METRO VANCOUVER REGIONAL DISTRICT (MVRD)
METRO VANCOUVER HOUSING CORPORATION (MVHC)
GREATER VANCOUVER WATER DISTRICT (GVWD)
GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT (GVS&DD)

BOARD OF DIRECTORS

SPECIAL JOINT BOARD MEETING

Wednesday, October 21, 2026
9:00 am
28th Floor Boardroom, 4515 Central Boulevard, Burnaby, British Columbia

Purpose: To hold a workshop-style discussion of Metro Vancouver's budget preparation.

AGENDA

A. ADOPTION OF THE AGENDA

1. October 21, 2026 Special Meeting Agenda
THAT the MVRD, MVHC, GVWD, and GVS&DD Boards adopt the agenda for their special joint meeting scheduled for October 21, 2026 as circulated.

B. REPORTS FROM COMMITTEE OR COMMISSIONER/CHIEF ADMINISTRATIVE OFFICER

1. 2027 Budget and 2027-2031 Financial Plan *pg. 3*
Report dated October 14, 2026 from Heather McNell, Acting Commissioner/Chief Administrative Officer, and Linda Sabatini, Chief Financial Officer/General Manager, Financial Services.

Executive Summary
The proposed 2027 operating budget for Metro Vancouver is $1.7 billion, which is a $117 million increase over the 2026 operating budget. The estimated average household impact (HHI) for all Metro Vancouver services is $914, an increase of $17, or 1.9%, over the 2026 HHI of $897. This is lower than the Boards' HHI target of 3%. The lower HHI amount is largely due to the legal settlement for the North Shore Wastewater Treatment Plant (NSWWTP), lower average household water consumption, and higher industrial permit fees and energy sales. The 2027 Capital Expenditure targets are $2.0 billion, of which 85% is dedicated to major investments in critical liquid waste and water infrastructure.

Metro Vancouver's 2027 Budget and 2027 – 2031 Five-Year Financial Plan have been prepared following direction received at the April 15, 2026 Board Budget Workshop. At the Board Budget Workshop, the Boards directed staff to bring back amendment bylaws to roll back Metro Vancouver's 2026 development cost charge (DCC) rates to 2025 levels, lower the planned increase to 2027 DCC rates, and extend the move to growth fully paying for growth (a 1% assist factor) from 2027 to 2029. These DCC amendment bylaws were adopted by the MVRD, GVWD, and GVS&DD Boards on July 24, 2026. The revision to DCC rates is anticipated to reduce Metro Vancouver's revenues by $389M over the Five-Year Financial Plan. The Boards provided direction to fill the funding gap through a combination of additional borrowing for water and liquid waste and redirection to tax requisitions for regional park acquisition in the 2027 — 2031 Five-Year Financial Plan.

In addition, the Boards directed staff to develop the 2027 — 2031 Five-Year Financial Plan with household impact (HHI) targets of 3.0% for 2027, and 5.0% per year for 2028 to 2031. After reviewing all budgets and incorporating cost efficiencies from the 2026 to 2030 Financial Planning Process, the proposed 2027 — 2031 Five-Year Financial Plan has come under these targets, resulting in increases to the average household of 1.9% in 2027, 4.2% in 2028 and 5.0% in 2029-2031.

Recommendation

THAT the MVRD, MVHC, GVWD, and GVS&DD Boards direct staff to present the 2027 Budget and 2027 – 2031 Financial Plan reflecting the report titled "2027 Budget and 2027 – 2031 Financial Plan" dated October 14, 2026 at the October 30, 2026, MVRD, MVHC, GVWD, and GVS&DD Board meetings for consideration of approval and endorsement.

C. ADJOURNMENT

THAT the MVRD, MVHC, GVWD, and GVS&DD Boards adjourn their special joint meeting of October 21, 2026.

metrovancouver
SERVICES AND SOLUTIONS FOR A LIVABLE REGION

To: Metro Vancouver Regional District (MVRD) Board
Metro Vancouver Housing Corporation (MVHC) Board
Greater Vancouver Water District (GVWD) Board
Greater Vancouver Sewerage and Drainage District (GVS&DD) Board

From: Heather McNell, Acting Commissioner / Chief Administrative Officer
Linda Sabatini, Chief Financial Officer / General Manager Financial Services

Date: October 14, 2026 Meeting Date: October 21, 2026

Subject: **2027 Budget and 2027 – 2031 Financial Plan**

RECOMMENDATION

THAT the MVRD, MVHC, GVWD, and GVS&DD Boards direct staff to present the 2027 Budget and 2027 – 2031 Financial Plan reflecting the report titled "2027 Budget and 2027 – 2031 Financial Plan" dated October 14, 2026 at the October 30, 2026, MVRD, MVHC, GVWD, and GVS&DD Board meetings for consideration of approval and endorsement.

EXECUTIVE SUMMARY

The proposed 2027 operating budget for Metro Vancouver is $1.7 billion, which is a $117 million increase over the 2026 operating budget. The estimated average household impact (HHI) for all Metro Vancouver services is $914, an increase of $17, or 1.9%, over the 2026 HHI of $897. This is lower than the Boards' HHI target of 3%. The lower HHI amount is largely due to the legal settlement for the North Shore Wastewater Treatment Plant (NSWWTP), lower average household water consumption, and higher industrial permit fees and energy sales. The 2027 Capital Expenditure targets are $2.0 billion, of which 85% is dedicated to major investments in critical liquid waste and water infrastructure.

Metro Vancouver's 2027 Budget and 2027 – 2031 Five-Year Financial Plan have been prepared following direction received at the April 15, 2026 Board Budget Workshop. At the Board Budget Workshop, the Boards directed staff to bring back amendment bylaws to roll back Metro Vancouver's 2026 development cost charge (DCC) rates to 2025 levels, lower the planned increase to 2027 DCC rates, and extend the move to growth fully paying for growth (a 1% assist factor) from 2027 to 2029. These DCC amendment bylaws were adopted by the MVRD, GVWD, and GVS&DD Boards on July 24, 2026. The revision to DCC rates is anticipated to reduce Metro Vancouver's revenues by $389M over the Five-Year Financial Plan. The Boards provided direction to fill the funding gap through a combination of additional borrowing for water and liquid waste and redirection to tax requisitions for regional park acquisition in the 2027 — 2031 Five-Year Financial Plan.

In addition, the Boards directed staff to develop the 2027 — 2031 Five-Year Financial Plan with household impact (HHI) targets of 3.0% for 2027, and 5.0% per year for 2028 to 2031. After reviewing all budgets and incorporating cost efficiencies from the 2026 to 2030 Financial Planning Process, the proposed 2027 — 2031 Five-Year Financial Plan has come under these targets, resulting in increases to the average household of 1.9% in 2027, 4.2% in 2028 and 5.0% in 2029-2031.

PURPOSE

To present for consideration the proposed 2027 Budget and 2027 – 2031 Financial Plan **(Attachment 1)** for the Metro Vancouver Regional District (MVRD), Metro Vancouver Housing Corporation (MVHC), Greater Vancouver Water District (GVWD), and Greater Vancouver Sewerage and Drainage District (GVS&DD).

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 Metro Vancouver's four legal entities.

Over the past four years, the Boards have undertaken significant efforts to reduce budget pressures, including the Financial Plan Task Force (2023), the Cost and Service Efficiencies Review (2025), the Board Governance Review (2026) and the Financial Management Policy Review (2026). These initiatives identified $364 million in operating savings and deferred more than $1.75 billion in capital expenditures, contributing to lower household impacts (HHI). Changes to the Financial Management Policy in 2026, to extend amortization on debt from 15 years to 20 and 30 years, will spread the cost of significant long-life capital projects over a longer term, reducing pressure on HHI over the next several years.

On April 15, 2026, the Board Budget Workshop was held with the objective to seek direction for the preparation of the 2027 Budget and 2027 – 2031 Financial Plan. At a related Special Joint Board meeting on April 15, the Boards gave early readings to amendment bylaws that would roll back Metro Vancouver's 2026 DCC rates to 2025 levels, lower the planned increase to 2027 DCC rates, and extend the move to growth fully paying for growth (a 1% assist factor) from 2027 to 2029. The intention was to find ways to support the delivery of housing in this challenging market. The revision in rates is anticipated to have a total impact of $389M in lost revenue over six years. The Boards directed staff to fill the anticipated gap for GVWD and GVS&DD by increasing borrowing, and for the MVRD by transferring the cost back to the taxpayer. The DCC amendment bylaws were adopted by the Boards on July 24, 2026.

Additionally, on April 15, 2026, the Boards directed staff to develop the budget for MVRD, MVHC, GVWD, and GVS&DD with the following household impact (HHI) targets:

- HHI increase of 3.0% for 2027; and
- HHI increase of 5.0% each year from 2028 to 2031.

All functional area budgets have been developed in the context of these Board decisions. In addition, a settlement with the original NSWWTP contractor for $235M in 2026, has been factored into the Liquid Waste Services HHI projections, and will reduce the HHI in the 2027 – 2031 Financial Plan.

As a result, the proposed 2027 — 2031 Five-Year Financial Plan is below the established targets, resulting in the following average household increases:

- 1.9% in 2027;
- 4.2% in 2028;
- 5.0% in each year from 2029 to 2031.

During the month of October, the 2027 Budget and 2027 – 2031 Financial Plan for Metro Vancouver's four legal entities were presented to the following Board Standing Committees for the individual functions that fall under the oversight of those committees:

- Air Quality (Reference 1)
- Electoral Area (Reference 3)
- Performance and Audit (References 2, 7)
- Housing (References 4, 6)
- Regional Parks (Reference 8)
- Regional Planning (Reference 9)
- Water (Reference 11)
- Liquid Waste (Reference 5)
- Zero Waste (Reference 10)

The committees were presented with individual reports covering the 2027 Budget and 2027 – 2031 Financial Plan for the respective function including program highlights and financial plan highlights **(References 1-11)**. The reports included financial information for multiple years as well as a "What's Happening" summary page that describes the key activities projected over the five-year financial plan period. Each committee has reviewed and recommended their respective financial plan and provided comments and direction for consideration by the Board at the Board Budget Workshop on October 21, 2026. The 2027 Budget and 2027 – 2031 Financial Plan reflect alignment with the legislative authority of the individual legal entities and functions and has been prepared based on the direction provided at the Board Budget Workshop on April 15, 2026.

This report is being brought forward to the Board Budget Workshop on October 21, 2026, to present for consideration the 2027 budget and 2027 – 2031 Financial Plan for MVRD, MVHC, GVWD, and GVS&DD. The 2027 budget and 2027 – 2031 Financial Plan will be presented to the Boards for approval at the October 30, 2026 Board meetings.

2027 BUDGET AND FIVE-YEAR FINANCIAL PLAN

The Metro Vancouver Proposed 2027 Budget and 2027 – 2031 Financial Plan provides the financial details of the proposed 2027 Budget and 2027 – 2031 Financial Plan including financial information by sub-region for the GVS&DD sewerage areas. The attachment also shows the impact of the plan on the cost to the average regional household by those sub-regions to assist member jurisdictions in anticipating the financial impact of Metro Vancouver services to their communities.

The Metro Vancouver financial planning process is also framed by several Board policies:

- Financial Management Policy
- Corporate Allocation Policy
- Financial Reserves Policy
- Asset management policies for individual functions

April 15, 2026, Special Joint Board Meeting

The 2027 Budget and 2027 – 2031 Financial Plan have been developed in consideration of recommendations arising from the Financial Plan Task Force, the Cost and Service Efficiencies Review, the Board Governance Review, and subsequent Board direction received throughout 2026.

At the April 15, 2026 Special Joint Meeting, the Boards directed staff to develop the budget for MVRD, MVHC, GVWD, and GVS&DD with the following household impact (HHI) targets:

- HHI increase of 3.0% for 2027; and
- HHI increase of 5.0% each year from 2028 to 2031.

All functional area budgets have been reviewed and developed in the context of these Board decisions. As a result, the proposed average household increases reflected in the 2027 — 2031 Five-Year Financial Plan are:

- 1.9% in 2027;
- 4.2% in 2028; and
- 5.0% in each year from 2029 to 2031.

This proposed 2027 budget includes a net increase in operating expenditures of $117.3 million over the prior year, resulting in a total 2027 operating budget of $1.7 billion. In addition, capital expenditures are projected at $2.0 billion in 2027. The estimated average household impact (HHI) for 2027 is $914, representing an increase of $17, or 1.9%, compared to the 2026 HHI of $897.

Development Cost Charges Update
At the April 2026 Board Budget Workshop, the Boards directed staff to bring back amendment bylaws to roll back Metro Vancouver's 2026 development cost charge (DCC) rates to 2025 levels, lower the planned increase to 2027 DCC rates, and extend the move to growth fully paying for growth (a 1% assist factor) from 2027 to 2029. These DCC amendment bylaws were approved at the July 24, 2026 Board meetings. The revision to DCC rates is anticipated to reduce Metro Vancouver's revenues by $389M over the five-year plan. The Boards provided direction to fill this funding gap through a combination of additional borrowing and tax requisitions in the 2027 — 2031 Five-Year Financial Plan.

Metro Vancouver is developing a regional economic analysis model in collaboration with member jurisdictions and the development community to evaluate the impacts of DCCs, other government fees and charges, and broader market conditions on development viability across the region. The work is expected to be finalized in late 2026, with findings presented to the Board in early 2027 to inform future discussions and decision-making related to DCCs.

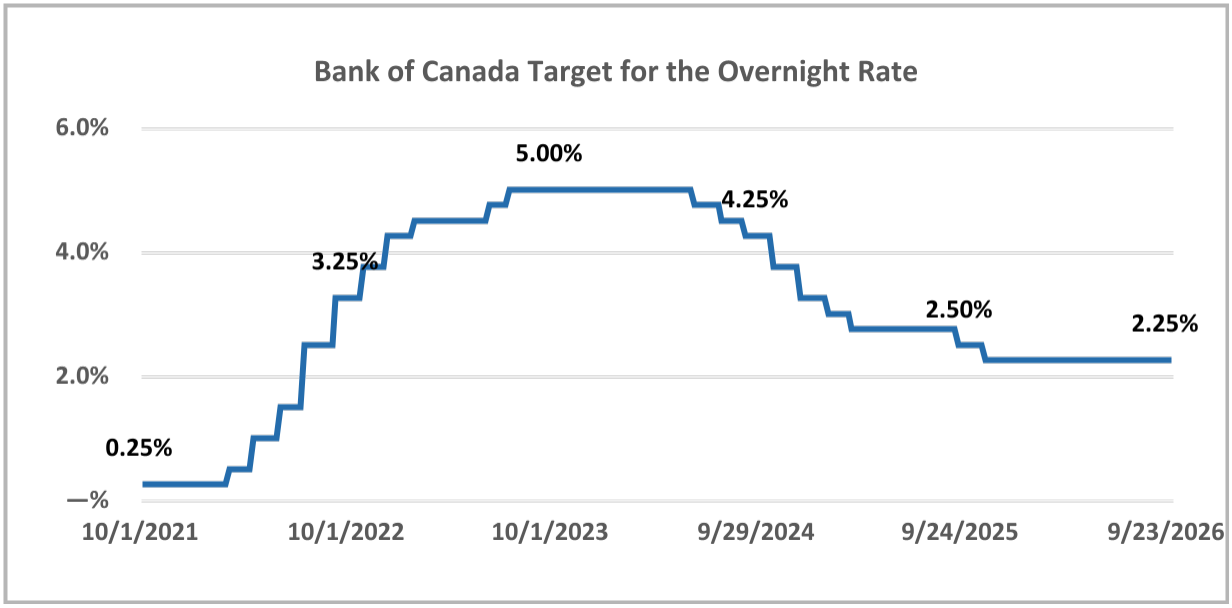
Metro Vancouver is also updating its DCC Bylaws for the 2028-2030 rate period. Draft rates are expected to be presented to the Boards in early 2027, once further information is available regarding potential provincial and federal infrastructure funding and the results of the economic analysis model.

Macro-Economic Conditions
Affordability remains a top concern amongst residents of the Metro Vancouver region and throughout North America. Macro-economic factors continue to create financial pressure on the delivery of core services and infrastructure projects. Although interest rates have started to stabilize over the past year, there is speculation that rates will rise in the later part of 2026, making borrowing more costly. Economists warn the spike in oil prices and tariffs imposed by the United States threatens to reverse the recent progress in Canada's inflation rate. This will add cost pressures to capital projects and operating costs. The regional pattern for labour inflation for the upcoming year indicates increases in the 3.0% range. To mitigate these challenges, Metro Vancouver consistently reviews project timing, resource requirements, and cash flows. Recent changes to the Financial Management Policy, to provide 20 and 30-year amortization for debt, are expected to improve pricing over time and allow greater financial flexibility. This includes the potential to lock-in rates for an entire 20-year term, providing greater

stability and financial certainty. Metro Vancouver remains committed to cost efficiency while continuing to deliver the services and programs required by the region.

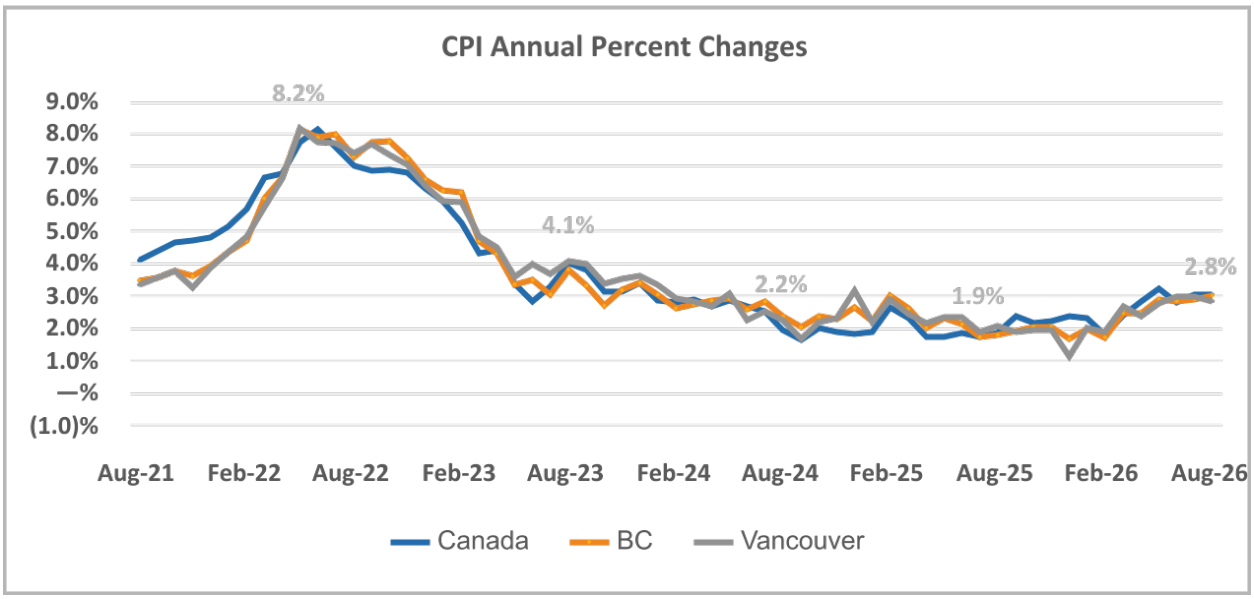
In September 2026, the Bank of Canada maintained its policy rate at 2.25. Policymakers are ready to increase borrowing rates if inflation moves higher due to geopolitical events. Figures 1 and 2 chart the trend in the Bank of Canada overnight rate and CPI inflation since 2020.

Figure 1: Bank of Canada Target for the Overnight Rate



Source: Bank of Canada

Figure 2: CPI Annual Percent Changes



Source: Statistics Canada. Table 18-10-0004-01 Consumer Price Index, monthly, not seasonally adjusted

HOUSEHOLD IMPACT

Household impact is a key budget metric used by Metro Vancouver. It estimates the impact of the cost of Metro Vancouver services on an average regional household based on services used. The estimated average household impact (HHI) for 2027 is $914, representing an increase of $17, or 1.9% compared to the 2026 HHI of $897. The 2027 HHI is $9 lower than previously projected in the 2026–2030 Financial Plan. The total household impact increase compared to that projected in the previous financial plan is provided below. The lower rate is largely due to the legal settlement for the North Shore Wastewater Treatment Plant, lower average household water consumption, and higher industrial permit fees and energy sales.

Table 1: Projected Household Impact

PROJECTED HOUSEHOLD IMPACT 2027 — 2031					
	2027	**2028**	**2029**	**2030**	**2031**
Water	$206	$208	$213	$218	$226
Liquid Waste	540	571	608	650	690
Solid Waste	78	82	86	89	93
Regional District	90	92	92	91	92
Total Household Impact	**$914**	**$953**	**$999**	**$1,048**	**$1,101**
% Change	**1.9 %**	**4.2 %**	**5.0 %**	**5.0 %**	**5.0 %**
Prior Year Forecast	$923	$969	$1,018	$1,070	

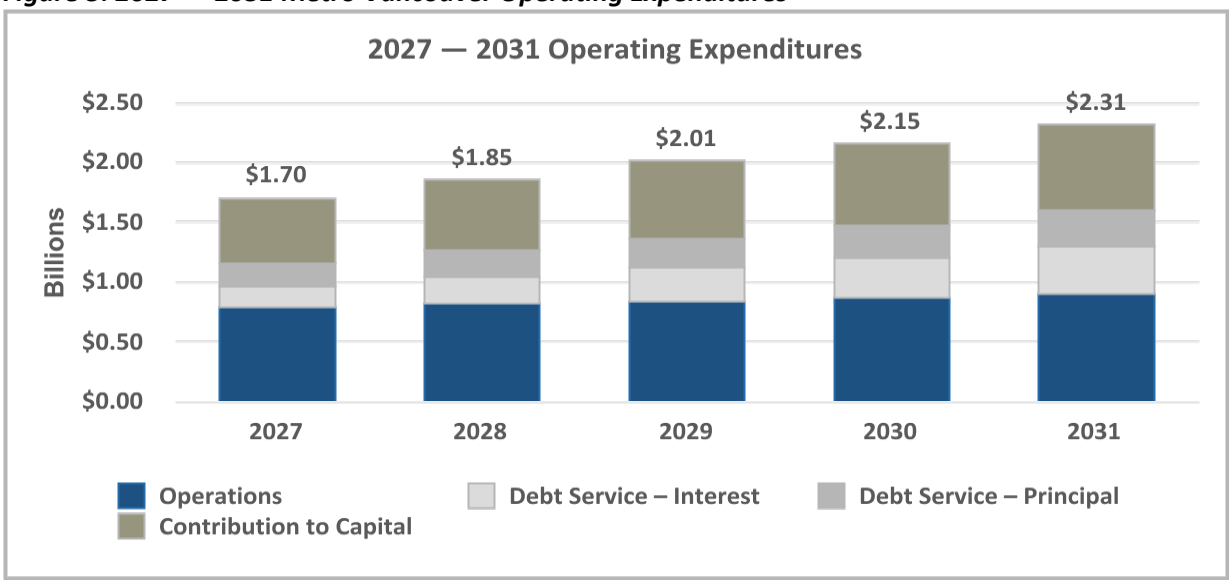
FINANCIAL PLAN OVERVIEW

The proposed 2027 operating budget for Metro Vancouver is $1.7 billion, which is $117 million higher than 2026. The increase is largely driven from the growing capital plan being reflected in debt servicing and contribution to capital. The total 2027 capital expenditure projections are $2.0 billion, which includes major investments in critical liquid waste and water infrastructure. The overall Metro Vancouver 2027 Budget and 2027 – 2031 Operating Budget is summarized in the table below.

Table 2: Metro Vancouver Operating Budget Overview

2027 BUDGET AND 2027 — 2031 OPERATING BUDGET ($ Millions)					
	2027	**2028**	**2029**	**2030**	**2031**
Revenues					
Water Sales	$437.7	$450.4	$466.5	$491.3	$523.6
Liquid Waste Services Levy	$631.2	$680.4	$744.3	$816.4	$880.0
Solid Waste Tipping Fees	$170.1	$176.2	$187.8	$201.6	$216.8
Housing Rents	$54.3	$60.9	$63.3	$68.5	$71.6
MVRD Requisitions	$115.7	$121.4	$126.0	$127.7	$131.0
Other Revenue	$241.5	$262.0	$297.9	$299.5	$331.1
Transfers from Reserves	$48.1	$97.0	$124.5	$146.2	$153.5
Total Operating Revenues	**$1,698.6**	**$1,848.2**	**$2,010.3**	**$2,151.3**	**$2,307.6**
Expenditures					
Water Services	$489.5	$510.8	$533.5	$561.6	$598.8
Liquid Waste Services	$809.6	$914.6	$1,037.1	$1,128.9	$1,227.3
Solid Waste Services	$184.6	$190.4	$205.0	$219.0	$234.6
MVHC	$68.2	$79.7	$78.3	$82.5	$83.6
MVRD	$146.7	$152.7	$156.4	$159.4	$163.3
Total Operating Expenditures	**$1,698.6**	**$1,848.2**	**$2,010.3**	**$2,151.3**	**$2,307.6**

Figure 3: 2027 — 2031 Metro Vancouver Operating Expenditures



The overall Metro Vancouver operating budget can be categorized into operations, debt service, and contributions to capital.

- **Operations –** These are the basic inputs for all services that Metro Vancouver provides — materials, supplies, labour, utilities, energy, chemicals, contractors, etc. For 2027, these expenditures are stable and essentially inflationary.

- **Debt Service Costs -** Debt service, which includes both interest and principal payments, represents about 22% of the proposed 2027 operating budget. Of this amount, 48% is allocated to interest and 52% to principal. The Board-approved *Financial Management Policy* states that Metro Vancouver must stay below a 40% debt service ratio. Since a significant portion of the capital program is funded through borrowing, debt service costs are directly tied to the size of that program. Although the capital program is expected to grow over the next five years, the debt service ratio will remain within the 40% limit set by policy.

- **Contribution to Capital –** This is the "Pay-as-You-Go" funding for the capital program which is a key factor in avoiding debt and keeping long term costs as low as possible. This represents about 33% of the proposed 2027 operating budget and is increasing over the five years to support the growing capital plan.

CAPITAL EXPENDITURES
The 2027 – 2031 Metro Vancouver planned capital expenditures are summarized in the table below.

Table 3: Overview of Metro Vancouver's 2027 – 2031 Capital Plan

METRO VANCOUVER 2027 — 2031 CAPITAL PLAN ($ Millions)						
	2027	**2028**	**2029**	**2030**	**2031**	**5 Year total**
Water	$484.3	$542.8	$651.7	$878.2	$846.9	**$3,403.9**
Liquid Waste	$1,228.7	$1,513.6	$1,525.9	$1,545.0	$1,625.3	**$7,438.4**
Solid Waste	$65.8	$62.0	$89.5	$78.6	$58.2	**$354.0**
Housing	$166.4	$121.1	$119.1	$69.3	$90.4	**$566.3**
Regional Parks	$54.1	$47.2	$43.0	$40.1	$40.5	**$224.8**
Sasamat Fire Protection Service	$10.9	$10.9				**$21.8**
Total Capital Expenditures	**$2,010.1**	**$2,297.6**	**$2,429.2**	**$2,611.2**	**$2,661.2**	**$12,009.3**

The major drivers for the 2027 – 2031 Capital Plan are growth and maintenance projects for water services; regulatory upgrades for liquid waste; waste-to-energy projects for solid waste; expanded housing projects for Metro Vancouver Housing; and parkland acquisition and park development for regional parks.

PUBLIC ENGAGEMENT
Over two phases of engagement, Metro Vancouver invited residents to learn more about Metro Vancouver's budget, including how services are funded through their property taxes and utility bills, and to provide feedback on considerations for managing the estimate costs of Metro Vancouver services in 2027.

The first phase of engagement was held from February 23 to March 27, 2026, and invited residents to provide early input for the 2027 Budget and Five-Year Financial Plan. Metro Vancouver received more than 260 online survey responses, with 167 respondents providing additional comments. Feedback was shared with the four Metro Vancouver Boards for consideration as part of the annual Board Budget Workshop.

The second phase of engagement was held from August 19 to September 11, 2026, and invited residents to share their thoughts on the proposed 2027 Budget. Metro Vancouver received 167 online survey responses, with 71 respondents providing additional comments. In addition, 1,554 residents engaged with Metro Vancouver staff at in-person budget displays held at two community events across the region.

Overall, feedback across both phases was consistent with themes from the past two years. Feedback included concerns about affordability and the impact of rate increases on households. Respondents also raised concerns related to spending, organizational efficiency, transparency, accountability, governance, and the management of major capital projects. Many comments encouraged Metro Vancouver to identify opportunities to reduce costs, improve efficiency, strengthen oversight of capital investments, and provide greater transparency on budgets, expenditures, and project costs.

Respondents also provided feedback on service delivery, infrastructure planning, and long-term growth management. There were a range of perspectives about Metro Vancouver's role and priorities, with some respondents advocating for a greater focus on utility services and others supporting continued investment in areas such as parks, housing, and climate action. Several respondents emphasized the importance of maintaining reliable infrastructure and service levels while ensuring costs remain manageable for residents. The full engagement summary is available as **Attachment 2**.

ENGAGEMENT WITH MEMBER JURISDICTIONS

Member jurisdiction consultation for the draft 2027 – 2031 capital plan was done in June and July; RFAC meetings are held monthly to provide budget updates. In addition, a joint RAAC, REAC, and RFAC meeting was held on October 5, 2026 to review the 2027 Budget and 2027 – 2031 Financial Plan. At the Joint meeting, the Committee recognized that geopolitical pressures and funding uncertainty is contributing to increasing pressures on local government budgets. However, the Committee supported the budget, recognizing the need for major investments in critical liquid waste and water infrastructure in the region.

ALTERNATIVES

1. THAT the MVRD, MVHC, GVWD, and GVS&DD Boards direct staff to present the 2027 Budget and 2027 – 2031 Financial Plan reflecting the report titled "2027 Budget and 2027 – 2031 Financial Plan" dated October 14, 2026 at the October 30, 2026, MVRD, MVHC, GVWD, and GVS&DD Board meetings for consideration of approval and endorsement.

2. THAT the MVRD, MVHC, GVWD, and GVS&DD Boards direct staff to make the following amendments to the 2027 Budget and 2027 – 2031 Financial Plan: _____ and to prepare the 2027 Budget and 2027 – 2031 Financial to be presented at the MVRD, MVHC, GVWD, and GVS&DD Board meetings for consideration of approval and endorsement.

FINANCIAL IMPLICATIONS

If the Boards endorse Alternative 1, the 2027 Budget and 2027 – 2031 Financial Plans for the Metro Vancouver Regional District (MVRD), Metro Vancouver Housing Corporation (MVHC), Greater Vancouver Water District (GVWD), and Greater Vancouver Sewerage and Drainage District (GVS&DD), will be presented at the October 30, 2026, Board meetings for consideration of approval and endorsement. The 2027 operating budget will be $1.7 billion and the capital expenditure projection for 2027 will be $2.0 billion. The 2027 estimated average HHI will be $914, a 1.9% increase over the 2026 HHI of $897.

The Boards may wish to consider amending the 2027 Budget and 2027 – 2031 Financial Plan to reflect alternative program priorities. However, any changes will require an update to the revenues required to fund the priorities in the plan and will impact recommended Committee budgets.

2027 BUDGET AND 2027 — 2031 FINANCIAL PLAN SUMMARY					
	2027	**2028**	**2029**	**2030**	**2031**
Total Operating Expenditures	$1,699M	$1,848M	$2,010M	$2,151M	$2,308M
Total Capital Expenditures	$2,010M	$2,298M	$2,429M	$2,611M	$2,661M
Region-Wide Average Household Impact	$914	$953	$999	$1,048	$1,101

CONCLUSION

During October 2026, the 2027 Budget and 2027 – 2031 Financial Plan for MVRD, MVHC, GVWD, and GVS&DD were presented to the nine Board Standing Committees for the individual functions that fall under the oversight of those Committees.

The committees were presented with individual reports covering the 2027 Budget and 2027 – 2031 Financial Plans for the respective function including program highlights and financial plan highlights. The reports included financial information for multiple years as well as a "What's Happening" summary page that describes the key activities projected over the five-year period of the Financial Plan period. Each committee has reviewed and endorsed or recommended their respective financial plan and provided comments and directions where appropriate for consideration by the Board at the October 21, 2026 Board Budget Workshop.

Within this report, the 2027 Budget and 2027 – 2031 Financial Plan have been consolidated for Board consideration and to present the financial forecast for Metro Vancouver for the next five years. The proposed 2027 Budget and 2027 – 2031 Financial Plan includes significant capital investment that will be required if Metro Vancouver and its member jurisdictions are to meet the anticipated growth and regulatory requirements over the coming years and follows direction received by the Board at the April 15, 2026 Board Budget Workshop. The proposed 2027 operating budget is $1.7 billion and the capital expenditures for 2027 are $2.0 billion. The estimated average HHI is $914 for 2027, representing a 1.9% increase over the 2026 HHI of $897. Staff recommend preparing the 2027 Budget and 2027 – 2031 Financial Plan as presented under Alternative 1.

ATTACHMENTS

1. Proposed 2027 Budget and 2027 – 2031 Financial Plan.
2. 2027 Budget Engagement Summary.
3. Presentation re: 2027 Budget and 2027 – 2031 Financial Plan Overview.

REFERENCES

1. Reynolds, C. (2026, September). *2027 Budget and 2027 – 2031 Financial Plan - Air Quality and Climate Action.* [Staff report to the Air Quality Committee dated October 9, 2026]. https://metrovancouver.org/boards/aq/AQ-2026-10-09-AGE.pdf
2. Sabatini, L. (2026, October). *2027 Budget and 2027 – 2031 Financial Plan – Allocated Programs.* [Staff report to the Performance and Audit Committee dated October 15, 2026]. https://metrovancouver.org/boards/pa/PA-2026-10-15-AGE.pdf
3. Pachcinski, M. (2026, September). *2027 Budget and 2027 – 2031 Financial Plan – Electoral Area Service.* [Staff report to the Electoral Area Committee dated October 9, 2026]. https://metrovancouver.org/boards/ea/EA-2026-10-09-AGE.pdf
4. Epp, M. (2026, September). *2027 Budget and 2027 – 2031 Financial Plan – Housing Planning and Policy.* [Staff report to the Housing Committee dated October 7, 2026]. https://metrovancouver.org/boards/Housing/HOU-2026-10-07-AGE.pdf
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6. Epp, M. (2026, September). *2027 Budget and 2027 – 2031 Financial Plan - Metro Vancouver Housing Corporation (MVHC).* [Staff report to the Housing Committee dated October 7, 2026]. https://metrovancouver.org/boards/Housing/HOU-2026-10-07-AGE.pdf

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2027 Budget and 2027 — 2031 Financial Plan

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METRO VANCOUVER
ESTIMATED HOUSEHOLD IMPACT
2027 — 2031 FINANCIAL PLAN
2027 BUDGET

	2026 BUDGET	2027 BUDGET	% CHANGE	2028 PLAN	% CHANGE	2029 PLAN	% CHANGE	2030 PLAN	% CHANGE	2031 PLAN	% CHANGE
Vancouver Sewerage Area											
Water Services	$ 208	$ 206	(0.8%)	$ 208	0.7%	$ 213	2.6%	$ 218	2.5%	$ 226	3.4%
Liquid Waste Services	661	647	(2.1%)	668	3.3%	732	9.6%	759	3.7%	814	7.3%
Solid Waste Services	74	78	5.9%	82	4.8%	86	4.6%	89	4.4%	93	4.2%
Metro Vancouver Regional District Services	81	90	10.6%	92	2.3%	92	0.6%	91	(1.2%)	92	1.1%
Total Household Impact	**$ 1,024**	**1,021**	**(0.3%)**	**$ 1,050**	**2.8%**	**$ 1,123**	**7.0%**	**$ 1,157**	**3.1%**	**$ 1,225**	**5.8%**
North Shore Sewerage Area											
Water Services	$ 208	$ 206	(0.8%)	$ 208	0.7%	$ 213	2.6%	$ 218	2.5%	$ 226	3.4%
Liquid Waste Services	952	1,042	9.5%	1,193	14.5%	1,330	11.4%	1,357	2.1%	1,386	2.2%
Solid Waste Services	74	78	5.9%	82	4.8%	86	4.6%	89	4.4%	93	4.2%
Metro Vancouver Regional District Services	81	90	10.6%	92	2.3%	92	0.6%	91	(1.2%)	92	1.1%
Total Household Impact	**$ 1,315**	**$ 1,416**	**7.7%**	**$ 1,575**	**11.2%**	**$ 1,721**	**9.2%**	**$ 1,755**	**2.1%**	**$ 1,797**	**2.4%**
Lulu Island West Sewerage Area											
Water Services	$ 208	$ 206	(0.8%)	$ 208	0.7%	$ 213	2.6%	$ 218	2.5%	$ 226	3.4%
Liquid Waste Services	462	473	2.3%	491	3.8%	497	1.3%	513	3.2%	532	3.7%
Solid Waste Services	74	78	5.9%	82	4.8%	86	4.6%	89	4.4%	93	4.2%
Metro Vancouver Regional District Services	81	90	10.6%	92	2.3%	92	0.6%	91	(1.2%)	92	1.1%
Total Household Impact	**$ 825**	**$ 847**	**2.7%**	**$ 873**	**3.0%**	**$ 888**	**1.8%**	**$ 911**	**2.7%**	**$ 943**	**3.4%**
Fraser Sewerage Area											
Water Services	$ 208	$ 206	(0.8%)	$ 208	0.7%	$ 213	2.6%	$ 218	2.5%	$ 226	3.4%
Liquid Waste Services	432	438	1.4%	462	5.4%	482	4.5%	537	11.3%	576	7.2%
Solid Waste Services	74	78	5.9%	82	4.8%	86	4.6%	89	4.4%	93	4.2%
Metro Vancouver Regional District Services	81	90	10.6%	92	2.3%	92	0.6%	91	(1.2%)	92	1.1%
Total Household Impact	**$ 795**	**$ 812**	**2.2%**	**$ 844**	**3.8%**	**$ 873**	**3.6%**	**$ 935**	**7.2%**	**$ 987**	**5.4%**

	2026	2027		2028		2029		2030		2031	
	Budget	Prior Year Forecast	Current Year Forecast	Prior Year Forecast	Current Year Forecast	Prior Year Forecast	Current Year Forecast	Prior Year Forecast	Current Year Forecast	Prior Year Forecast	Current Year Forecast
Metro Vancouver Average											
Water Services	$ 208	$ 212	$ 206	$ 215	$ 208	$ 217	$ 213	$ 221	$ 218	N/A	$ 226
Liquid Waste Services	534	552	540	590	571	632	608	676	650	N/A	690
Solid Waste Services	74	77	78	81	82	85	86	89	89	N/A	93
Metro Vancouver Regional District Services	81	82	90	83	92	84	92	84	91	N/A	92
Total Household Impact	**$ 897**	**$ 923**	**$ 914**	**$ 969**	**$ 953**	**$ 1,018**	**$ 999**	**$ 1,070**	**$ 1,048**	**N/A**	**$ 1,101**
% Change Total			**1.9 %**		**4.2 %**		**5.0 %**		**5.0 %**		**5.0 %**

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METRO VANCOUVER
REVENUE AND EXPENDITURE SUMMARY
2027 — 2031 FINANCIAL PLAN
2027 BUDGET

	2026 BUDGET	2027 BUDGET	% CHANGE	2028 PLAN	% CHANGE	2029 PLAN	% CHANGE	2030 PLAN	% CHANGE	2031 PLAN	% CHANGE
REVENUES											
Water Sales	$ 424,504,293	$ 437,665,930	3.1%	$ 450,364,786	2.9%	$ 466,538,838	3.6%	$ 491,346,075	5.3%	$ 523,583,639	6.6%
Liquid Waste Services Levy	610,993,863	631,205,830	3.3%	680,366,801	7.8%	744,274,237	9.4%	816,385,273	9.7%	879,982,920	7.8%
Solid Waste Tipping Fees	160,039,613	170,118,700	6.3%	176,175,042	3.6%	187,788,719	6.6%	201,579,938	7.3%	216,806,281	7.6%
Metro Vancouver Regional District Requisitions	102,357,428	115,667,154	13.0%	121,417,580	5.0%	125,957,113	3.7%	127,710,450	1.4%	130,992,467	2.6%
Compensation Services Revenue	853,379	933,539	9.4%	1,000,271	7.1%	1,203,773	20.3%	1,233,338	2.5%	1,264,107	2.5%
Collective Bargaining Services Revenue	1,218,991	1,256,497	3.1%	1,324,314	5.4%	1,445,662	9.2%	1,480,119	2.4%	1,516,216	2.4%
Housing Rents	50,526,930	54,308,512	7.5%	60,916,020	12.2%	63,278,827	3.9%	68,528,948	8.3%	71,594,064	4.5%
Liquid Waste Industrial Charges	19,380,426	24,913,555	28.6%	25,536,394	2.5%	26,174,804	2.5%	26,829,174	2.5%	27,499,903	2.5%
Energy Sales	6,250,000	8,500,000	36.0%	8,627,500	1.5%	8,756,913	1.5%	8,888,267	1.5%	9,021,591	1.5%
Transfer from DCC Reserves	129,816,208	168,041,702	29.4%	187,360,221	11.5%	218,969,362	16.9%	218,792,218	(0.1%)	248,484,514	13.6%
User Fees	12,810,281	13,736,936	7.2%	14,680,659	6.9%	16,108,237	9.7%	17,600,419	9.3%	18,499,797	5.1%
Housing Mortgage and Rental Subsidies	1,484,579	1,676,889	13.0%	1,593,921	(4.9%)	1,611,507	1.1%	1,629,531	1.1%	1,642,374	0.8%
Non-Road Diesel Fees	1,671,679	2,113,008	26.4%	2,222,710	5.2%	2,199,930	(1.0%)	2,130,709	(3.1%)	2,070,242	(2.8%)
Regional Global Positioning System User Fees	318,817	323,310	1.4%	357,600	10.6%	340,141	(4.9%)	347,618	2.2%	354,545	2.0%
Electoral Area Requisition	469,521	479,751	2.2%	503,319	4.9%	512,410	1.8%	525,810	2.6%	538,185	2.4%
Other External Revenues	15,862,855	19,491,024	22.9%	18,797,753	(3.6%)	20,592,565	9.5%	20,060,087	(2.6%)	20,244,232	0.9%
Transfer from Sustainability Innovation Fund Reserves	13,144,435	1,250,000	(90.5%)	150,000	(88.0%)	–	(100.0%)	–	N/A	–	N/A
Transfer from Reserves	29,497,326	46,897,217	59.0%	96,843,932	106.5%	124,538,349	28.6%	146,244,942	17.4%	153,500,406	5.0%
TOTAL REVENUES	**$1,581,200,624**	**$1,698,579,554**	7.4%	**$1,848,238,823**	8.8%	**$2,010,291,387**	8.8%	**$2,151,312,916**	7.0%	**$2,307,595,483**	7.3%
EXPENDITURES											
Operating Programs:											
Greater Vancouver Water District	$ 454,414,156	$ 489,471,688	7.7%	$ 510,785,651	4.4%	$ 533,531,936	4.5%	$ 561,566,874	5.3%	$ 598,785,160	6.6%
Greater Vancouver Sewerage and Drainage District:											
Liquid Waste Services	758,468,489	809,613,092	6.7%	914,595,861	13.0%	1,037,088,809	13.4%	1,128,863,866	8.8%	1,227,337,628	8.7%
Solid Waste Services	169,903,754	184,583,951	8.6%	190,438,015	3.2%	204,950,720	7.6%	218,996,599	6.9%	234,649,612	7.1%
Metro Vancouver Housing Corporation	61,669,689	68,212,327	10.6%	79,728,929	16.9%	78,335,463	(1.7%)	82,523,828	5.3%	83,551,091	1.2%
Metro Vancouver Regional District											
Air Quality and Climate Action	17,297,816	16,604,833	(4.0%)	16,368,566	(1.4%)	16,605,413	1.4%	16,962,250	2.1%	17,263,803	1.8%
E911 Emergency Telephone Service	7,421,929	7,607,480	2.5%	7,797,662	2.5%	7,992,604	2.5%	8,192,420	2.5%	8,397,233	2.5%
Electoral Area Service	2,436,556	2,833,347	16.3%	2,857,630	0.9%	1,548,229	(45.8%)	967,702	(37.5%)	820,077	(15.3%)
General Government Administration	7,436,508	7,472,985	0.5%	7,643,250	2.3%	7,817,881	2.3%	7,944,351	1.6%	8,052,546	1.4%
Housing Planning and Policy	10,650,451	7,071,911	(33.6%)	7,135,985	0.9%	7,178,363	0.6%	7,222,681	0.6%	7,268,860	0.6%
Invest Vancouver	4,773,120	4,992,713	4.6%	5,006,578	0.3%	5,131,684	2.5%	5,276,359	2.8%	5,424,767	2.8%
Regional Emergency Management	272,124	212,088	(22.1%)	219,419	3.5%	225,984	3.0%	234,192	3.6%	239,398	2.2%
Regional Employers Services	4,377,740	4,485,009	2.5%	4,627,125	3.2%	4,734,530	2.3%	4,846,119	2.4%	4,963,636	2.4%
Regional Global Positioning System	1,394,209	629,337	(54.9%)	616,278	(2.1%)	451,535	(26.7%)	461,798	2.3%	471,579	2.1%
Regional Parks	74,492,691	88,847,286	19.3%	93,437,829	5.2%	96,825,293	3.6%	99,263,614	2.5%	102,255,907	3.0%
Regional Planning	5,238,763	4,844,959	(7.5%)	4,959,684	2.4%	5,062,530	2.1%	5,167,562	2.1%	5,278,876	2.2%
Sasamat Fire Protection Service	952,629	1,096,548	15.1%	2,020,361	84.2%	2,810,413	39.1%	2,822,701	0.4%	2,835,310	0.4%
	136,744,536	146,698,496	7.3%	152,690,367	4.1%	156,384,459	2.4%	159,361,749	1.9%	163,271,992	2.5%
TOTAL EXPENDITURES	**$1,581,200,624**	**$1,698,579,554**	7.4%	**$1,848,238,823**	8.8%	**$2,010,291,387**	8.8%	**$2,151,312,916**	7.0%	**$2,307,595,483**	7.3%

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METRO VANCOUVER
METRO VANCOUVER CAPITAL EXPENDITURES SUMMARY
2027 — 2031 FINANCIAL PLAN
2027 BUDGET

