

**METRO VANCOUVER REGIONAL DISTRICT
FINANCE COMMITTEE**

MEETING

Thursday, October 12, 2023

9:00 am

**Meeting conducted electronically pursuant to the Procedure Bylaw
28th Floor Boardroom, 4515 Central Boulevard, Burnaby, British Columbia**

Webstream available at <https://metrovancouver.org>

A G E N D A¹

1. ADOPTION OF THE AGENDA

1.1 October 12, 2023 Meeting Agenda

That the Finance Committee adopt the agenda for its meeting scheduled for October 12, 2023 as circulated.

2. ADOPTION OF THE MINUTES

2.1 September 14, 2023 Meeting Minutes

pg. 4

That the Finance Committee adopt the minutes of its meeting held September 14, 2023 as circulated.

3. DELEGATIONS

4. INVITED PRESENTATIONS

5. REPORTS FROM COMMITTEE OR STAFF

5.1 2024 - 2028 Financial Plan Overview

pg. 8

Verbal Update

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

5.2 2024 - 2028 Financial Plan – Allocated Programs

pg. 16

That the Finance Committee endorse the 2024 - 2028 Financial Plan for the Allocated Programs as presented in the report dated October 2, 2023, titled “2024 - 2028 Financial Plan – Allocated Programs”, and forward it to the Metro Vancouver Board Budget Workshop on October 20, 2023 for consideration.

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

- 5.3 2024 - 2028 Financial Plan – Regional District Service Areas** *pg. 76*
That the Finance Committee endorse the 2024 - 2028 Financial Plan for the Regional District Service Areas as presented in the report dated October 5, 2023, titled “2024 - 2028 Financial Plan – Regional District Service Areas”, and forward it to the Metro Vancouver Board Budget Workshop on October 20, 2023 for consideration.
- 5.4 Development Cost Charge Engagement Update and Proposed Rate Bylaws** *pg. 122*
That the GVWD, GVS&DD and MVRD Board:
- a) approve the Development Cost Charge rates as proposed in:
 - Schedules A to D in *Greater Vancouver Sewerage and Drainage District Development Cost Charge Bylaw No. 371, 2023*;
 - Schedule A in the *Greater Vancouver Water District Development Cost Charge Amendment Bylaw No. 260, 2023*;
 - Schedule A in the *Metro Vancouver Regional District Development Cost Charge Bylaw No. 1369, 2023*;as found in the report dated October 3, 2023 titled “Development Cost Charge Engagement Update and Proposed Rate Bylaws”, and endorse the inclusion of interest costs directly related to those activities that are approved by the Inspector of Municipalities in the GVS&DD and GVWD Development Cost Charge initiatives; and
 - b) give first, second and third reading to the *Greater Vancouver Sewerage and Drainage District Development Cost Charge Bylaw No. 371, 2023*; and
 - c) give first, second and third reading to the *Greater Vancouver Water District Development Cost Charge Amendment Bylaw No. 260, 2023*; and
 - d) give first, second and third reading to the *Metro Vancouver Regional District Development Cost Charge Bylaw No. 1369, 2023*; and
 - e) direct staff to forward to the Inspector of Municipalities for approval:
 - *Greater Vancouver Sewerage and Drainage District Development Cost Charge Bylaw No. 371, 2023*
 - *Greater Vancouver Water District Development Cost Charge Amendment Bylaw No. 260, 2023*
 - *Metro Vancouver Regional District Development Cost Charge Bylaw No. 1369, 2023*
- 5.5 Semi-Annual Report on GVS&DD Development Cost Charges** *pg. 193*
That the Finance Committee receive for information the report dated September 25, 2023, titled “Semi-Annual Report on GVS&DD Development Cost Charges”.
- 5.6 Manager’s Report** *pg. 195*
That the Finance Committee receive for information the report dated October 4, 2023, titled “Manager’s Report”.

INFORMATION ITEMS

6. OTHER BUSINESS

7. BUSINESS ARISING FROM DELEGATIONS

8. 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.

9. ADJOURNMENT/CONCLUSION

That the Finance Committee adjourn/conclude its meeting of October 12, 2023.

Membership:

West, Brad (C) – Port Coquitlam

Klassen, Mike (VC) – Vancouver

Brodie, Malcolm – Richmond

Buchanan, Linda – North Vancouver City

Hurley, Mike – Burnaby

Kooner, Pardeep – Surrey

Kruger, Dylan – Delta

MacDonald, Nicole – Pitt Meadows

Marsden, Dennis – Coquitlam

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 9:00 am on Thursday, September 14, 2023 in the 28th Floor Boardroom, 4515 Central Boulevard, Burnaby, British Columbia.

MEMBERS PRESENT:

Chair, Mayor Brad West, Port Coquitlam
 Vice Chair, Councillor Mike Klassen, Vancouver
 Mayor Malcolm Brodie, Richmond
 Mayor Mike Hurley, Burnaby
 Councillor Pardeep Kooner, Surrey
 Councillor Dylan Kruger, Delta
 Councillor Dennis Marsden*, Coquitlam
 Mayor John McEwen, Anmore
 Mayor Eric Woodward, Langley Township

MEMBERS ABSENT:

Mayor Linda Buchanan, North Vancouver City
 Mayor Nicole MacDonald, Pitt Meadows

OTHERS PRESENT:

Mayor George V. Harvie, Delta

STAFF PRESENT:

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

1. ADOPTION OF THE AGENDA

1.1 September 14, 2023 Meeting Agenda

It was MOVED and SECONDED

That the Finance Committee adopt the agenda for its meeting scheduled for September 14, 2023 as circulated.

CARRIED

*denotes electronic meeting participation as authorized by section 3.6.2 of the *Procedure Bylaw*

2. ADOPTION OF THE MINUTES

2.1 July 13, 2023 Meeting Minutes

It was MOVED and SECONDED

That the Finance Committee adopt the minutes of its meeting held July 13, 2023 as circulated.

CARRIED

3. DELEGATIONS

No items presented.

4. INVITED PRESENTATIONS

No items presented.

5. REPORTS FROM COMMITTEE OR STAFF

5.1 Tree Management on Metro Vancouver Lands – Revised Board Policy

Report dated August 11, 2023, from David Leavers, Division Manager, Regional Parks, Visitor and Operations Services and Mike Mayers, Division Manager, Watershed Operations and Protection, Water Services, seeking MVRD/GVS&DD/GVWD/MVHC Boards approval of the revised *Tree Management on Metro Vancouver Lands* policy regarding the inspection and management of trees to manage associated risks, and to establish tree replacement requirements for trees removed.

It was MOVED and SECONDED

That the MVRD/GVS&DD/GVWD/MVHC Boards approve the revised Tree Management on Metro Vancouver Lands Policy as presented in the report dated August 11, 2023, titled “Tree Management on Metro Vancouver Lands Policy – Revised Board Policy.”

CARRIED

5.2 Treasury Report – April 1, 2023 to June 30, 2023

Report dated September 5, 2023, Linda Sabatini, Director, Financial Operations, providing the Finance Committee with the quarterly Treasury information, including investment performance and related economic information.

It was MOVED and SECONDED

That the Finance Committee receive for information the report dated September 5, 2023 titled “Treasury Report – April 1, 2023 to June 30, 2023”.

CARRIED

5.3 Manager’s Report

Report dated September 6, 2023, from Harji Varn, Chief Financial Officer/General Manager, Financial Services, providing the Finance Committee with an update on the Finance Committee 2023 Work Plan and on Metro Vancouver’s Development Cost Charge Program.

It was MOVED and SECONDED

That the Finance Committee receive for information the report dated September 6, 2023, titled “Manager’s Report”.

CARRIED

6. INFORMATION ITEMS

No items presented.

7. OTHER BUSINESS

No items presented.

8. BUSINESS ARISING FROM DELEGATIONS

No items presented.

9. RESOLUTION TO CLOSE MEETING

It was MOVED and SECONDED

That the Finance Committee close its meeting scheduled for September 14, 2023 pursuant to section 226 (1) (a) of the *Local Government Act* and the *Community Charter* provisions as follows:

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

- (d) the security of the property of the municipality;
- (g) litigation or potential litigation affecting the municipality;
- (i) the receipt of advice that is subject to solicitor-client privilege, including communications necessary for that purpose; and
- (k) negotiations and related discussions respecting the proposed provision of a municipal service that are at their preliminary stages and that, in the view of the council, could reasonably be expected to harm the interests of the municipality if they were held in public.

CARRIED

10. ADJOURNMENT/CONCLUSION

It was MOVED and SECONDED

That the Finance Committee adjourn its meeting of September 14, 2023.

CARRIED
(Time: 9:04 am)

Rapinder Khaira,
Legislative Services Coordinator

Brad West,
Chair

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2024 – 2028 Financial Plan Overview

OCTOBER 2023

Jerry Dobrovlny
Commissioner/Chief Administrative Officer

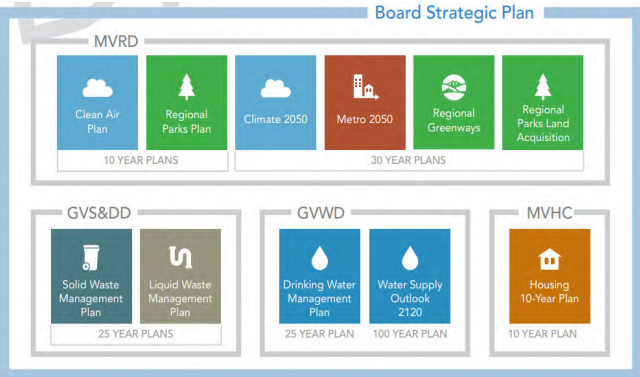
Harji Varn
General Manager, Financial Services/Chief Financial Officer



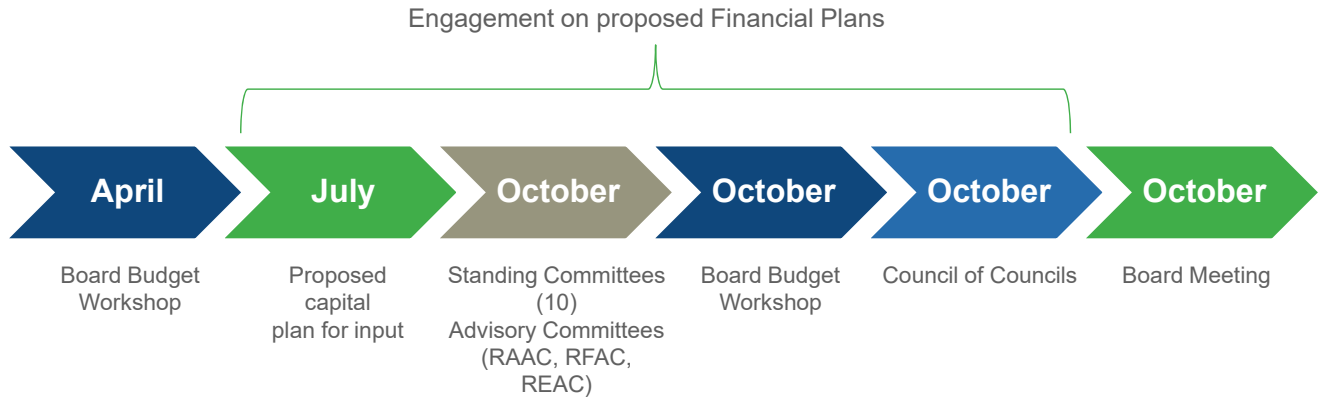
2024–2028 FINANCIAL PLAN OVERVIEW

2024 Budget – Addressing Board Priorities

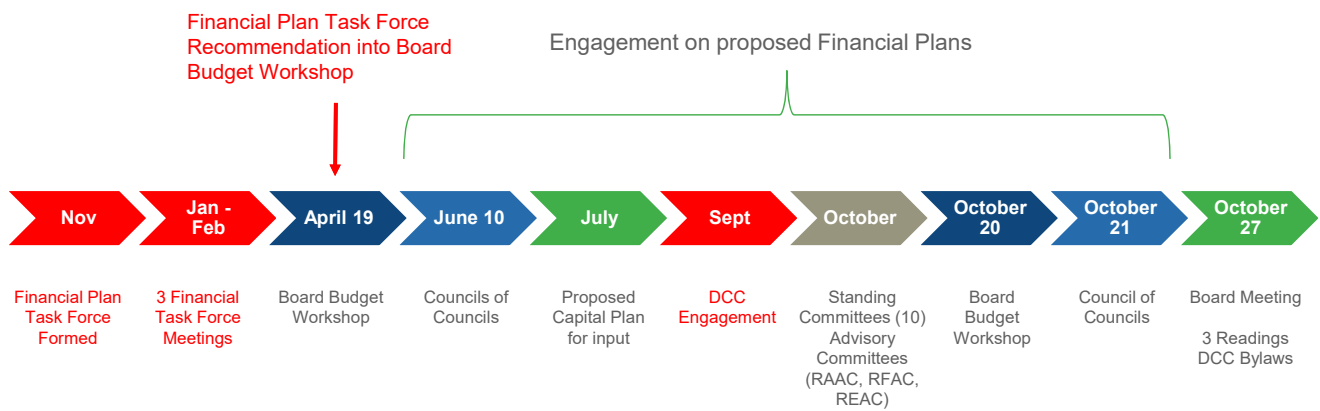
- Financial sustainability and regional affordability
- Climate action
- Resilient services and infrastructure
- Reconciliation
- Housing



TYPICAL BUDGET CYCLE TIMELINE

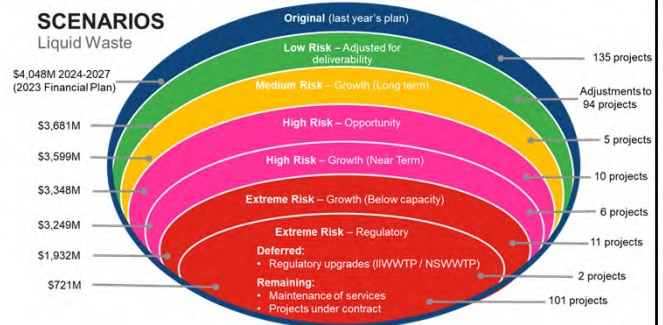
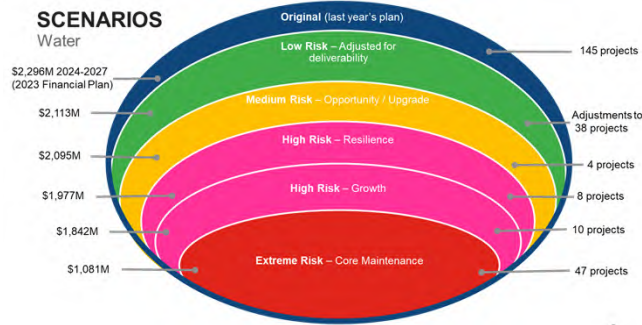


2024 BUDGET CYCLE TIMELINE



2024 – 2028 FINANCIAL PLAN OVERVIEW

Board direction from April 19, 2023 workshop



2024 – 2028 FINANCIAL PLAN OVERVIEW

Board direction from April 19, 2023 workshop

That the MVRD/MVHC/GVWD/GVS&DD Board at the April 19 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.

2024 – 2028 FINANCIAL PLAN OVERVIEW

2024 Budget – Bottom Line

14.2%	Prior Projection for 2024 Budget
\$88	Increase for the average household in 2024 (Water: \$15, Liquid Waste: \$64, Solid Waste: \$3, MVRD: \$6)
\$711	Average annual costs for all Metro Vancouver services
12.0%	Proposed 2024 Budget
\$75	Increase for the average household in 2024 (Water: \$12, Liquid Waste: \$52, Solid Waste: \$3, MVRD: \$8)
\$698	Average annual costs for all Metro Vancouver services

MAJOR COST DRIVERS

- Asset Renewal & Upgrades
- Inflation/Cost Escalation
- Population Growth/Asset Growth
- Climate Change/Resilience/Adaptation
- Affordable Housing Strategies
- Truth and Reconciliation Priority
- Debt Financing Cost



COMMITMENT TO CONTINUOUS IMPROVEMENT

- Continue to find efficient/effective ways to deliver
- Continue culture of continuous improvement
- Target & Measure - each individual committee report contains examples of many of our initiatives & outcomes
- Continue to seek alternative funding strategies/sources
- Continue with long range planning and procurement strategies for multi-year programs and project delivery



OVERALL HOUSEHOLD IMPACT 2024 - 2028

	2023	2024	2025	2026	2027	2028
Water District	\$177	\$189	\$203	\$214	\$219	\$223
Liquid Waste	\$297	\$349	\$406	\$443	\$479	\$514
Solid Waste	\$65	\$68	\$71	\$74	\$78	\$82
Regional District	\$84	\$92	\$94	\$82	\$78	\$77
Total Household Impact	\$623	\$698	\$774	\$813	\$854	\$896
% Change		12.0%	11.0%	5.0%	5.0%	5.0%
Prior Year Forecast		\$711	\$811	\$912	\$1,023	N/A
% Change		14.2%	14.1%	12.4%	12.1%	



METRO VANCOUVER OPERATING BUDGET

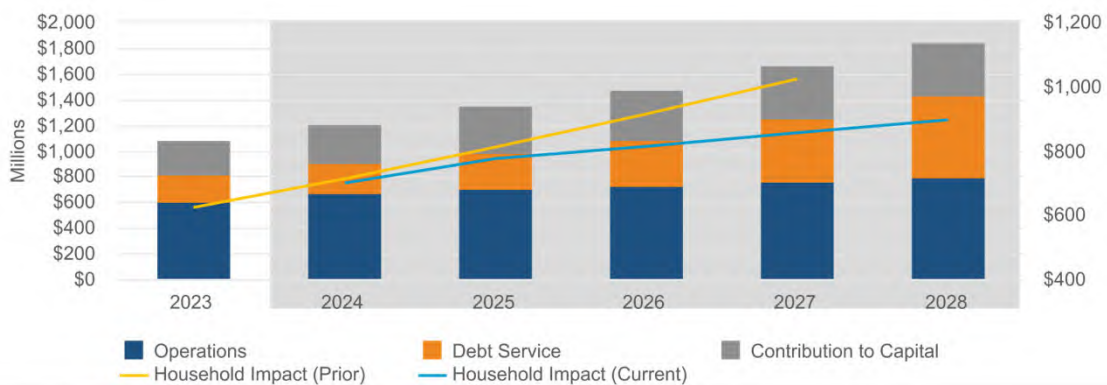
Expenditures

Overview:

- 2023 Operating Budget: \$1,086.1M
- 2024 Operating Budget: \$1,206.1M (+11.0%)
- ~1.2% lower previously projected for 2024

Drivers:

- Increase in operations roughly inflationary over 5 years
- Debt servicing reflective of the capital program
- Slight rise in contribution to Capital in 2024–2027



METRO VANCOUVER OPERATING BUDGET

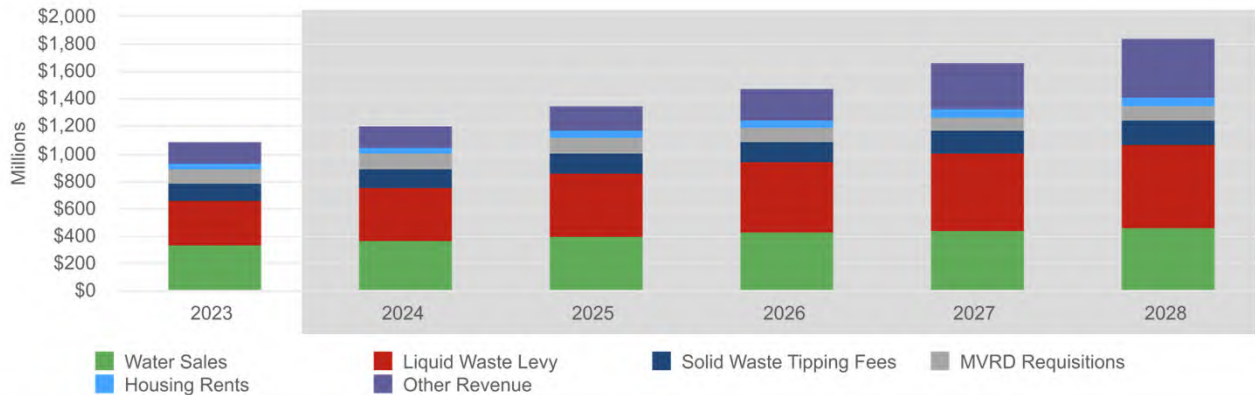
Revenues

Overview:

- Primary funding sources – water sales, sewer levy, tipping fees, rents, MVRD requisition, DCC
- Relative stability for primary sources
- Continue to seek third party funding support

Drivers:

- Pressure on the rates due to capital program
- Anticipated DCC revenues received and applied starting within Financial Plan



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METRO VANCOUVER CAPITAL PLAN

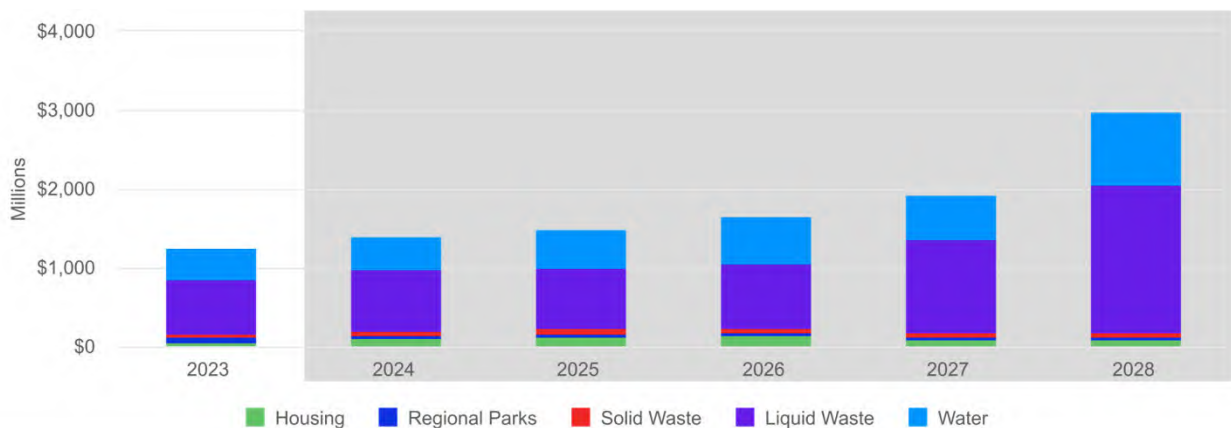
Expenditures

Overview:

- 2023 capital cash flow \$1.25B
- 2024 capital cash flow \$1.42B

Drivers:

- Continued activity on previously approved projects
- Significant increase in construction related activity on major projects starting in 2027



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Iona Island Wastewater Treatment Plant

Questions?

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To: Finance Committee

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

Date: October 2, 2023 Meeting Date: October 12, 2023

Subject: **2024 - 2028 Financial Plan – Allocated Programs**

RECOMMENDATION

That the Finance Committee endorse the 2024 - 2028 Financial Plan for the Allocated Programs as presented in the report dated October 2, 2023, titled “2024 - 2028 Financial Plan – Allocated Programs”, and forward it to the Metro Vancouver Board Budget Workshop on October 20, 2023 for consideration.

EXECUTIVE SUMMARY

The 2024 - 2028 Metro Vancouver Financial Plan has been prepared following direction received at the April 19, 2023 Metro Vancouver Board Budget Workshop. The direction followed the recommendations of the Financial Plan Task Force, which included the following household impact targets: 12.0% for 2024, 11.0% for 2025, 5.0% for 2026 and 5.0% for 2027 as well as direction to move Liquid Waste Development Cost Charges (DCCs) and Water DCCs to a 1% assist factor and implement a new Regional Parks DCC and move it to a 1% assist factor over the financial plan. This has resulted in a plan that maintains the goals and objectives of Metro Vancouver while minimizing the impact on ratepayers through realistic evaluation of the capital program and focussing on the development of growth revenue.

Metro Vancouver has met the household impact targets that were recommended by the Financial Plan Task Force and adopted at the April 19, 2023 Board Budget Workshop. This has resulted in an overall consolidated household impact for 2024 to be 12.0%, down from the 14.3% projected for 2024 in the prior financial planning cycle as well as a reduction in the cumulative household impact of 40% over the common four years in comparison to the prior financial plan.

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 \$16.1 million for a total of \$139.7 million with the allocation to the Metro Vancouver functions, net of other recoveries and reserve applications, increasing \$10.2 million (12.3%). This is due to labour inflation, software and hardware upgrades and purchases related to cyber security and enhancing integration and reporting efficiencies as well as corporate safety and security.

The Project Delivery program supports Metro Vancouver functions with capital and infrastructure responsibilities including asset management. Total expenditures for 2024 are estimated at \$39.0 million with \$27.2 million to be charged directly to manage \$5.9B 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 2024.

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 2024 - 2028 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).

On April 19, 2023 a Metro Vancouver Board Budget Workshop was held with the objective to seek direction for the preparation of the 2024 - 2028 Financial Plan. The workshop outlined the principles that guide the work of Metro Vancouver as an organization and provided a proposed approach for the 2024 - 2028 Financial Plan based on the work of the Financial Plan Task Force that was created by the Board Chair. This included an adoption of the following household impact targets: 12.0% for 2024, 11.0% for 2025, 5.0% for 2026 and 5.0% for 2027 as well as direction to move Liquid Waste Development Cost Charges (DCCs) and Water DCCs to a 1% assist factor and implement a new Regional Parks DCC and move it to a 1% assist factor over the financial plan.

This has resulted in a plan that maintains the goals and objectives of Metro Vancouver while minimizing the impact on ratepayers through realistic evaluation of the capital program and focussing on the development of growth revenue.

Key highlights of the overall Metro Vancouver 2024 proposed budget are as follows:

- A reduction of \$15 million of the total 2024 Metro Vancouver proposed operating budget compared to that previously projected for 2024
- Increased contribution to capital of \$32M for debt avoidance and increases in reserve contributions of just over \$6M for key functions
- Reduced total capital cash flow of roughly \$655M 2024 through 2027 for the utilities
- Reduction of household impact, \$13 less than that previously projected for 2024

This report focuses on Allocated Programs and presents the 2024 annual budget and the updated five-year plan for the years 2024 to 2028 for Committee consideration.

ALLOCATED PROGRAMS

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 benefitting Metro Vancouver service in an equitable, consistent and transparent manner.

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

- Corporate Services
- External Relations
- Financial Services
- Human Resources
- Indigenous Relations
- Legislative Services
- 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 centers 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 2024). 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 Reviews.

CONTINUOUS IMPROVEMENT

Centralized Support

Some of the continuous improvement initiatives for Centralized Support which have been identified for 2024 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 2024 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,
- Prioritized approach to improve accuracy, reliability and effectiveness of Asset Management system, data and business practices across Metro Vancouver.

2024 BUDGET AND 2024 - 2028 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 2024 - 2028 Financial Plans for the Allocated Program service areas are included as Attachment 1. The 2024 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 2024 - 2028 are included in Attachment 3.

Operating Budget Highlights

Centralized Support

In 2024, the Centralized Support Program expenditures are increasing \$16.1 million for total expenditures of \$139.7 million (Attachment 1). This increase is primarily due to labour inflation, software and hardware upgrades and purchases related to cyber security and enhancing integration and reporting efficiencies as well as corporate safety and security.

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 \$10.2 million (12.3%). 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 \$5.5 million (5.9%).

Over the next five years of the plan, the total expenditures of the Centralized Support Programs are projected to increase on average 5.2%. Also for 2024, 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 2024, this is projected to be \$11.1 million.

Project Delivery

Project Delivery total operating expenditures for 2024 are estimated at \$39.0 million with \$27.2 million to be charged directly to manage \$5.9B 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 2024. For Project Delivery the allocated costs are increasing by 0.9 million (8.4%) for 2024 and over the next five years is increasing by an average of \$0.7 million (5.7%).

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 \$56.6 million in 2028 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 2024, \$16.4 million in reserve funding will be applied in the Centralized Support Programs. The 2024 - 2028 Projected Reserves for the Centralized Support Programs are included in Attachment 4.

APPROVAL PROCESS

The proposed 2024 - 2028 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 2024 - 2028 Financial Plan and Annual Work Plan will be presented at the Metro Vancouver Board Budget Workshop on October 20, 2023.

- The Board will consider adoption of the 2024 Budget and endorsement of the 2024 - 2028 Financial Plan on October 27, 2023.

ALTERNATIVES

1. That the Finance Committee endorse the 2024 - 2028 Financial Plan for the Allocated Programs as presented in the report dated October 2, 2023, titled “2024 - 2028 Financial Plan – Allocated Programs”, and forward it to the Metro Vancouver Board Budget Workshop on October 20, 2023 for consideration.

2. That the Finance Committee make recommendations and endorse an amended 2024 - 2028 Financial Plan for the Allocated Programs and forward the amended Financial Plan to the Metro Vancouver Board Budget Workshop on October 20, 2023 for consideration.

FINANCIAL IMPLICATIONS

If the MVRD Board endorses the 2024 - 2028 Financial Plan for the Allocated Programs, as presented under Alternative 1, in 2024 total expenditures for the Centralized Support Programs are proposed to increase \$16.1 million for total expenditures of \$139.7 million with the allocation to the Metro Vancouver entities and functions, net of other recoveries and reserve applications, increasing \$10.2 million (12.3%). For Project Delivery, total expenditures for 2024 are estimated at \$39.0 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 2024.

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 12.0% (\$75) overall increase in the Household Impact for 2024.

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 2024 - 2028 Financial Plans for the Allocated Programs have been prepared following direction received at the April 19, 2023 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 2024 to 2028 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 2024 - 2028 Financial Plans for the Allocated Programs as presented under alternative one.

