciliation Payment Date until the date of the final payment.

5. Notwithstanding sections 5.(1) and 5.(2)(a) of the Water Supply Agreement, GVWD and Surrey agree that Surrey will pay a fixed amount of \$6,244,773 (the "**Requirement**") toward the costs incurred by GVWD in constructing and installing Phase 2. The Requirement will be paid to GVWD as shown below, and will be in full and final satisfaction of the amount owing by Surrey to GVWD under the Water

Supply Agreement in respect of Phase 2, regardless of whether 33.72% of the actual costs incurred by GVWD in constructing and installing Phase 2 is higher or lower than the Requirement. GVWD and Surrey agree that GVWD will have no obligation to refund any amount to Surrey if 33.72% of the actual costs of Phase 2 is less than the Requirement.

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On or before December 31, 2025: \$2,081,591

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IN WITNESS WHEREOF the parties hereto have executed this Agreement as of the date first written above.

GREATER VANCOUVER WATER DISTRICT

by its authorized signatory:



Carol Mason
Commissioner

CITY OF SURREY

by its authorized signatories:

A handwritten signature in blue ink, appearing to read "M Starchuk", written over a horizontal line.

Name:

Title: Acting Mayor, Mike Starchuk

A handwritten signature in blue ink, appearing to read "Jane Sullivan", written over a horizontal line.

Name:

Title: Jane Sullivan, City Clerk

To: Finance Committee

From: Linda Sabatini, Director, Financial Operations, Financial Services

Date: September 12, 2024 Meeting Date: October 9, 2024

Subject: **MVRD Temporary Borrowing Bylaw No. 1397, 2024**

RECOMMENDATION

That the MVRD Board:

- a) give consent to temporary borrow on behalf of the *Metro Vancouver Housing Corporation* (“MVHC”) an amount, or amounts in aggregate, not exceeding \$70 million dollars, the amount of the *Metro Vancouver Loan Authorization Bylaw No. 1381, 2024*, and the maximum borrowing authorized;
 - b) give first, second and third readings to “*Metro Vancouver Regional District Temporary Borrowing Bylaw No. 1397, 2024*”; and
 - a) adopt “*Metro Vancouver Regional District Temporary Borrowing Bylaw No. 1397, 2024*” and forward it to the Municipal Finance Authority of British Columbia as approval for anticipated temporary borrowing applications.
-

EXECUTIVE SUMMARY

MVHC is seeking to borrow through MVRD an amount up to \$70 million over the next five years, to fund required building envelope repairs, and deep retrofits to reduce greenhouse gas emissions and improve energy efficiency at several of its housing complexes as contained in the endorsed budget and five-year financial plan.

Pursuant to Section 179 of the *Community Charter*, MVRD may lend to the MVHC. *Metro Vancouver Regional District Loan Authorization Bylaw No. 1381, 2024* (“*Bylaw No. 1381*”) was adopted by the MVRD Board on July 26, 2024, allowing long-term borrowing by MVRD on behalf of MVHC from the Municipal Finance Authority. However, an additional bylaw is required to authorize MVRD to borrow from MFA on a temporary basis on behalf of MVHC, which will provide flexibility for cash management and allow the same borrowing methods used by municipalities. Adoption of the “*Metro Vancouver Regional District Temporary Loan Authorization Bylaw No. 1397, 2024*” will provide the authority for MVRD to temporary borrow from MFA on behalf of MVHC.

PURPOSE

To seek MVRD Board approval for temporary borrowing through the *Municipal Finance Authority of British Columbia* (“MFA”) on behalf of the MVHC, for required building envelope repairs, for an amount, or amounts in the aggregate, not exceeding \$70.0 million dollars, the amount of the long-term borrowing *Bylaw No. 1381*, the maximum borrowing authorized.

BACKGROUND

MVHC is seeking to borrow an amount up to \$70 million over the next five years, to fund required building envelope repairs, and deep retrofits to reduce greenhouse gas emissions and improve energy efficiency at several of its housing complexes. This work is neutral to source of energy. Adoption of the *"Metro Vancouver Regional District Temporary Loan Authorization Bylaw No. 1397, 2024"*, provides the authority for MVRD to borrow short-term from MFA on behalf of MVHC up to \$70 million as contained in the endorsed budget and five-year financial plan.