	PROJECT ESTIMATE TO ACTIVE PHASE	2027 CAPITAL EXPENDITURES	2028 CAPITAL EXPENDITURES	2029 CAPITAL EXPENDITURES	2030 CAPITAL EXPENDITURES	2031 CAPITAL EXPENDITURES	2027 TO 2031 TOTAL CAPITAL EXPENDITURES
CAPITAL EXPENDITURES							
Water Services							
Water Mains	$ 4,321,850,000	$ 342,590,566	$ 345,134,041	$ 405,629,991	$ 570,786,989	$ 491,492,265	$ 2,155,633,852
Pump Stations	390,600,000	34,100,001	44,750,000	55,849,999	103,500,000	134,850,000	373,050,000
Reservoirs	143,900,000	7,350,000	32,750,000	38,100,000	40,000,000	27,750,000	145,950,000
Treatment Plants	413,100,000	67,500,000	68,300,000	88,500,000	86,535,000	93,850,000	404,685,000
Dams	90,900,000	18,265,000	17,340,000	16,350,000	19,125,000	35,100,000	106,180,000
Rechlorination Stations	25,800,000	3,250,000	9,600,000	8,900,000	13,200,000	11,800,000	46,750,000
Water Supply Areas	6,800,000	745,000	2,000,000	1,250,000	–	500,000	4,495,000
Works Yards	79,100,000	4,550,000	12,950,000	25,050,000	33,050,000	44,450,000	120,050,000
Communications Systems	37,800,000	5,950,000	9,950,000	12,100,000	12,050,000	7,100,000	47,150,000
	5,509,850,000	**484,300,567**	**542,774,041**	**651,729,990**	**878,246,989**	**846,892,265**	**3,403,943,852**
Liquid Waste Services							
Collections	2,103,000,000	122,591,245	314,783,138	324,284,471	315,522,399	374,459,375	1,451,640,628
Treatment Plants	9,875,250,000	1,106,070,269	1,198,821,439	1,201,662,753	1,229,451,182	1,250,802,659	5,986,808,302
	11,978,250,000	**1,228,661,514**	**1,513,604,577**	**1,525,947,224**	**1,544,973,581**	**1,625,262,034**	**7,438,448,930**
Solid Waste Services							
Landfills	9,300,000	3,000,000	3,500,000	2,250,000	250,000	300,000	9,300,000
Recycling and Waste Centres	187,400,000	23,700,000	20,200,000	49,400,000	42,800,000	22,500,000	158,600,000
Waste to Energy Facility	286,250,000	39,050,000	38,300,000	37,800,000	35,500,000	35,400,000	186,050,000
	482,950,000	**65,750,000**	**62,000,000**	**89,450,000**	**78,550,000**	**58,200,000**	**353,950,000**
Housing Services							
Development Capital	544,250,000	138,625,000	98,259,000	112,350,000	61,850,000	86,250,000	497,334,000
Building Renewal	94,350,000	27,770,000	22,885,000	6,750,000	7,495,000	4,100,000	69,000,000
	638,600,000	**166,395,000**	**121,144,000**	**119,100,000**	**69,345,000**	**90,350,000**	**566,334,000**
Regional Parks							
Major Projects	87,700,000	14,100,000	13,300,000	11,650,000	12,950,000	3,800,000	55,800,000
Greenways	33,550,000	12,050,000	5,200,000	7,550,000	750,000	2,250,000	27,800,000
Service Facilities	9,050,000	1,300,000	1,500,000	200,000	2,000,000	250,000	5,250,000
Park Development	21,650,000	6,650,000	7,200,000	3,550,000	4,350,000	14,175,000	35,925,000
Regional Parks Land Acquisition	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	100,000,000
	171,950,000	**54,100,000**	**47,200,000**	**42,950,000**	**40,050,000**	**40,475,000**	**224,775,000**
Sasamat Fire Protection Service							
Capital Development	**$ 21,800,000**	10,900,000	10,900,000	–	–	–	21,800,000
	$ 21,800,000	**10,900,000**	**10,900,000**	**–**	**–**	**–**	**21,800,000**
TOTAL CAPITAL EXPENDITURES	**$ 18,803,400,000**	**$ 2,010,107,081**	**$ 2,297,622,618**	**$ 2,429,177,214**	**$ 2,611,165,570**	**$ 2,661,179,299**	**$ 12,009,251,782**

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GREATER VANCOUVER WATER DISTRICT
WATER SERVICES
2027 — 2031 FINANCIAL PLAN
2027 BUDGET

	2026 BUDGET	2027 BUDGET	% CHANGE	2028 PLAN	% CHANGE	2029 PLAN	% CHANGE	2030 PLAN	% CHANGE	2031 PLAN	% CHANGE
REVENUES											
Water Sales	$ 424,504,293	$ 437,665,930	3.1%	$ 450,364,786	2.9%	$ 466,538,838	3.6%	$ 491,346,075	5.3%	$ 523,583,639	6.6%
Other External Revenues	2,458,612	2,486,586		2,455,292		2,502,277		2,557,103		2,362,015	
Transfer from DCC Reserves	21,794,078	48,069,172		57,815,573		64,490,821		67,663,696		72,839,506	
Transfer from Sustainability Innovation Fund Reserves	5,607,173	1,250,000		150,000		–		–		–	
Transfer from Reserves	50,000	–		–		–		–		–	
TOTAL REVENUES	**$ 454,414,156**	**$ 489,471,688**	7.7%	**$ 510,785,651**	4.4%	**$ 533,531,936**	4.5%	**$ 561,566,874**	5.3%	**$ 598,785,160**	6.6%
EXPENDITURES											
Operating Programs:											
Policy Planning and Analysis											
Contribution to Sustainability Innovation Reserve	$ 723,000	$ 723,000		$ 723,000		$ 723,000		$ 723,000		$ 723,000	
Research and Innovation	778,785	656,568		689,246		722,605		757,359		794,015	
Utility Modeling and Data Analytics	2,712,511	3,318,212		3,003,795		3,021,587		3,042,713		3,117,903	
Utility Policy and Planning	5,411,189	2,503,559		2,069,259		2,013,877		2,090,502		2,161,445	
	9,625,485	7,201,339	(25.2%)	6,485,300	(9.9%)	6,481,069	(0.1%)	6,613,574	2.0%	6,796,363	2.8%
Engineering and Construction											
Minor Capital Projects	10,783,531	11,271,415		11,580,390		11,836,072		12,047,385		12,316,450	
Infrastructure Operations Support	2,935,652	2,669,077		2,739,975		2,799,128		2,878,153		2,941,308	
Dispatch	138,713	141,290		145,346		149,366		153,506		157,764	
	13,857,896	14,081,782	1.6%	14,465,711	2.7%	14,784,566	2.2%	15,079,044	2.0%	15,415,522	2.2%
Shared and Support Services											
Engineers in Training	610,342	611,412		636,755		655,272		671,408		691,043	
Business & Shared Services Support	1,118,422	–		–		–		–		–	
Shared & Utility Services	869,372	381,684		316,678		325,112		333,795		341,599	
Minor Capital Projects	955,690	998,929		1,026,312		1,048,971		1,067,699		1,091,545	
Asset Management	1,043,272	2,098,763		2,165,197		2,248,665		2,319,096		2,385,957	
Records Management	155,477	160,161		165,976		170,826		175,822		180,962	
	4,752,575	4,250,949	(10.6%)	4,310,918	1.4%	4,448,846	3.2%	4,567,820	2.7%	4,691,106	2.7%
Watershed and Environmental Management											
Watershed and Environmental Management	16,235,830	16,888,037		17,465,791		18,056,808		18,756,443		19,418,525	
	16,235,830	16,888,037	4.0%	17,465,791	3.4%	18,056,808	3.4%	18,756,443	3.9%	19,418,525	3.5%
Water Dam Safety											
Water Dam Safety	4,293,697	4,253,174		4,219,398		4,320,456		4,423,811		4,529,475	
	4,293,697	4,253,174	(0.9%)	4,219,398	(0.8%)	4,320,456	2.4%	4,423,811	2.4%	4,529,475	2.4%
Operations and Maintenance											
Drinking Water Residuals	1,339,486	1,408,856		1,466,639		1,514,264		1,563,483		1,614,492	
Lake City Operations	890,317	1,070,696		1,105,802		1,119,917		1,044,658		1,073,180	
Maintenance	10,600,421	11,573,868		11,922,846		11,848,870		12,175,610		12,800,858	
SCADA Control Systems	7,746,899	8,036,946		8,295,068		8,434,896		8,667,069		8,921,240	
Secondary Disinfection	1,737,297	1,827,023		1,887,824		1,943,705		2,001,317		2,067,716	
Seymour Capilano Filtration Plant	13,948,003	14,767,280		15,369,347		16,217,621		16,721,038		17,128,353	
Coquitlam Water Treatment Plant	9,282,718	9,085,417		9,443,351		9,766,602		10,113,080		10,530,722	
Corporate Climate Action and Energy Management	260,995	458,362		467,686		463,219		464,639		483,950	
Utility Voice Radio	115,600	119,806		123,291		126,538		129,872		133,504	
Site Security Services	–	848,928		868,942		890,666		912,932		935,756	
Water Supply	24,041,634	24,196,598		24,879,365		25,532,188		26,189,972		26,143,555	
	69,963,370	73,393,780	4.9%	75,830,161	3.3%	77,858,486	2.7%	79,983,670	2.7%	81,833,326	2.3%
Interagency Projects and Quality Control											
Drinking Water Quality Control	3,527,530	3,572,061		3,690,843		3,759,987		3,908,129		4,029,477	
Interagency Projects	672,286	703,946		726,703		745,487		764,837		784,756	
Contribution to Reserve	60,000	60,000		60,000		60,000		60,000		60,000	
	4,259,816	4,336,007	1.8%	4,477,546	3.3%	4,565,474	2.0%	4,732,966	3.7%	4,874,233	3.0%
Administration and Allocated Programs											
Administration and Department Support	3,100,000	3,210,226		3,326,361		3,423,394		3,523,275		3,626,294	
Community Engagement and Communications	563,469	3,409,118		3,513,083		3,607,890		3,705,331		3,800,280	
Allocation of Project Delivery Cost	2,839,446	2,801,932		2,788,303		2,857,421		2,930,359		2,976,288	
Allocation of Centralized Support Costs	35,747,992	40,825,260		43,358,094		42,301,706		41,171,556		40,642,684	
	42,250,907	50,246,536	18.9%	52,985,841	5.5%	52,190,411	(1.5%)	51,330,521	(1.6%)	51,045,546	(0.6%)
Total Operating Programs	165,239,576	174,651,604	5.7%	180,240,666	3.2%	182,706,116	1.4%	185,487,849	1.5%	188,604,096	1.7%
Debt Service - Growth	22,014,221	48,554,719	120.6%	58,399,568	20.3%	65,142,243	11.5%	68,347,167	4.9%	73,575,259	7.6%
Debt Service - Non-Growth	84,067,943	75,848,885	(9.8%)	70,306,164	(7.3%)	64,638,986	(8.1%)	65,824,550	1.8%	77,833,902	18.2%
Contribution to Capital	183,092,416	190,416,480	4.0%	201,839,253	6.0%	221,044,591	9.5%	241,907,308	9.4%	258,771,903	7.0%
TOTAL EXPENDITURES	**$ 454,414,156**	**$ 489,471,688**	7.7%	**$ 510,785,651**	4.4%	**$ 533,531,936**	4.5%	**$ 561,566,874**	5.3%	**$ 598,785,160**	6.6%

GREATER VANCOUVER WATER DISTRICT
CAPITAL PORTFOLIO
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	PRIMARY DRIVER	ACTIVE PHASE	TIMELINE (START YR. - END YR.)	PROJECT ESTIMATE	PROJECT ESTIMATE TO ACTIVE PHASE	2027 CAPITAL EXPENDITURES	2028 CAPITAL EXPENDITURES	2029 CAPITAL EXPENDITURES	2030 CAPITAL EXPENDITURES	2031 CAPITAL EXPENDITURES	2027 TO 2031 TOTAL CAPITAL EXPENDITURES
CAPITAL EXPENDITURES											
Water Mains											
37th Avenue Main No. 2 (Rupert Street to Little Mountain Reservoir)	Maintenance	Design	2015 - 2030	$ 151,150,000	$ 1,150,000	$ 500,000	$ 1,050,000	$ 2,000,000	$ 3,000,000	$ 22,000,000	$ 28,550,000
Angus Drive Main	Growth	Construction	2017 - 2027	30,700,000	30,700,000	50,000	350,000	–	–	–	400,000
Angus Drive Turbine	Opportunity	Not Started	2028 - 2030	2,600,000	–	–	50,000	1,550,000	1,000,000	–	2,600,000
Annacis Main No. 2 (River Crossing Removal)	Maintenance	Not Started	2029 - 2030	10,400,000	–	–	–	400,000	4,000,000	5,000,000	9,400,000
Annacis Main No. 2 and Barnston Island Main Online Chlorine and pH Analyzers	Upgrade	Construction	2025 - 2032	1,500,000	1,500,000	50,000	200,000	–	–	–	250,000
Annacis Main No. 5 (North)	Growth	Construction	2014 - 2031	115,100,000	115,100,000	30,000,000	34,000,000	9,000,000	17,900,000	–	90,900,000
Annacis Main No. 5 (South)	Growth	Construction	2017 - 2031	103,550,000	103,550,000	23,150,000	7,750,000	1,400,000	19,350,000	–	51,650,000
Annacis Water Supply Tunnel*	Growth	Construction	2016 - 2028	482,200,000	482,200,000	45,000,000	20,000,000	12,070,141	7,998,141	–	85,068,282
BC Ferries Fleet Maintenance Unit Re-Development - Dike Construction - Lulu Island Delta Main Protection	Maintenance	Construction	2024 - 2027	3,000,000	3,000,000	1,500,000	–	–	–	–	1,500,000
Burnaby Mountain Main No. 2	Maintenance	Design	2023 - 2029	15,600,000	2,300,000	200,001	699,999	2,500,000	5,500,000	6,500,000	15,400,000
Cambie-Richmond Main (Oak Street) Aerial Crossing Rehabilitation	Maintenance	Construction	2027 - 2029	2,000,000	2,000,000	250,000	1,000,000	750,000	–	–	2,000,000
Cambie-Richmond Water Supply Tunnel*	Resilience	Design	2021 - 2036	647,850,000	82,850,000	7,000,000	7,000,000	17,376,927	10,000,000	60,000,000	101,376,927
Central Park Main No. 2 (10th Ave to Westburnco)	Maintenance	Construction	2024 - 2028	35,250,000	35,250,000	7,100,000	10,050,000	5,000,000	6,550,000	–	28,700,000
Central Park Main No. 2 (Patterson to 10th Ave)	Maintenance	Construction	2018 - 2028	140,850,000	140,850,000	16,100,000	17,350,000	8,550,000	–	–	42,000,000
Clayton Langley Main No. 2	Resilience	Construction	2023 - 2029	11,700,000	11,700,000	500,001	500,000	2,000,000	5,000,000	2,999,999	11,000,000
Coquitlam Water Main*	Growth	Multiple	2016 - 2037	1,976,200,000	1,637,950,000	78,000,000	99,000,000	134,000,000	194,800,000	190,000,000	695,800,000
Decommissioned and Abandoned Pipe projects	Maintenance	Not Started	2031 - 2047	51,000,000	–	–	–	–	–	3,000,000	3,000,000
Douglas Road Main No. 2 (Flow Meter 169) Replacement	Maintenance	Construction	2024 - 2028	2,000,000	2,000,000	50,000	–	–	–	–	50,000
Douglas Road Main No. 2 (Vancouver Heights Section)	Maintenance	Construction	2014 - 2028	22,950,000	22,950,000	800,000	950,000	–	–	–	1,750,000
Douglas Road Main No. 2 Still Creek	Maintenance	Construction	2014 - 2028	58,550,000	58,550,000	100,000	750,000	–	–	–	850,000
Douglas Road Main Protection	Maintenance	Construction	2024 - 2027	1,150,000	1,150,000	200,000	50,000	50,000	50,000	50,000	400,000

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CAPITAL PORTFOLIO
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	PRIMARY DRIVER	ACTIVE PHASE	TIMELINE (START YR. - END YR.)	PROJECT ESTIMATE	PROJECT ESTIMATE TO ACTIVE PHASE	2027 CAPITAL EXPENDITURES	2028 CAPITAL EXPENDITURES	2029 CAPITAL EXPENDITURES	2030 CAPITAL EXPENDITURES	2031 CAPITAL EXPENDITURES	2027 TO 2031 TOTAL CAPITAL EXPENDITURES
Emergency Reservoir and Valve refurbishments	Upgrade	Construction	2026 - 2030	95,000,000	10,000,000	1,000,000	5,000,000	8,800,000	5,000,000	5,000,000	24,800,000
Fortis Tilbury LNG Project Phase 2	Maintenance	Construction	2026 - 2032	200,000	200,000	50,000	50,000	50,000	–	–	150,000
Improvements to Capilano Mains No. 4 and 5	Maintenance	Construction	2018 - 2029	2,700,000	2,700,000	50,000	1,750,000	700,000	–	–	2,500,000
Kennedy Newton Main	Growth	Construction	2017 - 2029	181,650,000	181,650,000	2,850,000	3,000,000	2,000,000	–	–	7,850,000
Lulu Island - Delta Main - Scour Protection Phase 2	Maintenance	Design	2027 - 2029	3,500,000	200,000	150,000	500,000	2,800,000	–	–	3,450,000
Lulu-Delta Water Supply Tunnel*	Maintenance	Design	2025 - 2052	651,000,000	56,000,000	3,500,000	5,500,000	10,379,000	34,000,000	–	53,379,000
Lynn Valley Aerial Crossing 20" BFV Replacement	Maintenance	Construction	2026 - 2027	2,400,000	2,400,000	2,300,000	–	–	–	–	2,300,000
Lynn Valley Road Main No. 2	Maintenance	Design	2027 - 2034	29,650,000	650,000	50,000	550,000	1,000,000	800,000	6,000,000	8,400,000
Lynn Valley Road Main, Seymour Main No. 3 & Seymour Main No. 4 Aerial Crossings Rehabilitation	Maintenance	Construction	2022 - 2027	8,400,000	8,400,000	2,810,000	500,000	–	–	–	3,310,000
Maple Ridge Main West Lining Repairs	Maintenance	Construction	2018 - 2028	5,400,000	5,400,000	50,000	1,000,000	2,500,000	1,450,000	–	5,000,000
Newton Reservoir Connection	Growth	Design	2026 - 2032	28,050,000	6,250,000	1,100,000	1,550,000	4,200,000	8,000,000	9,000,000	23,850,000
Pitt River (Haney) Water Supply Tunnel*	Resilience	Design	2023 - 2050	640,800,000	45,800,000	15,604,064	6,604,064	6,604,064	–	–	28,812,192
Port Coquitlam Water Main (Formerly Haney Main No. 4 (West Section))	Growth	Multiple	2017 - 2035	379,900,000	10,050,000	1,050,000	3,050,000	21,900,000	39,450,000	51,050,000	116,500,000
Port Mann Main No. 2 (South)	Growth	Multiple	2017 - 2031	73,950,000	38,950,000	50,000	1,150,000	7,000,000	11,250,000	14,000,000	33,450,000
Port Mann No. 1 South Section Decommissioning	Maintenance	Construction	2022 - 2027	2,350,000	2,350,000	150,000	800,000	500,000	450,000	250,000	2,150,000
Port Moody Main No. 1 Christmas Way Relocation	Maintenance	Construction	2024 - 2028	2,300,000	2,300,000	100,000	100,000	150,000	50,000	50,000	450,000
Port Moody Main No. 3 Scott Creek Section	Maintenance	Construction	2018 - 2030	63,500,000	63,500,000	5,300,000	10,150,000	15,150,000	10,100,000	4,900,000	45,600,000
Queensborough Main Royal Avenue Relocation	Maintenance	Construction	2020 - 2027	1,400,000	1,400,000	100,000	100,000	100,000	100,000	100,000	500,000
Relocation and Protection for MOTI Expansion Project Broadway	Maintenance	Construction	2020 - 2027	1,150,000	1,150,000	100,000	100,000	100,000	100,000	550,000	950,000
Relocation and Protection for MOTI George Massey Crossing Replacement	Maintenance	Construction	2021 - 2031	8,350,000	8,350,000	100,000	100,000	100,000	100,000	100,000	500,000
Relocation and Protection for Translink Expansion Project Surrey Langley SkyTrain	Maintenance	Construction	2024 - 2029	6,550,000	6,550,000	100,000	100,000	100,000	100,000	100,000	500,000

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CAPITAL PORTFOLIO
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	PRIMARY DRIVER	ACTIVE PHASE	TIMELINE (START YR. - END YR.)	PROJECT ESTIMATE	PROJECT ESTIMATE TO ACTIVE PHASE	2027 CAPITAL EXPENDITURES	2028 CAPITAL EXPENDITURES	2029 CAPITAL EXPENDITURES	2030 CAPITAL EXPENDITURES	2031 CAPITAL EXPENDITURES	2027 TO 2031 TOTAL CAPITAL EXPENDITURES
Sapperton Main No. 1 New Line Valve and Chamber	Upgrade	Construction	2026 - 2030	4,350,000	4,350,000	100,000	150,000	–	–	–	250,000
Sapperton Main No. 2 North Road Relocation and Protection	Maintenance	Construction	2021 - 2027	750,000	750,000	100,000	100,000	100,000	100,000	–	400,000
Scour Protection Assessments and Construction General	Resilience	Design	2026 - 2028	3,900,000	3,900,000	100,000	500,000	600,000	500,000	–	1,700,000
Second Narrows Crossing 1 & 2 (Burrard Inlet Crossing Removal)*	Maintenance	Design	2025 - 2031	27,000,000	2,000,000	400,000	1,099,978	3,000,000	12,000,000	10,000,000	26,499,978
Second Narrows Water Supply Tunnel*	Resilience	Construction	2015 - 2028	468,550,000	468,550,000	15,000,000	10,000,000	8,129,859	2,354,554	–	35,484,413
Seymour Main No. 2 Joint Improvements	Resilience	Construction	2016 - 2031	10,100,000	7,100,000	1,250,000	1,000,000	2,000,000	1,500,000	1,500,000	7,250,000
Seymour Valley Water Main (formerly Seymour Main No. 5 III (North))	Resilience	Construction	2014 - 2040	1,354,250,000	21,100,000	2,720,000	6,330,000	29,670,000	32,900,000	37,250,000	108,870,000
South Delta Main No. 1 - Ferry Road Check Valve Replacement	Maintenance	Construction	2019 - 2028	2,600,000	2,600,000	500,000	600,000	–	–	–	1,100,000
South Delta Main No. 1 Replacement Project	Maintenance	Design	2027 - 2036	75,900,000	2,300,000	100,000	400,000	1,000,000	1,800,000	2,000,000	5,300,000
South Delta Main No. 3 - 12th Ave to Pebble Hill	Resilience	Not Started	2030 - 2036	18,350,000	450,000	–	–	–	300,000	200,000	500,000
South Delta Mains - 28 Ave Crossover	Upgrade	Construction	2018 - 2027	12,350,000	12,350,000	550,000	–	–	–	–	550,000
South Surrey Main No. 1 Nickomekl Dam Relocation	Maintenance	Construction	2023 - 2039	7,100,000	7,100,000	100,000	250,000	2,000,000	3,450,000	–	5,800,000
South Surrey Main No. 2	Growth	Construction	2019 - 2039	382,600,000	30,600,000	1,850,000	6,700,000	29,250,000	44,500,000	36,400,000	118,700,000
South Surrey Main No. 2 Nickomekl Dam Prebuild	Growth	Construction	2022 - 2039	2,000,000	2,000,000	50,000	500,000	1,350,000	–	–	1,900,000
Stanley Park Water Supply Tunnel*	Maintenance	Construction	2017 - 2029	495,300,000	495,300,000	70,556,500	70,000,000	42,000,000	80,884,294	20,242,266	283,683,060
Tilbury Junction Chamber Valves Replacement with Actuators	Upgrade	Construction	2014 - 2028	7,600,000	7,600,000	50,000	1,650,000	1,000,000	–	–	2,700,000
Tilbury Main North Fraser Way Valve Addition	Maintenance	Construction	2019 - 2028	3,100,000	3,100,000	100,000	1,400,000	1,050,000	–	–	2,550,000
Vancouver Heights System Resiliency Improvements	Resilience	Construction	2020 - 2027	2,750,000	2,750,000	50,000	–	–	–	–	50,000
Water Chamber Improvements and Repairs	Maintenance	Construction	2024 - 2029	1,850,000	1,850,000	300,000	300,000	300,000	–	–	900,000
Water Meter Upgrades	Upgrade	Construction	2015 - 2034	38,400,000	22,400,000	1,500,000	1,300,000	3,350,000	3,000,000	3,000,000	12,150,000
Whalley Kennedy Main No. 2	Growth	Design	2023 - 2033	119,800,000	2,900,000	50,000	50,000	50,000	1,400,000	250,000	1,800,000
Whalley Main	Growth	Construction	2018 - 2027	31,800,000	31,800,000	50,000	400,000	–	–	–	450,000
Total Water Mains				**$ 9,123,900,000**	**$4,321,850,000**	**$ 342,590,566**	**$ 345,134,041**	**$ 405,629,991**	**$ 570,786,989**	**$ 491,492,265**	**$ 2,155,633,852**

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CAPITAL PORTFOLIO
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	PRIMARY DRIVER	ACTIVE PHASE	TIMELINE (START YR. - END YR.)	PROJECT ESTIMATE	PROJECT ESTIMATE TO ACTIVE PHASE	2027 CAPITAL EXPENDITURES	2028 CAPITAL EXPENDITURES	2029 CAPITAL EXPENDITURES	2030 CAPITAL EXPENDITURES	2031 CAPITAL EXPENDITURES	2027 TO 2031 TOTAL CAPITAL EXPENDITURES
Pump Stations											
Barnston/Maple Ridge Pump Station - Back-up Power	Resilience	Construction	2016 - 2032	$ 116,900,000	$ 16,900,000	$ 300,000	$ 5,200,000	$ 5,300,000	$ 12,200,000	$ 21,500,000	$ 44,500,000
Barnston/Maple Ridge Pump Station Power Generation	Opportunity	Not Started	2017 - 2030	2,900,000	2,900,000	–	200,000	1,000,000	1,300,000	–	2,500,000
Burnaby Mountain Pump Station Improvement	Upgrade	Construction	2026 - 2028	6,000,000	6,000,000	500,000	2,000,000	2,000,000	1,300,000	–	5,800,000
Burnaby Mountain Pump Station No. 2	Maintenance	Design	2024 - 2033	150,100,000	13,600,000	3,000,000	3,000,000	9,000,000	22,500,000	25,000,000	62,500,000
Cape Horn Pump Station No. 2 Power Distribution and DC Drive Replacement	Maintenance	Design	2026 - 2032	12,200,000	400,000	250,000	850,000	4,300,000	6,700,000	–	12,100,000
Cape Horn Pump Station No. 3	Growth	Design	2018 - 2045	566,150,000	37,650,000	2,300,000	5,500,000	9,350,000	32,000,000	41,500,000	90,650,000
Capilano Raw Water Pump Station - Back-up Power	Resilience	Construction	2016 - 2027	81,000,000	81,000,000	500,000	5,450,000	–	–	–	5,950,000
Capilano Raw Water Pump Station and Capilano Facilities	Maintenance	Design	2027 - 2033	2,050,000	400,000	200,000	400,000	400,000	400,000	400,000	1,800,000
Capilano Raw Water Pump Station Bypass PRV Upgrades	Maintenance	Construction	2020 - 2028	5,450,000	5,450,000	1,000,000	1,000,000	2,000,000	–	–	4,000,000
Capilano Raw Water Pump Station VFD Upgrades	Maintenance	Construction	2026 - 2030	4,000,000	4,000,000	850,000	2,150,000	900,000	–	–	3,900,000
Central Park WPS Starters Replacement	Maintenance	Construction	2014 - 2028	20,000,000	20,000,000	600,001	600,000	2,999,999	4,200,000	5,000,000	13,400,000
Cleveland Dam Pump House Improvement and Seismic upgrade	Maintenance	Design	2034 - 2037	15,050,000	500,000	500,000	2,000,000	1,500,000	1,000,000	50,000	5,050,000
Grandview Pump Station Improvements	Resilience	Construction	2019 - 2027	4,550,000	4,550,000	100,000	700,000	–	–	–	800,000
Kersland Pump Station Improvement and Seismic upgrade	Resilience	Design	2030 - 2032	7,550,000	250,000	250,000	1,000,000	500,000	800,000	2,500,000	5,050,000
Kersland Pump Station No. 2	Maintenance	Not Started	2030 - 2040	58,000,000	–	–	–	–	2,000,000	3,000,000	5,000,000
Little Mountain Pump Station Improvement and Seismic upgrade	Resilience	Design	2030 - 2032	11,600,000	450,000	450,000	2,000,000	1,500,000	1,800,000	3,300,000	9,050,000
Little Mountain Pump Station No. 2	Maintenance	Not Started	2030 - 2038	82,000,000	–	–	–	–	2,000,000	3,000,000	5,000,000
Newton Pump Station No. 1 - Decommissioning and PRV	Maintenance	Not Started	2030 - 2032	4,000,000	–	–	–	–	500,000	2,500,000	3,000,000
Newton Pump Station No. 2	Growth	Construction	2017 - 2030	90,050,000	90,050,000	22,050,000	8,800,000	6,000,000	1,300,000	–	38,150,000
Pebble Hill Pump Station Seismic Upgrade	Resilience	Not Started	2027 - 2031	3,500,000	–	–	150,000	350,000	1,000,000	1,000,000	2,500,000
Pump Station Assessments and Upgrade Recommendations	Upgrade	Construction	2030 - 2031	2,550,000	2,550,000	500,000	500,000	500,000	500,000	500,000	2,500,000
Vancouver Heights Pump Station	Maintenance	Design	2027 - 2031	3,550,000	1,000,000	250,000	1,500,000	1,250,000	500,000	50,000	3,550,000

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Westburnco Pump Station - Back-up Power	Resilience	Design	2016 - 2030	99,900,000	99,900,000	300,000	1,500,000	7,000,000	11,500,000	25,550,000	45,850,000
Westburnco Pump Station No. 2 VFD Replacements	Maintenance	Construction	2020 - 2027	3,050,000	3,050,000	200,000	250,000	–	–	–	450,000
Total Pump Stations				**$ 1,352,100,000**	**$ 390,600,000**	**$ 34,100,001**	**$ 44,750,000**	**$ 55,849,999**	**$ 103,500,000**	**$ 134,850,000**	**$ 373,050,000**
Reservoirs											
Burnaby Mountain Tank No. 2 and No. 3	Resilience	Design	2021 - 2031	$ 83,350,000	$ 8,350,000	$ 1,000,000	$ 3,200,000	$ 7,150,000	$ 20,000,000	$ 17,000,000	$ 48,350,000
Cape Horn Reservoir Condition Assessment and Structural Repair	Maintenance	Design	2024 - 2028	2,500,000	500,000	200,000	1,000,000	1,000,000	–	–	2,200,000
Capilano Energy Recovery Facility 66" PRV Replacement	Maintenance	Design	2025 - 2029	8,800,000	1,800,000	500,000	1,800,000	3,750,000	1,500,000	1,000,000	8,550,000
Capilano Energy Recovery Facility Operational Upgrades	Maintenance	Construction	2023 - 2027	1,550,000	1,550,000	900,000	–	–	–	–	900,000
Central Park Reservoir Structural Improvements	Maintenance	Design	2026 - 2030	7,000,000	700,000	50,000	2,300,000	3,000,000	1,600,000	–	6,950,000
Dechlorination for Reservoir Overflow and Underdrain Discharges	Maintenance	Construction	2021 - 2028	3,500,000	3,500,000	300,000	600,000	1,800,000	–	–	2,700,000
Fleetwood Reservoir	Growth	Construction	2014 - 2027	61,150,000	61,150,000	250,000	1,000,000	500,000	–	–	1,750,000
Hellings Tank No. 2	Growth	Not Started	2027 - 2035	112,000,000	–	–	2,500,000	4,000,000	7,500,000	4,000,000	18,000,000
Hellings Tank Operational Upgrades	Growth	Construction	2023 - 2028	23,650,000	23,650,000	2,500,000	11,200,000	1,250,000	–	–	14,950,000
Kersland Reservoir No. 1 Structural Improvements	Maintenance	Construction	2019 - 2027	5,500,000	5,500,000	100,000	1,600,000	–	–	–	1,700,000
Newton Reservoir Cell #2 Structural Improvements	Maintenance	Design	2026 - 2029	6,500,000	800,000	200,000	1,900,000	2,700,000	1,500,000	–	6,300,000
Pebble Hill Reservoir No. 3 Seismic Upgrade	Resilience	Design	2019 - 2028	12,500,000	500,000	50,000	3,000,000	6,000,000	3,000,000	–	12,050,000
Prospect Reservoir Knotweed Removal and Drainage Improvements	Maintenance	Construction	2024 - 2027	7,000,000	7,000,000	50,000	200,000	–	2,000,000	–	2,250,000
Reservoir Isolation Valve Automation	Resilience	Construction	2017 - 2029	6,400,000	6,400,000	50,000	1,000,000	1,450,000	1,700,000	550,000	4,750,000
Reservoir Sampling Kiosks - Multi Location	Upgrade	Construction	2023 - 2026	2,100,000	2,100,000	300,000	400,000	850,000	200,000	–	1,750,000
Reservoir Structural Assessments Phase 1	Maintenance	Design	2023 - 2027	3,200,000	3,200,000	800,000	150,000	–	–	–	950,000
Reservoir Structural Assessments Phase 2	Maintenance	Not Started	2027 - 2029	3,200,000	–	–	500,000	1,700,000	1,000,000	–	3,200,000
Sasamat Reservoir Seismic Upgrade	Resilience	Not Started	2030 - 2035	16,700,000	–	–	–	–	–	1,200,000	1,200,000

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Seismic upgrade - Cape Horn Reservoir	Resilience	Not Started	2031 - 2033	10,000,000	–	–	–	–	–	2,000,000	2,000,000
Seismic upgrade - Vancouver Heights Reservoir	Resilience	Not Started	2031 - 2033	10,000,000	–	–	–	–	–	2,000,000	2,000,000
Sunnyside Reservoir Units 1 and 2 Seismic Upgrade	Resilience	Construction	2020 - 2027	17,200,000	17,200,000	100,000	400,000	2,950,000	–	–	3,450,000
Total Reservoirs				**$ 403,800,000**	**$ 143,900,000**	**$ 7,350,000**	**$ 32,750,000**	**$ 38,100,000**	**$ 40,000,000**	**$ 27,750,000**	**$ 145,950,000**
Treatment Plants											
Coquitlam Intake Tower Seismic Upgrade	Resilience	Not Started	2015 - 2034	$ 74,150,000	$ 2,150,000	$ –	$ 2,000,000	$ 2,000,000	$ 8,000,000	$ 15,000,000	$ 27,000,000
Coquitlam Lake Water Supply*	Growth	Design	2016 - 2045	4,478,350,000	293,950,000	55,100,000	33,300,000	32,500,000	34,300,000	43,300,000	198,500,000
CWTP CO2 System Improvements	Maintenance	Construction	2025 - 2030	11,200,000	11,200,000	900,000	2,100,000	3,350,000	2,000,000	2,500,000	10,850,000
CWTP Mobile Disinfection System	Upgrade	Construction	2022 - 2027	2,900,000	2,900,000	750,000	1,150,000	–	500,000	–	2,400,000
CWTP Ozone Back-up Power	Resilience	Design	2027 - 2030	15,950,000	3,350,000	200,000	1,000,000	3,000,000	4,135,000	5,000,000	13,335,000
CWTP Ozone Generation Upgrades for Units 2 & 3	Upgrade	Construction	2016 - 2026	7,500,000	7,500,000	50,000	50,000	300,000	300,000	–	700,000
CWTP Ozone Sidestream Pump VFD Replacement	Maintenance	Construction	2022 - 2026	1,400,000	1,400,000	50,000	200,000	–	–	–	250,000
CWTP Process Equipment Improvements and Rehabilitation	Maintenance	Design	2027 - 2032	2,550,000	750,000	250,000	1,000,000	500,000	500,000	200,000	2,450,000
CWTP Soda Ash Double Containment	Maintenance	Construction	2027 - 2029	1,250,000	1,250,000	50,000	500,000	700,000	–	–	1,250,000
CWTP Temporary Water Supply	Maintenance	Not Started	2028 - 2030	3,400,000	–	–	400,000	2,000,000	1,000,000	–	3,400,000
Graphics Software Migration	Maintenance	Construction	2026 - 2030	8,300,000	8,300,000	500,000	2,000,000	3,000,000	800,000	1,900,000	8,200,000
SCFP - Greenwood and Back Wash Water Supply Pumps & SCOUR Blower VFD Replacement	Maintenance	Construction	2025 - 2028	4,500,000	4,500,000	1,700,000	1,600,000	500,000	–	–	3,800,000
SCFP Additional Pre-Treatment	Upgrade	Design	2026 - 2034	166,000,000	4,000,000	500,000	1,700,000	8,700,000	13,000,000	16,000,000	39,900,000
SCFP Centralized Compressed Air System	Maintenance	Construction	2021 - 2027	1,900,000	1,900,000	250,000	150,000	850,000	–	–	1,250,000
SCFP Clearwell Baffle Replacement	Maintenance	Construction	2027 - 2030	14,400,000	4,100,000	1,450,000	1,050,000	6,500,000	4,500,000	–	13,500,000
SCFP Clearwell Membrane Replacement	Maintenance	Construction	2023 - 2030	25,800,000	25,800,000	700,000	5,600,000	13,000,000	5,800,000	–	25,100,000
SCFP CO2 Tank Upgrade - Heat Insulation/Heater Replacement	Upgrade	Construction	2026 - 2027	1,000,000	1,000,000	50,000	200,000	700,000	–	–	950,000
SCFP Floc Tank Baffle Replacement and Ladder Installation to Improve Accessibility	Maintenance	Construction	2023 - 2029	13,800,000	13,800,000	1,400,000	5,000,000	2,400,000	4,000,000	–	12,800,000
SCFP Heat Pump Retrofit	Maintenance	Construction	2026 - 2028	6,000,000	6,000,000	500,000	1,000,000	2,500,000	1,700,000	–	5,700,000
SCFP OMC Building Expansion	Maintenance	Construction	2019 - 2028	9,400,000	9,400,000	2,550,000	3,200,000	1,800,000	—	—	7,550,000

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SCFP Polymer System Upgrade	Maintenance	Construction	2018 - 2026	4,650,000	4,650,000	50,000	500,000	–	–	–	550,000
SCFP Residuals Handling PH Adjustment Permanent System	Upgrade	Construction	2026 - 2028	4,000,000	4,000,000	300,000	1,000,000	–	2,500,000	–	3,800,000
SCFP Roofing Replacement	Maintenance	Design	2027 - 2032	21,500,000	1,200,000	200,000	3,600,000	4,200,000	3,500,000	9,950,000	21,450,000
Total Treatment Plants				**$ 4,879,900,000**	**$ 413,100,000**	**$ 67,500,000**	**$ 68,300,000**	**$ 88,500,000**	**$ 86,535,000**	**$ 93,850,000**	**$ 404,685,000**
Dams											
Capilano Hydropower	Opportunity	Not Started	2031 - 2038	$ 156,600,000	$ 250,000	$ –	$ –	$ –	$ –	$ 2,100,000	$ 2,100,000
Capilano Reservoir and Seymour Reservoir Boom Maintenance	Maintenance	Not Started	2030 - 2031	1,000,000	–	–	–	–	250,000	750,000	1,000,000
Capilano Reservoir and Seymour Reservoir Dam Safety Boom Replacement	Maintenance	Construction	2023 - 2028	10,100,000	10,100,000	7,000,000	2,500,000	–	–	–	9,500,000
CLD & SFD Fasteners Replacement & Coating Repairs	Maintenance	Construction	2022 - 2028	2,350,000	2,350,000	300,000	200,000	–	–	–	500,000
CLD and SFD Lead Paint Removal, Surface Crack Injection and General Corrosion Mitigation	Maintenance	Construction	2024 - 2028	5,500,000	5,500,000	2,000,000	900,000	500,000	–	–	3,400,000
CLD Bridge Expansion Joint Renewal	Maintenance	Design	2027 - 2028	350,000	100,000	50,000	300,000	–	–	–	350,000
CLD Dam Control System Upgrade	Maintenance	Design	2027 - 2032	3,600,000	350,000	140,000	390,000	250,000	600,000	1,000,000	2,380,000
CLD Upper Outlet Slide Gate Refurbishment and Potential Flow Control Upgrade	Maintenance	Construction	2026 - 2030	4,250,000	750,000	400,000	150,000	1,275,000	1,275,000	950,000	4,050,000
Cleveland Dam - Lower Outlet HBV Rehabilitation	Maintenance	Construction	2020 - 2026	5,150,000	5,150,000	50,000	200,000	–	–	–	250,000
Cleveland Dam Domestic Intake Concrete Repair	Maintenance	Construction	2026 - 2027	450,000	450,000	250,000	–	–	–	–	250,000
Cleveland Dam Drumgate Seal Replacement	Maintenance	Construction	2018 - 2026	1,300,000	1,300,000	50,000	–	–	–	–	50,000
Cleveland Dam East Abutment Groundwater Control Seismic Upgrade	Upgrade	Not Started	2028 - 2032	11,000,000	–	–	500,000	500,000	1,000,000	5,000,000	7,000,000
Cleveland Dam MCE Seismic Upgrades	Resilience	Not Started	2028 - 2034	25,000,000	–	–	1,000,000	1,000,000	1,000,000	2,000,000	5,000,000
Cleveland Dam Power Resiliency Improvements	Resilience	Construction	2021 - 2028	1,700,000	1,700,000	250,000	250,000	500,000	300,000	–	1,300,000
Cleveland Dam Public Warning System and Enhancements	Maintenance	Construction	2021 - 2027	10,000,000	10,000,000	1,300,000	300,000	700,000	—	—	2,300,000

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Cleveland Dam Seismic Stability Evaluation	Resilience	Design	2024 - 2027	2,300,000	2,300,000	800,000	800,000	100,000	–	–	1,700,000
Cleveland Dam Spillway Resurfacing	Maintenance	Not Started	2030 - 2033	7,800,000	–	–	–	–	400,000	4,000,000	4,400,000
Loch Lomond Formalized Spillway Design and Construction	Maintenance	Not Started	2028 - 2031	2,300,000	–	–	50,000	250,000	1,500,000	500,000	2,300,000
Loch Lomond Outlet Works Rehabilitation	Resilience	Construction	2024 - 2030	12,350,000	12,350,000	800,000	3,200,000	3,500,000	2,000,000	2,000,000	11,500,000
Palisade and Burwell Dam Boom Detailed Design and Construction	Resilience	Design	2026 - 2028	850,000	100,000	50,000	150,000	550,000	100,000	–	850,000
Palisade Outlet Works Rehabilitation	Maintenance	Construction	2022 - 2032	11,950,000	11,950,000	50,000	50,000	50,000	50,000	5,000,000	5,200,000
Rice Lake Dams Rehabilitation	Maintenance	Construction	2022 - 2027	3,000,000	3,000,000	350,000	250,000	1,000,000	500,000	250,000	2,350,000
Rice Lake Tunnel Decommissioning	Maintenance	Design	2026 - 2030	5,750,000	500,000	250,000	350,000	2,500,000	2,500,000	–	5,600,000
SCFP Facility Rehabilitation	Maintenance	Construction	2027 - 2032	4,450,000	4,450,000	400,000	1,000,000	1,000,000	1,000,000	1,000,000	4,400,000
Seymour Dam Hydropower	Opportunity	Not Started	2030 - 2031	3,400,000	–	–	–	–	600,000	2,800,000	3,400,000
Seymour Falls and Cleveland Dam ADAS Integration of New Instruments	Upgrade	Construction	2026 - 2029	1,000,000	800,000	400,000	425,000	25,000	–	–	850,000
Seymour Falls Dam Backup Generator Containment and Replacement	Maintenance	Construction	2026 - 2028	2,000,000	2,000,000	800,000	350,000	–	–	–	1,150,000
Seymour Falls Dam Domestic Slide Gates HPU Replacement	Maintenance	Design	2027 - 2031	800,000	250,000	25,000	125,000	350,000	250,000	50,000	800,000
Seymour Falls Dam Public Warning System	Maintenance	Construction	2026 - 2030	10,000,000	10,000,000	750,000	2,000,000	1,000,000	100,000	5,200,000	9,050,000
Seymour Falls Dam Seismic Stability Assessment	Resilience	Design	2025 - 2032	14,150,000	3,800,000	1,000,000	1,000,000	700,000	2,850,000	2,500,000	8,050,000
Seymour Falls Dam Turbine Replacement	Maintenance	Not Started	2030	2,800,000	–	–	–	–	2,800,000	–	2,800,000
Seymour Falls Dam Turbine Upgrade	Maintenance	Design	2027 - 2030	1,250,000	200,000	150,000	450,000	600,000	50,000	–	1,250,000
SFD and CLD Debris Removal	Maintenance	Construction	2026 - 2028	1,200,000	1,200,000	650,000	450,000	–	–	–	1,100,000
Total Dams				**$ 325,700,000**	**$ 90,900,000**	**$ 18,265,000**	**$ 17,340,000**	**$ 16,350,000**	**$ 19,125,000**	**$ 35,100,000**	**$ 106,180,000**
Rechlorination Stations											
Capilano Primary Disinfection Decommissioning	Maintenance	Not Started	2027 - 2027	$ 3,000,000	$ –	$ –	$ 500,000	$ 2,000,000	$ 500,000	$ –	$ 3,000,000
Newton Rechlorination Station No. 2	Maintenance	Design	2025 - 2031	12,650,000	850,000	50,000	700,000	900,000	1,400,000	3,000,000	6,050,000
Pitt River Rechlorination Station Reconstruction	Maintenance	Not Started	2027 - 2031	14,600,000	–	–	500,000	800,000	1,000,000	3,300,000	5,600,000
Rechlorination Sites - Back-Up Power	Resilience	Not Started	2029 - 2034	10,650,000	–	–	–	200,000	400,000	500,000	1,100,000

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Rechlorination Station Upgrades	Maintenance	Construction	2020 - 2050	154,950,000	24,950,000	3,200,000	7,900,000	5,000,000	9,900,000	5,000,000	31,000,000
Total Rechlorination Stations				**$ 195,850,000**	**$ 25,800,000**	**$ 3,250,000**	**$ 9,600,000**	**$ 8,900,000**	**$ 13,200,000**	**$ 11,800,000**	**$ 46,750,000**
Water Supply Areas											
Capilano Watershed Bridge Replacements - Crown Creek and Capilano River	Maintenance	Design	2027 - 2029	$ 1,300,000	$ 100,000	$ 95,000	$ 200,000	$ 1,000,000	$ –	$ –	$ 1,295,000
Capilano Watershed Security Gatehouse	Maintenance	Construction	2018 - 2026	5,700,000	5,700,000	100,000	600,000	–	–	–	700,000
Twin Bridge East Abutment Protection - Lower Seymour Conservation Reserve	Maintenance	Not Started	2031 - 2032	2,000,000	–	–	–	–	–	400,000	400,000
Water Supply Area Aggregate Production	Resilience	Construction	2027 - 2033	2,000,000	1,000,000	550,000	450,000	–	–	100,000	1,100,000
Water Supply Area Gate Replacements	Maintenance	Not Started	2028 - 2029	1,000,000	–	–	750,000	250,000	–	–	1,000,000
Total Water Supply Areas				**$ 12,000,000**	**$ 6,800,000**	**$ 745,000**	**$ 2,000,000**	**$ 1,250,000**	**$ –**	**$ 500,000**	**$ 4,495,000**
Works Yard											
Beach Yard Facility - Site Redevelopment	Maintenance	Design	2026 - 2032	$ 98,500,000	$ 3,000,000	$ 500,000	$ 1,500,000	$ 2,700,000	$ 5,000,000	$ 24,500,000	$ 34,200,000
Lake City HVAC Upgrade	Resilience	Design	2025 - 2027	6,200,000	6,200,000	400,000	1,050,000	2,000,000	1,500,000	950,000	5,900,000
Microbiology Laboratory Expansion	Maintenance	Design	2024 - 2030	14,750,000	1,900,000	500,000	650,000	1,150,000	3,000,000	5,000,000	10,300,000
South Fraser Storage Yard	Maintenance	Construction	2024 - 2032	49,500,000	9,000,000	1,750,000	4,950,000	1,850,000	7,550,000	2,000,000	18,100,000
South Fraser Works Yard	Maintenance	Design	2021 - 2030	106,000,000	59,000,000	1,400,000	4,800,000	17,350,000	16,000,000	12,000,000	51,550,000
Total Water Works Yard				**$ 274,950,000**	**$ 79,100,000**	**$ 4,550,000**	**$ 12,950,000**	**$ 25,050,000**	**$ 33,050,000**	**$ 44,450,000**	**$ 120,050,000**
Communication Systems											
Critical Control Sites - Back-Up Power	Resilience	Not Started	2027 - 2033	$ 7,500,000	$ –	$ –	$ 300,000	$ 500,000	$ 800,000	$ 1,400,000	$ 3,000,000
Facilities O&M Documentation Development	Resilience	Design	2023 - 2027	2,000,000	2,000,000	400,000	550,000	600,000	–	–	1,550,000
Industrial Communication Manager Migration	Maintenance	Construction	2026 - 2030	7,750,000	7,750,000	1,600,000	2,150,000	1,500,000	500,000	750,000	6,500,000
Online Chlorine and pH Analyzers	Upgrade	Construction	2025 - 2030	7,000,000	3,500,000	1,000,000	1,500,000	2,250,000	1,500,000	–	6,250,000
SCFP & CWTP Control System I/O Modernization	Maintenance	Not Started	2028 - 2033	8,650,000	–	–	250,000	3,200,000	3,200,000	1,000,000	7,650,000
Small Logic Controller Control System Upgrades Phase 1	Maintenance	Construction	2024 - 2029	3,000,000	3,000,000	600,000	600,000	600,000	750,000	–	2,550,000
Water Optimization - Instrumentation	Upgrade	Multiple	2015 - 2035	44,050,000	21,550,000	2,350,000	4,600,000	3,200,000	4,800,000	3,700,000	18,650,000

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Water Supply Area Hydrometric and Meteorological Station Replacements	Maintenance	Not Started	2029 - 2031	1,000,000	–	–	–	250,000	500,000	250,000	1,000,000
Total Communication Systems				**$ 80,950,000**	**$ 37,800,000**	**$ 5,950,000**	**$ 9,950,000**	**$ 12,100,000**	**$ 12,050,000**	**$ 7,100,000**	**$ 47,150,000**
TOTAL CAPITAL EXPENDITURES				**$16,649,150,000**	**$5,509,850,000**	**$ 484,300,567**	**$ 542,774,041**	**$ 651,729,990**	**$ 878,246,989**	**$ 846,892,265**	**$ 3,403,943,852**
CAPITAL FUNDING											
New External Borrowing					$1,438,150,000	$ 28,495,747	$ 100,655,933	$ 163,153,188	$ 233,993,779	$ 226,726,944	$ 753,025,591
New Borrowing funded by DCC					675,400,000	171,655,848	96,530,983	32,088,178	89,321,572	50,151,595	439,748,176
Direct DCC Application					1,752,800,000	92,060,254	137,302,316	243,407,839	329,524,331	338,841,824	1,141,136,564
Contribution to Capital					1,628,100,000	190,416,481	201,839,252	212,044,592	224,907,307	230,771,902	1,059,979,534
External Funding - Interagency					15,400,000	1,672,237	6,445,557	1,036,193	500,000	400,000	10,053,987
Total					**$5,509,850,000**	**$ 484,300,567**	**$ 542,774,041**	**$ 651,729,990**	**$ 878,246,989**	**$ 846,892,265**	**$ 3,403,943,852**
SUMMARY BY DRIVER											
Growth				$ 9,238,850,000	$3,180,150,000	$ 265,450,000	$ 239,800,000	$ 275,820,141	$ 419,748,141	$ 389,500,000	$ 1,590,318,282
Maintenance				3,016,300,000	1,297,800,000	159,126,502	213,114,977	227,953,999	296,359,294	211,292,266	1,107,847,038
Resilience				3,814,200,000	914,650,000	49,774,065	67,284,064	113,230,850	125,639,554	207,999,999	563,928,532
Upgrade				414,300,000	114,100,000	9,950,000	22,325,000	32,175,000	33,600,000	33,200,000	131,250,000
Opportunity				165,500,000	3,150,000	–	250,000	2,550,000	2,900,000	4,900,000	10,600,000
Total				**$16,649,150,000**	**$5,509,850,000**	**$ 484,300,567**	**$ 542,774,041**	**$ 651,729,990**	**$ 878,246,989**	**$ 846,892,265**	**$ 3,403,943,852**

* Project is part of Metro Vancouver's formal stage gate framework. Detailed project report will be brought forward as part of the stage gate review process.