Attachments:

1. 2024 - 2028 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. 2024 Work Plans
3. 2024 - 2028 "What's Happening"
4. 2024 - 2028 Projected Reserves – Centralized Support Programs
5. 2024 - 2028 Financial Plan – Allocated Programs – Presentation

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**METRO VANCOUVER DISTRICTS
CENTRALIZED SUPPORT PROGRAM SUMMARY
2024 - 2028 FINANCIAL PLAN
2024 BUDGET REVIEW**

ATTACHMENT 1

	2023	2024	%	2025	%	2026	%	2027	%	2028	%
	BUDGET	BUDGET	CHANGE	FORECAST	CHANGE	FORECAST	CHANGE	FORECAST	CHANGE	FORECAST	CHANGE
REVENUES											
Allocated to Functional Departments (net)	\$ 82,515,496	\$ 92,697,638	12.3%	\$ 95,930,445	3.5%	\$ 98,397,554	2.6%	\$ 104,014,462	5.7%	\$ 109,887,641	5.6%
Allocated to Functional Departments - Fleet	13,143,965	13,600,000	3.5%	13,940,000	2.5%	14,288,500	2.5%	14,645,713	2.5%	15,011,856	2.5%
Other External Revenues	5,954,974	5,968,517	0.2%	6,085,711	2.0%	6,169,787	1.4%	6,255,096	1.4%	6,334,828	1.3%
Transfer from Capital	11,418,511	11,100,568	(2.8%)	11,994,067	8.0%	11,963,443	(0.3%)	10,210,679	(14.7%)	10,504,107	2.9%
Transfer from Reserves	10,557,928	16,362,242	55.0%	17,471,342	6.8%	19,348,865	10.7%	15,788,388	(18.4%)	16,700,221	5.8%
TOTAL REVENUES	\$ 123,590,874	\$ 139,728,965	13.1%	\$ 145,421,565	4.1%	\$ 150,168,149	3.3%	\$ 150,914,338	0.5%	\$ 158,438,653	5.0%
EXPENDITURES											
Corporate Services	\$ 51,697,401	\$ 61,820,876	19.6%	\$ 64,343,113	4.1%	\$ 67,356,810	4.7%	\$ 66,591,641	(1.1%)	\$ 72,337,903	8.6%
External Relations	14,695,605	15,770,537	7.3%	16,179,702	2.6%	16,306,412	0.8%	16,689,080	2.3%	17,109,892	2.5%
Financial Services	10,128,639	10,876,138	7.4%	11,810,661	8.6%	12,841,821	8.7%	13,861,147	7.9%	14,301,883	3.2%
Human Resources	8,181,901	9,381,678	14.7%	9,595,732	2.3%	9,855,458	2.7%	10,018,264	1.7%	10,251,101	2.3%
Indigenous Relations	1,684,460	1,885,907	12.0%	1,936,112	2.7%	1,988,202	2.7%	2,041,032	2.7%	2,095,758	2.7%
Legislative Services	5,659,084	7,428,438	31.3%	7,513,936	1.2%	7,709,403	2.6%	7,907,528	2.6%	8,112,692	2.6%
Procurement and Real Estate Services	31,543,784	32,565,391	3.2%	34,042,309	4.5%	34,110,043	0.2%	33,805,646	(0.9%)	34,229,424	1.3%
TOTAL EXPENDITURES	\$ 123,590,874	\$ 139,728,965	13.1%	\$ 145,421,565	4.1%	\$ 150,168,149	3.3%	\$ 150,914,338	0.5%	\$ 158,438,653	5.0%
ALLOCATED TO FUNCTIONAL DEPARTMENTS											
Water Services	\$ 30,462,293	\$ 33,335,180	9.4%	\$ 33,564,476	0.7%	\$ 33,990,658	1.3%	\$ 36,171,737	6.4%	\$ 37,931,644	4.9%
Liquid Waste Services	34,321,573	39,923,864	16.3%	42,545,317	6.6%	45,537,764	7.0%	48,698,844	6.9%	52,929,878	8.7%
Solid Waste Services	5,693,279	5,775,338	1.4%	5,712,196	(1.1%)	5,860,667	2.6%	6,191,886	5.7%	6,561,441	6.0%
Housing	2,352,769	2,697,141	14.6%	2,806,334	4.0%	2,640,877	(5.9%)	2,717,320	2.9%	2,782,822	2.4%
Air Quality and Climate Action	1,064,189	1,310,575	23.2%	1,358,258	3.6%	1,195,174	(12.0%)	1,163,707	(2.6%)	1,096,751	(5.8%)
E911 Emergency Telephone Service	113,186	126,859	12.1%	130,023	2.5%	133,266	2.5%	136,591	2.5%	139,998	2.5%
Electoral Area Service	41,391	47,022	13.6%	49,423	5.1%	41,031	(17.0%)	36,348	(11.4%)	37,290	2.6%
General Government Administration	554,019	998,644	80.3%	1,046,575	4.8%	1,008,374	(3.7%)	988,781	(1.9%)	968,757	(2.0%)
General Government-Zero Waste Collaboration Initiatives	447,077	453,933	1.5%	456,712	0.6%	456,904	-	461,336	1.0%	465,906	1.0%
Housing Planning and Policy	116,735	116,217	(0.4%)	281,392	142.1%	148,237	(47.3%)	126,010	(15.0%)	115,159	(8.6%)
Invest Vancouver	244,288	354,097	45.0%	357,586	1.0%	331,541	(7.3%)	319,310	(3.7%)	305,209	(4.4%)
Project Delivery	1,793,034	1,582,295	(11.8%)	1,558,841	(1.5%)	1,592,807	2.2%	1,569,104	(1.5%)	1,536,181	(2.1%)
Regional Emergency Management	11,069	9,121	(17.6%)	9,486	4.0%	9,771	3.0%	10,064	3.0%	10,416	3.5%
Regional Employers Services	258,072	319,729	23.9%	369,940	15.7%	324,076	(12.4%)	306,120	(5.5%)	292,561	(4.4%)
Regional Global Positioning System	24,517	32,932	34.3%	28,834	(12.4%)	26,702	(7.4%)	25,719	(3.7%)	24,585	(4.4%)
Regional Parks	4,606,908	5,150,430	11.8%	5,174,824	0.5%	4,680,770	(9.5%)	4,686,403	0.1%	4,300,561	(8.2%)
Regional Planning	366,973	424,141	15.6%	439,413	3.6%	377,408	(14.1%)	362,924	(3.8%)	345,476	(4.8%)
Sasamat Fire Protection Service	44,124	40,120	(9.1%)	40,815	1.7%	41,527	1.7%	42,258	1.8%	43,006	1.8%
	\$ 82,515,496	\$ 92,697,638	12.3%	\$ 95,930,445	3.5%	\$ 98,397,554	2.6%	\$ 104,014,462	5.7%	\$ 109,887,641	5.6%

**METRO VANCOUVER DISTRICTS
CORPORATE SERVICES
2024 - 2028 FINANCIAL PLAN
2024 BUDGET REVIEW**

	2023 BUDGET	2024 BUDGET	% CHANGE	2025 FORECAST	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE
REVENUES											
Allocated to Functional Departments (net)	\$ 26,481,038	\$ 30,539,804	15.3%	\$ 31,167,314	2.1%	\$ 31,722,464	1.8%	\$ 35,849,618	13.0%	\$ 40,388,364	12.7%
Allocated to Functional Departments - Fleet	13,143,965	13,600,000		13,940,000		14,288,500		14,645,713		15,011,856	
Other External Revenues	–	45,000		46,125		47,278		48,460		49,672	
Transfer from Capital	3,228,198	3,085,330		3,353,082		3,267,672		859,462		787,790	
Transfer from Reserves	8,844,200	14,550,742		15,836,592		18,030,896		15,188,388		16,100,221	
TOTAL REVENUES	\$ 51,697,401	\$ 61,820,876	19.6%	\$ 64,343,113	5.2%	\$ 67,356,810	1.5%	\$ 66,591,641	(3.2%)	\$ 72,337,903	2.2%
EXPENDITURES											
Operating Programs:											
Information Technology											
Technical Services	\$ 9,940,403	\$ 14,088,699		\$ 13,988,410		\$ 14,173,379		\$ 13,913,547		\$ 15,416,799	
Business Systems	7,994,137	8,784,249		8,933,503		9,290,523		9,504,355		9,676,858	
Digital Strategy and Project Management	8,251,154	9,540,119		11,681,632		11,486,420		10,928,408		13,485,802	
	26,185,694	32,413,067	23.8%	34,603,545	6.8%	34,950,322	1.0%	34,346,310	(1.7%)	38,579,459	12.3%
Corporate Safety	4,489,561	5,493,071	22.4%	5,423,263	(1.3%)	5,564,972	2.6%	5,707,828	2.6%	5,857,228	2.6%
Security and Emergency Management	2,589,950	3,349,137	29.3%	3,465,314	3.5%	3,539,828	2.2%	3,616,007	2.2%	3,695,591	2.2%
Fleet Services	17,833,965	20,083,250	12.6%	20,358,100	1.4%	22,795,404	12.0%	22,404,060	(1.7%)	23,675,380	5.7%
Administration and Department Support	598,231	482,351	(19.4%)	492,891	2.2%	506,284	2.7%	517,436	2.2%	530,245	2.5%
TOTAL EXPENDITURES	\$ 51,697,401	\$ 61,820,876	19.6%	\$ 64,343,113	4.1%	\$ 67,356,810	4.7%	\$ 66,591,641	(1.1%)	\$ 72,337,903	8.6%

**METRO VANCOUVER DISTRICTS
EXTERNAL RELATIONS
2024 - 2028 FINANCIAL PLAN
2024 BUDGET REVIEW**

	2023 BUDGET	2024 BUDGET	% CHANGE	2025 FORECAST	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE
REVENUES											
Allocated to Functional Departments	\$ 12,254,157	\$ 13,295,055	8.5%	\$ 13,651,639	2.7%	\$ 14,023,788	2.7%	\$ 14,351,125	2.3%	\$ 14,714,615	2.5%
Other External Revenues	-	-		-		-		-		-	
Transfer from Capital	2,361,448	2,475,482		2,528,063		2,282,624		2,337,955		2,395,277	
Transfer from Reserves	80,000	-		-		-		-		-	
TOTAL REVENUES	\$ 14,695,605	\$ 15,770,537	7.3%	\$ 16,179,702	2.6%	\$ 16,306,412	0.8%	\$ 16,689,080	2.3%	\$ 17,109,892	2.5%
EXPENDITURES											
Operating Programs:											
Corporate Communications	\$ 1,480,511	\$ 1,582,187		\$ 1,623,026		\$ 1,665,433		\$ 1,708,413		\$ 1,752,968	
Media Relations and Issues Management	716,436	793,050		813,698		835,128		856,858		879,373	
Multi-Media Services	4,650,081	4,912,090		5,035,529		5,185,771		5,288,011		5,419,604	
Community Engagement	4,497,338	4,798,609		4,927,705		4,741,512		4,857,084		4,975,416	
Collaboration and Engagement	1,447,635	1,588,940		1,630,749		1,674,186		1,718,198		1,763,823	
Intergovernmental Relations	545,461	640,661		656,485		672,897		689,549		706,791	
Administration and Department Support	1,358,143	1,455,000		1,492,510		1,531,485		1,570,967		1,611,917	
TOTAL EXPENDITURES	\$ 14,695,605	\$ 15,770,537	7.3%	\$ 16,179,702	2.6%	\$ 16,306,412	0.8%	\$ 16,689,080	2.3%	\$ 17,109,892	2.5%

**METRO VANCOUVER DISTRICTS
FINANCIAL SERVICES
2024 - 2028 FINANCIAL PLAN
2024 BUDGET REVIEW**

	2023 BUDGET	2024 BUDGET	% CHANGE	2025 FORECAST	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE
REVENUES											
Allocated to Functional Departments	\$ 8,087,110	\$ 8,615,766	6.5%	\$ 9,342,469	8.4%	\$ 10,172,900	8.9%	\$ 10,692,809	5.1%	\$ 10,930,299	2.2%
Other External Revenues	–	195,000		199,875		204,872		209,994		215,244	
Transfer from Capital	1,801,529	1,928,872		2,268,317		2,464,049		2,958,344		3,156,340	
Transfer from Reserves	240,000	136,500		–		–		–		–	
TOTAL REVENUES	\$ 10,128,639	\$ 10,876,138	7.4%	\$ 11,810,661	8.6%	\$ 12,841,821	8.7%	\$ 13,861,147	7.9%	\$ 14,301,883	3.2%
EXPENDITURES											
Operating Programs:											
Financial Operations	\$ 3,877,724	\$ 4,410,139		\$ 4,581,963		\$ 4,851,311		\$ 5,254,441		\$ 5,369,708	
Financial Planning	4,419,985	4,679,683		5,384,778		5,952,273		6,522,301		6,799,897	
Risk Management	480,336	334,595		342,288		501,583		510,996		520,762	
Administration and Department Support	1,350,594	1,451,721		1,501,632		1,536,654		1,573,409		1,611,516	
TOTAL EXPENDITURES	\$ 10,128,639	\$ 10,876,138	7.4%	\$ 11,810,661	8.6%	\$ 12,841,821	8.7%	\$ 13,861,147	7.9%	\$ 14,301,883	3.2%

**METRO VANCOUVER DISTRICTS
HUMAN RESOURCES
2024 - 2028 FINANCIAL PLAN
2024 BUDGET REVIEW**

	2023 BUDGET	2024 BUDGET	% CHANGE	2025 FORECAST	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE
REVENUES											
Allocated to Functional Departments	\$ 7,103,705	\$ 8,559,571	20.5%	\$ 8,775,495	2.5%	\$ 9,013,790	2.7%	\$ 9,184,891	1.9%	\$ 9,395,215	2.3%
Transfer from Capital	724,468	772,107		790,237		811,668		833,373		855,886	
Transfer from Reserves	353,728	50,000		30,000		30,000		-		-	
TOTAL REVENUES	\$ 8,181,901	\$ 9,381,678	14.7%	\$ 9,595,732	2.3%	\$ 9,855,458	2.7%	\$10,018,264	1.7%	\$10,251,101	2.3%
EXPENDITURES											
Operating Programs:											
Employee and Labour Relations	\$ 1,898,394	\$ 2,096,012		\$ 2,159,352		\$ 2,223,926		\$ 2,290,584		\$ 2,353,061	
Talent Management and Organization	3,576,528	4,237,535		4,308,768		4,382,241		4,433,966		4,518,654	
Systems and Processes	1,683,885	1,992,642		2,045,407		2,138,247		2,154,593		2,209,807	
Administration and Department Support	1,023,094	1,055,489		1,082,205		1,111,044		1,139,121		1,169,579	
TOTAL EXPENDITURES	\$ 8,181,901	\$ 9,381,678	14.7%	\$ 9,595,732	2.3%	\$ 9,855,458	2.7%	\$10,018,264	1.7%	\$10,251,101	2.3%

**METRO VANCOUVER DISTRICTS
INDIGENOUS RELATIONS
2024 - 2028 FINANCIAL PLAN
2024 BUDGET REVIEW**

	2023 BUDGET	2024 BUDGET	% CHANGE	2025 FORECAST	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE
REVENUES											
Allocated to Functional Departments	\$ 1,196,120	\$ 1,379,080	15.3%	\$ 1,415,674	2.7%	\$ 1,453,618	2.7%	\$ 1,492,122	2.6%	\$ 1,531,987	2.7%
Transfer from Capital	488,340	506,827		520,438		534,584	2.7%	548,910	2.7%	563,771	2.7%
TOTAL REVENUES	<u><u>\$ 1,684,460</u></u>	<u><u>\$ 1,885,907</u></u>	12.0%	<u><u>\$ 1,936,112</u></u>	2.7%	<u><u>\$ 1,988,202</u></u>	2.7%	<u><u>\$ 2,041,032</u></u>	2.7%	<u><u>\$ 2,095,758</u></u>	2.7%
EXPENDITURES											
Operating Programs:											
Indigenous Relations	\$ 1,684,460	\$ 1,885,907		\$ 1,936,112		\$ 1,988,202		\$ 2,041,032		\$ 2,095,758	
TOTAL EXPENDITURES	<u><u>\$ 1,684,460</u></u>	<u><u>\$ 1,885,907</u></u>	12.0%	<u><u>\$ 1,936,112</u></u>	2.7%	<u><u>\$ 1,988,202</u></u>	2.7%	<u><u>\$ 2,041,032</u></u>	2.7%	<u><u>\$ 2,095,758</u></u>	2.7%

**METRO VANCOUVER DISTRICTS
LEGISLATIVE SERVICES
2024 - 2028 FINANCIAL PLAN
2024 BUDGET REVIEW**

	2023 BUDGET	2024 BUDGET	% CHANGE	2025 FORECAST	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE
REVENUES											
Allocated to Functional Departments	\$ 5,187,696	\$ 6,910,696	33.2%	\$ 6,982,345	1.0%	\$ 7,163,430	2.6%	\$ 7,346,979	2.6%	\$ 7,537,031	2.6%
Other External Revenues	\$ 7,354	\$ 25,000		\$ 25,625		\$ 26,266		\$ 26,923		\$ 27,596	
Transfer from Capital	\$ 464,034	\$ 492,742		\$ 505,966		\$ 519,707		\$ 533,626		\$ 548,065	
TOTAL REVENUES	<u>\$ 5,659,084</u>	<u>\$ 7,428,438</u>	31.3%	<u>\$ 7,513,936</u>	1.2%	<u>\$ 7,709,403</u>	2.6%	<u>\$ 7,907,528</u>	2.6%	<u>\$ 8,112,692</u>	2.6%
EXPENDITURES											
Operating Programs:											
Corporate Planning	\$ 1,117,940	\$ 1,433,934		\$ 1,468,783		\$ 1,505,016		\$ 1,541,705		\$ 1,579,768	
Legal Services	2,958,850	3,492,459		3,485,585		3,579,985		3,675,627		3,774,615	
Information Governance and Access	1,582,294	2,502,045		2,559,568		2,624,402		2,690,196		2,758,309	
TOTAL EXPENDITURES	<u>\$ 5,659,084</u>	<u>\$ 7,428,438</u>	31.3%	<u>\$ 7,513,936</u>	1.2%	<u>\$ 7,709,403</u>	2.6%	<u>\$ 7,907,528</u>	2.6%	<u>\$ 8,112,692</u>	2.6%

**METRO VANCOUVER DISTRICTS
PROCUREMENT AND REAL ESTATE SERVICES
2024 - 2028 FINANCIAL PLAN
2024 BUDGET REVIEW**

	2023 BUDGET	2024 BUDGET	% CHANGE	2025 FORECAST	% CHANGE	2025 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE
REVENUES											
Allocated to Functional Departments	\$22,205,670	\$23,397,666	5.4%	\$24,595,509	5.1%	\$24,847,564	1.0%	\$25,096,918	1.0%	\$25,390,130	1.2%
Other External Revenues	5,947,620	5,703,517		5,814,086		5,891,371		5,969,719		6,042,316	
Transfer from Capital	2,350,494	1,839,208		2,027,964		2,083,139		2,139,009		2,196,978	
Transfer from Reserves	1,040,000	1,625,000		1,604,750		1,287,969		600,000		600,000	
TOTAL REVENUES	<u>\$31,543,784</u>	<u>\$32,565,391</u>	3.2%	<u>\$34,042,309</u>	4.5%	<u>\$34,110,043</u>	0.2%	<u>\$33,805,646</u>	(0.9%)	<u>\$34,229,424</u>	1.3%
EXPENDITURES											
Operating Programs:											
Corporate Projects and Facilities	\$ 7,160,948	\$ 7,622,391		\$ 7,498,299		\$ 7,626,891		\$ 7,727,184		\$ 7,837,926	
Procurement	5,705,675	5,923,841		6,333,832		6,502,540		5,966,046		6,127,393	
Real Estate Services	3,339,516	3,853,916		4,627,924		4,758,409		4,888,922		5,013,353	
Administration and Department Support	683,744	826,342		1,032,353		1,058,302		1,059,593		1,086,851	
Total Operating Programs	16,889,883	18,226,490	7.9%	19,492,408	6.9%	19,946,142	2.3%	19,641,745	(1.5%)	20,065,523	2.2%
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	1,015,000	700,000	(31.0%)	911,000	30.1%	525,000	(42.4%)	525,000	0.0%	525,000	0.0%
TOTAL EXPENDITURES	<u>\$31,543,784</u>	<u>\$32,565,391</u>	3.2%	<u>\$34,042,309</u>	4.5%	<u>\$34,110,043</u>	0.2%	<u>\$33,805,646</u>	(0.9%)	<u>\$34,229,424</u>	1.3%

**METRO VANCOUVER REGIONAL DISTRICT
PROJECT DELIVERY
2024 - 2028 FINANCIAL PLAN
2024 BUDGET REVIEW**

	2023 BUDGET	2024 BUDGET	% CHANGE	2025 FORECAST	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE
REVENUES											
Recover from Capital Programs	\$ 21,789,444	\$ 27,204,495	24.9%	\$ 35,502,351	30.5%	\$ 38,034,907	7.1%	\$ 40,877,472	7.5%	\$ 42,288,428	3.5%
Allocated to Functional Departments	10,840,829	11,751,179		12,795,179		13,321,624		13,842,238		14,261,917	
TOTAL REVENUES	\$ 32,630,273	\$ 38,955,674	19.4%	\$ 48,297,530	24.0%	\$ 51,356,531	6.3%	\$ 54,719,710	6.5%	\$ 56,550,345	3.3%
EXPENDITURES											
Operating Programs:											
High Value, Risk and Consequence Projects:											
Annacis WWTP Digester No.5	\$ 18,900	\$ -		\$ 413,573		\$ 618,623		\$ 811,007		\$ 1,013,473	
Annacis WWTP Stage 5 Expansion	1,562,030	1,870,951		2,454,021		2,501,277		2,551,156		2,627,938	
Biosolids Dryer	20,200	-		414,573		619,623		812,007		1,014,473	
Coquitlam Water Supply Project	1,970,559	2,120,173		2,771,946		3,046,293		3,477,849		3,570,350	
Iona Island WWTP	2,707,021	3,376,029		4,403,624		5,285,492		5,968,774		6,128,851	
North Shore WWTP	3,065,589	7,256,545		10,706,729		10,988,889		11,275,247		11,570,825	
Northwest Langley WWTP	2,428,860	2,628,099		2,698,536		2,771,638		2,845,033		2,922,373	
Tunnelling Projects	3,212,609	3,132,953		3,637,453		3,733,512		4,179,392		4,289,153	
	14,985,768	20,384,750	36.0%	27,500,455	34.9%	29,565,347	7.5%	31,920,465	8.0%	33,137,436	3.8%
Project Controls and Commercial	5,297,327	5,338,704	0.8%	6,196,245	16.1%	6,324,116	2.1%	6,453,634	2.0%	6,587,773	2.1%
Regulatory	1,506,350	1,481,040	(1.7%)	1,805,650	21.9%	2,145,444	18.8%	2,503,373	16.7%	2,563,220	2.4%
Project Management Office:											
Integrated Asset Management	2,870,381	3,279,963		3,415,457		3,521,341		3,579,441		3,638,680	
Project and Portfolio Management	2,686,727	2,895,481		3,391,612		3,564,454		3,887,905		4,038,174	
Quality Management	1,424,548	1,612,625		1,671,545		1,781,800		1,842,505		1,879,547	
Administration and Support	638,891	766,202		977,533		1,041,452		1,103,432		1,267,900	
	7,620,547	8,554,271	12.3%	9,456,147	10.5%	9,909,047	4.8%	10,413,283	5.1%	10,824,301	3.9%
Administration and Department Support	1,427,247	1,614,614	13.1%	1,780,192	10.3%	1,819,770	2.2%	1,859,851	2.2%	1,901,434	2.2%
Allocation of Centralized Support Costs	1,793,034	1,582,295	(11.8%)	1,558,841	(1.5%)	1,592,807	2.2%	1,569,104	(1.5%)	1,536,181	(2.1%)
TOTAL EXPENDITURES	32,630,273	38,955,674	19.4%	48,297,530	24.0%	51,356,531	6.3%	54,719,710	6.5%	56,550,345	3.3%
ALLOCATED TO FUNCTIONAL DEPARTMENTS											
Water Services	3,810,519	4,064,247	6.7%	4,055,229	(0.2%)	4,222,077	4.1%	4,387,078	3.9%	4,520,088	3.0%
Liquid Waste Services	6,684,841	7,265,724	8.7%	7,249,602	(0.2%)	7,547,881	4.1%	7,842,854	3.9%	8,080,639	3.0%
Solid Waste Services	345,469	421,208	21.9%	420,274	(0.2%)	437,566	4.1%	454,666	3.9%	468,451	3.0%
Housing	-	-	N/A	839,936	N/A	874,493	4.1%	908,669	3.9%	936,219	3.0%
Regional Parks	-	-	N/A	230,138	N/A	239,607	4.1%	248,971	3.9%	256,520	3.0%
	\$ 10,840,829	\$ 11,751,179	8.4%	\$ 12,795,179	8.9%	\$ 13,321,624	4.1%	\$ 13,842,238	3.9%	\$ 14,261,917	3.0%

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	2024 Performance Objective
Certificate of Recognition (COR) audit score	MV 3-year average (2020-2023): 90.7% 2022: 91% 2021: 91% 2020: 90%	2023 Audit commences	100% (80% is pass)
Average hours per employee of safety training (TFR & FTR)	MV 3-year average (2020-2022): 11.51 2022: 11.8 2021: 13.5 2020: 9.2	YTD: 5.6 Objective: >16	> 16
Percentage of workforce receiving safety training (FTR)	MV 3-year average (2020-2022): 67% 2022: 57% 2021: 55% 2020: 90 %* *[Note: COVID-19 training]	YTD: 27% Objective: 100%	100%
Time-loss incidents	MV 3-year average (2020-2022): 24.7 2022: 19 2021: 23 2020: 32	YTD: 6	0
MV-All Safety Communications	>12/year	YTD: 13	>24/year

2024 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.
- Create and launch safety data dashboard harnessing the Metrolytics Data Analytics Platform.

Prevention Initiatives for Workers and Supervisors

- New Asbestos training and certification/licensing process – compliant with new Provincial & WSBC requirements (Bill 5) coming into effect in 2024.
- New Asbestos training and certification/licensing process – compliant with new Provincial & WSBC requirements (Bill 5) coming into effect in 2024
- Prevention of musculoskeletal injuries initiative.

Promote Safe Work Culture

- Creation of a field level HIRA process for departments.
- Replace the existing incident reporting and investigation system (IRIS).
- 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	2024 Performance Objective
Information technology (IT) expenditures (operating) as a percent of total corporate expenditures	Gartner Group: 2023 Benchmark for Local Government: 4.3%	2023 projected: 2.4%	2.9%
IT staff as % of staff supported	Gartner Group: 2023 Benchmark for Local Government: 3.8%	2023 projected: 3.2%	3.5%

2024 Key Actions

- Strengthen the security and resiliency of corporate IT systems.
- Implement Microsoft E365 platform to enable true enterprise collaboration internally in Metro and with member municipal partners.
- Implement foundational systems to enable the secure use of Cloud-based systems.
- Develop an integration platform to enable improved data integration between systems on-prem and in the cloud.
- Continue to implement PowerBI dashboards and add datasets to the corporate Data Warehouse to enable further data-driven business decision making.
- Begin re-implementation of the enterprise asset and work (EAM) management system to improve asset data quality and enable mobility for field staff.
- Strengthen database monitoring, availability and streamline operations.
- Pilot a Project Management Information System with the Iona project and develop a corporate PMIS strategy.
- Implement Service Request software to manage corporate work planning.
- Transition to a unified, on-going IT work planning and prioritization process.
- Enhance the corporate records management system to improve integration and user experience.
- Develop a data-sharing platform as part of a corporate open-data initiative.
- Implementing the new solid waste system.
- 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	2024 Performance Objective
Corporate Fleet Greenhouse Gas (GHG) Emissions	2,700 to 3,200 tonnes CO ₂ e	2,235 tonnes CO ₂ e	2,424 tonnes CO ₂ e

2024 Key Actions

Improve Condition of the Fleet

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

Improve Vehicle Uptime and Reduce Maintenance Backlog

- Plan and schedule service appointments for fleet partners to reduce downtime and improve productivity

Improve customer service and support

- Optimize monthly billing function and work with customers to find solutions to reduce costs

Explore GHG Reduction Initiatives

- Further enhance and implement the Green Fleet Plan

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	2022 Performance	2023 Year to Date Performance
MV Emergency Exercise Program	As Required	4 Exercises	2 Exercises
Update Emergency Management Plans and support MV Operating Departments updating their EMP/ERP	As Required	4 Updates	3 Updates
Corporate Security-Provide formalized Security Awareness Training to MV Departments	As Required	New Program for 2023	3 Training Sessions

2024 Key Actions

- Oversee security 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.
- Revise Corporate Security and Corporate Emergency Management Plans.
- Develop a Corporate Wildfire Emergency Management Plan.
- Emergency Program Act Legislative changes (EM Modernization-2023-2024) – Communicate legislative changes to MV Operating Departments and provide support.
- Deliver security awareness training and to MV operating departments.

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, including Zero Waste Collaboration (National Zero Waste Council and Zero Waste Conference), 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	2024 performance objective
Number of website page visits Metro Vancouver website	2022: 5,821,546 2021: 5,102,498 2020: 4,361,143	Projected for 2023: 6,196,151 (6.43% increase) July 2023: 3,917,386	6,510,000 (5% increase)
Number of video views (YouTube, Facebook, Metro Vancouver website – Vimeo)	2022: 8,023,800 2021: 6,775,650 2020: 4,153,800	Projected for 2023: 8,541,700 (6.45% increase) July 2023: 4,982,658	8,975,000 (5% increase)
Number of mailing lists subscribers	2022: 61,027 2021: 51,446 2020: 46,507	July 2023: 64,612 (5.87% increase)	67,900 (5% increase)
Number of Metro Vancouver followers on Twitter	2022: 39,000 2021: 36,100 2020: 31,234	July 2023: 40,600 (4.10% increase)	42,670 (5% increase)
Number of Metro Vancouver followers on Facebook	2022: 56,700 2021: 42,043 2020: 30,687	July 2023: 64,800 (14% increase)	68,100 (5% increase)

2024 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;
- Provide leadership and secretariat to National Zero Waste Council, 2024 Zero Waste Conference, Love Food Hate Waste Canada
- 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 2024 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, financial planning (budgeting), cash and debt management (treasury), financial systems support, procurement evaluation and sign off prior to awarding contracts and risk management & insurance as well as process reviews which assists departments in achieving their capital and operational objectives.

The department has a fiduciary/stewardship responsibility regarding developing and maintaining appropriate financial policies, processes and procedures to ensure the overall financial sustainability of the Metro Vancouver Districts and Housing Corporation, safeguarding of the corporation's assets and compliance with ongoing finance related statutory requirements and corporate policies.

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	2024 Performance Objective
Current ratio (current assets / current liabilities)	Historical average for BC municipalities 3.8 to 1	2022 Year End: 2.7 to 1	Minimum 3.8 to 1
Debt service costs / total revenue	Province of BC threshold 25%	19.6%	<20%
Operating Surplus Ratio (operating surplus as a % of own source revenues)	0 - 15%	3.3%	<5%

2024 Key Actions

Financial Planning

- Working with the Board to deliver a 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
- Continue to enhance modelling capacity to support the increasing needs of the organization, in particular the Utilities and Project Delivery.
- Examine alternative rates and revenue sources to support financial sustainability
- 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 and fiscal controls for all Departments that have capital programs.
- Work with partners Utilities and Project Delivery to evolve from project planning to capital planning with fiscal parameters.
- Build processes to obtain the GFOA budget award.

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	2024 Performance Objective
Number of External Applicants ¹	MV 3-year average (2020-22): 9,119 2022: 10,012 2021: 10,337 2020: 7,008	2023 YTD: 5727 Objective: 11,000	11,000
Percentage of workforce receiving training (FTR, excludes safety training)	MV 3-year average (2020-22): 72% 2022: 78% 2021: 74% 2020: 65%	2023 YTD: 47% Objective 70%	73%
Participation in MetroFit Health and Wellness Programs ²	MV 3-year average (2020-22): 2,954 2022: 4,251 2021: 2,869 2020: 1,742	2023 YTD: 1,351 Objective: 2,500	2,700

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.

2024 Key Actions

- Further expand, deliver on and support a comprehensive, organization-wide Diversity, Equity and Inclusion Strategy, including with an emphasis on Reconciliation
- Build on recruitment campaigns, highlighting the meaningful, important work available at Metro Vancouver. Continue to expand and develop campaigns to ensure Metro Vancouver remains an employer-of-choice and is able to draw high quality candidates during a very difficult labour market
- Continue to deliver enhanced Labour Relations, Return-to-Work/Accommodation and Performance Management training to Exempt Supervisors
- Further expand and enhance discussions with department managers in smaller groups to generate additional accommodation possibilities for employees across their groups
- 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
- Work with IT to continue to build on enhanced HR analytics and metrics
- Support strategic and workforce planning; revitalize knowledge transfer initiatives and mentorship programs

LEGAL SERVICES AND INDIGENOUS RELATIONS

Indigenous Relations

2024 WORK PLAN

Description of Services

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

Strategic Directions and Priority Actions 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	2024 performance objective
Number of meetings with First Nations	MV 3-year average (2020-2022) 65	Projected 2023: 125	150
Total requests for information or advice	MV 3-year average (2020-2022) 3,200	Projected 2023: 5,000	6,000
Number of Indigenous Relations training sessions / participants	MV 3-year average (2020-2022) 6 / 200	Projected 2023: 40 / 1,200	50 / 1,500
Number of special Indigenous Relations events/participants	MV 3-year average (2020-2022) 4 / 725	Projected 2023: 5 / 1,000	6 / 1,200

2024 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.
- 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.
- Continue to provide ongoing training sessions for Metro Vancouver staff on various Indigenous Relations issues, including corporate policy 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.
- Complete the Cultural Safety training video, and operationalize the training for crews and contractors working on Metro Vancouver projects.
- Continue to work with the Human Resources Department to identify and contract external facilitators to provide Indigenous awareness training sessions on evolving topics in the field such as Cultural Safety and Humility, and Decolonization.
- Continue to organize Lunch and Learn sessions and other opportunities for Metro Vancouver staff, including Intranet articles, to learn more about local First Nations as well as issues related to Indigenous Peoples.
- Complete a 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-creating an event with an area First Nation and the Board of Directors and the Indigenous Relations Committee that promotes mutual understanding and relationship-building.

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 (CSAT Score)	2024 Performance Objective (CSAT 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%

2024 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.
- 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: Invest Vancouver, National Zero Waste Council, Sustainability Innovation Fund projects, contribution agreements, collaborative research agreements.
- 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 pertaining to property rights for all business activities of Metro Vancouver's entities, acquisition and lifecycle management of third party goods and services for Metro Vancouver's operations and capital works, and the overall management of Metro Vancouver's Head Office, MetroTower III. 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 and the management of over 6,500 property interests. Procurement collaborates with departments across the organization to ensure that the organization is receiving value for money through the development of appropriate strategies to engage the market place, contract management and overall risk mitigations plans. Operational departments also rely on Procurement to apply leading practices in the management of physical materials and 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. Corporate Facilities manages MetroTower III tenants, building systems maintenance, security, parking, janitorial, cafeteria oversight and other ancillary services to ensure that MV's asset is well maintained and optimally performing.

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.

Corporate Facilities Goals:

Corporate Facilities supports Metro Vancouver's Board Strategic Plan to strengthen the Regional Federation by providing essential support services; 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 and/or Industry Benchmark	Current Performance	2024 Performance Objective
Outstanding Rights of Way *	2022: <ul style="list-style-type: none"> 16 transactions completed 	Acquire rights to 10 - 15 high priority sites <ul style="list-style-type: none"> 6 transactions completed YTD 5 in active expropriation proceedings 	<ul style="list-style-type: none"> Acquire rights to 12 - 18 high priority sites Commence acquisition of rights on municipal lands
Building Operations MTIII Energy Star rating (overall building efficiency: electricity, water & gas – minimum 90% to meet Leed Platinum Building status).	2022 91%	2023 YTD 92%	>=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.

The following are a subset of operational metrics the PRS department will be developing in 2024 to support data driven decision-making

Indicator	2024 Performance Objective
Savings (based on awarded price vs. average price of submissions)	<ul style="list-style-type: none"> - Develop metric and appropriate targets (%) - Report out annually starting (2024 baseline)
Contracts Competitively Bid (% awarded contracts resulting from competitive market event as per policy)	<ul style="list-style-type: none"> - Develop metric and appropriate targets (%) - Report out annually starting (2024 baseline)
Average Time Procurement Cycle (# of days from requisition to contract award)	<ul style="list-style-type: none"> - Develop metric and appropriate targets (%) - Report out annually starting (2024 baseline)

2024 Key Actions

<u>Real Estate Services</u>
<ul style="list-style-type: none"> Obtain Board approval on statutory rights of way position (as part of the Capital Projects Guide). Review processes and implement changes necessary for GVWD/GVS&DD to provide consent to third parties in order to perform proximal works near its infrastructure or use of rights of way held by GVWD/GVS&DD. Organization wide strategy for the acquisition of land interests specific to various MV entity requirements including an investment portfolio. Explore options within the existing legislative framework to establish a mechanism which would provide MV a portfolio of lands for purposes of aiding in the strategy for land for organization wide purposes as above.

