pg. 2

pg. 68

pg. 491



SPECIAL JOINT BOARD MEETING OF THE MVRD, MVHC, GVS&DD AND GVWD BOARDS

Friday, October 20, 2023 9:00 am

28th Floor Boardroom, 4515 Central Boulevard, Burnaby, British Columbia Webstream available at https://metrovancouver.org

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

Membership and Votes

A G E N D A¹

A. ADOPTION OF THE AGENDA

1. October 20, 2023 Special Meeting Agenda

That the MVRD, MVHC, GVS&DD, and GVWD Boards adopt the agenda for its special joint meeting scheduled for October 20, 2023 as circulated.

- B. REPORTS FROM COMMITTEE OR COMMISSIONER/CHIEF ADMINISTRATIVE OFFICER
 - 1. 2024-2028 Financial Plan Metro Vancouver Districts and Housing Corporation
 That the MVRD/MVHC/GVS&DD/GVWD Boards direct staff to prepare the necessary
 2024 Budget and 2024 2028 Financial Plan information to be presented at the
 October 27, 2023 Metro Vancouver Districts and Housing Corporation Board
 meetings for consideration.
 - 2. Reference Materials

 The 2024 2028 Financial Plan is being considered by the Regional Parks Committee at their meeting of October 18, 2023. Any changes will be provided on table.
 - 3. Questions and Answers, Comments from the Public

C. ADJOURNMENT OR CONCLUSION

That the MVRD, MVHC, GVS&DD, and GVWD Boards adjourn/conclude its special joint meeting of October 20, 2023.

-

Note: Recommendation is shown under each item, where applicable. All Directors vote unless otherwise noted.

1



To: Metro Vancouver Districts Boards of Directors

Metro Vancouver Housing Corporation Board of Directors

From: Jerry Dobrovolny, Commissioner/Chief Administrative Officer

Harji Varn, General Manager, Financial Services/Chief Financial Officer

Date: October 11, 2023 Meeting Date: October 20, 2023

Subject: 2024 - 2028 Financial Plan – Metro Vancouver Districts and Housing Corporation

RECOMMENDATION

That the MVRD/MVHC/GVS&DD/GVWD Boards direct staff to prepare the necessary 2024 Budget and 2024 - 2028 Financial Plan information to be presented at the October 27, 2023 Metro Vancouver Districts and Housing Corporation Board meetings for consideration.

EXECUTIVE SUMMARY

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

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

The proposed budget and financial plan contains provisions to address the key Board strategic priorities within the 2022-2026 Board Strategic Plan, which include:

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

As proposed, the 2024 budget has total operating expenditures of \$1.206 Billion and expected capital cashflow of \$1.423 Billion. For the year, the average household impact is projected to increase by \$75 for a total of \$698.

PURPOSE

To present the 2024 Budget and 2024 - 2028 Financial Plan for the Metro Vancouver Districts and Housing Corporation for consideration.

BACKGROUND

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

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

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

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

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

During the month of October, the 2024 - 2028 Financial Plans for Metro Vancouver's four legal entities were presented to the following ten Board Standing Committees for the individual functions that fall under the oversight of those Committees:

- Indigenous Relations
- Climate Action
- Electoral Area
- Finance
- Housing

- Regional Parks
- Regional Planning
- Water
- Liquid Waste
- Zero Waste

The Metro Vancouver Standing Committees were presented with individual reports covering the 2024 Budget and 2024 - 2028 Financial Plans for each function including program highlights and financial plan highlights (see agenda item B2). The reports included financial information for multiple years as well as a "What's Happening" summary page that described the key activities

projected over the five-year period of the financial plan. Each Committee has reviewed and endorsed their individual financial plans and provided comments and direction where appropriate for consideration by the Board at the October 20, 2023 Board Budget Workshop.

The 2024 Budget and 2024 - 2028 Financial Plans reflect alignment with the legislative authority of the individual Districts and functions. Prepared with the direction provided at the Board Budget Workshop on April 19, 2023, the Financial Plan supports the vision and mission as articulated in the *Board Strategic Plan* and the corresponding Regional Management Plans.

This report is being brought forward to present the overall 2024 - 2028 Financial Plan for Metro Vancouver Districts and Housing Corporation (representing the four legal entities: MVRD, MVHC, GVWD, GVS&DD) for consideration and to forward to the Board meeting on October 27, 2023 for approval.

DEVELOPMENT OF 2024 BUDGET AND FIVE-YEAR FINANCIAL PLAN

The Metro Vancouver Proposed 2024 - 2028 Financial Plan (Attachment 1) provides the financial details of the proposed 2024 Budget and 2024 - 2028 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 local governments in anticipating the financial impact of Metro Vancouver services to their communities.

The budget and the five-year financial plans are built upon Board strategic priorities that guide the development of Metro Vancouver's long term plans and budgets:

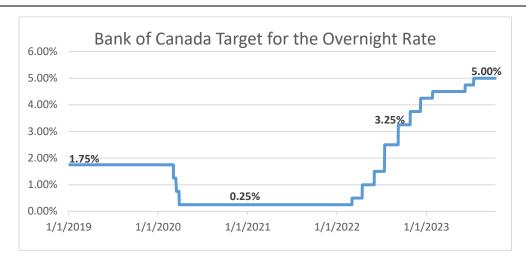
- Financial Sustainability and Affordability
- Climate Action
- Resilient Services and Infrastructure
- Housing
- Reconciliation

The Metro Vancouver financial planning process is also framed by a number of Board policies including:

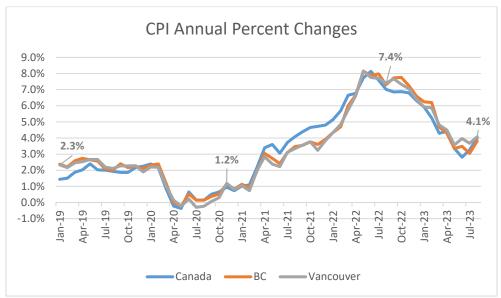
- the Financial Management Policy
- the Corporate Allocation Policy
- the Operating, Statutory and Discretionary Reserves Policy
- the Asset Management policies for individual functions

Macro-Economic Conditions

An overriding concern for many organizations at this time are the pervading macro-economic conditions. These are most evident in the recent changes in interest rates and inflation which are highlighted in the charts below.



Source: Bank of Canada



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

Staff assumptions used in the development of the proposes 2024 – 2028 Financial Plan are as follows:

	2024	2025	2026	2027	2028
Interest Rate for Borrowing	4.9%	5.0%	5.0%	5.0%	5.0%

Financial Services staff monitor key factors as they seem to vary rapidly with the changing geopolitical environment.

HOUSEHOLD IMPACT

Household Impact is the key budget metric for Metro Vancouver. It estimates the impact of Metro Vancouver services on the average regional household based on services used.

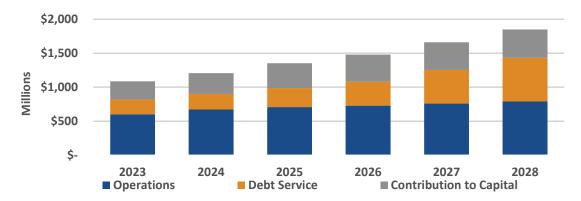
The projection for 2024 in the 2023 - 2027 Financial Plan was for an increase in the household impact of \$88 to a total of \$711. For this cycle, the household impact for 2024 is projected to increase by \$75 for a total of \$698. The total household impact compared to that projected in the previous financial plan is set out in the table below:

	OVERALL HO	USEHOLD IM	PACT 2024 - 2	028		
	2023	2024	2025	2026	2027	2028
Water	\$ 177	\$ 189	\$ 203	\$ 214	\$ 219	\$ 223
Liquid Waste	297	349	406	443	479	514
Solid Waste	65	68	71	74	78	82
Regional District	84	92	94	82	78	77
Total Household Impact	\$ 623	\$ 698	\$ 774	\$ 813	\$ 854	\$ 896
% Change		12.0%	11.0%	5.0%	5.0%	5.0%
Prior Year Forecast		<i>\$ 711</i>	\$ 811	\$ 912	\$ 1,023	
Prior Year % Change		14.2%	14.1%	12.4 %	12.1%	·

FINANCIAL PLAN OVERVIEW

As proposed, the 2024 - 2028 Financial Plan has total operating expenditures for 2024 of \$1.206 million, an 11.0% increase from 2023, which is largely driven from inflation on labour costs, inputs costs such as chemicals for water and wastewater treatment, debt servicing and contribution to capital. The projected capital expenditures for 2024 is just over \$1.423 billion. The 2024-2028 financial plan and capital cash flows are summarized in the tables below:

Operating Budget



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 of the services that Metro Vancouver provides – materials, supplies, labour, energy, chemicals, contractors etc. This makes up about 56% of the proposed 2024 operating budget and is projected to increase on average by about 5.6% over the term of the plan. This is essentially inflationary, especially taking into consideration regional growth.

Debt Service – This represents about 19% of the proposed 2024 operating budget. Much of the capital program is funded through borrowing and thus debt servicing is a function of the size of that capital program, thus the growth that is projected over the five-year term.

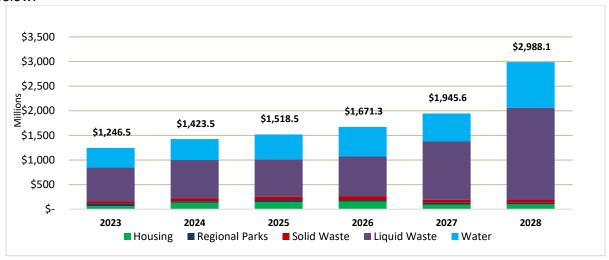
Contribution to Capital – This is the "Pay as You Go" funding for the capital program which is a key factor in avoiding debt and keeping long term costs as low as possible. This represents about 25% of the proposed 2024 operating budget.

The 2024 - 2028 Metro Vancouver Districts Operating Budget is summarized in the table below.

2024 - 2	028 METRO VAN	COUVER DIST	RICTS OPERA	TING BUDGE	Т	
\$ Millions	2023	2024	2025	2026	2027	2028
Revenues						
Water Sales	\$ 338.3	\$367.5	\$400.6	\$427.9	\$444.4	\$459.3
Liquid Waste Services Levy	324.3	389.5	460.7	510.3	559.6	609.9
Solid Waste Tipping Fees	121.9	132.1	144.6	155.1	166.8	179.2
Housing Rents	43.8	45.2	47.6	52.6	58.7	61.1
MVRD Requisitions	100.6	113.1	117.4	103.9	99.6	99.8
Other Revenue	110.4	124.5	159.5	210.1	310.4	420.3
Transfer from Reserves	46.8	34.2	21.1	18.9	20.4	18.3
Total Revenues	\$ 1,086.1	\$1,206.1	\$1,351.5	\$1,478.8	\$1,659.9	\$1,847.9
Expenditures						
Water Services	\$ 346.1	\$374.5	\$415.4	\$468.0	\$525.3	\$574.6
Liquid Waste Services	420.8	485.8	571.2	648.6	753.4	877.7
Solid Waste Services	133.4	142.4	158.3	169.1	183.6	196.2
MVHC	55.1	60.3	59.7	62.8	70.8	70.7
MVRD	130.7	143.1	146.9	130.3	126.8	128.7
Total Expenditures	\$ 1,086.1	\$1,206.1	\$1,351.5	\$1,478.8	\$1,659.9	\$1,847.9

Capital Expenditures

The 2024 - 2028 Metro Vancouver Districts planned capital cash flows are summarized in the table below.



The 2024 - 2028 Capital plan includes \$655 million in capital cash flow for the utilities that were moved out of the plan as part of the work with the Financial Plan Task Force. This includes projects low to medium risk as well as projects that have yet to start and were having challenges as a result of supply chain and labour market issues.

ALTERNATIVES

- 1. That the MVRD/MVHC/GVS&DD/GVWD Board direct staff to prepare the necessary 2024 Budget and 2024 2028 Financial Plan information to be presented at the October 27, 2023 Metro Vancouver Districts and Housing Corporation Board meetings for consideration; and
- 2. That the MVRD/MVHC/GVS&DD/GVWD Boards make recommendations to amend the 2024 Budget and 2024 2028 Financial Plan for the Metro Vancouver Districts and Housing Corporation, as presented, and endorse the 2024 Budget and 2024 2028 Financial Plan for the Metro Vancouver Districts and Housing Corporation as amended.

FINANCIAL IMPLICATIONS

If the Board endorses the 2024 Budget and 2024 - 2028 Financial Plan for the Metro Vancouver Districts and Housing Corporation as presented under alternative one, the cost to the average regional household will increase by \$75 in 2024 for a total impact of \$698 for all Metro Vancouver services.

The Board may wish to consider recommending amendments to the financial plan to reflect program priorities. Any proposed changes could require an update to the revenues required to fund the priorities in the plan.

CONCLUSION

During the first two weeks of October, the 2024 Budget and 2024 - 2028 Financial Plans for Metro Vancouver's legal entities and functions were presented to the following ten Board Standing Committees for the individual functions that fall under the oversight of those Committees:

- Indigenous Relations
- Climate Action
- Electoral Area
- Finance
- Housing

- Regional Parks
- Regional Planning
- Water
- Liquid Waste
- Zero Waste

The Metro Vancouver Standing Committees were presented with individual reports covering the 2024 Budget and 2024 - 2028 Financial Plans for each function including program highlights, financial plan highlights, financial information for multiple years as well as a "What's Happening" summary page that described the key activities projected over the five-year period of the financial plan. Each Committee reviewed and endorsed their individual financial plans and provided comments and direction where appropriate for consideration by the Board at the October 20, 2023 Board Budget Workshop.

Within this report, the 2024 Budget and 2024 - 2028 Financial Plan for the Metro Vancouver Districts and Housing Corporation have been consolidated for Board consideration and present the overall financial forecast for Metro Vancouver over the next five years. The proposed Financial Plan includes significant capital investment that will be required if Metro Vancouver and its member jurisdictions are to meet the growth and regulatory demands of the region over the coming years and is line with direction received by the Board at the April 19, 2023 Board Budget Workshop. For 2024, the plan represents a \$75 increase in 2024 for a total impact of \$698 for all Metro Vancouver services.

Staff recommend endorsing the 2024 Budget and 2024 - 2028 Financial Plan as presented under alternative one.

Attachments:

- 1. Proposed 2024 2028 Financial Plan
- 2. Budget Overview

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2024 - 2028 Financial Plan



Metro Vancouver Districts 2024 - 2028 Financial Plan Information

INDEX

2024 - 2028 Budget Summaries	
Estimated Household Impact	1
Metro Vancouver Districts Revenue and Expenditure Summary	2
2024 - 2028 Program Budgets	
Greater Vancouver Water District	
Water Services	3 - 9
Greater Vancouver Sewerage & Drainage District	
Liquid Waste Services	10 - 21
Solid Waste Services	22 - 24
Metro Vancouver Housing Corporation	
Housing	25 - 26
Metro Vancouver Regional District	
Regional District Summary	27
Air Quality	28
E911 Emergency Telephone Service	29
Electoral Area Service	30
General Government Administration	31
General Government Zero Waste Collaboration Initiatives	32
Housing Planning and Policy	33
Invest Vancouver	34
Regional Emergency Management	35
Regional Employers Services	36
Regional Global Positioning System	37

Metro Vancouver Districts 2024 - 2028 Financial Plan Information

INDEX

Regional Parks	
Regional Planning	
Sasamat Fire Protection Service	
Centralized Support Programs	
Centralized Support Program Summary	43
Corporate Services	44
External Relations	45
Financial Services	46
Human Resources	47
Indigenous Relations	48
Legislative Services	49
Procurement and Real Estate Services	50
Allocated Programs	
Project Delivery	51
Matura Managaran Districts Dusingtod Decoming	
Metro Vancouver Districts Projected Reserves 2024 - 2028 Projected Reserves	52 - 54

METRO VANCOUVER DISTRICTS ESTIMATED HOUSEHOLD IMPACT 2024 - 2028 FINANCIAL PLAN 2024 BUDGET REVIEW

	2023 FINAL	2024 BUDGET	% CHANGE	2025 FORECAST	% CHANGE		2026 RECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE
Vancouver Sewerage Area												
Water Services	\$ 177	\$ 189	6.7%	\$ 203	7.4%	\$	214	5.3%	\$ 219	2.4%	\$ 223	1.8%
Liquid Waste Services	347	432	24.5%	508	17.5%		549	8.2%	619	12.7%	703	13.4%
Solid Waste Services	65	68	3.8%	71	4.8%		74	4.6%	78	5.1%	82	4.8%
Metro Vancouver Regional District Services	84	92	10.3%	94	2.3%		82	(12.9%)	78	3 (5.5%)	77	(1.1%)
Total Household Impact	\$ 673	781	16.0%	\$ 876	12.2%	\$	919	5.0%	\$ 994	8.1%	\$ 1,085	9.0%
North Shore Sewerage Area												
Water Services	\$ 177	\$ 189	6.7%	\$ 203	7.4%	\$	214	5.3%	\$ 219	2.4%	\$ 223	1.8%
Liquid Waste Services	426	464	8.8%	644	39.0%		790	22.6%	868	9.8%	871	0.4%
Solid Waste Services	65	68	3.8%	71	4.8%		74	4.6%	78	5.1%	82	4.8%
Metro Vancouver Regional District Services	84	92	10.3%	94	2.3%		82	(12.9%)	78	3 (5.5%)	77	(1.1%)
Total Household Impact	\$ 752	\$ 813	8.0%	\$ 1,012	24.6%	\$	1,160	14.6%	\$ 1,243	7.1%	\$ 1,253	0.8%
Lulu Island West Sewerage Area												
Water Services	\$ 177	\$ 189	6.7%	\$ 203	7.4%	\$	214	5.3%	\$ 219	2.4%	\$ 223	1.8%
Liquid Waste Services	274	295	7.4%	354	20.1%		396	12.1%	427	7.8%	443	3.7%
Solid Waste Services	65	68	3.8%	71	4.8%		74	4.6%	78	5.1%	82	4.8%
Metro Vancouver Regional District Services	84	92	10.3%	94	2.3%		82	(12.9%)	78	3 (5.5%)	77	(1.1%)
Total Household Impact	\$ 600	\$ 644	7.2%	\$ 722	12.2%	\$	766	6.2%	\$ 802	4.6%	\$ 825	2.8%
Fraser Sewerage Area												
Water Services	\$ 177	\$ 189	6.7%	\$ 203	7.4%	\$	214	5.3%	\$ 219	2.4%	\$ 223	1.8%
Liquid Waste Services	257	301	17.1%	335	11.0%		355	6.2%	372	4.7%	394	6.0%
Solid Waste Services	65	68	3.8%	71	4.8%		74	4.6%	78	5.1%	82	4.8%
Metro Vancouver Regional District Services	84	92	10.3%	94	2.3%		82	(12.9%)	78	3 (5.5%)	77	(1.1%)
Total Household Impact	\$ 583	\$ 650	11.5%	\$ 703	8.1%	\$	725	3.2%	\$ 747	2.9%	\$ 776	3.9%
	2023	20:	24	20	125		20	26	2	.027	20	128
	Final	Prior Year Forecast	Current Year Forecast	Prior Year Forecast	Current Year Forecast		or Year recast	Current Year Forecast	Prior Year Forecast	Current Year Forecast	Prior Year Forecast	Current Year Forecast
Metro Vancouver Average												
Water Services	\$ 177	\$ 192	\$ 189	\$ 215	\$ 203	\$	240	\$ 214	\$ 270) \$ 219	N/A	\$ 223
Liquid Waste Services	297	361	349	434	406		505	443	581	479	N/A	514
Solid Waste Services	65	68	68	71	71		74	74	78	3 78	N/A	. 82
Metro Vancouver Regional District Services	84	90	92	91	94		93	82	94	78	N/A	. 77
Total Household Impact	\$ 623	\$ 711	\$ 698	\$ 811	\$ 774	\$	912	\$ 813	\$ 1,023	\$ \$ 854	N/A	\$ 896
% Change Total			12.0 %	<u> </u>	11.0	%		5.0 %	6	5.0 9	6	5.0 %

METRO VANCOUVER DISTRICTS REVENUE AND EXPENDITURE SUMMARY 2024 - 2028 FINANCIAL PLAN 2024 BUDGET REVIEW

	2023	2024	%	2025	%	2026	%	2027	%	2028	%
	BUDGET	BUDGET	CHANGE	FORECAST	CHANGE	FORECAST	CHANGE	FORECAST	CHANGE	FORECAST	CHANGE
REVENUES											
Water Sales	\$ 338,337,102	\$ 367,535,244	8.6%	\$ 400,622,928	9.0%	\$ 427,937,918	6.8%	\$ 444,404,061	3.8%	\$ 459,303,602	3.4%
Liquid Waste Services Levy	324,265,595	389,498,103	20.1%	460,710,342	18.3%	510,271,231	10.8%	559,648,886	9.7%	609,927,350	9.0%
Solid Waste Tipping Fees	121,921,930	132,115,288	8.4%	144,608,656	9.5%	155,085,460	7.2%	166,849,986	7.6%	179,182,416	7.4%
Metro Vancouver Regional District Requisitions	100,621,354	113,178,691	12.5%	117,430,918	3.8%	103,871,113	(11.5%)	99,571,658	(4.1%)	99,794,332	0.2%
Compensation Services Revenue	537,759	598,160	11.2%	733,640	22.6%	844,645	15.1%	961,218	13.8%	1,079,404	12.3%
Collective Bargaining Services Revenue	982,987	1,061,436	8.0%	1,156,856	9.0%	1,222,046	5.6%	1,293,182	5.8%	1,367,719	5.8%
Housing Rents	43,776,981	45,207,881	3.3%	47,552,532	5.2%	52,589,082	10.6%	58,686,792	11.6%	61,114,867	4.1%
Liquid Waste Industrial Charges	12,495,626	13,169,057	5.4%	13,655,992	3.7%	14,044,413	2.8%	14,465,746	3.0%	14,827,389	2.5%
Energy Sales	5,900,000	6,254,000	6.0%	6,504,160	4.0%	6,699,285	3.0%	6,900,263	3.0%	6,969,266	1.0%
Transfer from DCC Reserves	63,572,619	74,818,693	17.7%	98,866,776	32.1%	151,359,604	53.1%	246,816,928	63.1%	354,899,829	43.8%
User Fees	7,898,030	9,289,531	17.6%	11,030,964	18.7%	12,065,744	9.4%	12,998,806	7.7%	13,687,669	5.3%
Housing Mortgage and Rental Subsidies	1,254,011	1,254,012	0.0%	1,666,165	32.9%	1,699,488	2.0%	1,733,477	2.0%	1,768,148	2.0%
Non-Road Diesel Fees	1,197,500	1,316,250	9.9%	1,985,000	50.8%	2,310,000	16.4%	2,975,000	28.8%	3,130,000	5.2%
Regional Global Positioning System User Fees	284,426	306,424	7.7%	309,576	1.0%	314,960	1.7%	321,607	2.1%	328,370	2.1%
Electoral Area Requisition	407,458	433,645	6.4%	457,999	5.6%	471,604	3.0%	479,693	1.7%	493,445	2.9%
Love Food Hate Waste	375,000	375,000	0.0%	375,000	0.0%	375,000	0.0%	375,000	0.0%	375,000	0.0%
Zero Waste Conference	240,000	260,000	8.3%	260,000	0.0%	260,000	0.0%	260,000	0.0%	260,000	0.0%
Other External Revenues	15,210,939	15,231,044	0.1%	22,525,636	47.9%	18,393,632	(18.3%)	20,741,854	12.8%	21,053,875	1.5%
Transfer from Sustainability Innovation Fund Reserves	12,520,689	4,804,512	(61.6%)	561,155	(88.3%)	20,000	(96.4%)	–	(100.0%)	–	N/A
Transfer from Reserves	34,276,562	29,405,137	(14.2%)	20,509,324	(30.3%)	18,924,002	(7.7%)	20,409,589	7.9%	18,330,431	(10.2%)
TOTAL REVENUES			, ,		12.1%	\$1,478,759,227					11.3%
TOTAL REVENUES	31,080,070,300	\$1,206,112,108	11.1%	\$1,351,523,619	12.170	31,478,733,227	9.4%	\$1,659,893,746	12.2%	\$1,847,893,112	11.5%
EXPENDITURES											
Operating Programs:											
Greater Vancouver Water District	¢ 246 060 200	\$ 374,463,930	8.2%	\$ 415,437,539	10.9%	\$ 468,030,381	12.7%	\$ 525,320,830	12.2%	\$ 574,615,891	9.4%
Greater varicouver water district	\$ 340,000,300	\$ 374,403,930	8.2%	\$ 415,437,539	10.9%	\$ 408,030,381	12.7%	\$ 525,320,830	12.2%	\$ 574,015,891	9.4%
Greater Vancouver Sewerage and Drainage District:											
Liquid Waste Services	420,808,663	485,831,252	15.5%	571,180,852	17.6%	648,553,088	13.5%	753,304,711	16.2%	877,754,927	16.5%
Solid Waste Services	133,391,739	142,411,329	6.8%	158,261,592	11.1%	169,115,548	6.9%	183,632,199	8.6%	196,204,883	6.8%
Metro Vancouver Housing Corporation	55,149,373	60,320,353	9.4%	59,699,696	(1.0%)	62,799,067	5.2%	70,838,649	12.8%	70,653,032	(0.3%)
Metro Vancouver Regional District											
Air Quality	16,062,060	16,113,207	0.3%	15,793,800	(2.0%)	16,175,054	2.4%	16,320,889	0.9%	16,688,471	
·											23%
F911 Emergency Telephone Service					. ,	, ,		, ,		, ,	2.3% 2.5%
E911 Emergency Telephone Service	5,772,500	6,469,826	12.1%	6,631,190	2.5%	6,796,588	2.5%	6,966,121	2.5%	7,139,891	2.5%
Electoral Area Service	5,772,500 729,126	6,469,826 1,218,728	12.1% 67.1%	6,631,190 5,278,082	2.5% 333.1%	6,796,588 1,186,687	2.5% (77.5%)	6,966,121 784,776	2.5% (33.9%)	7,139,891 808,528	2.5% 3.0%
Electoral Area Service General Government Administration	5,772,500 729,126 7,749,517	6,469,826 1,218,728 8,598,225	12.1% 67.1% 11.0%	6,631,190 5,278,082 8,860,946	2.5% 333.1% 3.1%	6,796,588 1,186,687 8,942,503	2.5% (77.5%) 0.9%	6,966,121 784,776 9,073,546	2.5% (33.9%) 1.5%	7,139,891 808,528 9,325,319	2.5% 3.0% 2.8%
Electoral Area Service General Government Administration General Government-Zero Waste Collaboration	5,772,500 729,126	6,469,826 1,218,728	12.1% 67.1%	6,631,190 5,278,082	2.5% 333.1%	6,796,588 1,186,687	2.5% (77.5%)	6,966,121 784,776	2.5% (33.9%)	7,139,891 808,528	2.5% 3.0%
Electoral Area Service General Government Administration General Government-Zero Waste Collaboration Initiative	5,772,500 729,126 7,749,517 1,494,777	6,469,826 1,218,728 8,598,225 1,521,633	12.1% 67.1% 11.0%	6,631,190 5,278,082 8,860,946 1,524,412	2.5% 333.1% 3.1% 0.2%	6,796,588 1,186,687 8,942,503 1,524,604	2.5% (77.5%) 0.9% 0.0%	6,966,121 784,776 9,073,546 1,529,036	2.5% (33.9%) 1.5% 0.3%	7,139,891 808,528 9,325,319 1,533,606	2.5% 3.0% 2.8%
Electoral Area Service General Government Administration General Government-Zero Waste Collaboration Initiative Housing Planning and Policy	5,772,500 729,126 7,749,517 1,494,777 7,190,195	6,469,826 1,218,728 8,598,225 1,521,633 8,182,894	12.1% 67.1% 11.0% 1.8%	6,631,190 5,278,082 8,860,946 1,524,412 7,071,832	2.5% 333.1% 3.1%	6,796,588 1,186,687 8,942,503 1,524,604 6,770,314	2.5% (77.5%) 0.9%	6,966,121 784,776 9,073,546 1,529,036 6,717,515	2.5% (33.9%) 1.5%	7,139,891 808,528 9,325,319 1,533,606 6,749,524	2.5% 3.0% 2.8% 0.3%
Electoral Area Service General Government Administration General Government-Zero Waste Collaboration Initiative Housing Planning and Policy Invest Vancouver	5,772,500 729,126 7,749,517 1,494,777 7,190,195 3,866,644	6,469,826 1,218,728 8,598,225 1,521,633 8,182,894 4,251,161	12.1% 67.1% 11.0% 1.8% 13.8% 9.9%	6,631,190 5,278,082 8,860,946 1,524,412 7,071,832 4,362,008	2.5% 333.1% 3.1% 0.2% (13.6%) 2.6%	6,796,588 1,186,687 8,942,503 1,524,604 6,770,314 4,441,877	2.5% (77.5%) 0.9% 0.0% (4.3%) 1.8%	6,966,121 784,776 9,073,546 1,529,036 6,717,515 4,537,320	2.5% (33.9%) 1.5% 0.3% (0.8%)	7,139,891 808,528 9,325,319 1,533,606 6,749,524 4,634,489	2.5% 3.0% 2.8% 0.3% 0.5% 2.1%
Electoral Area Service General Government Administration General Government-Zero Waste Collaboration Initiative Housing Planning and Policy Invest Vancouver Regional Emergency Management	5,772,500 729,126 7,749,517 1,494,777 7,190,195 3,866,644 232,479	6,469,826 1,218,728 8,598,225 1,521,633 8,182,894 4,251,161 191,549	12.1% 67.1% 11.0% 1.8%	6,631,190 5,278,082 8,860,946 1,524,412 7,071,832 4,362,008 199,211	2.5% 333.1% 3.1% 0.2% (13.6%) 2.6% 4.0%	6,796,588 1,186,687 8,942,503 1,524,604 6,770,314 4,441,877 205,189	2.5% (77.5%) 0.9% 0.0% (4.3%) 1.8% 3.0%	6,966,121 784,776 9,073,546 1,529,036 6,717,515 4,537,320 211,344	2.5% (33.9%) 1.5% 0.3% (0.8%) 2.1%	7,139,891 808,528 9,325,319 1,533,606 6,749,524 4,634,489 218,741	2.5% 3.0% 2.8% 0.3%
Electoral Area Service General Government Administration General Government-Zero Waste Collaboration Initiative Housing Planning and Policy Invest Vancouver Regional Emergency Management Regional Employers Services	5,772,500 729,126 7,749,517 1,494,777 7,190,195 3,866,644 232,479 3,461,129	6,469,826 1,218,728 8,598,225 1,521,633 8,182,894 4,251,161 191,549 4,351,426	12.1% 67.1% 11.0% 1.8% 13.8% 9.9% (17.6%) 25.7%	6,631,190 5,278,082 8,860,946 1,524,412 7,071,832 4,362,008 199,211 4,284,187	2.5% 333.1% 3.1% 0.2% (13.6%) 2.6% 4.0% (1.5%)	6,796,588 1,186,687 8,942,503 1,524,604 6,770,314 4,441,877 205,189 4,264,622	2.5% (77.5%) 0.9% 0.0% (4.3%) 1.8% 3.0% (0.5%)	6,966,121 784,776 9,073,546 1,529,036 6,717,515 4,537,320 211,344 4,349,342	2.5% (33.9%) 1.5% 0.3% (0.8%) 2.1% 3.0%	7,139,891 808,528 9,325,319 1,533,606 6,749,524 4,634,489 218,741 4,442,212	2.5% 3.0% 2.8% 0.3% 0.5% 2.1% 3.5%
Electoral Area Service General Government Administration General Government-Zero Waste Collaboration Initiative Housing Planning and Policy Invest Vancouver Regional Emergency Management Regional Employers Services Regional Global Positioning System	5,772,500 729,126 7,749,517 1,494,777 7,190,195 3,866,644 232,479 3,461,129 354,426	6,469,826 1,218,728 8,598,225 1,521,633 8,182,894 4,251,161 191,549 4,351,426 378,174	12.1% 67.1% 11.0% 1.8% 13.8% 9.9% (17.6%) 25.7% 6.7%	6,631,190 5,278,082 8,860,946 1,524,412 7,071,832 4,362,008 199,211 4,284,187 383,120	2.5% 333.1% 3.1% 0.2% (13.6%) 2.6% 4.0% (1.5%) 1.3%	6,796,588 1,186,687 8,942,503 1,524,604 6,770,314 4,441,877 205,189 4,264,622 390,343	2.5% (77.5%) 0.9% 0.0% (4.3%) 1.8% 3.0% (0.5%) 1.9%	6,966,121 784,776 9,073,546 1,529,036 6,717,515 4,537,320 211,344 4,349,342 398,875	2.5% (33.9%) 1.5% 0.3% (0.8%) 2.1% 3.0% 2.0% 2.2%	7,139,891 808,528 9,325,319 1,533,606 6,749,524 4,634,489 218,741 4,442,212 407,570	2.5% 3.0% 2.8% 0.3% 0.5% 2.1% 3.5% 2.1% 2.2%
Electoral Area Service General Government Administration General Government-Zero Waste Collaboration Initiative Housing Planning and Policy Invest Vancouver Regional Emergency Management Regional Employers Services Regional Global Positioning System Regional Parks	5,772,500 729,126 7,749,517 1,494,777 7,190,195 3,866,644 232,479 3,461,129 354,426 76,982,147	6,469,826 1,218,728 8,598,225 1,521,633 8,182,894 4,251,161 191,549 4,351,426 378,174 85,683,837	12.1% 67.1% 11.0% 1.8% 13.8% 9.9% (17.6%) 25.7% 6.7% 11.3%	6,631,190 5,278,082 8,860,946 1,524,412 7,071,832 4,362,008 199,211 4,284,187 383,120 86,668,074	2.5% 333.1% 3.1% 0.2% (13.6%) 2.6% 4.0% (1.5%) 1.3% 1.1%	6,796,588 1,186,687 8,942,503 1,524,604 6,770,314 4,441,877 205,189 4,264,622 390,343 73,617,097	2.5% (77.5%) 0.9% 0.0% (4.3%) 1.8% 3.0% (0.5%) 1.9% (15.1%)	6,966,121 784,776 9,073,546 1,529,036 6,717,515 4,537,320 211,344 4,349,342 398,875 69,866,031	2.5% (33.9%) 1.5% 0.3% (0.8%) 2.1% 3.0% 2.0% 2.2% (5.1%)	7,139,891 808,528 9,325,319 1,533,606 6,749,524 4,634,489 218,741 4,442,212 407,570 70,573,140	2.5% 3.0% 2.8% 0.3% 0.5% 2.1% 3.5% 2.1% 2.2% 1.0%
Electoral Area Service General Government Administration General Government-Zero Waste Collaboration Initiative Housing Planning and Policy Invest Vancouver Regional Emergency Management Regional Employers Services Regional Global Positioning System Regional Parks Regional Planning	5,772,500 729,126 7,749,517 1,494,777 7,190,195 3,866,644 232,479 3,461,129 354,426 76,982,147 5,215,829	6,469,826 1,218,728 8,598,225 1,521,633 8,182,894 4,251,161 191,549 4,351,426 378,174 85,683,837 5,212,977	12.1% 67.1% 11.0% 1.8% 13.8% 9.9% (17.6%) 25.7% 6.7% 11.3% (0.1%)	6,631,190 5,278,082 8,860,946 1,524,412 7,071,832 4,362,008 199,211 4,284,187 383,120 86,668,074 4,997,823	2.5% 333.1% 3.1% 0.2% (13.6%) 2.6% 4.0% (1.5%) 1.3% 1.1% (4.1%)	6,796,588 1,186,687 8,942,503 1,524,604 6,770,314 4,441,877 205,189 4,264,622 390,343 73,617,097 5,049,172	2.5% (77.5%) 0.9% 0.0% (4.3%) 1.8% 3.0% (0.5%) 1.9% (15.1%) 1.0%	6,966,121 784,776 9,073,546 1,529,036 6,717,515 4,537,320 211,344 4,349,342 398,875 69,866,031 5,137,435	2.5% (33.9%) 1.5% 0.3% (0.8%) 2.1% 3.0% 2.0% 2.2% (5.1%) 1.7%	7,139,891 808,528 9,325,319 1,533,606 6,749,524 4,634,489 218,741 4,442,212 407,570 70,573,140 5,229,528	2.5% 3.0% 2.8% 0.3% 0.5% 2.1% 3.5% 2.1% 2.2% 1.0% 1.8%
Electoral Area Service General Government Administration General Government-Zero Waste Collaboration Initiative Housing Planning and Policy Invest Vancouver Regional Emergency Management Regional Employers Services Regional Global Positioning System Regional Parks	5,772,500 729,126 7,749,517 1,494,777 7,190,195 3,866,644 232,479 3,461,129 354,426 76,982,147 5,215,829 1,555,664	6,469,826 1,218,728 8,598,225 1,521,633 8,182,894 4,251,161 191,549 4,351,426 378,174 85,683,837 5,212,977 911,607	12.1% 67.1% 11.0% 1.8% 13.8% 9.9% (17.6%) 25.7% 6.7% 11.3% (0.1%) (41.4%)	6,631,190 5,278,082 8,860,946 1,524,412 7,071,832 4,362,008 199,211 4,284,187 383,120 86,668,074 4,997,823 889,255	2.5% 333.1% 3.1% 0.2% (13.6%) 2.6% 4.0% (1.5%) 1.3% 1.1% (4.1%) (2.5%)	6,796,588 1,186,687 8,942,503 1,524,604 6,770,314 4,441,877 205,189 4,264,622 390,343 73,617,097 5,049,172 897,093	2.5% (77.5%) 0.9% 0.0% (4.3%) 1.8% 3.0% (0.5%) 1.9% (15.1%) 1.0% 0.9%	6,966,121 784,776 9,073,546 1,529,036 6,717,515 4,537,320 211,344 4,349,342 398,875 69,866,031 5,137,435 905,127	2.5% (33.9%) 1.5% 0.3% (0.8%) 2.1% 3.0% 2.0% 2.2% (5.1%) 1.7% 0.9%	7,139,891 808,528 9,325,319 1,533,606 6,749,524 4,634,489 218,741 4,442,212 407,577 70,573,140 5,229,528 913,360	2.5% 3.0% 2.8% 0.3% 0.5% 2.1% 3.5% 2.1% 2.2% 1.0% 1.8% 0.9%
Electoral Area Service General Government Administration General Government-Zero Waste Collaboration Initiative Housing Planning and Policy Invest Vancouver Regional Emergency Management Regional Employers Services Regional Blobal Positioning System Regional Parks Regional Planning	5,772,500 729,126 7,749,517 1,494,777 7,190,195 3,866,644 232,479 3,461,129 354,426 76,982,147 5,215,829 1,555,664 130,666,493	6,469,826 1,218,728 8,598,225 1,521,633 8,182,894 4,251,161 191,549 4,351,426 378,174 85,683,837 5,212,977	12.1% 67.1% 11.0% 1.8% 13.8% 9.9% (17.6%) 25.7% 6.7% 11.3% (0.1%)	6,631,190 5,278,082 8,860,946 1,524,412 7,071,832 4,362,008 199,211 4,284,187 383,120 86,668,074 4,997,823	2.5% 333.1% 3.1% 0.2% (13.6%) 2.6% 4.0% (1.5%) 1.3% 1.1% (4.1%)	6,796,588 1,186,687 8,942,503 1,524,604 6,770,314 4,441,877 205,189 4,264,622 390,343 73,617,097 5,049,172	2.5% (77.5%) 0.9% 0.0% (4.3%) 1.8% 3.0% (0.5%) 1.9% (15.1%) 1.0%	6,966,121 784,776 9,073,546 1,529,036 6,717,515 4,537,320 211,344 4,349,342 398,875 69,866,031 5,137,435	2.5% (33.9%) 1.5% 0.3% (0.8%) 2.1% 3.0% 2.0% 2.2% (5.1%) 1.7%	7,139,891 808,528 9,325,319 1,533,606 6,749,524 4,634,489 218,741 4,442,212 407,570 70,573,140 5,229,528	2.5% 3.0% 2.8% 0.3% 0.5% 2.1% 3.5% 2.1% 2.2% 1.0% 1.8%

GREATER VANCOUVER WATER DISTRICT WATER SERVICES 2024 - 2028 FINANCIAL PLAN 2024 BUDGET REVIEW

REVENUES BL	2023 IDGET	2024	%	2025	%	2026	%	2027	%	2020	0/
REVENUES	JDGET				/0	2020	70	2027	70	2028	%
		BUDGET	CHANGE	FORECAST	CHANGE	FORECAST	CHANGE	FORECAST	CHANGE	FORECAST	CHANGE
	.337.102	\$367,535,244	8.6%	\$400,622,928	9.0%	\$427,937,918	6.8%	\$444,404,061	3.8%	\$459,303,602	3.4%
· ·	,576,682	3,479,737		3,560,952		3,526,265		3,553,428		3,489,941	
Transfer from DCC Reserves	,570,002	1,823,949		10,908,659		36,566,198		77,363,341		111,822,348	
	.050,516	1,625,000		345,000		30,300,130		77,303,341		111,022,340	
· · · · · · · · · · · · · · · · · · ·		1,023,000		343,000		_		_		_	
Transfer from Reserves	96,000				40.00/	4		4			
TOTAL REVENUES \$346	,060,300	\$374,463,930	8.2%	\$415,437,539	10.9%	\$468,030,381	12.7%	\$525,320,830	12.2%	\$574,615,891	9.4%
EXPENDITURES											
Operating Programs:											
Policy Planning and Analysis											
Contribution to Sustainability Innovation Reserve \$	723,000	\$ 723,000		\$ 723,000		\$ 723,000		\$ 723,000		\$ 723,000	
	514,855	716,477		769,899		800,804		1,033,987		1,072,794	
	,083,847	2,334,267						2,660,755			
				3,175,440		2,643,637				2,752,858	
	,791,020	3,323,935	(40 =0()	2,685,659	2 52/	2,305,175	(40.00()	2,516,808		2,610,956	
	,112,722	7,097,679	(12.5%)	7,353,998	3.6%	6,472,616	(12.0%)	6,934,550	7.1%	7,159,608	3.2%
Engineering and Construction											
	,992,975	10,718,619		11,429,413		11,988,734		12,348,788		12,686,788	
Infrastructure Operations Support 2	,304,108	2,546,667		2,874,188		2,937,319		3,153,438		3,219,254	
Dispatch	133,312	137,664		141,804		145,602		149,464		152,603	
12	,430,395	13,402,950	7.8%	14,445,405	7.8%	15,071,655	4.3%	15,651,690	3.8%	16,058,645	2.6%
Shared and Support Services	, ,			, , , , , ,							
Engineers in Training	377,784	528,011		687,611		706,055		724,736		744,113	
	,520,112	1,558,072		2,781,059		2,993,006		3,072,442		3,364,968	
Shared & Utility Services	839,274	216,348		222,129		228,130		234,214		240,518	
Minor Capital Projects	885,627	949,937		1,012,931		1,062,501		1,094,411		1,124,366	
Records Management	112,920	154,748		158,888		163,190		167,548		172,067	
3	,735,717	3,407,116	(8.8%)	4,862,618	42.7%	5,152,882	6.0%	5,293,351	2.7%	5,646,032	6.7%
Watershed and Environmental Management											
	,671,420	15,008,009		15,221,694		15,689,254		16,349,909		16,987,861	
	,671,420	15,008,009	9.8%	15,221,694	1.4%	15,689,254	3.1%	16,349,909	4.2%	16,987,861	3.9%
Water Dam Safety	,0,1,120	15,000,005	3.070	13,221,03	21.70	15,005,25	3.170	10,0 .5,505	,	10,507,001	3.370
Water Dam Safety	_	3,922,949		3,608,167		3,883,822		4,074,715		4,281,981	
water barn safety		3,922,949	NI/A		(8.0%)		7.6%	4,074,715	4.9%		5.1%
		3,922,949	N/A	3,608,167	(8.0%)	3,883,822	7.0%	4,074,715	4.9%	4,281,981	5.1%
Operations and Maintenance											
	,260,654	1,278,759		1,314,329		1,350,964		1,388,687		1,427,586	
Lake City Operations 1	,027,080	1,058,985		1,099,545		1,129,638		1,233,047		1,315,615	
Maintenance 9	,372,262	10,245,375		10,962,146		11,472,652		11,943,544		12,429,596	
SCADA Control Systems 6	,075,523	6,912,373		7,360,596		7,793,283		8,118,982		8,452,384	
	,251,732	1,438,602		1,560,014		1,696,176		1,764,724		1,892,203	
·	,839,293	13,293,245		14,159,068		14,784,514		15,295,988		15,862,386	
l ' '		7,914,438				, ,				, ,	
	,498,119			8,436,260		9,053,959		9,454,281		10,051,402	
Energy Management	138,594	156,107		199,797		206,330		212,958		219,613	
Utility Voice Radio	103,802	109,261		118,298		123,774		128,781		133,941	
	,592,200	20,915,815		22,329,548		23,102,588		23,785,338		24,488,993	
	,159,259	63,322,960	7.0%	67,539,601	6.7%	70,713,878	4.7%	73,326,330	3.7%	76,273,719	4.0%
Interagency Projects and Quality Control											
Drinking Water Quality Control 3	,235,929	3,133,654		3,272,006		3,465,537		3,557,760		3,636,792	
Interagency Projects	581,688	617,670		844,067		879,237		900,677		922,919	
Contribution to Reserve	_	50,000		50,000		50,000		50,000		50,000	
	,817,617	3,801,324	(0.4%)	4,166,073	9.6%	4,394,774	5.5%	4,508,437	2.6%	4,609,711	2.2%
	,701,727	2,899,799	7.3%	3,069,137	5.8%	3,151,845	2.7%	3,318,357	5.3%	3,172,121	(4.4%)
Communications Program	508,879	644,158	26.6%	539,871	(16.2%)	553,367	2.5%	567,202	2.5%	581,382	2.5%
	,462,293	33,335,180	9.4%	33,564,476	0.7%	33,990,658	1.3%	36,171,737	6.4%	37,931,644	4.9%
Allocation of Centralized Support Costs30	600.020	146,842,124	9.1%	154,371,040	5.1%	159,074,751	3.0%	166,196,278	4.5%	172,702,704	3.9%
··	,600,029										
Total Operating Programs 134			6 70/	4.055.330	(0.30/)	4 222 077	1 10/	4 207 070	2 00/	4 520 000	2 00/
Total Operating Programs 134 Allocation of Project Delivery Cost 3	,810,519	4,064,247	6.7%	4,055,229	(0.2%)	4,222,077	4.1%	4,387,078	3.9%	4,520,088	3.0%
Total Operating Programs 134 Allocation of Project Delivery Cost 3 Debt Service 83	,810,519 ,880,609	4,064,247 83,113,987	(0.9%)	93,163,912	12.1%	112,641,137	20.9%	156,620,994	39.0%	190,853,847	21.9%
Total Operating Programs Allocation of Project Delivery Cost Debt Service Contribution to Capital 3 3 4 3 3 3 3 4 3 3 3 4 3 3 3 3 4 3 3 5 3 5	,810,519 ,880,609 ,769,143	4,064,247									

	CAPITAL BUDGET FOR APPROVAL	2024 CAPITAL CASH FLOW	2025 CAPITAL CASH FLOW	2026 CAPITAL CASH FLOW	2027 CAPITAL CASH FLOW	2028 CAPITAL CASH FLOW	2024 TO 2028 TOTAL CAPITAL CASH FLOW	ACTIVE PHASE	PRIMARY DRIVER
CAPITAL EXPENDITURES									
Water Mains									
37th Avenue Main No. 2 (Rupert Street to Little Mountain Reservoir)	\$ 1,150,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ 500,000	Design	Maintenance
Angus Drive Main	30,700,000	50,000	-	_	_	-	50,000	Construction	Growth
Angus Drive Turbine	-	_	-	_	_	50,000	50,000	Not Started	Opportunity
Annacis Main No. 2 - Queensborough Crossover Improvement	1,200,000	50,000	_	-	-	-	50,000	Construction	Maintenance
Annacis Main No. 2 and Barnston Island Main Online Chlorine and pH Analyzers	1,200,000	700,000	-	-	-	-	700,000	Construction	Upgrade
Annacis Main No. 3 BHP Potash Facility Pipe Protection	600,000	50,000	500,000	_	_	-	550,000	Construction	Maintenance
Annacis Main No. 5 (North)	81,100,000	1,500,000	20,500,000	20,000,000	10,300,000	13,200,000	65,500,000	Construction	Growth
Annacis Main No. 5 (South)	80,950,000	5,100,000	18,000,000	18,000,000	7,600,000	4,000,000	52,700,000	Construction	Growth
Annacis Water Supply Tunnel*	482,100,000	76,000,000	65,000,000	54,500,000	50,000,000	10,000,000	255,500,000	Construction	Growth
Burnaby Mountain Main No. 2	2,300,000	600,000	600,000	2,600,000	5,000,000	6,500,000	15,300,000	Design	Maintenance
Cambie-Richmond Water Supply Tunnel*	62,800,000	6,100,000	10,000,000	14,150,000	19,680,000	94,850,000	144,780,000	Design	Resilience
Central Park Main No. 2 (10th Ave to Westburnco)	4,750,000	1,500,000	3,500,000	10,000,000	7,000,000	6,500,000	28,500,000	Construction	Maintenance
Central Park Main No. 2 (Patterson to 10th Ave)	109,100,000	10,350,000	17,000,000	17,000,000	3,000,000	9,000,000	56,350,000	Construction	Maintenance
Clayton Langley Main No. 2	1,900,000	500,000	400,000	1,000,000	5,000,000	3,800,000	10,700,000	Design	Resilience
Coquitlam Water Main*	293,700,000	95,200,000	89,000,000	143,000,000	142,000,000	199,000,000	668,200,000	Multiple	Growth
Douglas Road Main No. 2 (Flow Meter 169) Replacement	2,000,000	500,000	750,000	_	_	-	1,250,000	Construction	Maintenance
Douglas Road Main No. 2 (Vancouver Heights Section)	21,450,000	450,000	-	-	-	-	450,000	Construction	Maintenance
Douglas Road Main No. 2 Still Creek	60,050,000	11,050,000	5,000,000	6,400,000	_	-	22,450,000	Construction	Maintenance
Douglas Road Main Protection	1,500,000	550,000	150,000	_	_	-	700,000	Construction	Maintenance
Haney Main No. 4 (West Section)	1,900,000	750,000	2,850,000	3,500,000	9,000,000	20,000,000	36,100,000	Multiple	Growth
Haney Water Supply Tunnel*	50,250,000	1,750,000	8,050,000	11,000,000	14,750,000	7,000,000	42,550,000	Design	Resilience
Improvements to Capilano Mains No. 4 and 5	2,700,000	250,000	1,750,000	500,000	_	-	2,500,000	Construction	Maintenance
Kennedy Newton Main	166,350,000	17,100,000	15,000,000	14,600,000	5,000,000	13,200,000	64,900,000	Construction	Growth
Lulu Island - Delta Main - Scour Protection Phase 2	250,000	50,000	2,550,000	850,000	50,000	-	3,500,000	Design	Maintenance
Lulu-Delta Water Supply Tunnel*	5,000,000	1,250,000	3,000,000	4,500,000	4,000,000	54,000,000	66,750,000	Definition	Maintenance
Lynn Valley Road Main No. 2	650,000	_	-	-	50,000	550,000	600,000	Design	Maintenance
Lynn Valley Road Main, Seymour Main No. 3 & Seymour Main No. 4 Aerial Crossings Rehabilitation	4,200,000	2,270,000	-	-	-	-	2,270,000	Construction	Maintenance
Maple Ridge Main West Lining Repairs	5,900,000	50,000	2,500,000	2,800,000	350,000	-	5,700,000	Construction	Maintenance
Newton Reservoir Connection	850,000	450,000	1,100,000	2,500,000	4,200,000	7,000,000	15,250,000	Design	Growth
Palisade Outlet Works Rehabilitation	2,200,000	900,000	900,000	4,000,000	3,000,000	2,000,000	10,800,000	Construction	Maintenance
Port Mann Main No. 2 (South)	41,100,000	3,050,000	3,000,000	_	_	1,000,000	7,050,000	Multiple	Growth

	CAPITAL BUDGET FOR APPROVAL	2024 CAPITAL CASH FLOW	2025 CAPITAL CASH FLOW	2026 CAPITAL CASH FLOW	2027 CAPITAL CASH FLOW	2028 CAPITAL CASH FLOW	2024 TO 2028 TOTAL CAPITAL CASH FLOW	ACTIVE PHASE	PRIMARY DRIVER
Port Mann No. 1 South Section Decommissioning	550,000	350,000	350,000	600,000			1,300,000	Decign	Maintenance
Port Moody Main No. 1 Christmas Way Relocation	2,350,000	100,000	2,150,000	000,000		_		Construction	Maintenance
Port Moody Main No. 3 Scott Creek Section	28,000,000	2,000,000	10,500,000	13,000,000	7,000,000	9,000,000		Construction	Maintenance
Queensborough Main Royal Avenue Relocation	7,500,000	100,000	100,000	7,200,000	7,000,000	9,000,000		Construction	Maintenance
Rehabilitation of AN2 on Queensborough Bridge	3,850,000	470,000	100,000	7,200,000	_	_		Construction	Maintenance
5		,		0.500.000	_	_	,		
Relocation and Protection for MOTI Expansion Project Broadway	8,900,000	100,000	100,000	8,500,000	200.000	-		Construction	Maintenance
Relocation and Protection for MOTI George Massey Crossing Replacement	2,450,000	100,000	100,000	100,000	300,000	50,000	,	Construction	Maintenance
Relocation and Protection for Translink Expansion Project Surrey Langley SkyTrain	6,600,000	100,000	100,000	100,000	100,000	6,150,000	6,550,000	Construction	Maintenance
Sapperton Main No. 1 New Line Valve and Chamber	3,850,000	50,000	-	-	-	-	50,000	Construction	Upgrade
Sapperton Main No. 2 North Road Relocation and Protection	6,500,000	6,400,000	-	-	-	_	6,400,000	Construction	Maintenance
Scour Protection Assessments and Construction General	4,000,000	150,000	1,000,000	-	650,000	_	1,800,000	Construction	Resilience
Second Narrows Crossing 1 & 2 (Burrard Inlet Crossing Removal)*	2,000,000	-	-	-	800,000	700,000	1,500,000	Design	Maintenance
Second Narrows Water Supply Tunnel*	468,550,000	25,000,000	15,000,000	10,000,000	10,000,000	42,637,000	102,637,000	Construction	Resilience
Seymour Main No. 2 Joint Improvements	7,100,000	100,000	2,000,000	2,000,000	1,750,000	1,500,000	7,350,000	Construction	Resilience
Seymour Main No. 5 III (North)	26,600,000	2,100,000	5,000,000	5,000,000	4,900,000	15,000,000	32,000,000	Design	Resilience
South Delta Main No. 1 - Ferry Road Check Valve Replacement	600,000	100,000	-	-	_	_	100,000	Construction	Maintenanc
South Fraser Storage Yard	500,000	250,000	750,000	2,000,000	1,000,000	5,000,000	9,000,000	Design	Maintenanc
South Surrey Main No. 1 Nickomekl Dam Relocation	7,100,000	3,600,000	2,100,000	1,000,000	_	_	6,700,000	Construction	Maintenanc
South Surrey Main No. 2	2,000,000	800,000	1,400,000	5,000,000	8,500,000	24,500,000	40,200,000	Design	Growth
South Surrey Main No. 2 Nickomekl Dam Prebuild	2,000,000	1,000,000	500,000	_	_	_	1,500,000	Construction	Growth
South Surrey Supply Main (Serpentine River) Bridge Support Modification	1,350,000	50,000	_	_	_	-	50,000	Construction	Maintenanc
Stanley Park Water Supply Tunnel*	395,000,000	26,075,000	45,000,000	67,500,000	52,500,000	70,000,000	261,075,000	Construction	Maintenanc
Tilbury Junction Chamber Valves Replacement with Actuators	5,600,000	200,000	_	_	_	_	200,000	Construction	Upgrade
Tilbury Main North Fraser Way Valve Addition	3,100,000	1,500,000	500,000	_	_	_	2,000,000	Construction	Maintenanc
Water Chamber Improvements and Repairs	2,000,000	250,000	200,000	_	_	_		Construction	Maintenanc
Water Meter Upgrades	22,400,000	2,000,000	2,000,000	2,500,000	1,900,000	1,500,000	9,900,000	Construction	Upgrade
Water Optimization - Instrumentation	39,050,000	1,200,000	1,250,000	2,750,000	6,500,000	7,250,000	18,950,000		Upgrade
Whalley Kennedy Main No. 2	2,900,000	300,000	1,300,000	1,700,000	2,000,000	2,000,000	7,300,000	•	Growth
Whalley Main	31,800,000	50,000	_	_	-	-		Construction	Growth
Total Water Mains	\$ 2,614,100,000		\$362,500,000	\$ 459.850.000	\$ 387.880.000	\$ 637,437,000		-	

	CAPITAL BUDGET FOR APPROVAL	2024 CAPITAL CASH FLOW	2025 CAPITAL CASH FLOW	2026 CAPITAL CASH FLOW	2027 CAPITAL CASH FLOW	2028 CAPITAL CASH FLOW	2024 TO 2028 TOTAL CAPITAL CASH FLOW	ACTIVE PHASE	PRIMARY DRIVER
Pump Stations									
Barnston/Maple Ridge Pump Station - Back-up Power	\$ 16,000,000	\$ 2,100,000	\$ 100,000	\$ 650,000	\$ 2,100,000	\$ 2,850,000	\$ 7,800,000	Construction	Resilience
Barnston/Maple Ridge Pump Station Power Generation	2,900,000	-	_	-	_	200,000	200,000	Construction	Opportunity
Burnaby Mountain Pump Station No. 2	1,300,000	400,000	1,400,000	3,500,000	3,500,000	15,000,000	23,800,000	Design	Maintenance
Cape Horn Pump Station No. 3	29,050,000	2,500,000	5,100,000	3,000,000	32,000,000	70,000,000	112,600,000	Design	Growth
Capilano Raw Water Pump Station - Back-up Power	81,000,000	21,000,000	21,000,000	7,000,000	8,000,000	-	57,000,000	Construction	Resilience
Capilano Raw Water Pump Station Bypass PRV Upgrades	3,800,000	1,950,000	700,000	-	_	-	2,650,000	Construction	Maintenance
Central Park WPS Starters Replacement	20,000,000	5,000,000	5,000,000	4,000,000	3,000,000	-	17,000,000	Construction	Maintenance
Grandview Pump Station Improvements	4,500,000	1,500,000	1,000,000	-	_	-	2,500,000	Construction	Resilience
Newton Pump Station No. 2	82,550,000	9,450,000	21,000,000	10,000,000	4,000,000	13,000,000	57,450,000	Construction	Growth
Pebble Hill Pump Station Seismic Upgrade	_	_	150,000	350,000	1,000,000	1,000,000	2,500,000	Not Started	Resilience
Westburnco Pump Station - Back-up Power	3,800,000	1,500,000	4,600,000	14,000,000	14,000,000	8,000,000	42,100,000	Design	Resilience
Westburnco Pump Station No. 2 VFD Replacements	3,050,000	1,100,000	_	_	_	_	1,100,000	Construction	Maintenance
Total Pump Stations	\$ 247,950,000	\$ 46,500,000	\$ 60,050,000	\$ 42,500,000	\$ 67,600,000	\$110,050,000	\$ 326,700,000	-	
Reservoirs								-	
Burnaby Mountain Tank No. 2 and No. 3	\$ 6,750,000	\$ 990,000	\$ 2,450,000	\$ 2,460,000	\$ 7,500,000	\$ 19,800,000	\$ 33,200,000	Design	Resilience
Cape Horn Reservoir Condition Assessment and Structural Repair	500,000	250,000	1,100,000	1,000,000	_	_	2,350,000	Design	Maintenance
Capilano Energy Recovery Facility 66" PRV Replacement	_	_	1,450,000	350,000	3,500,000	3,500,000	8,800,000	Not Started	Maintenance
Capilano Energy Recovery Facility Operational Upgrades	1,800,000	750,000	450,000	300,000	_	_	1,500,000	Construction	Maintenance
Central Park Reservoir Structural Improvements	_	_	400,000	1,700,000	1,200,000	_	3,300,000	Not Started	Maintenance
Clayton Reservoir	25,750,000	50,000	_	_	_	_	50,000	Construction	Resilience
Dechlorination for Reservoir Overflow and Underdrain Discharges	2,700,000	1,000,000	1,000,000	_	_	_	2,000,000	Construction	Maintenance
Fleetwood Reservoir	58,850,000	16,500,000	3,700,000	3,700,000	_	_	23,900,000	Construction	Growth
Grandview Reservoir Unit No. 2	_	_	400,000	800,000	1,400,000	1,000,000	3,600,000	Not Started	Growth
Hellings Tank No. 2	15,950,000	400,000	3,800,000	2,390,000	2,000,000	_	8,590,000	Construction	Growth
Kersland Reservoir No. 1 Structural Improvements	5,500,000	500,000	_	_	_	_	500,000	Construction	Maintenance
Pebble Hill Reservoir No. 3 Seismic Upgrade	500,000	50,000	_	_	_	_		Design	Resilience
Pebble Hill Reservoir Seismic Upgrade	12,350,000	500,000	_	_	_	_		Construction	Resilience
Reservoir Isolation Valve Automation	6,450,000	550,000	1,250,000	1,550,000	1,000,000	_	4,350,000	Construction	Resilience
Reservoir Sampling Kiosks - Multi Location	1,300,000	350,000	400,000	200,000	_	_		Construction	Upgrade
Reservoir Structural Preliminary Assessments	3,200,000	1,200,000	1,500,000	_	_	_	•	Definition	Maintenance
Sasamat Reservoir Refurbishment	400,000	250,000	700,000	1,300,000	500,000	_	2,750,000		Maintenance
Sunnyside Reservoir Units 1 and 2 Seismic Upgrade	8,000,000	100,000	2,500,000	7,000,000	3,500,000	_		Construction	Resilience
Vancouver Heights System Resiliency Improvements	2,500,000	450,000	750,000	500,000		_		Construction	Resilience
Total Reservoirs	\$ 152,500,000				\$ 20 600 000	\$ 24 300 000		-	-

	CAPITAL BUDGET FOR APPROVAL	2024 CAPITAL CASH FLOW	2025 CAPITAL CASH FLOW	2026 CAPITAL CASH FLOW	2027 CAPITAL CASH FLOW	2028 CAPITAL CASH FLOW	2024 TO 2028 TOTAL CAPITAL CASH FLOW	ACTIVE PHASE	PRIMARY DRIVER
Treatment Plants									
Coquitlam Intake Tower Seismic Upgrade	\$ 2,500,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000	Design	Resilience
Coquitlam Lake Water Supply*	160,750,000	14,000,000	24,000,000	37,000,000	47,400,000	97,700,000	220,100,000	Multiple	Growth
Critical Control Sites - Back-Up Power	_	_	-	300,000	400,000	500,000	1,200,000	Not Started	Resilience
CWTP CO2 System Improvements	750,000	500,000	250,000	1,500,000	1,500,000	-	3,750,000	Design	Maintenance
CWTP Mobile Disinfection System	900,000	500,000	1,500,000	500,000	-	-	2,500,000	Construction	Upgrade
CWTP Ozone Back-up Power	_	-	500,000	800,000	1,500,000	4,000,000	6,800,000	Not Started	Resilience
CWTP Ozone Generation Upgrades for Units 2 & 3	7,500,000	1,000,000	-	_	-	-	1,000,000	Construction	Upgrade
CWTP Ozone Sidestream Pipe Heat Trace and Insulation	900,000	150,000	-	_	-	-	150,000	Construction	Maintenance
CWTP Ozone Sidestream Pump VFD Replacement	1,400,000	500,000	200,000	_	-	-	700,000	Construction	Maintenance
CWTP Temporary Water Supply	600,000	-	-	_	-	400,000	400,000	Design	Maintenance
Online Chlorine and pH Analyzers	2,500,000	1,400,000	700,000	_	-	500,000	2,600,000	Multiple	Upgrade
SCADA Moscad Server & ICS Historian Expansion & Partitioning	1,500,000	1,500,000	-	_	-	-	1,500,000	Construction	Maintenance
SCFP Additional Pre-Treatment	-	-	-	1,000,000	7,300,000	17,000,000	25,300,000	Not Started	Upgrade
SCFP Centralized Compressed Air System	1,900,000	1,350,000	-	_	-	-	1,350,000	Construction	Maintenance
SCFP Clearwell Baffle Replacement	600,000	250,000	1,350,000	1,000,000	1,000,000	3,300,000	6,900,000	Multiple	Maintenance
SCFP Clearwell Membrane Replacement	1,800,000	600,000	600,000	5,900,000	5,500,000	5,000,000	17,600,000	Design	Maintenance
SCFP Floc Tank Baffle Replacement and Ladder Installation to Improve Accessibility	800,000	500,000	6,000,000	2,000,000	1,000,000	_	9,500,000	Design	Maintenance
SCFP OMC Building Expansion	1,100,000	500,000	300,000	1,500,000	1,500,000	-	3,800,000	Design	Maintenance
SCFP Polymer System Upgrade	4,650,000	1,000,000	-	_	-	-	1,000,000	Construction	Maintenance
SCFP SCADA/ICS Controller Replacement	2,400,000	1,200,000	-	_	-	-	1,200,000	Design	Maintenance
Total Treatment Plants	\$ 192,550,000	\$ 25,050,000	\$ 35,400,000	\$ 51,500,000	\$ 67,100,000	\$128,400,000	\$ 307,450,000	_	
Others									
Beach Yard Facility - Site Redevelopment	\$ -	\$ -	\$ 500,000	\$ 1,000,000	\$ 1,500,000	\$ 8,500,000	\$ 11,500,000	Not Started	Maintenance
Capilano Raw Water Pump Station VFD Upgrades	2,600,000	300,000	2,200,000	1,200,000	-	-	3,700,000	Construction	Maintenance
Capilano Reservoir and Seymour Reservoir Dam Safety Boom Replacement	3,700,000	500,000	-	_	-	-	500,000	Construction	Maintenance
Capilano Watershed Bridge Replacements - Crown Creek and Capilano River	-	-	-	95,000	200,000	1,000,000	1,295,000	Not Started	Maintenance
Capilano Watershed Security Gatehouse	5,700,000	1,800,000	1,700,000	600,000	-	-	4,100,000	Construction	Maintenance
CLD & SFD Fasteners Replacement & Coating Repairs	2,350,000	50,000	-	-	-	-	50,000	Construction	Maintenance
CLD and SFD Lead Paint Removal, Surface Crack Injection and General Corrosion Mitigation	500,000	500,000	500,000	500,000	-	_	1,500,000	Construction	Maintenance
Cleveland Dam - Lower Outlet HBV Rehabilitation	4,900,000	250,000	_	_	_	_	250,000	Construction	Maintenance
Cleveland Dam Drumgate Seal Replacement	1,300,000	500,000	500,000	_	_	_	1,000,000	Construction	Maintenance

	CAPITAL BUDGET FOR APPROVAL	2024 CAPITAL CASH FLOW	2025 CAPITAL CASH FLOW	2026 CAPITAL CASH FLOW	2027 CAPITAL CASH FLOW	2028 CAPITAL CASH FLOW	2024 TO 2028 TOTAL CAPITAL CASH FLOW	ACTIVE PHASE	PRIMARY DRIVER
Cleveland Dam Lower Outlet Trashrack Replacement and Debris Removal	_	_		500,000	500,000	1,500,000	2 500 000	Not Started	Maintenance
Cleveland Dam Power Resiliency Improvements	1,700,000	700,000	800,000	300,000	300,000	1,300,000		Construction	Resilience
Cleveland Dam Public Warning System and Enhancements	10,000,000	1,750,000	2,000,000	2,750,000		_		Construction	Maintenance
Cleveland Dam Seismic Stability Evaluation	800,000	400,000	2,000,000	2,730,000	_	_	400,000		Resilience
Cleveland Dam Spillway Resurfacing	800,000	400,000	_	400,000	1,000,000	3,000,000	•	Not Started	Maintenance
Facilities O&M Documentation Development	2,000,000	1,000,000	500,000	400,000	1,000,000	3,000,000	1,500,000		Resilience
i ·			•	_	_	_		•	
Lake City HVAC Upgrade Loch Lomond Formalized Spillway Design and Construction	900,000	400,000	800,000	_	_	50,000		Construction Not Started	Resilience Maintenance
Loch Lomond Outlet Works Rehabilitation	450,000		200,000	-	200,000	200,000	•		Resilience
	•	250,000	,	500,000	,	•	1,350,000	•	
Lower Seymour Conservation Reserve Learning Lodge Replacement	5,050,000	50,000	-	1 400 000	2 000 000	250,000		Construction	Upgrade
Microbiology Laboratory Expansion	500,000	250,000	650,000	1,400,000	3,000,000	250,000	5,550,000	•	Maintenance
Newton Rechlorination Station No. 2	_	-	400,000	1,050,000	1,100,000	2,500,000		Not Started	Maintenance
Pitt River Rechlorination Station Reconstruction	_	_	500,000	1,200,000	1,800,000	1,500,000		Not Started	Maintenance
Rechlorination Sites - Back-Up Power	-	-	_	_	_	300,000		Not Started	Resilience
Rechlorination Station SHS Storage Tank Replacement	1,200,000	100,000	-	-	-	-		Construction	Maintenance
Rechlorination Station Upgrades	5,300,000	2,000,000	1,800,000	1,000,000	6,000,000	6,000,000	16,800,000	•	Maintenance
Rice Lake Dams Rehabilitation	3,000,000	900,000	1,200,000	600,000	_	_		Construction	Maintenance
Seymour Falls Dam Public Warning System	10,000,000	1,250,000	2,500,000	3,000,000	3,000,000	-		Construction	Maintenance
Seymour Falls Dam Seismic Stability Assessment	1,800,000	750,000	1,800,000	1,000,000	1,000,000	2,500,000		Definition	Resilience
South Fraser Works Yard	71,000,000	2,500,000	5,000,000	5,000,000	5,500,000	-	18,000,000	•	Maintenance
Water Utilities SLC Control System Upgrades Phase 1	3,000,000	600,000	600,000	600,000	600,000	600,000		Construction	Maintenance
Total Others	\$ 137,750,000	\$ 16,800,000	\$ 24,150,000	\$ 22,395,000	\$ 25,400,000	\$ 27,900,000	\$ 116,645,000	-	
TOTAL CAPITAL EXPENDITURES	\$ 3,344,850,000	\$ 424,855,000	\$503,950,000	\$ 599,495,000	\$ 568,580,000	\$928,087,000	\$3,024,967,000	• -	
CAPITAL FUNDING									
New External Borrowing	727,433,000	147,322,000	127,217,000	77,380,000	44,137,000	261,809,000	657,865,000		
New External Borrowing New Borrowing funded by DCC	, ,	83,944,000	201,189,000	307,478,000	320,927,000	448,539,000			
	1,506,113,000		201,189,000	307,478,000	320,927,000	448,339,000			
Direct DCC Application	40,688,000	36,797,000		102 002 000		206 520 000	36,797,000		
Contribution to Capital	996,321,000	140,444,000	163,847,000	192,092,000	198,116,000	206,539,000	901,038,000		
Reserve	27,644,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	25,000,000		
External Funding - Interagency	46,651,000	11,348,000	6,697,000	17,545,000	400,000	6,200,000	42,190,000	-	
Total	\$ 3,344,850,000	\$ 424,855,000	\$ 503,950,000	\$ 599,495,000	\$ 568,580,000	\$ 928,087,000	\$3,024,967,000	<u>.</u>	

	CAPITAL BUDGET FOR APPROVAL	2024 CAPITAL CASH FLOW	2025 CAPITAL CASH FLOW	2026 CAPITAL CASH FLOW	2027 CAPITAL CASH FLOW	2028 CAPITAL CASH FLOW	2024 TO 2028 TOTAL CAPITAL CASH FLOW	ACTIVE PHASE	PRIMARY DRIVER
SUMMARY BY DRIVER									
Growth	1,564,600,000	244,200,000	275,650,000	319,690,000	325,400,000	475,600,000	1,640,540,000		
Maintenance	889,050,000	105,115,000	142,600,000	193,595,000	130,550,000	222,050,000	793,910,000		
Resilience	798,950,000	68,090,000	79,850,000	79,260,000	96,930,000	203,937,000	528,067,000		
Upgrade	89,350,000	7,450,000	5,850,000	6,950,000	15,700,000	26,250,000	62,200,000		
Opportunity	2,900,000	-	-	-	-	250,000	250,000		
Total	\$ 3,344,850,000	\$424,855,000	\$503,950,000	\$599,495,000	\$568,580,000	\$ 928,087,000	\$3,024,967,000		

^{*} 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.

GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT LIQUID WASTE SERVICES 2024 - 2028 FINANCIAL PLAN 2024 BUDGET REVIEW

			2024 DC	JDGET KEVI	LVV						
	2023 BUDGET	2024 BUDGET	% CHANGE	2025 FORECAST	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANG
REVENUES											
Liquid Waste Services Levy	\$ 324,265,595	\$ 389,498,103	20.1%	\$ 460,710,342	18.3%	\$ 510,271,231	10.8%	\$ 559,648,886	9.7%	\$ 609,927,350	9.0%
User Fees	4,331,703	5,399,457		6,628,443		7,158,154		7,588,608		7,774,823	
Transfer from DCC Reserves	63,572,619	72,994,744		87,958,117		114,793,406		169,453,587		243,077,481	
Liquid Waste Industrial Charges	12,495,626	13,169,057		13,655,992		14,044,413		14,465,746		14,827,389	
								2,022,884			
Other External Revenues	1,793,792	1,986,884		1,998,884		2,010,884		2,022,884		2,022,884	
Transfer from Sustainability Innovation Fund Reserves	2,731,077	452,000		-		-		-		-	
Transfer from Reserves	11,618,251	2,331,007	•	229,074		275,000		125,000		125,000	
TOTAL REVENUES	\$ 420,808,663	\$ 485,831,252	15.5%	\$ 571,180,852	17.6%	\$ 648,553,088	13.5%	\$ 753,304,711	16.2%	\$ 877,754,927	16.5%
EXPENDITURES											
Operating Programs:											
Policy Planning and Analysis											
Contribution to Sustainability Innovation Fund	\$ 1,127,000	\$ 1,127,000		\$ 1,127,000		\$ 1,127,000		\$ 1,127,000		\$ 1,127,000	
Reserve	\$ 1,127,000	\$ 1,127,000		\$ 1,127,000		\$ 1,127,000		\$ 1,127,000		\$ 1,127,000	
	2.070.042	2 247 050		4.044.402		4.605.404		4 202 4 42		4 022 004	
Utility Analysis and Infrastructure	2,970,042	3,217,058		4,011,183		4,685,184		4,302,143		4,022,804	
Utility Policy and Planning	3,712,150	3,854,352		3,955,686		4,019,568		4,123,768		4,271,059	
Wastewater Research and Innovation	3,704,459	2,067,771		1,851,913		1,904,784		1,954,882		2,038,359	
Wastewater Facilities Planning	560,402	870,969		1,331,231		1,122,349		1,413,278		1,438,945	
	12,074,053	11,137,150	(7.8%)	12,277,013	10.2%	12,858,885	4.7%	12,921,071	0.5%	12,898,167	(0.29
Management Systems and Utility Services											
Annacis Research Centre	502,112	525,741		535,987		546,228		557,714		570,902	
Dispatch	155,180	168,597		173,666		178,319		183,048		186,893	
Energy Management	323,386	364,251		466,192		481,436		496,901		512,429	
Engineers in Training	589,460	823,862		1,072,887		1,101,667		1,130,814		1,161,047	
Management Systems Utility Services	1,219,885	1,311,325		1,307,845		1,336,945		1,366,413		1,397,143	
	131,443	189,518		194,590		199,857		205,196		210,730	
Records Management											
Utility Voice Radio	135,465 3,056,931	142,589 3,525,883	15.3%	<u>154,382</u> <u>3,905,549</u>	10.8%	<u>161,530</u> 4,005,982	2.6%	<u>168,064</u> 4,108,150	2.6%	<u>174,797</u> 4,213,941	2.69
Environmental Management and Quality Control	3,030,931	3,323,003	. 13.3%	3,303,343	10.6%	4,005,362	2.0%	4,106,130	2.0%	4,213,341	2.07
9 ,	42 445 222	45 572 542		47 472 205		47.544.044		40.055.737		40 720 044	
Environmental Management and Quality Control		15,573,512		17,172,385		17,511,014		18,055,737		19,738,014	
Source Compliance Monitoring	412,888	438,745		467,003		641,777		490,621		502,887	
Contribution to Reserve	106,282	108,399		109,835		113,062		116,264		119,501	
	13,964,392	16,120,656	15.4%	17,749,223	10.1%	18,265,853	2.9%	18,662,622	2.2%	20,360,402	9.1%
Project Delivery											
Minor Capital Projects	7,170,828	9,706,543		10,152,057		10,355,251		10,618,409		10,872,378	
	7,170,828	9,706,543	35.4%	10,152,057	4.6%	10,355,251	2.0%	10,618,409	2.5%	10,872,378	2.49
Operations and Maintenance											
Lake City Operations	1,027,079	1,058,982		1,099,544		1,129,638		1,233,046		1,315,614	
Liquid Waste Residuals	28,874,666	42,152,634		45,234,938		46,116,435		48,682,283		52,029,648	
Maintenance	36,063,178	38,457,280		42,121,093		44,293,104		46,433,669		48,096,133	
SCADA Control Systems	1,126,131	1,373,250		1,449,064		1,549,459		1,617,573		1,686,926	
Urban Drainage	1,406,189	2,106,676		2,263,622		2,350,120		2,555,226		2,635,228	
Wastewater Collection	17,671,887	18,235,181		19,289,848		20,281,536		21,299,021		21,983,121	
Wastewater Treatment	55,069,772	63,322,632		68,369,101		71,295,411		74,304,651		76,982,069	
	141,238,902	166,706,635	18.0%	179,827,210	7.9%	187,015,703	4.0%	196,125,469	4.9%	204,728,739	4.49
Administration and Department Support	2,882,626	2,969,536	3.0%	3,626,312	22.1%	3,790,540	4.5%	4,055,989	7.0%	3,945,411	(2.79
Communications Program	475,000	503,500	6.0%	514,368	2.2%	525,507	2.2%	536,922	2.2%	548,623	2.29
Environmental Regulation and Enforcement	2,278,451	2,432,995	6.8%	2,507,241	3.1%	2,577,670	2.8%	2,654,527	3.0%	2,716,762	2.39
Allocation of Centralized Support Costs	34,321,573	39,923,864	16.3%	42,545,317	6.6%	45,537,764	7.0%	48,698,844	6.9%	52,929,878	8.79
Total Operating Programs	217,462,756	253,026,762	16.4%	273,104,290	7.9%	284,933,155	4.3%	298,382,003	4.7%	313,214,301	5.09
Allocation of Project Delivery Cost	6,684,841	7,265,724	8.7%	7,249,602	(0.2%)	7,547,881	4.1%	7,842,854	3.9%	8,080,639	3.09
Debt Service	116,305,572	126,907,374	9.1%	159,867,703	26.0%	203,328,170	27.2%	288,978,024	42.1%	396,235,443	37.1
Contribution to Capital	80,355,494	98,631,392	22.7%	130,959,257	32.8%	152,743,882	16.6%	158,101,830	3.5%	160,224,544	1.39
TOTAL EXPENDITURES		\$ 485,831,252	15.5%	\$ 571,180,852	17.6%	\$ 648,553,088	13.5%	\$ 753,304,711	16.2%	\$ 877,754,927	16.5

GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT LIQUID WASTE SERVICES 2024 - 2028 FINANCIAL PLAN VANCOUVER SEWERAGE AREA

		2024	1 BUDG	SET REVIEV	V						
	2023 BUDGET	2024 BUDGET	% CHANGE	2025 FORECAST	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE
REVENUES	DODGET	DODGET	CHANGE	TORECAST	CHARGE	TORECAST	CHANGE	TORECAST	CHANGE	TORECAST	CHARGE
Liquid Waste Services Levy	\$ 99.429.756	\$ 125,868,534	26.6%	\$ 149,281,362	18.6%	\$ 163,020,066	9.2%	\$ 185,541,479	13.8%	\$ 212,488,095	14.5%
User Fees	1,243,538	1,528,984		1,931,824		2,134,735		2,337,719		2,395,778	
Transfer from DCC Reserves	7,005,177	7,342,921		8,235,365		9,773,047		16,028,628		26,544,502	
Liquid Waste Industrial Charges	3,195,194	3,386,906		3,522,382		3,628,053		3,736,895		3,830,317	
Other External Revenues	154,282	237,127		237,127		237,127		237,127		237,127	
Transfer from Sustainability Innovation Fund Reserves	1,068,671	173,658									
Transfer from Reserves	11,373,251	1,921,267		104,074		57,630		_		_	
TOTAL REVENUES		\$ 140,459,397	13.8%	\$ 163,312,134	16.3%	\$ 178,850,658	9.5%	\$ 207,881,848	16.2%	\$ 245,495,819	- 18.1%
EXPENDITURES											
Operating Programs:											
Policy Planning and Analysis											
Contribution to Sustainability Innovation Fund Reserve				\$ 432,993		\$ 432,993		\$ 432,993		\$ 432,993	
Utility Analysis and Infrastructure	1,093,700	1,168,759		1,439,866		1,696,846		1,547,686		1,438,294	
Utility Policy and Planning	1,425,173	1,461,632		1,500,565		1,525,108		1,565,142		1,621,731	
Wastewater Research and Innovation	1,449,555	794,438		711,505		731,818		751,066		783,138	
Wastewater Facilities Planning	219,285	334,626		511,459	_	431,207		542,980		552,842	_
	4,628,708	4,192,448	(9.4%)	4,596,388	9.6%	4,817,972	4.8%	4,839,867	0.5%	4,828,998	(0.2%)
Management Systems and Utility Services											
Annacis Research Centre	196,476	201,990		205,926		209,861		214,274		219,341	
Dispatch	45,088	49,654		51,147		52,517		53,910		55,042	
Energy Management	93,962	107,277		137,300		141,790		146,344		150,917	
Engineers in Training	230,654	316,519		412,192		423,249		434,447		446,062	
Management Systems Utility Services	354,450	386,198		385,173		393,743		402,422		411,472	
Records Management	38,191	55,816		57,309		58,861		60,433		62,063	
Utility Voice Radio	48,639	51,196		55,430		57,998		60,343		62,761	
	1,007,460	1,168,650	16.0%	1,304,477	11.6%	1,338,019	2.6%	1,372,173	2.6%	1,407,658	2.6%
Environmental Management and Quality Control	2,007,100	1)100)030	. 10.070	2,50 1, 177	- 11.070	2,000,025	. 2.070		. 2.070	1,107,000	. 2.070
Environmental Management and Quality Control	5,049,905	5,774,470		6,383,123		6,496,539		6,700,057		7,342,121	
Source Compliance Monitoring	161,563	168,566		179,423		246,571		188,497		193,209	
Contribution to Reserve	41,588	41,647		42,199		43,438		44,669		45,912	
Contribution to Reserve	5,253,056	5,984,683	13.9%	6,604,745	10.4%	6,786,548	2.8%	6,933,223	2.2%	7,581,242	- 9.3%
Project Delivery	3,233,030	3,304,003	. 13.570	0,004,743	- 10.470	0,700,540	. 2.070	0,555,225	. 2.2/0	7,301,242	, 3.370
Minor Capital Projects	1,496,392	2,815,821		2,934,064		2,992,043		3,068,301		3,139,954	
Willion Capital Frojects	1,496,392	2,815,821	88.2%	2,934,064	4.2%	2,992,043	2.0%	3,068,301	2.5%	3,139,954	- 2.3%
Operations and Maintenance	1,430,332	2,013,021	. 00.270	2,334,004	- 4.2/0	2,332,043	. 2.070	3,000,301	. 2.370	3,133,334	. 2.570
Lake City Operations	401,896	406,867		422,450		434,012		473,742		505,465	
Liquid Waste Residuals	17,569,473	25,227,925		26,204,901		27,100,753		28,523,974		30,241,207	
Maintenance	9,761,264	10,278,917		10,978,603		11,282,022		11,690,301		12,049,646	
SCADA Control Systems	310,583	378,739		399,651		427,338		446,126		465,253	
Wastewater Collection	4,781,815	5,409,875		5,775,540		6,115,297		6,364,909		6,559,427	
Wastewater Treatment	15,567,664	17,159,736		18,472,921		18,608,281		19,777,773		20,241,068	
	48,392,695	58,862,059	21.6%	62,254,066	5.8%	63,967,703	2.8%	67,276,825	5.2%	70,062,066	4.1%
Administration and Department Support	837,576	874,558	4.4%	1,067,985	22.1%	1,116,352	4.5%	1,194,529	7.0%	1,161,963	(2.7%)
Communications Program	185,868	193,445	4.1%	197,620	2.2%	201,900	2.2%	206,285	2.2%	210,781	2.2%
Environmental Regulation and Enforcement	439,741	456,916	3.9%	470,860	3.1%	484,086	2.8%	498,520	3.0%	510,208	2.3%
Allocation of Centralized Support Costs	9,984,775	11,703,180	17.2%	12,265,980	4.8%	13,001,364	6.0%	13,405,224	3.1%	14,621,453	9.1%
Total Operating Programs	72,226,271	86,251,760	19.4%	91,696,185	6.3%	94,705,987	3.3%	98,794,947	4.3%	103,524,323	4.8%
Allocation of Project Delivery Cost	1,868,052	2,338,649	25.2%	2,333,460	(0.2%)	2,429,468	4.1%	2,524,412	3.9%	2,600,949	3.0%
Debt Service	16,189,300	15,036,345	(7.1%)	18,652,265	24.0%	23,032,410	23.5%	46,826,074	103.3%	79,579,439	69.9%
Contribution to Capital	33,186,246	36,832,643	11.0%	50,630,224	37.5%	58,682,793	15.9%	59,736,415	1.8%	59,791,108	0.1%
TOTAL EXPENDITURES		\$ 140,459,397	13.8%	\$ 163,312,134		\$ 178,850,658	9.5%	\$ 207,881,848	16.2%	\$ 245,495,819	- 18.1%
I O I AL LAFLINDII ONLO	J 123,403,009	J 140,433,33/	13.0%	→ 103,312,134	= 10.5%	₹ 170,03U,038	3.370	2 201,001,048	10.2/0	y 24J,433,019	: 10.1%

GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT LIQUID WASTE SERVICES 2024 - 2028 FINANCIAL PLAN NORTH SHORE SEWERAGE AREA

2024	BUDGET	RFVIFW

					-						
	2023	2024	%	2025	%	2026	%	2027	%	2028	%
	BUDGET	BUDGET	CHANGE	FORECAST	CHANGE	FORECAST	CHANGE	FORECAST	CHANGE	FORECAST	CHANGE
REVENUES											
Liquid Waste Services Levy	\$ 34,247,339		10.9%	\$ 53,421,720	40.6%	\$ 66,287,868	24.1%	\$ 73,714,927	11.2%	\$ 74,926,850	1.6%
User Fees	63,459	60,893		62,352		63,848		65,381		66,953	
Transfer from DCC Reserves	2,513,190	2,470,796		3,203,837		4,301,680		6,238,233		9,108,329	
Liquid Waste Industrial Charges	924,953	942,527		960,435		978,683		1,008,043		1,033,244	
Other External Revenues	18,781	27,405		27,405		27,405		27,405		27,405	
Transfer from Sustainability Innovation Fund Reserves	176,701	28,476		_		_		_		_	
Transfer from Reserves	_	18,900		_		9,450		_		_	
TOTAL REVENUES	\$ 37,944,423	\$ 41,542,282	9.5%	\$ 57,675,749	38.8%	\$ 71,668,934	24.3%	\$ 81,053,989	13.1%	\$ 85,162,781	5.1%
EXPENDITURES											
Operating Programs:											
Policy Planning and Analysis											
, , ,	e \$ 72,917	ć 71 001		\$ 71,001		\$ 71,001		\$ 71,001		\$ 71,001	
Contribution to Sustainability Innovation Fund Reserve						. ,					
Utility Analysis and Infrastructure	180,839	191,650		236,105		278,244		253,785		235,847	
Utility Policy and Planning	235,647	239,674		246,058		250,083		256,647		265,927	
Wastewater Research and Innovation	239,678	130,270		116,671		120,001		123,158		128,417	
Wastewater Facilities Planning	36,258	54,871		83,868		70,708		89,037	_	90,654	
	765,339	687,466	(10.2%)	753,703	9.6%	790,037	4.8%	793,628	0.5%	791,846	(0.2%)
Management Systems and Utility Services											
Annacis Research Centre	32,487	33,122		33,767		34,412		35,136		35,967	
Dispatch	13,601	15,406		15,868		16,296		16,725		17,078	
Energy Management	28,338	33,287		42,603		43,996		45,410		46,829	
Engineers in Training	38,131	51,897		67,584		69,397		71,233		73,137	
Management Systems Utility Services	106,899	119,829		119,511		122,170		124,863		127,671	
Records Management	11,519	17,317		17,780		18,261		18,749		19,255	
Utility Voice Radio	12,894	13,572		14,695		15,375		15,997		16,638	
	243,869	284,430	16.6%	311,808	9.6%	319,907	2.6%	328,113	2.6%	336,575	2.6%
Environmental Management and Quality Control		. ,		,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	•		•		•		
Environmental Management and Quality Control	978,692	1,095,946		1,199,784		1,230,297		1,267,784		1,376,115	
Source Compliance Monitoring	26,714	27,641		29,421		40,432		30,909		31,682	
Contribution to Reserve	6,876	6,829		6,920		7,123		7,325		7,529	
Contribution to Neserve	1,012,282	1,130,416	11.7%	1,236,125	9.4%	1,277,852	3.4%	1,306,018	2.2%	1,415,326	8.4%
Project Delivery	1,012,202	1,130,410	11.770	1,230,123	. 5.470	1,277,032	. 3.470	1,300,010	. 2.2/0	1,413,320	0.470
Minor Capital Projects	373,392	301,847		312,592		322,627		330,797		338,144	
Ivillor Capital Projects	373,392	301,847	(19.2%)	312,592	3.6%	322,627	3.2%	330,797	2.5%	338,144	2.2%
Operations and Maintenance	373,392	301,647	(15.270)	312,392	. 3.0%	322,027	. 3.2/0	330,737	. 2.3%	330,144	. 2.270
Lake City Operations	66,452	66,715		69,269		71,166		77,681		82,882	
	,	1,011,097		1,080,336		1,079,876		1,144,563		,	
Liquid Waste Residuals	719,094					, ,		, ,		1,237,103	
Maintenance	3,972,973	4,301,122		5,462,460		5,585,209		5,813,062		5,975,680	
SCADA Control Systems	174,410	212,682		224,423		239,973		250,522		261,263	
Wastewater Collection	3,254,820	3,584,803		3,762,618		3,992,216		4,179,575		4,300,978	
Wastewater Treatment	7,023,825	7,974,484		9,126,709		10,186,842		13,611,577		14,019,962	
	15,211,574	17,150,903	12.7%	19,725,815	15.0%	21,155,282	7.2%	25,076,980	18.5%	25,877,868	3.2%
Administration and Department Support	252,605	271,356	7.4%	331,372	22.1%	346,380	4.5%	370,636	7.0%	360,532	(2.7%)
Communications Program	30,733	31,721	3.2%	32,405	2.2%	33,107	2.2%	33,826	2.2%	34,563	2.2%
Environmental Regulation and Enforcement	128,277	135,518	5.6%	139,653	3.1%	143,576	2.8%	147,857	3.0%	151,324	2.3%
Allocation of Centralized Support Costs	3,009,200	3,626,724	20.5%	3,646,815	0.6%	4,651,971	27.6%	5,392,059	15.9%	5,668,423	5.1%
Total Operating Programs	21,027,271	23,620,381	12.3%	26,490,288	12.2%	29,040,739	9.6%	33,779,914	16.3%	34,974,601	3.5%
Allocation of Project Delivery Cost	530,045		(6.8%)		(0.2%)	512,929	4.1%	532,974	3.9%	549,133	3.0%
· · · · · · · · · · · · · · · · · · ·	,	493,754	. ,	492,659	. ,			,		,	
Debt Service	7,615,799	7,688,674	1.0%	12,267,237	59.5%	17,155,132	39.8%	19,972,181	16.4%	22,834,162	14.3%
Contribution to Capital	8,771,308	9,739,473	11.0%	18,425,565	89.2%	24,960,134	35.5%	26,768,920	7.2%	26,804,885	0.1%
TOTAL EXPENDITURES	\$ 37,944,423	\$ 41,542,282	9.5%	\$ 57,675,749	38.8%	\$ 71,668,934	24.3%	\$ 81,053,989	13.1%	\$ 85,162,781	5.1%

GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT LIQUID WASTE SERVICES 2024 - 2028 FINANCIAL PLAN

LULU ISLAND WEST SEWERAGE AREA 2024 BUDGET REVIEW

				GET KEVIE	••						
	2023	2024	%	2025	%	2026	%	2027	%	2028	%
	BUDGET	BUDGET	CHANGE	FORECAST	CHANGE	FORECAST	CHANGE	FORECAST	CHANGE	FORECAST	CHANGE
REVENUES											
Liquid Waste Services Levy	\$ 29,380,218	\$ 32,235,087	9.7%	\$ 39,200,653	21.6%	\$ 44,483,408	13.5%	\$ 48,555,691	9.2%	\$ 50,952,567	4.9%
User Fees	146,209	134,132		137,416		140,782		144,232		147,769	
Transfer from DCC Reserves	2,353,241	2,427,028		2,468,627		2,846,907		4,793,330		8,097,005	
Liquid Waste Industrial Charges	936,203	953,991		972,117		990,587		1,020,305		1,045,813	
Other External Revenues	678,268	705,059		717,059		729,059		741,059		741,059	
Transfer from Sustainability Innovation Fund Reserves	181,343	31,233		717,033		723,033		741,033		741,033	
Transfer from Reserves	101,545	20,730				10,365					
TOTAL REVENUES	\$ 33,675,482		8.4%	\$ 43,495,872	19.1%	\$ 49,201,108	13.1%	\$ 55,254,617	12.3%	\$ 60,984,213	10.4%
TOTAL REVENUES	3 33,073,482	3 30,307,200	8.4%	3 43,495,872	19.1%	3 49,201,108	13.1%	3 33,234,017	12.3%	3 60,984,213	10.4%
EXPENDITURES											
Operating Programs:											
Policy Planning and Analysis											
Contribution to Sustainability Innovation Fund											
Reserve	\$ 74,833	\$ 77,876		\$ 77,876		\$ 77,876		\$ 77,876		\$ 77,876	
Utility Analysis and Infrastructure	185,591	210,206		258,966		305,185		278,358		258,683	
·		262,881				274,297		,			
Utility Policy and Planning	241,839			269,883				281,497		291,675	
Wastewater Research and Innovation	245,976	142,883		127,967		131,621		135,082		140,851	
Wastewater Facilities Planning	37,211	60,184		91,988		77,554		97,658		99,431	
	785,450	754,030	(4.0%)	826,680	9.6%	866,533	4.8%	870,471	0.5%	868,516	(0.2%)
Management Systems and Utility Services											
Annacis Research Centre	33,340	36,329		37,037		37,744		38,538		39,449	
Dispatch	12,838	13,766		14,180		14,560		14,946		15,260	
Energy Management	26,753	29,744		38,068		39,313		40,576		41,844	
Engineers in Training	39,145	56,931		74,139		76,128		78,142		80,231	
Management Systems Utility Services	100,921	107,070		106,786		109,162		111,568		114,077	
Records Management	10,874	15,475		15,889		16,319		16,755		17,207	
Utility Voice Radio	11,348	11,945		12,933		13,531		14,079		14,643	
Othicy voice nadio	235,219	271,260	15.3%	299,032	10.2%	306,757	2.6%	314,604	2.6%	322,711	2.6%
Environmental Management and Quality Central	233,219	271,200	13.370	299,032	10.270	300,737	2.0%	314,004	. 2.0%	522,/11	. 2.0%
Environmental Management and Quality Control	050 705	4 424 504		4 2 42 472		4 274 202		4 240 450		4 427 022	
Environmental Management and Quality Control	950,795	1,131,504		1,243,472		1,271,292		1,310,458		1,427,833	
Source Compliance Monitoring	27,416	30,317		32,270		44,347		33,902		34,749	
Contribution to Reserve	7,057	7,490		7,590		7,813		8,034		8,258	
	985,268	1,169,311	18.7%	1,283,332	9.8%	1,323,452	3.1%	1,352,394	2.2%	1,470,840	8.8%
Project Delivery											
Minor Capital Projects	827,092	1,273,204		1,331,234		1,356,169		1,390,905		1,425,250	
	827,092	1,273,204	53.9%	1,331,234	4.6%	1,356,169	1.9%	1,390,905	2.6%	1,425,250	2.5%
Operations and Maintenance									•		
Lake City Operations	68,197	73,179		75,985		78,064		85,209		90,915	
Liquid Waste Residuals	1,472,479	1,937,345		2,199,231		2,183,988		2,322,935		2,511,424	
Maintenance	3,504,307	3,243,834		3,594,185		3,493,998		3,588,471		3,695,432	
SCADA Control Systems	30,510	37,206		39,261		41,980		43,826		45,705	
Wastewater Collection		615,069		680,499		737,997		782,664		815,221	
	551,341					,		,			
Wastewater Treatment	6,701,565	7,140,880	= 00/	7,513,297	0.44/	7,958,463		7,958,560		8,363,757	
	12,328,399	13,047,513	5.8%	14,102,458	8.1%	14,494,490	2.8%	14,781,665	2.0%	15,522,454	5.0%
Administration and Department Support	238,480	242,463	1.7%	296,088	22.1%	309,498	4.5%	331,172	7.0%	322,143	(2.7%)
Communications Program	31,540	34,792	10.3%	35,543	2.2%	36,313	2.2%	37,101	2.2%	37,910	2.2%
Environmental Regulation and Enforcement	236,048	240,867	2.0%	248,217	3.1%	255,189	2.8%	262,798	3.0%	268,959	2.3%
Allocation of Centralized Support Costs	2,836,038	3,208,381	13.1%	3,206,633	(0.1%)	3,496,544	9.0%	3,717,806	6.3%	3,903,336	5.0%
Total Operating Programs	18,503,534	20,241,821	9.4%	21,629,217	6.9%	22,444,945	3.8%	23,058,916	2.7%	24,142,119	4.7%
, , ,											
Allocation of Project Delivery Cost	392,453	411,218	4.8%	410,305	(0.2%)	427,187	4.1%	443,882	3.9%	457,340	3.0%
Debt Service	7,096,627	8,049,519	13.4%	11,073,206	37.6%	14,912,226	34.7%	19,600,792	31.4%	24,198,764	23.5%
Contribution to Capital	7,682,868	7,804,702	1.6%	10,383,144	33.0%	11,416,750	10.0%	12,151,027	6.4%	12,185,990	0.3%
TOTAL EXPENDITURES			8.4%		19.1%						10.4%
	\$ 33,675,482		8.4%		19.1%	\$ 49,201,108	13.1%	\$ 55,254,617	12.3%	\$ 60,984,213	10.49

GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT LIQUID WASTE SERVICES 2024 - 2028 FINANCIAL PLAN FRASER SEWERAGE AREA

2024 BUDGET REVIEW

			02 4 DU	DGET KEVIL	_ VV						
	2023	2024	%	2025	%	2026	%	2027	%	2028	%
	BUDGET	BUDGET	CHANGE	FORECAST	CHANGE	FORECAST	CHANGE	FORECAST	CHANGE	FORECAST	CHANGE
REVENUES											
Liquid Waste Services Levy	\$ 158,960,909	\$ 190,533,872	19.9%	\$ 215,535,351	13.1%	\$ 233,103,981	8.2%	\$ 248,241,369	6.5%	\$ 267,864,999	7.9%
User Fees	2,878,497	3,675,448		4,496,851		4,818,789		5,041,276		5,164,323	
Transfer from DCC Reserves	51,701,011	60,753,999		74,050,288		97,871,772		142,393,396		199,327,645	
Liquid Waste Industrial Charges	7,439,276	7,885,633		8,201,058		8,447,090		8,700,503		8,918,015	
Other External Revenues	942,461	1,017,293		1,017,293		1,017,293		1,017,293		1,017,293	
Transfer from Sustainability Innovation Fund Reserves	1,304,362	218,633		-		_		_		_	
Transfer from Reserves	_	145,110		_		72,555		_		-	
TOTAL REVENUES	\$ 223,226,516	\$ 264,229,988	18.4%	\$ 303,300,841	14.8%	\$ 345,331,480	13.9%	\$ 405,393,837	17.4%	\$ 482,292,275	19.0%
EXPENDITURES											
Operating Programs:											
Policy Planning and Analysis											
Contribution to Sustainability Innovation Fund	\$ 538,255	\$ 545,130		\$ 545,130		\$ 545,130		\$ 545,130		\$ 545,130	
Reserve	4 224 242	4 474 442		4 042 764		2 426 205		4 0 40 500		4 040 702	
Utility Analysis and Infrastructure	1,334,912	1,471,443		1,812,761		2,136,295		1,948,506		1,810,783	
Utility Policy and Planning	1,739,491	1,840,165		1,889,180		1,920,080		1,970,482		2,041,726	
Wastewater Research and Innovation	1,769,250	1,000,180		895,770		921,344		945,576		985,953	
Wastewater Facilities Planning	267,648	421,288		643,916		542,880		683,603		696,018	
	5,649,556	5,278,206	(6.6%)	5,786,757	9.6%	6,065,729	4.8%	6,093,297	.5%	6,079,610	(0.2%)
Management Systems and Utility Services											
Annacis Research Centre	239,809	254,300		259,257		264,211		269,766		276,145	
Dispatch	82,892	88,831		91,502		93,953		96,445		98,471	
Energy Management	172,748	191,913		245,623		253,655		261,803		269,984	
Engineers in Training	281,530	398,515		518,972		532,893		546,992		561,617	
Management Systems Utility Services	651,638	690,924		689,090		704,423		719,949		736,141	
Records Management	70,213	99,854		102,526		105,302		108,114		111,030	
Utility Voice Radio	62,584	65,876		71,324		74,626		77,645		80,755	
	1,561,414	1,790,213	14.7%	1,978,294	10.5%	2,029,063	2.6%	2,080,714	2.5%	2,134,143	2.6%
Environmental Management and Quality Control											
Environmental Management and Quality Control	6,465,830	7,571,592		8,346,006		8,512,886		8,777,438		9,591,945	
Source Compliance Monitoring	197,195	212,221		225,889		310,427		237,313		243,247	
Contribution to Reserve	50,761	52,433		53,126		54,688		56,236		57,802	
	6,713,786	7,836,246	16.7%	8,625,021	10.1%	8,878,001	2.9%	9,070,987	2.2%	9,892,994	9.1%
Project Delivery											
Minor Capital Projects	4,045,952	5,015,671		5,266,667		5,369,225		5,505,339		5,637,887	
	4,045,952	5,015,671	24.0%	5,266,667	5.0%	5,369,225	1.9%	5,505,339	2.5%	5,637,887	2.4%
Operations and Maintenance											
Lake City Operations	490,534	512,221		531,840		546,396		596,414		636,352	
Liquid Waste Residuals	9,113,620	13,976,267		15,750,470		15,751,818		16,690,811		18,039,914	
Maintenance	18,640,284	20,475,209		21,913,331		23,754,811		25,159,469		26,187,832	
SCADA Control Systems	589,227	718,526		758,192		810,722		846,360		882,647	
Wastewater Collection	9,083,911	8,625,434		9,071,191		9,436,026		9,971,873		10,307,495	
Wastewater Treatment	25,776,718	31,047,532		33,256,174		34,541,825		32,956,741		34,357,282	
	63,694,294	75,355,189	18.3%	81,281,198	7.9%	84,841,598	4.4%	86,221,668	1.6%	90,411,522	4.9%
Administration and Bonseton and Comment											
Administration and Department Support	1,539,840	1,564,619	1.6%	1,910,668	22.1%	1,997,196	4.5%	2,137,061	7.0%	2,078,797	(2.7%)
Communications Program	226,859	243,542	7.4%	248,800	2.2%	254,187	2.2%	259,710	2.2%	265,369	2.2%
Environmental Regulation and Enforcement	1,474,385	1,599,694	8.5%	1,648,511	3.1%	1,694,819	2.8%	1,745,352	3.0%	1,786,271	2.3%
Allocation of Centralized Support Costs	18,309,694	21,142,201	15.5%	23,151,522	9.5%	24,116,062	4.2%	25,919,189	7.5%	28,472,504	9.9%
Total Operating Programs	103,215,780	119,825,581	16.1%	129,897,438	8.4%	135,245,880	4.1%	139,033,317	2.8%	146,759,097	5.6%
Allocation of Project Delivery Cost	3,891,818	4,016,997	3.2%	4,008,084	(0.2%)	4,172,993	4.1%	4,336,075	3.9%	4,467,539	3.0%
Debt Service	85,403,846	96,132,836	12.6%	117,874,995	22.6%	148,228,402	25.8%	202,578,977	36.7%	269,623,078	33.1%
	20 745 072	44,254,574	44.1%	51,520,324	16.4%	57,684,205	12.0%	59,445,468	3.1%	61,442,561	3.4%
Contribution to Capital TOTAL EXPENDITURES	30,715,072 \$ 223,226,516		18.4%	\$ 303,300,841	14.8%	\$ 345,331,480	13.9%	\$ 405,393,837	17.4%	\$ 482,292,275	19.0%

GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT LIQUID WASTE SERVICES 2024 - 2028 FINANCIAL PLAN DRAINAGE 2024 BUDGET REVIEW

	2023 BUDGET	2024 BUDGET	% CHANGE	2025 FORECAST	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE
REVENUES											
Liquid Waste Services Levy	\$ 2,247,373	\$ 2,867,325	27.6%	\$ 3,271,256	14.1%	\$ 3,375,908	3.2%	\$ 3,595,420	6.5%	\$ 3,694,839	2.8%
Transfer from Reserves	245,000	225,000		125,000		125,000		125,000		125,000	
TOTAL REVENUES	\$ 2,492,373	\$ 3,092,325	24.1%	\$ 3,396,256	9.8%	\$ 3,500,908	3.1%	\$ 3,720,420	6.3%	\$ 3,819,839	2.7%
EXPENDITURES											
Operating Programs:											
Policy Planning and Analysis											
Utility Analysis and Infrastructure	\$ 175,000	\$ 175,000		\$ 263,485		\$ 268,614		\$ 273,808		\$ 279,197	
Utility Policy and Planning	70,000	50,000		50,000		50,000		50,000		50,000	
	245,000	225,000	(8.2%)	313,485	39.3%	318,614	1.6%	323,808	1.6%	329,197	1.7%
Management Systems and Utility Services											
Dispatch	761	940		969		993		1,022		1,042	
Energy Management	1,585	2,030		2,598		2,682		2,768		2,855	
Management Systems Utility Services	5,977	7,304		7,285		7,447		7,611		7,782	
Records Management	646	1,056		1,086		1,114		1,145		1,175	
	8,969	11,330	26.3%	11,938	5.4%	12,236	2.5%	12,546	2.5%	12,854	2.5%
Project Delivery											
Minor Capital Projects	428,000	300,000		307,500		315,187		323,067		331,143	
	428,000	300,000	(29.9%)	307,500	2.5%	315,187	2.5%	323,067	2.5%	331,143	2.5%
Operations and Maintenance											
Maintenance	184,350	158,198		172,514		177,064		182,366		187,543	
SCADA Control Systems	21,401	26,097		27,537		29,446		30,739		32,058	
Urban Drainage	1,406,189	2,106,676		2,263,622		2,350,120		2,555,226		2,635,228	
	1,611,940	2,290,971	42.1%	2,463,673	7.5%	2,556,630	3.8%	2,768,331	8.3%	2,854,829	3.1%
Administration and Department Support	14,125	16,540	17.1%	20,199	22.1%	21,114	4.5%	22,591	7.0%	21,976	(2.7%)
Allocation of Centralized Support Costs	181,866	243,378	33.8%	274,367	12.7%	271,823	(0.9%)	264,566	(2.7%)	264,162	(0.2%)
Total Operating Programs	2,489,900	3,087,219	24.0%	3,391,162	9.8%	3,495,604	3.1%	3,714,909	6.3%	3,814,161	2.7%
Allocation of Project Delivery Cost	2,473	5,106	106.5%	5,094	(0.2%)	5,304	4.1%	5,511	3.9%	5,678	3.0%
TOTAL EXPENDITURES	\$ 2,492,373	\$ 3,092,325	24.1%	\$ 3,396,256	9.8%	\$ 3,500,908	3.1%	\$ 3,720,420	6.3%	\$ 3,819,839	2.7%

CAPITAL BUDGET FOR APPROVAL	2024 CAPITAL CASH FLOW	2025 CAPITAL CASH FLOW	2026 CAPITAL CASH FLOW	2027 CAPITAL CASH FLOW	2028 CAPITAL CASH FLOW	2024 TO 2028 TOTAL CAPITAL CASH FLOW	ACTIVE PHASE	PRIMARY DRIVER
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PITAL EXPENDITURES									
Collections									
8th Avenue Interceptor Air Treatment Facilities	\$ 500,000	\$ - 5	\$ - \$	500,000 \$	500,000 \$	100,000 \$	1,100,000	Definition	Upgrade
Albert Street Trunk Sewer	10,250,000	450,000	-	-	-	_	450,000	Construction	Growth
Big Bend Forcemain - Gate Replacement	200,000	-	126,000	600,000	650,000	650,000	2,026,000	Design	Maintena
Burnaby Lake North Interceptor Cariboo Section	1,000,000	50,000	650,000	1,700,000	11,200,000	15,000,000	28,600,000	Design	Growth
Burnaby Lake North Interceptor Winston Section	103,700,000	23,890,000	13,150,000	5,150,000	5,350,000	5,000,000	52,540,000	Construction	Growth
Burnaby South Slope Interceptor	500,000	200,000	250,000	500,000	650,000	4,550,000	6,150,000	Multiple	Growth
Cloverdale Pump Station Capacity Upgrade	11,400,000	370,000	1,110,000	3,730,000	3,900,000	2,200,000	11,310,000	Construction	Growth
Cloverdale Trunk Sewer Capacity Upgrade	1,200,000	450,000	1,800,000	900,000	8,150,000	8,000,000	19,300,000	Design	Growth
Combined Sewer Overflow Sampling Station Enhancements	1,900,000	400,000	_	-	_	_	400,000	Construction	Maintena
Crescent Beach FM - Replacement	34,850,000	-	-	-	250,000	1,000,000	1,250,000	Construction	Maintena
Eagle Creek (Lower Section) Channel Restoration	-	-	750,000	-	_	-	750,000	Not Started	Resilience
EMQC-Chemistry Laboratory	1,400,000	400,000	2,500,000	4,000,000	1,500,000	_	8,400,000	Design	Upgrade
Fraser Sewerage Area Integrated Resource Recovery (IRR) Study	1,200,000	250,000	250,000	250,000	_	_	750,000	Design	Opportur
Front Street Pressure Sewer Access Hatches Reinforcement	5,000,000	1,700,000	500,000	500,000	500,000	470,000	3,670,000	Construction	Maintena
FSA Flow Metering Program	3,500,000	620,000	520,000	-	_	-	1,140,000	Construction	Maintena
FSA River Crossing Scour Protection Program - Phase 1	6,400,000	450,000	1,730,000	-	_	_	2,180,000	Construction	Maintena
FSA Sewer Relocations and Protections	11,700,000	500,000	3,050,000	-	_	_	3,550,000	Construction	Maintena
FSA Statutory Right of Way Acquisitions Phase 1	35,100,000	5,350,000	14,000,000	800,000	_	_	20,150,000	Design	Maintena
Gilbert/Brighouse Trunk Pressure Sewer	175,650,000	38,091,000	29,017,000	9,620,000	600,000	2,400,000	79,728,000	Multiple	Maintena
Glenbrook Combined Trunk Kingsway Sanitary Section	8,100,000	5,200,000	1,000,000	938,000	_	_	7,138,000	Construction	Growth
Glenbrook CSO Gate Replacement	5,150,000	3,780,000	100,000	_	_	_	3,880,000	Construction	Maintena
Gleneagles Forcemain Replacement	15,850,000	2,130,000	5,880,000	3,517,000	_	_	11,527,000	Multiple	Maintena
Gleneagles Pump Stations Improvements	41,000,000	6,400,000	8,700,000	6,500,000	12,500,000	500,000	34,600,000	Construction	Maintena
Harbour PS Air Treatment Facilities	_	_	_	_	_	150,000	150,000	Not Started	Upgrade
Harbour Pump Station Discharge Header Repair and Valve Replacements	4,850,000	4,273,000	_	-	_	_	4,273,000	Construction	Maintena
Harbour Pump Station Power Distribution Equipment Replacement	3,650,000	2,107,000	628,000	_	_	_	2,735,000	Construction	Maintena
Harbour Sewerage Pump Station (HRB) - Suction Piping Replacement	850,000	200,000	1,650,000	3,000,000	1,000,000	-	5,850,000	Design	Maintena
Highbury Interceptor Diversion Junction Chamber Wall Rehabilitation	500,000	350,000	100,000	4,000,000	1,500,000	-	5,950,000	Design	Mainten

	CAPITAL BUDGET FOR APPROVAL	2024 CAPITAL CASH FLOW	2025 CAPITAL CASH FLOW	2026 CAPITAL CASH FLOW	2027 CAPITAL CASH FLOW	2028 CAPITAL CASH FLOW	2024 TO 2028 TOTAL CAPITAL CASH FLOW	ACTIVE PHASE	PRIMARY DRIVER
Jervis Pump Station 25kV Voltage Conversion	1,300,000	990,000	-	-	-	-	990,000	Construction	Maintenanc
Jervis Sewerage Pump Station (JRV) - Suction Piping Replacement	500,000	200,000	300,000	2,500,000	1,000,000	-	4,000,000	Design	Maintenanc
Kent Pump Station High Voltage Switchgear Replacement	3,000,000	1,030,000	470,000	350,000	-	-	1,850,000	Construction	Maintenanc
Lozells Sanitary Trunk Golf Course Section	-	-	50,000	400,000	200,000	1,000,000	1,650,000	Not Started	Growth
LSA Flow Metering Program	300,000	50,000	-	-	-	-	50,000	Construction	Maintenanc
Marshend Pump Station	10,500,000	700,000	2,350,000	8,470,000	6,520,000	500,000	18,540,000	Multiple	Growth
New West Interceptor - Annacis Section 2	20,000,000	1,320,000	7,150,000	3,000,000	9,000,000	8,000,000	28,470,000	Construction	Maintenanc
New West Interceptor Grit Chamber	1,250,000	400,000	650,000	4,000,000	4,000,000	-	9,050,000	Design	Maintenanc
New Westminster Interceptor Annacis Channel Crossing Scour Protection	500,000	500,000	2,000,000	-	-	-	2,500,000	Design	Resilience
New Westminster Interceptor Repair Columbia St. Section	38,050,000	200,000	1,000,000	1,000,000	1,000,000	1,000,000	4,200,000	Construction	Maintenand
New Westminster Interceptor West Branch and Columbia Extension Rehabilitation	3,900,000	1,135,000	1,665,000	15,225,000	15,000,000	3,000,000	36,025,000	Design	Maintenand
North Road Trunk Sewer	23,650,000	5,380,000	4,450,000	2,400,000	500,000	600,000	13,330,000	Multiple	Growth
North Surrey Interceptor - Port Mann Section - Odour Control	5,050,000	750,000	2,000,000	4,184,000	6,795,000	6,600,000	20,329,000	Construction	Upgrade
North Surrey Interceptor Improvements	6,000,000	1,950,000	2,950,000	1,000,000	_	_	5,900,000	Multiple	Maintenan
North Surrey Interceptor Roebuck Section Replacement	19,450,000	2,500,000	6,750,000	7,600,000	1,000,000	_	17,850,000	Construction	Maintenan
NSA Flow Metering Program	900,000	55,000	350,000	60,000	_	_	465,000	Construction	Maintenan
NSA Scour Protection Upgrades	2,250,000	200,000	1,500,000	360,000	_	_	2,060,000	Construction	Maintenan
NSI 104th Ave Extension	12,950,000	_	500,000	6,000,000	1,500,000	_	8,000,000	Construction	Growth
NSI Flow Management	21,500,000	3,250,000	4,500,000	4,842,000	32,750,000	30,000,000	75,342,000	Construction	Upgrade
NSI Manson	17,400,000	1,270,000	6,900,000	11,550,000	10,900,000	5,900,000	36,520,000	Construction	Maintenan
NVI Lynn Branch Siphon – SSO Treatment	_	_	750,000	4,800,000	6,150,000	3,800,000	15,500,000	Not Started	Upgrade
NWP Dip Investigation and Repair	4,500,000	1,000,000	1,000,000	1,000,000	500,000	500,000	4,000,000	Construction	Maintenan
Ocean Park Trunk Manholes Lining	50,000	50,000	1,000,000	_	_	_	1,050,000	Design	Maintenan
Ocean Park Trunk Sewer - Air Management Facility	7,750,000	1,340,000	1,550,000	2,500,000	500,000	_	5,890,000	Construction	Upgrade
Port Coquitlam Pump Station Overflow	_	_	210,000	1,000,000	3,000,000	_	4,210,000	Not Started	Resilience
Port Coquitlam Pump Station Refurbishment	7,600,000	500,000	1,800,000	1,350,000	16,050,000	35,700,000	55,400,000	Design	Maintenan
Port Moody Pump Station Capacity Upgrade	2,300,000	230,000	1,860,000	1,090,000	5,000,000	8,000,000	16,180,000	Design	Growth
Port Moody South Interceptor Capacity Upgrade	200,000	50,000	300,000	150,000	1,900,000	1,000,000	3,400,000	Design	Growth
Port Moody Storm Drain Rehabilitation	1,650,000	400,000	600,000	600,000	-	_	1,600,000	Construction	Maintenan
Production Way Facility Access and Parking Improvements	4,850,000	4,600,000	_	_	-	_	4,600,000	Construction	Maintenan
Production Way Operation Centre	40,400,000	2,300,000	23,000,000	12,000,000	_	_	37,300,000	Construction	Upgrade
Rosemary Heights Pressure Sewer Capacity Upgrade	_	_	350,000	500,000	700,000	2,500,000		Not Started	Growth

	CAPITAL BUDGET FOR APPROVAL	2024 CAPITAL CASH FLOW	2025 CAPITAL CASH FLOW	2026 CAPITAL CASH FLOW	2027 CAPITAL CASH FLOW	2028 CAPITAL CASH FLOW	2024 TO 2028 TOTAL CAPITAL CASH FLOW	ACTIVE PHASE	PRIMARY DRIVER
Royal Ave PS Rehabilitation	12,900,000	1,430,000	8,300,000	800,000			10 530 000	Construction	Maintenance
Sapperton Pump Station	97,500,000	520,000	1,200,000	4,100,000	_	_	5,820,000		Growth
Sapperton Pump Station Emergency Backup Power	5,000,000	1,725,000	2,315,000	525,000	175,000	_		Construction	
Sewer Heat Projects	57,000,000	3,800,000	11,600,000	12,900,000	17,400,000	16,600,000	62,300,000		Opportunity
South Surrey Interceptor Johnston Section	84,050,000	1,180,000	9,080,000	7,178,000	2,000,000	1,000,000		Construction	
South Surrey Interceptor Rehabilitation	45,300,000	1,900,000	2,500,000	6,400,000	10,700,000	15,000,000	36,500,000		Maintenance
SSI Delta - Air Management Facility Construction	11,750,000	5,700,000	2,000,000	800,000	-	-		Construction	
SSI Influent Control Chamber Repair and Replace Gates	150,000	60,000	15,000	1,150,000	_	_	1,225,000		Maintenance
Still Creek Culvert Rehabilitation (Gilmore section)	100,000	100,000	100,000	1,250,000	_	_	1,450,000	•	Maintenance
Stoney Creek Sanitary Trunk	67,700,000	682,000	3,096,000	11,474,000	12,024,000	15,024,000		Construction	
Surrey Central Valley Capacity Upgrade	_	_	-	150,000	450,000	1,000,000		Not Started	Growth
Surrey Corrosion Control Facility Replacement	7,400,000	125,000	4,500,000	1,000,000	350,000	_			Maintenance
VSA Emergency Backup Power	29,300,000	3,850,000	3,100,000	3,100,000	3,000,000	500,000		Construction	
VSA Flow Metering Program	5,800,000	530,000	1,900,000	2,000,000	-	_			Maintenance
VSA Grit Chamber Access Improvements	2,700,000	100,000	2,000,000	600,000	_	_			Maintenance
VSA Sewer Relocations and Protections	34,850,000	200,000	7,650,000	-	_	_			Maintenance
VSA Statutory Right of Way Acquisitions 2024-2026	16,000,000	8,500,000	3,000,000	4,500,000	_	_	16,000,000	Construction	Maintenance
Westridge FM Replacement	8,650,000	5,099,000	900,000	500,000	500,000	390,000	7,389,000	Construction	Maintenance
Westridge Pump Stations 1 & 2 Refurbishment	8,900,000	1,380,000	3,475,000	6,200,000	6,950,000	_	18,005,000	Construction	Maintenance
White Rock Forcemain Rehabilitation	14,800,000	1,100,000	5,000,000	5,000,000	1,500,000	1,000,000	13,600,000	Construction	Maintenance
Total Collections	\$1,253,000,000	\$167,942,000	\$237,147,000	\$213,763,000	\$ 227,264,000	\$ 198,634,000	\$1,044,750,000	-	
Treatment Plants									
AIWWTP Ammonia Removal – Sidestream	\$ 4,000,000	\$ 200,000	\$ 1,000,000	\$ 1,850,000	\$ 1,050,000	\$ 4,140,000	\$ 8,240,000	Design	Upgrade
AIWWTP Centrifuge Schwing HPU replacement	1,650,000	170,000	1,000,000	450,000	-	,2 .0,000		Construction	. •
AIWWTP Chemical Lab UPS System Replacement	900,000	150,000	350,000	-	_	_		Construction	
AIWWTP Cogeneration Backup Power	81,150,000	500,000	2,050,000	_	_	_	2,550,000		Resilience
AIWWTP Digester No. 5*	6,900,000	500,000	3,500,000	3,387,000	4,000,000	5,500,000	16,887,000	·	Growth
AIWWTP Effluent Pump Station		_	-		-	500,000		Not Started	Growth
AIWWTP Electrical Distribution System Protection Control and Monitoring	2,650,000	200,000	50,000	400,000	-	-	*	Construction	
AIWWTP Hydrothermal Processing Pilot	39,350,000	8,550,000	14,400,000	3,400,000	1,550,000	_	27,900,000	Construction	Opportunity
AIWWTP ICS Replacement Program	14,350,000	1,400,000	1,500,000	2,250,000	2,500,000	2,000,000		Construction	
AIWWTP Influent System Remediation	22,400,000	250,000	850,000	2,035,000	14,112,000	17,510,000	34,757,000		Maintenance

	CAPITAL BUDGET FOR APPROVAL	2024 CAPITAL CASH FLOW	2025 CAPITAL CASH FLOW	2026 CAPITAL CASH FLOW	2027 CAPITAL CASH FLOW	2028 CAPITAL CASH FLOW	2024 TO 2028 TOTAL CAPITAL CASH FLOW	ACTIVE PHASE	PRIMARY DRIVER
AIWWTP IPS Gates Replacements	300,000	75,000	-	-	_	-	75,000	Construction	Maintenance
AIWWTP IPS Pump Building Roof Replacement Phase 2	800,000	100,000	500,000	200,000	_	-	800,000	Construction	Maintenance
AIWWTP Lubrication Storage Facility Conversion	500,000	500,000	-	-	_	-	500,000	Construction	Maintenance
AIWWTP O&M Building Refurbishment	100,000	100,000	300,000	1,200,000	3,100,000	1,800,000	6,500,000	Design	Maintenance
AIWWTP Outfall Repair	-	-	400,000	750,000	400,000	-	1,550,000	Not Started	Maintenance
AIWWTP PWD line refurbishment/replacement	1,650,000	250,000	1,400,000	-	_	-	1,650,000	Construction	Maintenance
AIWWTP Replacement of Protective Relays	3,050,000	50,000	-	-	_	-	50,000	Construction	Maintenance
AIWWTP Scheduled 64kV Potential & Current Transformer Replacements	400,000	50,000	-	-	-	-	50,000	Design	Maintenance
AIWWTP Scum Pump Replacement	400,000	200,000	150,000	500,000	500,000	_	1,350,000	Design	Maintenance
AIWWTP Secondary Clarifier Corrosion Repair	51,850,000	1,450,000	1,400,000	400,000	200,000	_	3,450,000	Multiple	Maintenance
AIWWTP Sludge Control Building Electrical Room HVAC upgrade	850,000	425,000	-	-	_	_	425,000	Construction	Maintenance
AIWWTP Stage 5 Expansion*	1,004,350,000	62,780,000	65,000,000	80,000,000	75,000,000	91,000,000	373,780,000	Multiple	Growth
AIWWTP Station Battery Replacement	1,250,000	50,000	_	_	_	_	50,000	Multiple	Maintenance
AIWWTP Trickling Filter Media & Distributor Arms & Ducting Replacement	90,700,000	5,485,000	3,295,000	10,006,000	-	-	18,786,000	Construction	Maintenance
AIWWTP UPS Condition Monitoring System	550,000	50,000	250,000	250,000	_	_	550,000	Construction	Resilience
All WWTPs Power Quality Monitoring & Outage Alarming Network	3,000,000	50,000	_	_	_	_	50,000	Construction	Upgrade
Annacis Influent System Surge Control Refurbishment	22,000,000	2,100,000	400,000	50,000	50,000	_	2,600,000	Construction	Growth
Annacis MCC 80 051, 80 070, 80 071 Replacement	2,850,000	50,000	550,000	-	_	_	600,000	Construction	Maintenance
Annacis Outfall System*	356,050,000	11,500,000	1,550,000	50,000	50,000	71,650,000	84,800,000	Construction	Growth
IIWWTP - Biogas Lines Relocation	5,750,000	50,000	_	_	_	_	50,000	Construction	Resilience
IIWWTP Biosolids Dewatering Facility	61,300,000	1,150,000	50,000	-	_	_	1,200,000	Construction	Upgrade
IIWWTP CEPT Polymer Line Replacement	3,300,000	1,750,000	250,000	-	_	_	2,000,000	Construction	Maintenance
IIWWTP CEPT Winterization	1,500,000	1,100,000	250,000	-	_	_	1,350,000	Construction	Maintenance
IIWWTP ICS IPS Control Replacement	1,750,000	700,000	-	-	_	_	700,000	Construction	Maintenance
IIWWTP ICS Migration Program	_	_	500,000	3,000,000	4,000,000	3,000,000	10,500,000	Not Started	Maintenance
IIWWTP ICS Replacement Program	750,000	300,000	200,000	100,000	_	_	600,000	Construction	Maintenance
IIWWTP Influent Gate Refurbishment	1,350,000	100,000	_	_	_	_	100,000	Construction	Maintenance
IIWWTP IPS Drive Remediation	2,300,000	125,000	200,000	400,000	575,000	750,000	2,050,000	Construction	Maintenance
IIWWTP MCC/Power Distribution Assess/Replace - Phase 2	1,000,000	50,000	300,000	_	_	_	350,000	Construction	Maintenance
IIWWTP Non-Domestic Trucked Liquid Waste Alternative	800,000	50,000	500,000	150,000	_	_	700,000	Construction	Maintenance
IIWWTP Outfall Refurbishment*	20,000,000	2,000,000	3,000,000	3,000,000	63,000,000	72,000,000	143,000,000	Design	Maintenance
IIWWTP PA Tanks Improvement	7,500,000	1,500,000	1,550,000	1,100,000	1,150,000	1,200,000	6.500.000	Construction	Maintenance

	CAPITAL BUDGET FOR APPROVAL	2024 CAPITAL CASH FLOW	2025 CAPITAL CASH FLOW	2026 CAPITAL CASH FLOW	2027 CAPITAL CASH FLOW	2028 CAPITAL CASH FLOW	2024 TO 2028 TOTAL CAPITAL CASH FLOW	ACTIVE PHASE	PRIMAR) DRIVER
IIWWTP PA-Sed Tank & Gallery Wall Refurbishment	200,000	100,000	125,000	50,000	650,000		925,000	Design	Maintenan
IIWWTP Replacement of CoGen Control System	2,500,000	100,000	550,000	-	-	_		Construction	
IIWWTP Siphon Chamber Refurbishment	2,150,000	200,000	500,000	900,000	500,000	_	•	Construction	
IIWWTP Solids Handling Refurbishment	64,850,000	100,000	50,000	-	_	_		Multiple	Maintenar
IIWWTP Standby Diesel Generators	2,000,000	100,000	800,000	1,200,000	1,100,000	1,000,000	4,200,000	'	Resilience
IIWWTP Surge Mitigation	250,000	25,000	225,000	750,000	1,000,000	_	2,000,000	-	Maintena
Iona Island Control & Instrumentation Replacement 2011	2,750,000	50,000	_	_	_	_		Construction	Maintenar
Iona Island Wastewater Treatment Plant*	1,060,000,000	109,220,000	231,952,000	218,279,000	289,282,000	723,788,000	1,572,521,000		
LIWWTP Admin Dewatering Building Roof Repair	100,000	50,000	100,000	650,000	_	-	800,000		Maintena
LIWWTP Biogas Clean-up Project	13,800,000	50,000	_	_	_	_	50,000	Construction	Opportun
LIWWTP Effluent Heat Recovery Project	10,000,000	500,000	5,000,000	4,300,000	_	_	9,800,000	Construction	Opportun
LIWWTP Gravity Thickener Redundancy	2,650,000	475,000	1,000,000	1,125,000	5,000,000	8,000,000	15,600,000	Design	Maintena
LIWWTP Ground Fault Detection System Replacement	1,550,000	200,000	600,000	400,000	250,000	_	1,450,000	Construction	
LIWWTP High Efficiency Boiler	1,300,000	400,000	400,000	150,000	_	_	950,000	Construction	Maintena
LIWWTP ICS Electrical Distribution System Migration Program	2,250,000	500,000	1,750,000	3,500,000	1,250,000	_	7,000,000	Design	Maintena
LIWWTP ICS Replacement Program	6,750,000	2,250,000	2,000,000	450,000	_	_	4,700,000	Construction	Maintena
LIWWTP PA-Sed Tank Refurbishment	4,150,000	300,000	300,000	3,000,000	_	_	3,600,000	Construction	Maintena
LIWWTP Pilot Digestion Optimization Facility	5,200,000	500,000	300,000	100,000	50,000	_	950,000	Construction	Opportur
LIWWTP Power Reliability	12,400,000	2,380,000	4,710,000	1,052,000	660,000	_	8,802,000	Construction	Resilience
LIWWTP SCL Refurbishment	850,000	300,000	800,000	700,000	1,000,000	150,000	2,950,000	Design	Maintena
LIWWTP Trickling Filter Refurbishment	1,500,000	400,000	800,000	10,250,000	10,000,000	10,000,000	31,450,000	Design	Maintena
NLWWTP 25 kV Substation Replacement	10,100,000	50,000	_	_	_	_	50,000	Construction	Maintena
NLWWTP Standby Diesel Generator	1,000,000	700,000	275,000	_	_	_	975,000	Construction	Resilience
North Shore WWTP Secondary Upgrade, Conveyance and Decommissioning*	1,057,900,000	308,812,000	63,110,000	-	-	-	371,922,000	Construction	Upgrade
Northwest Langley Wastewater Treatment Program*	2,280,650,000	78,770,000	102,379,000	228,297,000	453,067,000	587,817,000	1,450,330,000	Multiple	Growth
Regional Biosolids Dryer – AIWWTP*	24,950,000	500,000	2,500,000	11,000,000	20,090,000	63,500,000	97,590,000	Design	Opportur
WWTPs Electrical System Studies & Upgrades	1,900,000	200,000	200,000	400,000	400,000	200,000	1,400,000	Construction	Resilience
Total Treatment Plants	\$6,395,000,000	\$613,292,000	\$527,121,000	\$601,481,000	\$ 955,536,000	\$1,665,505,000	\$4,362,935,000		
								•	
TAL CAPITAL EXPENDITURES	\$7,648,000,000	\$ 781,234,000	\$764,268,000	\$815,244,000	\$1,182,800,000	\$1,864,139,000	\$5,407,685,000	<u>.</u>	

	CAPITAL BUDGET FOR APPROVAL	2024 CAPITAL CASH FLOW	2025 CAPITAL CASH FLOW	2026 CAPITAL CASH FLOW	2027 CAPITAL CASH FLOW	2028 CAPITAL CASH FLOW	2024 TO 2028 TOTAL CAPITAL CASH FLOW	ACTIVE PHASE	PRIMARY DRIVER
CAPITAL FUNDING									
New External Borrowing funded by Levy	3,238,984,000	410,547,000	295,346,000	292,712,000	435,440,000	856,091,000	2,290,136,000		
New Borrowing funded by DCC	2,949,203,000	125,506,000	163,638,000	364,696,000	586,427,000	845,070,000	2,085,337,000		
Direct DCC Application	119,216,000	42,967,000	41,329,000	_	_	-	84,296,000		
Contribution to Capital from LWS Levy	979,247,000	98,000,000	129,639,000	150,861,000	155,933,000	157,978,000	692,411,000		
Reserve	49,963,000	12,028,000	6,450,000	6,850,000	5,000,000	5,000,000	35,328,000		
External Funding - Interagency	311,387,000	92,186,000	127,866,000	125,000	_	-	220,177,000		
Total	\$7,648,000,000	\$781,234,000	\$764,268,000	\$815,244,000	\$1,182,800,000	\$1,864,139,000	\$5,407,685,000		
UMMARY BY DRIVER									
Growth	4,104,950,000	195,002,000	214,025,000	366,614,000	592,211,000	821,841,000	2,189,693,000		
Maintenance	974,800,000	128,655,000	167,071,000	154,998,000	204,637,000	191,920,000	847,281,000		
Resilience	139,550,000	10,055,000	16,660,000	7,527,000	8,335,000	1,700,000	44,277,000		
Upgrade	2,277,200,000	433,372,000	332,462,000	254,155,000	338,527,000	768,578,000	2,127,094,000		
Opportunity	151,500,000	14,150,000	34,050,000	31,950,000	39,090,000	80,100,000	199,340,000		
						\$1,864,139,000			

^{*} 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.

GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT SOLID WASTE SERVICES 2024 - 2028 FINANCIAL PLAN 2024 BUDGET REVIEW

	2023 BUDGET	2024 BUDGET	% CHANGE	2025 FORECAST	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE
REVENUES											
Solid Waste Tipping Fees	\$121,921,930	\$132 115 288	8.4%	\$144,608,656	9.5%	\$155,085,460	7.2%	\$166,849,986	7.6%	\$179,182,416	7.4%
Energy Sales	5,900,000	6,254,000	0.470	6,504,160	3.570	6,699,285	7.270	6,900,263	7.070	6,969,266	7.470
Other External Revenues	5,569,809	4,042,041		7,148,776		7,330,803		9,881,950		10,053,201	
TOTAL REVENUES	\$133,391,739		6.8%	\$158,261,592	11.1%	\$169,115,548	6.9%	\$183,632,199	8.6%	\$196,204,883	6.8%
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EXPENDITURES											
Operating Programs:											
Solid Waste Operations											
Allocated Quality Control	\$ 20,107	\$ 20,085		\$ 23,092		\$ 25,798		\$ 26,782		\$ 27,910	
Ashcroft Ranch	862,425	971,187		522,683		747,946		465,537		484,709	
Engineers in Training	89,668	125,326		163,207		167,585		172,019		176,618	
Landfills	28,131,613	29,869,233		32,195,422		34,261,835		36,660,981		39,390,058	
Contribution to Reserve – Landfills	5,723,220	5,956,330		6,310,000		5,893,110		5,872,040		5,957,630	
Recycling and Waste Centre	44,524,742	49,564,839		51,831,548		54,089,823		57,196,809		58,883,182	
Waste to Energy Facility	26,251,301	29,266,387		29,378,887		32,124,045		33,367,326		34,269,466	
	105,603,076	115,773,387	9.6%	120,424,839	4.0%	127,310,142	5.7%	133,761,494	5.1%	139,189,573	4.1%
Solid Waste Planning											
Policy and Facility Development	591,574	644,339		660,273		676,832		693,603		711,000	
Zero Waste Implementation	2,455,259	2,590,242		2,634,905		2,681,279		2,508,288		2,557,011	
Programs and Public Involvement	828,368	1,106,108		1,129,390		1,138,556		1,063,060		1,088,443	
	3,875,201	4,340,689	12.0%	4,424,568	1.9%	4,496,667	1.6%	4,264,951	(5.2%)	4,356,454	2.1%
Administration and Department Support	703,540	745,527	6.0%	763,883	2.5%	784,182	2.7%	805,290	2.7%	826,898	2.7%
Environmental Regulation and Enforcement	1,631,268	1,581,695	(3.0%)	1,629,796	3.0%	1,668,995	2.4%	1,710,199	2.5%	1,756,040	2.7%
Allocation of Centralized Support Costs	5,693,279	5,775,338	1.4%	5,712,196	(1.1%)	5,860,667	2.6%	6,191,886	5.7%	6,561,441	6.0%
Total Operating Programs	117,506,364	128,216,636	9.1%	132,955,282	3.7%	140,120,653	5.4%	146,733,820	4.7%	152,690,406	4.1%
Allocation of Project Delivery Cost	345,469	421,208	21.9%	420,274	(0.2%)	437,566	4.1%	454,666	3.9%	468,451	3.0%
Debt Service	10,819,361	12,465,692	15.2%	19,390,542	55.6%	24,533,941	26.5%	32,496,708	32.5%	38,473,652	18.4%
Contribution to Reserve	4,720,545	1,307,793	(72.3%)	5,495,494	320.2%	4,023,388	(26.8%)	3,947,005	(1.9%)	4,572,374	15.8%
TOTAL EXPENDITURES	\$133,391,739	\$142,411,329	6.8%	\$158,261,592	11.1%	\$169,115,548	6.9%	\$183,632,199	8.6%	\$196,204,883	6.8%

	CAPITAL BUDGET FOR APPROVAL	2024 CAPITAL CASH FLOW	2025 CAPITAL CASH FLOW	2026 CAPITAL CASH FLOW	2027 CAPITAL CASH FLOW	2028 CAPITAL CASH FLOW	2024 TO 2028 TOTAL CAPITAL CASH FLOW	ACTIVE PHASE	PRIMARY DRIVER
CAPITAL EXPENDITURES									
Landfills									
Alternative Fuel and Recyclables Recovery Centre	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,500,000	\$ 1,500,000	Not Started	Opportunity
Coquitlam Landfill Gas Collection Upgrades	8,100,000	1,500,000	_	_	_	_	1,500,000	Multiple	Maintenance
Coquitlam Landfill Maintenance	13,600,000	2,350,000	3,600,000	1,600,000	_	_	7,550,000	Multiple	Resilience
Total Landfills	\$ 21,700,000	\$ 3,850,000	\$ 3,600,000	\$ 1,600,000	\$ -	\$ 1,500,000	\$ 10,550,000	•	
Recycling and Waste Centres									
Langley Recycling and Waste Centre Site Reconfiguration	\$ -	\$ -	\$ 4,000,000	\$ 6,500,000	\$ -	\$ -	\$ 10,500,000	Not Started	Maintenance
Langley Recycling Depot Development	8,000,000	1,000,000	3,000,000	3,750,000	_	_	7,750,000	Construction	Upgrade
Maple Ridge Recycling and Waste Centre Upgrades	2,000,000	500,000	750,000	750,000	_	_	2,000,000	Construction	Maintenance
North Shore Recycling and Waste Centre Compactor Replacement	_	_	_	4,000,000	_	_	4,000,000	Not Started	Maintenance
North Surrey Site Reconfiguration	_	_	_	3,000,000	4,500,000	_	7,500,000	Not Started	Maintenance
North Surrey Compactor	3,000,000	100,000	_	_	_	_	100,000	Construction	Maintenance
North Surrey Recycling Depot Development	32,000,000	1,000,000	3,000,000	3,750,000	-	_	7,750,000	Construction	Upgrade
Weigh Scale Replacement	3,500,000	2,500,000	_	_	_	_	2,500,000	Construction	Maintenance
Total Recycling and Waste Centres	\$ 48,500,000	\$ 5,100,000	\$ 10,750,000	\$ 21,750,000	\$ 4,500,000	\$ -	\$ 42,100,000		
Waste To Energy Facilities									
Acid Gas Reduction	\$ 2,100,000	\$ 850,000	\$ 800,000	\$ 10,000,000	\$ 10,000,000	\$ 10,000,000	\$ 31,650,000	Design	Upgrade
Biosolids Processing	23,850,000	8,000,000	7,000,000	4,000,000	2,000,000	-	21,000,000	Construction	Resilience
Bottom Ash Processing	6,800,000	50,000	-	_	_	-	50,000	Construction	Opportunity
Generation Bank Replacement	12,000,000	5,900,000	3,000,000	3,000,000	_	-	11,900,000	Construction	Maintenance
Primary Economizer Replacement	7,000,000	500,000	-	_	_	-	500,000	Construction	Maintenance
Refuse Crane	17,850,000	5,650,000	5,800,000	5,000,000	-	_	16,450,000	Construction	Maintenance
Secondary Economizers Replacement	6,000,000	1,750,000	3,000,000	1,000,000	-	-	5,750,000	Construction	Maintenance
Special Handle Waste Direct Feed System	-	-	2,500,000	2,500,000	2,500,000	2,500,000	10,000,000	Not Started	Opportunity
Waste-to-Energy Facility Maintenance	30,750,000	9,900,000	9,700,000	3,650,000	7,250,000	-	30,500,000	Multiple	Maintenance
WTE Facility District Energy Phase 2	-	_	-	-	-	50,000,000	50,000,000	Not Started	Resilience
WTE Facility District Energy	84,000,000	12,500,000	17,500,000	16,000,000	37,000,000	-	83,000,000	Construction	Resilience
WTE Facility District Energy Opportunities	2,300,000	50,000	-	-	-	-	50,000	Construction	Opportunity
Total Waste To Energy Facilities	\$ 192,650,000	\$ 45,150,000	\$ 49,300,000	\$ 45,150,000	\$ 58,750,000	\$ 62,500,000	\$ 260,850,000		
TOTAL CAPITAL EXPENDITURES	\$ 262,850,000	\$ 54,100,000	\$ 63,650,000	\$ 68,500,000	\$ 63,250,000	\$ 64,000,000	\$ 313,500,000		

	CAPITAL BUDGET FOR APPROVAL	2024 CAPITAL CASH FLOW	2025 CAPITAL CASH FLOW	2026 CAPITAL CASH FLOW	2027 CAPITAL CASH FLOW	2028 CAPITAL CASH FLOW	2024 TO 2028 TOTAL CAPITAL CASH FLOW	ACTIVE PHASE	PRIMARY DRIVER
CAPITAL FUNDING									
New External Borrowing	230,702,000	43,531,000	55,342,000	59,004,000	57,227,000	60,053,000	275,157,000		
Reserve	14,541,000	2,569,000	1,308,000	5,496,000	4,023,000	3,947,000	17,343,000		
External Funding - Interagency	17,607,000	8,000,000	7,000,000	4,000,000	2,000,000	-	21,000,000		
Total	\$ 262,850,000	\$ 54,100,000	\$ 63,650,000	\$ 68,500,000	\$ 63,250,000	\$ 64,000,000	\$ 313,500,000		
SUMMARY BY DRIVER									
Growth	-	-	-	-	-	-	-		
Maintenance	90,200,000	28,300,000	26,250,000	26,900,000	11,750,000	-	93,200,000		
Resilience	121,450,000	22,850,000	28,100,000	21,600,000	39,000,000	50,000,000	161,550,000		
Upgrade	42,100,000	2,850,000	6,800,000	17,500,000	10,000,000	10,000,000	47,150,000		
Opportunity	9,100,000	100,000	2,500,000	2,500,000	2,500,000	4,000,000	11,600,000		
Total	\$ 262,850,000	\$ 54,100,000	\$ 63,650,000	\$ 68,500,000	\$ 63,250,000	\$ 64,000,000	\$ 313,500,000		

METRO VANCOUVER HOUSING CORPORATION HOUSING 2024 - 2028 FINANCIAL PLAN 2024 BUDGET REVIEW

	2023 BUDGET	2024 BUDGET	% CHANGE	2025 FORECAST	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE
REVENUES											
Housing Rents	\$ 43,776,981	\$ 45,207,881	3.3%	\$ 47,552,532	5.2%	\$ 52,589,082	10.6%	\$ 58,686,792	11.6%	\$ 61,114,867	4.1%
Housing Mortgage and Rental Subsidies	1,254,011	1,254,012		1,666,165		1,699,488		1,733,477		1,768,148	
Other External Revenues	927,600	1,002,083		1,011,925		1,021,886		1,031,959		1,042,138	
Transfer from Reserves	9,190,781	12,856,377		9,469,074		7,488,611		9,386,421		6,727,879	
TOTAL REVENUES	\$ 55,149,373	\$ 60,320,353	9.4%	\$ 59,699,696	(1.0%)	\$ 62,799,067	5.2%	\$ 70,838,649	12.8%	\$ 70,653,032	(0.3%)
EXPENDITURES											
Operating Programs:											
Property Operations	\$ 19,493,214	\$ 21,958,187		\$ 22,521,511		\$ 24,584,414		\$ 27,219,914		\$ 28,436,474	
Maintenance	1,136,393	1,221,612		1,253,426		1,286,427		1,320,156		1,354,658	
Housing Finance Operations	933,293	1,154,578		1,185,493		1,217,603		1,250,141		1,283,875	
Tenant Program and Services	609,913	874,407		986,992		1,010,700		1,034,774		1,059,681	
Site Administration	2,302,527	2,521,088		2,585,627		2,652,465		2,720,358		2,790,580	
Engineers in Training	7,350	10,273		13,378		13,736		14,100		14,477	
Administration and Department Support	1,515,185	1,543,513		1,583,840		1,625,551		1,667,971		1,711,794	
	25,997,875	29,283,658	12.6%	30,130,267	2.9%	32,390,896	7.5%	35,227,414	8.8%	36,651,539	4.0%
Communications Program	40,000	40,000	0.0%	40,000	0.0%	40,000	0.0%	40,000	0.0%	40,000	0.0%
Allocation of Centralized Support Costs	2,352,769	2,697,141	14.6%	2,806,334	4.0%	2,640,877	(5.9%)	2,717,320	2.9%	2,782,822	2.4%
Total Operating Programs	28,390,644	32,020,799	12.8%	32,976,601	3.0%	35,071,773	6.4%	37,984,734	8.3%	39,474,361	3.9%
Capital Maintenance	8,978,156	12,032,204	34.0%	7,706,948	(35.9%)	4,112,226	(46.6%)	5,590,056	35.9%	2,511,534	(55.1%)
Allocation of Project Delivery Cost	-	-	N/A	839,936	N/A	874,493	4.1%	908,669	3.9%	936,219	3.0%
Debt Service:											
Mortgage Payments	4,698,170	5,478,117	16.6%	6,871,683	25.4%	9,363,464	36.3%	12,160,655	29.9%	12,168,921	0.1%
Capital Maintenance Financing	212,625	824,173	287.6%	1,762,126	113.8%	3,376,385	91.6%	3,796,365	12.4%	4,216,345	11.1%
Contribution to Capital Replacement Reserve	1,858,786	1,911,397	2.8%	1,993,342	4.3%	2,135,704	7.1%	2,330,443	9.1%	2,388,398	2.5%
Contribution to Reserve	11,010,992	8,053,663	(26.9%)	7,549,060	(6.3%)	7,865,022	4.2%	8,067,727	2.6%	8,957,254	11.0%
TOTAL EXPENDITURES	\$ 55,149,373	\$ 60,320,353	9.4%	\$ 59,699,696	(1.0%)	\$ 62,799,067	5.2%	\$ 70,838,649	12.8%	\$ 70,653,032	(0.3%)

METRO VANCOUVER HOUSING CORPORATION CAPITAL PORTFOLIO HOUSING DEVELOPMENT 2024 CAPITAL BUDGET AND 2024 - 2028 CAPITAL PLAN

	CAPITAL BUDGET FOR APPROVAL	2024 CAPITAL CASH FLOW	2025 CAPITAL CASH FLOW	2026 CAPITAL CASH FLOW	2027 CAPITAL CASH FLOW	2028 CAPITAL CASH FLOW	2024 TO 2028 TOTAL CAPITAL CASH FLOW	ACTIVE PHASE	PRIMARY DRIVER
CAPITAL EXPENDITURES									
Capital Development									
Heather Place - Building B	\$ 55,800,000	\$ 19,000,000	\$ 19,000,000	\$ 10,200,000	\$ -	\$ -	\$ 48,200,000	Construction	Expand/Re-develop
Kingston Gardens - Phase 1	44,700,000	14,000,000	-	-	-	_	14,000,000	Construction	Expand/Re-develop
Salal Landing	36,100,000	15,700,000	2,600,000	-	-	_	18,300,000	Construction	Expand/Re-develop
The Connection	104,200,000	20,000,000	36,000,000	36,000,000	9,150,000	_	101,150,000	Detailed Design	Expand/Re-develop
Malaspina	117,900,000	2,000,000	4,000,000	30,000,000	40,000,000	39,050,000	115,050,000	Detailed Design	Expand/Re-develop
Heron's Nest	76,900,000	25,000,000	32,500,000	17,400,000	-	-	74,900,000	Construction	Expand/Member Partnerships
The Steller	75,000,000	10,000,000	29,500,000	29,500,000	4,550,000	-	73,550,000	Detailed Design	Expand/Member Partnerships
Projects in Planning	540,000,000	2,500,000	2,500,000	20,000,000	30,000,000	43,750,000	98,750,000	Planned	Expand/Re-develop
Partnerships in Planning	_	_	-	3,000,000	3,000,000	3,000,000	9,000,000	Planned	Expand/Member Partnerships
Total Capital Development	\$1,050,600,000	\$108,200,000	\$126,100,000	\$146,100,000	\$ 86,700,000	\$ 85,800,000	\$ 552,900,000		
Building Rehabilitation								•	
Strathearn Court	10,000,000	5,000,000	5,000,000	-	_	-	10,000,000	Detailed Design	Preserve
Le Chateau Place	5,600,000	846,400	4,130,800	-	_	-	4,977,200	Schematic	Preserve
Crown Manor	4,800,000	350,000	3,540,000	_	_	_	3,890,000	Detailed Design	Preserve
Manor House	11,000,000	11,000,000	_	_	_	_	11,000,000	Detailed Design	Preserve
Minato West	11,776,000	5,888,000	5,888,000	_	_	_	11,776,000	Detailed Design	Preserve
Somerset Gardens	25,100,000	50,000	150,000	8,300,000	8,300,000	8,300,000	25,100,000	Planned	Preserve
Knightsbridge I	_	_	_	_	_	5,000,000	5,000,000	Planned	Preserve
Meridian Village	_	_	_	3,000,000	1,500,000	_	4,500,000	Planned	Preserve
Total Building Rehabilitation	\$ 68,276,000	\$ 23,134,400	\$ 18,708,800	\$ 11,300,000	\$ 9,800,000	\$ 13,300,000	\$ 76,243,200		
TOTAL CAPITAL EXPENDITURES	\$1,118,876,000	\$131,334,400	\$144,808,800	\$157,400,000	\$ 96,500,000	\$ 99,100,000	\$ 629,143,200	:	
CAPITAL FUNDING									
Grants	429,967,181	73,765,235	88,408,434	57,690,000	33,150,000	4,000,000	257,013,669		
External Borrowing	539,475,272	42,634,400	44,720,366	93,860,000	52,850,000	34,500,000	268,564,766		
Reserve	149,433,547	14,934,765	11,680,000	5,850,000	10,500,000	60,600,000	103,564,765		
Total				\$157,400,000		\$ 99,100,000			
SUMMARY BY DRIVER									
Expand/Re-develop	898,700,000	73,200,000	64,100,000	96,200,000	79,150,000	82,800,000	395,450,000		
Expand/Member Partnerships	151,900,000	35,000,000	62,000,000	49,900,000	7,550,000	3,000,000	157,450,000		
Preserve	68,276,000	23,134,400	18,708,800	11,300,000	9,800,000	13,300,000	76,243,200		
Total						\$ 99,100,000			
IUtal	31,118,870,000	, ,131,334,4UU	\$144,6U8,8UU	3137,4UU,UUU	000,000,000	\$ 22,100,000	023,143,200	<u>. </u>	

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

	2023 BUDGET	2024 BUDGET	% CHANGE	2025 FORECAST	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE
REVENUES											
Metro Vancouver Regional District Requisitions	\$100,621,354	\$113,178,691	12.5%	\$117,430,918	3.8%	\$103,871,113	(11.5%)	\$ 99,571,658	(4.1%)	\$ 99,794,332	0.2%
Compensation Services Revenue	537,759	598,160	11.2%	733,640	22.6%	844,645	15.1%	961,218	13.8%	1,079,404	12.3%
Collective Bargaining Services Revenue	982,987	1,061,436	8.0%	1,156,856	9.0%	1,222,046	5.6%	1,293,182	5.8%	1,367,719	5.8%
Electoral Area Requisition	407,458	433,645	6.4%	457,999	5.6%	471,604	3.0%	479,693	1.7%	493,445	2.9%
Regional Global Positioning System User Fees	284,426	306,424	7.7%	309,576	1.0%	314,960	1.7%	321,607	2.1%	328,370	2.1%
User Fees	3,566,327	3,890,074	9.1%	4,402,521	13.2%	4,907,590	11.5%	5,410,198	10.2%	5,912,846	9.3%
Non-Road Diesel Fees	1,197,500	1,316,250	9.9%	1,985,000	50.8%	2,310,000	16.4%	2,975,000	28.8%	3,130,000	5.2%
Love Food Hate Waste	375,000	375,000	0.0%	375,000	0.0%	375,000	0.0%	375,000	0.0%	375,000	0.0%
Zero Waste Conference	240,000	260,000	8.3%	260,000	0.0%	260,000	0.0%	260,000	0.0%	260,000	0.0%
Other External Revenues	4,343,056	4,720,299	8.7%	8,805,099	86.5%	4,503,794	(48.9%)	4,251,633	(5.6%)	4,445,711	4.6%
Transfer from Sustainability Innovation Fund Reserves	4,739,096	2,727,512	(42.4%)	216,155	(92.1%)	20,000	(90.7%)	-	(100.0%)	-	N/A
Transfer from Reserves	13,371,530	14,217,753	6.3%	10,811,176	(24.0%)	11,160,391	3.2%	10,898,168	(2.3%)	11,477,552	5.3%
TOTAL REVENUES	\$130,666,493	\$143,085,244	9.5%	\$146,943,940	2.7%	\$130,261,143	(11.4%)	\$126,797,357	(2.7%)	\$128,664,379	1.5%
EXPENDITURES											
Metro Vancouver Regional District											
Air Quality	\$ 16,062,060	\$ 16,113,207	0.3%	\$ 15,793,800	(2.0%)	\$ 16,175,054	2.4%	\$ 16,320,889	0.9%	\$ 16,688,471	2.3%
E911 Emergency Telephone Service	5,772,500	6,469,826	12.1%	6,631,190	2.5%	6,796,588	2.5%	6,966,121	2.5%	7,139,891	2.5%
Electoral Area Service	729,126	1,218,728	67.1%	5,278,082	333.1%	1,186,687	(77.5%)	784,776	(33.9%)	808,528	3.0%
General Government Administration	7,749,517	8,598,225	11.0%	8,860,946	3.1%	8,942,503	0.9%	9,073,546	1.5%	9,325,319	2.8%
General Government-Zero Waste Collaboration Initiatives	1,494,777	1,521,633	1.8%	1,524,412	0.2%	1,524,604	0.0%	1,529,036	0.3%	1,533,606	0.3%
Housing Planning and Policy	7,190,195	8,182,894	13.8%	7,071,832	(13.6%)	6,770,314	(4.3%)	6,717,515	(0.8%)	6,749,524	0.5%
Invest Vancouver	3,866,644	4,251,161	9.9%	4,362,008	2.6%	4,441,877	1.8%	4,537,320	2.1%	4,634,489	2.1%
Regional Emergency Management	232,479	191,549	(17.6%)	199,211	4.0%	205,189	3.0%	211,344	3.0%	218,741	3.5%
Regional Employers Services	3,461,129	4,351,426	25.7%	4,284,187	(1.5%)	4,264,622	(0.5%)	4,349,342	2.0%	4,442,212	2.1%
Regional Global Positioning System	354,426	378,174	6.7%	383,120	1.3%	390,343	1.9%	398,875	2.2%	407,570	2.2%
Regional Parks	76,982,147	85,683,837	11.3%	86,668,074	1.1%	73,617,097	(15.1%)	69,866,031	(5.1%)	70,573,140	1.0%
Regional Land Use Policy	5,215,829	5,212,977	(0.1%)	4,997,823	(4.1%)	5,049,172	1.0%	5,137,435	1.7%	5,229,528	1.8%
Sasamat Fire Protection Service	1,555,664	911,607	(41.4%)	889,255	(2.5%)	897,093	0.9%	905,127	0.9%	913,360	0.9%
TOTAL EXPENDITURES	\$130,666,493	\$143,085,244	9.5%	\$146,943,940	2.7%	\$130,261,143	(11.4%)	\$126,797,357	(2.7%)	\$128,664,379	1.5%

METRO VANCOUVER REGIONAL DISTRICT AIR QUALITY AND CLIMATE ACTION 2024 - 2028 FINANCIAL PLAN 2024 BUDGET REVIEW

	2023 BUDGET	2024 BUDGET	% CHANGE	2025 FORECAST	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE
REVENUES											
Metro Vancouver Regional District Requisitions	\$ 7,627,421	\$ 8,366,532	9.7%	\$ 8,455,740	1.1%	\$ 8,028,917	(5.0%)	\$ 7,256,224	(9.6%)	\$ 7,124,814	(1.8%)
User Fees	2,687,400	3,000,000		3,500,000		4,000,000		4,500,000		5,000,000	
Non-Road Diesel Fees	1,197,500	1,316,250		1,985,000		2,310,000		2,975,000		3,130,000	
Other External Revenues	709,242	720,425		729,935		689,684		699,676		709,918	
Transfer from Sustainability Innovation Fund Reserves	2,613,497	640,000		_		_		_		_	
Transfer from Reserves	1,227,000	2,070,000		1,123,125		1,146,453		889,989		723,739	
TOTAL REVENUES	\$16,062,060	\$16,113,207	0.3%	\$15,793,800	(2.0%)	\$16,175,054	2.4%	\$16,320,889	0.9%	\$16,688,471	2.3%
EXPENDITURES											
Operating Programs:											
Ambient Air Quality Monitoring	\$ 2,500,761	\$ 2,709,224		\$ 2,787,278		\$ 3,082,770		\$ 2,849,630		\$ 2,838,707	
Air Quality and Climate Action Policy	3,381,648	3,414,877		3,428,813		3,488,280		3,583,618		3,675,997	
Air Quality Bylaw and Regulation Development	1,388,362	1,473,650		1,505,914		1,538,703		1,576,264		1,615,953	
Corporate Climate Action Services	_	740,219		717,056		580,940		564,996		569,670	
Engineers in Training	35,279	49,308		64,213		65,935		67,680		69,489	
Regional Sustainability Initiatives	2,613,497	640,000		_		_		_		_	
Administration and Department Support	592,548	764,718		835,051		857,576		880,405		905,379	
	10,512,095	9,791,996	(6.9%)	9,338,325	(4.6%)	9,614,204	3.0%	9,522,593	(1.0%)	9,675,195	1.6%
Communications Program	270,000	445,000	64.8%	320,000	(28.1%)	345,000	7.8%	350,000	1.4%	350,000	0.0%
Environmental Regulation and Enforcement	4,215,776	4,565,636	8.3%	4,777,217	4.6%	5,020,676	5.1%	5,284,589	5.3%	5,566,525	5.3%
Allocation of Centralized Support Costs	1,064,189	1,310,575	23.2%	1,358,258	3.6%	1,195,174	(12.0%)	1,163,707	(2.6%)	1,096,751	(5.8%)
TOTAL EXPENDITURES	\$16,062,060	\$16,113,207	0.3%	\$15,793,800	(2.0%)	\$16,175,054	2.4%	\$16,320,889	0.9%	\$16,688,471	2.3%

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

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

METRO VANCOUVER REGIONAL DISTRICT ELECTORAL AREA SERVICE 2024 - 2028 FINANCIAL PLAN 2024 BUDGET REVIEW

	2023 BUDGET	2024 BUDGET	% CHANGE	2025 FORECAST	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE
REVENUES											
Electoral Area Requisition	\$ 407,458	\$ 433,645	6.4%	\$ 457,999	5.6%	\$ 471,604	3.0%	\$ 479,693	1.7%	\$ 493,445	2.9%
User Fees	11,000	12,000		12,000		12,000		12,000		12,000	
Other External Revenues	186,668	653,083		4,703,083		503,083		203,083		203,083	
Transfer from Reserves	124,000	120,000		105,000		200,000		90,000		100,000	
TOTAL REVENUES	\$ 729,126	\$ 1,218,728	67.1%	\$ 5,278,082	333.1%	\$ 1,186,687	(77.5%)	\$ 784,776	(33.9%)	\$ 808,528	3.0%
EXPENDITURES											
Operating Programs:											
Community Planning	\$ 427,750	\$ 889,432		\$ 4,945,877		\$ 767,668		\$ 464,579		\$ 486,837	
Building Inspections	21,250	27,191		27,699		28,229		28,766		29,318	
Local Government Election	-	-		-		124,676		-		-	
Fraser Valley Library Services	2,067	2,000		2,000		2,000		2,000		2,000	
Emergency Planning	20,000	20,000		20,000		20,000		20,000		20,000	
	471,067	938,623	99.3%	4,995,576	432.2%	942,573	(81.1%)	515,345	(45.3%)	538,155	4.4%
Contribution to Election Reserve	30,000	30,000		30,000		_		30,000		30,000	
Contribution to Reserve	186,668	203,083	8.8%	203,083	0.0%	203,083	0.0%	203,083	0.0%	203,083	0.0%
	216,668	233,083	7.6%	233,083	0.0%	203,083	(12.9%)	233,083	14.8%	233,083	0.0%
Allocation of Centralized Support	41,391	47,022	13.6%	49,423	5.1%	41,031	(17.0%)	36,348	(11.4%)	37,290	2.6%
TOTAL EXPENDITURES	\$ 729,126	\$ 1,218,728	67.1%	\$ 5,278,082	333.1%	\$ 1,186,687	(77.5%)	\$ 784,776	(33.9%)	\$ 808,528	3.0%

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

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

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

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

METRO VANCOUVER REGIONAL DISTRICT HOUSING PLANNING AND POLICY 2024 - 2028 FINANCIAL PLAN 2024 BUDGET REVIEW

	2023 BUDGET	2024 BUDGET	% CHANGE	2025 FORECAST	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE
REVENUES											
Metro Vancouver Regional District Requisitions	\$ 6,280,995	\$ 6,569,294	4.6%	\$ 6,892,632	4.9%	\$ 6,750,314	(2.1%)	\$ 6,717,515	(0.5%)	\$ 6,749,524	0.5%
Transfer from Sustainability Innovation Fund Reserves	909,200	1,613,600		179,200		20,000		-		-	
TOTAL REVENUES	\$ 7,190,195	\$ 8,182,894	13.8%	\$ 7,071,832	(13.6%)	\$ 6,770,314	(4.3%)	\$ 6,717,515	(0.8%)	\$ 6,749,524	0.5%
EXPENDITURES											
Operating Programs:											
Housing Planning and Policy	\$ 2,048,460	\$ 3,041,677		\$ 1,765,440		\$ 1,597,077		\$ 1,566,505		\$ 1,609,365	
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	
	7,048,460	8,041,677	14.1%	6,765,440	(15.9%)	6,597,077	(2.5%)	6,566,505	(0.5%)	6,609,365	0.7%
Communications Program	25,000	25,000	0.0%	25,000	0.0%	25,000	0.0%	25,000	0.0%	25,000	0.0%
Allocation of Centralized Support Costs	116,735	116,217	(0.4%)	281,392	142.1%	148,237	(47.3%)	126,010	(15.0%)	115,159	(8.6%)
TOTAL EXPENDITURES	\$ 7,190,195	\$ 8,182,894	13.8%	\$ 7,071,832	(13.6%)	\$ 6,770,314	(4.3%)	\$ 6,717,515	(0.8%)	\$ 6,749,524	0.5%

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

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

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

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

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

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

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

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

METRO VANCOUVER REGIONAL DISTRICT REGIONAL PARKS 2024 - 2028 FINANCIAL PLAN 2024 BUDGET REVIEW

	2023	2024	%	2025	%	2026	%	2027	%	2028	%
	BUDGET	BUDGET	CHANGE	FORECAST	CHANGE	FORECAST	CHANGE	FORECAST	CHANGE	FORECAST	CHANGE
REVENUES											
Metro Vancouver Regional District Requisitions	\$ 64,107,186		14.1%	\$ 75,987,031	3.9%	\$ 62,518,576	(17.7%)	\$ 58,495,444	(6.4%)	\$ 58,093,896	(0.7%)
User Fees	867,927	878,074		890,521		895,590		898,198		900,846	
Other External Revenues	1,760,439	1,602,027		1,602,093		1,507,160		1,507,228		1,651,933	
Transfer from Sustainability Innovation Fund Reserves	541,595	73,912		36,955		-		-		-	
Transfer from Reserves	9,705,000	10,006,189		8,151,474		8,695,771		8,965,161		9,926,465	
TOTAL REVENUES	\$ 76,982,147 \$		11.3%	\$ 86,668,074	1.1%	\$ 73,617,097	(15.1%)	\$ 69,866,031	(5.1%)	\$ 70,573,140	1.0%
EXPENDITURES											
Operating Programs:											
Systems Planning, Design and Development Services											
,	ć 2.777.070 d	2 005 752		ć 2002.476		ć 2.007.002		ć 2.050.240		ć 2002244	
Planning and Resource Management	\$ 2,777,878 \$			\$ 2,893,176		\$ 2,867,093		\$ 2,968,319		\$ 2,983,344	
Design and Development	1,391,136	1,725,156		1,621,160		1,662,600		1,704,204		1,747,742	
Engineers in Training	11,760	16,436		21,404		21,978		22,560		23,163	
	4,180,774	4,647,344	11.2%	4,535,740	(2.4%)	4,551,671	0.4%	4,695,083	3.2%	4,754,249	1.3%
Systems Visitor and Operations Services											
Visitor Services	1,472,808	1,521,557		1,575,879		1,597,130		1,573,666		1,600,827	
Operations Services	1,750,630	1,970,362		1,905,574		1,943,610		2,017,302		2,022,300	
	3,223,438	3,491,919	8.3%	3,481,453	(0.3%)	3,540,740	1.7%	3,590,968	1.4%	3,623,127	0.9%
Central Area Services											
Operations and Maintenance	7,255,705	7,558,260		7,805,141		7,837,239		8,025,842		8,185,302	
Area Visitor Services	632,447	680,961		698,660		740,694		740,242		757,363	
Area Management and Administration	3,444,740	3,491,779		740,208		758,975		777,976		797,064	
Area Planning	166,746	180,135		184,437		188,389		192,391		201,543	
Burns Bog Ecological Conservancy Area	491,777	526,683		536,115		543,841		575,239		609,952	
Contribution to Reserve	173,000	123,000		173,000		173,000		173,000		173,000	
continuation to heserve	12,164,415	12,560,818	3.3%	10,137,561	(19.3%)	10,242,138	1.0%	10,484,690	2.4%	10,724,224	2.3%
East Area Services	, , , ,	,,-			(,						
Operations and Maintenance	4,984,936	5,648,740		5,881,909		6,138,430		6,454,885		6,559,746	
Area Visitor Services	640,426	673,320		688,674		704,649		720,834		737,580	
Area Management and Administration	649,872	688,513		706,193		724,628		743,308		762,688	
Area Planning	170,926	180,853		184,655		188,607		192,609		196,761	
Arcarianning	6,446,160	7,191,426	11.6%	7,461,431	3.8%	7,756,314	4.0%	8,111,636	4.6%	8,256,775	1.8%
West Area Services	0)110)200	7,131,120	11.070	7,101,101	3.070	.,,,,,,,,,,		0,111,050	11070	0,230,773	1.070
Operations and Maintenance	5,237,540	5,689,497		5,948,559		6,249,951		6,594,528		6,809,271	
Area Visitor Services	640,315	699,949		715,597		731,879		748,377		765,443	
Area Management and Administration	989,454	1,035,059		1,054,761		1,075,239		1,095,981		1,117,497	
Area Planning	162,537	171,046		174,848		178,800		182,802		186,954	
7 dea Flammig	7,029,846	7,595,551	8.0%	7,893,765	3.9%	8,235,869	4.3%	8,621,688	4.7%	8,879,165	3.0%
A1 : : :											
Administration and Department Support	1,376,718	1,657,821	20.4%	1,686,594	1.7%	1,720,502	2.0%	1,752,639	1.9%	1,788,525	2.0%
Communications Program	130,000	130,000	0.0%	130,000	0.0%	130,000	0.0%	130,000	0.0%	130,000	0.0%
Utility Voice Radio	69,943	73,622	5.3%	79,711	8.3%	83,401	4.6%	86,775	4.0%	90,251	4.0%
Quality Control Allocated	56,945	61,717	8.4%	63,383	2.7%	68,314	7.8%	70,017	2.5%	71,278	1.8%
Allocation of Centralized Support Costs Total	4,606,908	5,150,430	11.8%	5,174,824	0.5%	4,680,770	(9.5%)	4,686,403	0.1%	4,300,561	(8.2%)
Total Operating Programs	39,285,147	42,560,648	8.3%	40,644,462	(4.5%)	41,009,719	0.9%	42,229,899	3.0%	42,618,155	0.9%
Allocation of Project Delivery Cost	-	-	N/A	230,138	N/A	239,607	4.1%	248,971	3.9%	256,520	3.0%
Asset Maintenance	6,945,000	7,121,189	2.5%	8,091,474	13.6%	8,635,771	6.7%	8,905,161	3.1%	9,866,465	10.8%
Contribution to Capital Infrastructure Reserve	7,182,000	8,432,000	17.4%	10,132,000	20.2%	12,732,000	25.7%	14,732,000	15.7%	16,732,000	13.6%
Contribution to Parkland Acquisition and Development Reserve	23,570,000	27,570,000	17.0%	27,570,000	0.0%	11,000,000	(60.1%)	3,750,000	(65.9%)	1,100,000	(70.7%)
TOTAL EXPENDITURES	\$ 76,982,147	85 683 837	11.3%	\$ 86,668,074	1.1%	\$ 73,617,097	(15.1%)	\$ 69,866,031	(5.1%)	\$ 70,573,140	1.0%

METRO VANCOUVER REGIONAL DISTRICT CAPITAL PORTFOLIO REGIONAL PARKS 2024 CAPITAL BUDGET AND 2024 - 2028 CAPITAL PLAN

	CAPITAL BUDGET FOR APPROVAL	2024 CAPITAL CASH FLOW	2025 CAPITAL CASH FLOW	2026 CAPITAL CASH FLOW	2027 CAPITAL CASH FLOW	2028 CAPITAL CASH FLOW	2024 TO 2028 TOTAL CAPITAL CASH FLOW	ACTIVE PHASE	PRIMARY DRIVER
CAPITAL EXPENDITURES									
Major Projects									
Grouse Mountain - Regional Park Trail and Amenity Improvements	\$ 3,475,000	\$ 750,000	\$ 250,000	\$ -	\$ -	\$ -	\$ 1,000,000	Construction	Capacity, Growth & Ecological Resilience
Widgeon Marsh New Park Development	20,000,000	1,000,000	3,000,000	3,000,000	3,000,000	6,000,000	16,000,000	Construction	Capacity, Growth & Ecological Resilience
Campbell Valley - Management Plan Implementation	8,000,000	500,000	1,500,000	2,000,000	2,500,000	1,500,000	8,000,000	Construction	Capacity, Growth & Ecological Resilience
Belcarra - South Picnic Area and Cabins	6,789,600	750,000	2,000,000	3,500,000	-	-	6,250,000	Planned	Capacity, Growth & Ecological Resilience
Bowen Island - Park Development	16,300,000	400,000	4,000,000	250,000	5,800,000	250,000	10,700,000	Planned	Capacity, Growth & Ecological Resilience
West Creek Wetlands - Park Development	-	-	-	-	300,000	750,000	1,050,000	Planned	Capacity, Growth & Ecological Resilience
Burns Bog - Fire Restoration	-	-	-	500,000	1,000,000	1,000,000	2,500,000	Planned	Capacity, Growth & Ecological Resilience
Total Major Projects	\$ 54,564,600	\$ 3,400,000	\$10,750,000	\$ 9,250,000	\$12,600,000	\$ 9,500,000	\$ 45,500,000		
Greenways									
DNR / DSSG Management Plan Implementation	\$ 11,000,000	\$ 500,000	\$ 2,500,000	\$ 3,500,000	\$ 4,000,000	\$ -	\$ 10,500,000	Planned	Connected Network
Boundary Bay - Perimeter Trail	2,000,000	1,500,000	500,000	-	-	-	2,000,000	Planned	Connected Network
Tynehead - Perimeter Trail Phase 2	3,500,000	1,500,000	1,000,000	-	-	-	2,500,000	Planned	Connected Network
Burnaby Lake - Glencarin Day Use Area	3,500,000	1,500,000	2,000,000	-	-	-	3,500,000	Planned	Connected Network
Other Greenways Upgrades	-	_	-	100,000	100,000	300,000	500,000	Planned	Connected Network
Total Greenways	\$ 20,000,000	\$ 5,000,000	\$ 6,000,000	\$ 3,600,000	\$ 4,100,000	\$ 300,000	\$ 19,000,000		
Service Facilities									
Burnaby Lake - Service Yard Building Replacement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ 50,000	Planned	Facility Replacement & Asset Management
Capilano New Service Yard	1,750,000	500,000	1,000,000	-	-	-	1,500,000	Construction	Facility Replacement & Asset Management
Total Service Facilities	\$ 1,750,000	\$ 500,000	\$ 1,000,000	\$ -	\$ -	\$ 50,000	\$ 1,550,000		
Park Development									
Crippen - Davies Orchard Cabins	\$ 1,925,000	\$ 50,000	\$ 500,000	\$ -	\$ -	\$ -	\$ 550,000	Construction	Capacity, Growth & Ecological Resilience
Campbell Valley - Replacement of Little River Loop Boardwalk	1,600,000	100,000	1,500,000	-	-	-	1,600,000	Planned	Facility Replacement & Asset Management
Pacific Spirit - Beach Access Improvements	-	_	-	50,000	100,000	500,000	650,000	Planned	Facility Replacement & Asset Management
Lynn Headwaters - Parking and Access Improvements	3,150,000	150,000	-	500,000	2,500,000	_	3,150,000	Planned	Facility Replacement & Asset Management
Park Amenities and Visitor Experience	2,500,000	500,000	500,000	500,000	500,000	500,000	2,500,000	Planned	Capacity, Growth & Ecological Resilience
Small Capital Replacement and Development Projects	12,670,000	2,270,000	4,550,000	1,750,000	1,150,000	2,950,000	12,670,000	Planned	Facility Replacement & Asset Management
Total Park Development	\$ 21,845,000	\$ 3,070,000	\$ 7,050,000	\$ 2,800,000	\$ 4,250,000	\$ 3,950,000	\$ 21,120,000	•	

METRO VANCOUVER REGIONAL DISTRICT CAPITAL PORTFOLIO REGIONAL PARKS 2024 CAPITAL BUDGET AND 2024 - 2028 CAPITAL PLAN

	CAPITAL BUDGET FOR APPROVAL	2024 CAPITAL CASH FLOW	2025 CAPITAL CASH FLOW	2026 CAPITAL CASH FLOW	2027 CAPITAL CASH FLOW	2028 CAPITAL CASH FLOW	2024 TO 2028 TOTAL CAPITAL CASH FLOW	ACTIVE PHASE	PRIMARY DRIVER
Regional Parks Land Acquisition									
Regional Parks Land Acquisition	\$ 20,000,000	\$20,000,000	\$17,000,000	\$15,000,000	\$13,500,000	\$19,000,000	\$ 84,500,000		Land Acquisition
Total Regional Parks Land Acquisition	\$ 20,000,000	\$20,000,000	\$17,000,000	\$15,000,000	\$13,500,000	\$19,000,000	\$ 84,500,000		
TOTAL CAPITAL EXPENDITURES	\$118,159,600	\$31,970,000	\$41,800,000	\$30,650,000	\$34,450,000	\$32,800,000	\$ 171,670,000		
CAPITAL FUNDING									
Reserve	115,262,600	30,673,000	40,200,000	23,150,000	24,325,000	13,990,000	132,338,000		
DCCs	-	-	-	7,500,000	10,125,000	18,810,000	36,435,000		
External Funding - Grants	2,897,000	1,297,000	1,600,000	-	-	-	2,897,000		
Total	\$118,159,600	\$31,970,000	\$41,800,000	\$30,650,000	\$34,450,000	\$32,800,000	\$ 171,670,000		
SUMMARY BY DRIVER									
Capacity, Growth & Ecological Resilience	58,989,600	3,950,000	11,750,000	9,750,000	13,100,000	10,000,000	48,550,000		
Facility Replacement & Asset Management	19,170,000	3,020,000	7,050,000	2,300,000	3,750,000	3,500,000	19,620,000		
Connected Network	20,000,000	5,000,000	6,000,000	3,600,000	4,100,000	300,000	19,000,000		
Land Acquisition	20,000,000	20,000,000	17,000,000	15,000,000	13,500,000	19,000,000	84,500,000		
Total	\$118,159,600	\$31,970,000	\$41,800,000	\$30,650,000	\$34,450,000	\$32,800,000	\$ 171,670,000		

METRO VANCOUVER REGIONAL DISTRICT REGIONAL PLANNING 2024 - 2028 FINANCIAL PLAN 2024 BUDGET REVIEW

	2023 BUDGET	2024 BUDGET	% CHANGE	2025 FORECAST	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE
REVENUES											
Metro Vancouver Regional District Requisitions	\$ 4,131,025	\$ 4,447,977	7.7%	\$ 4,727,823	6.3%	\$ 4,739,172	0.2%	\$ 4,777,435	0.8%	\$ 4,869,528	1.9%
Transfer from Sustainability Innovation Fund Reserves	599,804	400,000		-		-		-		-	
Transfer from Reserves	485,000	365,000		270,000		310,000		360,000		360,000	
TOTAL REVENUES	\$ 5,215,829	\$ 5,212,977	(0.1%)	\$ 4,997,823	(4.1%)	\$ 5,049,172	1.0%	\$ 5,137,435	1.7%	\$ 5,229,528	1.8%
EXPENDITURES											
Operating Programs:											
Implementation Services	\$ 744,616	\$ 707,293		\$ 725,272		\$ 743,960		\$ 762,883		\$ 782,519	
Regional Land Use Policy	1,612,264	1,796,784		1,831,400		1,873,467		1,910,888		1,948,368	
Planning Analytics	1,000,622	1,049,783		1,155,805		1,186,691		1,211,516		1,241,840	
Regional Sustainability Initiatives	599,804	400,000		-		_		-		-	
Administration and Department Support	846,550	789,976		800,933		822,646		844,224		866,325	
	4,803,856	4,743,836	(1.2%)	4,513,410	(4.9%)	4,626,764	2.5%	4,729,511	2.2%	4,839,052	2.3%
Communications Program	45,000	45,000	0.0%	45,000	0.0%	45,000	0.0%	45,000	0.0%	45,000	0.0%
Allocation of Centralized Support Costs	366,973	424,141	15.6%	439,413	3.6%	377,408	(14.1%)	362,924	(3.8%)	345,476	(4.8%)
TOTAL EXPENDITURES	\$ 5,215,829	\$ 5,212,977	(0.1%)	\$ 4,997,823	(4.1%)	\$ 5,049,172	1.0%	\$ 5,137,435	1.7%	\$ 5,229,528	1.8%

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

	2023 BUDGET	2024 BUDGET	% CHANGE	2025 FORECAST	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE
REVENUES											
Metro Vancouver Regional District Requisitions	\$ 915,664	\$ 901,607	(1.5%)	\$ 879,255	(2.5%)	\$ 887,093	0.9%	\$ 895,127	0.9%	\$ 903,360	0.9%
Other External Revenues	10,000	10,000		10,000		10,000		10,000		10,000	
Transfer from Reserves	630,000	-		_		-		-		-	
TOTAL REVENUES	\$ 1,555,664	\$ 911,607	(41.4%)	\$ 889,255	(2.5%)	\$ 897,093	0.9%	\$ 905,127	0.9%	\$ 913,360	0.9%
EXPENDITURES											
Operating Programs:											
Sasamat Fire Protection Service	\$ 441,248	\$ 416,195		\$ 408,148		\$ 415,274		\$ 422,577		\$ 430,062	
Apparatus Acquisitions	630,000	-		_		-		-		-	
Contribution to Capital Reserve	92,100	107,100		92,100		92,100		92,100		92,100	
Contribution to Capital Facilities Reserve	348,192	348,192		348,192		348,192		348,192		348,192	
	1,511,540	871,487	(42.3%)	848,440	(2.6%)	855,566	0.8%	862,869	0.9%	870,354	0.9%
Allocation of Centralized Support Costs	44,124	40,120	(9.1%)	40,815	1.7%	41,527	1.7%	42,258	1.8%	43,006	1.8%
TOTAL EXPENDITURES	\$ 1,555,664	\$ 911,607	(41.4%)	\$ 889,255	(2.5%)	\$ 897,093	0.9%	\$ 905,127	0.9%	\$ 913,360	0.9%