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GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT
LIQUID WASTE SERVICES
2027 — 2031 FINANCIAL PLAN
2027 BUDGET

	2026 BUDGET	2027 BUDGET	% CHANGE	2028 PLAN	% CHANGE	2029 PLAN	% CHANGE	2030 PLAN	% CHANGE	2031 PLAN	% CHANGE
REVENUES											
Liquid Waste Services Levy	$ 610,993,863	$ 631,205,830	3.3%	$ 680,366,801	7.8%	$ 744,274,237	9.4%	$ 816,385,273	9.7%	$ 879,982,920	7.8%
User Fees	8,120,976	8,651,264		9,491,194		10,514,884		11,703,082		12,598,377	
Transfer from DCC Reserves	108,022,130	119,972,530		129,544,648		154,478,541		151,128,522		175,645,008	
Liquid Waste Industrial Charges	19,380,426	24,913,555		25,536,394		26,174,804		26,829,174		27,499,903	
Other External Revenues	2,361,840	1,921,461		1,717,083		1,750,183		1,753,283		1,756,383	
Transfer from Sustainability Innovation Fund Reserves	2,174,852	–		–		–		–		–	
Transfer from Reserves	7,414,402	22,948,452		67,939,741		99,896,160		121,064,532		129,855,037	
TOTAL REVENUES	**$ 758,468,489**	**$ 809,613,092**	6.7%	**$ 914,595,861**	13.0%	**$1,037,088,809**	13.4%	**$1,128,863,866**	8.8%	**$1,227,337,628**	8.7%
EXPENDITURES											
Operating Programs:											
Policy Planning and Analysis											
Contribution to Sustainability Innovation Fund Reserve	$ 1,127,000	$ 1,127,000		$ 1,127,000		$ 1,127,000		$ 1,127,000		$ 1,127,000	
Utility Analysis and Infrastructure	3,339,279	3,738,781		3,883,035		4,004,094		4,127,866		4,253,916	
Utility Policy and Planning	3,685,396	3,745,871		3,873,129		3,984,686		4,099,637		4,217,932	
Wastewater Research and Innovation	3,726,921	1,874,846		1,968,361		2,058,448		2,140,164		2,240,318	
Wastewater Facilities Planning	547,023	529,663		551,545		902,876		937,636		973,830	
	12,425,619	11,016,161	(11.3%)	11,403,070	3.5%	12,077,104	5.9%	12,432,303	2.9%	12,812,996	3.1%
Management Systems and Utility Services											
Annacis Research Centre	631,304	686,851		665,044		669,590		691,841		701,088	
Dispatch	190,380	195,917		201,541		207,116		212,856		218,760	
Corporate Climate Action and Energy Management	608,987	916,724		935,372		926,438		929,277		967,900	
Engineers in Training	806,524	807,719		841,198		865,661		886,978		912,917	
Management Systems Utility Services	1,158,526	1,286,851		1,316,334		1,350,737		1,385,845		1,421,608	
Records Management	213,390	222,085		230,149		236,874		243,800		250,929	
Utility Voice Radio	150,861	156,352		160,899		165,137		169,487		174,226	
	3,759,972	4,272,499	13.6%	4,350,537	1.8%	4,421,553	1.6%	4,520,084	2.2%	4,647,428	2.8%
Environmental Management and Quality Control											
Environmental Management and Quality Control	18,218,336	19,909,160		21,247,743		23,327,963		22,961,764		23,772,979	
Source Compliance Monitoring	704,408	722,018		593,122		595,591		626,948		626,626	
Contribution to Reserve	113,638	116,639		121,220		126,005		131,006		134,953	
	19,036,382	20,747,817	9.0%	21,962,085	5.9%	24,049,559	9.5%	23,719,718	(1.4%)	24,534,558	3.4%
Engineering, Design & Construction											
Minor Capital Projects	10,224,032	10,566,268		10,837,883		11,061,440		11,277,874		11,476,166	
	10,224,032	10,566,268	3.3%	10,837,883	2.6%	11,061,440	2.1%	11,277,874	2.0%	11,476,166	1.8%
Operations and Maintenance											
Liquid Waste Residuals	34,390,138	36,031,346		39,158,067		43,223,944		44,272,479		44,463,110	
Maintenance	43,721,401	44,822,393		46,094,421		47,683,581		49,632,669		50,886,934	
SCADA Control Systems	1,587,658	1,632,768		1,685,023		1,701,318		1,748,041		1,799,413	
Urban Drainage	2,337,177	2,209,448		2,272,851		2,329,298		2,412,354		2,447,042	
Wastewater Collection	21,371,610	22,839,432		24,456,983		25,365,731		26,752,809		27,671,189	
Wastewater Treatment	75,196,186	79,135,113		83,952,994		84,244,633		87,627,903		92,954,625	
Site Security Services	–	171,889		176,186		180,591		185,106		189,733	
Asset Management	2,775,530	2,581,724		2,668,906		2,744,112		2,821,509		2,901,104	
	181,379,700	189,424,113	4.4%	200,465,431	5.8%	207,473,208	3.5%	215,452,870	3.8%	223,313,150	3.6%
Administration and Allocated Programs											
Administration and Department Support	3,212,244	3,367,572		3,441,222		3,584,922		3,633,222		3,792,125	
Community Engagement and Communications	531,203	2,992,203		3,086,988		3,171,564		3,258,529		3,347,902	
Environmental Regulation and Enforcement	2,661,274	2,739,890		2,834,705		2,910,345		3,006,396		3,082,369	
Allocation of Project Delivery Cost	6,278,529	5,946,751		5,917,828		6,064,517		6,219,322		6,316,803	
Allocation of Centralized Support Costs	47,561,865	56,731,973		59,856,878		64,014,309		69,239,387		71,980,467	
	60,245,115	71,778,389	19.1%	75,137,621	4.7%	79,745,657	6.1%	85,356,856	7.0%	88,519,666	3.7%
Total Operating Programs	287,070,820	307,805,247	7.2%	324,156,627	5.3%	338,828,521	4.5%	352,759,705	4.1%	365,303,964	3.6%
Debt Service - Growth	131,194,179	141,145,708	7.6%	156,140,957	10.6%	173,341,095	11.0%	193,990,168	11.9%	218,830,387	12.8%
Debt Service - Non-Growth	50,751,782	74,101,484	46.0%	125,791,182	69.8%	169,805,288	35.0%	216,856,788	27.7%	265,317,999	22.3%
Contribution to Capital	289,451,708	286,560,653	(1.0%)	308,507,095	7.7%	355,113,905	15.1%	365,257,205	2.9%	377,885,278	3.5%
TOTAL EXPENDITURES	**$ 758,468,489**	**$ 809,613,092**	6.7%	**$ 914,595,861**	13.0%	**$1,037,088,809**	13.4%	**$1,128,863,866**	8.8%	**$1,227,337,628**	8.7%

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GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT
LIQUID WASTE SERVICES
2027 — 2031 FINANCIAL PLAN
VANCOUVER SEWERAGE AREA
2027 BUDGET

	2026 BUDGET	2027 BUDGET	% CHANGE	2028 PLAN	% CHANGE	2029 PLAN	% CHANGE	2030 PLAN	% CHANGE	2031 PLAN	% CHANGE
REVENUES											
Liquid Waste Services Levy	$ 194,551,512	$ 191,302,302	(1.7%)	$ 200,377,893	4.7%	$ 224,622,133	12.1%	$ 238,702,785	6.3%	$ 259,382,041	8.7%
User Fees	2,473,636	2,646,290		2,924,375		3,264,746		3,660,855		3,957,175	
Transfer from DCC Reserves	9,726,711	10,226,191		11,303,142		13,508,741		13,658,733		16,743,353	
Liquid Waste Industrial Charges	5,248,061	8,043,118		8,244,196		8,450,301		8,661,558		8,878,097	
Other External Revenues	146,432	62,617		63,772		64,927		66,082		67,236	
Transfer from Sustainability Innovation Fund Reserves	816,004	–		–		–		–		–	
Transfer from Reserves	1,429,447	4,681,801		13,604,180		20,126,979		24,284,655		26,126,127	
TOTAL REVENUES	**$ 214,391,803**	**$ 216,962,319**	**1.2%**	**$ 236,517,558**	**9.0%**	**$ 270,037,827**	**14.2%**	**$ 289,034,668**	**7.0%**	**$ 315,154,029**	**9.0%**
EXPENDITURES											
Operating Programs:											
Policy Planning and Analysis											
Contribution to Sustainability Innovation Fund Reserve	$ 422,850	$ 419,807		$ 419,807		$ 419,807		$ 419,807		$ 419,807	
Utility Analysis and Infrastructure	1,187,237	1,392,696		1,446,431		1,491,525		1,537,630		1,584,584	
Utility Policy and Planning	1,321,294	1,333,225		1,379,500		1,420,123		1,461,982		1,505,059	
Wastewater Research and Innovation	1,398,341	698,380		733,214		766,772		797,211		834,518	
Wastewater Facilities Planning	205,243	197,299		205,451		336,321		349,269		362,752	
	4,534,965	4,041,407	(10.9%)	4,184,403	3.5%	4,434,548	6.0%	4,565,899	3.0%	4,706,720	3.1%
Management Systems and Utility Services											
Annacis Research Centre	236,865	255,852		247,729		249,422		257,711		261,155	
Dispatch	57,479	56,229		57,843		59,443		61,091		62,785	
Corporate Climate Action and Energy Management	183,862	263,115		268,467		265,903		266,718		277,803	
Engineers in Training	302,599	300,902		313,374		322,487		330,429		340,092	
Management Systems Utility Services	349,782	369,339		377,801		387,675		397,751		408,016	
Records Management	64,426	63,740		66,054		67,984		69,972		72,018	
Utility Voice Radio	54,167	56,138		57,771		59,293		60,854		62,556	
	1,249,180	1,365,315	9.3%	1,389,039	1.7%	1,412,207	1.7%	1,444,526	2.3%	1,484,425	2.8%
Environmental Management and Quality Control											
Environmental Management and Quality Control	6,632,536	7,209,831		7,704,558		8,473,403		8,334,301		8,630,653	
Source Compliance Monitoring	264,294	268,952		220,938		221,858		233,538		233,418	
Contribution to Reserve	42,637	43,448		45,154		46,937		48,800		50,270	
	6,939,467	7,522,231	8.4%	7,970,650	6.0%	8,742,198	9.7%	8,616,639	(1.4%)	8,914,341	3.5%
Engineering, Design & Construction											
Minor Capital Projects	2,598,006	2,745,113		2,828,680		2,907,238		2,976,331		3,016,797	
	2,598,006	2,745,113	5.7%	2,828,680	3.0%	2,907,238	2.8%	2,976,331	2.4%	3,016,797	1.4%
Operations and Maintenance											
Liquid Waste Residuals	16,276,430	16,878,561		18,061,864		21,700,477		22,476,933		20,451,590	
Maintenance	12,632,743	12,671,951		13,380,137		13,633,762		14,226,191		14,311,735	
SCADA Control Systems	443,275	455,864		470,452		474,976		488,018		502,358	
Wastewater Collection	6,093,257	6,444,331		6,724,875		6,922,663		7,164,853		7,394,541	
Wastewater Treatment	19,167,598	20,288,847		21,898,378		22,571,971		22,693,831		26,784,352	
Site Security Services	–	64,029		65,629		67,270		68,952		70,676	
Asset Management	1,041,379	968,663		1,001,374		1,029,591		1,058,630		1,088,494	
	55,654,682	57,772,246	3.8%	61,602,709	6.6%	66,400,710	7.8%	68,177,408	2.7%	70,603,746	3.6%
Administration and Allocated Programs											
Administration and Department Support	969,841	966,527		987,665		1,028,908		1,042,771		1,088,378	
Community Engagement and Communications	199,307	1,114,596		1,149,903		1,181,408		1,213,802		1,247,093	
Environmental Regulation and Enforcement	507,239	522,223		540,295		554,712		573,019		587,500	
Allocation of Project Delivery Cost	1,723,214	1,586,094		1,578,380		1,617,504		1,658,794		1,684,794	
Allocation of Centralized Support Costs	13,745,147	15,390,070		15,637,022		16,339,757		18,107,501		18,396,345	
	17,144,748	19,579,510	14.2%	19,893,265	1.6%	20,722,289	4.2%	22,595,887	9.0%	23,004,110	1.8%
Total Operating Programs	88,121,048	93,025,822	5.6%	97,868,746	5.2%	104,619,190	6.9%	108,376,690	3.6%	111,730,139	3.1%
Debt Service - Growth	11,940,810	12,115,461	1.5%	13,690,972	13.0%	15,198,352	11.0%	17,448,213	14.8%	20,579,776	17.9%
Debt Service - Non-Growth	7,837,224	10,939,480	39.6%	19,943,589	82.3%	27,252,301	36.6%	37,123,776	36.2%	52,140,340	40.4%
Contribution to Capital	106,492,721	100,881,556	(5.3%)	105,014,251	4.1%	122,967,984	17.1%	126,085,989	2.5%	130,703,774	3.7%
TOTAL EXPENDITURES	**$ 214,391,803**	**$ 216,962,319**	**1.2%**	**$ 236,517,558**	**9.0%**	**$ 270,037,827**	**14.2%**	**$ 289,034,668**	**7.0%**	**$ 315,154,029**	**9.0%**

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GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT
LIQUID WASTE SERVICES
2027 — 2031 FINANCIAL PLAN
NORTH SHORE SEWERAGE AREA
2027 BUDGET

	2026 BUDGET	2027 BUDGET	% CHANGE	2028 PLAN	% CHANGE	2029 PLAN	% CHANGE	2030 PLAN	% CHANGE	2031 PLAN	% CHANGE
REVENUES											
Liquid Waste Services Levy	$ 78,331,165	$ 86,725,391	10.7%	$ 100,555,439	15.9%	$ 113,920,475	13.3%	$ 118,206,226	3.8%	$ 122,100,690	3.3%
User Fees	69,404	71,074		72,807		74,579		76,392		78,246	
Transfer from DCC Reserves	3,952,515	5,030,528		6,892,151		8,846,621		9,515,619		10,592,249	
Liquid Waste Industrial Charges	1,938,380	2,315,879		2,373,776		2,433,120		2,493,948		2,556,297	
Other External Revenues	24,387	10,691		10,888		11,085		11,283		11,480	
Transfer from Sustainability Innovation Fund Reserves	138,756	–		–		–		–		–	
Transfer from Reserves	3,373,658	9,978,267		30,096,377		44,060,147		53,668,857		57,456,660	
TOTAL REVENUES	**$ 87,828,265**	**$ 104,131,830**	**18.6%**	**$ 140,001,438**	**34.4%**	**$ 169,346,027**	**21.0%**	**$ 183,972,325**	**8.6%**	**$ 192,795,622**	**4.8%**
EXPENDITURES											
Operating Programs:											
Policy Planning and Analysis											
Contribution to Sustainability Innovation Fund Reserve	$ 71,903	$ 71,677		$ 71,677		$ 71,677		$ 71,677		$ 71,677	
Utility Analysis and Infrastructure	201,881	237,786		246,961		254,660		262,532		270,549	
Utility Policy and Planning	224,676	227,632		235,533		242,469		249,616		256,971	
Wastewater Research and Innovation	237,777	119,240		125,188		130,917		136,114		142,484	
Wastewater Facilities Planning	34,900	33,687		35,078		57,423		59,634		61,936	
	771,137	690,022	(10.5%)	714,437	3.5%	757,146	6.0%	779,573	3.0%	803,617	3.1%
Management Systems and Utility Services											
Annacis Research Centre	40,277	43,684		42,297		42,586		44,001		44,589	
Dispatch	19,459	23,055		23,717		24,373		25,048		25,743	
Corporate Climate Action and Energy Management	62,247	107,883		110,078		109,026		109,360		113,906	
Engineers in Training	51,465	51,315		53,442		54,996		56,350		57,998	
Management Systems Utility Services	118,425	151,437		154,906		158,955		163,086		167,295	
Records Management	21,811	26,134		27,083		27,874		28,690		29,528	
Utility Voice Radio	14,360	14,882		15,315		15,718		16,132		16,584	
	328,044	418,390	27.5%	426,838	2.0%	433,528	1.6%	442,667	2.1%	455,643	2.9%
Environmental Management and Quality Control											
Environmental Management and Quality Control	1,286,262	1,402,645		1,491,564		1,627,709		1,607,552		1,663,023	
Source Compliance Monitoring	44,941	45,920		37,723		37,879		39,874		39,854	
Contribution to Reserve	7,250	7,418		7,710		8,014		8,332		8,583	
	1,338,453	1,455,983	8.8%	1,536,997	5.6%	1,673,602	8.9%	1,655,758	(1.1%)	1,711,460	3.4%
Engineering, Design & Construction											
Minor Capital Projects	1,989,992	2,010,222		2,019,258		2,027,683		2,035,300		2,080,518	
	1,989,992	2,010,222	1.0%	2,019,258	0.4%	2,027,683	0.4%	2,035,300	0.4%	2,080,518	2.2%
Operations and Maintenance											
Liquid Waste Residuals	1,008,098	1,067,220		1,165,239		1,192,015		1,207,041		1,336,121	
Maintenance	4,580,532	4,819,916		4,943,226		5,224,721		5,480,209		5,688,122	
SCADA Control Systems	230,205	236,763		244,348		246,787		253,565		261,027	
Wastewater Collection	3,948,796	4,189,843		5,228,409		5,398,063		5,648,159		5,861,940	
Wastewater Treatment	11,433,784	11,333,679		12,059,477		12,422,037		12,758,810		13,107,226	
Site Security Services	–	10,932		11,205		11,486		11,773		12,067	
Asset Management	177,079	164,714		170,275		175,074		180,012		185,091	
	21,378,494	21,823,067	2.1%	23,822,179	9.2%	24,670,183	3.6%	25,539,569	3.5%	26,451,594	3.6%
Administration and Allocated Programs											
Administration and Department Support	328,356	396,296		404,963		421,874		427,558		446,257	
Community Engagement and Communications	33,891	190,304		196,332		201,711		207,242		212,927	
Environmental Regulation and Enforcement	146,637	150,968		156,192		160,360		165,653		169,838	
Allocation of Project Delivery Cost	1,033,610	776,135		772,361		791,505		811,710		824,432	
Allocation of Centralized Support Costs	5,018,184	6,143,333		6,901,246		8,678,462		9,596,581		10,080,384	
	6,560,678	7,657,036	16.7%	8,431,094	10.1%	10,253,912	21.6%	11,208,744	9.3%	11,733,838	4.7%
Total Operating Programs	32,366,798	34,054,720	5.2%	36,950,803	8.5%	39,816,054	7.8%	41,661,611	4.6%	43,236,670	3.8%
Debt Service - Growth	4,760,907	5,762,754	21.0%	7,876,522	36.7%	9,559,825	21.4%	11,097,342	16.1%	12,175,075	9.7%
Debt Service - Non-Growth	12,816,216	24,744,351	93.1%	45,299,770	83.1%	59,362,775	31.0%	69,775,437	17.5%	75,365,981	8.0%
Contribution to Capital	37,884,344	39,570,005	4.4%	49,874,343	26.0%	60,607,373	21.5%	61,437,935	1.4%	62,017,896	0.9%
TOTAL EXPENDITURES	**$ 87,828,265**	**$ 104,131,830**	**18.6%**	**$ 140,001,438**	**34.4%**	**$ 169,346,027**	**21.0%**	**$ 183,972,325**	**8.6%**	**$ 192,795,622**	**4.8%**

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GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT
LIQUID WASTE SERVICES
2027 — 2031 FINANCIAL PLAN
LULU ISLAND WEST SEWERAGE AREA
2027 BUDGET

	2026 BUDGET	2027 BUDGET	% CHANGE	2028 PLAN	% CHANGE	2029 PLAN	% CHANGE	2030 PLAN	% CHANGE	2031 PLAN	% CHANGE
REVENUES											
Liquid Waste Services Levy	$ 51,101,947	$ 53,671,481	5.0%	$ 56,515,115	5.3%	$ 58,412,033	3.4%	$ 61,517,816	5.3%	$ 64,690,922	5.2%
User Fees	148,570	152,266		156,024		159,872		163,811		167,844	
Transfer from DCC Reserves	2,909,369	3,801,028		3,966,090		4,750,033		4,561,464		5,475,531	
Liquid Waste Industrial Charges	880,685	1,210,794		1,241,064		1,272,090		1,303,893		1,336,490	
Other External Revenues	725,851	722,901		751,121		781,340		781,560		781,779	
Transfer from Sustainability Innovation Fund Reserves	153,545	–		–		–		–		–	
Transfer from Reserves	295,665	1,033,700		3,036,975		4,483,022		5,416,517		5,825,783	
TOTAL REVENUES	**$ 56,215,632**	**$ 60,592,170**	**7.8%**	**$ 65,666,389**	**8.4%**	**$ 69,858,390**	**6.4%**	**$ 73,745,061**	**5.6%**	**$ 78,278,349**	**6.1%**
EXPENDITURES											
Operating Programs:											
Policy Planning and Analysis											
Contribution to Sustainability Innovation Fund Reserve	$ 79,566	$ 79,792		$ 79,792		$ 79,792		$ 79,792		$ 79,792	
Utility Analysis and Infrastructure	223,398	264,706		274,919		283,490		292,253		301,177	
Utility Policy and Planning	248,623	253,402		262,198		269,919		277,875		286,062	
Wastewater Research and Innovation	263,120	132,739		139,360		145,738		151,524		158,616	
Wastewater Facilities Planning	38,620	37,500		39,049		63,924		66,385		68,947	
	853,327	768,139	(10.0%)	795,318	3.5%	842,863	6.0%	867,829	3.0%	894,594	3.1%
Management Systems and Utility Services											
Annacis Research Centre	44,570	48,629		47,085		47,407		48,982		49,637	
Dispatch	14,131	14,921		15,350		15,774		16,212		16,661	
Corporate Climate Action and Energy Management	45,204	69,824		71,244		70,564		70,780		73,722	
Engineers in Training	56,936	57,211		59,582		61,315		62,825		64,662	
Management Systems Utility Services	85,997	98,007		100,252		102,872		105,546		108,270	
Records Management	15,839	16,914		17,529		18,041		18,568		19,111	
Utility Voice Radio	12,637	13,098		13,478		13,834		14,199		14,594	
	275,314	318,604	15.7%	324,520	1.9%	329,807	1.6%	337,112	2.2%	346,657	2.8%
Environmental Management and Quality Control											
Environmental Management and Quality Control	1,342,650	1,470,137		1,566,386		1,715,445		1,690,619		1,749,755	
Source Compliance Monitoring	49,731	51,119		41,993		42,168		44,388		44,365	
Contribution to Reserve	8,023	8,258		8,582		8,921		9,275		9,555	
	1,400,404	1,529,514	9.2%	1,616,961	5.7%	1,766,534	9.3%	1,744,282	(1.3%)	1,803,675	3.4%
Engineering, Design & Construction											
Minor Capital Projects	369,598	423,152		461,455		490,330		519,495		527,171	
	369,598	423,152	14.5%	461,455	9.1%	490,330	6.3%	519,495	5.9%	527,171	1.5%
Operations and Maintenance											
Liquid Waste Residuals	2,130,221	2,231,951		2,449,817		2,502,096		2,533,690		2,796,620	
Maintenance	3,267,345	3,859,437		3,804,003		4,067,082		4,152,274		4,199,142	
SCADA Control Systems	41,202	42,375		43,732		44,164		45,377		46,713	
Wastewater Collection	900,625	1,022,126		1,080,888		1,162,322		1,227,191		1,286,588	
Wastewater Treatment	8,202,549	8,365,840		8,790,110		8,822,257		9,052,713		9,289,167	
Site Security Services	–	12,170		12,474		12,786		13,106		13,433	
Asset Management	195,952	182,270		188,425		193,734		199,199		204,818	
	14,737,894	15,716,169	6.6%	16,369,449	4.2%	16,804,441	2.7%	17,223,550	2.5%	17,836,481	3.6%
Administration and Allocated Programs											
Administration and Department Support	238,445	256,474		262,083		273,028		276,706		288,808	
Community Engagement and Communications	37,503	211,848		218,559		224,547		230,704		237,031	
Environmental Regulation and Enforcement	262,135	269,879		279,218		286,669		296,130		303,613	
Allocation of Project Delivery Cost	297,508	279,669		278,308		285,206		292,487		297,072	
Allocation of Centralized Support Costs	3,542,411	4,310,480		4,643,760		4,764,258		4,823,516		4,846,161	
	4,378,002	5,328,350	21.7%	5,681,928	6.6%	5,833,708	2.7%	5,919,543	1.5%	5,972,685	0.9%
Total Operating Programs	22,014,539	24,083,928	9.4%	25,249,631	4.8%	26,067,683	3.2%	26,611,811	2.1%	27,381,263	2.9%
Debt Service - Growth	3,299,553	4,325,524	31.1%	4,849,478	12.1%	5,369,697	10.7%	5,959,589	11.0%	6,879,280	15.4%
Debt Service - Non-Growth	12,142,773	12,949,573	6.6%	16,170,372	24.9%	18,841,007	16.5%	21,371,786	13.4%	24,045,454	12.5%
Contribution to Capital	18,758,767	19,233,145	2.5%	19,396,908	0.9%	19,580,003	0.9%	19,801,875	1.1%	19,972,352	0.9%
TOTAL EXPENDITURES	**$ 56,215,632**	**$ 60,592,170**	**7.8%**	**$ 65,666,389**	**8.4%**	**$ 69,858,390**	**6.4%**	**$ 73,745,061**	**5.6%**	**$ 78,278,349**	**6.1%**

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GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT
LIQUID WASTE SERVICES
2027 — 2031 FINANCIAL PLAN
FRASER SEWERAGE AREA
2027 BUDGET

	2026 BUDGET	2027 BUDGET	% CHANGE	2028 PLAN	% CHANGE	2029 PLAN	% CHANGE	2030 PLAN	% CHANGE	2031 PLAN	% CHANGE
REVENUES											
Liquid Waste Services Levy	$ 283,577,987	$ 296,160,956	4.4%	$ 319,601,712	7.9%	$ 343,941,995	7.6%	$ 394,492,878	14.7%	$ 430,218,758	9.1%
User Fees	5,429,366	5,781,634		6,337,988		7,015,687		7,802,024		8,395,112	
Transfer from DCC Reserves	91,433,535	100,914,783		107,383,265		127,373,146		123,392,706		142,833,875	
Liquid Waste Industrial Charges	11,313,300	13,343,764		13,677,358		14,019,293		14,369,775		14,729,019	
Other External Revenues	1,465,170	1,125,252		891,302		892,831		894,358		895,888	
Transfer from Sustainability Innovation Fund Reserves	1,066,547	–		–		–		–		–	
Transfer from Reserves	2,055,632	7,169,684		21,042,209		31,066,012		37,534,503		40,361,467	
TOTAL REVENUES	**$ 396,341,537**	**$ 424,496,073**	**7.1%**	**$ 468,933,834**	**10.5%**	**$ 524,308,964**	**11.8%**	**$ 578,486,244**	**10.3%**	**$ 637,434,119**	**10.2%**
EXPENDITURES											
Operating Programs:											
Policy Planning and Analysis											
Contribution to Sustainability Innovation Fund Reserve	$ 552,681	$ 555,724		$ 555,724		$ 555,724		$ 555,724		$ 555,724	
Utility Analysis and Infrastructure	1,551,763	1,843,593		1,914,724		1,974,419		2,035,451		2,097,606	
Utility Policy and Planning	1,726,979	1,764,868		1,826,124		1,879,901		1,935,312		1,992,336	
Wastewater Research and Innovation	1,827,683	924,487		970,599		1,015,021		1,055,315		1,104,700	
Wastewater Facilities Planning	268,260	261,177		271,967		445,208		462,348		480,195	
	5,927,366	5,349,849	(9.7%)	5,539,138	3.5%	5,870,273	6.0%	6,044,150	3.0%	6,230,561	3.1%
Management Systems and Utility Services											
Annacis Research Centre	309,592	338,686		327,933		330,175		341,147		345,707	
Dispatch	98,317	100,761		103,653		106,520		109,473		112,509	
Corporate Climate Action and Energy Management	314,490	471,440		481,031		476,436		477,896		497,759	
Engineers in Training	395,524	398,291		414,800		426,863		437,374		450,165	
Management Systems Utility Services	598,274	661,814		676,978		694,670		712,727		731,118	
Records Management	110,199	114,219		118,366		121,825		125,387		129,053	
Utility Voice Radio	69,697	72,234		74,335		76,292		78,302		80,492	
	1,896,093	2,157,445	13.8%	2,197,096	1.8%	2,232,781	1.6%	2,282,306	2.2%	2,346,803	2.8%
Environmental Management and Quality Control											
Environmental Management and Quality Control	8,956,888	9,826,547		10,485,235		11,511,406		11,329,292		11,729,548	
Source Compliance Monitoring	345,442	356,027		292,468		293,686		309,148		308,989	
Contribution to Reserve	55,728	57,515		59,774		62,133		64,599		66,545	
	9,358,058	10,240,089	9.4%	10,837,477	5.8%	11,867,225	9.5%	11,703,039	(1.4%)	12,105,082	3.4%
Engineering, Design & Construction											
Minor Capital Projects	4,750,749	4,864,217		4,996,847		5,096,269		5,200,035		5,291,301	
	4,750,749	4,864,217	2.4%	4,996,847	2.7%	5,096,269	2.0%	5,200,035	2.0%	5,291,301	1.8%
Operations and Maintenance											
Liquid Waste Residuals	14,975,389	15,853,614		17,481,147		17,829,356		18,054,815		19,878,779	
Maintenance	23,102,709	23,338,530		23,829,945		24,616,737		25,628,493		26,538,090	
SCADA Control Systems	844,375	868,352		896,135		904,735		929,580		956,890	
Wastewater Collection	10,428,932	11,183,132		11,422,811		11,882,683		12,712,606		13,128,120	
Wastewater Treatment	36,392,255	39,146,747		41,205,029		40,428,368		43,122,549		43,773,880	
Site Security Services	–	84,758		86,878		89,049		91,275		93,557	
Asset Management	1,361,120	1,266,077		1,308,832		1,345,713		1,383,668		1,422,701	
	87,104,780	91,741,210	5.3%	96,230,777	4.9%	97,096,641	0.9%	101,922,986	5.0%	105,792,017	3.8%
Administration and Allocated Programs											
Administration and Department Support	1,658,834	1,731,909		1,769,788		1,843,689		1,868,529		1,950,251	
Community Engagement and Communications	260,502	1,475,455		1,522,194		1,563,898		1,606,781		1,650,851	
Environmental Regulation and Enforcement	1,745,263	1,796,820		1,859,000		1,908,604		1,971,594		2,021,418	
Allocation of Project Delivery Cost	3,220,936	3,298,015		3,281,974		3,363,329		3,449,180		3,503,242	
Allocation of Centralized Support Costs	24,954,602	30,555,068		32,376,514		33,945,284		36,435,425		38,388,857	
	31,840,137	38,857,267	22.0%	40,809,470	5.0%	42,624,804	4.4%	45,331,509	6.4%	47,514,619	4.8%
Total Operating Programs	140,877,183	153,210,077	8.8%	160,610,805	4.8%	164,787,993	2.6%	172,484,025	4.7%	179,280,383	3.9%
Debt Service - Growth	111,192,909	118,941,969	7.0%	129,723,985	9.1%	143,213,221	10.4%	159,485,024	11.4%	179,196,256	12.4%
Debt Service - Non-Growth	17,955,569	25,468,080	41.8%	44,377,451	74.2%	64,349,205	45.0%	88,585,789	37.7%	113,766,224	28.4%
Contribution to Capital	126,315,876	126,875,947	0.4%	134,221,593	5.8%	151,958,545	13.2%	157,931,406	3.9%	165,191,256	4.6%
TOTAL EXPENDITURES	**$ 396,341,537**	**$ 424,496,073**	**7.1%**	**$ 468,933,834**	**10.5%**	**$ 524,308,964**	**11.8%**	**$ 578,486,244**	**10.3%**	**$ 637,434,119**	**10.2%**

GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT
LIQUID WASTE SERVICES
2027 — 2031 FINANCIAL PLAN
DRAINAGE
2027 BUDGET

	2026 BUDGET	2027 BUDGET	% CHANGE	2028 PLAN	% CHANGE	2029 PLAN	% CHANGE	2030 PLAN	% CHANGE	2031 PLAN	% CHANGE
REVENUES											
Liquid Waste Services Levy	$ 3,431,252	$ 3,345,700	(2.5%)	$ 3,316,642	(0.9%)	$ 3,377,601	1.8%	$ 3,465,568	2.6%	$ 3,590,509	3.6%
Transfer from Reserves	260,000	85,000		160,000		160,000		160,000		85,000	
TOTAL REVENUES	**$ 3,691,252**	**$ 3,430,700**	**(7.1%)**	**$ 3,476,642**	**1.3%**	**$ 3,537,601**	**1.8%**	**$ 3,625,568**	**2.5%**	**$ 3,675,509**	**1.4%**
EXPENDITURES											
Operating Programs:											
Policy Planning and Analysis											
Utility Analysis and Infrastructure	$ 175,000	$ –		$ –		$ –		$ –		$ –	
Utility Policy and Planning	163,824	166,744		169,774		172,274		174,852		177,504	
	338,824	166,744	(50.8%)	169,774	1.8%	172,274	1.5%	174,852	1.5%	177,504	1.5%
Management Systems and Utility Services											
Dispatch	994	951		978		1,006		1,032		1,062	
Corporate Climate Action and Energy Management	3,184	4,462		4,552		4,509		4,523		4,710	
Management Systems Utility Services	6,048	6,254		6,397		6,565		6,735		6,909	
Records Management	1,115	1,078		1,117		1,150		1,183		1,219	
	11,341	12,745	12.4%	13,044	2.3%	13,230	1.4%	13,473	1.8%	13,900	3.2%
Engineering, Design & Construction											
Minor Capital Projects	515,687	523,564		531,643		539,920		546,713		560,379	
	515,687	523,564	1.5%	531,643	1.5%	539,920	1.6%	546,713	1.3%	560,379	2.5%
Operations and Maintenance											
Maintenance	138,072	132,559		137,110		141,279		145,502		149,845	
SCADA Control Systems	28,601	29,414		30,356		30,656		31,501		32,425	
Urban Drainage	2,337,177	2,209,448		2,272,851		2,329,298		2,412,354		2,447,042	
	2,503,850	2,371,421	(5.3%)	2,440,317	2.9%	2,501,233	2.5%	2,589,357	3.5%	2,629,312	1.5%
Administration and Allocated Programs											
Administration and Department Support	16,768	16,366		16,723		17,423		17,658		18,431	
Allocation of Project Delivery Cost	3,261	6,838		6,805		6,973		7,151		7,263	
Allocation of Centralized Support Costs	301,521	333,022		298,336		286,548		276,364		268,720	
	321,550	356,226	10.8%	321,864	(9.6%)	310,944	(3.4%)	301,173	(3.1%)	294,414	(2.2%)
Total Operating Programs	3,691,252	3,430,700	(7.1%)	3,476,642	1.3%	3,537,601	1.8%	3,625,568	2.5%	3,675,509	1.4%
TOTAL EXPENDITURES	**$ 3,691,252**	**$ 3,430,700**	**(7.1%)**	**$ 3,476,642**	**1.3%**	**$ 3,537,601**	**1.8%**	**$ 3,625,568**	**2.5%**	**$ 3,675,509**	**1.4%**

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GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT
CAPITAL PORTFOLIO
LIQUID WASTE SERVICES

	PRIMARY DRIVER	ACTIVE PHASE	TIMELINE (START YR. - END YR.)	PROJECT ESTIMATE	PROJECT ESTIMATE TO ACTIVE PHASE	2027 CAPITAL EXPENDITURES	2028 CAPITAL EXPENDITURES	2029 CAPITAL EXPENDITURES	2030 CAPITAL EXPENDITURES	2031 CAPITAL EXPENDITURES	2027 TO 2031 TOTAL CAPITAL EXPENDITURES
CAPITAL EXPENDITURES											
Collections											
104th Ave PS and FM for Redirection to NLWWTP	Growth	Design	2026 - 2035	$ 125,000,000	$ 8,000,000	$ 1,450,000	$ 3,000,000	$ 3,000,000	$ 3,000,000	$ 3,000,000	$ 13,450,000
8th Avenue Interceptor Air Treatment Facilities	Upgrade	Design	2017 - 2033	14,150,000	1,450,000	50,000	450,000	600,000	2,600,000	3,000,000	6,700,000
Baynes Road Pump Station Redirection	Maintenance	Not Started	2029 - 2035	50,000,000	–	–	–	100,000	1,100,000	2,000,000	3,200,000
Big Bend Forcemain - Gate Replacement	Maintenance	Construction	2017 - 2030	2,700,000	2,700,000	150,000	1,700,000	300,000	–	–	2,150,000
Burnaby Lake North Interceptor Winston Section	Growth	Construction	2018 - 2027	114,500,000	114,500,000	600,000	2,000,000	550,000	–	–	3,150,000
Burnaby South Slope Interceptor	Growth	Not Started	2022 - 2034	22,700,000	300,000	–	50,000	250,000	300,000	1,350,000	1,950,000
Cloverdale Pump Station Capacity Upgrade	Growth	Construction	2017 - 2034	88,150,000	11,650,000	650,000	1,100,000	1,300,000	2,100,000	5,550,000	10,700,000
Cloverdale Trunk Sewer Capacity Upgrade	Growth	Design	2022 - 2032	39,000,000	4,950,000	400,000	700,000	2,000,000	1,400,000	9,000,000	13,500,000
Columbia Forcemain (CLT) Rehabilitation	Maintenance	Construction	2025 - 2026	16,000,000	16,000,000	50,000	–	–	–	–	50,000
Combined Sewer Overflow Sampling Station Enhancements	Maintenance	Construction	2019 - 2028	4,000,000	4,000,000	575,000	711,000	–	–	–	1,286,000
Crescent Beach FM - Replacement	Maintenance	Construction	2017 - 2026	34,350,000	34,350,000	20,000	20,000	20,000	–	–	60,000
Eagle Creek (Lower Section) Channel Restoration	Resilience	Construction	2025 - 2026	750,000	750,000	50,000	700,000	–	–	–	750,000
EMQC-Chemistry Laboratory	Upgrade	Construction	2023 - 2028	17,200,000	17,200,000	450,000	6,150,000	8,250,000	1,150,000	–	16,000,000
Flood Protection for Langley Pump Station	Maintenance	Not Started	2028 - 2030	5,050,000	–	–	350,000	250,000	4,440,000	–	5,040,000
Fraser Sewerage Area Integrated Resource Recovery (IRR) Study	Opportunity	Design	2020 - 2027	700,000	700,000	150,000	100,000	–	–	–	250,000
FSA Flow Metering Program	Maintenance	Construction	2018 - 2026	4,300,000	4,300,000	290,035	625,000	–	–	–	915,035
FSA River Crossing Scour Protection Program - Phase 1	Maintenance	Construction	2023 - 2026	4,450,000	4,450,000	480,000	1,400,000	500,000	–	–	2,380,000
FSA Sewer Relocations and Protections	Maintenance	Construction	2021 - 2030	3,100,000	3,100,000	1,000,000	350,000	400,000	450,000	–	2,200,000
FSA Statutory Right of Way Acquisitions Phase 1	Maintenance	Design	2022 - 2026	25,450,000	25,450,000	1,400,000	–	–	–	–	1,400,000
Gilbert/Brighouse Trunk Pressure Sewer	Maintenance	Multiple	2010 - 2030	289,750,000	289,750,000	3,970,000	8,450,000	1,250,000	8,000,000	2,000,000	23,670,000

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GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT
CAPITAL PORTFOLIO
LIQUID WASTE SERVICES