- Establish performance measurement (metrics, KPIs, dashboards) to support operational decision-making and management reporting.
- Undertake Continuous Improvement (CI) initiatives focused on streamlining processes and automating routine work:
 - Technology / system optimization review (identify and implement changes to current systems to better support operational work); and
 - Implementation of new legal contract templates.

Procurement

- Obtain Board approval on updated organization Procurement Policy.
- Establish performance measurement (metrics, KPIs, dashboards) to support operational decision-making and management reporting.
- Establish annual Board reporting outlining Metro Vancouver's procurement activity.
- Undertake Continuous Improvement (CI) initiatives focused on streamlining processes and automating routine work:
 - Core process reviews (contracting, bidding, spend analytics etc.);
 - Technology / 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).
- Continue to enhance internal customer engagement and collaboration supporting capital program.
- Conduct review of warehousing and material management practices to further standardize processes across the organization.
- Identify and execute quick win sourcing opportunities to derive savings and operational improvements.
- Develop a framework for formally incorporating social and environmental sustainability into our procurement process. Develop some measures (qualitative/quantitative) in 2024 and pilot some opportunities with the new framework.

Corporate Facilities

- Undertake Continuous Improvement (CI) initiatives focused on streamlining processes and automating routine work:
 - Implement an automated work order/requisitioning system to better allow for work coordination; and
 - Review & update internal policies relating to Facilities Management including space planning standards, guidelines and practices.
- Develop an energy roadmap to further implement energy reduction opportunities and align with MV's net zero plan.
- Undertake building envelope inspection and perform remedial repairs. Inspection will inform longer term building work and investments.
- Parking Review – undertake review of physical parking spaces in MT complex as well as determine future needs (return to office) and implement policy changes.

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	2023 performance objective	Current performance (as at July, 2022)	2024 performance objective
Cost Estimating Framework deployment to HVRC Projects	Deployed to 3 major projects	Deployed to 100% of major projects.	Removed for 2024
Complete Project Controls digitalization pilot on one program. Roll-out of Primavera P6, Acumen Suite, and Power BI Project Controls dashboard.	Deployed to 1 program	Deployed to 3 programs.	Deployed to 5 programs
Embedded project controls resources in HVRC Projects	Deployed to 3 major projects	Deployed to 3 major projects	Deployed to 5 major projects
Project Controls (PC) knowledge transfer sessions*	New for 2024	New for 2024	10 PM Knowledge Transfer Sessions
Complete Project Management Information System (PMIS) pilot on one program.	New for 2024	New for 2024	Deployed to 1 program

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

2024 Key Actions

Technical Excellence and Direct Project Support:

- Develop implementation strategy and deployment plan, including learning and organizational change management plan to roll-out Project Controls Best Practices to all PDE Water and Waste Water Programs in 2024. Project Controls best practices are currently deployed to North Shore, Northwest Langley, and Iona Programs.
 - All programs understand and will have adopted “minimum expectations” for cost estimating, cost control, scheduling, risk management, and management of project change.
 - Project controls best practices “right sized” for project maturity, complexity, and risk
- Accelerate deployment of Project Controls best practices by assigning 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.

Digitalization and Continuous Improvement:

- Successfully implement PMIS Pilot for Iona program, including configuration of cost and document management software.
- Continue to lead digitalization and Power BI integration so that IT could have a strategic view on how Project Controls systems will integrated with Power BI and other corporate digital initiatives.
- Continue to standardize Project Controls KPIs and dashboards across programs to utilize advance analytics on programs for decision making purposes.

Knowledge Transfer and Internal Capability Development:

- Develop collaborative Project Controls Division SharePoint to help disseminate knowledge to major projects through best practice Core Procedures, project templates, and other communication tools.
- 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, organizational quality management and asset 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 PMO related training and technical knowledge material, and providing expert advisory services, to support Metro Vancouver's >\$7B 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 new Professional Governance Act and new 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.
- **Integrated Asset Management** – With one of the largest and most complex asset portfolios in Canada, Metro Vancouver has been progressing its asset management practices for over ten years with support and guidance from industry experts and comparable large utilities across the globe to enable continuous improvement and data informed decision-making. This work was recently centralized to better enable the advancement of this work consistent with corporate asset management policies.

Working alongside staff across all MV departments, the Project Management Office will report regularly to senior staff and executive management as well as MV Boards and Committees on progress, especially as related to improvement areas identified in the independent review completed by KPMG in 2020.

Strategic directions and high level goals supported

Board Strategic Plan

- 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.
- Ensure value for money in providing asset management knowledge and standards for engineering services and capital delivery.

Performance indicators

Indicator	Historical and/or industry benchmark	Current performance (as of August, 2023)	2024 performance objective
Project Management (PM) knowledge transfer Sessions*	13 PM Knowledge Transfer Sessions (200 participants)	Delivered 16 PM Knowledge Transfer Sessions (380 participants)	10 PM Knowledge Transfer Sessions
Projects using insourced PM enabling technologies (e.g. cost, schedule, risk, document ctrls, reporting)	100% of HVRC** projects 20% of non-HVRC projects	60% of HVRC projects	25% of HVRC projects
Stage Gate reviews	100% of HVRC** Projects	100%	5 non-HVRC projects
No. of employees trained on Lean Six Sigma continuous improvement		40	≥ 50
Implementation of the 2023 Annual Internal Quality Audit Program	2023 Target: 100% of planned audits completed	42% (10 of 24 completed)	100%
Conformance to Quality Management requirements for projects/professional activities or work audited	≥ 80% Conformance	On-going (will be available by end of November 2023)	2024 Target: ≥ 85% Conformance
Timely completion of actions related to audit findings	≥ 80% on time	100%	≥ 80% on time
Number of assets added to MV asset register	3000	1187	3000
Number of staff attending asset management knowledge transfer sessions*	350	237	350

*Includes in-person, virtual, and self-guided training sessions as well as lessons learned presentations

** HVRC- High Value, Risk, Consequence Projects

2024 key actions

Project & Portfolio Management

Project Management Framework

- Progress the Project Management Framework to align with outcomes from the organization-wide Project Management Maturity Assessment and the Discovery Phase of the Project Management Information System project, 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.

Technical Knowledge Management and Expert Advisory Services

- Develop technical knowledge material to support effective operations and maintenance of Metro Vancouver facilities.

- Conduct lessons learned sessions to transfer knowledge on capital project delivery.
- Procure and sustain specialized project advisory services to enable improved planning and delivery of capital infrastructure projects.

Quality Management

- Progress implementation of a Quality Management System (QMS) aligned with PGA, EGBC and ISO 9001:2015 requirements.
- 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.

Integrated Asset Management

- Progress improvements identified in the 2022 Corporate Asset Management Strategy.
- Support Financial Services Department in development of Long Range Financial Plan.
- Provision of asset management expert advisory services, training, knowledge transfer, and support across Metro Vancouver.
- Complete Phase 1 Implementation of HxGN EAM Reconfiguration Project.
- Work with operating and capital project teams to add or update assets in the inventory and improve asset data integrity and coverage.
- Update, develop, publish and train staff on asset management procedures, standards and specifications.
- Continue to progress operationalizing asset management enabling technologies such as Metro Asset Tool (MAT) for new assets acquired through capital projects.
- Continue to provide daily oversight, management, technical expertise, and continuous improvement to ensure uninterrupted availability of the asset and work management system (HxGN EAM) to utilities O&M staff and others.

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.

Performance Indicators

(based on percentage of overall project expenditure, as a proxy for project progress)

Indicator	Historical benchmark (2022)	Current performance (as at July, 2023)	2024 performance objective
Coquitlam Water Supply Projects			
• Coquitlam Lake Water Supply Project Definition Report	95%	Complete	Complete
• Coquitlam Lake Water Supply Permitting and Regulatory	5%	5%	25%
• Coquitlam Water Main (South Section) Detailed Design	100%	Complete	Complete
• Coquitlam Water Main (South Section) Construction	Not Started	Started	60%
• Coquitlam Water Main (Central Section) Detailed Design	30%	60%	90%
• Coquitlam Water Main (Cape Horn Section) Detailed Design	5%	30%	60%
• Coquitlam Water Main (City Centre Tunnel) Preliminary Design	5%	95%	Complete
• Coquitlam Water Main (City Centre Tunnel) Detailed Design	Not Started	Not Started	30%
Second Narrows Water Supply Tunnel			
• Construction	70%	85%	95%
Annacis Water Supply Tunnel			
• Construction	5%	15%	30%
Cambie-Richmond Water Supply Tunnel			
• Preliminary Design	Not Started	Not Started	40%
Stanley Park Water Supply Tunnel			
• Detailed Design	90%	Complete	Complete
• Construction	Not Started	Not Started	15%
Pitt River (Haney) Water Supply Tunnel			
• Conceptual Design	50%	90%	Complete
Lulu-Delta Water Supply Tunnel			
• Conceptual Design	Not Started	Not Started	25%

2024 Key Actions

<p><u>Coquitlam Lake Water Supply Project</u></p> <ul style="list-style-type: none"> • Commence Phase 2 site investigation work in the Watershed and treatment plant site • Continue stakeholder and First Nations engagement • Participate in City of Coquitlam’s Upper Pipeline Road Overview planning exercise • Commence treatment pilot testing
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Coquitlam Water Main

- Continue construction of the first section of the project (South Section) on Pipeline Road between Robson Drive and Guildford Way
- Commence Detailed Design of the City Centre Tunnel Section; and
- Continue Detailed Design of the Central 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.
 - Continue planning for final tie-ins and commissioning/in-service, to be completed during winter seasons of 2024/2025 to 2026/2027.
- Continue construction of the Annacis Water Supply Tunnel (commenced early 2022)
 - Complete construction of south and north shafts, and commence tunnel excavation using Tunnel Boring Machine.
- Complete conceptual design phase for the Pitt River (Haney) Water Supply Tunnel.
- Commence construction for the Stanley Park Water Supply Tunnel
 - Preparation of work sites, and construction of by-pass piping system in winter of 2024/2025.
- Commence preliminary design for the Cambie-Richmond Water Supply Tunnel
- Commence conceptual design for the Lulu-Delta Water Supply Tunnel.

Allocated Programs

2024 to 2028 – 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
2024 - 2028		
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
Asset Management System	Re-implement the Enterprise Asset Management system to better facilitate field work and analyze asset lifecycle costing as part of the corporate Asset Management Framework.	System Stewardship
Metrolytics Data Warehouse and Reporting	Continued development and expansion of a corporate data warehouse and dashboard reporting systems.	System Stewardship
Database Monitoring and Replication	Upgrades to database systems and data replication processes to improve monitoring, performance, and security	System Stewardship
Integration Framework	Implement a system integration architecture to provide standardized and modern integration methods for on-premise and cloud systems.	System Stewardship
Fleet Electrification	Further electrify the fleet and implement a comprehensive electric vehicle charging infrastructure plan.	System Stewardship
Corporate Safety, Security, and Emergency Management	Enhancement of new employee safety onboarding – training, documentation and follow-up.	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	New asbestos training and certification/ licensing in response to pending new provincial and WSBC requirements.	System Stewardship
Corporate Safety, Security, and Emergency Management	Complete implementation of Emergency Alerting System (Alertable) and include operational messaging from MV departments.	System Stewardship

Corporate Safety, Security, and Emergency Management	Formalize enhanced security awareness training and deliver training sessions to MV operating departments.	System Stewardship
Corporate Safety, Security, and Emergency Management	Communicate and support Emergency Program Act pending legislative changes (EM Modernization).	System Stewardship
EXTERNAL RELATIONS		
Community and Stakeholder Engagement and Collaboration	Effective leadership of community engagement for LWS, WS and PDE capital projects and management plans; significant stakeholder engagement to ensure meaningful development of Metro 2050 and Climate 2050 in addition to Regional Parks, MVHC projects, air quality initiatives; PNE event management; leadership to National Zero Waste Council / Zero Waste Conference and other Zero Waste Collaboration Initiatives; support to Invest Vancouver.	System Stewardship Regulatory and Legislative Environment Regional Growth Climate Action Resilience Financial Sustainability
Intergovernment Relations and Leadership Engagement	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.	System Stewardship Regulatory and Legislative Environment Climate Action Resilience Regional Growth Financial Sustainability
Behaviour Change Campaigns and Communications Planning	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. 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	Climate Action System Stewardship Regulatory and Legislative Environment Resilience

	curriculum. Enforcement of strong messaging for bylaw development on residential wood burning and NRDE.	
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. PNE Activation. 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		
Diversity, Equity and Inclusion	Further enhance and support a comprehensive, organization-wide Diversity, Equity and Inclusion Strategy, including initiatives to support newcomers to Canada in employment	Regional Growth

	opportunities	
Grow Talent and Build Capacity	Grow talent pipelines through recruitment campaigns and partnering with local colleges and universities, as well as organizations supporting newcomers to Canada. Support strategic and workforce planning; revitalize knowledge transfer initiatives and mentorship programs. Continue to deliver enhanced training to supervisors and staff.	Regional Growth
Technology and Communications	Implement new software to support Talent and Learning Management; delivery of new training programs to support diversity and staff development	Regional growth
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	<ol style="list-style-type: none"> 1. Complete and implement an updated First Nations engagement approach with First Nations' input and feedback; 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		
Corporate Facilities	<ul style="list-style-type: none"> • Complete comprehensive building envelope assessment and develop 10-year capital plan for building maintenance • Execute on energy plan to reduce energy usage and GHG emissions for MT3 • Initiate a review of facilities operations across the organization to standardize practice 	Environmental Sustainability Financial Sustainability
Real Estate	<ul style="list-style-type: none"> • Develop a long-term land acquisition strategy for the organization to pro-actively mitigate against rising property values and long term financial 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"> • Establish a Business Intelligence program (data, analytics, market information, operational planning) used to drive value decision-making in procurement activity (market engagement, contract/supplier management, negotiations etc) • Continue to improve and streamline procurement processes and systems to gain more efficiency and refine the allocation of resources 	Financial Sustainability
Real Estate/ Procurement	<ul style="list-style-type: none"> • Implement revised Procurement and Real Property Contracting Authority Policy • Develop options for Board related to First Nations procurement 	Regulatory and Legislative

PROJECT DELIVERY		
Corporate Asset Management Framework	Continue to improve and align asset management practices and improved systems to enable best practice day-to-day asset management and long term capital investment decision making.	System Stewardship Financial Sustainability
Asset Management System	Reconfiguration of the Enterprise Asset Management (EAM) system to better facilitate field work and analyze asset lifecycle costing as part of the corporate Asset Management Framework.	System Stewardship
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 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 REAC and RAAC 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
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METRO VANCOUVER DISTRICTS

2024 - 2028 PROJECTED RESERVES – CENTRALIZED SUPPORT SERVICES

DISCRETIONARY RESERVES

	2023 ENDING BALANCE	2024 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2024 ENDING BALANCE	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE	2028 ENDING BALANCE
Centralized Support Reserve	\$ 26,341,497	\$ 26,341,497	\$ 3,011,090	\$ (9,878,992)	\$ 572,689	\$ 20,046,284	\$ 12,392,042	\$ 4,735,264	\$ 2,745,498	\$ 3,196,393

STATUTORY RESERVES

	2023 ENDING BALANCE	2024 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2024 ENDING BALANCE	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE	2028 ENDING BALANCE
Corporate Self Insurance Reserve	\$ 1,606,735	\$ 1,606,735	\$ -	\$ -	\$ 40,168	\$ 1,646,903	\$ 1,688,076	\$ 1,730,278	\$ 1,773,535	\$ 1,817,873
Corporate Fleet Reserve	20,382,834	20,382,834	1,527,073	(6,483,250)	447,619	15,874,276	12,635,733	8,163,121	4,894,312	830,832
Total	\$ 21,989,569	\$ 3,713,874	\$ 1,527,073	\$ (6,483,250)	\$ 487,787	\$ 17,521,179	\$ 14,323,809	\$ 9,893,399	\$ 6,667,847	\$ 2,648,705



Burnaby Lake Regional Park

2024 – 2028 FINANCIAL PLAN

ALLOCATED PROGRAMS

Harji Varn, GM of Financial Services/CFO

Finance Committee – October 12, 2023
60144505



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

Allocated Programs – Centralized Support

Initiative	Outcomes
Build on recruitment campaigns to ensure Metro Vancouver remains an employer-of-choice (CS)	Refreshed branding and recruitment campaigns 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
Cyber Resilience (CS)	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 (CS)	Continued development and expansion of a corporate data warehouse and dashboard reporting systems.
Develop a Cultural Sensitivity Training Video (IRL)	The 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.

3

CONTINUOUS IMPROVEMENT

Allocated Programs – Centralized Support

Initiative	Outcomes
MV Conference Day (ERL)	This 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 (LS)	Provision of more robust organizational oversight on records, document, and privacy management, and improved support for information access.
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). (PRE)	This overall initiative (made up of a series of action items) will improve the quality and efficiency in each phase of the procurement lifecycle, improve control and risk mitigation and deliver value for money.

4

CONTINUOUS IMPROVEMENT

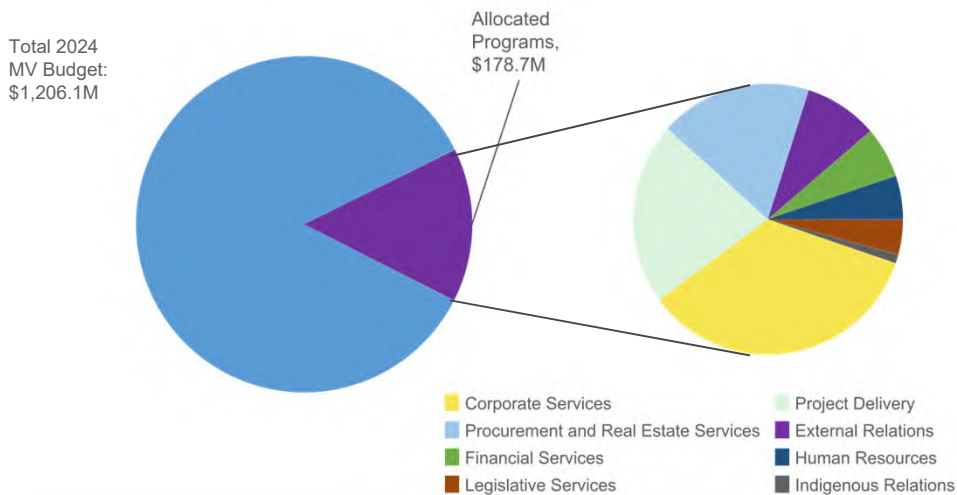
Allocated Programs - Project Delivery

Initiative	Outcomes
Highest Value, Risk, Consequence (HVRC) Capital projects	Continue the implementation of documented resource plans for highest value, consequence and risk projects including project controls and regulatory subject matter experts
Project Management Framework	Development and implementation of a Project Management Framework for all Metro Vancouver capital projects
Project Management & Quality Control	Increased in-house Project Management and Field Quality Control / Assurance on all Metro Vancouver capital projects
Corporate Asset Management	Prioritized approach to improve accuracy, reliability and effectiveness of Asset Management system, data and business practices across Metro Vancouver.

BUDGET OVERVIEW

Allocated Programs Financial Plan

2024 Operating Budget Breakdown - Allocated Programs



OPERATING EXPENDITURES

Function Financial Plan

Overview:

2023 Operating Budget **\$156.2M**

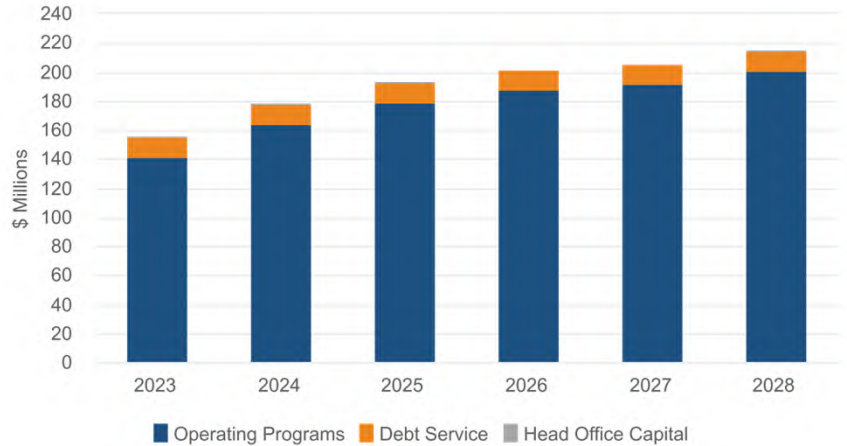
2024 Operating Budget **\$178.7M**

14.4% increase

Drivers for Change:

- HR – Expansion of EIT program, Training and CDF
- Leg - Transfer of FOI resources
- CS – Security services, fleet costs, cyber and system improvements
- PD – NS program support

2024 - 2028 Allocated Programs Financial Plan



OPERATING FUNDING

Allocated Programs Financial Plan

Overview:

2023 Operating Budget **\$156.2M**

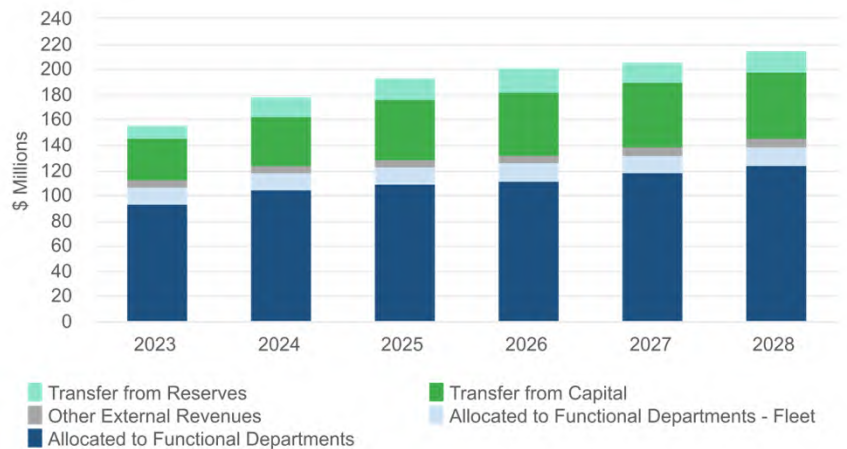
2024 Operating Budget **\$178.7M**

14.4% increase

Drivers for Change

- Evolution of challenges facing MV
- Corporate teams catching up to support functional programs
- Capital support charged directly to projects
- Reserve usage for IT/CS programs

2024 - 2028 Allocated Programs Financial Plan



ALLOCATED PROGRAMS FINANCIAL PLAN SUMMARY

Allocated Programs 2024 - 2028

	2023	2024	2025	2026	2027	2028
Total Expenditures (\$ Millions)	\$156.2	\$178.7	\$193.7	\$201.5	\$205.6	\$215.0
% Change		14.4%	8.4%	4.0%	2.0%	4.5%
Allocated to Functional Entities (\$ Millions)						
GVWD	\$34.3	\$37.4	\$37.6	\$38.2	\$40.6	\$42.5
GVS&DD	\$47.0	\$53.4	\$55.9	\$59.4	\$63.2	\$68.0
MVHC	\$2.4	\$2.7	\$3.6	\$3.5	\$3.6	\$3.7
MVRD	\$7.9	\$9.4	\$10.0	\$9.0	\$8.9	\$8.4
Total	\$91.6	\$102.9	\$107.2	\$110.1	\$116.3	\$122.6
% Change		12.3%	4.2%	2.8%	5.6%	5.4%



Campbell Valley Regional Park

Questions?

To: Finance Committee

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

Date: October 5, 2023 Meeting Date: October 12, 2023

Subject: **2024 - 2028 Financial Plan – Regional District Service Areas**

RECOMMENDATION

That the Finance Committee endorse the 2024 - 2028 Financial Plan for the Regional District Service Areas as presented in the report dated October 5, 2023, titled “2024 - 2028 Financial Plan – Regional District Service Areas”, and forward it to the Metro Vancouver Board Budget Workshop on October 20, 2023 for consideration.

EXECUTIVE SUMMARY

The 2024 - 2028 Metro Vancouver Financial Plan has been prepared following direction received at the April 19, 2023 Metro Vancouver Board Budget Workshop. The direction followed the recommendations of the Financial Plan Task Force, which included the following household impact targets: 12.0% for 2024, 11.0% for 2025, 5.0% for 2026 and 5.0% for 2027 as well as direction to move Liquid Waste Development Cost Charges (DCCs) and Water DCCs to a 1% assist factor and implement a new Regional Parks DCC and move it to a 1% assist factor over the financial plan. This has resulted in a plan that maintains the goals and objectives of Metro Vancouver while minimizing the impact on ratepayers through realistic evaluation of the capital program and focussing on the development of growth revenue.

Metro Vancouver has met the household impact targets that were recommended by the Financial Plan Task Force and adopted at the April 19, 2023 Board Budget Workshop. This has resulted in an overall consolidated household impact for 2024 to be 12.0%, down from the 14.2% projected for 2024 in the prior financial planning cycle as well as a reduction in the cumulative household impact of 40% over the common four years in comparison to the prior financial plan.

In 2024, the requisitions for the Regional District service areas outlined in this report will increase by \$2.2 million and comprise part of the overall Metro Vancouver Regional District (MVRD) requisition, which is projected to be \$113.1 million in 2024. This overall requisition represents a \$8 increase (10.3%) to the average regional household for an annual cost of \$92.

These MVRD impacts are included in the overall Household Impact increase of 12.0% (\$75) for all Metro Vancouver services for 2024.

PURPOSE

To present the 2024 - 2028 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).

On April 19, 2023 a Metro Vancouver Board Budget Workshop was held with the objective to seek direction for the preparation of the 2024 - 2028 Financial Plan. The workshop outlined the principles that guide the work of Metro Vancouver as an organization and provided a proposed approach for the 2024 - 2028 Financial Plan based on the work of the Financial Plan Task Force that was created by the Board Chair. This included an adoption of the following household impact targets: 12.0% for 2024, 11.0% for 2025, 5.0% for 2026 and 5.0% for 2027 as well as direction to move Liquid Waste Development Cost Charges (DCCs) and Water DCCs to a 1% assist factor and implement a new Regional Parks DCC and move it to a 1% assist factor over the financial plan.

This has resulted in a plan that maintains the goals and objectives of Metro Vancouver while minimizing the impact on ratepayers through realistic evaluation of the capital program and focussing on the development of growth revenue.

Key highlights of the overall Metro Vancouver 2024 proposed budget are as follows:

- A reduction of \$15 million of the total 2024 Metro Vancouver proposed operating budget compared to that previously projected for 2024
- Increased contribution to capital of \$32M for debt avoidance and increases in reserve contributions of just over \$6M for key functions
- Reduced total capital cash flow of roughly \$655M 2024 through 2027 for the utilities
- Reduction of household impact, \$13 less that that previously projected for 2024

This report focuses on the Regional District Service Areas and presents the 2024 provisional annual budget and the updated five-year plan for the years 2024 to 2028 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. 2024 - 2028 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 2024 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 2024 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.

2024 BUDGET AND 2024 - 2028 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. Each function also has a “What’s Happening” summary that highlights the program highlights for the next five years.

The overall Regional District Summary for 2024 - 2028 are included as Attachment 1 and the 2024 - 2028 Financial Plans for the Regional District Service Areas presented in this report are included as Attachment 2. The 2024 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, 2024 - 2028 “What’s Happening”, is included under Attachment 4.

Regional District Summary

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

Air Quality	Regional 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 2024 - 2028 Financial Plan for the next five years is summarized below:

REGIONAL DISTRICT SERVICES FIVE-YEAR FINANCIAL PLAN OVERVIEW							
\$ Millions	2023	2024	2025	2026	2027	2028	5 Year Ave
Tax requisition	\$100.6	\$113.1	\$117.4	\$103.9	\$99.6	\$99.8	
% Change		12.4%	3.8%	(11.5%)	(4.1%)	0.2%	0.2%
Total Expenditures	\$130.7	\$143.1	\$146.9	\$130.3	\$126.8	\$128.7	
% Change		9.5%	2.7%	(11.4%)	(2.7%)	1.5%	(0.3%)
Total Capital Cash Flow	\$59.8	\$32.0	\$41.8	\$30.7	\$34.5	\$32.8	\$34.3
Household Impact (\$)	\$84	\$92	\$94	\$82	\$78	\$77	
% Change		10.6%	2.3%	(12.9%)	(5.5%)	(1.1%)	(1.3%)

The Regional District Service Areas, along with the statutory functions of Air Quality, Housing Planning and Policy, Regional Parks, and Regional Planning, form the MVRD which is primarily funded through tax requisitions. To support the Regional District for the years 2024 - 2028, MVRD tax requisitions are decreasing \$0.8 million over the five-year period, from \$100.6 million in 2023 to \$99.8 million in 2028, representing an average annual decrease of \$0.17 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 gradual 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 2024, total expenditures for the Regional District Service Areas not presented separately to other standing committees are proposed to increase \$2.2 million for total expenditures of \$26.6 million (Attachment 2).

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

Regional District Service Area	Total Expenditures 2024 - 2028 \$ Millions	Average Annual Expenditures \$ Millions	Average Annual Increase (Decrease)
911 Emergency Telephone Service	\$ 34.0	\$ 6.8	4.4%

General Government Administration	\$ 44.8	\$ 9.0	3.9%
General Government Zero Waste Collaboration Initiatives	\$ 7.6	\$1.5	0.5%
Invest Vancouver	\$ 22.2	\$ 4.4	3.7%
Regional Emergency Management	\$ 1.0	\$ 0.2	(0.8%)
Regional Employers Services	\$ 21.7	\$ 4.3	5.6%
Regional Global Positioning System	\$ 2.0	\$ 0.4	2.9%
Sasamat Fire Protection Service	\$ 4.5	\$ 0.9	(7.9%)

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 6, 2023 which had included additions to the operating program and additions to the contributions to the reserves for total of \$30,000 for 2024 only. These amendments as well as any amendments from the Finance Committee will be reflected in the Sasamat Fire Protection Service budget at the Board Budget Workshop.

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 2024, \$4.4 million in reserve funding has been applied in these Regional District Service Areas.

The 2024 - 2028 Projected Reserves for the Regional District Service Areas are included in Attachment 5.

APPROVAL PROCESS

The proposed 2024 - 2028 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 2024 - 2028 Financial Plan and Annual Work Plan will be presented for consideration to the Finance Committee on October 12, 2023 and at the Metro Vancouver Board Budget Workshop on October 20, 2023.
- The Board will consider adoption of the 2024 Budget and endorsement of the 2024 - 2028 Financial Plan on October 27, 2023.

ALTERNATIVES

1. That the Finance Committee endorse the 2024 - 2028 Financial Plan for the Regional District Service Areas as presented in the report dated October 5, 2023, titled “2024 - 2028 Financial Plan – Regional District Service Areas”, and forward it to the Metro Vancouver Board Budget Workshop on October 20, 2023 for consideration.

2. That the Finance Committee make recommendations and endorse an amended 2024 - 2028 Financial Plan for the Regional District Service Areas and forward to the Metro Vancouver Board Budget Workshop on October 20, 2023 for consideration.

FINANCIAL IMPLICATIONS

If the MVRD Board endorses the 2024 - 2028 Financial Plan for the Regional District Service Areas, as presented under Alternative 1, in 2024 the requisitions for the service areas outlined in this report will increase by \$2.2 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 \$113.1 million in 2024, representing a \$8 increase (10.6%) to the average regional household for an annual cost of \$92 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 \$896,369 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 \$92 in 2024 to \$77 in 2028 representing an average annual decrease of \$3.

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.

CONCLUSION

The 2024 - 2028 Financial Plans for the Centralized Support Program have been prepared following direction received at the April 19, 2023 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 2024 to 2028 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 2024 - 2028 Financial Plans for Regional District Service Areas as presented under alternative one.