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

	2023 BUDGET	2024 BUDGET	% CHANGE	2025 FORECAST	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE
	505021	DODGET	CHARGE	TORECAST	CHAITGE	TORECAST	CHANGE	TORECAST	CHANGE	TORECAST	CHARGE
REVENUES											
Allocated to Functional Departments (net)	\$ 82,515,496	\$ 92,697,638	12.3%	\$ 95,930,445	3.5%	\$ 98,397,554	2.6%	\$ 104,014,462	5.7%	\$ 109,887,641	5.6%
Allocated to Functional Departments - Fleet	13,143,965	13,600,000	3.5%	13,940,000	2.5%	14,288,500	2.5%	14,645,713	2.5%	15,011,856	2.5%
Other External Revenues	5,954,974	5,968,517	0.2%	6,085,711	2.0%	6,169,787	1.4%	6,255,096	1.4%	6,334,828	1.3%
Transfer from Capital	11,418,511	11,100,568	(2.8%)	11,994,067	8.0%	11,963,443	(0.3%)	10,210,679	(14.7%)	10,504,107	2.9%
Transfer from Reserves	10,557,928	16,362,242	55.0%	17,471,342	6.8%	19,348,865	10.7%	15,788,388	(18.4%)	16,700,221	5.8%
TOTAL REVENUES	\$ 123,590,874	\$ 139,728,965	13.1%	\$ 145,421,565	4.1%	\$ 150,168,149	3.3%	\$ 150,914,338	0.5%	\$ 158,438,653	5.0%
EXPENDITURES											
Corporate Services	\$ 51,697,401	\$ 61,820,876	19.6%	\$ 64,343,113	4.1%	\$ 67,356,810	4.7%	\$ 66,591,641	(1.1%)	\$ 72,337,903	8.6%
External Relations	14,695,605	15,770,537	7.3%	16,179,702	2.6%	16,306,412	0.8%	16,689,080	2.3%	17,109,892	2.5%
Financial Services	10,128,639	10,876,138	7.4%	11,810,661	8.6%	12,841,821	8.7%	13,861,147	7.9%	14,301,883	3.2%
Human Resources	8,181,901	9,381,678	14.7%	9,595,732	2.3%	9,855,458	2.7%	10,018,264	1.7%	10,251,101	2.3%
Indigenous Relations	1,684,460	1,885,907	12.0%	1,936,112	2.7%	1,988,202	2.7%	2,041,032	2.7%	2,095,758	2.7%
Legislative Services	5,659,084	7,428,438	31.3%	7,513,936	1.2%	7,709,403	2.6%	7,907,528	2.6%	8,112,692	2.6%
Procurement and Real Estate Services	31,543,784	32,565,391	3.2%	34,042,309	4.5%	34,110,043	0.2%	33,805,646	(0.9%)	34,229,424	1.3%
TOTAL EXPENDITURES		\$ 139,728,965	13.1%	\$ 145,421,565	4.1%	\$ 150,168,149	3.3%	\$ 150,914,338	0.5%	\$ 158,438,653	5.0%
	,	,,		+ , -		+		+		+,,	
ALLOCATED TO FUNCTIONAL DEPARTMENTS											
Water Services	\$ 30,462,293	\$ 33,335,180	9.4%	\$ 33,564,476	0.7%	\$ 33,990,658	1.3%	\$ 36,171,737	6.4%	\$ 37,931,644	4.9%
Liquid Waste Services	34,321,573	39,923,864	16.3%	42,545,317	6.6%	45,537,764	7.0%	48,698,844	6.9%	52,929,878	8.7%
Solid Waste Services	5,693,279	5,775,338	1.4%	5,712,196	(1.1%)	5,860,667	2.6%	6,191,886	5.7%	6,561,441	6.0%
Housing	2,352,769	2,697,141	14.6%	2,806,334	4.0%	2,640,877	(5.9%)	2,717,320	2.9%	2,782,822	2.4%
Air Quality and Climate Action	1,064,189	1,310,575	23.2%	1,358,258	3.6%	1,195,174	(12.0%)	1,163,707	(2.6%)	1,096,751	(5.8%)
E911 Emergency Telephone Service	113,186	126,859	12.1%	130,023	2.5%	133,266	2.5%	136,591	2.5%	139,998	2.5%
Electoral Area Service	41,391	47,022	13.6%	49,423	5.1%	41,031	(17.0%)	36,348	(11.4%)	37,290	2.6%
General Government Administration	554,019	998,644	80.3%	1,046,575	4.8%	1,008,374	(3.7%)	988,781	(1.9%)	968,757	(2.0%)
General Government-Zero Waste Collaboration Initiatives	447,077	453,933	1.5%	456,712	0.6%	456,904	-%	461,336	1.0%	465,906	1.0%
Housing Planning and Policy	116,735	116,217	(0.4%)	281,392	142.1%	148,237	(47.3%)	126,010	(15.0%)	115,159	(8.6%)
Invest Vancouver	244,288	354,097	45.0%	357,586	1.0%	331,541	(7.3%)	319,310	(3.7%)	305,209	(4.4%)
Project Delivery	1,793,034	1,582,295	(11.8%)	1,558,841	(1.5%)	1,592,807	2.2%	1,569,104	(1.5%)	1,536,181	(2.1%)
Regional Emergency Management	11,069	9,121	(17.6%)	9,486	4.0%	9,771	3.0%	10,064	3.0%	10,416	3.5%
Regional Employers Services	258,072	319,729	23.9%	369,940	15.7%	324,076	(12.4%)	306,120	(5.5%)	292,561	(4.4%)
Regional Global Positioning System	24,517	32,932	34.3%	28,834	(12.4%)	26,702	(7.4%)	25,719	(3.7%)	24,585	(4.4%)
Regional Parks	4,606,908	5,150,430	11.8%	5,174,824	0.5%	4,680,770	(9.5%)	4,686,403	0.1%	4,300,561	(8.2%)
Regional Planning	366,973	424,141	15.6%	439,413	3.6%	377,408	(14.1%)	362,924	(3.8%)	345,476	(4.8%)
Sasamat Fire Protection Service	44,124	40,120	(9.1%)	40,815	1.7%	41,527	1.7%	42,258	1.8%	43,006	1.8%
	\$ 82,515,496	\$ 92,697,638	12.3%	\$ 95,930,445	3.5%	\$ 98,397,554	2.6%	\$ 104,014,462	5.7%	\$ 109,887,641	5.6%

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

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

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

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

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

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

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

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

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

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

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

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

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

	2023 BUDGET	2024 BUDGET	% CHANGE	2025 FORECAST	% CHANGE	2025 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE
REVENUES											
Allocated to Functional Departments	\$22,205,670	\$23,397,666	5.4%	\$24,595,509	5.1%	\$24,847,564	1.0%	\$25,096,918	1.0%	\$25,390,130	1.2%
Other External Revenues	5,947,620	5,703,517		5,814,086		5,891,371		5,969,719		6,042,316	
Transfer from Capital	2,350,494	1,839,208		2,027,964		2,083,139		2,139,009		2,196,978	
Transfer from Reserves	1,040,000	1,625,000		1,604,750		1,287,969		600,000		600,000	
TOTAL REVENUES	\$31,543,784	\$32,565,391	3.2%	\$34,042,309	4.5%	\$34,110,043	0.2%	\$33,805,646	(0.9%)	\$34,229,424	1.3%
EXPENDITURES											
Operating Programs:											
Corporate Projects and Facilities	\$ 7,160,948	\$ 7,622,391		\$ 7,498,299		\$ 7,626,891		\$ 7,727,184		\$ 7,837,926	
Procurement	5,705,675	5,923,841		6,333,832		6,502,540		5,966,046		6,127,393	
Real Estate Services	3,339,516	3,853,916		4,627,924		4,758,409		4,888,922		5,013,353	
Administration and Department Support	683,744	826,342		1,032,353		1,058,302		1,059,593		1,086,851	
Total Operating Programs	16,889,883	18,226,490	7.9%	19,492,408	6.9%	19,946,142	2.3%	19,641,745	(1.5%)	20,065,523	2.2%
Debt Service	13,638,901	13,638,901	0.0%	13,638,901	0.0%	13,638,901	0.0%	13,638,901	0.0%	13,638,901	0.0%
Head Office Capital	1,015,000	700,000	(31.0%)	911,000	30.1%	525,000	(42.4%)	525,000	0.0%	525,000	0.0%
TOTAL EXPENDITURES	\$31,543,784	\$32,565,391	3.2%	\$34,042,309	4.5%	\$34,110,043	0.2%	\$33,805,646	(0.9%)	\$34,229,424	1.3%

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

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

METRO VANCOUVER DISTRICTS 2024 - 2028 PROJECTED RESERVES 2024 BUDGET REVIEW

OPERATING RESERVES

	2023 ENDING BALANCE	2024 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2024 ENDING BALANCE	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE	2028 ENDING BALANCE
Water Services	\$ 33,117,131	\$ 33,117,131	\$ -	\$ - \$	827,928	\$ 33,945,059	\$ 34,793,685	\$ 35,663,527	\$ 36,555,115	\$ 37,468,993
Liquid Waste Services	38,398,701	38,398,701	-	-	959,968	39,358,669	40,342,636	41,351,202	42,384,982	43,444,607
Solid Waste Services	16,412,984	16,412,984	-	-	410,325	16,823,309	17,243,892	17,674,989	18,116,864	18,569,786
Metro Vancouver Housing Corporation	2,720,993	2,720,993	-	-	68,025	2,789,018	2,858,743	2,930,212	3,003,467	3,078,554
Air Quality	636,504	636,504	-	-	15,913	652,417	668,727	685,445	702,581	720,146
E911 Emergency Telephone Service	239,197	239,197	-	-	5,980	245,177	251,306	257,589	264,029	270,630
Electoral Area Service	30,682	30,682	-	-	767	31,449	32,235	33,041	33,867	34,714
General Government Administration	421,569	421,569	-	-	10,539	432,108	442,911	453,984	465,334	476,967
Housing Planning and Policy	68,902	68,902	-	-	1,723	70,625	72,391	74,201	76,056	77,957
Invest Vancouver	141,250	141,250	-	-	3,531	144,781	148,401	152,111	155,914	159,812
Regional Emergency Management	12,370	12,370	-	-	309	12,679	12,996	13,321	13,654	13,995
Regional Employers Services	155,250	155,250	-	-	3,881	159,131	163,109	167,187	171,367	175,651
Regional Global Positioning System	15,657	15,657	-	-	391	16,048	16,449	16,860	17,282	17,714
Regional Parks	1,892,305	1,892,305	-	-	47,308	1,939,613	1,988,103	2,037,806	2,088,751	2,140,970
Regional Planning	218,206	218,206	-	-	5,455	223,661	229,253	234,984	240,859	246,880
Sasamat Fire Protection Service	45,858	45,858	-	-	1,146	47,004	48,179	49,383	50,618	51,883
West Nile Virus	383,888	383,888	-	-	9,597	393,485	403,322	413,405	423,740	434,334
Total	\$ 94,911,447	\$ 94,911,447	\$ -	\$ - \$	2,372,786	\$ 97,284,233	\$ 99,716,338	\$102,209,247	\$104,764,480	\$107,383,593

METRO VANCOUVER DISTRICTS 2024 - 2028 PROJECTED RESERVES 2024 BUDGET REVIEW

DISCRETIONARY RESERVES

	2023 ENDING	2024 OPENING				2024 ENDING	2025 ENDING	2026 ENDING	2027 ENDING	2028 ENDING
	BALANCE	BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE
Liquid Waste Services										
Biosolids Inventory Reserve	\$ 1,910,081	\$ 1,910,081	\$ -	\$ (1,806,007) \$	_	\$ 104,074	\$ -	\$ -	\$ -	\$ -
Liquid Waste General Debt Reserve Fund	2,229,071	2,229,071	-	-	55,727	2,284,798	2,341,918	2,400,466	2,460,478	2,521,990
Lions Gate Contingency	1,564,365	1,564,365	-	-	39,109	1,603,474	1,643,561	1,684,650	1,726,766	1,769,935
Drainage General Reserve	5,465,528	5,465,528	-	(725,000)	127,576	4,868,104	3,395,119	1,480,309	1,517,317	1,555,250
Solid Waste Services										
Solid Waste General Reserve	27,673,818	27,673,818	-	-	691,845	28,365,663	29,074,805	29,801,675	30,546,717	31,310,385
Landfill Post Closure Reserve	48,883,385	48,883,385	5,956,330	_	1,296,539	56,136,254	63,928,535	71,493,522	79,226,301	87,239,059
Landfill Reserve	11,870,256	11,870,256	-	-	296,756	12,167,012	12,471,187	12,782,967	13,102,541	13,430,105
Housing										
MVHC Capital Replacement Reserve	4,393,942	4,393,942	12,355,570	(13,261,903)	98,519	3,586,128	3,973,440	4,620,749	4,123,639	3,052,428
MVHC Capital Development Reserve	40,460,792	40,460,792	4,434,090	(11,534,765)	922,761	34,282,878	55,400,075	59,936,989	59,410,414	10,675,674
Air Quality										
Air Quality General Reserve	3,713,874	3,713,874		(2,070,000)	66,972	1,710,846	1,223,953	701,268	425,186	310,530
E911 Emergency Telephone Service										
E911 General Reserve	279,049	279,049	-	-	6,976	286,025	293,176	300,505	308,018	315,718
Electoral Area Service										
Electoral Area General Reserve	1,610,776	1,610,776	60,000	(120,000)	39,519	1,590,295	1,584,490	1,573,477	1,582,439	1,581,500
General Government Administration										
General Government General Reserve	14,483,039	14,483,039	-	-	362,076	14,845,115	15,216,243	15,596,649	15,986,565	16,386,229
General Government Zero Waste Collaboration Initiatives										
Zero Waste Collaboration Initiatives General Reserve	_	-	-	-	-	-	_	-	-	-
Invest Vancouver										
Regional Economic Prosperity General Reserve	770,928	770,928	-	(320,000)	15,273	466,201	255,106	150,109	103,237	105,818
Regional Emergency Management (REM)										
REM General Reserve	551,804	551,804	-	(58,564)	13,063	506,303	480,914	463,405	441,559	435,033
Regional Employers Services										
Regional Employers Service General Reserve	2,767,236	2,767,236	-	(978,000)	56,956	1,846,192	1,280,797	939,204	750,059	718,185
Regional Parks										
Regional Parks General Reserve	2,515,568	2,515,568	150,000	(2,650,000)	31,639	47,207	250,887	459,659	673,650	892,991
Regional Planning										
Regional Planning General Reserve	2,913,475	2,913,475	-	(365,000)	68,274	2,616,749	2,408,793	2,155,138	1,844,516	1,526,129
Centralized Support Reserve	26,341,497	26,341,497	3,011,090	(9,878,992)	572,689	20,046,284	12,392,042	4,735,264	2,745,498	3,196,393
Total	\$200,398,484	\$200,398,484	\$ 25,967,080	\$ (43,768,231) \$	4,762,269	\$187,359,602	\$207,615,041	\$211,276,005	\$216,974,900	\$177,023,352

METRO VANCOUVER DISTRICTS 2024 - 2028 PROJECTED RESERVES 2024 BUDGET REVIEW

STATUTORY RESERVES

	2023	2024				2024	2025	2026	2027	2028
	ENDING BALANCE	OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE
Water Services										
Water Laboratory Equipment Reserve	\$ 726,605	\$ 726,605	\$ 50,000	\$ - \$	18,790	\$ 795,395	\$ 865,905	\$ 938,178	\$ 1,012,257	\$ 1,088,188
Water Sustainability Innovation Fund Reserve	10,560,439	10,560,439	723,000	(1,625,000)	252,736	9,911,175	10,541,679	11,537,258	12,557,727	13,603,708
Liquid Waste Services										
Liquid Waste Laboratory Equipment Reserve	851,197	851,197	108,399	(300,000)	18,885	678,481	806,651	789,418	926,871	1,071,038
Liquid Waste Sustainability Innovation Fund Reserve	9,651,116	9,651,116	1,127,000	(6,979,870)	168,117	3,966,363	5,206,610	6,477,863	7,780,897	9,116,507
Electoral Area Service										
Community Works Reserve	905,076	905,076	143,083	-	24,415	1,072,574	1,244,260	1,420,238	1,600,615	1,785,502
Electoral Area Election Reserve	44,742	44,742	30,000	-	1,494	76,236	108,517	20,105	50,983	82,633
General Government Administration										
MVRD Sustainability Innovation Fund Reserve	7,801,546	7,801,546	347,000	(2,727,512)	165,282	5,586,316	5,858,454	6,336,003	6,845,741	7,368,222
Grants Reserve Fund	1,861,091	1,861,091	-	(300,000)	42,777	1,603,868	1,340,215	1,069,970	792,969	509,043
Housing										
MVHC Restricted Cap. Replacement Reserve	3,246,828	3,246,828	1,934,964	(1,705,952)	84,033	3,559,873	3,443,010	2,569,554	2,840,236	3,757,555
Housing Planning and Policy										
Housing Planning and Policy Re-development Reserve	6,882,179	6,882,179	1,000,000	-	184,554	8,066,733	1,180,901	1,210,424	1,240,685	1,271,702
Housing Planning and Policy Development Reserve	16,651,641	16,651,641	4,000,000	-	466,291	21,117,932	5,445,880	4,569,527	2,658,765	1,712,734
Regional Global Positioning System										
Regional Geospatial Reference System Reserve	1,592,846	1,592,846	31,000	-	40,209	1,664,055	1,737,829	1,814,251	1,893,408	1,975,389
Regional Parks										
Regional Parks Infrastructure Reserve	1,523,628	1,523,628	8,432,000	(9,794,189)	21,063	182,502	329,347	283,138	165,516	236,008
Regional Parkland Acquisition Reserve Fund	6,922,734	6,922,734	-	(6,000,000)	98,068	1,020,802	1,046,322	1,072,480	86,792	88,962
Regional Parkland Acquisition and Development Reserve Fund	5,161,065	5,161,065	27,570,000	(22,175,000)	196,464	10,752,529	157,217	1,173,647	1,962,363	3,125,172
Delta Airpark Reserve	171,873	171,873	23,000	-	4,584	199,457	227,731	256,712	286,417	316,865
Regional Parks Legacy Fund	2,697,304	2,697,304	_	(60,000)	66,683	2,703,987	2,710,837	2,717,858	2,725,054	2,732,430
Sasamat Fire Protection Service (SFPS)										
SFPS Capital Reserve Fund	640,660	640,660	97,100	-	17,230	754,990	862,054	971,794	1,084,278	1,199,574
SFPS Communications Capital Reserve Fund	31,220	31,220	10,000	-	906	42,126	43,179	44,258	45,364	46,498
SFPS Emergency Equipment Reserve Fund	35,348	35,348	10,000	-	1,009	46,357	52,578	58,955	65,491	72,191
SFPS Capital Facility Reserve	807,689	807,689	348,192	_	24,545	1,180,426	1,562,481	1,954,087	2,355,484	2,766,916
Corporate Self Insurance Reserve	1,606,735	1,606,735	_	-	40,168	1,646,903	1,688,076	1,730,278	1,773,535	1,817,873
Corporate Fleet Reserve	20,382,834	20,382,834	1,527,073	(6,483,250)	447,619	15,874,276	12,635,733	8,163,121	4,894,312	830,832
Total	\$100,756,396	\$100,756,396	\$ 47,511,811	\$ (58,150,773) \$	2,385,922	\$ 92,503,356	\$ 59,095,466	\$ 57,179,117	\$ 55,645,760	\$ 56,575,542

Metro Vancouver Budget | 2024 Overview

OCTOBER 2023

Financial Plan Overview

Metro Vancouver's budgets are financed through utility fees for drinking water, sewerage, and solid waste management services. Property taxes account for a small portion of the Metro Vancouver budget and support the regional parks system, as well as other services including air quality management and regional planning activities. Metro Vancouver Housing Corporation is a non-profit financed almost entirely through rents paid by tenants. Investment in new affordable housing over the next 10 years comes from Metro Vancouver in conjunction with various affordable housing funding bodies.

The financial plan was prepared following direction from the Board to reduce previously projected impacts to the existing rate payers by 2026 and to meet targets of no more than 12% for 2024, 11% for 2025, 5% for 2026, and 5% for 2027. The previous plan estimated an average increase to rates of 12-14% annually. To achieve this level of reduction on existing rate payers, Metro Vancouver evaluated the capital plan and prioritized out or deferred some of the low and medium risk projects to future years. The result was a reduction of the current five-year plan of over \$650 million. Metro Vancouver also progressed Board direction to update liquid waste and water development cost charges (DCCs) and to implement a new parks DCC to ensure that growth was paying for the growth component of the major infrastructure around the region.

The proposed 2024-2028 Financial Plan has met the targeted annual household impacts for the average household and Metro Vancouver will continue to monitor and adjust on an annual basis.

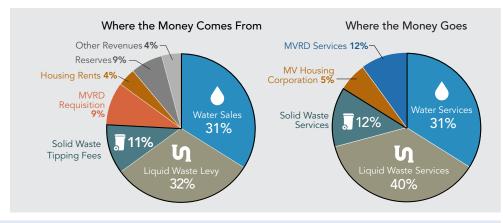
2024 Budget at a Glance

- \$2.6 billion: Total combined expenditures planned for 2024
 - ° \$1.206 billion for operating
 - \$1.423 billion for capital
- \$698: Estimated average household cost ("household impact") for all regional services (a 12% increase)
 - ° Less than previously projected 14.2% increase of \$711 for 2024
 - ° Over four years, increase reduced to only 5% increase
- \$75: Increase in household impact over 2023 (Water \$12, Liquid Waste \$52, Solid Waste \$3, MVRD \$8)
- Major projects and initiatives include Coquitlam Water Main and Supply Projects, wastewater treatment plant upgrades (Iona Island, North Shore, Northwest Langley, Annacis), affordable housing projects, parks expansion, reconciliation
- New development cost charge rates will support a principle that growth pays for growth

Estimated Average Cost per Household*

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

^{*}Also known as "household impact." Metro Vancouver does not direct bill customers, so cost per household may vary based on how rates are distributed by the member jurisdiction.



Contact Us

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Together we make our region strong



To: Climate Action Committee

From: Conor Reynolds, Director, Air Quality and Climate Action Services

Date: October 3, 2023 Meeting Date: October 5, 2023

Subject: 2024 - 2028 Financial Plan – Air Quality and Climate Action

RECOMMENDATION

That the Climate Action Committee endorse the 2024 - 2028 Financial Plan for Air Quality and Climate Action as presented in the report dated October 3, 2023, titled "2024 - 2028 Financial Plan – Air Quality and Climate Action", and forward it to the Metro Vancouver Board Budget Workshop on October 20, 2023 for consideration.

EXECUTIVE SUMMARY

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

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

The operating budget for the Air Quality and Climate Action function for 2024 is proposed to be \$16.1 million, an increase of 0.3% from 2023. The regulatory fee system is based on the polluter pays principle, with the costs of developing and administering permits and regulations recovered from authorized dischargers of air contaminants. The Board adopted amendments to the air quality fees bylaw in 2021, resulting in increased fee revenues in 2024, and decreased use of tax requisition, which is increasing by 9.7% for 2024.

Implementation of the actions in the *Clean Air Plan* and the *Climate 2050* Roadmaps continues to be a key priority in 2024. The Sustainability Innovation Fund (SIF) will supplement climate action projects, as will collaboration with external partners. A standing committee will make recommendations to the Board on SIF projects early in the new year. Climate action projects are being budgeted across the organization, supported by a recently established Corporate Climate Action Services team. In addition, staff will pursue air quality improvement and emission reductions

(including greenhouse gases) that protect health and the environment by promoting compliance with permits and air quality bylaws, implementing supporting policies and programs, and developing new bylaws.

PURPOSE

To present the 2024 - 2028 Financial Plan for Air Quality and Climate Action for consideration by the Committee.

BACKGROUND

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

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

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

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

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

This report focuses on the Air Quality and Climate Action function and presents the 2024 annual budget and the updated five-year plan for the years 2024 to 2028 for committee consideration.

AIR QUALITY AND CLIMATE ACTION FUNCTION

The Air Quality and Climate Action function within the Metro Vancouver Regional District (MVRD) provides services to all 23 members and encompasses the management and regulation of air quality and greenhouse gas emissions within the region, under authority delegated from the Provincial government within the *Environmental Management Act*. Air Quality and Climate Action function services provided are presented in the following two program areas:

- Air Quality and Climate Action Services, which includes: the development and
 implementation of air quality and greenhouse gas reduction plans and policies, bylaws
 and regulations, environmental assessments, communications and outreach, air quality
 advisories, and supporting activities such as the operation of a network of air quality
 monitoring stations located throughout the airshed; this service also coordinates the
 development and implementation of corporate climate actions across the organization;
- **Air Quality Regulation** program area, which includes the issuance and administration of air quality permits, and promotion of compliance with and enforcement of Metro Vancouver air quality bylaws.

The provision of services by the Air Quality and Climate Action function is guided by direction in the *Board Strategic Plan*, as well as the *Climate 2050 Strategic Framework* and the *Clean Air Plan*, both adopted by the Board. Specific targets and actions from these plans include:

Board Strategic Plan:

- Protect public and environmental health and fight climate change by continuing to provide world class air quality and greenhouse gas management services, including monitoring, emissions inventories and air quality advisories;
- Expand the regional air quality monitoring network, including the new Tsawwassen First Nation station, and increase spatial coverage using small sensors;
- Introduce regulatory requirements to reduce greenhouse gas emissions from large and small buildings;
- Accelerate emission reductions from all types of vehicles through policies and regulations working in collaboration with regional partners;
- Promote transition to clean, renewable energy at the regional and corporate levels in collaboration with energy utilities and other partners;
- Lead by example by implementing corporate climate actions, including low- or zero-carbon policies for corporate fleet, travel, and procurement; and
- Continue partnering with, and advocating to, other governments and agencies to implement initiatives that accelerate emission reductions in priority areas.

Climate 2050:

- A carbon neutral region by 2050;
- Ensure our infrastructure, ecosystems, and communities are resilient to the impacts of climate change; and
- Implementation actions in the Board-endorsed Climate 2050 Roadmaps.

Clean Air Plan - Regional 2030 Targets:

- Reduce regional greenhouse gas (GHG) emissions by 45% from 2010 levels;
- Ensure air quality in the region is continually improving, protecting human health and the environment; and
- Key targets for reducing health harming air contaminants:
 - Industrial facilities: 10% reduction in fine particulate matter emissions, 10% reduction in nitrogen oxides emissions, from 2020 levels; and

 Non-road engines: 50% reduction in diesel particulate matter emissions, from 2020 levels.

Metro Vancouver also recognizes the history of Indigenous Peoples and aims to build meaningful and enduring relationships with First Nations. As part of our work, Air Quality and Climate Action is committed to engaging First Nation communities through information sharing, engagement and ongoing communication.

WORK PLAN PERFORMANCE INDICATORS

High level performance indicators have been developed across the organization to evaluate trends, determine key actions for the coming year, and to assist in long-term planning. The 2024 Work Plans for the Air Quality and Climate Action Services program and the Air Quality Regulation program are presented in this report (Attachment 2).

Within these work plans, performance indicators have been developed and are being tracked, including:

- Regional GHG emissions annually for onroad transportation and buildings (tonnes of carbon dioxide equivalent, CO₂e); note that additional sources will be added as the new annual regional GHG emissions inventory is enhanced;
- Corporate energy-related GHG emissions annually (tonnes of CO₂e);
- Days with air quality advisories in place (total, as well as the subset of advisory days due to emission sources located within the airshed);
- Reliability of air quality monitoring network (% of annual hours with monitoring data available for priority pollutants);
- Number of inspections of non-road diesel engines and permitted or regulated sites;
- Cumulative number of non-road diesel engines retired since 2012; and
- Number of Residential Indoor Wood Burning Best Burning Practices Declarations received.

The annual trend in the regional greenhouse gas emissions tracks progress toward the 45% reduction target by 2030 and carbon neutrality by 2050. Regional transportation emissions were lower in 2022 than 2019 (pre-pandemic), and despite significant increases in the number of vehicles and the distance travelled by those vehicles in the region, greenhouse gas emissions from the onroad transportation sector have not increased, and the per capita emissions have significantly decreased. However, more needs to be done to reduce emissions from transportation, buildings, and industry. This increased focus is reflected in the Work Plans.

These performance measures also track Metro Vancouver's progress toward reducing organizational greenhouse gas emissions in line with regional targets, through improvements to energy efficiency, utilization of waste streams to generate heat and/or energy, the use of clean electricity and low-carbon fuels, and the pursuit of new carbon capture and offset projects. With respect to air quality, programs are focused on continuous improvement in reducing emissions and ambient concentrations of health harming air contaminants and will respond to new challenges such as wildfire smoke events and extreme weather.

CONTINUOUS IMPROVEMENT

The Air Quality and Climate Action Services function continues to explore, evaluate and implement continuous improvement opportunities. The 2024 continuous improvement opportunities include the following:

- Continue to develop, review, and update *Climate 2050* roadmaps, taking an "action while planning" approach to ensure implementation progress. The roadmaps are intended to be dynamic and to evolve with new science, developing technologies, and public opinion.
- Establish a Corporate Climate Action Services program area, which includes corporate
 energy and greenhouse gas management coordination and support services for
 departments to ensure Metro Vancouver maintains its corporate climate leadership
 position.
- Develop new and amended regulations to drive continuous improvement in air quality, accelerate greenhouse gas reductions, and recover costs from regulated sources.
- Continue upgrades and enhancements to the regional air quality monitoring network, resulting in improvements and efficiencies in the collection of air quality data and dissemination to the public, especially during advisory events that are increasing in frequency due to climate change.
- Develop processes to integrate GHG emission reduction requirements into regulations and permits.
- Expand use of new analytical approaches and software to improve understanding and visualization of large datasets, to inform policy development and program implementation and to produce improved communications and outreach materials.
- Develop procedures and guidance for the issuance of administrative penalties.
- Create a five-year, high-resolution meteorological model database for the region to improve reliability of air quality assessments of existing and future facilities and projects resulting in better science-based decisions.
- Enhance the transparency of the regulatory program to increase awareness of and compliance with bylaw requirements that involve the public (e.g., indoor residential and open burning) and improve participation in our processes.

2024 BUDGET AND 2024 - 2028 FINANCIAL PLAN

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

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

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

The 2024 - 2028 Air Quality and Climate Action Financial Plan is included as Attachment 1. The 2024 Annual Work Plans for the Air Quality and Climate Action Services and the Air Quality Regulation program areas presented in this report are included in Attachment 2, and the "What's Happening" highlights for the years 2024 - 2028 are included in Attachment 3.

Operating Budget Highlights

The Air Quality and Climate Action 2024 operating budget is proposed to increase by \$51,147 for a total budget of \$16,113,207 (Attachment 1). The 2024 budget includes previously-approved studies and projects funded by the Sustainability Innovation Fund (SIF), and additional SIF projects will be brought forward for committee and Board consideration as part of the annual application process, and some will be funded out of the SIF reserve funds in 2024. It is expected that projects in all three SIF areas will have a climate action theme. The decrease in SIF budget is partially offset by inflationary factors such as increments for salaries and benefits. It should also be noted that, with the development of the *Climate 2050* Roadmaps, additional climate action projects are funded in other areas, including the utilities, regional parks, and housing, and that the funds in the Air Quality and Climate Action operating budget are used to leverage additional funding for projects with external partners. Furthermore, as new policies are approved and program areas are developed in forthcoming years (in particular related to greenhouse gas reductions in the buildings, transportation, and industry sectors), additional operating budget may be requested.

The 2024 operating budget includes the following key actions:

- Continue to implement the Clean Air Plan, adopted by the Board in September 2021;
- Accelerate implementation of the greenhouse gas reduction actions in the *Climate 2050* roadmaps, with emphasis on the "Big Moves" that have the most potential to reduce regional emissions in the buildings, transportation, and industry sectors;
- Develop new air emission regulation bylaws and air quality objectives, that protect human health and the environment, and address continuous improvement in air quality, cost recovery from regulated sources, and development and integration of greenhouse gas requirements;
- Work with partners to develop programs to ensure information, support, and financial tools
 are available for residents, building owners, businesses, and others in the transition to a
 carbon neutral region;
- Provide support for accelerated actions to reduce corporate greenhouse gas emissions through an enhanced energy and greenhouse gas management framework;
- Develop and implement a public communication campaign regarding the upcoming (2025) prohibition on using unregistered indoor wood-burning appliances within the Urban Containment Boundary;
- Promote compliance with the Non-Road Diesel Engine Emission Regulation requirements for Tier 3 engines effective in January 2024;
- Improve public understanding of air quality and climate change, including outreach and progress reporting on *Climate 2050*, the *Clean Air Plan*, and the development of videos, web content, engagement activities, and other materials to support education and awareness; and

 Develop additional air quality monitoring and emissions assessment capabilities to provide the evidence basis and performance measurement for the air quality program, and provide air quality advisory services.

Over the next five years, expenditures are anticipated to increase by a total of \$626,411, or an average of 0.8% per year.

Communications Program

The 2024 Air Quality and Climate Action Communications Program of \$295,000 is focused on outreach, communication and engagement on *Climate 2050*, the *Clean Air Plan*, and air quality bylaws and regulations. Also in 2024, a one-time additional communications program amount of \$150,000 has been budgeted for promotion and communication activities related to the Residential Indoor Wood Burning Bylaw requirements.

Reserve Funds

The financial plan for Air Quality and Climate Action includes the use of reserves to annually fund one-time initiatives. This is consistent with the *Operating, Statutory and Discretionary Reserves Policy*. The 2024 - 2028 Projected Reserves for Air Quality are included in Attachment 4.

APPROVAL PROCESS

The proposed 2024 - 2028 Financial Plan and Annual Work Plan is presented for consideration and endorsement before being forwarded to the Board for consideration.

The next steps of the process are:

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

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

ALTERNATIVES

- That the Climate Action Committee endorse the 2024 2028 Financial Plan for Air Quality and Climate Action as presented in the report dated September 25, 2023, titled "2024 - 2028 Financial Plan – Air Quality and Climate Action", and forward it to the Metro Vancouver Board Budget Workshop on October 20, 2023 for consideration.
- 2. That the Climate Action Committee make recommendations and endorse an amended 2024 2028 Financial Plan for Air Quality and Climate Action and forward the amended Financial Plan to the Metro Vancouver Board Budget Workshop on October 20, 2023 for consideration.

FINANCIAL IMPLICATIONS

If the MVRD Board endorses the 2024 - 2028 Financial Plan for Air Quality and Climate Action, as presented under Alternative 1, in 2024 the Air Quality and Climate Action requisition will increase by \$739,111 (9.7%) for a total requisition of \$8,366,532. The review of the system of regulatory fees was completed in 2021, with Board adoption of an amended air quality fees bylaw. Implementation

of the amended bylaw has resulted in increases in fee revenues of 11.6% and 9.9% from permits and regulations, and non-road diesel engines, respectively, compared to 2023.

Over the term of the five-year plan, the annual Air Quality and Climate Action requisition is projected to decrease by an average of \$100,521 per year (1.1%) to provide the required revenue to offset projected expenditures. It is anticipated that the cost to the average regional household over the next five years for the Air Quality and Climate Action function will rise from just below \$7 in 2024 and will drop under \$6 in 2027. As new air quality and climate action policies are approved and program areas are developed in forthcoming years (in particular related to greenhouse gas reductions in the buildings, transportation, and industry sectors), additional operating budget may be requested.

Under Alternative 2, the Committee may wish to consider recommending amendments to the 2024 Budget and Five-Year Financial Plan for consideration at the Metro Vancouver Board Budget Workshop. Any changes to the plan may have an impact on the MVRD Financial Plan.

CONCLUSION

The 2024 Budget and Five-Year Financial Plan for Air Quality and Climate Action was prepared following direction received at the April 19, 2023 Metro Vancouver Board Budget Workshop and to respond to direction provided in the *Board Strategic Plan*. It is presented to Committee and Board members to provide overview information on activities and financial impacts for the years 2024 to 2028 for Air Quality and Climate Action.

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

Staff recommends endorsing the 2024 - 2028 Financial Plan and Annual Work Plan for Air Quality and Climate Action as presented under Alternative one.

ATTACHMENTS

- 1. "2024 2028 Financial Plan Air Quality and Climate Action", dated October 3, 2023
- 2. 2024 Work Plans
 - A. "Air Quality and Climate Action Services Work Plan", dated October 3, 2023
 - B. "Environmental Regulation and Enforcement Air Quality Regulation Work Plan", dated October 3, 2023
- 3. "2024 2028 'What's Happening' Air Quality and Climate Action", dated October 3, 2023
- 4. "2024-2028 Projected Reserves Air Quality and Climate Action", dated October 3, 2023
- 5. Presentation re: "2024 2028 Financial Plan Air Quality and Climate Action", dated October 5, 2023

METRO VANCOUVER REGIONAL DISTRICT AIR QUALITY AND CLIMATE ACTION 2024 BUDGET REVIEW 2024 - 2028 FINANCIAL PLAN

	2023 BUDGET	2024 BUDGET	% CHANGE	2025 FORECAST	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE
REVENUES											
Metro Vancouver Regional District Requisitions	\$ 7,627,421	\$ 8,366,532	9.7%	\$ 8,455,740	1.1%	\$ 8,028,917	(5.0%)	\$ 7,256,224	(9.6%)	\$ 7,124,814	(1.8%)
User Fees	2,687,400	3,000,000		3,500,000		4,000,000		4,500,000		5,000,000	
Non-Road Diesel Fees	1,197,500	1,316,250		1,985,000		2,310,000		2,975,000		3,130,000	
Other External Revenues	709,242	720,425		729,935		689,684		699,676		709,918	
Transfer from Sustainability Innovation Fund Reserves	2,613,497	640,000		-		_		_		_	
Transfer from Reserves	1,227,000	2,070,000		1,123,125		1,146,453		889,989		723,739	
TOTAL REVENUES	\$16,062,060	\$16,113,207	0.3%	\$15,793,800	(2.0%)	\$16,175,054	2.4%	\$16,320,889	0.9%	\$16,688,471	2.3%
EXPENDITURES											
Operating Programs:											
Ambient Air Quality Monitoring	\$ 2,500,761	\$ 2,709,224		\$ 2,787,278		\$ 3,082,770		\$ 2,849,630		\$ 2,838,707	
Air Quality and Climate Action Policy	3,381,648	3,414,877		3,428,813		3,488,280		3,583,618		3,675,997	
Air Quality Bylaw and Regulation Development	1,388,362	1,473,650		1,505,914		1,538,703		1,576,264		1,615,953	
Corporate Climate Action Services	-	740,219		717,056		580,940		564,996		569,670	
Engineers in Training	35,279	49,308		64,213		65,935		67,680		69,489	
Regional Sustainability Initiatives	2,613,497	640,000		-		_		_		_	
Administration and Department Support	592,548	764,718		835,051		857,576		880,405		905,379	
	\$10,512,095	\$ 9,791,996	(6.9%)	\$ 9,338,325	(4.6%)	\$ 9,614,204	3.0%	\$ 9,522,593	(1.0%)	\$ 9,675,195	1.6%
Communications Program	270,000	445,000	64.8%	320,000	(28.1%)	345,000	7.8%	350,000	1.4%	350,000	0.0%
Environmental Regulation and Enforcement	4,215,776	4,565,636	8.3%	4,777,217	4.6%	5,020,676	5.1%	5,284,589	5.3%	5,566,525	5.3%
Allocation of Centralized Support Costs	1,064,189	1,310,575	23.2%	1,358,258	3.6%	1,195,174	(12.0%)	1,163,707	(2.6%)	1,096,751	(5.8%)



AIR QUALITY AND CLIMATE ACTION SERVICES WORK PLAN

Description of services

Air Quality and Climate Action is a Metro Vancouver Regional District function established under the *Environmental Management Act* with the responsibility for managing air quality and regulating the discharge of air contaminants including greenhouse gas emissions. The service develops and implements management plans that recognize the strong connections between air quality, health and climate change. Whenever possible, actions aim to reduce both health harming air contaminants and greenhouse gases across the region, while improve resilience to climate impacts.

The Air Quality and Climate Action function comprises two programs: Air Quality and Climate Action Services (AQCAS) and the Air Quality Regulation program under Environmental Regulation and Enforcement (ER&E). This work plan focuses on the AQCAS program, whereas the Air Quality Regulation program is presented separately.

The AQCAS program includes development and implementation of management plans for emissions reduction. These plans take an evidence-based approach, relying in large measure on the regional network of air quality monitoring stations, the regional emissions inventory, and other indicators to measure performance and identify priority areas for action. Emission reduction actions involve both regulatory initiatives, such as air emissions bylaws and regulations, and non-regulatory projects and initiatives.

Strategic directions and high level goals supported

The 2022-2026 Board Strategic Plan identifies Climate Action as one of the Board's five strategic directions. Guided by Metro Vancouver's Board-adopted Clean Air Plan, Climate 2050 Strategic Framework, and the supporting Climate 2050 Roadmaps, AQCAS develops and implements climate action policy for the Metro Vancouver region for the next 30 years. This includes:

- Leading the development of regional climate action policy for all Metro Vancouver functions, including both reduction of greenhouse gas emissions and adaptation to climate change.
- Implementing actions fundamental to meeting regional greenhouse gas emission targets for 2030 and 2050 through project implementation, partnerships, and advocacy to other orders of government.
- Supporting regional climate resilience through coordination, planning, and collaboration internally and with external partners.
- Coordinating and supporting corporate climate action to demonstrate Metro Vancouver's commitment to leadership as an organization, providing examples of best practices in greenhouse gas reduction and climate resilience.

Guided by the *Clean Air Plan*, AQCAS works to improve air quality by mitigating threats to public health and the environment, including:

• Improving understanding of air quality issues in the region by expanding air quality monitoring capacity.

- Continuing to identify air contaminants in the region, identify priorities, and pursue effective actions to reduce pollutants.
- Exploring solutions for mitigating health impacts of diminished air quality due to wildfires.

Furthermore, guided by the above plans, AQCAS works to strengthen awareness among and engagement with the public, member jurisdictions, other orders of government, and stakeholders in the implementation of *Climate 2050* and the *Clean Air Plan*, and foster regional coordination to achieve the long-term targets in air quality and reductions in greenhouse gas emissions.

High level performance indicators have been developed across the organization to evaluate trends, determine key actions for the coming year, and to assist in long-term planning. The 2024 Work Plan for AQCAS includes the following Performance Indicators (Table 1). Additional key performance indicators for *Climate 2050* are under development and reported in the *Climate 2050* Annual Report.

Table 1. Metro Vancouver Performance Indicators relevant to AQCAS

Indicator	Historical and/or industry benchmark	Current performance	2024 expected performance
Regional greenhouse gas	Onroad Transportation	Onroad Transportation	Onroad
emissions for onroad	2010: 6.4M tCO ₂ e	2019-2022 average:	Transportation
transportation and buildings		5.9M tCO₂e	5.7M tCO₂e
(tonnes of carbon dioxide			
equivalent, tCO ₂ e)	Buildings	Buildings	Buildings
	2010: 4.1M tCO ₂ e	2019-2022 average:	4.7M tCO₂e
		4.8M tCO ₂ e	
Corporate energy-related	2012: 22,422 tCO₂e	2018-2021 average:	25,500 tCO₂e
greenhouse gas emissions		26,800 tCO₂e	
(tonnes of carbon dioxide	Non an annua CHC and action	Name and annual CHC	Non an annua CUC
equivalent, tCO₂e)	Non-energy GHG reduction	Non-energy GHG	Non-energy GHG
	projects 2012: -110 tCO₂e	reduction projects 2018-2021 average:	reduction projects -9,600 tCO2e
	2012110 (CO26	-8,540 tCO ₂ e	-9,000 10026
Days with air quality		-0,540 10020	
advisories in place due to	2011: zero days	2019-2022 average:	zero days
emission sources located	2011. 2010 days	3.25 days	Zero days
Cirriotion Court Court Court Court		0.20 00,0	
within the airshed			
Reliability of air quality			
monitoring network	2015: 00%	2010 2022 070/	. 050/
(% of annual hours with	2015: 96%	2019-2022 average: 97%+	> 95%
monitoring data available for			
priority pollutants)			

AQCAS anticipates undertaking the following initiatives in 2024 in support of implementing *Climate 2050* and the *Clean Air Plan* (Table 2).

Table 2. 2024 key actions

- Continue to implement actions in *Climate 2050 and the Clean Air Plan*, prioritizing Big Moves, including:
 - Advance proposed requirements to significantly reduce greenhouse gas emissions from existing large buildings;
 - Reduce emissions from existing heavy trucks through coordinated approaches with regional and provincial partners;
 - Continue to advance LDV vehicle policies and program that increase the uptake of zero emissions vehicles and shift to active transportation and transit; and
 - o Develop policies and programs to reduce emissions from industrial sources in the region.
- Update the Regional Ground-Level Ozone Strategy and continue to implement targeted actions to reduce impacts of ground-level ozone on regional air quality.
- Leverage the Sustainability Innovation Fund to advance development of new and innovative climate actions, including new greenhouse gas reduction policies and programs, energy efficiency, renewable energy, and engagement and outreach.
- Develop new air quality bylaws, regulations and air quality objectives, towards goals for protection of human health and environment and continuous improvement in air quality, including:
 - engagement on new emission regulation bylaws for prioritized sources, including integration of greenhouse gas requirements; and
 - o development of new ambient air quality objectives in collaboration with partner agencies as needed.
- Improve public understanding of air quality and climate change, including outreach and progress reporting on *Climate 2050* and the *Clean Air Plan*, for example the preparation of the *Climate 2050 Annual Report* and annual Air Quality Summary.
- Develop additional air quality monitoring and emissions assessment capabilities to provide the evidence basis and performance measurement for the air quality program, and provide air quality advisory services.



ENVIRONMENTAL REGULATION AND ENFORCEMENT - AIR QUALITY REGULATION WORK PLAN

Description of Services

The Air Quality and Climate Action function comprises two programs: Air Quality and Climate Action Services (AQCAS) and Air Quality Regulation under Environmental Regulation and Enforcement (ER&E). This section of the ER&E work plan describes the Air Quality Regulation program, which enables economic activity while advancing Metro Vancouver's air quality goals through the issuance of site-specific authorizations and promoting compliance with those authorizations and Metro Vancouver air quality bylaws. Bylaws include regulations to control emissions from non-road diesel engines; gas- and wood-fired boilers; gas stations and gasoline storage facilities; automotive re-finishing facilities; concrete facilities; open burning; and residential indoor wood burning. The Air Quality Regulation program also manages a 24-hour public complaint service that annually handles 2,000 to 3,000 complaints, mostly about odours, smoke and dust.

Strategic Directions and High-Level Goals Supported

The Air Quality Regulation program supports Metro Vancouver's 2022-2026 Board Strategic Plan, the Clean Air Plan, and Climate 2050:

- Protect public and environmental health and fight climate change by continuing to provide world-class air quality and greenhouse gas management services
- Integrate greenhouse gas requirements into existing and new sector-specific emission regulations to maximize emission reductions from industrial, commercial and business sources
- Accelerate reductions of health-harming air contaminant and greenhouse gas emissions from industrial facilities
- Reduce non-road diesel emissions and support early adoption of zero-emission non-road equipment
- Implement requirements for higher-emitting wood-burning appliances
- Reduce open-air burning

Performance Indicators

Air Quality Indicator	Historical and/or Industry Benchmark (2022)	Current Performance (2023 YTD – Jun 30)	2024 Performance Objective
Number of inspections of permitted facilities per year	58	49	50
Number of inspections of regulated facilities per year	75	36	110
Number of Non-Road Diesel Engine inspections per year	335*	231	375
Number of Residential Indoor Wood Burning Best Burning Practices Declarations received (cumulative)	1614	1802	7500
Cumulative number of Non-Road Diesel Engines Retired since 2012	334	345	355

^{*} Benchmark is 2016 to 2021 average for number of inspections of Non-Road Diesel Engines

2024 Key Actions

Air Quality

- Bring unauthorized facilities into compliance with the Air Quality Management Bylaw
- Promote continuous improvement and reduction in PM, NOx, VOC and GHG emissions by large emitters
- Promote awareness of prohibition of use of unregistered residential indoor wood-burning appliances in UCB in 2025
- Promote awareness of and compliance with Tier 3 requirements of the Non-Road Diesel Engine Emission Regulation Bylaw 1329
- Increase awareness of non-road diesel engine retirement rebates
- · Promote awareness of and compliance with Open Burning Emission Regulation Bylaw
- Support development of bylaw regulating greenhouse gas emissions from large buildings
- Implement procedures required for issuance of administrative penalties

LIQUID WASTE REGULATION

Description of Services

The Liquid Waste Regulation program enables economic activity while advancing Metro Vancouver's liquid waste management goals through the issuance of authorizations and promoting compliance with those authorizations and Metro Vancouver liquid waste bylaws.

Strategic Directions and High-Level Goals Supported

The Liquid Waste Regulation program supports Metro Vancouver's 2022-2026 Board Strategic Plan and the Integrated Liquid Waste and Resource Management Plan by:

- Issuing authorizations that limit the discharge of non-domestic waste to sewer
- Promoting compliance with liquid waste authorizations and regulations
- Identifying and bringing into compliance unauthorized discharges posing threats to the liquid waste management system and infrastructure, workers, biosolids quality and the environment

Performance Indicators

Liquid Waste Indicator	Historical and/or Industry Benchmark (2022)	Current Performance (2023 YTD – June 30)	2024 Performance Objective
Number of permitted sites inspected per year*	136	77	160
Number of unpermitted sites inspected per year*	34	26	30
Number of permits or permit amendments issued per year	20	17	20

^{*}These numbers do not include sites that are actively regulated by City of Vancouver staff

2024 Key Actions

Liquid Waste

- Continue to support efforts by Liquid Waste Services to update the Liquid Waste Management Plan and identify priority amendments to the Sewer Use Bylaw.
- Support the corporate effort to develop a GVS&DD Notice of Bylaw Violation Bylaw.
- Work with the hospital sector on submission and review of pollution prevention plans and required updates to comply with the Hospital Pollution Prevention Plan Bylaw requirements. Inspect these facilities to verify compliance.
- Continue implementation of the Trucked Liquid Waste and Sani-dump Bylaws by issuing authorizations, conducting compliance inspections and addressing requests for authorization to bring out-of-region waste to Metro Vancouver facilities.
- Identify and assess emerging regional issues that may require regulatory attention such as the discharge of wastewater from municipal swimming pools and methods for efficiently regulating these types of activities.

SOLID WASTE REGULATION

The Solid Waste Regulation program enables economic activity while advancing Metro Vancouver's solid waste management goals through the issuance of licences and promoting compliance with those licences and Metro Vancouver solid waste bylaws.

Strategic Directions and High-Level Goals Supported

The Solid Waste Regulatory Program supports Metro Vancouver's 2022-2026 Board Strategic Plan and the Integrated Solid Waste and Resource Management Plan by:

- Issuing licences to private municipal solid waste and recyclable materials facilities
- Ensuring compliance with the licences and solid waste regulatory bylaws
- Promoting compliance by waste haulers with bylaw requirements to collect and remit the generator levy

Performance Indicators

Solid Waste Indicator	Historical and/or Industry Benchmark (2022)	Current Performance (2023 YTD – June 30)	2024 Performance Objective
Number of Active Licences at Period End	41	40	46
Number of inspections completed at licensed facilities per year	290	157	300
Number of inspections completed at unlicensed facilities that require a licence per year	64	40	96
Number of inspections completed at unlicensed facilities that may require a licence per year	139	91	104

2024 Key Actions

Solid Waste

- Promote compliance with solid waste licences issued under the GVS&DD Solid Waste and Recyclable Material Regulatory Bylaw No. 181, 1996.
- Identify and bring into compliance unauthorized facilities that require a licence under the GVS&DD Solid Waste and Recyclable Material Regulatory Bylaw No. 181, 1996.
- Support efforts by Solid Waste Services to complete the update of the Solid Waste and Resource Management Plan.
- Support the corporate effort to develop a GVS&DD Notice of Bylaw Violation bylaw.
- Implement the amended GVS&DD Tipping Fee and Solid Waste Regulation Bylaw No. 306, 2017 bylaw by promoting awareness and compliance by waste haulers.

Air Quality and Climate Action

2024 to 2028 - WHAT'S HAPPENING

Below is a summary of the significant initiatives to be undertaken by the Air Quality and Climate Action function over the next five years.

Initiative	Description	Theme				
2024						
Climate 2050	 Complete initial Climate 2050 roadmaps and proceed with implementation. Complete emissions inventory. Ongoing annual reporting on performance and progress towards targets. 	Environmental Sustainability				
Clean Air Plan	 Ongoing implementation of the Clean Air Plan, adopted by the Board in September 2021. Review of ambient air quality objectives. 	Environmental Sustainability				
Bylaws and Regulations	 Implementation of new and amended emission regulations, including: Advertise upcoming (2025) prohibition on using unregistered indoor wood-burning appliances within the Urban Containment Boundary; Enforce bylaw requirements for Tier 3 non-road diesel engines; and Promote compliance with requirements for open burning of vegetative debris. Development of new and amended emission regulations: Reducing GHG emissions from existing large buildings; Amendment of the boilers and process heaters emission regulation; Small non-road engines; and Wood product manufacturing facilities. Promote continuous improvement and emissions reduction by large emitters. 	Regulatory and Legislative Environment Financial Sustainability Continuous Improvement				
Environmental Monitoring and Indicators	Complete and report out on next regional air emissions inventory, for 2020, and annual GHG inventory, to track sources of emissions and trends.	System Stewardship				
Sustainability Innovation Fund	Fund applications for climate action and other projects in regional district, liquid waste and water.	Environmental Sustainability				

2025		
Climate 2050	 Ongoing implementation of projects and actions based on <i>Climate 2050</i> Roadmaps. Annual reporting on performance and progress toward targets. Annual updates of emissions inventories. 	Environmental Sustainability
Bylaws and Regulations	 Ongoing development of new and amended emission regulations: small non-road engines reducing GHG emissions from existing buildings wood product manufacturing facilities Continuous improvement of emission regulations in response to enhanced ambient air quality objectives. Ongoing implementation of permit and regulatory fees to recover costs and provide incentives to reduce emissions and impacts. Inclusion of GHG requirements in permits. 	Regulatory and Legislative Environment
Sustainability Innovation Fund	Fund applications for climate action and other projects in regional district, liquid waste and water.	Environmental Sustainability

2026		
Climate 2050	 Ongoing implementation of projects and actions based on Climate 2050 Roadmaps. Annual reporting on performance and progress toward targets. Annual updates of emissions inventories. 	Environmental Sustainability
Bylaws and Regulations	 Ongoing development and implementation of new and amended emission regulations. Continue promotion of emission reduction by large emitters. Continuous improvement of emission regulations in response to enhanced ambient air quality objectives. 	Regulatory and Legislative Environment
Sustainability Innovation Fund	Fund applications for climate action and other projects in regional district, liquid waste and water.	Environmental Sustainability

2027		
Climate 2050	 Ongoing implementation of projects and actions based on Climate 2050 Roadmaps. Annual reporting on performance and progress toward targets. Annual updates of emissions inventories. 	Environmental Sustainability
Clean Air Plan	Mid-point progress report on Clean Air Plan.	Environmental Sustainability
Bylaws and Regulations	 Ongoing development and implementation of new and amended emission regulations. Continue promotion of emissions reduction by large emitters. 	Regulatory and Legislative Environment
Sustainability Innovation Fund	Fund applications for climate action and other projects in regional district, liquid waste and water.	Environmental Sustainability

2028		
Climate 2050	 Ongoing implementation of projects and actions based on Climate 2050 Roadmaps. Annual reporting on performance and progress toward targets. Annual updates of emissions inventories. 	Environmental Sustainability
Bylaws and Regulations	 Ongoing development and implementation of new and amended emission regulations. Continue promotion of emissions reduction by large emitters. Promote and prepare for 2029 Tier 4 non-road diesel engine bylaw requirements 	Regulatory and Legislative Environment
Sustainability Innovation Fund	Fund applications for climate action and other projects in regional district, liquid waste and water.	Environmental Sustainability

METRO VANCOUVER DISTRICTS

2024-2028 PROJECTED RESERVES - AIR QUALITY AND CLIMATE ACTION

OPERATING RESERVES

	2023	2024						2024	2025	2026	2027	2028
	ENDING	OPENING	i					ENDING	ENDING	ENDING	ENDING	ENDING
	BALANCE	BALANCE	C	ONTRIBUTION	WITHDRAWAL	S	INTEREST	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE
Air Quality	\$ 636,504	\$ 636,	504 \$	-	\$	- \$	15,913 \$	652,417	\$ 668,727	\$ 685,445	\$ 702,581	\$ 720,146

DISCRETIONARY RESERVES

	2023		2024					2024	2025	2026	2027	2028
	ENDING	OF	PENING					ENDING	ENDING	ENDING	ENDING	ENDING
	BALANCE	BA	ALANCE	CONTRIBUTION	WIT	THDRAWALS	INTEREST	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE
Air Quality General Reserve	\$ 3,713,874	\$	3,713,874		\$	(2,070,000) \$	66,972	\$ 1,710,846	\$ 1,223,953	\$ 701,268	\$ 425,186	\$ 310,530



Pacific Spirit Regional Park

2024 – 2028 FINANCIAL PLAN

METRO VANCOUVER REGIONAL DISTRICT - AIR QUALITY AND CLIMATE ACTION

Conor Reynolds

Director, Air Quality & Climate Action Services

Kathy Preston

Director, Environmental Regulation and Enforcement

metrovancouver

Climate Action Committee - October 5, 2023



AIR QUALITY AND CLIMATE ACTION FUNCTION OVERVIEW

Air Quality, Climate Action, and Environmental Regulation & Enforcement over the next 5 years

- Implement Climate 2050 and Clean Air Plan, in support of Board-adopted targets
- **Develop and enforce** air emission regulations to protect human health and environment
- Measure and report emissions to track progress and inform policies and actions
- Coordinate and support organization-wide climate action

BOARD STRATEGIC PRIORITIES

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

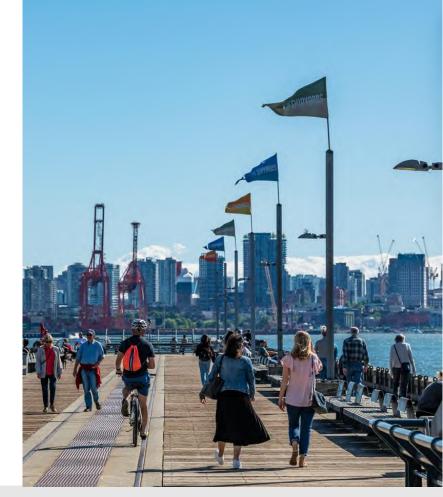
Strategic Direction: Climate Action

Metro Vancouver will proactively work to respond to the climate emergency by preparing for the impacts of climate change and accelerating reductions in greenhouse gas emissions.



BOARD STRATEGIC PLAN

- Provide world-class air quality and GHG management services
- Introduce regulatory requirements to reduce GHGs from key sectors
- Promote transition to clean, renewable energy
- Implement corporate climate action
- Integrate social equity into air quality and climate policies



PERFORMANCE METRICS

Key Performance	Past Performance (Average)	Expected Performance 2024
Regional GHG emissions (On-road transportation and buildings)	On-road Transportation • 2010: 6.4M tCO ₂ e • 2019-2022 avg: 5.9M tCO ₂ e Buildings • 2010: 4.1M tCO ₂ e • 2019-2022 avg: 4.8M tCO ₂ e	$5.7 \mathrm{M} \ \mathrm{tCO}_2 \mathrm{e}$ $4.7 \mathrm{M} \ \mathrm{tCO}_2 \mathrm{e}$
Corporate energy-related GHG emissions (Direct and contracted sources)	2012: 22,422 tCO2e 2018-2021 avg: 26,800 tCO2e	25,500 tCO ₂ e

PERFORMANCE METRICS

Key Performance	Past Performance (Average)	Expected Performance 2024
Days under an air quality advisory	2011: zero days	c2 days
(Emission sources located within airshed)	2019-2022 avg: 3.25 days	<3 days
Reliability of air quality monitoring	2015: 96%	>0E0/
network (% of annual data available)	2019-2022 avg: 97%+	>95%
Cumulative number of non-road diesel engines retired since 2012	2022: 334	355
Number of inspections of	Non-road diesel engines • 2016-2021 avg: 335	375
equipment and permitted or regulated sites	Permitted and regulated sites • 2022: 133	160

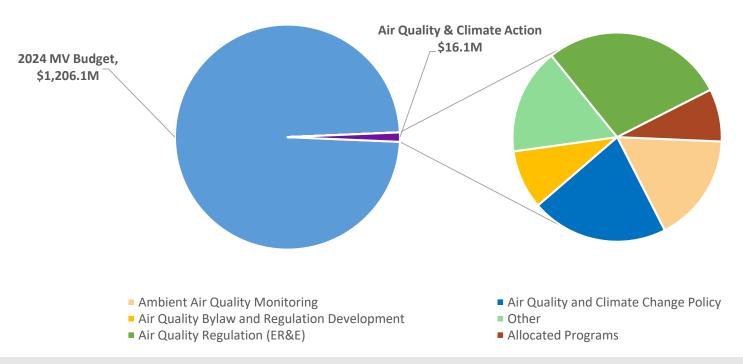
CONTINUOUS IMPROVEMENT

Initiative	Outcomes		
Implement Big Moves in Clean Air Plan and Climate 2050	 Innovative regulatory policies focused on priority sectors Update Climate 2050 Roadmaps dynamically 		
Establish Corporate Climate Action Services program	 Lead by example Integrate energy and GHG management 		
Improvements to climate action tracking and reporting	 Annual regional GHG emissions inventory Improved <i>Climate 2050</i> Annual Progress Report 		
New five-year, high-resolution meteorological model database	 Improved air quality assessments of existing and future facilities and projects Lower cost dispersion modelling 		
Enhanced regulatory transparency	 Promote public awareness and compliance of regulations Enhanced public participation 		

BUDGET OVERVIEW

Air Quality and Climate Action Financial Plan

2024 Operating Budget Breakdown – Air Quality and Climate Action



OPERATING EXPENDITURES

Air Quality and Climate Action Financial Plan

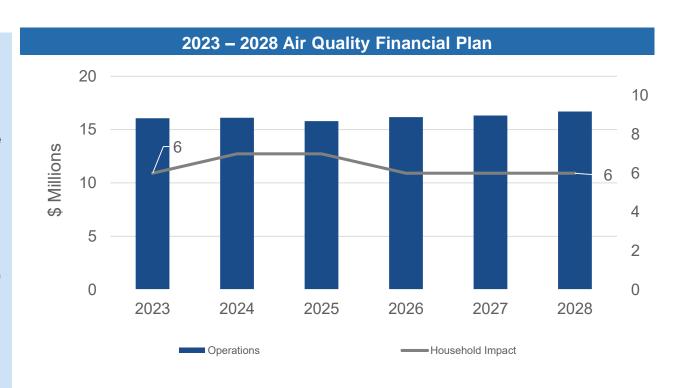
Overview:

2023 Operating Budget: \$16.1M2024 Operating Budget: \$16.1M

0.3% increase

Drivers for Change:

- New Corporate Climate Action Services program identified in 2023, established in 2024 (transfer of manager position; no new staff)
- 2024 SIF project proposals not included (will be considered by MVRD Board in Q1 2024)
- Air Quality Instrument Shop replacement is planned for 2026; assessment, planning, and capital costs included in five-year forecast



OPERATING FUNDING

Air Quality and Climate Action Financial Plan

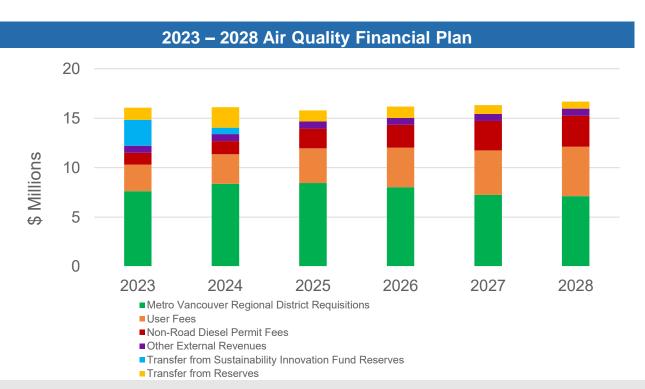
Overview:

2023 Operating Budget: \$16.1M2024 Operating Budget: \$16.1M

0.3% increase

Drivers for Change:

- Board adoption of new air quality fees in 2021, leading to enhanced cost recovery from regulated and permitted sources
- Provincial funding for climate action (\$250k in 2024) through BC Local Government Climate Action Program
- 2024 Sustainability Innovation Fund (SIF) reserve funding not included (considered by Board in Q1 2024)



OPERATING HIGHLIGHTS

Budget	Initiative	Description
2024	Continue to implement the "Big Moves" in the Clean Air Plan and Climate 2050	Prioritize actions that reduce regional emissions in buildings, transportation, and industry
	Establish Corporate Climate Action Services program	Accelerate corporate greenhouse gas emission reductions through enhanced energy and GHG management
	Develop new emission regulation bylaws	Advance regulatory policy options that reduce emissions (including GHGs) to protect human health and environment
	Implement priority air quality regulation and enforcement activities	Advertise upcoming (2025) indoor wood-burning appliance prohibition; enforce Tier 3 Non-road Diesel Engines bylaw
	Develop additional air quality monitoring and emissions assessment capabilities	Leverage air quality data for performance measurement; reflect climate impacts in advisory services

OPERATING HIGHLIGHTS

Air Quality and Climate Action 2024 - 2028

Budget	Initiative	Description
2025 - 2028	Clean Air Plan and Climate 2050	Accelerate implementation of priority Big Moves; annual reporting and emissions inventory updates
	Corporate Climate Action	Implement corporate climate action framework, for energy and GHG management; climate resilience
	Sustainability Innovation Funds	Undertake innovative climate action projects
	Air Quality Regulation & Enforcement	Include GHG requirements in permits and regulations and enforce new emission regulations

AIR QUALITY FINANCIAL PLAN SUMMARY

Air Quality and Climate Action 2024 - 2028

	2023	2024	2025	2026	2027	2028
Total Expenditures (\$ Millions)	\$16.1	\$16.1	\$15.8	\$16.2	\$16.3	\$16.7
% Change		0.3%	(2.0%)	2.4%	0.9%	2.3%
MVRD Requisitions (\$ Millions)	\$7.6	\$8.4	\$8.5	\$8.0	\$7.3	\$7.1
% Change		9.7%	1.1%	(5.0%)	(9.6%)	(1.8%)
Household Impact (\$)	\$6	\$7	\$7	\$6	\$6	\$6
% Change		7.7%	(0.4%)	(6.4%)	(10.8%)	(3.1%)
Prior Cycle Household Impact Change (%)		2.0%	(6.9%)	(0.1%)	(10.8%)	N/A

SUMMARY

- Air Quality and Climate Action are Board Strategic Priorities
- Climate action projects are being budgeted across the organization
- New Corporate Climate Action Services program to provide coordination and support
- Sustainability Innovation Fund drives culture of continuous improvement
- Board approval of new policies may result in changes to future year budget forecast



Burnaby Lake



Questions?

metrovancouver



To: Electoral Area Committee

From: Marcin Pachcinski, Division Manager, Electoral Area and Implementation Services

Regional Planning and Housing Services

Date: September 25, 2023 Meeting Date: October 6, 2023

Subject: 2024 - 2028 Financial Plan – Electoral Area

RECOMMENDATION

That the Electoral Area Committee endorse the 2024 - 2028 Financial Plan for the Electoral Area Service as presented in the report dated September 25, 2023, titled "2024 - 2028 Financial Plan – Electoral Area", and forward it to the Board Budget Workshop on October 20, 2023 for consideration.

EXECUTIVE SUMMARY

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

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

The Electoral Area Service provides local government administration, planning, building inspection and emergency services to residents of Electoral Area A. The 2024 Work Plan focuses on advancing work on the Barnston Island dike improvements using provincial funding and completing a barge clean-up event for Indian Arm water access communities.

The 2024 - 2028 Financial Plan for the Electoral Area continues to reduce long-term reliance on reserve funds to smooth the tax requisition rate and reflects the local government election costs in 2022 and 2026. Over the next five years, operating programs are increasing by \$79,402 or an average of 58.4% per year. However, when netting out the impact of the provincial grant received for the Barnston Island dike improvement, over the next five years, operating programs are increasing by \$79,402 or an average of 2.3% per year.

PURPOSE

To present the 2024 - 2028 Financial Plan for the Electoral Area Service for consideration by the Committee.

BACKGROUND

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

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

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

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

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

This report focuses on the Electoral Area Service and presents the 2024 annual budget and the updated five-year plan for the years 2024 to 2028 for committee consideration.

ELECTORAL AREA SERVICE

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

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

• support the efforts of members in developing complete, livable and healthy communities;

- enhance relationships between Metro Vancouver and other orders of government, First Nations, adjacent regional districts, and key stakeholders; and
- build resilience in communities to prepare for and adapt to changing physical and environmental conditions.

WORK PLAN PERFORMANCE INDICATORS

High level performance indicators have been developed across the organization to evaluate trends, determine key actions for the coming year, and to assist in long-term planning. The 2024 Work Plan for Electoral Area Service is presented in this report. Within the Electoral Area Work Plan, two performance indicators have been developed and are being tracked. These include:

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

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

CONTINUOUS IMPROVEMENT

Improvement initiatives include:

- Barge Cleanup Events (2024/2026/2028): Assist water access residents in recycling large, hard to manage items (appliances, furniture, Styrofoam, mattresses, batteries, etc.) and reduce the risk of contamination of the natural environment from improper disposal of waste (i.e. dumping or burning). Based on the ongoing need and strong resident support for repeating these cleanup events in Pitt Lake, Howe Sound, and Indian Arm, they have been included as future events in the five-year work plan
- Community Works Fund Projects (2024-2028): Engage with Electoral Area A communities to identify and implement projects to benefit local residents
- Internal permit process improvements (2024): Updating building permit filing and tracking system to increase efficiency.

2024 BUDGET AND 2024 - 2028 FINANCIAL PLAN

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

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

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

The 2024 - 2028 Electoral Area Service Financial Plan is included as Attachment 1. The 2024 Annual Work Plan for the Electoral Area Service presented in this report is included in Attachment 2 and the "What's Happening" highlights for the years 2024 - 2028 are included in Attachment 3.

Operating Budget Highlights

The Electoral Area Service 2024 operating budget is proposed to increase by \$489,602 for a total budget of \$1,218,728 (Attachment 1). This increase is largely due to the inclusion of a portion (\$450,000 included in Other External Revenues) of the \$5.25 million provincial grant for the Barnston Island dike improvements and which are part of the 2024 planned expenditures.

The 2024 operating budget includes the following key actions:

- advance work on the Barnston Island dike improvements using provincial funding;
- complete a barge clean-up event for Indian Arm water access communities;
- receive and consider the Electoral Area A Community Wildfire Resiliency Plan;
- consider Community Works Fund projects identified by the UEL community;
- continue to administer the building, zoning, official community plan, and unsightly premise and nuisance bylaws;
- communicate with Electoral Area residents through the Electoral Area Bulletin and Electoral Area Director's Update;
- engage the UBC/UEL communities on liquor license and retail cannabis referrals, and participate in the next steps of the Province's UEL Governance Study;
- continue to offer staff support to the Electoral Area Board Director; and
- facilitate emergency management education for residents.

Over the next five years, operating programs are increasing by \$79,402 or an average of 58.4% per year. However, when netting out the impact of the provincial grant received for the Barnston Island dike improvement, over the next five years, operating programs are increasing by \$79,402 or an average of 2.3% per year.

Reserve Funds

Electoral Area receives two annual grants from the Province. These grants, \$143,083 from the Community Works Fund and a Regional District grant of \$60,000 are received and contributed to a reserve pending plans for future use. In non-election years, \$30,000 is contributed annually to an election reserve. Every four years, this election reserve is to be used to fund the Electoral Area local government election. The financial plan for Electoral Area has utilized transfers from the Electoral Area General Reserve to offset and smooth some of the changes in expenditures over the five-year plan as well as utilizing reserves to annually fund one-time initiatives. This is consistent with the *Operating, Statutory and Discretionary Reserves Policy*. The 2024 - 2028 Projected Reserves for Electoral Area is included in Attachment 4.

APPROVAL PROCESS

The proposed 2024 - 2028 Financial Plan and Annual Work Plan is presented for consideration and endorsement before being forwarded to the Board for consideration.

The next steps of the process are:

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

ALTERNATIVES

- That the Electoral Area Committee endorse the 2024 2028 Financial Plan for the Electoral Area Service as presented in the report dated September 25, 2023, titled "2024 - 2028 Financial Plan – Electoral Area", and forward it to the Metro Vancouver Board Budget Workshop on October 20, 2023 for consideration.
- 2. That the Electoral Area Committee make recommendations and endorse an amended 2024 2028 Financial Plan for the Electoral Area Service and forward the amended Financial Plan to the Finance Committee on October 13, 2023 and to the Metro Vancouver Board Budget Workshop on October 20, 2023 for consideration.

FINANCIAL IMPLICATIONS

If the MVRD Board endorses the 2024 - 2028 Financial Plan for the Electoral Area Service, as presented under Alternative 1, in 2024 the Electoral Area requisition will increase by \$26,187 (6.4%) for a total requisition of \$433,645. The increase in the Electoral Area requisition represents a \$4 increase in the cost to the average Electoral Area household to \$62.

Over the term of the five-year plan, the annual Electoral Area requisition is projected to increase by an average of \$85,987 per year (3.9%) to provide the required revenue to offset projected expenditures. It is anticipated that the cost to the average Electoral Area household over the next five years for electoral area services will rise from \$62 in 2024 to \$71 in 2028 representing an approximate average annual increase of \$2 (3.9%).

Under Alternative 2, the Committee may wish to consider recommending amendments to the 2024 Budget and Five-year Financial Plan for consideration at the Metro Vancouver Board Budget Workshop. Any changes to the plan may have an impact on the MVRD Financial Plan.

CONCLUSION

The Electoral Area Service 2024 Budget and Five-year Financial Plan has been prepared following direction received at the April 19, 2023 Metro Vancouver Board Budget Workshop and to respond to direction provided in the *Board Strategic Plan*. It is presented to Committee and Board members to provide overview information on activities and financial impacts for the years 2024 to 2028 for Electoral Area Services.

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

Staff recommends endorsing the 2024 - 2028 Financial Plan and Annual Work Plan for Electoral Area A Service as presented under alternative one.

ATTACHMENTS

- 1. 2024 2028 Financial Plan
- 2. 2024 Work Plan
- 3. 2024 2028 "What's Happening"
- 4. 2024 2028 Projected Reserves Electoral Area Service
- 5. Presentation re: 2024 2028 Financial Plan Electoral Area

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METRO VANCOUVER REGIONAL DISTRICT ELECTORAL AREA SERVICE 2024 BUDGET REVIEW 2024 - 2028 FINANCIAL PLAN

	2023 BUDGET	2024 BUDGET	% CHANGE	2025 FORECAST	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE
REVENUES											
Electoral Area Requisition	\$ 407,458	\$ 433,645	6.4%	\$ 457,999	5.6%	\$ 471,604	3.0%	\$ 479,693	1.7%	\$ 493,445	2.9%
User Fees	11,000	12,000		12,000		12,000		12,000		12,000	
Other External Revenues	186,668	653,083		4,703,083		503,083		203,083		203,083	
Transfer from Reserves	124,000	120,000		105,000		200,000		90,000		100,000	
TOTAL REVENUES	\$ 729,126	\$ 1,218,728	67.1%	\$ 5,278,082	333.1%	\$ 1,186,687	(77.5%)	\$ 784,776	(33.9%)	\$ 808,528	3.0%
EXPENDITURES											
Operating Programs:											
Community Planning	\$ 427,750	\$ 889,432		\$ 4,945,877		\$ 767,668		\$ 464,579		\$ 486,837	
Building Inspections	21,250	27,191		27,699		28,229		28,766		29,318	
Local Government Election	-	-		-		124,676		_		_	
Fraser Valley Library Services	2,067	2,000		2,000		2,000		2,000		2,000	
Emergency Planning	20,000	20,000		20,000		20,000		20,000		20,000	
	471,067	938,623	99.3%	4,995,576	432.2%	942,573	(81.1%)	515,345	(45.3%)	538,155	4.4%
Contribution to Election Reserve	30,000	30,000		30,000		_		30,000		30,000	
Contribution to Reserve	186,668	203,083	8.8%	203,083	0.0%	203,083	0.0%	203,083	0.0%	203,083	0.0%
	216,668	233,083	7.6%	233,083	0.0%	203,083	(12.9%)	233,083	14.8%	233,083	0.0%
Allocation of Centralized Support	41,391	47,022	13.6%	49,423	5.1%	41,031	(17.0%)	36,348	(11.4%)	37,290	2.6%
TOTAL EXPENDITURES	\$ 729,126	\$ 1,218,728	67.1%	\$ 5,278,082	333.1%	\$ 1,186,687	(77.5%)	\$ 784,776	(33.9%)	\$ 808,528	3.0%



ELECTORAL AREA SERVICES

Description of services

Electoral Area Services of the Metro Vancouver Regional District (MVRD) provides local government services to Electoral Area A including emergency planning and response services for the entire area of Electoral Area A, including Point Grey. Building inspection and land use planning are provided to the noncontiguous unincorporated areas of the MVRD, excluding Point Grey. Electoral Area A is an unincorporated area comprising 818 km2 of land area, stretching from Point Grey and Howe Sound in the west, to Pitt Lake in the east, and includes Barnston Island and the northern part of Indian Arm.

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

Strategic directions and high-level goals supported

2020-2023 Board Strategic Plan

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

Performance indicators

Indicator	Historical and/or industry benchmark	Current Performance	2024 Performance Objective
Number of public meetings and engagement events	2019: 9 2020: 9 2021: 11 2022: 9	Projected 2023: 9	9
Number of visits to the Electoral Area A Website	2019: 14,596 2020: 12,606 2021: 12,468 2022: 16,483	Projected 2023: 12,000	12,000

2024 key actions

- Advance work on the Barnston Island dike improvements using provincial funding
- Complete a barge clean-up event for Indian Arm water access communities
- Receive and consider the Electoral Area A Community Wildfire Resiliency Plan
- Consider Community Works Fund projects identified by the UEL community
- Continue to administer the building, zoning, official community plan, and unsightly premise and nuisance bylaws
- Communicate with Electoral Area residents through the Electoral Area Bulletin and Electoral Area Director's Update
- Engage the UBC/UEL communities on liquor license and retail cannabis referrals, and participate in the next steps of the Province's UEL Governance Study
- Continue to offer staff support to the Electoral Area Board Director
- Facilitate emergency management education for residents

Electoral Area Services

2024 to 2028 - WHAT'S HAPPENING

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

Initiative	Description	Theme
2024		
Barnston Island Dike Improvements	Award contract(s) for design and early works for identified improvements	System Stewardship
Clean-up Event	Barge cleanup event in Indian Arm	Environmental Sustainability
Community Works Fund	Consider priority projects in UEL for funding through the Community Works Fund	Regional Growth Financial Sustainability
2025		
Barnston Island Dike Improvements	Construction and implementation of identified improvements	System Stewardship
Emergency Preparedness	Support resident-preparedness for fires & earthquake (hands-on training, equipment)	Regional Growth System Stewardship
2026		
Local Government Election	Administer local government election in Electoral Area A	System Stewardship
Clean-up Event	Barge cleanup event in Pitt lake	Environmental Sustainability
2027		
Emergency Preparedness	Support resident-preparedness for fires & earthquake (hands-on training, equipment)	Regional Growth System Stewardship
Community Works Fund	Consider priority projects in UBC/UNA/UEL for funding through the Community Works Fund	Regional Growth Financial Sustainability
2028		
Clean-up Event	Barge cleanup event in Howe Sound	Environmental Sustainability

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METRO VANCOUVER DISTRICTS

2024 - 2028 PROJECTED RESERVES - ELECTORAL AREA

OPERATING RESERVES

	2023 ENDING BALANCE	2024 OPENING BALANCE		CONTRIBUTION	WITHD	RAWALS	INTERE	ST	2024 ENDING BALANCE	2025 ENDING BALANCE	2026 ENDING BALANCE	EI	2027 NDING ALANCE	2028 ENDING BALANCE
Electoral Area Service	\$ 30,682	\$ 30,	682 \$	\$ -	\$	- :	\$	767	31,449	\$ 32,235	\$ 33,041	\$	33,867	\$ 34,714

DISCRETIONARY RESERVES

	2023	2024					2024	2025	2026	2027	2028
	ENDING BALANCE	PENING ALANCE	CONTRIBUTIO	N	WITHDRAWALS	INTEREST	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING ALANCE	ENDING BALANCE
Electoral Area General Reserve	\$ 1,610,776	\$ 1,610,776	\$ 60,00	00 :	\$ (120,000) \$	39,519	\$ 1,590,295	\$ 1,584,490	\$ 1,573,477	\$ 1,582,439	\$ 1,581,500

STATUTORY RESERVES

	2023 ENDING BALANCE	2024 OPENING BALANCE	co	NTRIBUTION	WITH	HDRAWALS	INTEREST	2024 ENDING BALANCE	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE	2028 ENDING BALANCE	
Electoral Area Service													
Community Works Reserve	\$ 905,076	\$ 905,076	\$	143,083	\$	-	\$ 24,415 \$	1,072,574	\$ 1,244,260	\$ 1,420,238	\$ 1,600,615 \$	1,785,	502
Electoral Area Election Reserve	44,742	44,742		30,000		-	1,494	76,236	108,517	20,105	50,983	82,6	633
Total	\$ 949,818	\$ 949,818	\$	173,083	\$	-	\$ 25,909 \$	1,148,810	\$ 1,352,777	\$ 1,440,343	\$ 1,651,598 \$	1,868,	135



2024 - 2028 FINANCIAL PLAN

METRO VANCOUVER REGIONAL DISTRICT- ELECTORAL AREA

Marcin Pachcinski

Division Manager, Electoral Area and Implementation Services

metrovancouver

BOARD PRIORITIES

Influence on the Work Plan

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



ELECTORAL AREA OVERVIEW

The Electoral Area Service provides local government administration, planning, building inspection and emergency services to Electoral Area A residents.



PERFORMANCE METRICS

Electoral Area

Key Performance	Past Performance (Average)	Expected Performance 2024
Number of public meetings and engagement events	9	9
Number of visits to the Electoral Area A Website	14,000	12,000

CONTINUOUS IMPROVEMENT

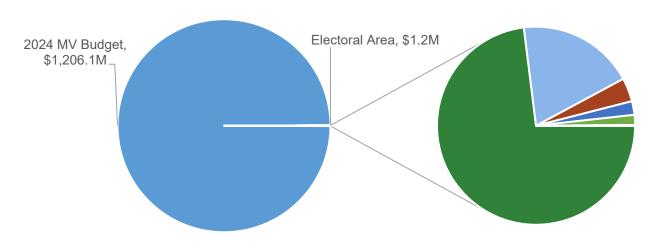
Electoral Area

Initiative	Outcomes
Barge Cleanup Events	Assist residents in recycling large itemsReduce the risk of environmental contamination
Community Works Fund Projects	Engage with Electoral Area A communities to identify and implement projects to benefit local residents
Internal Permit Process Improvements	Updating building permit filing and tracking system to increase efficiency

BUDGET OVERVIEW

Electoral Area Financial Plan

2024 Operating Budget Breakdown – Electoral Area



- Community Planning
- Building Inspections

- Contribution to Reserve
- Emergency Planning

- Allocated Programs
- Fraser Valley Library Services

Page 119 of 491

OPERATING EXPENDITURES

Electoral Area Financial Plan

Overview:

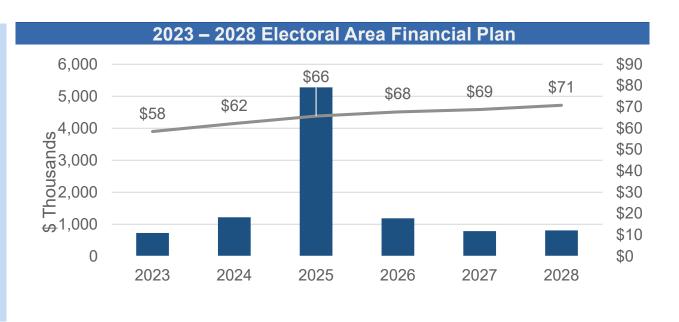
2023 Operating Budget: **\$0.7M**

2024 Operating Budget: \$1.2M

67.1% increase

Drivers for Change:

Status quo budget except for addition of Barnston Island Dike Improvement Grant included in 2024, 2025 & 2026 budget years.



Operations — Household Impact

Page 120 of 491

OPERATING FUNDING

Electoral Area Financial Plan

Overview:

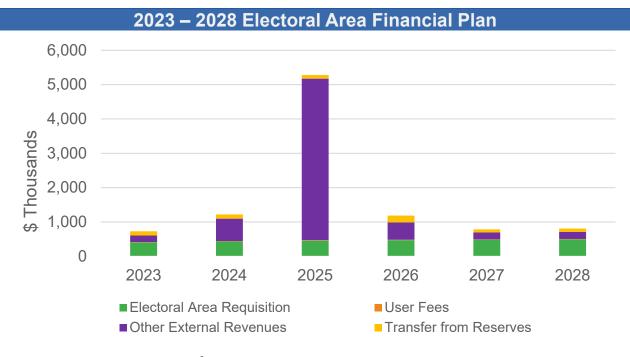
2023 Operating Budget: **\$0.7M**

2024 Operating Budget: \$1.2M

67.1% increase

Drivers for Change:

External Revenues increase because of Barnston Island Dike Improvement grant; rest is stable



Page 121 of 491

OPERATING HIGHLIGHTS

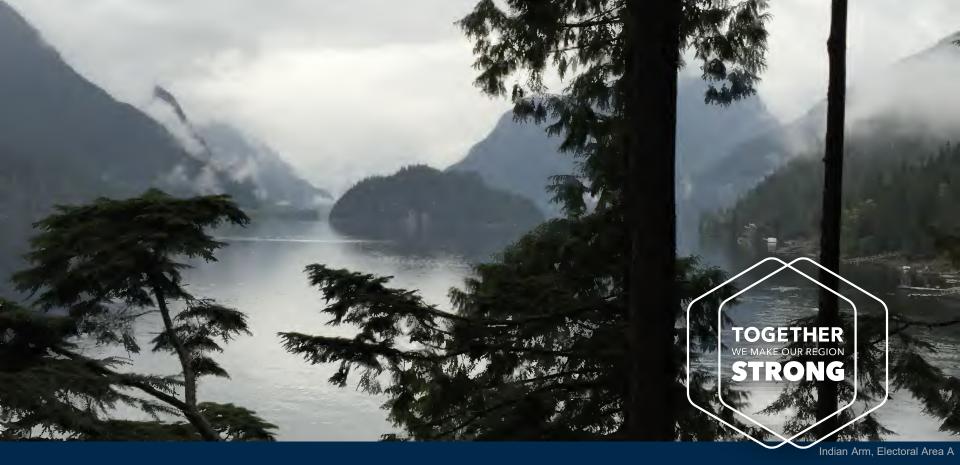
Electoral Area 2024 – 2028

Budget Year	Initiative	Description
	Barnston Island Dike Improvements Clean-up event	Design and early worksBarge clean-up event in Indian Arm
2025	Barnston Island Dike Improvements	Construction and implementation of identified improvements
2026	Local Government Election Clean-up event	Administer local government election in EAABarge clean-up event in Pitt Lake
2027	Community Works Fund	Consider priority projects in UBC/UNA/UEL for funding through the Community Works Fund
2028	Clean-up event Emergency preparedness Page 122 of 49	 Barge clean-up event in Howe Sound Support resident-preparedness for fires & earthquake (hands-on training, equipment)

ELECTORAL AREA FINANCIAL PLAN SUMMARY

For Electoral Area A Residents Only

	2023	2024	2025	2026	2027	2028
Total Expenditures (\$ Millions)	\$0.7	\$1.2	\$5.3	\$1.2	\$0.8	\$0.8
% Change		67.1%	330%	(77.5%)	(33.9%)	3.0%
Electoral Area Requisition (\$ Millions)	\$0.4	\$0.5	\$0.5	\$0.5	\$0.5	\$0.5
% Change		6.4%	5.6%	3.0%	1.7%	2.9%
Electoral Area A Resident Household Impact	(\$) \$58	\$62	\$66	\$68	\$69	\$71
% Change		6.4%	5.6%	3.0%	1.7%	2.8%
Prior Cycle Household Impact Change (%)		5.5%	3.7%	2.3%	2.0%	N/A



Questions?

metrovancouver



To: Finance Committee

From: Jerry Dobrovolny, Commissioner/Chief Administrative Officer

Harji Varn, General Manager, Financial Services/Chief Financial Officer

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

Subject: 2024 - 2028 Financial Plan - Allocated Programs

RECOMMENDATION

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

EXECUTIVE SUMMARY

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

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

Allocated Programs are comprised of two areas: Centralized Support and Project Delivery. The Centralized Support Programs support all business activities for the four Metro Vancouver legal entities. Expenditures are proposed to increase \$16.1 million for a total of \$139.7 million with the allocation to the Metro Vancouver functions, net of other recoveries and reserve applications, increasing \$10.2 million (12.3%). This is due to labour inflation, software and hardware upgrades and purchases related to cyber security and enhancing integration and reporting efficiencies as well as corporate safety and security.

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

over the next five years. The balance is allocated to Water Services, Liquid Waste Services, and Solid Waste Services for 2024.

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

PURPOSE

To present the 2024 - 2028 Financial Plans for the allocated programs - Centralized Support - including Corporate Services, External Relations, Financial Services, Human Resources, Indigenous Relations, Legislative Services, Procurement & Real Estate Services and Project Delivery for consideration by the Finance Committee.

BACKGROUND

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

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

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

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

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

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

ALLOCATED PROGRAMS

Centralized Support

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

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

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

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

Project Delivery

The Project Delivery Department was created to deliver the highest value, consequence and risk projects for Liquid Waste and Water Services (funded through Liquid Waste and Water capital budgets), as well as lead the creation and implementation of centers of expertise for project management, organizational quality management and asset management across Metro Vancouver (funded through allocation to Liquid Waste, Water Services, and Solid Waste Services operating budgets for 2024). This support relates especially to improvement areas identified in the independent review completed in 2020 by KPMG.

WORK PLAN PERFORMANCE INDICATORS

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

Centralized Support

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

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

Project Delivery

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

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

CONTINUOUS IMPROVEMENT

Centralized Support

Some of the continuous improvement initiatives for Centralized Support which have been identified for 2024 include:

- Build on recruitment campaigns to ensure Metro Vancouver remains an employer of choice;
- Improve cyber security and resilience through improved architecture, new tools and upgraded hardware to proactively mitigate the risks posed by evolving cyber security threats;
- Metrolytics data warehouse and reporting;
- Develop a Cultural Sensitivity Training Video which will be used to train project managers, contractors and crews working on Metro Vancouver project construction sites, will provide advice on cultural safety protocols when First Nation representatives, such as archaeological monitors, are on site;
- MV Conference Day Inaugural in person full day conference provided member jurisdiction advisory committees and staff an update on the 2023 Board Strategic Plan and key initiatives, provided opportunities to learn more about and have dialogue on topics of interest, and provided an opportunity to network and connect in person;

- Implement Information Governance and Access Structure;
- Build upon the first year of procurement services transformation and continuous improvement work and execute action items supporting the departmental strategic plan.
 Focus on priorities related to improving the operating model and service delivery (Policy, Processes, Systems and People Development); and
- Create the first Long Term Financial Plan for Metro Vancouver.

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

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

Project Delivery

The impetus of the Project Delivery Program is largely for the purpose of continuous improvement, focusing on best practices in project management, quality management, asset management and project controls. Specific continuous improvement initiatives for Project Delivery for 2024 include:

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

2024 BUDGET AND 2024 - 2028 FINANCIAL PLAN

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

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

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

The 2024 - 2028 Financial Plans for the Allocated Program service areas are included as Attachment 1. The 2024 Annual Work Plans for the Centralized Support Program service areas

presented in this report are included in Attachment 2, and the "What's Happening" highlights for the years 2024 - 2028 are included in Attachment 3.

Operating Budget Highlights

Centralized Support

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

The Centralized Support Program costs are adjusted for external recoveries, funding from the capital program and reserve applications, and allocated to the functional departments. The allocation of Centralized Support Program costs is increasing by \$10.2 million (12.3%). This increase is impacted by reduced estimates for third-party revenue and partially offset by reserve funding for projects meeting the criteria for funding in accordance with the *Operating, Statutory and Discretionary Reserves Policy*. Over the next 5 years the allocation of centralized support costs is increasing an average of \$5.5 million (5.9%).

Over the next five years of the plan, the total expenditures of the Centralized Support Programs are projected to increase on average 5.2%. Also for 2024, in recognizing the impact of the magnitude of the capital program on the provision of support services, a portion of the Centralized Support Program costs will be allocated to the capital projects that use the services. For 2024, this is projected to be \$11.1 million.

Project Delivery

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

Over the next five years of the plan, as the Project Delivery program is fully developed, total operating expenditures are projected to increase to approximately \$56.6 million in 2028 as the capital program increases over the same time frame. A significant portion continues to be allocated directly to the major capital projects being managed by the group.

Reserve Funds

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

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

APPROVAL PROCESS

The proposed 2024 - 2028 Financial Plans and Annual Work Plans are presented for consideration and endorsement before being forwarded to the Board for consideration. The next steps of the process are:

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

ALTERNATIVES

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

FINANCIAL IMPLICATIONS

If the MVRD Board endorses the 2024 - 2028 Financial Plan for the Allocated Programs, as presented under Alternative 1, in 2024 total expenditures for the Centralized Support Programs are proposed to increase \$16.1 million for total expenditures of \$139.7 million with the allocation to the Metro Vancouver entities and functions, net of other recoveries and reserve applications, increasing \$10.2 million (12.3%). For Project Delivery, total expenditures for 2024 are estimated at \$39.0 million with \$27.2 million to be charged directly to capital projects and the balance allocated to Water Services, Liquid Waste Services, and Solid Waste Services for 2024.