	PRIMARY DRIVER	ACTIVE PHASE	TIMELINE (START YR. - END YR.)	PROJECT ESTIMATE	PROJECT ESTIMATE TO ACTIVE PHASE	2027 CAPITAL EXPENDITURES	2028 CAPITAL EXPENDITURES	2029 CAPITAL EXPENDITURES	2030 CAPITAL EXPENDITURES	2031 CAPITAL EXPENDITURES	2027 TO 2031 TOTAL CAPITAL EXPENDITURES
Glenbrook Combined Trunk Kingsway Sanitary Section	Growth	Construction	2018 - 2027	9,250,000	9,250,000	995,000	948,000	–	–	–	1,943,000
Glenbrook Combined Trunk Sewer Separation	Upgrade	Design	2026 - 2035	250,000,000	4,700,000	1,450,000	2,450,000	2,450,000	3,450,000	3,500,000	13,300,000
Glenbrook CSO Gate Replacement	Maintenance	Construction	2022 - 2026	7,100,000	7,100,000	50,000	–	–	–	–	50,000
Gleneagles Forcemain Replacement	Maintenance	Construction	2017 - 2027	27,600,000	27,600,000	10,350,000	1,938,000	2,000,000	–	–	14,288,000
Gleneagles Pump Stations Improvements	Maintenance	Design	2018 - 2032	56,250,000	29,800,000	770,000	1,420,000	3,550,000	13,510,000	10,456,000	29,706,000
Goulet and Noble Sediment Basin Improvements	Maintenance	Construction	2027 - 2028	5,000,000	5,000,000	2,500,000	2,500,000	–	–	–	5,000,000
Harbour PS Air Treatment Facilities	Upgrade	Not Started	2028 - 2034	6,400,000	–	–	150,000	350,000	300,000	1,750,000	2,550,000
Harbour Pump Station Discharge Header Repair and Valve Replacements	Maintenance	Construction	2022 - 2026	5,350,000	5,350,000	50,000	–	–	–	–	50,000
Harbour Pump Station Power Distribution Equipment Replacement	Maintenance	Construction	2021 - 2027	5,350,000	5,350,000	1,389,169	321,035	–	–	–	1,710,204
Harbour Sewerage Pump Station - Suction Piping Replacement	Maintenance	Construction	2024 - 2029	5,850,000	5,850,000	2,168,916	2,013,916	–	1,148,349	–	5,331,181
Highbury Interceptor Diversion Junction Chamber Wall Rehabilitation	Maintenance	Construction	2023 - 2028	7,400,000	7,400,000	480,000	4,632,000	1,550,000	–	–	6,662,000
Highbury Street Sanitary Trunk Sewer Rehabilitation	Maintenance	Not Started	2028 - 2029	2,300,000	–	–	300,000	2,000,000	–	–	2,300,000
Hollyburn Interceptor - Kew Road Section	Maintenance	Not Started	2027 - 2033	31,000,000	–	–	50,000	250,000	1,700,000	2,050,000	4,050,000
Hudson Forcemain Rehabilitation Phase 2/3	Maintenance	Construction	2025 - 2026	4,150,000	3,150,000	600,000	1,980,000	1,000,000	–	–	3,580,000
Jervis Pump Station 25kV Voltage Conversion	Maintenance	Construction	2021 - 2026	1,300,000	1,300,000	700,000	–	–	–	–	700,000
Jervis Sewerage Pump Station - Suction Piping Replacement	Maintenance	Construction	2025 - 2029	6,050,000	6,050,000	2,314,135	2,159,135	–	1,235,481	–	5,708,751
Kent Pump Station High Voltage Switchgear Replacement	Maintenance	Construction	2022 - 2027	4,200,000	4,200,000	1,328,720	–	–	–	–	1,328,720
Lozells Sewer Protection Works	Maintenance	Construction	2027	600,000	600,000	600,000	–	–	–	–	600,000
LWS Pump Station Programmable Logic Controller Replacements	Opportunity	Multiple	2025 - 2029	3,000,000	1,400,000	400,000	465,000	695,000	1,165,000	–	2,725,000
Marshend Pump Station	Growth	Construction	2017 - 2029	40,750,000	40,750,000	6,150,000	17,650,000	7,250,000	4,000,000	–	35,050,000

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New West Interceptor - Annacis Section 2	Maintenance	Construction	2017 - 2030	51,050,000	51,050,000	2,329,713	14,381,957	4,190,978	4,600,000	5,000,000	30,502,648
New Westminster Interceptor Repair Columbia St. Section	Maintenance	Construction	2017 - 2028	41,450,000	41,450,000	3,825,796	3,500,000	–	–	–	7,325,796
New Westminster Interceptor West Branch and Columbia Extension Rehabilitation	Maintenance	Construction	2022 - 2030	121,700,000	121,700,000	1,284,810	23,775,300	47,200,600	23,363,000	21,640,000	117,263,710
North Road Trunk Sewer	Growth	Construction	2017 - 2028	28,600,000	28,600,000	4,946,000	2,414,500	1,000,000	500,000	–	8,860,500
North Surrey Interceptor - Port Mann Section - Odour Control	Upgrade	Construction	2017 - 2029	29,600,000	27,600,000	550,000	2,300,000	4,000,000	4,000,000	500,000	11,350,000
North Surrey Interceptor Improvements	Maintenance	Multiple	2024 - 2040	386,550,000	175,350,000	4,856,387	19,675,000	23,012,431	43,470,000	66,480,000	157,493,818
North Surrey Interceptor Twinning	Growth	Not Started	2027 - 2040	215,800,000	–	–	–	–	500,000	1,000,000	1,500,000
NSA Flow Metering Program	Maintenance	Construction	2019 - 2027	3,100,000	3,100,000	423,164	–	–	–	–	423,164
NSA Scour Protection Upgrades	Maintenance	Construction	2022 - 2027	7,750,000	7,750,000	1,000,000	1,000,000	30,000	30,000	30,000	2,090,000
NSI SSO Storage	Upgrade	Construction	2020 - 2031	196,950,000	196,950,000	17,289,528	32,424,464	51,310,000	51,929,507	20,200,000	173,153,499
NSSA Sewer Relocations and Protections	Maintenance	Construction	2025 - 2027	450,000	450,000	75,000	–	–	–	–	75,000
NVI Lynn Branch Siphon – SSO Treatment	Upgrade	Design	2026 - 2031	15,500,000	1,100,000	–	749,999	2,700,000	2,850,000	5,400,000	11,699,999
NWP Dip Investigation and Repair	Maintenance	Construction	2025 - 2026	4,500,000	4,500,000	50,000	–	–	–	–	50,000
Ocean Park Trunk - Crescent Beach PS Section Replacement	Maintenance	Design	2026 - 2030	22,250,000	1,150,000	50,000	750,000	1,050,000	1,550,000	8,440,000	11,840,000
Ocean Park Trunk Manholes Lining	Maintenance	Construction	2025 - 2026	1,100,000	1,100,000	50,000	–	–	–	–	50,000
Port Coquitlam Pump Station Overflow	Resilience	Design	2027 - 2029	4,250,000	250,000	210,000	1,000,000	3,000,000	–	–	4,210,000
Port Coquitlam Pump Station Refurbishment	Maintenance	Design	2021 - 2030	152,050,000	13,850,000	2,150,000	2,150,000	2,150,000	14,976,667	65,560,000	86,986,667
Port Moody Forcemain Replacement	Maintenance	Design	2026 - 2031	30,500,000	1,500,000	50,000	1,950,000	3,500,000	1,500,000	11,500,000	18,500,000
Port Moody Pump Station Capacity Upgrade	Growth	Design	2017 - 2030	23,700,000	2,250,000	600,000	880,000	300,000	1,150,000	10,000,000	12,930,000
Port Moody South Interceptor Capacity Upgrade	Growth	Not Started	2027 - 2030	3,350,000	–	–	150,000	150,000	2,050,000	1,000,000	3,350,000
Port Moody Storm Drain Rehabilitation	Maintenance	Construction	2024 - 2026	2,850,000	2,850,000	450,000	–	–	–	–	450,000
Production Way Operation Centre	Upgrade	Multiple	2023 - 2029	54,150,000	54,150,000	2,411,001	8,614,000	15,279,999	25,165,000	1,080,000	52,550,000
Relocation and Protection of North Surrey Interceptor – CN Section West	Maintenance	Construction	2027 - 2028	500,000	500,000	500,000	–	–	–	–	500,000

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Rosemary Heights Pressure Sewer Capacity Upgrade	Growth	Not Started	2027 - 2032	10,750,000	–	–	350,000	500,000	700,000	2,500,000	4,050,000
Royal Ave PS Rehabilitation	Maintenance	Construction	2017 - 2026	15,250,000	15,250,000	50,000	–	–	–	–	50,000
Sapperton Pump Station	Growth	Construction	2017 - 2028	105,100,000	105,100,000	550,000	2,198,000	5,250,000	4,550,000	–	12,548,000
Sapperton Pump Station Emergency Backup Power	Resilience	Construction	2022 - 2028	5,000,000	5,000,000	1,250,000	1,650,000	500,000	400,000	–	3,800,000
Sewer Heat Projects	Opportunity	Construction	2027 - 2031	71,500,000	71,500,000	250,000	10,150,000	19,400,000	25,475,000	16,075,000	71,350,000
South Surrey Interceptor & North Surrey Interceptor - Fraser River Crossing	Growth	Design	2026 - 2035	632,000,000	8,500,000	1,350,000	5,450,000	5,050,000	10,450,000	66,000,000	88,300,000
South Surrey Interceptor Johnston Section	Growth	Construction	2017 - 2027	98,300,000	98,300,000	515,000	–	–	–	–	515,000
South Surrey Interceptor Rehabilitation	Maintenance	Multiple	2023 - 2031	87,350,000	6,800,000	1,405,108	23,736,217	23,681,057	15,626,597	10,330,000	74,778,979
Spanish Banks PS HV Switchgear Replacement	Maintenance	Design	2026 - 2029	4,850,000	850,000	460,000	1,750,000	2,500,000	–	–	4,710,000
SSI Delta - Air Management Facility Construction	Upgrade	Construction	2017 - 2027	17,950,000	17,950,000	427,512	–	–	–	–	427,512
SSI Influent Control Chamber Repair and Replace Gates	Maintenance	Construction	2017 - 2027	1,300,000	1,300,000	510,000	400,000	–	–	–	910,000
Still Creek Culvert Rehabilitation - Gilmore section	Maintenance	Construction	2025 - 2028	2,150,000	2,150,000	338,001	1,468,999	–	–	–	1,807,000
Stoney Creek Sanitary Trunk	Growth	Construction	2022 - 2030	156,900,000	156,900,000	8,721,715	57,068,404	45,950,318	17,288,213	14,418,375	143,447,025
Surrey Corrosion Control Facility Replacement	Maintenance	Construction	2019 - 2028	11,250,000	11,250,000	851,219	5,160,510	3,000,000	–	–	9,011,729
VSA Emergency Backup Power	Resilience	Construction	2017 - 2027	29,300,000	29,300,000	1,000,000	–	–	–	–	1,000,000
VSA Flow Metering Program	Maintenance	Construction	2018 - 2028	8,700,000	8,700,000	1,350,000	1,600,000	1,100,000	1,200,000	700,000	5,950,000
VSA Grit Chamber Access Improvements	Maintenance	Construction	2024 - 2027	3,550,000	3,550,000	2,573,063	732,000	–	–	–	3,305,063
VSA Sewer Relocations and Protections	Maintenance	Construction	2019 - 2029	24,050,000	24,050,000	100,001	–	49,999	400,000	2,000,000	2,550,000
VSA Statutory Right of Way Acquisitions Phase 1	Maintenance	Construction	2025 - 2026	15,900,000	15,900,000	3,500,000	3,500,000	4,000,000	–	–	11,000,000
Westridge FM Replacement	Maintenance	Construction	2017 - 2028	13,900,000	13,900,000	1,441,550	1,775,000	–	–	–	3,216,550
Westridge Pump Stations 1 & 2 Refurbishment	Maintenance	Construction	2017 - 2029	44,250,000	44,250,000	7,030,000	8,410,000	8,050,000	8,510,000	–	32,000,000
White Rock Forcemain Rehabilitation	Maintenance	Construction	2021 - 2029	14,850,000	14,850,000	1,285,702	5,485,702	5,714,089	1,039,585	–	13,525,078
White Rock Pump Station Upgrades	Growth	Design	2026 - 2033	15,000,000	2,000,000	500,000	1,350,000	800,000	1,200,000	950,000	4,800,000
Total Collections				**$ 4,127,050,000**	**$ 2,103,000,000**	**$ 122,591,245**	**$ 314,783,138**	**$ 324,284,471**	**$ 315,522,399**	**$ 374,459,375**	**$ 1,451,640,628**

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	PRIMARY DRIVER	ACTIVE PHASE	TIMELINE (START YR. - END YR.)	PROJECT ESTIMATE	PROJECT ESTIMATE TO ACTIVE PHASE	2027 CAPITAL EXPENDITURES	2028 CAPITAL EXPENDITURES	2029 CAPITAL EXPENDITURES	2030 CAPITAL EXPENDITURES	2031 CAPITAL EXPENDITURES	2027 TO 2031 TOTAL CAPITAL EXPENDITURES
Treatment Plants											
AIWWTP Ammonia Removal – Sidestream	Upgrade	Design	2025 - 2038	$ 126,950,000	$ 22,800,000	$ 1,200,000	$ 1,500,000	$ 3,440,000	$ 5,150,000	$ 3,530,000	$ 14,820,000
AIWWTP Bar Screen #1 Refurbishment	Maintenance	Construction	2025 - 2027	2,550,000	2,550,000	988,500	–	–	–	–	988,500
AIWWTP Centrifuge Schwing HPU Replacement	Maintenance	Construction	2024 - 2026	1,350,000	1,350,000	100,000	–	–	–	–	100,000
AIWWTP Cogeneration Backup Power	Resilience	Construction	2017 - 2026	81,100,000	81,100,000	125,000	–	–	–	–	125,000
AIWWTP DAF Polymer System Upgrade	Maintenance	Design	2027 - 2031	8,050,000	1,550,000	100,000	590,000	3,480,000	1,670,000	2,160,000	8,000,000
AIWWTP Digesters No. 9 and 10 (formerly Digester No. 5)*	Growth	Design	2025 - 2034	469,700,000	6,900,000	3,000,000	14,000,000	40,400,000	59,300,000	106,000,000	222,700,000
AIWWTP Electrical Distribution System Protection Control and Monitoring	Upgrade	Construction	2019 - 2027	2,650,000	2,650,000	75,000	250,000	–	–	–	325,000
AIWWTP Hydrothermal Processing Pilot	Opportunity	Construction	2018 - 2027	49,000,000	49,000,000	8,909,000	2,798,000	300,000	–	–	12,007,000
AIWWTP ICS Replacement Program	Maintenance	Construction	2022 - 2031	14,350,000	14,350,000	4,000,000	2,750,000	2,500,000	1,050,000	–	10,300,000
AIWWTP ICS Replacement Program Phase 2	Maintenance	Not Started	2029 - 2033	15,000,000	–	–	–	575,000	2,000,000	2,600,000	5,175,000
AIWWTP Influent System Remediation	Maintenance	Construction	2025 - 2038	129,750,000	129,750,000	1,487,501	19,701,249	21,100,000	2,900,000	7,850,000	53,038,750
AIWWTP IPS Pump Building Roof Replacement Phase 2	Maintenance	Construction	2024 - 2026	1,150,000	1,150,000	50,000	–	–	–	–	50,000
AIWWTP Lubrication Storage Facility Conversion	Maintenance	Construction	2024 - 2027	2,500,000	2,500,000	190,000	1,800,000	400,000	–	–	2,390,000
AIWWTP O&M Building Refurbishment	Maintenance	Construction	2026 - 2030	9,600,000	9,600,000	600,000	3,450,000	2,150,000	1,700,000	1,700,000	9,600,000
AIWWTP Outfall Repair	Maintenance	Design	2025 - 2029	10,700,000	1,000,000	50,000	500,000	500,000	4,800,000	4,850,000	10,700,000
AIWWTP Process Waste Drain Line Refurbishment	Maintenance	Construction	2025 - 2026	3,150,000	3,150,000	200,000	–	–	–	–	200,000
AIWWTP Scum Pump Replacement	Maintenance	Construction	2025 - 2028	1,250,000	1,250,000	500,000	500,000	–	–	–	1,000,000
AIWWTP Secondary Clarifier Corrosion Repair	Maintenance	Construction	2017 - 2028	36,300,000	36,300,000	450,000	400,000	–	–	–	850,000
AIWWTP Sludge Control Building Electrical Room HVAC Upgrade	Maintenance	Construction	2023 - 2027	2,100,000	2,100,000	1,005,000	–	–	–	–	1,005,000
AIWWTP Stage 5 Expansion*	Growth	Multiple	2011 - 2034	1,340,400,000	1,340,400,000	49,500,000	102,750,000	86,800,000	63,200,000	94,600,000	396,850,000
AIWWTP Stage 5 Expansion - Optimization Works*	Growth	Construction	2025 - 2028	18,600,000	18,600,000	4,500,000	5,000,000	3,500,000	3,850,000	–	16,850,000
AIWWTP TF Pump 5 VFD Upgrade	Resilience	Construction	2026 - 2031	1,900,000	1,900,000	250,000	400,000	850,000	250,000	100,000	1,850,000
AIWWTP Trickling Filter Media & Distributor Arms & Ducting Replacement	Maintenance	Construction	2018 - 2026	90,700,000	90,700,000	50,000	–	–	–	–	50,000

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AIWWTP UPS Condition Monitoring System	Resilience	Construction	2026 - 2030	550,000	550,000	50,000	100,000	100,000	150,000	150,000	550,000
Annacis Influent System Surge Control Refurbishment	Growth	Construction	2017 - 2028	22,000,000	22,000,000	2,000,000	1,900,000	–	–	–	3,900,000
Annacis Outfall System*	Growth	Construction	2015 - 2027	356,050,000	356,050,000	22,697,721	–	–	–	–	22,697,721
AREC Commodities Line Improvements Project	Maintenance	Construction	2025 - 2029	7,000,000	7,000,000	1,650,000	2,850,000	1,450,000	850,000	–	6,800,000
IIWWTP Biosolids Dewatering Facility	Upgrade	Construction	2017 - 2027	66,300,000	66,300,000	409,000	200,000	120,000	–	–	729,000
IIWWTP ICS IPS Control Replacement	Maintenance	Construction	2020 - 2028	1,750,000	1,750,000	300,000	300,000	–	–	–	600,000
IIWWTP ICS Migration Program	Maintenance	Design	2025 - 2032	12,000,000	4,000,000	150,000	1,000,000	2,750,000	2,750,000	2,750,000	9,400,000
IIWWTP ICS Replacement Program	Maintenance	Construction	2022 - 2026	750,000	750,000	50,000	–	–	–	–	50,000
IIWWTP IPS Drive Remediation	Maintenance	Construction	2022 - 2029	3,300,000	3,300,000	570,000	450,000	410,000	745,000	–	2,175,000
IIWWTP Medium Pressure Sludge Gas Blowers 3 & 4 Power Supply	Resilience	Construction	2025 - 2028	950,000	950,000	215,000	145,000	170,000	–	–	530,000
IIWWTP Outfall Refurbishment*	Maintenance	Design	2022 - 2031	235,000,000	20,000,000	3,350,000	42,000,000	53,000,000	87,000,000	41,000,000	226,350,000
IIWWTP PA Tanks Improvement	Maintenance	Construction	2024 - 2030	7,500,000	7,500,000	500,001	49,999	1,625,000	1,625,000	1,625,000	5,425,000
IIWWTP PA-Sed Tank & Gallery Wall Refurbishment	Maintenance	Construction	2024 - 2027	950,000	950,000	50,000	–	–	–	–	50,000
IIWWTP Replacement of CoGen Control System	Maintenance	Construction	2017 - 2026	2,500,000	2,500,000	100,000	–	–	–	–	100,000
IIWWTP Solids Handling Refurbishment	Maintenance	Construction	2017 - 2026	63,850,000	63,850,000	2,900,000	–	–	–	–	2,900,000
IIWWTP Surge Mitigation	Maintenance	Construction	2026 - 2029	2,000,000	2,000,000	450,000	650,000	650,000	250,000	–	2,000,000
IIWWTP Waste Gas Burner Redundancy	Maintenance	Construction	2025 - 2027	1,250,000	1,250,000	400,000	–	–	–	–	400,000
Iona Island Wastewater Treatment Plant*	Upgrade	Construction	2018 - 2040	6,000,150,000	1,060,150,000	124,619,116	175,574,217	245,915,000	430,254,692	480,005,613	1,456,368,638
LIWWTP Effluent Heat Recovery Project	Opportunity	Construction	2023 - 2028	12,650,000	12,650,000	8,000,000	1,200,000	550,000	–	–	9,750,000
LIWWTP Gravity Thickener Odour Control System	Upgrade	Not Started	2030 - 2032	550,000	–	–	–	–	150,000	300,000	450,000
LIWWTP Gravity Thickener Redundancy	Maintenance	Construction	2023 - 2032	67,000,000	67,000,000	1,043,524	5,100,000	20,000,000	21,000,000	18,000,000	65,143,524
LIWWTP Ground Fault Detection System Replacement	Maintenance	Construction	2022 - 2029	2,050,000	2,050,000	665,000	250,000	100,000	–	–	1,015,000
LIWWTP High Efficiency Boiler	Maintenance	Construction	2019 - 2028	1,300,000	1,300,000	410,000	330,000	–	–	–	740,000
LIWWTP ICS Electrical Distribution System Migration Program	Maintenance	Design	2025 - 2030	7,000,000	2,250,000	600,000	2,000,000	2,250,000	1,400,000	–	6,250,000
LIWWTP ICS Replacement Program	Maintenance	Construction	2020 - 2027	6,750,000	6,750,000	1,150,000	–	–	–	–	1,150,000
LIWWTP New Influent Conduit and Headworks	Resilience	Design	2026 - 2032	80,600,000	1,250,000	125,000	500,000	3,755,000	3,155,000	4,700,000	12,235,000
LIWWTP PA Tank Odour Control System	Upgrade	Construction	2025 - 2029	4,750,000	4,750,000	1,600,000	1,800,000	1,150,000	–	–	4,550,000

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LIWWTP PA-Sed Tank Refurbishment	Maintenance	Construction	2019 - 2027	3,200,000	3,200,000	710,000	610,000	110,000	–	–	1,430,000
LIWWTP Pilot Digestion Optimization Facility	Opportunity	Construction	2018 - 2028	7,200,000	7,200,000	1,103,000	620,000	–	–	–	1,723,000
LIWWTP Power Distribution Center Replacements	Maintenance	Design	2025 - 2032	7,250,000	750,000	300,000	335,000	2,000,000	2,000,000	1,500,000	6,135,000
LIWWTP Power Reliability	Resilience	Construction	2017 - 2028	16,000,000	16,000,000	4,900,000	2,956,526	1,464,461	–	–	9,320,987
LIWWTP SCL Refurbishment	Maintenance	Construction	2024 - 2032	41,500,000	41,500,000	982,968	9,649,999	9,650,000	19,300,000	–	39,582,967
LIWWTP Trickling Filter Refurbishment	Maintenance	Construction	2023 - 2034	68,550,000	68,550,000	8,550,000	8,550,000	10,450,000	100,000	–	27,650,000
NLWWTP Alum Dosing System Relocation and Upgrades	Resilience	Construction	2027 - 2029	1,900,000	1,900,000	1,400,000	370,000	100,000	–	–	1,870,000
NLWWTP Hydraulic Improvements	Resilience	Construction	2027 - 2030	5,000,000	5,000,000	950,000	2,750,000	1,100,000	200,000	–	5,000,000
NLWWTP Standby Diesel Generator	Resilience	Construction	2024 - 2026	950,000	950,000	150,000	50,000	–	–	–	200,000
North Shore WWTP Secondary Upgrade, Conveyance and Decommissioning*	Upgrade	Construction	2014 - 2030	3,854,950,000	3,854,950,000	761,232,233	673,022,809	520,120,013	206,372,304	66,596,037	2,227,343,396
Northwest Langley Wastewater Treatment Program*	Growth	Multiple	2018 - 2036	2,281,200,000	2,281,200,000	71,207,705	102,018,640	143,628,279	235,804,186	319,886,009	872,544,819
Regional Biosolids Dryer – AIWWTP*	Opportunity	Design	2025 - 2035	641,500,000	51,250,000	3,000,000	4,600,000	12,200,000	69,200,000	90,000,000	179,000,000
WWTPs Electrical System Studies & Upgrades	Resilience	Construction	2021 - 2032	7,150,000	3,300,000	200,000	500,000	850,000	1,275,000	900,000	3,725,000
Total Treatment Plants				**$16,321,650,000**	**$ 9,875,250,000**	**$ 1,106,070,269**	**$ 1,198,821,439**	**$ 1,201,662,753**	**$ 1,229,451,182**	**$ 1,250,802,659**	**$ 5,986,808,302**
TOTAL CAPITAL EXPENDITURES				**$20,448,700,000**	**$11,978,250,000**	**$ 1,228,661,514**	**$ 1,513,604,577**	**$ 1,525,947,224**	**$ 1,544,973,581**	**$ 1,625,262,034**	**$ 7,438,448,930**

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GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT
CAPITAL PORTFOLIO
LIQUID WASTE SERVICES

	PRIMARY DRIVER	ACTIVE PHASE	TIMELINE (START YR. - END YR.)	PROJECT ESTIMATE	PROJECT ESTIMATE TO ACTIVE PHASE	2027 CAPITAL EXPENDITURES	2028 CAPITAL EXPENDITURES	2029 CAPITAL EXPENDITURES	2030 CAPITAL EXPENDITURES	2031 CAPITAL EXPENDITURES	2027 TO 2031 TOTAL CAPITAL EXPENDITURES
CAPITAL FUNDING											
New External Borrowing funded by Levy					$ 7,166,445,334	$ 720,278,225	$ 877,642,436	$ 888,352,127	$ 1,073,426,676	$ 1,034,652,790	$ 4,594,352,254
New Borrowing funded by DCC					819,195,560	110,265,982	153,651,018	110,953,327	37,637,985	96,209,100	508,717,412
Direct DCC Application					1,084,656,723	47,676,022	111,169,431	128,841,321	157,110,020	228,771,018	673,567,812
Contribution to Capital from LWS Levy					1,514,831,280	155,901,830	165,598,575	198,675,937	205,064,831	215,463,447	940,704,620
Reserves					521,191,796	108,602,700	104,982,760	74,351,794	28,988,212	6,732,711	323,658,177
External Funding - Interagency					871,929,307	85,936,755	100,560,357	124,772,718	42,745,857	43,432,968	397,448,655
Total					**$11,978,250,000**	**$ 1,228,661,514**	**$ 1,513,604,577**	**$ 1,525,947,224**	**$ 1,544,973,581**	**$ 1,625,262,034**	**$ 7,438,448,930**
SUMMARY BY DRIVER											
Growth				$ 6,216,800,000	$ 4,616,200,000	$ 180,333,141	$ 320,977,544	$ 347,678,597	$ 411,342,399	$ 635,254,384	$ 1,895,586,065
Maintenance				2,552,750,000	1,687,450,000	103,877,983	255,937,018	277,549,154	298,989,679	292,221,000	1,228,574,834
Resilience				235,400,000	148,200,000	10,875,000	11,121,526	11,889,461	5,430,000	5,850,000	45,165,987
Upgrade				10,658,200,000	5,332,700,000	911,763,390	905,635,489	855,685,012	733,371,503	585,861,650	3,992,317,044
Opportunity				785,550,000	193,700,000	21,812,000	19,933,000	33,145,000	95,840,000	106,075,000	276,805,000
Total				**$20,448,700,000**	**$11,978,250,000**	**$ 1,228,661,514**	**$ 1,513,604,577**	**$ 1,525,947,224**	**$ 1,544,973,581**	**$ 1,625,262,034**	**$ 7,438,448,930**

* Project is part of Metro Vancouver's formal stage gate framework. Detailed project report will be brought forward as part of the stage gate review process.

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GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT
SOLID WASTE SERVICES
2027 — 2031 FINANCIAL PLAN
2027 BUDGET

	2026 BUDGET	2027 BUDGET	% CHANGE	2028 PLAN	% CHANGE	2029 PLAN	% CHANGE	2030 PLAN	% CHANGE	2031 PLAN	% CHANGE
REVENUES											
Solid Waste Tipping Fees	$160,039,613	$170,118,700	6.3%	$176,175,042	3.6%	$187,788,719	6.6%	$201,579,938	7.3%	$216,806,281	7.6%
Energy Sales	6,250,000	8,500,000		8,627,500		8,756,913		8,888,267		9,021,591	
Other External Revenues	3,330,141	5,965,251		5,635,473		8,405,088		8,528,394		8,821,740	
Transfer from Reserves	284,000	–		–		–		–		–	
TOTAL REVENUES	**$169,903,754**	**$184,583,951**	**8.6%**	**$190,438,015**	**3.2%**	**$204,950,720**	**7.6%**	**$218,996,599**	**6.9%**	**$234,649,612**	**7.1%**
EXPENDITURES											
Operating Programs:											
Solid Waste Operations											
Allocated Quality Control	$ 26,274	$ 25,906		$ 27,480		$ 26,720		$ 30,037		$ 31,262	
Site Security Services	–	21,433		21,969		22,518		23,081		23,658	
Engineers in Training	130,788	131,017		136,447		140,415		143,873		148,081	
Landfills	43,979,138	47,292,694		45,905,735		48,436,387		50,759,813		53,278,562	
Recycling and Waste Centre	59,376,424	59,600,550		63,921,936		66,335,368		68,417,561		70,603,714	
Waste to Energy Facility	33,334,956	37,971,794		38,198,701		41,719,860		43,269,186		44,886,693	
	136,847,580	145,043,394	6.0%	148,212,268	2.2%	156,681,268	5.7%	162,643,551	3.8%	168,971,970	3.9%
Solid Waste Planning											
Policy and Facility Development	616,462	627,965		650,423		669,005		688,148		707,853	
Zero Waste Implementation	2,796,643	2,772,878		2,864,068		2,942,004		3,022,129		3,104,474	
Zero Waste Collaboration Initiatives	745,254	1,127,548		756,849		1,184,327		792,760		1,241,943	
Community Engagement and Communications	1,366,358	1,319,955		1,366,253		1,405,412		1,445,732		1,487,214	
	5,524,717	5,848,346	5.9%	5,637,593	(3.6%)	6,200,748	10.0%	5,948,769	(4.1%)	6,541,484	10.0%
Administration and Allocated Programs											
Administration and Department Support	778,512	806,729		836,055		860,479		885,637		911,527	
Environmental Regulation and Enforcement	1,679,330	2,233,399		1,794,419		1,847,713		1,898,984		1,951,243	
Allocation of Project Delivery Cost	360,015	332,508		330,891		339,093		347,748		353,198	
Allocation of Centralized Support Costs	5,666,647	7,634,434		7,709,262		7,844,642		8,171,499		8,556,737	
	8,484,504	11,007,070	29.7%	10,670,627	(3.1%)	10,891,927	2.1%	11,303,868	3.8%	11,772,705	4.1%
Total Operating Programs	150,856,801	161,898,810	7.3%	164,520,488	1.6%	173,773,943	5.6%	179,896,188	3.5%	187,286,159	4.1%
Debt Service	18,431,056	19,059,389	3.4%	25,358,850	33.1%	29,865,977	17.8%	36,954,378	23.7%	45,350,003	22.7%
Contribution to Reserve	615,897	3,625,752	488.7%	558,677	(84.6%)	1,310,800	134.6%	2,146,033	63.7%	2,013,450	(6.2%)
TOTAL EXPENDITURES	**$169,903,754**	**$184,583,951**	**8.6%**	**$190,438,015**	**3.2%**	**$204,950,720**	**7.6%**	**$218,996,599**	**6.9%**	**$234,649,612**	**7.1%**

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GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT
CAPITAL PORTFOLIO
SOLID WASTE SERVICES

	PRIMARY DRIVER	ACTIVE PHASE	TIMELINE (START YR. - END YR.)	PROJECT ESTIMATE	PROJECT ESTIMATE TO ACTIVE PHASE	2027 CAPITAL EXPENDITURES	2028 CAPITAL EXPENDITURES	2029 CAPITAL EXPENDITURES	2030 CAPITAL EXPENDITURES	2031 CAPITAL EXPENDITURES	2027 TO 2031 TOTAL CAPITAL EXPENDITURES
CAPITAL EXPENDITURES											
Landfills											
Coquitlam Landfill Maintenance	Maintenance	Multiple	Ongoing	$ 9,300,000	$ 9,300,000	$ 3,000,000	$ 3,500,000	$ 2,250,000	$ 250,000	$ 300,000	$ 9,300,000
Total Landfills				**$ 9,300,000**	**$ 9,300,000**	**$ 3,000,000**	**$ 3,500,000**	**$ 2,250,000**	**$ 250,000**	**$ 300,000**	**$ 9,300,000**
Recycling and Waste Centres											
Langley Recycling and Waste Centre Depot Development and Site Reconfiguration	Upgrade	Construction	2023-2029	$ 20,500,000	$ 20,500,000	$ 11,100,000	$ 4,000,000	$ 2,500,000	$ –	$ –	$ 17,600,000
Maple Ridge Recycling and Waste Centre Upgrades	Upgrade	Construction	2026-2027	1,500,000	1,500,000	1,150,000	–	–	–	–	1,150,000
North Surrey Recycling and Waste Centre Depot Development and Site Reconfiguration	Upgrade	Construction	2023-2029	44,100,000	44,100,000	2,850,000	8,700,000	7,000,000	–	–	18,550,000
Recycling and Waste Centre Maintenance	Maintenance	Construction	Ongoing	21,300,000	21,300,000	6,600,000	5,500,000	3,900,000	2,800,000	2,500,000	21,300,000
Solid Waste Facility Land Purchase	Resilience	Design	2027-2032	100,000,000	100,000,000	2,000,000	2,000,000	36,000,000	40,000,000	20,000,000	100,000,000
Total Recycling and Waste Centres				**$ 187,400,000**	**$ 187,400,000**	**$ 23,700,000**	**$ 20,200,000**	**$ 49,400,000**	**$ 42,800,000**	**$ 22,500,000**	**$ 158,600,000**
Waste-To-Energy Facility											
Acid Gas Reduction	Upgrade	Design	2026-2028	$ 10,450,000	$ 10,450,000	$ 5,000,000	$ 5,000,000	$ –	$ –	$ –	$ 10,000,000
Biosolids Processing	Resilience	Construction	2021-2029	24,250,000	24,250,000	7,000,000	6,400,000	6,000,000	–	–	19,400,000
Waste-to-Energy Facility Maintenance	Maintenance	Construction	Ongoing	34,550,000	34,550,000	7,050,000	6,900,000	6,800,000	6,900,000	6,900,000	34,550,000
Waste-to-Energy Facility District Energy	Resilience	Multiple	2022-2033	217,000,000	217,000,000	20,000,000	20,000,000	25,000,000	28,600,000	28,500,000	122,100,000
Total Waste-To-Energy Facility				**$ 286,250,000**	**$ 286,250,000**	**$ 39,050,000**	**$ 38,300,000**	**$ 37,800,000**	**$ 35,500,000**	**$ 35,400,000**	**$ 186,050,000**
TOTAL CAPITAL EXPENDITURES				**$ 482,950,000**	**$ 482,950,000**	**$ 65,750,000**	**$ 62,000,000**	**$ 89,450,000**	**$ 78,550,000**	**$ 58,200,000**	**$ 353,950,000**

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GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT
CAPITAL PORTFOLIO
SOLID WASTE SERVICES

	PRIMARY DRIVER	ACTIVE PHASE	TIMELINE (START YR. - END YR.)	PROJECT ESTIMATE	PROJECT ESTIMATE TO ACTIVE PHASE	2027 CAPITAL EXPENDITURES	2028 CAPITAL EXPENDITURES	2029 CAPITAL EXPENDITURES	2030 CAPITAL EXPENDITURES	2031 CAPITAL EXPENDITURES	2027 TO 2031 TOTAL CAPITAL EXPENDITURES
CAPITAL FUNDING											
New External Borrowing					$ 466,017,000	$ 65,750,000	$ 45,067,000	$ 89,450,000	$ 78,550,000	$ 58,200,000	$ 337,017,000
External Funding - Interagency					16,933,000	–	16,933,000	–	–	–	16,933,000
Total					**$ 482,950,000**	**$ 65,750,000**	**$ 62,000,000**	**$ 89,450,000**	**$ 78,550,000**	**$ 58,200,000**	**$ 353,950,000**
SUMMARY BY DRIVER											
Maintenance				$ 65,150,000	$ 65,150,000	$ 16,650,000	$ 15,900,000	$ 12,950,000	$ 9,950,000	$ 9,700,000	$ 65,150,000
Resilience				341,250,000	341,250,000	29,000,000	28,400,000	67,000,000	68,600,000	48,500,000	241,500,000
Upgrade				76,550,000	76,550,000	20,100,000	17,700,000	9,500,000	–	–	47,300,000
Total				**$ 482,950,000**	**$ 482,950,000**	**$ 65,750,000**	**$ 62,000,000**	**$ 89,450,000**	**$ 78,550,000**	**$ 58,200,000**	**$ 353,950,000**

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METRO VANCOUVER HOUSING CORPORATION
HOUSING
2027 — 2031 FINANCIAL PLAN
2027 BUDGET

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	2026 BUDGET	2027 BUDGET	% CHANGE	2028 PLAN	% CHANGE	2029 PLAN	% CHANGE	2030 PLAN	% CHANGE	2031 PLAN	% CHANGE
REVENUES											
Housing Rents	$ 50,526,930	$ 54,308,512	7.5%	$ 60,916,020	12.2%	$ 63,278,827	3.9%	$ 68,528,948	8.3%	$ 71,594,064	4.5%
Housing Mortgage and Rental Subsidies	1,484,579	1,676,889		1,593,921		1,611,507		1,629,531		1,642,374	
Other External Revenues	1,389,070	1,566,337		1,684,674		1,790,088		1,812,532		1,860,065	
Transfer from Reserves	8,269,110	10,660,589		15,534,314		11,655,041		10,552,817		8,454,588	
TOTAL REVENUES	**$ 61,669,689**	**$ 68,212,327**	**10.6%**	**$ 79,728,929**	**16.9%**	**$ 78,335,463**	**(1.7%)**	**$ 82,523,828**	**5.3%**	**$ 83,551,091**	**1.2%**
EXPENDITURES											
Operating Programs:											
Property Operations	$ 23,493,765	$ 23,793,978		$ 24,852,678		$ 25,856,169		$ 26,927,849		$ 28,085,204	
Maintenance	1,488,523	1,645,115		1,702,414		1,750,669		1,800,357		1,851,485	
Housing Finance Operations	1,177,839	1,464,630		1,258,244		1,295,770		1,334,416		1,374,188	
Tenant Program and Services	937,527	963,643		1,002,271		1,036,673		1,072,350		1,109,330	
Site Administration	2,729,328	3,134,907		3,598,372		3,795,705		4,282,588		4,798,272	
Engineers in Training	21,797	21,836		22,742		23,402		23,977		24,681	
Administration and Department Support	2,200,046	2,270,964		2,341,694		2,403,445		2,466,975		2,532,289	
Communications Program	40,000	40,200		40,200		40,200		40,200		40,200	
Allocation of Centralized Support Costs	2,892,434	3,120,267		3,176,241		3,102,626		3,038,882		3,003,990	
Total Operating Programs	34,981,259	36,455,540	4.2%	37,994,856	4.2%	39,304,659	3.4%	40,987,594	4.3%	42,819,639	4.5%
Capital Maintenance	7,589,410	9,989,270	31.6%	14,139,635	41.5%	9,889,125	(30.1%)	8,576,835	(13.3%)	5,705,776	(33.5%)
Debt Service:											
Mortgage Payments	10,176,257	9,658,785	(5.1%)	11,371,539	17.7%	12,389,328	9.0%	14,277,242	15.2%	16,087,486	12.7%
Capital Maintenance Financing	679,700	671,319	(1.2%)	1,394,679	107.8%	1,765,916	26.6%	1,975,982	11.9%	2,748,812	39.1%
Contribution to Capital Replacement Reserve	1,977,648	2,017,034	2.0%	2,246,434	11.4%	2,278,914	1.4%	2,457,394	7.8%	2,540,674	3.4%
Contribution to Reserve	6,265,415	9,420,379	50.4%	12,581,786	33.6%	12,707,521	1.0%	14,248,781	12.1%	13,648,704	(4.2%)
TOTAL EXPENDITURES	**$ 61,669,689**	**$ 68,212,327**	**10.6%**	**$ 79,728,929**	**16.9%**	**$ 78,335,463**	**(1.7%)**	**$ 82,523,828**	**5.3%**	**$ 83,551,091**	**1.2%**

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METRO VANCOUVER HOUSING CORPORATION
CAPITAL PORTFOLIO
HOUSING

	PRIMARY DRIVER	ACTIVE PHASE	TIMELINE (START YR. - END YR.)	PROJECT ESTIMATE	PROJECT ESTIMATE TO ACTIVE PHASE	2027 CAPITAL EXPENDITURES	2028 CAPITAL EXPENDITURES	2029 CAPITAL EXPENDITURES	2030 CAPITAL EXPENDITURES	2031 CAPITAL EXPENDITURES	2027 TO 2031 TOTAL CAPITAL EXPENDITURES
CAPITAL EXPENDITURES											
Capital Development											
Salal Landing	Expand/Re-develop	Construction	2019-2026	$ 39,100,000	$ 39,100,000	$ 4,330,000	$ –	$ –	$ –	$ –	$ 4,330,000
The Connection	Expand/Re-develop	Construction	2020-2027	119,200,000	119,200,000	32,000,000	530,000	–	–	–	32,530,000
Malaspina - Phase 1	Expand/Re-develop	Construction	2021-2030	136,550,000	136,550,000	36,000,000	46,000,000	40,000,000	7,600,000	–	129,600,000
Heron's Nest	Expand/Member Partnerships	Construction	2020-2027	79,400,000	79,400,000	25,000,000	2,334,000	–	–	–	27,334,000
The Steller	Expand/Member Partnerships	Construction	2020-2027	90,800,000	90,800,000	20,000,000	1,470,000	–	–	–	21,470,000
Riverside Drive	Expand/Member Partnerships	Detailed Design	2023-2029	68,100,000	5,550,000	3,030,000	–	–	–	–	3,030,000
Park Court	Expand/Re-develop	Planned	2025-2028	65,700,000	200,000	25,000	50,000	100,000	100,000	65,400,000	65,675,000
Projects in Planning	Expand/Re-develop	Planned	2026-2032	452,900,000	73,450,000	18,240,000	47,875,000	72,250,000	54,150,000	20,850,000	213,365,000
Total Capital Development				**$ 1,051,750,000**	**$ 544,250,000**	**$ 138,625,000**	**$ 98,259,000**	**$ 112,350,000**	**$ 61,850,000**	**$ 86,250,000**	**$ 497,334,000**
Building Renewal											
Strathearn Court	Preserve	Construction	2019-2027	$ 9,600,000	$ 9,600,000	750,000	–	–	–	–	750,000
Le Chateau Place	Preserve	Detailed Design	2022-2028	9,350,000	9,350,000	6,000,000	500,000	–	–	–	6,500,000
Crown Manor	Preserve	Detailed Design	2022-2028	6,850,000	6,850,000	3,400,000	500,000	–	–	–	3,900,000
Manor House	Preserve	Construction	2022-2027	9,800,000	9,800,000	200,000	–	–	–	–	200,000
Minato West	Preserve	Construction	2023-2027	8,050,000	8,050,000	200,000	–	–	–	–	200,000
Somerset Gardens	Preserve	Schematic	2025-2029	31,800,000	31,800,000	15,000,000	16,000,000	500,000	–	–	31,500,000
Meridian Village	Preserve	Planned	2025-2028	4,500,000	4,500,000	1,500,000	2,850,000	–	–	–	4,350,000
Knightsbridge I	Preserve	Planned	2027-2031	10,000,000	10,000,000	190,000	460,000	1,150,000	4,100,000	4,100,000	10,000,000
Cedarwood	Preserve	Planned	2028-2030	7,300,000	–	–	510,000	3,395,000	3,395,000	–	7,300,000
Regal	Preserve	Planned	2025-2029	4,400,000	4,400,000	530,000	2,065,000	1,705,000	–	–	4,300,000
Total Building Renewal				**$ 101,650,000**	**$ 94,350,000**	**$ 27,770,000**	**$ 22,885,000**	**$ 6,750,000**	**$ 7,495,000**	**$ 4,100,000**	**$ 69,000,000**
TOTAL CAPITAL EXPENDITURES				**$ 1,153,400,000**	**$ 638,600,000**	**$ 166,395,000**	**$ 121,144,000**	**$ 119,100,000**	**$ 69,345,000**	**$ 90,350,000**	**$ 566,334,000**

DRAFT

METRO VANCOUVER HOUSING CORPORATION
CAPITAL PORTFOLIO
HOUSING

	PRIMARY DRIVER	ACTIVE PHASE	TIMELINE (START YR. - END YR.)	PROJECT ESTIMATE	PROJECT ESTIMATE TO ACTIVE PHASE	2027 CAPITAL EXPENDITURES	2028 CAPITAL EXPENDITURES	2029 CAPITAL EXPENDITURES	2030 CAPITAL EXPENDITURES	2031 CAPITAL EXPENDITURES	2027 TO 2031 TOTAL CAPITAL EXPENDITURES
CAPITAL FUNDING											
Grants					$ 237,808,000	$ 61,324,000	$ 68,639,000	$ 51,819,000	$ 8,747,000	$ 20,368,000	$ 210,897,000
External Borrowing					286,733,000	76,261,000	25,393,000	52,406,000	52,508,000	47,717,000	254,285,000
Reserve					114,059,000	28,810,000	27,112,000	14,875,000	8,090,000	22,265,000	101,152,000
Total					**$ 638,600,000**	**$ 166,395,000**	**$ 121,144,000**	**$ 119,100,000**	**$ 69,345,000**	**$ 90,350,000**	**$ 566,334,000**
SUMMARY BY DRIVER											
Expand/Re-develop				$ 813,450,000	$ 368,500,000	$ 90,595,000	$ 94,455,000	$ 112,350,000	$ 61,850,000	$ 86,250,000	$ 445,500,000
Expand/Member Partnerships				238,300,000	175,750,000	48,030,000	3,804,000	–	–	–	51,834,000
Preserve				101,650,000	94,350,000	27,770,000	22,885,000	6,750,000	7,495,000	4,100,000	69,000,000
Total				**$ 1,153,400,000**	**$ 638,600,000**	**$ 166,395,000**	**$ 121,144,000**	**$ 119,100,000**	**$ 69,345,000**	**$ 90,350,000**	**$ 566,334,000**

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METRO VANCOUVER REGIONAL DISTRICT
REGIONAL DISTRICT SUMMARY
2027 — 2031 FINANCIAL PLAN
2027 BUDGET