Attachments:

1. 2024 - 2028 Financial Plans - Regional District Summary
2. 2024 - 2028 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. 2024 Work Plans
 4. 2024 - 2028 “What’s Happening”
 5. 2024 - 2028 Projected Reserves – Regional District
 6. 2024 - 2028 Financial Plan – Regional District Service Areas - Presentation

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**METRO VANCOUVER REGIONAL DISTRICT
REGIONAL DISTRICT SUMMARY
2024 - 2028 FINANCIAL PLAN
2024 BUDGET REVIEW**

ATTACHMENT 1

	2023 BUDGET	2024 BUDGET	% CHANGE	2025 FORECAST	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE
REVENUES											
Metro Vancouver Regional District Requisitions	\$100,621,354	\$113,148,691	12.4%	\$117,430,918	3.8%	\$103,871,113	(11.5%)	\$ 99,571,658	(4.1%)	\$ 99,794,332	0.2%
Compensation Services Revenue	537,759	598,160	11.2%	733,640	22.6%	844,645	15.1%	961,218	13.8%	1,079,404	12.3%
Collective Bargaining Services Revenue	982,987	1,061,436	8.0%	1,156,856	9.0%	1,222,046	5.6%	1,293,182	5.8%	1,367,719	5.8%
Electoral Area Requisition	407,458	433,645	6.4%	457,999	5.6%	471,604	3.0%	479,693	1.7%	493,445	2.9%
Regional Global Positioning System User Fees	284,426	306,424	7.7%	309,576	1.0%	314,960	1.7%	321,607	2.1%	328,370	2.1%
User Fees	3,566,327	3,890,074	9.1%	4,402,521	13.2%	4,907,590	11.5%	5,410,198	10.2%	5,912,846	9.3%
Non-Road Diesel Fees	1,197,500	1,316,250	9.9%	1,985,000	50.8%	2,310,000	16.4%	2,975,000	28.8%	3,130,000	5.2%
Love Food Hate Waste	375,000	375,000	0.0%	375,000	0.0%	375,000	0.0%	375,000	0.0%	375,000	0.0%
Zero Waste Conference	240,000	260,000	8.3%	260,000	0.0%	260,000	0.0%	260,000	0.0%	260,000	0.0%
Other External Revenues	4,343,056	4,720,299	8.7%	8,805,099	86.5%	4,503,794	(48.9%)	4,251,633	(5.6%)	4,445,711	4.6%
Transfer from Sustainability Innovation Fund Reserves	4,739,096	2,727,512	(42.4%)	216,155	(92.1%)	20,000	(90.7%)	–	(100.0%)	–	N/A
Transfer from Reserves	13,371,530	14,217,753	6.3%	10,811,176	(24.0%)	11,160,391	3.2%	10,898,168	(2.3%)	11,477,552	5.3%
TOTAL REVENUES	\$130,666,493	\$143,055,244	9.5%	\$146,943,940	2.7%	\$130,261,143	(11.4%)	\$126,797,357	(2.7%)	\$128,664,379	1.5%
EXPENDITURES											
Metro Vancouver Regional District											
Air Quality	\$ 16,062,060	\$ 16,113,207	0.3%	\$ 15,793,800	(2.0%)	\$ 16,175,054	2.4%	\$ 16,320,889	0.9%	\$ 16,688,471	2.3%
E911 Emergency Telephone Service	5,772,500	6,469,826	12.1%	6,631,190	2.5%	6,796,588	2.5%	6,966,121	2.5%	7,139,891	2.5%
Electoral Area Service	729,126	1,218,728	67.1%	5,278,082	333.1%	1,186,687	(77.5%)	784,776	(33.9%)	808,528	3.0%
General Government Administration	7,749,517	8,598,225	11.0%	8,860,946	3.1%	8,942,503	0.9%	9,073,546	1.5%	9,325,319	2.8%
General Government-Zero Waste Collaboration Initiatives	1,494,777	1,521,633	1.8%	1,524,412	0.2%	1,524,604	0.0%	1,529,036	0.3%	1,533,606	0.3%
Housing Planning and Policy	7,190,195	8,182,894	13.8%	7,071,832	(13.6%)	6,770,314	(4.3%)	6,717,515	(0.8%)	6,749,524	0.5%
Invest Vancouver	3,866,644	4,251,161	9.9%	4,362,008	2.6%	4,441,877	1.8%	4,537,320	2.1%	4,634,489	2.1%
Regional Emergency Management	232,479	191,549	(17.6%)	199,211	4.0%	205,189	3.0%	211,344	3.0%	218,741	3.5%
Regional Employers Services	3,461,129	4,351,426	25.7%	4,284,187	(1.5%)	4,264,622	(0.5%)	4,349,342	2.0%	4,442,212	2.1%
Regional Global Positioning System	354,426	378,174	6.7%	383,120	1.3%	390,343	1.9%	398,875	2.2%	407,570	2.2%
Regional Parks	76,982,147	85,683,837	11.3%	86,668,074	1.1%	73,617,097	(15.1%)	69,866,031	(5.1%)	70,573,140	1.0%
Regional Land Use Policy	5,215,829	5,212,977	(0.1%)	4,997,823	(4.1%)	5,049,172	1.0%	5,137,435	1.7%	5,229,528	1.8%
Sasamat Fire Protection Service	1,555,664	881,607	(43.3%)	889,255	0.9%	897,093	0.9%	905,127	0.9%	913,360	0.9%
TOTAL EXPENDITURES	\$130,666,493	\$143,055,244	9.5%	\$146,943,940	2.7%	\$130,261,143	(11.4%)	\$126,797,357	(2.7%)	\$128,664,379	1.5%

**METRO VANCOUVER REGIONAL DISTRICT
E911 EMERGENCY TELEPHONE SERVICE
2024 - 2028 FINANCIAL PLAN
2024 BUDGET REVIEW**

ATTACHMENT 2

	2023 BUDGET	2024 BUDGET	% CHANGE	2025 FORECAST	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE
REVENUES											
Metro Vancouver Regional District Requisitions	\$ 5,679,678	\$ 6,469,826	13.9%	\$ 6,631,190	2.5%	\$ 6,796,588	2.5%	\$ 6,966,121	2.5%	\$ 7,139,891	2.5%
Other External Revenues	92,822	-		-		-		-		-	
TOTAL REVENUES	<u>\$ 5,772,500</u>	<u>\$ 6,469,826</u>	12.1%	<u>\$ 6,631,190</u>	2.5%	<u>\$ 6,796,588</u>	2.5%	<u>\$ 6,966,121</u>	2.5%	<u>\$ 7,139,891</u>	2.5%
EXPENDITURES											
Operating Programs:											
Emergency Telephone Service	\$ 5,659,314	\$ 6,342,967		\$ 6,501,167		\$ 6,663,322		\$ 6,829,530		\$ 6,999,893	
Allocation of Centralized Support	113,186	126,859		130,023		133,266		136,591		139,998	
TOTAL EXPENDITURES	<u>\$ 5,772,500</u>	<u>\$ 6,469,826</u>	12.1%	<u>\$ 6,631,190</u>	2.5%	<u>\$ 6,796,588</u>	2.5%	<u>\$ 6,966,121</u>	2.5%	<u>\$ 7,139,891</u>	2.5%

**METRO VANCOUVER REGIONAL DISTRICT
GENERAL GOVERNMENT ADMINISTRATION
2024 - 2028 FINANCIAL PLAN
2024 BUDGET REVIEW**

	2023 BUDGET	2024 BUDGET	% CHANGE	2025 FORECAST	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE
REVENUES											
Metro Vancouver Regional District Requisitions	\$ 6,468,829	\$ 7,205,225	11.4%	\$ 7,482,371	3.8%	\$ 7,558,214	1.0%	\$ 7,683,400	1.7%	\$ 7,929,169	3.2%
Other External Revenues	980,688	1,093,000		1,078,575		1,084,289		1,090,146		1,096,150	
Transfer from Reserves	300,000	300,000		300,000		300,000		300,000		300,000	
TOTAL REVENUES	\$ 7,749,517	\$ 8,598,225	11.0%	\$ 8,860,946	3.1%	\$ 8,942,503	0.9%	\$ 9,073,546	1.5%	\$ 9,325,319	2.8%
EXPENDITURES											
Operating Programs:											
Audit and Insurance	\$ 106,941	\$ 149,848		\$ 153,207		\$ 156,650		\$ 160,179		\$ 163,796	
Board Administrative Services	4,616,671	4,680,437		4,801,056		4,925,076		5,051,613		5,175,812	
External Contributions	605,000	605,000		605,000		605,000		605,000		605,000	
Leadership and Engagement	449,677	670,268		734,460		699,455		692,054		807,354	
Mosquito Control Contract	155,542	223,575		229,164		234,893		240,765		246,784	
Regional Culture	37,667	39,853		40,844		41,873		42,916		43,998	
Contribution to Sustainability Innovation Fund Reserve	347,000	347,000		347,000		347,000		347,000		347,000	
	6,318,498	6,715,981	6.3%	6,910,731	2.9%	7,009,947	1.4%	7,139,527	1.8%	7,389,744	3.5%
Communications Program	877,000	883,600	0.8%	903,640	2.3%	924,182	2.3%	945,238	2.3%	966,818	2.3%
Allocation of Centralized Support Costs	554,019	998,644	80.3%	1,046,575	4.8%	1,008,374	(3.7%)	988,781	(1.9%)	968,757	(2.0%)
TOTAL EXPENDITURES	\$ 7,749,517	\$ 8,598,225	11.0%	\$ 8,860,946	3.1%	\$ 8,942,503	0.9%	\$ 9,073,546	1.5%	\$ 9,325,319	2.8%

**METRO VANCOUVER REGIONAL DISTRICT
GENERAL GOVERNMENT ZERO WASTE COLLABORATION INITIATIVES
2024 - 2028 FINANCIAL PLAN
2024 BUDGET REVIEW**

	2023 BUDGET	2024 BUDGET	% CHANGE	2025 FORECAST	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE
REVENUES											
Metro Vancouver Regional District Requisitions	\$ 779,777	\$ 786,633	0.9%	\$ 789,412	0.4%	\$ 789,604	0.0%	\$ 794,036	0.6%	\$ 798,606	0.6%
Other External Revenues	100,000	100,000		100,000		100,000		100,000		100,000	
Love Food Hate Waste	375,000	375,000		375,000		375,000		375,000		375,000	
Zero Waste Conference	240,000	260,000		260,000		260,000		260,000		260,000	
TOTAL REVENUES	\$ 1,494,777	\$ 1,521,633	1.8%	\$ 1,524,412	0.2%	\$ 1,524,604	0.0%	\$ 1,529,036	0.3%	\$ 1,533,606	0.3%
EXPENDITURES											
Operating Programs:											
National Zero Waste Council	\$ 220,700	\$ 220,700		\$ 220,700		\$ 220,700		\$ 220,700		\$ 220,700	
Love Food Hate Waste	375,000	375,000		375,000		375,000		375,000		375,000	
Zero Waste Conference	452,000	472,000		472,000		472,000		472,000		472,000	
	1,047,700	1,067,700	1.9%	1,067,700	0.0%	1,067,700	0.0%	1,067,700	0.0%	1,067,700	0.0%
Allocation of Centralized Support Costs	447,077	453,933	1.5%	456,712	0.6%	456,904	0.0%	461,336	1.0%	465,906	1.0%
TOTAL EXPENDITURES	\$ 1,494,777	\$ 1,521,633	1.8%	\$ 1,524,412	0.2%	\$ 1,524,604	0.0%	\$ 1,529,036	0.3%	\$ 1,533,606	0.3%

**METRO VANCOUVER REGIONAL DISTRICT
INVEST VANCOUVER
2024 - 2028 FINANCIAL PLAN
2024 BUDGET REVIEW**

	2023 BUDGET	2024 BUDGET	% CHANGE	2025 FORECAST	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE
REVENUES											
Metro Vancouver Regional District Requisitions	\$ 3,291,644	\$ 3,931,161	19.4%	\$ 4,142,008	5.4%	\$ 4,331,877	4.6%	\$ 4,487,320	3.6%	\$ 4,634,489	3.3%
Transfer from Sustainability Innovation Fund Reserves	75,000	-		-		-		-		-	
Transfer from Reserves	500,000	320,000		220,000		110,000		50,000		-	
TOTAL REVENUES	\$ 3,866,644	\$ 4,251,161	9.9%	\$ 4,362,008	2.6%	\$ 4,441,877	1.8%	\$ 4,537,320	2.1%	\$ 4,634,489	2.1%
EXPENDITURES											
Operating Programs:											
Collaboration	\$ 663,655	\$ 981,458		\$ 1,006,751		\$ 1,032,831		\$ 1,059,426		\$ 1,086,829	
Data, Research and Policy	782,695	668,674		686,436		704,856		723,545		742,894	
Strategic Investment	1,643,354	1,643,361		1,686,697		1,731,588		1,777,183		1,824,343	
Leadership and Administration	532,652	603,571		624,538		641,061		657,856		675,214	
	3,622,356	3,897,064	7.6%	4,004,422	2.8%	4,110,336	2.6%	4,218,010	2.6%	4,329,280	2.6%
Allocation of Centralized Support	244,288	354,097	45.0%	357,586	1.0%	331,541	(7.3%)	319,310	(3.7%)	305,209	(4.4%)
TOTAL EXPENDITURES	\$ 3,866,644	\$ 4,251,161	9.9%	\$ 4,362,008	2.6%	\$ 4,441,877	1.8%	\$ 4,537,320	2.1%	\$ 4,634,489	2.1%

**METRO VANCOUVER REGIONAL DISTRICT
REGIONAL EMERGENCY MANAGEMENT
2024 - 2028 FINANCIAL PLAN
2024 BUDGET REVIEW**

	2023 BUDGET	2024 BUDGET	% CHANGE	2025 FORECAST	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE
REVENUES											
Metro Vancouver Regional District Requisitions	\$ 171,949	\$ 132,985	(22.7%)	\$ 161,634	21.5%	\$ 176,022	8.9%	\$ 178,326	1.3%	\$ 201,393	12.9%
Transfer from Reserves	60,530	58,564		37,577		29,167		33,018		17,348	
TOTAL REVENUES	\$ 232,479	\$ 191,549	(17.6%)	\$ 199,211	4.0%	\$ 205,189	3.0%	\$ 211,344	3.0%	\$ 218,741	3.5%
EXPENDITURES											
Operating Programs:											
Regional Emergency Management	\$ 221,410	\$ 182,428		\$ 189,725		\$ 195,418		\$ 201,280		\$ 208,325	
Allocation of Centralized Support	11,069	9,121		9,486		9,771		10,064		10,416	
TOTAL EXPENDITURES	\$ 232,479	\$ 191,549	(17.6%)	\$ 199,211	4.0%	\$ 205,189	3.0%	\$ 211,344	3.0%	\$ 218,741	3.5%

**METRO VANCOUVER REGIONAL DISTRICT
REGIONAL EMPLOYERS SERVICES
2024 - 2028 FINANCIAL PLAN
2024 BUDGET REVIEW**

	2023 BUDGET	2024 BUDGET	% CHANGE	2025 FORECAST	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE
REVENUES											
Metro Vancouver Regional District Requisitions	\$ 1,167,186	\$ 1,243,816	6.6%	\$ 1,281,822	3.1%	\$ 1,294,736	1.0%	\$ 1,320,710	2.0%	\$ 1,349,662	2.2%
Compensation Services Revenue	537,759	598,160		733,640		844,645		961,218		1,079,404	
Collective Bargaining Services Revenue	982,987	1,061,436		1,156,856		1,222,046		1,293,182		1,367,719	
Other External Revenues	433,197	470,014		507,869		534,195		564,232		595,427	
Transfer from Reserves	340,000	978,000		604,000		369,000		210,000		50,000	
TOTAL REVENUES	\$ 3,461,129	\$ 4,351,426	25.7%	\$ 4,284,187	(1.5%)	\$ 4,264,622	(0.5%)	\$ 4,349,342	2.0%	\$ 4,442,212	2.1%
EXPENDITURES											
Operating Programs:											
Information and Advisory Services	\$ 1,608,661	\$ 1,693,440		\$ 1,514,084		\$ 1,476,064		\$ 1,513,573		\$ 1,552,422	
Compensation Services	561,908	1,029,676		1,057,275		1,085,958		1,115,012		1,145,148	
Collective Bargaining	1,032,488	1,308,581		1,342,888		1,378,524		1,414,637		1,452,081	
	3,203,057	4,031,697	25.9%	3,914,247	(2.9%)	3,940,546	0.7%	4,043,222	2.6%	4,149,651	2.6%
Allocation of Centralized Support	258,072	319,729	23.9%	369,940	15.7%	324,076	(12.4%)	306,120	(5.5%)	292,561	(4.4%)
TOTAL EXPENDITURES	\$ 3,461,129	\$ 4,351,426	25.7%	\$ 4,284,187	(1.5%)	\$ 4,264,622	(0.5%)	\$ 4,349,342	2.0%	\$ 4,442,212	2.1%

**METRO VANCOUVER REGIONAL DISTRICT
REGIONAL GLOBAL POSITIONING SYSTEM
2024 - 2028 FINANCIAL PLAN
2024 BUDGET REVIEW**

	2023 BUDGET	2024 BUDGET	% CHANGE	2025 FORECAST	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE
REVENUES											
Regional Global Positioning System User Fees	\$ 284,426	\$ 306,424	7.7%	\$ 309,576	1.0%	\$ 314,960	1.7%	\$ 321,607	2.1%	\$ 328,370	2.1%
Other External Revenues	70,000	71,750		73,544		75,383		77,268		79,200	
TOTAL REVENUES	\$ 354,426	\$ 378,174	6.7%	\$ 383,120	1.3%	\$ 390,343	3.7%	\$ 398,875	2.2%	\$ 407,570	2.2%
EXPENDITURES											
Operating Programs:											
Regional Global Positioning System	\$ 298,909	\$ 314,242		\$ 322,511		\$ 331,072		\$ 339,773		\$ 348,767	
Contribution to Reserve	31,000	31,000		31,775		32,569		33,383		34,218	
Allocation of Centralized Support	24,517	32,932		28,834		26,702		25,719		24,585	
TOTAL EXPENDITURES	\$ 354,426	\$ 378,174	6.7%	\$ 383,120	1.3%	\$ 390,343	1.9%	\$ 398,875	2.2%	\$ 407,570	2.2%

**METRO VANCOUVER REGIONAL DISTRICT
SASAMAT FIRE PROTECTION SERVICE
2024 - 2028 FINANCIAL PLAN
2024 BUDGET REVIEW**

	2023 BUDGET	2024 BUDGET	% CHANGE	2025 FORECAST	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE
REVENUES											
Metro Vancouver Regional District Requisitions	\$ 915,664	\$ 871,607	(4.8%)	\$ 879,255	0.9%	\$ 887,093	0.9%	\$ 895,127	0.9%	\$ 903,360	0.9%
Other External Revenues	10,000	10,000		10,000		10,000		10,000		10,000	
Transfer from Reserves	630,000	-		-		-		-		-	
TOTAL REVENUES	\$ 1,555,664	\$ 881,607	(43.3%)	\$ 889,255	0.9%	\$ 897,093	0.9%	\$ 905,127	0.9%	\$ 913,360	0.9%
EXPENDITURES											
Operating Programs:											
Sasamat Fire Protection Service	\$ 441,248	\$ 401,195		\$ 408,148		\$ 415,274		\$ 422,577		\$ 430,062	
Apparatus Acquisitions	630,000	-		-		-		-		-	
Contribution to Capital Reserve	92,100	92,100		92,100		92,100		92,100		92,100	
Contribution to Capital Facilities Reserve	348,192	348,192		348,192		348,192		348,192		348,192	
	1,511,540	841,487	(44.3%)	848,440	0.8%	855,566	0.8%	862,869	0.9%	870,354	0.9%
Allocation of Centralized Support Costs	44,124	40,120	(9.1%)	40,815	1.7%	41,527	1.7%	42,258	1.8%	43,006	1.8%
TOTAL EXPENDITURES	\$ 1,555,664	\$ 881,607	(43.3%)	\$ 889,255	0.9%	\$ 897,093	0.9%	\$ 905,127	0.9%	\$ 913,360	0.9%

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	2019: 0 2020: 0 2021: 2 2022: 0	2023: 0	2024: 0

2024 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	2024 Performance Objective
Percentage of Board and Committee minutes produced without correction	5-year average: 99% correct	2023 YTD (July): 99% correct	2024: 100% correct
Percentage of regular Board meeting agendas published one week prior to meeting	5-year average: 100% on time	2023 YTD (July): 100% on time	2024: 100% on time
Number of Freedom of Information access requests delivered on time	5-year average: 67 requests/annual average with 83% on time.	2023 YTD (July) 78 requests with 97% on time.	2024 100% on time

2024 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	2024 Performance Objective
Number of attendees at the Zero Waste Conference	2022:428 attendees 2021: 443 attendees 2020: 501 attendees	Projected for 2023: 500 attendees	5% increase
Number of partnerships developed to expand the Love Food Hate Waste campaign	2022: 8 partnerships 2021: 8 partnerships 2020: 11 partnerships	Projected for 2023: 8 partnerships	0 new partnerships
Number of members in the National Zero Waste Council	2022: 180 members 2021: 176 members 2020: 150 members	Projected for 2023: 183 members	0% increase
Number of events organized by the National Zero Waste Council that enable knowledge sharing (workshops, webinars, forums)	2022: 15 events 2021:18 events 2020: 8 events	Projected for 2023: 12 events	0 events

2024 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 the Metro Vancouver region’s economic development leadership service with the mission to position the region for success in a rapidly evolving global economy. Providing the necessary regional scale and perspective to advance opportunity and shared prosperity for all of the region’s 2.7 million residents, Invest Vancouver is a thought leader on economic development issues of regional importance, a regional convener, and a unified brand for the region on the global stage for investment attraction.

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 an 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 Annual Plan (2023), Invest Vancouver has four 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

- Promote a regional approach to advancing economic prosperity that complements and amplifies the economic development work of members.
- Encourage innovation in the delivery of Metro Vancouver services that will contribute to the region’s resilience and prosperity through clean technology and circular economy solutions.

Performance Indicators

Indicator	Historical and/or Industry Benchmark	Current Performance	2024 Performance Objective
Increase in unique visits to the INVEST VANCOUVER website (users)	9,400 unique visits	5,000 unique visits*	12,000 unique visits
Number of partnerships developed and sustained to further investment attraction goals and support key industry clusters	9 partnerships	16 partnerships**	18 partnerships

* Unique visits from January 1 – June 30, 2023. 10,000 unique visits projected to occur by December 31, 2023.

** Performance Indicators from January 1 – July 1, 2023.

2024 Key Actions

- Increase global visibility and profile under the Invest Vancouver Brand
- Promote strategic investment opportunities
- Promote the innovation ecosystem
- Use an evidence-based approach to supporting key industries
- Informed advocacy and engagement
- Expand member jurisdiction engagement
- Advance economic reconciliation
- Establish regional workforce development initiatives
- Increase alignment with other levels of government
- Continue to foster strategic partnerships
- Continue to provide and refine reporting on KPI's
- Facilitate economic development activities related to climate action and build more resilience for the regional economy
- Address growth challenges and pressure impacting economic development
- Begin the process to develop a Regional Economic Development Plan

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	2023 YTD	2024 Performance Objective
Conduct one Region Wide Emergency Exercise per year	1	1	1

2024 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	2024 Performance Objective
Annual number of attendees at RES educational offerings	Average: 182 2020: 240 2021: 55* 2022: 250 <small>*Numbers low due to COVID-19</small>	2023 YTD May: 13* Objective: 200 <small>*Low YTD as large scale events scheduled for Q4</small>	230

Indicator	Historical and/or Industry Benchmark	Current Performance	2024 Performance Objective
Total number of page visits to RES website and myRES portal	Average: 48,822 2020: 43,090 2021: 51,097 2022: 52,279	2023 YTD June 1: 19, 056 Objective: 45,000	45,000
Collective agreements serviced	2020: 50 2021: 51 2022: 51	YTD: 56 Objective: 56	56

2024 Key Actions

- Continue with preparation, coordination, and ongoing bargaining for the 2022/2023 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.
- Complete the integration and implementation of 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 of the Workforce Data Centre on myRES.
- Continue to add resources to the Diversity and Inclusion webpage.
- Maintain and enhance the Careers Landing Page (you-belonghere.ca).

WATER SERVICES

REGIONAL GLOBAL POSITIONING SYSTEM

Description of Services

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

Alignment of Strategic Directions and High Level Goals

Board Strategic Plan

- Ensure that our critical regional infrastructure is sufficiently maintained or replaced to meet current and future service needs, and is resilient to impacts from seismic events, wildfires, power failures, and natural disasters.
- Ensure that our services and infrastructure are able to meet the needs of a growing population.
- Ensure that all services and infrastructure anticipate and meet regulatory requirements, and that the organization is responsive to legislative change.
- Deliver utility and regional services in a way that ensures affordability for residents and long-term financial sustainability for the organization, using sound fiscal policies that balance the organization's long-term financial health while maintaining affordability for regional ratepayers.
- Proactively work to respond to the climate emergency by preparing for the impacts of climate change and accelerating reductions in greenhouse gas emissions.
- Continue to make investments and adaptations in service areas to ensure that our communities and organizations can prepare, avoid, absorb, recover, and adapt to the effects of shocks and stresses in an efficient manner.

Performance Indicators

Indicator	Historical and/or Industry Benchmark	Current Performance (2023)	2024 Performance Objective
Percent of service uptime (business hours, 8am – 4pm, M-F): Real-time service to mobile surveyors	MV 3-year average (2020-2022): 99% 2020 99% 2021 99% 2022 99%	99%	99%
Percent of service uptime (24x7, 365 days / year): Post-mission data availability through Provincial portal	MV 3-year average (2020-2022): 99% 2020 99% 2021 99% 2022 99%	99%	99%

2024 Key Actions

- With local government partners, update and seek REAC endorsement for new five-year (2024-2028) GPS Program Strategic Plan.
- Process High Precision Network (HPN) monuments maintenance survey results, in partnership with the Province. Province to adopt and publish results in 2024.
- Update the Active Control Point (ACP) system antennae and other components, as required, to maintain service levels and/or meet emerging client needs.
- With local government partners, look for opportunities for further innovation and continuous improvement to enhance the utility of the HPN and ACPs for geo-spatial referencing applications.

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 five trucks staffed by approximately 40 trained volunteers. In 2022, Sasamat Fire Protection Service responded to approximately 121 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.

2024 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

2024 to 2028 – 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
2024 – 2028			
E911 Emergency Telephone Service	System Upgrade	In collaboration with Regional members and TELUS, implementation of Next Gen 911	System Stewardship
Regional Emergency Management	Emergency Preparedness	Complete implementation of Emergency Alerting System (Alertable) and include operational messaging from MV departments	System Stewardship
Regional Emergency Management	Emergency Preparedness	Strengthen working relationships with Emergency Program Coordinators throughout the Region	System Stewardship
Regional Emergency Management	Emergency Preparedness	Formalize enhanced security awareness training and deliver training sessions to MV operating departments	System Stewardship
Invest Vancouver	KPI Reporting	Continue reporting economic results to member jurisdictions and other key stakeholders	Financial Sustainability
Invest Vancouver	Promote strategic investment opportunities	Provide tailored inbound investment services in alignment with key partners.	Regional Growth
Invest Vancouver	Increase global visibility and profile	Promote and showcase the industry advantages and business opportunities that the Metro Vancouver region has to offer to the world.	Regional Growth
Invest Vancouver	Use an evidence-based approach to supporting key industries	Integrate cutting-edge analytics with applied economic research, generate comprehensive industry intelligence that directly informs and promotes capacity-building and growth within the key industry clusters.	Regional Growth
Invest Vancouver	Member jurisdiction engagement	Increase opportunities for member jurisdictions to participate in strategic initiatives and key events.	Regional Growth Financial Sustainability
Invest Vancouver	Promote the innovation ecosystem	Convene key leaders and organizations to advance increased innovation capacity; develop guides articulating and amplifying the innovation ecosystem within the Metro Vancouver region.	Regional Growth

Service Area	Initiative	Description	Theme
2024 – 2028			
Invest Vancouver	Informed advocacy and engagement	Utilize industry intelligence for strategic advocacy and engagement with stakeholders, influencing policy to strengthen the regional value proposition and increase the region’s global competitiveness.	Regional Growth
Invest Vancouver	Economic Reconciliation	Engage Indigenous Peoples to advance economic reconciliation and prosperity through regional economic development opportunities and partnerships.	System Stewardship
Invest Vancouver	Workforce Development	Strengthen and expand regional workforce development initiatives addressing talent supply issues and articulating strengths and availability of talent within the Metro Vancouver region	System Stewardship Regional Growth
Invest Vancouver	Increase alignment with other levels of government	Strengthen collaboration with other levels of government to amplify synergies, secure funding partnerships, enhancing collective effectiveness in facilitating economic development and investment attraction.	Regional Growth
Invest Vancouver	Strategic Partnerships	Identify and action strategic partnerships to optimize access to resources, networks, and capital.	Financial sustainability
Invest Vancouver	Facilitate economic development activities related to climate action and build more resilience for the regional economy	Work with the business community to accelerate the transition to a low-carbon economy. Work with partners to develop key programs that build in more economic resilience to anticipated climate events and other external shocks.	Environmental Sustainability
Invest Vancouver	Address growth challenges and pressure impacting economic development	Work with other Metro Vancouver departments such as Regional Planning as well as member jurisdictions to increase opportunities for access to industrial and commercial spaces (including wet labs and other specialized spaces)	System Stewardship Regional Growth
Invest Vancouver	Regional Economic Development Plan	Scope, engage with member jurisdictions, community and partners and develop a Regional	Regional Growth

Service Area	Initiative	Description	Theme
2024 – 2028			
		Economic Development Plan, including identification of transformational economic development opportunities	
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, update and seek REAC endorsement for new five-year (2024-2028) GPS Program Strategic Plan.	System Stewardship
Sasamat Fire Protection Service	Equipment Refresh	Receive and outfit new fire truck Begin plans to purchase a new fire truck after 2025	System Stewardship
Sasamat Fire Protection Service	Training	Ongoing training for volunteer firefighters	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 throughout the food supply chain and from households	Environmental Sustainability

Service Area	Initiative	Description	Theme
2024 – 2028			
Zero Waste Collaboration Initiatives	Zero Waste Conference	The 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
2024 - 2028 PROJECTED RESERVES - E911 EMERGENCY TELEPHONE SERVICE**

OPERATING RESERVES

	2023 ENDING BALANCE	2024 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2024 ENDING BALANCE	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE	2028 ENDING BALANCE
E911 Emergency Telephone Service	\$ 239,197	\$ 239,197	\$ -	\$ -	\$ 5,980	\$ 245,177	\$ 251,306	\$ 257,589	\$ 264,029	\$ 270,630

DISCRETIONARY RESERVES

	2023 ENDING BALANCE	2024 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2024 ENDING BALANCE	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE	2028 ENDING BALANCE
E911 General Reserve	\$ 279,049	\$ 279,049	\$ -	\$ -	\$ 6,976	\$ 286,025	\$ 293,176	\$ 300,505	\$ 308,018	\$ 315,718

METRO VANCOUVER DISTRICTS
2024 - 2028 PROJECTED RESERVES - GENERAL GOVERNMENT ADMINISTRATION

OPERATING RESERVES

	2023 ENDING BALANCE	2024 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2024 ENDING BALANCE	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE	2028 ENDING BALANCE
General Government Administration	\$ 421,569	\$ 421,569	\$ -	\$ -	\$ 10,539	\$ 432,108	\$ 442,911	\$ 453,984	\$ 465,334	\$ 476,967

DISCRETIONARY RESERVES

	2023 ENDING BALANCE	2024 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2024 ENDING BALANCE	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE	2028 ENDING BALANCE
General Government General Reserve	\$ 14,483,039	\$ 14,483,039	\$ -	\$ -	\$ 362,076	\$ 14,845,115	\$ 15,216,243	\$ 15,596,649	\$ 15,986,565	\$ 16,386,229

STATUTORY RESERVES

	2023 ENDING BALANCE	2024 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2024 ENDING BALANCE	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE	2028 ENDING BALANCE
General Government Administration										
MVRD Sustainability Innovation Fund Reserve	\$ 7,801,546	\$ 7,801,546	\$ 347,000	\$ (2,727,512)	\$ 165,282	\$ 5,586,316	\$ 5,858,454	\$ 6,336,003	\$ 6,845,741	\$ 7,368,222
Grants Reserve Fund	1,861,091	1,861,091	-	(300,000)	42,777	1,603,868	1,340,215	1,069,970	792,969	509,043
Total	\$ 9,662,637	\$ 9,662,637	\$ 347,000	\$ (3,027,512)	\$ 208,060	\$ 7,190,184	\$ 7,198,669	\$ 7,405,973	\$ 7,638,710	\$ 7,877,265

METRO VANCOUVER DISTRICTS
2024 - 2028 PROJECTED RESERVES - INVEST VANCOUVER

OPERATING RESERVES

	2023 ENDING BALANCE	2024 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2024 ENDING BALANCE	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE	2028 ENDING BALANCE
Invest Vancouver	\$ 141,250	\$ 141,250	\$ -	\$ -	\$ 3,531	\$ 144,781	\$ 148,401	\$ 152,111	\$ 155,914	\$ 159,812

DISCRETIONARY RESERVES

	2023 ENDING BALANCE	2024 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2024 ENDING BALANCE	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE	2028 ENDING BALANCE
Regional Economic Prosperity General Reserve	\$ 770,928	\$ 770,928	\$ -	\$ (320,000)	\$ 15,273	\$ 466,201	\$ 255,106	\$ 150,109	\$ 103,237	\$ 105,818

METRO VANCOUVER DISTRICTS
2024 - 2028 PROJECTED RESERVES - REGIONAL EMERGENCY MANAGEMENT

OPERATING RESERVES

	2023 ENDING BALANCE	2024 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2024 ENDING BALANCE	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE	2028 ENDING BALANCE
Regional Emergency Management	\$ 12,370	\$ 12,370	\$ -	\$ -	\$ 309	\$ 12,679	\$ 12,996	\$ 13,321	\$ 13,654	\$ 13,995

DISCRETIONARY RESERVES

	2023 ENDING BALANCE	2024 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2024 ENDING BALANCE	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE	2028 ENDING BALANCE
REM General Reserve	\$ 551,804	\$ 551,804	\$ -	\$ (58,564)	\$ 13,063	\$ 506,303	\$ 480,914	\$ 463,405	\$ 441,559	\$ 435,033

METRO VANCOUVER DISTRICTS
2024 - 2028 PROJECTED RESERVES - REGIONAL EMPLOYERS SERVICES

OPERATING RESERVES

	2023 ENDING BALANCE	2024 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2024 ENDING BALANCE	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE	2028 ENDING BALANCE
Regional Employers Services	\$ 155,250	\$ 155,250	\$ -	\$ -	\$ 3,881	\$ 159,131	\$ 163,109	\$ 167,187	\$ 171,367	\$ 175,651

DISCRETIONARY RESERVES

	2023 ENDING BALANCE	2024 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2024 ENDING BALANCE	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE	2028 ENDING BALANCE
Regional Employers Service General Reserve	\$ 2,767,236	\$ 2,767,236	\$ -	\$ (978,000)	\$ 56,956	\$ 1,846,192	\$ 1,280,797	\$ 939,204	\$ 750,059	\$ 718,185

METRO VANCOUVER DISTRICTS
2024 - 2028 PROJECTED RESERVES - REGIONAL GLOBAL POSITIONING SYSTEM

OPERATING RESERVES

	2023 ENDING BALANCE	2024 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2024 ENDING BALANCE	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE	2028 ENDING BALANCE
Regional Global Positioning System	\$ 15,657	\$ 15,657	\$ -	\$ -	\$ 391	\$ 16,048	\$ 16,449	\$ 16,860	\$ 17,282	\$ 17,714

STATUTORY RESERVES

	2023 ENDING BALANCE	2024 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2024 ENDING BALANCE	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE	2028 ENDING BALANCE
Regional Geospatial Reference System Reserve	\$ 1,592,846	\$ 1,592,846	\$ 31,000	\$ -	\$ 40,209	\$ 1,664,055	\$ 1,737,829	\$ 1,814,251	\$ 1,893,408	\$ 1,975,389

METRO VANCOUVER DISTRICTS
2024 - 2028 PROJECTED RESERVES - SASAMAT FIRE PROTECTION SERVICE

OPERATING RESERVES

	2023 ENDING BALANCE	2024 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2024 ENDING BALANCE	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE	2028 ENDING BALANCE
Sasamat Fire Protection Service	\$ 45,858	\$ 45,858	\$ -	\$ -	\$ 1,146	\$ 47,004	\$ 48,179	\$ 49,383	\$ 50,618	\$ 51,883

STATUTORY RESERVES

	2023 ENDING BALANCE	2024 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2024 ENDING BALANCE	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE	2028 ENDING BALANCE
Sasamat Fire Protection Service (SFPS)										
SFPS Capital Reserve Fund	\$ 640,660	\$ 640,660	\$ 87,100	\$ -	\$ 17,105	\$ 744,865	\$ 851,675	\$ 961,156	\$ 1,073,374	\$ 1,188,397
SFPS Communications Capital Reserve Fund	31,220	31,220	-	-	781	32,001	32,801	33,621	34,462	35,324
SFPS Emergency Equipment Reserve Fund	35,348	35,348	5,000	-	946	41,294	47,389	53,636	60,039	66,602
SFPS Capital Facility Reserve	807,689	807,689	348,192	-	24,545	1,180,426	1,562,481	1,954,087	2,355,484	2,766,916
Total	\$ 1,514,917	\$ 1,514,917	\$ 440,292	\$ -	\$ 43,377	\$ 1,998,586	\$ 2,494,346	\$ 3,002,500	\$ 3,523,359	\$ 4,057,239



Metro Vancouver

2024 – 2028 FINANCIAL PLAN

OTHER REGIONAL DISTRICT SERVICES

Harji Varn, GM of Financial Services/CFO

Finance Committee – October 12, 2023
60139441

metrovancouver

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

Other Regional District Programs

Initiative	Outcomes
Support self-service options for elected officials (GGA)	Leveraging Multi-Factor Authentication, elected officials have immediate access to more information and services that are also better protected.
Review of Board Secretariat Applications and Utilities (GGA)	This initiative will 1) create an inventory of applications and utilities used or supported by the Board Secretariat (RMT, AT, Board Vote, ACT, &c.); 2) identify the extent to which each is or will be able to fulfill its intended purpose; and 3) identify whether and how to proceed with their development and support.
NextGen-911 (911)	Implementation of NextGen-911 with partners TELUS, member jurisdictions, and secondary and primary PSAPS. NextGen-911 will update the 9-1-1 service infrastructure.
Statutory and Regulatory guidance to member jurisdictions (IPREM)	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.