TEMPORARY BORROWING AUTHORITY

MVRD Board adopted the *Metro Vancouver Regional District Loan Authorization Bylaw No. 1381, 2024 ("Bylaw No. 1381")*, on July 26, 2024, allowing long-term borrowing by MVRD on behalf of MVHC from the MFA. However, an additional bylaw is required to allow MVRD to borrow on a temporary basis on behalf of MVHC. Temporary borrowing will provide flexibility for cash management during periods of construction and allows the same borrowing methods used by municipalities. Approval of *"Metro Vancouver Regional District Temporary Borrowing Bylaw No. 1397, 2024"* provides the authority for MVRD to temporary borrow from MFA on behalf of MVHC amount(s) not exceeding \$70.0 million, the maximum borrowing authorized under the *Bylaw No. 1381*.

MVHC BORROWING

Several Metro Vancouver Housing projects require substantial building envelope repairs. MVHC has secured several significant grants from other levels of government to complete the repair work and assist in meeting the *Metro Vancouver Housing 10-Year Housing Plan* targets for greenhouse gas reductions. Additional grants and funds are being sought to support the project from available funding sources. Costs not covered by grants would be funded through MVHC's budget, with a strategy of borrowing in the short term to expedite the work in order to take advantage of granting opportunities. Temporary borrowing from MFA provides an alternative for MVHC and is less expensive than commercial lending institutions. The current short-term rate with MFA is 4.92% versus a line-of-credit or loan from a financial institution at 6.4%.

Board approval is requested for a block of temporary borrowing over the next five years, in advance of any actual borrowing. Without temporary borrowing, MVHC would only be able to borrow long-term through MFA's debenture offerings in the spring and fall, losing the flexibility to manage cash requirements during periods of construction.

The proposed borrowing of up to \$70 million for MVHC through MFA is identified in MVHC's capital plan to finance rehabilitation projects at a number of existing properties, including Strathearn Court, Somerset Gardens, Minato West, Manor House and Le Chateau Place. Debt servicing costs are included in the annual operating budget. The temporary borrowing under the bylaw would be a liability of MVHC, owing to MFA through the MVRD.

ALTERNATIVES

1. That the MVRD Board:
 - a) give consent to temporary borrow on behalf of the *Metro Vancouver Housing Corporation ("MVHC")* an amount, or amounts in aggregate, not exceeding \$70 million dollars, the amount of the *Metro Vancouver Loan Authorization Bylaw No. 1381, 2024*, and the maximum borrowing authorized;
 - b) give first, second and third readings to "*Metro Vancouver Regional District Temporary Borrowing Bylaw No. 1397, 2024*"; and
 - b) adopt "*Metro Vancouver Regional District Temporary Borrowing Bylaw No. 1397, 2024*" and forward it to the Municipal Finance Authority of British Columbia as approval for anticipated temporary borrowing applications.

2. That the MVRD Board direct staff to continue the practice of long-term borrowing on behalf of MVHC, and not take advantage of opportunities available with temporary borrowing.

FINANCIAL IMPLICATIONS

The approval of alternative one will provide staff with the authority to make prudent financing decisions with respect to MVHC's capital programs and the required borrowing in periods of construction. A cash management strategy that includes a combination of temporary and long-term borrowing allows the optimization of cash and investment portfolio decisions which can reduce overall debt servicing costs and provide maximum investment returns.

Should this authority not be granted, under alternative two, staff will borrow long-term for MVHC when cash is required to fund the building envelope repairs.

CONCLUSION

This Borrowing Bylaw, as recommended under alternative one, provides the necessary authorization for the MVHC to temporary borrow funds as and when required up to a maximum of \$70 million, the amount of the *Metro Vancouver Loan Authorization Bylaw No. 1381, 2024*, and the maximum borrowing authorized.