	2026 BUDGET	2027 BUDGET	% CHANGE	2028 PLAN	% CHANGE	2029 PLAN	% CHANGE	2030 PLAN	% CHANGE	2031 PLAN	% CHANGE
REVENUES											
Metro Vancouver Regional District Requisitions	$102,357,428	$115,667,154	13.0%	$121,417,580	5.0%	$125,957,113	3.7%	$127,710,450	1.4%	$130,992,467	2.6%
Compensation Services Revenue	853,379	933,539	9.4%	1,000,271	7.1%	1,203,773	20.3%	1,233,338	2.5%	1,264,107	2.5%
Collective Bargaining Services Revenue	1,218,991	1,256,497	3.1%	1,324,314	5.4%	1,445,662	9.2%	1,480,119	2.4%	1,516,216	2.4%
Electoral Area Requisition	469,521	479,751	2.2%	503,319	4.9%	512,410	1.8%	525,810	2.6%	538,185	2.4%
Regional Global Positioning System User Fees	318,817	323,310	1.4%	357,600	10.6%	340,141	(4.9%)	347,618	2.2%	354,545	2.0%
User Fees	4,689,305	5,085,672	8.5%	5,189,465	2.0%	5,593,353	7.8%	5,897,337	5.4%	5,901,420	0.1%
Non-Road Diesel Fees	1,671,679	2,113,008	26.4%	2,222,710	5.2%	2,199,930	(1.0%)	2,130,709	(3.1%)	2,070,242	(2.8%)
Other External Revenues	6,323,192	7,551,389	19.4%	7,305,231	(3.3%)	6,144,929	(15.9%)	5,408,775	(12.0%)	5,444,029	0.7%
Transfer from Sustainability Innovation Fund Reserves	5,362,410	–	(100.0%)	–	N/A	–	N/A	–	N/A	–	N/A
Transfer from Reserves	13,479,814	13,288,176	(1.4%)	13,369,877	0.6%	12,987,148	(2.9%)	14,627,593	12.6%	15,190,781	3.9%
TOTAL REVENUES	**$136,744,536**	**$146,698,496**	**7.3%**	**$152,690,367**	**4.1%**	**$156,384,459**	**2.4%**	**$159,361,749**	**1.9%**	**$163,271,992**	**2.5%**
EXPENDITURES											
Metro Vancouver Regional District											
Air Quality and Climate Action	$ 17,297,816	$ 16,604,833	(4.0%)	$ 16,368,566	(1.4%)	$ 16,605,413	1.4%	$ 16,962,250	2.1%	$ 17,263,803	1.8%
E911 Emergency Telephone Service	7,421,929	7,607,480	2.5%	7,797,662	2.5%	7,992,604	2.5%	8,192,420	2.5%	8,397,233	2.5%
Electoral Area Service	2,436,556	2,833,347	16.3%	2,857,630	0.9%	1,548,229	(45.8%)	967,702	(37.5%)	820,077	(15.3%)
General Government Administration	7,436,508	7,472,985	0.5%	7,643,250	2.3%	7,817,881	2.3%	7,944,351	1.6%	8,052,546	1.4%
Housing Planning and Policy	10,650,451	7,071,911	(33.6%)	7,135,985	0.9%	7,178,363	0.6%	7,222,681	0.6%	7,268,860	0.6%
Invest Vancouver	4,773,120	4,992,713	4.6%	5,006,578	0.3%	5,131,684	2.5%	5,276,359	2.8%	5,424,767	2.8%
Regional Emergency Management	272,124	212,088	(22.1%)	219,419	3.5%	225,984	3.0%	234,192	3.6%	239,398	2.2%
Regional Employers Services	4,377,740	4,485,009	2.5%	4,627,125	3.2%	4,734,530	2.3%	4,846,119	2.4%	4,963,636	2.4%
Regional Global Positioning System	1,394,209	629,337	(54.9%)	616,278	(2.1%)	451,535	(26.7%)	461,798	2.3%	471,579	2.1%
Regional Parks	74,492,691	88,847,286	19.3%	93,437,829	5.2%	96,825,293	3.6%	99,263,614	2.5%	102,255,907	3.0%
Regional Planning	5,238,763	4,844,959	(7.5%)	4,959,684	2.4%	5,062,530	2.1%	5,167,562	2.1%	5,278,876	2.2%
Sasamat Fire Protection Service	952,629	1,096,548	15.1%	2,020,361	84.2%	2,810,413	39.1%	2,822,701	0.4%	2,835,310	0.4%
TOTAL EXPENDITURES	**$136,744,536**	**$146,698,496**	**7.3%**	**$152,690,367**	**4.1%**	**$156,384,459**	**2.4%**	**$159,361,749**	**1.9%**	**$163,271,992**	**2.5%**

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METRO VANCOUVER REGIONAL DISTRICT
AIR QUALITY AND CLIMATE ACTION
2027 — 2031 FINANCIAL PLAN
2027 BUDGET

	2026 BUDGET	2027 BUDGET	% CHANGE	2028 PLAN	% CHANGE	2029 PLAN	% CHANGE	2030 PLAN	% CHANGE	2031 PLAN	% CHANGE
REVENUES											
Metro Vancouver Regional District Requisitions	$ 8,385,541	$ 7,503,503	(10.5%)	$ 7,864,252	4.8%	$ 7,654,701	(2.7%)	$ 7,726,077	0.9%	$ 8,033,898	4.0%
User Fees	3,700,000	4,100,000		4,200,000		4,600,000		4,900,000		4,900,000	
Non-Road Diesel Fees	1,671,679	2,113,008		2,222,710		2,199,930		2,130,709		2,070,242	
Other External Revenues	676,544	818,851		530,959		541,733		552,776		564,095	
Transfer from Sustainability Innovation Fund Reserves	1,034,783	—		—		—		—		—	
Transfer from Reserves	1,829,269	2,069,471		1,550,645		1,609,049		1,652,688		1,695,568	
TOTAL REVENUES	**$17,297,816**	**$16,604,833**	**(4.0%)**	**$16,368,566**	**(1.4%)**	**$16,605,413**	**1.4%**	**$16,962,250**	**2.1%**	**$17,263,803**	**1.8%**
EXPENDITURES											
Operating Programs:											
Ambient Air Quality Monitoring	$ 3,208,622	$ 3,382,078		$ 3,209,751		$ 3,217,489		$ 3,290,931		$ 3,379,189	
Air Quality and Climate Action Policy	3,470,061	3,578,618		3,515,822		3,612,592		3,714,244		3,811,954	
Air Quality Bylaw and Regulation Development	1,353,296	1,390,465		1,453,080		1,522,763		1,578,752		1,635,940	
Corporate Climate Action Services	642,971	—		—		—		—		—	
Engineers in Training	65,394	65,508		68,224		70,208		71,937		74,040	
Regional Sustainability Initiatives	1,034,783	—		—		—		—		—	
Administration and Department Support	811,415	837,649		868,160		893,506		919,648		946,492	
	10,586,542	9,254,318	(12.6%)	9,115,037	(1.5%)	9,316,558	2.2%	9,575,512	2.8%	9,847,615	2.8%
Communications Program	263,313	265,625	0.9%	284,121	7.0%	286,050	0.7%	288,018	0.7%	199,934	(30.6%)
Environmental Regulation and Enforcement	5,150,388	5,629,670	9.3%	5,525,928	(1.8%)	5,672,860	2.7%	5,816,464	2.5%	5,975,040	2.7%
Allocation of Centralized Support Costs	1,297,573	1,455,220	12.1%	1,443,480	(0.8%)	1,329,945	(7.9%)	1,282,256	(3.6%)	1,241,214	(3.2%)
TOTAL EXPENDITURES	**$17,297,816**	**$16,604,833**	**(4.0%)**	**$16,368,566**	**(1.4%)**	**$16,605,413**	**1.4%**	**$16,962,250**	**2.1%**	**$17,263,803**	**1.8%**

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METRO VANCOUVER REGIONAL DISTRICT
E911 EMERGENCY TELEPHONE SERVICE
2027 — 2031 FINANCIAL PLAN
2027 BUDGET

	2026 BUDGET	2027 BUDGET	% CHANGE	2028 PLAN	% CHANGE	2029 PLAN	% CHANGE	2030 PLAN	% CHANGE	2031 PLAN	% CHANGE
REVENUES											
Metro Vancouver Regional District Requisitions	$ 7,421,929	$ 7,607,480	2.5%	$ 7,797,662	2.5%	$ 7,992,604	2.5%	$ 8,192,420	2.5%	$ 8,397,233	2.5%
TOTAL REVENUES	**$ 7,421,929**	**$ 7,607,480**	**2.5%**	**$ 7,797,662**	**2.5%**	**$ 7,992,604**	**2.5%**	**$ 8,192,420**	**2.5%**	**$ 8,397,233**	**2.5%**
EXPENDITURES											
Operating Programs:											
Emergency Telephone Service	$ 7,276,403	$ 7,458,313		$ 7,644,770		$ 7,835,889		$ 8,031,786		$ 8,232,581	
Allocation of Centralized Support Costs	145,526	149,167		152,892		156,715		160,634		164,652	
TOTAL EXPENDITURES	**$ 7,421,929**	**$ 7,607,480**	**2.5%**	**$ 7,797,662**	**2.5%**	**$ 7,992,604**	**2.5%**	**$ 8,192,420**	**2.5%**	**$ 8,397,233**	**2.5%**

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METRO VANCOUVER REGIONAL DISTRICT
ELECTORAL AREA SERVICE
2027 — 2031 FINANCIAL PLAN
2027 BUDGET

	2026 BUDGET	2027 BUDGET	% CHANGE	2028 PLAN	% CHANGE	2029 PLAN	% CHANGE	2030 PLAN	% CHANGE	2031 PLAN	% CHANGE
REVENUES											
Electoral Area Requisition	$ 469,521	$ 479,751	2.2%	$ 503,319	4.9%	$ 512,410	1.8%	$ 525,810	2.6%	$ 538,185	2.4%
User Fees	12,000	12,000		12,000		12,000		12,000		12,000	
Other External Revenues	1,718,550	2,208,550		2,214,892		964,892		214,892		214,892	
Transfer from Reserves	236,485	133,046		127,419		58,927		215,000		55,000	
TOTAL REVENUES	**$ 2,436,556**	**$ 2,833,347**	**16.3%**	**$ 2,857,630**	**0.9%**	**$ 1,548,229**	**(45.8%)**	**$ 967,702**	**(37.5%)**	**$ 820,077**	**(15.3%)**
EXPENDITURES											
Operating Programs:											
Community Planning	$ 1,986,672	$ 2,478,982		$ 2,497,521		$ 1,188,695		$ 520,207		$ 462,057	
Building Inspections	40,523	40,416		41,633		42,640		43,679		44,747	
Local Government Election	124,671	–		–		–		124,676		–	
Fraser Valley Library Services	2,000	2,000		2,000		2,000		2,000		2,000	
Emergency Planning	20,000	20,000		20,000		20,000		20,000		20,000	
	2,173,866	2,541,398	16.9%	2,561,154	0.8%	1,253,335	(51.1%)	710,562	(43.3%)	528,804	(25.6%)
Contribution to Election Reserve	–	30,000		30,000		30,000		–		30,000	
Contribution to Reserve	218,550	208,550		214,892		214,892		214,892		214,892	
	218,550	238,550	9.2%	244,892	2.7%	244,892	0.0%	214,892	(12.3%)	244,892	14.0%
Allocation of Centralized Support Costs	44,140	53,399	21.0%	51,584	(3.4%)	50,002	(3.1%)	42,248	(15.5%)	46,381	9.8%
TOTAL EXPENDITURES	**$ 2,436,556**	**$ 2,833,347**	**16.3%**	**$ 2,857,630**	**0.9%**	**$ 1,548,229**	**(45.8%)**	**$ 967,702**	**(37.5%)**	**$ 820,077**	**(15.3%)**

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METRO VANCOUVER REGIONAL DISTRICT
GENERAL GOVERNMENT ADMINISTRATION
2027 — 2031 FINANCIAL PLAN
2027 BUDGET

	2026 BUDGET	2027 BUDGET	% CHANGE	2028 PLAN	% CHANGE	2029 PLAN	% CHANGE	2030 PLAN	% CHANGE	2031 PLAN	% CHANGE
REVENUES											
Metro Vancouver Regional District Requisitions	$ 5,793,288	$ 5,832,985	0.7%	$ 5,999,750	2.9%	$ 6,150,793	2.5%	$ 6,293,586	2.3%	$ 6,398,012	1.7%
Other External Revenues	1,343,220	1,340,000		1,343,500		1,367,088		1,350,765		1,354,534	
Transfer from Reserves	300,000	300,000		300,000		300,000		300,000		300,000	
TOTAL REVENUES	**$ 7,436,508**	**$ 7,472,985**	**0.5%**	**$ 7,643,250**	**2.3%**	**$ 7,817,881**	**2.3%**	**$ 7,944,351**	**1.6%**	**$ 8,052,546**	**1.4%**
EXPENDITURES											
Operating Programs:											
Administration											
Audit and Insurance	$ 155,818	$ 229,974		$ 244,939		$ 272,858		$ 279,594		$ 296,242	
Board Administrative Services	4,526,296	4,532,447		4,664,130		4,786,691		4,915,146		5,016,753	
Leadership and Engagement	642,570	655,312		666,559		678,032		689,733		705,912	
Contracts and Contributions											
External Contributions and Regional Culture	344,546	346,011		347,531		348,786		350,079		351,410	
Mosquito Control Contract	179,104	172,020		176,321		200,729		185,247		189,878	
Contribution to Sustainability Innovation Fund Reserve	347,000	347,000		347,000		347,000		347,000		347,000	
	6,195,334	6,282,764	1.4%	6,446,480	2.6%	6,634,096	2.9%	6,766,799	2.0%	6,907,195	2.1%
Communications Program	200,000	200,000	0.0%	200,000	0.0%	200,000	0.0%	200,000	0.0%	177,500	(11.3%)
Allocation of Centralized Support Costs	1,041,174	990,221	(4.9%)	996,770	0.7%	983,785	(1.3%)	977,552	(0.6%)	967,851	(1.0%)
TOTAL EXPENDITURES	**$ 7,436,508**	**$ 7,472,985**	**0.5%**	**$ 7,643,250**	**2.3%**	**$ 7,817,881**	**2.3%**	**$ 7,944,351**	**1.6%**	**$ 8,052,546**	**1.4%**

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METRO VANCOUVER REGIONAL DISTRICT
HOUSING PLANNING AND POLICY
2027 — 2031 FINANCIAL PLAN
2027 BUDGET

	2026 BUDGET	2027 BUDGET	% CHANGE	2028 PLAN	% CHANGE	2029 PLAN	% CHANGE	2030 PLAN	% CHANGE	2031 PLAN	% CHANGE
REVENUES											
Metro Vancouver Regional District Requisitions	$ 6,959,938	$ 7,071,911	1.6%	$ 7,135,985	0.9%	$ 7,178,363	0.6%	$ 7,222,681	0.6%	$ 7,268,860	0.6%
Transfer from Sustainability Innovation Fund Reserves	3,690,513	–		–		–		–		–	
TOTAL REVENUES	**$10,650,451**	**$ 7,071,911**	**(33.6%)**	**$ 7,135,985**	**0.9%**	**$ 7,178,363**	**0.6%**	**$ 7,222,681**	**0.6%**	**$ 7,268,860**	**0.6%**
EXPENDITURES											
Operating Programs:											
Housing Planning and Policy	$ 5,468,747	$ 1,871,572		$ 1,929,652		$ 1,977,865		$ 2,027,526		$ 2,078,636	
Contribution to Housing Planning and Policy Re-development Reserve	1,000,000	1,000,000		1,000,000		1,000,000		1,000,000		1,000,000	
Contribution to Housing Planning and Policy Development Reserve	4,000,000	4,000,000		4,000,000		4,000,000		4,000,000		4,000,000	
	10,468,747	6,871,572	(34.4%)	6,929,652	0.8%	6,977,865	0.7%	7,027,526	0.7%	7,078,636	0.7%
Communications Program	25,000	25,000	0.0%	25,625	2.5%	26,266	2.5%	26,922	2.5%	27,595	2.5%
Allocation of Centralized Support Costs	156,704	175,339	11.9%	180,708	3.1%	174,232	(3.6%)	168,233	(3.4%)	162,629	(3.3%)
TOTAL EXPENDITURES	**$10,650,451**	**$ 7,071,911**	**(33.6%)**	**$ 7,135,985**	**0.9%**	**$ 7,178,363**	**0.6%**	**$ 7,222,681**	**0.6%**	**$ 7,268,860**	**0.6%**

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METRO VANCOUVER REGIONAL DISTRICT
INVEST VANCOUVER
2027 — 2031 FINANCIAL PLAN
2027 BUDGET

	2026 BUDGET	2027 BUDGET	% CHANGE	2028 PLAN	% CHANGE	2029 PLAN	% CHANGE	2030 PLAN	% CHANGE	2031 PLAN	% CHANGE
REVENUES											
Metro Vancouver Regional District Requisitions	$ 4,363,120	$ 4,592,713	5.3%	$ 4,806,578	4.7%	$ 4,931,684	2.6%	$ 5,076,359	2.9%	$ 5,224,767	2.9%
Other External Revenues	150,000	200,000		200,000		200,000		200,000		200,000	
Transfer from Reserves	260,000	200,000		–		–		–		–	
TOTAL REVENUES	**$ 4,773,120**	**$ 4,992,713**	**4.6%**	**$ 5,006,578**	**0.3%**	**$ 5,131,684**	**2.5%**	**$ 5,276,359**	**2.8%**	**$ 5,424,767**	**2.8%**
EXPENDITURES											
Operating Programs:											
Partnerships	$ 1,294,707	$ 1,449,659		$ 1,495,520		$ 1,540,374		$ 1,587,002		$ 1,634,595	
Data, Research and Policy	215,232	–		–		–		–		–	
Strategic Investment	2,003,737	2,218,772		2,139,093		2,216,233		2,293,663		2,372,741	
Leadership and Administration	876,424	897,389		936,927		967,718		999,124		1,031,152	
	4,390,100	4,565,820	4.0%	4,571,540	0.1%	4,724,325	3.3%	4,879,789	3.3%	5,038,488	3.3%
Allocation of Centralized Support Costs	383,020	426,893	11.5%	435,038	1.9%	407,359	(6.4%)	396,570	(2.6%)	386,279	(2.6%)
TOTAL EXPENDITURES	**$ 4,773,120**	**$ 4,992,713**	**4.6%**	**$ 5,006,578**	**0.3%**	**$ 5,131,684**	**2.5%**	**$ 5,276,359**	**2.8%**	**$ 5,424,767**	**2.8%**

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METRO VANCOUVER REGIONAL DISTRICT
REGIONAL EMERGENCY MANAGEMENT
2027 — 2031 FINANCIAL PLAN
2027 BUDGET

	2026 BUDGET	2027 BUDGET	% CHANGE	2028 PLAN	% CHANGE	2029 PLAN	% CHANGE	2030 PLAN	% CHANGE	2031 PLAN	% CHANGE
REVENUES											
Metro Vancouver Regional District Requisitions	$ 176,702	$ 179,070	1.3%	$ 202,071	12.8%	$ 208,636	3.2%	$ 216,844	3.9%	$ 222,050	2.4%
Transfer from Reserves	95,422	33,018		17,348		17,348		17,348		17,348	
TOTAL REVENUES	**$ 272,124**	**$ 212,088**	**(22.1%)**	**$ 219,419**	**3.5%**	**$ 225,984**	**3.0%**	**$ 234,192**	**3.6%**	**$ 239,398**	**2.2%**
EXPENDITURES											
Operating Programs:											
Regional Emergency Management	$ 262,320	$ 201,986		$ 208,969		$ 215,220		$ 223,037		$ 228,000	
Allocation of Centralized Support Costs	9,804	10,102		10,450		10,764		11,155		11,398	
TOTAL EXPENDITURES	**$ 272,124**	**$ 212,088**	**(22.1%)**	**$ 219,419**	**3.5%**	**$ 225,984**	**3.0%**	**$ 234,192**	**3.6%**	**$ 239,398**	**2.2%**

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METRO VANCOUVER REGIONAL DISTRICT
REGIONAL EMPLOYERS SERVICES
2027 — 2031 FINANCIAL PLAN
2027 BUDGET

	2026 BUDGET	2027 BUDGET	% CHANGE	2028 PLAN	% CHANGE	2029 PLAN	% CHANGE	2030 PLAN	% CHANGE	2031 PLAN	% CHANGE
REVENUES											
Metro Vancouver Regional District Requisitions	$ 1,310,177	$ 1,250,505	(4.6%)	$ 1,310,853	4.8%	$ 1,340,893	2.3%	$ 1,372,120	2.3%	$ 1,405,359	2.4%
Compensation Services Revenue	853,379	933,539		1,000,271		1,203,773		1,233,338		1,264,107	
Collective Bargaining Services Revenue	1,218,991	1,256,497		1,324,314		1,445,662		1,480,119		1,516,216	
Other External Revenues	551,193	609,468		641,687		694,202		710,542		727,954	
Transfer from Reserves	444,000	435,000		350,000		50,000		50,000		50,000	
TOTAL REVENUES	**$ 4,377,740**	**$ 4,485,009**	**2.5%**	**$ 4,627,125**	**3.2%**	**$ 4,734,530**	**2.3%**	**$ 4,846,119**	**2.4%**	**$ 4,963,636**	**2.4%**
EXPENDITURES											
Operating Programs:											
Information and Advisory Services	$ 1,556,109	$ 1,490,800		$ 1,540,608		$ 1,582,550		$ 1,625,715		$ 1,671,245	
Compensation Services	1,104,698	1,186,162		1,229,722		1,265,752		1,302,866		1,341,171	
Collective Bargaining	1,367,419	1,416,355		1,466,779		1,508,667		1,551,804		1,596,555	
	4,028,226	4,093,317	1.6%	4,237,109	3.5%	4,356,969	2.8%	4,480,385	2.8%	4,608,971	2.9%
Allocation of Centralized Support Costs	349,514	391,692	12.1%	390,016	(0.4%)	377,561	(3.2%)	365,734	(3.1%)	354,665	(3.0%)
TOTAL EXPENDITURES	**$ 4,377,740**	**$ 4,485,009**	**2.5%**	**$ 4,627,125**	**3.2%**	**$ 4,734,530**	**2.3%**	**$ 4,846,119**	**2.4%**	**$ 4,963,636**	**2.4%**

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METRO VANCOUVER REGIONAL DISTRICT
REGIONAL GLOBAL POSITIONING SYSTEM
2027 — 2031 FINANCIAL PLAN
2027 BUDGET

	2026 BUDGET	2027 BUDGET	% CHANGE	2028 PLAN	% CHANGE	2029 PLAN	% CHANGE	2030 PLAN	% CHANGE	2031 PLAN	% CHANGE
REVENUES											
Regional Global Positioning System User Fees	$ 318,817	$ 323,310	1.4%	$ 357,600	10.6%	$ 340,141	(4.9%)	$ 347,618	2.2%	$ 354,545	2.0%
Transfer from Reserves	1,000,000	200,000		150,000		–		–		–	
Other External Revenues	75,392	106,027		108,678		111,394		114,180		117,034	
TOTAL REVENUES	**$ 1,394,209**	**$ 629,337**	**(54.9%)**	**$ 616,278**	**(2.1%)**	**$ 451,535**	**(26.7%)**	**$ 461,798**	**2.3%**	**$ 471,579**	**2.1%**
EXPENDITURES											
Operating Programs:											
Regional Global Positioning System	$ 1,300,827	$ 589,777		$ 500,059		$ 368,696		$ 378,428		$ 388,722	
Contribution to Reserve	65,109	10,307		60,028		51,643		52,419		52,895	
Allocation of Centralized Support Costs	28,273	29,253		56,191		31,196		30,951		29,962	
TOTAL EXPENDITURES	**$ 1,394,209**	**$ 629,337**	**(54.9%)**	**$ 616,278**	**(2.1%)**	**$ 451,535**	**(26.7%)**	**$ 461,798**	**2.3%**	**$ 471,579**	**2.1%**

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METRO VANCOUVER REGIONAL DISTRICT
REGIONAL PARKS
2027 — 2031 FINANCIAL PLAN
2027 BUDGET

	2026 BUDGET	2027 BUDGET	% CHANGE	2028 PLAN	% CHANGE	2029 PLAN	% CHANGE	2030 PLAN	% CHANGE	2031 PLAN	% CHANGE
REVENUES											
Metro Vancouver Regional District Requisitions	$ 62,340,341	$ 75,967,480	21.9%	$ 79,577,384	4.8%	$ 82,883,496	4.2%	$ 83,835,100	1.1%	$ 86,143,102	2.8%
User Fees	977,305	973,672		977,465		981,353		985,337		989,420	
Other External Revenues	1,793,293	2,253,493		2,250,515		2,250,620		2,250,620		2,250,520	
Transfer from Sustainability Innovation Fund Reserves	137,114	–		–		–		–		–	
Transfer from Reserves	9,244,638	9,652,641		10,632,465		10,709,824		12,192,557		12,872,865	
TOTAL REVENUES	**$ 74,492,691**	**$ 88,847,286**	**19.3%**	**$ 93,437,829**	**5.2%**	**$ 96,825,293**	**3.6%**	**$ 99,263,614**	**2.5%**	**$ 102,255,907**	**3.0%**
EXPENDITURES											
Operating Programs:											
Systems Planning, Design and Development Services											
Planning and Resource Management	$ 2,962,227	$ 2,970,187		$ 3,070,041		$ 3,213,212		$ 3,214,872		$ 3,293,416	
Design and Development	1,746,163	1,699,023		1,779,387		1,842,626		1,906,951		2,006,837	
Engineers in Training	21,798	21,836		22,741		23,403		23,979		24,680	
	4,730,188	4,691,046	(0.8%)	4,872,169	3.9%	5,079,241	4.3%	5,145,802	1.3%	5,324,933	3.5%
Systems Visitor and Operations Services											
Visitor Services	1,615,002	1,713,800		1,720,729		1,752,931		1,785,865		1,819,567	
Operations Services	2,056,693	2,358,549		2,426,374		2,483,889		2,539,180		2,596,117	
	3,671,695	4,072,349	10.9%	4,147,103	1.8%	4,236,820	2.2%	4,325,045	2.1%	4,415,684	2.1%
Central Area Services											
Operations and Maintenance	8,495,294	9,178,555		9,458,786		9,762,438		10,025,256		10,282,506	
Area Visitor Services	744,361	768,475		793,605		814,349		835,732		858,209	
Area Management and Administration	1,236,681	1,262,773		1,289,855		1,312,262		1,335,351		1,359,123	
Area Planning	160,475	165,990		171,826		176,642		181,604		186,711	
Burns Bog Ecological Conservancy Area	582,156	608,761		626,727		650,723		661,760		673,119	
Contribution to Reserve	171,500	101,500		101,500		101,500		101,500		101,500	
	11,390,467	12,086,054	6.1%	12,442,299	2.9%	12,817,914	3.0%	13,141,203	2.5%	13,461,168	2.4%
East Area Services											
Operations and Maintenance	6,458,153	6,738,366		7,122,585		7,354,416		7,590,805		7,835,865	
Area Visitor Services	770,622	794,421		819,120		839,509		860,525		882,152	
Area Management and Administration	743,157	769,616		796,708		819,121		842,214		865,987	
Area Planning	156,047	161,669		167,505		172,321		177,283		182,390	
	8,127,979	8,464,072	4.1%	8,905,918	5.2%	9,185,367	3.1%	9,470,827	3.1%	9,766,394	3.1%
West Area Services											
Operations and Maintenance	6,181,594	6,513,667		6,750,594		7,025,711		7,252,940		7,489,577	
Area Visitor Services	838,026	863,557		889,514		910,944		933,034		955,766	
Area Management and Administration	746,342	780,563		807,389		829,528		852,337		875,817	
Area Planning	156,523	162,145		167,981		172,797		177,759		182,866	
	7,922,485	8,319,932	5.0%	8,615,478	3.6%	8,938,980	3.8%	9,216,070	3.1%	9,504,026	3.1%
Administration, Shared Services and Allocated Program											
Administration and Department Support	1,791,418	1,893,411		1,947,653		1,992,417		2,036,765		2,083,168	
Communications Program	132,400	92,250		94,454		96,710		99,021		101,497	
Utility Voice Radio	77,893	80,727		83,076		85,264		87,510		89,957	
Quality Control	67,887	73,969		76,000		78,017		79,780		81,908	
Site Security Services	–	302,888		310,460		318,222		326,178		334,332	
Allocation of Centralized Support Costs	5,174,641	4,499,947		4,717,754		4,623,517		4,479,856		4,428,975	
	7,244,239	6,943,192	(4.2%)	7,229,397	4.1%	7,194,147	(0.5%)	7,109,110	(1.2%)	7,119,837	0.2%
Total Operating Programs	43,087,053	44,576,645	3.5%	46,212,364	3.7%	47,452,469	2.7%	48,408,057	2.0%	49,592,042	2.4%
Asset Maintenance	8,673,638	9,538,641	10.0%	10,493,465	10.0%	10,640,824	1.4%	12,123,557	13.9%	12,803,865	5.6%
Contribution to Capital Infrastructure Reserve	12,732,000	14,732,000	15.7%	16,732,000	13.6%	18,732,000	12.0%	18,732,000	0.0%	19,860,000	6.0%
Contribution to Parkland Acquisition and Development Reserve	10,000,000	20,000,000	100.0%	20,000,000	0.0%	20,000,000	0.0%	20,000,000	0.0%	20,000,000	0.0%
TOTAL EXPENDITURES	**$ 74,492,691**	**$ 88,847,286**	**19.3%**	**$ 93,437,829**	**5.2%**	**$ 96,825,293**	**3.6%**	**$ 99,263,614**	**2.5%**	**$ 102,255,907**	**3.0%**

METRO VANCOUVER REGIONAL DISTRICT
CAPITAL PORTFOLIO
REGIONAL PARKS

	PRIMARY DRIVER	ACTIVE PHASE	TIMELINE (START YR. - END YR.)	PROJECT ESTIMATE	PROJECT ESTIMATE TO ACTIVE PHASE	2027 CAPITAL EXPENDITURES	2028 CAPITAL EXPENDITURES	2029 CAPITAL EXPENDITURES	2030 CAPITAL EXPENDITURES	2031 CAPITAL EXPENDITURES	2027 TO 2031 TOTAL CAPITAL EXPENDITURES
CAPITAL EXPENDITURES											
Major Projects											
Belcarra - South Picnic Area	Capacity, Growth & Ecological Resilience	Construction	2023-2028	$ 5,550,000	$ 5,550,000	$ 3,000,000	$ 500,000	$ –	$ –	$ –	$ 3,500,000
Campbell Valley - Park and Greenway Development	Capacity, Growth & Ecological Resilience	Construction	2020-2030	12,350,000	12,350,000	2,000,000	1,500,000	1,500,000	1,500,000	–	6,500,000
Codd Wetland Dam Removal	Capacity, Growth & Ecological Resilience	Planned	2026-2029	1,150,000	1,150,000	150,000	600,000	200,000	–	–	950,000
Codd Wetland - Park Development	Capacity, Growth & Ecological Resilience	Planned	2031-2036	5,050,000	5,050,000	–	–	–	–	100,000	100,000
Derby Reach Campground Expansion	Capacity, Growth & Ecological Resilience	Planned	2025-2028	6,000,000	6,000,000	2,000,000	3,000,000	–	–	–	5,000,000
Management Plan Implementation	Capacity, Growth & Ecological Resilience	Planned	2028-2055	44,250,000	–	–	250,000	1,000,000	1,500,000	2,500,000	5,250,000
Regional Park Development	Capacity, Growth & Ecological Resilience	Construction	2026-2029	7,050,000	7,050,000	500,000	3,500,000	3,000,000	–	–	7,000,000
Site Improvements	Capacity, Growth & Ecological Resilience	Planned	Ongoing	14,300,000	14,300,000	200,000	200,000	200,000	200,000	200,000	1,000,000
South Langley Regional Park	Capacity, Growth & Ecological Resilience	Planned	2025-2031	2,300,000	2,300,000	–	–	–	1,000,000	1,000,000	2,000,000
Widgeon Marsh - Regional Park Development	Capacity, Growth & Ecological Resilience	Planned	2020-2030	23,950,000	23,950,000	6,000,000	3,000,000	2,750,000	2,750,000	–	14,500,000
72nd Avenue DSSG Staging and Facility	Capacity, Growth & Ecological Resilience	Planned	2027-2030	10,000,000	10,000,000	250,000	750,000	3,000,000	6,000,000	–	10,000,000
Total Major Projects				**$131,950,000**	**$ 87,700,000**	**$ 14,100,000**	**$ 13,300,000**	**$ 11,650,000**	**$ 12,950,000**	**$ 3,800,000**	**$ 55,800,000**
Greenways											
Aldergrove - 49th Parallel Trail	Connected Network	Design	2025-2027	$ 1,150,000	$ 1,150,000	$ 50,000	$ –	$ –	$ –	$ –	$ 50,000
Boundary Bay - Perimeter Trail	Connected Network	Design	2025-2027	2,000,000	2,000,000	1,000,000	–	–	–	–	1,000,000

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METRO VANCOUVER REGIONAL DISTRICT
CAPITAL PORTFOLIO
REGIONAL PARKS

	PRIMARY DRIVER	ACTIVE PHASE	TIMELINE (START YR. - END YR.)	PROJECT ESTIMATE	PROJECT ESTIMATE TO ACTIVE PHASE	2027 CAPITAL EXPENDITURES	2028 CAPITAL EXPENDITURES	2029 CAPITAL EXPENDITURES	2030 CAPITAL EXPENDITURES	2031 CAPITAL EXPENDITURES	2027 TO 2031 TOTAL CAPITAL EXPENDITURES
Boundary Bay Main Boardwalk Replacement	Connected Network	Design	2026-2027	500,000	500,000	500,000	–	–	–	–	500,000
Brunette Fraser Greenway - Cumberland Point Public Access	Connected Network	Design	2027	350,000	350,000	350,000	–	–	–	–	350,000
Campbell Valley Boardwalk Replacement	Connected Network	Design	2026-2027	800,000	800,000	800,000	–	–	–	–	800,000
Delta Nature Reserve - Delta South Surrey Greenway	Connected Network	Planned	2024-2027	10,950,000	10,950,000	5,500,000	–	–	–	–	5,500,000
Delta South Surrey Greenway Extension	Connected Network	Planned	2027-2029	11,000,000	11,000,000	1,000,000	4,000,000	6,000,000	–	–	11,000,000
Kanaka Waterfront Greenway Connection	Connected Network	Planned	2027-2029	1,700,000	1,700,000	200,000	–	1,500,000	–	–	1,700,000
Kanaka Creek - Parkway Trail	Connected Network	Planned	2031-2032	600,000	–	–	–	–	–	100,000	100,000
Killarney Lake Boardwalk Replacement	Connected Network	Planned	2027-2028	600,000	600,000	150,000	450,000	–	–	–	600,000
Snug Cove Boardwalk Replacement	Connected Network	Planned	2030	600,000	–	–	–	–	600,000	–	600,000
Minnekhada Mid Marsh Trail	Connected Network	Planned	2029-2031	2,200,000	–	–	–	50,000	150,000	2,000,000	2,200,000
Pitt River Greenway - Ferry Slip	Connected Network	Planned	2031-2033	2,350,000	–	–	–	–	–	150,000	150,000
Tynehead - Perimeter Trail Extension	Connected Network	Design	2025-2028	4,500,000	4,500,000	2,500,000	750,000	–	–	–	3,250,000
Total Greenways				**$ 39,300,000**	**$ 33,550,000**	**$ 12,050,000**	**$ 5,200,000**	**$ 7,550,000**	**$ 750,000**	**$ 2,250,000**	**$ 27,800,000**
Service Facilities											
Burnaby Lake - Service Yard Replacement	Facility Replacement & Asset Management	Planned	2029-2030	$ 2,200,000	$ –	$ –	$ –	$ 200,000	$ 2,000,000	$ –	$ 2,200,000

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METRO VANCOUVER REGIONAL DISTRICT
CAPITAL PORTFOLIO
REGIONAL PARKS

	PRIMARY DRIVER	ACTIVE PHASE	TIMELINE (START YR. - END YR.)	PROJECT ESTIMATE	PROJECT ESTIMATE TO ACTIVE PHASE	2027 CAPITAL EXPENDITURES	2028 CAPITAL EXPENDITURES	2029 CAPITAL EXPENDITURES	2030 CAPITAL EXPENDITURES	2031 CAPITAL EXPENDITURES	2027 TO 2031 TOTAL CAPITAL EXPENDITURES
Capilano River - Service Yard Replacement	Facility Replacement & Asset Management	Construction	2025-2027	5,500,000	5,500,000	800,000	–	–	–	–	800,000
Pacific Spirit - Service Yard Replacement	Facility Replacement & Asset Management	Construction	2024-2027	1,850,000	1,850,000	300,000	–	–	–	–	300,000
Regional Park Service Yard Replacement	Facility Replacement & Asset Management	Planned	2031-2041	8,750,000	–	–	–	–	–	250,000	250,000
Tynehead Service Yard	Facility Replacement & Asset Management	Planned	2027-2028	1,700,000	1,700,000	200,000	1,500,000	–	–	–	1,700,000
Total Service Facilities				**$ 20,000,000**	**$ 9,050,000**	**$ 1,300,000**	**$ 1,500,000**	**$ 200,000**	**$ 2,000,000**	**$ 250,000**	**$ 5,250,000**
Park Development											
Aldergrove Vehicle Bridge Replacement	Facility Replacement & Asset Management	Planned	2028	$ 500,000	$ –	$ –	$ 500,000	$ –	$ –	$ –	$ 500,000
Belcarra - Admiralty Heights Trail Decommissioning	Capacity, Growth & Ecological Resilience	Planned	2031-2033	3,250,000	–	–	–	–	–	250,000	250,000
Belcarra Wharf Replacement	Facility Replacement & Asset Management	Design	2030-2031	1,700,000	–	–	–	–	200,000	1,500,000	1,700,000
Belcarra Septic Replacement	Facility Replacement & Asset Management	Planned	2028	600,000	–	–	600,000	–	–	–	600,000
Burnaby Deer Creek Bridge Replacement	Facility Replacement & Asset Management	Planned	2027	700,000	700,000	700,000	–	–	–	–	700,000
Burnaby Lake - Nature House	Facility Replacement & Asset Management	Planned	2029-2030	2,250,000	2,250,000	–	–	200,000	2,000,000	–	2,200,000
Campbell Valley - Nature House	Facility Replacement & Asset Management	Planned	2031-2033	3,000,000	–	–	–	–	–	100,000	100,000
Capilano - Brothers Creek Bridge Replacement	Facility Replacement & Asset Management	Planned	2026-2027	900,000	900,000	800,000	–	–	–	–	800,000

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METRO VANCOUVER REGIONAL DISTRICT
CAPITAL PORTFOLIO
REGIONAL PARKS

	PRIMARY DRIVER	ACTIVE PHASE	TIMELINE (START YR. - END YR.)	PROJECT ESTIMATE	PROJECT ESTIMATE TO ACTIVE PHASE	2027 CAPITAL EXPENDITURES	2028 CAPITAL EXPENDITURES	2029 CAPITAL EXPENDITURES	2030 CAPITAL EXPENDITURES	2031 CAPITAL EXPENDITURES	2027 TO 2031 TOTAL CAPITAL EXPENDITURES
Capilano - Keith Road Day Use Area	Facility Replacement & Asset Management	Planned	2029-2031	3,000,000	–	–	–	500,000	500,000	2,000,000	3,000,000
Capilano Palisade Stair Replacement	Facility Replacement & Asset Management	Planned	2027	500,000	500,000	500,000	–	–	–	–	500,000
Capilano River - Site Improvements	Facility Replacement & Asset Management	Design	2029-2030	700,000	–	–	–	100,000	600,000	–	700,000
Crippen Festival Field Parking and Drainage	Facility Replacement & Asset Management	Design	2027	500,000	500,000	500,000	–	–	–	–	500,000
Deas Island - Floating Dock Replacement	Facility Replacement & Asset Management	Planned	2026-2028	800,000	800,000	100,000	600,000	–	–	–	700,000
Derby Reach - Muench Bar Access	Capacity, Growth & Ecological Resilience	Planned	2031-2032	800,000	–	–	–	–	–	75,000	75,000
Derby Reach - Edge Farm Picnic Area	Facility Replacement & Asset Management	Design	2031-2032	1,650,000	–	–	–	–	–	150,000	150,000
Kanaka Creek - Cliff Falls Staging Area	Capacity, Growth & Ecological Resilience	Planned	2029-2031	2,250,000	–	–	–	50,000	200,000	2,000,000	2,250,000
Lynn Headwaters - Park Entry	Facility Replacement & Asset Management	Planned	2026-2029	8,600,000	8,600,000	2,000,000	3,000,000	2,600,000	–	–	7,600,000
Minnekhada Lodge Upgrades	Facility Replacement & Asset Management	Design	2030-2031	550,000	–	–	–	–	50,000	500,000	550,000
Pacific Spirit - Beach Access Improvements	Capacity, Growth & Ecological Resilience	Design	2025-2031	1,800,000	1,800,000	–	–	–	200,000	1,500,000	1,700,000
Pacific Spirit - Camosun Bog Boardwalk	Facility Replacement & Asset Management	Planned	2026-2028	3,650,000	3,650,000	1,500,000	2,000,000	–	–	–	3,500,000
Pacific Spirit Drainage and Storage Improvements	Facility Replacement & Asset Management	Design	2027	500,000	500,000	500,000	–	–	–	–	500,000

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METRO VANCOUVER REGIONAL DISTRICT
CAPITAL PORTFOLIO
REGIONAL PARKS

	PRIMARY DRIVER	ACTIVE PHASE	TIMELINE (START YR. - END YR.)	PROJECT ESTIMATE	PROJECT ESTIMATE TO ACTIVE PHASE	2027 CAPITAL EXPENDITURES	2028 CAPITAL EXPENDITURES	2029 CAPITAL EXPENDITURES	2030 CAPITAL EXPENDITURES	2031 CAPITAL EXPENDITURES	2027 TO 2031 TOTAL CAPITAL EXPENDITURES
Piper Spit Bridge Replacement	Facility Replacement & Asset Management	Planned	2030-2031	1,200,000	–	–	–	–	200,000	1,000,000	1,200,000
Shoreline Stabilization	Facility Replacement & Asset Management	Design	2025-2027	1,450,000	1,450,000	50,000	–	–	–	–	50,000
South Langley Horse Bridge Replacement	Facility Replacement & Asset Management	Planned	2029-2031	3,200,000	–	–	–	50,000	150,000	3,000,000	3,200,000
Surrey Bend Erosion Protection	Facility Replacement & Asset Management	Planned	2029-2031	1,650,000	–	–	–	50,000	100,000	1,500,000	1,650,000
White Pine Septic System Replacement	Facility Replacement & Asset Management	Planned	2028	500,000	–	–	500,000	–	–	–	500,000
Habitat Corridor Development	Facility Replacement & Asset Management	Planned	2030-2031	750,000	–	–	–	–	150,000	600,000	750,000
Total Park Development				**$ 47,500,000**	**$ 21,650,000**	**$ 6,650,000**	**$ 7,200,000**	**$ 3,550,000**	**$ 4,350,000**	**$ 14,175,000**	**$ 35,925,000**
Regional Parks Land Acquisition											
Regional Parks Land Acquisition	Land Acquisition		Ongoing	$ 20,000,000	$ 20,000,000	$ 20,000,000	$ 20,000,000	$ 20,000,000	$ 20,000,000	$ 20,000,000	$ 100,000,000
Total Regional Parks Land Acquisition				**$ 20,000,000**	**$ 20,000,000**	**$ 20,000,000**	**$ 20,000,000**	**$ 20,000,000**	**$ 20,000,000**	**$ 20,000,000**	**$ 100,000,000**
TOTAL CAPITAL EXPENDITURES				**$258,750,000**	**$ 171,950,000**	**$ 54,100,000**	**$ 47,200,000**	**$ 42,950,000**	**$ 40,050,000**	**$ 40,475,000**	**$ 224,775,000**
CAPITAL FUNDING											
Reserve					$146,030,102	$ 45,500,000	$ 38,800,000	$ 33,150,000	$ 30,250,000	$ 20,675,000	$ 168,375,000
DCCs					19,800,000	2,600,000	6,400,000	9,800,000	9,800,000	19,800,000	48,400,000
External Funding - Grants					6,119,898	6,000,000	2,000,000	–	–	–	8,000,000
Total					**$ 171,950,000**	**$ 54,100,000**	**$ 47,200,000**	**$ 42,950,000**	**$ 40,050,000**	**$ 40,475,000**	**$ 224,775,000**

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METRO VANCOUVER REGIONAL DISTRICT
CAPITAL PORTFOLIO
REGIONAL PARKS

	PRIMARY DRIVER	ACTIVE PHASE	TIMELINE (START YR. - END YR.)	PROJECT ESTIMATE	PROJECT ESTIMATE TO ACTIVE PHASE	2027 CAPITAL EXPENDITURES	2028 CAPITAL EXPENDITURES	2029 CAPITAL EXPENDITURES	2030 CAPITAL EXPENDITURES	2031 CAPITAL EXPENDITURES	2027 TO 2031 TOTAL CAPITAL EXPENDITURES
SUMMARY BY DRIVER											
Capacity, Growth & Ecological Resilience				$140,050,000	$89,500,000	$ 14,100,000	$ 13,300,000	$ 11,700,000	$ 13,350,000	$ 7,625,000	$ 60,075,000
Facility Replacement & Asset Management				59,400,000	28,900,000	7,950,000	8,700,000	3,700,000	5,950,000	10,600,000	36,900,000
Connected Network				39,300,000	33,550,000	12,050,000	5,200,000	7,550,000	750,000	2,250,000	27,800,000
Land Acquisition				20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	100,000,000
Total				**$258,750,000**	**$ 171,950,000**	**$ 54,100,000**	**$ 47,200,000**	**$ 42,950,000**	**$ 40,050,000**	**$ 40,475,000**	**$ 224,775,000**

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METRO VANCOUVER REGIONAL DISTRICT
REGIONAL PLANNING
2027 — 2031 FINANCIAL PLAN
2027 BUDGET