As the Allocated Program expenditures are apportioned to the Metro Vancouver entities and functions, they are therefore included in the financial impacts therein. The overall impact is a 12.0% (\$75) overall increase in the Household Impact for 2024.

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

SUMMARY / CONCLUSION

The 2024 - 2028 Financial Plans for the Allocated Programs have been prepared following direction received at the April 19, 2023 Metro Vancouver Board Budget Workshop and to respond to direction provided in the *Board Strategic Plan*. It is presented to Committee and Board members to provide overview information on activities and financial impacts for the years 2024 to 2028 for the Centralized Support Programs - comprised of Corporate Services, External Relations, Financial Services, Human Resources, Indigenous Relations, Legislative Services, Procurement & Real Estate Services and the Project Delivery program.

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

Staff recommend endorsing the 2024 - 2028 Financial Plans for the Allocated Programs as presented under alternative one.

Attachments:

- 1. 2024 2028 Financial Plans
 - Centralized Support Programs Summary
 - Corporate Services
 - External Relations
 - Financial Services
 - Human Resources
 - Indigenous Relations
 - Legislative Services
 - Procurement & Real Estate Services
 - Project Delivery
- 2. 2024 Work Plans
- 3. 2024 2028 "What's Happening"
- 4. 2024 2028 Projected Reserves Centralized Support Programs
- 5. 2024 2028 Financial Plan Allocated Programs Presentation

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

	2023 BUDGET	2024 BUDGET	% CHANGE	2025 FORECAST	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE
REVENUES											
Allocated to Functional Departments (net)	\$ 82,515,496	\$ 92,697,638	12.3%	\$ 95,930,445	3.5%	\$ 98,397,554	2.6%	\$ 104,014,462	5.7%	\$ 109,887,641	5.6%
Allocated to Functional Departments - Fleet	13,143,965	13,600,000	3.5%	13,940,000	2.5%	14,288,500	2.5%	14,645,713	2.5%	15,011,856	2.5%
Other External Revenues	5,954,974	5,968,517	0.2%	6,085,711	2.0%	6,169,787	1.4%	6,255,096	1.4%	6,334,828	1.3%
Transfer from Capital	11,418,511	11,100,568	(2.8%)	11,994,067	8.0%	11,963,443	(0.3%)	10,210,679	(14.7%)	10,504,107	2.9%
Transfer from Reserves	10,557,928	16,362,242	55.0%	17,471,342	6.8%	19,348,865	10.7%	15,788,388	(18.4%)	16,700,221	5.8%
TOTAL REVENUES	\$ 123,590,874	\$ 139,728,965	13.1%	\$ 145,421,565	4.1%	\$ 150,168,149	3.3%	\$ 150,914,338	0.5%	\$ 158,438,653	5.0%
EXPENDITURES											
Corporate Services	\$ 51.697.401	\$ 61,820,876	19.6%	\$ 64,343,113	4.1%	\$ 67,356,810	4.7%	\$ 66,591,641	(1.1%)	\$ 72,337,903	8.6%
External Relations	14,695,605	15,770,537	7.3%	16,179,702	2.6%	16,306,412	0.8%	16,689,080	2.3%	17,109,892	2.5%
Financial Services	10,128,639	10,876,138	7.4%	11,810,661	8.6%	12,841,821	8.7%	13,861,147	7.9%	14,301,883	3.2%
Human Resources	8,181,901	9,381,678	14.7%	9,595,732	2.3%	9,855,458	2.7%	10,018,264	1.7%	10,251,101	2.3%
Indigenous Relations	1,684,460	1,885,907	12.0%	1,936,112	2.7%	1,988,202	2.7%	2,041,032	2.7%	2,095,758	2.7%
Legislative Services	5,659,084	7,428,438	31.3%	7,513,936	1.2%	7,709,403	2.6%	7,907,528	2.6%	8,112,692	2.6%
Procurement and Real Estate Services	31,543,784	32,565,391	3.2%	34,042,309	4.5%	34,110,043	0.2%	33,805,646	(0.9%)	34,229,424	1.3%
TOTAL EXPENDITURES	\$ 123,590,874	\$ 139,728,965	13.1%	\$ 145,421,565	4.1%	\$ 150,168,149	3.3%	\$ 150,914,338	0.5%	\$ 158,438,653	5.0%
ALLOCATED TO FUNCTIONAL DEPARTMENTS											
Water Services	\$ 30,462,293	\$ 33,335,180	9.4%	\$ 33,564,476	0.7%	\$ 33,990,658	1.3%	\$ 36,171,737	6.4%	\$ 37,931,644	4.9%
Liquid Waste Services	34,321,573	39,923,864	16.3%	42,545,317	6.6%	45,537,764	7.0%	48,698,844	6.9%	52,929,878	8.7%
Solid Waste Services	5,693,279	5,775,338	1.4%	5,712,196	(1.1%)	5,860,667	2.6%	6,191,886	5.7%	6,561,441	6.0%
Housing	2,352,769	2,697,141	14.6%	2,806,334	4.0%	2,640,877	(5.9%)	2,717,320	2.9%	2,782,822	2.4%
Air Quality and Climate Action	1,064,189	1,310,575	23.2%	1,358,258	3.6%	1,195,174	(12.0%)	1,163,707	(2.6%)	1,096,751	(5.8%)
E911 Emergency Telephone Service	113,186	126,859	12.1%	130,023	2.5%	133,266	2.5%	136,591	2.5%	139,998	2.5%
Electoral Area Service	41,391	47,022	13.6%	49,423	5.1%	41,031	(17.0%)	36,348	(11.4%)	37,290	2.6%
General Government Administration	554,019	998,644	80.3%	1,046,575	4.8%	1,008,374	(3.7%)	988,781	(1.9%)	968,757	(2.0%)
General Government-Zero Waste Collaboration Initiatives	447,077	453,933	1.5%	456,712	0.6%	456,904	-%	461,336	1.0%	465,906	1.0%
Housing Planning and Policy	116,735	116,217	(0.4%)	281,392	142.1%	148,237	(47.3%)	126,010	(15.0%)	115,159	(8.6%)
Invest Vancouver	244,288	354,097	45.0%	357,586	1.0%	331,541	(7.3%)	319,310	(3.7%)	305,209	(4.4%)
Project Delivery	1,793,034	1,582,295	(11.8%)	1,558,841	(1.5%)	1,592,807	2.2%	1,569,104	(1.5%)	1,536,181	(2.1%)
Regional Emergency Management	11,069	9,121	(17.6%)	9,486	4.0%	9,771	3.0%	10,064	3.0%	10,416	3.5%
Regional Employers Services	258,072	319,729	23.9%	369,940	15.7%	324,076	(12.4%)	306,120	(5.5%)	292,561	(4.4%)
Regional Global Positioning System	24,517	32,932	34.3%	28,834	(12.4%)	26,702	(7.4%)	25,719	(3.7%)	24,585	(4.4%)
Regional Parks	4,606,908	5,150,430	11.8%	5,174,824	0.5%	4,680,770	(9.5%)	4,686,403	0.1%	4,300,561	(8.2%)
Regional Planning	366,973	424,141	15.6%	439,413	3.6%	377,408	(14.1%)	362,924	(3.8%)	345,476	(4.8%)
Sasamat Fire Protection Service	44,124	40,120	(9.1%)	40,815	1.7%	41,527	1.7%	42,258	1.8%	43,006	1.8%
	\$ 82,515,496	\$ 92,697,638	12.3%	\$ 95,930,445	3.5%	\$ 98,397,554	2.6%	\$ 104,014,462	5.7%	\$ 109,887,641	5.6%

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

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

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

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

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

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

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

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

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

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

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

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

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

	2023 BUDGET	2024 BUDGET	% CHANGE	2025 FORECAST	% CHANGE	2025 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE
REVENUES											
Allocated to Functional Departments	\$22,205,670	\$23,397,666	5.4%	\$24,595,509	5.1%	\$24,847,564	1.0%	\$25,096,918	1.0%	\$25,390,130	1.2%
Other External Revenues	5,947,620	5,703,517		5,814,086		5,891,371		5,969,719		6,042,316	
Transfer from Capital	2,350,494	1,839,208		2,027,964		2,083,139		2,139,009		2,196,978	
Transfer from Reserves	1,040,000	1,625,000		1,604,750		1,287,969		600,000		600,000	
TOTAL REVENUES	\$31,543,784	\$32,565,391	3.2%	\$34,042,309	4.5%	\$34,110,043	0.2%	\$33,805,646	(0.9%)	\$34,229,424	1.3%
EXPENDITURES											
Operating Programs:											
Corporate Projects and Facilities	\$ 7,160,948	\$ 7,622,391		\$ 7,498,299		\$ 7,626,891		\$ 7,727,184		\$ 7,837,926	
Procurement	5,705,675	5,923,841		6,333,832		6,502,540		5,966,046		6,127,393	
Real Estate Services	3,339,516	3,853,916		4,627,924		4,758,409		4,888,922		5,013,353	
Administration and Department Support	683,744	826,342		1,032,353		1,058,302		1,059,593		1,086,851	
Total Operating Programs	16,889,883	18,226,490	7.9%	19,492,408	6.9%	19,946,142	2.3%	19,641,745	(1.5%)	20,065,523	2.2%
Debt Service	13,638,901	13,638,901	0.0%	13,638,901	0.0%	13,638,901	0.0%	13,638,901	0.0%	13,638,901	0.0%
Head Office Capital	1,015,000	700,000	(31.0%)	911,000	30.1%	525,000	(42.4%)	525,000	0.0%	525,000	0.0%
TOTAL EXPENDITURES	\$31,543,784	\$32,565,391	3.2%	\$34,042,309	4.5%	\$34,110,043	0.2%	\$33,805,646	(0.9%)	\$34,229,424	1.3%

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

	2023 BUDGET	2024 BUDGET	% CHANGE	2025 FORECAST	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE
REVENUES											
Recover from Capital Programs	\$ 21,789,444	\$ 27,204,495	24.9%	\$ 35,502,351	30.5%	\$ 38,034,907	7.1%	\$ 40,877,472	7.5%	\$ 42,288,428	3.5%
Allocated to Functional Departments	10,840,829	11,751,179		12,795,179		13,321,624		13,842,238		14,261,917	
TOTAL REVENUES	\$ 32,630,273	\$ 38,955,674	19.4%	\$ 48,297,530	24.0%	\$ 51,356,531	6.3%	\$ 54,719,710	6.5%	\$ 56,550,345	3.3%
EXPENDITURES											
Operating Programs:											
High Value, Risk and Consequence Projects:											
Annacis WWTP Digester No.5	\$ 18,900	\$ -		\$ 413,573		\$ 618,623		\$ 811,007		\$ 1,013,473	
Annacis WWTP Stage 5 Expansion	1,562,030	1,870,951		2,454,021		2,501,277		2,551,156		2,627,938	
Biosolids Dryer	20,200	_		414,573		619,623		812,007		1,014,473	
Coquitlam Water Supply Project	1,970,559	2,120,173		2,771,946		3,046,293		3,477,849		3,570,350	
Iona Island WWTP	2,707,021	3,376,029		4,403,624		5,285,492		5,968,774		6,128,851	
North Shore WWTP	3,065,589	7,256,545		10,706,729		10,988,889		11,275,247		11,570,825	
Northwest Langley WWTP	2,428,860	2,628,099		2,698,536		2,771,638		2,845,033		2,922,373	
Tunnelling Projects	3,212,609	3,132,953		3,637,453		3,733,512		4,179,392		4,289,153	
Ğ ,	14,985,768	20,384,750	36.0%	27,500,455	34.9%	29,565,347	7.5%	31,920,465	8.0%	33,137,436	3.8%
Project Controls and Commercial	5,297,327	5,338,704	0.8%	6,196,245	16.1%	6,324,116	2.1%	6,453,634	2.0%	6,587,773	2.1%
Regulatory	1,506,350	1,481,040	(1.7%)	1,805,650	21.9%	2,145,444	18.8%	2,503,373	16.7%	2,563,220	2.4%
Project Management Office:											
Integrated Asset Management	2,870,381	3,279,963		3,415,457		3,521,341		3,579,441		3,638,680	
Project and Portfolio Management	2,686,727	2,895,481		3,391,612		3,564,454		3,887,905		4,038,174	
Quality Management	1,424,548	1,612,625		1,671,545		1,781,800		1,842,505		1,879,547	
Administration and Support	638,891	766,202		977,533		1,041,452		1,103,432		1,267,900	
	7,620,547	8,554,271	12.3%	9,456,147	10.5%	9,909,047	4.8%	10,413,283	5.1%	10,824,301	3.9%
Administration and Department Support	1,427,247	1,614,614	13.1%	1,780,192	10.3%	1,819,770	2.2%	1,859,851	2.2%	1,901,434	2.2%
Allocation of Centralized Support Costs	1,793,034	1,582,295	(11.8%)	1,558,841	(1.5%)	1,592,807	2.2%	1,569,104	(1.5%)	1,536,181	(2.1%)
TOTAL EXPENDITURES	32,630,273	38,955,674	19.4%	48,297,530	24.0%	51,356,531	6.3%	54,719,710	6.5%	56,550,345	3.3%
ALLOCATED TO FUNCTIONAL DEPARTMENTS											
Water Services	3,810,519	4,064,247	6.7%	4,055,229	(0.2%)	4,222,077	4.1%	4,387,078	3.9%	4,520,088	3.0%
Liquid Waste Services	6,684,841	7,265,724	8.7%	7,249,602	(0.2%)	7,547,881	4.1%	7,842,854	3.9%	8,080,639	3.0%
Solid Waste Services	345,469	421,208	21.9%	420,274	(0.2%)	437,566	4.1%	454,666	3.9%	468,451	3.0%
Housing	343,403	721,200	N/A	839,936	(0.276) N/A	874,493	4.1%	908,669	3.9%	936,219	3.0%
Regional Parks	_		N/A N/A	230,138	N/A	239,607	4.1%	248,971	3.9%	256,520	3.0%
Regional Larks	\$ 10,840,829	\$ 11 751 170	8.4%	\$ 12,795,179	8.9%	\$ 13,321,624	4.1%	\$ 13,842,238	3.9%	\$ 14,261,917	3.0%
	3 10,040,029	J 11,/31,1/3	0.470	3 14,133,119	0.3/0	3 13,321,024	→.1/0	\$ 13,042,238	3.370	3 14,401,31/	3.0%



CORPORATE SAFETY

Description of Services

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

Strategic Directions and High-Level Goals Supported

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

Performance Indicators

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



2024 Key Actions

Improve Safety Management System Documentation

- Revise existing Corporate Safety Management Systems Standards.
- Review and revise the Corporate Safety intranet site to improve layout and access to information.
- Create and launch safety data dashboard harnessing the Metrolytics Data Analytics Platform.

Prevention Initiatives for Workers and Supervisors

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

Promote Safe Work Culture

- Creation of a field level HIRA process for departments.
- Replace the existing incident reporting and investigation system (IRIS).
- MV COR safety audit and implement appropriate improvements based on audit.



INFORMATION TECHNOLOGY

Description of Services

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

Strategic Directions and High Level Goals Supported

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

Performance Indicators

Indicator	Historical and/or Industry Benchmark	Current Performance	2024 Performance Objective
Information technology (IT) expenditures (operating) as a percent of total corporate expenditures	Gartner Group: 2023 Benchmark for Local Government: 4.3%	2023 projected: 2.4%	2.9%
IT staff as % of staff supported	Gartner Group: 2023 Benchmark for Local Government: 3.8%	2023 projected: 3.2%	3.5%

2024 Key Actions

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



METROFLEET

Description of Services

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

Strategic Directions and High Level Goals Supported

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

<u>Board Strategic Plan – Regional Federation</u>

Strengthening Our Livable Region

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

Ensuring Financial Sustainability

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

Air Quality and Climate Change

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

Performance Indicators

Indicator	Historical Performance*	Current Performance	2024 Performance Objective
Corporate Fleet Greenhouse Gas	2,700 to 3,200	2,235 tonnes	2,424 tonnes
(GHG) Emissions	tonnes CO2e	CO2e	CO2e

2024 Key Actions

Improve Condition of the Fleet

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

Improve Vehicle Uptime and Reduce Maintenance Backlog

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

Improve customer service and support

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

Explore GHG Reduction Initiatives

• Further enhance and implement the Green Fleet Plan



SECURITY AND EMERGENCY MANAGEMENT

Description of Services

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

Strategic Directions and High-Level Goals Supported

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

Performance Indicators

Security and Emergency Management have historically not provided performance indicators.

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

2024 Key Actions

- Oversee security for Metro Vancouver and ensure security posture is aligned to risk levels.
- Provide Protective Services for all Board meetings, Committee meetings and special events involving MV and elected officials.
- Revise Corporate Security and Corporate Emergency Management Plans.
- Develop a Corporate Wildfire Emergency Management Plan.
- Emergency Program Act Legislative changes (EM Modernization-2023-2024) Communicate legislative changes to MV Operating Departments and provide support.
- Deliver security awareness training and to MV operating departments.



EXTERNAL RELATIONS

Description of Services

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

In addition to communications and engagement initiatives, the External Relations department leads and administers various initiatives under the General Government function, including Zero Waste Collaboration (National Zero Waste Council and Zero Waste Conference), the Leadership and Engagement International Program, and Regional Culture.

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

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

Strategic Directions and High Level Goals Supported

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

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

Performance Indicators

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

2024 Key Actions

 Engage with the public, business communities, and other orders of government on Metro Vancouver strategic priorities through proactive media engagement, intuitive and accessible web and social media presence, brand promotion, and email newsletters, and the hosting of virtual and in-person events

- Implement and continue to refine Metro Vancouver's intergovernment relations strategy to
 ensure effective relationships with federal/provincial/local government and other stakeholders
 in support of Metro Vancouver priorities and interagency issues
- Increase awareness of the urgent need for water conservation and the quality and source of Metro Vancouver water, including lawn watering regulations and through communications activities such as the We Love Water, Water Wagon and Grow Green campaigns
- Educate and build awareness and behavior change around liquid waste management through regional campaigns focused on source control and contaminants of emerging concern (including Unflushables, Wipe It Green Bin It, Microfibres) and continue strategic communications around biosolids, surfactants, and inflow and infiltration
- Champion waste reduction and prevention through zero waste communications and behavior change campaigns (including Create Memories Not Garbage, Superhabits (single-use items);
 Waste in its Place (illegal dumping), Think Thrice (textiles), More than Meets the Eyes (electronics recycling), Food Isn't Garbage, Love Food Hate Waste;
- Provide leadership and secretariat to National Zero Waste Council, 2024 Zero Waste Conference, Love Food Hate Waste Canada
- Develop and deliver communications and engagement strategies in support of service area
 priorities and programs, including project delivery, liquid waste, water, solid waste, climate
 change, air quality, regional parks, and housing. Key engagement priorities over 2024 include
 Climate 2050, Cape Roger Curtis, Integrated Liquid Waste and Resource Management Plan,
 Integrated Solid Waste and Resource Management Plan, and Drinking Water Management Plan
- Develop and deliver communications and engagement strategies in support of Metro Vancouver's infrastructure projects, including major projects like the North Shore Wastewater Treatment Plant, Langley Wastewater Treatment Plant, Coquitlam Water Main, Coquitlam Intake Number 2, Stanley Park Water Tunnel, and Iona Island Wastewater Treatment Plant projects
- Support the delivery of existing plans through communications and ongoing engagement, such as the 10-Year Housing Plan, Clean Air Plan, Metro 2050, Regional Parks Plan
- Deliver and enhance K-12 program activities in alignment with Metro Vancouver priorities and initiatives
- Produce and distribute video content and programming and distribute to community television stations, through social media, and provision of materials to local media outlets.
- Provide leadership to the Metro Vancouver brand though web development, graphic design, signage, sub-branding, and video production
- Advance and support regional culture through the regional culture grants program
- Continue to build and advance Metro Vancouver's international engagement strategy
- Host regional Council of Councils on key Metro Vancouver priorities
- Host major events and forums in support of and to advance Metro Vancouver priorities
- Host Metro Vancouver presence at the 2024 Pacific National Exhibition



FINANCIAL SERVICES

Description of Services

Financial Services is responsible for providing support services pertaining to accounting (transactional duties, quarterly & year end reporting), payroll, financial planning (budgeting), cash and debt management (treasury), financial systems support, procurement evaluation and sign off prior to awarding contracts and risk management & insurance as well as process reviews which assists departments in achieving their capital and operational objectives.

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

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

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

Strategic Directions and High Level Goals Supported

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

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

Financial Goals:

- Ensure the long-term financial sustainability of the Metro Vancouver Districts and Housing Corporation.
- Safeguard/steward the corporation's assets.
- Provide and enhance service to both internal and external customers.
- Provide support to Metro Vancouver operations in achieving their management plan goals.
- Provide leadership and support on major IT initiatives
- Financial Lead for Emergency Management Centre as needed maintaining essential and critical services without compromising internal controls.

- Present and provide support to Metro Board and all committee reports and at meetings
- Facilitate and lead the work of the Regional Finance Advisory Committee (RFAC)

Performance Indicators

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

2024 Key Actions

Financial Planning

- Working with the Board to deliver a Long Term Financial Plan that will guide operational and capital decision making:
 - Long-Range Asset Management/Serviceability with Sustainable Rates/Levies
 - o Growth Pay for Growth Strategies and DCC Rate Setting
 - Investigate financial Implications of potential changes to sewer allocations
 - o Economic Reality & Viability Testing
 - Affordability Definition in the context of a region
- Continue to enhance modelling capacity to support the increasing needs of the organization, in particular the Utilities and Project Delivery.
- Examine alternative rates and revenue sources to support financial sustainability
- Continue with review of Financial Planning policy suite, looking to better align policies with the evolving needs of an increasing capital program and associated costs.
- Enhance capital planning processes and fiscal controls for all Departments that have capital programs.
- Work with partners Utilities and Project Delivery to evolve from project planning to capital planning with fiscal parameters.
- Build processes to obtain the GFOA budget award.

Financial Operations

- Drive financial automation projects leveraging a financial reporting system to create efficiencies in the processes and reporting that require significant manual intervention.
- Provide resourcing and expertise to Corporate Services on the Enterprise Asset Management reconfiguration project (EAM), Project Management Information System (PMIS) implementation, PeopleSoft HR/Payroll system requirements and evaluation project and Metrolytics reporting project.
- Review Financial Operation policies for modernization and efficiencies.
- Complete work to implement Asset Retirement Obligation (PS3280) and Financial Instruments (PS3450) reporting for the 2023 annual financial statements.

• Continue to work with regulators and experts to understand and prepare for Environmental, Social, and Governance (ESG) reporting requirements.

Risk Management

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

Insurance Management

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



HUMAN RESOURCES

Description of Services

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

Strategic Directions and High-Level Goals Supported

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

Performance Indicators

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

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

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

2024 WORK PLAN



2024 Key Actions

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



LEGAL SERVICES AND INDIGENOUS RELATIONS

Indigenous Relations 2024 WORK PLAN

Description of Services

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

Strategic Directions and Priority Actions Supported

Board Strategic Plan, 2022-2026:

Reconciliation:

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

Priority Actions:

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

Performance Indicators

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

2024 Key Actions

- Continue to support ongoing First Nation engagement efforts (including agreements) on major Metro Vancouver capital and construction projects such as North West Langley Wastewater Treatment Plant upgrade, Iona Island Wastewater Treatment Plant upgrade, Coquitlam Lake Water Supply project, Coquitlam Main Water project, and Widgeon Marsh Regional Park development.
- Respond to the increasing number of internal requests from Metro Vancouver staff including:
 the provision of advice on information sharing and engagement with First Nations; the
 identification of First Nation economic and procurement opportunities; archaeology; as well as
 the coordination of, and participation in, meetings with First Nations involving staff from
 across the Metro Vancouver organization.
- Continue to provide ongoing training sessions for Metro Vancouver staff on various Indigenous
 Relations issues, including corporate policy related to information sharing and engagement with
 First Nations, the Board's procurement policy that includes economic opportunities and
 increased use of First Nations' services (e.g. archaeological) on Metro Vancouver projects;
 chance find protocols and archaeology.
- Complete the Cultural Safety training video, and operationalize the training for crews and contractors working on Metro Vancouver projects.
- Continue to work with the Human Resources Department to identify and contract external facilitators to provide Indigenous awareness training sessions on evolving topics in the field such as Cultural Safety and Humility, and Decolonization.
- Continue to organize Lunch and Learn sessions and other opportunities for Metro Vancouver staff, including Intranet articles, to learn more about local First Nations as well as issues related to Indigenous Peoples.
- Complete a phase of the work on a web-based portal on the provision of electronic information on local First Nations, and continue to work on other phases, including processing project referrals and streamlining the First Nations engagement process.
- Co-creating an event with an area First Nation and the Board of Directors and the Indigenous Relations Committee that promotes mutual understanding and relationship-building.



LEGAL SERVICES AND INDIGENOUS RELATIONS Legal Services

Description of Services

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

Strategic Directions and High-Level Goals Supported

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

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

Performance Indicators

Indicator	Historical Benchmark	Current Performance (CSAT Score)	2024 Performance Objective (CSAT Score)
How to obtain Legal Services support	N/A	98.38%	90%
Helpful support and advice provided	N/A	98.38%	90%
Understandable next steps and how to move forward	N/A	95.97%	90%
Confidence in legal advice received	N/A	97.58%	90%
Satisfaction with decision to refer work to external counsel or not	N/A	68.54%	65%
Satisfaction with turnaround times	N/A	81.45%	80%

2024 Key Actions

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

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PROCUREMENT AND REAL ESTATE SERVICES

Description of Services

Procurement and Real Estate Services is responsible for providing strategic and operational support services pertaining to property rights for all business activities of Metro Vancouver's entities, acquisition and lifecycle management of third party goods and services for Metro Vancouver's operations and capital works, and the overall management of Metro Vancouver's Head Office, MetroTower III. Real Estate Services collaborates with departments to ensure value for the organization is obtained and risk is mitigated when engaging in the acquisition and/or disposition of statutory rights of way, fee simple and other property interests and the management of over 6,500 property interests. Procurement collaborates with departments across the organization to ensure that the organization is receiving value for money through the development of appropriate strategies to engage the market place, contract management and overall risk mitigations plans. Operational departments also rely on Procurement to apply leading practices in the management of physical materials and parts inventory and oversight of warehouses ensuring that the right supplies are available and delivered as needed in the most sustainable and cost-efficient way. Corporate Facilities manages MetroTower III tenants, building systems maintenance, security, parking, janitorial, cafeteria oversight and other ancillary services to ensure that MV's asset is well maintained and optimally performing.

Strategic Directions and High-Level Goals Supported

Real Estate Services Goals:

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

Procurement Goals:

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

Corporate Facilities Goals:

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

Performance Indicators

Indicator	Historical and/or Industry Benchmark	Current Performance	2024 Performance Objective
Outstanding Rights of Way *	2022: • 16 transactions completed	Acquire rights to 10 - 15 high priority sites • 6 transactions completed YTD • 5 in active expropriation proceedings	 Acquire rights to 12 - 18 high priority sites Commence acquisition of rights on municipal lands
Building Operations MTIII	2022	2023 YTD	
Energy Star rating (overall building efficiency: electricity, water & gas – minimum 90% to meet Leed Platinum Building status).	91%	92%	>=90%

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

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

Indicator	2024 Performance Objective
Savings (based on awarded price vs. average price of submissions)	 Develop metric and appropriate targets (%) Report out annually starting (2024 baseline)
Contracts Competitively Bid (% awarded contracts resulting from competitive market event as per policy)	 Develop metric and appropriate targets (%) Report out annually starting (2024 baseline)
Average Time Procurement Cycle (# of days from requisition to contract award)	 Develop metric and appropriate targets (%) Report out annually starting (2024 baseline)

2024 Key Actions

Real Estate Services

- Obtain Board approval on statutory rights of way position (as part of the Capital Projects Guide).
- Review processes and implement changes necessary for GVWD/GVS&DD to provide consent to third parties in order to perform proximal works near its infrastructure or use of rights of way held by GVWD/GVS&DD.
- Organization wide strategy for the acquisition of land interests specific to various MV entity requirements including an investment portfolio.
- Explore options within the existing legislative framework to establish a mechanism which would provide MV a portfolio of lands for purposes of aiding in the strategy for land for organization wide purposes as above.

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

Procurement

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

Corporate Facilities

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

PROJECT DELIVERY

Project Controls & Commercial

Description of Services

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

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

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

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

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

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

Strategic Directions and High Level Goals Supported

Ensure value for money for Metro Vancouver by:

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

Performance Indicators

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

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

2024 Key Actions

<u>Technical Excellence and Direct Project Support:</u>

- Develop implementation strategy and deployment plan, including learning and organizational change management plan to roll-out Project Controls Best Practices to all PDE Water and Waste Water Programs in 2024. Project Controls best practices are currently deployed to North Shore, Northwest Langley, and Iona Programs.
 - All programs understand and will have adopted "minimum expectations" for cost estimating, cost control, scheduling, risk management, and management of project change.
 - Project controls best practices "right sized" for project maturity, complexity, and risk
- Accelerate deployment of Project Controls best practices by assigning PDE Project Controls subject matter experts (in Planning & Scheduling, Cost Control, and Risk Management) to HVRC projects so that they could work alongside the program teams directly.

Digitalization and Continuous Improvement:

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

Knowledge Transfer and Internal Capability Development:

- Develop collaborative Project Controls Division SharePoint to help disseminate knowledge to major projects through best practice Core Procedures, project templates, and other communication tools.
- Knowledge Transfer Engage and coach PDE staff on Project Controls best practices by conducting in person and online training programs.



PROJECT DELIVERY Operating Budget (PMO)

Description of services

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

- Project and Portfolio Management A centralized Project Management team that is responsible for
 developing and implementing a corporate project management framework, a capital project stage
 gate framework, designing and delivering PMO related training and technical knowledge material,
 and providing expert advisory services, to support Metro Vancouver's >\$7B five-year capital plan.
 The team is also responsible for leading the development, implementation and oversight of Project
 Management related IT systems to enable data-driven decision-making.
- Quality Management A centralized organizational quality management team that is responsible
 for developing and implementing a corporate Quality Management System to comply with the
 Province of BC's new Professional Governance Act and new requirements for regulation of firms that
 are engaged in the practice of professional engineering and geoscience, including reporting regularly
 to the CAO and GMs on compliance, audit-readiness and liability exposure. The team actively
 collaborates with local governments and other peer organizations in BC and throughout North
 America to enable best practices, continuous improvement and benchmarking.
- Integrated Asset Management With one of the largest and most complex asset portfolios in Canada, Metro Vancouver has been progressing its asset management practices for over ten years with support and guidance from industry experts and comparable large utilities across the globe to enable continuous improvement and data informed decision-making. This work was recently centralized to better enable the advancement of this work consistent with corporate asset management policies.

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

Strategic directions and high level goals supported

Board Strategic Plan

- Ensure the long-term financial sustainability of the Metro Vancouver Districts and Housing Corporation.
- Safeguard/steward the corporation's assets.
- Provide and enhance service to both internal and external customers.
- Provide support to Metro Vancouver operations in achieving their management plan goals.
- Ensure value for money in providing asset management knowledge and standards for engineering services and capital delivery.

Performance indicators

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

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

2024 key actions

Project & Portfolio Management

Project Management Framework

- Progress the Project Management Framework to align with outcomes from the organization-wide Project Management Maturity Assessment and the Discovery Phase of the Project Management Information System project, including:
 - Continue to implement the Stage Gate Framework for capital projects to enable transparent, well-informed, standardized and efficient decision making.
 - Update, develop, publish and train staff on project management standard practices, procedures, guidelines and templates.

<u>Technical Knowledge Management and Expert Advisory Services</u>

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

^{**} HVRC- High Value, Risk, Consequence Projects

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

Quality Management

- Progress implementation of a Quality Management System (QMS) aligned with PGA, EGBC and ISO 9001:2015 requirements.
- Implement and sustain an Annual Internal Quality Audit Program supported by a pool of Quality Auditors across MV in preparation for a potential EGBC Registered Firm Compliance Audit.
- Develop, manage and sustain updates and improvements to Metro Vancouver engineering technical specifications and standards.
- Sustain benchmarking initiatives with utilities across North America and globally in partnership with AWWA and WEF.
- Lead and promote continual improvement as related to the PGA aligned with QMS tools and processes and Lean Six Sigma.

Integrated Asset Management

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

PROJECT DELIVERY Water Projects

Description of Services

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

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

Strategic Directions and High-Level Goals Supported

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

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

Ensure value for money in providing major infrastructure delivery services:

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

Performance Indicators

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

Indicator	Historical benchmark (2022)	Current performance (as at July, 2023)	2024 performance objective
Coquitlam Water Supply Projects			
 Coquitlam Lake Water Supply 	95%	Complete	Complete
Project Definition Report			
 Coquitlam Lake Water Supply 	5%	5%	25%
Permitting and Regulatory			
Coquitlam Water Main (South	100%	Complete	Complete
Section) Detailed Design	Not Ctoutod	Chambad	C00/
Coquitlam Water Main (South	Not Started	Started	60%
Section) Construction	30%	60%	90%
Coquitlam Water Main (Central Costing) Potailed Posign	3070	0070	3070
Section) Detailed Design • Coquitlam Water Main (Cape	5%	30%	60%
Horn Section) Detailed Design			
Coquitlam Water Main (City)	5%	95%	Complete
Centre Tunnel) Preliminary			
Design			
Coquitlam Water Main (City	Not Started	Not Started	30%
Centre Tunnel) Detailed Design			
Second Narrows Water Supply Tunnel	70%	85%	95%
Construction			
Annacis Water Supply Tunnel			
 Construction 	5%	15%	30%
Cambie-Richmond Water Supply Tunnel			
 Preliminary Design 	Not Started	Not Started	40%
Stanley Park Water Supply Tunnel			
 Detailed Design 	90%	Complete	Complete
Construction	Not Started	Not Started	15%
Pitt River (Haney) Water Supply Tunnel			
Conceptual Design	50%	90%	Complete
Lulu-Delta Water Supply Tunnel			
Conceptual Design	Not Started	Not Started	25%

2024 Key Actions

Coquitlam Lake Water Supply Project

- Commence Phase 2 site investigation work in the Watershed and treatment plant site
- Continue stakeholder and First Nations engagement
- Participate in City of Coquitlam's Upper Pipeline Road Overview planning exercise
- Commence treatment pilot testing

Coquitlam Water Main

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

Tunneling Projects

- Complete construction of the Second Narrows Water Supply Tunnel
 - Achieve substantial completion of construction, including completion of valve chambers, and installation of mechanical and electrical components.
 - Continue planning for final tie-ins and commissioning/in-service, to be completed during winter seasons of 2024/2025 to 2026/2027.
- Continue construction of the Annacis Water Supply Tunnel (commenced early 2022)
 - Complete construction of south and north shafts, and commence tunnel excavation using Tunnel Boring Machine.
- Complete conceptual design phase for the Pitt River (Haney) Water Supply Tunnel.
- Commence construction for the Stanley Park Water Supply Tunnel
 - o Preparation of work sites, and construction of by-pass piping system in winter of 2024/2025.
- Commence preliminary design for the Cambie-Richmond Water Supply Tunnel
- Commence conceptual design for the Lulu-Delta Water Supply Tunnel.

Allocated Programs

2024 to 2028 – WHAT'S HAPPENING

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

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

Corporate Safety, Security,	Formalize enhanced security awareness training	System			
and Emergency Management	and deliver training sessions to MV operating	Stewardship			
	departments.				
Corporate Safety, Security,	Communicate and support Emergency Program	System			
and Emergency Management	Act pending legislative changes (EM	Stewardship			
and Lineigency Management	Modernization).				
	Wodernization).				
EXTERNAL RELATIONS					
Community and	Effective leadership of community engagement for	System Stewardship			
Stakeholder Engagement	LWS, WS and PDE capital projects and				
and Collaboration	management plans; significant stakeholder	Regulatory and			
	engagement to ensure meaningful development	Legislative			
	of Metro 2050 and Climate 2050 in addition to	Environment			
	Regional Parks, MVHC projects, air quality				
	initiatives; PNE event management; leadership to	Regional Growth			
	National Zero Waste Council / Zero Waste				
	Conference and other Zero Waste Collaboration	Climate Action			
	Initiatives; support to Invest Vancouver.				
		Resilience			
		Financial			
		Sustainability			
Intergovernment Relations	Build and maintain effective relationships with	System			
and Leadership Engagement	federal, provincial, and local governments and other	Stewardship			
and Leadership Engagement	stakeholders in support of Metro Vancouver	Stewardship			
	priorities and interagency issues, in particular the	Regulatory and			
	Iona Island Wastewater Treatment Plant projects,	Legislative			
	affordable housing, and climate action. Convene and	Environment			
	build relationships with other government agencies				
	and international government bodies, to build	Climate Action			
	networks of collaboration and best practices.				
	•	Resilience			
		Regional Growth			
		_			
		Financial			
		Sustainability			
Behaviour Change Campaigns	Campaigns and education/awareness building efforts	Climate Action			
and Communications	in support of water conservation, zero waste, source				
Planning	control, surfactants and I&Is, regional parks, regional	System			
	planning, housing, and air quality/climate change.	Stewardship			
	Critical research, focus group testing and developing				
	and implementing communications strategies across	Regulatory and			
	all departments.	Legislative			
		Environment			
	Convene and build relationships with member				
	jurisdictions so they can successfully engage and	Resilience			
	collaborate on regional campaigns and				
	priorities. Engagement of youth, including K-12				
	schools program in support of MV priorities and BC				

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

	opportunities	
Grow Talent and Build Capacity	Grow talent pipelines through recruitment campaigns and partnering with local colleges and universities, as well as organizations supporting newcomers to Canada. Support strategic and workforce planning; revitalize knowledge transfer initiatives and mentorship programs. Continue to deliver enhanced training to supervisors and staff.	Regional Growth
Technology and Communications	Implement new software to support Talent and Learning Management; delivery of new training programs to support diversity and staff development	Regional growth
INDIGENOUS RELATIONS		
Regional Gatherings, Community to Community Forums, and/ or other Special Events	Events to be co-hosted by Metro Vancouver Indigenous Relations Committee and Metro Vancouver Board with local area First Nations.	Reconciliation
First Nations Engagement	1. Complete and implement an updated First Nations engagement approach with First Nations' input and feedback; and 2. Track, analyze and make recommendations regarding Metro Vancouver's evolving obligations as implementation of the provincial Declaration on the Rights of Indigenous Peoples Act Action Plan progresses. Issues will include, but are not limited to, "advancing First Nations' participation in regional district boards" and working on "initiatives to advance collaborative stewardship of the environment, land and resources."	Reconciliation
Policy Review and Development	Review of existing policies, processes and practices for improving opportunities for engagement with First Nations based on the Board's commitment to Reconciliation and First Nations' expectations.	Reconciliation
Project Data Portal	Completion of various phases of a web-based platform for sharing project information and engaging with First Nations.	Reconciliation
Archaeological Management	Collaborate with First Nations on a renewed Metro Vancouver approach and policy on archaeological management.	Reconciliation
Capital and Construction Projects	Support ongoing First Nation engagement efforts on Metro Vancouver capital and construction projects.	Reconciliation

Sensitive Ecosystem Inventory	Support First Nation engagement in the 5-year update of the sensitive ecosystem inventory for the region.	Reconciliation			
Climate 2050	Support First Nation engagement and participation in the implementation of the Climate 2050 issue area roadmaps.	Reconciliation			
Liquid Waste Management Plan	Support First Nation engagement and participation in the plan update.	Reconciliation			
Drinking Water Management Plan	Support First Nations engagement and participation in the plan update.	Reconciliation			
Solid Waste Management Plan	Support First Nation engagement and participation in the plan update.	Reconciliation			
PROCUREMENT AND REAL E	STATE SERVICES				
Corporate Facilities	 Complete comprehensive building envelope assessment and develop 10-year capital plan for building maintenance Execute on energy plan to reduce energy usage and GHG emissions for MT3 Initiate a review of facilities operations across the organization to standardize practice 	Environmental Sustainability Financial Sustainability			
Real Estate	 Develop a long-term land acquisition strategy for the organization to pro-actively mitigate against rising property values and long term financial sustainability. Accelerate the acquisition of proper land rights to further the outstanding rights of ways program 	Financial Sustainability System Stewardship			
Procurement	 Establish a Business Intelligence program (data, analytics, market information, operational planning) used to drive value decision-making in procurement activity (market engagement, contract/supplier management, negotiations etc) Continue to improve and streamline procurement processes and systems to gain more efficiency and refine the allocation of resources 	Financial Sustainability			
Real Estate/ Procurement	 Implement revised Procurement and Real Property Contracting Authority Policy Develop options for Board related to First Nations procurement 	Regulatory and Legislative			

PROJECT DELIVERY		T
Corporate Asset Management Framework	Continue to improve and align asset management practices and improved systems to enable best practice day-to-day asset management and long term capital investment decision making.	System Stewardship Financial Sustainability
Asset Management System	Reconfiguration of the Enterprise Asset Management (EAM) system to better facilitate field work and analyze asset lifecycle costing as part of the corporate Asset Management Framework.	System Stewardship
Project Management Framework	Development, implementation, training and sustainment of improved and standardized project management processes, templates, reports and systems to be used on capital projects in Metro Vancouver.	Financial Sustainability
Stage Gate Framework	Phased implementation Stage Gate Framework across Metro Vancouver capital projects for improved transparency and consistency for decision makers to review key components of a project and make go/no-go decisions on whether a project has completed sufficient due diligence to confirm readiness to proceed to the next stage.	Financial Sustainability
Corporate Project Management Information System	Phased implementation of a corporate wide software solution integrated with MV's financial, document and other systems to improve efficiency, effectiveness and consistency in delivery of capital projects across Metro Vancouver, in line with best practices from other leading large utilities with large capital programs globally.	Financial Sustainability
Capital Projects Impact Mitigation Framework	Collaboration with REAC and RAAC to standardize practices for assessing and mitigating impacts of capital projects on member jurisdictions	Financial Sustainability
Quality Management System	Develop, implement and sustain an annual internal quality audit program supported by a pool of quality auditors across MV in preparation for a potential EGBC registered firm compliance audit.	Regulatory and Legislative
Project Document Management Improvements	Implement continuous improvement projects related to control of project documentation to ensure ongoing compliance with BC Professional Governance Act.	Regulatory and Legislative

Highest Value, Risk, Consequence Projects	Continue to implement improved governance, oversight and controls for the organization's highest value, risk and consequence projects.	Financial Sustainability

METRO VANCOUVER DISTRICTS

2024 - 2028 PROJECTED RESERVES – CENTRALIZED SUPPORT SERVICES

DISCRETIONARY RESERVES

	2023	2024							2024		2025		2026	2027		2028
	ENDING	OPENING						E	NDING		ENDING		ENDING	ENDING		ENDING
	BALANCE	BALANCE	COI	NTRIBUTION	W	ITHDRAWALS	INTEREST	В	ALANCE	- 1	BALANCE	1	BALANCE	BALANCE	E	BALANCE
Centralized Support Reserve	\$ 26,341,497	\$ 26,341,497	\$	3,011,090	\$	(9,878,992)	\$ 572,689	\$	20,046,284	\$	12,392,042	\$	4,735,264	\$ 2,745,498	\$	3,196,393

STATUTORY RESERVES

	2023 ENDING BALANCE	2024 PENING ALANCE	CONTR	BUTION	WI	ITHDRAWALS	INTEREST	2024 ENDING BALANCE		2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCI		2028 ENDING BALANCE
Corporate Self Insurance Reserve	\$ 1,606,735	\$ 1,606,735	\$	-	\$	-	\$ 40,168 \$	1,646,90	3 \$	1,688,076	\$ 1,730,278 \$	1,773	,535 \$	1,817,873
Corporate Fleet Reserve	20,382,834	20,382,834	1	1,527,073		(6,483,250)	447,619	15,874,27	6	12,635,733	8,163,121	4,894	,312	830,832
Total	\$ 21,989,569	\$ 3,713,874	\$	1,527,073	\$	(6,483,250)	\$ 487,787 \$	17,521,17	9 \$	14,323,809	\$ 9,893,399 \$	6,667	,847 \$	2,648,705





- Corporate Services (CS)
- External Relations (ERL)
- Financial Services (FS)
- Human Resources (HR)

- Indigenous Relations (IRL)
- Legislative Services (LS)
- Procurement & Real Estate Services (PRS)
- Project Delivery (PD)

2

CONTINUOUS IMPROVEMENT

Allocated Programs – Centralized Support

Initiative	Outcomes
Build on recruitment campaigns to ensure Metro Vancouver remains an employer-of-choice (CS)	Refreshed branding and recruitment campaigns Continue partnerships with colleges/universities to create a talent pipeline for hard to fill roles and continue to expand on a Water and Wastewater Operator Certificate/Diploma program in partnership with BCIT and EOCP
Cyber Resilience (CS)	Improve cyber security and resilience through improved architecture, new tools and upgraded hardware to proactively mitigate the risks posed by evolving cyber security threats.
Metrolytics Data Warehouse and Reporting (CS)	Continued development and expansion of a corporate data warehouse and dashboard reporting systems.
Develop a Cultural Sensitivity Training Video (IRL)	The video, which will be used to train project managers, contractors and crews working on Metro Vancouver project construction sites, will provide advice on cultural safety protocols when First Nation representatives, such as archaeological monitors, are on site.

CONTINUOUS IMPROVEMENT

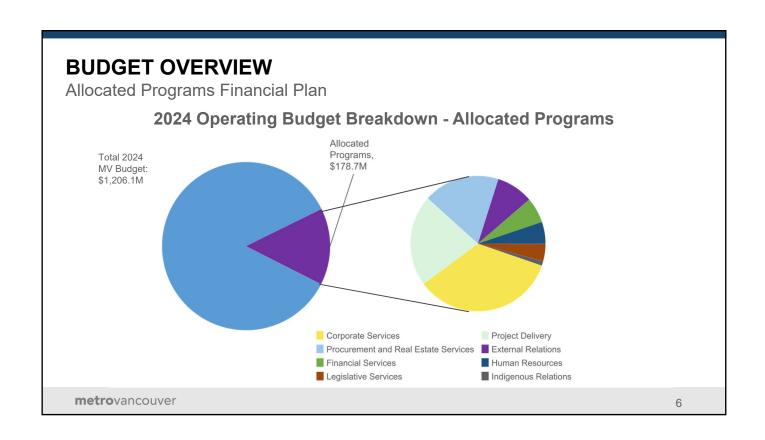
Allocated Programs – Centralized Support

	Outcomes
MV Conference Day (ERL)	This inaugural, in person full day conference provided member jurisdiction advisory committees and staff an update on the 2023 Board Strategic Plan and key initiatives, provided opportunities to learn more about and have dialogue on topics of interest, and provided an opportunity to network and connect in person.
Implement Information Governance and Access Structure (LS)	Provision of more robust organizational oversight on records, document, and privacy management, and improved support for information access.
Build upon the first year of procurement services transformation and continuous improvement work and execute action items supporting the departmental strategic plan. Focus on priorities related to improving the operating model and service delivery (Policy, Processes, Systems and People Development). (PRE)	This overall initiative (made up of a series of action items) will improve the quality and efficiency in each phase of the procurement lifecycle, improve control and risk mitigation and deliver value for money.

CONTINUOUS IMPROVEMENT

Allocated Programs - Project Delivery

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



OPERATING EXPENDITURES Function Financial Plan

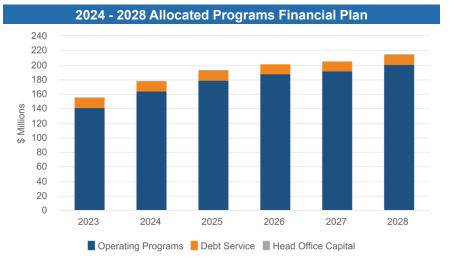
Overview:

2023 Operating Budget \$156.2M 2024 Operating Budget \$178.7M

14.4% increase

Drivers for Change:

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



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OPERATING FUNDING

Allocated Programs Financial Plan

Overview:

2023 Operating Budget \$156.2M 2024 Operating Budget \$178.7M

14.4% increase

Drivers for Change

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



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8

ALLOCATED PROGRAMS FINANCIAL PLAN SUMMARY

Allocated Programs 2024 - 2028

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

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To: Finance Committee

From: Jerry Dobrovolny, Commissioner/Chief Administrative Officer

Harji Varn, General Manager, Financial Services/Chief Financial Officer

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

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

RECOMMENDATION

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

EXECUTIVE SUMMARY

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

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

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

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

PURPOSE

To present the 2024 - 2028 Financial Plan for Regional District Service Areas of E911 Emergency Telephone Service, General Government Administration, General Government Zero Waste Collaboration Initiatives, Invest Vancouver, Regional Emergency Management, Regional Employers

Services, Regional Global Positioning System (Regional GPS), and Sasamat Fire Protection Service for consideration by the Finance Committee.

BACKGROUND

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

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

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

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

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

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

REGIONAL DISTRICT SERVICE AREAS

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

These service areas include the following functions:

- E911 Emergency Telephone Service;
- General Government Administration;
- General Government Zero Waste Collaboration Initiatives;
- Invest Vancouver;
- Regional Emergency Management;

- Regional Employers Services;
- Regional Global Positioning System; and
- Sasamat Fire Protection Service.

The financial plans for the Regional District Service Areas contribute to the overall projected MVRD Financial Plan and are combined with plans for the MVRD statutory functions of Air Quality and Climate Action, Housing Planning and Policy, Regional Parks, and Regional Planning. 2024 - 2028 Financial Plans for those functions have been presented separately to their respective Standing Committees, along with a presentation to the Electoral Area Standing Committee of the Electoral Area Service Financial Plan.

WORK PLAN PERFORMANCE INDICATORS

High level qualitative and quantitative performance indicators have been developed across the organization to evaluate trends, determine key actions for the coming year, and to assist in long-term planning. The 2024 Regional District Service Area Work Plans for E911 Emergency Telephone Service, General Government Administration (Board and Legislative Services), General Government Zero Waste Collaboration Initiatives, Invest Vancouver, Regional Emergency Management, Regional Employers Services, Regional GPS, and Sasamat Fire Protection Service are presented in this report. Within these Work Plans, 18 performance indicators have been developed and are being tracked. These include:

E911 Emergency Telephone Service

• 95/5 Service level through each quarter

Regional Employers Services

• Number of page visits to RES website and myRES Portal

General Government Zero Waste Collaboration Initiatives

Number of members in the National Zero Waste Council (NZWC)

Invest Vancouver

- Number of unique visitors to the Invest Vancouver website
- Number of reports published

Regional Emergency Management

Conduct one region-wide emergency exercise per year

Regional Global Positioning System

- Percent of service uptime
- Post-mission data availability

Sasamat Fire Protection Service

Ongoing training of volunteers

CONTINUOUS IMPROVEMENT

Some of the continuous improvement initiatives for Regional District Service Area which have been identified for 2024 include:

- Leveraging Multi-Factor Authentication, elected officials have immediate access to more information and services that are also better protected;
- Create an inventory of applications and utilities used or supported by the Board Secretariat (RMT, AT, Board Vote, ACT);

- Implementation of NextGen-911 with partners TELUS, member jurisdictions, and secondary and primary PSAPS. NextGen-911 will update the 9-1-1 service infrastructure;
- With significant changes expected by the Province in relation to emergency management legislation over the next number of years, IPREM will provide ongoing guidance to member jurisdictions with respect to new obligations;
- Emergency Regional Exercises will strengthen collaboration between local and provincial governments and key partner organizations for emergencies;
- Consolidation and delivery of regional events, making use of best practice for delivery, including virtual platforms;
- Ongoing development of regional policy guidelines, templates, and tools, including subjectspecific web pages, to support member jurisdictions with emerging issues of regional significance;
- High Precision Network (HPN) Maintenance 40 HPN monuments replaced to ensure continuous improvement of ~350-station HPN; and
- Expanded audience reach and profile of Love Food Hate Waste Campaign through engagement with the global *Food Waste Action Week* campaign organized by WRAP.

2024 BUDGET AND 2024 - 2028 FINANCIAL PLAN

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

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

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

The overall Regional District Summary for 2024 - 2028 are included as Attachment 1 and the 2024 - 2028 Financial Plans for the Regional District Service Areas presented in this report are included as Attachment 2. The 2024 Annual Work Plans for the Regional District Service Areas presented in this report are included in Attachment 3, and the summary of the Regional District Service Areas program highlights, 2024 - 2028 "What's Happening", is included under Attachment 4.

Regional District Summary

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

Air Quality Regional Emergency Management

E911 Emergency Telephone Service Regional Employers Services

Electoral Area Service Regional Global Positioning System

General Government Administration Regional Parks
General Government Zero Waste Collaboration Initiatives Regional Planning

Housing Planning and Policy Sasamat Fire Protection Service

Invest Vancouver

The full MVRD 2024 - 2028 Financial Plan for the next five years is summarized below:

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

The Regional District Service Areas, along with the statutory functions of Air Quality, Housing Planning and Policy, Regional Parks, and Regional Planning, form the MVRD which is primarily funded through tax requisitions. To support the Regional District for the years 2024 - 2028, MVRD tax requisitions are decreasing \$0.8 million over the five-year period, from \$100.6 million in 2023 to \$99.8 million in 2028, representing an average annual decrease of \$0.17 million. The decrease in the MVRD Requisition starts in 2026, which is driven by the phase-in of a park acquisition DCCs. This allows for a gradual decrease to the contribution to the park acquisition and development reserve as it is now being funded from DCCs and not the MVRD Tax Requisition.

Operating Budget Highlights

In 2024, total expenditures for the Regional District Service Areas not presented separately to other standing committees are proposed to increase \$2.2 million for total expenditures of \$26.6 million (Attachment 2).

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

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

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

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

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

Reserve Funds

Reserve usage within the Regional District Service Areas include one-time equipment purchases or upgrades, as well as one-time initiatives which are delivered through contract services in accordance with the Board approved *Operating, Statutory and Discretionary Reserves Policy*. In 2024, \$4.4 million in reserve funding has been applied in these Regional District Service Areas.

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

APPROVAL PROCESS

The proposed 2024 - 2028 Financial Plan and Annual Work Plan is presented for consideration and endorsement before being forwarded to the Board for consideration. The next steps of the process are:

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

ALTERNATIVES

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

Page 7 of 8

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

FINANCIAL IMPLICATIONS

If the MVRD Board endorses the 2024 - 2028 Financial Plan for the Regional District Service Areas, as presented under Alternative 1, in 2024 the requisitions for the service areas outlined in this report will increase by \$2.2 million comprising part of the overall MVRD requisition. The Regional District Service Area requisitions form part of the overall MVRD tax requisition which is projected to be \$113.1 million in 2024, representing a \$8 increase (10.6%) to the average regional household for an annual cost of \$92 after taking into account regional population growth.

Over the term of the five-year plan, the annual requisitions for the Regional District Service Areas outlined in this report are projected to increase by an average of \$896,369 per year. It is anticipated that the cost to the average regional household over the next five years for all MVRD services, including these Regional District Service Areas, will decrease from \$92 in 2024 to \$77 in 2028 representing an average annual decrease of \$3.

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

CONCLUSION

The 2024 - 2028 Financial Plans for the Centralized Support Program have been prepared following direction received at the April 19, 2023 Metro Vancouver Board Budget Workshop and to respond to direction provided in the *Board Strategic Plan*. It is presented to Committee and Board members to provide overview information on activities and financial impacts for the years 2024 to 2028 for the Regional District Service Areas of E911 Emergency Telephone Service, General Government Administration, General Government Zero Waste Collaboration Initiatives, Invest Vancouver, Regional Emergency Management, Regional Employers Services, Regional GPS, and Sasamat Fire Protection Service.

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

Staff recommend endorsing the 2024 - 2028 Financial Plans for Regional District Service Areas as presented under alternative one.

Attachments:

- 1. 2024 2028 Financial Plans Regional District Summary
- 2. 2024 2028 Financial Plans

- E911 Emergency Telephone Service
- General Government Administration
- General Government Zero Waste Collaboration Initiatives
- Invest Vancouver
- Regional Emergency Management
- Regional Employers Services
- Regional Global Positioning System
- Sasamat Fire Protection Service
- 3. 2024 Work Plans
- 4. 2024 2028 "What's Happening"
- 5. 2024 2028 Projected Reserves Regional District
- 6. 2024 2028 Financial Plan Regional District Service Areas Presentation

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

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

ATTACHMENT 2

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



911 EMERGENCY TELEPHONE SERVICE

Description of services

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

Strategic directions and high level goals supported

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

Performance indicators

Indicator	Historical and/or Industry Benchmark	Current Performance	2024 Performance Objective
Number of quarters within the	2019: 0		
calendar year where the E-9-1-1	2020: 0	2023: 0	2024: 0
service failed to meet 95% of	2021: 2		
calls within 5 seconds standard	2022: 0		

2024 Key Actions

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



GENERAL GOVERNMENT ADMINISTRATION

Description of Services

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

Strategic Directions and High-Level Goals Supported

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

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

Performance Indicators

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

2024 Key Actions

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



GENERAL GOVERNMENT – ZERO WASTE COLLABORATION INITIATIVES

Description of Services

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

Zero Waste Collaboration Initiatives include:

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

Strategic Directions and High Level Goals Supported

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

Performance Indicators

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

2024 Key Actions

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



INVEST VANCOUVER

Description of Services

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

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

As stated in Invest Vancouver's Annual Plan (2023), Invest Vancouver has four priorities:

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

Strategic Directions and High-Level Goals Supported

Board Strategic Plan

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

Performance Indicators

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

2024 Key Actions

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

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

^{**} Performance Indicators from January 1 – July 1, 2023.



REGIONAL EMERGENCY MANAGEMENT

Description of Services

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

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

IPREM's current Strategic Plan includes the following strategies:

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

Strategic Directions and High Level Goals Supported

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

Performance Indicators

Indicator	Historical and/or Industry Benchmark	2023 YTD	2024 Performance Objective
Conduct one Region Wide Emergency Exercise per year	1	1	1

2024 Key Actions

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



REGIONAL EMPLOYERS SERVICES

Description of Services

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

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

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

Strategic Directions and High-level Goals Supported

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

Performance Indicators

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



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

2024 Key Actions

- Continue with preparation, coordination, and ongoing bargaining for the 2022/2023 renewals of collective agreements for Inside/Outside, Fire, and Police.
- Commence the development of a new RES database(s).
- Develop a forward looking strategic plan for RES.
- Build and enhance RES services and delivery to respond to increasing client demand and growth.
- Complete the integration and implementation of the new CR Online (Job Evaluation) system.
- Continue to enhance tools and templates in support of the job evaluation process.
- Continue to develop and deliver regional events and outreach through virtual seminars, roundtables and online learning initiatives.
- Continue to develop and deliver the RES Learning Series, including Comp 101.
- Continue to maintain and enhance the reporting functionality of the Workforce Data Centre on myRES.
- Continue to add resources to the Diversity and Inclusion webpage.
- Maintain and enhance the Careers Landing Page (you-belonghere.ca).



WATER SERVICES REGIONAL GLOBAL POSITIONING SYSTEM

Description of Services

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

Alignment of Strategic Directions and High Level Goals

Board Strategic Plan

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

Performance Indicators

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

2024 Key Actions

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



SASAMAT FIRE PROTECTION SERVICE

Description of Services

Sasamat Fire Protection Service is a Metro Vancouver Regional District (MVRD) function established to provide fire protection service to the Villages of Anmore and Belcarra. The service has two fire halls and five trucks staffed by approximately 40 trained volunteers. In 2022, Sasamat Fire Protection Service responded to approximately 121 calls for service with this volume expected to increase as development continues in the service area.

Strategic Directions and High Level Goals Supported

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

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

MVRD supports the fire service with providing administration services.

2024 Sasamat Volunteer Fire Department Board of Trustees Key Actions

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

Regional District Service Area

2024 to 2028 - WHAT'S HAPPENING

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

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

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

59967334 October 4, 2023

Service Area	Initiative	Description	Theme
2024 – 2028			
		Economic Development Plan,	
		including identification of	
		transformational economic	
		development opportunities	
Regional	Collective	Conduct and coordinate collective	Regional Growth &
Employers	Bargaining	bargaining across all occupational	Financial
Services		groups.	Sustainability
Regional	Regional	Consolidate and deliver regional	System
Employers	Coordination	events, making use of best practices	Stewardship
Services		for delivery including virtual platforms.	
		Develop regional policy guidelines,	
		templates, and tools, including	
		subject-specific web pages, to support	
		member jurisdictions with emerging	
		issues of regional significance.	
Regional	RES Strategic Plan	Develop a forward looking strategic	RES Strategic Plan
Employers		plan for RES.	
Services			
Regional	Compensation	Complete the integration of new	Regional Growth &
Employers	,	subscribers and commence the	Financial
Services		upgrade and integration of the new	Sustainability
		online Job Evaluation system	,
Regional Global	Regional GPS	With local government partners,	System
Positioning	5-year (2024-2028)	update and seek REAC endorsement	Stewardship
System	Strategic Plan	for new five-year (2024-2028) GPS	and the state of t
<i>-</i> 7000		Program Strategic Plan.	
Sasamat Fire	Equipment Refresh	Receive and outfit new fire truck	System
Protection	' '		Stewardship
Service		Begin plans to purchase a new fire	·
		truck after 2025	
Sasamat Fire	Training	Ongoing training for volunteer	System
Protection		firefighters	Stewardship
Service			
Zero Waste	National Zero	Continue to manage the presence of	Environmental
Collaboration	Waste Council	the National Zero Waste Council by	Sustainability
Initiatives		leveraging the ability to convene key	Regulated &
		stakeholders to work on, as examples,	•
		plastics, packaging, reuse and the	Legislative Environment
		transition to a circular economy	Environment
7000 \Ms = + =	A Food I car and	Courtinue to involve at #2 5 - 4	Facility and sector
Zero Waste	A Food Loss and	Continue to implement "A Food Loss	Environmental
Collaboration	Waste Strategy for	and Waste Strategy for Canada"	Sustainability
Initiatives	Canada	through initiatives reducing waste	
		throughout the food supply chain	
		and from households	

Service Area	Initiative	Description	Theme
2024 – 2028			
Zero Waste	Zero Waste	The annual Zero Waste Conference,	Environmental
Collaboration Initiatives	Conference	hosted by Metro Vancouver and the National Zero Waste Council, has been organized to support the first two goals of the Integrated Solid Waste and Resource Management Plan related to waste prevention.	Sustainability Regulated & Legislative Environment

METRO VANCOUVER DISTRICTS 2024 - 2028 PROJECTED RESERVES - E911 EMERGENCY TELEPHONE SERVICE

OPERATING RESERVES

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

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

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

OPERATING RESERVES

		2023		2024							2024	:	2025	2	026		2027	2028
	E	NDING	OI	PENING							ENDING	E١	IDING	EN	DING		ENDING	ENDING
	В	ALANCE	BA	ALANCE	CONTRIBU	ITION	WITHDRAWA	ALS	INTERES	Т	BALANCE	BA	LANCE	BAI	ANCE		BALANCE	BALANCE
General Government Administration	\$	421,569	\$	421,569	\$	-	\$	-	\$ 10,	539	\$ 432,108	\$	442,911	\$	453,98	4 \$	465,334	\$ 476,967

DISCRETIONARY RESERVES

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

STATUTORY RESERVES

		2023 ENDING BALANCE	OPE	024 NING ANCE	CON	TRIBUTION	WITHDRAWALS	INTEREST	E	2024 :NDING ALANCE	EN	D25 DING ANCE	2026 ENDING BALANCE	2027 ENDING BALANCE	2028 ENDING BALANCE
General Government Administration															
MVRD Sustainability Innovation Fund Reserve	Ś	7,801,546	\$ ·	7,801,546	Ś	347,000	\$ (2,727,512)	\$ 165,282	Ś	5,586,316	\$ 5	,858,454 \$	6,336,003	\$ 6,845,741	\$ 7,368,222
Grants Reserve Fund	•	1,861,091		1,861,091		-	(300,000)	42,777		1,603,868		,340,215	1,069,970	792,969	509,043
Total	\$	9,662,637	\$ 9	,662,637	\$	347,000	\$ (3,027,512)	\$ 208,060	\$	7,190,184	\$ 7	,198,669 \$	7,405,973	\$ 7,638,710	\$ 7,877,265

METRO VANCOUVER DISTRICTS 2024 - 2028 PROJECTED RESERVES - INVEST VANCOUVER

OPERATING RESERVES

	2023 ENDING BALANCE	2024 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2024 ENDING BALANC	EN	025 DING LANCE	2026 ENDING BALANCE	2027 ENDING BALANCE	2028 ENDING BALANCE
Invest Vancouver	\$ 141,250	\$ 141,25	0 \$ -	· \$ -	\$ 3,531	\$ 144,	781 \$	148,401 \$	152,111	\$ 155,914	\$ 159,812

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

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

OPERATING RESERVES

		2023	2	024							2024	20	25		2026		2027	2028
	E	NDING	OP	NING							ENDING	END	ING	El	NDING		ENDING	ENDING
	B/	LANCE	BA	ANCE	CONTRIBUTION	1 W	VITHDRAWALS	INTER	ST	E	BALANCE	BALA	NCE	BA	ALANCE	1	BALANCE	BALANCE
Regional Emergency Management	\$	12,370	\$	12,370	\$ -	- \$	-	\$	309	\$	12,679	\$	12,996	\$	13,321	\$	13,654	\$ 13,995

	2023 ENDING BALANCE	2024 OPENING BALANCE	CONTRIBUTION	n wi	/ITHDRAWALS	INTEREST	2024 ENDING BALANCE	2025 ENDING BALANC		2026 ENDING BALANCE	2027 ENDING BALANCE	2028 ENDING BALANCE
REM General Reserve	\$ 551,804	\$ 551,8	04 \$	- \$	(58,564) \$	13,063	\$ 506,303	\$ 480	,914 \$	463,405	441,559	\$ 435,033

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

OPERATING RESERVES

		2023	2024						2024	2025		2026	2027	2028
		ENDING	OPENING	i					ENDING	ENDIN	G	ENDING	ENDING	ENDING
	E	BALANCE	BALANCE	co	ONTRIBUTION	WITHDRAWAL	S	INTEREST	BALANCE	BALAN	CE	BALANCE	BALANCE	BALANCE
Regional Employers Services	\$	155,250	\$ 155	250 \$	-	\$.	- \$	3,881	\$ 159,131	\$ 163	3,109	\$ 167,187	\$ 171,367	\$ 175,651

		2023	2024						2024	2025	20)26		2027	2028
	- 1	ENDING	OPENING						ENDING	ENDING	ENI	DING		NDING	ENDING
	В	BALANCE	BALANCE	CONTRIBUTIO	N	WITHDRAWALS	INTE	REST	BALANCE	BALANCE	BAL	ANCE	В	ALANCE	BALANCE
Regional Employers Service General Reserve	\$	2,767,236	\$ 2,767,23	6 \$	- :	\$ (978,000)	\$	56,956	\$ 1,846,192	\$ 1,280,797	\$	939,204	\$	750,059	\$ 718,185

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

OPERATING RESERVES

		2023	2024						2024	20	25		2026	2027	2028
	EI	NDING	OPENIN	G					ENDING	END	ING	E	NDING	ENDING	ENDING
	BA	LANCE	BALANC	Œ	CONTRIBUTION	WITHDRAWA	LS	INTEREST	BALANCE	BAL	ANCE	B	ALANCE	BALANCE	BALANCE
Regional Global Positioning System	\$	15,657	\$ 1!	5,657	\$ -	\$	-	\$ 391	\$ 16,048	\$	16,449	\$	16,860	\$ 17,282	\$ 17,714

STATUTORY RESERVES

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

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

OPERATING RESERVES

		2023	2	024						2024	2	025	20	26		2027	2028
	E	NDING	OPE	NING						ENDING	EN	DING	END	ING	- 1	ENDING	ENDING
	B	ALANCE	BAL	ANCE	CONTRIBUTION	N N	VITHDRAWALS	INT	EREST	BALANCE	BAI	ANCE	BAL	ANCE	В	ALANCE	BALANCE
Sasamat Fire Protection Service	\$	45,858	\$	45,858	\$ -	- \$	-	\$	1,146	\$ 47,004	\$	48,179	,	49,383	\$	50,618	\$ 51,883

STATUTORY RESERVES

	2023 ENDING BALANCE	2024 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2024 ENDING BALANCE		2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE	2028 ENDING BALANCE
Sasamat Fire Protection Service (SFPS)											
SFPS Capital Reserve Fund	\$ 640,660	\$ 640,660	\$ 87,100	\$ -	\$ 17,105	\$ 744,86	\$	851,675 \$	961,156 \$	1,073,374	1,188,397
SFPS Communications Capital Reserve Fund	31,220	31,220	-	-	781	32,00	l	32,801	33,621	34,462	35,324
SFPS Emergency Equipment Reserve Fund	35,348	35,348	5,000	-	946	41,29	1	47,389	53,636	60,039	66,602
SFPS Capital Facility Reserve	807,689	807,689	348,192	-	24,545	1,180,42	5	1,562,481	1,954,087	2,355,484	2,766,916
Total	\$ 1,514,917	\$ 1,514,917	\$ 440,292	\$ -	\$ 43,377	\$ 1,998,58	5 \$	2,494,346 \$	3,002,500 \$	3,523,359	4,057,239



REGIONAL DISTRICT OVERVIEW

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

2

CONTINUOUS IMPROVEMENT

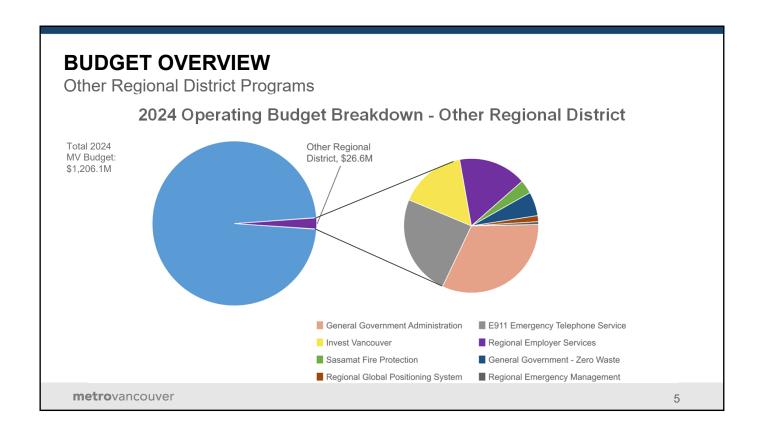
Other Regional District Programs

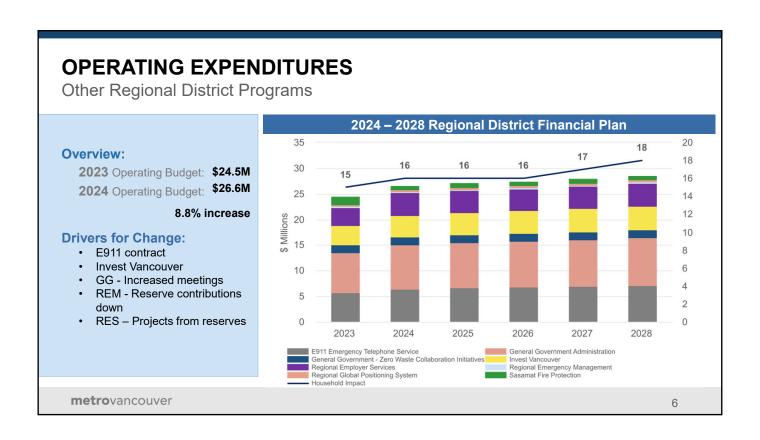
Initiative	Outcomes
Support self-service options for elected officials (GGA)	Leveraging Multi-Factor Authentication, elected officials have immediate access to more information and services that are also better protected.
Review of Board Secretariat Applications and Utilities (GGA)	This initiative will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

CONTINUOUS IMPROVEMENT

Other Regional District Programs

Exercises will strengthen collaboration between local and provincia governments and key partner organizations for emergencies.
Consolidation and delivery of regional events, making use of best practice for delivery, including virtual platforms.
Ongoing development of regional policy guidelines, templates, and tools, including subject-specific web pages, to support member jurisdictions with emerging issues of regional significance.
40 HPN monuments replaced to ensure continuous improvement of ~350-station HPN
Expanded audience reach and profile of Love Food Hate Waste Campaign through engagement with the global <i>Food Waste Action Week</i> campaign organized by WRAP.





OPERATING FUNDING Other Regional District Programs 2024 - 2028 Regional District Financial Plan 35 **Overview** 2023 Operating Budget: \$24.5M 30 2024 Operating Budget: \$26.6M 25 8.8% increase willions 20 \$ 15 **Drivers for Change:** · Reserve use for RES projects SFPS 2023 Apparatus purchase was from reserves 10 Increase in MVRD requisition drives \$3 increase in HHI 5 2023 2024 2025 2026 2027 2028 MVRD Requisitions ■ GPS User Fees ■ Other Revenues Transfer from Reserves **metro**vancouver

OTHER REGIONAL DISTRICT FINANCIAL PLAN SUMMARY

Regional District 2024 - 2028

			_			
	2023	2024	2025	2026	2027	2028
Total Expenditures (\$ Millions)	\$24.5	\$26.6	\$27.1	\$27.5	\$28.0	\$28.6
% Change		8.8%	1.8%	1.2%	1.8%	2.3%
MVRD Requisition (\$ Million)	\$18.5	\$20.6	\$21.4	\$21.8	\$22.3	\$23.0
% Change		11.7%	3.5%	2.2%	2.2%	2.8%
Household Impact (\$)	\$15	\$16	\$16	\$16	\$17	\$18
% Change		10.7%	2.2%	0.8%	0.9%	1.5%
Prior Cycle Household Impact Change (%)		5.0%	2.0%	0.4%	0.6%	N/A
metro vancouver						8





To: Housing Committee

From: Heather McNell, Deputy Chief Administrative Officer, Policy and Planning

Date: September 26, 2023 Meeting Date: October 13, 2023

Subject: 2024 - 2028 Financial Plan – Metro Vancouver Housing Corporation (MVHC)

RECOMMENDATION

That the Housing Committee endorse the 2024 - 2028 Financial Plan for the Metro Vancouver Housing Corporation as presented in the report dated September 26, 2023, titled "2024 - 2028 Financial Plan – Metro Vancouver Housing Corporation", and forward it to the Metro Vancouver Board Budget Workshop on October 20, 2023 for consideration.

EXECUTIVE SUMMARY

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

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

MVHC's 5-year financial plan supports its goals of:

- supporting healthy engaged communities;
- preserving existing housing to maintain affordability and improve energy efficiency;
- growing strategically through redevelopment and new developments; and
- partnering to expand affordable rental housing across the region.

Over the next five years, the MVHC annual budgeted revenue is expected to increase an average of \$3.1 million or 5.2% per year as the portfolio grows. The projected capital cash flow for 2024 - 2028 totals \$629.1 million, or an average of \$125.8 million per year. The delivery of 882 new homes within five years, and the acceleration of building rehabilitation work result in projected 2024 capital expenditures of \$23.1 million for capital maintenance and \$108.2 million for capital development, supported by debt, grants and MVHC's Capital Development and Capital

Replacement reserve. MVHC operations are funded primarily through rental revenues, and do not have an impact on the regional tax requisition.

PURPOSE

To present the 2024 - 2028 Financial Plan for the Metro Vancouver Housing Corporation (MVHC) for consideration by the Housing Committee.

BACKGROUND

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

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

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

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

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

This report focuses on the Metro Vancouver Housing Corporation Service and presents the 2024 provisional annual budget and the updated five-year plan for the years 2024 to 2028 for Committee consideration.

METRO VANCOUVER HOUSING CORPORATION

The MVHC is a not-for-profit entity with the Metro Vancouver Regional District as its sole shareholder. MVHC operates 49 housing sites providing 3,400 units of affordable rental housing for low to moderate income households across the region. MVHC's operations and maintenance are primarily financed through the collection of tenant rents and supplemented by BC Housing operating subsidies for nine of the 49 sites. Operations maintains MVHC assets, runs tenant programs and services, and calculates subsidy and collects rents. The Development and Capital

Maintenance team manages the strategic redevelopment of existing sites, and expansion to new sites through partnerships with member jurisdictions, provincial and federal governments and others to develop additional affordable homes across the region.

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

- Providing safe, inclusive, diverse and affordable homes in communities throughout the region;
- Preserving the existing portfolio through capital maintenance to support affordability and improve sustainability and accessibility; and
- **Expanding** Metro Vancouver Housing's portfolio through redevelopment and partnerships with member jurisdictions and other orders of government.

WORK PLAN PERFORMANCE INDICATORS

High level performance indicators have been developed across the organization to evaluate trends, determine key actions for the coming year, and to assist in long-term planning. The 2024 Work Plan for MVHC is presented in this report. Within the MVHC Work Plan, performance indicators have been developed and are being tracked, many from the MVH 10 Year Plan. These include:

- Percentage of total units rented to Rent Geared to Income tenants (deeper subsidy);
- Vacancy rate (percentage based on number of available units);
- Number of tenant program activities delivered;
- Reduction of GHG emissions (45% below 2010 levels by 2030);
- Redevelopment projects including: Kingston Gardens (Surrey), Salal Landing (Port Coquitlam), Heather Place – Building B (Vancouver), The Connection (Burnaby), and Malaspina Village (Phase I) (Coquitlam);
- New development projects including: Heron's Nest (Pitt Meadows), and The Steller (Burnaby); and
- Rehabilitation projects including: Strathearn Court (Vancouver), Manor House (North Vancouver), Crown Manor (New Westminster), Le Chateau Place (Coquitlam), Minato West (Richmond), Somerset Gardens (Surrey), Meridian Village (Port Coquitlam), and Knightsbridge (Richmond).

MVHC will continue to provide one third of the tenant portfolio with deeper subsidized tenants, maintain a very low vacancy rate (0.1%), increase tenant programs and activities and continue the decrease in GHG emissions from MVHC operations. The redevelopment at five existing MVHC sites, and delivery of two new projects on member jurisdiction lands puts MVHC on track to exceed the 10-Year Plan target of 1,350 new and redeveloped affordable rental homes in MVHC's portfolio. Retrofit and rehabilitation is planned for 634 homes, with major building envelope rehabilitation planned at eight sites, demonstrating the commitment to preserve and revitalize existing homes.

CONTINUOUS IMPROVEMENT

MVHC has been reviewing and updating its standards and procedures. Notable updates include Project Management Standards and templates that ensure the consistent and efficient delivery of development projects. In addition, a review of Operations has been completed and recommendations are now being implemented.

Further improvement initiatives include:

- Expanding through redevelopment and partnerships;
- Accelerating the delivery of large capital rehabilitation projects through the financing of these projects;
- Reviewing procurement approaches and exploring alternatives to expedite cost effective delivery of projects;
- Installing high efficiency mechanical equipment and making thermal improvements to building structures;
- Delivering projects approved through the Sustainability Innovation Fund:
 - Building Resilience: Exploring the Potential of Renewable Energy Building Infrastructure
 - Step Code Implementation Impacts for Building Envelope Rehabilitation of Existing Buildings
 - o Novel On-Demand Domestic Hot Water System Implementation and Study
 - Panelized Mass-timber for Retrofits
 - o Adding Resiliency and Additional Units for Retrofits
 - o Living Building Challenge Certification Feasibility for Rehabilitation; and
- Implementing a work order system and digital portal for tenants, and incorporating mobile technology into day-to-day field operations.

2024 BUDGET AND 2024 - 2028 FINANCIAL PLAN

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

The five priorities are as follows:

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

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

The 2024 - 2028 MVHC Financial Plan is included as Attachment 1. The 2024 Annual Work Plan for the MVHC presented in this report is included in Attachment 3 and the "What's Happening" highlights for the years 2024 - 2028 are included in Attachment 4.

Operating Budget Highlights

The MVHC 2024 operating budget is proposed to increase by \$5.2 million for a total budget of \$60.3 million (Attachment 1). This increase is due to an increase in rents collected (more units coming on line and minor annual increase), and increased transfer from reserves for building maintenance.

The 2024 operating budget includes the following key actions:

- Continue implementation of the *Metro Vancouver Housing 10-Year Plan* and Asset Management Plan;
- Apply for currently available CMHC, FCM and CleanBC grants and other partnerships for our capital maintenance projects that target green building retrofits and the preservation of affordable housing. Any grants received will be applied to decrease the costs of projects, including financing where required.;
- Continue to develop and implement innovative tenant programs such as community gardens, free food programs, complimentary spring flowers programs, murals and communications projects;
- Continue to support tenants through relocation to support redevelopment;
- Develop and begin implementation of a new internal and external work order system;
- Enhance the online housing application process for tenants;
- Continue to build brand awareness with key industry stakeholders and residents of the region; and
- Work to build a better understanding the opinions and community needs of MVHC through focus group and public opinion research where needed.

Over the next five years, the MVHC annual budget is expected to increase an average of \$3.1 million or 5.2% per year, primarily due to the expansion of the housing portfolio as more units come on line.

Communications Program

The 2024 MVHC Communications Program of \$40,000 is focused on tenant and public engagement, video and graphic documentation of new and existing MVHC sites and programs for partner and tenant engagement, and marketing materials to help raise awareness and presence of MVHC as a leading provider of affordable housing in the region.

Capital Budget Highlights

The MVHC capital projects cash flow for 2024 is \$131.3 million with a total estimated spend of \$629.1 million over the next five years (Attachment 2). The capital program is funded by external financing, reserve funding, and grant funding from various levels of government. The capital projects planned and ongoing for 2024 include:

- The redevelopment and construction of Kingston Gardens Phase I (Surrey), Salal Landing (Port Coquitlam), and Heather Place Building B (Vancouver);
- Finalizing detailed design and construction tender for The Connection, The Steller (Burnaby) and Heron's Nest (Pitt Meadows) and finalizing detailed design for Malaspina Village –
 Phase I (Coquitlam); and

• Construction for Strathearn Court (Vancouver), Minato West (Richmond), Le Chateau Place (Coquitlam), Manor House (North Vancouver), and Somerset Gardens (Surrey) building envelope renewals and energy improvements.

Redevelopment Projects:

- Kingston Gardens Phase 1 (Surrey) and Salal Landing (Port Coquitlam) are on track for 97% construction completion by the end of 2024;
- Heather Place Building B (Vancouver) will achieve 35% construction in 2024;
- The Connection (Burnaby) will see finalized detailed design and construction tender in 2024; and
- Malaspina Village Phase 1 (Coquitlam) will finalize detailed design in 2024.
- In addition, two projects on member jurisdiction lands The Steller (Burnaby) and Heron's Nest (Pitt Meadows), are in detailed design and will start construction in 2024. These projects will be funded through a combination of reserves, grants, partnerships and mortgage financing.

Rehabilitation Projects:

- Some of the rehabilitation projects will be funded through a combination of reserves, grants, and financing in order to accelerate the projects and take advantage of current grant funding opportunities. These projects are considered part of the capital plan due to the financing element, the other rehabilitation projects remain in the operations plan, as Capital Maintenance.
- The projects planned for financing are Manor House and Strathearn Court. Manor House is scheduled to be 97% completed in 2024 and Strathearn is scheduled to be 97% completed construction mid 2025. Le Chateau and Minato West are due to be 97% complete construction by the end of 2025. Somerset Gardens will start a 3-year period construction in 2026.

Reserve Funds

The application of reserve funding in MVHC is in accordance with the *Operating, Statutory and Discretionary Reserves Policy* and is primarily made through its Capital Development and Capital Replacement Reserves. In 2024, the financial plan includes \$27.5 million in reserve usage for significant asset maintenance and replacement, of which \$14.3 million is from the Capital Replacement Reserve and the remaining \$1.7 million is from the Restricted Capital Replacement Reserve. In 2024, \$11.5 million in reserve funding will be applied for capital development projects. A one-time grant of \$20 million from the Growing Communities Fund is being applied to the Capital Development Reserve to assist with infrastructure costs associated with expanding affordable housing. The 2024 - 2028 Projected Reserves for MVHC is included in Attachment 5.

APPROVAL PROCESS

The proposed 2024 - 2028 Financial Plan and Annual Work Plan is presented for consideration and endorsement before being forwarded to the Board for consideration.

The next steps of the process are:

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

ALTERNATIVES

- 1. That the Housing Committee endorse the 2024 2028 Financial Plan for the Metro Vancouver Housing Corporation as presented in the report dated September 6, 2022, titled "2024 2028 Financial Plan Metro Vancouver Housing Corporation", and forward it to the Metro Vancouver Board Budget Workshop on October 20, 2023 for consideration.
- 2. That the Housing Committee make recommendations and endorse an amended 2024 2028 Financial Plan for the MVHC, and forward the amended Financial Plan to the to the Metro Vancouver Board Budget Workshop on October 20, 2023 for consideration.

FINANCIAL IMPLICATIONS

MVHC operations are funded primarily through rental revenues and do not have an impact on the overall MVRD tax requisition. If the MVRD Board endorses the 2024 - 2028 Financial Plan for the MVHC, as presented under Alternative 1, in 2024 the rental revenues are expected to generate a surplus from operations ranging from \$8.1 million in 2024 to \$9.0 million in 2028. This surplus has decreased moderately from prior projections owing to increases in operating costs exceeding increases in rents. The capital plan includes five redevelopment projects and five rehabilitation projects.

Under Alternative 2, the Committee may wish to consider recommending amendments to the 2024 Budget and Five-year Financial Plan for consideration at the Metro Vancouver Board Budget Workshop. Any amendments to the plan may have an impact on the MVRD Financial Plan.

SUMMARY / CONCLUSION

The MVHC 2024 Budget and Five-year Financial Plan was prepared following direction received at the April 19, 2023 Metro Vancouver Board Budget Workshop and to respond to direction provided in the *Board Strategic Plan*. It is presented to Committee and Board members to provide overview information on activities and financial impacts for the years 2024 to 2028 for MVHC.

The presentation of the 2024 budget and five-year financial plan for MVHC provides the opportunity for Metro Vancouver to share with its member jurisdictions the proposed capital projects and operating programs, and the financial impact of these projects, over the next five years. The financial plan illustrates how Metro Vancouver proposes to pay for MVHC investments that will be required to maintain our assets and to respond to our region's growing population. It is intended to be used as a guiding document for member jurisdictions in the development of their five-year financial plans.

Staff recommends endorsing the 2024 - 2028 Financial Plan and Annual Work Plan for MVHC as presented under alternative one.

Attachments:

- 1. 2024 2028 Financial Plan
- 2. 2024 2028 Capital Portfolio Housing Development
- 3. 2024 Work Plan
- 4. 2024 2028 "What's Happening"
- 5. 2024 2028 Projected Reserves Metro Vancouver Housing Corporation

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METRO VANCOUVER HOUSING CORPORATION HOUSING 2024 BUDGET REVIEW 2024 - 2028 FINANCIAL PLAN

	2023 BUDGET	2024 BUDGET	% CHANGE	2025 FORECAST	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE
REVENUES											
Housing Rents	\$43,776,981	\$ 45,207,881	3.3%	\$ 47,552,532	5.2%	\$ 52,589,082	10.6%	\$ 58,686,792	11.6%	\$ 61,114,867	4.1%
Housing Mortgage and Rental Subsidies	1,254,011	1,254,012		1,666,165		1,699,488		1,733,477		1,768,148	
Other External Revenues	927,600	1,002,083		1,011,925		1,021,886		1,031,959		1,042,138	
Financing Proceeds	-	-		-		-		-		-	
Transfer from Reserves	9,190,781	12,856,377		9,469,074		7,488,611		9,386,421		6,727,879	
TOTAL REVENUES	\$55,149,373	\$ 60,320,353	9.4%	\$ 59,699,696	(1.0%)	\$ 62,799,067	5.2%	\$ 70,838,649	12.8%	\$ 70,653,032	(0.3%)
EXPENDITURES											
Operating Programs:											
Property Operations	\$19,493,214	\$ 21,958,187		\$ 22,521,511		\$ 24,584,414		\$ 27,219,914		\$ 28,436,474	
Maintenance	1,136,393	1,221,612		1,253,426		1,286,427		1,320,156		1,354,658	
Housing Finance Operations	933,293	1,154,578		1,185,493		1,217,603		1,250,141		1,283,875	
Tenant Program and Services	609,913	874,407		986,992		1,010,700		1,034,774		1,059,681	
Site Administration	2,302,527	2,521,088		2,585,627		2,652,465		2,720,358		2,790,580	
Engineers in Training	7,350	10,273		13,378		13,736		14,100		14,477	
Administration and Department Support	1,515,185	1,543,513		1,583,840		1,625,551		1,667,971		1,711,794	
	\$25,997,875	\$ 29,283,658	12.6%	\$ 30,130,267	2.9%	\$ 32,390,896	7.5%	\$ 35,227,414	8.8%	\$ 36,651,539	4.0%
Communications Program	40,000	40,000	0.0%	40,000	0.0%	40,000	0.0%	40,000	0.0%	40,000	0.0%
Allocation of Centralized Support Costs	\$ 2,352,769	\$ 2,697,141	14.6%	\$ 2,806,334	4.0%	\$ 2,640,877	(5.9%)	\$ 2,717,320	2.9%	\$ 2,782,822	2.4%
Total Operating Programs	\$28,390,644	\$ 32,020,799	12.8%	\$ 32,976,601	3.0%	\$ 35,071,773	6.4%	\$ 37,984,734	8.3%	\$ 39,474,361	3.9%
Capital Maintenance	8,978,156	12,032,204	34.0%	7,706,948	(35.9%)	4,112,226	(46.6%)	5,590,056	35.9%	2,511,534	(55.1%)
Allocation of Project Delivery Cost	-	-	N/A	839,936	N/A	874,493	4.1%	908,669	3.9%	936,219	3.0%
Debt Service:											
Mortgage Payments	4,698,170	5,478,117	16.6%	6,871,683	25.4%	9,363,464	36.3%	12,160,655	29.9%	12,168,921	0.1%
Capital Maintenance Financing	212,625	824,173	287.6%	1,762,126	113.8%	3,376,385	91.6%	3,796,365	12.4%	4,216,345	11.1%
Contribution to Capital Replacement Reserve	1,858,786	1,911,397	2.8%	1,993,342	4.3%	2,135,704	7.1%	2,330,443	9.1%	2,388,398	2.5%
Contribution to Reserve	11,010,992	8,053,663	(26.9%)	7,549,060	(6.3%)	7,865,022	4.2%	8,067,727	2.6%	8,957,254	11.0%
TOTAL EXPENDITURES	\$55,149,373	\$ 60,320,353	9.4%	\$ 59,699,696	(1.0%)	\$ 62,799,067	5.2%	\$ 70,838,649	12.8%	\$ 70,653,032	(0.3%)

METRO VANCOUVER HOUSING CORPORATION CAPITAL PORTFOLIO HOUSING DEVELOPMENT

2024 CAPITAL BUDGET AND 2024 - 2028 CAPITAL PLAN

	CAPITAL BUDGET FOR APPROVAL	2024 CAPITAL CASH FLOW	2025 CAPITAL CASH FLOW	2026 CAPITAL CASH FLOW	2027 CAPITAL CASH FLOW	2028 CAPITAL CASH FLOW	2024 TO 2028 TOTAL CAPITAL CASH FLOW	ACTIVE PHASE	PRIMARY DRIVER
CAPITAL EXPENDITURES									
Capital Development									
Heather Place - Building B	\$ 55,800,000	\$19,000,000	\$ 19,000,000	\$ 10,200,000	\$ -	\$ -	\$ 48,200,000	Construction	Expand/Re-develop
Kingston Gardens - Phase 1	44,700,000	14,000,000	-	-	-	-	14,000,000	Construction	Expand/Re-develop
Salal Landing	36,100,000	15,700,000	2,600,000	-	-	-	18,300,000	Construction	Expand/Re-develop
The Connection	104,200,000	20,000,000	36,000,000	36,000,000	9,150,000	-	101,150,000	Detailed Design	Expand/Re-develop
Malaspina	117,900,000	2,000,000	4,000,000	30,000,000	40,000,000	39,050,000	115,050,000	Detailed Design	Expand/Re-develop
Heron's Nest	76,900,000	25,000,000	32,500,000	17,400,000	-	-	74,900,000	Construction	Expand/Member Partnerships
The Steller	75,000,000	10,000,000	29,500,000	29,500,000	4,550,000	-	73,550,000	Detailed Design	Expand/Member Partnerships
Projects in Planning	540,000,000	2,500,000	2,500,000	20,000,000	30,000,000	43,750,000	98,750,000	Planned	Expand/Re-develop
Partnerships in Planning	-	_	-	3,000,000	3,000,000	3,000,000	9,000,000	Planned	Expand/Member Partnerships
Total Capital Development	\$1,050,600,000	\$108,200,000	\$126,100,000	\$146,100,000	\$86,700,000	\$85,800,000	\$552,900,000	•	
Building Rehabilitation									
Strathearn Court	10,000,000	5,000,000	5,000,000	_	-	-	10,000,000	Detailed Design	Preserve
Le Chateau Place	5,600,000	846,400	4,130,800	-	-	-	4,977,200	Design	Preserve
Crown Manor	4,800,000	350,000	3,540,000	-	-	-	3,890,000	Detailed Design	Preserve
Manor House	11,000,000	11,000,000	_	-	-	-	11,000,000	Detailed Design	Preserve
Minato West	11,776,000	5,888,000	5,888,000	-	-	-	11,776,000	Detailed Design	Preserve
Somerset Gardens	25,100,000	50,000	150,000	8,300,000	8,300,000	8,300,000	25,100,000	Planned	Preserve
Knightsbridge I	_	_	_	-	-	5,000,000	5,000,000	Planned	Preserve
Meridian Village	_	_	_	3,000,000	1,500,000	-	4,500,000	Planned	Preserve
Total Building Rehabilitation	\$ 68,276,000	\$23,134,400	\$ 18,708,800	\$ 11,300,000	\$ 9,800,000	\$13,300,000	\$ 76,243,200	•	
TOTAL CAPITAL EXPENDITURES	\$1,118,876,000	\$131,334,40	\$144,808,800	\$157,400,000	\$96,500,000	\$99,100,000	\$629,143,200	· :	
CAPITAL FUNDING									
Grants				\$ 57,690,000					
External Borrowing	539,475,272		44,720,366	93,860,000	52,850,000	34,500,000	268,564,766		
Reserve	149,433,547	14,934,765	11,680,000	5,850,000	10,500,000	60,600,000	103,564,765		
Total	\$1,118,876,000	\$131,334,40	\$144,808,800	\$157,400,000	\$96,500,000	\$99,100,000	\$629,143,200		
SUMMARY BY DRIVER									
Expand/Re-develop	\$898.700 000	\$73,200.000	\$ 64.100.000	\$ 96,200,000	\$79.150.000	\$82,800.000	\$395,450.000		
Expand/Member Partnerships	151,900,000		62,000,000	49,900,000	7,550,000	3,000,000	157,450,000		
Total				\$157,400,000					
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METRO VANCOUVER HOUSING CORPORATION

Description of Services

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

Strategic Directions and High Level Goals Supported

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

Performance Indicators

Indicator	Historical and/or industry benchmark (2022)	Current performance (2023)	2024 performance objective
Total units rented to subsidized tenants	30% Target	31% (2023)	30%
Vacancy percentage (based on number of units)	0.1% (3 Year Average)	0.1% (2022)	0.1%
Number of Tenant Program Activities	107	180	230
Reduce GHG emissions	10.2 grams CO ² Emissions per square metre (2010 baseline)	7.8 grams CO ² Emissions per square metre (2021 and 2022 avg) ¹	7.45 grams CO ² Emissions per square metre
Kingston Gardens, Surrey Redevelopment	40% (construction)	90% (construction)	100% (construction) 100% (rent up)
Salal Landing, Port Coquitlam Redevelopment	8% (construction)	50% (construction)	100% (construction) 25% (rent up)
Heather Place B, Vancouver Redevelopment	60% (design)	100% (design) 15% (construction)	65% (construction)
The Connection, Burnaby Redevelopment	60% (design) 0% (construction)	100% (design)	25% (construction)

¹ Methodology for this calculation updated to comply with Carbon Neutral Government Regulation 59928043

Indicator	Historical and/or industry benchmark (2022)	Current performance (2023)	2024 performance objective
Heron's Nest, Pitt Meadows New development	0% (construction)	100% (design)	30% (construction)
The Steller, Burnaby New development	0% (construction) 80% (design)		10% (construction)
Malaspina Phase 1, Coquitlam Redevelopment	35% (design)	50% (design)	90% (design)
Strathearn Court Rehabilitation Project	95% (design) 0% (construction)	100% (design) 0% (construction)	50% (construction)
Minato West Rehabilitation Project	0% (Design	100% (design) 0% (construction)	40% (construction)
Crown Manor, New Westminster Rehabilitation Project	30% (design)	100% (design)	20% (construction)
Le Chateau Place, Coquitlam Rehabilitation Project	30% (design)	100% (design)	20% (construction)
Manor House, North Vancouver Rehabilitation Project	50% (design)	100% (design) 15% (construction)	97% (construction)
Somerset Gardens, Surrey Rehabilitation Project		5% (design)	10% (design)

^{*}The performance objective measures for municipal partnership projects at the concept stage are included in the Housing Planning and Policy Annual Work Plan Report.