Attachments

1. *Metro Vancouver Regional District Temporary Borrowing Bylaw No. 1397, 2024*

60235005

**METRO VANCOUVER REGIONAL DISTRICT
BYLAW NO. 1397, 2024
A Bylaw to Undertake Temporary Borrowing on behalf of the Metro Vancouver Housing
Corporation Pending the Sale of Debentures**

WHEREAS:

- A. Section 409(1) of the *Local Government Act* provides that the Metro Vancouver Regional District (“MVRD”) Board may, where it has adopted a loan authorization bylaw, temporarily borrow by bylaw an amount not exceeding the difference between the total amount authorized by the loan authorization bylaw and the amount already borrowed in relation to that bylaw;
- B. The MVRD has adopted “*Metro Vancouver Regional District Loan Authorization Bylaw No. 1381, 2024*”, authorizing MVRD to borrow, from time to time and as required, a sum up to but not exceeding at any one time the aggregate principal amount of seventy million Canadian dollars (\$70,000,000 CAD) for the purpose of lending such monies to the Metro Vancouver Housing Corporation (“MVHC”) for capital projects (the “*Loan Authorization Bylaw*”);
- C. On March 22, 2024, the MVRD and MVHC entered into an agreement (the “*Borrowing Agreement*”) whereby the MVHC agrees to pay all costs of the MVRD associated with any borrowing made on its behalf;
- D. Pursuant to resolutions adopted at its meeting held September 27, 2024 the MVHC Board has requested the MVRD to provide temporary financing to the MVHC for an amount or amounts not exceeding the sum of \$70,000,000 CAD, as set out in this bylaw; and
- E. The sale of debentures has been temporarily deferred and no loan has been made and is outstanding under the Loan Authorization Bylaw.

NOW THEREFORE the Board of the Metro Vancouver Regional District enacts as follows:

- 1. **Citation**
The official citation of this bylaw is “*Metro Vancouver Regional District Temporary Borrowing Bylaw No. 1397, 2024*”.
- 2. MVRD is hereby authorized and empowered to borrow from the Municipal Finance Authority of British Columbia an amount or amounts not exceeding the sum of seventy million Canadian dollars (\$70,000,000 CAD), as the same may be required, to lend to MVHC for the purpose of funding MVHC’s capital requirements for which financing is to be used in accordance with its approved financial plan.
- 3. The maximum term of any borrowing made to or from the MVRD under this bylaw is five years.

4. The MVRD will issue one or more promissory notes to evidence amounts borrowed under this bylaw, each of which must be approved and executed in accordance with *Metro Vancouver Regional District Banking Authority Bylaw No. 1361, 2023*.
5. All money borrowed under this bylaw will be used solely for the purposes set out in the Loan Authorization Bylaw.
6. The proceeds from the sale of debentures or so much thereof as may be necessary will be used to repay the money borrowed by the MVRD under this bylaw.
7. **Severability**
If any portion of this bylaw is deemed ultra vires, illegal, invalid, or unenforceable in any way in whole or in part by any court of competent jurisdiction, such decision will not be deemed to invalidate or void the remainder of the bylaw.

Read a first, second and third time this _____ day of _____, _____.

Adopted this _____ day of _____, _____.

Mike Hurley, Chair

Dorothy Shermer, Corporate Officer

To: Finance Committee

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

Date: October 1, 2024

Meeting Date: October 9, 2024

Subject: **Manager's Report**

RECOMMENDATION

That the Finance Committee receive for information the report dated October 1, 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

Finance Committee 2024 Work Plan

Report Date: October 1, 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)	Completed
2024 Financial Performance Reporting and Annual Forecast No.1	Completed
Development Cost Charge Updates	Completed
Municipal Finance Authority Items/New Borrowing & Updates (<i>if applicable</i>)	Completed
TransLink Greater Vancouver Regional Fund – Annual Report	Completed
Financial Policy Review (as required)	Pending
3rd Quarter	Status
2024 Financial Performance Reporting and Annual Forecast No.2	Pending
Appointment of External Auditors	Completed
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