	2026 BUDGET	2027 BUDGET	% CHANGE	2028 PLAN	% CHANGE	2029 PLAN	% CHANGE	2030 PLAN	% CHANGE	2031 PLAN	% CHANGE
REVENUES											
Metro Vancouver Regional District Requisitions	$ 4,668,763	$ 4,579,959	(1.9%)	$ 4,717,684	3.0%	$ 4,820,530	2.2%	$ 4,967,562	3.1%	$ 5,078,876	2.2%
Transfer from Sustainability Innovation Fund Reserves	500,000	–		–		–		–		–	
Transfer from Reserves	70,000	265,000		242,000		242,000		200,000		200,000	
TOTAL REVENUES	**$ 5,238,763**	**$ 4,844,959**	**(7.5%)**	**$ 4,959,684**	**2.4%**	**$ 5,062,530**	**2.1%**	**$ 5,167,562**	**2.1%**	**$ 5,278,876**	**2.2%**
EXPENDITURES											
Operating Programs:											
Planning and Analytics	$ 1,310,971	$ 1,311,159		$ 1,394,777		$ 1,433,253		$ 1,435,892		$ 1,476,698	
Regional Land Use Policy	2,174,412	2,184,695		2,213,482		2,266,179		2,355,474		2,411,362	
Regional Sustainability Initiatives	500,000	–		–		–		–		–	
Administration and Department Support	844,812	874,847		905,972		931,712		958,164		985,394	
	4,830,195	4,370,701	(9.5%)	4,514,231	3.3%	4,631,144	2.6%	4,749,530	2.6%	4,873,454	2.6%
Communications Program	27,126	26,250	(3.2%)	26,506	1.0%	26,768	1.0%	27,038	1.0%	27,314	1.0%
Allocation of Centralized Support Costs	381,442	448,008	17.5%	418,947	(6.5%)	404,618	(3.4%)	390,994	(3.4%)	378,108	(3.3%)
TOTAL EXPENDITURES	**$ 5,238,763**	**$ 4,844,959**	**(7.5%)**	**$ 4,959,684**	**2.4%**	**$ 5,062,530**	**2.1%**	**$ 5,167,562**	**2.1%**	**$ 5,278,876**	**2.2%**

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METRO VANCOUVER REGIONAL DISTRICT
SASAMAT FIRE PROTECTION SERVICE
2027 — 2031 FINANCIAL PLAN
2027 BUDGET

	2026 BUDGET	2027 BUDGET	% CHANGE	2028 PLAN	% CHANGE	2029 PLAN	% CHANGE	2030 PLAN	% CHANGE	2031 PLAN	% CHANGE
REVENUES											
Metro Vancouver Regional District Requisitions	$ 937,629	$ 1,081,548	15.3%	$ 2,005,361	85.4%	$ 2,795,413	39.4%	$ 2,807,701	0.4%	$ 2,820,310	0.4%
Other External Revenues	15,000	15,000		15,000		15,000		15,000		15,000	
TOTAL REVENUES	**$ 952,629**	**$ 1,096,548**	**15.1%**	**$ 2,020,361**	84.2%	**$ 2,810,413**	**39.1%**	**$ 2,822,701**	**0.4%**	**$ 2,835,310**	**0.4%**
EXPENDITURES											
Operating Programs:											
Sasamat Fire Protection Service	$ 418,663	$ 427,634		$ 438,272		$ 449,175		$ 460,349		$ 471,809	
Contribution to Capital Reserve	92,100	92,100		92,100		92,100		92,100		92,100	
Contribution to Capital Facilities Reserve	400,000	400,000		400,000		400,000		400,000		400,000	
	910,763	919,734	1.0%	930,372	1.2%	941,275	1.2%	952,449	1.2%	963,909	1.2%
Allocation of Centralized Support Costs	41,866	42,762	2.1%	43,828	2.5%	44,919	2.5%	46,033	2.5%	47,182	2.5%
Debt Service	–	134,052	N/A	1,046,161	680.4%	1,824,219	74.4%	1,824,219	—%	1,824,219	—%
TOTAL EXPENDITURES	**$ 952,629**	**$ 1,096,548**	**15.1%**	**$ 2,020,361**	**84.2%**	**$ 2,810,413**	**39.1%**	**$ 2,822,701**	**0.4%**	**$ 2,835,310**	**0.4%**

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METRO VANCOUVER REGIONAL DISTRICT
CAPITAL PORTFOLIO
SASAMAT FIRE PROTECTION SERVICE

	PRIMARY DRIVER	ACTIVE PHASE	TIMELINE (START YR. - END YR.)	PROJECT ESTIMATE	PROJECT ESTIMATE TO ACTIVE PHASE	2027 CAPITAL EXPENDITURES	2028 CAPITAL EXPENDITURES	2029 CAPITAL EXPENDITURES	2030 CAPITAL EXPENDITURES	2031 CAPITAL EXPENDITURES	2027 TO 2031 TOTAL CAPITAL EXPENDITURES
CAPITAL EXPENDITURES											
Capital Development											
Sasamat Firehalls - Belcarra	Expand/Re-develop	Construction	2027 - 2028	$ 8,000,000	$ 8,000,000	$ 4,000,000	$ 4,000,000	$ –	$ –	$ –	$ 8,000,000
Sasamat Firehalls - Anmore	Expand/Re-develop	Construction	2027 - 2028	13,800,000	13,800,000	6,900,000	6,900,000	–	–	–	13,800,000
Total Capital Development				**$ 21,800,000**	**$ 21,800,000**	**$ 10,900,000**	**$ 10,900,000**	**$ –**	**$ –**	**$ –**	**$ 21,800,000**
TOTAL CAPITAL EXPENDITURES				**$ 21,800,000**	**$ 21,800,000**	**$ 10,900,000**	**$ 10,900,000**	**$ –**	**$ –**	**$ –**	**$ 21,800,000**
CAPITAL FUNDING											
External Borrowing				21,800,000	21,800,000	10,900,000	10,900,000	–	–	–	21,800,000
Total				**$ 21,800,000**	**$ 21,800,000**	**$ 10,900,000**	**$ 10,900,000**	**$ –**	**$ –**	**$ –**	**$ 21,800,000**
SUMMARY BY DRIVER											
Expand/Re-develop				$ 21,800,000	$ 21,800,000	$ 10,900,000	$ 10,900,000	$ –	$ –	$ –	$ 21,800,000
Total				**$ 21,800,000**	**$ 21,800,000**	**$ 10,900,000**	**$ 10,900,000**	**$ –**	**$ –**	**$ –**	**$ 21,800,000**

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METRO VANCOUVER
CENTRALIZED SUPPORT PROGRAM SUMMARY
2027 — 2031 FINANCIAL PLAN
2027 BUDGET

	2026 BUDGET	2027 BUDGET	% CHANGE	2028 PLAN	% CHANGE	2029 PLAN	% CHANGE	2030 PLAN	% CHANGE	2031 PLAN	% CHANGE
REVENUES											
Allocated to Functional Departments (net)	$ 102,448,553	$ 118,307,419	15.5%	$ 123,971,436	4.8%	$ 126,784,932	2.3%	$ 130,859,197	3.2%	$ 133,262,558	1.8%
Allocated to Functional Departments - Fleet	14,750,585	15,497,886	5.1%	16,040,312	3.5%	16,842,328	5.0%	17,684,444	5.0%	18,568,666	5.0%
Other External Revenues	6,510,802	6,576,942	1.0%	6,853,412	4.2%	6,940,378	1.3%	7,054,294	1.6%	6,926,085	(1.8%)
Transfer from Capital	12,020,472	–	(100.0%)	–	N/A	–	N/A	–	N/A	–	N/A
Transfer from Reserves	17,503,810	15,863,566	(9.4%)	16,639,701	4.9%	19,064,117	14.6%	17,671,526	(7.3%)	17,774,803	0.6%
TOTAL REVENUES	**$ 153,234,222**	**$ 156,245,813**	**2.0%**	**$ 163,504,861**	**4.6%**	**$ 169,631,755**	**3.7%**	**$ 173,269,461**	**2.1%**	**$ 176,532,112**	**1.9%**
EXPENDITURES											
Corporate Services	$ 69,553,560	$ 73,812,856	6.1%	$ 78,448,148	6.3%	$ 82,559,028	5.2%	$ 83,920,245	1.6%	$ 87,911,145	4.8%
External Relations	16,104,408	11,171,527	(30.6%)	11,557,687	3.5%	11,883,590	2.8%	12,218,786	2.8%	12,557,902	2.8%
Financial Services	11,881,940	13,063,359	9.9%	13,478,100	3.2%	13,824,055	2.6%	14,181,002	2.6%	14,544,327	2.6%
Human Resources	9,763,307	9,837,241	0.8%	10,110,336	2.8%	10,380,029	2.7%	10,696,530	3.0%	10,942,966	2.3%
Indigenous Relations	2,146,313	2,310,659	7.7%	2,295,308	(0.7%)	2,362,528	2.9%	2,431,723	2.9%	2,502,897	2.9%
Legislative Services	7,889,594	8,443,276	7.0%	8,737,585	3.5%	8,987,423	2.9%	9,246,346	2.9%	9,514,032	2.9%
Procurement and Real Estate Services	35,895,100	37,606,895	4.8%	38,877,697	3.4%	39,635,102	1.9%	40,574,829	2.4%	38,558,843	(5.0%)
TOTAL EXPENDITURES	**$ 153,234,222**	**$ 156,245,813**	**2.0%**	**$ 163,504,861**	**4.6%**	**$ 169,631,755**	**3.7%**	**$ 173,269,461**	**2.1%**	**$ 176,532,112**	**1.9%**
ALLOCATED TO FUNCTIONAL DEPARTMENTS											
Water Services	$ 35,747,992	$ 40,825,260	14.2%	$ 43,358,094	6.2%	$ 42,301,706	(2.4%)	$ 41,171,556	(2.7%)	$ 40,642,684	(1.3%)
Liquid Waste Services	47,561,865	56,731,973	19.3%	59,856,878	5.5%	64,014,309	6.9%	69,239,387	8.2%	71,980,467	4.0%
Solid Waste Services	5,666,647	7,634,434	34.7%	7,709,262	1.0%	7,844,642	1.8%	8,171,499	4.2%	8,556,737	4.7%
Housing	2,892,434	3,120,267	7.9%	3,176,241	1.8%	3,102,626	(2.3%)	3,038,882	(2.1%)	3,003,990	(1.1%)
Air Quality and Climate Action	1,297,573	1,455,220	12.1%	1,443,480	(0.8%)	1,329,945	(7.9%)	1,282,256	(3.6%)	1,241,214	(3.2%)
E911 Emergency Telephone Service	145,526	149,167	2.5%	152,892	2.5%	156,715	2.5%	160,634	2.5%	164,652	2.5%
Electoral Area Service	44,140	53,399	21.0%	51,584	(3.4%)	50,002	(3.1%)	42,248	(15.5%)	46,381	9.8%
General Government Administration	1,041,174	990,221	(4.9%)	996,770	0.7%	983,785	(1.3%)	977,552	(0.6%)	967,851	(1.0%)
Housing Planning and Policy	156,704	175,339	11.9%	180,708	3.1%	174,232	(3.6%)	168,233	(3.4%)	162,629	(3.3%)
Invest Vancouver	383,020	426,893	11.5%	435,038	1.9%	407,359	(6.4%)	396,570	(2.6%)	386,279	(2.6%)
Project Delivery	1,525,938	1,323,482	(13.3%)	973,303	(26.5%)	927,036	(4.8%)	885,657	(4.5%)	859,384	(3.0%)
Regional Emergency Management	9,804	10,102	3.0%	10,450	3.4%	10,764	3.0%	11,155	3.6%	11,398	2.2%
Regional Employers Services	349,514	391,692	12.1%	390,016	(0.4%)	377,561	(3.2%)	365,734	(3.1%)	354,665	(3.0%)

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METRO VANCOUVER
CENTRALIZED SUPPORT PROGRAM SUMMARY
2027 — 2031 FINANCIAL PLAN
2027 BUDGET

Regional Global Positioning System	28,273	29,253	3.5%	56,191	92.1%	31,196	(44.5%)	30,951	(0.8%)	29,962	(3.2%)
Regional Parks	5,174,641	4,499,947	(13.0%)	4,717,754	4.8%	4,623,517	(2.0%)	4,479,856	(3.1%)	4,428,975	(1.1%)
Regional Planning	381,442	448,008	17.5%	418,947	(6.5%)	404,618	(3.4%)	390,994	(3.4%)	378,108	(3.3%)
Sasamat Fire Protection Service	41,866	42,762	2.1%	43,828	2.5%	44,919	2.5%	46,033	2.5%	47,182	2.5%
	$ 102,448,553	**$ 118,307,419**	**15.5%**	**$ 123,971,436**	**4.8%**	**$ 126,784,932**	**2.3%**	**$ 130,859,197**	**3.2%**	**$ 133,262,558**	**1.8%**

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METRO VANCOUVER
CORPORATE SERVICES
2027 — 2031 FINANCIAL PLAN
2027 BUDGET

	2026 BUDGET	2027 BUDGET	% CHANGE	2028 PLAN	% CHANGE	2029 PLAN	% CHANGE	2030 PLAN	% CHANGE	2031 PLAN	% CHANGE
REVENUES											
Allocated to Functional Departments (net)	$ 39,405,465	$ 44,502,926	12.9%	$ 46,836,747	5.2%	$ 48,599,381	3.8%	$ 50,772,222	4.5%	$ 53,047,608	4.5%
Allocated to Functional Departments - Fleet	14,750,585	15,497,886		16,040,312		16,842,328		17,684,444		18,568,666	
Other External Revenues	47,048	123,589		124,789		126,019		127,279		128,571	
Transfer from Reserves	15,350,462	13,688,455		15,446,300		16,991,300		15,336,300		16,166,300	
TOTAL REVENUES	**$ 69,553,560**	**$ 73,812,856**	**6.1%**	**$ 78,448,148**	**6.3%**	**$ 82,559,028**	**5.2%**	**$ 83,920,245**	**1.6%**	**$ 87,911,145**	**4.8%**
EXPENDITURES											
Operating Programs:											
Information Technology											
Technical Services	$ 17,611,623	$ 17,659,772		$ 18,739,923		$ 19,365,345		$ 20,119,867		$ 20,881,569	
Business Systems	9,155,820	9,487,861		9,946,259		10,751,031		10,676,606		11,192,908	
Digital Strategy and Project Management	14,081,751	17,422,709		18,764,328		19,432,336		20,018,099		21,285,491	
	40,849,194	44,570,342	9.1%	47,450,510	6.5%	49,548,712	4.4%	50,814,572	2.6%	53,359,968	5.0%
Corporate Safety	5,531,398	5,711,858	3.3%	5,901,332	3.3%	6,066,697	2.8%	6,236,838	2.8%	6,412,923	2.8%
Protective Services & Emergency Management	3,546,608	2,804,770	(20.9%)	2,510,181	(10.5%)	2,542,060	1.3%	2,608,496	2.6%	2,677,986	2.7%
Fleet Services	19,118,485	20,197,886	5.6%	22,040,312	9.1%	23,842,328	8.2%	23,684,444	(0.7%)	24,868,666	5.0%
Administration and Department Support	507,875	528,000	4.0%	545,813	3.4%	559,231	2.5%	575,895	3.0%	591,602	2.7%
TOTAL EXPENDITURES	**$ 69,553,560**	**$ 73,812,856**	**6.1%**	**$ 78,448,148**	**6.3%**	**$ 82,559,028**	**5.2%**	**$ 83,920,245**	**1.6%**	**$ 87,911,145**	**4.8%**

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METRO VANCOUVER
EXTERNAL RELATIONS
2027 — 2031 FINANCIAL PLAN
2027 BUDGET

	2026 BUDGET	2027 BUDGET	% CHANGE	2028 PLAN	% CHANGE	2029 PLAN	% CHANGE	2030 PLAN	% CHANGE	2031 PLAN	% CHANGE
REVENUES											
Allocated to Functional Departments	$ 16,104,408	$ 11,171,527	(30.6%)	$ 11,557,687	3.5%	$ 11,883,590	2.8%	$ 12,218,786	2.8%	$ 12,557,902	2.8%
TOTAL REVENUES	**$ 16,104,408**	**$ 11,171,527**	**(30.6%)**	**$ 11,557,687**	**3.5%**	**$ 11,883,590**	**2.8%**	**$ 12,218,786**	**2.8%**	**$ 12,557,902**	**2.8%**
EXPENDITURES											
Operating Programs:											
Corporate Communications	$ 1,637,945	$ 1,859,407		$ 1,925,359		$ 1,980,530		$ 2,037,355		$ 2,095,828	
Media Relations and Issues Management	793,831	829,875		856,699		878,837		901,645		919,122	
Multi-Media Services	5,045,304	4,799,457		4,962,885		5,103,123		5,247,070		5,395,359	
Community Engagement	5,061,059	–		–		–		–		–	
Collaboration and Engagement	1,260,647	1,301,458		1,347,763		1,386,462		1,426,328		1,467,365	
Intergovernmental Relations	654,717	680,723		702,280		720,298		738,855		757,950	
Administration and Department Support	1,650,905	1,700,607		1,762,701		1,814,340		1,867,533		1,922,278	
TOTAL EXPENDITURES	**$ 16,104,408**	**$ 11,171,527**	**(30.6%)**	**$ 11,557,687**	**3.5%**	**$ 11,883,590**	**2.8%**	**$ 12,218,786**	**2.8%**	**$ 12,557,902**	**2.8%**

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METRO VANCOUVER
FINANCIAL SERVICES
2027 — 2031 FINANCIAL PLAN
2027 BUDGET

	2026 BUDGET	2027 BUDGET	% CHANGE	2028 PLAN	% CHANGE	2029 PLAN	% CHANGE	2030 PLAN	% CHANGE	2031 PLAN	% CHANGE
REVENUES											
Allocated to Functional Departments	$ 11,678,067	$ 12,854,389	10.1%	$ 13,263,906	3.2%	$ 13,604,506	2.6%	$ 13,955,964	2.6%	$ 14,313,663	2.6%
Other External Revenues	203,873	208,970		214,194		219,549		225,038		230,664	
TOTAL REVENUES	**$ 11,881,940**	**$ 13,063,359**	**9.9%**	**$ 13,478,100**	**3.2%**	**$ 13,824,055**	**2.6%**	**$ 14,181,002**	**2.6%**	**$ 14,544,327**	**2.6%**
EXPENDITURES											
Operating Programs:											
Financial Operations	$ 4,915,186	$ 5,281,926		$ 5,454,447		$ 5,599,422		$ 5,749,316		$ 5,900,835	
Financial Planning	4,927,861	4,716,024		4,869,994		4,997,750		5,129,373		5,263,543	
Audit, Risk and Assurance Services	502,401	1,486,818		1,522,991		1,552,903		1,583,716		1,615,435	
Administration and Department Support	1,536,492	1,578,591		1,630,668		1,673,980		1,718,597		1,764,514	
TOTAL EXPENDITURES	**$ 11,881,940**	**$ 13,063,359**	**9.9%**	**$ 13,478,100**	**3.2%**	**$ 13,824,055**	**2.6%**	**$ 14,181,002**	**2.6%**	**$ 14,544,327**	**2.6%**

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METRO VANCOUVER
HUMAN RESOURCES
2027 — 2031 FINANCIAL PLAN
2027 BUDGET

	2026 BUDGET	2027 BUDGET	% CHANGE	2028 PLAN	% CHANGE	2029 PLAN	% CHANGE	2030 PLAN	% CHANGE	2031 PLAN	% CHANGE
REVENUES											
Allocated to Functional Departments	$ 9,725,307	$ 9,799,241	0.8%	$10,110,336	3.2%	$10,380,029	2.7%	$10,658,530	2.7%	$10,942,966	2.7%
Transfer from Reserves	38,000	38,000		–		–		38,000		–	
TOTAL REVENUES	**$ 9,763,307**	**$ 9,837,241**	**0.8%**	**$10,110,336**	**2.8%**	**$10,380,029**	**2.7%**	**$10,696,530**	**3.0%**	**$10,942,966**	**2.3%**
EXPENDITURES											
Operating Programs:											
Employee and Labour Relations	$ 2,700,220	$ 2,372,263		$ 2,443,657		$ 2,503,834		$ 2,568,304		$ 2,634,587	
Talent Management and Organization Development	3,905,587	3,606,531		3,676,328		3,767,281		3,901,347		3,961,024	
Systems and Processes	2,201,325	1,284,216		1,329,006		1,368,108		1,410,788		1,449,846	
Administration and Department Support	956,175	1,001,497		1,035,499		1,067,937		1,096,058		1,127,665	
Employee Wellness, Recovery and Benefits	–	1,572,734		1,625,846		1,672,869		1,720,033		1,769,844	
TOTAL EXPENDITURES	**$ 9,763,307**	**$ 9,837,241**	**0.8%**	**$10,110,336**	**2.8%**	**$10,380,029**	**2.7%**	**$10,696,530**	**3.0%**	**$10,942,966**	**2.3%**

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METRO VANCOUVER
INDIGENOUS RELATIONS
2027 — 2031 FINANCIAL PLAN
2027 BUDGET

	2026 BUDGET	2027 BUDGET	% CHANGE	2028 PLAN	% CHANGE	2029 PLAN	% CHANGE	2030 PLAN	% CHANGE	2031 PLAN	% CHANGE
REVENUES											
Allocated to Functional Departments	$ 1,610,495	$ 2,310,659	43.5%	$ 2,295,308	(0.7%)	$ 2,362,528	2.9%	$ 2,431,723	2.9%	$ 2,502,897	2.9%
Transfer from Capital	535,818	–		–		–		–		–	
TOTAL REVENUES	**$ 2,146,313**	**$ 2,310,659**	**7.7%**	**$ 2,295,308**	**(0.7%)**	**$ 2,362,528**	**2.9%**	**$ 2,431,723**	**2.9%**	**$ 2,502,897**	**2.9%**
EXPENDITURES											
Operating Programs:											
Indigenous Relations	$ 2,146,313	$ 2,310,659		$ 2,295,308		$ 2,362,528		$ 2,431,723		$ 2,502,897	
TOTAL EXPENDITURES	**$ 2,146,313**	**$ 2,310,659**	**7.7%**	**$ 2,295,308**	**(0.7%)**	**$ 2,362,528**	**2.9%**	**$ 2,431,723**	**2.9%**	**$ 2,502,897**	**2.9%**

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METRO VANCOUVER
LEGISLATIVE SERVICES
2027 — 2031 FINANCIAL PLAN
2027 BUDGET

	2026 BUDGET	2027 BUDGET	% CHANGE	2028 PLAN	% CHANGE	2029 PLAN	% CHANGE	2030 PLAN	% CHANGE	2031 PLAN	% CHANGE
REVENUES											
Allocated to Functional Departments	$ 7,879,594	$ 8,433,026	7.0%	$ 8,727,079	3.5%	$ 8,976,654	2.9%	$ 9,235,308	2.9%	$ 9,502,718	2.9%
Other External Revenues	$ 10,000	$ 10,250		$ 10,506		$ 10,769		$ 11,038		$ 11,314	
TOTAL REVENUES	**$ 7,889,594**	**$ 8,443,276**	**7.0%**	**$ 8,737,585**	**3.5%**	**$ 8,987,423**	**2.9%**	**$ 9,246,346**	**2.9%**	**$ 9,514,032**	**2.9%**
EXPENDITURES											
Operating Programs:											
Corporate Planning	$ 1,585,988	$ 1,745,731		$ 1,808,658		$ 1,861,130		$ 1,915,412		$ 1,971,372	
Legal Services	3,611,144	3,850,781		3,990,744		4,107,528		4,227,814		4,351,599	
Information Governance and Access	2,692,462	2,846,764		2,938,183		3,018,765		3,103,120		3,191,061	
TOTAL EXPENDITURES	**$ 7,889,594**	**$ 8,443,276**	**7.0%**	**$ 8,737,585**	**3.5%**	**$ 8,987,423**	**2.9%**	**$ 9,246,346**	**2.9%**	**$ 9,514,032**	**2.9%**

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METRO VANCOUVER
PROCUREMENT AND REAL ESTATE SERVICES
2027 — 2031 FINANCIAL PLAN
2027 BUDGET

	2026 BUDGET	2027 BUDGET	% CHANGE	2028 PLAN	% CHANGE	2029 PLAN	% CHANGE	2030 PLAN	% CHANGE	2031 PLAN	% CHANGE
REVENUES											
Allocated to Functional Departments	$27,529,871	$29,235,651	6.2%	$31,180,373	6.7%	$30,978,244	(0.6%)	$31,586,664	2.0%	$30,394,804	(3.8%)
Other External Revenues	6,249,881	6,234,133		6,503,923		6,584,041		6,690,939		6,555,536	
Transfer from Reserves	2,115,348	2,137,111		1,193,401		2,072,817		2,297,226		1,608,503	
TOTAL REVENUES	**$35,895,100**	**$37,606,895**	**4.8%**	**$38,877,697**	**3.4%**	**$39,635,102**	**1.9%**	**$40,574,829**	**2.4%**	**$38,558,843**	**(5.0%)**
EXPENDITURES											
Operating Programs:											
Facilities	$ 9,888,322	$10,731,901		$11,136,512		$11,456,667		$11,811,078		$12,175,379	
Procurement	6,188,387	5,751,144		5,958,489		6,130,825		6,308,340		6,491,373	
Real Estate Services	4,065,961	4,221,115		4,372,020		4,499,712		4,631,191		4,766,452	
Administration and Department Support	798,529	832,511		860,479		883,604		907,702		932,516	
Total Operating Programs	20,941,199	21,536,671		22,327,500		22,970,808		23,658,311		24,365,720	
Debt Service	13,638,901	14,886,324		14,886,324		14,886,324		14,886,324		13,151,324	
Facilities Capital	1,315,000	1,183,900		1,663,873		1,777,970		2,030,194		1,041,799	
TOTAL EXPENDITURES	**$35,895,100**	**$37,606,895**	**4.8%**	**$38,877,697**	**3.4%**	**$39,635,102**	**1.9%**	**$40,574,829**	**2.4%**	**$38,558,843**	**(5.0%)**

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METRO VANCOUVER
PROJECT DELIVERY
2027 — 2031 FINANCIAL PLAN
2027 BUDGET

	2026 BUDGET	2027 BUDGET	% CHANGE	2028 PLAN	% CHANGE	2029 PLAN	% CHANGE	2030 PLAN	% CHANGE	2031 PLAN	% CHANGE
REVENUES											
Recovery from Capital Programs	$ 22,649,582	$ 26,306,735	16.1%	$ 27,066,630	2.9%	$ 27,644,000	2.1%	$ 28,419,018	2.8%	$ 29,206,766	2.8%
Allocated to Functional Departments	9,477,990	9,081,191	(4.2%)	9,037,022	(0.5%)	9,261,031	2.5%	9,497,429	2.6%	9,646,289	1.6%
TOTAL REVENUES	**$ 32,127,572**	**$ 35,387,926**	**10.1%**	**$ 36,103,652**	**2.0%**	**$ 36,905,031**	**2.2%**	**$ 37,916,447**	**2.7%**	**$ 38,853,055**	**2.5%**
EXPENDITURES											
Operating Programs:											
High Value, Risk and Consequence Projects:											
Annacis WWTP Digester No.5	$ 5,456	$ –		$ –		$ –		$ –		$ –	
Annacis WWTP Stage 5 Expansion	1,576,359	1,743,931		1,808,165		1,861,276		1,915,984		1,972,300	
Biosolids Dryer	8,006	–		–		–		–		–	
Coquitlam Water Supply Project	2,697,318	3,243,326		3,362,884		3,461,715		3,563,525		3,668,322	
Iona Island WWTP	3,491,362	4,532,311		4,699,395		4,837,509		4,979,783		5,126,234	
North Shore WWTP	3,031,931	7,400,992		7,672,107		7,871,201		8,102,043		8,329,656	
Northwest Langley WWTP	2,910,439	3,360,940		3,484,855		3,587,284		3,692,802		3,801,415	
Tunnelling Projects	3,270,088	3,567,931		3,699,481		3,808,223		3,920,238		4,035,541	
	16,990,959	23,849,431	40.4%	24,726,887	3.7%	25,427,208	2.8%	26,174,375	2.9%	26,933,468	2.9%
Project Controls and Commercial	3,856,484	2,172,254	(43.7%)	2,053,992	(5.4%)	1,930,326	(6.0%)	1,957,447	1.4%	1,985,358	1.4%
Regulatory	1,802,139	285,050	(84.2%)	285,751	0.2%	286,466	0.3%	287,196	0.3%	287,940	0.3%
Project Management Office:											
Project and Portfolio Management	2,888,750	2,143,839		2,263,340		2,376,099		2,469,839		2,504,566	
Quality Management	1,953,039	1,221,003		1,251,021		1,275,896		1,331,511		1,357,877	
Administration and Support	1,223,135	561,450		586,679		611,912		632,151		632,394	
	6,064,924	3,926,292	(35.3%)	4,101,040	4.5%	4,263,907	4.0%	4,433,501	4.0%	4,494,837	1.4%
Administration and Department Support	1,887,128	3,831,417	103.0%	3,962,679	3.4%	4,070,088	2.7%	4,178,271	2.7%	4,292,068	2.7%
Allocation of Centralized Support Costs	1,525,938	1,323,482	(13.3%)	973,303	(26.5%)	927,036	(4.8%)	885,657	(4.5%)	859,384	(3.0%)
TOTAL EXPENDITURES	**$ 32,127,572**	**$ 35,387,926**	**10.1%**	**$ 36,103,652**	**2.0%**	**$ 36,905,031**	**2.2%**	**$ 37,916,447**	**2.7%**	**$ 38,853,055**	**2.5%**
ALLOCATED TO FUNCTIONAL DEPARTMENTS											
Water Services	$ 2,839,446	$ 2,801,932	(1.3%)	$ 2,788,303	(0.5%)	$ 2,857,421	2.5%	$ 2,930,359	2.6%	$ 2,976,288	1.6%
Liquid Waste Services	6,278,529	5,946,751	(5.3%)	5,917,828	(0.5%)	6,064,517	2.5%	6,219,322	2.6%	6,316,803	1.6%
Solid Waste Services	360,015	332,508	(7.6%)	330,891	(0.5%)	339,093	2.5%	347,748	2.6%	353,198	1.6%
	$ 9,477,990	**$ 9,081,191**	**(4.2%)**	**$ 9,037,022**	**(0.5%)**	**$ 9,261,031**	**2.5%**	**$ 9,497,429**	**2.6%**	**$ 9,646,289**	**1.6%**

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METRO VANCOUVER
2027 — 2031 PROJECTED RESERVES
2027 BUDGET

OPERATING RESERVES

	2026 ENDING BALANCE	2027 OPENING BALANCE	TRANSFERS	CONTRIBUTIONS	WITHDRAWALS	INTEREST	2027 ENDING BALANCE	2028 ENDING BALANCE	2029 ENDING BALANCE	2030 ENDING BALANCE	2031 ENDING BALANCE
Water Services	$ 35,845,974	$ 35,845,974	$ –	$ –	$ –	$ 896,149	$ 36,742,123	$ 37,660,676	$ 38,602,193	$ 39,567,248	$ 40,556,429
Liquid Waste Services	42,828,630	42,828,630		–	–	1,070,716	43,899,346	43,478,080	44,565,032	45,679,158	46,821,137
Solid Waste Services	60,830,848	60,830,848	–	–	–	1,520,771	62,351,619	63,910,409	65,508,169	67,145,873	68,824,520
Metro Vancouver Housing Corporation	8,561,441	8,561,441	(10,586,640)	9,420,379		– 199,458	7,594,638	9,645,321	10,289,186	12,139,925	13,341,246
Air Quality and Climate Action	2,166,277	2,166,277		–	–	54,157	2,220,434	2,022,820	1,820,266	1,612,648	1,399,839
E911 Emergency Telephone Service	716,771	716,771		–	–	17,919	734,690	753,057	771,883	791,180	810,960
Electoral Area Service	338,706	338,706	–	–	–	8,468	347,174	355,853	364,749	373,868	383,215
General Government Administration	4,787,123	4,787,123	–	–	–	119,678	4,906,801	5,029,471	5,155,208	5,284,088	5,416,190
Housing Planning and Policy	862,653	862,653	–	–	–	21,566	884,219	906,324	928,982	952,207	976,012
Invest Vancouver	304,180	304,180	–	–	–	7,605	311,785	319,580	327,570	335,759	344,153
Regional Emergency Management	117,295	117,295	–	–	–	2,932	120,227	123,233	126,314	129,472	132,709
Regional Employers Services	138,189	138,189	–	–	–	3,455	141,644	226,185	236,902	250,925	262,261
Regional Global Positioning System	48,114	48,114	–	–	–	1,203	49,317	50,550	51,814	53,109	54,437
Regional Parks	2,731,925	2,731,925	–	–	–	68,298	2,800,223	2,870,229	2,941,985	3,015,535	3,090,923
Regional Planning	373,883	373,883	–	–	–	9,347	383,230	392,811	402,631	412,697	423,014
Sasamat Fire Protection Service	418,791	418,791	–	–	–	10,470	429,261	439,993	450,993	462,268	473,825
Mosquito Control Service	434,203	434,203	–	–	–	10,855	445,058	456,184	467,589	479,279	491,261
Total	**$161,505,003**	**$161,505,003**	**$ (10,586,640)**	**$ 9,420,379**	**$ –**	**$ 4,023,047**	**$164,361,789**	**$168,640,776**	**$173,011,466**	**$178,685,239**	**$183,802,131**

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METRO VANCOUVER
2027 — 2031 PROJECTED RESERVES
2027 BUDGET

DISCRETIONARY RESERVES

	2026 ENDING BALANCE	2027 OPENING BALANCE	TRANSFERS	CONTRIBUTIONS	WITHDRAWALS	INTEREST	2027 ENDING BALANCE	2028 ENDING BALANCE	2029 ENDING BALANCE	2030 ENDING BALANCE	2031 ENDING BALANCE
Liquid Waste Services											
Liquid Waste General Debt Reserve Fund	$ 3,359,317	$ 3,359,317	$ –	$ –	$ –	$ 83,983	$ 3,443,300	$ 3,529,383	$ 3,617,618	$ 3,708,058	$ 3,800,759
Lions Gate Contingency	1,769,402	1,769,402	–	–	–	44,235	1,813,637	1,858,978	1,905,452	1,953,088	2,001,915
Drainage General Reserve	3,863,646	3,863,646		–	(3,423,001)	53,804	494,449	496,685	296,477	141,889	59,374
Solid Waste Services											
Solid Waste General Reserve	29,576,203	29,576,203	–	78,960	–	740,392	30,395,555	31,236,990	32,101,092	32,988,460	33,899,709
Landfill Post Closure Reserve	11,213,142	11,213,142	–	–	–	280,329	11,493,471	11,780,808	12,075,328	12,377,211	12,686,641
Landfill Closure and Post-Closure Liability	53,489,212	53,489,212	–	2,678,115		1,370,707	57,538,034	61,892,493	66,445,864	71,183,896	76,111,692
Metro Vancouver Housing Corporation (MVHC)											
MVHC Capital Replacement Reserve	33,781,039	33,781,039	4,000,000	1,422,631	(18,778,159)	677,582	21,103,093	14,567,625	13,462,450	11,176,878	11,340,306
MVHC Capital Development Reserve	28,875,885	28,875,885	6,000,000	19,889,383	(19,936,383)	796,310	35,625,195	17,333,446	26,219,606	28,080,355	14,339,646
Air Quality and Climate Action											
Air Quality General Reserve	5,032,865	5,032,865		800,000	(2,069,471)	109,953	3,873,347	3,058,278	2,163,698	1,202,569	173,996
E911 Emergency Telephone Service											
E911 General Reserve	1,048,487	1,048,487	–	–	–	26,212	1,074,699	1,101,566	1,129,105	1,157,333	1,186,266
Electoral Area Service											
Electoral Area General Reserve	2,387,302	2,387,302	–	50,000	(133,046)	58,644	2,362,900	2,343,586	2,393,137	2,377,028	2,431,391
General Government Administration											
General Government - Growing Community Reserve	25,747,141	25,747,141	–	–	(22,457,749)	362,957	3,652,349	–	–	–	–
General Government General Reserve	21,621,839	21,621,839	–			540,546	22,162,385	22,716,445	23,284,356	23,866,465	24,463,127
Invest Vancouver											
Invest Vancouver General Reserve	648,000	648,000	–	–	(200,000)	13,700	461,700	473,243	485,074	497,201	509,631
Regional Emergency Management (REM)											
REM General Reserve	642,088	642,088	–	–	(33,018)	15,639	624,709	622,762	620,766	618,720	616,623
Regional Employers Services											
Regional Employers Service General Reserve	2,531,203	2,531,203	–	–	(435,000)	57,843	2,154,046	1,772,522	1,761,148	1,746,452	1,734,426
Regional Parks											
Regional Parks General Reserve	8,621,747	8,621,747	–	80,000	(545,000)	209,731	8,366,478	8,079,515	7,856,253	7,627,409	7,392,844
Regional Planning											
Regional Planning General Reserve	3,925,417	3,925,417	–	–	(265,000)	94,823	3,755,240	3,604,096	3,449,173	3,332,902	3,213,725
Centralized Support Reserve	19,305,642	19,305,642	–	5,700,000	(11,163,566)	414,346	14,256,422	10,623,885	6,470,814	3,623,914	1,917,524
Total	**$257,439,577**	**$257,439,577**	**$ 10,000,000**	**$ 30,699,089**	**$ (79,439,393)**	**$ 5,951,736**	**$224,651,009**	**$197,092,306**	**$205,737,411**	**$207,659,828**	**$197,879,595**

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METRO VANCOUVER
2027 — 2031 PROJECTED RESERVES
2027 BUDGET

STATUTORY RESERVES

	2026 ENDING BALANCE	2027 OPENING BALANCE	TRANSFERS	CONTRIBUTIONS	WITHDRAWALS	INTEREST	2027 ENDING BALANCE	2028 ENDING BALANCE	2029 ENDING BALANCE	2030 ENDING BALANCE	2031 ENDING BALANCE
Water Services											
Water Laboratory Equipment Reserve	$ 1,046,361	$ 1,046,361	$ –	$ 60,000	$ –	$ 26,909	$ 1,133,270	$ 1,222,352	$ 1,313,661	$ 1,407,253	$ 1,503,184
Water Sustainability Innovation Fund Reserve	11,414,852	11,414,852	–	723,000	(1,250,000)	278,784	11,166,636	12,025,964	13,058,651	14,117,155	15,202,121
Liquid Waste Services											
Liquid Waste Laboratory Equipment Reserve	1,307,824	1,307,824	–	116,639	(250,000)	31,029	1,205,492	1,358,365	912,404	1,067,858	1,231,194
Liquid Waste Sustainability Innovation Fund Reserve	12,813,797	12,813,797	–	1,127,000	–	334,432	14,275,229	15,773,197	17,308,614	18,882,417	20,495,565
North Shore WWTP Reserve	166,330,754	166,330,754	–	130,658,820	(127,878,151)	4,193,027	173,304,450	152,137,266	133,556,535	147,627,575	177,561,331
Electoral Area Service											
Community Works Reserve	1,100,935	1,100,935	–	158,550	–	29,505	1,288,990	1,488,168	1,692,325	1,901,586	2,116,079
Electoral Area Election Reserve	22,813	22,813	–	30,000	–	945	53,758	85,477	117,989	29,814	60,934
General Government Administration											
MVRD Sustainability Innovation Fund Reserve	6,231,592	6,231,592	–	347,000	–	160,127	6,738,719	7,258,524	7,791,325	8,337,446	8,897,220
Grants Reserve Fund	1,385,275	1,385,275	–		(300,000)	30,882	1,116,157	840,311	557,569	267,758	71,952
Metro Vancouver Housing Corporation (MVHC)											
MVHC Restricted Cap. Replacement Reserve	7,350,155	7,350,155	586,640	594,403	(756,320)	189,063	7,963,941	5,394,662	2,365,323	1,299,855	1,294,497
Housing Planning and Policy											
Housing Planning and Policy Re-development Reserve	9,447,999	9,447,999	–	1,000,000	(10,500,000)	117,450	65,449	67,085	68,762	70,481	72,243
Housing Planning and Policy Development Reserve	5,928,402	5,928,402	–	4,000,000	(9,389,383)	80,843	619,862	4,685,359	7,380,377	11,614,886	15,955,258
Regional Global Positioning System											
Regional Geospatial Reference System Reserve	1,061,963	1,061,963	–	10,307	(200,000)	24,178	896,448	827,763	900,746	976,339	1,054,304
Regional Parks											
Regional Parks Infrastructure Reserve	9,929,811	9,929,811		14,732,000	(9,038,641)	319,412	15,942,582	23,163,913	15,229,077	4,582,102	2,222,241
Regional Parkland Acquisition Reserve Fund	19,791,281	19,791,281	–	–	(10,000,000)	369,782	10,161,063	290,090	297,342	304,776	312,395
Regional Parkland Acquisition and Development Reserve Fund	40,753,513	40,753,513	–	20,000,000	(35,500,000)	825,088	26,078,601	17,820,566	22,164,205	30,565,185	40,770,877
Delta Airpark Reserve	69,972	69,972	–	21,500	–	2,018	93,490	117,596	142,305	167,631	193,591
Regional Parks Legacy Fund	2,916,800	2,916,800	–	–	(69,000)	72,058	2,919,858	2,922,992	2,926,204	2,929,497	2,932,872
Sasamat Fire Protection Service (SFPS)											
SFPS Capital Reserve Fund	990,573	990,573	–	87,100	–	25,853	1,103,526	1,219,303	1,337,974	1,459,612	1,584,291
SFPS Communications Capital Reserve Fund	80,534	80,534	–	–	–	2,013	82,547	84,611	86,726	88,894	91,116
SFPS Emergency Equipment Reserve Fund	61,067	61,067	–	5,000	–	1,589	67,656	74,410	81,333	88,429	95,702
SFPS Capital Facility Reserve	2,082,493	2,082,493	–	400,000	–	57,062	2,539,555	3,008,044	3,488,245	3,980,451	4,484,962
Corporate Self Insurance Reserve	1,816,441	1,816,441	–	350,000	–	49,786	2,216,227	2,626,008	3,046,033	3,476,559	3,917,848
Corporate Fleet Reserve	13,910,442	13,910,442	–	2,887,415	(4,700,000)	325,104	12,422,961	9,671,709	5,837,168	3,185,919	447,785
Total	**$317,845,649**	**$317,845,649**	**$ 586,640**	**$ 177,308,734**	**$ (209,831,495)**	**$ 7,546,939**	**$293,456,467**	**$264,163,735**	**$241,660,893**	**$258,429,478**	**$302,569,562**

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Metro Vancouver's 2027 Budget and Five-Year Financial Plan

Engagement Summary

Acknowledgements

Thank you to everyone who provided input for Metro Vancouver's 2027 Budget and Five-Year Financial Plan over both phases of engagement. Metro Vancouver embraces collaboration and innovation to provide sustainable regional services, contributing to a livable and resilient region, and a healthy natural environment for current and future generations. The purpose of this engagement was to hear and consider comments and concerns from residents as Metro Vancouver developed its 2027 Budget and 2027-2031 Five-Year Financial Plan, which will be considered by Metro Vancouver in October as part of the regular budgeting process.

About Metro Vancouver

Metro Vancouver is a diverse organization that plans for and delivers regional utility services, including water, sewers and wastewater treatment, and solid waste management. It also regulates air quality, plans for urban growth, manages a regional parks system, and provides affordable housing. The organization is a federation of 21 municipalities, one electoral area, and one treaty First Nation located in the region of the same name. The organization is governed by four Boards, one for each legal entity. Board directors are elected officials from each member jurisdiction.

First Nations Acknowledgement

Metro Vancouver acknowledges that the region's residents live, work, and learn on the shared territories of many Indigenous peoples, including 10 local First Nations: q̓ iċəy̓ (Katzie), q̓ʷɑːn̓ƛ̓ə n̓ (Kwantlen), kʷikʷəƛ̓əm (Kwikwetlem), máthxwi (Matsqui), xʷməθkʷəy̓əm (Musqueam), qiqéyt (Qayqayt), Semiahmoo, Sḵwx̱wú7mesh Úxwumixw (Squamish), scəẇaθən məsteyəxʷ (Tsawwassen), and səlilwətaɬ (Tsleil-Waututh).

Metro Vancouver respects the diverse and distinct histories, languages, and cultures of First Nations, Métis, and Inuit, which collectively enrich our lives and the region.

4515 Central Boulevard, Burnaby, BC, V5H 0C6

www.metrovancouver.org

September 2026

Cover: Metro Vancouver staff engage with the public at a 2026 community event

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Executive Summary

Over two phases of engagement, Metro Vancouver invited residents to learn more about Metro Vancouver's budget, including how services are funded through their property taxes and utility bills, and to provide feedback on considerations for managing the estimated costs of Metro Vancouver services in 2027.

The first phase of engagement was held from February 23 to March 27, 2026, and invited residents to provide early input for the 2027 Budget and Five-Year Financial Plan. Metro Vancouver received more than 260 online survey responses, with 167 respondents providing additional comments. Feedback was shared with the four Metro Vancouver Boards for consideration as part of the annual Board Budget Workshop.

At the Board Budget Workshop, held April 15, 2026, the Boards directed staff to proceed through the 2027 budget cycle with household impact targets as follows: 2027 at 3.0%, 2028 at 5.0%, 2029 at 5.0%, 2030 at 5.0%, and 2031 at 5.0%.

The second phase of engagement was held from August 19 to September 11, 2026, and invited residents to share their thoughts on the proposed 2027 Budget. Metro Vancouver received 167 online survey responses, with 71 respondents providing additional comments. In addition, 1,554 residents engaged with Metro Vancouver staff at in-person budget displays held at two community events across the region.

Overall, feedback across both phases was consistent with themes from the past two years. Feedback included concerns about affordability and the impact of rate increases on households. Respondents also raised concerns related to spending, organizational efficiency, transparency, accountability, governance, and the management of major capital projects. Many comments encouraged Metro Vancouver to identify opportunities to reduce costs, improve efficiency, strengthen oversight of capital investments, and provide greater transparency on budgets, expenditures, and project costs.

Respondents also provided feedback on service delivery, infrastructure planning, and long-term growth management. There were a range of perspectives about Metro Vancouver's role and priorities, with some respondents advocating for a greater focus on utility services and others supporting continued investment in areas such as parks, housing, and climate action. Several respondents emphasized the importance of maintaining reliable infrastructure and service levels while ensuring costs remain manageable for residents.



About the Engagement Program

The 2027 Budget engagement program was conducted in two phases and provided residents with opportunities to learn about Metro Vancouver's budget, understand how Metro Vancouver services are funded, and an option to provide feedback online.

The first phase of engagement was held from February 23 to March 27, 2026, and focused on gathering early input for the development of the 2027 Budget and Five-Year Financial Plan. Residents were invited to share their perspectives on Metro Vancouver's services, spending priorities, and the overall estimated costs associated with delivering services across the region.

At the Board Budget Workshop held April 15, 2026, the Boards directed staff to proceed through the 2027 budget cycle with household impact targets as follows: 2027 at 3.0%, 2028 at 5.0%, 2029 at 5.0%, 2030 at 5.0%, and 2031 at 5.0%.

The second phase of engagement was held from August 19 to September 11, 2026, and provided residents with information on the proposed 2027 Budget, including the projected household impact. Residents were invited to review the proposed budget and provide feedback through an online survey. In addition, Metro Vancouver staff engaged directly with residents through in-person budget displays at two community events across the region.