2024 Key Actions – Metro Vancouver Housing

Operations & Maintenance

- Continue implementation of the Metro Vancouver Housing 10-Year Plan and Asset Management Plan;
- Construction for four rehabilitation and retrofit projects (Strathearn Court (Vancouver), Minato West (Richmond), Le Chateau Place (Coqutilam) and Manor House (North Vancouver) for building envelope renewals and energy improvements;
- Leverage existing grant funding through the province and other sources and increase certainty by continuing to advocate for predicable federal funding on a portfolio basis.
- Continue to develop and implement innovative tenant programs such as community gardens, free food programs, decorative wraps contests, complimentary spring flowers programs, murals and communications projects;
- Continue to support tenants that need to be relocated due to redevelopment;
- Develop and begin implementation of digital tools including a new internal and external work order system;
- Enhance the online housing application process for tenants;
- Continue to build brand awareness with key industry stakeholders and residents of the region;
 and
- Work to build a better understanding the opinions and community needs of MVHC through focus group and public opinion research where needed.

Redevelopment

- Complete construction of active redevelopment sites: Kingston Gardens Phase 1 (Surrey) and Salal Landing (Port Coquitlam);
- Continue construction at Heather Place Building B redevelopment (Vancouver);
- Finalized detailed design and construction tender for the Connection (Burnaby), the Steller (Burnaby), and the Heron's Nest (Pitt Meadows);
- Complete planning approvals for Malaspina Phase 1 (Coquitlam);
- Continuing working with BC Housing, CMHC and other agencies on funding partnerships to expand our portfolio and create additional homes;

Communications

- Continue to build brand awareness with key industry stakeholders and residents of the region
- Video and graphic documentation of new and existing MVHC sites and programs for partner and tenant engagement
- Work to build a better understanding the opinions and community needs of MVHC through focus group and public opinion research where needed

Metro Vancouver Housing Corporation

2024 to 2028 - WHAT'S HAPPENING

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

Initiative	Description	Theme					
2024							
Metro Vancouver Housing 10-Year Plan	Continue the exploration and implementation of actions identified in the 10-Year Plan	Regional growth, financial sustainability & environmental sustainability					
Kingston Gardens – Phase 1 Redevelopment	Complete construction and begin rent-up	Regional growth					
Salal Landing Redevelopment	Complete construction and begin rent-up	Regional growth					
Heather Place B Redevelopment	Continue construction phase of project	Regional growth					
The Connection Redevelopment	Finalize detailed design and construction tender	Regional growth					
Malaspina Village – Phase 1 Redevelopment	Continue detailed design	Regional growth					
Heron's Nest – New development	Finalize detailed design and construction tender	Regional growth					
The Steller – New development	Finalize detailed design and construction tender	Regional growth					
Strathearn Court Rehabilitation Project	Continue construction phase	System stewardship					
Manor House Rehabilitation Project	Continue construction phase	System stewardship					
Crown Manor Rehabilitation Project	Begin construction phase	System stewardship					
Le Chateau Place Rehabilitation Project	Begin construction phase	System stewardship					
Minato West Rehabilitation Project	Begin construction phase	System stewardship					
Process development	Review and refine preventative maintenance procedures	System stewardship					
2025							
Metro Vancouver Housing 10-Year Plan	Continue the exploration and implementation of actions identified in the 10-Year Plan	Regional growth, financial sustainability & environmental sustainability					
Heather Place B Redevelopment	Continue construction phase	Regional growth					
The Connection Redevelopment	Continue construction phase	Regional growth					
Malaspina Village – Phase 1 Redevelopment	Finalize detailed design and construction tender	Regional growth					

Heron's Nest – New	Continue construction phase	Regional growth
development		
The Steller – New	Continue construction phase	Regional growth
development		

<u> </u>	T	T				
Strathearn Court Rehabilitation Project	Complete construction phase	System stewardship				
Manor House Rehabilitation Project	Complete construction phase	System stewardship				
Crown Manor Rehabilitation Project	Continue construction phase	System stewardship				
Le Chateau Place Rehabilitation Project	Continue construction phase	System stewardship				
Minato West Rehabilitation Project	Continue construction phase	System stewardship				
2026						
Metro Vancouver Housing 10-Year Plan	Continue the exploration and implementation of actions identified in the 10-Year Plan	Regional growth, financial sustainability & environmental sustainability				
Heather Place B Redevelopment	Complete construction and begin rent-up	Regional growth				
The Connection Redevelopment	Continue construction phase	Regional growth				
Malaspina Village – Phase 1 Redevelopment	Continue construction phase	Regional growth				
Heron's Nest – New development	Complete construction and begin rent-up	Regional growth				
The Steller – New development	Continue construction phase	Regional growth				
Crown Manor Rehabilitation Project	Complete construction phase	System stewardship				
Le Chateau Place Rehabilitation Project	Complete construction phase	System stewardship				
Minato West Rehabilitation Project	Complete construction phase	System stewardship				
Meridian Village Rehabilitation Project	Begin construction phase	System stewardship				
Somerset Gardens Rehabilitation Project	Begin construction phase	System stewardship				
2027						
Metro Vancouver Housing 10-Year Plan	Review 10-Year Plan and assess achievements to date. Monitor emerging trends and changes to the affordable housing sector	Regional growth, financial sustainability & environmental sustainability				
The Connection Redevelopment	Complete construction and begin rent-up	Regional growth				
Malaspina Village – Phase 1 Redevelopment	Continue to progress through construction	Regional growth				

The Steller – New development	Complete construction and begin rent-up	Regional growth
Meridian Village Rehabilitation Project	Complete construction phase	System stewardship
Somerset Gardens Rehabilitation Project	Continue construction phase	System stewardship
2028		
Metro Vancouver Housing 10-Year Plan	Review the 10-Year Plan and assess achievements to date. Monitor emerging trends and changes to the affordable housing sector	Regional growth, financial sustainability & environmental sustainability

Malaspina Village – Phase 1	Complete construction and begin rent-up	Regional growth
Redevelopment		
Somerset Gardens	Continue construction phase	System stewardship
Rehabilitation Project		
Knightsbridge	Begin construction phase	System stewardship
Rehabilitation Project		

METRO VANCOUVER DISTRICTS

2024 - 2028 PROJECTED RESERVES - METRO VANCOUVER HOUSING CORPORATION

OPERATING RESERVES

	2023	2024						2024		2025	20	26	2027	202	28
	ENDING	OPENING						ENDING	E	ENDING	END	ING	ENDING	END	ING
	BALANCE	BALANCE	CONTRIBUTION	V	WITHDRAWALS	S	INTEREST	BALANCE	В	BALANCE	BALA	ANCE	BALANCE	BALA	NCE
Metro Vancouver Housing Corporation	\$ 2,720,993	\$ 2,720,993	\$	-	\$ -	-	\$ 68,025	\$ 2,789,018	\$	2,858,743	\$ 2,9	30,212 \$	3,003,467	\$ 3,07	78,554

DISCRETIONARY RESERVES

	2023 ENDING BALANCE	2024 OPENING BALANCE	CONTRIBUTIO	N V	WITHDRAWALS	INTEREST	2024 ENDING BALANCE	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE	2028 ENDING BALANCE
Housing											
MVHC Capital Replacement Reserve	\$ 4,393,942	\$ 4,393,942	\$ 12,355,5	70 \$	(13,261,903) \$	98,519	\$ 3,586,128	\$ 3,973,440	\$ 4,620,749	\$ 4,123,639	\$ 3,052,428
MVHC Capital Development Reserve	40,460,792	40,460,792	4,434,0	90	(11,534,765)	922,761	34,282,878	55,400,075	59,936,989	59,410,414	10,675,674
Total	\$ 44,854,734	\$ 44,854,734	\$ 16,789,6	60 \$	(24,796,668) \$	1,021,280	\$ 37,869,006	\$ 59,373,515	\$ 64,557,738	\$ 63,534,053	\$ 13,728,102

STATUTORY RESERVES

	2023	2024						2024		2025		2026	2027	202	28
	ENDING	OPENING						ENDING		NDING	E	NDING	ENDING	ENDI	ING
	BALANCE	BALANCE	CC	ONTRIBUTION	W	VITHDRAWALS	INTEREST	BALANCE	В	ALANCE	BA	ALANCE	BALANCE	BALA	NCE
MVHC Restricted Cap. Replacement Reserve	\$ 3,246,828	\$ 3,246,828	\$	1,934,964	\$	(1,705,952) \$	84,033	\$ 3,559,873	\$	3,443,010	\$ 2	2,569,554	\$ 2,840,236	\$ 3,75	57,555



FINANCIAL SERVICES ADMIN	FIN BUDGET & DATA SUPPORT
DEPARTMENTS	PROJECT DELIVERY

To: Housing Committee

From: Heather McNell, Deputy Chief Administrative Officer, Policy and Planning

Date: September 28, 2023 Meeting Date: October 13, 2023

Subject: 2024 - 2028 Financial Plan – Housing Planning and Policy

RECOMMENDATION

That the Housing Committee endorse the 2024 - 2028 Financial Plan for Housing Planning and Policy as presented in the report dated September 28, 2023, titled "2024 - 2028 Financial Plan – Housing Planning and Policy", and forward it to the Metro Vancouver Board Budget Workshop on October 20, 2023 for consideration.

EXECUTIVE SUMMARY

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

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

The Housing Planning and Policy team supports the Metro Vancouver Housing Corporation capital (re)development housing projects and the implementation of the *Metro Vancouver Housing 10-Year Plan*. This function also supports and convenes member jurisdictions around housing issues, and supports regional housing priorities through the provision of planning and policy resources and information, best practices research, and advocacy.

PURPOSE

To present the 2024 - 2028 Financial Plan for the Housing Planning and Policy function for consideration by the Committee.

BACKGROUND

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

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

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

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

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

This report focuses on the Housing Planning and Policy Service and presents the 2024 provisional annual budget and the updated five-year plan for the years 2024 to 2028 for Committee consideration.

HOUSING PLANNING AND POLICY PROGRAM

The Housing Planning and Policy function contributes to processes and decisions related to regional housing planning and research, supports the development of affordable housing projects through implementation of the *Metro Vancouver Housing 10-Year Plan* and *Metro 2050*, coordinates the Regional Planning Advisory Committee – Housing Subcommittee and works to secure funding and available lands owned by member jurisdictions for new affordable housing.

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

- Implement the Metro Vancouver 10-Year Housing Plan to support affordable housing and engaged communities in the region;
- Strengthen awareness and engagement with the public, members, other orders of government, and key stakeholders on a range of initiatives regarding the role and value of Metro Vancouver Housing Corporation;

- Develop and implement financial plans and policies that reflect a commitment to sound financial management and long-term planning, in consideration of current and future ratepayers; and
- Support healthy engaged communities, preserve existing housing to maintain affordability and grow strategically through redevelopment and new developments.

WORK PLAN PERFORMANCE INDICATORS

High level performance indicators have been developed across the organization to evaluate trends, determine key actions for the coming year, and to assist in long-term planning. The 2024 Work Plan for Housing Planning and Policy is presented in this report. Within the Housing Planning and Policy Work Plan, a number of performance indicators have been developed and are being tracked. These include:

- New Development The Steller (Burnaby) and Heron's Nest (Pitt Meadows) sites: 100% of design completed, begin construction in 2024;
- New Development Riverside Drive (District of North Vancouver): 100% of design completed, advance to shovel ready status for construction start in 2026;
- New Development Initiation of all Tranche 2 Partnership projects: 0-10% of design complete, partners secured for all identified sites;
- Redevelopment Moray Place (Port Moody): 40% of design complete; conclude concept planning and advance development approvals (i.e. rezoning);
- 350 partnership units initiated; and
- 600 new development units initiated.

The performance measures identify the percentage of design completed (through Building Permit) once project concepts have been approved by the MVHC Committee and Board. Projects in construction stages are listed in the MVHC Annual Work Plan report.

CONTINUOUS IMPROVEMENT

Housing Planning and Policy supports and guides MVHC with policy and strategic planning as well as supporting member jurisdictions with research and best practices to advance housing policy in the region. A jurisdictional scan and best practice review of inclusionary housing policies and practices is currently underway, which will include creating a model inclusionary housing policy and an exploration of MVHC roles in supporting and administering units generated through inclusionary housing.

In 2023, MVHC entered into a Memorandum of Understanding with the Province to support the delivery of 2,000 new homes over the next 10 years. With a portfolio approach to funding, and with significant progress having been made toward delivering other objectives of the *Metro Vancouver Housing 10-Year Plan*, an update to the plan is required to ensure it remains relevant in guiding MVHC investments and decisions.

Further improvement initiatives include:

 Create a Metro 2050 implementation guideline to support achievement of regional growth strategy housing policies, including the regional target of 15% affordable rental housing within Urban Centres and Frequent Transit Development Areas;

- Update the municipal measures matrix outlining actions being taken by member jurisdictions to further housing affordability and delivery;
- Refresh the *Metro Vancouver Housing 10-Year Plan* to reflect current market conditions and present a renewed vision for the future;
- Develop an expanded partnership approach including identifying criteria for evaluating opportunities and potential partners;
- Review and update internal finance and operational policies, procedures, and documentation to
 ensure clear and consistent documentation, identify opportunities to update and streamline
 procedures, and ensure standard application across different teams; and
- Ensure affordable housing supports those who need it most and supports greater financial
 sustainability and certainty for new development projects without reliance on external funding
 or ongoing operating subsidies by implementing new policies/procedures to introduce income
 testing for new Low End of Market tenants.

2024 BUDGET AND 2024 - 2028 FINANCIAL PLAN

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

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

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

The 2024 - 2028 Housing Planning and Policy Financial Plan is included as Attachment 1. The 2024 Annual Work Plan for Housing Planning and Policy presented in this report is included in Attachment 2, and the "What's Happening" highlights for the years 2024 - 2028 are included in Attachment 3.

Operating Budget Highlights

The Housing Planning and Policy 2024 operating budget is proposed to increase by \$992,699 to a total budget of \$8.2 million (Attachment 1). This increase is primarily due to the planned initiation of new one-time Sustainability Innovation Fund projects (Building Resilience - Exploring the Potential of Renewable Energy Building Infrastructure; Step Code Implementation Impacts for Building Envelope Rehabilitation of Existing Buildings; Panelized Mass-timber for Retrofits, Adding Resiliency and Additional Units for Retrofits; and Living Building Challenge Certification Feasibility for Rehabilitation).

The 2024 operating budget includes the following actions:

Support the implementation of the Metro Vancouver Housing 10-Year Plan

- o Initiate a 10-Year Plan update to reflect Tranche 2 objectives and expanded targets
- Progress concept design for new Riverside Drive site (District of North Vancouver) to schematic design and development approvals
- Initiate five new partnership projects to advance through design and approvals as part of MVHC's next phase of projects (Tranche 2)
- Continue to pursue partnership opportunities with public, private and other housing stakeholders
- o Continue to review and update internal procedures surrounding tenant subsidies
- o Best practice research to support MVHC development standards
- Continue to update tenant policies as required (e.g., periodic income testing for low end of market tenants, ombudsperson procedure)
- Continue to explore opportunities to acquire or manage inclusionary housing units built by private developers
- Explore opportunities to acquire purpose-built rental housing buildings through the Rental Protection Fund
- o Continue to develop materials and communications to support tenant relocation
- Support the implementation of the Metro Vancouver Housing Redevelopment Plan to advance the redevelopment of four Tranche 2 redevelopment projects;
- Support Metro Vancouver Regional Planning implementation of policies related to housing for Metro 2050, the regional growth strategy;
- Convene the Regional Planning Advisory Committee Housing Subcommittee and support members around regional housing issues and support with best practice research and advocacy; and
- Continue to implement the strategy to update existing MVHC leases with municipal members, and explore innovative approaches such as rezoning MVHC properties on a portfolio basis.

Over the next five years, operating programs decrease by \$440,671 or an average of 0.9% per year. The decrease is due to the completion of planned projects funded through the Sustainability Innovation Fund. However, as new projects are identified and approved in future years, annual budgets will be adjusted accordingly.

Communications Program

The 2024 Housing Planning and Policy Communications Program of \$25,000 is focused on outreach to build better understanding and awareness of the Metro Vancouver Housing function in the region and to engage existing tenants to collect and analyze demographic and user experience data to guide development and operational planning. There will be emphasis on further branding work including multimedia support, focus groups and public opinion research where needed.

Reserve Funds

The 2024 - 2028 Financial Plan for Housing Planning and Policy includes a \$1.0 million annual contribution to support the re-development of existing housing sites through the affordable housing re-development reserve and a \$4.0 million annual contribution. This amount was previously anticipated to increase to a \$6.0 million annual contribution. With a one-time \$20 million in grant funding allocated from the Building Communities fund to support MVH expansion, this contemplated increase in the tax requisition has been deferred to be revisited in the future to

support the development of MVHC affordable housing on member jurisdiction or regional lands. Reserve usage is in accordance with the *Operating, Statutory and Discretionary Reserves Policy*.

The financial plan for Housing Planning and Policy does not have any proposed applications of reserve funding. The 2024 - 2028 Projected Reserves for Housing Planning and Policy is included in Attachment 4.

APPROVAL PROCESS

The proposed 2024 - 2028 Financial Plan and Annual Work Plan is presented for consideration and endorsement before being forwarded to the Board for consideration. The next steps of the process are:

- The 2024 2028 Financial Plan and Annual Work Plan will be presented for consideration at the Metro Vancouver Board Budget Workshop on October 20, 2023.
- The Board will consider adoption of the 2024 Budget and endorsement of the 2024 2028 Financial Plan on October 28, 2022.

ALTERNATIVES

- 1. That the Housing Committee endorse the 2024 2028 Financial Plan for Housing Planning and Policy as presented in the report dated September 28, 2023, titled "2024 2028 Financial Plan Housing Planning and Policy", and forward it to the Metro Vancouver Board Budget Workshop on October 20, 2023 for consideration.
- 2. That the Housing Committee make recommendations and endorse an amended 2024 2028 Financial Plan for the Housing Planning and Policy Service and forward the amended Financial Plan to the to the Metro Vancouver Board Budget Workshop on October 20, 2023 for consideration.

FINANCIAL IMPLICATIONS

If the MVRD Board endorses the 2024 - 2028 Financial Plan for the Housing Planning and Policy Service, as presented under Alternative 1, in 2024 the Housing Planning and Policy requisition will increase by \$288,299 (4.6%) for a total requisition of \$6.6 million. Of this total, \$5 million per year comes from the property tax requisition allocated to both advancing the planning and design of capital redevelopment projects and for new sites developed in partnership with member jurisdictions.

Over the term of the five-year plan, the annual Housing Planning and Policy requisition is projected to increase by an average of \$93,706 per year (1.5%) to provide the required revenue to offset projected expenditures. It is anticipated that the cost to the average regional household over the next five years for the Housing Planning and Policy function will stay at current amount of \$5-\$6 per household.

Under Alternative 2, the Committee may wish to consider recommending amendments to the 2024 Budget and Five-Year Financial Plan for consideration at the Metro Vancouver Board Budget Workshop. Any changes to the plan may have an impact on the MVRD Financial Plan.

CONCLUSION

The Housing Planning and Policy function 2024 Budget and Five-Year Financial Plan has been prepared following direction received at the April 19, 2023 Metro Vancouver Board Budget Workshop and to respond to direction provided in the *Board Strategic Plan*. It is presented to Committee and Board members to provide overview information on activities and financial impacts for the years 2024 to 2028 for Housing Planning and Policy.

The presentation of this year's five-year financial plan for Housing Planning and Policy provides the opportunity for Metro Vancouver to share with its member jurisdictions the proposed service related initiatives over the next five years. It is intended to be used as a guiding document for member jurisdictions in the development of their five-year financial plans and includes projections on household impact to demonstrate how the plan will remain sustainable while keeping pace with our critical requirements. Staff recommends endorsing the 2024 - 2028 Financial Plan and Annual Work Plan for Housing Planning and Policy as presented under alternative one.

Attachments:

- 1. 2024 2028 Financial Plan
- 2. 2024 Work Plan
- 3. 2024 2028 "What's Happening"
- 4. 2024 2028 Projected Reserves Housing Planning and Policy Service
- 5. Presentation re: 2024 2028 Financial Plan Housing Planning and Policy

METRO VANCOUVER REGIONAL DISTRICTS HOUSING PLANNING AND POLICY 2024 BUDGET REVIEW 2024 - 2028 FINANCIAL PLAN

	2023 BUDGET	2024 BUDGET	% CHANGE	2025 FORECAST	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE
REVENUES											
Metro Vancouver Regional District Requisitions	\$ 6,280,995	\$ 6,569,294	4.6%	\$ 6,892,632	4.9%	\$ 6,750,314	(2.1%)	\$ 6,717,515	(0.5%)	\$ 6,749,524	0.5%
Transfer from Sustainability Innovation Fund Reserves	909,200	1,613,600		179,200		20,000					
TOTAL REVENUES	\$ 7,190,195	\$ 8,182,894	13.8%	\$ 7,071,832	(13.6%)	\$ 6,770,314	(4.3%)	\$ 6,717,515	(0.8%)	\$ 6,749,524	0.5%
EXPENDITURES											
Operating Programs: Housing Planning and Policy	\$ 2,048,460	\$ 2.041.677		\$ 1,765,440		\$ 1,597,077		\$ 1,566,505		\$ 1,609,365	
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	
	\$ 7,048,460	\$ 8,041,677	14.1%	\$ 6,765,440	(15.9%)	\$ 6,597,077	(2.5%)	\$ 6,566,505	(0.5%)	\$ 6,609,365	0.7%
Communications Program	25,000	25,000	0.0%	25,000	0.0%	25,000	0.0%	25,000	0.0%	25,000	0.0%
Allocation of Centralized Support Costs	116,735	116,217	(0.4%)	281,392	142.1%	148,237	(47.3%)	126,010	(15.0%)	115,159	(8.6%)
TOTAL EXPENDITURES	\$ 7,190,195	\$ 8,182,894	13.8%	\$ 7,071,832	(13.6%)	\$ 6,770,314	(4.3%)	\$ 6,717,515	(0.8%)	\$ 6,749,524	0.5%

HOUSING PLANNING AND POLICY

Description of Services

The Housing Planning and Policy function supports the development and operation of Metro Vancouver Housing Corporation affordable housing projects and implementation of the *Metro Vancouver Housing 10-Year Plan*. This includes identification and planning of new and existing housing sites, supporting development projects through design and approvals, strategic planning and policy development for MVHC, and best practice research to support processes and decisions related to housing development and operations. This function also supports and convenes member jurisdictions around affordable housing issues and supports regional housing priorities through the provision of planning and policy resources and information, best practices research, and advocacy.

The Housing Planning and Policy group has the following functions:

- Lead the planning and analysis of properties to assess redevelopment potential;
- Work with member municipalities to identify land for the development of affordable housing;
- Oversee initial site studies and assessment and confirm project viability;
- Lead concept planning for new development projects;
- Support MVHC affordable housing development projects including leading coordination of development approval processes, agreements, and community engagement;
- Support MVHC Operations on development projects including planning for tenant relocation, tenant engagement, communications, and rent-up;
- Research and integrate best practices to support development design decisions and standards;
- Support or lead funding applications for MVHC development projects including projectspecific funding calls and broader portfolio funding discussions with provincial and federal governments;
- Develop both Corporate and Board policies for Metro Vancouver Housing to ensure housing operations and development align and support the Board Strategic Plan, the Metro Vancouver Housing 10-Year Plan, Metro 2050, and the Residential Tenancy Act;
- Monitor a 10-year housing strategy to implement goals around operations, maintenance, growth, and partnerships and meet strategic targets;
- Coordinate the Regional Planning Advisory Committee Housing Subcommittee; and
- Provide support, planning and policy resources, best practice research and advocacy for regional housing priorities.

Strategic Directions and High-level Goals Supported

- Support the implementation of the *Metro Vancouver Housing 10-Year Plan*.
- Review, update and develop policies that reflect a commitment to sound financial management and long-term planning, in consideration of current and future residents.
- Strengthen awareness and engagement with the public, members, other orders of government, and key stakeholders on a range of initiatives regarding the role and value of Metro Vancouver Housing.
- Convene municipal staff and stakeholders to share ideas on affordable housing.
- Facilitate partnerships with member municipalities and other stakeholders to expand

- affordable rental housing within the region.
- Pursue funding and program opportunities with other orders of government.
- Implement the *Metro Vancouver Housing Redevelopment Plan* to advance the redevelopment of MVHC housing sites.
- Support the implementation of housing related policy for *Metro 2050*, the regional growth strategy.

Performance indicators

Indicator (% of design completed)	Historical and/or Industry Benchmark (2021)	Current Performance (2022)	2024 Performance Objective
The Steller (Burnaby) – New development	Design 20%	Design 45%	Design 100% Construction 10%
Heron's Nest (Pitt Meadows) – New development	Design 20%	Design 70%	Design 100% Construction 30%
Riverside Drive (District of North Vancouver) – New development	0%	Design 5% (feasibility study and preliminary concept complete in 2023)	Design 100% (continue design development, advance to shovel ready status for 2026 construction start)
Moray Place (Port Moody) – Redevelopment	0%	0%	Design 40% (complete concept planning and advance development approvals)
Tranche 2 Partnership projects (Various)	0%	0%	Design 0 – 10% (partners secured for all sites – project initiation)

^{*}The performance objective measures the percentage of design completed (through Building Permit) once project concepts have been approved by the MVHC Committee and Board. Projects in construction stages are listed in the MVHC Annual Work Plan report.

2024 Key Actions

Policy & Planning

- Support the implementation of the Metro Vancouver Housing 10-Year Plan
 - o Initiate a 10-Year Plan update to reflect Tranche 2 objectives and expanded targets
 - Progress concept for new Expression of Interest (Round 2) site in the District of North Vancouver to schematic design and development approvals
 - Initiate five new partnership projects to advance through design and approvals as part of MVHC's next phase of projects (Tranche 2)
 - o Continue to pursue partnership opportunities with public, private and other housing

stakeholders

- Continue to review and update internal procedures surrounding tenant subsidies
- Best practice research to support MVHC development standards
- Continue to update tenant policies as required (e.g., periodic income testing for low end of market tenants, ombudsperson procedure)
- Continue to explore opportunities to acquire or manage inclusionary housing units built by private developers
- Explore opportunities to acquire purpose-built rental housing buildings through the Rental Protection Fund
- o Continue to develop materials and communications to support tenant relocation
- Support the implementation of the Metro Vancouver Housing Redevelopment Plan to advance the redevelopment of existing MVHC sites.
 - o Continue to support planning needs of 5 active redevelopment projects
 - Continue to support planning for Expression of Interest (Round 2) site in the District of North Vancouver
 - Advance four redevelopment projects through design and approvals as part of MVH's next phase of projects (Tranche 2)
 - o Coordinate requirements and applications for funding programs as needed
 - Work with Operations to create Rent Up Strategies for projects nearing completion
- Support Metro Vancouver Regional Planning implementation of policies related to housing for Metro 2050, the regional growth strategy
 - Implement the Regional Affordable Rental Housing Target and create an implementation guideline to support achievement of Metro 2050 housing policies
- Convene the Regional Planning Advisory Committee's Housing Subcommittee and support members around regional housing issues and development of best practice research and advocacy
 - o Create a regional inclusionary housing policy model
- Continue to implement strategies to renew existing MVHC leases with municipal members, and explore innovative approaches such as rezoning MVHC properties on a portfolio basis

Communications Program

- Work to build a better understanding and awareness of MVHC among key stakeholders through further branding work including multimedia support where needed
- Work with Operations and External Relations to continue to update tenant-facing materials to improve clarity and understanding
- Continue to engage existing tenants to collect and analyze demographic and user experience data to guide development and operational planning

Housing Planning and Policy

2024 to 2028 – WHAT'S HAPPENING

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

Initiative	Description	Theme
2024		
10-Year Plan Implementation	Continue to implement the <i>Metro Vancouver Housing 10-Year Plan</i> , and update the Plan based on Tranche 2 strategies and expanded targets	Regional growth, financial & environmental sustainability
Advance Tranche 1 redevelopment and new development projects to construction	Continue to advance Tranche 1 redevelopment and new development projects including: Heather Place B, Kingston Gardens, Salal Landing, The Connection, Heron's Nest, The Steller, and Malaspina Village – Phase 1 through to construction and occupancy	Regional growth
Progress new housing site on member lands	Progress concept plan for Riverside Drive site (DNV) to schematic design and development approvals.	Regional growth
Advance Tranche 2 redevelopment and new development projects through design and approvals	Initiate four new redevelopment projects to advance through design and approvals as part of MVH's next phase of projects (Tranche 2)	Regional growth
Strategic planning and policy for MVHC	Continue to develop and implement new policies and procedures to support periodic income testing of low end of market tenants, ombudsperson procedures, and tenant relocation. Implement an annual review process for all Corporate and Board operational policies for Metro Vancouver Housing.	Financial sustainability
Seek funding support for development projects	Continue to pursue provincial and federal funding for development projects, including funding opportunities to further enhance sustainability	Regional growth, financial & environmental sustainability
Expand housing portfolio through development partnerships	Initiate five new partnership projects to advance through design and approvals as part of MVH's next phase of projects (Tranche 2)	Regional growth
Expand housing portfolio through acquisition or management of inclusionary housing units	Continue to explore opportunities to increase MVH's portfolio through acquisition or management of units obtained through inclusionary housing policies	Regional growth

Support regional planning and policy on housing-related issues	Undertake best practice research to support regional housing priorities; support capacity building for MVHC as well as regional housing stakeholders; create a regional inclusionary housing policy model	Regional capacity building
Support regional housing policy in Metro 2050	Implement the Regional Affordable Rental Housing Target and create an implementation guideline to support achievement of Metro 2050 housing policies	Regional planning
Update existing MVHC leases, and pre-zone existing sites	Continue to plan for upcoming renewal of existing MVHC leases with member jurisdictions, and explore innovative approaches such as rezoning MVHC properties on a portfolio basis	Regulatory and Legislative Environment
2025		
10-Year Plan Implementation	Continue to implement the Metro Vancouver Housing 10-Year Plan	Regional growth, financial & environmental sustainability
Implement redevelopment and new development projects	Continue to progress active redevelopment and new development projects and partnerships; advance development approvals for Tranche 2 projects; initiate tenant relocation	Regional growth
Seek funding support for development projects	Continue to pursue provincial and federal funding for development projects, including funding opportunities to further enhance sustainability	Regional growth, financial & environmental sustainability
Develop new Regional Affordable Housing Strategy	Undertake the development of a new regional affordable housing strategy	Regional capacity building
Strategic planning and policy for MVHC	Continue to develop new policies and procedures to support operational, financial efficiency and industry best practices	Financial & environmental sustainability
Support regional planning and policy on housing-related issues	Undertake best practice research to support regional housing priorities; support capacity building for MVHC as well as regional housing stakeholders	Regional capacity building
Update existing MVHC leases, and pre-zone existing sites	Support upcoming renewal of existing MVHC leases with member jurisdictions, and continue to explore innovative approaches such as rezoning MVHC properties on a portfolio basis	Regulatory and Legislative environment
2026		
10-Year Plan Implementation	Continue to implement the Metro Vancouver Housing 10-Year Plan	Regional growth, financial & environmental sustainability
Implement redevelopment and new development projects	Continue to progress active redevelopment and new development projects and partnerships; prepare for anticipated construction start of MVH's next phase of	Regional growth

	projects (Tranche 2)	
	, , , , ,	
Seek funding support for development projects	Continue to pursue provincial and federal funding for development projects, including funding opportunities to further enhance sustainability	Regional growth, financial & environmental
		sustainability
Develop new Regional Affordable Housing Strategy	Undertake the development of a new regional affordable housing strategy	Regional capacity building
Strategic planning and policy for MVHC	Continue to develop new policies and procedures to support operational, financial efficiency and industry best practices	Financial & environmental sustainability
Support regional planning and policy on housing-related issues	Undertake best practice research to support regional housing priorities; support capacity building for MVHC as well as regional housing stakeholders	Regional capacity building
Update existing MVHC leases, and pre-zone existing sites	Support upcoming renewal of existing MVHC leases with member jurisdictions, and continue to explore innovative approaches such as rezoning MVHC properties on a portfolio basis	Regulatory and Legislative environment
2027		
10-Year Plan Implementation	Continue to implement the Metro Vancouver Housing 10-Year Plan	Regional growth, financial & environmental sustainability
Implement redevelopment and new development projects	Continue to progress active redevelopment and new development projects and partnerships	Regional growth
Seek funding support for development projects	Continue to pursue provincial and federal funding for development projects, including funding opportunities to further enhance sustainability	Regional growth, financial & environmental sustainability
Regional Affordable Housing Strategy Implementation	Implement the new regional affordable housing strategy	Regional capacity building
Strategic planning and policy for MVHC	Continue to develop new policies and procedures to support operational, financial efficiency and industry best practices	Financial & environmental sustainability
Support regional planning and policy on housing-related issues	Undertake best practice research to support regional housing priorities; support capacity building for MVHC as well as regional housing stakeholders	Regional capacity building
Update existing MVHC leases, and pre-zone existing sites	Support upcoming renewal of existing MVHC leases with member jurisdictions, and seek to implement rezoning of MVHC properties on a portfolio basis	Regulatory and Legislative environment
2028	Louis and the second state of	Destruction of
10-Year Plan	Continue to implement the Metro Vancouver	Regional growth,

Implementation	Housing 10-Year Plan	financial &
		environmental
		sustainability
Implement	Continue to progress active redevelopment	Regional growth
redevelopment and new	and new development projects and	
development projects	partnerships	
Seek funding support for	Continue to pursue provincial and federal funding	Regional growth,
development projects	for development projects, including funding	financial &
	opportunities to further enhance sustainability	environmental
		sustainability
Regional Affordable	Continue to implement the new regional	Regional capacity
Housing Strategy	affordable housing strategy	building
Implementation		
Strategic planning and	Continue to develop new policies and procedures	Financial &
policy for MVHC	to support operational, financial efficiency and	environmental
	industry best practices	sustainability
Support regional	Undertake best practice research to support	Regional capacity
planning and policy on	regional housing priorities; support capacity	building
housing-related issues	building for MVHC as well as regional housing	
_	stakeholders	

METRO VANCOUVER DISTRICTS

2024 - 2028 PROJECTED RESERVES - HOUSING PLANNING AND POLICY

OPERATING RESERVES

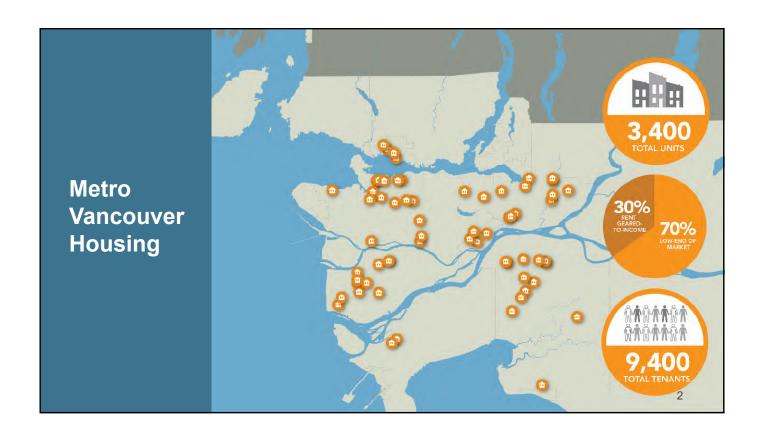
	2023	202	24					2024	2025	2026	2027	2028
	ENDING	OPEN						ENDING	ENDING	ENDING	ENDING	ENDING
	BALANCE	BALA	NCE	CONTRIBUTION	WITHDRAW	ALS	INTEREST	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE
Housing Planning and Policy	\$ 68,902	\$	68,902	\$ -	\$	- 9	1,723	\$ 70,625	\$ 72,391	\$ 74,201	\$ 76,056	\$ 77,957

STATUTORY RESERVES

	2023 ENDING BALANCE	2024 OPENING BALANCE	со	ONTRIBUTION	WITHDRAWA	LS	INTEREST	2024 ENDING BALANCE	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING SALANCE	2028 ENDING BALANCE
Housing Planning and Policy												
Housing Planning and Policy Re-development Reserve	\$ 6,882,179	\$ 6,882,179	\$	1,000,000	\$	- \$	184,554	\$ 8,066,733	\$ 1,180,901	\$ 1,210,424	\$ 1,240,685	\$ 1,271,702
Housing Planning and Policy Development Reserve	16,651,641	16,651,641		4,000,000		-	466,291	21,117,932	5,445,880	4,569,527	2,658,765	1,712,734
Total	\$ 23,533,820	\$ 23,533,820	\$	5,000,000	\$	- \$	650,845	\$ 29,184,665	\$ 6,626,781	\$ 5,779,951	\$ 3,899,450	\$ 2,984,436

ATTACHMENT 5















Supports the implementation of the *Metro Vancouver Housing 10-Year Plan* and MVHC

development projects as well as *Metro 2050's* regional housing priorities and best practice research.



Page 269 of 491

PERFORMANCE METRICS

Housing Planning and Policy

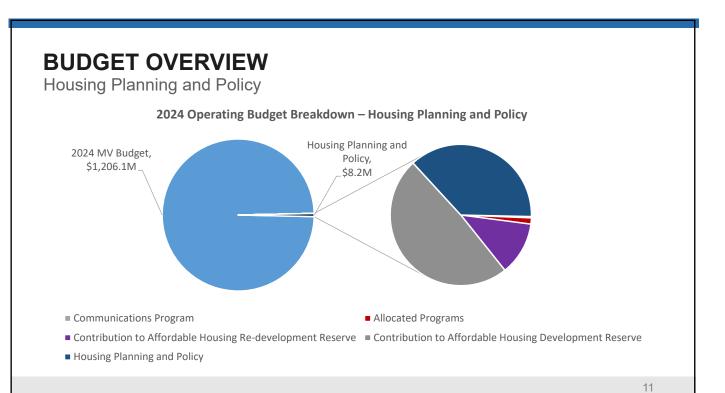
% of Design Complete for MVHC Projects on Member Lands (pre-construction)

		\1
Key Performance	Past Performance (Average)	Expected Performance 2024
Initiation of all Tranche 2 partnership projects	Design 0% - 10% - Initial concept work	Partners secured for all sites
Moray Place Concept and Rezoning (Port Moody)	Design 10% - Initial concept work	Design – 40%: Planning approvals complete or nearly complete
Riverside Drive feasibility study and concept (District of North Vancouver)	Feasibility complete Design – 50%	Design 80%
		9

CONTINUOUS IMPROVEMENT

Housing Planning & Policy

Initiative	Outcomes
Conduct best practice research and create a model inclusionary housing policy	 Resource to member jurisdictions to support delivery of 15% regional affordable rental housing target
Update the MVH 10-Year Plan	 Clear guidance, priorities and strategy which are aligned with current financial, political and other factors
Create an implementation guideline for meeting Metro 2050 affordable housing objectives	Supports achieving regional 15% affordable rental housing target
Expand partnership approach	 Deliver net affordable housing developments that would not otherwise be achievable with available resources
	10



OPERATING EXPENDITURES Housing Planning and Policy Financial Plan 2023 - 2028 Housing Planning and Policy Financial Plan Overview: 2023 Operating Budget: \$7.2M Millions 2024 Operating Budget: \$8.2M 13.8% increase **Drivers for Change:** Five active Sustainability Innovation Fund projects (decarbonization and reduced embodied carbon pilots) Operations -Household Impact

OPERATING FUNDING

Housing Planning and Policy Financial Plan

Overview:

2023 Operating Budget: \$7.2M2024 Operating Budget: \$8.2M

13.8% increase

Drivers for Change:

Five active Sustainability Innovation Fund projects (4 new)



13

OPERATING HIGHLIGHTS

Housing Planning and Policy 2024 - 2028

· ·		
Budget Year	Initiative	Description
2024	Development priorities	Support 4 projects through design and approvals. Advance partnership projects (5).
2025	Development priorities	Support 4 projects through design and approvals. Advance partnership projects (5).
2026	Development priorities	Support all active projects through construction.
2027	Development priorities	Advance next phase of expansion projects and partnerships to be identified per revised 10-Year Plan.
2028	Development priorities	Advance next phase of expansion projects and partnerships to be identified per revised 10-Year Plan
		14

HOUSING PLANNING AND POLICY FINANCIAL PLAN SUMMARY

	2023	2024	2025	2026	2027	2028
Total Expenditures (\$ Millions)	\$7.2	\$8.2	\$7.1	\$6.8	\$6.7	\$6.7
% Change		13.8%	(13.6%)	(4.3%)	(0.8%)	0.5%
MVRD Requisition (\$ Millions)	\$6.3	\$6.6	\$6.9	\$6.8	\$6.7	\$6.7
% Change		4.6%	4.9%	(2.1%)	(0.5%)	0.5%
Household Impact (\$)	\$5	\$5	\$6	\$5	\$5	\$5
% Change		2.5%	3.4%	(3.4%)	(1.8%)	(0.9%)
Prior Cycle Household Impact Change (%)		(1.2%)	29.9%	(1.0%)	(1.1%)	N/A

15



Page 273 of 491



Guided by the Metro Vancouver Housing's 10-Year Plan: Provide safe, inclusive, diverse and affordable homes in communities throughout the region; *Preserve* existing portfolio through capital maintenance to support affordability & improve sustainability and accessibility; *Expand* through redevelopment and partnerships with member jurisdictions and other levels of government.

17

PERFORMANCE METRICS

MVHC

Key Performance	y Performance (Average)				
Total RGI units rented to subsidized tenants	31%	30% Target			
Vacancy rate (based on percentage of rentable units)	0.1% (3-year average)	0.1%			
Number of tenant programs offered in MVHC communities	130	230 (increase and diversify)			
		18			

Page 274 of 491

PERFORMANCE METRICS

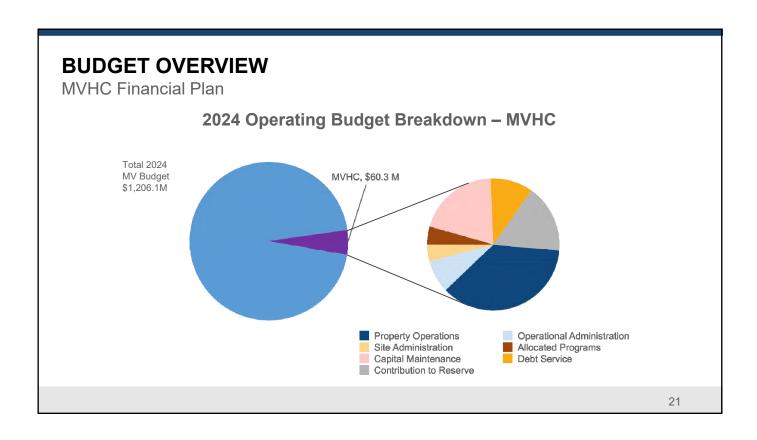
MVHC

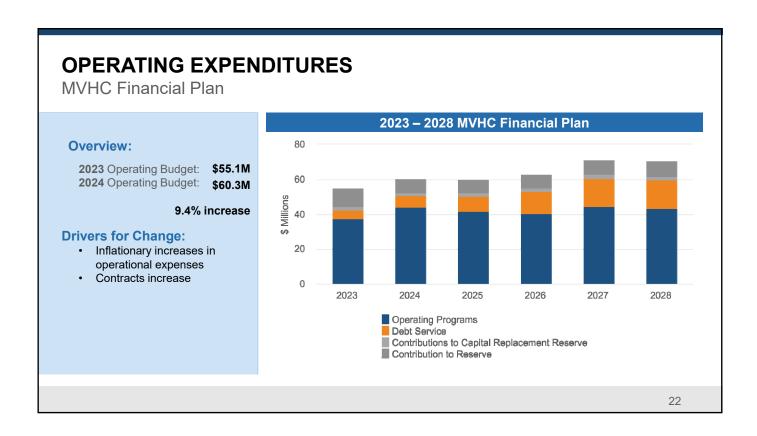
Key Performance	Past Performance (Average)	Expected Performance 2024				
Reduce GHG emissions 10.2 grams CO2 E psm (2010 baseline) 7.8 grams CO2 E psm (2021 and 2022 avg.)		7.45 grams CO2 Emissions per square metre; on track for 45% reduction from 2010 levels by 2030				
Kingston Gardens Phase I and Welcher Redevelopments	2023: 90% construction	Occupancy				
Tranche 1 projects on track for 2027 occupancy (Malaspina Village 2028)	2023: 5% - 10% construction	15% - 30% construction				
		19				

CONTINUOUS IMPROVEMENT

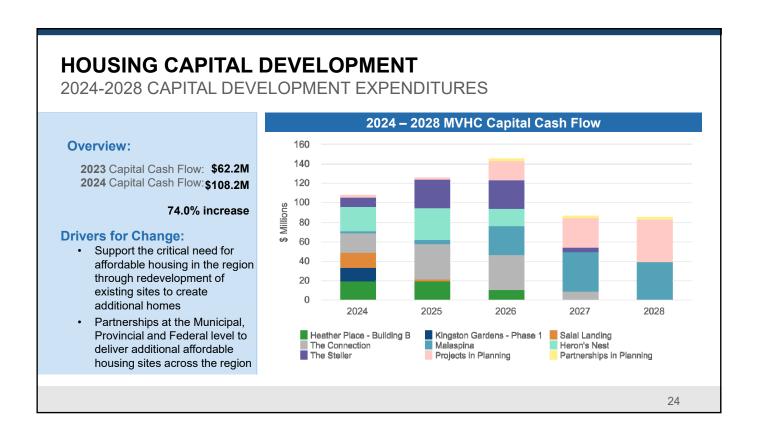
MVHC

Resource each housing site with individualized ecosystems of support. • Blends independent living within a supportive communal setting. • Increased outreach and visibility for Metro Vancouver Housing • Reduced cost of delivery through economies of scale • Advance use of innovative technologies to improve productivity for new buildings • Increased speed of project delivery Pipeline of 1,200+ additional homes to be delivered through partnerships and with support of other levels of government.	Initiative	Outcomes						
 Working with real estate and procurement to explore alternative approaches Advance use of innovative technologies to improve productivity for new buildings Increased speed of project delivery 		setting. Increased outreach and visibility for Metro Vancouver						
Initiate all Tranche 2 projects	· · · · · · · · · · · · · · · · · · ·	 Advance use of innovative technologies to improve productivity for new buildings 						
	Initiate all Tranche 2 projects							





OPERATING FUNDING MVHC Financial Plan 2023 - 2028 MVHC Financial Plan 80 Overview: 2023 Operating Budget: \$55.1M 60 2024 Operating Budget: \$60.3M \$ Millions 9.4% increase 40 **Drivers for Change:** · Increased transfer from 20 reserve Increase in rents collected 0 2023 2024 2025 2026 2027 2028 Housing Rents Housing Mortgage and Rental Subsidies Other External Revenues Financing Proceeds Transfer from Reserves 23



CAPITAL DEVELOPMENT FUNDING

MVHC Capital Plan

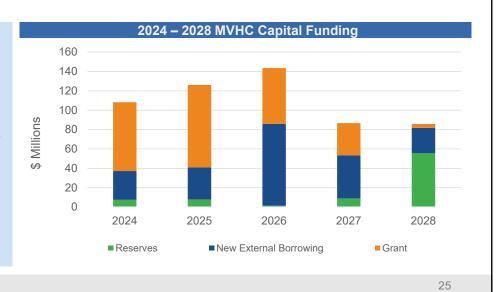
Overview:

2023 Capital Cash Flow: **\$62.2M 2024** Capital Cash Flow: **\$108.2M**

74.0% increase

Drivers for Change:

- Confirmed BC Housing grants for Tranche 1 projects
- Other confirmed funding sources (childcare grants, green building grants)



MVHC CAPITAL PROJECT BUDGET

Overview:

- 5 redevelopment projects
- 2 partner projects with members
- 1642 new and redeveloped units

Drivers for Change:

- Greater than anticipated project escalation
- Projected interest rate increases

2024 MVHC Capital Budget

Heather Place B, Van 87 units \$55,800,000 Kingston Gardens, Surrey 85 units \$44,700,000 Salal Landing, PoCo 63 units \$36,100,000 The Connection, Burnaby 174 units \$104,200,000 Malaspina Ph1, Coq 161 units \$117,900,000 Heron's Nest, Pitt Mea 115 units \$76,900,000 The Steller, Burnaby 122 units \$75,000,000 Projects in Planning 835 units \$540,000,000

Total 1642 units \$1,050,600,000

metrovancouver

HOUSING CAPITAL REHABILITATION

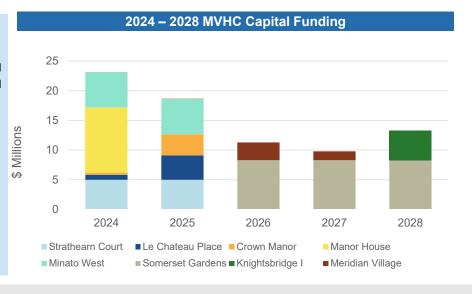
2024-2028 BUILDING REHABILIATION PLAN EXPENDITURES

Overview:

2024-2028 Capital Cash Flow: **\$76.2M 2024** Capital Cash Flow: **\$23.1M**

Drivers for Change:

- Asset Facility Condition Index
- Preservation and revitalization of existing affordable housing
- Reduce GHG emissions by 45% (from 2010 levels) by 2030



27

TENANT SERVICES AND COMMUNITY BUILDING

Community Building

- Community Champions
- Events and Programs
- Tenant newsletters & information
- Crime Prevention
- Emergency Preparedness
- Community Gardens
- Healthy Living Programs
- Reducing Energy Use
- Free Food Program

Tenant Operations

- Tenant
 Placement
- Tenant Support Services and Partnerships
- Tenant
 Relocation
 Support for
 Redevelopment





OPERATING and CAPITAL HIGHLIGHTS

MVHC 2024 - 2028

Budget Year	Initiative	Description
2024	Deliver major rehabilitation projects. Rent up 2 projects.	560 units rehabilitated with reduced GHGs 148 new homes added to the MVH Portfolio
2025	Rent up of 2 active projects: Heather Place B and Heron's Nest	An additional 202 homes added
2026	Rent up of The Connection and The Steller	An additional 296 homes added
2027	Construction of Riverside Drive	An additional 75 homes added
2028	Rent up of Malaspina Village	An additional 161 homes added

26

MVHC FINANCIAL PLAN SUMMARY

MVHC 2023 - 2028

	2023	2024	2025	2026	2027	2028
Total Expenditures (\$ Millions)	\$55.1	\$60.3	\$59.7	\$62.8	\$70.8	\$70.7
% Change		9.4%	(1.0%)	5.2%	12.8%	(0.3%)
Housing Rents (\$ Millions)	\$43.8	\$45.2	\$47.6	\$52.6	\$58.7	\$61.1
% Change		3.3%	5.2%	10.6%	11.6%	4.1%
Other Revenues *	\$11.4	\$15.1	\$12.1	\$10.2	\$12.2	\$9.5
% Change		32.9%	(19.6%)	(15.9%)	19.0%	(21.5%)
Total Capital Expenditures (\$ Millions)	\$62.2	\$108.2	\$126.1	\$146.1	\$86.7	\$85.8
Prior Cycle Household Impact Change (%)		8.3%	1.1%	2.0%	0.6%	N/A

*includes subsidies, other external revenues, financing proceeds, transfer from reserves





To: Indigenous Relations Committee

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

Date: September 25, 2023 Meeting Date: October 5, 2023

Subject: 2024 - 2028 Financial Plan – Indigenous Relations

RECOMMENDATION

That the Indigenous Relations Committee endorse the 2024 - 2028 Financial Plan for Indigenous Relations as presented in the report dated September 25, 2023 titled "2024 - 2028 Financial Plan – Indigenous Relations", and forward it to the Metro Vancouver Board Budget Workshop on October 20, 2023 for consideration.

EXECUTIVE SUMMARY

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

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

Indigenous Relations staff support Metro Vancouver's continuing efforts to strengthen relationships with local First Nations, provide advice and support to project teams on First Nations engagement and issues, respond to pan-municipal First Nation issues, represent regional and local government interests at active treaty tables, lead or support government-to-government negotiations, and contribute valuable work towards reconciliation. There are significantly increased expectations (from the federal and provincial governments, from First Nations, and from the broader public) that Metro Vancouver is continuously taking concrete actions towards reconciliation with First Nations. This translates to increased workload within the program, as is demonstrated by the Indigenous Relations performance indicators.

As a result of the increased demands on and expectations for the program, the Indigenous Relations operating budget is proposed to increase from \$1,684,460 in 2023 to \$1,885,907 in 2024, by a total of \$201,447. Over the five years, the operating program is increasing by an annual average of \$82,260, or 4.6% per year.

PURPOSE

To present the 2024 - 2028 Financial Plan for Indigenous Relations for consideration by the Committee.

BACKGROUND

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

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

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

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

- A reduction of \$15 million of the total 2024 Metro Vancouver proposed operating budget compared to that previously projected for 2024
- Increased contribution to capital of \$31.6M for debt avoidance and increases in reserve contributions of just over \$6.2M for key functions
- Reduced total capital cash flow of roughly \$655M 2024 through 2027 for the utilities
- Reduction of household impact, \$13 less that that previously projected for 2024

This report focuses on Metro Vancouver's Indigenous Relations program and presents the 2024 provisional annual budget and the updated five-year plan for the years 2024 to 2028 for Committee consideration.

INDIGENOUS RELATIONS PROGRAM

The Indigenous Relations program provides information, advice, and support to Metro Vancouver entities on First Nations' interests and issues, and analyzes how such First Nations' interests and issues may affect Metro Vancouver's programs, processes and projects. In 2022, Indigenous Relations staff responded to over 4,000 requests; the current trend for 2023 is 5,000 requests. Indigenous Relations supports two committees: the Indigenous Relations Committee and a municipal staff advisory committee, the Municipal Technical Advisory Committee on Indigenous Relations (MTAC). The Indigenous Relations program also responds to pan-municipal First Nation

issues and represents and supports Metro Vancouver local government interests at active treaty negotiation tables in the region as well as on provincial and federal issues.

Indigenous Relations supports the Board Strategic Plan as it relates to the strategic priority of Engagement, and the strategic direction of Fostering Collaboration and Engagement. Specifically, Indigenous Relations focuses on enhancing relationships between Metro Vancouver and other orders of government, First Nations, adjacent regional districts, and key stakeholders.

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

WORK PLAN PERFORMANCE INDICATORS

High-level performance indicators have been developed across the organization to evaluate trends, determine key actions for the coming year, and to assist in long-term planning. The 2024 Work Plan for Indigenous Relations is presented in this report. Within the Indigenous Relations Work Plan, four performance indicators have been developed and are being tracked. These include:

- Number of bilateral meetings between Metro Vancouver and the area First Nations
- Total number of requests for information or advice related to First Nations and/or Indigenous Relations
- Number of sessions and attendees at Indigenous Relations training sessions
- Special Indigenous Relations events hosted by Metro Vancouver (e.g. Community to Community Forums, workshops, lunch and learns): Number of events and number of attendees

The upward trend in these performance measures (see Attachment 2) reflects the increased expectation that Metro Vancouver is taking concrete actions towards Reconciliation with First Nations.

CONTINUOUS IMPROVEMENTS

Continuous improvements for 2023 have included:

- Creation of web-based and video-based modules for on-demand staff training purposes:
 Indigenous Relations staff is working with the External Relations Department to create video-based training modules for project managers, work crews and contractors.
- Continued identification and implementation of software to improve the productivity of the Indigenous Relations team, with the aim of managing workflows and workload more efficiently.
 Indigenous Relations staff is continuing to test various possible software in order to assist with the assigning and tracking of requests and performance indicators.
- Pursuing additional or different externally-facilitated course topics for Metro Vancouver staff training. Metro Vancouver has kept the course topics consistent over the past 5 years. With new and increased expectations on Metro Vancouver, it will be important to build on those earlier topics to continually enhance staff education and training.
- Reviewing Metro Vancouver's existing policies, processes, and practices for identifying
 additional and better opportunities for engagement with First Nations in light of the Board's
 commitment to reconciliation as well as First Nations' expectations with respect to the
 provincial and federal Declaration on the Rights of Indigenous Peoples Acts.

Continuous improvement initiatives for 2024 include:

- An updated First Nations Engagement Policy, with First Nations' input and feedback, to guide staff to improve efficiencies, including a decision tree catered for each department's use.
- Continuing to respond to the TRC Call to Action #57 on training for civil servants: better measuring the impact of training and making related improvements.
- Development of a Cultural Sensitivity training video, with Indigenous content providers. The video will be mandatory viewing/training for project managers, contractors and crews on Metro Vancouver project construction sites.

Key work for 2024 includes:

- Continuing to engage local First Nations on Relationship and Protocol Agreements.
- Co-creating an event with an area First Nation and the Board of Directors and the Indigenous Relations Committee that promotes mutual understanding and relationship-building.
- Operationalizing the Cultural Sensitivity training for crews and contractors working on Metro Vancouver projects.
- Completing a phase of the work on a web-based portal on the provision of electronic information on local First Nations, and continue to work on other phases, including processing project referrals and streamlining the First Nations engagement process.

2024 BUDGET AND 2024 - 2028 FINANCIAL PLAN

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

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

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

The 2024 - 2028 Indigenous Relations Financial Plan is included as Attachment 1. The 2024 Annual Work Plan for Indigenous Relations presented in this report is included in Attachment 2 and the "What's Happening" highlights for the years 2024 - 2028 are included in Attachment 3.

Operating Budget Highlights

The Indigenous Relations operating budget is proposed to increase by \$201,447 for a total budget of \$1,885,907 in 2024 (Attachment 1). This increase is a direct result of: a constantly changing and evolving Indigenous Relations landscape; increasing demands and expectations placed upon Metro Vancouver, including a recognized need to involve First Nations in the regional district's plans, projects and initiatives; and increasing labour costs.

Continue to support ongoing First Nation engagement efforts (including agreements) on major

Metro Vancouver capital and construction projects such as North West Langley Wastewater Treatment Plant upgrade, Iona Island Wastewater Treatment Plant upgrade, Coquitlam Lake Water Supply project, Coquitlam Main Water project, and Widgeon Marsh Regional Park development.

- Respond to the increasing number of internal requests from Metro Vancouver staff including:
 the provision of advice on information sharing and engagement with First Nations; the
 identification of First Nation economic and procurement opportunities; archaeology; as well as
 the coordination of, and participation in, meetings with First Nations involving staff from
 across the Metro Vancouver organization.
- Continue to provide ongoing training sessions for Metro Vancouver staff on various Indigenous
 Relations issues, including corporate policy related to information sharing and engagement with
 First Nations, the Board's procurement policy that includes economic opportunities and
 increased use of First Nations' services (e.g. archaeological) on Metro Vancouver projects;
 chance find protocols and archaeology.
- Continue to work with the Human Resources Department to identify and contract external facilitators to provide Indigenous awareness training sessions on evolving topics in the field such as Cultural Safety and Humility, and Decolonization.
- Continue to organize Lunch and Learn sessions and other opportunities for Metro Vancouver staff, including Intranet articles, to learn more about local First Nations as well as issues related to Indigenous Peoples.
- Complete a phase of the work on a web-based portal on the provision of electronic information on local First Nations, and continue to work on other phases, including processing project referrals and streamlining the First Nations engagement process.

Over the five years, the operating program is increasing by a total of \$411,298, which represents an annual average of \$82,260 or 4.6% per year.

APPROVAL PROCESS

The proposed 2024 - 2028 Financial Plan and Annual Work Plan is presented for consideration and endorsement before being forwarded to the Board for consideration.

The next steps of the process are:

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

ALTERNATIVES

- 1. That the Indigenous Relations Committee endorse the 2024 2028 Financial Plan for Indigenous Relations as presented in the report dated September 25, 2023, titled "2024 2028 Financial Plan Indigenous Relations", and forward it to the Metro Vancouver Board Budget Workshop on October 20, 2023 for consideration.
- 2. That the Indigenous Relations Committee make recommendations and endorse an amended 2024 2028 Financial Plan for Indigenous Relations, and forward the amended Financial Plan to the Metro Vancouver Board Budget Workshop on October 20, 2023 for consideration.

FINANCIAL IMPLICATIONS

If the MVRD Board endorses the 2024 Budget and Five-year Financial Plan for Indigenous Relations, as presented under Alternative 1, the Program will be funded through the allocation of centralized support services. The 2024 - 2028 Financial Plan, if endorsed, will increase by \$411,298, or an average of \$82,260 (4.6%) per year. Indigenous Relations supports all Metro Vancouver entities and functions and its costs are allocated to those entities and functions through the centralized support allocation in accordance with the *Corporate Allocation Policy*.

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

CONCLUSION

The 2024 Budget and Five-year Financial Plan for Indigenous Relations has been prepared following direction received at the April 19, 2023 Metro Vancouver Board Budget Workshop and to respond to direction provided in the *Board Strategic Plan* and supports the goals of Metro Vancouver's four legal entities. It is presented to Committee and Board members to provide overview information on activities and financial impacts for the years 2024 to 2028 for Indigenous Relations.

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

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

Staff recommend endorsing the 2024 - 2028 Financial Plan for Indigenous Relations as presented under alternative one.

ATTACHMENTS

- 1. 2024 2028 Financial Plan
- 2. 2024 Work Plan
- 3. 2024 2028 "What's Happening"

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

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



LEGAL SERVICES AND INDIGENOUS RELATIONS

Indigenous Relations 2024 WORK PLAN

Description of Services

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

Strategic Directions and Priority Actions Supported

Board Strategic Plan, 2022-2026:

Reconciliation:

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

Priority Actions:

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

Performance Indicators

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

2024 Key Actions

- Continue to support ongoing First Nation engagement efforts (including agreements) on major Metro Vancouver capital and construction projects such as North West Langley Wastewater Treatment Plant upgrade, Iona Island Wastewater Treatment Plant upgrade, Coquitlam Lake Water Supply project, Coquitlam Main Water project, and Widgeon Marsh Regional Park development.
- Respond to the increasing number of internal requests from Metro Vancouver staff including:
 the provision of advice on information sharing and engagement with First Nations; the
 identification of First Nation economic and procurement opportunities; archaeology; as well as
 the coordination of, and participation in, meetings with First Nations involving staff from
 across the Metro Vancouver organization.
- Continue to provide ongoing training sessions for Metro Vancouver staff on various Indigenous
 Relations issues, including corporate policy related to information sharing and engagement with
 First Nations, the Board's procurement policy that includes economic opportunities and
 increased use of First Nations' services (e.g. archaeological) on Metro Vancouver projects;
 chance find protocols and archaeology.
- Complete the Cultural Safety training video, and operationalize the training for crews and contractors working on Metro Vancouver projects.
- Continue to work with the Human Resources Department to identify and contract external facilitators to provide Indigenous awareness training sessions on evolving topics in the field such as Cultural Safety and Humility, and Decolonization.
- Continue to organize Lunch and Learn sessions and other opportunities for Metro Vancouver staff, including Intranet articles, to learn more about local First Nations as well as issues related to Indigenous Peoples.
- Complete a phase of the work on a web-based portal on the provision of electronic information on local First Nations, and continue to work on other phases, including processing project referrals and streamlining the First Nations engagement process.
- Co-creating an event with an area First Nation and the Board of Directors and the Indigenous Relations Committee that promotes mutual understanding and relationship-building.

Indigenous Relations

2024 to 2028 – WHAT'S HAPPENING

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

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



To: Liquid Waste Committee

From: Peter Navratil, General Manager, Liquid Waste Services

Date: October 5, 2023 Meeting Date: October 11, 2023

Subject: 2024 - 2028 Financial Plan – Liquid Waste Services

RECOMMENDATION

That the Liquid Waste Committee endorse the 2024 - 2028 Financial Plan for Liquid Waste Services as presented in the report dated October 5, 2023, titled "2024 - 2028 Financial Plan — Liquid Waste Services", and forward it to the Metro Vancouver Board Budget Workshop on October 20, 2023 for consideration.

EXECUTIVE SUMMARY

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

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

In 2024, the Liquid Waste Services operating budget is proposed to increase by \$65.0 million (15.5%) for a total of \$485.8 million. A significant portion of this increase is related to capital expenditures which will be partially funded by External Interagency sources and DCC Reserves as well as resuming the removal of the biosolids lagoons at the Iona Island Wastewater Treatment Plant and inflation on input costs at the treatment plants. This will result in a levy increase of \$65.2 million (20.1%), which represents an \$52 increase (17.5%) for a total of \$349 in the cost to the average regional household (which compares to a previous forecast for 2024 of \$361). Efforts to reduce operating expenditures and debt service costs have resulted in a reduction in the overall Sewer levy of \$14.3 million from last year's projection.

PURPOSE

To present the 2024 - 2028 Financial Plan for Liquid Waste Services for consideration by the Committee.

BACKGROUND

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

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

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

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

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

This report focuses on the Liquid Waste Services function and presents the 2024 annual budget and the updated five-year plan for the years 2024 to 2028 for committee consideration.

LIQUID WASTE SERVICES

The Liquid Waste Services function is comprised of 19 member jurisdictions within Metro Vancouver, serving a population of approximately 2.7 million residents. The wastewater collection and treatment system consists of over 530 kilometers of trunk sewers, 34 pump stations, three storage tanks and 5 treatment plants that transport and treat an average of 1.2 billion litres of wastewater per day. The urban drainage function is comprised of the Still Creek/Brunette, Port Moody/Coquitlam and University Drainage Areas.

Liquid Waste Services initiatives planned over the next five years are guided by direction provided in the 2022 - 2026 Board Strategic Plan, and the 2010 Integrated Liquid Waste and Resource Management Plan, specifically:

Board Strategic Plan:

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

Integrated Liquid Waste and Resource Management Plan:

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

Metro Vancouver also recognizes the history of Indigenous Peoples and aims to build meaningful and enduring relationships with First Nations. As part of its work, Liquid Waste Services is committed to engaging First Nation communities through information sharing, engagement and ongoing communication.

WORK PLAN PERFORMANCE INDICATORS

High level performance indicators have been developed across the organization to evaluate trends, determine key actions for the coming year, and to assist in long-term planning. The 2024 Work Plans for Liquid Waste Services are presented in this report. Within the Liquid Waste Services Work Plans, 23 performance indicators have been developed and are being tracked. These include:

- Operating cost per million litres collected and treated;
- Compliance with treatment plant Operational Certificates;
- Annual combined sewage overflow (CSO) volume;
- Annual number of wet-weather related sanitary sewer overflows (SSO);
- Percentage of assets not meeting capacity or regulation within 10 years;
- Percent of biosolids beneficially used;
- Energy use in the collection and treatment of liquid waste per million litres processed;
- Percentage of digester gas used at the Wastewater Treatment Plants (WWTP); and
- Number of days swimming advisories posted by Health Authorities.

The trend in these performance measures indicates that the regional Liquid Waste treatment plants have performed well in complying with existing treatment plant operational certificates, although the North Shore Sewerage Area continues to be out of compliance with Federal regulations since January 1, 2021 and will remain so until the North Shore WWTP commences secondary treatment of wastewater flows from the North Shore municipalities. Wet weather sanitary sewer overflows have reduced, primarily as a result of reduced rainfall. Progress on key projects and initiatives must continue to ensure that needed infrastructure is delivered to comply with regulatory requirements, meet demands resulting from growth and to allow progress on climate change mitigation actions.

CONTINUOUS IMPROVEMENT

Several continuous improvement initiatives have resulted in the following achievements:

- Acquisition and deployment of new flush truck with water recycling capability and other technology to improve worker safety and productivity will result in annual savings of over \$250,000.
- Installation of Pilot Digestion Optimization Facility at Lulu Island WWTP providing the ability to test advanced digestion processes such as the SEED reactor which has the ability to increase revenues and reduce net GHG emissions by increasing resource recovery in the form of renewable natural gas and production of hydrogen as a fuel source.
- Changes to pump operating strategy at the Lynn Pump Station resulting in reduced energy costs, achieving annual savings of \$20k.
- Development of Electrical Safety Standards Program that coordinates existing electrical safe
 work procedures and training materials into a cohesive program and coordinated standard
 that will improve worker safety and productivity.
- Development of new environmental monitoring tools that use genomic-based approach to assess impact of WWTP discharges on Fraser River salmon, in collaboration with Department of Fisheries and Simon Fraser University.
- Introduction of an interim Reclaimed Water Policy that will enable the investigation of
 potential markets, pricing strategies and health and safety requirements for the distribution
 of reclaimed water.
- Real-time public notification of combined sewer overflows
- Agreement reached with Creative Energy for access to sewer heat for the Senakw development, which will reduce regional greenhouse gas emissions by 4,700 tonnes per year.

For 2024 the following activities will continue, resulting in future improvements:

- First step in transition to wet weather pricing to incentivize action on inflow and infiltration (I&I) in municipal sewers.
- Review of maintenance work processes and implementation of risk-based condition assessment program.
- Effluent Heat Recovery at Lulu Island WWTP, resulting in higher volume of digester gas available for conversion to Renewable Natural Gas. Projected \$415,000 per year increase in revenue and additional regional GHG reductions of 1,000 tonnes per year.
- Develop and distribute project profiles for upcoming GVS&DD capital projects to improve coordination of construction projects with member jurisdictions.
- Update of the Development Cost Charge (DCC) Rates to ensure that revenues from DCCs

- support projected growth projects.
- Continue working with the City of New Westminster on the development of a sewer heat based heat recovery district energy system in the Sapperton district. This project has the potential to reduce regional greenhouse gas emissions by 5,700 tonnes per year.
- Continue to work with the City of Surrey, City of Richmond and City of Vancouver to identify and develop opportunities for additional sewer heat based district energy systems.
- Improvement of effluent quality at Lions Gate WWTP through continuous application of chemically enhanced primary treatment.
- Testing alternative innovative sludge digestion processes such as the thermophilic (high temperature) digestion, Volatile Fatty Acid-rich stream digestion and hydrogen injection.
- Continue to advance the O&M Business Optimization initiative to use evidence based tools to identify and implement improvement opportunities across a broad area of work activities with the goal of reducing operating and maintenance costs.
- Continue to identify and develop additional possible opportunities for green biomethane generation.
- Continue to develop advanced technologies such as hydrothermal liquefaction to increase options for wastewater solids beneficial use and increased resource recovery.

2024 BUDGET AND 2024 - 2028 FINANCIAL PLAN

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

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

Attached are the 2024 - 2028 Liquid Waste Services Financial Plan Operating Budget Summary (Attachment 1) and the 2024 - 2028 Liquid Waste Services Capital Budget Summary (Attachment 2).

Each Metro Vancouver function has Annual Work Plans that include strategic directions, performance indicators and key actions to guide the work for the coming year. Each function also has a "What's Happening" summary that highlights the program highlights for the next five years. The 2024 Annual Work Plans for the Liquid Waste Services budget presented in this report are included in Attachment 3 and the "What's Happening" highlights for Liquid Waste Services for the years 2024 - 2028 are included in Attachment 4.

Operating Budget Highlights

The Liquid Waste Services operating budget is separated into operating programs and funding required to support the expanding capital program (debt service and contribution to capital). It is proposed to increase by \$65.0 million in 2024 for a total budget of \$485.8 million (Attachment 1). This increase can essentially be attributed to increasing operating costs (close to \$36.1 million) due to the recommencement of biosolids lagoon decommissioning at Iona Island WWTP; escalation of materials, chemicals and insurance; environmental monitoring studies to catch up on work deferred

in 2023 to meet budget targets. A significant portion of the increase can also be attributed to supporting the capital program with an increase of debt service of \$10.6 million along with an increase in contributions to capital of \$18.3 million which will support infrastructure investments required to meet service requirements and growth demands.

The 2024 operating budget includes the following key actions:

- Resume decommissioning of the Iona Island WWTP biosolids lagoons.
- Coordinate overflow working groups with member municipalities to develop targeted sewer overflow plans and reduce wet weather flows through action on public and private works.
- Continue the update of the *Integrated Liquid Waste and Resource Management Plan* in accordance with a provincially-approved review strategy.
- Complete construction of the Glenbrook Sanitary Trunk Sewer expansion.
- Continuation of implementation of a comprehensive Maintenance Reliability Program to increase asset resilience.
- Commissioning and testing of two (2) pilot plants at Iona Island WWTP to evaluate the two
 preferred secondary treatment technologies (Aerobic Granular Sludge and Membrane
 Bioreactor).
- Conduct Lulu Island WWTP dye tracer study.
- Secure agreement for provision of sewer heat for Surrey Centre district energy system.

Highlights of contracts and consulting assignments anticipated to be undertaken in 2024 to respond to work plan requirements within the operating budget include the following:

- Iona Island WWTP sludge lagoon dewatering, biosolids hauling and beneficial use projects.
- Projects funded from the Sustainability Innovation Fund including Advanced Resource Recovery from Sludge and Handheld Microbial DNA Monitor.
- Monitoring programs for Iona Island WWTP and Strait of Georgia; Lions Gate WWTP and Burrard Inlet; Fraser River and the Fraser River WWTPs.
- Additional assignments that are regularly contracted for highly specialized functions, including: effluent toxicity testing, combined sewer overflow characterization and risk assessments, wastewater and biosolids characterization for CECs and toxics, development of environmental management system, maintenance hole monitoring and assessment.

Over the next five years, the Liquid Waste Services budget is expected to increase an average of \$91.4 million or 15.9% per year. Of this overall increase, funding related to the expanding capital program (debt servicing and contribution to the capital) is increasing \$72.0 million on average over the next five years. The operating programs expenditures are increasing by \$19.4 million per year on average, to address core operating and facility commissioning requirements.

Capital Budget Highlights

The Liquid Waste Services capital budget for 2024 approval is \$7.65 billion (Attachment 2). This amount includes all capital projects underway or planned in 2024. The capital program is funded by a combination of long-term debt, contributions from the operating budget, some external (interagency and senior level government grant) contributions and development cost charges (DCCs).

The projected capital cash flow for 2024 - 2028 totals \$5.4 billion, an average of \$1,081.5 million per year. The largest twelve projects (\$50 million and greater cash flow between 2024 - 2028) make up approximately 81% of the capital spending over the next five years. In addition to the twelve projects, there are a further 137 projects on the plan.

Highlights of capital projects planned or ongoing for 2024 include the following:

- North Shore WWTP Advanced Treatment Upgrade;
- Northwest Langley WWTP Expansion;
- Iona Island WWTP Advanced Treatment Upgrade;
- Gilbert / Brighouse Trunk Sewer;
- Annacis Island WWTP Stage 5 Expansion and Outfall System;
- Annacis Island WWTP Refurbishment of the fourth and final Trickling Filter;
- Burnaby Lake North Interceptor Winston Section;
- South Surrey Interceptor Johnston Section;
- Jervis and Chilco Pump Station Backup Power facilities;
- Gleneagles Pump Stations 4 and 5;
- Crescent Beach Forcemain Replacement Project;
- New Westminster Front Street Pressure Sewer Rehabilitation.

Reserve Funds

The application of reserve funding in Liquid Waste Services is the Sustainability Innovation Fund Reserve, Drainage Area General Reserve and the Laboratory Equipment Reserve. In 2024, the financial plan includes \$452,000 to be used for several Board approved sustainability initiatives, \$225,000 for several Drainage Area initiatives and \$300,000 for equipment replacement in the analytical laboratories.

The 2024 - 2028 Projected Reserves for Liquid Waste Services is included in Attachment 5.

Wet Weather Cost Allocation

To address the increasing challenge of managing I&I of rainwater into the regional sewer systems and to ensure that costs for services are equitably allocated, wet weather pricing for liquid waste collection and transportation will be adopted. The first year of a 10-year gradual transition period will commence in 2024. Consultation with staff from the GVS&DD member jurisdictions has been ongoing in 2023 to address questions about the methodology that will be used to measure wet weather flows.

APPROVAL PROCESS

The proposed 2024 - 2028 Financial Plan and Annual Work Plan is presented for consideration and endorsement before being forwarded to the Board for consideration.

The next steps of the process are:

- The 2024 2028 Financial Plan and Annual Work Plan will be presented for consideration at the Metro Vancouver Board Budget Workshop on October 20, 2023.
- The Board will consider adoption of the 2024 Budget and endorsement of the 2024 2028 Financial Plan on October 28, 2022.

ALTERNATIVES

- 1. That the Liquid Waste Committee endorse the 2024 2028 Financial Plan for Liquid Waste Services as presented in the report dated October 5, 2023, titled "2024 2028 Financial Plan Liquid Waste Services", and forward it to the Metro Vancouver Board Budget Workshop on October 20, 2023 for consideration.
- 2. That the Liquid Waste Committee make recommendations and endorse an amended 2024 2028 Financial Plan for Liquid Waste Services and forward the amended Financial Plan to the Metro Vancouver Board Budget Workshop on October 20, 2023 for consideration.

FINANCIAL IMPLICATIONS

If the GVS&DD Board approves the 2024 Budget and endorses the 2024 - 2028 Financial Plan for Liquid Waste Services, as presented under Alternative 1, in 2024 the revenue from the annual levy for the system will increase by \$65.2 million (20.1%) to \$389.5 million which will generate the majority of the \$485.8 million in total revenue required to offset total expenditures. The increase in the levy represents an \$52 increase in the cost to the average regional household to \$349 (2023 forecast for 2024: \$361.)

Over the term of the five-year Financial Plan, the Liquid Waste Services annual levy is projected to increase by an average of \$57 million per year to provide the required revenue to offset projected expenditures. It is anticipated that the cost to the average regional household over the next five years will rise from \$349 in 2024 to \$514 in 2028 representing an average annual increase of \$44.

Under Alternative 2, the Committee may wish to consider recommending amendments to the 2024 Budget and Five-Year Financial Plan for consideration at the Metro Vancouver Board Budget Workshop. Any changes to the plan may have an impact on the Liquid Waste Services Financial Plan.

CONCLUSION

The Liquid Waste Services 2024 Budget and Five-Year Financial Plan was prepared following direction received at the April 19, 2023 Metro Vancouver Board Budget Workshop and to respond to direction provided in the *Board Strategic Plan*. It is presented to Committee and Board members to provide overview information on activities and financial impacts for the years 2024 to 2028 for Liquid Waste Services.

The presentation of the 2024 Budget and Five-Year Financial Plan for Liquid Waste Services provides the opportunity for Metro Vancouver to share with its member jurisdictions the proposed capital projects and operating programs, and the financial impact of these projects, over the next five years. The financial plan illustrates how Metro Vancouver proposes to pay for Liquid Waste investments that will be required to maintain our assets and to respond to our region's growing population. It is intended to be used as a guiding document for member jurisdictions in the development of their five-year financial plans and includes projections on household impact to demonstrate how the plan will remain affordable for Metro Vancouver residents while keeping pace with our critical infrastructure requirements.

Staff recommend endorsing the 2024 - 2028 Financial Plan and Annual Work Plans for Liquid Waste Services as presented under Alternative 1, which includes direction to introduce changes to allow the staged introduction of wet weather costing into the apportionment of the levy.