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CONTINUOUS IMPROVEMENT

Other Regional District Programs

Initiative	Outcomes
Emergency Regional Exercises (IPREM)	Exercises will strengthen collaboration between local and provincial governments and key partner organizations for emergencies.
Regional Coordination (RES)	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 (GPS)	40 HPN monuments replaced to ensure continuous improvement of ~350-station HPN
Food Waste Action Week (GGZWC)	Expanded audience reach and profile of Love Food Hate Waste Campaign through engagement with the global <i>Food Waste Action Week</i> campaign organized by WRAP.

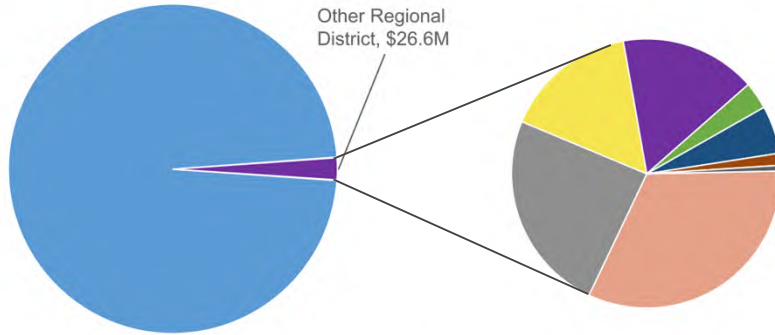
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BUDGET OVERVIEW

Other Regional District Programs

2024 Operating Budget Breakdown - Other Regional District

Total 2024
MV Budget:
\$1,206.1M



- 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:

2023 Operating Budget: **\$24.5M**

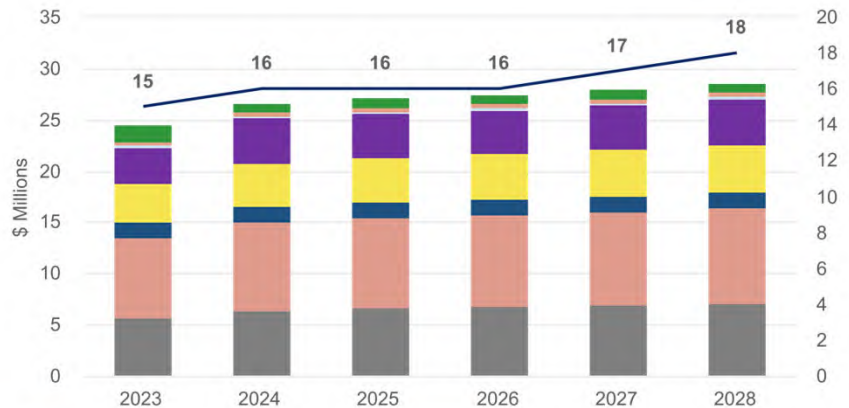
2024 Operating Budget: **\$26.6M**

8.8% increase

Drivers for Change:

- E911 contract
- Invest Vancouver
- GG - Increased meetings
- REM - Reserve contributions down
- RES – Projects from reserves

2024 – 2028 Regional District Financial Plan



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

OPERATING FUNDING

Other Regional District Programs

Overview

2023 Operating Budget: **\$24.5M**

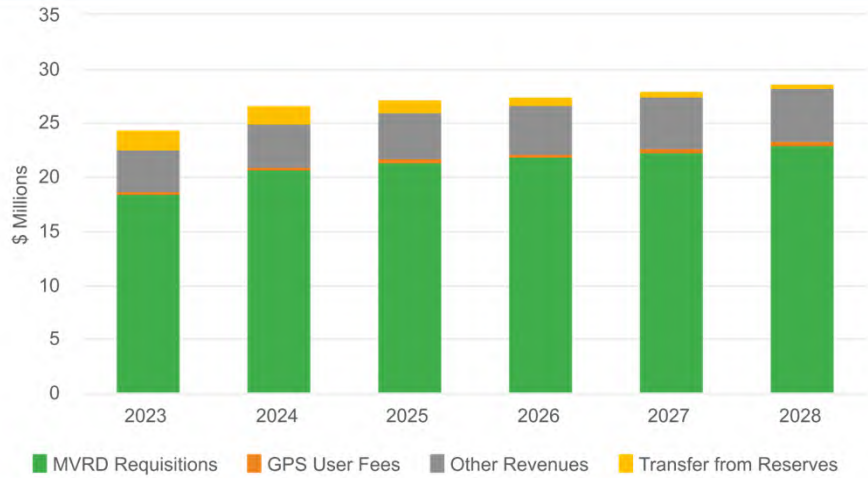
2024 Operating Budget: **\$26.6M**

8.8% increase

Drivers for Change:

- Reserve use for RES projects
- SFPS 2023 Apparatus purchase was from reserves
- Increase in MVRD requisition drives \$3 increase in HHI

2024 – 2028 Regional District Financial Plan



OTHER REGIONAL DISTRICT FINANCIAL PLAN SUMMARY

Regional District 2024 - 2028

	2023	2024	2025	2026	2027	2028
Total Expenditures (\$ Millions)	\$24.5	\$26.6	\$27.1	\$27.5	\$28.0	\$28.6
% Change		8.8%	1.8%	1.2%	1.8%	2.3%
MVRD Requisition (\$ Million)	\$18.5	\$20.6	\$21.4	\$21.8	\$22.3	\$23.0
% Change		11.7%	3.5%	2.2%	2.2%	2.8%
Household Impact (\$)	\$15	\$16	\$16	\$16	\$17	\$18
% Change		10.7%	2.2%	0.8%	0.9%	1.5%
Prior Cycle Household Impact Change (%)		5.0%	2.0%	0.4%	0.6%	N/A



Brunette Fraser Regional Greenway

Questions?



To: Finance Committee

From: Sonu Kailley, Acting Director, Financial Planning, Financial Services

Date: October 5, 2023 Meeting Date: October 12, 2023

Subject: **Development Cost Charge Engagement Update and Proposed Rate Bylaws**

RECOMMENDATION

That the GVWD, GVS&DD and MVRD Board:

- a) approve the Development Cost Charge rates as proposed in:
 - Schedules A to D in *Greater Vancouver Sewerage and Drainage District Development Cost Charge Bylaw No. 371, 2023*;
 - Schedule A in the *Greater Vancouver Water District Development Cost Charge Amendment Bylaw No. 260, 2023*;
 - Schedule A in the *Metro Vancouver Regional District Development Cost Charge Bylaw No. 1369, 2023*;as found in the report dated October 5, 2023 titled “Development Cost Charge Engagement Update and Proposed Rate Bylaws”, and endorse the inclusion of interest costs directly related to those activities that are approved by the Inspector of Municipalities in the GVS&DD and GVWD Development Cost Charge initiatives; and
- b) give first, second and third reading to the *Greater Vancouver Sewerage and Drainage District Development Cost Charge Bylaw No. 371, 2023*; and
- c) give first, second and third reading to the *Greater Vancouver Water District Development Cost Charge Amendment Bylaw No. 260, 2023*; and
- d) give first, second and third reading to the *Metro Vancouver Regional District Development Cost Charge Bylaw No. 1369, 2023*; and
- e) direct staff to forward to the Inspector of Municipalities for approval:
 - *Greater Vancouver Sewerage and Drainage District Development Cost Charge Bylaw No. 371, 2023*
 - *Greater Vancouver Water District Development Cost Charge Amendment Bylaw No. 260, 2023*
 - *Metro Vancouver Regional District Development Cost Charge Bylaw No. 1369, 2023*

EXECUTIVE SUMMARY

In April 2023, the Metro Vancouver Board endorsed moving toward a one-per-cent assist factor for water and liquid waste development cost charges (DCCs), and implementing a new parkland acquisition DCC and moving it to a 1% assist factor within the 2024-2028 Financial Plan, and directed staff to approach the 2024-2028 financial plan with targets of 12% for 2024, 11% for 2025, 5% for 2026, and 5% for 2027. Furthermore, at the July 28 Board meeting, GVS&DD/GVWD/MVRD Board direct staff to consult with member jurisdictions, the Urban Development Institute and other parties on proposed updates to Development Cost Charges.

Communication and engagement on updating the Liquid Waste and Water development cost charge (DCC) rates and establishing a regional parkland acquisition DCC took place in August and September 2023. Staff met with members of the development industry, member jurisdictions, First Nations, and the public where feedback and comments were received and addressed. 166 people primarily from industry and member jurisdictions participated in the engagement sessions. There was an overall appreciation for the transparency and a shared acknowledgement that the critical growth infrastructure needs to continue, however, there was concern that the rates would impact affordability and potentially add to the rising cost of housing. In addition, there were questions on the sharing of growth costs, the administration and coordination of DCCs across the region and the impacts on housing delivery.

Metro Vancouver has endeavored to reduce the financial impact of the rate changes as much as possible, while pursuing the Board endorsed goals of growth pays for growth and financial sustainability and regional affordability. Measures to reduce the financial impact have included phasing-in the increase in rates over a 3-year period, with a proposed effective date beginning January 1, 2025.

It is recommended that the GVWD, GVS&DD and MVRD Board approve the implementation of the DCC rates and the DCC bylaws and direct staff to forward the DCC bylaws to the Inspector of Municipalities for approval. Once the bylaws are approved by the Inspector of Municipalities, staff will bring back the bylaws for final adoption by the GVWD, GVS&DD and MVRD Board.

PURPOSE

The purpose of this report is to provide an update on the feedback received as part of the engagement process for the DCC update and to recommend that the GVWD, GVS&DD and MVRD give three readings to the proposed bylaws such that they can be sent to the Inspector of Municipalities for approval.

BACKGROUND

As part of the *2022–2026 Board Strategic Plan*, the Metro Vancouver Board committed to pursuing the adoption of DCCs with the purpose of ensuring new development in the region fund the cost of growth infrastructure expansion required to service that development. The concept of ‘growth paying for growth’ through DCCs has been encouraged by most Metro Vancouver Board members for several years. At the April 2023 Board Budget workshop, the Board endorsed and directed staff to prepare the 2024-2028 Financial Plan with the following assumptions:

- Liquid Waste DCCs, including interest, moving to a 1% assist factor.
- Water DCCs, including interest, moving to a 1% assist factor.
- Implementation of a DCC for Regional Parks and moving to a 1% assist factor.

The Liquid Waste DCC has been in place since 1997, with an update in 2022 and currently includes an assist factor of 17.5% with interest. A Water DCC was recently established in April 2023 with a 50% assist factor with interest. A new MVRD parkland acquisition DCC is being proposed to help fund future parkland acquisitions needed to service our growing region.

DCC rates were developed using the current 2023-2052 30-year growth capital plan. To reduce the impact on the development industry, staff are proposing a 3-year transition from the existing assist factors to a 1% assist factor beginning January 1, 2025.

To assess the possible financial impact of the proposed DCC rate increases, staff asked real estate consultancy firm Coriolis Consulting to complete an evaluation. Coriolis found the potential financial impacts of the proposed DCC rates to be similar to the impact from the latest 12-month change in financing rates, significantly less than the impact of the latest 12-month change in hard construction costs, and significantly less than the impact of the latest 12-month change in residential unit prices and rents. The results also indicated that the impacts to the housing market would be one or a combination of the following: a reduction in development site land values if the increased cost can be passed back to landowners, a reduction in profit margins for new projects or an increase in the market price of new units or floor space.

Engagement took place with the development industry, First Nations, municipal members and the public. This report summarizes the feedback received during engagement activities and presents proposed bylaws to revise the GVS&DD and GVWD DCC rates and the implementation of a new MVRD parkland acquisition DCC.

ENGAGEMENT PROCESSES

During August and September, staff reached out to First Nations, the development industry, and municipal members on the engagement process and with invitation to attend webinars to discuss regional DCCs. Engagement opportunities were promoted on social media and in e-newsletters. Information on the regional DCC was provided to staff of member jurisdictions through regional advisory committees. As well, 201 email notifications and invitations to register for the webinars were sent to all interested parties that had signed up over the past several years to the Metro Vancouver DCC email list.

Meetings with development industry and public were held September 20th and 22nd. A municipal members meeting was held on September 19 as were meetings with four First Nations on September 18, 25 and 28.

To aid accessibility and participation, all sessions were virtual. Each meeting began with a presentation summarizing regional growth, the growth capital program for each service area, the proposed rates for water, liquid waste and parkland, cumulative regional rates, and economic and financial impact analysis from Coriolis. This was followed by a question and answer period where attendees inquired on topics of interest to them. Metro Vancouver representatives from Finance, Water Services, Liquid Waste Services and Regional Park departments explained the proposed DCC program and answered questions from those in attendance.

The meetings were well attended with 166 participants attending six engagement sessions representing the development industry, First Nations, municipal members and the public. There were 111 attendees for the two industry sessions. With a diverse group of attendees, there were a wide variety of questions and feedback.

Overall there was appreciation for the transparency and a shared acknowledgement that the critical work needs to continue, however, there was concern that the rates would impact affordability and potentially add to the rising cost to deliver housing overall. The development community were the most vocal on the impact this would have on their ability to deliver affordable housing and were interested in more time to collaborate and analyze the cost sharing between existing rate payers or other levels of government. Member jurisdictions were mainly concerned with the administration efforts, the cost to administer and their ability to collect municipal DCC's. The First Nations were primarily concerned with the ability to co-manage and steward future parks and water conservation.

The key issues identified and discussed from the engagement sessions and correspondence are further summarized into the basic themes as set out below.

SUMMARY OF FEEDBACK

Interest	How We're Responding
<p>Financial Impact</p>	<p>What we heard: Many in the development industry expressed the rate increase would have a negative effect on residential and industrial development. Given the challenges industry is already facing, such increased financing and construction inflation and other DCC increases and building code changes, the development industry expressed the proposed DCC is another charge adding a burden to development.</p> <p>As well, the rate revisions are counter to the objectives of senior levels of government, and place the funding burden on new homeowners and away from existing homeowners who have benefited from rising home values. Given the cumulative effect of regional/municipal DCCs, more economic analysis is needed on the viability of housing projects. Consideration of the impact on housing delivery, land price adjustment, and a pause in implementing the increases is needed.</p> <p>How we're responding: Metro Vancouver acknowledges the current challenging development environment. To give as much notice as possible Metro Vancouver engaged on the new rates as soon as possible, fifteen months before the proposed bylaw effective date of January 1, 2025. To further allow time to adjust, the proposed rates are to be phased-in over a 3-year period from January 1, 2025 to January 1, 2027.</p> <p>In addition, Metro Vancouver commissioned a study to examine the financial impact of the proposed DCCs. The findings in the study concluded that the proposed DCCs have a commensurate impact to the financing rate changes over the past 12 months, but a significantly less of an impact than the construction inflation and changes in unit prices over the past 12 months.</p>

<p>Sharing Growth Costs</p>	<p>What we heard: The costs of growth infrastructure should be shared between new developments and existing ratepayers as both will use and benefit from the new infrastructure and parkland. This will help reduce the burden on new homeowners, reduce the cost of new dwellings and aid in housing delivery.</p> <p>Several member jurisdictions expressed concerns about how Metro Vancouver’s proposed DCCs would impact their ability to raise their own DCCs to sufficiently have growth pay for growth, and the desire to establish a regional growth funding framework. However, member Advisory Committees agreed with the goal of growth paying for growth.</p> <p>How we’re responding: Existing infrastructure and parks have already been funded by existing rate payers, and the ongoing maintenance and upgrades continue to be funded through their utility fees. New additional infrastructure and parkland acquisition are built to facilitate new developments, whether those new developments are purchased by newcomers or existing residents of the region. To balance the funding requirement between existing rate payers and new developments, Metro Vancouver seeks to best match the cost of infrastructure with those who benefit from it. Metro Vancouver will continue to work with member Advisory Committees and TransLink on coordinating future DCC changes</p>
<p>Administration and Coordination of Regional DCCs</p>	<p>What we heard: There was a request to provide a mechanism to coordinate the timing of any changes which would simplify the administrative burden necessary for the municipal staff that collect the charges. The challenge will be coordinating timing with member jurisdictions that are updating their DCC rates.</p> <p>How we’re responding: Metro Vancouver has proposed all three of the proposed bylaws with the same effective date of January 1st. This date also aligns with Translink’s DCC bylaw effective date. It is hoped this consistency will help to reduce some of the administrative effort involved in collecting regional DCCs.</p>
<p>Impacts on housing delivery</p>	<p>What we heard: The DCC rate increases, in conjunction with other market driven increases in financing and inflation, will cause projects to be delayed and have a negative effect on housing delivery and housing affordability including non-market housing. The increases also offset other housing incentives such as the federal elimination of GST on purpose built rental housing.</p> <p>How we’re responding: Non-market affordable rental housing including student housing are currently eligible for a regional DCC waiver or reduction for not-for-profit developers.</p>

	<p>Bylaw review to potentially extend the waiver or reduction to profit oriented developers of affordable rental housing is currently underway.</p> <p>The region is expected to increase by a million new residents over the next 30 years. Funding is required to build the utility infrastructure needed to facilitate future real estate development and help ensure housing supply. This is a proactive measure, otherwise, there is risk of deferring work, future development and further impacting affordability for the long-term.</p>
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First Nation Engagement

Staff reached out to the First Nations of the region and four First Nations were interested in engaging on regional DCCs. As part of the engagement, staff communicated regional DCCs will not apply to developments on First Nations reserves unless a First Nation voluntarily seeks out municipal approvals or permits, by entering into agreements, or otherwise obtaining municipal approvals or permits for land development.

Some of the issues raised included the difficulty with such a short timeline to give the DCC initiative a wholesome review. Also, if large initiatives could be presented earlier at the conceptual stage, or broken into individual referrals, it would allow for a more in depth review and greater collaboration.

The importance of water conservation to First Nations and the desire to co-manage and steward parklands with Metro Vancouver was indicated. The application and administration of regional DCCs was also discussed. Staff are committed to continue to work with First Nations on DCC related questions and issues.

BYLAWS

The Greater Vancouver Sewer and Drainage District Development Cost Charge Bylaw No. 371, 2023 (Attachment 1) has been structured with the following:

- The 3-year rate transition to a 1% assist factor.
- The assist factor is 16% January 1, 2025, 10% January 1, 2026, and 1% January 1, 2027.
- These are the rates and assist factors presented through the stakeholder engagement process.
- The proposed effective date is January 1, 2025.

The Greater Vancouver Water District Development Cost Charge Amendment Bylaw No. 260, 2023 (Attachment 2) has been structured with the following:

- The 3-year rate transition to a 1% assist factor.
- The assist factor is 45% January 1, 2025, 15% January 1, 2026, and 1% January 1, 2027.
- These are the rates and assist factors presented through the stakeholder engagement process.
- The proposed effective date is January 1, 2025.

The Metro Vancouver Regional District Development Cost Charge Bylaw No. 1369, 2023 (Attachment 3) has been structured with the following:

- The 3-year rate transition to a 1% assist factor.
- The assist factor is 75% January 1, 2025, 50% January 1, 2026, and 1% January 1, 2027.
- These are the rates and assist factors presented through the stakeholder engagement process.
- The proposed effective date is January 1, 2025.

ALTERNATIVES

1. That the GVWD, GVS&DD and MVRD Board:

a) approve the Development Cost Charge rates as proposed in:

- Schedules A to D to the *Greater Vancouver Sewerage and Drainage District Development Cost Charge Bylaw No. 371, 2023*;
- Schedule A to the *Greater Vancouver Water District Development Cost Charge Amendment Bylaw No. 260, 2023*;
- Schedule A to the *Metro Vancouver Regional District Development Cost Charge Bylaw No. 1369, 2023*;

as found in the report dated October 5, 2023 titled “Development Cost Charge Engagement Update and Proposed Rate Bylaws”, and endorse the inclusion of interest costs directly related to those activities that are approved by the Inspector of Municipalities in the GVS&DD and GVWD Development Cost Charge initiatives; and

b) give first, second and third reading to the *Greater Vancouver Sewerage and Drainage District Development Cost Charge Bylaw No. 371, 2023*; and

c) give first, second and third reading to the *Greater Vancouver Water District Development Cost Charge Amendment Bylaw No. 260, 2023*; and

d) give first, second and third reading to the *Metro Vancouver Regional District Development Cost Charge Bylaw No. 1369, 2023*; and

e) direct staff to forward to the Inspector of Municipalities for approval:

- *Greater Vancouver Sewerage and Drainage District Development Cost Charge Bylaw No. 371, 2023*
- *Greater Vancouver Water District Development Cost Charge Amendment Bylaw No. 260, 2023*
- *Metro Vancouver Regional District Development Cost Charge Bylaw No. 1369, 2023*

2. That the GVWD, GVS&DD and MVRD Board:

a) approve the Development Cost Charge rates “As of January 1, 2025 to December 31, 2025”, as proposed in:

- Schedules A to D to the *Greater Vancouver Sewerage and Drainage District Development Cost Charge Bylaw No. 371, 2023*;
- *Schedule A to the Greater Vancouver Water District Development Cost Charge Amendment Bylaw No. 260, 2023*;
- *Schedule A to the Metro Vancouver Regional District Development Cost Charge Bylaw No. 1369, 2023*;

as found in the report dated October 5, 2023 titled “Development Cost Charge Engagement Update and Proposed Rate Bylaws”, and endorse the inclusion of interest costs directly related to those activities that are approved by the Inspector of Municipalities in the GVS&DD and GVWD Development Cost Charge initiatives; and

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- b) from each of Schedules A to D to the *Greater Vancouver Sewerage and Drainage District Development Cost Charge Bylaw No. 371, 2023*, delete the phrase, “As of January 1, 2025 to December 31, 2025” and also delete the phrase, “As of January 1, 2026 to December 31, 2026” and all text within each of Schedules A to D that follows the latter phrase; and
 - c) give first, second and third reading to the *Greater Vancouver Sewerage and Drainage District Development Cost Charge Bylaw No. 371, 2023* as now amended; and
 - d) from Schedule A to the *Greater Vancouver Water District Development Cost Charge Amendment Bylaw No. 260, 2023*, delete the phrase, “As of January 1, 2025 to December 31, 2025” and also delete the phrase, “As of January 1, 2026 to December 31, 2026” and all text within Schedule A that follows the latter phrase; and
 - e) give first, second and third reading to the *Greater Vancouver Water District Development Cost Charge Amendment Bylaw No. 260, 2023* as now amended; and
 - f) from Schedule A, from the *Metro Vancouver Regional District Development Cost Charge Bylaw No. 1369, 2023*, delete the phrase, “As of January 1, 2025 to December 31, 2025” and also delete the phrase, “As of January 1, 2026 to December 31, 2026” and all text within Schedule A that follows the latter phrase; and
 - g) give first, second and third reading to the *Metro Vancouver Regional District Development Cost Charge Bylaw No. 1369, 2023* as now amended; and
 - h) direct staff to forward to the Inspector of Municipalities for approval:
 - *Greater Vancouver Sewerage and Drainage District Development Cost Charge Bylaw No. 371, 2023*, as now amended
 - *Greater Vancouver Water District Development Cost Charge Amendment Bylaw No. 260, 2023*, as now amended
 - *Metro Vancouver Regional District Development Cost Charge Bylaw No. 1369, 2023*, as now amended
3. That the Metro Vancouver Board receive for information the report dated October 5, 2023 titled “Development Cost Charge Engagement Update and Proposed Rate Bylaws” and provide alternate direction to staff.

FINANCIAL IMPLICATIONS

If Finance Committee endorses Alternative 1 or 2, the report will be forwarded to the GVWD, GVS&DD and MVRD Board for approval. The DCC program will generate funding which will be allocated to the completion of growth infrastructure and parkland acquisition necessary to meet the needs of our growing region.

If the DCCs are not approved any shortfall in funding for growth related capital infrastructure will be covered by existing waters sales, liquid waste levies or MVRD tax requisitions. Furthermore, the Financial Plan Task Force recommendations that was endorsed by the Board in April 2023, will not be met with respect to the household impact targets as well as moving the liquid waste and water DCCs to a 1% assist factor with interest as well as introducing a parkland acquisition DCC and moving that to 1% over the 2024-2028 Financial Plan. Without DCCs, and no projects deferred or reduced in scope, and funding instead covered by existing ratepayers, the average long-term annual household impact would be in the double digit range.

CONCLUSION

Following the Metro Vancouver Board direction, an engagement process was undertaken to gather feedback on the proposed DCC rate revisions and new regional parkland acquisition DCC. Engagement sessions were held in September 2023. A total of 166 people attended the sessions representing the development industry, member jurisdictions, First Nations, and the public. Key feedback received throughout the engagement activities included the financial impact on housing development resulting from the rate increases, questions on the sharing of growth costs, the administration and coordination of regional DCCs, and the potential impact on housing affordability for different types of housing developments.

Based on the feedback received, the goals of growth to pay for growth, financial sustainability and regional affordability, it is recommended the proposed DCC bylaws be given three readings and staff be directed to forward the proposed Bylaws to the Inspector of Municipalities for approval.

ATTACHMENTS

1. *Greater Vancouver Sewerage and Drainage District Development Cost Charge Bylaw No. 371, 2023*
2. *Greater Vancouver Water District Development Cost Charge Amendment Bylaw No. 260, 2023*
3. *Metro Vancouver Regional District Development Cost Charge Bylaw No. 1369, 2023*
4. Coriolis Report
5. Development Cost Charge Engagement Update and Proposed Rate Bylaws - Presentation

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GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT
BYLAW NO. 371, 2023
A Bylaw to Impose Development Cost Charges

WHEREAS:

- A. Pursuant to the *Greater Vancouver Sewerage and Drainage District Act*, the Greater Vancouver Sewerage and Drainage District (“the GVS&DD”) may, by bylaw, impose development cost charges on every person who obtains approval of a subdivision or a building permit authorizing the construction, alteration or extension of a building or structure from a Member Municipality;
- B. Development cost charges provide funds to assist the GVS&DD in paying capital costs, including interest costs directly related to those activities that are approved by the inspector of municipalities to be included as capital costs, incurred to provide, construct, alter or expand sewerage facilities to service development within the area of the GVS&DD, excluding the portion of capital costs charged by the GVS&DD to Member Municipalities under section 54 of the Act;
- C. Pursuant to the Act, development cost charges are not payable in certain circumstance and the GVS&DD may waive or reduce development cost charges for eligible developments;
- D. Member Municipalities collect the development cost charges imposed under this Bylaw and remit them to the GVSⅅ
- E. The GVS&DD and a Member Municipality may enter into an agreement under section 58.3 of the Act under which all, some or some portion of the development cost charges under this Bylaw that would otherwise apply are not required to be collected and remitted by the Member Municipality and the Member Municipality agrees to pay to the GVS&DD an amount equal to the development cost charges that the Member Municipality would have collected under this Bylaw but for such an agreement; and
- F. In setting development cost charges under this Bylaw, the GVS&DD has considered:
- a. future land use patterns and development and the phasing of works and services; and
 - b. how development designed to result in a low environmental impact may affect the capital costs of infrastructure referred to in section 58.2(2) of the Act.

NOW THEREFORE the Board of the Greater Vancouver Sewerage and Drainage District enacts as follows:

1.0 Citation

1.1 The official citation for this Bylaw is “Greater Vancouver Sewerage and Drainage District Development Cost Charge Bylaw No. 371, 2023”.

1.2 This Bylaw may be cited as the “GVS&DD Development Cost Charge Bylaw”.

2.0 Repeal of Bylaw

2.1 “Greater Vancouver Sewerage and Drainage District Development Cost Charge Bylaw No. 254, 2010” as amended is hereby repealed.