PHASE 1	BUDGET DEVELOPMENT	PHASE 2
FEBRUARY 23–MARCH 27	APRIL–AUGUST	AUGUST 19–SEPTEMBER 11
An online survey invited residents to learn more about Metro Vancouver's budget and provide early input on priorities, services, and considerations for the development of the 2027 Budget and Five-Year Financial Plan.	The Boards reviewed Phase 1 feedback and established household impact targets for the 2027 budget cycle. Staff used this direction, along with public input, to develop the proposed 2027 Budget and Five-Year Financial Plan.	Residents were invited to review the proposed 2027 Budget, including projected household impacts, and provide feedback through an online survey. This engagement was promoted online and at community events across the region.

Engagement Promotion

The budget engagement program was promoted through Metro Vancouver's website, social media channels, digital and print advertising, e-newsletters, and in-person events. Metro Vancouver also worked with member jurisdictions to share engagement opportunities through local communication channels.

Website

The Metro Vancouver homepage and budget webpage highlighted opportunities to participate in the engagement program. The budget webpage provided information about Metro Vancouver's budgeting process and schedule, the financial plans, and a breakdown of where the money comes from and what services it goes toward.

Video

A video explaining Metro Vancouver's budget, the household impact metric, and how Metro Vancouver services are funded was available on the website, promoted through social media, and boosted on YouTube resulting in 759,605 views over the course of the two engagement periods.

Social Media

Engagement opportunities were promoted through Metro Vancouver's social media channels, Facebook, Instagram, YouTube, Threads, LinkedIn, Twitter(X), and Bluesky. Organic and paid content was used to increase awareness of the engagement program and encourage participation.

Digital and Print Advertising

Advertising during both phases of engagement included digital banner ads, online video ads, and print advertisements in local newspapers throughout the Metro Vancouver region. Advertising was designed to raise awareness of the engagement program and direct residents to the online survey and budget information.

For the first phase of engagement, advertising included digital banner ads, a YouTube video, and newsprint ads published in the Delta Optimist, North Shore News, Langley Advance, and Surrey Now Leader. These were in-market from March 4 to 27.

For the second phase of engagement, advertising a YouTube video, and newsprint ads in the North Shore News, Delta Optimist, Langley Advance, Surrey Now Leader, and the Georgia Straight. These were in-market from September 2 to September 11.

News Release

Metro Vancouver issued news releases and responded to media inquiries to help inform residents about engagement opportunities and key budget milestones. A news release was sent to all local media on February 23, 2026, but did not result in any media coverage.

E-newsletters

Information about the engagement program was shared through Metro Vancouver's email newsletters, including Metro Update, which runs monthly and reaches around 6,500 subscribers. The engagement opportunity was shared in February, March, August, and September.

Feedback Form Responses

Metro Vancouver invited the public to provide feedback by completing a feedback form that was available online. The online feedback was centered on providing an open opportunity for residents to comment on Metro Vancouver's 2027 budget.

Metro Vancouver uses ZenCity, an online engagement platform that supports opportunities for quantitative and qualitative input through a range of question types, including multiple-choice, ranking, rating, and open-ended questions. Online engagement provides an accessible way for residents to share their perspectives and helps identify common themes, priorities, and areas of concern. However, survey results are not statistically representative of the region's population; ZenCity participation does not require registration or a password.

During Phase 1, Metro Vancouver received over 260 survey responses, with 167 respondents providing additional comments. During Phase 2, Metro Vancouver received over 168 survey responses, with 71 respondents providing additional comments.

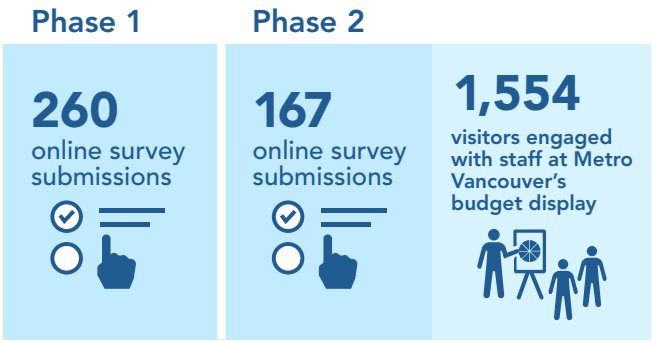
Both surveys concluded with an open-ended question inviting residents to share any additional considerations as Metro Vancouver works to manage the costs of providing regional services. These comments provided valuable insight into residents' perspectives on affordability, spending priorities, service delivery, governance, and infrastructure investment.

The survey ended with an open-ended question asking: 'What else would you like Metro Vancouver to consider as we work to manage overall estimated costs related to our services for 2027?' Over 400 responses were provided to this question.

In-person Engagement

During Phase 2, Metro Vancouver staff participated in two community events across the region, providing residents with opportunities to learn about the proposed budget, ask questions, and receive information about Metro Vancouver's engagement process and how to participate. A total of 1,554 residents engaged with Metro Vancouver through these in-person opportunities.

Participation in Engagement



What We Heard

Survey Results

Across both phases of engagement, about two-thirds of respondents reported being familiar or somewhat familiar with Metro Vancouver's services, the costs to deliver those services, and how households contribute (where "familiar" meant they felt they could describe it in general to a friend).

Survey results indicate that residents place a high value on maintaining essential regional services. More than 80 per cent of respondents said they were very willing or somewhat willing to continue paying their current level of contribution to maintain services such as clean drinking water, wastewater treatment, solid waste, regional parks, air quality management, regional planning, and other regional services, such as regional economic development, the E9-1-1 call centre, and regional emergency management.

Respondents generally supported maintaining and investing in infrastructure. When asked about balancing affordability with the need to maintain safe and reliable water, sewer, and solid waste systems, approximately 80 per cent of respondents supported either maintaining a balanced approach or prioritizing completion of infrastructure projects, even if rates increased slightly.

Participants also identified cost management as a key priority. The most frequently selected approaches for managing household costs were charging new development for growth-related infrastructure through development cost charges (51 per cent) and finding cost savings while maintaining current service levels (47 per cent). At the same time, confidence that Metro Vancouver is responding to concerns about affordability, governance, and cost management remained mixed. Many respondents indicated they were not confident or only somewhat confident that actions being taken would keep rates reasonable or address governance concerns.

Views on the proposed increase in household fees varied amongst respondents and throughout the two phases of engagement. During Phase 1, a majority of respondents indicated they were comfortable with the proposed $26 increase in average household fees. During Phase 2, when presented with the updated proposed $10 increase, opinions were more divided, with approximately one-third of respondents expressing comfort with the increase while a similar proportion remained uncomfortable. Detailed survey results are provided in Appendix 1.

Key Themes

Overall, feedback received through the surveys and comments focused on affordability, transparency, governance, infrastructure delivery, organizational efficiency, and Metro Vancouver's role in providing regional services. While perspectives differed, comments consistently reflected a desire for reliable services, responsible financial management, and clear accountability for public spending.

Affordability and Financial Stewardship

Affordability remained one of the most frequently raised concerns throughout the engagement process. Many participants described the financial pressures facing households and stressed the importance of keeping costs manageable. While some respondents acknowledged that infrastructure investment and service delivery require ongoing funding, they emphasized that future increases should be accompanied by evidence that Metro Vancouver is operating efficiently and maximizing value for residents. A common message was that households are looking for reassurance that every reasonable opportunity to reduce costs has been explored before additional costs are passed on to residents.

Transparency and Accountability

A recurring theme throughout the feedback was the desire for greater transparency about how decisions are made and how public money is spent. Many participants wanted more information about project costs, spending decisions, and the factors driving rate increases. Residents frequently indicated that their willingness to support future investments depends not only on the need for those investments, but also on their confidence that Metro Vancouver is managing resources responsibly and communicating openly about results.

Governance and Organizational Efficiency

Feedback also highlighted ongoing interest in Metro Vancouver's governance structure and organizational practices. Many respondents commented on the size and composition of the Boards, compensation, and management oversight. While perspectives differed on potential solutions, comments generally reflected a desire for strong governance, clear accountability, and decision-making that demonstrates good value for taxpayers.

Management of Major Infrastructure Projects

Many comments referenced major infrastructure projects, particularly the North Shore Wastewater Treatment Plant Program. While respondents generally acknowledged the importance of investing in infrastructure, they repeatedly emphasized the need for strong project management, clear accountability, and better communication about project performance. Many wanted assurance that lessons learned from past challenges are informing future decisions.

Balancing Growth, Infrastructure, and Long-Term Planning

Residents also discussed the challenges associated with accommodating growth in the region. Many respondents recognized that the region would continue to grow and that new infrastructure will be required to support that growth. There was a strong sentiment that growth-related costs should be carefully planned for and that new development should contribute appropriately toward the infrastructure needed to serve future residents. Comments often reflected a desire to balance long-term planning with the need to protect affordability for existing households.

Different Perspectives on Metro Vancouver's Role

Feedback included differing perspectives on what the scope of Metro Vancouver's responsibilities should be. Some residents expressed support for continued investment in areas such as housing, climate action, air quality, and regional parks; these programs were viewed as preventative investments that help protect community well-being and avoid greater costs in the future. Others felt Metro Vancouver should focus more narrowly on utility services, like delivering water, wastewater, and solid waste services, and should reduce involvement in activities they see as outside the organization's primary mandate. Although opinions differed, these comments reflected a broader discussion about priorities and the role residents expect Metro Vancouver to play in the region.

Samples from 300+ Comments:

"Look for efficiency gains but don't reduce maintenance and growth projects. They only get more expensive over time and can result in costly or at best inconvenient service disruptions."

"Ensure that reducing costs does not significantly impact infrastructure quality and longevity."

"Major projects will not get cheaper if deferred. This is just kicking the can down the road and should not happen."

"It's very difficult to feel comfortable with the proposed increase when there continues to be a lack of transparency within Metro Vancouver."

"Focus on delivering projects on time, on budget, and with clear accountability before considering any cost increases."

"Operate as if every dollar matters and cash flow is scarce. Nothing is wasted. People involved need to be providing the absolute best value for their salaries."

"Ensure the stability of regional parks and publicly accessible open spaces in the region."

"Polluters need to pay!"

"Metro Vancouver should focus on policies that support more housing and population growth, which will expand the property tax base and help distribute infrastructure costs across more households over time."

"Make sure you preserve all wastewater monitoring services that look for illnesses like influenza, RSV, COVID, and other infections that affect public health decisions."

"Prioritize clean air infrastructure, wastewater management, and below-market housing."

"Please keep the increase to the cost of inflation or lower."

"I'm okay with the proposed [$26] increase but concerned that one increase leads to others and unsure if resources are being appropriately allocated."

"Thank you for the services."

"I would be comfortable paying more than a 3% increase in taxes to maintain the level of services."





How Feedback Will Be Used

Thank you for sharing your input on what you would like Metro Vancouver to consider as we work to manage overall estimated costs related to our services for 2027. Input will be shared with the Metro Vancouver Boards as Board Directors deliberate on the 2027 Budget and Five-Year Financial Plan.

Appendix A: Content for First Phase of Engagement

How You Contribute to Metro Vancouver's Services

You don't get one bill from Metro Vancouver — instead, you contribute to regional services through utility bills, property taxes, and user fees.

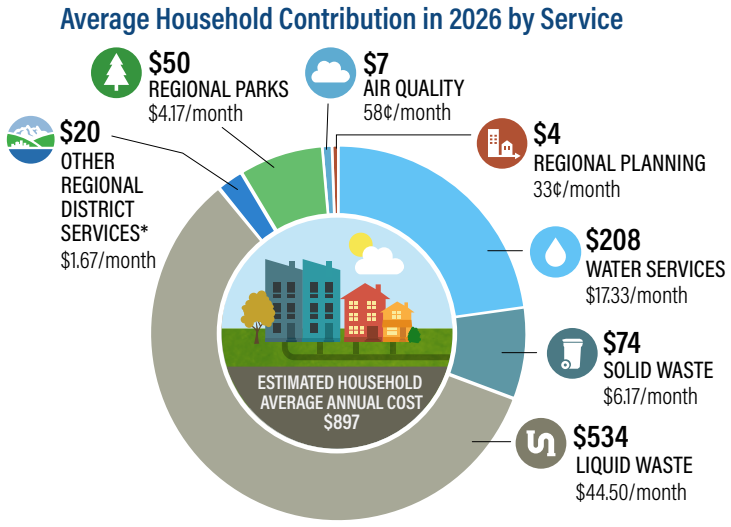
Metro Vancouver Services	Funding Source	Billing/Collections of Metro Fees and Charges
Water	Water Sales	City Water Bills
Liquid Waste	Sewer Levy	City Sewer Bills
Solid Waste	Tipping Fee	Paid when you drop off waste
Regional Parks	Property Taxes	City Property Tax Bills
Air Quality Management	Property Taxes	City Property Tax Bills
Regional Planning	Property Taxes	City Property Tax Bills
Regional Economic Development	Property Taxes	City Property Tax Bills
Below-market Rental Housing	Rents	Tenant Lease/Rental Agreements

What You're Contributing in 2026

This year (2026), the average "household impact" is $897— that's about $75 per month for all of Metro Vancouver's services. The "household impact" is an average estimate of what each home owning household contributes through property taxes and utility fees.

Here's how that breaks down for the year:

- $208 for drinking water
- $534 for wastewater treatment and management (liquid waste)
- $74 for solid waste management
- $50 for regional parks
- $7 for air quality management
- $4 for regional planning
- $20 for other regional services, such as regional economic development, the E9-1-1 call centre, and regional emergency management



*Includes regional economic development, the E9-1-1 call centre, and regional emergency management.

Metro Vancouver does not direct bill customers, so cost per household may vary based on how rates are distributed by the member jurisdiction.

Why Costs for Liquid Waste Management are Higher

Several major infrastructure projects are underway to meet the wastewater treatment needs of our growing region and to ensure water rinsed down the drain and flushed down the toilet is clean before it re-enters the Salish Sea or Fraser River. Wastewater treatment is the most complex and expensive service that Metro Vancouver provides.

Why Costs for Metro Vancouver Housing Aren't Listed

Metro Vancouver Housing is one of the largest non-profit rental housing providers in the region, with over 3,400 below-market rental homes on 49 sites, serving close to 10,000 people. We provide rental homes primarily for families, seniors, and people with disabilities with low to moderate incomes. The annual operations are paid for almost entirely through rents paid by tenants.

What's in "Other Regional Services"

These include services such as ensuring there is an E-9-1-1 Call Centre, facilitating regional emergency management, and regional economic development.

Approximately **90%** of what the average household contributes to Metro Vancouver is used to maintain the water, sewer, and solid waste systems. Metro Vancouver delivers some of BC's largest infrastructure projects and has for decades. Today, Metro Vancouver has over 300 large projects in its capital plan: projects essential to protecting public and environmental health and livability for our region.

The remaining **10%** of what the average household contributes supports regional parks, air quality, regional planning, regional economic development, housing, and other services that also supports our quality of life.

Metro Vancouver has found $364 million in savings in its operating budget for 2026 through 2030. This has been done in part by removing $1.1 billion in capital project spending out of the five-year financial plan, primarily for water and liquid waste projects that can be built at a later date.

There continues to be pressure on Metro Vancouver to obtain enough funds to:

- Keep our systems in a state of good repair
- Ensure infrastructure is right sized to support the growing population
- Meet Provincial and Federal regulatory requirements

Here's How We've Responded to Your Previous Feedback

We understand the pressure residents are feeling from rising costs, and we're taking action to keep our rates as low as possible while continuing to deliver the high-quality services residents rely on every day.

We have consistently heard from residents that the services that Metro Vancouver delivers are central to quality of life in this region: you value our clean water, clean air, and protected natural spaces. We have also heard you want us to keep developing non-market rental housing.

What We've Heard	What We've Done
Concerns About Rate Increases	Metro Vancouver has done extensive work to reduce costs. This has included: • A Financial Plan Task Force in 2023 and a Services and Cost Efficiencies Review in 2025 • Reprioritizing big water and liquid waste infrastructure projects and deferring low- and medium-risk projects to the future • Reviewing all services and finding efficiencies to reduce costs • Using financial levers like reserves to keep costs down This work has allowed us to keep the household impact as low as possible while still delivering the essential services you rely on. An example: Over the past year, Metro Vancouver has found $364 million in savings to the operating budget over the next five years. This has been done in part by removing $1.1 billion in capital project spending in the next five years, primarily for water and liquid waste projects that can be built at a later date. We also rescoped the Iona Island Wastewater Treatment Plant Project to reduce projected costs from $9.9 billion to $6 billion over the next 15 years, while still delivering better wastewater treatment sooner.
Concerns About Travel, Events, and Compensation	• Since 2024, travel and events have been cut and budgets have been reduced • Compensation for Board and Committee members was reviewed as part of the independent Board Governance Review by Deloitte Canada in 2025 and has been adjusted based on the review recommendations • Compensation for staff is benchmarked against local municipalities and similar public sector organizations
Concerns About Cost Estimates for Major Projects	Metro Vancouver's projects are some of the largest in BC. Since 2020, costs to deliver major infrastructure projects have increased substantially as a result of inflation and market conditions. Our cost estimating framework is based on best practice and in line with other organizations across the country. We involve independent expert panels and do value engineering for our major projects to make sure we are making the most informed estimates and decisions possible.
Concerns about Governance	We invited Deloitte Canada to conduct an independent Board Governance Review. It was completed in May 2025. They provided 47 recommendations to improve governance. As of February 1, 2026, we have completed 19. Learn more about the Board Governance Review and track progress.

Looking Ahead to 2027

In 2027, we estimate that in order to continue to deliver our services at current levels, maintain our systems in a state of good repair, and prepare for growth, we will need to increase what the average homeowner household contributes by 3% over 2026.

This would be a $26 increase in average fees paid per household next year. In total, the average homeowner household would contribute $923 toward Metro Vancouver services in 2027.

Appendix B: New or Updated Content for Second Phase of Engagement

The average household impact is now anticipated to be $907 on average per household. Down from the previously projected $923 on average per household. Preliminary numbers for 2027 are based on a 1 per cent increase over 2026's rates. Note: Rates will vary by type of home, use of services, and where you live.

Contact Us

Metro Vancouver Information Centre: 604-432-6200
(Monday to Friday from 8:00 am to 4:30 pm)

Email: budgetengagement@metrovancouver.org
(Please include "Budget" in the subject line)

Website: Budgets and Financial Plans | Metro Vancouver
or visit metrovancouver.org and search "Budget"

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Inside the Second Narrows Water Supply Tunnel during construction

2027–2031 Financial Plan Overview

Linda Sabatini, CPA, CA
Chief Financial Officer / General Manager, Financial Services

Heather McNell
Acting Commissioner / Chief Administrative Officer

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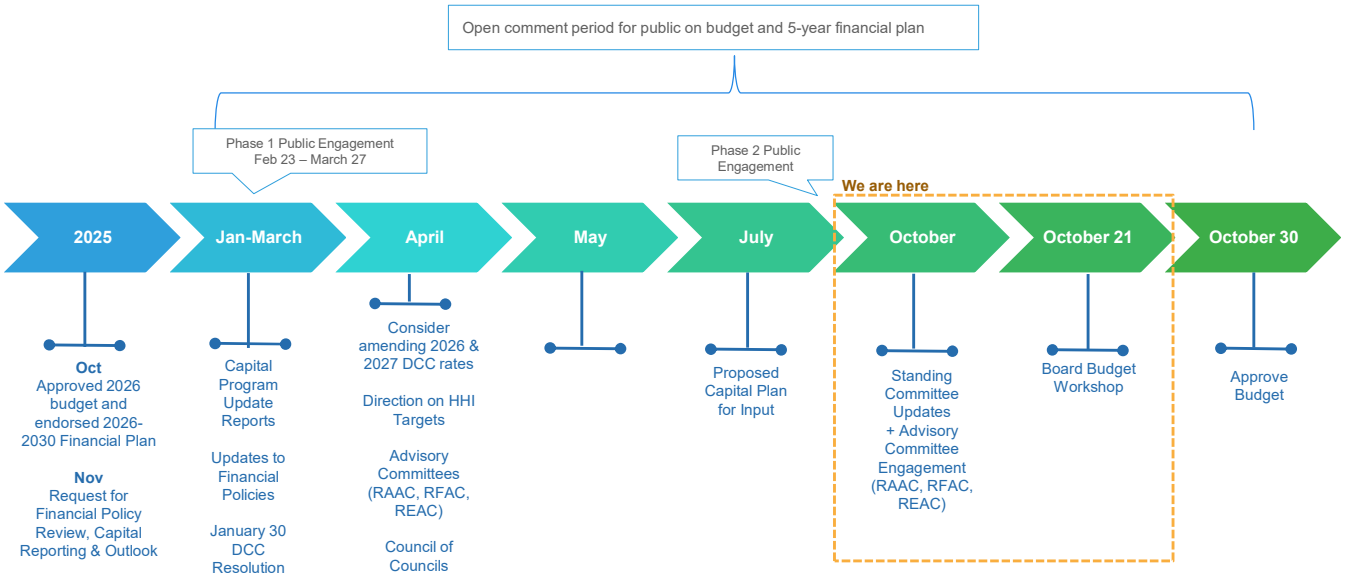
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AGENDA

1. Budget Approach
   - 2027 Budget Cycle Timeline
   - Board Direction
   - Macro-economic Outlook
   - 2027 Budget for *Approval*
2. Proposed Financial Plan
   - 2027–2031 Five-Year Financial Plan for *Endorsement*
3. Department Budgets
   - Department Budget Summaries and Major Drivers
4. 10 Year Financial Outlook

2

WHERE WE ARE: 2027 BUDGET CYCLE TIMELINE



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WHY ARE WE HERE IN OCTOBER?

- Member jurisdictions require Metro Vancouver rates to prepare their budgets and set their tax and utility rates.
- GVWD Legislation requires rates are approved by December 31
- Other rates approved by January 1 ensure revenues are not lost (i.e., tipping fees)

October
Metro Vancouver budget approved

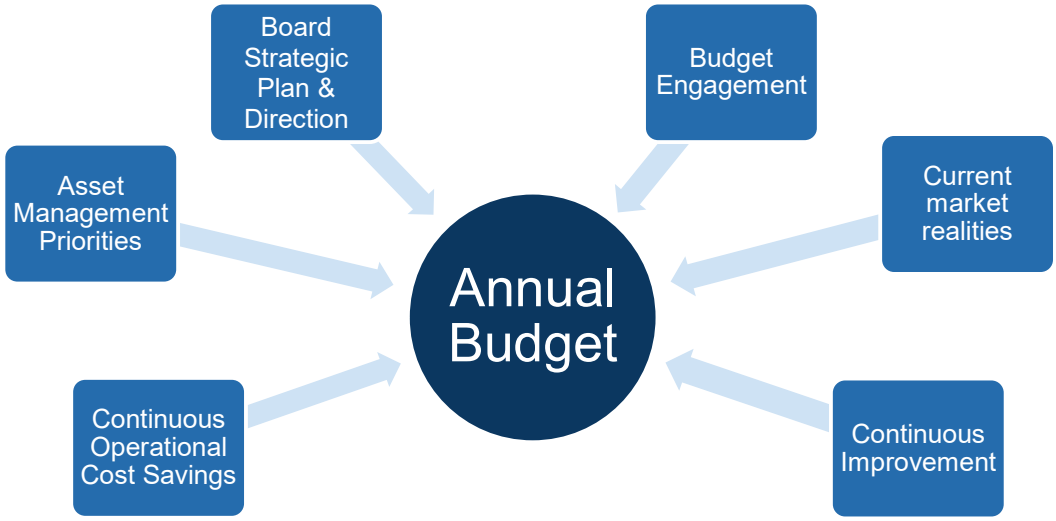
November - March
Member jurisdictions finalize budgets

January
New Metro Vancouver rates in effect

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4

METRO VANCOUVER BUDGET APPROACH



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BOARD DIRECTION OVER LAST FOUR YEARS

2023

Financial Plan Task Force

- $650M Reduction in Capital Spending in 2024-2028 Plan
- DCC Direction to Staff – Ensure Growth Pays for Growth
- 2026-2028 Average Household Target 5% Annual Increases

2024

NorthShore Wastewater Treatment Plant Task Force:

- $2.8B Addition in Capital Budget

Sewer Levy

- Adjust Regional Allocation for NSWWTP additional costs

DCC Bylaw

- Economic Analysis & Approved Water, Sewer, and Parks Acquisition DCCs

2025

Services and Cost Efficiencies Review:

- $1.1B Reduction in Capital Spending 2026-2030 Plan
- $364M Savings in Operating Budget and 2026-2030 Plan
- $250M grant received for the Iona Project – Federal Funding
- Reduced projected HHI from 5% for 2026 and 2027 down to 2.5% and 3.0%

Implementation of New Water and Parks DCC Rates

2026

April Board Budget Workshop Targets:

- **3% 5% 5% 5% 5%**

Financial Policy Review

- Amortization changed on debt (20 and 30 yr)

DCC Direction

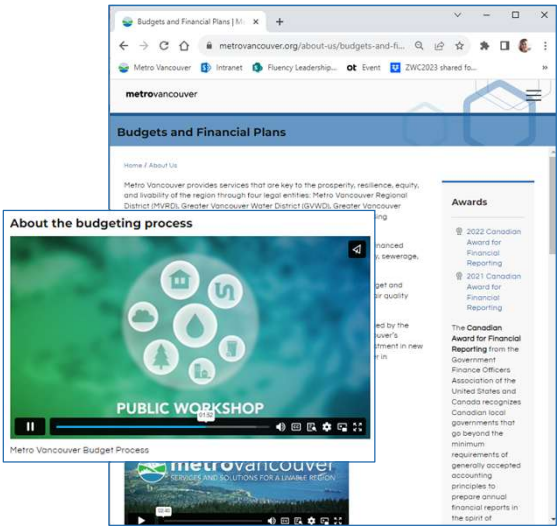
- Roll back 2026 DCC rates to 2025 levels & reduce 2027 DCC rate increases. Slow the transition to 1% assist factor to 2029
- Forecast reduction of approximately $389 M in revenue from 2026–2031
- Boards directed to borrow additional funds to fill the gap for Water and Liquid Waste and to transition $10M Parkland Acquisition back to existing ratepayers

6

OVERALL COMMUNICATIONS

Regular and ongoing communication related to budget and financial plan

- Budget webpage
- Budget process video
- MetroUpdate newsletter articles
- Live stream Committee and Board meetings
- Regional Advisory Committees
- Council of Council meetings
- Budget communications throughout the year



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PUBLIC ENGAGEMENT

February 23 to September 11, 2026

Two Phases

- Phase 1: February 23 – March 27, 2026
- Phase 2: August 19 – September 11, 2026

Promotions

- Media, digital and print advertising, social, email newsletters, community events

Responses

- Phase 1: 260 survey responses, 167 survey comments
- Phase 2: 168 survey responses, 71 survey comments, 2 public events, 1,554 residents engaged in person



Budget Engagement Booth

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PUBLIC ENGAGEMENT: WHAT WE HEARD

High level themes in comments provided by the public

- Affordability & financial stewardship
- Spending & organizational efficiency
- Transparency & accountability
- Governance & Board structure
- Management of major capital infrastructure projects
- Perspectives on Metro Vancouver's role
- Support for maintaining essential infrastructure, air quality, climate action, and regional parks

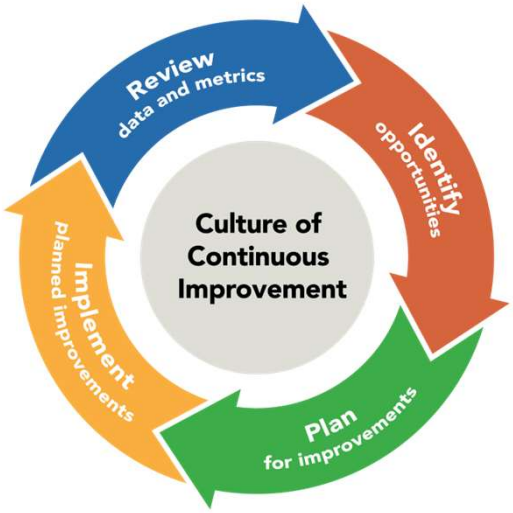


Budget Engagement Booth

CULTURE OF CONTINUOUS IMPROVEMENT

Metro Vancouver's commitment to ongoing improvement

- 140 continuous improvement projects to improve efficiencies and realize savings
- Utilize data for decision making and benchmarking



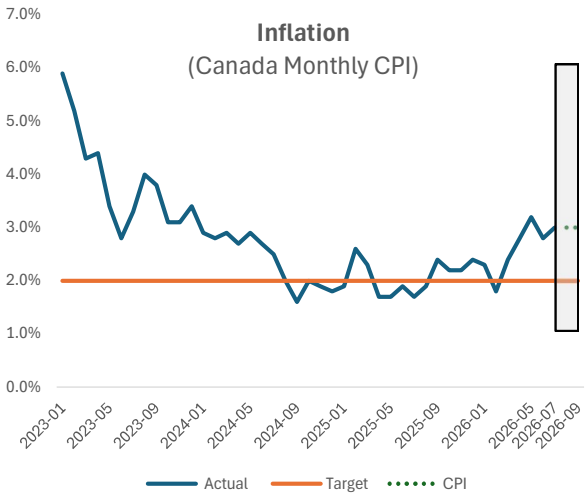
MACRO-ECONOMIC FINANCIAL RISKS

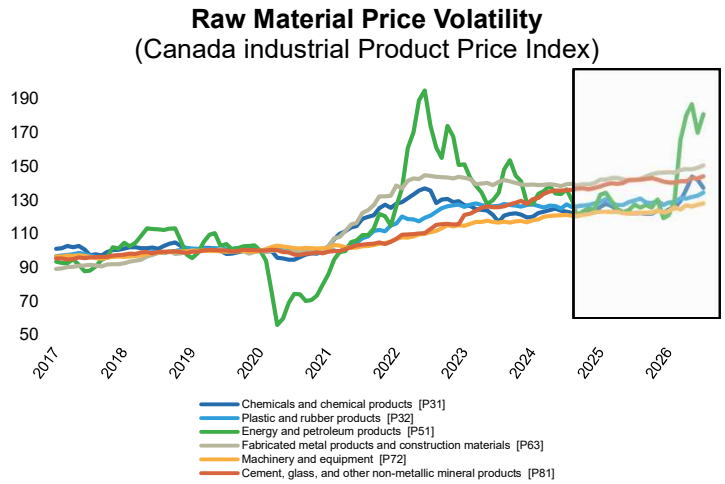
Key Pressures

Financial Risk	Mitigation Approach
Geo-political Volatility • Ongoing Canada-US trade tensions and tariff uncertainty will increase costs for steel, equipment, chemicals, vehicles, and other imported inputs • Global conflicts and energy-market disruptions continue to create volatility in fuel and transportation costs	• Monitor tariff-sensitive costs • Diversify suppliers and seek tariff remissions
Inflation and market capacity • National CPI pushed to 3% expected to remain at this level in the short-term • Construction capacity constraints and cost escalation may outpace budgets • Labour agreements currently being negotiated	• Time/phase projects to avoid cost peaks • Update escalation and revenue forecasts regularly
Interest rates • Bank of Canada currently holding rates steady at 2.25%. Economic growth has softened, The Bank has indicated that elevated energy prices and inflation risks could delay future rate reductions.	• Using short-term borrowing when applicable • Locking in long term rates when appropriate • Exploring alternative investments through MFA

MACRO-ECONOMIC OUTLOOK

Market Indicators







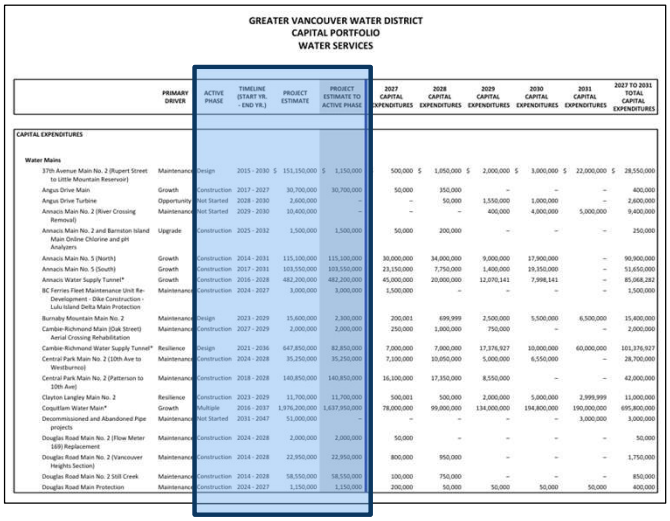
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ENHANCED CAPITAL BUDGET PAGES

New elements added to enhance understanding of the broader capital budgeting context

Enhancements:

- Estimated Timeline
- Project Estimate
- Project Estimate to Active Phase



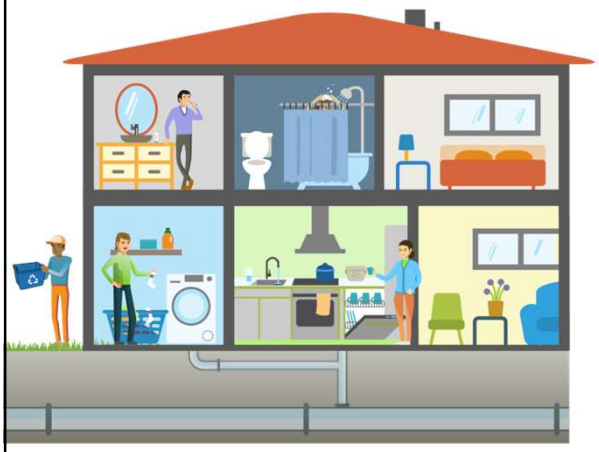
GREATER VANCOUVER WATER DISTRICT
CAPITAL PORTFOLIO
WATER SERVICES

	PRIMARY DRIVER	ACTIVE PHASE	TIMELINE (START YR. - END YR.)	PROJECT ESTIMATE	PROJECT ESTIMATE TO ACTIVE PHASE	2027 CAPITAL EXPENDITURES	2028 CAPITAL EXPENDITURES	2029 CAPITAL EXPENDITURES	2030 CAPITAL EXPENDITURES	2031 CAPITAL EXPENDITURES	2027 TO 2031 TOTAL CAPITAL EXPENDITURES
CAPITAL EXPENDITURES											
Water Mains											
37th Avenue Main No. 2 (Rupert Street to Little Mountain Reservoir)	Maintenance	Design	2015 - 2030	$ 151,150,000	$ 1,150,000	500,000	$ 1,050,000	$ 2,000,000	$ 3,000,000	$ 22,000,000	$ 28,550,000
Angus Drive Main	Growth	Construction	2017 - 2027	30,700,000	30,700,000	50,000	350,000	–	–	–	400,000
Angus Drive Turbine	Opportunity	Not Started	2028 - 2030	2,600,000	–	–	50,000	1,550,000	1,000,000	–	2,600,000
Annacis Main No. 2 (River Crossing Renewal)	Maintenance	Not Started	2029 - 2030	10,400,000	–	–	–	400,000	4,000,000	5,000,000	9,400,000
Annacis Main No. 2 and Barnston Island Main Online Chlorine and pH Analyzers	Upgrade	Construction	2025 - 2032	1,500,000	1,500,000	50,000	200,000	–	–	–	250,000
Annacis Main No. 5 (North)	Growth	Construction	2014 - 2031	115,100,000	115,100,000	30,000,000	34,000,000	9,000,000	17,900,000	–	90,900,000
Annacis Main No. 5 (South)	Growth	Construction	2017 - 2031	103,550,000	103,550,000	23,150,000	7,750,000	1,400,000	19,350,000	–	51,650,000
Annacis Water Supply Tunnel*	Growth	Construction	2016 - 2028	482,200,000	482,200,000	45,000,000	20,000,000	12,070,141	7,998,141	–	85,068,282
BC Ferries Fleet Maintenance Unit Re-Development - Dike Construction - Lulu Island Delta Main Protection	Maintenance	Construction	2024 - 2027	3,000,000	3,000,000	1,500,000	–	–	–	–	1,500,000
Burnaby Mountain Main No. 2	Maintenance	Design	2023 - 2029	15,600,000	2,300,000	200,001	699,999	2,500,000	5,500,000	6,500,000	15,400,000
Cambie-Richmond Main (Oak Street) Aerial Crossing Rehabilitation	Maintenance	Construction	2027 - 2029	2,000,000	2,000,000	250,000	1,000,000	750,000	–	–	2,000,000
Cambie-Richmond Water Supply Tunnel*	Resilience	Design	2021 - 2036	647,850,000	82,850,000	7,000,000	7,000,000	17,376,927	10,000,000	60,000,000	101,376,927
Central Park Main No. 2 (10th Ave to Westburnco)	Maintenance	Construction	2024 - 2028	35,250,000	35,250,000	7,100,000	10,050,000	5,000,000	6,550,000	–	28,700,000
Central Park Main No. 2 (Patterson to 10th Ave)	Maintenance	Construction	2018 - 2028	140,850,000	140,850,000	16,100,000	17,350,000	8,550,000	–	–	42,000,000
Clayton Langley Main No. 2	Resilience	Construction	2023 - 2029	11,700,000	11,700,000	500,001	500,000	2,000,000	5,000,000	2,999,999	11,000,000
Coquitlam Water Main*	Growth	Multiple	2016 - 2037	1,976,200,000	1,637,950,000	78,000,000	99,000,000	134,000,000	194,800,000	190,000,000	695,800,000
Decommissioned and Abandoned Pipe projects	Maintenance	Not Started	2031 - 2047	51,000,000	–	–	–	–	–	3,000,000	3,000,000
Douglas Road Main No. 2 (Flow Meter 169) Replacement	Maintenance	Construction	2024 - 2028	2,000,000	2,000,000	50,000	–	–	–	–	50,000
Douglas Road Main No. 2 (Vancouver Heights Section)	Maintenance	Construction	2014 - 2028	22,950,000	22,950,000	800,000	950,000	–	–	–	1,750,000
Douglas Road Main No. 2 Still Creek	Maintenance	Construction	2014 - 2028	58,550,000	58,550,000	100,000	750,000	–	–	–	850,000
Douglas Road Main Protection	Maintenance	Construction	2024 - 2027	1,150,000	1,150,000	200,000	50,000	50,000	50,000	50,000	400,000

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UNDERSTANDING HOUSEHOLD IMPACT



Household impact provides a sense of the average cost to residents for Metro Vancouver services.

- **Regional District and Liquid Waste Services** – based on estimated residential portion of taxes divided by number of households
- **Water District** – based on the average water demand per household
- **Solid Waste** - based on the average tonnage per household

Metro Vancouver does not direct bill residents, so cost per household vary based on how rates are distributed by member jurisdiction.

2027 BUDGET AND 2027-2031 FINANCIAL PLAN – BOARD DIRECTION

April Board Budget Workshop HHI Targets:

3% in 2027; 5% in each year 2028 to 2031

April DCC Direction (Approved by Province):

1. Roll back 2026 DCC rates to 2025 levels
2. Reduce the planned 2027 DCC rate increases
3. Extend the transition to the 1% assist factor (the “growth pays for growth” model) from 2027 to 2029, slowing the phase-in

Total forecast DCC revenue reduction of approximately $389 million over 2026–2031. Boards directed to borrow additional funds to fill the gap for Water and Liquid Waste and to move $10M parkland acquisition back to tax requisition

AVERAGE ESTIMATED HOUSEHOLD IMPACT TARGETS

2027–2031

	2026 Budget	2027	2028	2029	2030	2031
Water District	$208	$206	$208	$213	$218	$226
Liquid Waste	$534	$540	$571	$608	$650	$690
Solid Waste	$74	$78	$82	$86	$89	$93
Regional District	$81	$90	$92	$92	$91	$92
Housing	-	-	-	-	-	-
2027–2031 Proposed HHI	$897	**$914**	**$953**	**$999**	**$1,048**	**$1,101**
$ Change		$17	$39	$46	$49	$53
% Change		**1.9%**	**4.2%**	**5.0%**	**5.0%**	**5.0%**
Previous HHI Projection for 2026-2030 Financial Plan		$923	$969	$1,018	$1,070	
% Change		3.0%	5.0%	5.0%	5.0%	

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AVERAGE ESTIMATED HOUSEHOLD IMPACT BY SEWERAGE AREA

2027–2031

	2026 Budget	2027	2028	2029	2030	2031
Vancouver Sewerage Area	$1,024	$1,021	$1,050	$1,123	$1,157	$1,225
North Shore Sewerage Area	$1,315	$1,416	$1,575	$1,721	$1,755	$1,797
Lulu Island Sewerage Area	$825	$847	$873	$888	$911	$943
Fraser Sewerage Area	$795	$812	$844	$873	$935	$987
Region Wide Average (HHI)	$897	**$914**	**$953**	**$999**	**$1,048**	**$1,101**

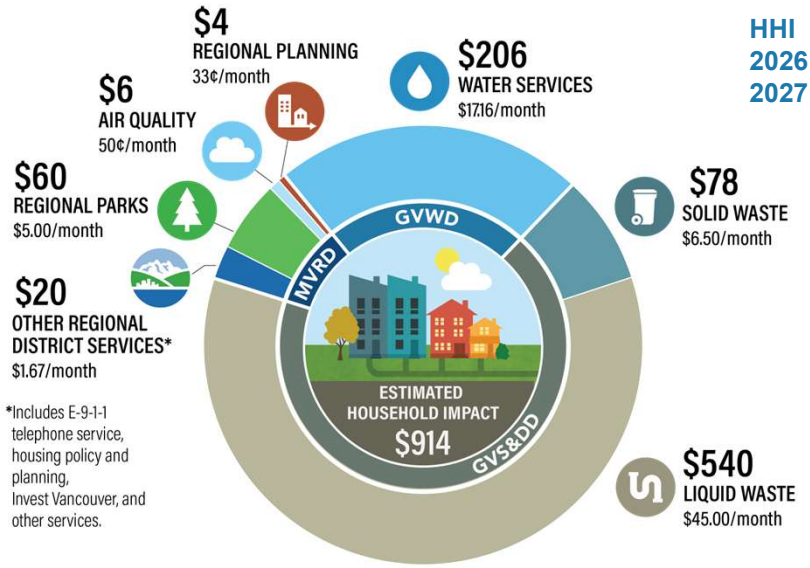
Details on liquid waste rates by sewerage area are in the liquid waste section of this presentation. All other services are one regional average.