Attachments:

- 1. 2024 2028 Liquid Waste Services Financial Plan
- 2. 2024 2028 Liquid Waste Services Capital Budget Summary
- 3. 2024 Liquid Waste Services Work Plans
- 4. 2024 2028 "What's Happening"
- 5. 2024 2028 Projected Reserves Liquid Waste Services
- 6. 2024 2028 Liquid Waste Services Financial Plan Presentation

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GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT LIQUID WASTE SERVICES 2024 BUDGET REVIEW 2024 - 2028 FINANCIAL PLAN

	2023 BUDGET	2024 BUDGET	% CHANGE	2025 FORECAST	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE
REVENUES											
Liquid Waste Services Levy	\$ 324,265,595	\$ 389,498,103	20.1%	\$ 460,710,342	18.3%	\$ 510,271,231	10.8%	\$ 559,648,886	9.7%	\$ 609,927,350	9.0%
User Fees	4,331,703	5,399,457		6,628,443		7,158,154		7,588,608		7,774,823	
Transfer from DCC Reserves	63,572,619	72,994,744		87,958,117		114,793,406		169,453,587		243,077,481	
Liquid Waste Industrial Charges	12,495,626	13,169,057		13,655,992		14,044,413		14,465,746		14,827,389	
Other External Revenues	1,793,792	1,986,884		1,998,884		2,010,884		2,022,884		2,022,884	
Transfer from Sustainability Innovation Fund Reserves	2,731,077	452,000									
Transfer from Reserves	11,618,251	2,331,007		229,074		275,000		125,000		125,000	
TOTAL REVENUES		\$ 485.831.252	15.5%	\$ 571.180.852	17.6%	\$ 648,553,088	13.5%	\$ 753,304,711	16.2%	\$ 877.754.927	16.5%
EXPENDITURES											
Operating Programs:											
Policy Planning and Analysis											
Contribution to Sustainability Innovation Fund Reserve	T -,,			\$ 1,127,000		\$ 1,127,000		\$ 1,127,000		\$ 1,127,000	
Utility Analysis and Infrastructure	2,970,042	3,217,058		4,011,183		4,685,184		4,302,143		4,022,804	
Utility Policy and Planning	3,712,150	3,854,352		3,955,686		4,019,568		4,123,768		4,271,059	
Wastewater Research and Innovation	3,704,459	2,067,771		1,851,913		1,904,784		1,954,882		2,038,359	
Wastewater Facilities Planning	560,402	870,969		1,331,231		1,122,349		1,413,278		1,438,945	
	12,074,053	11,137,150	(7.8%)	12,277,013	10.2%	12,858,885	4.7%	12,921,071	0.5%	12,898,167	(0.2%)
Management Systems and Utility Services											
Annacis Research Centre	502,112	525,741		535,987		546,228		557,714		570,902	
Dispatch	155,180	168,597		173,666		178,319		183,048		186,893	
Energy Management	323,386	364,251		466,192		481,436		496,901		512,429	
Engineers in Training	589,460	823,862		1,072,887		1,101,667		1,130,814		1,161,047	
Management Systems Utility Services	1,219,885	1,311,325		1,307,845		1,336,945		1,366,413		1,397,143	
Records Management	131,443	189,518		194,590		199,857		205,196		210,730	
Utility Voice Radio	135,465	142,589		154,382		161,530		168,064		174,797	
· '	3,056,931	3,525,883	15.3%	3,905,549	10.8%	4,005,982	2.6%	4,108,150	2.6%	4,213,941	2.6%
Environmental Management and Quality Control											
Environmental Management and Quality Control	13,445,222	15,573,512		17,172,385		17,511,014		18,055,737		19,738,014	
Source Compliance Monitoring	412,888	438,745		467,003		641,777		490,621		502,887	
Contribution to Reserve	106,282	108,399		109,835		113,062		116,264		119,501	
Contribution to Neserve	13,964,392	16,120,656	15.4%	17,749,223	10.1%	18,265,853	2.9%	18,662,622	2.2%	20,360,402	9.1%
Project Delivery						==,===,===					
Minor Capital Projects	7,170,828	9,706,543		10,152,057		10,355,251		10,618,409		10,872,378	
	7,170,828	9,706,543	35.4%	10,152,057	4.6%	10,355,251	2.0%	10,618,409	2.5%	10,872,378	2.4%
Operations and Maintenance											
Lake City Operations	1,027,079	1,058,982		1,099,544		1,129,638		1,233,046		1,315,614	
Liquid Waste Residuals	28,874,666	42,152,634		45,234,938		46,116,435		48,682,283		52,029,648	
Maintenance	36,063,178	38,457,280		42,121,093		44,293,104		46,433,669		48,096,133	
SCADA Control Systems	1,126,131	1,373,250		1,449,064		1,549,459		1,617,573		1,686,926	
Urban Drainage	1,406,189	2,106,676		2,263,622		2,350,120		2,555,226		2,635,228	
Wastewater Collection	17,671,887	18,235,181		19,289,848		20,281,536		21,299,021		21,983,121	
Wastewater Treatment	55,069,772	63,322,632		68,369,101		71,295,411		74,304,651		76,982,069	
	141,238,902	166,706,635	18.0%	179,827,210	7.9%	187,015,703	4.0%	196,125,469	4.9%	204,728,739	4.4%
Administration and Department Support	2,882,626	2,969,536	3.0%	3,626,312	22.1%	3,790,540	4.5%	4,055,989	7.0%	3,945,411	(2.7%)
Communications Program	475,000	503,500	6.0%	514,368	2.2%	525,507	2.2%	536,922	2.2%	548,623	2.2%
Environmental Regulation and Enforcement	2,278,451	2,432,995	6.8%	2,507,241	3.1%	2,577,670	2.2%	2,654,527	3.0%	2,716,762	2.3%
Allocation of Centralized Support Costs	34,321,573	39,923,864	16.3%		6.6%	45,537,764	7.0%		6.9%	52,929,878	2.3% 8.7%
		253,026,762	16.3% 16.4%	42,545,317	6.6% 7.9%		7.0% 4.3%	48,698,844			8.7% 5.0%
Total Operating Programs	217,462,756			273,104,290		284,933,155		298,382,003	4.7%	313,214,301	
Allocation of Project Delivery Cost	6,684,841	7,265,724	8.7%	7,249,602	(0.2%)	7,547,881	4.1%	7,842,854	3.9%	8,080,639	3.0%
Debt Service	116,305,572	126,907,374	9.1%	159,867,703	26.0%	203,328,170	27.2%	288,978,024	42.1%	396,235,443	37.1%
Contribution to Capital	80,355,494	98,631,392	22.7%	130,959,257	32.8%	152,743,882	16.6%	158,101,830	3.5%	160,224,544	1.3%
TOTAL EXPENDITURES	\$ 420,808,663	\$ 485,831,252	15.5% Darce	\$ 571,180,852	17.6%	\$ 648,553,088	13.5%	\$ 753,304,711	16.2%	\$ 877,754,927	16.5%

LIQUID WASTE SERVICES

2024 BUDGET REVIEW

2024 - 2028 FINANCIAL PLAN

VANCOUVER SEWERAGE AREA

	2023	2024	%	2025	%	2026	%	2027	%	2028	%
	BUDGET	BUDGET	CHANGE	FORECAST	CHANGE	FORECAST	CHANGE		CHANGE	FORECAST	CHANGE
REVENUES											
Liquid Waste Services Levy	\$ 99,429,756	\$125,868,534	26.6%	\$149,281,362	18.6%	\$163,020,066	9.2%	\$185,541,479	13.8%	\$212,488,095	14.5%
User Fees	1,243,538	1,528,984		1,931,824		2,134,735		2,337,719		2,395,778	,
Transfer from DCC Reserves	7,005,177	7,342,921		8,235,365		9,773,047		16,028,628		26,544,502	
Liquid Waste Industrial Charges	3,195,194	3,386,906		3,522,382		3,628,053		3,736,895		3,830,317	
Other External Revenues	154,282	237,127		237,127		237,127		237,127		237,127	
Transfer from Sustainability Innovation Fund Reserves	1,068,671	173,658		237,127		237,127		237,127		237,127	
Transfer from Reserves	11,373,251	1,921,267		104,074		57,630					
TOTAL REVENUES		\$140,459,397	13.8%	\$163,312,134	16.3%	\$178,850,658	9.5%	\$207,881,848	16.2%	\$245,495,819	18.1%
TOTAL NEVEROES	3123,403,003	3140,433,337	13.070	3103,312,134	10.370	3170,030,030	3.370	3207,001,040	10.270	3243,433,013	10.170
EXPENDITURES											
Operating Programs:											
Policy Planning and Analysis											
Contribution to Sustainability Innovation Fund Reserve	\$ 440,995	\$ 432,993		\$ 432,993		\$ 432,993		\$ 432,993		\$ 432,993	
Utility Analysis and Infrastructure	1,093,700	1,168,759		1,439,866		1,696,846		1,547,686		1,438,294	
Utility Policy and Planning	1,425,173	1,461,632		1,500,565		1,525,108		1,565,142		1,621,731	
Wastewater Research and Innovation	1,449,555	794,438		711,505		731,818		751,066		783,138	
Wastewater Facilities Planning	219,285	334,626		511,459		431,207		542,980		552,842	
g	4,628,708	4,192,448	(9.4%)	4,596,388	9.6%	4,817,972	4.8%	4,839,867	0.5%	4,828,998	(0.2%)
Management Systems and Utility Services	.,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	.,	(=::/-/	.,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,		.,,,,,,,,,		.,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,		.,020,000	(,
Annacis Research Centre	196,476	201,990		205,926		209,861		214,274		219,341	
Dispatch	45,088	49,654		51,147		52,517		53,910		55,042	
Energy Management	93,962	107,277		137,300		141,790		146,344		150,917	
Engineers in Training	230,654	316,519		412,192		423,249		434,447		446,062	
Management Systems Utility Services	354,450	386,198		385,173		393,743		402,422		411,472	
Records Management	38,191					58,861		60,433		62,063	
,	,	55,816		57,309		,		,		,	
Utility Voice Radio	48,639 1,007,460	51,196 1,168,650	16.0%	55,430 1,304,477	11.6%	57,998 1,338,019	2.6%	60,343 1,372,173	2.6%	62,761 1,407,658	2.6%
Environmental Management and Quality Control	1,007,400	1,100,030	10.0%	1,304,477	11.0%	1,336,019	2.0%	1,372,173	2.0%	1,407,038	2.0%
,	5,049,905	F 774 470		6 202 122		6 406 520		6 700 057		7 242 121	
Environmental Management and Quality Control		5,774,470		6,383,123		6,496,539		6,700,057		7,342,121	
Source Compliance Monitoring	161,563	168,566		179,423		246,571		188,497		193,209	
Contribution to Reserve	41,588	41,647	42.00/	42,199	40.40/	43,438	2.00/	44,669	2.20/	45,912	0.20/
Desirat Dalissan	5,253,056	5,984,683	13.9%	6,604,745	10.4%	6,786,548	2.8%	6,933,223	2.2%	7,581,242	9.3%
Project Delivery	4 405 202	2 045 024		2 024 064		2 002 042		2 000 204		2 4 20 0 5 4	
Minor Capital Projects	1,496,392	2,815,821	00.20/	2,934,064	4 20/	2,992,043	2.00/	3,068,301	2.50/	3,139,954	2 20/
	1,496,392	2,815,821	88.2%	2,934,064	4.2%	2,992,043	2.0%	3,068,301	2.5%	3,139,954	2.3%
Operations and Maintenance	404.006	406.067		422.450		424.042		472 742		FOF 465	
Lake City Operations	401,896	406,867		422,450		434,012		473,742		505,465	
Liquid Waste Residuals	17,569,473	25,227,925		26,204,901		27,100,753		28,523,974		30,241,207	
Maintenance	9,761,264	10,278,917		10,978,603		11,282,022		11,690,301		12,049,646	
SCADA Control Systems	310,583	378,739		399,651		427,338		446,126		465,253	
Wastewater Collection	4,781,815	5,409,875		5,775,540		6,115,297		6,364,909		6,559,427	
Wastewater Treatment	15,567,664	17,159,736		18,472,921		18,608,281		19,777,773		20,241,068	
	48,392,695	58,862,059	21.6%	62,254,066	5.8%	63,967,703	2.8%	67,276,825	5.2%	70,062,066	4.1%
Administration and Department Support	837,576	874,558	4.4%	1,067,985	22.1%	1,116,352	4.5%	1,194,529	7.0%	1,161,963	(2.7%)
Communications Program	185,868	193,445	4.1%	197,620	2.2%	201,900	2.2%	206,285	2.2%	210,781	2.2%
Environmental Regulation and Enforcement	439,741	456,916	3.9%	470,860	3.1%	484,086	2.8%	498,520	3.0%	510,208	2.3%
Allocation of Centralized Support Costs	9,984,775	11,703,180	17.2%	12,265,980	4.8%	13,001,364	6.0%	13,405,224	3.1%	14,621,453	9.1%
Total Operating Programs	72,226,271	86,251,760	19.4%	91,696,185	6.3%	94,705,987	3.3%	98,794,947	4.3%	103,524,323	4.8%
Allocation of Project Delivery Cost	1,868,052	2,338,649	25.2%	2,333,460	(0.2%)	2,429,468	4.1%	2,524,412	3.9%	2,600,949	3.0%
Debt Service	16,189,300	15,036,345	(7.1%)	18,652,265	24.0%	23,032,410	23.5%	46,826,074	103.3%	79,579,439	69.9%
Contribution to Capital	33,186,246	36,832,643	11.0%	50,630,224	37.5%	58,682,793	15.9%	59,736,415	1.8%	59,791,108	0.1%
TOTAL EXPENDITURES		\$140,459,397	13.8%	\$163,312,134	16.3%	\$178,850,658	9.5%	\$207,881,848	16.2%	\$245,495,819	18.1%

LIQUID WASTE SERVICES

2024 BUDGET REVIEW

2024 - 2028 FINANCIAL PLAN

NORTH SHORE SEWERAGE AREA

	2023	2024	%	2025	%	2026	%	2027	%	2028	%
	BUDGET	BUDGET	CHANGE	FORECAST	CHANGE	FORECAST	CHANGE	FORECAST	CHANGE	FORECAST	CHANGE
REVENUES											
Liquid Waste Services Levy	\$ 34,247,339	\$ 37,993,285	10.9%	\$ 53,421,720	40.6%	\$ 66,287,868	24.1%	\$ 73,714,927	11.2%	\$ 74,926,850	1.6%
User Fees	63,459	60,893		62,352		63,848		65,381		66,953	
Transfer from DCC Reserves	2,513,190	2,470,796		3,203,837		4,301,680		6,238,233		9,108,329	
Liquid Waste Industrial Charges	924,953	942,527		960,435		978,683		1,008,043		1,033,244	
Other External Revenues	18,781	27,405		27,405		27,405		27,405		27,405	
Transfer from Sustainability Innovation Fund Reserves	176,701	28,476									
Transfer from Reserves		18,900		_		9,450		_		_	
TOTAL REVENUES	\$ 37,944,423		9.5%	\$ 57,675,749	38.8%	\$ 71,668,934	24.3%	\$ 81,053,989	13.1%	\$ 85,162,781	5.1%
		<u> </u>									
EXPENDITURES											
Operating Programs:											
Policy Planning and Analysis											
Contribution to Sustainability Innovation Fund Reserve	\$ 72,917			\$ 71,001		\$ 71,001		\$ 71,001		\$ 71,001	
Utility Analysis and Infrastructure	180,839	191,650		236,105		278,244		253,785		235,847	
Utility Policy and Planning	235,647	239,674		246,058		250,083		256,647		265,927	
Wastewater Research and Innovation	239,678	130,270		116,671		120,001		123,158		128,417	
Wastewater Facilities Planning	36,258	54,871		83,868		70,708		89,037		90,654	
	765,339	687,466	(10.2%)	753,703	9.6%	790,037	4.8%	793,628	0.5%	791,846	(0.2%)
Management Systems and Utility Services											
Annacis Research Centre	32,487	33,122		33,767		34,412		35,136		35,967	
Dispatch	13,601	15,406		15,868		16,296		16,725		17,078	
Energy Management	28,338	33,287		42,603		43,996		45,410		46,829	
Engineers in Training	38,131	51,897		67,584		69,397		71,233		73,137	
Management Systems Utility Services	106,899	119,829		119,511		122,170		124,863		127,671	
Records Management	11,519	17,317		17,780		18,261		18,749		19,255	
Utility Voice Radio	12,894	13,572		14,695		15,375		15,997			
Othity voice Radio	243,869	284,430	16.6%	311,808	9.6%	319,907	2.6%	328,113	2.6%	16,638 336,575	2.6%
Environmental Management and Quality Control	243,003	204,430	10.070	311,000	3.070	313,307	2.070	320,113	2.070	330,373	2.070
Environmental Management and Quality Control	978,692	1,095,946		1,199,784		1,230,297		1,267,784		1,376,115	
Source Compliance Monitoring	26,714	27,641		29,421		40,432					
,						,		30,909		31,682	
Contribution to Reserve	6,876	6,829	44.70/	6,920	0.40/	7,123	2 40/	7,325	2 20/	7,529	0.40/
Book and Dallinger	1,012,282	1,130,416	11.7%	1,236,125	9.4%	1,277,852	3.4%	1,306,018	2.2%	1,415,326	8.4%
Project Delivery Minor Capital Projects	373,392	301,847		312,592		322,627		330,797		338,144	
Millor Capital Projects	373,392	301,847	(19.2%)	312,592	3.6%	322,627	3.2%	330,797	2.5%	338,144	2.2%
Operations and Maintenance	373,332	301,647	(13.270)	312,332	3.076	322,027	3.2/0	330,737	2.370	336,144	2.276
Lake City Operations	66,452	66,715		69,269		71,166		77,681		82,882	
	719,094	1,011,097		1,080,336		1,079,876		1,144,563		1,237,103	
Liquid Waste Residuals	,					, ,		, ,		, ,	
Maintenance	3,972,973	4,301,122		5,462,460		5,585,209		5,813,062		5,975,680	
SCADA Control Systems	174,410	212,682		224,423		239,973		250,522		261,263	
Wastewater Collection	3,254,820	3,584,803		3,762,618		3,992,216		4,179,575		4,300,978	
Wastewater Treatment	7,023,825	7,974,484		9,126,709		10,186,842		13,611,577		14,019,962	
	15,211,574	17,150,903	12.7%	19,725,815	15.0%	21,155,282	7.2%	25,076,980	18.5%	25,877,868	3.2%
Administration and Department Support	252,605	271,356	7.4%	331,372	22.1%	346,380	4.5%	370,636	7.0%	360,532	(2.7)%
Communications Program	30,733	31,721	3.2%	32,405	2.2%	33,107	2.2%	33,826	2.2%	34,563	2.2%
Environmental Regulation and Enforcement	128,277	135,518	5.6%	139,653	3.1%	143,576	2.8%	147,857	3.0%	151,324	2.3%
Allocation of Centralized Support Costs	3,009,200	3,626,724	20.5%	3,646,815	0.6%	4,651,971	27.6%	5,392,059	15.9%	5,668,423	5.1%
Total Operating Programs	21,027,271	23,620,381	12.3%	26,490,288	12.2%	29,040,739	9.6%	33,779,914	16.3%	34,974,601	3.5%
Allocation of Project Delivery Cost	530,045	493,754	(6.8)%	492,659	(0.2)%	512,929	4.1%	532,974	3.9%	549,133	3.0%
Debt Service	7,615,799	7,688,674	1.0%	12,267,237	59.5%	17,155,132	39.8%	19,972,181	16.4%	22,834,162	14.3%
Contribution to Capital	8,771,308	9,739,473	11.0%	18,425,565	89.2%	24,960,134	35.5%	26,768,920	7.2%	26,804,885	0.1%
TOTAL EXPENDITURES		\$ 41,542,282	9.5%	\$ 57,675,749	38.8%	\$ 71,668,934	24.3%	\$ 81,053,989	13.1%	\$ 85,162,781	5.1%
L. C.	5 57,577,723	7 72,072,202	3.370	- 5,,5,5,743	55.670	7 ,1,000,004	L-7.3/0	7 02,000,000	15.1/0	7 03,102,701	5.170

LIQUID WASTE SERVICES

2024 BUDGET REVIEW

2024 - 2028 FINANCIAL PLAN

LULU ISLAND WEST SEWERAGE AREA

	2023 BUDGET	2024 BUDGET	% CHANGE	2025 FORECAST	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE
REVENUES	BODGLI	BODGLI	CHANGE	FORECAST	CHANGE	FORECASI	CHANGE	FORECASI	CHANGE	FORECASI	CHANGE
Liquid Waste Services Levy	\$ 29,380,218	\$ 22 225 097	9.7%	\$ 39,200,653	21.6%	\$ 44,483,408	13.5%	\$ 48,555,691	9.2%	\$ 50,952,567	4.9%
User Fees	146,209	134,132	3.770	137,416	21.070	140,782	13.370	144,232	3.270	147,769	4.5%
Transfer from DCC Reserves	2,353,241	2,427,028		2,468,627		2,846,907		4,793,330		8,097,005	
Liquid Waste Industrial Charges	936,203	953,991		972,117		990,587		1,020,305		1,045,813	
										, ,	
Other External Revenues	678,268	705,059		717,059		729,059		741,059		741,059	
Transfer from Sustainability Innovation Fund Reserves	181,343	31,233		_		10.205		_		_	
Transfer from Reserves		20,730	0.40/		40.40/	10,365	43.40/	<u> </u>	42.20/	<u>-</u>	40.40/
TOTAL REVENUES	\$ 33,675,482	\$ 36,507,260	8.4%	\$ 43,495,872	19.1%	\$ 49,201,108	13.1%	\$ 55,254,617	12.3%	\$ 60,984,213	10.4%
EXPENDITURES											
Operating Programs:											
Policy Planning and Analysis											
Contribution to Sustainability Innovation Fund Reserve	\$ 74,833	\$ 77,876		\$ 77,876		\$ 77,876		\$ 77,876		\$ 77,876	
Utility Analysis and Infrastructure	185,591	210,206		258,966		305,185		278,358		258,683	
Utility Policy and Planning	241,839	262,881		269,883		274,297		281,497		291,675	
Wastewater Research and Innovation	245,976	142,883		127,967		131,621		135,082		140,851	
Wastewater Facilities Planning	37,211	60,184		91,988		77,554		97,658		99,431	
wastewater racinites riamining	785,450	754,030	(4.0%)	826,680	9.6%	866,533	4.8%	870,471	0.5%	868,516	(0.2%)
Management Systems and Utility Services	705,450	754,050	(4.070)	020,000	3.070	000,555	4.070	070,471	0.570	000,510	(0.270)
Annacis Research Centre	33,340	36,329		37,037		37,744		38,538		39,449	
Dispatch	12,838	13,766		14,180		14,560		14,946		15,260	
Energy Management	26,753	29,744		38,068		39,313		40,576		41,844	
Engineers in Training	39,145	56,931		74,139		76,128		78,142		80,231	
1 ~	,	,				,		,		,	
Management Systems Utility Services	100,921	107,070		106,786		109,162		111,568		114,077	
Records Management	10,874	15,475		15,889		16,319		16,755		17,207	
Utility Voice Radio	11,348 235,219	11,945 271,260	15.3%	12,933 299,032	10.2%	13,531 306,757	2.6%	14,079 314,604	2.6%	14,643 322,711	2.6%
Environmental Management and Quality Control	233,219	271,200	13.370	299,032	10.270	300,737	2.076	314,004	2.076	322,711	2.076
Environmental Management and Quality Control	950,795	1,131,504		1,243,472		1,271,292		1,310,458		1,427,833	
Source Compliance Monitoring Contribution to Reserve	27,416	30,317		32,270		44,347		33,902		34,749	
Contribution to Reserve	7,057 985,268	7,490 1,169,311	18.7%	7,590 1,283,332	9.8%	7,813 1,323,452	3.1%	8,034 1,352,394	2.2%	8,258 1,470,840	8.8%
Project Delivery	903,200	1,109,511	10.770	1,203,332	9.0%	1,323,432	3.170	1,332,334	2.270	1,470,640	0.0%
Minor Capital Projects	827,092	1,273,204		1,331,234		1,356,169		1,390,905		1,425,250	
Willion Capital Projects	827,092	1,273,204	53.9%	1,331,234	4.6%	1,356,169	1.9%	1,390,905	2.6%	1,425,250	2.5%
Operations and Maintenance	027,032	1,270,201	55.570	2,002,201		1,550,105	2.570	2,030,303	2.070	1) 120)230	2.570
Lake City Operations	68,197	73,179		75,985		78,064		85,209		90,915	
Liquid Waste Residuals	1,472,479	1,937,345		2,199,231		2,183,988		2,322,935		2,511,424	
Maintenance	3,504,307	3,243,834		3,594,185		3,493,998		3,588,471		3,695,432	
SCADA Control Systems	30,510	37,206		39,261		41,980		43,826		45,705	
Wastewater Collection	551,341	615,069		680,499		737,997		782,664		815,221	
Wastewater Treatment	6,701,565	7,140,880		7,513,297		7,958,463		7,958,560		8,363,757	5.1%
wastewater freatment	12,328,399	13,047,513	5.8%	14,102,458	8.1%	14,494,490	2.8%	14,781,665	2.0%	15,522,454	5.0%
Administration and Department Support	238,480	242,463	1.7%	296,088	22.1%	309,498	4.5%	331,172	7.0%	322,143	(2.7%)
Communications Program	31,540	34,792	10.3%	35,543	2.2%	36,313	2.2%	37,101	2.2%	37,910	2.2%
Environmental Regulation and Enforcement	236,048	240,867	2.0%	248,217	3.1%	255,189	2.8%	262,798	3.0%	268,959	2.3%
Allocation of Centralized Support Costs	2,836,038	3,208,381	13.1%	3,206,633	(0.1)%	3,496,544	9.0%	3,717,806	6.3%	3,903,336	5.0%
Total Operating Programs	18,503,534	20,241,821	9.4%	21,629,217	6.9%	22,444,945	3.8%	23,058,916	2.7%	24,142,119	4.7%
Allocation of Project Delivery Cost	392,453	411,218	4.8%	410,305	(0.2%)	427,187	4.1%	443,882	3.9%	457,340	3.0%
Debt Service	7,096,627	8,049,519	13.4%	11,073,206	37.6%	14,912,226	34.7%	19,600,792	31.4%	24,198,764	23.5%
Contribution to Capital	7,682,868	7,804,702	1.6%	10,383,144	33.0%	11,416,750	10.0%	12,151,027	6.4%	12,185,990	0.3%
TOTAL EXPENDITURES	\$ 33.675.482	\$ 36,507,260	8.4%	\$ 43,495,872	19.1%	\$ 49,201,108	13.1%	\$ 55,254,617	12.3%	\$ 60,984,213	10.4%

LIQUID WASTE SERVICES

2024 BUDGET REVIEW

2024 - 2028 FINANCIAL PLAN

FRASER SEWERAGE AREA

	2023 BUDGET	2024 Budget	% CHANGE	2025 FORECAST	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE
DEL (FAULE)											
REVENUES Liquid Waste Services Levy	¢159 060 000	\$190,533,872	19.9%	\$215,535,351	13.1%	\$233,103,981	8.2%	\$248,241,369	6.5%	\$267,864,999	7.9%
User Fees	2,878,497	3,675,448	15.5%	4,496,851	13.170	4,818,789	0.270	5,041,276	0.5%	5,164,323	7.5%
	, ,					97,871,772					
Transfer from DCC Reserves	51,701,011	60,753,999		74,050,288				142,393,396		199,327,645	
Liquid Waste Industrial Charges	7,439,276	7,885,633		8,201,058		8,447,090		8,700,503		8,918,015	
Other External Revenues	942,461	1,017,293		1,017,293		1,017,293		1,017,293		1,017,293	
Transfer from Sustainability Innovation Fund Reserves	1,304,362	218,633		_				-		_	
Transfer from Reserves		145,110				72,555					
TOTAL REVENUES	\$223,226,516	\$264,229,988	18.4%	\$303,300,841	14.8%	\$345,331,480	13.9%	\$405,393,837	17.4%	\$482,292,275	19.0%
EXPENDITURES											
Operating Programs:											
Policy Planning and Analysis											
Contribution to Sustainability Innovation Fund Reserve	\$ 538,255	\$ 545.130		\$ 545,130		\$ 545,130		\$ 545,130		\$ 545,130	
Utility Analysis and Infrastructure	1,334,912	1,471,443		1,812,761		2,136,295		1,948,506		1,810,783	
		1,840,165						1,970,482		2,041,726	
Utility Policy and Planning	1,739,491			1,889,180		1,920,080		, ,		, ,	
Wastewater Research and Innovation	1,769,250	1,000,180		895,770		921,344		945,576		985,953	
Wastewater Facilities Planning	267,648	421,288	(5.55()	643,916	0.501	542,880		683,603	. = . /	696,018	(0.00()
	5,649,556	5,278,206	(6.6%)	5,786,757	9.6%	6,065,729	4.8%	6,093,297	0.5%	6,079,610	(0.2%)
Management Systems and Utility Services											
Annacis Research Centre	239,809	254,300		259,257		264,211		269,766		276,145	
Dispatch	82,892	88,831		91,502		93,953		96,445		98,471	
Energy Management	172,748	191,913		245,623		253,655		261,803		269,984	
Engineers in Training	281,530	398,515		518,972		532,893		546,992		561,617	
Management Systems Utility Services	651,638	690,924		689,090		704,423		719,949		736,141	
Records Management	70,213	99,854		102,526		105,302		108,114		111,030	
Utility Voice Radio	62,584	65,876		71,324		74,626		77,645		80,755	
	1,561,414	1,790,213	14.7%	1,978,294	10.5%	2,029,063	2.6%	2,080,714	2.5%	2,134,143	2.6%
Environmental Management and Quality Control											
Environmental Management and Quality Control	6,465,830	7,571,592		8,346,006		8,512,886		8,777,438		9,591,945	
Source Compliance Monitoring	197,195	212,221		225,889		310,427		237,313		243,247	
Contribution to Reserve	50,761	52,433		53,126		54,688		56,236		57,802	
	6,713,786	7,836,246	16.7%	8,625,021	10.1%	8,878,001	2.9%	9,070,987	2.2%	9,892,994	9.1%
Project Delivery		.,,									
Minor Capital Projects	4,045,952	5,015,671		5,266,667		5,369,225		5,505,339		5,637,887	
Willion Capital Projects	4,045,952	5,015,671	24.0%	5,266,667	5.0%	5,369,225	1.9%	5,505,339	2.5%	5,637,887	2.4%
Operations and Maintenance	4,043,332	3,013,071	24.076	3,200,007	3.076	3,303,223	1.570	3,303,333	2.370	3,037,887	2.470
Lake City Operations	490,534	512,221		531,840		546,396		596,414		636,352	
Liquid Waste Residuals	9,113,620	13,976,267		15,750,470		15,751,818		16,690,811		18,039,914	
Maintenance	18,640,284	20,475,209		21,913,331		23,754,811		25,159,469		26,187,832	
SCADA Control Systems	589,227	718,526		758,192		810,722		846,360		882,647	
Wastewater Collection	9,083,911	8,625,434		9,071,191		9,436,026		9,971,873		10,307,495	
Wastewater Treatment	25,776,718	31,047,532		33,256,174		34,541,825		32,956,741		34,357,282	
	63,694,294	75,355,189	18.3%	81,281,198	7.9%	84,841,598	4.4%	86,221,668	1.6%	90,411,522	4.9%
Administration and Department Support	1,539,840	1,564,619	1.6%	1,910,668	22.1%	1,997,196	4.5%	2,137,061	7.0%	2,078,797	(2.7%)
Communications Program	226,859	243,542	7.4%	248,800	2.2%	254,187	2.2%	259,710	2.2%	265,369	2.2%
Environmental Regulation and Enforcement	1,474,385	1,599,694	8.5%	1,648,511	3.1%	1,694,819	2.8%	1,745,352	3.0%	1,786,271	2.3%
Allocation of Centralized Support Costs Total Operating Programs	18,309,694 103,215,780	21,142,201 119,825,581	15.5% 16.1%	23,151,522 129,897,438	9.5% 8.4%	24,116,062 135,245,880	4.2% 4.1%	25,919,189 139,033,317	7.5% 2.8%	28,472,504 146,759,097	9.9% 5.6%
Allocation of Project Delivery Cost	3,891,818	4,016,997	3.2%	4,008,084	(0.2%)	4,172,993	4.1%	4,336,075	3.9%	4,467,539	3.0%
Debt Service	85,403,846	96,132,836	12.6%	117,874,995	22.6%	148,228,402	25.8%	202,578,977	36.7%	269,623,078	33.1%
Contribution to Capital	30,715,072	44,254,574	44.1%	51,520,324	16.4%	57,684,205	12.0%	59,445,468	3.1%	61,442,561	3.4%
TOTAL EXPENDITURES	\$223,226,516	60C4 000 000	ag ^{18.4} %n'	\$303,300,841	14.8%	\$345,331,480	13.9%	\$405,393,837	17.4%	\$482,292,275	19.0%

GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT LIQUID WASTE SERVICES

2024 BUDGET REVIEW

2024 - 2028 FINANCIAL PLAN

DRAINAGE

		2023 BUDGET		2024 BUDGET	% CHANGE		2025 FORECAST	% CHANGE		2026 FORECAST	% CHANGE		2027 FORECAST	% CHANGE	-	2028 FORECAST	% CHANGE
REVENUES																	
Liquid Waste Services Levy	\$	2,247,373	\$	2,867,325	27.6%	\$	3,271,256	14.1%	\$	3,375,908	3.2%	\$	3,595,420	6.5%	\$	3,694,839	2.8%
Transfer from Reserves	_	245,000		225,000		_	125,000		_	125,000		_	125,000		_	125,000	
TOTAL REVENUES	<u>\$</u>	2,492,373	Ş	3,092,325	24.1%	\$	3,396,256	9.8%	<u> </u>	3,500,908	3.1%	<u>\$</u>	3,720,420	6.3%	<u>\$</u>	3,819,839	2.7%
EXPENDITURES																	
Operating Programs:																	
Policy Planning and Analysis																	
Utility Analysis and Infrastructure	\$	175,000	\$	175,000		\$	263,485		\$	268,614		\$	273,808		\$	279,197	
Utility Policy and Planning		70,000		50,000			50,000		_	50,000			50,000			50,000	
	_	245,000		225,000	(8.2%)		313,485	39.3%	_	318,614	1.6%		323,808	1.6%		329,197	1.7%
Management Systems and Utility Services																	
Dispatch		761		940			969			993			1,022			1,042	
Energy Management		1,585		2,030			2,598			2,682			2,768			2,855	
Management Systems Utility Services		5,977		7,304			7,285			7,447			7,611			7,782	
Records Management		646		1,056			1,086		_	1,114			1,145			1,175	
	_	8,969		11,330	26.3%	_	11,938	5.4%	_	12,236	2.5%		12,546	2.5%		12,854	2.5%
Project Delivery																	
Minor Capital Projects	_	428,000		300,000		_	307,500		_	315,187			323,067			331,143	
	_	428,000		300,000	(29.9%)	_	307,500	2.5%	_	315,187	2.5%		323,067	2.5%		331,143	2.5%
Operations and Maintenance																	
Maintenance		184,350		158,198			172,514			177,064			182,366			187,543	
SCADA Control Systems		21,401		26,097			27,537			29,446			30,739			32,058	
Urban Drainage	_	1,406,189		2,106,676		_	2,263,622		_	2,350,120			2,555,226			2,635,228	
	_	1,611,940		2,290,971	42.1%	_	2,463,673	7.5%		2,556,630	3.8%		2,768,331	8.3%		2,854,829	3.1%
Administration and Department Support		14,125		16,540	17.1%		20,199	22.1%		21,114	4.5%		22,591	7.0%		21,976	(2.7%)
Allocation of Centralized Support Costs		181,866		243,378	33.8%		274,367	12.7%		271,823	(0.9%)		264,566	(2.7%)		264,162	(0.2%)
Total Operating Programs		2,489,900		3,087,219	24.0%		3,391,162	9.8%		3,495,604	3.1%		3,714,909	6.3%		3,814,161	2.7%
Allocation of Project Delivery Cost		2,473		5,106	106.5%		5,094	(0.2%)		5,304	4.1%		5,511	3.9%		5,678	3.0%
TOTAL EXPENDITURES	\$	2,492,373	\$	3,092,325	24.1%	\$	3,396,256	9.8%	\$	3,500,908	3.1%	\$	3,720,420	6.3%	\$	3,819,839	2.7%

CAPITAL	2024	2025	2026	2020	2028	2024 TO 2028		
BUDGET	2024 CAPITAL	CAPITAL	2026 CAPITAL	2030 CAPITAL	CAPITAL	TOTAL	ACTIVE	PRIMARY
FOR	CASH FLOW	CASH FLOW	CASH FLOW	CAPITAL CASH FLOW	CASH FLOW	CAPITAL	PHASE	DRIVER
APPROVAL	CASH FLOW	CASITIEOW	CASITIEOW	CASITION	CASITIFLOW	CASH FLOW		

PITAL EXPENDITURES									
Collections									
8th Avenue Interceptor Air Treatment Facilities	\$ 500,000	\$ -	\$ - \$	500,000 \$	500,000 \$	100,000 \$	1,100,000	Definition	Upgrade
Albert Street Trunk Sewer	10,250,000	450,000	-	_	-	_	450,000	Construction	Growth
Big Bend Forcemain - Gate Replacement	200,000	_	126,000	600,000	650,000	650,000	2,026,000	Design	Maintenar
Burnaby Lake North Interceptor Cariboo Section	1,000,000	50,000	650,000	1,700,000	11,200,000	15,000,000	28,600,000	Design	Growth
Burnaby Lake North Interceptor Winston Section	103,700,000	23,890,000	13,150,000	5,150,000	5,350,000	5,000,000	52,540,000	Construction	Growth
Burnaby South Slope Interceptor	500,000	200,000	250,000	500,000	650,000	4,550,000	6,150,000	Multiple	Growth
Cloverdale Pump Station Capacity Upgrade	11,400,000	370,000	1,110,000	3,730,000	3,900,000	2,200,000	11,310,000	Construction	Growth
Cloverdale Trunk Sewer Capacity Upgrade	1,200,000	450,000	1,800,000	900,000	8,150,000	8,000,000	19,300,000	Design	Growth
Combined Sewer Overflow Sampling Station Enhancements	1,900,000	400,000	_	-	_	-	400,000	Construction	Maintena
Crescent Beach FM - Replacement	34,850,000	_	_	_	250,000	1,000,000	1,250,000	Construction	Mainten
Eagle Creek (Lower Section) Channel Restoration	-	_	750,000	_	-	-	750,000	Not Started	Resilienc
EMQC-Chemistry Laboratory	1,400,000	400,000	2,500,000	4,000,000	1,500,000	_	8,400,000	Design	Upgrade
Fraser Sewerage Area Integrated Resource Recovery (IRR) Study	1,200,000	250,000	250,000	250,000	-	-	750,000	Design	Opportu
Front Street Pressure Sewer Access Hatches Reinforcement	5,000,000	1,700,000	500,000	500,000	500,000	470,000	3,670,000	Construction	Mainten
FSA Flow Metering Program	3,500,000	620,000	520,000	_	-	-	1,140,000	Construction	Mainten
FSA River Crossing Scour Protection Program - Phase 1	6,400,000	450,000	1,730,000	-	_	-	2,180,000	Construction	Mainten
FSA Sewer Relocations and Protections	11,700,000	500,000	3,050,000	_	-	-	3,550,000	Construction	Mainten
FSA Statutory Right of Way Acquisitions Phase 1	35,100,000	5,350,000	14,000,000	800,000	_	-	20,150,000	Design	Mainten
Gilbert/Brighouse Trunk Pressure Sewer	175,650,000	38,091,000	29,017,000	9,620,000	600,000	2,400,000	79,728,000	Multiple	Mainten
Glenbrook Combined Trunk Kingsway Sanitary Section	8,100,000	5,200,000	1,000,000	938,000	_	-	7,138,000	Construction	Growth
Glenbrook CSO Gate Replacement	5,150,000	3,780,000	100,000	-	-	-	3,880,000	Construction	Maintena
Gleneagles Forcemain Replacement	15,850,000	2,130,000	5,880,000	3,517,000	_	-	11,527,000	Multiple	Maintena
Gleneagles Pump Stations Improvements	41,000,000	6,400,000	8,700,000	6,500,000	12,500,000	500,000	34,600,000	Construction	Maintena
Harbour PS Air Treatment Facilities	-	_	_	_	_	150,000	150,000	Not Started	Upgrade
Harbour Pump Station Discharge Header Repair and Valve Replacements	4,850,000	4,273,000	-	-	-	-	4,273,000	Construction	Maintena
Harbour Pump Station Power Distribution Equipment Replacement	3,650,000	2,107,000	628,000	-	-	-	2,735,000	Construction	Maintena
Harbour Sewerage Pump Station (HRB) - Suction Piping Replacement	850,000	200,000	1,650,000	3,000,000	1,000,000	-	5,850,000	Design	Maintena
Highbury Interceptor Diversion Junction Chamber Wall Rehabilitation	500,000	350,000	100,000	4,000,000	1,500,000	_	5,950,000	Design	Maintena

	CAPITAL BUDGET FOR APPROVAL	2024 CAPITAL CASH FLOW	2025 CAPITAL CASH FLOW	2026 CAPITAL CASH FLOW	2030 CAPITAL CASH FLOW	2028 CAPITAL CASH FLOW	2024 TO 2028 TOTAL CAPITAL CASH FLOW	ACTIVE PHASE	PRIMARY DRIVER
Jervis Pump Station 25kV Voltage Conversion	1,300,000	990,000	-	-	_	_	990,000	Construction	Maintenance
Jervis Sewerage Pump Station (JRV) - Suction Piping Replacement	500,000	200,000	300,000	2,500,000	1,000,000	_	4,000,000	Design	Maintenance
Kent Pump Station High Voltage Switchgear Replacement	3,000,000	1,030,000	470,000	350,000	-	_	1,850,000	Construction	Maintenance
Lozells Sanitary Trunk Golf Course Section	-	_	50,000	400,000	200,000	1,000,000	1,650,000	Not Started	Growth
LSA Flow Metering Program	300,000	50,000	_	_	-	_	50,000	Construction	Maintenance
Marshend Pump Station	10,500,000	700,000	2,350,000	8,470,000	6,520,000	500,000	18,540,000	Multiple	Growth
New West Interceptor - Annacis Section 2	20,000,000	1,320,000	7,150,000	3,000,000	9,000,000	8,000,000	28,470,000	Construction	Maintenance
New West Interceptor Grit Chamber	1,250,000	400,000	650,000	4,000,000	4,000,000	_	9,050,000	Design	Maintenance
New Westminster Interceptor Annacis Channel Crossing Scour Protection	500,000	500,000	2,000,000	-	-	-	2,500,000	Design	Resilience
New Westminster Interceptor Repair Columbia St. Section	38,050,000	200,000	1,000,000	1,000,000	1,000,000	1,000,000	4,200,000	Construction	Maintenance
New Westminster Interceptor West Branch and Columbia Extension Rehabilitation	3,900,000	1,135,000	1,665,000	15,225,000	15,000,000	3,000,000	36,025,000	Design	Maintenance
North Road Trunk Sewer	23,650,000	5,380,000	4,450,000	2,400,000	500,000	600,000	13,330,000	Multiple	Growth
North Surrey Interceptor - Port Mann Section - Odour Control	5,050,000	750,000	2,000,000	4,184,000	6,795,000	6,600,000	20,329,000	Construction	Upgrade
North Surrey Interceptor Improvements	6,000,000	1,950,000	2,950,000	1,000,000	_	_	5,900,000	Multiple	Maintenance
North Surrey Interceptor Roebuck Section Replacement	19,450,000	2,500,000	6,750,000	7,600,000	1,000,000	_	17,850,000	Construction	Maintenance
NSA Flow Metering Program	900,000	55,000	350,000	60,000	_	_	465,000	Construction	Maintenance
NSA Scour Protection Upgrades	2,250,000	200,000	1,500,000	360,000	_	_	2,060,000	Construction	Maintenance
NSI 104th Ave Extension	12,950,000	_	500,000	6,000,000	1,500,000	_	8,000,000	Construction	Growth
NSI Flow Management	21,500,000	3,250,000	4,500,000	4,842,000	32,750,000	30,000,000	75,342,000	Construction	Upgrade
NSI Manson	17,400,000	1,270,000	6,900,000	11,550,000	10,900,000	5,900,000	36,520,000	Construction	Maintenance
NVI Lynn Branch Siphon – SSO Treatment	-	_	750,000	4,800,000	6,150,000	3,800,000	15,500,000	Not Started	Upgrade
NWP Dip Investigation and Repair	4,500,000	1,000,000	1,000,000	1,000,000	500,000	500,000	4,000,000	Construction	Maintenance
Ocean Park Trunk Manholes Lining	50,000	50,000	1,000,000	_	-	_	1,050,000	Design	Maintenance
Ocean Park Trunk Sewer - Air Management Facility	7,750,000	1,340,000	1,550,000	2,500,000	500,000	_	5,890,000	Construction	Upgrade
Port Coquitlam Pump Station Overflow	-	_	210,000	1,000,000	3,000,000	_	4,210,000	Not Started	Resilience
Port Coquitlam Pump Station Refurbishment	7,600,000	500,000	1,800,000	1,350,000	16,050,000	35,700,000	55,400,000	Design	Maintenance
Port Moody Pump Station Capacity Upgrade	2,300,000	230,000	1,860,000	1,090,000	5,000,000	8,000,000	16,180,000	Design	Growth
Port Moody South Interceptor Capacity Upgrade	200,000	50,000	300,000	150,000	1,900,000	1,000,000	3,400,000	Design	Growth
Port Moody Storm Drain Rehabilitation	1,650,000	400,000	600,000	600,000	-	-	1,600,000	Construction	Maintenance
Production Way Facility Access and Parking Improvements	4,850,000	4,600,000	-	-	-	-	4,600,000	Construction	Maintenanc
Production Way Operation Centre	40,400,000	2,300,000	23,000,000	12,000,000	-	-	37,300,000	Construction	Upgrade
Rosemary Heights Pressure Sewer Capacity Upgrade	_	_	350,000	500,000	700,000	2,500,000	4,050,000	Not Started	Growth

	CAPITAL BUDGET FOR APPROVAL	2024 CAPITAL CASH FLOW	2025 CAPITAL CASH FLOW	2026 CAPITAL CASH FLOW	2030 CAPITAL CASH FLOW	2028 CAPITAL CASH FLOW	2024 TO 2028 TOTAL CAPITAL CASH FLOW	ACTIVE PHASE	PRIMARY DRIVER
Royal Ave PS Rehabilitation	12,900,000	1,430,000	8,300,000	800,000	_	-	10,530,000	Construction	Maintenance
Sapperton Pump Station	97,500,000	520,000	1,200,000	4,100,000	_	-	5,820,000	Multiple	Growth
Sapperton Pump Station Emergency Backup Power	5,000,000	1,725,000	2,315,000	525,000	175,000	-	4,740,000	Construction	Resilience
Sewer Heat Projects	57,000,000	3,800,000	11,600,000	12,900,000	17,400,000	16,600,000	62,300,000	Multiple	Opportunity
South Surrey Interceptor Johnston Section	84,050,000	1,180,000	9,080,000	7,178,000	2,000,000	1,000,000	20,438,000	Construction	Growth
South Surrey Interceptor Rehabilitation	45,300,000	1,900,000	2,500,000	6,400,000	10,700,000	15,000,000	36,500,000	Multiple	Maintenance
SSI Delta - Air Management Facility Construction	11,750,000	5,700,000	2,000,000	800,000	_	-	8,500,000	Construction	Upgrade
SSI Influent Control Chamber Repair and Replace Gates	150,000	60,000	15,000	1,150,000	_	-	1,225,000	Design	Maintenance
Still Creek Culvert Rehabilitation (Gilmore section)	100,000	100,000	100,000	1,250,000	_	-	1,450,000	Design	Maintenance
Stoney Creek Sanitary Trunk	67,700,000	682,000	3,096,000	11,474,000	12,024,000	15,024,000	42,300,000	Construction	Growth
Surrey Central Valley Capacity Upgrade	-	_	_	150,000	450,000	1,000,000	1,600,000	Not Started	Growth
Surrey Corrosion Control Facility Replacement	7,400,000	125,000	4,500,000	1,000,000	350,000	-	5,975,000	Construction	Maintenance
VSA Emergency Backup Power	29,300,000	3,850,000	3,100,000	3,100,000	3,000,000	500,000	13,550,000	Construction	Resilience
VSA Flow Metering Program	5,800,000	530,000	1,900,000	2,000,000	_	-	4,430,000	Construction	Maintenance
VSA Grit Chamber Access Improvements	2,700,000	100,000	2,000,000	600,000	-	-	2,700,000	Construction	Maintenance
VSA Sewer Relocations and Protections	34,850,000	200,000	7,650,000	_	-	-	7,850,000	Construction	Maintenance
VSA Statutory Right of Way Acquisitions 2024-2026	16,000,000	8,500,000	3,000,000	4,500,000	-	-	16,000,000	Construction	Maintenance
Westridge FM Replacement	8,650,000	5,099,000	900,000	500,000	500,000	390,000	7,389,000	Construction	Maintenance
Westridge Pump Stations 1 & 2 Refurbishment	8,900,000	1,380,000	3,475,000	6,200,000	6,950,000	-	18,005,000	Construction	Maintenance
White Rock Forcemain Rehabilitation	14,800,000	1,100,000	5,000,000	5,000,000	1,500,000	1,000,000	13,600,000	Construction	Maintenance
Total Collections	\$1,253,000,000	\$167,942,000	\$237,147,000	\$213,763,000	\$ 227,264,000	198,634,000	\$1,044,750,000	-	
Treatment Plants									
AIWWTP Ammonia Removal – Sidestream	\$ 4,000,000				\$ 1,050,000 \$	4,140,000		•	Upgrade
AIWWTP Centrifuge Schwing HPU replacement	1,650,000	170,000	1,000,000	450,000	_	-		Construction	Maintenance
AIWWTP Chemical Lab UPS System Replacement	900,000	150,000	350,000	_	_	-	,	Construction	Maintenance
AIWWTP Cogeneration Backup Power	81,150,000	500,000	2,050,000	-	-	-	2,550,000	•	Resilience
AIWWTP Digester No. 5*	6,900,000	500,000	3,500,000	3,387,000	4,000,000	5,500,000	16,887,000	•	Growth
AIWWTP Effluent Pump Station	-	_	-	-	-	500,000	500,000	Not Started	Growth
AlWWTP Electrical Distribution System Protection Control and Monitoring	2,650,000	200,000	50,000	400,000	_	-	650,000	Construction	Upgrade
AIWWTP Hydrothermal Processing Pilot	39,350,000	8,550,000	14,400,000	3,400,000	1,550,000	-	27,900,000	Construction	Opportunity
AIWWTP ICS Replacement Program	14,350,000	1,400,000	1,500,000	2,250,000	2,500,000	2,000,000	9,650,000	Construction	Maintenance
AIWWTP Influent System Remediation	22,400,000	250,000	850,000	2,035,000	14,112,000	17,510,000	34,757,000	Design	Maintenance

	CAPITAL BUDGET FOR APPROVAL	2024 CAPITAL CASH FLOW	2025 CAPITAL CASH FLOW	2026 CAPITAL CASH FLOW	2030 CAPITAL CASH FLOW	2028 CAPITAL CASH FLOW	2024 TO 2028 TOTAL CAPITAL CASH FLOW	ACTIVE PHASE	PRIMARY DRIVER
AIWWTP IPS Gates Replacements	300,000	75,000	-	-	_	_	75,000	Construction	Maintenance
AIWWTP IPS Pump Building Roof Replacement Phase 2	800,000	100,000	500,000	200,000	-	-	800,000	Construction	Maintenance
AIWWTP Lubrication Storage Facility Conversion	500,000	500,000	_	_	-	-	500,000	Construction	Maintenance
AIWWTP O&M Building Refurbishment	100,000	100,000	300,000	1,200,000	3,100,000	1,800,000	6,500,000	Design	Maintenance
AIWWTP Outfall Repair	-	_	400,000	750,000	400,000	-	1,550,000	Not Started	Maintenance
AIWWTP PWD line refurbishment/replacement	1,650,000	250,000	1,400,000	_	-	-	1,650,000	Construction	Maintenance
AIWWTP Replacement of Protective Relays	3,050,000	50,000	_	_	-	-	50,000	Construction	Maintenance
AIWWTP Scheduled 64kV Potential & Current Transformer Replacements	400,000	50,000	-	-	-	-	50,000	Design	Maintenance
AIWWTP Scum Pump Replacement	400,000	200,000	150,000	500,000	500,000	-	1,350,000	Design	Maintenance
AIWWTP Secondary Clarifier Corrosion Repair	51,850,000	1,450,000	1,400,000	400,000	200,000	-	3,450,000	Multiple	Maintenance
AIWWTP Sludge Control Building Electrical Room HVAC upgrade	850,000	425,000	_	_	-	-	425,000	Construction	Maintenance
AIWWTP Stage 5 Expansion*	1,004,350,000	62,780,000	65,000,000	80,000,000	75,000,000	91,000,000	373,780,000	Multiple	Growth
AIWWTP Station Battery Replacement	1,250,000	50,000	_	_	-	-	50,000	Multiple	Maintenance
AIWWTP Trickling Filter Media & Distributor Arms & Ducting Replacement	90,700,000	5,485,000	3,295,000	10,006,000	-	-	18,786,000	Construction	Maintenance
AIWWTP UPS Condition Monitoring System	550,000	50,000	250,000	250,000	-	_	550,000	Construction	Resilience
All WWTPs Power Quality Monitoring & Outage Alarming Network	3,000,000	50,000	-	-	_	-	50,000	Construction	Upgrade
Annacis Influent System Surge Control Refurbishment	22,000,000	2,100,000	400,000	50,000	50,000	-	2,600,000	Construction	Growth
Annacis MCC 80 051, 80 070, 80 071 Replacement	2,850,000	50,000	550,000	-	_	-	600,000	Construction	Maintenance
Annacis Outfall System*	356,050,000	11,500,000	1,550,000	50,000	50,000	71,650,000	84,800,000	Construction	Growth
IIWWTP - Biogas Lines Relocation	5,750,000	50,000	-	-	_	-	50,000	Construction	Resilience
IIWWTP Biosolids Dewatering Facility	61,300,000	1,150,000	50,000	_	-	-	1,200,000	Construction	Upgrade
IIWWTP CEPT Polymer Line Replacement	3,300,000	1,750,000	250,000	_	-	-	2,000,000	Construction	Maintenance
IIWWTP CEPT Winterization	1,500,000	1,100,000	250,000	_	-	-	1,350,000	Construction	Maintenance
IIWWTP ICS IPS Control Replacement	1,750,000	700,000	_	_	-	-	700,000	Construction	Maintenance
IIWWTP ICS Migration Program	-	_	500,000	3,000,000	4,000,000	3,000,000	10,500,000	Not Started	Maintenance
IIWWTP ICS Replacement Program	750,000	300,000	200,000	100,000	-	-	600,000	Construction	Maintenance
IIWWTP Influent Gate Refurbishment	1,350,000	100,000	_	_	-	-	100,000	Construction	Maintenance
IIWWTP IPS Drive Remediation	2,300,000	125,000	200,000	400,000	575,000	750,000	2,050,000	Construction	Maintenance
IIWWTP MCC/Power Distribution Assess/Replace - Phase 2	1,000,000	50,000	300,000	-	-	-	350,000	Construction	Maintenance
IIWWTP Non-Domestic Trucked Liquid Waste Alternative	800,000	50,000	500,000	150,000	-	-	700,000	Construction	Maintenance
IIWWTP Outfall Refurbishment*	20,000,000	2,000,000	3,000,000	3,000,000	63,000,000	72,000,000	143,000,000	Design	Maintenance
IIWWTP PA Tanks Improvement	7,500,000	1,500,000	1,550,000	1,100,000	1,150,000	1,200,000	6,500,000	Construction	Maintenance

	CAPITAL BUDGET FOR APPROVAL	2024 CAPITAL CASH FLOW	2025 CAPITAL CASH FLOW	2026 CAPITAL CASH FLOW	2030 CAPITAL CASH FLOW	2028 CAPITAL CASH FLOW	2024 TO 2028 TOTAL CAPITAL CASH FLOW	ACTIVE PHASE	PRIMARY DRIVER
IIWWTP PA-Sed Tank & Gallery Wall Refurbishment	200,000	100,000	125,000	50,000	650,000	-	925,000	Design	Maintenance
IIWWTP Replacement of CoGen Control System	2,500,000	100,000	550,000	-	-	-	650,000	Construction	Maintenance
IIWWTP Siphon Chamber Refurbishment	2,150,000	200,000	500,000	900,000	500,000	-	2,100,000	Construction	Maintenance
IIWWTP Solids Handling Refurbishment	64,850,000	100,000	50,000	-	-	-	150,000	Multiple	Maintenance
IIWWTP Standby Diesel Generators	2,000,000	100,000	800,000	1,200,000	1,100,000	1,000,000	4,200,000	Design	Resilience
IIWWTP Surge Mitigation	250,000	25,000	225,000	750,000	1,000,000	-	2,000,000	Design	Maintenance
Iona Island Control & Instrumentation Replacement 2011	2,750,000	50,000	-	-	-	-	50,000	Construction	Maintenance
Iona Island Wastewater Treatment Plant*	1,060,000,000	109,220,000	231,952,000	218,279,000	289,282,000	723,788,000	1,572,521,000	Construction	Upgrade
LIWWTP Admin Dewatering Building Roof Repair	100,000	50,000	100,000	650,000	-	_	800,000	Design	Maintenance
LIWWTP Biogas Clean-up Project	13,800,000	50,000	-	-	-	-	50,000	Construction	Opportunity
LIWWTP Effluent Heat Recovery Project	10,000,000	500,000	5,000,000	4,300,000	-	-	9,800,000	Construction	Opportunity
LIWWTP Gravity Thickener Redundancy	2,650,000	475,000	1,000,000	1,125,000	5,000,000	8,000,000	15,600,000	Design	Maintenance
LIWWTP Ground Fault Detection System Replacement	1,550,000	200,000	600,000	400,000	250,000	_	1,450,000	Construction	Maintenance
LIWWTP High Efficiency Boiler	1,300,000	400,000	400,000	150,000	-	_	950,000	Construction	Maintenance
LIWWTP ICS Electrical Distribution System Migration Program	2,250,000	500,000	1,750,000	3,500,000	1,250,000	_	7,000,000	Design	Maintenance
LIWWTP ICS Replacement Program	6,750,000	2,250,000	2,000,000	450,000	-	_	4,700,000	Construction	Maintenance
LIWWTP PA-Sed Tank Refurbishment	4,150,000	300,000	300,000	3,000,000	-	_	3,600,000	Construction	Maintenance
LIWWTP Pilot Digestion Optimization Facility	5,200,000	500,000	300,000	100,000	50,000	_	950,000	Construction	Opportunity
LIWWTP Power Reliability	12,400,000	2,380,000	4,710,000	1,052,000	660,000	_	8,802,000	Construction	Resilience
LIWWTP SCL Refurbishment	850,000	300,000	800,000	700,000	1,000,000	150,000	2,950,000	Design	Maintenance
LIWWTP Trickling Filter Refurbishment	1,500,000	400,000	800,000	10,250,000	10,000,000	10,000,000	31,450,000	Design	Maintenance
NLWWTP 25 kV Substation Replacement	10,100,000	50,000	-	_	-	_	50,000	Construction	Maintenance
NLWWTP Standby Diesel Generator	1,000,000	700,000	275,000	-	-	_	975,000	Construction	Resilience
North Shore WWTP Secondary Upgrade, Conveyance and Decommissioning*	1,057,900,000	308,812,000	63,110,000	-	-	-	371,922,000	Construction	Upgrade
Northwest Langley Wastewater Treatment Program*	2,280,650,000	78,770,000	102,379,000	228,297,000	453,067,000	587,817,000	1,450,330,000	Multiple	Growth
Regional Biosolids Dryer – AIWWTP*	24,950,000	500,000	2,500,000	11,000,000	20,090,000	63,500,000	97,590,000	Design	Opportunity
WWTPs Electrical System Studies & Upgrades	1,900,000	200,000	200,000	400,000	400,000	200,000	1,400,000	Construction	Resilience
Total Treatment Plants	\$6,395,000,000	\$613,292,000	\$527,121,000	\$601,481,000	\$ 955,536,000	\$1,665,505,000	\$4,362,935,000	- -	
TOTAL CAPITAL EXPENDITURES	\$7,648,000,000	\$ 781,234,000	\$ 764,268,000	\$815,244,000	\$1,182,800,000	\$1,864,139,000	\$5,407,685,000	<u>-</u>	

	CAPITAL BUDGET FOR APPROVAL	2024 CAPITAL CASH FLOW	2025 CAPITAL CASH FLOW	2026 CAPITAL CASH FLOW	2030 CAPITAL CASH FLOW	2028 CAPITAL CASH FLOW	2024 TO 2028 TOTAL CAPITAL CASH FLOW	ACTIVE PHASE	PRIMARY DRIVER
CAPITAL FUNDING									
New External Borrowing funded by Levy	\$3,238,984,000	\$410,547,000	\$ 295,346,000	\$ 292,712,000	\$ 435,440,000	\$ 856,091,000	\$2,290,136,000		
New Borrowing funded by DCC	2,949,203,000	125,506,000	163,638,000	364,696,000	586,427,000	845,070,000	2,085,337,000		
Direct DCC Application	119,216,000	42,967,000	41,329,000	-	-	-	84,296,000		
Contribution to Capital from LWS Levy	979,247,000	98,000,000	129,639,000	150,861,000	155,933,000	157,978,000	692,411,000		
Reserve	49,963,000	12,028,000	6,450,000	6,850,000	5,000,000	5,000,000	35,328,000		
External Funding - Interagency	311,387,000	92,186,000	127,866,000	125,000	_	_	220,177,000		
Total	\$7,648,000,000	\$ 781,234,000	\$764,268,000	\$815,244,000	\$1,182,800,000	\$1,864,139,000	\$5,407,685,000		
SUMMARY BY DRIVER									
Growth	\$4,104,950,000	\$ 195,002,000	\$ 214,025,000	\$ 366,614,000	\$ 592,211,000	\$ 821,841,000	\$2,189,693,000		
Maintenance	974,800,000	128,655,000	167,071,000	154,998,000	204,637,000	191,920,000	847,281,000		
Resilience	139,550,000	10,055,000	16,660,000	7,527,000	8,335,000	1,700,000	44,277,000		
Upgrade	2,277,200,000	433,372,000	332,462,000	254,155,000	338,527,000	768,578,000	2,127,094,000		
Opportunity	151,500,000	14,150,000	34,050,000	31,950,000	39,090,000	80,100,000	199,340,000		
Total	\$7,648,000,000	\$ 781,234,000	\$764,268,000	\$815,244,000	\$1,182,800,000	\$1,864,139,000	\$5,407,685,000		

^{*} 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.



LIQUID WASTE SERVICES Policy, Planning and Analysis

Description of Services

Liquid Waste Services provide wastewater collection and treatment services through the Liquid Waste function under the Greater Vancouver Sewerage & Drainage District (GVS&DD). The Policy, Planning and Analysis Division includes innovations, utility planning, policy and resiliency management to comply with provincial and federal legislation. The Division undertakes utility infrastructure analysis to service growth planning with municipalities, facilities modeling, scenario analysis, scope development for capital projects, and facility analysis and planning. Divisional mandate also includes source control strategies that protect receiving environments, ensure health and safety and protect infrastructure; maintain liquid waste regulatory bylaws; expand public awareness and education; and develops strategic actions for emerging contaminants. Included in the portfolio is innovation management involving technology evaluations, resource recovery assessments, innovative business modelling and enhancing value via Sustainability Innovation Fund projects.

Strategic Directions and High Level Goals Supported

Board Strategic Plan:

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

Integrated Liquid Waste and Resource Management Plan:

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

Performance Indicators

Indicator	Historical and/or industry benchmark	Current performance	2024 Performance objective
Annual number of wet-weather	MV 3-year average: 57		
related sanitary sewer overflow	2022: 42	42	0
(SSO) events from Metro	2021: 76		
Vancouver sewers	2020: 40		
	MV 3-year average:		
	33,900	29,100	32,500
Annual CSO Volume (ML)	2022: 29,100		
	2021: 38,500		
	2020: 36,900		
Daniel de la contraction de la	MV 3-year average: 22%		
Percentage of Assets not Meeting	2022: 22%	22%	22%
Capacity or Regulation within 10	2021: 22%		
Years	2020: 23%		

2024 Key Actions

- Co-develop with members, the review and update of the Liquid Waste Management Plan in accordance with provincial direction.
- Develop and/or maintain short and long range servicing plans for the collection system and each wastewater treatment plant, outlining the scope, scale, budget and timing.
- Coordinate overflow working groups with members to develop targeted overflow mitigation plans and reduce wet weather flows through actions on public and private works.
- Strengthen source control capabilities through regulatory improvements, public awareness, and stakeholder collaboration.
- Review and update sewer use bylaws, modernizing and achieving full cost recovery.
- Develop with drainage area members and First Nations, a policy to clarify jurisdictional roles on flood management strategies and their implementation.
- Complete the detailed design of the pilot-scale anaerobic digestion optimizer, including Phase 1 of the Hydrogen Integration system at the Lulu Island Pilot Digestion Optimization Facility.
- Continue to lead the research program for the Hydrothermal Processing Demonstration Facility and support the operations and maintenance contract.
- Undertake regulatory reviews including WWTP Operational Certificate amendments.



LIQUID WASTE SERVICES Engineering, Design and Construction

Description of Services

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

Strategic Directions and High Level Goals Supported

Board Strategic Plan

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 and future service needs, and is resilient to impacts from seismic events, wildfires, power failures, and
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Integrated Liquid Waste and Resource Management Plan

- Goal 1 Protect public health and the environment
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- Goal 3 Effective, affordable and collaborative management

Performance Indicators 1

Indicator	Historical and/or industry Benchmark	Current performance ²	2024 Performance objective
Percent of Capital Program Expenditures Achieved (Projects >\$90M) (7 PROJECTS – \$106M)	3-year average: 63% 2022: 59% 2021: 39% 2020: 62%	20%	95%
Percent of Capital Program Expenditures Achieved (Projects \$20M - \$90M) (32 PROJECTS - \$81M)	3-year average: 58% 2022: 54% 2021: 47% 2020: 73%	24%	90%

Indicator	Historical and/or industry Benchmark	Current performance ²	2024 Performance objective
Percent of Capital Program Expenditures Achieved (Projects \$5M - \$20M (36 Projects - \$72M)	3-year average: 40% 2022: 25% 2021: 59% 2020: 36%	8%	75%
Percent of Capital Program Expenditures Achieved Projects < \$5M (56 Projects - \$27M)	3-year average: 35% 2022: 36% 2021: 34% 2020: 36%	16%	75%
Percent of Minor Capital Program Expenditures (Total Budget - \$8M)	3-year average: 67% 2022: 78% 2021: 70% 2020: 72%	35%	90%

- 1. The Performance Indicators include projects being completed by other LWS divisions, such as utility relocates and Industrial Control System upgrades, but excluded projects being completed by the Project Delivery department
- 2. Current Performance is based upon Actuals for year to date end of May, and so is not indicative of expected year end performance

2024 Key Actions

- In conjunction with the PMO (Project Delivery Department), continue to support project management process improvements including the implementation of a Portfolio Management Information System (PMIS).
- Continue to support the Project Delivery Department in the delivery of the expansions and upgrades
 of four Waste Water Treatment Plants by providing Subject Matter Expertise on Electrical Engineering,
 Instrumentation and Controls services.
- Complete the review and revisions of the Minor Capital Program, including project prioritization processes and improved program level controls.
- Complete detailed design:
 - o Effluent Heat Recovery and Boiler Project at LIWWTP (Richmond)
 - WWTP Electrical System Studies & Upgrades at AIWWTP (Delta)
 - Kent PS Power Distribution System and High Voltage Switchgear Replacement (Vancouver)
 - Sapperton PS Emergency Backup Power (New Westminster)
 - Stoney Creek Trunk Sewer Upgrade (Coquitlam Section)
 - White Rock Forcemain Replacement and Rehabilitation (White Rock)
 - NSI Manson Road Phase 1 and Phase 2 (Surrey)
- Substantially complete:
 - o Front Street Pressure Sewer Rehabilitation (New Westminster)
 - Rehabilitation of Trickling Filter 4 at AIWWTP (Delta)
 - o IIWWTP CEPT System Rehabilitation (Richmond)
 - North Road Trunk Sewer Phase 2 (Burnaby and Coquitlam)
 - Hydraulic Gate Improvements Project at AIWWTP (Delta)
 - o Gleneagles Pump Stations 4 and 5 Rehabilitation (West Vancouver)

- o Jervis Pump Station Voltage Conversation (Vancouver)
- LIWWTP Power Reliability DVR (Richmond)
- o Glenbrook Sanitary Trunk Sewer (Burnaby),
- Burnaby Lake North Interceptor No.2 Winston St Section Phase 2 (Burnaby)
- Initiate construction:
 - Last section of the South Surrey Interceptor Twinning (SSJ2 Phase IV, Surrey)
 - Harbour PS Power Distribution System Replacement (Vancouver)
 - Corrosion Control Facility at the Cloverdale PS (Surrey)
 - Hydrothermal Liquefaction System at AIWWTP (Delta)
 - Standby Diesel Generator Recommissioning at AIWWTP (Delta)
 - o Westridge Forcemain Replacement and Pump Station 2 Refurbishment (Burnaby)
 - o IIWWTP Influent Pump Station Drive Remediation (Richmond)
 - o Gleneagles Forcemains Replacement (West Vancouver)
 - LIWWTP Power Reliability SDG and Building (Richmond)
 - Permanent Backup Power at Jervis Pump Station (Vancouver)
- Initiate and complete construction:
 - MSG Line Replacement at AIWWTP (Delta)
 - Sludge Control Building Electrical Room HVAC Upgrade at AIWWTP (Delta)
 - South Surrey Interceptor Delta Section Air Management Facility (Delta)
 - Harbour Pump Station Header Replacement (Vancouver)
 - Glenbrook CSO Gate Replacement (New Westminster)
 - New Westminster Interceptor Upper Sapperton Connection Rehabilitation (New Westminster)



LIQUID WASTE SERVICES

Operations and Maintenance - Wastewater Collections and Drainage

Description of Services

Liquid Waste Services provides wastewater collection and treatment services to the region through the Liquid Waste function under the authority of the Greater Vancouver Sewerage and Drainage District (GVS&DD). The Wastewater Collection and Drainage Division is responsible for managing the operations and maintenance of the sewer collection network and providing maintenance services to Greater Vancouver Water District (GVWD) as a shared service provider. This includes day-to-day management of the infrastructure assets and supporting infrastructure. This business area is also responsible for managing the operations and maintenance of Urban Drainage areas including the Still Creek/Brunette, Port Moody/Coquitlam and UBC Drainage areas.

Alignment of Strategic Directions and High Level Goals

Board Strategic Plan

- Ensure that our critical regional infrastructure is sufficiently maintained or replaced to meet current
 and future service needs, and is resilient to impacts from seismic events, wildfires, power failures, and
 natural disasters.
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- Ensure that all services and infrastructure anticipate and meet regulatory requirements, and that the organization is responsive to legislative change.
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Integrated Liquid Waste and Resource Management Plan

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

Performance Indicators

Indicator	Historical and/or	Current	2024 Performance
	Industry Benchmark	Performance	Objective
Number of reported events of sanitary sewer overflows (SSOs): non-weather related	MV 3-year average: 18.3 2022:14 2021: 6 2020: 35	10	0

Indicator	Historical and/or Industry Benchmark	Current Performance	2024 Performance Objective
	MV 3-year average:		
Number of odour complaints	12	2	10
received	2022: 8		
	2021: 7		
	2020: 21		

2024 Key actions

- Review the Pump Station Design Standard with Technical Services
- Develop and implement project lifecycle KPIs for the Construction crew
- Create and implement a continuous improvement process for KPIs
- Expand self-serve LWS sewer/rainfall datasets available to member municipalities
- Inspect 5% of sewer collection system
- Continuation of implementation of a comprehensive Maintenance Reliability Program to increase asset resilience.
- Continue asset verification audits and initiate implementation of the new 2023 Engineering Naming Standard.
- Implement asset management for our Lake City Operations Centre facility. All associated equipment to be entered into EAM with preventative maintenance schedules established to help avoid asset failures and downtime, ensure regulatory maintenance is performed on time, lower maintenance costs, and monitor and document asset lifecycles for future planning and budgeting.



LIQUID WASTE SERVICES

Operations & Maintenance - Wastewater Treatment & Residuals Management

Description of Services

Liquid Waste Services provides wastewater collection and treatment services to the region through the Liquid Waste function under the authority of the Greater Vancouver Sewerage and Drainage District (GVS&DD). The Wastewater Treatment & Residuals Management division is responsible for managing the operations and maintenance of the five regional wastewater treatment plants (WWTPs). This includes long-range facility planning and day-to-day management of the infrastructure assets and supporting infrastructure with the objective of complying with provincial and federal regulations and recovering as much resources from the wastewater as economically feasible. This business area is also responsible for the beneficial use of biosolids and other residuals produced through the treatment process.

Strategic Directions and High Level Goals Supported

Board Strategic Plan

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Integrated Liquid Waste and Resource Management Plan

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Performance Indicators

Indicator	Historical and/or industry benchmark	Current performance	2024 Performance objective
	MV 3-year average:		
	448,676	418,500	446,400
Volume treated per year (ML)	2022: 435,178		
	2021: 451,732		
	2020: 459,118		

Indicator	Historical and/or industry benchmark	Current performance	2024 Performance objective
	MV 3-year average:		
Percent of digester gas used at	57.9%	66%	68%
the Wastewater Treatment	2022: 64.5%		
Plants	2021: 53.7%		
	2020: 55.5%		
	MV 3-year average:		
Compliance with treatment plant	99.94%	99.99%	100%
Compliance with treatment plant	2022: 99.99%		
Operational Certificates (%)	2021: 99.99%		
	2020: 99.83%		
	MV 3-year average:		
Dougant of biogalida banaficially	99.8%	100%	100%
Percent of biosolids beneficially	2022: 100%		
used	2021: 100%		
	2020: 99.5%		
	MV 3-year average:		
Percentage of Biosolids	16.6%	15%	11%
beneficially used in Metro	2022: 14.4%		
Vancouver Region	2021: 17.9%		
	2020: 17.6%		

2024 Key actions

New Initiatives

- Commissioning and testing of two (2) pilot plants at Iona Island WWTP to evaluate the two preferred secondary treatment technologies (Aerobic Granular Sludge and Membrane Bioreactor).
- Development of process safety management system.
- Commissioning and testing of the new Annacis island WWTP outfall.
- Strategic procurement for commodities, chemicals and service contracts.

Resiliency Upgrade Projects

- Complete Annacis Island WWTP trickling filter 4 refurbishment and media replacement.
- Continue ICS migration project.
- Commissioning and testing of new centrifuge polymer system at Lulu Island WWTP
- Rebuild bar screens, cogens, influent and effluent pumps at Iona Island WWTP
- Complete primary sedimentation tanks maintenance, screen compactor and grinder overhauls at Lions Gate WWTP.
- Complete primary sedimentation tanks repair and modifications, trickling filter pump rebuild, centrifuge rebuild, cogen and air handling equipment maintenance at Annacis Island WWTP.
- Purchase spare trickling effluent pumps at Northwest Langley WWTP.

Ongoing Works

- Complete removal of land-dried biosolids stockpile at Iona Island WWTP, if not completed by end of 2023. Handover site to PDE
- Complete the cleaning of the southeast lagoon at Iona Island WWTP and handover to PDE.
- Construct biosolids storage area at the Iona WWTP dewatering building.
- Operate and maintain the Pilot Digester Optimization Facility.
- Review and update critical operations, maintenance and safety documents related to plant process, operating and maintenance procedures for the wastewater treatment plants

Optimization Works

- Biosolids dewatering polymer optimization at Iona Island WWTP.
- Renewable Natural Gas Facility Optimization at Lulu Island WWTP.
- Update ICS Alarm Rationalization Philosophy .



LIQUID WASTE SERVICES Environmental Management & Quality Control

Description of Services

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

Strategic Directions and High Level Goals Supported

Board Strategic Plan:

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Integrated Liquid Waste and Resource Management Plan:

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Performance Indicators

Indicator	Historical and/or industry benchmark	Current performance	2024 Performance objective
Number of days between May 1 st and September 30 th swimming	MV 3-year average: 36	52	32
advisories posted by the Health	2021: 26		
Authorities (combined totals for all	2020: 42		
beaches in region)	2019: 39		

Indicator	Historical and/or industry benchmark	Current performance	2024 Performance objective
Fraser River water quality index ¹	MV historical 3-year averages: 2019-2021: 74 2018-2020: 77 2017-2019: 88	2020-2022: 80	80
Burrard Inlet water quality index	MV historical 3-year average: 2018-2020: 76 2017-2019: 82 2016-2018: 87	2019-2021: 83	83
Sturgeon Bank water quality index	MV historical 3-year average: 2018-2020: 90 2017-2019: 96 2016-2018: 92	2019-2021: 87	87

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

2024 Key Actions

- Produce the 2023 GVS&DD Environmental Management & Quality Control Annual Report.
- Complete and submit 2023 National Pollution Release Inventory (NPRI) Report to Environment Canada.
- Update the SSO Rapid Risk Ranking Tool for all sanitary sewer overflows (SSOs) for the 5-year interval of 2019-2023.
- Continue scenario modelling and now-casting to support regulatory reporting of sewer overflows and WWTP process upsets.
- Conduct water quality monitoring in the Fraser River.
- Continue the Burrard Inlet fish health monitoring program and sediment coring in the Strait of Georgia, in accordance with recommendations from the Water Body Environmental Program Reviews.
- Conduct Lulu Island WWTP dye tracer study.
- Continue the collaborative work on advancing the use of wastewater based epidemiology for the protection of public health.
- Continue collaborative work with BCCDC to develop molecular methods for recreational water quality monitoring.
- Continue collaboration with DFO and SFU on development of genomics solutions for understanding impacts of wastewater treatment plant (WWTP) discharges on Fraser River salmon.
- Continue the quarterly analyses of pharmaceuticals and personal care products (PPCPs) in wastewater, and semi-annual analyses of Perfluoroalkyl and Polyfluoroalkyl (PFAS) substances in drinking water.
- Expand scope of the Canadian Association for Laboratory Accreditation (CALA) accredited PFAS compounds.



LIQUID WASTE SERVICES Support Services and Strategic Initiatives

Description of Services

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

Strategic Directions and High Level Goals Supported

Board Strategic Plan

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Integrated Liquid Waste and Resource Management Plan

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Performance Indicators

Indicator	Historical and/or industry benchmark	Current performance	2024 Performance objective
Operating cost per million litres collected and treated (\$/ML)	MV 3-year average: \$425 2022: \$472 2021: \$408 2020: \$395	\$472	\$569
Total LWS energy consumption (GJ/ML)	MV 3-year average: 2.20 2022: 2.25 2021: 2.19 2020: 2.18	2.25	2.30

Indicator	Historical and/or industry benchmark	Current performance	2024 Performance objective
	MV 3-year average:		
Total Greenhouse gas emissions from	20.4	19.0	21.3
energy and direct emissions	2022: 19.0		
(kg CO₂e/ML)	2021: 18.8		
	2020: 23.2		
	MV 3-year average:		
	1,770,000	1,800,000	635,000
Energy Savings Realized (kWh/y)	2022: 1,880,000		
	2021: 3,300,000		
	2020: 138,000		

2024 Key Actions

- Develop tools for tracking actual energy consumption/generation against projections developed with the facilities and for recording results of investigations and corrective actions pertaining to out-oftolerance consumption/generation events.
- In support of Climate 2050 emission reduction targets, and in collaboration with utilities worldwide through the WEF Greenhouse Gas Communities group (Committee), develop plans for monitoring and ultimately reducing process-based greenhouse gas emissions at LIWWTP, as a first step toward reducing process emissions at all WWTPs.
- Promote and pursue additional partnerships with municipalities, utilities and the property development community to implement opportunities for resource recovery from liquid waste with emphasis on projects that achieve regional greenhouse gas emissions reductions.
- Develop training resources on document management processes for new and existing staff.
- Improve the management of departmental performance monitoring data using enterprise tools such as Metrolytics.
- Further discussion with member advisory committees of the expansion of Tier III cost apportionment into operating budget activities.

2024 to 2028 - WHAT'S HAPPENING

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

Initiative	Description	Theme
2024		
Wet Weather Pricing	First year of implementation of a regionally revenue-neutral sewer levy split into dry and wet weather components, providing incentives to mitigate I&I and separate combined sewers.	Environmental Sustainability / Financial Sustainability
Iona Island WWTP	Commence preliminary Design of WWTP and commence construction of WWTP ground improvement works and secondary treatment technology piloting, and commencement of dewatering of lagoons	Regulatory and Legislative Environment
Annacis Island WWTP Outfall	Completion of construction of the outfall system	Regional Growth
Annacis Island WWTP	Completion of construction of Primary Sludge Gravity Thickeners #4 and #5	Regional Growth
Annacis Island WWTP	Commence preliminary design of Digester No. 5 and Regional Biosolids Dryer	Regional Growth and Opportunity
Burnaby Lake North Interceptor	Completion of construction of the tunneled section of the Burnaby Lake North Interceptor	Regional Growth
Integrated Liquid Waste and Resource Management Plan	Submission of the updated Integrated Liquid Waste and Resource Management Plan to the Province.	Regulatory and Legislative Environment
Vancouver Sewerage Area (VSA) Pump Station Backup Power	Generators installed at Jervis and Chilco Pump Stations. VSA Pump Station Backup Power Program complete.	System Stewardship
Gleneagles Forcemain	Completion of construction of replacement of the Gleneagles Forcemain, this will be the last section to connect to Hollyburn Interceptor	Regional Growth
2025		,
Gilbert Trunk Sewer	Completion of the twinning of the Gilbert Trunk Sewer to improve system reliability and resiliency.	System Stewardship
Northwest Langley WWTP	Commence wastewater treatment plant construction	Regional Growth
Iona Island WWTP	Select secondary treatment technology	Regulatory and Legislative Environment
Annacis Island WWTP	Commence ground improvements for Trickling Filters #5 and #6	Regional Growth
Annacis Island WWTP Trickling Filters	Completion of replacement of media, distributor arms and foul air ducting.	System Stewardship
South Surrey Interceptor	Completion of construction of the South Surrey Interceptor – Johnson Road Section, the last part of the system to be twinned.	Regional Growth

Initiative	Description	Theme
2026		
Liquid Waste Services	Complete Comprehensive Long-Range Plan,	Environmental
Comprehensive Long-	identifying regional infrastructure needs to	Sustainability
Range Plan	service growth, mitigate overflows, improve	,
-	receiving water quality, enhance resiliency.	
Marshend Pump Station	Completion of replacement of the pump	System Stewardship
	station to meet current safety and seismic	
	regulations, and to expand the capacity.	
Cloverdale Pump	Completion of construction the first phase of	System Stewardship
Station	project to meet the current capacity.	
Westridge Pump Station	Completion of rehabilitation of Westridge	System Stewardship
	Pump Station 2 and upgrade of Westridge	
	Pump Station 1 to meet current safety	
	regulations and expand station capacity.	
New Westminster	Completion of rehabilitation for West Branch	System Stewardship
Interceptor	and Columbia Street Extension	
Iona Island WWTP	Completion of preliminary design of WWTP,	Regulatory and Legislative
	completion of ground improvements and	Environment
	Phase 1 ecological projects.	
Annacis Island WWTP	Completion of construction of the HTP	Environmental
Hydrothermal	facility.	Sustainability
Processing (HTP)	,	,
Demonstration Facility		
Annacis Island WWTP	Commence construction of Trickling Filters #5	Regional Growth
	and #6, Trickling Filter Pump Station,	
	Centrifuges, and Maintenance Workshop	
	Building	
Annacis Island WWTP	Commence detailed design of Digester No. 5	Regional Growth and
	and Regional Biosolids Dryer	Opportunity
North Surrey	Completion of construction of odor control	System Stewardship
Interceptor Odour	system.	
Control		
2027		
Iona Island WWTP	Commence detailed design of WWTP	Regulatory and Legislative
		Environment
Annacis Island WWTP	Commence operation of the HTP facility and	Environmental
Hydrothermal	initial production of biocrude oil at	Sustainability
Processing (HTP)	demonstration scale.	
Demonstration Facility		
Northwest Langley	Commence outfall construction	Regional Growth
WWTP		
Stoney Creek Trunk	Completion of the construction of the	Regional Growth and
Sewer	upgrade of Stoney Creek Trunk to mitigate	System Stewardship
	overflow into the Stoney Creek and increase	
	capacity	
2028		
Annacis Island WWTP	Completion of construction of Centrifuges	Regional Growth
	and Maintenance Workshop Building and	
	commence construction of Digester No. 5	

Initiative	Description	Theme
Annacis Island WWTP	Commence construction of Regional Biosolids	Opportunity
	Dryer	

METRO VANCOUVER DISTRICTS

2024 - 2028 PROJECTED RESERVES - LIQUID WASTE

OPERATING RESERVES

	2023		2024						2024	2025	2026	2027	2028
	ENDING	0	PENING						ENDING	ENDING	ENDING	ENDING	ENDING
	BALANCE	В	ALANCE	CONTRIBU	TION	WITHDRAWA	LS	INTEREST	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE
Liquid Waste Services	\$ 38,398,701	\$	38,398,701	\$	-	\$	- 5	959,968	\$ 39,358,669	\$ 40,342,636	\$ 41,351,202	\$ 42,384,982	\$ 43,444,607

DISCRETIONARY RESERVES

	2023 ENDING BALANCE	2024 OPENING BALANCE	со	ONTRIBUTION	w	VITHDRAWALS	INTEREST	2024 ENDING BALANCE	2025 ENDING BALANCE	2026 ENDING BALANCE	20 END BAL	ING	EI	2028 NDING ALANCE
Liquid Waste Services														
Biosolids Inventory Reserve	\$ 1,910,081	\$ 1,910,081	\$	-	\$	(1,806,007) \$	-	\$ 104,074	\$ -	\$ - 5	\$	-	\$	-
Liquid Waste General Debt Reserve Fund	2,229,071	2,229,071		-		-	55,727	2,284,798	2,341,918	2,400,466	2,4	60,478	2	2,521,990
Lions Gate Contingency	1,564,365	1,564,365		-		-	39,109	1,603,474	1,643,561	1,684,650	1,7	26,766	1	1,769,935
Drainage General Reserve	5,465,528	5,465,528		-		(725,000)	127,576	4,868,104	3,395,119	1,480,309	1,5	17,317	1	1,555,250
Total	\$ 11,169,045	\$ 11,169,045	\$	-	\$	(2,531,007) \$	222,412	\$ 8,860,450	\$ 7,380,598	\$ 5,565,425	\$ 5,7	04,561	\$ 5	5,847,175

STATUTORY RESERVES

	2023 ENDING BALANCE	2024 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2024 ENDING BALANCE	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE	2028 ENDING BALANCE
Liquid Waste Services										
Liquid Waste Laboratory Equipment Reserve	\$ 851,197	\$ 851,197	\$ 108,399	\$ (300,000) \$	18,885	\$ 678,481	\$ 806,651	\$ 789,418	\$ 926,871	\$ 1,071,038
Liquid Waste Sustainability Innovation Fund Reserve	9,651,116	9,651,116	1,127,000	(6,979,870)	168,117	3,966,363	5,206,610	6,477,863	7,780,897	9,116,507
Total	\$ 10,502,313	\$ 10,502,313	\$ 1,235,399	\$ (7,279,870) \$	187,002	\$ 4,644,844	\$ 6,013,261	\$ 7,267,281	\$ 8,707,768	\$ 10,187,545

ATTACHMENT 6



SEWER FLUSH TRUCK VIDEO





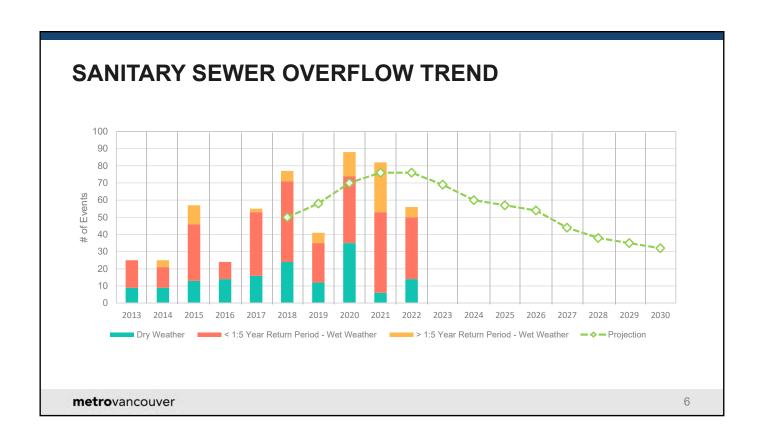
19 member jurisdictions, with a population of approximately 2.7 million residents 530 kilometers of trunk sewers, 34 pump stations and 3 storage tanks 5 regional treatment plants

Average of 1.2 billion litres of wastewater per day

3 Urban Drainage Areas: Still Creek/Brunette, Port Moody/Coquitlam and University

Service Objective	KPI Metric	Current	Target	Goal
Service Objective	KFI WELLIC	(2022)	(2030)	GOAI
	Sanitary Sewage Overflow (SSO) events (#)	56	32RG7	74 0 (2040)
Eliminate Overflows from	Combined Sewage Overflow (CSO) volume (ML)	29,135	30,000	0 (2075)
the Sewer System	Rainfall derived inflow and infiltration (RDII) (ML)	35,558	30,000	10,000 (2040)
	Facilities not meeting basic service or regulations in next 10 years (%)	22%	15%	0% (2035)
Protect Public Health and	Duration of events not in compliance with operational certificates (hrs)	9.33	⁰ RG	73 0 (2030)
the Environment –	Duration of events not in compliance with WSER (hrs)	8,760	0	0 (2040)
Authorized WWTP Discharges	Recreational water quality (% of tests not meeting criteria)	1.4%	1.5%	0 (2040)
	Biosolids beneficially used (%)	100%	100%	100% (2030)
Improve Environmental Stewardship	Net GHG emissions (kg of CO2 / ML treated)	18.6	(2.1)	0 (2050)
otewaruship	Odour complaints (#)	4	10	0 (2035)
Minimize Timeline to	Targeted assets resilient to seismic event (%)	Undefined	Defined	100% (2050)
Recover from a Major	Targeted assets resilient to power outage event (%)	91%	100%	100% (2035)
Event	Targeted assets resilient to climate change event (%)	Undefined	Defined	100% (2100)