3.0 Definitions

3.1 In this Bylaw:

“Apartment Dwelling Unit” means a Dwelling Unit in a building or structure that consists or may consist of two or more storeys and contains or may contain four or more Dwelling Units, whereby the building or structure has a principal exterior entrance used in common for access to the Dwelling Units. Apartment Dwelling Unit does not include Dwelling Units that are Townhouse Dwelling Units;

“Building Permit” means any permit required by a Member Municipality that authorizes the construction, alteration or extension of a building or structure;

“Combination Development” means any Development that comprises two or more of the following uses:

- (a) Apartment Dwelling Unit;
- (b) Residential Lot Development Unit;
- (c) Townhouse Dwelling Unit; and
- (d) Non-Residential Use;

“Community Charter” means the *Community Charter*, SBC 2003, c. 26;

“Development” means:

- (a) a Subdivision; or
- (b) the construction, alteration or extension of a building or structure for which a Building Permit is obtained;

“Dwelling Unit” means one or more rooms comprising a self-contained unit that is used or intended to be used for living and sleeping purposes and for which are provided cooking facilities, or the facilities for installation of cooking facilities, and one or more bathrooms having a sink or wash-basin, a water closet, and a shower or bath;

“Floor Area” means:

- (a) the floor area of the building or structure (measured from the outside edge of all exterior walls of the building or structure), less the number of square feet of the floor area of the building or structure that is used or is intended to be used for the parking of motor vehicles and the storage of bicycles; or
- (b) in the case of an alteration or extension of less than the entire building or structure, the portion of the building or structure to which the Building Permit applies (measured from the outside edge of any exterior walls in such portion of the building or structure), less the number of square feet of the floor area of the building or structure that is used or is intended to be used for the parking of motor vehicles and the storage of bicycles;

“Fraser Sewerage Area” means the area established from time to time by the GVS&DD under the Act as the Fraser Sewerage Area;

“GVS&DD” means the Greater Vancouver Sewerage and Drainage District;

“Greater Vancouver Sewerage and Drainage District Act” or **“Act”** means the *Greater Vancouver Sewerage and Drainage District Act*, SBC 1956, c. 59;

“Land Title Act” means the *Land Title Act*, RSBC 1996, c.250;

“Laneway House” has the definition ascribed to such term in the bylaws of the Member Municipality where the laneway house is located, or, in the absence of such a definition, means a detached building or structure containing one Dwelling Unit and constructed in the yard of a site on which is situate a Single Family Residential Dwelling;

“Local Government Act” means the *Local Government Act*, RSBC 2015, c. 1;

“Lulu Island West Sewerage Area” means the area established from time to time by the GVS&DD under the Act as the Lulu Island West Sewerage Area;

“Member Municipality” means a municipality that is a member of the GVSⅅ

“Minister” means the member of the Executive Council appointed under the *Constitution Act* charged by order of the Lieutenant Governor in Council with the administration of the *Local Government Act*;

“Municipal Charges” means development cost charges imposed by a Member Municipality under either the *Local Government Act*, *Community Charter* or the *Vancouver Charter*;

“Non-Residential Use” means any building or structure or any portion of any building or structure that is not Apartment Dwelling Unit, Residential Lot Development Unit or Townhouse Dwelling Unit but for greater certainty, does not include any portion of any Residential Use building or structure that is not part of a Dwelling Unit and is used or is intended to be used solely for the purpose of gaining access to and from Dwelling Units, solely for the maintenance of the building or structure or solely by the occupants of the Dwelling Units in the building or structure;

“North Shore Sewerage Area” means the area established from time to time by the GVS&DD under the Act as the North Shore Sewerage Area;

“Parcel” means any lot, block or other area in which land is held or into which it is legally subdivided and for greater certainty, without limiting the foregoing, including a strata lot under the *Strata Property Act*;

“Rate Schedules” means the schedules of development cost charge rates for each Sewerage Area that are attached as Schedules A, B, C and D to this Bylaw;

“Rent” means money paid or agreed to be paid, or value or a right given or agreed to be given, by or on behalf of a tenant to a landlord in return for the right to rent a Dwelling Unit, for the use of common areas and for services or facilities and includes any and all strata fees, regardless of whether such fees are paid directly to the landlord, but does not include any of the following:

- (a) a security deposit;
- (b) a pet damage deposit;
- (c) a fee prescribed under section 97 (2) (k) of the *Residential Tenancy Act*;

“Residential Lot Development Unit” means a Dwelling Unit on a lot (not including an Apartment Dwelling Unit or a Townhouse Dwelling Unit) but, if the Dwelling Unit is a Single Family Residential Dwelling, also includes:

- (a) the construction, alteration or extension of a building or structure for up to one Secondary Suite in the Single Family Residential Dwelling,
- (b) the construction, alteration or extension of up to one Laneway House, or
- (c) both.

“Residential Tenancy Act” means the *Residential Tenancy Act*, SBC 2002, c. 78;

“Residential Use” means Apartment Dwelling Unit, Residential Lot Development Unit and Townhouse Dwelling Unit;

“Secondary Suite” has the definition ascribed to such term in the bylaws of the Member Municipality where the secondary suite is located, or, in the absence of such a definition, means the smaller Dwelling Unit contained within a Single Family Residential Dwelling;

“Sewerage Area” means any of the GVS&DD’s four sewerage areas, being the Vancouver Sewerage Area, the North Shore Sewerage Area, the Lulu Island West Sewerage Area and the Fraser Sewerage Area;

“Sewage Facility” means any work, service or plant of the GVS&DD for conveying, disposing of or treating sewage or waste water;

“Single Family Residential Dwelling” means a detached building or structure that contains one principal Dwelling Unit and may contain one smaller Dwelling Unit;

“Strata Property Act” means the *Strata Property Act*, SBC 1998, c. 43;

“Subdivision” includes a division of land into two or more Parcels, whether by plan, apt descriptive words or otherwise under the *Land Title Act* or the *Strata Property Act*, the consolidation of two or more Parcels of land, and phased strata plans;

“Townhouse Dwelling Unit” means a Dwelling Unit in a building or structure that contains or may contain four or more Dwelling Units, whereby each Dwelling Unit has a direct exterior entrance;

“Vancouver Charter” means the *Vancouver Charter*, SBC 1953, c. 55;

“Vancouver Sewerage Area” means the area established from time to time by the GVS&DD under the Act as the Vancouver Sewerage Area;

4.0 Development Cost Charges

4.1 **Application of Development Cost Charges.** Subject to section 4.2, every person who obtains:

- (a) approval of a Subdivision from a Member Municipality; or
- (b) a Building Permit from a Member Municipality;

must pay the applicable development cost charges set out in this Bylaw to that Member Municipality on behalf of the GVS&DD prior to the approval of the Subdivision or the issuance of the Building Permit.

4.2 **Exemptions from Development Cost Charges.** Development cost charges are not payable under this Bylaw if:

- (a) the Development is not and will not be capable of being serviced by a Sewerage Facility of the GVS&DD or by a Sewerage Facility of a Member Municipality that is connected to a Sewerage Facility of the GVSⅅ
- (b) the Development will not impose new capital cost burdens on the GVSⅅ
- (c) a development cost charge has previously been paid for the same Development unless, as a result of further Development, new capital cost burdens will be imposed on the GVSⅅ
- (d) the Building Permit authorizes the construction, alteration or extension of a building or structure or part of a building or structure that is, or will be, after the construction, alteration or extension, exempt from taxation under subsection 220(1)(h) of the *Community Charter*;
- (e) the value of the work authorized by the Building Permit does not exceed \$50,000 or such other amount which the Minister may prescribe by regulation; or
- (f) the Building Permit authorizes the construction, alteration or extension of self-contained Dwelling Units in a building in which:
 - (i) each Dwelling Unit is no larger in area than 29 square metres [312.153 square feet]; and
 - (ii) each Dwelling Unit is to be put to no use other than Residential Use in those Dwelling Units.

4.3 **Calculation of Development Cost Charges.** Development cost charges imposed under this Bylaw will be calculated in accordance with the rates set out in the Rate Schedules. The rates set out in the Rate Schedules may be different in relation to one or more of the following:

- (a) different Sewerage Areas;
- (b) different classes of Sewerage Facilities;
- (c) different areas within a Sewerage Area;
- (d) different uses;
- (e) different capital costs as they relate to different classes of Development; or
- (f) different sizes or different numbers of lots or units in a Development.

- 4.4 **Combination Development.** Without restricting the generality of section 4.3, the development cost charges for a Combination Development will be calculated separately for the portion of the Combination Development attributable to each of Apartment Dwelling Unit, Residential Lot Development Unit, Townhouse Dwelling Unit and Non-Residential Use and will be the sum of the development cost charges for each such use, calculated according to the Rate Schedules.
- 4.5 **Payment, Collection and Remittance of Development Cost Charges.** Development cost charges imposed under this Bylaw must be paid to the Member Municipality of the GVS&DD approving the Subdivision or issuing the Building Permit, as the case may be, as follows:
- (a) at the same time as any Municipal Charges as may be levied on the Development under a bylaw of the Member Municipality are payable to the Member Municipality; or
 - (b) if no Municipal Charges will be levied on the Development under a bylaw of the Member Municipality, as follows:
 - (i) where an application is made only for Subdivision, prior to the issuance of the approval of the Subdivision by the Member Municipality; or
 - (ii) where an application is made only for a Building Permit or for both Subdivision and for a Building Permit, prior to the issuance of the Building Permit by the Member Municipality.
- 4.6 **Payment of Development Cost Charges by Instalments.** The development cost charges imposed under this Bylaw may not be paid by instalments unless a regulation under either subsection 58.2(6) of the Act or subsection 559(5) of the *Local Government Act* applies to the Development and authorizes the payment of development cost charges in instalments.
- 5.0 **Collection and Remittance of Development Cost Charges**
- 5.1 **Collection of Development Cost Charges by Member Municipalities.** Subject to section 6.1, each Member Municipality must:
- (a) collect the development cost charges imposed on a Development under this Bylaw; and
 - (b) not issue approval of a Subdivision or issue a Building Permit for any Development unless the development cost charges imposed under this Bylaw have been paid in accordance with section 4.0.
- 5.2 **Separate Account.** Subject to section 6.1, each Member Municipality must establish and maintain a separate account for the development cost charge monies collected under this Bylaw and deposit and hold these monies in that separate account, in trust for the GVS&DD, until the monies are remitted to the GVS&DD under section 5.3.

- 5.3 **Remittance of Development Cost Charges by Municipalities.** Each Member Municipality, within 30 days after June 30 and December 31 of each year, must remit to the GVS&DD the total amount of development cost charges collected by the Member Municipality under this Bylaw during the six-month period previous to such date, or an amount equal to such development cost charges if the Member Municipality did not collect development cost charges under this Bylaw, together with the statement referred to in section 5.4.
- 5.4 **Statements.** Each Member Municipality must provide statements to the GVS&DD, in respect of each Sewerage Area within the Member Municipality, pursuant to section 5.3, for every six-month period comprising January 1 to June 30 and July 1 to December 31, setting out:
- (a) the number and type of use of all Dwelling Units and Residential Lot Development Units on which development cost charges were levied by it under this Bylaw;
 - (b) the aggregate floor area of all Non-Residential Use buildings or structures on which development cost charges were levied by it under this Bylaw (calculated in accordance with the Rate Schedules);
 - (c) the legal description and civic address of each Parcel on which development cost charges were levied by it under this Bylaw, whether such development cost charges were levied in respect of a Subdivision or a Building Permit;
 - (d) the date and amount of each payment of development cost charges levied by it under this Bylaw and where section 4.6 applies to permit development cost charges levied under this Bylaw to be paid by instalments, the amount of instalment payments remaining to be paid to it and the dates for payment of such remaining instalments;
 - (e) the total amount of all development cost charges levied by it under this Bylaw and the total amount of all remaining instalment payments;
 - (f) the number, legal description, civic address and type of use of all Parcels in respect of which Subdivisions were approved where no development cost charges were levied by it under this Bylaw; and
 - (g) the number and type of use of all Dwelling Units and Residential Lot Development Units and the aggregate floor area of all Non-Residential Use buildings or structures (calculated in accordance with the Rate Schedules) in respect of which Building Permits were required where no development cost charges were levied by it under this Bylaw.
- 5.5 **Records.** Each Member Municipality shall retain, for a period of four years, sufficient records to support the statements and payments referred to in sections 5.3 and 5.4.

5.6 **Inspection and Review of Municipal Records.** The GVS&DD may, at any time, subject to first giving reasonable notice to any Member Municipality, inspect any and all records of the Member Municipality relating to the information required under section 5.4, the calculation, collection and remittance by the Member Municipality of development cost charges levied under this Bylaw, and the calculation and remittance by the Member Municipality of any payments required under section 6.0. Each Member Municipality shall permit any employee or agent of the GVS&DD to inspect the records referred to above and to make and take away copies of those records.

6.0 Replacement of Development Cost Charges

6.1 **Municipal Agreements.** Despite any other provision of this Bylaw, the GVS&DD may enter into an agreement or agreements with any Member Municipality under which:

- (a) all, some or some portion of the development cost charges under this Bylaw that would otherwise apply are not required to be collected and remitted by the Member Municipality; and
- (b) the Member Municipality agrees to pay to the GVS&DD an amount equal to the development cost charges that the Member Municipality would have collected under this Bylaw but for such an agreement, in the manner and at the times set out in the agreement, or otherwise in the same manner and at the same times that development cost charges would otherwise have been payable.

6.2 **Failure to Remit Development Cost Charges.** If a Member Municipality fails, for any reason, other than under an agreement under section 6.1, to collect any development cost charges payable under this Bylaw or to remit to the GVS&DD any development cost charges collected by it, the Member Municipality must pay to the GVS&DD on demand an amount equal to the development cost charges that the Member Municipality should have collected or remitted under this Bylaw.

7.0 Interpretation

7.1 **Severability.** If a portion of this Bylaw is held to be invalid it shall be severed and the remainder of the Bylaw shall remain in effect.

7.2 **Schedules.** The following Schedules are attached to and form part of this bylaw:

- Schedule "A", Fraser Sewerage Area – Development Cost Charge Rates;
- Schedule "B", Lulu Island West Sewerage Area – Development Cost Charge Rates;
- Schedule "C", North Shore Sewerage Area – Development Cost Charge Rates; and
- Schedule "D", Vancouver Sewerage Area – Development Cost Charge Rates.

8.0 Effective Date

8.1 This bylaw will come into effect on January 1, 2025.

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

Approved by the Inspector of Municipalities this _____ day of _____,

Adopted this _____ day of _____, _____.

George V. Harvie, Chair

Dorothy Shermer, Corporate Officer

Schedule A

FRASER SEWERAGE AREA – DEVELOPMENT COST CHARGE RATES

As of January 1, 2025 to December 31, 2025

Description	Rate
1. Residential Lot Development Unit	\$11,443 per Residential Lot Development Unit
2. Townhouse Dwelling Unit	\$10,015 per Dwelling Unit
3. Apartment Dwelling Unit	\$7,302 per Dwelling Unit
4. Non-Residential Use	\$5.41 multiplied by the number of square feet of Floor Area

As of January 1, 2026 to December 31, 2026

Description	Rate
1. Residential Lot Development Unit	\$12,311 per Residential Lot Development Unit
2. Townhouse Dwelling Unit	\$10,775 per Dwelling Unit
3. Apartment Dwelling Unit	\$7,855 per Dwelling Unit
4. Non-Residential Use	\$5.82 multiplied by the number of square feet of Floor Area

As of January 1, 2027

Description	Rate
1. Residential Lot Development Unit	\$13,613 per Residential Lot Development Unit
2. Townhouse Dwelling Unit	\$11,914 per Dwelling Unit
3. Apartment Dwelling Unit	\$8,686 per Dwelling Unit
4. Non-Residential Use	\$6.43 multiplied by the number of square feet of Floor Area

Schedule B

LULU ISLAND WEST SEWERAGE AREA – DEVELOPMENT COST CHARGE RATES

As of January 1, 2025 to December 31, 2025

Description	Rate
1. Residential Lot Development Unit	\$5,683 per Residential Lot Development Unit
2. Townhouse Dwelling Unit	\$4,927 per Dwelling Unit
3. Apartment Dwelling Unit	\$3,516 per Dwelling Unit
4. Non-Residential Use	\$2.55 multiplied by the number of square feet of Floor Area

As of January 1, 2026 to December 31, 2026

Description	Rate
1. Residential Lot Development Unit	\$6,152 per Residential Lot Development Unit
2. Townhouse Dwelling Unit	\$5,333 per Dwelling Unit
3. Apartment Dwelling Unit	\$3,806 per Dwelling Unit
4. Non-Residential Use	\$2.76 multiplied by the number of square feet of Floor Area

As of January 1, 2027

Description	Rate
1. Residential Lot Development Unit	\$6,855 per Residential Lot Development Unit
2. Townhouse Dwelling Unit	\$5,943 per Dwelling Unit
3. Apartment Dwelling Unit	\$4,241 per Dwelling Unit
4. Non-Residential Use	\$3.08 multiplied by the number of square feet of Floor Area

Schedule C

NORTH SHORE SEWERAGE AREA – DEVELOPMENT COST CHARGE RATES

As of January 1, 2025 to December 31, 2025

Description	Rate
1. Residential Lot Development Unit	\$9,760 per Residential Lot Development Unit
2. Townhouse Dwelling Unit	\$8,996 per Dwelling Unit
3. Apartment Dwelling Unit	\$6,005 per Dwelling Unit
4. Non-Residential Use	\$5.00 multiplied by the number of square feet of Floor Area

As of January 1, 2026 to December 31, 2026

Description	Rate
1. Residential Lot Development Unit	\$10,478 per Residential Lot Development Unit
2. Townhouse Dwelling Unit	\$9,658 per Dwelling Unit
3. Apartment Dwelling Unit	\$6,448 per Dwelling Unit
4. Non-Residential Use	\$5.37 multiplied by the number of square feet of Floor Area

As of January 1, 2027

Description	Rate
1. Residential Lot Development Unit	\$11,557 per Residential Lot Development Unit
2. Townhouse Dwelling Unit	\$10,652 per Dwelling Unit
3. Apartment Dwelling Unit	\$7,111 per Dwelling Unit
4. Non-Residential Use	\$5.92 multiplied by the number of square feet of Floor Area

Schedule D

VANCOUVER SEWERAGE AREA – DEVELOPMENT COST CHARGE RATES

As of January 1, 2025 to December 31, 2025

Description	Rate
1. Residential Lot Development Unit	\$10,498 per Residential Lot Development Unit
2. Townhouse Dwelling Unit	\$9,593 per Dwelling Unit
3. Apartment Dwelling Unit	\$6,298 per Dwelling Unit
4. Non-Residential Use	\$5.30 multiplied by the number of square feet of Floor Area

As of January 1, 2026 to December 31, 2026

Description	Rate
1. Residential Lot Development Unit	\$11,290 per Residential Lot Development Unit
2. Townhouse Dwelling Unit	\$10,316 per Dwelling Unit
3. Apartment Dwelling Unit	\$6,772 per Dwelling Unit
4. Non-Residential Use	\$5.70 multiplied by the number of square feet of Floor Area

As of January 1, 2027

Description	Rate
1. Residential Lot Development Unit	\$12,476 per Residential Lot Development Unit
2. Townhouse Dwelling Unit	\$11,400 per Dwelling Unit
3. Apartment Dwelling Unit	\$7,484 per Dwelling Unit
4. Non-Residential Use	\$6.30 multiplied by the number of square feet of Floor Area

**GREATER VANCOUVER WATER DISTRICT
BYLAW NO. 260, 2023
A Bylaw to Amend “Greater Vancouver Water District
Development Cost Charge Bylaw No. 257, 2022”**

WHEREAS:

- A. The Board of Directors of the Greater Vancouver Water District has adopted “Greater Vancouver Water District Development Cost Charge Bylaw No. 257, 2022”, a bylaw imposing development cost charges on every person who obtains approval of a subdivision or a building permit authorizing the construction, alternation or extension of a building or structure from a Member Municipality; and
- B. The Board of Directors of the Greater Vancouver Water District wishes to amend “Greater Vancouver Water District Development Cost Charge Bylaw No. 257, 2022”;

NOW THEREFORE the Board of the Greater Vancouver Water District enacts as follows:

Citation

1. The official citation of this bylaw is “Greater Vancouver Water District Development Cost Charge Amendment Bylaw No. 260, 2023”.

Effective Date

2. This bylaw will come into effect on January 1, 2025.

Schedule

3. The following Schedule is attached to and forms part of the bylaw:
- Schedule “A”, GVWD Development Cost Charge Rates

Amendment of Bylaw

4. The “Greater Vancouver Water District Development Cost Charge Bylaw No. 257, 2022” (the “Bylaw”) is hereby amended as follows:
- (a) The definition “**Non-Residential Use**” in section 3 of the Bylaw is amended by deleting the word “Unity” and replacing it with the word “Unit”;
- (b) Section 5.4(a) of the Bylaw is deleted and replaced with the following:
- (a) the number and type of use of all Dwelling Units and Residential Lot Development Units on which development cost charges were levied by it under this Bylaw;
- (c) Schedule “A” of the Bylaw is deleted and replaced with the Schedule “A” attached to and forming part of this bylaw.

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

Approved by the Inspector of Municipalities this _____ day of _____,

Adopted this _____ day of _____, _____.

George V. Harvie, Chair

Dorothy Shermer, Corporate Officer

Schedule A

GVWD DEVELOPMENT COST CHARGE RATES

As of January 1, 2025 to December 31, 2025

<u>Description</u>	<u>Rate</u>
1. Residential Lot Development Unit	\$10,952 per Residential Lot Development Unit
2. Townhouse Dwelling Unit	\$9,839 per Dwelling Unit
3. Apartment Dwelling Unit	\$6,791 per Dwelling Unit
4. Non-Residential Use	\$5.30 multiplied by the number of square feet of Floor Area

As of January 1, 2026 to December 31, 2026

<u>Description</u>	<u>Rate</u>
1. Residential Lot Development Unit	\$16,926 per Residential Lot Development Unit
2. Townhouse Dwelling Unit	\$15,206 per Dwelling Unit
3. Apartment Dwelling Unit	\$10,495 per Dwelling Unit
4. Non-Residential Use	\$8.19 multiplied by the number of square feet of Floor Area

As of January 1, 2027

<u>Description</u>	<u>Rate</u>
1. Residential Lot Development Unit	\$19,714 per Residential Lot Development Unit
2. Townhouse Dwelling Unit	\$17,710 per Dwelling Unit
3. Apartment Dwelling Unit	\$12,223 per Dwelling Unit
4. Non-Residential Use	\$9.54 multiplied by the number of square feet of Floor Area

**METRO VANCOUVER REGIONAL DISTRICT
BYLAW NO. 1369, 2023**

A Bylaw to Impose Development Cost Charges for the Provision of Regional Park Land

WHEREAS:

- A. Pursuant to the *Local Government Act* (“the Act”), the Metro Vancouver Regional District (“the MVRD”), may, by bylaw, impose development cost charges on every person who obtains approval of a subdivision or a building permit authorizing the construction, alteration or extension of a building or structure from a Member Municipality;
- B. Development cost charges provide funds to assist the MVRD in paying the capital costs of providing regional park land, to service, directly or indirectly, the development for which the charge is being imposed;
- C. Pursuant to the Act, development cost charges are not payable in certain circumstances and the MVRD may waive or reduce development cost charges for eligible developments;
- D. Member Municipalities collect the development cost charges imposed under this Bylaw and remit them to the MVRD;
- E. In setting development cost charges under this Bylaw, the MVRD has considered:
 - (a) future land use patterns and development;
 - (b) the phasing of works and services;
 - (c) the provision of park land described in an official community plan;
 - (d) how development designed to result in a low environmental impact may affect the capital costs of infrastructure referred to in sections 559(2) and (3) of the Act;
 - (e) whether the charges are excessive in relation to the capital cost of prevailing standards of service in the municipality or regional district;
 - (f) whether the charges will, in the municipality or regional district,
 - (i) deter development,
 - (ii) discourage the construction of reasonably priced housing or the provision of reasonably priced serviced land, or
 - (iii) discourage development designed to result in a low environmental impact.

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

1. Citation

- 1.1 The official citation of this bylaw is “Metro Vancouver Regional District Development Cost Charge Bylaw No. 1369, 2023”. This bylaw may be cited as the “MVRD Development Cost Charge Bylaw”.

2. Schedule

2.1 The following Schedule is attached to and forms part of the bylaw:

- Schedule “A”, MVRD Development Cost Charge Rates for Provision of Regional Park Land

3. Definitions

3.1 In this Bylaw:

“Apartment Dwelling Unit” means a Dwelling Unit in a building or structure that consists or may consist of two or more storeys and contains or may contain four or more Dwelling Units, whereby the building or structure has a principal exterior entrance used in common for access to the Dwelling Units. Apartment Dwelling Unit does not include Dwelling Units that are Townhouse Dwelling Units;

“Building Permit” means any permit required by a Member Municipality that authorizes the construction, alteration or extension of a building or structure;

“Combination Development” means any Development that comprises two or more of the following uses:

- (a) Apartment Dwelling Unit;
- (b) Residential Lot Development Unit;
- (c) Townhouse Dwelling Unit; and
- (d) Non-Residential Use;

“Community Charter” means the *Community Charter*, SBC 2003, c. 26;

“Development” means:

- (a) a Subdivision; or
- (b) the construction, alteration or extension of a building or structure for which a Building Permit is obtained;

“Dwelling Unit” means one or more rooms comprising a self-contained unit that is used or intended to be used for living and sleeping purposes and for which are provided cooking facilities, or the facilities for installation of cooking facilities, and one or more bathrooms having a sink or wash-basin, a water closet, and a shower or bath;

“Floor Area” means:

- (a) the floor area of the building or structure (measured from the outside edge of all exterior walls of the building or structure), less the number of square feet of the floor area of the building or structure that is used or is intended to be used for the parking of motor vehicles and the storage of bicycles; or
- (b) in the case of an alteration or extension of less than the entire building or structure, the portion of the building or structure to which the Building Permit applies (measured from the outside edge of any exterior walls in such portion of the building or structure), less the number of square feet of the floor area of the building or structure that is used or is intended to be used for the parking of motor vehicles and the storage of bicycles;

“Metro Vancouver Regional District” or “MVRD” means the Metro Vancouver Regional District, a regional district pursuant to the *Local Government Act*, RSBC 2015, c. 1;

“Land Title Act” means the *Land Title Act*, RSBC 1996, c.250;

“Laneway House” has the definition ascribed to such term in the bylaws of the Member Municipality where the laneway house is located, or, in the absence of such a definition, means a detached building or structure containing one Dwelling Unit and constructed in the yard of a site on which is situate a Single Family Residential Dwelling;

“Local Government Act” means the *Local Government Act*, RSBC 1996, c. 323;

“Member Municipality” means a municipality that is a member of the MVRD;

“Minister” means the member of the Executive Council appointed under the *Constitution Act* charged by order of the Lieutenant Governor in Council with the administration of the *Local Government Act*;

“Municipal Charges” means development cost charges imposed by a Member Municipality under either the *Local Government Act*, *Community Charter* or the *Vancouver Charter*;

“Non-Residential Use” means any building or structure or any portion of any building or structure that is not Apartment Dwelling Unit, Residential Lot Development Unit or Townhouse Dwelling Unit but for greater certainty, does not include any portion of any Residential Use building or structure that is not part of a Dwelling Unit and is used or is intended to be used solely for the purpose of gaining access to and from Dwelling Units, solely for the maintenance of the building or structure or solely by the occupants of the Dwelling Units in the building or structure;

“Parcel” means any lot, block or other area in which land is held or into which it is legally subdivided and for greater certainty, without limiting the foregoing, including a strata lot under the *Strata Property Act*;

“Rate Schedule” means the schedule of development cost charge rates that is attached as Schedule A to this Bylaw;

“Regional Park” has the definition ascribed to such term in the Metro Vancouver Regional District Regional Parks Regulation Bylaw No. 1177, 2012 as amended (or replaced) from time to time;

“Rent” means money paid or agreed to be paid, or value or a right given or agreed to be given, by or on behalf of a tenant to a landlord in return for the right to rent a Dwelling Unit, for the use of common areas and for services or facilities and includes any and all strata fees, regardless of whether such fees are paid directly to the landlord, but does not include any of the following:

- (a) a security deposit;
- (b) a pet damage deposit;
- (c) a fee prescribed under section 97 (2) (k) of the *Residential Tenancy Act*;

“Residential Lot Development Unit” means a Dwelling Unit on a lot (not including an Apartment Dwelling Unit or a Townhouse Dwelling Unit) but, if the Dwelling Unit is a Single Family Residential Dwelling, also includes:

- (a) the construction, alteration or extension of a building or structure for up to one Secondary Suite in the Single Family Residential Dwelling,
- (b) the construction, alteration or extension of up to one Laneway House, or
- (c) both.

“Residential Tenancy Act” means the *Residential Tenancy Act*, SBC 2002, c. 78;

“Residential Use” means Apartment Dwelling Unit, Residential Lot Development Unit and Townhouse Dwelling Unit;

“Secondary Suite” has the definition ascribed to such term in the bylaws of the Member Municipality where the secondary suite is located, or, in the absence of such a definition, means the smaller Dwelling Unit contained within a Single Family Residential Dwelling;

“Single Family Residential Dwelling” means a detached building or structure that contains one principal Dwelling Unit and may contain one smaller Dwelling Unit;

“Strata Property Act” means the *Strata Property Act*, SBC 1998, c. 43;

“Subdivision” includes a division of land into two or more Parcels, whether by plan, apt descriptive words or otherwise under the *Land Title Act* or the *Strata Property Act*, the consolidation of two or more Parcels of land, and phased strata plans;

“Townhouse Dwelling Unit” means a Dwelling Unit in a building or structure that contains or may contain four or more Dwelling Units, whereby each Dwelling Unit has a direct exterior entrance;

“Vancouver Charter” means the *Vancouver Charter*, SBC 1953, c. 55;

4.0 Development Cost Charges

4.1 Application of Development Cost Charges. Subject to section 4.2, every person who obtains:

- (a) approval of a Subdivision from a Member Municipality; or
- (b) a Building Permit from a Member Municipality;

must pay the applicable development cost charges set out in this Bylaw to that Member Municipality on behalf of the MVRD prior to the approval of the Subdivision or the issuance of the Building Permit.

4.2 Exemptions from Development Cost Charges. Development cost charges are not payable under this Bylaw if:

- (a) the Development will not impose new capital cost burdens on the MVRD;
- (b) a development cost charge has previously been paid for the same Development unless, as a result of further Development, new capital cost burdens will be imposed on the MVRD;
- (c) the Building Permit authorizes the construction, alteration or extension of a building or structure or part of a building or structure that is, or will be, after the construction, alteration or extension, exempt from taxation under subsection 220(1)(h) of the *Community Charter*;
- (d) the value of the work authorized by the Building Permit does not exceed \$50,000 or such other amount which the Minister may prescribe by regulation; or
- (e) the Building Permit authorizes the construction, alteration or extension of self-contained Dwelling Units in a building in which:

- (i) each Dwelling Unit is no larger in area than 29 square metres [312.153 square feet]; and
- (ii) each Dwelling Unit is to be put to no use other than Residential Use in those Dwelling Units.

4.3 **Calculation of Development Cost Charges.** Development cost charges imposed under this Bylaw will be calculated in accordance with the rates set out in the Rate Schedule. The rates set out in the Rate Schedule may be different in relation to one or more of the following:

- (a) different zones or different defined or specified areas;
- (b) different uses;
- (c) different capital costs as they relate to different classes of Development; or
- (d) different sizes or different numbers of lots or units in a Development.

4.4 **Combination Development.** Without restricting the generality of section 4.3, the development cost charges for a Combination Development will be calculated separately for the portion of the Combination Development attributable to each of Apartment Dwelling Unit, Residential Lot Development Unit, Townhouse Dwelling Unit and Non-Residential Use and will be the sum of the development cost charges for each such use, calculated according to the Rate Schedule.

4.5 **Payment, Collection and Remittance of Development Cost Charges.** Development cost charges imposed under this Bylaw must be paid to the Member Municipality of the MVRD approving the Subdivision or issuing the Building Permit, as the case may be, as follows:

- (a) at the same time as any Municipal Charges as may be levied on the Development under a bylaw of the Member Municipality are payable to the Member Municipality; or
- (b) if no Municipal Charges will be levied on the Development under a bylaw of the Member Municipality, as follows:
 - (i) where an application is made only for Subdivision, prior to the issuance of the approval of the Subdivision by the Member Municipality; or
 - (ii) where an application is made only for a Building Permit or for both Subdivision and for a Building Permit, prior to the issuance of the Building Permit by the Member Municipality.

4.6 **Payment of Development Cost Charges by Instalments.** The development cost charges imposed under this Bylaw may not be paid by instalments unless a regulation under

subsection 559(5) of the *Local Government Act* applies to the Development and authorizes the payment of development cost charges in instalments.

5.0 Collection and Remittance of Development Cost Charges

5.1 Collection of Development Cost Charges by Member Municipalities. Each Member Municipality must:

- (a) collect the development cost charges imposed on a Development under this Bylaw; and
- (b) not issue approval of a Subdivision or issue a Building Permit for any Development unless the development cost charges imposed under this Bylaw have been paid in accordance with section 4.0.

5.2 Separate Account. Each Member Municipality must establish and maintain a separate account for the development cost charge monies collected under this Bylaw and deposit and hold these monies in that separate account, in trust for the MVRD, until the monies are remitted to the MVRD under section 5.3

5.3 Remittance of Development Cost Charges by Municipalities. Each Member Municipality, within 30 days after June 30 and December 31 of each year, must remit to the MVRD the total amount of development cost charges collected by the Member Municipality under this Bylaw during the six-month period previous to such date, or an amount equal to such development cost charges if the Member Municipality did not collect development cost charges under this Bylaw, together with the statement referred to in section 5.4.

5.4 Statements. Each Member Municipality must provide statements to the MVRD, pursuant to section 5.3, for every six-month period comprising January 1 to June 30 and July 1 to December 31, setting out:

- (a) the number and type of use of all Dwelling Units and Residential Lot Development Units on which development cost charges were levied by it under this Bylaw;
- (b) the aggregate floor area of all Non-Residential Use buildings or structures on which development cost charges were levied by it under this Bylaw (calculated in accordance with the Rate Schedule);
- (c) the legal description and civic address of each Parcel on which development cost charges were levied by it under this Bylaw, whether such development cost charges were levied in respect of a Subdivision or a Building Permit;
- (d) the date and amount of each payment of development cost charges levied by it under this Bylaw and where section 4.6 applies to permit development cost charges levied under this Bylaw to be paid by instalments, the amount of instalment

payments remaining to be paid to it and the dates for payment of such remaining instalments;

- (e) the total amount of all development cost charges levied by it under this Bylaw and the total amount of all remaining instalment payments;
- (f) the number, legal description, civic address and type of use of all Parcels in respect of which Subdivisions were approved where no development cost charges were levied by it under this Bylaw; and
- (g) the number and type of use of all Dwelling Units and Residential Lot Development Units and the aggregate floor area of all Non-Residential Use buildings or structures (calculated in accordance with the Rate Schedule) in respect of which Building Permits were required where no development cost charges were levied by it under this Bylaw.