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AVERAGE ESTIMATED HOUSEHOLD IMPACT

2027

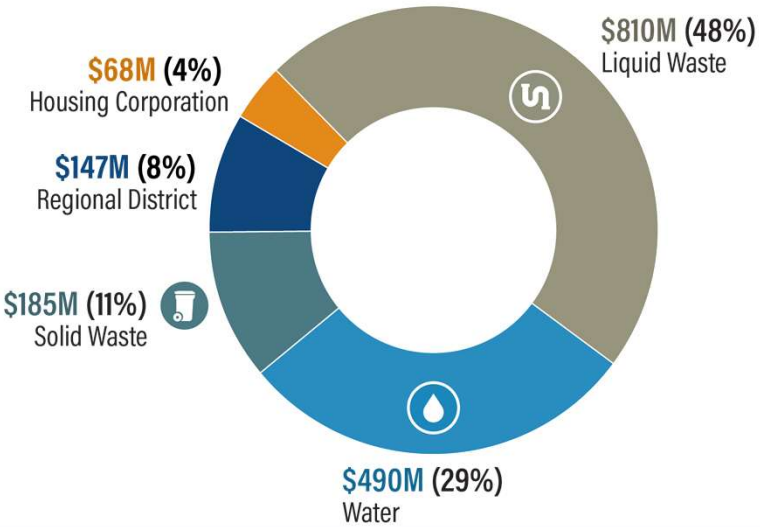


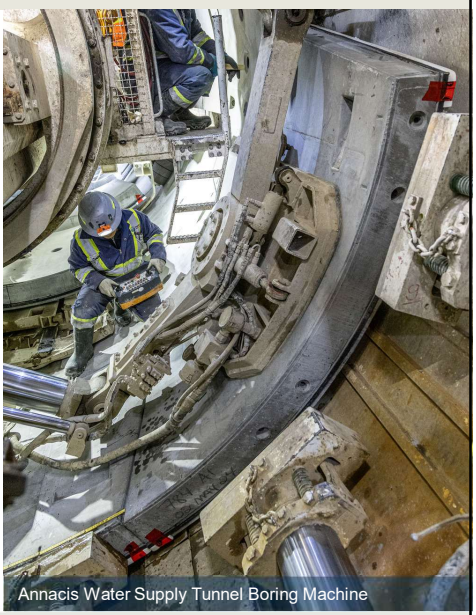
HHI
2026: $897
2027: $914

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OPERATING EXPENDITURE BUDGET

2027 Operating Expenditure Budget (Total $1.7B)

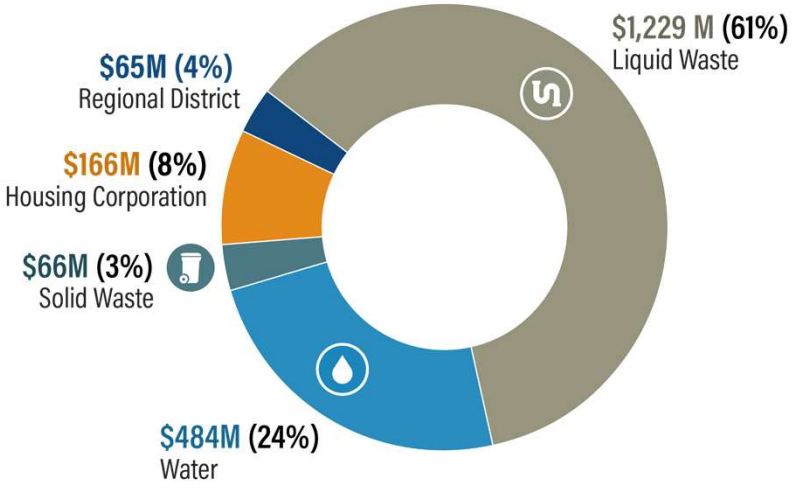


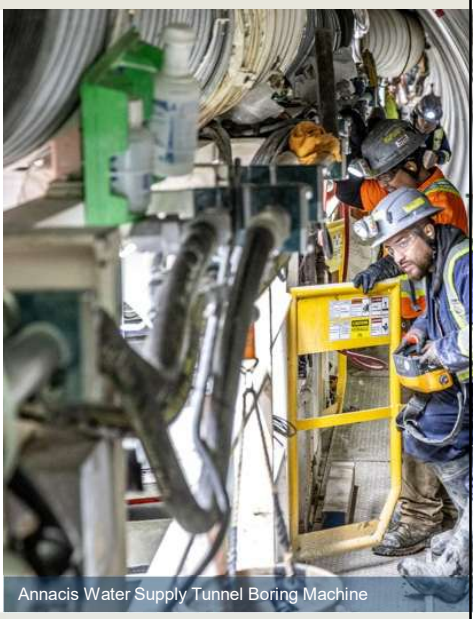

Annacis Water Supply Tunnel Boring Machine

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CAPITAL EXPENDITURE BUDGET

2027 Capital Expenditure Budget (Total $2.0B)




Annacis Water Supply Tunnel Boring Machine

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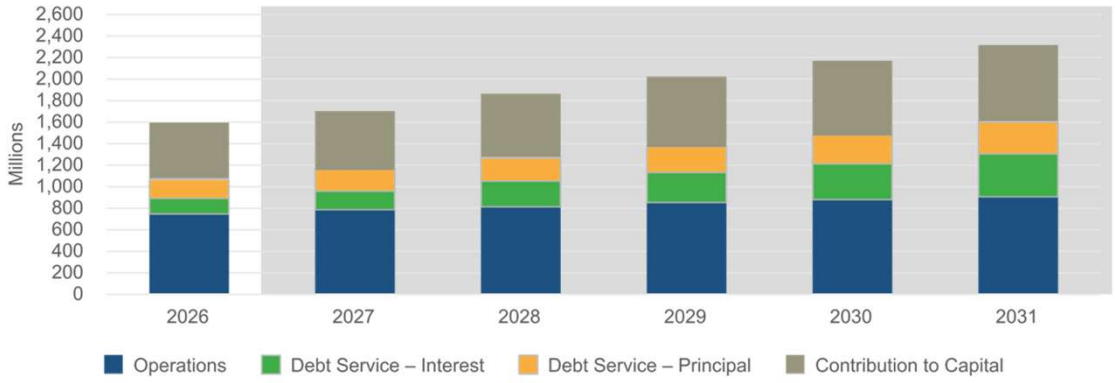
DRAFT 2027 BUDGET & 2027–2031 FIVE-YEAR FINANCIAL PLAN – OPERATING

Operating Overview:

- 2026 Operating Budget: $1.6B
- 2027 Operating Budget: $1.7B

Drivers:

- Debt service and contribution to capital to fund growing capital plan in accordance with Board policy (54% of 2027 Budget)
- Operations is inflationary over the 5 years for day-to-day maintenance and program delivery



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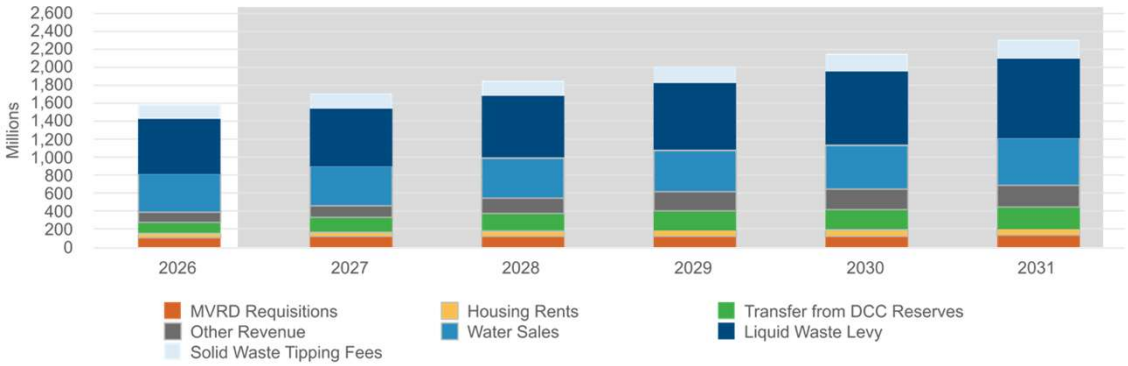
DRAFT 2027 BUDGET & 2027–2031 FIVE-YEAR FINANCIAL PLAN – OPERATING FUNDING

Operating Overview:

- 2026 Operating Budget: $1.6B
- 2027 Operating Budget: $1.7B

Sources:

- Liquid waste levies, water sales and tipping fees are 73% of total operational funding (2027)
- MVRD Requisitions are 7% of total revenues (2027)
- DCCs are 10% of total revenues (2027)



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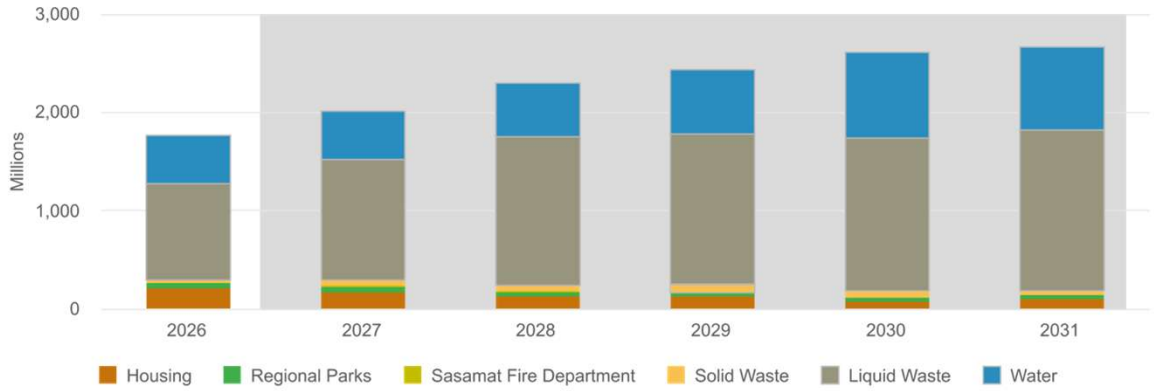
DRAFT 2027 BUDGET & 2027–2031 FIVE-YEAR FINANCIAL PLAN – CAPITAL

Overview:

- 2026 Capital Expenditure $1.8B
- 2027 Capital Expenditure $2.0B

Drivers:

- Continued activity on previously approved projects
- 85% Water and Liquid Waste projects



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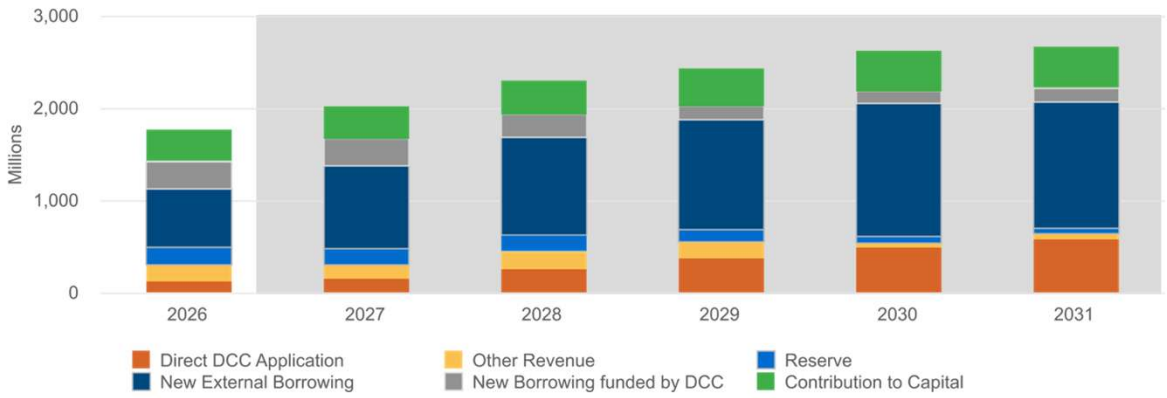
DRAFT 2027 BUDGET & 2027-2031 FIVE-YEAR FINANCIAL PLAN – CAPITAL FUNDING

Overview:

- 2026 Capital Expenditure $1.8B
- 2027 Capital Expenditure $2.0B

Sources:

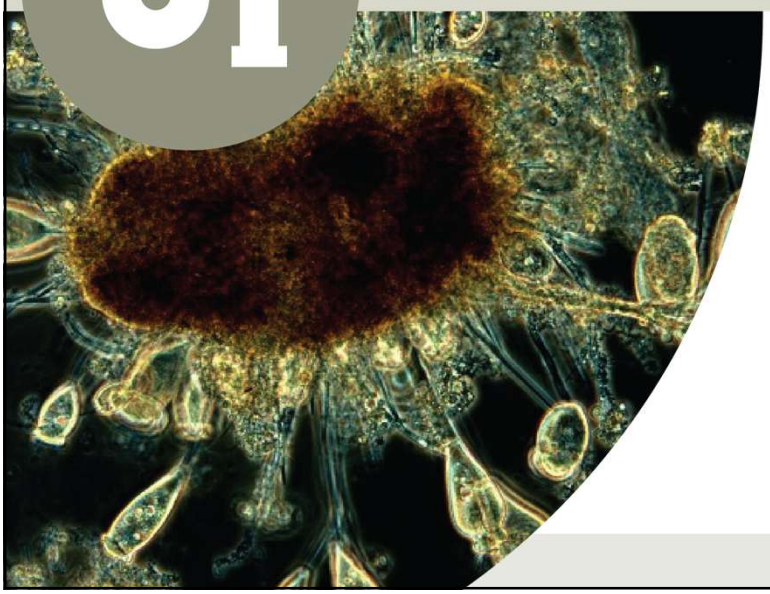
- Combined new borrowing funds 59% of the 2027 capital spend
- DCC Direct Application funds 7% of the 2027 capital spend



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LIQUID WASTE OVERVIEW



- **530** kilometers of trunk sewers
- **35** pump stations
- **3** storage tanks
- **5** treatment plants
- Average of **1.2 billion litres** of wastewater per day
- **3** urban drainage areas: Still Creek/Brunette, Port Moody/Coquitlam, University

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LIQUID WASTE SERVICES

Service Objectives

Service Objective	KPI Metric	Current	2030 Target	Goal	
Eliminate Overflows from the Sewer System	Sanitary Sewage Overflow (SSO) events (#)	39	32	0	(2040)
	Combined Sewage Overflow (CSO) volume (ML)	22,302	30,000	0	(2075)
	Rainfall derived inflow and infiltration (RDII) (ML)	27,118	30,000	10,000	(2040)
	Facilities not meeting basic service or regulations in next 10 years (%)	22%	15%	0%	(2035)
Protect Public Health and the Environment – Authorized WWTP Discharges	Duration of events not in compliance with operational certificates (hrs)	134.93	0	0	(2030)
	Duration of events not in compliance with WSER (hrs)	8,595	0	0	(2040)
	Recreational water quality (% of tests not meeting criteria)	1.33%	1.5%	0	(2040)
Improve Environmental Stewardship	Biosolids beneficially used (%)	100%	100%	100%	(2030)
	Net GHG emissions (kg of CO2 / ML treated)	15.0	(2.1)	0	(2050)
	Odour complaints (#)	13	10	0	(2035)
Minimize Timeline to Recover from a Major Event	Targeted assets resilient to seismic event (%)	Undefined	Defined	100%	(2050)
	Targeted assets resilient to power outage event (%)	82%	100%	100%	(2035)
	Targeted assets resilient to climate change event (%)	Undefined	Defined	100%	(2100)

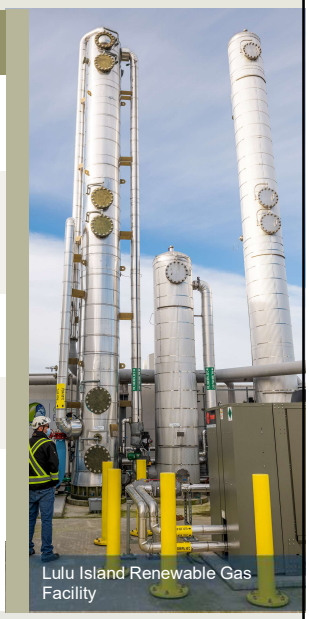
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LIQUID WASTE SERVICES: OPERATING BUDGET

Operating Highlights 2027–2031

Budget Year	Initiative	Description
2027	Innovative lab technique development	Obtain accreditation for new laboratory methodology for in-house testing of emerging constituents in drinking water that cause taste and odor issues
2028	AIWWTP Hydrothermal Processing Pilot Demonstration Facility	Complete performance evaluation of production of biocrude oil from sewage sludge
2029	Liquid Waste Management Plan	Liquid Waste Management Plan fully implemented
2030	LIWWTP Trickling Filter Rehabilitation	Complete the rehabilitation of the trickling filters
2031	AIWWTP Ammonia Management Pilot	Complete testing of technology for recovering ammonia and producing green hydrogen


Lulu Island Renewable Gas Facility

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LIQUID WASTE SERVICES: CAPITAL PLAN

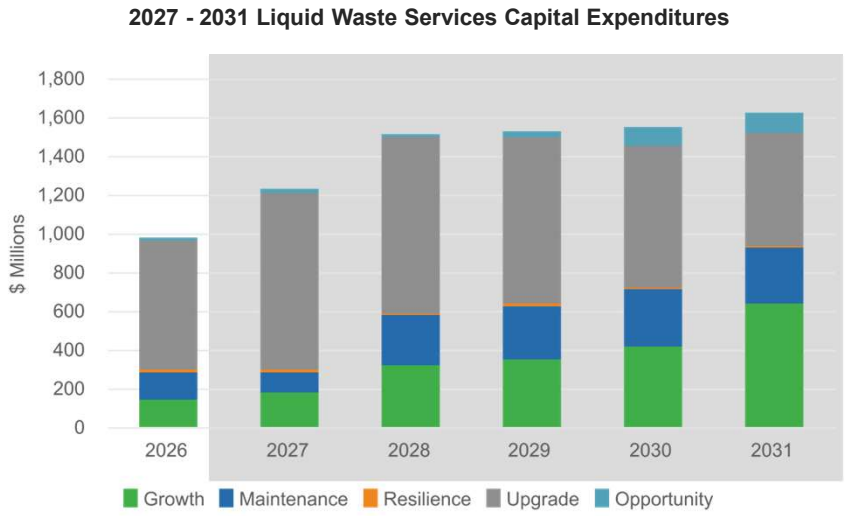
Capital Expenditures

Overview

2026 Capital Expenditures:	$981.4M
2027 Capital Expenditures:	$1,228.7M
	25.2% increase

Drivers for change:

- North Shore Wastewater Treatment Plant
- Iona Wastewater Treatment Plant
- Northwest Langley Wastewater Treatment Plant
- AIWWTP Stage 5 Expansion
- Annacis Outfall System



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Liquid Waste Capital Projects

80% of the Capital Program for 2027-2031 is for 9 projects

1. North Shore WWTP
2. Iona Island WWTP
3. Northwest Langley WWTP
4. Annacis Island WWTP Stage 5 Expansion
5. Iona Island WWTP Outfall
6. Annacis Island WWTP Digesters 9 and 10
7. Regional Biosolids Dryer
8. North Surrey Interceptor SSO Storage
9. North Surrey Interceptor Improvements



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LIQUID WASTE SERVICES

Financial Plan Summary

	2026	2027	2028	2029	2030	2031
Total Operating Expenditures ($ Millions)	$758.5	**$809.6**	$914.6	$1,037.1	$1,128.9	$1,227.3
% Change		**6.7%**	13.0%	13.4%	8.8%	8.7%
Liquid Waste Service Levy ($ Millions)	$611.0	**$631.2**	$680.4	$744.3	$816.4	$880.0
Total Capital Expenditures ($ Millions)	$981.4	**$1,228.7**	$1,513.6	$1,525.9	$1,545.0	$1,625.3
Household Impact ($)	$534	**$540**	$571	$608	$650	$690
% Change		**1.1%**	5.7%	6.6%	6.8%	6.2%

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LIQUID WASTE SERVICES

Financial Plan Summary – Vancouver Sewerage Area (VSA)

	2026	2027	2028	2029	2030	2031
Total Operating Expenditures ($ Millions)	$214.4	$217.0	$236.5	$270.0	$289.0	$315.2
% Change		1.2%	9.0%	14.2%	7.0%	9.0%
Liquid Waste Service Levy ($ Millions)	$194.6	$191.3	$200.4	$224.6	$238.7	$259.4
Total Capital Expenditures ($ Millions)	$119.8	$152.2	$240.1	$318.0	$537.0	$540.0
Household Impact ($)	$661	$647	$668	$732	$759	$814
% Change		(2.1%)	3.3%	9.6%	3.7%	7.3%

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LIQUID WASTE SERVICES

Financial Plan Summary – North Shore Sewerage Area (NSSA)

	2026	2027	2028	2029	2030	2031
Total Operating Expenditures ($ Millions)	$87.8	$104.1	$140.0	$169.3	$184.0	$192.8
% Change		18.6%	34.4%	21.0%	8.6%	4.8%
Liquid Waste Service Levy ($ Millions)	$78.3	$86.7	$100.6	$113.9	$118.2	$122.1
Total Capital Expenditures ($ Millions)	$563.6	$774.2	$678.2	$528.7	$224.5	$84.5
Household Impact ($)	$952	$1,042	$1,193	$1,330	$1,357	$1,386
% Change		9.5%	14.5%	11.4%	2.1%	2.2%

LIQUID WASTE SERVICES

Financial Plan Summary – Lulu Island West Sewerage Area (LIWSA)

	2026	2027	2028	2029	2030	2031
Total Operating Expenditures ($ Millions)	$56.2	$60.6	$65.7	$69.9	$73.7	$78.3
% Change		7.8%	8.4%	6.4%	5.6%	6.1%
Liquid Waste Service Levy ($ Millions)	$51.1	$53.7	$56.5	$58.4	$61.5	$64.7
Total Capital Expenditures ($ Millions)	$45.4	$34.2	$52.3	$62.9	$55.1	$26.5
Household Impact ($)	$462	$473	$491	$497	$513	$532
% Change		2.3%	3.8%	1.3%	3.2%	3.7%

LIQUID WASTE SERVICES

Financial Plan Summary – Fraser Sewerage Area (FSA)

	2026	2027	2028	2029	2030	2031
Total Operating Expenditures ($ Millions)	$396.3	$424.5	$468.9	$524.3	$578.5	$637.4
% Change		7.1%	10.5%	11.8%	10.3%	10.2%
Liquid Waste Service Levy ($ Millions)	$283.6	$296.2	$319.6	$343.9	$394.5	$430.2
Total Capital Expenditures ($ Millions)	$250.4	$264.7	$538.3	$616.3	$728.1	$974.2
Household Impact ($)	$432	$438	$462	$482	$537	$576
% Change		1.4%	5.4%	4.5%	11.3%	7.2%

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WATER SERVICES OVERVIEW



- **3** water supply areas
- **5** dams
- **2** treatment plants
- **28** storage reservoirs
- **19** pump stations
- **8** rechlorination stations
- **520 + km** of water mains delivering **1 billion litres per day**
- **170,000+** drinking water tests per year

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WATER SERVICES

Service Level Objectives

Service Objective	KPI Metric	Current	3-year Average	Target (Expected Completion)
Maintain quality of the drinking water delivered	Number of water tests completed	86,483 (Q2)	169,030	170,000 (Annual)
	Compliance with BC Drinking Water Protection Regulation for E. coli and Total Coliform	99.9-100%	100%	100% (Annual)
	Daily Average Turbidity ≤ 1.0 NTU Entering the GVWD Transmission System	97.8%	98.5%	100% (Annual)
Maintain capacity and reliability of the water supply system	Number of Condition Based Leaks per 100 Km of Pipe	2.28	3.43	3.1 (Annual)
	Number of remote monitoring and control points for system resiliency	32,286 (Q2)	N/A (methodology updated in 2026)	32,500 (Annual)
	Peak Day Water use per capita (in Litres)	523	524	488 (Annual)
Improve Environmental Stewardship	Net Energy Use (GJ / ML delivered)	0.55	0.50	0.53 (Annual)
	ISO 14001 Certification	81%	N/A (initiated in 2026)	100% (2027)
Minimize Timeline to Recover from a Major Event	Reservoirs resilient to seismic events	80%	2 reservoirs upgraded in the last 3 years	100% (Late 2030s)
	Pump Stations resilient to seismic events	42%	5 pump stations in current Capital Plan	100% (Late 2030s)

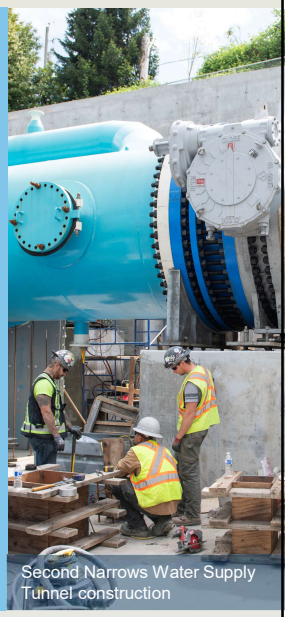
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WATER SERVICES

Operating Highlights 2027–2031

Budget Year	Initiative	Description
2027	Update “State of Assets Report”	Provide updated information on the state, and value, of Water Services’ assets
2028	Second Narrows Water Supply Tunnel Tie-ins	Complete the final (of three) tie-ins and complete final site restoration
2029	Stanley Park Water Supply Tunnel Tie-ins	Complete construction and tie-in of new water main into the transmission system
2030	Coquitlam Water Treatment Plant Ozone Back-up Power	Complete construction of the Coquitlam Water Treatment Plant ozone back-up power system.
2031	Annacis Main No. 5 (North and South Sections)	Complete construction of the North and South sections of the Annacis Main No. 5 project



Second Narrows Water Supply Tunnel construction

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WATER SERVICES: CAPITAL PLAN

Capital Expenditures

Overview

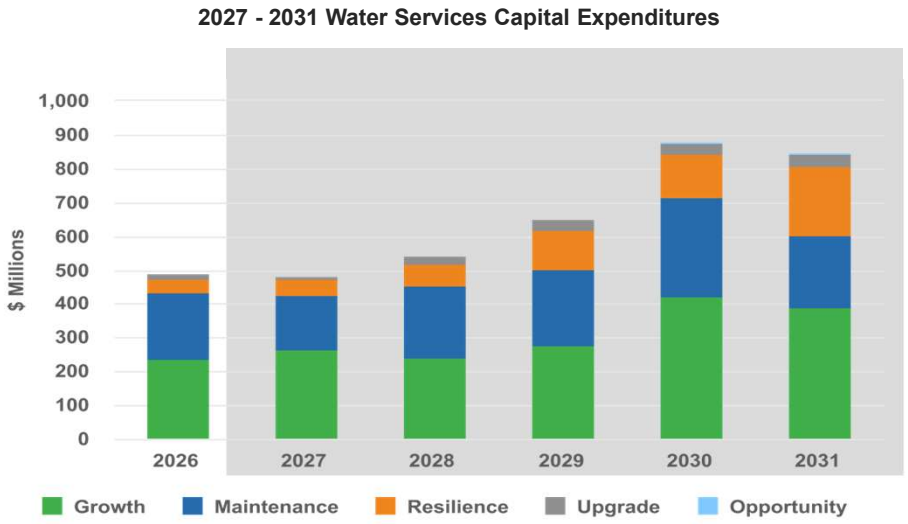
2026 Capital Expenditures: $488.4M

2027 Capital Expenditures: $484.3M

0.8% decrease

Drivers for change:

- Coquitlam Water Main
- Stanley Park Water Supply Tunnel
- Coquitlam Lake Water Supply
- Annacis Water Supply Tunnel
- Annacis Main No.5 (North and South)
- Newton Pump Station No. 2
- Central Park Main No. 2
- Pitt River (Haney) Water Supply Tunnel



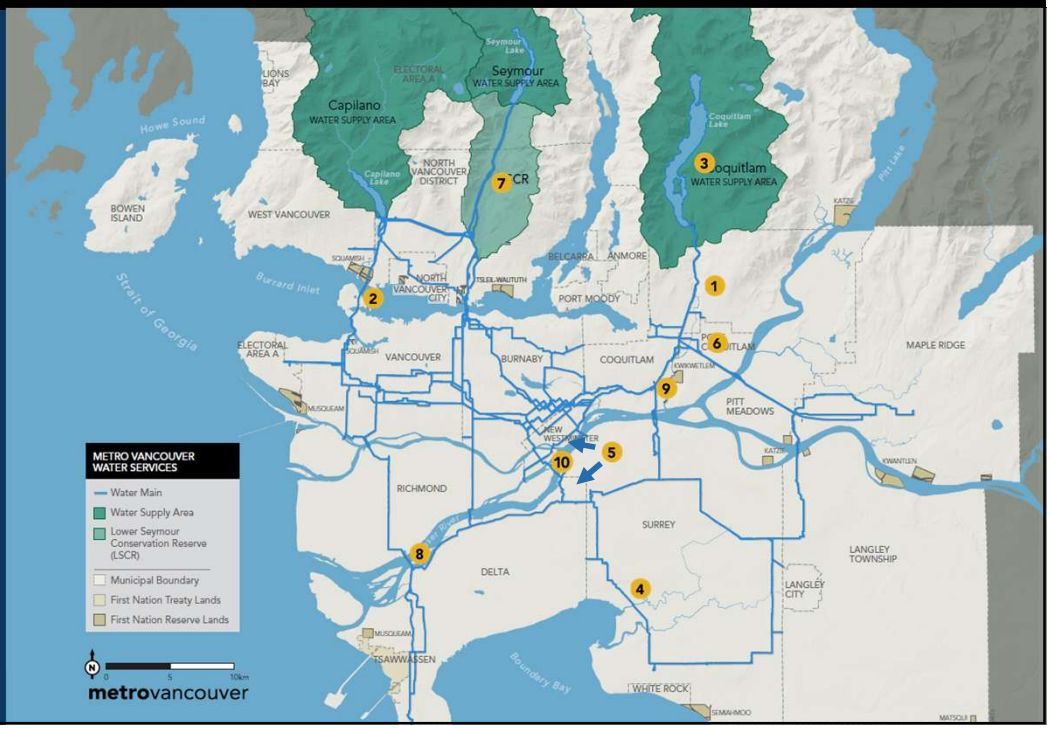
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Water Capital Projects

57% of the 2027-2031 Capital Program is for 10 projects

1. Coquitlam Water Main
2. Stanley Park Water Supply Tunnel
3. Coquitlam Lake Water Supply
4. South Surrey Main No. 2
5. Annacis Main No. 5 (North & South)
6. Port Coquitlam Water Main
7. Seymour Valley Water Main
8. Cambie-Richmond Water Supply Tunnel
9. Cape Horn Pump Station No. 3
10. Annacis Water Supply Tunnel



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WATER SERVICES

Financial Plan Summary

	2026	2027	2028	2029	2030	2031
Total Operating Expenditures ($ Millions)	$454.4	**$489.5**	$510.8	$533.5	$561.6	$598.8
% Change		**7.7%**	4.4%	4.5%	5.3%	6.6%
Blended Water Rate ($/m3)	$1.06	**$1.10**	$1.12	$1.16	$1.22	$1.29
Total Capital Expenditures ($ Millions)	$488.4	**$484.3**	$542.8	$651.7	$878.2	$846.9
Household Impact ($)	$208	**$206**	$208	$213	$218	$226
% Change		**(0.8%)**	0.7%	2.6%	2.5%	3.4%

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SOLID WASTE OVERVIEW



- **1.1** million annual users
- **6** recycling and waste centres
- **1** waste-to-energy facility
- **65%** recycling rate
- Advance waste prevention and the circular economy

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SOLID WASTE SERVICES

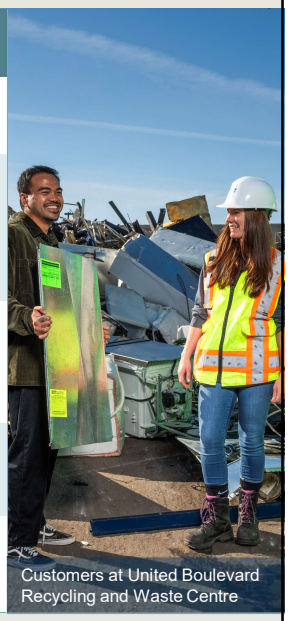
Service Objectives

Service Objective	Current/Recent	Projected
Diversion Rate (per cent of solid waste diverted from final disposal)	65%	Increase to 66% or more
Waste Disposed (tonnes) per Capita	0.42	Maintain at 0.42 or decrease
Annual Solid Waste Flows in Metro Vancouver System	1,053,000 tonnes	Budgeted at 1,070,000 tonnes
Availability of the Waste-to-Energy Facility	85%	Return to 90% minimum

SOLID WASTE SERVICES

Operating Highlights 2027–2031

Budget Year	Initiative	Description
2027	New recycling depots	Construction of new recycling depots at Langley and North Surrey
2028	Waste-to-Energy District Energy connection to River District	District energy connection delivering heat to the River District Energy Centre
2029	Recycling and Waste Centres Capital Upgrades	Additional covered storage for recyclable materials at recycling and waste centres
2030	Bottom Ash Beneficial Use	Fully implement Waste-to-Energy Facility bottom ash beneficial use
2031	Solid Waste Management Plan Initiatives	Continue to implement and review solid waste management plan zero waste initiatives



Customers at United Boulevard Recycling and Waste Centre

SOLID WASTE SERVICES

Financial Plan Summary

	2026	2027	2028	2029	2030	2031
Total Operating Expenditures ($ Millions)	$169.9	**$184.6**	$190.4	$205.0	$219.0	$234.6
% Change		**8.6%**	3.2%	7.6%	6.9%	7.1%
Tipping Fee Increase		$8	$8	$8	$9	$9
Municipal Tipping Fee ($/t)	$148	$156	$164	$172	$181	$190
% Change		5.4%	5.1%	4.9%	5.2%	5.0%
Total Capital Cash Flow ($ Millions)	$41.0	$65.8	$62.0	$89.5	$78.6	$58.2
Household Impact ($)	$74	$78	$82	$86	$89	$93
% Change		5.9%	4.8%	4.6%	4.4%	4.2%

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METRO VANCOUVER HOUSING CORPORATION

Service Objectives

Initiative	KPI Metric in Metro Vancouver Housing 10 Year Plan	Current	Projected
Preserve: Asset Stewardship	Facility Condition Index (portfolio-wide) 20% or lower	16.6%	<20%
	Reduce GHG Emissions by 45% by 2030 from 2010 levels	23% (as of 2024)	45%
	Reduce energy consumption by 25% in major renewal projects	25%	25%
Provide: Tenant Operations and Community Building	Affordability: Minimum 30% Rent-Geared to Income or deeper affordability, with remaining units Low-End of Market	32%	30%
	Unit Mix: 70% two-bedroom units or larger (portfolio wide)	80%	70%
	Unit Mix: For new buildings, 50% two-bedroom or larger units	69%	50%
	Accessibility: Minimum 5% accessible units in all new buildings + remaining units built to adaptability standards	8%	5%
	Tenant Programs: Total value of distributed rescued and redirected food to qualifying tenants	$2.25M	$3.25M
	Tenant Satisfaction: % of tenants reporting high degree of satisfaction	82%	82%
	Tenant Programs: Number of active programs	265	300
Expand: A Sustainable Approach to Growth	Add 2,000 new and redeveloped homes over 10 years (annual average of 200)	159*	200 per year

* Includes 87 at Heather Place B and 85 at Kingston Gardens

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METRO VANCOUVER HOUSING CORPORATION: OPERATING BUDGET

Operating Highlights 2027–2031

Budget Year	Initiative	Description
2027	Tenant portal and property management system	Complete implementation and modernization of digital property management system
2028	Building activation and relocations	On-going tenanting of buildings completing in 2027 including the Steller, the Connection and Heron's Nest projects
2029	Building activation	Building activation of Riverside Drive
2030	Building activation	Building activation of Malaspina Village
2031	Tenant Relocation and building activation	Supporting building activation and relocation for Park Court project



The Connection under construction

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METRO VANCOUVER HOUSING

Financial Plan Summary

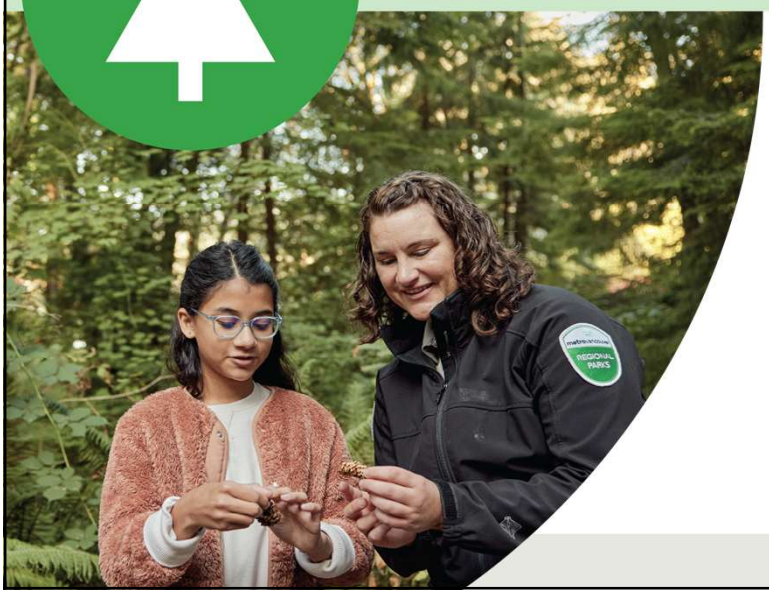
	2026	2027	2028	2029	2030	2031
Total Operating Expenditures ($ Millions)	$61.7	**$68.2**	$79.7	$78.3	$82.5	$83.6
% Change		**10.6%**	16.9%	(1.7%)	5.3%	1.2%
Housing Rents ($ Millions)	$50.5	**$54.3**	$60.9	$63.3	$68.5	$71.6
% Change		**7.5%**	12.2%	3.9%	8.3%	4.5%
Other Revenues *	$11.1	**$13.9**	$18.8	$15.0	$14.0	$12.0
% Change		**24.8%**	35.3%	(20.0%)	(7.1%)	(14.6%)
Total Capital Expenditures ($ Millions)	$207.3	**$166.4**	$121.1	$119.1	$69.3	$90.4

Metro Vancouver Housing operates with no household impact – operations are funded almost completely through rents.
*includes subsidies, other revenues, financing proceeds, transfer from reserves for capital maintenance

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REGIONAL PARKS OVERVIEW



Celebrating 60 years of Regional Parks

Protecting Metro Vancouver's natural areas and Connecting people with them.

- **24** regional parks
- **2** ecological conservancy areas
- **2** regional park reserves
- **5** regional greenways
- **~ 15 million** annual visits
- 14,000 hectares or 5% of the region's land base

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REGIONAL PARKS
Service Objectives

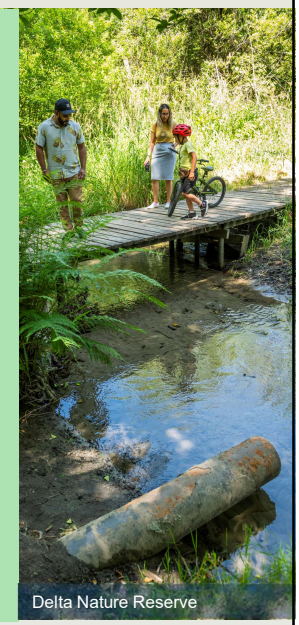
Key Performance	Current	Past	Projected
Annual number of visits to Regional Parks	14,689,200	3-year average: 14,548,400	15,000,000
Annual number of volunteer hours through stewardship, partnership and visitor services program example two	21,068 hours	3-year average: 18,695	21,000
Total hectares of Regional Parks land	13,923 ha	2025: 13,923	14,125
Annual number of participants in Regional Park public programming	46,802	3-year average: 46,802	48,000

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REGIONAL PARKS: OPERATING BUDGET
Operating Highlights 2027–2031

Budget Year	Initiative	Description
2027	• 60th Anniversary • Delta Nature Reserve Boardwalk replacement/greenway	• **Celebrating Regional Parks 60th Anniversary** • Completion of 3 km of boardwalk at Burns Bog and initiation of greenway project
2028	• Belcarra South Picnic Area • Admiralty Heights Management Plan	• Completion of improvements and public amenities • Completion of the subarea plan for Admiralty Heights (təmtəmíxʷtən/Belcarra Regional Park)
2029	Campbell Valley Management Plan Implementation	Completion of greenway trail, day use, staging areas and McLean pond area
2030	Codd Wetland Regional Park	Access and amenity improvements
2031	Regional Parks Plan Update	Initiate the update of the Regional Parks Plan


Delta Nature Reserve

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REGIONAL PARKS
Financial Plan Summary

	2026	2027	2028	2029	2030	2031
Total Operating Expenditures ($ Millions)	$74.5	**$88.8**	$93.4	$96.8	$99.3	$102.3
% Change		**19.3%**	5.2%	3.6%	2.5%	3.0%
MVRD Requisitions ($ Millions)	$62.3	**$76.0**	$79.6	$82.9	$83.8	$86.1
% Change		**21.9%**	4.8%	4.2%	1.1%	2.8%
Total Capital Expenditures ($ Millions)	$47.9	**$54.1**	$47.2	$43.0	$40.1	$40.5
Household Impact ($)	$50	**$60**	$61	$63	$62	$63
% Change		**19.3%**	2.9%	1.6%	(1.4%)	1.3%

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METRO VANCOUVER REGIONAL DISTRICT



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

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REGIONAL DISTRICT FINANCIAL PLAN

Overview

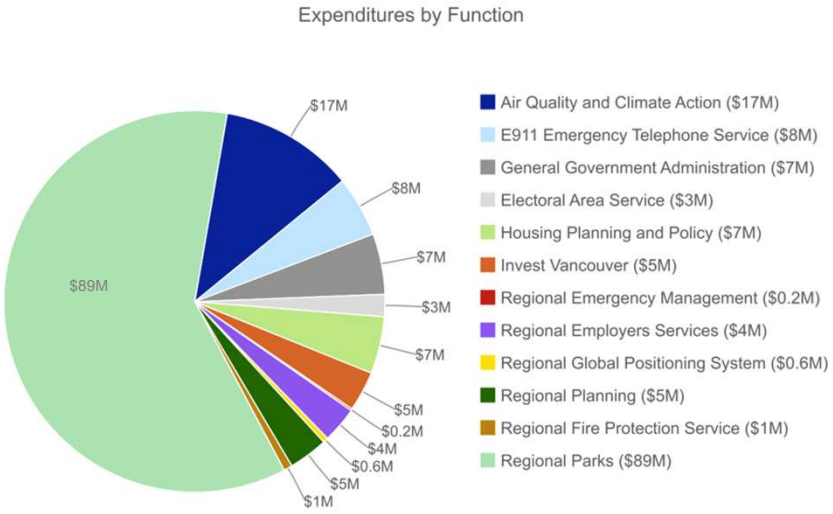
2026 Operating Expenditures:	$136.7M
2027 Operating Expenditures:	$146.7M
	7.3% increase

Notes

Regional Parks: 15% funded by user fees and non-tax requisition sources; operating budget includes $10M for Parkland Acquisition from rollback in DCC rates.

Air Quality and Climate Action: 55% funded by user fees and non-tax requisition sources.

Invest Vancouver: 8% funded through non-tax requisition sources. (In 2026, **actual** grant revenue is 14%)



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REGIONAL DISTRICT FINANCIAL PLAN SUMMARY

	2026	2027	2028	2029	2030	2031
Total Expenditures ($ Millions)	$136.7	$146.7	$152.7	$156.4	$159.4	$163.3
% Change		7.3%	4.1%	2.4%	1.9%	2.5%
MVRD Requisitions ($ Millions)	$102.4	$115.7	$121.4	$126.0	$127.7	$131.0
% Change		13.0%	5.0%	3.7%	1.4%	2.6%
Total Regional District Household Impact ($)	**$81**	**$90**	**$92**	**$92**	**$91**	**$92**
% Change		10.6%	2.3%	0.0%	(1.2%)	1.1%

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BOARD RECOMMENDATION

THAT the MVRD, MVHC, GVWD, and GVS&DD Boards direct staff to present the 2027 Budget and 2027 – 2031 Financial Plan reflecting the report titled "2027 Budget and 2027 – 2031 Financial Plan" dated October 14, 2026 at the October 30, 2026, MVRD, MVHC, GVWD, and GVS&DD Board meetings for consideration of approval and endorsement.



Air Quality Monitoring Station

10 YEAR FINANCIAL OUTLOOK

Linda Sabatini
Chief Financial Officer / GM Financial Services

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10-YEAR FINANCIAL OUTLOOK PLANNING ENVIRONMENT

Factors influencing planning:

- Aging infrastructure
- Growing demand for services
- Regulatory requirements
- Financing costs
- Federal and provincial funding uncertainty
- Inflation and tariff pressures
- Ongoing global uncertainty


Iona Island Wastewater Treatment Plant

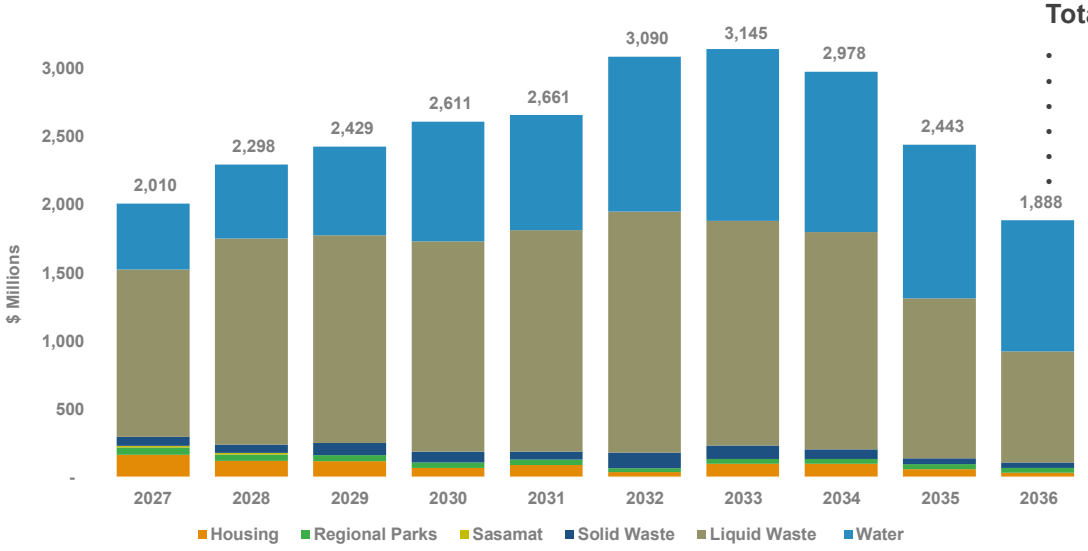

Rendering of North Shore Wastewater Treatment Plant


Langley Recycling and Waste Centre


Coquitlam Water Main construction underway

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10-YEAR OUTLOOK – CAPITAL EXPENDITURES (2027-2036)

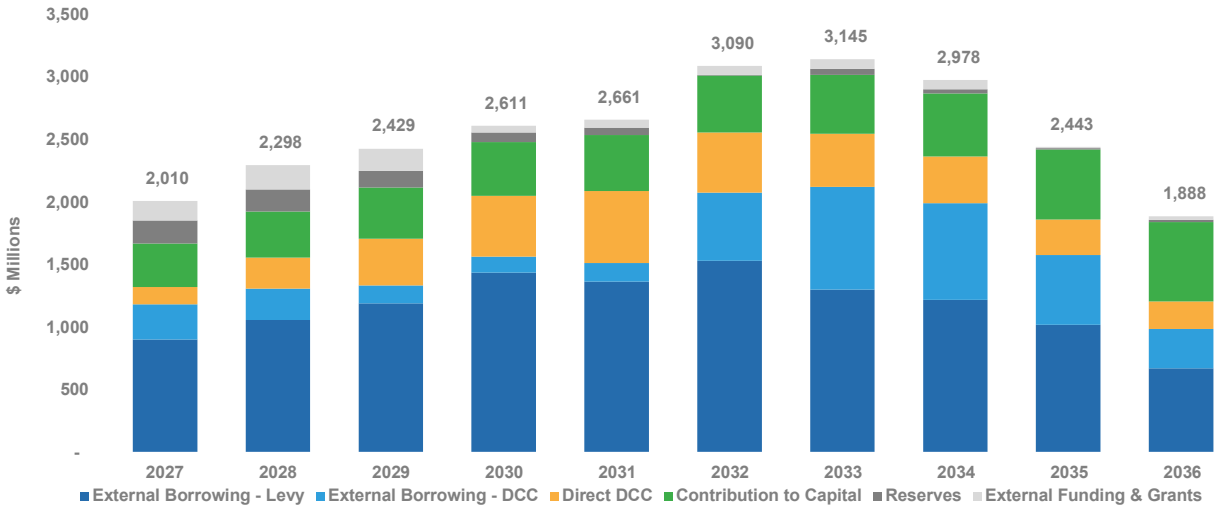


Total = $25.5B

- $14.4B - Liquid Waste
- $ 9.1B - Water
- $ 0.7B - Solid Waste
- $ 0.4B - Parks
- $ 0.9B - Housing
- $ 0.02B - Sasamat

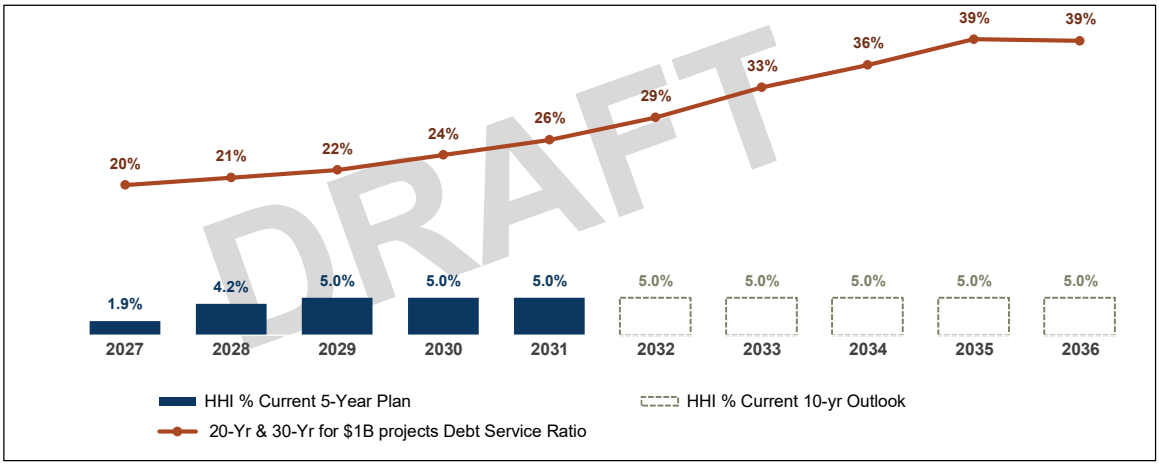
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10-YEAR OUTLOOK – CAPITAL FUNDING 2027-2036



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PLANNING TOOL: 10-YEAR DEBT SERVICE & HHI



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