Service Objective	KPI Metric	Current (2021)	Target (2030)	Goal		
		```	` '			
	Sanitary Sewage Overflow (SSO) events (#)	82	32	0 (2040)		
Eliminate Overflows from the Sewer System	Combined Sewage Overflow (CSO) volume (ML)	38,525	30,000	0 (2075)		
	Rainfall derived inflow and infiltration (RDII) (ML)	45,010	30,000	10,000 (2040)		
	Facilities not meeting basic service or regulations in next 10 years (%)	22%	15%	0% (2035)		
Protect Public Health and	Duration of events not in compliance with operational certificates (hrs)	51.7	0	0 (2030)		
the Environment –	Duration of events not in compliance with WSER (hrs)	8,760	0	0 (2040)		
Authorized WWTP Discharges	Recreational water quality (% of tests not meeting criteria)	1.3%	0	0 (2040)		
	Biosolids beneficially used (%)	100%	100%	100% (2030)		
Improve Environmental	Net GHG emissions (kg of CO2 / ML treated)	18.7	14.0	0 (2050)		
Stewardship	Odour complaints (#)	13	10	0 (2035)		
Minimize Timeline to	Targeted assets resilient to seismic event (%)	Undefined	Defined	100% (2050)		
Recover from a Major	Targeted assets resilient to power outage event (%)	97%	100%	100% (2035)		
Event	Targeted assets resilient to climate change event (%)	Undefined	Defined	100% (2100)		



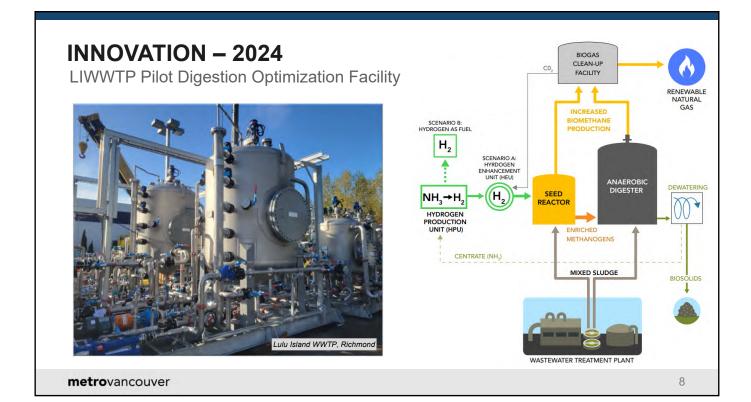
## **CONTINUOUS IMPROVEMENT - 2023**

Water Recycling Option for Sewer Flushing Equipment



Area of Savings/ Benefits	Annual Savings
Fuel (Less Greenhouse gas)	\$5,80
Water (Water conservation)	\$2,000
Hydrant Permit (No hydrant access needed)	\$26,900
Water/material Disposal (Less waste)	\$14,100
Travel Time (Efficiencies)	\$233,700
Total	\$282,500

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## **INNOVATION - 2023/2024**

LIWWTP Pilot Digestion Optimization Facility

## Tests:

- Thermophilic digestion
- Staged thermophilic digestion
- VFA-rich stream digestion
- Post-aerobic digestion
- SEED Reactor
- Hydrogen Injection



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## **CONTINUOUS IMPROVEMENT - 2023**

Liquid Waste Services

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Liquid Waste Services	
Initiative	Outcomes
Water Recycling System for Sewer Flushing Equipment	Innovative water recycling system included on recently purchased sewer flush truck resulting in net savings of ~\$250,000 per year
Lynn Pump Station Operating Strategy Changes	Changes to pump operating strategy results in reduced energy use resulting in annual \$20k reduction in energy cost
Electrical Safety Standards Program	Collection of electrical safe work procedures and practices and development of new materials as needed into a cohesive and coordinated standard to improve worker safety
Development of new environmental monitoring tools	Collaboration with DFO and SFU resulting in a new genomic-based approach to assess impact of WWTPs on Fraser River salmon

Page 335 of 491

10

## RESILIENT WORKFORCE

Liquid Waste Services

Initiative	Outcomes
Water Recycling System for Sewer Flushing Equipment	Innovative water recycling system included on recently purchased sewer flush truck resulting in net savings of ~\$250,000 per year
Lynn Pump Station Operating Strategy Changes	Changes to pump operating strategy results in reduced energy use resulting in annual \$20k reduction in energy cost
Electrical Safety Standards Program	Collection of electrical safe work procedures and practices and development of new materials as needed into a cohesive and coordinated standard to improve worker safety
Development of new environmental monitoring tools	Collaboration with DFO and SFU resulting in a new genomic-based approach to assess impact of WWTPs on Fraser River salmon
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## **RESILIENT WORKFORCE**

Liquid Waste Services Values

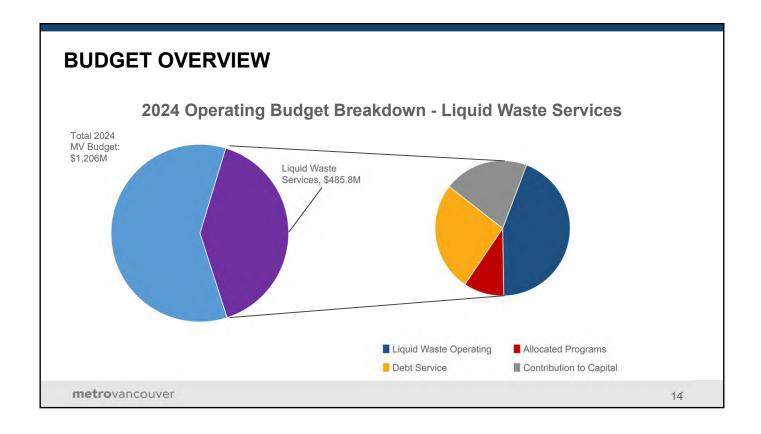
- We care about safety and our collective well-being.
- We are accountable for our behaviors and actions.
- We are curious and open to learn.
- We value everyone's role.

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## **CONTINUOUS IMPROVEMENT - 2024**

Liquid Waste Services

Eliquid Tracto Col Ticoo	
Initiative	Outcomes
Maintenance Process Review and Improvements	Review of asset condition assessments and work order process improvements results in deferral of 6 positions.
LIWWTP Effluent Heat Recovery	Increase annual revenue from renewable natural gas by \$150k and reduce regional GHG emissions by 1,000 t/y
Municipal Coordination for Capital Projects Construction	Develop and share Metro Vancouver's Project Profile document of construction projects in the next 5 years with municipalities
Wet Weather Pricing	First step of transition to wet weather pricing for GVSⅅ members
In-House Analysis of PFAS Substances	Established new laboratory analyses for selected Perfluoroalkyl and Polyfluoroalkyl (PFAS) substances and secure Canadian Association for Laboratory Accreditation for these
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### **OPERATING EXPENDITURES**

Liquid Waste Services Financial Plan

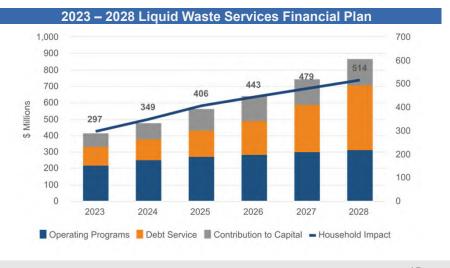
#### Overview:

2023 Operating Budget: \$420.8M2024 Operating Budget: \$485.8M

15.5% increase

#### **Drivers for Change:**

- · Capital program expenditures
- Iona Lagoon Dewatering
- · Escalation of Chemicals, Utilities



15

## **OPERATING FUNDING**

Liquid Waste Services Financial Plan

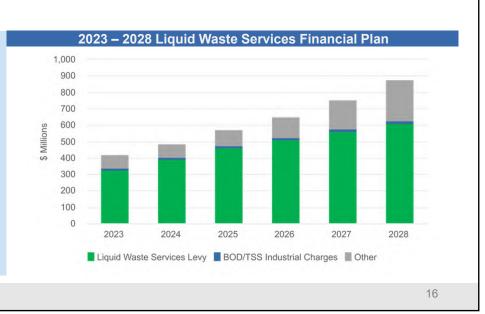
#### Overview:

2023 Operating Budget: \$420.8M2024 Operating Budget: \$485.8M

15.5% increase

#### **Drivers for Change:**

- · Operating expenditures
- RNG revenues



Page 338 of 491

## **OPERATING HIGHLIGHTS – 2024**

Liquid Waste Services

Division	
PPA	Submit draft of Liquid Waste Management Plan to Province for review
ED&C	Complete prioritization processes and improved program level controls for Minor Capital Project
O&M-WWT	Commissioning and testing of pilot plants for two preferred secondary treatment technologies (Aerobic Granular Sludge and Membrane Bioreactor)
O&M-WWCD	Complete Electrical Safety Standard program implementation
EMQC	Update SSO Rapid Risk Ranking tool with all SSOs in the 5-year interval 2019-2023
SS&SI	Finalize agreement for sewer heat supply for Surrey Centre District Energy

## **OPERATING HIGHLIGHTS - 2025-2028**

Liquid Waste Services

Budget Year	Initiative	Description
2025	Gilbert Trunk Sewer	Begin operation of new twinned trunk sewer
2026	Liquid Waste Services Comprehensive Long Range Plan	Complete plan outlining strategy for long- term infrastructure needs
2027	Annacis Island WWTP HTP Demonstration Facility	Commence operation of the HTP Demonstration Facility
2028	Stoney Creek Sanitary Trunk Sewer	Begin operation of expanded trunk sewer

## CAPITAL EXPENDITURES Liquid Waste Services Capital Plan

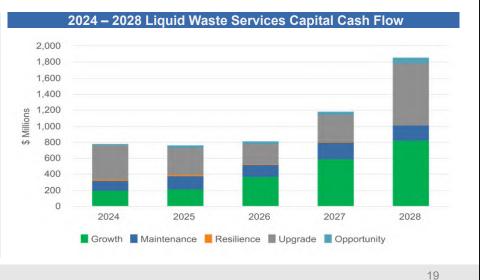
#### Overview:

**2023** Capital Cash Flow: \$681.7M **2024** Capital Cash Flow: \$781.2M

14.6% increase

#### **Drivers for Change:**

- Iona Island WWTP Upgrade
- Northwest Langley WWTP Expansion
- Annacis Island WWTP Expansion
- North Shore WWTP Upgrade
- Regional Biosolids Dryer
- Gilbert / Brighouse Trunk Sewer



#### **CAPITAL FUNDING** Liquid Waste Services Capital Plan 2024 - 2028 Liquid Waste Services Capital Funding 2,000 Overview: 1,800 2023 Capital Cash Flow: \$681.7M 1,600 \$781.2M 2024 Capital Cash Flow: 1,400 14.6% increase 1,200 **Drivers for Change:** Millions 1,000 • Development Cost Charge Update 800 • Senior Government Funding 600 400 200 0 2028 2024 2025 2026 2027 ■ New External Borrowing funded by Levy ■Contributions to Capital Others 20

## **CAPITAL PROGRAM HIGHLIGHTS**

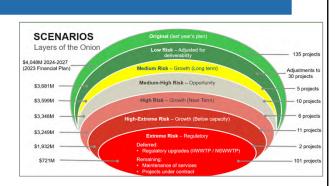
Liquid Waste Services

Budget Year	Capital Project	Description
2024	Annacis Island WWTP	Outfall construction complete Commence design of Digester #5 and Biosolids Dryer
2025	Gilbert Trunk Sewer South Surrey Interceptor	Twinning of the trunk sewer complete Twinning of the Johnston Road section complete
2026	Annacis Island WWTP New Westminster Interceptor	Commence Trickling Filter 5/6, TF Pump Station Construction Complete rehabilitation of West Branch and Columbia St.
2027	Iona Island WWTP Northwest Langley WWTP	Commence detailed design Commence outfall construction
2028	Annacis Island WWTP	Commence construction of Digester #5 Commence construction of regional Biosolids Dryer
		21

## FINANCIAL PLAN TASK FORCE

- Line-by-line review of each project
- > Risk based evaluation
- > 135 Projects adjusted

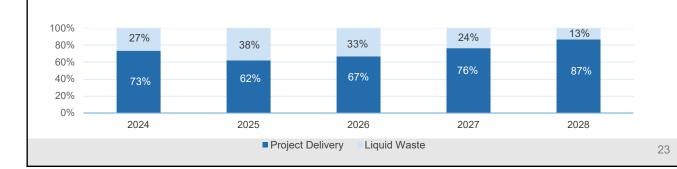
 $_{\odot}\ \ \$505,\!000,\!000$  in capital expenditures deferred from 2024-2027



## **LIQUID WASTE 2024 - 2028 CAPITAL PLAN**

	2024	2025	2026	2027	2028
	Ann	ual Capital	Expenditu	res (million	ıs)
LWS	\$207	\$291	\$271	\$278	\$248
PD	\$574	\$473	\$544	\$905	\$1,615

- LWS 141 projects in the 2024 2028 capital plan
- **Project Delivery** 8 projects in the 2024 2028 capital plan



## LIQUID WASTE SERVICES FINANCIAL PLAN SUMMARY

Liquid Waste Services Overall

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2023	2024	2025	2026	2027	2028
\$420.8	\$485.8	\$571.2	\$648.6	\$753.3	\$877.8
	15.5%	17.6%	13.5%	16.2%	16.5%
\$324.3	\$389.5	\$460.7	\$510.3	\$559.6	\$609.9
	20.1%	18.3%	10.8%	9.7%	9.0%
\$681.7	\$781.2	\$764.3	\$815.2	\$1,182.8	\$1,864.1
\$297	\$349	\$406	\$443	\$479	\$514
	17.5%	16.5%	9.1%	8.1%	7.4%
	21.8%	20.1%	16.3%	15.1%	N/A
	\$420.8 \$324.3 \$681.7	\$420.8 \$485.8 15.5% \$324.3 \$389.5 20.1% \$681.7 \$781.2 \$297 \$349 17.5%	\$420.8 \$485.8 \$571.2 15.5% 17.6% \$324.3 \$389.5 \$460.7 20.1% 18.3% \$681.7 \$781.2 \$764.3 \$297 \$349 \$406 17.5% 16.5%	\$420.8 \$485.8 \$571.2 \$648.6 15.5% 17.6% 13.5% \$324.3 \$389.5 \$460.7 \$510.3 20.1% 18.3% 10.8% \$681.7 \$781.2 \$764.3 \$815.2 \$297 \$349 \$406 \$443 17.5% 16.5% 9.1%	\$420.8       \$485.8       \$571.2       \$648.6       \$753.3         15.5%       17.6%       13.5%       16.2%         \$324.3       \$389.5       \$460.7       \$510.3       \$559.6         20.1%       18.3%       10.8%       9.7%         \$681.7       \$781.2       \$764.3       \$815.2       \$1,182.8         \$297       \$349       \$406       \$443       \$479         17.5%       16.5%       9.1%       8.1%

25

26

## LIQUID WASTE SERVICES FINANCIAL PLAN SUMMARY - VSA

Vancouver Sewerage Area

	2023	2024	2025	2026	2027	2028
Total Expenditures (\$ Millions)	\$123.5	\$140.5	\$163.3	\$178.9	\$207.9	\$245.5
% Change		13.8%	16.3%	9.5%	16.2%	18.1%
Liquid Waste Service Levy (\$ Millions)	\$99.4	\$125.9	\$149.3	\$163.0	\$185.5	\$212.5
% Change		26.6%	18.6%	9.2%	13.8%	14.5%
Total Capital Cash Flow (\$ Million)	\$91.9	\$141.1	\$262.2	\$250.4	\$369.6	\$807.2
Household Impact (\$)	\$347	\$432	\$508	\$549	\$619	\$703
% Change		24.5%	17.5%	8.2%	12.7%	13.4%
Prior Cycle Household Impact Change (%)		21.8%	24.1%	16.9%	10.6%	N/A

## LIQUID WASTE SERVICES FINANCIAL PLAN SUMMARY - NSSA

North Short Sewerage Area

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	2023	2024	2025	2026	2027	2028
Total Expenditures (\$ Millions)	\$37.9	\$41.5	\$57.7	\$71.7	\$81.1	\$85.2
% Change		9.5%	38.8%	24.3%	13.1%	5.1%
Liquid Waste Service Levy (\$ Millions)	\$34.2	\$38.0	\$53.4	\$66.3	\$73.7	\$74.9
% Change		10.9%	40.6%	24.1%	11.2%	1.6%
Total Capital Cash Flow (\$ Million)	\$204.4	\$317.6	\$80.3	\$15.2	\$18.7	\$4.3
Household Impact (\$)	\$426	\$464	\$644	\$790	\$868	\$871
% Change		8.8%	39.0%	22.6%	9.8%	0.4%
Prior Cycle Household Impact Change	: (%)	15.7%	32.6%	15.9%	8.9%	N/A
Prior Cycle Household Impact Change	: (%)	15.7%	32.6%	1	5.9%	5.9% 8.9%

## LIQUID WASTE SERVICES FINANCIAL PLAN SUMMARY - LIWSA

Lulu Island West Sewerage Area

	2023	2024	2025	2026	2027	2028
Total Expenditures (\$ Millions)	\$33.7	\$36.5	\$43.5	\$49.2	\$55.3	\$61.0
% Change		8.4%	19.1%	13.1%	12.3%	10.4%
Liquid Waste Service Levy (\$ Millions)	\$29.4	\$32.2	\$39.2	\$44.5	\$48.6	\$51.0
% Change		9.7%	21.6%	13.5%	9.2%	4.9%
Total Capital Cash Flow (\$ Million)	\$19.0	\$47.4	\$51.3	\$39.8	\$23.3	\$25.1
Household Impact (\$)	\$274	\$295	\$354	\$396	\$427	\$443
% Change		7.4%	20.1%	12.1%	7.8%	3.7%
Prior Cycle Household Impact Change (%)		12.5%	24.0%	12.0%	9.2%	N/A

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## LIQUID WASTE SERVICES FINANCIAL PLAN SUMMARY - FSA

Fraser Sewerage Area

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	2023	2024	2025	2026	2027	2028
Total Expenditures (\$ Millions)	\$223.2	\$264.2	\$303.3	\$345.3	\$405.4	\$482.3
% Change		18.4%	14.8%	13.9%	17.4%	19.0%
Liquid Waste Service Levy (\$ Millions)	\$159.0	\$190.5	\$215.5	\$233.1	\$248.2	\$267.9
% Change		19.9%	13.1%	8.2%	6.5%	7.9%
Total Capital Cash Flow (\$ Million)	\$392.5	\$274.6	\$369.1	\$508.0	\$771.3	\$1,027.6
Household Impact (\$)	\$257	\$301	\$335	\$355	\$372	\$394
% Change		17.1%	11.0%	6.2%	4.7%	6.0%
Prior Cycle Household Impact Change (%)		25.0%	14.8%	17.0%	20.4%	N/A
Prior Cycle Household Impact Change (%)		25.0%	14.8%	17.0%	20.4%	

## LIQUID WASTE SERVICES FINANCIAL PLAN SUMMARY Drainage

Drainage

	2023	2024	2025	2026	2027	2028
Total Expenditures (\$ Millions)	\$2.5	\$3.1	\$3.4	\$3.5	\$3.7	\$3.8
% Change		24.1%	9.8%	3.1%	6.3%	2.7%
Liquid Waste Service Levy (\$ Millions)	\$2.2	\$2.9	\$3.3	\$3.4	\$3.6	\$3.7
% Change		27.6%	14.1%	3.2%	6.5%	2.8%
Total Capital Cash Flow (\$ Million)	\$-	\$0.5	\$1.5	\$1.9	\$-	\$-

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To: Regional Parks Committee

From: Mike Redpath, Director, Regional Parks

Date: September 25, 2023 Meeting Date: October 18, 2023

Subject: 2024 - 2028 Financial Plan – Regional Parks

#### **RECOMMENDATION**

That the Regional Parks Committee endorse the 2024 - 2028 Financial Plan for Regional Parks as presented in the report dated September 25, 2023, titled "2024 - 2028 Financial Plan — Regional Parks", and forward it to the Metro Vancouver Board Budget Workshop on October 20, 2023 for consideration.

#### **EXECUTIVE SUMMARY**

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

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

Over the next five years, the Regional Parks budget is expected to decrease an average of \$1,281,801 or 1.4% per year. This is a result of the implementation of DCCs for parkland acquisition which will mitigate the increases to the contributions to the parkland acquisition and development reserve. Adjusting for the decreases in the contribution to the Regional Parks Land Acquisition and Development Reserve in 2024 to 2028, the average increase per year is 2.7%. Over the 2024-2028 Financial Plan there are still pressures for new service levels, land acquisition and accelerated park and greenway development.

Before 2020, Regional Parks visitation was growing at roughly 4% year, or roughly twice the rate of regional population growth. In 2020, Regional Parks saw 16.5 million visits – an increase of 38% from 2019, when there were 11.9 million visits. High levels of visitation have continued through 2021. Parks are essential to support community resilience, are vital to the physical and mental health and well-being of residents and play a key role in regional climate action.

#### **PURPOSE**

To present the 2024 - 2028 Financial Plan for Regional Parks for consideration by the Committee.

#### **BACKGROUND**

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

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

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

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

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

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

#### **REGIONAL PARKS SERVICE**

Regional Parks contribute to a livable region by conserving natural assets and connecting to nature. Regional Parks manages 13,938 ha of land for 23 regional parks, 5 regional greenways, 3 Regional Park reserves and 2 ecological conservation areas through:

- Stewardship of the Regional Parks' ecosystems and natural areas
- Safe and secure parks and facilities to connect people with nature
- Park maintenance and bylaw enforcement/regulation
- Park system visitation, programs and services
- Indigenous cooperation, consultation and engagement

- Public education, interpretation, events and cultural engagement
- Park planning and management of built and natural assets
- Capital construction and asset management
- Acquisition of new park land to complete existing parks and create new parks

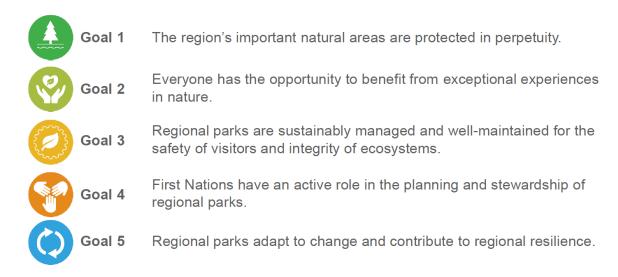
Regional Parks' initiatives planned over the next five years are guided by direction provided in the *Board Strategic Plan*, and *Regional Parks Plan*, and *Regional Greenways Strategy* specifically:

#### 2022-2026 Board Strategic Plan:

- Update existing financial tools and investigate additional financial mechanisms to support service provision, land acquisition, and operations and maintenance of park land including development cost charges, grant opportunities, and philanthropic endeavors
- Work together with First Nations to develop collaborative agreements (such as cultural
  planning and cooperation agreements), and name or rename regional parks to affirm the
  importance of the lands to the Nations
- Provide more passive recreation opportunities and improve ecological health and resilience of the region by growing the regional parks system, as identified in the Regional Parks Land Acquisition 2050 Strategy
- Collaborate with others to advance the completion of the regional greenways network to support sustainable transportation and access to regional parks
- Develop and implement a climate action strategy for regional parks
- Advance nature-based solutions to climate change to increase infrastructure and ecosystem resilience, including monitoring forest health and implementing necessary restoration activities to support long-term resilience and ecological health
- Expand the ecological stewardship program to provide more opportunities for people to engage with regional parks
- Deliver interpretive and educational events that provide opportunities for people to connect with nature
- Manage built and natural assets proactively as part of an asset management system to support the provision of safe and well-maintained infrastructure and integrity of ecosystems
- Design, develop, and program parks to provide a range of opportunities to support the region's growing and diverse population
- Develop a visitor use strategy to protect natural resources and support a safe and highquality visitor experience.

#### Regional Parks Plan:

### **GOALS**



Metro Vancouver also recognizes the history of Indigenous Peoples and aims to build meaningful and enduring relationships with First Nations. As part of our work, Regional Parks is committed to engaging First Nation communities through information sharing, engagement and ongoing communication.

#### **WORK PLAN PERFORMANCE INDICATORS**

High level performance indicators have been developed across the organization to evaluate trends, determine key actions for the coming year and to assist in long-term planning. The 2024 Work Plan for Regional Parks is presented in this report. Within the Regional Parks Work Plan, four performance indicators have been developed and are being tracked. These include:

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

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

#### **CONTINUOUS IMPROVEMENT**

Regional Parks continues to explore, evaluate and implement continuous improvement opportunities. The 2024 continuous improvement opportunities include the following:

- Deepen relationships with First Nations knowledge sharing and collaboration on planning, design, resource management, and education.
- Pilot project to install real-time parking management platform for select regional parks
- Complete and begin implementation of Regional Parks Asset Management Plan
- Implement new Hazard Tree Inventory Management System guided by new Board policy
- Quantify carbon sequestration value of recent land acquisitions at Cape Roger Curtis and Kanaka Creek, and ecological restoration of Burns Bog
- Development Cost Charge program to support Regional Parks land acquisition
- Work with Fleet Services to replace gas powered vehicles and equipment with electric options
- Continued Implementation of pay parking as part of a parking visitor management strategy for Belcarra and Lynn Headwaters Regional Parks
- Positioning capital projects for funding from other levels of government and partnering with local municipalities and others.
- Continued implementation of Regional Parks Land Acquisition 2050 carbon credits from Regional park land acquisition and restoration enabled Metro Vancouver to achieve carbon neutrality.
- Promotion of Peatland Recovery in areas affected by wildfire in Burns Bog Ecological Conservancy Area. This project will contribute to restoring desired ecological conditions on 37 ha of peatland affected by wildfire. Research will contribute to knowledge on peatland function and potential for long-term carbon benefits. The results will guide future management of other similarly affected peatlands across the region.
- Development of a methodology for the valuation of natural assets in Regional Parks that will be shared with member municipalities.

#### 2024 BUDGET AND 2024 - 2028 FINANCIAL PLAN

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

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

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

The 2024 - 2028 Regional Parks Financial Plan is included as Attachment 1. The 2024 Annual Work Plan for the Regional Parks function presented in this report is included in Attachment 3 and the "What's Happening" highlights for the years 2024 - 2028 are included in Attachment 4.

#### **Operating Budget Highlights**

The Regional Parks 2024 operating budget is proposed to increase by \$8,701,690 for a total budget of \$85,683,837 (Attachment 1). This is a result of pressures for new service levels, land acquisition and accelerated park and greenway development.

The 2024 operating budget includes the following key actions:

- Continued recovery of Regional Parks revenue streams: filming, public programming and facility rentals.
- Participation in the Metro Vancouver activation at the Pacific National Exhibition (PNE) including provision of outreach nature based programming for visitors to the exhibit.
- Continued implementation of *Public Programming Strategy* (2020).
- Commence a review for additional opportunities for pay parking to help manage parking demand.
- Continue the implementation of measures to support visitor demand management strategies for the Regional Park system.
- Enhanced working relationships with First Nations.
- Alignment of the five-year capital budget with the recommendations of the Asset Management Plan and Buildings Strategy and begin implementation.
- Pursue the acquisition of new lands for Regional Parks and greenways in support of the Regional Parks Land Acquisition 2050 strategy.
- Completion and commencement of implementation of the Community Relationships Strategy.
- Continued implementation of Tsleil-Waututh Nation Cultural Planning and Cooperation Agreement and engagement for Belcarra Regional Park.
- Advancement of the development of cultural planning and cooperative agreements with Katzie and Kwikwetlem First Nation.
- Initiation of Phase 1 park development at Widgeon Marsh Regional Park.
- Initiation of Bowen Island- Cape Roger Curtis design and Planning process for a new regional park.
- Investigation of the feasibility of an indigenous framework to be included in the Regional Parks Plan.
- Renewal of the Burnaby Lake Regional Park lease with the City of Burnaby.
- Continued implementation of the Grouse Mountain Trail and Amenity Improvement Project, funded by the Investing in Canada Infrastructure Grant Program.
- Initiation of Phase 1 of the Campbell Valley Management Plan Implementation Project.

Over the next five years, the Regional Parks budget is expected to decrease an average of \$1,281,801 or 1.4% per year. Adjusting for the decreases in the contribution to the Regional Parks Land Acquisition and Development Reserve in 2024 to 2028, the average increase per year is 2.7%.

#### **Capital Budget Highlights**

The Regional Parks capital budget for 2024 approval is \$118.2M (Attachment 2). The capital program is funded primarily by reserve funds. The Regional Parks capital program includes major park development and land acquisition.

Highlights of capital projects planned or ongoing in 2024 include the following:

- 1. Widgeon Marsh Park Development (multiyear, \$20.0 M)
- 2. Bowen Island Park Development (multiyear, \$16.3 M)
- 3. Burns Bog Delta Nature Reserve Development (multiyear, \$11.0 M)
- 2. Campbell Valley Management Plan Implementation (multiyear, \$8.0M)
- 3. təmtəmíx tən/Belcarra South Picnic Area and Cabins (multiyear, \$6.8M)
- 4. Grouse Mountain Trail and Amenity Improvements (multiyear, \$3.5M)
- 5. Capilano River Service Yard (multiyear, \$1.8M)
- 6. System-wide Asset Management
- 7. Ongoing Land Acquisition

The projected capital cash flows for 2024 - 2028 totals to \$171.7M and is largely driven by new regional park developments, land acquisition and required infrastructure replacements. These include:

- Construction and opening of Widgeon Marsh Regional Park
- Construction of Crippen Regional Park-Davies Orchard Day Use Area and Dorman Point
- Construction of the Belcarra Regional Park South Picnic Area
- Planning and development for a new regional Park with camping facilities and other amenities at Cape Roger Curtis on Bowen Island
- Campbell Valley Regional Park Trail and open space improvements
- Implementation of Investing in Canada Grant (Grouse Mountain Regional Park)
- Implementation of the Regional Greenways 2050 strategy including the Delta South Surrey Greenway and Burnaby Lake Greenway improvements
- Development of Burns Bog Ecological Conservancy Area Delta Nature Reserve
- Trail developments at Aldergrove, Tynehead, Campbell Valley and Pacific Spirit Regional Parks
- Land acquisition in support of Regional Parks Land Acquisition 2050

#### **Reserve Funds**

The application of reserve funding in Regional Parks includes several operating initiatives which are delivered through consulting or contract services as well as capital maintenance. In 2024, \$385,000 of operating initiatives, \$2.5M of litigation costs/legal fees and \$7.1M of asset maintenance costs are funded from reserves, which is in accordance with the Board Operating, Statutory and Discretionary Reserves Policy. The capital program for Regional Parks is funded primarily from

reserves. In 2024, \$30.7M in reserve funding will be applied for capital development projects and land acquisition. The 2024 - 2028 projected reserves for Regional Parks is included in Attachment 5.

#### **APPROVAL PROCESS**

The proposed 2024 - 2028 Financial Plan and Annual Work Plan is presented for consideration and endorsement before being forwarded to the Board for consideration.

The next steps of the process are:

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

#### **ALTERNATIVES**

- 1. That the Regional Parks Committee endorse the 2024 2028 Financial Plan for Regional Parks as presented in the report "2024 2028 Financial Plan Regional Parks" dated September 25, 2023 and forward it to the Metro Vancouver Board Budget Workshop on October 20, 2023 for consideration.
- 2. That the Regional Parks Committee make recommendations and endorse an amended 2024 2028 Financial Plan for the Regional Parks function and forward the amended Financial Plan to the to the Metro Vancouver Board Budget Workshop on October 20, 2023 for consideration.

#### **FINANCIAL IMPLICATIONS**

If the MVRD Board endorses the 2024 - 2028 Financial Plan for Regional Parks, as presented under Alternative 1, in 2024 the Regional Parks requisition will increase by \$9,016,449 (14.1%) for a total requisition of \$73,123,635.

Over the term of the five-year plan, the annual Regional Parks requisition is projected to decrease by an average of \$1,202,658 per year (-1.4%) to provide the required revenue to offset projected expenditures. It is anticipated that the cost to the average regional household for the Regional Parks function will drop from \$60 in 2024 to just over \$44 in 2028.

Under Alternative 2, the Committee may wish to consider recommending amendments to the 2024 Budget and Five-Year Financial Plan for consideration at the Metro Vancouver Board Budget Workshop. Any changes to the plan may have an impact on the MVRD Financial Plan.

#### **CONCLUSION**

The Regional Parks 2024 Budget and five-year financial plan has been prepared following direction received at the April 19, 2023 Metro Vancouver Board Budget Workshop and to respond to direction provided in the *Board Strategic Plan*. It is presented to Committee and Board members to provide overview information on activities and financial impacts for the years 2024 to 2028 for Regional Parks.

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

Staff recommends endorsing the 2024 - 2028 Financial Plan and Annual Work Plan for Regional Parks as presented under Alternative 1.

#### **Attachments**

- 1. 2024 2028 Financial Plan
- 2. 2024 2028 Capital Portfolio Regional Parks
- 3. 2024 Work Plan
- 4. 2024 2028 "What's Happening"
- 5. 2024 2028 Projected Reserves Regional Parks
- 6. Presentation re: 2024 2028 Financial Plan Regional Parks

# METRO VANCOUVER REGIONAL DISTRICT REGIONAL PARKS 2024 BUDGET REVIEW 2024 - 2028 FINANCIAL PLAN

	2023 BUDGET	2024 BUDGET	% CHANGE	2025 FORECAST	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE
REVENUES											
Metro Vancouver Regional District Requisitions	\$64,107,186	\$73,123,635	14.1%	\$75,987,031	3.9%	\$62,518,576	(17.7)%	\$58,495,444	(6.4)%	\$58,093,896	(0.7)%
User Fees	867,927	878,074		890,521		895,590	` ,	898,198	, ,	900,846	` '
Other External Revenues	1,760,439	1,602,027		1,602,093		1,507,160		1,507,228		1,651,933	
Transfer from Sustainability Innovation Fund Reserves	541,595	73,912		36,955		_		-		· · · -	
Transfer from Reserves	9,705,000	10,006,189		8,151,474		8,695,771		8,965,161		9,926,465	
TOTAL REVENUES	\$76,982,147	\$85,683,837	11.3%	\$86,668,074	1.1%	\$73,617,097	(15.1)%	\$69,866,031	(5.1)%	\$70,573,140	1.0%
EXPENDITURES											
Operating Programs:											
Systems Planning, Design and Development Services											
Planning and Resource Management	\$ 2,777,878	\$ 2,905,752		\$ 2,893,176		\$ 2,867,093		\$ 2,968,319		\$ 2,983,344	
Design and Development	1,391,136	1,725,156		1,621,160		1,662,600		1,704,204		1,747,742	
Engineers in Training	11,760	16,436		21,404		21,978		22,560		23,163	
Linginicers in Training	4,180,774	4,647,344	11.2%	4,535,740	(2.4)%	4,551,671	0.4%	4,695,083	3.2%	4,754,249	1.3%
Systems Visitor and Operations Services	.,,	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	,	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	(=,/	.,	• • • • • • • • • • • • • • • • • • • •	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,		.,,	
Visitor Services	1,472,808	1,521,557		1,575,879		1,597,130		1,573,666		1,600,827	
Operations Services	1,750,630	1,970,362		1,905,574		1,943,610		2,017,302		2,022,300	
'	3,223,438	3,491,919	8.3%	3,481,453	(0.3)%	3,540,740	1.7%	3,590,968	1.4%	3,623,127	0.9%
Central Area Services											
Operations and Maintenance	7,255,705	7,558,260		7,805,141		7,837,239		8,025,842		8,185,302	
Area Visitor Services	632,447	680,961		698,660		740,694		740,242		757,363	
Area Management and Administration	3,444,740	3,491,779		740,208		758,975		777,976		797,064	
Area Planning	166,746	180,135		184,437		188,389		192,391		201,543	
Burns Bog Ecological Conservancy Area	491,777	526,683		536,115		543,841		575,239		609,952	
Contribution to Reserve	173,000	123,000		173,000		173,000		173,000		173,000	
	12,164,415	12,560,818	3.3%	10,137,561	(19.3)%	10,242,138	1.0%	10,484,690	2.4%	10,724,224	2.3%
East Area Services											
Operations and Maintenance	4,984,936	5,648,740		5,881,909		6,138,430		6,454,885		6,559,746	
Area Visitor Services	640,426	673,320		688,674		704,649		720,834		737,580	
Area Management and Administration	649,872	688,513		706,193		724,628		743,308		762,688	
Area Planning	170,926	180,853		184,655		188,607		192,609		196,761	
Ŭ	6,446,160	7,191,426	11.6%	7,461,431	3.8%	7,756,314	4.0%	8,111,636	4.6%	8,256,775	1.8%
West Area Services											
Operations and Maintenance	5,237,540	5,689,497		5,948,559		6,249,951		6,594,528		6,809,271	
Area Visitor Services	640,315	699,949		715,597		731,879		748,377		765,443	
Area Management and Administration	989,454	1,035,059		1,054,761		1,075,239		1,095,981		1,117,497	
Area Planning	162,537	171,046		174,848		178,800		182,802		186,954	
	7,029,846	7,595,551	8.0%	7,893,765	3.9%	8,235,869	4.3%	8,621,688	4.7%	8,879,165	3.0%
Administration and Department Support	1,376,718	1,657,821	20.4%	1,686,594	1.7%	1,720,502	2.0%	1,752,639	1.9%	1,788,525	2.0%
Communications Program	130,000	130,000	0.0%	130,000	0.0%	130,000	0.0%	130,000	0.0%	130,000	0.0%
Utility Voice Radio	69,943	73,622	5.3%	79,711	8.3%	83,401	4.6%	86,775	4.0%	90,251	4.0%
Quality Control Allocated	56,945	61,717	8.4%	63,383	2.7%	68,314	7.8%	70,017	2.5%	71,278	1.8%
Allocation of Centralized Support Costs Total	4,606,908	5,150,430	11.8%	5,174,824	0.5%	4,680,770	(9.5)%	4,686,403	0.1%	4,300,561	(8.2)%
Total Operating Programs	39,285,147	42,560,648	8.3%	40,644,462	(4.5)%	41,009,719	0.9%	42,229,899	3.0%	42,618,155	0.9%
Allocation of Project Delivery Cost	-	-	N/A	230,138	N/A	239,607	4.1%	248,971	3.9%	256,520	3.0%
Asset Maintenance	6,945,000	7,121,189	2.5%	8,091,474	13.6%	8,635,771	6.7%	8,905,161	3.1%	9,866,465	10.8%
Contribution to Capital Infrastructure Reserve	7,182,000	8,432,000	17.4%	10,132,000	20.2%	12,732,000	25.7%	14,732,000	15.7%	16,732,000	13.6%
Contribution to Parkland Acquisition and Development Reserve	23,570,000	27,570,000	17.0%	27,570,000	0.0%	11,000,000	(60.1)%	3,750,000	(65.9)%	1,100,000	(70.7)%
TOTAL EXPENDITURES	\$76,982,147	\$85,683,837	11.3%	\$86,668,074	1.1%	\$73,617,097	(15.1)%	\$69,866,031	(5.1)%	\$70,573,140	1.0%

## METRO VANCOUVER REGIONAL DISTRICT CAPITAL PORTFOLIO REGIONAL PARKS 2024 CAPITAL BUDGET AND 2024 - 2028 CAPITAL PLAN

	CAPITAL BUDGET FOR APPROVAL	2024 CAPITAL CASH FLOW	2025 CAPITAL CASH FLOW	2026 CAPITAL CASH FLOW	2027 CAPITAL CASH FLOW	2028 CAPITAL CASH FLOW	2024 TO 2028 TOTAL CAPITAL CASH FLOW	ACTIVE PHASE	PRIMARY DRIVER
CAPITAL EXPENDITURES									
Major Projects									
Grouse Mountain - Regional Park Trail and Amenity Improvements Widgeon Marsh New Park Development	\$ 3,475,000 20,000,000	\$ 750,000 1,000,000	\$ 250,000 3,000,000	\$ – 3,000,000	\$ – 3,000,000	\$ – 6,000,000		Construction Construction	Capacity, Growth & Ecological Resilience Capacity, Growth & Ecological Resilience
Campbell Valley - Management Plan Implementation Belcarra - South Picnic Area and Cabins Bowen Island - Park Development	8,000,000 6,789,600 16,300,000	500,000 750,000 400,000	1,500,000 2,000,000 4,000,000	2,000,000 3,500,000 250,000	2,500,000 - 5,800,000	1,500,000 - 250,000	8,000,000 6,250,000 10,700,000		Capacity, Growth & Ecological Resilience Capacity, Growth & Ecological Resilience Capacity, Growth & Ecological Resilience
West Creek Wetlands - Park Development Burns Bog - Fire Restoration	-	_ 	- -	500,000	300,000 1,000,000	750,000 1,000,000	1,050,000 2,500,000		Capacity, Growth & Ecological Resilience Capacity, Growth & Ecological Resilience
Total Major Projects	\$ 54,564,600	\$ 3,400,000	\$10,750,000	\$ 9,250,000	\$12,600,000	\$ 9,500,000	\$ 45,500,000	•	
Greenways  DNR / DSSG Management Plan Implementation	\$ 11,000,000	\$ 500,000	\$ 2,500,000	\$ 3,500,000	\$ 4,000,000	\$ -	\$ 10,500,000	Planned	Connected Network
Boundary Bay - Perimeter Trail Tynehead - Perimeter Trail Phase 2	2,000,000 3,500,000	1,500,000 1,500,000	500,000 1,000,000	-	-	_ _	2,000,000 2,500,000		Connected Network Connected Network
Burnaby Lake - Glencarin Day Use Area Other Greenways Upgrades	3,500,000	1,500,000 -	2,000,000	100,000	100,000	300,000		Planned Planned	Connected Network Connected Network
Total Greenways	\$ 20,000,000	\$ 5,000,000	\$ 6,000,000	\$ 3,600,000	\$ 4,100,000	\$ 300,000	\$ 19,000,000	•	
Service Facilities Burnaby Lake - Service Yard Building Replacement Capilano New Service Yard Total Service Facilities	\$ - 1,750,000 <b>\$ 1,750,000</b>	\$ - 500,000 <b>\$ 500,000</b>	\$ - 1,000,000 <b>\$ 1,000,000</b>	<u> </u>	_	\$ 50,000 - \$ <b>50,000</b>		Planned Construction	Facility Replacement & Asset Management Facility Replacement & Asset Management
Park Development Crippen - Davies Orchard Cabins	\$ 1,925,000	\$ 50,000	\$ 500,000	\$ -	\$ -	\$ -	\$ 550,000	Construction	Capacity, Growth & Ecological Resilience
Campbell Valley - Replacement of Little River Loop Boardwalk Pacific Spirit - Beach Access Improvements	1,600,000	100,000	1,500,000 -	- 50,000	- 100,000	- 500,000	1,600,000 650,000	Planned Planned	Facility Replacement & Asset Management Facility Replacement & Asset Management
Lynn Headwaters - Parking and Access Improvements Park Amenities and Visitor Experience	3,150,000 2,500,000	150,000 500,000	- 500,000	500,000 500,000	2,500,000 500,000	- 500,000	3,150,000 2,500,000		Facility Replacement & Asset Management Capacity, Growth & Ecological Resilience
Small Capital Replacement and Development Projects  Total Park Development	12,670,000 <b>\$ 21,845,000</b>	2,270,000 \$ 3,070,000	4,550,000 <b>\$ 7,050,000</b>	1,750,000 \$ 2,800,000	1,150,000 \$ <b>4,250,000</b>	2,950,000 \$ <b>3,950,000</b>	12,670,000 \$ <b>21,120,000</b>	Planned	Facility Replacement & Asset Management
Regional Parks Land Acquisition Regional Parks Land Acquisition Total Regional Parks Land Acquisition							\$ 84,500,000 <b>\$ 84,500,000</b>		Land Acquisition
TOTAL CAPITAL EXPENDITURES	\$118,159,600	\$31,970,000	\$41,800,000	\$30,650,000	\$34,450,000	\$32,800,000	\$ 171,670,000	: :	

## METRO VANCOUVER REGIONAL DISTRICT CAPITAL PORTFOLIO REGIONAL PARKS 2024 CAPITAL BUDGET AND 2024 - 2028 CAPITAL PLAN

	CAPITAL BUDGET FOR APPROVAL	2024 CAPITAL CASH FLOW	2025 CAPITAL CASH FLOW	2026 CAPITAL CASH FLOW	2027 CAPITAL CASH FLOW	2028 CAPITAL CASH FLOW	2024 TO 2028 TOTAL CAPITAL CASH FLOW	ACTIVE PHASE	PRIMARY DRIVER
CAPITAL FUNDING									
Reserve	115,262,600	30,673,000	40,200,000	23,150,000	24,325,000	13,990,000	132,338,000		
DCCs		_	_	7,500,000	10,125,000	18,810,000	36,435,000		
External Funding - Grants	2,897,000	1,297,000	1,600,000	_	_	_	2,897,000		
Total	\$118,159,600	\$31,970,000	\$41,800,000	\$30,650,000	\$34,450,000	\$32,800,000	\$171,670,000		
SUMMARY BY DRIVER									
Capacity, Growth & Ecological Resilience	\$ 58,989,600	\$ 3,950,000	\$11,750,000	\$ 9,750,000	\$13,100,000	\$10,000,000	\$ 48,550,000		
Facility Replacement & Asset Management	19,170,000	3,020,000	7,050,000	2,300,000	3,750,000	3,500,000	19,620,000		
Connected Network	20,000,000	5,000,000	6,000,000	3,600,000	4,100,000	300,000	19,000,000		
Land Acquisition	20,000,000	20,000,000	17,000,000	15,000,000	13,500,000	19,000,000	84,500,000		
Total	\$118,159,600	\$31,970,000	\$41,800,000	\$30,650,000	\$34,450,000	\$32,800,000	\$171,670,000		



#### **REGIONAL PARKS**

#### **Description of Services**

Regional Parks is a service function of Metro Vancouver that exists to protect a range of diverse natural landscapes and habitats and to connect residents with nature. The service operates 23 regional parks, 2 ecological conservancy areas, 3 regional park reserves and 5 regional greenways. For over 50 years, Metro Vancouver's regional parks system has protected natural areas for people to connect with nature, reduce stress, and maintain their physical and mental health. While protecting over 13,938 hectares of natural areas throughout the region, regional parks experienced strong visitation in 2022, with records set at 3 regional parks and greenways. Over 14.3 million visits connected people with important protected natural areas.

Regional Parks provides a number of important internal and external services including: planning, operations and maintenance, park development, asset management, land acquisition, natural resource management, regulations and compliance, public communications, ecological stewardship, community development, facility rentals / film permitting, public programming and events.

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

#### **GOALS**

Goa	al 1	The region's important natural areas are protected in perpetuity.
Goa	al 2	Everyone has the opportunity to benefit from exceptional experiences in nature.
Goa	al 3	Regional parks are sustainably managed and well-maintained for the safety of visitors and integrity of ecosystems.
Goa	al 4	First Nations have an active role in the planning and stewardship of regional parks.
Goa	al 5	Regional parks adapt to change and contribute to regional resilience.

### **Performance Indicators**

Indicator	Historical and/or Industry Benchmark	2022 Performance	2024 performance objective
Annual number of visits to Regional Parks	3-year average: 15,708,000	14.3M	1504
	2022: 14,280,000 2021: 16,348,000 2020: 16,497,000		15M
Annual number of participants in Regional Park public programming			
	3-year average: 22,896	39,389	
	2022: 39,389 2021: 23,670 2020: 5,629* *impacted due to Covid pandemic		40,000
Annual augusta	3-year average: 11,747		
Annual number of volunteer hours through stewardship, partnership and visitor services programs	2022: 15,398 2021: 11,606 2020: 8,237	15,398	20,000
Total hectares of Regional Parks land	2021: 13,824 ha 2020: 13,743 ha 2019: 13,632 ha	13,824 ha	13,950ha

#### **2024 Key Actions**



#### Goal 1 – The region's important natural areas are protected in perpetuity

• Grow the regional parks system as identified in the *Regional Parks Land Acquisition 2050 Strategy*, including core natural areas, ecological buffer areas, and recreational access areas

#### 2024 Actions

- Pursue the acquisition of new lands for regional parks and greenways in support of the Regional Parks Land Acquisition 2050 strategy
- o Initiate advanced design for the proposed regional park at Cape Roger Curtis on Bowen Island.
- Promote, support, and collaborate with the Metro Vancouver Regional Parks Foundation to align strategic funding priorities

#### 2024 Actions

- o Ongoing collaborating with the Metro Vancouver Regional Parks Foundation
- Work with the Foundation to assist in the development of an ethical gift acceptance policy
- Develop a draft corporate sponsorship policy to guide the evaluation or approval of potential relationships with corporate entities
- Explore alternative revenue-generating opportunities that are consistent with the role of Metro Vancouver Regional Parks, including philanthropic endeavors, Development Cost Charges, and grant opportunities with other orders of government

#### 2024 Actions

- Develop a Development Cost Charges program with Finance and ERL to support Regional Parks land acquisition. This will reduce household impact and provide an alternative revenue source for Regional Parks
- Expand the ecological stewardship program to provide more opportunities for people to engage with regional parks

#### 2024 Actions

- Secure additional staff resources to support the stewardship program in the busy fall period
- Implement the Natural Resource Management Framework to enhance and restore ecological integrity in regional parks

#### 2024 Actions

- Advance guidelines for producing Construction Environmental Management Plans to protect regional parks' natural assets
- Continue development of the corporate-wide 10-year Salmon Enhancement Action Plan, including engagement with First Nations and member jurisdictions
- Advance 21 habitat restoration projects across the system
- Support research that helps to broaden understanding of natural resources in regional parks and informs management decisions

#### 2024 Actions

 Ongoing research work includes wildlife camera studies to understand animal movements (multiple parks), water table monitoring at Langley bog in Derby Reach Regional Park, and Sustainability Innovation Funded research into potential climate impacts on carbon storage and greenhouse gas emissions at Burns Bog Ecological Conservancy Area.

#### Goal 2 – Everyone has the opportunity to benefit from exceptional experiences in nature

• Design and develop parks to provide a diversity of opportunities to connect with and be active in nature

#### 2024 Actions

- Continue Phase 1 park development at Widgeon Marsh Regional Park including partnering with City of Coquitlam for upgrades to Quarry Road
- Continue implementation of the Grouse Mountain Trail and Amenity Improvement Project, funded by the Investing in Canada Infrastructure Grant Program
- Continue implementation of the Campbell Valley Management Plan Implementation
   Project, including the development of new staging areas and greenways and the design of the McLean Pond Day Use Area
- Complete implementation of Davies Orchard Revitalization Project Phase 1, funded by Community Economic Recovery Infrastructure Program, and open for public use
- Complete implementation of the Tynehead Perimeter Trail Extension and open for public use
- o Complete design of the Campbell Valley Little River Loop Boardwalk
- o Finalize design and begin implementation of Belcarra South Day Use Area improvements
- Advance the planning and design of Iona Beach Regional Park through collaboration with Liquid Waste Services and PDE on the Iona Island Wastewater Treatment Plant Replacement Project
- Initiate advanced design for park development projects including new Bowen Island parkland, təmtəmíx^wtən/Belcarra South Day Use Area, Admiralty Heights Trail Decommissioning
- Continue to work with the Department of Fisheries and Oceans Capilano Hatchery –
   Strategic Partners Leadership Team Advisory Committee and contribute to the redesign of the Capliano River Hatchery
- Build and upgrade the Metro Vancouver Regional Parks' segments of the Regional Greenways Network

#### 2024 Actions

- Complete advanced design for greenway projects including the Delta Nature Reserve,
   Delta South Surrey Greenway, Glencarin to Avalon Central Valley Greenway Connection,
- Construct the Aldergrove South Slopes Greenway and Boundary Bay Park Perimeter Trail
- Collaborate with others to advance completion of the Regional Greenways Network 2024 Actions
  - o Continued implementation of the Regional Greenways Plan 2050
  - Work collaboratively City of Delta on the planning and design of the Delta South Surrey Greenway
  - Collaborate with Bowen Island Municipality to advance the Cross Island Multi Use Pathway (Regional Greenway)
- Update existing financial tools and investigate additional financial mechanisms to support service provision, land acquisition, and operation and maintenance of new parkland

#### 2024 Actions

- Develop a corporate sponsorship policy to guide regional parks and Metro Vancouver Regional Parks Foundation's access to corporate funding of initiatives and events
- Conduct an annual review of fees and charges

2024 Actions

- Implement financial access program established in 2023
- Utilize social science and other data sources to understand who regional park visitors are, barriers to preventing use of regional parks, and benefits derived from visiting regional parks

2024 Actions

- o Initiate a program to understand who visits regional parks as part of the work to ensure regional parks are a welcoming, inclusive space for all
- Complete a 2024 visitor survey to better understand visitor use patterns, park use, satisfaction with regional parks, and demographic profile of park visitors
- Develop and implement new approaches to encourage sustainable transportation options to regional parks

2024 Actions

- Advance sustainable transportation projects to reduce barriers to accessing regional parks
- Provide a range of meaningful and relevant volunteer opportunities that support the mandate of Metro Vancouver Regional Parks

2024 Actions

- Opportunities include stewardship, community science, educational activities, Beachkeepers, and other events
- Use a range of communications tools from in-park signs to print materials to web-based and other
  digital resources that considers the full visitor experience cycle that starts before arrival and ends
  with memories of the visit

2024 Actions

- o Complete project to re-imagine the use of park kiosk communications across the system
- Develop interpretive plans for each regional park that tell the story of the park, incorporating natural and cultural history

2024 Actions

 Complete the template for park interpretation plans and implement for Campbell Valley Regional Park

# Goal 3 – Regional parks are sustainably managed and well-maintained for the safety of visitors and integrity of ecosystems

 Develop and implement a coordinated natural asset management approach to maintain and enhance ecological health

2024 Actions

- Advance natural asset management in Regional Parks through an in-depth study of natural assets and priority ecosystem services at a pilot location
- Update the asset management and related maintenance program using a continuous improvement approach

2024 Actions

- o Finalize and begin implementation of the Regional Parks Asset Management Plan
- Integrate natural assets into the asset management program

2024 Actions

- o Integrate natural assets into the Regional Parks Asset Management Plan
- Develop and implement a buildings strategy and other asset strategies

2024 Actions

Align the five-year capital budget with the recommendations of the Asset Management
 Plan and Buildings Strategy and begin implementation

- Test and implement technological tools and other innovate approaches to visitor use management 2024 Actions
  - Complete year three of three-year pilot project to install a real-time parking management platform for select regional parks as a Sustainability Innovation Fund (SIF) project, and identify other potential locations for the use of the technology in future budget years
- Develop and implement operational policies and procedures to manage risks to the safety of staff and visitors, the protection of built and natural assets, or the continuity of service delivery 2024 Actions
  - Implement new corporate Hazard Tree Inventory Management System guided by new Board policy and corporate procedures for managing hazard trees on Metro Vancouver lands
  - Determine appropriate use of both in-house and contracting options for the completion of hazard tree risk assessments and for performing tree mitigation works, including removals
  - Develop implementation plan for the Regulations and Compliance Program Review completed 2023
  - Procure a new service contract, and renewed pest management plan for the Metro Vancouver Nuisance Mosquito Control program
  - Continue to collaborate with Water Services on recommendations from the Capilano River
     Use Study and the Cleveland Dam Safety Enhancements project
  - o Implement new Hazard Tree Management on MV Lands operation procedures
- Develop and update system and individual park emergency plans to guide staff in preparing for, responding to, and recovering from large scale emergencies

2024 Actions

- Work to create clear terms of reference for the new corporate emergency management function and the Regional Parks emergency management function to ensure cooperation and consistency is maintained.
- Develop a strategy for managing visitor use that takes into account the effects of visitor use on ecological, physical, and experiential conditions

2024 Actions

- Initiate a Visitor Use Management Strategy that takes into account the effects of visitor use on ecological, physical, and experiential conditions
- Promote the sharing of expertise between member jurisdictions, First Nations, other orders of government and other work for regional parks

2024 Actions

 Ongoing work includes the Regional Parks Advisory Committee and the Natural Assets Technical Advisory Group.

#### Goal 4 – First Nations have an active role in the planning and stewardship of regional parks

• Partner with local First Nations to develop collaborative agreements, such as cultural planning and co-operation agreements

2024 Actions

- Advance the continued development of cultural planning and cooperative agreements with Katzie and Kwikwetlem First Nations
- Continue implementation of təmtəmíx^wtən/Belcarra Regional Park's Cultural Planning and Cooperation Agreement and engagement with Tsleil-Waututh Nations

 Work with First Nations to better understand the archaeological potential of lands within regional parks and review and update on an ongoing basis to incorporate new information

2024 Actions

- Continue to work with Musqueam Archaeology Department on the Multi-Assessment
   Permit for archaeology work for Pacific Spirit Regional Park and Iona Beach Regional Park
- Procure Heritage Conservation Act Multi- Assessment Permits for parks with high archaeological potential
- Collaborate with local First Nations on the naming, renaming, or dedication of regional parks and park features to affirm the history and importance of the lands to the Nations

2024 Actions

- Implement renaming of Colony Farm Regional Park to Xéxatam Regional Park
- Develop cultural recognition plans with First Nations to guide approaches to respect and honour Indigenous Peoples' culture and connection with the land

2024 Actions

- Advance the design and development of interpretive displays in Capilano River Regional Park collaboratively with Squamish First Nation
- Explore opportunities for art, interpretation and programing with Kwantlen First Nation as part of the Campbell Valley Management Plan Implementation project
- Work with First Nations to support guardian programs to advance shared learning and collaborative stewardship of the land

2024 Actions

- Continue working with Tsleil-Waututh Nation to support their guardian program at təmtəmíx^wtən/Belcarra Regional Park
- Provide training opportunities for staff on cultural awareness, including appropriate management of cultural resources

2024 Actions

- Ongoing and new training courses offered for staff including, Indigenous cultural safety, decolonization, and territorial acknowledgements
- Work with First Nations to better understand cultural resources in regional parks, to enable respectful and appropriate protection and management protocols

2024 Actions

- Continue to work closely with Musqueam First Nation on cultural resource management in Pacific Spirit Regional Park
- Collaborate with First Nations to incorporate Indigenous Knowledge and values into planning, stewardship and other work for regional parks

#### Goal 5 – Regional parks adapt to change and contribute to regional resilience

 Develop and implement strategies to reduce Metro Vancouver Regional Parks' greenhouse gas emissions, with a focus on increasing energy efficiency in buildings and electrifying vehicles and equipment

2024 Actions

- Continue to provide leadership on a regional level, and work with MV Fleet to replace diesel and gasoline powered vehicles and equipment with electric options where possible
- Improve understanding of climate impacts on regional parks ecosystems and infrastructure to inform a climate strategy for regional parks

2024 Actions

- o Initiate a vulnerability study for regional parks
- Incorporate climate change considerations into design and development of regional parks infrastructure

2024 Actions

- Use Surrey Bend Regional park parking lot as a demonstration parking lot that shows paving methods
- Continue to monitor forest health to inform long-term resilience of the forests in regional parks
   2024 Actions
  - Monitor forest health and develop new arboriculture management practices to strengthen forest resilience and keep the public safe
- Participate in advancing the proposed Regional Green Infrastructure Network and regional efforts to enhance ecosystem connectivity and ecological health

2024 Actions

- Continue to collaborate with Regional Planning and participate on the organizing project team
- Participate in implementing Climate 2050, the regional climate strategy

2024 Actions

 Continue to co-lead the implementation of the Climate 2050 Nature and Ecosystems Roadmap with Regional Planning

#### **All Goals**

- Review and update the process and framework for park management plans
  - o Initiate the Burnaby Lake Regional Park management plan
- Apply the Protect-Connect Continuum to provide consistent guidance and support park-level decision-making
  - o Initiate development of the Protect-Connect Continuum
- Advance implementation of the Regional Parks Plan

#### 2024 to 2028 – WHAT'S HAPPENING

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

Initiative	Description	Theme
2024		
Capital Development Program	<ul> <li>Complete Phase 1 Widgeon Marsh park development</li> <li>Continued implementation of Campbell Valley Management Plan – Greenway and open space development Implementation</li> <li>Continued implementation of Grouse Mountain Regional Park Trail and Amenity Improvements, funded by Investing in Canada Infrastructure Grant</li> <li>Regional Park at Cape Roger Curtis – detailed design subject to rezoning approval</li> <li>Delta Nature Reserve and Delta/South Surrey Greenway – Trail/Road detailed design and tendering.</li> <li>Construction of Aldergrove South Slopes Greenway</li> <li>Construction of Tynehead Perimeter Trail Extension</li> <li>IWWTP - Iona Beach Regional Park (LWS lead, integrated team support)</li> <li>Complete and begin implementation of Asset Management and Building Strategies</li> <li>Advanced design for future year capital programs</li> </ul>	System Stewardship/ Regional Growth/ Environmental Sustainability
Land Acquisition	Pursue park land acquisition opportunities in support of Regional Parks Land Acquisition 2050 strategy	Regional Growth
Planning/ Outreach and Engagement	<ul> <li>Implementation Regional Parks Plan 2050 recommendations</li> <li>Continued engagement with local First Nations on Regional Parks initiatives</li> <li>Implementation of system-wide initiatives to enhance natural areas and connect with local communities</li> <li>Ongoing collaboration with the Metro Vancouver Regional Parks Foundation</li> <li>Implementation of a Development Cost Charge (DCC) program to support Regional Park land acquisition.</li> <li>Regulation and Compliance Review</li> <li>Development of a 10-year salmon action enhancement plan</li> <li>Phased implementation for the electrification of Regional Park Fleet and Equipment</li> </ul>	System Stewardship

2025		
Capital Development Program	<ul> <li>Phase 1 Construction of Delta South Surrey Greenway and Delta Nature Reserve</li> <li>Completion of Grouse Mountain Regional Park Trail and Amenity Improvements, funded by Investing in Canada Infrastructure Grant</li> <li>Continued implementation of Widgeon Marsh Regional Park</li> <li>Regional Park at Cape Roger Curtis – Construction of Phase I park development</li> <li>Continued implementation of Campbell Valley Management Plan – Greenway and open space development Implementation</li> <li>Continued implementation of Delta Nature Reserve and Delta/South Surrey Greenway</li> <li>IWWTP - Iona Beach Regional Park (LWS lead, integrated team support)</li> </ul>	System Stewardship Regional Growth
Land Acquisition  Planning/Outreach and Engagement	<ul> <li>Pursue park land acquisition opportunities in support of Regional Parks Land Acquisition 2050 strategies</li> <li>Regional Parks Plan 2050 Implementation</li> <li>Explore opportunities for working with local First Nations on Regional Parks initiatives</li> <li>Implementation of system-wide initiatives to enhance natural areas and connect with local</li> </ul>	Regional Growth System Stewardship
	<ul> <li>communities</li> <li>Phased implementation for the electrification of Regional Park Fleet and Equipment</li> </ul>	

2026		
Capital Development Program	<ul> <li>Completion of Davies Orchard Revitalization at Crippen Regional Park.</li> <li>Completion of Belcarra South Picnic Area development at Belcarra Regional Park</li> <li>Continued implementation of Widgeon Marsh Regional Park</li> <li>Regional Park at Cape Roger Curtis –         Detailed design of Phase II park development</li> <li>Continued implementation of Campbell Valley Management Plan – Greenway and open space development Implementation</li> <li>Continued implementation of Delta Nature Reserve and Delta/South Surrey Greenway</li> <li>IWWTP - Iona Beach Regional Park (LWS lead, integrated team support)</li> <li>Begin Implementation of Lynn Headwaters Park Entry and Open Space enhancements</li> </ul>	System Stewardship Regional Growth
Land Acquisition	Pursue park land acquisition opportunities in support of <i>Regional Parks Land Acquisition 2050</i> strategy	Regional Growth
Planning/Outreach and Engagement	<ul> <li>Explore opportunities for working with local First Nations on Regional Parks initiatives</li> <li>Implementation of system-wide initiatives to enhance natural areas and connect with local communities</li> </ul>	System Stewardship

2027		
Capital Development Program	<ul> <li>Initiate design of Codd Wetland Regional Park</li> <li>Pacific Spirit Regional Park Beach Access Improvements</li> <li>Advanced design for future year capital programs</li> <li>Continued implementation of Widgeon Marsh Regional Park</li> <li>Regional Park at Cape Roger Curtis – Implementation of Phase II park development</li> <li>Continued implementation of Campbell Valley Management Plan – Greenway and open space development Implementation</li> <li>Continued implementation of Delta Nature Reserve and Delta/South Surrey Greenway</li> <li>IWWTP - Iona Beach Regional Park (LWS lead, integrated team support)</li> <li>Complete Implementation of Lynn Headwaters Park Entry and Open Space enhancements</li> </ul>	System Stewardship Regional Growth
Land Acquisition	<ul> <li>Pursue park land acquisition opportunities in support of Regional Parks Land Acquisition 2050 strategy</li> </ul>	Regional Growth
Planning/Outreach and Engagement	<ul> <li>Explore opportunities for working with local First Nations on Regional Parks initiatives</li> <li>Implementation of system-wide initiatives to enhance natural areas and connect with local communities</li> </ul>	System Stewardship

2028		
Capital Development Program	<ul> <li>Major asset management replacement and deferred capital maintenance initiative implementation</li> <li>Pacific Spirit Beach and Trail Improvements</li> <li>Park Amenity and Visitor Experience Improvements</li> <li>Advanced design for future year capital programs</li> <li>Pacific Spirit Regional Park Beach Access Improvements</li> <li>Continued implementation of Widgeon Marsh Regional Park</li> <li>Regional Park at Cape Roger Curtis – Implementation of Phase III park development</li> <li>Continued implementation of Campbell Valley Management Plan – Greenway and open space development Implementation</li> <li>IWWTP - Iona Beach Regional Park (LWS lead, integrated team support)</li> </ul>	System Stewardship Regional Growth
Land Acquisition	<ul> <li>Pursue park land acquisition opportunities in support of Regional Parks Land Acquisition 2050 strategy.</li> </ul>	Regional Growth
Planning/ Outreach and Engagement	<ul> <li>Explore opportunities for working with local First Nations on Regional Parks initiatives</li> <li>Implementation of system-wide initiatives to enhance natural areas and connect with local communities</li> </ul>	System Stewardship

# METRO VANCOUVER DISTRICTS 2024 - 2028 PROJECTED RESERVES - REGIONAL PARKS

#### **OPERATING RESERVES**

	2023	2024				2024	2025	2026	2027	2028
	ENDING	OPENING				ENDING	ENDING	ENDING	ENDING	ENDING
	BALANCE	BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE
Regional Parks	\$ 1,892,305	\$ 1,892,305	\$ -	\$ -	\$ 47,308	\$ 1,939,613	\$ 1,988,103	\$ 2,037,806	\$ 2,088,751	\$ 2,140,970

#### **DISCRETIONARY RESERVES**

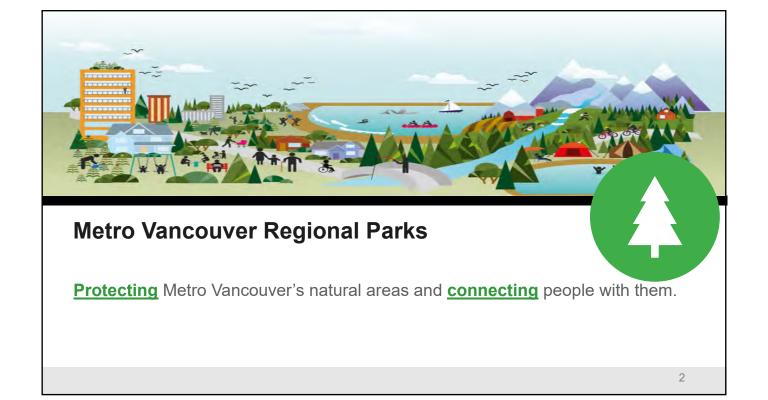
	2023	2024				2024	2025	2026	2027	2028
	ENDING	OPENING				ENDING	ENDING	ENDING	ENDING	ENDING
	BALANCE	BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE
Regional Parks General Reserve	\$ 2,515,568	\$ 2,515,568	\$ 150,000	\$ (2,650,000)	\$ 31,639	\$ 47,207	\$ 250,887	\$ 459,659	\$ 673,650	\$ 892,991

#### **STATUTORY RESERVES**

	2023 ENDING BALANCE	2024 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2024 ENDING BALANCE	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE	2028 ENDING BALANCE
Regional Parks										
Regional Parks Infrastructure Reserve	\$ 1,523,628	\$ 1,523,628	\$ 8,432,000	\$ (9,794,189)	\$ 21,063	\$ 182,502	\$ 329,347	\$ 283,138	\$ 165,516	\$ 236,008
Regional Parkland Acquisition Reserve Fund	6,922,734	6,922,734	-	(6,000,000)	98,068	1,020,802	1,046,322	1,072,480	86,792	88,962
Regional Parkland Acquisition and Development Reserve Fund	5,161,065	5,161,065	27,570,000	(22,175,000)	196,464	10,752,529	157,217	1,173,647	1,962,363	3,125,172
Delta Airpark Reserve	171,873	171,873	23,000	-	4,584	199,457	227,731	256,712	286,417	316,865
Regional Parks Legacy Fund	2,697,304	2,697,304	-	(60,000)	66,683	2,703,987	2,710,837	2,717,858	2,725,054	2,732,430
Total	\$16,476,604	\$ 16,476,604	\$ 36,025,000	\$ (38,029,189)	\$ 386,862	\$ 14,859,277	\$ 4,471,454	\$ 5,503,835	\$ 5,226,142	\$ 6,499,437

#### **ATTACHMENT 6**





# PROTECT-CONNECT CONTINUUM



# **REGIONAL PARKS PLAN GOALS**



**Goal 1** The region's important natural areas are protected in perpetuity.



**Goal 2** Everyone has the opportunity to benefit from exceptional experiences in nature.



Goal 3 Regional parks are sustainably managed and well-maintained for the safety of visitors and integrity of ecosystems.



**Goal 4** First Nations have an active role in the planning and stewardship of regional parks.



**Goal 5** Regional parks adapt to change and contribute to regional resilience.

4

# **PROTECT & CONNECT GOAL PROGRESS**



The region's important natural areas are protected in perpetuity.



Area of regional parkland managed by Metro Vancouver - 13,842 hectares

Cumulative area of ecological restoration areas (created or maintained) - 62 hectares

First Nations have an active role in the planning and stewardship of regional parks.



Number of regional parks or park features named or renamed in partnership with First Nations - Two: temtemixwten / Belcarra Regional Park and λέχətəm Regional Park (previously Colony Farm Regional Park)

Number of collaborative agreements in place, such as cultural planning and co-operation agreements - One: temtemíxwten / Belcarra Regional Park



#### GOAL 2

15.398 hrs

Everyone has the opportunity to benefit from exceptional experiences in nature.



Number of visits to regional parks 14.3 million



Hours of volunteer time



Number of participants in interpretive 39,389 participants



#### GOAL 3

Regional parks are sustainably managed and well-maintained for the safety of visitors and integrity of ecosystems.



Proportion of capital budget spent – 40%



Amount of grant funds received - \$842,600 Proportion of built asset classes that have

achieved or exceeded a 'Fair' condition score - 100% of asset classes (2021)



#### GOAL 5

Regional parks adapt to change and contribute to regional resilience.



Area of sensitive or modified ecosystems within regional parks (also Goal 1)

- 11,807 hectares (2014)



Percentage change in GHGs associated with the operation of regional parks (also Goal 3)

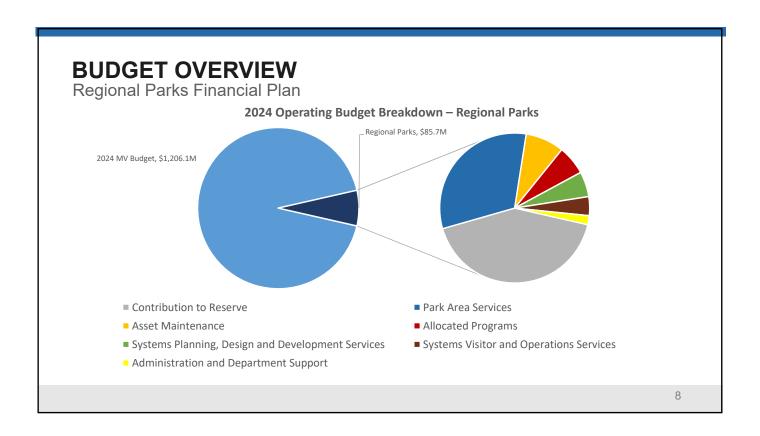
- **16% decrease** (2018-2021)

Notes: Numbers are for 2022 unless otherwise stated. Arrows indicate the direction the KPI is moving, 🗕 indicates no change from previous years data, 🛠 indicates a new metric with no previous years data.

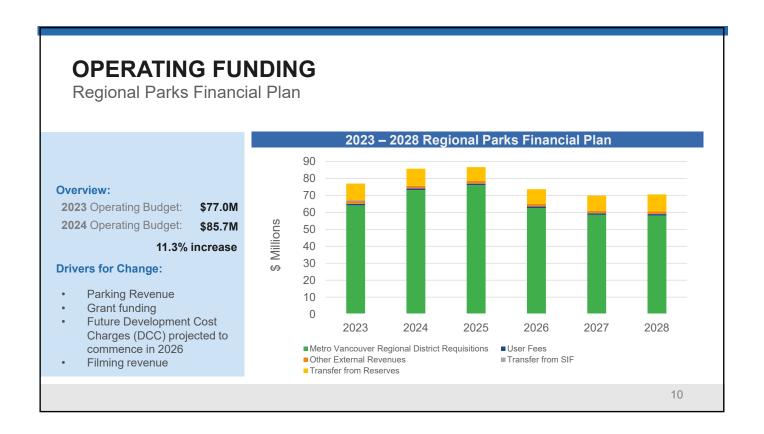
## Pagional Parks

Key Performance	Past Performance (Average)	Expected Performance 202	4
Annual number of visits to Regional Parks	3-year average: 14,917,333 (2021: 16,347,000 /2020: 16,497,000/2019- 11,935,000)	15,000,000	76% of resid have visite Regional Par
Annual number of volunteer hours through stewardship, partnership and visitor services program example two	13,956 hours (2019: 22,026 hours)	15,000 hours	the past 5 ye
Total hectares of Regional Parks land	13,824 ha 3-year average:	13,950 ha	Parks are important to quality of lift Metro Vanco
Annual number of participants in Regional Park public programming	30,301 (2019: 61,876 pre- pandemic)		nd Research ey June 2021
			6

CONTINUOUS IMPROVEME	NT
Initiative	Outcomes
Relationships with First Nations	Advancing reconciliation and corporate relationship building, improving land management and project delivery
Real-time Parking Management	Improved capacity management to enhance visitor experience, improve customer service, reduce traffic impacts on member municipalities and reduce GHG emissions
Hazard Tree Inventory Management System	Risk reduction, improved forest health and long-term resilience
Replacement of gas powered vehicles and equipment with electric options	Reduced greenhouse gas emissions, regional leadership
Quantify carbon sequestration value of recent land acquisitions at Cape Roger Curtis and Kanaka Creek, and ecological restoration of Burns Bog	Ecosystem protection and achievement of MVRD carbon neutrality. The projected avoided emissions from the Cape Roger Curtis project (about 28,500 tonnes) are equivalent to one year of emissions from over 10,500 cars in the Metro Vancouver region, or enough to offset one year of the energy-related emissions from Metro Vancouver's operations (about 25,000 tonnes)
Development Cost Charge	Reduced household impact, growth pays for growth, sustainable funding for land acquisition
Regional Parks Asset Management Plan	Improved budgeting, efficient and prioritized minor capital, maintenance, and ecosystem restoration and management, innovation and leadership incorporating natural assets
	7



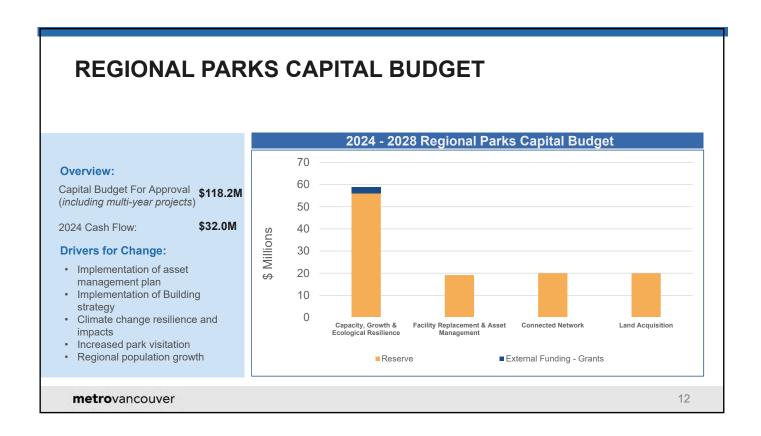
#### **OPERATING EXPENDITURES** Regional Parks Financial Plan 2023 - 2028 Regional Parks Financial Plan 90 70 55 80 60 Overview: 49 44 46 70 2023 Operating Budget: 50 \$77.0M 60 \$ Millions 2024 Operating Budget: \$85.7M 40 50 11.3% increase 40 30 30 **Drivers for Change:** 20 Asset Management 20 10 System Growth 10 Regional Parks Plan 0 0 Implementation 2023 2024 2025 2026 2027 2028 Contribution to Reserve Operating Programs -Household Impact 9



# **OPERATING HIGHLIGHTS**

Regional Parks

Budget Year	Initiative	Description
2024	Hazard Tree Inventory Management System	Implement new Hazard Tree Inventory Management System guided by new Board policy and corporate procedures
2025	Delta Nature Reserve Boardwalk replacement	Installation of approximately 2.5 kms of new boardwalk at the only publicly accessible trails in Burns Bog.
2026	təmtəmíx**tən / Belcarra Regional Park South Day Use Area	Complete construction of day use area open for public visitation
2027	Delta South Surrey Greenway / Delta Nature Reserve Redevelopment	Complete development and re-opening of the Delta South Surrey Greenway and Delta Nature Reserve
2028	Lynn Headwaters Park Entry and Main Day Use Area	Complete construction of Lynn Headwaters Park Entry and Main Day Use Area and open for public access
		11



## **CAPITAL EXPENDITURES**

Regional Parks Capital Plan

#### Overview:

2023 Capital Cash Flow: \$59.8M2024 Capital Cash Flow: \$32.0M

46.5% decrease

#### **Drivers for Change:**

- · Park access and amenities
- Facility replacement and asset management
- Ecological resilience
- Connected Network
- · Land Acquisition



CAPITAL FUNDING

Regional Parks Capital Plan

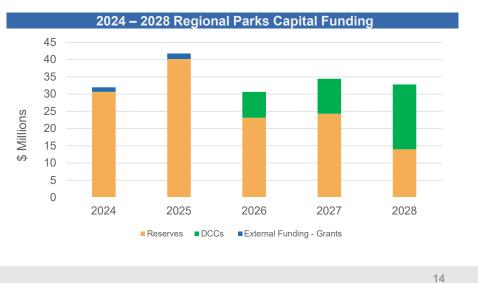
#### Overview:

2023 Capital Cash Flow: \$59.8M2024 Capital Cash Flow: \$32.0M

46.5% decrease

#### **Drivers for Change:**

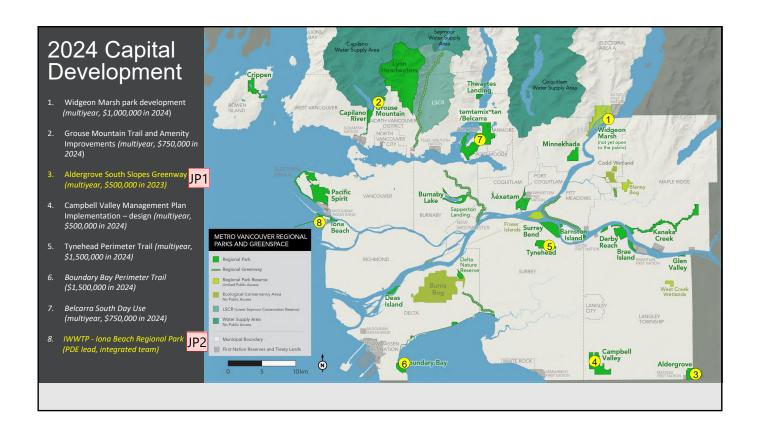
 Development Cost Charge for Land Acquisition (2026-2028)

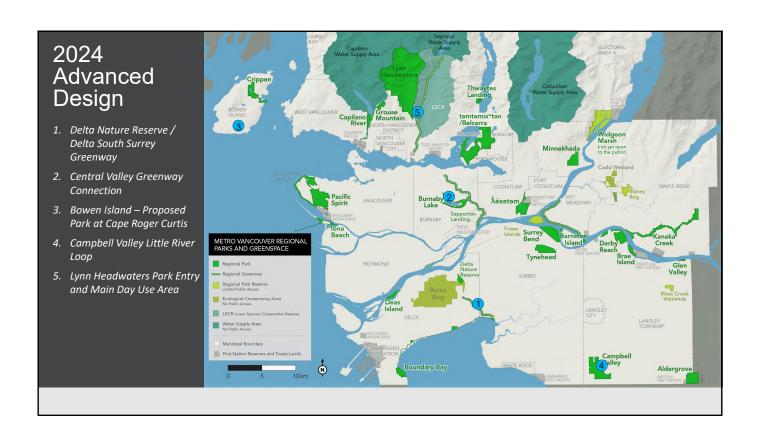


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14

#### **CAPITAL PLAN DRIVERS** % 2024 - 2028 **Driver** Outcome Capital Plan Capacity & Growth _28% Land Expanding the Regional Park System to Acquisition 49% Land Acquisition protect natural areas and connect people 49% to nature Developing park amenities to expand capacity and accommodate increased Capacity, Growth and 28% Ecological Resilience visitation, enhancing ecological function and resilience Expanding the greenway network to 11% Connected Network Facility improve connectivity Replacement & Asset Management 12% Lifecycle replacement of regional park Facility Replacement assets and upgrading, where required, to 12% and Asset Management Connected Network ensure long term resilience 15







# **REGIONAL PARKS FINANCIAL PLAN SUMMARY**

Regional Parks 2023 - 2028

	2023	2024	2025	2026	2027	2028
Total Expenditures (\$ Millions)	\$77.0	\$85.7	\$86.7	\$73.6	\$69.9	\$70.6
% Change		11.3%	1.1%	(15.1%)	(5.1%)	1.0%
MVRD Requisitions (\$ Millions)	\$64.1	\$73.1	\$76.0	\$62.5	\$58.5	\$58.1
% Change		14.1%	3.9%	(17.7%)	(6.4%)	(0.7%)
Total Capital Expenditures (\$ Millions)	\$59.8	\$32.0	\$41.8	\$30.7	\$34.5	\$32.8
Household Impact (\$)	\$55	\$59	\$61	\$49	\$46	\$44
% Change		11.8%	2.5%	(18.9%)	(7.7%)	(2.0%)
Prior Cycle Household Impact Change (%)		7.9%	1.7%	3.1%	1.9%	N/A

19





To: Regional Planning Committee

From: Jonathan Cote, Deputy General Manager, Regional Planning and Housing

Development, Regional Planning and Housing Services

Date: September 26, 2023 Meeting Date: October 6, 2023

Subject: 2024 - 2028 Financial Plan – Regional Planning

#### RECOMMENDATION

That the Regional Planning Committee endorse the 2024 - 2028 Financial Plan for Regional Planning as presented in the report dated September 26, 2023, titled "2024 - 2028 Financial Plan – Regional Planning", and forward it to the Metro Vancouver Board Budget Workshop on October 20, 2023 for consideration.

#### **EXECUTIVE SUMMARY**

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

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

Regional Planning supports planning throughout the region including for utilities, member jurisdictions, TransLink and other regional agencies through the provision of projections and data, policy research, convening stakeholders on issues of regional interest, providing a planning resource and leadership and innovation. The team provides a long range, cross-boundary, interdisciplinary perspective, and the main function is developing, administering, monitoring and stewarding *Metro 2050*, the regional growth strategy.

The 2024 - 2028 Financial Plan for Regional Planning reflects an increase in Land Use Policy projects and work relating to *Metro 2050* while continuing to reduce long-term reliance on reserve funds to smooth the tax requisition rate. Over the next five years, operating programs are to increase by a total of \$13,699, or an average of 0.1% per year.

#### **PURPOSE**

To present the 2024 - 2028 Financial Plan for Regional Planning for consideration by the Committee.

#### **BACKGROUND**

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

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

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

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

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

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

#### **REGIONAL PLANNING**

The Regional Planning service at the Metro Vancouver Regional District (MVRD) represent functions that include 22 members and provides projections, data and policy research in support of a prosperous, resilient and livable region. The primary responsibility is to develop, administer, implement and monitor *Metro 2050*, the regional growth strategy. There are three program areas in the Regional Planning Division: Regional Land Use Policy, Planning Analytics and Implementation Services.

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

- Work closely with member jurisdictions, TransLink, First Nations, the Province and other regional agencies to advance Metro 2050's goals, strategies, and policy actions.
- Develop policy models, including best practice guidance to achieve more housing (specifically more affordable rental housing) using tools like inclusionary policies and zoning.
- Support member jurisdictions to develop and implement effective policies that will help the region achieve its targets to: ensure 15% of new housing in Urban Centres and along transit corridors is affordable rental; protect 50% of the land base for nature and achieve 40% tree canopy cover within the Urban Containment Boundary.
- Undertake innovative research that supports the overarching goals in Metro 2050, including
  projects such as a Regional Parking Study, Housing and Transportation Cost Burden Update,
  Regional Food System Strategy Update, and Growth Management and Investment Model.
- Work with member jurisdictions to protect Industrial and Employment lands as per the Regional Industrial Lands Strategy.
- Continue to refine and update the population, housing and employment and land use
  projections and their expected geographic distributions to support the long range planning
  of Utilities, TransLink and member jurisdictions.

#### **WORK PLAN PERFORMANCE INDICATORS**

High level performance indicators have been developed across the organization to evaluate trends, determine key actions for the coming year, and to assist in long-term planning. The 2024 Work Plan for Regional Planning is presented in this report. Within the Regional Planning Work Plan, six performance indicators have been developed and are being tracked. These include:

- Percentage of residential growth occurring within the Urban Containment Boundary;
- Percentage of new dwelling units located within Urban Centres;
- Percentage of residential growth located along Transit Corridors;
- Number of hectares of land with the *Metro 2050* Agricultural Designation;
- Number of hectares of land with the Metro 2050 Industrial Designation; and
- Number of hectares of land with the *Metro 2050* Employment Designation.

The trend in these performance measures suggests that the region is on target with regards to meeting the goals laid out in the regional growth strategy. *Metro 2050* sets a target to contain 98% of growth within the Urban Containment Boundary. Since 2011, this target has been met. *Metro 2050* also strives to direct 40% of dwelling unit growth and 50% of employment growth to a network of 26 Urban Centres. Between 2011 and 2016, 39% of dwelling unit growth occurred in Urban Centres. Data will be updated following the release and analysis of the 2021 Census.

#### **CONTINUOUS IMPROVEMENT**

With the recent adoption of *Metro 2050* there is a significant opportunity to advance work on public policy projects to help advance regional goals related to housing and climate action. Projects identified in the upcoming work plans will help advance the region's work in the following areas:

- Climate action and resilience
- Increasing transit-oriented affordable housing
- Protection of natural areas

Further improvement initiatives include:

- The development of a new Regional Planning Share Point site dedicated to sharing planning information among member jurisdictions and other regional organizations. The intent of the site is to facilitate greater collaboration and knowledge sharing among planning teams across the region.
- Reducing dependencies on consultants for data analytics and modeling work. The Planning Analytics teams is exploring new approaches to build internal capacity to accomplish updates on ongoing data and modeling work that will reduce the reliance upon external consultants.
- Developing closer alignment between Housing Policy and Planning and Regional Planning teams. Currently these two policy teams work in separate divisions, but to better support the housing strategies included in Goal 4 of *Metro 2050* there is a need to have these teams work and collaborate more closely together.

#### **2024 BUDGET AND 2024 - 2028 FINANCIAL PLAN**

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

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

Regional Planning is also guided by direction provided in *Metro 2050*, specifically to support the goals, strategies and policy actions in the plan to:

- Goal 1 Create a compact urban area
- Goal 2 Support a sustainable economy
- Goal 3 Protect the environment, address climate change, and respond to natural hazards
- Goal 4 Provide diverse and affordable housing choices
- Goal 5 Support sustainable transportation choices

Each Metro Vancouver function has an Annual Work Plan that includes strategic directions, performance indicators and key actions to guide the work for the coming year. Each function also has a "What's Happening" summary that highlights the program highlights for the next five years. The 2024 - 2028 Regional Planning Financial Plan is included as Attachment 1. The 2024 Annual Work Plan for Regional Planning presented in this report is included in Attachment 2 and the "What's Happening" highlights for the years 2024 - 2028 are included in Attachment 3.

#### **Operating Budget Highlights**

The Regional Planning 2024 operating budget is proposed to decrease by \$2,852 for a total budget of \$5,212,977.

With the adoption of *Metro 2050* the Regional Planning Team will be transitioning to focusing on projects related to the implementation of *Metro 2050* and other associated research. The 2024 operating budget includes the following key actions:

- Regional Parking Strategy
- Regional Food System Strategy Update
- Housing and Transportation Cost Burden Study Update
- Climate and Natural Hazards Mitigation Research
- Land Use Resilience Best Practices Guide Floods
- Urban Centres and FTDAs Policy and Target Review
- Regional Industrial Lands Strategy Implementation
- Regional Green Infrastructure Network Guidelines & Financing Options
- Supporting Transportation Corridor Studies in the Region
- Preparing Regional Growth Strategy Implementation Tools and Guidelines
- Land Use Model Scenario Development
- Extended Reality (XR) Modelling Platform for Metro Vancouver
- Projections Model Update
- Census Data Custom Runs
- Walkability Index Update

Over the next five years, expenditures are increasing by a total of \$13,699, or an average of 0.1% per year.

#### **Reserve Funds**

The financial plan for Regional Planning includes the utilization of reserves to annually fund one-time initiatives. This is consistent with the *Operating, Statutory and Discretionary Reserves Policy*. The 2024 - 2028 Projected Reserves for Regional Planning are included in Attachment 4.

#### **APPROVAL PROCESS**

The proposed 2024 - 2028 Financial Plan and Annual Work Plan is presented for consideration and endorsement before being forwarded to the Board for consideration.

The next steps of the process are:

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

#### **ALTERNATIVES**

1. That the Regional Planning Committee endorse the 2024 - 2028 Financial Plan for Regional Planning as presented in the report dated September 26, 2023, titled "2024 - 2028 Financial Plan - Regional Planning", and forward it to the Metro Vancouver Board Budget Workshop on October 20, 2023 for consideration.

2. That the Regional Planning Committee make recommendations and endorse an amended 2024 - 2028 Financial Plan for Regional Planning and forward the amended Financial Plan to the Finance Committee on October 12, 2023 and to the Metro Vancouver Board Budget Workshop on October 20, 2023 for consideration.

#### FINANCIAL IMPLICATIONS

If the MVRD Board endorses the 2024 - 2028 Financial Plan for Regional Planning, as presented under Alternative 1, in 2024 the Regional Planning requisition will increase by \$316,952 (7.7%) for a total requisition of \$4,447,977, although the overall Regional Planning budget is decreasing slightly. This is mainly due to a reduction in the use of reserve funding to support the Regional Planning budget.

Over the term of the five-year plan, the annual Regional Planning requisition is projected to increase by an average of \$147,701 per year (3.4%) to provide the required revenue to offset projected expenditures. It is anticipated that the cost to the average regional household over the next five years for the Regional Planning function will remain relatively stable at \$4 from 2024 to 2028.

Under Alternative 2, the Committee may wish to consider recommending amendments to the 2024 Budget and Five-Year Financial Plan for consideration at the Metro Vancouver Board Budget Workshop. Any changes to the plan may have an impact on the MVRD Financial Plan.

#### **SUMMARY / CONCLUSION**

The Regional Planning 2024 Budget and Five-Year Financial Plan has been prepared following direction received at the April 19, 2023 Board Budget Workshop and to respond to direction provided in the *Board Strategic Plan*. It is presented to Committee and Board members to provide overview information on activities and financial impacts for the years 2024 to 2028 for Regional Planning.

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

Staff recommends endorsing the 2024 - 2028 Financial Plan and Annual Work Plan for Regional Planning as presented under Alternative one.

#### **ATTACHMENTS**

- 1. 2024 2028 Financial Plan
- 2. 2024 Work Plan
- 3. 2024 2028 "What's Happening"
- 4. 2024 2028 Projected Reserves Regional Planning
- 5. Presentation re: 2024-2028 Financial Plan Regional Planning

# METRO VANCOUVER REGIONAL DISTRICT REGIONAL PLANNING 2024 BUDGET REVIEW 2024 - 2028 FINANCIAL PLAN

	2023 BUDGE	-	2024 BUDGET	% CHANGE	2025 FORECAST	% CHANGE	ı	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE
REVENUES													
REVENUES													
Metro Vancouver Regional District Requisitions	\$ 4,131,	025 \$	4,447,977	7.7%	\$ 4,727,823	6.3%	\$	4,739,172	0.2%	\$ 4,777,435	0.8%	\$ 4,869,528	1.9%
Transfer from Sustainability Innovation Fund Reserves	599,	804	400,000		-			_		-		-	
Transfer from Reserves	485,	000	365,000		270,000			310,000		360,000		360,000	
TOTAL REVENUES	\$ 5,215	829 \$	5,212,977	(0.1%)	\$ 4,997,823	(4.1%)	\$	5,049,172	1.0%	\$ 5,137,435	1.7%	\$ 5,229,528	1.8%
EXPENDITURES													
Operating Programs:													
Implementation Services	\$ 744	616 \$	707,293		\$ 725,272		\$	743,960		\$ 762,883		\$ 782,519	
Regional Land Use Policy	1,612,	264	1,796,784		1,831,400			1,873,467		1,910,888		1,948,368	
Planning Analytics	1,000	622	1,049,783		1,155,805			1,186,691		1,211,516		1,241,840	
Regional Sustainability Initiatives	599,	804	400,000		-			-		-		-	
Administration and Department Support	846,	550	789,976		800,933			822,646		844,224		866,325	_
	4,803	856	4,743,836	(1.2%)	4,513,410	(4.9%)		4,626,764	2.5%	4,729,511	2.2%	4,839,052	2.3%
Communications Program	45,	000	45,000	0.0%	45,000	0.0%		45,000	0.0%	45,000	0.0%	45,000	0.0%
Allocation of Centralized Support Costs	366,	973	424,141	15.6%	439,413	3.6%		377,408	(14.1%)	362,924	(3.8%)	345,476	(4.8%)
TOTAL EXPENDITURES	\$ 5,215	829 \$	5,212,977	(0.1%)	\$ 4,997,823	(4.1%)	\$	5,049,172	1.0%	\$ 5,137,435	1.7%	\$ 5,229,528	1.8%

#### **REGIONAL PLANNING**

#### **Description of Services**

Regional Planning is a Metro Vancouver Regional District function established to provide data, policy research, convene on issues of regional interest, and support local planning in support of a prosperous, resilient and livable region. The primary responsibility is to develop, administer, implement and monitor *Metro 2050*, the Regional Growth Strategy. There are three programs within the Regional Planning Division: Regional Land Use Policy, Implementation Services and Planning Analytics.

#### Regional Land Use Policy

Regional Land Use Policy is primarily responsible for developing policy for the Regional Growth Strategy, providing policy interpretation and support for Implementation Services (local level interactions and amendments) and undertaking applied policy research, and development of best practices in collaboration with member jurisdictions, the Province, TransLink and other agencies. There are a number of portfolios within this group including: complete communities; industrial and employment lands; structuring growth – centres and corridors; affordable and diverse housing, particularly near transit; protecting the environment; supporting agriculture; and providing mobility choices.

#### **Planning Analytics**

Planning Analytics collects and analyzes data for Regional Planning as well as other regional functions including utilities and transportation planning. Primary roles include the provision of population, dwelling unit and employment projections, *Metro 2050* performance monitoring, and the completion of numerous regional inventories.

#### Implementation Services

Implementation Services prepares, maintains and assists with implementing Regional Growth Strategy Implementation Guidelines. It has the core function of building strong relationships with member jurisdictions, First Nations, the Province, TransLink and other community organizations as it relates to Regional Planning activities. This group also leads the administration of the Regional Growth Strategy including proposed amendments and Regional Context Statements and coordinates corporation wide responses to environmental assessments and other large capital projects that impact Metro Vancouver interests and assets.

#### Strategic Directions and High-Level Goals Supported

#### **Board Strategic Plan**

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

#### Metro 2050

- Goal 1 Create a compact urban area
- Goal 2 Support a sustainable economy
- Goal 3 Protect the environment, address climate change, and respond to natural hazards
- Goal 4 Provide diverse and affordable housing choices
- Goal 5 Support sustainable transportation choices

#### Goals

- Ensure regional planning policies are prepared and monitored with a focus towards a system of equity, fairness, access and affordability.
- Build modelling and data systems to support regional planning activities and policy creation/monitoring.
- Ensure an equitable and resilient region through responsible growth and financial sustainability
- Protect agricultural lands and the environment
- Build strong connections with neighbouring regional districts and other regional agencies to support infrastructure investment for responsible growth.

#### **Performance Indicators**

Indicator	Historical and/or industry	Current Performance	2024 Performance Objective
Percentage of residential growth occurring within the Urban Containment Boundary (UCB)	2011 baseline: 97% 2014 review: 98% 2015 review: 99%	98%	98%
Percentage of new dwelling units located within Urban Centres	2011 target 40% of growth to Centres 2011 baseline: 26% located in Centres	39% of growth to Centres; 28% located in Centres	40%
Number of hectares of land with an Agricultural regional land use designation	2011 baseline: 55,313	55,162	No net loss
Number of hectares of land with an Industrial regional land use designation	2011 baseline: 10,195	10,189	No net loss
Number of hectares of land with a Mixed Employment regional land use designation	2011 baseline: 3,415	3,538	No net loss

#### **2024 Key Actions**

#### Regional Land Use Policy

- Complete Urban Centres and FTDAs Policy and Target Review
- Regional Industrial Lands Strategy Implementation
- Regional Green Infrastructure Network Guidelines & Financing Options
- Update the Housing and Transportation Cost Burden Study
- Regional Food System Strategy Update
- Regional Parking Strategy
- Climate and Natural Hazards Mitigation Research
- Land Use Resilience Best Practices Guide Floods

#### Implementation Services

- Supporting Transportation Corridor Studies in the Region
- Preparing Regional Growth Strategy Implementation Tools and Guidelines

#### **Planning Analytics**

- Land Use Model Scenario Development
- Extended Reality (XR) Modelling Platform for Metro Vancouver
- Projections Model Update
- Census Data Custom Runs
- Walkability Index Update

# **Regional Planning**

### 2024 to 2028 – WHAT'S HAPPENING

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

Initiative	Description	Theme
2024		
Metro 2050 Implementation Tools	Prepare Implementation Guidelines and data tools to assist member jurisdictions.	Regional Growth
Regional Food System Strategy Update	Begin work to update Regional Food System Strategy to address emerging challenges to the regions food system and increasing food insecurity.	Regional Growth
Climate and Natural Hazards Mitigation Research	Conduct policy research to determine how multi-hazard mapping could be used to inform regional land use policy.	Regional Growth, Environmental Sustainability