5.5 Failure to Remit Development Cost Charges. If a Member Municipality fails, for any reason, to collect any development cost charges payable under this Bylaw or to remit to the MVRD any development cost charges collected by it, the Member Municipality must pay to the MVRD on demand an amount equal to the development cost charges that the Member Municipality should have collected or remitted under this Bylaw.

6.0 Severability

6.1 If a portion of this Bylaw is held to be invalid it shall be severed and the remainder of the Bylaw shall remain in effect.

7.0 Effective Date

7.1 This bylaw will come into effect on January 1, 2025.

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

Approved by the Inspector of Municipalities this _____ day of _____,

Adopted this _____ day of _____, _____.

George V. Harvie, Chair

Dorothy Shermer, Corporate Officer

Schedule A

MVRD DEVELOPMENT COST CHARGE RATES FOR PROVISION OF REGIONAL PARK LAND

As of January 1, 2025 to December 31, 2025

<u>Description</u>	<u>Rate</u>
1. Residential Lot Development Unit	\$491 per Residential Lot Development Unit
2. Townhouse Dwelling Unit	\$442 per Dwelling Unit
3. Apartment Dwelling Unit	\$303 per Dwelling Unit
4. Non-Residential Use	\$0.24 multiplied by the number of square feet of Floor Area

As of January 1, 2026 to December 31, 2026

<u>Description</u>	<u>Rate</u>
1. Residential Lot Development Unit	\$981 per Residential Lot Development Unit
2. Townhouse Dwelling Unit	\$884 per Dwelling Unit
3. Apartment Dwelling Unit	\$606 per Dwelling Unit
4. Non-Residential Use	\$0.48 multiplied by the number of square feet of Floor Area

As of January 1, 2027

<u>Description</u>	<u>Rate</u>
1. Residential Lot Development Unit	\$1,943 per Residential Lot Development Unit
2. Townhouse Dwelling Unit	\$1,751 per Dwelling Unit
3. Apartment Dwelling Unit	\$1,199 per Dwelling Unit
4. Non-Residential Use	\$0.94 multiplied by the number of square feet of Floor Area

Metro Vancouver Development Cost Charges:
Comparison of Potential Financial Impact on New
Development of Metro Vancouver's Proposed DCC
Rate Increases and Changes in Other Market Factors

15 September 2023

Prepared for:
Metro Vancouver

By:
coriolis 
CONSULTING CORP.

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1.0 Introduction

1.1 Background

Metro Vancouver collects development cost charges (DCCs) from new residential and non-residential developments in the region to help pay for the new liquid waste and water infrastructure that is needed to provide services to the future occupants of these buildings.

Currently, Metro Vancouver has two separate DCC charges: a Liquid Waste DCC and a Water DCC. These existing DCCs only recover a share of the capital costs associated with new urban development. Metro Vancouver is considering changes to its Liquid Waste DCC rates and its Water DCC rates to recover a higher portion of the growth-related capital costs through DCCs. Metro Vancouver is also considering implementing a new DCC for Regional Parks.

In the absence of DCCs, funding for Metro Vancouver's liquid waste, water, and regional parks capital programs would need to come from a combination of long-term debt, contributions from the operating budget (e.g. utility/user fees), reserves, and external contributions (e.g. interagency and senior level government grants).

Metro Vancouver's objective in charging DCCs is to help ensure that new development in the region funds the capital costs of regional liquid waste, water, and park expansion projects required to serve the new development.

However, increased DCCs lead to increased project costs (in the absence of any reduction in other costs). Like any other cost increase, increased DCCs can lead to three different potential impacts:

- A reduction in development site land values if the increased cost can be passed back to landowners. This can occur when the value of a development site under its existing use (e.g. house, low density commercial building) is lower than the land value supported by redevelopment.
- An increase in the market price (sales prices or rents) of new units/floorspace. This can occur if the increased cost reduces the number of projects that are financially viable for development, creating downward pressure on the supply of new product in the market. Decreasing new supply in the face of continued demand will likely result in increased market prices for new (and existing) product.
- A reduction in profit margins for new projects. This can occur if the increased cost cannot be passed along to buyers/renters of the new space and cannot be passed back to landowners (e.g. if the site was already purchased).

The actual impact will depend on the dynamics of the market (e.g., supply of development sites, viability of new development, amount of new product). To determine which of these three outcomes should be expected (or which combination) due to the proposed Metro Vancouver DCC rate increases, it would be necessary to complete detailed financial analysis for a large sample of case study development projects throughout the region.

However, prior to completing detailed financial analysis for a large sample of case study sites in the region, as an input to consultation and engagement about the proposed rate increases, Metro Vancouver retained Coriolis Consulting to provide a high level evaluation of the potential financial impact of the proposed DCC rate increase in comparison to other key market variables that developers of new projects often face, such as:

- Hard construction cost changes (due to inflation).
- Changes in interest rates on construction financing.

- Revenue changes (unit sales prices or rents due to changes in demand and supply).

This report summarizes our approach and key findings. It focuses on residential development projects (not non-residential projects).

1.2 Professional Disclaimer

This document may contain estimates and forecasts of future growth and urban development prospects, estimates of the financial performance of possible future urban development projects, opinions regarding the likelihood of approval of development projects, and recommendations regarding development strategy or municipal policy. All such estimates, forecasts, opinions, and recommendations are based in part on forecasts and assumptions regarding population change, economic growth, policy, market conditions, development costs and other variables. The assumptions, estimates, forecasts, opinions, and recommendations are based on interpreting past trends, gauging current conditions, and making judgments about the future. As with all judgments concerning future trends and events, however, there is uncertainty and risk that conditions change or unanticipated circumstances occur such that actual events turn out differently than as anticipated in this document, which is intended to be used as a reasonable indicator of potential outcomes rather than as a precise prediction of future events.

Nothing contained in this report, express or implied, shall confer rights or remedies upon, or create any contractual relationship with, or cause of action in favor of, any third party relying upon this document.

In no event shall Coriolis Consulting Corp. be liable to Metro Vancouver or any third party for any indirect, incidental, special, or consequential damages whatsoever, including lost revenues or profits.

2.0 Role of Metro Vancouver Development Cost Charges

Metro Vancouver's liquid waste infrastructure capital programs are "funded by a combination of long-term debt, contributions from the operating budget, some external (interagency and senior level government grant) contributions, and development cost charges (DCCs)."¹

The existing liquid waste DCC rates reflect a 17.5% assist factor (i.e. 82.5% of *development-related* capital costs are funded through the DCC). Metro Vancouver proposes to adjust the liquid waste DCC rates over a three-year period to achieve a 1% assist factor by January 2027 (i.e. 99% of development-related liquid waste capital costs would be funded through the DCC).

Metro Vancouver's water infrastructure capital programs are "funded by a combination of long-term debt, reserves, contributions from the operating budget, external (interagency) contributions"² and DCCs which help fund growth-related projects. The water capital program includes projects needed to meet the needs of a growing population, maintenance of aging infrastructure, upgrades to improve the resiliency of the regional water system, and projects to achieve goals such as climate change mitigation.

The existing water DCC rates reflect a 50% assist factor. Metro Vancouver proposes to adjust the water DCC rates over a three period to achieve a 1% assist factor by January 2027 (i.e. 99% of development-related water infrastructure capital costs would be funded through the DCC).

Metro Vancouver's parks capital program is currently "funded primarily by reserve funds."³ Metro Vancouver proposes to establish a new regional parks DCC to help ensure that new development in the region helps fund the cost of major park development and parkland acquisition required to serve growth. As with its other DCCs, Metro Vancouver proposes to establish rates phased in over a three-year period that will achieve a 1% assist factor by January 2027 (i.e. 99% of development-related park development and acquisition capital costs would be funded through the DCC).

The infrastructure provided by Metro Vancouver is a critical part of supporting new urban development in the region so new development should help fund the growth-related costs. Therefore, Metro Vancouver's objective in charging DCCs is to help ensure that new development in the region funds or partially funds the capital costs of regional liquid waste, water, and park expansion projects required to serve new development.

In the absence of DCCs, funding for Metro Vancouver's liquid waste, water, and regional parks capital programs would need to come entirely from a combination of long-term debt, contributions from the operating budget (e.g. utility/user fees), reserves, and external contributions (e.g. interagency and senior level government grants).

¹ Metro Vancouver, "Memorandum - 2023 - 2027 Financial Plan - Liquid Waste Services" from the General Manager, Liquid Waste Services, to the Liquid Waste Committee. September 28, 2022, page 6. Available online at: <https://metrovancover.org/about-us/Documents/financial-plan-standing-committee-reports-2027.pdf>

² Metro Vancouver, "Memorandum - 2023 - 2027 Financial Plan - Water Services" from the General Manager, Water Services, to the Water Committee. September 27, 2022, page 5. Available online at: <https://metrovancover.org/about-us/Documents/financial-plan-standing-committee-reports-2027.pdf>

³ Metro Vancouver, "Memorandum - 2023 - 2027 Financial Plan - Regional Parks" from the General Manager, Parks and Environment and the Director, Regional Parks, to the Regional Parks Committee. October 6, 2022, page 5. Available online at: <https://metrovancover.org/about-us/Documents/financial-plan-standing-committee-reports-2027.pdf>

3.0 Approach to Evaluation

Our evaluation included the following main steps:

1. Confirmed the proposed DCC rates with Metro Vancouver.
2. Reviewed key trends in regional market factors including changes in construction costs, interest rates, residential unit sales prices, and apartment unit rents over the past year.
3. Selected representative residential project case studies for our evaluation of possible financial impacts. We selected a case study for each of the following five types of projects:
 - Lowrise condominium apartment.
 - Highrise condominium apartment.
 - Townhouse project.
 - Single family house.
 - Lowrise rental apartment.
4. Modelled the financial performance of the hypothetical case study development projects to calculate:
 - The building value upon completion.
 - The likely building creation cost (the all-in costs, including hard costs, soft costs, DCCs, financing, other costs).
 - The likely land acquisition cost.
 - The calculated profit margin to the developer (revenues less costs).
5. Estimated the potential impact of the proposed Metro Vancouver DCC rate increases on:
 - Land values (if the increased DCC is passed back to landowners).
 - The calculated profit (if the increased cost is absorbed by the developer).
 - End unit prices (or rents) if the increased DCC results in higher unit prices or rents due to a reduced supply of new product.
6. Repeated the analysis in step 5 to estimate the potential impact of changes (based on the past 12 month change) in construction costs, construction financing rates, and market sales prices (or rents).
7. Compared the potential impact of the proposed changes in Metro Vancouver DCC rates with the impact of changes in the other key market variables on:
 - Land values (if the increased DCC is passed back to landowners).
 - The calculated profit (if the increased cost is absorbed by the developer).
 - End unit prices (or rents) if the increased DCC results in higher unit prices or rents due to a reduced supply of new housing product.

4.0 Proposed DCC Rates

Exhibit 1 shows the existing Metro Vancouver DCC rates, the proposed Metro Vancouver DCC rates as of January 1, 2027, and the total change between the existing rates and proposed January 1, 2027 rates. The DCC rates vary by land use category (single family residential, townhouse, apartment, non-residential). Residential categories are charged per unit/dwelling, while non-residential developments are charged per square foot.

It should be noted that the liquid waste DCC varies across four separate sewerage areas in the region. The water DCC rates and the proposed regional park DCC rates have one fee structure across the entire region.

It should also be noted that Metro Vancouver proposes to phase in the increased DCC rates over a three-year period, with new rates as of January 1, 2025, January 1, 2026, and January 1, 2027. For our analysis, we focused on the total combined DCC rate increase being proposed (water, liquid waste, parks) to achieve a 1% assist factor (i.e. the change between the existing rates and the proposed January 1, 2027 rates), not the changes to the individual DCC rates.

Exhibit 1: Existing and Proposed Metro Vancouver DCC Rates

	Existing DCC rates				Proposed Jan 1, 2027 DCC Rates				Change from Existing DCC Rates to Jan 1, 2027 DCC Rates			
	Water	Liquid Waste	Park	Total	Water	Liquid Waste	Park	Total	Water	Liquid Waste	Park	Total Change
Vancouver Sewerage Area:												
Single Family Residential	\$ 6,692	\$ 3,335	none	\$ 10,027	\$ 19,714	\$ 12,476	\$ 1,943	\$ 34,133	\$ 13,022	\$ 9,141	\$ 1,943	\$ 24,106
Townhouse	\$ 5,696	\$ 2,983	none	\$ 8,679	\$ 17,710	\$ 11,400	\$ 1,751	\$ 30,861	\$ 12,014	\$ 8,417	\$ 1,751	\$ 22,182
Apartment	\$ 4,261	\$ 1,988	none	\$ 6,249	\$ 12,223	\$ 7,484	\$ 1,199	\$ 20,906	\$ 7,962	\$ 5,496	\$ 1,199	\$ 14,657
Non Residential	\$ 3.39	\$ 1.63	none	\$ 5.02	\$ 9.54	\$ 6.30	\$ 0.94	\$ 16.78	\$ 6.15	\$ 4.67	\$ 0.94	\$ 11.76
North Shore Sewerage Area:												
Single Family Residential	\$ 6,692	\$ 3,300	none	\$ 9,992	\$ 19,714	\$ 11,557	\$ 1,943	\$ 33,214	\$ 13,022	\$ 8,257	\$ 1,943	\$ 23,221
Townhouse	\$ 5,696	\$ 2,786	none	\$ 8,482	\$ 17,710	\$ 10,652	\$ 1,751	\$ 30,113	\$ 12,014	\$ 7,866	\$ 1,751	\$ 21,632
Apartment	\$ 4,261	\$ 2,030	none	\$ 6,291	\$ 12,223	\$ 7,111	\$ 1,199	\$ 20,533	\$ 7,962	\$ 5,081	\$ 1,199	\$ 14,242
Non Residential	\$ 3.39	\$ 1.67	none	\$ 5.06	\$ 9.54	\$ 5.92	\$ 0.94	\$ 16.40	\$ 6.15	\$ 4.25	\$ 0.94	\$ 11.34
Lulu Island West Sewerage Area:												
Single Family Residential	\$ 6,692	\$ 3,313	none	\$ 10,005	\$ 19,714	\$ 6,855	\$ 1,943	\$ 28,512	\$ 13,022	\$ 3,542	\$ 1,943	\$ 18,506
Townhouse	\$ 5,696	\$ 2,756	none	\$ 8,452	\$ 17,710	\$ 5,943	\$ 1,751	\$ 25,404	\$ 12,014	\$ 3,187	\$ 1,751	\$ 16,952
Apartment	\$ 4,261	\$ 2,042	none	\$ 6,303	\$ 12,223	\$ 4,241	\$ 1,199	\$ 17,663	\$ 7,962	\$ 2,199	\$ 1,199	\$ 11,360
Non Residential	\$ 3.39	\$ 1.54	none	\$ 4.93	\$ 9.54	\$ 3.08	\$ 0.94	\$ 13.56	\$ 6.15	\$ 1.54	\$ 0.94	\$ 8.63
Fraser Sewerage Area:												
Single Family Residential	\$ 6,692	\$ 6,254	none	\$ 12,946	\$ 19,714	\$ 13,613	\$ 1,943	\$ 35,270	\$ 13,022	\$ 7,359	\$ 1,943	\$ 22,324
Townhouse	\$ 5,696	\$ 5,390	none	\$ 11,086	\$ 17,710	\$ 11,914	\$ 1,751	\$ 31,375	\$ 12,014	\$ 6,524	\$ 1,751	\$ 20,289
Apartment	\$ 4,261	\$ 4,269	none	\$ 8,530	\$ 12,223	\$ 8,686	\$ 1,199	\$ 22,108	\$ 7,962	\$ 4,417	\$ 1,199	\$ 13,578
Non Residential	\$ 3.39	\$ 3.30	none	\$ 6.69	\$ 9.54	\$ 6.43	\$ 0.94	\$ 16.91	\$ 6.15	\$ 3.13	\$ 0.94	\$ 10.22

The proposed combined DCC rate increases for residential projects are as follows:

- \$18,506 to \$24,106 per single family lot (depending on location).
- \$16,952 to \$22,182 per townhouse unit (depending on location).
- \$11,360 to \$14,657 per apartment unit (depending on location).

5.0 Types of Case Studies Analyzed

The financial performance of redevelopment varies throughout the region depending on a site's location, existing use and zoning (which influence existing value), proposed use, redevelopment density and other land use regulations (such as municipal DCCs and CAC or density bonus policies) so any impacts of increased Metro Vancouver DCCs will vary from project to project.

For this high level evaluation, we selected five sites to model the financial performance of hypothetical case study projects that are representative of a range of different types of residential projects that occur in Metro Vancouver (and that account for a large share of new development in the region). The sites selected are all in locations that are good candidates for redevelopment, based on municipal policy and market interest. Any impact on these hypothetical projects from increased Metro Vancouver DCCs will be broadly indicative of the potential impact on similar types of redevelopment projects.

The five case studies can be summarized as follows:

1. A new lowrise condominium apartment project in Coquitlam. This case study is located in Burquitlam and assumes 6-storey woodframe strata apartment development at a density of 2.3 FSR.
2. A new highrise condominium apartment project in Surrey. This case study is located in Surrey City Centre and assumes highrise strata apartment development at a density of 7.5 FSR.
3. A new strata townhouse project in Vancouver. This case study is located in Marpole and assumes a 3-storey townhouse project with underground parking at a density of 1.2 FSR.
4. A new single family house in Surrey. This case study is located in a hypothetical new 25 lot subdivision in South Surrey. The analysis focuses on one new single family home in the overall subdivision.
5. A new lowrise rental apartment project in Vancouver. This case study is located in East Vancouver and assumes 5-storey woodframe market rental apartment development at a density of 2.4 FSR.

6.0 Trends in Key Market Factors

To inform the component of the analysis that examines the impact of changes in key market factors on new development projects, we examined third party indicators of the changes for each of the variables over the past year or so in Metro Vancouver, including:

- Construction costs changes (by type) for the Vancouver CMA (Statistics Canada building construction price index).
- Construction financing costs (Bank of Canada).
- Residential sales prices (by type) in Metro Vancouver (Greater Vancouver Real Estate Board's Home Price Index).
- Rental apartment rent rates in the Vancouver CMA (CMHC).

The key findings are summarized in the following sections.

6.1 Construction Costs

Exhibit 2 shows the change in residential construction costs in Greater Vancouver by quarter from Q2 2022 to Q2 2023 (most recent available) based on Statistics Canada data.

Exhibit 2: Building Construction Price Index – Vancouver CMA

The rate of increase has been higher during 2023 (to August).

Exhibit 3: Home Price Index – Metro Vancouver

7.0 Financial Evaluation

7.1 Methodology

Increased DCCs lead to increased project construction costs. Any increase in development costs (not just DCCs) can lead to three different potential impacts:

- A reduction in development site land values if the increased cost can be passed back to landowners. This can occur when the value of a development site under its existing use (e.g. house, low density commercial building) is lower than the land value supported by redevelopment. In this case, property owners still have an incentive to sell for redevelopment at a reduced land value as the land value exceeds the value under existing use. However, if the additional DCC cost is large and it has a significant impact on land values, then this can change the highest and best use of a property from a redevelopment site into a holding property (which can reduce the number of sites that are attractive and available for development).
- A reduction in profit margins for new projects. This can occur if the increased cost cannot be passed to landowners (e.g. if the site has already been purchased or if the highest value of the site is based on its existing use not on the redevelopment land value) and if the increased cost cannot be passed along to the buyers/renters of the new space.
- An increase in the market price (sales prices or rents) of new units/floorspace. Market pricing is determined by supply and demand, not by project costs. So a developer cannot just pass increased costs along to buyers/renters. However, market prices can increase if the increased DCC reduces the number of projects that are financially viable for development, creating downward pressure on the supply of new product. Decreasing new supply in the face of continued demand will likely result in increased market prices for new (and existing) product.

The actual impact will depend on the dynamics of the market (e.g., supply of development sites, viability of new development, amount of new product). So, it is not possible to determine which of these three outcomes should be expected for the proposed Metro Vancouver DCC rate increases without completing detailed financial analysis for a large sample of cases study development projects throughout the region.

Therefore, for this high level evaluation, we estimated the potential impact of the proposed DCC rate increase at each of the five case studies for all three potential outcomes (i.e. possible impact on land values, profit margins, and end unit pricing).

Our evaluation included the following steps:

1. For each case study scenario, we modelled the financial performance of the hypothetical new development project based on the applicable allowable use and density (and other development regulations) at the site using residual land value analysis (proforma analysis). Residual land value analysis is a common method of estimating the land value supported by development. The steps include: estimating the revenue from selling (or renting) completed units, deducting all construction costs (hard and soft), and deducting a typical allowance for developer profit. The amount left over is the residual land value, which is the maximum amount a developer could afford to pay for the site and have a viable development project. Our analysis for each case study scenario incorporates other existing municipal and regional DCCs and any fixed rate local government Community Amenity Contributions (CACs) or density bonus contributions where applicable, as of August 2023.

2. We used the financial modelling to test five scenarios at each case study site:
 - Scenario 1 is the base case scenario which assumes the existing Metro Vancouver DCC rates, current construction costs, current financing rates, and current market unit values (or rents).
 - Scenario 2 tests the proposed increase to the Metro Vancouver DCC rates. All other assumptions are the same as in the base case.
 - Scenario 3 assumes increased construction costs (based on the 12 month change in costs). All other assumptions are the same as in the base case.
 - Scenario 4 tests increased construction financing rates (based on the 12 month change in the prime rate). All other assumptions are the same as in the base case.
 - Scenario 5 tests increased residential sales prices or rents (based on the 12 month change in market values). All other assumptions are the same as in the base case.
3. For each of the scenarios tested, we calculated the potential impact of the change on the:
 - Land values supported by redevelopment (assuming the impact is passed back to landowners).
 - Profit margins for new projects (assuming the change cannot be passed back to landowners or passed forward to end users and is instead absorbed by developers in the form of reduced profit margins).
 - End unit prices (assuming the change reduces the number of development sites available, which creates downward pressure on the supply of new product and, in the context of continued demand, can increase end unit prices).
4. We compared the potential impacts from the increased DCC rates (Scenario 2) on each potential variable that could be impacted (i.e. land values, profit margins, end unit prices) with the potential impact of changes due to the other key market variables (Scenarios 3 to 5).

7.2 Key Assumptions for Financial Scenarios

The revenue and costs for the base case scenarios vary across the five different case study sites due to the differences in product types and location in the region.

The key assumptions for the four different impact scenarios that we tested at each case study (Scenarios 2 to 5) are based on the proposed Metro Vancouver DCC rate increases or the latest 12 month change in each market variable as outlined in Section 6.0.

Exhibit 6 outlines the scenarios for each case study site and scenario.

Exhibit 6: Scenarios Tested for Each Case Study

8.0 Summary of Findings

This section summarizes the results of the case study financial analysis. As previously noted, a total of five sites were analyzed with five scenarios for each site:

- Scenario 1 is the base case scenario that assumes the existing Metro Vancouver DCC rates, current construction costs, current financing rates, and current market unit values (or rents).
- Scenario 2 includes the proposed increases to the Metro Vancouver DCC rates. All other assumptions are the same as in the base case.
- Scenario 3 assumes increased construction costs (based on the most recent 12 month change for which data is available). All other assumptions are the same as in the base case.
- Scenario 4 assumes increased construction financing rates (based on the most recent 12 month change for which data is available). All other assumptions are the same as in the base case.
- Scenario 5 assumes increased residential sales prices or rents (based on the most recent 12 month change for which data is available). All other assumptions are the same as in the base case.

Exhibits 7 to 11 show the following for each case study site and each scenario:

- The location of the project and type of project.
- The estimated change in land value supported by the development scenario in comparison to the base case.
- The estimated profit margin (as a percentage of total project costs) assuming the land is acquired at the current base case market value (for example, if the site was already purchased or the property value is based on its existing use value not the land value supported by redevelopment).
- The approximate change in unit sales prices (or rents) in comparison to the base case if the additional project costs are passed along to end unit buyers or renters (for example, if a reduction in the supply of development sites results in higher unit prices/rents).

The figures in each exhibit for the estimated supportable land value and estimated unit prices (or rents) are expressed as an index with the base case index values set at 100%. Comparing the index figures for the other "impact" scenarios (Scenarios 2 to 5) with the base case indicates the percentage change from the base case.

The estimated profit margin figures are the profit as a percentage of total estimated project costs, so the changes represent percentage points.

Exhibit 7: Lowrise Coquitlam Strata Apartment Project

Exhibit 8: Highrise Surrey Strata Apartment Project

Exhibit 12 summarize the range of estimated impacts (from the base case) for each of the other scenarios that we tested. The biggest variation across scenarios is for the supportable land value estimates as some sites have comparatively low existing land values. An increased cost has a larger impact on the lower land value sites than the same cost increase on a higher land value site. The range in estimated impacts for the profit margin and end unit prices is much narrower.

It is important to note that the impacts shown in Exhibit 12 would likely not happen in isolation. Other market variables would also likely change at the same time. For example, the impact shown for land values due to construction cost increases would not materialize if market values for new units prices were also increasing simultaneously (which has generally been the case over the past few years).

Exhibit 12 – Summary of Change from the Base Case for Each Scenario Tested

9.0 Conclusions

The key points from our evaluation are as follows:

1. The infrastructure provided by Metro Vancouver is a critical part of supporting new urban development in the region so new development should help fund the growth related costs. In the absence of DCCs, funding for growth related costs associated with Metro Vancouver's liquid waste, water, and regional parks capital programs would need to come entirely from a combination of long-term debt, contributions from the operating budget (e.g. utility/user fees), reserves, and external contributions (e.g. interagency and senior level government grants).
2. The proposed Metro Vancouver DCC rate increases are significant and will add to the cost of new construction. Like any other cost increase, the increased DCCs will lead to one of three different potential impacts (or a combination):
 - A reduction in development site land values if the increased cost can be passed back to landowners. This can occur when the value of a development site under its existing use (e.g. house, low density commercial building) is lower than the land value supported by redevelopment.
 - An increase in the market price (sales prices or rents) of new units/floorspace. This can occur if the increased cost reduces the number of projects that are financially viable for development, creating downward pressure on the supply of new product in the market. Decreasing new supply in the face of continued demand will likely result in increased market prices for new (and existing) product.
 - A reduction in profit margins for new projects. This can occur if the increased cost cannot be passed along to buyers/renters of the new space and cannot be passed back to landowners.

Which of these three outcomes (or combination) is most likely and the actual impact will depend on the dynamics of the market (e.g., supply of development sites, viability of new development, amount of new product), which requires detailed financial analysis for a large sample of case study development projects throughout the region.

3. The estimated potential financial impacts from the proposed increases to the Metro Vancouver DCC rates on land values, profit margins, or end unit prices are:
 - Similar to the impact from the latest 12 month change in financing rates.
 - Significantly less than the latest 12 month change in hard construction costs.
 - Significantly less than the latest 12 month change in unit prices (and rents).
4. Spreading the proposed DCC rate increases over three years (as proposed) will help mitigate any impacts and provide predictability to landowners and developers.



Second Narrows Water Supply Tunnel

Development Cost Charge Review Process and Rate Bylaw

FINANCE COMMITTEE

Sonu Kailley
Acting Director, Financial Planning

metrovancover

AGENDA

1. Metro Vancouver Board Direction
2. What We Heard From Engagement
3. Metro Vancouver Water DCC
4. Metro Vancouver Liquid Waste DCC
5. Metro Vancouver Regional Parkland Acquisition DCC
6. Summary of Proposed New DCC Rates
7. Expert Advice – Comparative Analysis
8. Questions and Discussion

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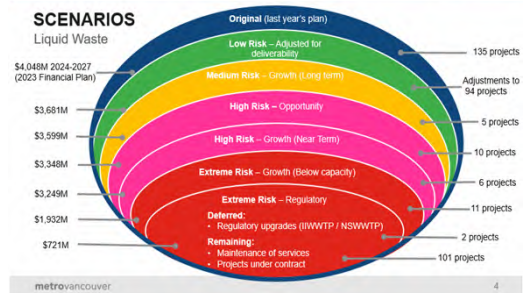
METRO VANCOUVER BOARD DIRECTION

Financial Sustainability & Regional Affordability:

- Infrastructure for growing region
- Labor Market competition & massive Inflation
- Long Range Sustainable Rates




Financial Plan Task Force & Board Direction:

- Growth pay for Growth (DCC/Debt/Senior Govt)
- Defer/remove low & medium risk projects from current Five Year Plan (\$650 million)
- Average Annual Rate Increases down to 5% by 2026



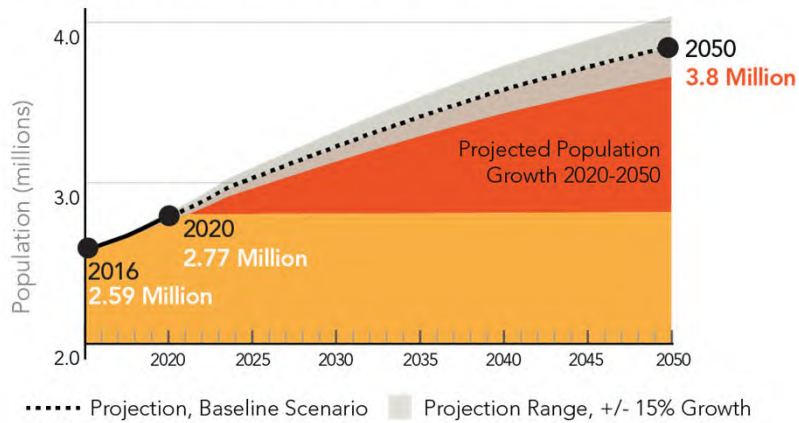
METRO VANCOUVER BOARD DIRECTION

Board directed staff to prepare the 2024–2028 Financial Plan with the following DCC rate assumptions:

-  **Liquid Waste DCC** moving to a 1% assist factor with interest
-  **Water DCC** moving to a 1% assist factor with interest
-  **Implementation of a DCC for Regional Parks,** moving to a 1% assist factor

A GROWING REGION

METRO VANCOUVER PROJECTED POPULATION GROWTH TO 2050



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30 YEAR CAPITAL PLAN TOTAL

For Water, Liquid Waste, and Regional Parks

Total Capital Plan

Project Capital Expenditures



Total: 34,491



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6

DCC REVISION TIMELINE



WHAT WE HEARD

What We Heard	What We're Doing
Financial impact on housing development	<p>Proposing a three year phase-in with effective dates of Jan 1, 2025, Jan 1, 2026 and Jan 1, 2027</p> <p>Commissioned financial impact analysis study</p>
Sharing of growth costs	<p>Ongoing maintenance, major rehabilitation and upgrades continue to be funded through existing water sales, liquid waste levies and tax requisitions</p> <p>The member Advisory Committees have endorsed growth paying for growth</p>

WHAT WE HEARD

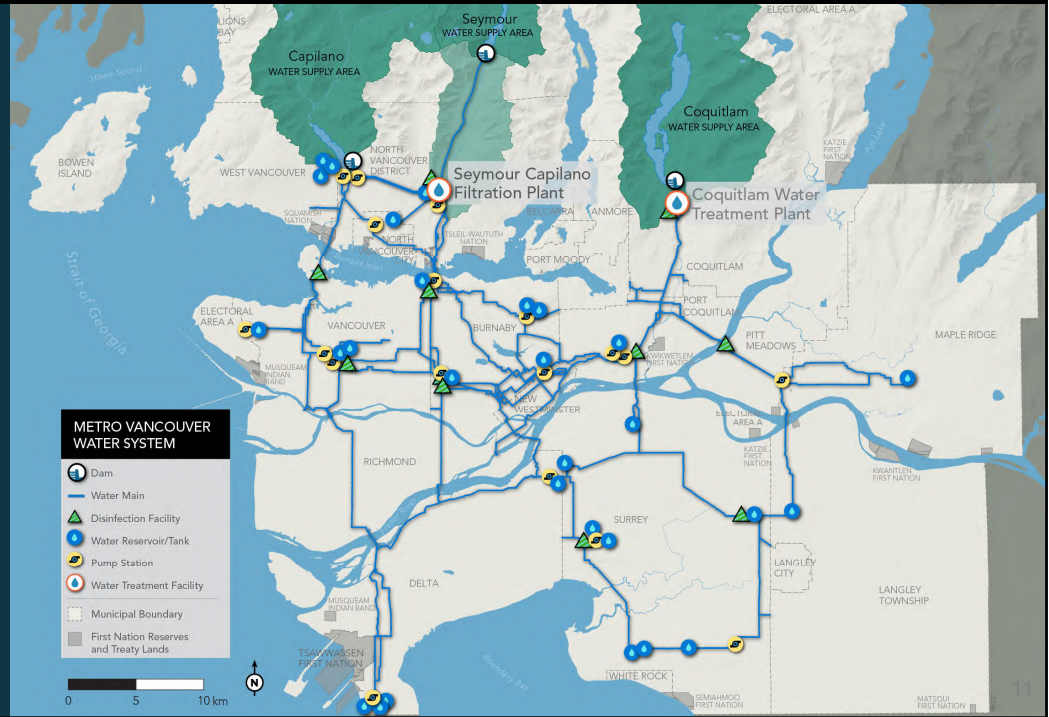
What We Heard	What We're Doing
There are administrative challenges and burden on member jurisdictions	Metro Vancouver has dedicated a point of contact as well as a set annual effective date aligning with other DCC updates
Impacts on housing delivery	<p>Non-market affordable rental housing including student housing are currently eligible for a regional DCC waiver or reduction for not-for-profit developers.</p> <p>Affordable housing waiver is under review with any amendment estimated Q1 2024</p>



Metro Vancouver's Drinking Water System

GROWTH PROJECTS

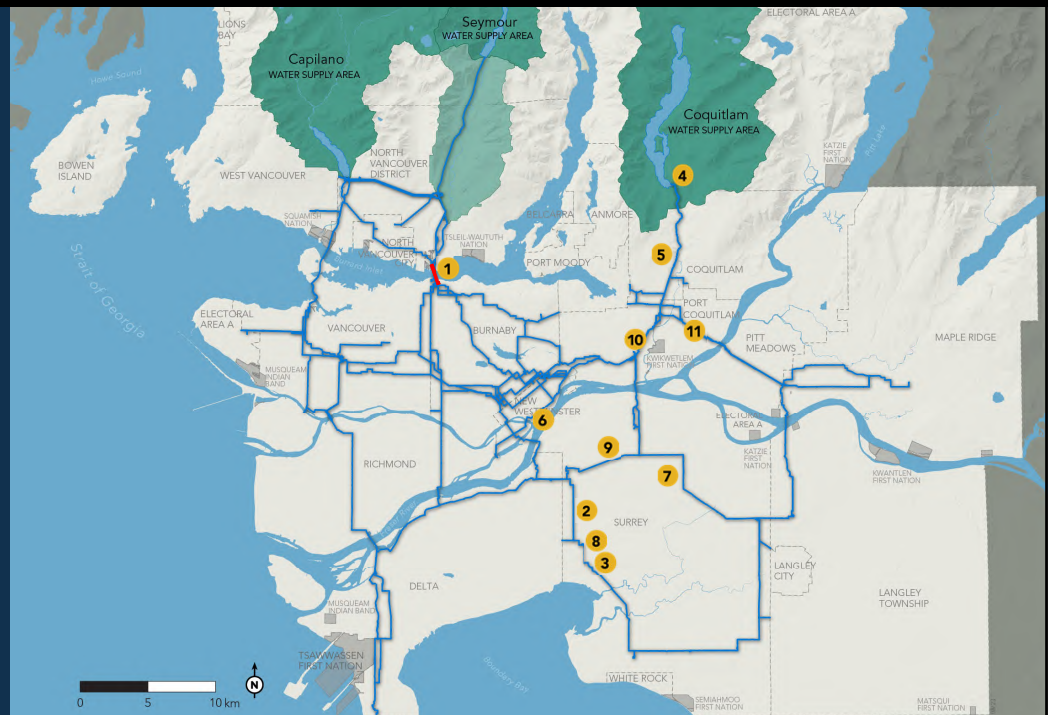
- 90 kms of new transmission mains
- 2 new in-system reservoirs
- 2 new pump stations
- 1 new source water intake and treatment facilities



Key Projects and Changes - Growth

metrovancouver

- 1 Second Narrows Water Supply Tunnel
- 2 Kennedy Newton Water Main
- 3 South Surrey Water Main No. 2
- 4 Coquitlam Lake Water Supply Project
- 5 Coquitlam Water Main
- 6 Annacis Water Main No. 5
- 7 Fleetwood Reservoir
- 8 Newton Pump Station No.2
- 9 Whalley Kennedy Water Main No. 2
- 10 Cape Horn Water Main No. 2
- 11 Haley Main No. 4 (West Section)



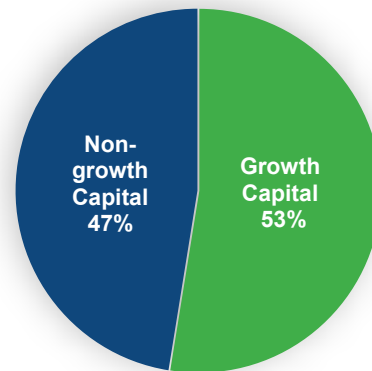
GROWTH REQUIREMENTS: WATER SERVICES

30 Year Capital Plan Update

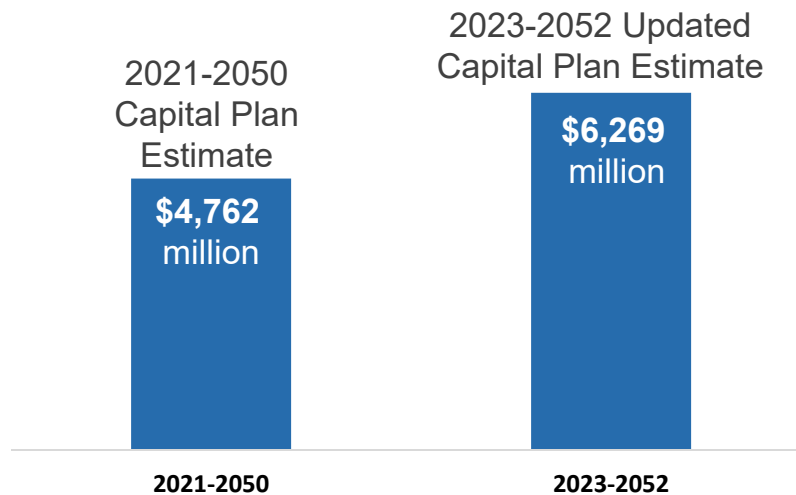
Project Capital Expenditures

	\$ Millions
Growth Capital	6,269
Non-growth Capital	5,661
Total Capital Plan	11,930

Water Services Capital Plan



GROWTH REQUIREMENT IN WATER SERVICES 30 YEAR CAPITAL PLAN UPDATE



PROPOSED RATES – WATER DCCS

DWELLING	EXISTING 50%	STEP 1 45% Jan 1, 2025	STEP 2 15% Jan 1, 2026	STEP 3 1% Jan 1, 2027	\$ INCREASE TO 1%
Single Family	\$6,692	\$10,952	\$16,926	\$19,714	\$13,022
Townhouse	\$5,696	\$9,839	\$15,206	\$17,710	\$12,014
Apartment	\$4,261	\$6,791	\$10,495	\$12,223	\$7,962
Non-Residential (per ft ² of floor area)	\$3.39	\$5.30	\$8.19	\$9.54	\$6.15



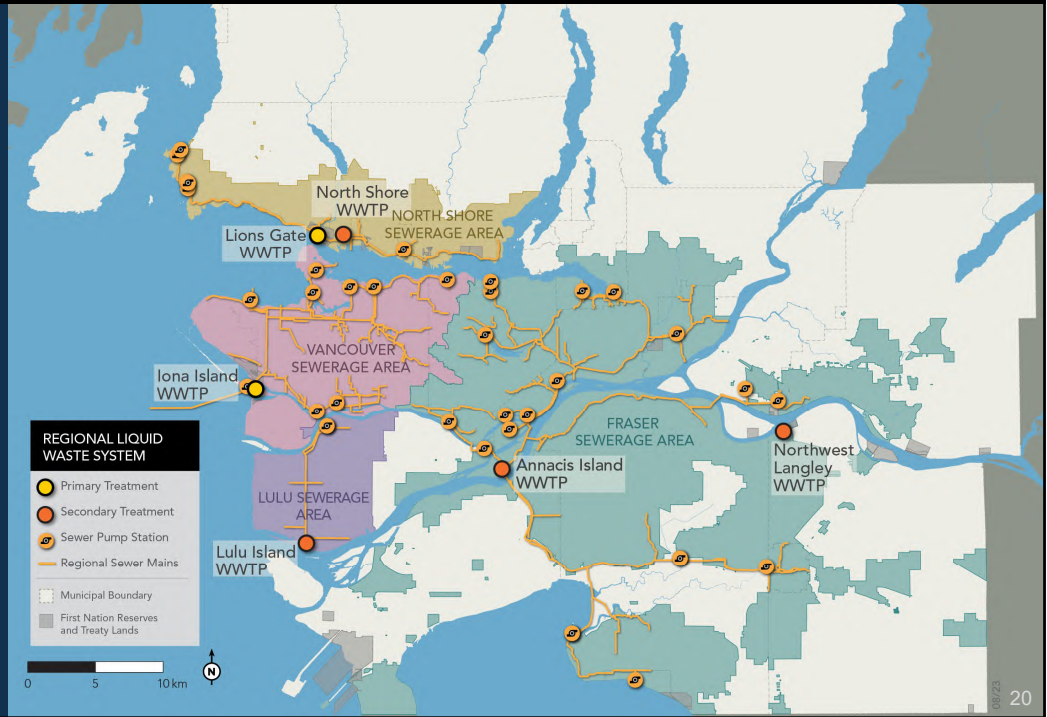
Liquid Waste System

Growing region:
approximately
1.5% annually

Increasing
service demands

Infrastructure
expansion

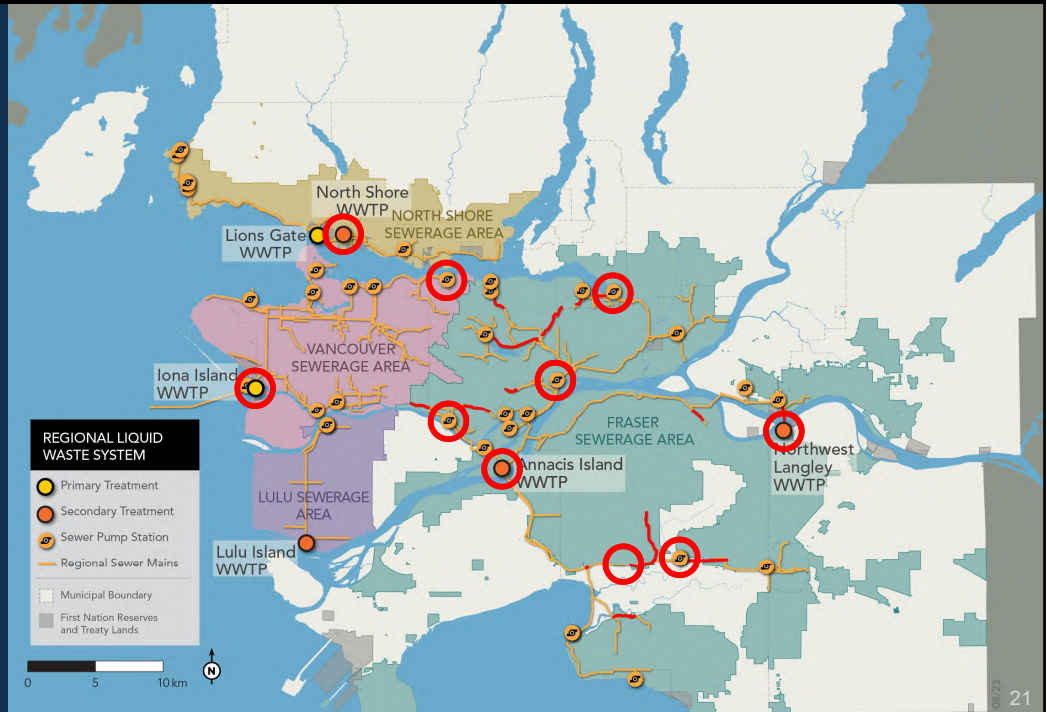
Development
pays for growth



Liquid Waste – 2023-2032 Growth

Sewer Facility Project

Sewer Main Project

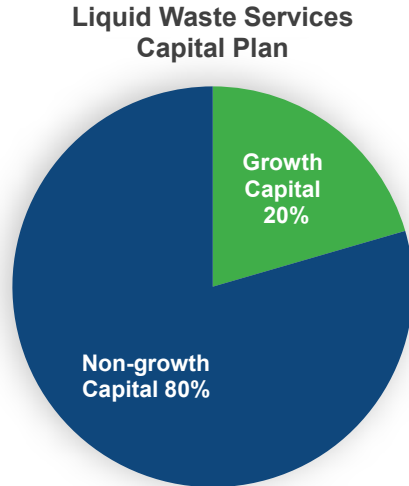


GROWTH REQUIREMENTS: LIQUID WASTE SERVICES

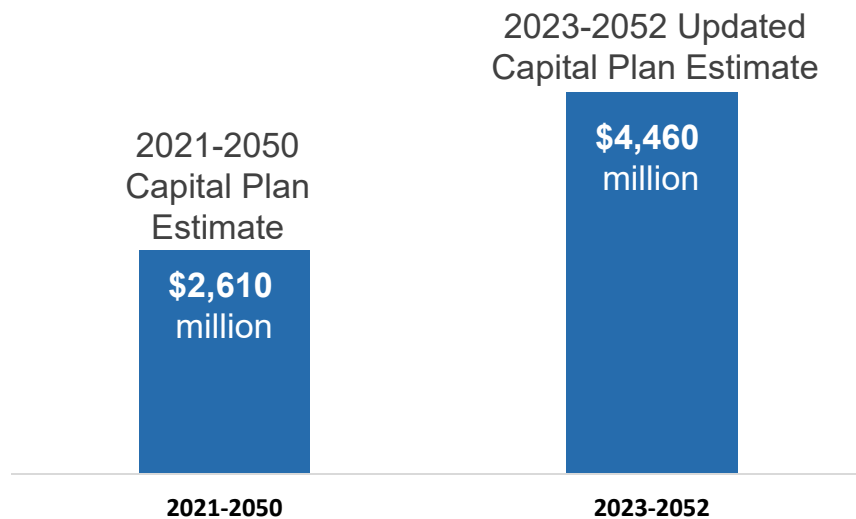
30 Year Capital Plan Update

Project Capital Expenditures

	\$ Millions
Growth Capital	\$4,460
Non-growth Capital	\$17,298
Total Capital Plan	\$21,758



GROWTH REQUIREMENT IN LIQUID WASTE SERVICES 30 YEAR CAPITAL PLAN UPDATE



PROPOSED RATES – LIQUID WASTE DCC - VSA

DWELLING	EXISTING 17.5%	STEP 1 16% Jan 1, 2025	STEP 2 10% Jan 1, 2026	STEP 3 1% Jan 1, 2027	\$ INCREASE TO 1%
Single Family	\$3,335	\$10,498	\$11,290	\$12,476	\$9,141
Townhouse	\$2,983	\$9,593	\$10,316	\$11,400	\$8,417
Apartment	\$1,988	\$6,298	\$6,772	\$7,484	\$5,496
Non-Residential (per ft ² of floor area)	\$1.63	\$5.30	\$5.70	\$6.30	\$4.67

PROPOSED RATES – LIQUID WASTE DCC - NSSA

DWELLING	EXISTING 17.5%	STEP 1 16% Jan 1, 2025	STEP 2 10% Jan 1, 2026	STEP 3 1% Jan 1, 2027	\$ INCREASE TO 1%
Single Family	\$3,300	\$9,760	\$10,478	\$11,557	\$8,257
Townhouse	\$2,786	\$8,996	\$9,658	\$10,652	\$7,866
Apartment	\$2,030	\$6,005	\$6,448	\$7,111	\$5,081
Non-Residential (per ft ² of floor area)	\$1.67	\$5.00	\$5.37	\$5.92	\$4.25

PROPOSED RATES – LIQUID WASTE DCC - LIWSA

DWELLING	EXISTING 17.5%	STEP 1 16% Jan 1, 2025	STEP 2 10% Jan 1, 2026	STEP 3 1% Jan 1, 2027	\$ INCREASE TO 1%
Single Family	\$3,313	\$5,683	\$6,152	\$6,855	\$3,542
Townhouse	\$2,756	\$4,927	\$5,333	\$5,943	\$3,187
Apartment	\$2,042	\$3,516	\$3,806	\$4,241	\$2,199
Non-Residential (per ft ² of floor area)	\$1.54	\$2.55	\$2.76	\$3.08	\$1.54

PROPOSED RATES – LIQUID WASTE DCC - FSA

DWELLING	EXISTING 17.5%	STEP 1 16% Jan 1, 2025	STEP 2 10% Jan 1, 2026	STEP 3 1% Jan 1, 2027	\$ INCREASE TO 1%
Single Family	\$6,254	\$11,443	\$12,311	\$13,613	\$7,359
Townhouse	\$5,390	\$10,015	\$10,775	\$11,914	\$6,524
Apartment	\$4,269	\$7,302	\$7,855	\$8,686	\$4,417
Non-Residential (per ft ² of floor area)	\$3.30	\$5.41	\$5.82	\$6.43	\$3.13

Regional Parkland Acquisition DCC

Minnehada Regional Park

metrovancover

Metro Vancouver Regional Parks and Greenspace

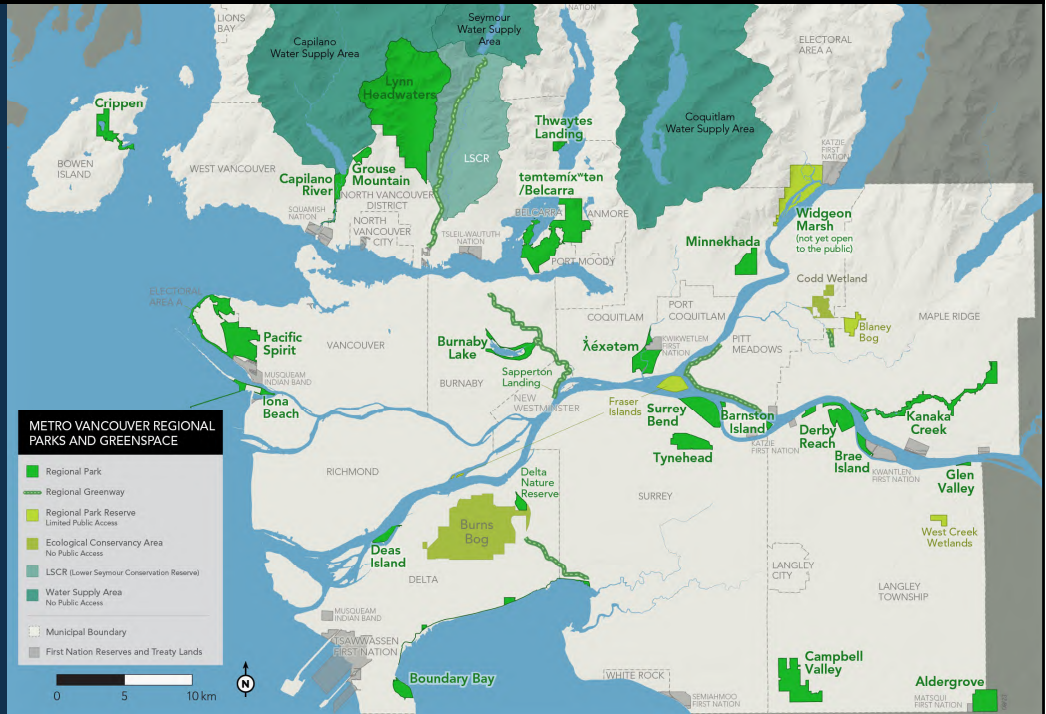
13,938.5 hectares protected

23 regional parks

5 regional greenways

3 regional park reserves

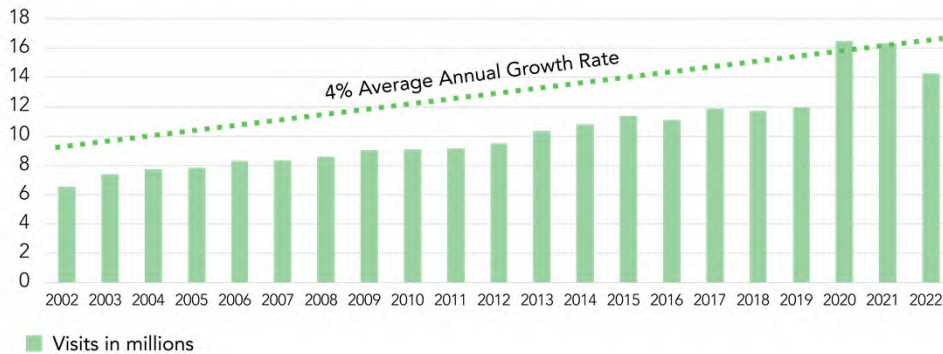
2 ecological conservancy areas



GROWTH

Strong increases in visitation to regional parks as Metro Vancouver’s population grows and demand for time in nature increases

Regional Parks Annual Visits (2002 - 2022)

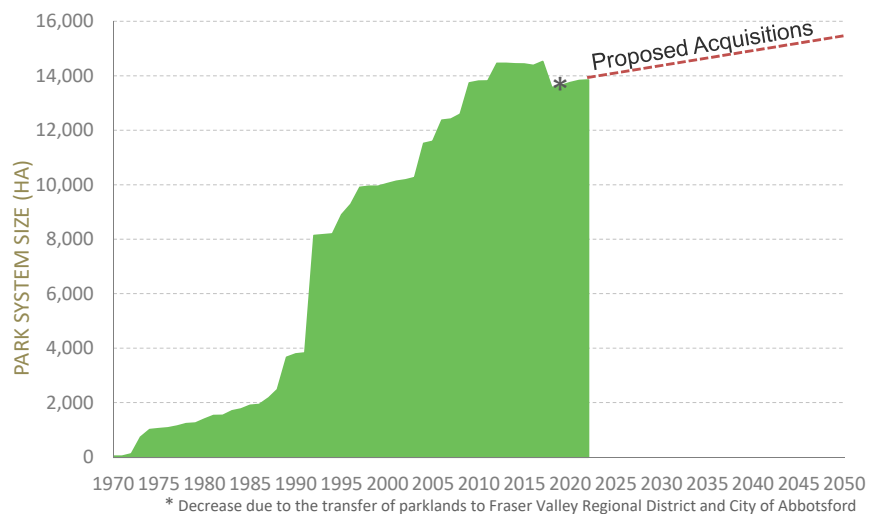


PROPOSED DCC FUNDED REGIONAL PARKLAND ACQUISITIONS (2024-2050)

1,797 hectares

\$446,900/ha
(assessed 2023 value)

\$803M



* Decrease due to the transfer of parklands to Fraser Valley Regional District and City of Abbotsford

PROPOSED RATES – PARKLAND DCC

DWELLING	EXISTING	STEP 1 75% Jan 1, 2025	STEP 2 50% Jan 1, 2026	STEP 3 1% Jan 1, 2027
Single Family	-	\$491	\$981	\$1,943
Townhouse	-	\$442	\$884	\$1,751
Apartment	-	\$303	\$606	\$1,199
Non-Residential (per ft ² of floor area)	-	\$0.24	\$0.48	\$0.94



PROPOSED RATES – TOTAL DCCS

VSA	Existing	STEP 1	STEP 2	STEP 3
Single Family	\$10,027	\$21,941	\$29,196	\$34,133
Townhouse	\$8,679	\$19,874	\$26,406	\$30,861
Apartment	\$6,249	\$13,392	\$17,873	\$20,906
Non-Res (per ft ² flr area)	\$5.02	\$10.84	\$14.37	\$16.78

NSSA	Existing	STEP 1	STEP 2	STEP 3
Single Family	\$9,992	\$21,203	\$28,385	\$33,214
Townhouse	\$8,482	\$19,277	\$25,748	\$30,113
Apartment	\$6,291	\$13,099	\$17,548	\$20,533
Non-Res (per ft ² flr area)	\$5.06	\$10.54	\$14.04	\$16.40

LIWSA	Existing	STEP 1	STEP 2	STEP 3
Single Family	\$10,005	\$17,126	\$24,058	\$28,512
Townhouse	\$8,452	\$15,208	\$21,423	\$25,404
Apartment	\$6,303	\$10,610	\$14,906	\$17,663
Non-Res (per ft ² flr area)	\$4.93	\$8.09	\$11.43	\$13.56

FSA	Existing	STEP 1	STEP 2	STEP 3
Single Family	\$12,946	\$22,886	\$30,218	\$35,270
Townhouse	\$11,086	\$20,296	\$26,865	\$31,375
Apartment	\$8,530	\$14,396	\$18,956	\$22,108
Non-Res (per ft ² flr area)	\$6.69	\$10.95	\$14.49	\$16.91

EXPERT ADVICE - COMPARATIVE ANALYSIS

Scope:

- Retained Coriolis Consulting to compare the potential financial impacts of the proposed DCC rate increases on land values, profit margins, or end unit prices with recent changes in other market variables that impact development projects
- Analysis is high level and focusses on residential development projects (not non-residential projects)

EXPERT ADVICE - COMPARATIVE ANALYSIS

Findings:

- The proposed DCC rate increases are significant and will add to the cost of new construction.
- The estimated potential financial impact of the proposed DCC rate increases on land values, profit margins, or end unit prices is:
 - Similar to impact from latest 12 month change in financing rates
 - Less than one-half the latest 12 month change in hard construction costs
 - Less than one-half the latest 12 month change in unit prices (and rents)

metrovancover

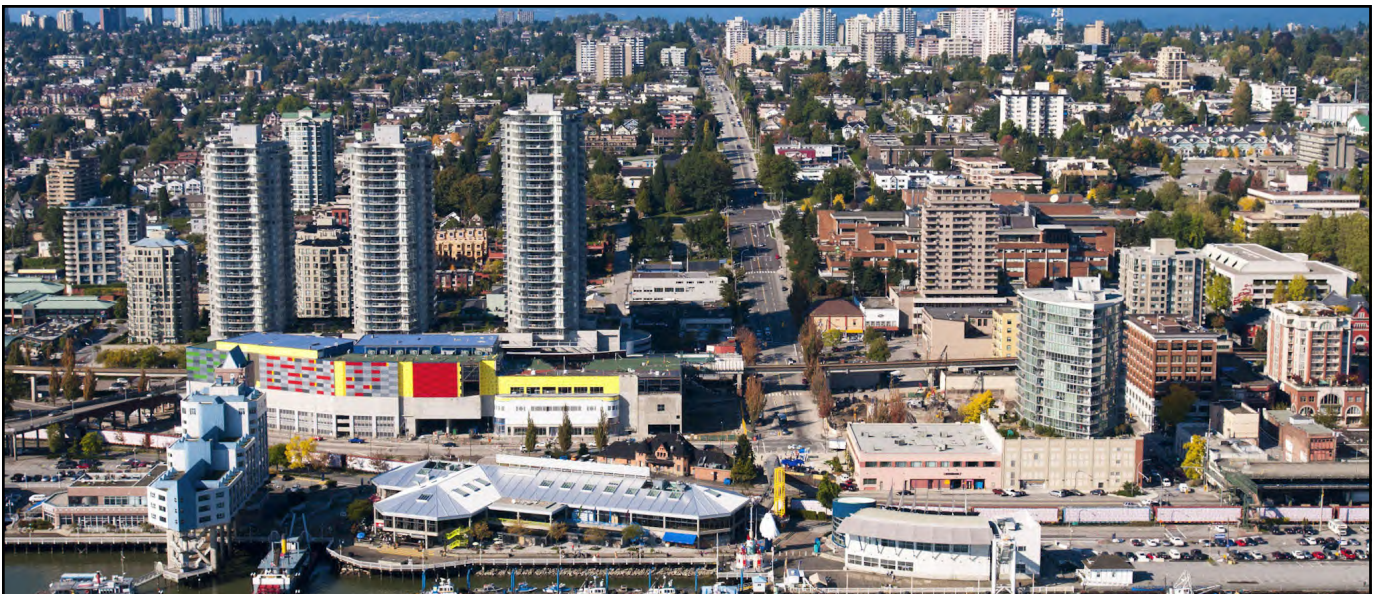


DCC BYLAWS

Request Finance Committee to recommend the following:

That the GVWD, GVS&DD and MVRD Board:

- Give first, second and third reading to the *Greater Vancouver Sewerage and Drainage District Development Cost Charge Bylaw No. 371, 2023*; and
- Give first, second and third reading to the *Greater Vancouver Water District Development Cost Charge Amendment Bylaw No. 260, 2023*; and
- Give first, second and third reading to the *Metro Vancouver Regional District Development Cost Charge Bylaw No. 1369, 2023*; and
- Direct staff to forward to the Inspector of Municipalities for approval



New Westminster

Thank you. Questions or Comments?

To: Finance Committee

From: Sonu Kailley, Acting Director, Financial Planning

Date: September 25, 2023 Meeting Date: October 12, 2023

Subject: **Semi-Annual Report on GVS&DD Development Cost Charges**

RECOMMENDATION

That the Finance Committee receive for information the report dated September 25, 2023, titled “Semi-Annual Report on GVS&DD Development Cost Charges”.

EXECUTIVE SUMMARY

Total GVS&DD Development Cost Charges (Sewer DCC’s) collected in the 1st half of 2023 were \$45.5 million (up from \$32.1 million for 2022 1st half.) This is due primarily to increases in development permit activity/collections in the Region the 1st half of 2023 compared to the same period last year.

Building permit activity in the Region has been relatively consistent over the last 18 months with the period of January 2023 to June 2023 permit values approaching \$7.1 billion. The bulk of this activity has been in the residential development sector (averaging close to 70% of building permit values over the period January to June 2023) with the balance being generated in industrial (3%), commercial (22%), institutional/governmental (5%) development sectors over the same period.

The total GVS&DD DCC’s that are currently held in reserve at December 31, 2022 are \$273.6 million.

PURPOSE

To report on the GVS&DD Development Cost Charge (DCC) revenue collections during the first half of 2023 and any implications on their adequacy, as required in the Board’s policy.

BACKGROUND

Regional GVS&DD Development Cost Charges (DCC’s) are collected on behalf of Metro Vancouver, as set out in the Board approved DCC Bylaw, by member municipalities and remitted twice a year. DCC’s are used to fund growth related capital expenditures. Board policy requires that the DCC collections be reported to the Committee on a semi-annual basis. This is the first report for 2023.

DCC COLLECTIONS

A review of the DCC program was recently completed which led to the implementation of new rates effective June 24, 2022 to derive additional future funding of 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 until 2nd half of 2023 forward. The results for the 1st half of 2023 are largely the result of noted increases in development permit activity in the Region due to economic conditions. Continued substantial revenue levels are being experienced in all Sewer Areas in the 1st half of 2023. DCC revenue collections received by Sewer Area are as follows:

(\$ millions)	Fraser	Lulu	North Shore	Vancouver	Total
2022 1 st half	\$23.097	\$2.693	\$0.148	\$6.194	\$32.132
2022 2 nd half	\$28.739	\$1.051	\$0.533	\$6.486	\$36.809
2023 1 st half	\$40.159	\$0.143	\$1.518	\$3.671	\$45.491

Each year, the sewerage growth capital projects that are undertaken are generally funded through long term debt financing utilizing a 15-year amortization period, for which the DCC's received are used to pay the principal portion of the borrowing. Some recent amendments to the GVS&DD Cost Apportionment Bylaw 283, 2014 allow the direct application of DCC's to fund growth infrastructure projects with some direct applications of DCC funding being included in annually approved budgets.

Excess DCC collections are maintained as deferred revenues for future application to the sewerage growth projects as required. The DCC deferred revenue balances as at December 31, 2022 totaled \$273.6 million and are broken down by Sewer Area as follows:

Fraser Sewer Area - \$191.1 million
Lulu Island Sewer Area - \$23.9 million
North Shore Sewer Area - \$7.6 million
Vancouver Sewer Area - \$51.0 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 2023 were \$45.491 million. DCC's received are used to pay for growth related GVS&DD 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 (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 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 development activity recently in the Region/all Sewerage Areas to current date.

To: Finance Committee

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

Date: October 4, 2023

Meeting Date: October 12, 2023

Subject: **Manager's Report**

RECOMMENDATION

That the Finance Committee receive for information the report dated October 4, 2023, titled "Manager's Report".

Finance Committee Work Plan

Attachment 1 to this report sets out the Committee's Work Plan for 2023. 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 *(Doc# 57223374)*

1. 2023 Finance Committee Work Plan

ATTACHMENT 1

Finance Committee 2023 Work Plan

Report Date: October 12, 2023

Priorities

1st Quarter	Status
Review and Endorse Committee 2023 Priorities and Work Plan	Complete
Review 2022 External Audit Plan	Complete
Review First 2023 Progress	Complete
Municipal Borrowing Requests for MFA Spring 2023 Issue (If Applicable)	Complete
2022 Summary: Tender / Contact Award Information	Complete
Financial Policy Review (as required)	Pending
Long Term Financial Plan	Complete
TransLink Federal Gas Tax Application	Complete
Development Cost Charge Update	Complete
2nd Quarter	Status
2022 Audited Financial Statements	Complete
2022 External Audit Findings Report	Complete
Review 2022 Final Results	Complete
Review Second 2023 Progress	Complete
GVS&DD DCC Revenue Fund Expenditure Bylaw	Complete
Procurement and Real Property Contracting Authority	In progress
2022 Statement of Financial Information	Complete
Wet Weather Pricing	Complete
Long Term Financial Plan	Pending
Board Budget Workshop Review	Complete
3rd Quarter	Status
Review 2023 Third Progress	Complete
Municipal Borrowing Requests for MFA Fall 2023 Issue (If Applicable)	Complete
Financial Policy Review (as required)	Pending
Long Term Financial Plan	Pending
TransLink Federal Gas Tax Report	Complete
4th Quarter	Status
Review 2023 Fourth Progress	Complete
Municipal Borrowing Requests for MFA Spring 2023 Issue (If Applicable)	Pending
Financial Policy Review (as required)	Pending
Annual Budget and Five Year Financial Plan	In progress
Long Term Financial Plan	Pending