Housing and Transportation Cost Burden Study Update	Complete a five-year update to this critical study on transportation and housing costs for a more complete picture of affordability.	Regional Growth
Walkability Index Update	Complete a five-year update to Walkability Index to better understand how sustainable transportation options are changing and provide members with updated policy tool to support municipal land use and transportation decision making.	Regional Growth
Regional Parking Strategy	Analyze regional parking utilization rates within different urban forms	Regional Growth
Urban Centres and FTDA Targets Update	Review and update Urban Centre and FTDA policy and targets within the Regional Growth Strategy.	Regional Growth
Regional Green Infrastructure Guidelines	Research and prepare guidelines for the development and enhancement of the Regional Green Infrastructure Network	Regional Growth, Environmental Sustainability
Census Bulletins and Custom Data	Prepare bulletins outlining information/data from the most recent census and request custom data runs to assist with analyzing RGS targets.	Regional Growth
Frequent Transit Corridor Study	Undertake a land use and transportation study for a frequent transit corridor in the region to support member jurisdiction initiatives related to planning and transportation.	Regional Growth
Economic and Employment Contribution of Industrial Lands Activities	Update the Economic Impact and Future Importance of Industrial Lands report prepared in 2019 for the Regional Industrial Lands Strategy	Regional Growth
Prepare a regional Labour Force Survey	Study the composition and changing nature of the region's labour force	Regional Growth
2025		
Growth Management and Investment Model	Phase 2 – Integrate the Demographics Component to support updated population, dwelling unit, employment and land use projections.	Regional Growth, Financial Sustainability

		•		
Urban Forestry	Undertake further work related to zoning tools and	Regional Growth,		
Implementation Tools	urban forest support to support municipalities towards achieving regional urban tree canopy targets.	Environmental Sustainability		
Census Bulletins	Prepare bulletins outlining information/data from the most recent census	Regional Growth		
Regional Ecosystem Connectivity Evaluation Climate Scenarios	Exploring the impacts of a changing climate on the region's ecosystems	Climate Change, Environmental Sustainability		
Soil Tracking on Agricultural Lands	Exploring options for developing a pilot project to track soil movement and deposition of fill on the region's agricultural lands	Environmental Sustainability		
Land Use Resilience Best Practice - Flooding	Advance the hazard, risk and vulnerability work to explore flood resilience practices and options, and recommend new approaches for the region	Environmental Sustainability		
2026				
Regional Employment Survey	Complete survey work to understand current trends and land use	Regional Growth		
Frequent Transit Corridor Study	Undertake a land use and transportation study for a frequent transit corridor in the region to support member jurisdiction initiatives related to planning and transportation.	Regional Growth		
Regional Industrial Lands Inventory	Complete Regional Inventory of Industrial Lands in the region.	Regional Growth		
Office in Centres Inventory	4-year update of the Office in Urban Centres Inventory and report	Regional Growth		
2027				
Growth Management and Investment Model	Develop data tool and calibrate information. Large component of this phase will include survey and demographic work.	Regional Growth		
Agricultural Land Use Inventory Update	5-year update of the region's Agricultural Land Use Inventory in partnership with the Ministry of Agriculture	Regional Growth		
Ecosystem Protection and Connectivity	Further work that supports the Regional Green Infrastructure Network and the Sensitive Ecosystem Inventory	Regional Growth		
Land Use and GHG Emissions Study	Explore the connection between GHG emissions and land use densities and form	Regional Growth, Environmental Sustainability		
2028				
Frequent Transit Corridor Study	Undertake a land use and transportation study for a frequent transit corridor in the region to support member jurisdictions and TransLink.	Regional Growth		
Growth Management and Investment Model	Develop data tool and calibrate information. Begin to prepare scenario modelling for the region.	Regional Growth		

#### METRO VANCOUVER DISTRICTS

#### 2024 - 2028 PROJECTED RESERVES - REGIONAL PLANNING

#### **OPERATING RESERVES**

		2023 ENDING	2024 OPENING				2024 ENDING	2025 ENDING	2026 ENDING	2027 ENDING	2028 ENDING
	l	BALANCE	BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE
Regional Planning	\$	218,206	\$ 218,206	\$ -	\$ -	\$ 5,455	\$ 223,661	\$ 229,253	\$ 234,984	\$ 240,859	\$ 246,880

#### **DISCRETIONARY RESERVES**

	2023	2024				2024	2025	2026	2027	2028
	ENDING	OPENING				ENDING	ENDING	ENDING	ENDING	ENDING
	BALANCE	BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE
Regional Planning General Reserve	\$ 2,913,475	\$ 2,913,475	\$ -	\$ (365,000) \$	68,274 \$	2,616,749	\$ 2,408,793	\$ 2,155,138	\$ 1,844,516 \$	1,526,129

#### **ATTACHMENT 5**





manage growth in a way that protects important lands, supports complete, resilient and connected communities, and supports the efficient provision of urban infrastructure.

Page 395 of 491

2

1



- Projections / Data / Land Use Inventories
- Policy Research / Best Practices
- Convene on issues of common interest
- Planning Resource
- Advocacy to other orders of government

Support utility, transportation, and community planning throughout the region

3

# **PERFORMANCE METRICS**

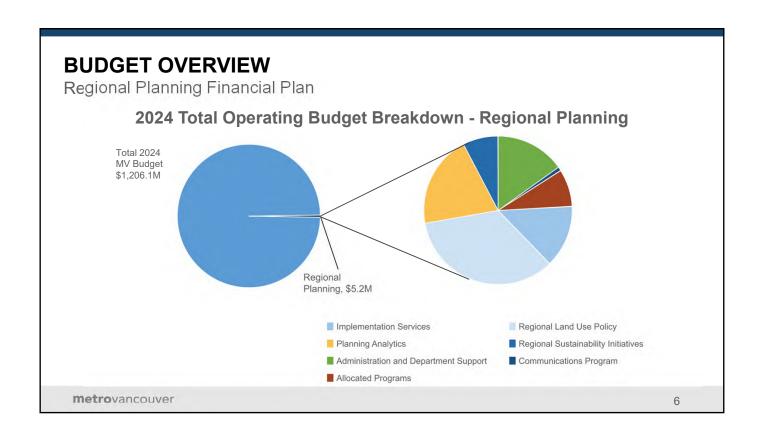
Measure	Past Performance (Average)	Expected Performance 2024 98%			
% of residential growth occurring within the Urban Containment Boundary (UCB)	98%				
% of new dwelling units located within Urban Centres (target = 40%)	39% of growth to Centres; 25% to Transit Corridors	40% of growth to Centres; 28% to Transit Corridors			
No loss of Agricultural, Conservation / Recreation and Industrial lands	Minor conversions	No Net Loss			
		3			

Page 396 of 491 2

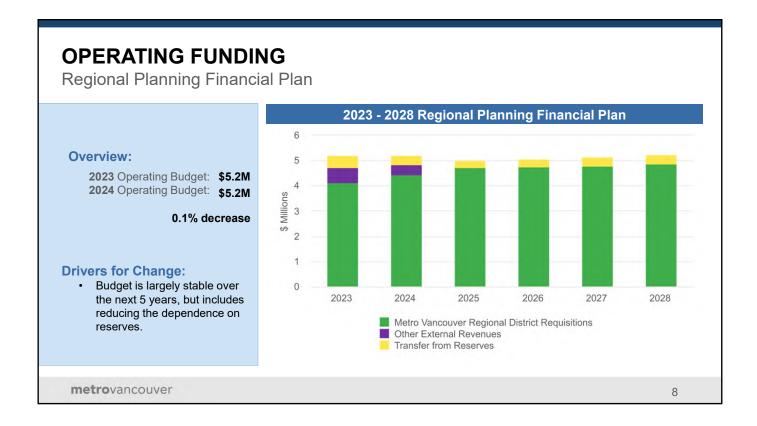
#### **CONTINUOUS IMPROVEMENT**

Regional Planning

Initiative	Outcomes
Metro 2050 Implementation	Metro 2050 sets priorities for improved climate action in the areas of climate resilience, the protection of natural areas, and increasing transit-oriented affordable housing.
Develop closer alignment between Housing Policy and Planning and Regional Planning	To better support the housing strategies included in Goal 4 of Metro 2050, the housing policy and regional planning teams will collaborate and work in closer alignment.
Reduce dependence on consultants for data analytics and modeling work	For ongoing data and modeling work a modified approach is being developed that will be less dependent on consultants and rely more on internal capacity.
Regional Planning Advisory Committee SharePoint site	Building a dedicated site to share planning information among member jurisdictions and other agencies, to facilitate greater collaboration and knowledge sharing.



#### OPERATING EXPENDITURES Regional Planning Financial Plan 2023 - 2028 Regional Planning Financial Plan 6 Overview: 5 2023 Operating Budget: **2024** Operating Budget: \$5.2M 4 3 \$ Millions 0.1% decrease 3 2 **Drivers for Change:** • Budget is mainly a status quo budget. Minor budget decrease 0 0 is related to a reduction in 2023 2024 2025 2026 2027 2028 Sustainability Innovation Fund. Operating Expenditures - Household Impact metrovancouver



#### **OPERATING HIGHLIGHTS**

#### Regional Planning

Budget Year	Initiative
2024-	Urban Centres and FTDA
2025	Targets Update

- Regional Food System
- Strategy Update
- · Climate and Natural Hazard Mitigation Research

· Housing and Transportation Cost Burden Study

- Land Use Climate Resilience Best Practice - Flooding
- Regional Industrial Lands Strategy Implementation

2026-2028

- Ecosystem Protection and Connectivity
- Urban Forestry Implementation Tools
- Growth Management and Investment Model
- · Agriculture Land Use Inventory Update

9

#### REGIONAL PLANNING FINANCIAL PLAN SUMMARY

Regional Planning 2023 - 2028

	2023	2024	2025	2026	2027	2028
Total Expenditures (\$ Millions)	\$5.2	\$5.2	\$5.0	\$5.0	\$5.1	\$5.2
% Change		(0.1%)	(4.1%)	1.0%	1.7%	1.8%
MVRD Requisition (\$ Million)	\$4.1	\$4.4	\$4.7	\$4.7	\$4.8	\$4.9
% Change		7.7%	6.3%	0.2%	0.8%	1.9%
Household Impact (\$)	\$3	\$4	\$4	\$4	\$4	\$4
% Change		5.7%	4.8%	(1.1%)	(0.6%)	0.6%
Prior Cycle Household Impact Change (%)		5.2%	5.3%	0.4%	(0.6%)	N/A

metrovancouver 10

Page 399 of 491



6



To: Water Committee

From: Marilyn Towill, General Manager, Water Services

Date: October 4, 2023 Meeting Date: October 11, 2023

Subject: 2024 - 2028 Financial Plan – Water Services

#### RECOMMENDATION

That the Water Committee endorse the 2024 - 2028 Financial Plan for Water Services as presented in the report dated October 4, 2023, titled "2024 - 2028 Financial Plan – Water Services", and forward it to the Metro Vancouver Board Budget Workshop on October 20, 2023 for consideration.

#### **EXECUTIVE SUMMARY**

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

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

In 2024, the average water rate will increase by 7.6% to \$0.9333 per cubic metre (/m3) (2023 average water rate: \$0.8676/m3). This represents a \$12 (6.7%) increase in the cost to the average regional household to \$189, which is less than the \$192 forecasted for 2024 in the prior year budget.

Metro Vancouver, through the GVWD, continues to provide a reliable source of uninterrupted, high quality drinking water to support the growing region and its economic prosperity. Growing demand for drinking water, system resilience, and infrastructure maintenance are met through robust, proactive capital and operating programs supported by long term planning and monitoring.

#### **PURPOSE**

To present the 2024 - 2028 Financial Plan for Water Services for consideration by the Committee.

Water Committee Regular Meeting Date: October 11, 2023

#### **BACKGROUND**

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

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

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

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

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

This report focuses on the Water Services function and presents the 2024 annual budget and the updated five-year plan for the years 2024 to 2028 for Committee consideration. The updated plan has resulted in a revision of the household impact from Water Services as follows:

Item	2023	2024	2025	2026	2027	2028
2023 Household Impact target	\$177	\$191	\$215	\$240	\$270	
2024 Household Impact target		\$189	\$203	\$214	\$219	\$223
Year-over-year % increase for Water Services		7%	7%	5%	2%	2%
Corporate target from Financial Plan Task Force		12%	11%	5%	5%	

#### WATER SERVICES PROGRAM

The Water Services function comprises 18 member municipalities, one electoral area and one treaty First Nation within Metro Vancouver, serving a population of approximately 2.8 million. Source water is collected from within three protected mountain water supply areas covering approximately

Water Committee Regular Meeting Date: October 11, 2023

60,000 hectares. The system itself comprises six mountain storage lakes, five water supply dams, two major water treatment facilities, over 520 km of large diameter transmission mains, 27 storage reservoirs, 19 pump stations, and eight rechlorination stations. The system treats and distributes an average of 1.0 billion litres of drinking water per day with summer time peak demands increasing to over 1.5 billion litres per day.

Water Services initiatives planned over the next five years are guided by direction provided in the 2022-2026 Board Strategic Plan and in the 2011 Drinking Water Management Plan, specifically:

#### 2022-2026 Board Strategic Plan strategic priorities:

- Ensure financial sustainability and regional affordability by completing a long-term financial plan, which will ensure the long-term serviceability of its assets and funding sources.
- Take climate action to mitigate unavoidable climate impacts while reducing regional greenhouse gas emissions.
- Continue to invest and adapt in resilient services and infrastructure to ensure local communities and organizations can prepare, avoid, absorb, recover and adapt to the effects of shocks and stresses in an efficient manner.
- Continue reconciliation efforts by building and strengthening respectful and reciprocal relationships with local First Nations.

#### Drinking Water Management Plan:

- Provide clean, safe drinking water
- Ensure the sustainable use of water resources
- Ensure the efficient supply of water

The region's population continues to grow and with it total water demand. Anticipated impacts of climate change will also put pressure on the regional water supply. Metro Vancouver is taking a two-pronged approach to planning for the future: the first is to continue promoting water conservation through various plans and campaigns to reduce demand for drinking water. The second is ensuring adequate water supply and appropriate infrastructure are in place.

#### **WORK PLAN PERFORMANCE INDICATORS**

High level performance indicators have been developed across the organization to evaluate trends, determine key actions for the coming year, and to assist in long-term planning. The 2024 Work Plans for Water Services are presented in this report. Within the Water Services Work Plans, 33 performance indicators have been developed and are being tracked. These include:

- Peak per capita water use
- Progress on major and minor capital projects
- Volume of water treated and delivered
- Energy use per unit volume of water treated
- Compliance with treatment operating permit criteria
- Water transmission system leak repairs
- Water samples collected and analyzed
- Continuous improvement dollar savings

#### **CONTINUOUS IMPROVEMENT**

Water Services continues to explore, evaluate and implement continuous improvement opportunities. The department identified numerous opportunities in 2022 and has made progress on many including:

- Completed the earthquake early warning system pilot. Staff will now receive an early warning of any impending significant earthquake, be able to take action to stay safe and mitigate possible system impacts
- Initiated updates to the regional water transmission model to improve growth and resilience planning as well as providing short term forecasting to support daily operations and maintenance
- Moved pipe storage from the U.S. to a local space resulting in \$500,000 in cost savings in 2022 with \$1M more expected in 2023. Resiliency is improved with repair materials being readily available
- Completed construction on the Watershed Centre, a multiuse public educational and office building, in the Lower Seymour Conservation Reserve in summer 2023
- Worked with industry experts to adopt new technology that uses snow survey real-time data resulting in more accurate water supply planning and reduced GHG emissions from helicopter flights
- Finalized the Quality Management System for Drinking Water, which facilitates ongoing reviews and improvements for all aspects of drinking water system operation, and completed the inaugural audit which identified 24 improvement opportunities.
- Replaced 2.6 km of Central Park Main which had the highest leakage rate of all Metro's water mains.

For 2024, some opportunities for continuous improvement have been carried forward and new ones have been added including:

- Enhance water quality monitoring throughout the transmission system by installing improved in-system reservoir sampling equipment and remote data monitoring of re-chlorination stations.
- Initiate the development of a Facility Master Plan to prioritize projects and upgrades within the water system based on updated modelling analysis from growth.
- Continue to incorporate Lean Six Sigma methodology to standardize business practices. For example, reduce lost time incidents and meet AWWA Guidelines for reservoir cleaning and inspection through monthly reporting and investigation.
- Continue formalizing a valve exercising and inspection program and improve documentation using the asset and work management system
- Developing and implementing an ISO 14001 compliant Environmental Management System to improve environmental performance resulting in reduced environmental and regulatory risks and fewer reportable environmental incidents

#### **2024 BUDGET AND 2024 - 2028 FINANCIAL PLAN**

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

Financial Sustainability and Regional Affordability

Water Committee Regular Meeting Date: October 11, 2023

- Climate Action
- Resilient Services and Infrastructure
- Reconciliation
- Housing

Each Metro Vancouver function has Annual Work Plans that include strategic directions, performance indicators and key actions to guide the work for the coming year. Each function also has a "What's Happening" summary that highlights the program highlights for the next five years.

The 2024 - 2028 Water Services Financial Plan is included as Attachment 1. The 2024 Annual Work Plans for Water Services presented in this report are included in Attachment 3 and the "What's Happening" highlights for the years 2024 - 2028 are included in Attachment 4.

#### **Operating Budget Highlights**

The Water Services operating budget is separated into operating programs and funding required to support the expanding capital program (debt service and contribution to capital). In the previous budget cycle it was proposed that the budget would increase by \$34.2 million to \$376.7 million for 2024. It is now proposed to increase by \$28.4 million in 2024 for a total budget of \$374.5 million (Attachment 1). This increase can be attributed to core operating fund increases (\$9.4 million), increases to allocated programs (\$3.1 million), increases to contributions to capital (\$16.7 million) and decreases to debt servicing (-\$0.8 million).

The 2024 financial plan includes increased water sales revenues of approximately \$29.2 million, based on higher summer rates (\$1.2537m3) for June through September and the lower rate of \$0.7119/m3 applying for the rest of the year (equating to an overall average water rate of \$0.9333/m3 compared to 2023 forecast for 2024 of \$0.9456/m3). The differential rates are intended to incentivize conservation efforts in the region and to assist in reducing long term pressures on the Capital Budget.

The 2024 operating budget includes the following key actions:

- Operationalize the new interim Dam Safety Policy to standardize Dam Safety regulatory compliance activities for all departments
- Continue coordination of interagency projects such as the new DFO water supply intake at Capilano Reservoir for the redeveloped hatchery
- Finalize the Climate 2050 Water and Wastewater Infrastructure Roadmap, and develop a Water Utility Climate Action Plan to establish GHG reduction targets and actions
- Continue community wildfire planning with key municipal partners who border the water supply areas, and implement small-scale forest fuel reduction strategies
- Continue collaboration with GVWD members to strengthen regional drinking water conservation and enforcement, reducing pressures on infrastructure development to support population growth

Water Committee Regular Meeting Date: October 11, 2023

Highlights of contracts and consulting assignments anticipated to be undertaken in 2024 to respond to work plan requirements within the operating budget include the following:

- Updates to Drinking Water Management Plan and continue the Drinking Water Conservation Plan Summer Support program to support members with conservation, education and enforcement
- Asset condition assessments
- Development and implementation of an ISO 14001 compliant Environmental Management System in collaboration with Liquid Waste Services
- Reservoir Limnology Program to monitor the chemical, physical and biological parameters of the Capilano, Seymour and Coquitlam source water supply reservoirs
- Tree assessments and site treatments associated with the Water Services Hazard Tree Program
- Contracted laboratories or the BCCDC for the analysis of specialized legislated water quality parameters

#### **Capital Budget Highlights**

The Water Services 2024 - 2028 Capital Plan (Attachment 2) includes \$424.9 million in planned expenditures for 2024 and a total of \$3.0 billion over the five years, with an average of \$605.0 million in capital expenditures per year. There are 143 projects on the five-year plan and the largest nine projects make up more than 50% of the capital spending.

The capital program is funded by a combination of long-term debt, reserves, contributions from the operating budget, external (interagency) contributions and projected, future development cost charges (DCCs) funding growth.

Capital program expenditures over the next five years are largely driven by system expansion to meet the needs of a growing population, upgrades to improve system resiliency, maintenance of aging infrastructure, and opportunities to reduce life-cycle costs for services and/or achieve Board goals such as climate change mitigation. Highlights of capital projects planned or ongoing for 2024 include the following:

- Commence construction: Central Park Main No. 2 (Phase 2), Annacis Main No. 5 (North), and Stanley Park Water Supply Tunnel
- Continue construction: Kennedy Newton Main, Fleetwood Reservoir, Capilano Raw Water Pump Station Back-up Power, Douglas Road Main No. 2 (Still Creek Section), Coquitlam Water Main, Annacis Water Supply Tunnel, and Second Narrows Water Supply Tunnel
- Complete construction: replacement of the Seymour and Capilano Reservoir Dam Safety Booms, and Pebble Hill Reservoir Seismic Upgrade Units 1 & 2

Throughout the capital planning process, staff reviewed project schedules to ensure efficient project timing, deliverability and scope. This exercise was performed in preparing the Water 2024 -2028 Capital Plan and resulted in the deferral of \$311 million in capital expenditures into future years.

#### **Reserve Funds**

The application of reserve funding in Water Services over the 2024-2028 Financial Plan comes from the Sustainability Innovation Fund reserve. In 2024, the financial plan includes \$1,652,000 in

funding from the Water Sustainability Innovation Fund for several sustainability project initiatives approved by the Board being undertaken and a further planned use of \$345,000 in 2025. The 2024 - 2028 Projected Reserves for Water Services is included in Attachment 5.

#### **APPROVAL PROCESS**

The proposed 2024 - 2028 Financial Plan and Annual Work Plan is presented for consideration and endorsement before being forwarded to the Board for consideration.

The next steps of the process are the 2024 - 2028 Financial Plan and Annual Work Plan will be presented for consideration at the Metro Vancouver Board Budget Workshop on October 20, 2023.

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

#### **ALTERNATIVES**

- 1. That the Water Committee endorse the 2024 2028 Financial Plan for Water Services as presented in the report dated October 4, 2023, titled "2024 2028 Financial Plan Water Services", and forward it to the Metro Vancouver Board Budget Workshop on October 20, 2023 for consideration.
- 2. That the Water Committee make recommendations and endorse an amended 2024 2028 Financial Plan for Water Services and forward the amended Financial Plan to the Metro Vancouver Board Budget Workshop on October 20, 2023 for consideration.

#### FINANCIAL IMPLICATIONS

If the Greater Vancouver Water District Board approves the 2024 Budget and endorses the Five-Year Financial Plan for Water Services, as presented under Alternative 1, in 2024, with the increase applied 100% to the Water Rate for June to September, the projected Water Rates would be \$1.2537/m3 for June through September and remain at \$0.7119/m3 for January through May and October through December (average water rate of \$0.9333/m3 compared to 2023 forecast for 2024 of \$0.9456/m3). Revenue from the sale of water is projected to increase by \$29.2 million (8.6%) to \$367.5 million which will generate the majority of the \$374.5 million in total revenue required to offset projected expenditures. The increase in the average water rate represents a \$12 increase in the annual cost to the average regional household to \$189 which is less than the \$192 forecasted for 2024 in the prior year budget. The application of the proposed increase for 2024 to the peak water rate does not have bearing on the budget or the financial plan.

Over the term of the five-year plan, the blended water rate is projected to increase by an average of \$0.0564/m3 with water sales increasing by an average of \$24.2 million per year to provide the required revenue to offset projected expenditures. It is anticipated that the annual cost to the average regional household over the next five years will rise from \$189 in 2024 to \$223 in 2028 representing an average annual increase of \$9. Future budgets will be adjusted based on the success of conservation efforts across the region.

Water Committee Regular Meeting Date: October 11, 2023

#### CONCLUSION

The 2024 Budget and Five-Year Financial Plan for Water Services have been prepared following direction received at the April 19, 2023 Metro Vancouver Board Budget Workshop and to respond to direction provided in the Board Strategic Plan and to support the 2011 Drinking Water Management Plan. It is presented to Committee and Board members to provide overview information on activities and financial impacts for the years 2024 to 2028 for Water Services.

The presentation of the 2024 budget and five-year financial plan for Water Services provides the opportunity for Metro Vancouver to share with its member jurisdictions the proposed capital projects and operating programs, and the financial impact of these projects, over the next five years. The financial plan illustrates how Metro Vancouver proposes to pay for Water investments, notwithstanding additional successes in regional water conservation efforts, that will be required to maintain our assets and to respond to our region's growing population. It is intended to be used as a guiding document for member jurisdictions in the development of their five-year financial plans and includes projections on household impact to demonstrate how the plan will remain affordable for Metro Vancouver residents while keeping pace with our critical infrastructure requirements.

Staff recommend endorsing the 2024 - 2028 Financial Plan and Annual Work Plans for Water Services as presented under Alternative 1.

#### Attachments

- 1. 2024 2028 Water Services Financial Plan
- 2. 2024 2028 Water Services Capital Budget Summary
- 3. 2024 Water Services Work Plans
- 4. 2024 2028 "What's Happening"
- 5. 2024 2028 Projected Reserves Water Services

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# GREATER VANCOUVER WATER DISTRICT WATER SERVICES 2024 BUDGET REVIEW

#### **2024 - 2028 FINANCIAL PLAN**

2024 - 2026 FINANCIAL PLAIN											
	2023 BUDGET	2024 BUDGET	% CHANGE	2025 FORECAST	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE
REVENUES											
Water Sales	\$ 338,337,102	\$ 267 525 244	8.6%	\$ 400,622,928	9.0%	\$427,937,918	6.8%	\$ 444,404,061	3.8%	\$ 459,303,602	3.4%
Other External Revenues		3.479.737	0.0%	3,560,952	9.0%	3,526,265	0.6%	3,553,428	3.0%	3,489,941	3.470
Transfer from DCC Reserves	2,576,682	-, -, -				36,566,198					
	F 0F0 F16	1,823,949		10,908,659		30,300,198		77,363,341		111,822,348	
Transfer from Sustainability Innovation Fund Reserves	5,050,516	1,625,000		345,000		_		_		_	
Transfer from Reserves TOTAL REVENUES	96,000 <b>\$ 346,060,300</b>	\$ 274 462 920	8.2%	\$ 415,437,539	10.9%	\$468,030,381	12.7%	\$ 525,320,830	12.2%	\$ 574,615,891	9.4%
	3 340,000,300	<del>3 374,403,330</del>	0.270	<del>3 413,437,333</del>	10.570	3400,030,301	12.770	<del>3 323,320,030</del>	12.270	3 374,013,031	
EXPENDITURES											
Operating Programs:											
Policy Planning and Analysis	ć 722.000	ć 722.000		ć 722.000		ć 722.000		ć 722.000		ć <b>7</b> 22.000	
Contribution to Sustainability Innovation Reserve	\$ 723,000			\$ 723,000		\$ 723,000		\$ 723,000		\$ 723,000	
Research and Innovation	514,855	716,477		769,899		800,804		1,033,987		1,072,794	
Utility Modeling and Data Analytics	2,083,847	2,334,267		3,175,440		2,643,637		2,660,755		2,752,858	
Utility Policy and Planning	4,791,020	3,323,935		2,685,659		2,305,175		2,516,808		2,610,956	
	8,112,722	7,097,679	(12.5%)	7,353,998	3.6%	6,472,616	(12.0%)	6,934,550	7.1%	7,159,608	3.2%
Engineering and Construction											
Minor Capital Projects	9,992,975	10,718,619		11,429,413		11,988,734		12,348,788		12,686,788	
Infrastructure Operations Support	2,304,108	2,546,667		2,874,188		2,937,319		3,153,438		3,219,254	
Dispatch	133,312	137,664		141,804		145,602		149,464		152,603	
	12,430,395	13,402,950	7.8%	14,445,405	7.8%	15,071,655	4.3%	15,651,690	3.8%	16,058,645	2.6%
Shared and Support Services											
Engineers in Training	377,784	528,011		687,611		706,055		724,736		744,113	
Business & Shared Services Support	1,520,112	1,558,072		2,781,059		2,993,006		3,072,442		3,364,968	
Shared & Utility Services	839,274	216,348		222,129		228,130		234,214		240,518	
Minor Capital Projects	885,627	949,937		1,012,931		1,062,501		1,094,411		1,124,366	
Records Management	112,920	154,748		158,888		163,190		167,548		172,067	
Necords Management	3,735,717	3,407,116	(8.8%)	4,862,618	42.7%	5,152,882	6.0%	5,293,351	2.7%	5,646,032	6.7%
Watershed and Environmental Management	3,733,717	3,407,110	(0.0%)	4,002,010	42.770	3,132,002	0.0%	3,233,331	2.770	3,040,032	0.776
•	12 671 420	15 000 000		15 221 604		15 600 254		16 240 000		16 007 061	
Watershed and Environmental Management	13,671,420	15,008,009 15.008.009	0.00/	15,221,694	1 40/	15,689,254	2.40/	16,349,909	4 20/	16,987,861	2.00/
W. D. C.C.	13,671,420	15,008,009	9.8%	15,221,694	1.4%	15,689,254	3.1%	16,349,909	4.2%	16,987,861	3.9%
Water Dam Safety		2 022 040		2 600 467		2 002 022		4 074 745		4 204 004	
Water Dam Safety		3,922,949		3,608,167		3,883,822		4,074,715		4,281,981	
	-	3,922,949		3,608,167		3,883,822		4,074,715		4,281,981	
Operations and Maintenance											
Drinking Water Residuals	1,260,654	1,278,759		1,314,329		1,350,964		1,388,687		1,427,586	
Lake City Operations	1,027,080	1,058,985		1,099,545		1,129,638		1,233,047		1,315,615	
Maintenance	9,372,262	10,245,375		10,962,146		11,472,652		11,943,544		12,429,596	
SCADA Control Systems	6,075,523	6,912,373		7,360,596		7,793,283		8,118,982		8,452,384	
Secondary Disinfection	1,251,732	1,438,602		1,560,014		1,696,176		1,764,724		1,892,203	
Seymour Capilano Filtration Plant	10,839,293	13,293,245		14,159,068		14,784,514		15,295,988		15,862,386	
Coquitlam Water Treatment Plant	7,498,119	7,914,438		8,436,260		9,053,959		9,454,281		10,051,402	
Energy Management	138,594	156,107		199,797		206,330		212,958		219,613	
Utility Voice Radio	103,802	109,261		118,298		123,774		128,781		133,941	
Water Supply	21,592,200	20,915,815		22,329,548		23,102,588		23,785,338		24,488,993	
	59,159,259	63,322,960	7.0%	67,539,601	6.7%	70,713,878	4.7%	73,326,330	3.7%	76,273,719	4.0%
Interagency Projects and Quality Control	,,	11,122,000	,.	21,303,001		-,. 20,0.0	,	,5=0,000		-,-,-,-	,
Drinking Water Quality Control	3,235,929	3,133,654		3,272,006		3,465,537		3,557,760		3,636,792	
Interagency Projects	581,688	617,670		844,067		879,237		900,677		922,919	
interagency i rojects	3,817,617	3,801,324	(0.4%)	4,166,073	9.6%	4,394,774	5.5%	4,508,437	2.6%	4,609,711	2.2%
Administration and Department Support	2,701,727	2,899,799	7.3%		5.8%		2.7%		5.3%	2.472.424	(4.4%)
				3,069,137		3,151,845		3,318,357		3,1/2,121 591 292	
Communications Program	508,879	644,158	26.6%	539,871	(16.2%)	553,367	2.5%	567,202	2.5%	581,382	2.5%
Allocation of Centralized Support Costs Total Operating Programs	30,462,293 <b>134,600,029</b>	33,335,180 146,842,124	9.4% 9.1%	33,564,476 <b>154,371,040</b>	0.7% 5.1%	33,990,658 <b>159,074,751</b>	1.3% 3.0%	36,171,737 <b>166,196,278</b>	6.4% 4.5%	37,931,644 172,702,704	4.9% 3.9%
Allocation of Project Delivery Cost	3,810,519	4,064,247	6.7%	4,055,229	(0.2%)	4,222,077	4.1%	4,387,078	3.9%	4,520,088	3.0%
Debt Service	83,880,609	83,113,987	(0.9%)	93,163,912	12.1%	112,641,137	20.9%	156,620,994	39.0%	190,853,847	21.9%
Contribution to Capital	123,769,143	140,443,572	13.5%	163,847,358	16.7%	192,092,416	17.2%	198,116,480	3.1%	206,539,252	4.3%
TOTAL EXPENDITURES	\$ 346,060,300		8.2% Page	\$ 415.437.539	10.7%	\$468,030,381	12.7%	\$ 525,320,830	12.2%	\$ 574,615,891	9.4%
			1 45	<del>, 103 01 13</del>	1						
Blended Water Rate (\$/m3)	\$ 0.8676	\$ 0.9333	7.6%	\$ 1.0160	8.9%	\$ 1.0812	6.4%	\$ 1.1188	3.5%	\$ 1.1494	2.7%

# GREATER VANCOUVER WATER DISTRICT CAPITAL PORTFOLIO WATER SERVICES 2024 CAPITAL BUDGET AND 2024 - 2028 CAPITAL PLAN

	CAPITAL BUDGET FOR APPROVAL	2024 CAPITAL CASH FLOW	2025 CAPITAL CASH FLOW	2026 CAPITAL CASH FLOW	2027 CAPITAL CASH FLOW	2028 CAPITAL CASH FLOW	2024 TO 2028 TOTAL CAPITAL CASH FLOW	ACTIVE PHASE	PRIMARY DRIVER
CAPITAL EXPENDITURES									
Water Mains									
37th Avenue Main No. 2 (Rupert Street to Little Mountain Reservoir)	1,150,000	-	-	-	-	500,000	500,000	Design	Maintenance
Angus Drive Main	30,700,000	50,000	-	-	-	_	50,000	Construction	Growth
Angus Drive Turbine	-	_	-	_	-	50,000	50,000	Not Started	Opportunity
Annacis Main No. 2 - Queensborough Crossover Improvement	1,200,000	50,000	-	-	-	-	50,000	Construction	Maintenance
Annacis Main No. 2 and Barnston Island Main Online Chlorine and pH Analyzers	1,200,000	700,000	-	-	-	-	700,000	Construction	Upgrade
Annacis Main No. 3 BHP Potash Facility Pipe Protection	600,000	50,000	500,000	-	-	-	550,000	Construction	Maintenance
Annacis Main No. 5 (North)	81,100,000	1,500,000	20,500,000	20,000,000	10,300,000	13,200,000	65,500,000	Construction	Growth
Annacis Main No. 5 (South)	80,950,000	5,100,000	18,000,000	18,000,000	7,600,000	4,000,000	52,700,000	Construction	Growth
Annacis Water Supply Tunnel*	482,100,000	76,000,000	65,000,000	54,500,000	50,000,000	10,000,000	255,500,000	Construction	Growth
Burnaby Mountain Main No. 2	2,300,000	600,000	600,000	2,600,000	5,000,000	6,500,000	15,300,000	Design	Maintenance
Cambie-Richmond Water Supply Tunnel*	62,800,000	6,100,000	10,000,000	14,150,000	19,680,000	94,850,000	144,780,000	Design	Resilience
Central Park Main No. 2 (10th Ave to Westburnco)	4,750,000	1,500,000	3,500,000	10,000,000	7,000,000	6,500,000	28,500,000	Construction	Maintenance
Central Park Main No. 2 (Patterson to 10th Ave)	109,100,000	10,350,000	17,000,000	17,000,000	3,000,000	9,000,000	56,350,000	Construction	Maintenance
Clayton Langley Main No. 2	1,900,000	500,000	400,000	1,000,000	5,000,000	3,800,000	10,700,000	Design	Resilience
Coquitlam Water Main*	293,700,000	95,200,000	89,000,000	143,000,000	142,000,000	199,000,000	668,200,000	Multiple	Growth
Douglas Road Main No. 2 (Flow Meter 169) Replacement	2,000,000	500,000	750,000	_	-	_	1,250,000	Construction	Maintenance
Douglas Road Main No. 2 (Vancouver Heights Section)	21,450,000	450,000	-	_	-	-	450,000	Construction	Maintenance
Douglas Road Main No. 2 Still Creek	60,050,000	11,050,000	5,000,000	6,400,000	-	-	22,450,000	Construction	Maintenance
Douglas Road Main Protection	1,500,000	550,000	150,000	_	-	-	700,000	Construction	Maintenance
Haney Main No. 4 (West Section)	1,900,000	750,000	2,850,000	3,500,000	9,000,000	20,000,000	36,100,000	Multiple	Growth
Haney Water Supply Tunnel*	50,250,000	1,750,000	8,050,000	11,000,000	14,750,000	7,000,000	42,550,000	Design	Resilience
Improvements to Capilano Mains No. 4 and 5	2,700,000	250,000	1,750,000	500,000	-	_	2,500,000	Construction	Maintenance
Kennedy Newton Main	166,350,000	17,100,000	15,000,000	14,600,000	5,000,000	13,200,000	64,900,000	Construction	Growth
Lulu Island - Delta Main - Scour Protection Phase 2	250,000	50,000	2,550,000	850,000	50,000	_	3,500,000	Design	Maintenance
Lulu-Delta Water Supply Tunnel*	5,000,000	1,250,000	3,000,000	4,500,000	4,000,000	54,000,000	66,750,000	Definition	Maintenance
Lynn Valley Road Main No. 2	650,000	-	-	-	50,000	550,000	600,000	Design	Maintenance
Lynn Valley Road Main, Seymour Main No. 3 & Seymour Main No. 4 Aerial Crossings Rehabilitation	4,200,000	2,270,000	-	-	-	-	2,270,000	Construction	Maintenance
Maple Ridge Main West Lining Repairs	5,900,000	50,000	2,500,000	2,800,000	350,000	_	5,700,000	Construction	Maintenance
Newton Reservoir Connection	850,000	450,000	1,100,000	2,500,000	4,200,000	7,000,000	15,250,000	Design	Growth
Palisade Outlet Works Rehabilitation	2,200,000	900,000	900,000	4,000,000	3,000,000	2,000,000	10,800,000	Construction	Maintenance
Port Mann Main No. 2 (South)	41,100,000	3,050,000	3,000,000	-	-	1,000,000	7,050,000	Multiple	Growth

	CAPITAL BUDGET FOR APPROVAL	2024 CAPITAL CASH FLOW	2025 CAPITAL CASH FLOW	2026 CAPITAL CASH FLOW	2027 CAPITAL CASH FLOW	2028 CAPITAL CASH FLOW	2024 TO 2028 TOTAL CAPITAL CASH FLOW	ACTIVE PHASE	PRIMARY DRIVER
Port Mann No. 1 South Section Decommissioning	550,000	350,000	350,000	600,000	-	-	1,300,000	Design	Maintenance
Port Moody Main No. 1 Christmas Way Relocation	2,350,000	100,000	2,150,000	_	-	_	2,250,000	Construction	Maintenance
Port Moody Main No. 3 Scott Creek Section	28,000,000	2,000,000	10,500,000	13,000,000	7,000,000	9,000,000	41,500,000	Construction	Maintenance
Queensborough Main Royal Avenue Relocation	7,500,000	100,000	100,000	7,200,000	-	_	7,400,000	Construction	Maintenance
Rehabilitation of AN2 on Queensborough Bridge	3,850,000	470,000	-	_	-	_	470,000	Construction	Maintenance
Relocation and Protection for MOTI Expansion Project Broadway	8,900,000	100,000	100,000	8,500,000	-	_	8,700,000	Construction	Maintenance
Relocation and Protection for MOTI George Massey Crossing Replacement	2,450,000	100,000	100,000	100,000	300,000	50,000	650,000	Construction	Maintenance
Relocation and Protection for Translink Expansion Project Surrey Langley SkyTrain	6,600,000	100,000	100,000	100,000	100,000	6,150,000	6,550,000	Construction	Maintenance
Sapperton Main No. 1 New Line Valve and Chamber	3,850,000	50,000	-	_	-	_	50,000	Construction	Upgrade
Sapperton Main No. 2 North Road Relocation and Protection	6,500,000	6,400,000	-	_	-	_	6,400,000	Construction	Maintenance
Scour Protection Assessments and Construction General	4,000,000	150,000	1,000,000	_	650,000	_	1,800,000	Construction	Resilience
Second Narrows Crossing 1 & 2 (Burrard Inlet Crossing Removal)*	2,000,000	-	-	_	800,000	700,000	1,500,000	Design	Maintenance
Second Narrows Water Supply Tunnel*	468,550,000	25,000,000	15,000,000	10,000,000	10,000,000	42,637,000	102,637,000	Construction	Resilience
Seymour Main No. 2 Joint Improvements	7,100,000	100,000	2,000,000	2,000,000	1,750,000	1,500,000	7,350,000	Construction	Resilience
Seymour Main No. 5 III ( North )	26,600,000	2,100,000	5,000,000	5,000,000	4,900,000	15,000,000	32,000,000	Design	Resilience
South Delta Main No. 1 - Ferry Road Check Valve Replacement	600,000	100,000	-	_	-	_	100,000	Construction	Maintenance
South Fraser Storage Yard	500,000	250,000	750,000	2,000,000	1,000,000	5,000,000	9,000,000	Design	Maintenance
South Surrey Main No. 1 Nickomekl Dam Relocation	7,100,000	3,600,000	2,100,000	1,000,000	-	_	6,700,000	Construction	Maintenance
South Surrey Main No. 2	2,000,000	800,000	1,400,000	5,000,000	8,500,000	24,500,000	40,200,000	Design	Growth
South Surrey Main No. 2 Nickomekl Dam Prebuild	2,000,000	1,000,000	500,000	_	-	_	1,500,000	Construction	Growth
South Surrey Supply Main (Serpentine River) Bridge Support Modification	1,350,000	50,000	_	_	_	_	50,000	Construction	Maintenance
Stanley Park Water Supply Tunnel*	395,000,000	26,075,000	45,000,000	67,500,000	52,500,000	70,000,000	261,075,000	Construction	Maintenance
Tilbury Junction Chamber Valves Replacement with Actuators	5,600,000	200,000	_	_	_	_	200,000	Construction	Upgrade
Tilbury Main North Fraser Way Valve Addition	3,100,000	1,500,000	500,000	-	_	-	2,000,000	Construction	Maintenance
Water Chamber Improvements and Repairs	2,000,000	250,000	200,000	-	-	-	450,000	Construction	Maintenance
Water Meter Upgrades	22,400,000	2,000,000	2,000,000	2,500,000	1,900,000	1,500,000	9,900,000	Construction	Upgrade
Water Optimization - Instrumentation	39,050,000	1,200,000	1,250,000	2,750,000	6,500,000	7,250,000	18,950,000	Multiple	Upgrade
Whalley Kennedy Main No. 2	2,900,000	300,000	1,300,000	1,700,000	2,000,000	2,000,000	7,300,000	Design	Growth
Whalley Main	31,800,000	50,000	-	-	-	-	50,000	Construction	Growth
otal Water Mains	\$2,614,100,000	\$312,615,000	\$362,500,000	\$459,850,000	\$387,880,000	\$637,437,000	\$2,160,282,000	•	

	CAPITAL BUDGET FOR APPROVAL	2024 CAPITAL CASH FLOW	2025 CAPITAL CASH FLOW	2026 CAPITAL CASH FLOW	2027 CAPITAL CASH FLOW	2028 CAPITAL CASH FLOW	2024 TO 2028 TOTAL CAPITAL CASH FLOW	ACTIVE PHASE	PRIMARY DRIVER
Pump Stations									
Barnston/Maple Ridge Pump Station - Back-up Power	\$ 16,000,000	\$ 2,100,000	\$ 100,000	\$ 650,000	\$ 2,100,000	\$ 2,850,000	\$ 7,800,000	Construction	Resilience
Barnston/Maple Ridge Pump Station Power Generation	2,900,000	_	_	_	_	200,000	200,000	Construction	Opportunity
Burnaby Mountain Pump Station No. 2	1,300,000	400,000	1,400,000	3,500,000	3,500,000	15,000,000	23,800,000	Design	Maintenance
Cape Horn Pump Station No. 3	29,050,000	2,500,000	5,100,000	3,000,000	32,000,000	70,000,000	112,600,000	Design	Growth
Capilano Raw Water Pump Station - Back-up Power	81,000,000	21,000,000	21,000,000	7,000,000	8,000,000	-	57,000,000	Construction	Resilience
Capilano Raw Water Pump Station Bypass PRV Upgrades	3,800,000	1,950,000	700,000	_	_	_	2,650,000	Construction	Maintenance
Central Park WPS Starters Replacement	20,000,000	5,000,000	5,000,000	4,000,000	3,000,000	_	17,000,000	Construction	Maintenance
Grandview Pump Station Improvements	4,500,000	1,500,000	1,000,000	_	-	_	2,500,000	Construction	Resilience
Newton Pump Station No. 2	82,550,000	9,450,000	21,000,000	10,000,000	4,000,000	13,000,000	57,450,000	Construction	Growth
Pebble Hill Pump Station Seismic Upgrade	_	_	150,000	350,000	1,000,000	1,000,000	2,500,000	Not Started	Resilience
Westburnco Pump Station - Back-up Power	3,800,000	1,500,000	4,600,000	14,000,000	14,000,000	8,000,000	42,100,000	Design	Resilience
Westburnco Pump Station No. 2 VFD Replacements	3,050,000	1,100,000	_	_	_	_	1,100,000	Construction	Maintenance
Total Pump Stations	\$ 247,950,000	\$ 46,500,000	\$ 60,050,000	\$ 42,500,000	\$ 67,600,000	\$110,050,000	\$ 326,700,000	-	
Reservoirs								<u>-</u> '	
Burnaby Mountain Tank No. 2 and No. 3	\$ 6,750,000	\$ 990,000	\$ 2,450,000	\$ 2,460,000	\$ 7,500,000	\$ 19,800,000	\$ 33,200,000	Design	Resilience
Cape Horn Reservoir Condition Assessment and Structural Repair	500,000	250,000	1,100,000	1,000,000		_	2,350,000	•	Maintenance
Capilano Energy Recovery Facility 66" PRV Replacement	_	_	1,450,000	350,000	3,500,000	3,500,000		Not Started	Maintenance
Capilano Energy Recovery Facility Operational Upgrades	1,800,000	750,000	450,000	300,000	_	-	1,500,000	Construction	Maintenance
Central Park Reservoir Structural Improvements	_	_	400,000	1,700,000	1,200,000	_	3,300,000	Not Started	Maintenance
Clayton Reservoir	25,750,000	50,000	_	_	_	_	50,000	Construction	Resilience
Dechlorination for Reservoir Overflow and Underdrain Discharges	2,700,000	1,000,000	1,000,000	_	_	_	2,000,000	Construction	Maintenance
Fleetwood Reservoir	58,850,000	16,500,000	3,700,000	3,700,000	_	_	23,900,000	Construction	Growth
Grandview Reservoir Unit No. 2	_	_	400,000	800,000	1,400,000	1,000,000	3,600,000	Not Started	Growth
Hellings Tank No. 2	15,950,000	400,000	3,800,000	2,390,000	2,000,000	_	8,590,000	Construction	Growth
Kersland Reservoir No. 1 Structural Improvements	5,500,000	500,000	_	_	_	_	500,000	Construction	Maintenance
Pebble Hill Reservoir No. 3 Seismic Upgrade	500,000	50,000	_	_	_	_	50,000	Design	Resilience
Pebble Hill Reservoir Seismic Upgrade	12,350,000	500,000	_	_	_	_	500,000	Construction	Resilience
Reservoir Isolation Valve Automation	6,450,000	550,000	1,250,000	1,550,000	1,000,000	_	4,350,000	Construction	Resilience
Reservoir Sampling Kiosks - Multi Location	1,300,000	350,000	400,000	200,000	_	_	950,000	Construction	Upgrade
Reservoir Structural Preliminary Assessments	3,200,000	1,200,000	1,500,000	_	_	_	2,700,000	Definition	Maintenance
Sasamat Reservoir Refurbishment	400,000	250,000	700,000	1,300,000	500,000	_	2,750,000		Maintenance
Sunnyside Reservoir Units 1 and 2 Seismic Upgrade	8,000,000	100,000	2,500,000	7,000,000	3,500,000	_		Construction	Resilience
Vancouver Heights System Resiliency Improvements	2,500,000	450,000	750,000	500,000	-	_	1,700,000		Resilience
Total Reservoirs		-			\$ 20,600,000	\$ 24.300,000	\$ 113,890,000	•	

	CAPITAL BUDGET FOR APPROVAL	2024 CAPITAL CASH FLOW	2025 CAPITAL CASH FLOW	2026 CAPITAL CASH FLOW	2027 CAPITAL CASH FLOW	2028 CAPITAL CASH FLOW	2024 TO 2028 TOTAL CAPITAL CASH FLOW	ACTIVE PHASE	PRIMARY DRIVER
Treatment Plants									
Coquitlam Intake Tower Seismic Upgrade	\$ 2,500,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000	Design	Resilience
Coquitlam Lake Water Supply*	160,750,000	14,000,000	24,000,000	37,000,000	47,400,000	97,700,000	220,100,000	Multiple	Growth
Critical Control Sites - Back-Up Power	-	_	_	300,000	400,000	500,000	1,200,000	Not Started	Resilience
CWTP CO2 System Improvements	750,000	500,000	250,000	1,500,000	1,500,000	_	3,750,000	Design	Maintenance
CWTP Mobile Disinfection System	900,000	500,000	1,500,000	500,000	-	_	2,500,000	Construction	Upgrade
CWTP Ozone Back-up Power	-	_	500,000	800,000	1,500,000	4,000,000	6,800,000	Not Started	Resilience
CWTP Ozone Generation Upgrades for Units 2 & 3	7,500,000	1,000,000	_	-	-	_	1,000,000	Construction	Upgrade
CWTP Ozone Sidestream Pipe Heat Trace and Insulation	900,000	150,000	_	-	-	_	150,000	Construction	Maintenance
CWTP Ozone Sidestream Pump VFD Replacement	1,400,000	500,000	200,000	-	-	_	700,000	Construction	Maintenance
CWTP Temporary Water Supply	600,000	_	_	-	-	400,000	400,000	Design	Maintenance
Online Chlorine and pH Analyzers	2,500,000	1,400,000	700,000	-	-	500,000	2,600,000	Multiple	Upgrade
SCADA Moscad Server & ICS Historian Expansion & Partitioning	1,500,000	1,500,000	_	-	-	_	1,500,000	Construction	Maintenance
SCFP Additional Pre-Treatment	_	_	_	1,000,000	7,300,000	17,000,000	25,300,000	Not Started	Upgrade
SCFP Centralized Compressed Air System	1,900,000	1,350,000	_	-	-	_	1,350,000	Construction	Maintenance
SCFP Clearwell Baffle Replacement	600,000	250,000	1,350,000	1,000,000	1,000,000	3,300,000	6,900,000	Multiple	Maintenance
SCFP Clearwell Membrane Replacement	1,800,000	600,000	600,000	5,900,000	5,500,000	5,000,000	17,600,000	Design	Maintenance
Improve Accessibility	800,000	500,000	6,000,000	2,000,000	1,000,000	-	9,500,000	Design	Maintenance
SCFP OMC Building Expansion	1,100,000	500,000	300,000	1,500,000	1,500,000	-	3,800,000	Design	Maintenance
SCFP Polymer System Upgrade	4,650,000	1,000,000	-	-	-	-	1,000,000	Construction	Maintenance
SCFP SCADA/ICS Controller Replacement	2,400,000	1,200,000	_	-	_	_	1,200,000	Design	Maintenance
Total Treatment Plants	\$ 192,550,000	\$ 25,050,000	\$ 35,400,000	\$ 51,500,000	\$ 67,100,000	\$128,400,000	\$ 307,450,000	_	
Others									
Beach Yard Facility - Site Redevelopment	\$ -	\$ -	\$ 500,000	\$ 1,000,000	\$ 1,500,000	\$ 8,500,000	\$ 11,500,000	Not Started	Maintenance
Capilano Raw Water Pump Station VFD Upgrades	2,600,000	300,000	2,200,000	1,200,000	_	_	3,700,000	Construction	Maintenance
Capilano Reservoir and Seymour Reservoir Dam Safety Boom Replacement	3,700,000	500,000	_	_	_	_	500,000	Construction	Maintenance
Capilano Watershed Bridge Replacements - Crown Creek and Capilano River	_	_	_	95,000	200,000	1,000,000	1,295,000	Not Started	Maintenance
Capilano Watershed Security Gatehouse	5,700,000	1,800,000	1,700,000	600,000	_	-	4,100,000	Construction	Maintenance
CLD & SFD Fasteners Replacement & Coating Repairs	2,350,000	50,000	-	-	-	-	50,000	Construction	Maintenance
CLD and SFD Lead Paint Removal, Surface Crack Injection and General Corrosion Mitigation	500,000	500,000	500,000	500,000	_	_	1,500,000	Construction	Maintenance
Cleveland Dam - Lower Outlet HBV Rehabilitation	4,900,000	250,000	_	_	_	_		Construction	Maintenance
Cleveland Dam Drumgate Seal Replacement	1,300,000	500,000	500,000	_	_	_		Construction	Maintenance

	CAPITAL BUDGET FOR APPROVAL	2024 CAPITAL CASH FLOW	2025 CAPITAL CASH FLOW	2026 CAPITAL CASH FLOW	2027 CAPITAL CASH FLOW	2028 CAPITAL CASH FLOW	2024 TO 2028 TOTAL CAPITAL CASH FLOW	ACTIVE PHASE	PRIMARY DRIVER
Cleveland Dam Lower Outlet Trashrack Replacement and Debris Removal	_	_	_	500,000	500,000	1,500,000	2,500,000	Not Started	Maintenance
Cleveland Dam Power Resiliency Improvements	1,700,000	700,000	800,000	_	_	_	1,500,000	Construction	Resilience
Cleveland Dam Public Warning System and Enhancements	10,000,000	1,750,000	2,000,000	2,750,000	_	_	6,500,000	Construction	Maintenance
Cleveland Dam Seismic Stability Evaluation	800,000	400,000	-	_	_	_	400,000	Design	Resilience
Cleveland Dam Spillway Resurfacing	-	-	-	400,000	1,000,000	3,000,000	4,400,000	Not Started	Maintenance
Facilities O&M Documentation Development	2,000,000	1,000,000	500,000	-	-	_	1,500,000	Design	Resilience
Lake City HVAC Upgrade	900,000	400,000	800,000	-	-	_	1,200,000	Construction	Resilience
Loch Lomond Formalized Spillway Design and Construction	-	_	-	-	-	50,000	50,000	Not Started	Maintenance
Loch Lomond Outlet Works Rehabilitation	450,000	250,000	200,000	500,000	200,000	200,000	1,350,000	Design	Resilience
Lower Seymour Conservation Reserve Learning Lodge Replacement	5,050,000	50,000	_	_	_	_	50,000	Construction	Upgrade
Microbiology Laboratory Expansion	500,000	250,000	650,000	1,400,000	3,000,000	250,000	5,550,000	Design	Maintenance
Newton Rechlorination Station No. 2	_	_	400,000	1,050,000	1,100,000	2,500,000	5,050,000	Not Started	Maintenance
Pitt River Rechlorination Station Reconstruction	_	_	500,000	1,200,000	1,800,000	1,500,000	5,000,000	Not Started	Maintenance
Rechlorination Sites - Back-Up Power	_	_	_	_	_	300,000	300,000	Not Started	Resilience
Rechlorination Station SHS Storage Tank Replacement	1,200,000	100,000	_	_	_	_	100,000	Construction	Maintenance
Rechlorination Station Upgrades	5,300,000	2,000,000	1,800,000	1,000,000	6,000,000	6,000,000	16,800,000	Design	Maintenance
Rice Lake Dams Rehabilitation	3,000,000	900,000	1,200,000	600,000	_	_	2,700,000	Construction	Maintenance
Seymour Falls Dam Public Warning System	10,000,000	1,250,000	2,500,000	3,000,000	3,000,000	_	9,750,000	Construction	Maintenance
Seymour Falls Dam Seismic Stability Assessment	1,800,000	750,000	1,800,000	1,000,000	1,000,000	2,500,000	7,050,000	Definition	Resilience
South Fraser Works Yard	71,000,000	2,500,000	5,000,000	5,000,000	5,500,000	_	18,000,000	Design	Maintenance
Water Utilities SLC Control System Upgrades Phase 1	3,000,000	600,000	600,000	600,000	600,000	600,000	3,000,000	Construction	Maintenance
Total Others	\$ 137,750,000	\$ 16,800,000	\$ 24,150,000	\$ 22,395,000	\$ 25,400,000	\$ 27,900,000	\$ 116,645,000		
TOTAL CAPITAL EXPENDITURES	\$3,344,850,000	\$424,855,000	\$503,950,000	\$599,495,000	\$568,580,000	\$928,087,000	\$3,024,967,000	• •	
CAPITAL FUNDING									
New External Borrowing	\$ 727,433,000	\$147,322,000	\$127,217,000	\$ 77,380,000	\$ 44,137,000	\$261,809,000	\$ 657,865,000		
New Borrowing funded by DCC	1,506,113,000	83,944,000	201,189,000	307,478,000	320,927,000	448,539,000	1,362,077,000		
Direct DCC Application	40,688,000	36,797,000	-	-	-	-	36,797,000		
Contribution to Capital	996,321,000	140,444,000	163,847,000	192,092,000	198,116,000	206,539,000	901,038,000		
Reserve	27,644,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	25,000,000		
External Funding - Interagency	46,651,000	11,348,000	6,697,000	17,545,000	400,000	6,200,000	42,190,000	_	
Total	\$3,344,850,000	\$424,855,000	\$503,950,000	\$599,495,000	\$568,580,000	\$928,087,000	\$3,024,967,000	_	

	CAPITAL BUDGET FOR APPROVAL	2024 CAPITAL CASH FLOW	2025 CAPITAL CASH FLOW	2026 CAPITAL CASH FLOW	2027 CAPITAL CASH FLOW	2028 CAPITAL CASH FLOW	2024 TO 2028 TOTAL CAPITAL CASH FLOW	ACTI PHAS
MMARY BY DRIVER								
Growth	\$1,564,600,000	\$244,200,000	\$275,650,000	\$319,690,000	\$325,400,000	\$475,600,000	\$1,640,540,000	
Maintenance	889,050,000	105,115,000	142,600,000	193,595,000	130,550,000	222,050,000	793,910,000	
Resilience	798,950,000	68,090,000	79,850,000	79,260,000	96,930,000	203,937,000	528,067,000	
Upgrade	89,350,000	7,450,000	5,850,000	6,950,000	15,700,000	26,250,000	62,200,000	
Opportunity	2,900,000	-	-	-	-	250,000	250,000	
Total	\$3,344,850,000	\$424,855,000	\$503,950,000	\$599,495,000	\$568,580,000	\$928,087,000	\$3,024,967,000	

^{*} 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.



### Water Services Watersheds & Environment

#### **Description of Services**

Water Services provides high quality drinking water to the Metro Vancouver region through the Greater Vancouver Water District. The Watersheds & Environment Division protects and maintains 60,000 hectares of GVWD water supply lands and associated infrastructure surrounding the three primary source reservoirs of Capilano, Seymour, and Coquitlam. The division also oversees the Environmental Management System and various environmental programs and initiatives for the drinking water utility. Technical and field staff in this area undertake a breadth of work ranging from collection of reservoir and potable water samples, fisheries management, environmental protection and watershed management activities including security, road and infrastructure maintenance, wildfire response for both GVWD lands and GVRD Regional Parks and public education on the region's water supply.

#### **Alignment of Strategic Directions and High Level Goals**

**Board Strategic Plan** 

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

#### **Drinking Water Management Plan**

- Goal 1 Provide clean, safe drinking water
- Goal 2 Ensure the sustainable use of water resources

Indicator	Historical and/or Industry Benchmark	Current Performance	2024 Performance Objective
Annual participants in water education	MV 3-year average	2023 YTD	6,000
tours and K-12 school programs	(2020-2022): 6,731	(May): 3,000	
conducted in person and virtually.	2020: 3,802		
	2021: 8,880	Objective 6,000	
	2022: 7,513		
Number of days the water supply areas	MV 3-year average	2023 YTD	31
are in high or extreme fire hazard	(2020-2022): 31	3 (May)	
	2020: 12		
*Objective will equal 3 year average	2021: 52	Objective: 29	
	2022: 29		

#### **2024 Key Actions**

- Complete replacement of the dam safety booms in Capilano and Seymour Reservoirs.
- Continue work with Strategic Municipal Partners and their Community Wildfire Protection Plans; seeking joint opportunities to conduct forest fuels mitigation work.
- Complete preparation required to seek ISO Certification of the GVWD Environmental Management System in 2025.
- Complete 10 Year Salmon Action Plan SIF Project jointly with LWS, Regional Parks and Regional Planning.



### WATER SERVICES Policy, Planning and Analysis

#### **Description of Services**

Water Services provides high quality drinking water to the Metro Vancouver region through the Greater Vancouver Water District. The Policy, Planning, and Analysis division provides policy development and coordination; conducts infrastructure analysis and planning; develops and implements the *Drinking Water Management Plan*; leads regional water conservation efforts through the *Drinking Water Conservation Plan*; implements key components of the *Joint Water Use Plan* for the Capilano and Seymour Watersheds; supports the water metering network; and ensures QA/QC on water billing and issues monthly bills.

#### **Alignment of Strategic Directions and High Level Goals**

**Board Strategic Plan** 

- Ensure that our services and infrastructure are able to meet the needs of a growing population.
- Ensure that all services and infrastructure anticipate and meet regulatory requirements, and that the organization is responsive to legislative change.
- Deliver utility and regional services in a way that ensures affordability for residents and long-term financial sustainability for the organization, using sound fiscal policies that balance the organization's long-term financial health while maintaining affordability for regional ratepayers.
- Engage with members on processes and initiatives that contribute to an effective and well-functioning organization.
- Proactively work to respond to the climate emergency by preparing for the impacts of climate change and accelerating reductions in greenhouse gas emissions.
- Continue to make investments and adaptations in service areas to ensure that our communities and
  organizations can prepare, avoid, absorb, recover, and adapt to the effects of shocks and stresses in
  an efficient manner.

#### **Drinking Water Management Plan**

- Goal 1 Provide clean, safe drinking water
- Goal 2 Ensure the sustainable use of water resources
- Goal 3 Ensure the efficient supply of water

Indicator	Historical and/or Industry Benchmark	Current Performance	2024 Performance Objective
Peak day per capita water use (litres/c/day)	MV 5-year average (2018 - 2022): 609 2018: 660 2019: 560 2020: 600 2021: 651 2022: 573	2023 Objective: 592	577
Average day per capita water use (litres/c/day)	MV 5-year average (2018 - 2022): 410 2018: 430 2019: 418 2020: 401 2021: 405 2022: 394	2023 Objective: 374	373
Annual volume of drinking water sales (ML)	MV 5-year average (2018 - 2022): 386,400 2018: 389,800 2019: 383,400 2020: 378,700 2021: 392,000 2022: 388,600	2023 Jan - Jul: 234,936 2023 Objective: 389,000	393,000

#### **2024 Key Actions**

#### **Utility Planning and Policy**

- Continue development of an updated *Drinking Water Management Plan*.
- Continue to implement the *Joint Water Use Plan* for the Capilano and Seymour Watersheds, including coordination of monitoring and reporting to the regulatory agencies.
- In partnership with Liquid Waste Services, develop the Climate 2050 Infrastructure Roadmap.
- Support GVWD members with implementation of Metro Vancouver's *Drinking Water Conservation Plan*.
- Update the Transfer of Water Facilities Policy and continue development of an accompanying process.
- Continue development of a Drinking Water Stress Index.
- Initiate assessment of the feasibility of producing green hydrogen from hydropower at Cleveland Dam.
- Continue a feasibility study to optimize energy use in the transmission system.
- Continue work on the regional equity and affordability of drinking water.

#### **Utility Modelling and Data Analytics**

- Complete the new Regional Water Transmission Hydraulic Model.
- Complete hydrological models for the Capilano and Seymour watersheds.
- Lead the implementation of the updated Peak Day Demand Methodology for the water transmission system.
- Initiate the Water Facility Master Plan.
- Initiate Phase 2 of the Smart Water Foundation project (Data Analysis Platform).
- Initiate the 2023 Water Use by Sector Report.
- Continue to provide system planning and analysis support to O&M, E&C, and PDE projects.
- Continue the Capital Water Meter Upgrades Program.
- Continue the water demand forecasting process for Finance and rate updates.
- Initiate the Regional Water Audit project.



#### WATER SERVICES

#### **Engineering and Construction**

#### **Description of Services**

Water Services provides high quality drinking water to the Metro Vancouver region through the Greater Vancouver Water District. The Engineering and Construction division provides delivery of water infrastructure projects, including water mains, reservoirs, pump stations and water treatment facilities and also provides shared construction and dispatch services.

#### **Alignment of Strategic Directions and High Level Goals**

**Board Strategic Plan** 

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

#### Drinking Water Management Plan

- Goal 1 Provide clean, safe drinking water
- Goal 2 Ensure the sustainable use of water resources
- Goal 3 Ensure the efficient supply of water

Indicator	Historical and/or Industry Benchmark	Current Performance (as of August 2023)	2024 Performance Objective
Percent of GVWD Capital Program Expenditures Achieved:	3 year average (2020 – 2022): 59% 2020: 63% 2021: 50% 2022: 63%	YTD: 34.5% Objective: 67%	80%
Percent of Minor Capital Program Expenditures Achieved:	3 year average (2020 – 2022): 78% 2020: 57% 2021: 98% 2022: 80%	YTD: 53.6% Objective: 67%	100%
Percent of project complete:			
Kennedy Newton Main (Phase 3) – Construction	n/a	40%	60%
Annacis Main No. 5 (North) – Construction	n/a	0%	10%
Capilano Raw Water Pump Station Backup Power – Construction	n/a	40%	70%
Fleetwood Reservoir plus Feeder Main – Construction	n/a	45%	85%
Pebble Hill Reservoir Seismic upgrade Units 1 & 2 - Construction	n/a	85%	100%
Central Park Main No. 2 (Phase 2)  – Construction	n/a	0%	30%
Douglas Road Main No. 2 (Still Creek Section) – Construction	n/a	60%	90%
Cape Horn Pump Station No. 3 – Design	n/a	35%	80%

#### **2024 Key Actions**

- Continue construction of Kennedy-Newton Main (Phase 3).
- Commence construction of Annacis Main No. 5 (North).
- Continue construction of Capilano Raw Water Pump Station Backup Power.
- Continue construction of Fleetwood Reservoir plus Feeder Main.
- Complete construction of Pebble Hill Reservoir Seismic Upgrade Units 1 & 2.
- Commence construction of Central Park Main No. 2 (Phase 2).
- Continue construction of Douglas Road Main No. 2 (Still Creek Section).
- Continue design of Cape Horn Pump Station No. 3.



## WATER SERVICES Operations and Maintenance

#### **Description of Services**

Water Services delivers high quality drinking water to the Metro Vancouver region through the Greater Vancouver Water District.

The Operations and Maintenance (O&M) division provides management of the source water reservoirs and dams, treatment of source water, operation and control of the water transmission system, secondary disinfection of treated water, and maintenance of associated supporting infrastructure (works yards, communications systems, and control systems). The division closely collaborates with shared services which provides maintenance of all water treatment and transmission infrastructure, and management and disposal of water treatment residuals.

The nature of O&M's work involves close collaboration with other Water Services divisions to ensure the safe, efficient and cost effective operation of the water system. In addition, the O&M teams provide support from design through commissioning for major and minor capital projects.

#### **Alignment of Strategic Directions and High Level Goals**

**Board Strategic Plan** 

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

#### Drinking Water Management Plan

- Goal 1 Provide clean, safe drinking water
- Goal 2 Ensure the sustainable use of water resources
- Goal 3 Ensure the efficient supply of water

Indicator	Historical and/or Industry Benchmark	2023 2 nd Quarter Performance	2024 Performance Objective
Annual volume of drinking water treated, delivered (in million litres)	MV 3-year average (2020-22): 386,311 2020: 378,734 2021: 391,709 2022: 388,490	148,048 (Jan – May only)	389,000
Energy use in the treatment and delivery of drinking water (amount of gigajoules (GJ) used per ML of water)	MV 3-year average (2020-22): 0.50 2020: 0.44 2021: 0.54 2022: 0.52	0.52 (Jan – Apr only)	0.50
Compliance with treatment operating permit criteria	MV 3-year average (2020-22): 100% 2020: 100% 2021: 100% 2022: 100%	100%	100%
Number of leak repairs in water transmission system piping per 100 kilometers of pipe ¹	MV 3-year average (2020-22): 2.27 2020: 2.25 2021: 1.87 2022: 2.68	0.95 (Jan – Jun only)	< 3.1
Number of remote monitoring and control points to ensure system resiliency	MV 3-year average (2020-22): 31,708 2020: 31,382 2021: 31,746 2022: 31,995	31,945	32,800

Note 1: AWWA Partnership for Safe Water Distribution System Optimization Program goal: 9 breaks/100 km/year

#### **2024 Key Actions**

Develop new safety initiatives and a centralized documentation system with Corporate Safety.

- Continue to expand the current valve inspection program and asset documentation.
- Continue annual cleaning and inspection of drinking water reservoirs (six reservoirs per year) to meet Water Services goals and AWWA Guidelines.



### WATER SERVICES Dam Safety

#### **Description of Services**

Water Services delivers high quality drinking water to the Metro Vancouver region through the Greater Vancouver Water District.

The Dam Safety division manages dam safety activities for the Water Services dams. This includes Dam Geotechnical Monitoring, Dam Safety Compliance, and Dam Studies & Assessments. The division manages geotechnical instruments and groundwater control infrastructure, maintains regulatory documents and conducts formal dam inspections, and completes dam safety studies, assessments and reviews. Starting in 2024, the division will also manage a corporate Dam Safety Management System and monitor dam activities for Water Services, Liquid Waste Services, Solid Waste Services, and Regional Parks.

The nature of the Dam Safety division's work involves close collaboration with other Water Services divisions to ensure the overall safety of the portfolio of dams.

#### **Alignment of Strategic Directions and High Level Goals**

**Board Strategic Plan** 

- Ensure that our critical regional infrastructure is sufficiently maintained or replaced to meet current and future service needs, and is resilient to impacts from seismic events, wildfires, power failures, and natural disasters.
- Ensure that our services and infrastructure are able to meet the needs of a growing population.
- Ensure that all services and infrastructure anticipate and meet regulatory requirements, and that the organization is responsive to legislative change.
- Proactively work to respond to the climate emergency by preparing for the impacts of climate change and accelerating reductions in greenhouse gas emissions.
- Continue to make investments and adaptations in service areas to ensure that our communities and
  organizations can prepare, avoid, absorb, recover, and adapt to the effects of shocks and stresses in
  an efficient manner.

#### **Drinking Water Management Plan**

- Goal 1 Provide clean, safe drinking water
- Goal 2 Ensure the sustainable use of water resources
- Goal 3 Ensure the efficient supply of water

Indicator	Historical and/or Industry Benchmark	Current Performance		2024
		2023 Jan - Aug	Objective	Performance Objective
Percent of formal regulatory dam inspections completed	3-year average (2020- 22): 100% 2020: 100% 2021: 100% 2022: 100%	75%	75%	100%
Percent of annual (Q4) Emergency Response Plan communication tests completed	3-year average (2020- 22): 100% 2020: 100% 2021: 100% 2022: 100%	0%	0%	100%
Percent of annual (June) Water Committee and regulatory (Q1) Dam Status Reports completed	3-year average (2020- 22): 100% 2020: 100% 2021: 100% 2022: 100%	100%	100%	100%
Percent of operating program expenditures achieved	3-year average (2020- 22): 116% 2020: 91% 2021: 103% 2022: 153%	55%	100%	100%

#### **2024 Key Actions**

- Operationalize the Interim Corporate Dam Safety Policy and carry out associated dam safety activities for all departments.
- Continue enhancements to Dam Safety Tracking System, incorporate other department dams.
- Work with IT to develop Dam Safety Field Reporting Project application, for geotechnical instrument monitoring as well as dam surveillance and inspection activities.
- Continue updates to all Dam Emergency Response Plans, with lessons-learned from CLD/SFD external partner engagement.



### WATER SERVICES Interagency Projects and Quality Control

#### **Description of Services**

Water Services provides clean, high quality drinking water to the Metro Vancouver region through the Greater Vancouver Water District. The Interagency Projects and Quality Control division provides the coordination of major interagency projects impacting Metro Vancouver's water utility infrastructure. The Division is responsible for testing and monitoring drinking water quality to ensure federal guidelines and provincial regulatory standards for the region's drinking water are met and liaising with local health authorities for Water Services. Quality Control is performed by technical and scientific staff undertaking a breadth of activities including field support, laboratory analysis of drinking water for Metro Vancouver and member jurisdictions, as well as system water quality data review, ensuring compliance with quality control standards for the region's drinking water.

#### **Alignment of Strategic Directions and High Level Goals**

**Board Strategic Plan** 

- Ensure that our critical regional infrastructure is sufficiently maintained or replaced to meet current and future service needs, and is resilient to impacts from seismic events, wildfires, power failures, and natural disasters.
- Ensure that our services and infrastructure are able to meet the needs of a growing population.
- Ensure that all services and infrastructure anticipate and meet regulatory requirements, and that the organization is responsive to legislative change.
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- Proactively work to respond to the climate emergency by preparing for the impacts of climate change and accelerating reductions in greenhouse gas emissions.
- Continue to make investments and adaptations in service areas to ensure that our communities and organizations can prepare, avoid, absorb, recover, and adapt to the effects of shocks and stresses in an efficient manner.

#### Drinking Water Management Plan

- Goal 1 Provide clean, safe drinking water
- Goal 2 Ensure the sustainable use of water resources
- Goal 3 Ensure the efficient supply of water

lu disata u	Historical and/or Industry Benchmark	Current Performance		2024
Indicator		2023 YTD August 31	Projected 2023	Performance Objective
Number of water tests completed on samples collected from the GVWD and member jurisdiction water systems	MV 3-year average (2020-2022): 168,971 2020: 161,564 2021: 178,675 2022: 166,674	76,760	165,000	168,000
Number of samples collected from the GVWD system that were positive for <i>E.coli</i> bacteria	MV 3-year average (2020-2022): 0 2020: 0 2021: 0 2022: 0	0	0	0*
Percent of Samples Positive for Total Coliform bacteria in the GVWD system	MV 3-year average (2020-2022): 0.3% 2020: 0.4% 2021: 0.2% 2022: 0.2%	0.4%	<10%	<10%*
Number of major interagency projects coordinated	MV 3-year average (2020-2022): 11 2020: 10 2021: 12 2022: 13	15	15	16

^{*}Based on BC Water Quality Standards for Potable Water

#### 2024 Key Actions

- Continue coordination of interagency work for key projects such as the DFO Capilano River Salmon Hatchery, MOTI Broadway Subway, TransLink Operations and Maintenance Centre 4, and MOTI Fraser River Tunnel.
- Continue to install improved in-system reservoir sampling equipment at high priority reservoir sites.
- Complete the upgrade and customization of the Laboratory Information Management System.
- Enhance level of laboratory accreditation with the introduction of additional key parameters.
- Initiate the design of the expanded microbiology laboratory to enhance functionality, efficiency and safety.
- Evaluate the use of qPCR technology in the laboratory for advanced microbial analysis to increase efficiency, resulting in reduced reporting time.



## WATER SERVICES Shared and Support Services

#### **Description of Services**

Water Services provides high quality drinking water to the Metro Vancouver region through the Greater Vancouver Water District. Shared and Support Services (SSS) provides: Survey, Inspection and Drafting Services to WS, LWS and PDE departments through its Shared Utility Services (SUS) Division; oversees shared WS Maintenance services as provided by LWS to WS; provides Administrative Support services to WS; operates the Regional GPS program; and provides oversight and coordination to WS on business planning, financial management, capital planning, emergency planning/response, asset management, performance management, continuous improvement, and utility benchmarking, in collaboration with Finance, PDE and Corporate Safety and Emergency Management.

#### **Alignment of Strategic Directions and High Level Goals**

**Board Strategic Plan** 

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

#### Drinking Water Management Plan

- Goal 1 Provide clean, safe drinking water
- Goal 2 Ensure the sustainable use of water resources
- Goal 3 Ensure the efficient supply of water

S&SS supports the KPIs identified in O&M and E&C Work Plans.

Indicator	Historical and/or Industry Benchmark	Current Performance (as of August 31 2023)	2024 Performance Objective
Continuous improvement savings (\$/yr)	2021: \$15,000 2022: \$912,515	\$1,117,786	\$600,000
Continuous improvement safety – time loss incidents	2021: 8 2022: 7	3	0
Continuous improvement safety - injuries	2021: 52 2022: 44	24	0
Number of operational (level 1) condition assessments completed	2021: 14 2022: 86	79	150+
Number of expert (level 2) condition assessments completed	2021: 15 2022: 3	8	14

#### **2024 Key Actions**

- Continue to improve performance using Lean processes and tools. For example, reduce lost time incidents by improving the investigation and reporting.
- Develop Water Utility Climate Action Plan in alignment with Climate 2050 to establish GHG emission reduction targets and actions to achieve targets.
  - o Reduce GHG emissions by working with Fleet Services to electrify Water Services vehicles.
  - Set target for energy reduction and develop facility specific energy management plans.
- Improve knowledge of WS asset condition to enable improved data-driven decision making and sustain service level targets.
- Support the adoption and smooth integration of Building Information Modeling (BIM) standards and procedures for applicable water and liquid waste infrastructure projects.
  - Begin tracking reduced design and/or change order costs (capital projects), as a result of implementing 3D design reviews process/tools.
- Launch next phase of the BIM program, based on approved action plan devised at the end of 2023 (end of BIM Phase I project).
- Expand the utility of the Earthquake Early Warning and Strategic Response System to include more sites and / or response actions
- Develop access points at key reservoirs for emergency supply of water, in accordance with the Temporary Provision of Water Guidelines developed by REAC.
- Implement field, mobile access to engineering drawings and tablet use for construction quality assurance inspections.
- Implement digital engineering drawings field mark-ups, processing and approvals.

59938954 September 2023



### WATER SERVICES REGIONAL GLOBAL POSITIONING SYSTEM

#### **Description of Services**

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

#### **Alignment of Strategic Directions and High Level Goals**

**Board Strategic Plan** 

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

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

#### **2024 Key Actions**

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

### 2024 to 2028 - WHAT'S HAPPENING

Below is a summary of the significant initiatives to be undertaken by Water Services over the next five years. Includes water-related projects managed by the Project Delivery Department.

Initiative	Description	Theme				
2024						
Dam Safety Review for Cleveland Dam	Complete formal Dam Safety Review for Cleveland Dam (commenced 2023) in accordance with the provincial Dam Safety Regulations.	Regulatory and Legislative Environment				
Coquitlam Water Treatment Plant Control System Upgrade	Programming and design to upgrade the controls at the Coquitlam Water Treatment Plant Ozone Generation, Corrosion Control, and Chlorination facilities.	System Stewardship				
Coquitlam Water Treatment Plant Feasibility Study for On-site Oxygen Generation and Recovery	Conduct study to evaluate options to produce liquid oxygen (LOX) on site and incorporate an oxygen recovery system. Potential benefits are savings on LOX, minimized GHG emissions and improved efficiency of LOX usage.	Financial Sustainability				
Drinking Water Management Plan Update	Technical analysis to support development of the strategies and actions in the updated Drinking Water Management Plan. Engagement will include member jurisdictions, First Nations, and the public.	Regional Growth and System Stewardship				
Water Use by Sector report (for years 2022 and 2023)	Complete the Water Use by Sector report to provide an update on the trends of water demand by various sectors.	System Stewardship				
Climate 2050 Water and Wastewater Infrastructure Roadmap	In partnership with Liquid Waste Services, finalize the Climate 2050 Water and Wastewater Infrastructure Roadmap.	Environmental Sustainability				
Hydraulic and Hydrologic Models Update	Update the models for our water system and incorporate predictive analysis for short term forecasting and transparent performance tracking.	System Stewardship				
Water Audit Study	Perform a water audit study for the transmission system to identify and document system losses and recommend areas for improvement	System Stewardship				

		,
Dam Safety Booms in	Complete replacement of the Seymour and	System
Seymour and Capilano	Capilano dam safety booms. These booms	Stewardship &
Reservoirs	prevent debris from entering the dam	Environmental
Replacement	spillways and provide a physical barrier to	Sustainability
,	maintain safe distance from dam	,
	infrastructure for boat operations on the	
	reservoir. Current booms are at end of life.	
Canadian Association	Enhance the level of accreditation with the	Regulatory and
of Laboratory	implementation of additional key parameters.	Legislative
	implementation of additional key parameters.	Environment
Accreditation (CALA)	Latter de de Caralle Maria Maria	
Microbiology	Initiate design for the Metro Vancouver	Regulatory and
Laboratory Upgrade at	Microbiology Laboratory upgrade at the Lake	Legislative
Lake City Operations	City Operations Centre.	Environment
Centre		
DFO Capilano River	Work with DFO on their design and	Environmental
Salmon Hatchery	construction of a new water supply intake in	Sustainability
Renewal	Capilano Reservoir and pipeline for the	
	redeveloped hatchery.	
Transmission System	Begin a multi-year program to install additional	System
Online Chlorine	online chlorine analyzers within the	Stewardship
Analyzers Addition	transmission system to provide real time	
7 that y 2013 7 ta a teloti	chlorine residual data. (continues to 2026)	
Newton Pump Station	Continue construction of the Newton Pump	Regional Growth
No. 2 - Construction	•	Regional Growth
No. 2 - Construction	Station No. 2, required to meet growing water	
America Nacion Nacion	demand in the City of Surrey.	Danianal Cuaveth
Annacis Main No. 5	Continue construction of Annacis Main No. 5	Regional Growth
(South) - Construction	(South), required to convey water from the	
	south shaft of the Annacis Water Supply	
	Tunnel to the Kennedy Reservoir in the City of	
	Surrey. The project consists of 3 km of 1.8 m	
	diameter steel watermain.	
<b>Building Information</b>	Complete implementation of standards,	System
Modeling (BIM) Phase	protocols and training for 3D design processes	Stewardship &
I-II implementation	for Utilities. Begin pilot to enable greater	Environmental
	utilization of collaborative 3D design methods	Sustainability
	and resolve conflicts.	
Formal Valve	Continue formalizing a valve exercising and	System
Exercising and	inspection program to extend asset lifespan,	Stewardship
Inspection Program	improve asset condition knowledge, and	2.0
spection i rogium	enable data-driven decision making regarding	
	valve replacement.	
Farthauaka Farki	Define automated actions and other measures	System
Earthquake Early		System
Warning and Strategic	to take advantage of new earthquake early	Stewardship &
Response System	warning alarm capability. Develop action plan	Environmental
(EEW-SRS)	for expansion of the EEW-SRS to broaden	Sustainability
	coverage and robustness.	

September 2023 Page 2 of 8 59986968

WS Emergency	Develop access points at key reservoirs for	System				
Response Planning	emergency supply of water for local	Stewardship &				
	jurisdictions.	Environmental .				
		Sustainability				
Engineering Quality	Implement field, mobile access to engineering	System				
Assurance (Field)	drawings and tablet use for construction	Stewardship &				
	quality assurance inspections.	Environmental				
		Sustainability				
Engineering Drawing	Implement digital engineering drawings field	System				
Updates (Field)	mark-ups, processing and approvals.	Stewardship &				
	man apo, processing and approvale	Environmental				
		Sustainability				
Utility Climate Action	Develop a Water Utility Climate Action Plan in	Environmental				
Plan	alignment with Climate 2050 to establish GHG	Stewardship				
i idii	emission reduction targets and actions to	Stewardship				
	achieve targets.					
Second Narrows	Achieve substantial completion for	System				
Water Supply Tunnel -	construction of the 1.1 km long water supply	Stewardship				
Construction	tunnel under Burrard Inlet.	Stewardship				
Stanley Park Water	Commence Construction of the 1.4 km long	System				
Supply Tunnel –	water supply tunnel under Stanley Park.	Stewardship				
Construction	water supply turnier under starney rank.	Stewardsinp				
Annacis Water Supply	Continue Construction of a 2.3 km long water	Regional Growth				
Tunnel - Construction	supply tunnel under the Fraser River.					
Cambie-Richmond	Commence preliminary design of a 1 km long	System				
Water Supply Tunnel –	water supply tunnel under the Fraser River.	Stewardship				
Preliminary Design						
Coquitlam Water Main	Continue Construction of Coquitlam Water	Regional Growth				
– Construction	Main – South Section (Robson Drive to					
	Guildford Way).					
2025						
Dam Safety Review for	Carry out scheduled dam safety review for Rice	Regulatory and				
Rice Lake Dams	Lake Dams.	Legislative				
		Environment				
Facility Master Plan	Proceed with development of the facility	System				
, , , , , , , , , , , , , , , , , , , ,	master plan to identify longer term capital	Stewardship				
	projects to address growth.					
Adaptive Pathway	Conduct an Adaptive Pathway Study to identify	System				
study	how Water Services can plan for various	Stewardship				
	plausible futures.					
Drinking Water	Finalize the updated Drinking Water	Regional Growth				
Management Plan	Management Plan.	and System				
Update	, in the second	Stewardship				
Opuate		Stewarusiiip				

September 2023 Page 3 of 8 59986968

Westburnco Pump	Complete design and construction of	System
Station Backup Power	Westburnco Pump Station No. 1 & No. 2	Stewardship
– Design &	Backup Power, as part of ongoing program to	
Construction	provide backup power for key infrastructure.	
Fleetwood Reservoir -	Complete construction of Fleetwood Reservoir,	Regional Growth
Construction	a 13.6 ML Reservoir, and 1.1 km feeder main	
	that will increase water supply to meet	
	growing demand in the City of Surrey.	
Douglas Road	Complete Douglas Road Main No. 2 (Still Creek	System
Main No. 2 (Still Creek	Section), the last remaining 2.5km section	Stewardship
Section) - Construction	(1.5m diameter steel pipe) to be installed for	
,	the overall Douglas Road Main No. 2 water	
	main project.	
Annacis Main No. 5	Commence construction of Annacis Main No. 5	Regional Growth
(North) - Construction	(North), required to convey water from the	
(1101111)	existing system within the City of Burnaby to	
	the north shaft of the Annacis Water Supply	
	Tunnel in the City of New Westminster. The	
	project consists of 2.5 km of 1.8 m diameter	
	steel watermain.	
Capilano Raw Water	Complete construction of the Capilano Raw	System
Pump Station Backup	Water Pump Station Backup Power Facility,	Stewardship
Power Facility -	providing backup power to 4 x 2,000 HP pumps	Stewardsinp
Construction	during power outages.	
Port Moody Main No.	Commence construction of Port Moody Main	System
3 – Scott Creek Section	No. 3 – Scott Creek Section, required to	Stewardship
- Construction	replace and increase capacity of the existing	Stewardsinp
construction	Port Moody Main No. 1 within the City of	
	Coquitlam. The project consists of 2.0 km of	
	0.91 m diameter steel watermain.	
Pitt River (Haney)	Commence preliminary design of new water	System
Water Supply Tunnel –	supply tunnel under Pitt River	Stewardship
Preliminary Design	Supply turner under Fitt River	Stewardship
Lulu-Delta Tunnel –	Commence preliminary design of new water	System
Preliminary Design	supply tunnel under the Fraser River.	Stewardship
Coquitlam Water Main	Commence Construction of Coquitlam Water	Regional Growth
- Construction	Main – Cape Horn Section Prebuild (Dewdney	regional Growth
Construction	Trunk Road).	
Environmental	Complete ISO 14001 certification process for	Environmental
Management System	the water utility'ss Environmental	Sustainability &
	Management System.	Regulatory and
		Legislative
		Environment

September 2023 Page 4 of 8 59986968

Building Information Modeling (BIM) Phases II-III Implementation (multi-year program)	Phases II-III will enable field and office based connections with broader corporate systems. Implementation to continue through 2025 with completion in 2027.	System Stewardship & Environmental Sustainability			
Earthquake Early Warning and Strategic Response System (EEW-SRS)	Implement automated actions and other measures to take advantage of new earthquake early warning alarm capability. Implement action plan for expansion of the EEW-SRS to broaden coverage and robustness.	System Stewardship & Environmental Sustainability			
Engineering Drawing Updates (Field)	Complete implementation of digital engineering drawings field mark-ups, processing and approvals.	System Stewardship & Environmental Sustainability			
Canadian Association of Laboratory Accreditation (CALA)	Conduct a national laboratory accreditation audit required for continued operation of the Metro Vancouver laboratory (continues every two years).	Regulatory and Legislative Environment			
Enhanced Water Quality Assurance Audit (EWQA) 2026	Conduct a provincial laboratory accreditation audit required for continued operation of the Metro Vancouver Microbiology laboratory.	Regulatory and Legislative Environment			
Dam Safety Review for Alpine Lake Dams	Carry out dam safety review for Palisade, Burwell and Loch Lomond Dams.	Regulatory and Legislative Environment			
CWTP Ozone Backup Power - Construction	Ongoing program to provide backup power for key infrastructure so it will operate during power outages.	System Stewardship			
North Shore Works Yard - Planning	Plan for redevelopment of Beach Yard Works Yard, after Second Narrows Water Supply Tunnel project completion.	System Stewardship			
Water Supply Area Security Upgrades	Complete system upgrades to allow for enhanced monitoring across the three water supply areas	System Stewardship			
Drinking Water Management Plan	Develop an internal strategic framework to implement the Drinking Water Management Plan strategies and actions, including a system to manage and report on member jurisdiction progress.	System Stewardship			
Cape Horn Pump Station No. 3 - Construction	Commence construction of Cape Horn Pump Station No. 3, required to meet growing water demand south of the Fraser River. The new pump station will be located at the existing pump station site and will include full back-up power redundancy.	Regional Growth			

Building Information Modeling (BIM) Phases II-III Implementation (continued)	Continuation of multi-year Phase II-III program.	System Stewardship & Environmental Sustainability
Earthquake Early Warning and Strategic Response System (EEW-SRS)	Complete action plans associated with the EEW-SRS program.	System Stewardship & Environmental Sustainability
Review of Metro Vancouver Water Pricing	Conduct a study to review current MV water pricing and provide recommendations on changes to the rate structure.	Financial Sustainability
Central Park Main No. 2 – New Westminster Section	Commissioning of Central Park Main No. 2, required to replace the existing Central Park Main in the City of New Westminster, which has been in service since 1931. The proposed 0.6m diameter and 5.5 km-long CPM2 will enhance system reliability and provide increased capacity to meet future water demands.	System Stewardship
Coquitlam Water Main  - Construction	Commence Construction of Coquitlam Water Main – Central Section (Pipeline Road North Section). Commence Construction of Coquitlam Water Main – City Centre Tunnel Section.	Regional Growth
Coquitlam Lake Water Supply – Preliminary Design	Commence preliminary design of intake, tunnel and treatment plant	Regional Growth
2027		
Newton Pump Station No. 2 - Construction	Complete construction of Newton Pump Station No. 2, required to meet growing water demand in the City of Surrey.	Regional Growth
Kennedy-Newton Main - Construction	Complete construction of Kennedy-Newton Main, required to convey water from the Kennedy Reservoir to the Newton Reservoir in the City of Surrey. The project consists of 9 km of 1.8 m diameter steel water main.	Regional Growth
Building Information Modeling (BIM) Phases II-III Implementation (continued)	Continuation of multi-year Phase II-III program.	System Stewardship & Environmental Sustainability

59986968 September 2023
Page 438 of 491 Page 6 of 8

Renewal of water licenses for Capilano and Seymour associated with the Joint Water Use Plan	Water licenses will need to be renewed to allow for potential investigation of hydropower at Cleveland and Seymour Dams.	System Stewardship				
Lulu-Delta Water Supply Tunnel – Detailed Design	Commence detailed design of new water tunnel under the Fraser River.	System Stewardship				
Second Narrows	Commissioning of new infrastructure related	System Stewardship				
Water Supply Tunnel	to new water tunnel beneath Burrard Inlet.	Custom Ctours adahin				
South Fraser Works and Storage Yard	Complete development of South Fraser Works and Storage Yard to support WS Construction activities.	System Stewardship				
Canadian Association of Laboratory Accreditation (CALA)	Conduct a national laboratory accreditation audit required for continued operation of the Metro Vancouver laboratory (continues every two years).	Regulatory and Legislative Environment				
2028						
Dam Safety Review for Seymour Falls Dam	Carry out formal Dam Safety Review for Seymour Falls Dam in accordance with the provincial Dam Safety Regulations.	Regulatory and Legislative Environment				
Wildfire Preparedness	Complete Community Wildfire Planning with key municipal partners who border the water supply areas and continue implementation of forest fuel reduction treatments along the interface zones.	System Stewardship				
Annacis Main No. 5 (North and South) - Construction	Commissioning of Annacis Main No. 5 (North and South), required to convey water from the existing system within the City of Burnaby, through the Annacis Water Supply Tunnel to the Kennedy Reservoir in the City of Surrey. The project consists of 5.5 km of 1.8 m diameter steel watermain.	Regional Growth				
Central Park Main No. 2 – Burnaby Section - Construction	Commissioning of Central Park Main No. 2, required to replace the existing Central Park Main in the City of Burnaby, which has been in service since 1931. The proposed 7.0 kmlong CPM2 will enhance system reliability and provide increased capacity to meet future water demands.	System Stewardship				
Building Information Modeling (BIM) Phases II-III Implementation (continued)	Complete implementation of multi-year Phase II-III program.	System Stewardship & Environmental Sustainability				

September 2023 Page 7 of 8 59986968

Coquitlam Lake Water Supply – Detailed Design	Commence detailed design of intake, tunnel and treatment plant.	Regional Growth		
Enhanced Water Quality Assurance Audit (EWQA)	Conduct a provincial laboratory accreditation audit required for continued operation of the Metro Vancouver	Regulatory and Legislative Environment		
	Microbiology laboratory.			

September 2023 Page 8 of 8 59986968

# METRO VANCOUVER DISTRICTS 2024 - 2028 PROJECTED RESERVES - WATER

### **OPERATING RESERVES**

	2023		2024							2024		2025	2026		2027		2028
	ENDING	OI	PENING							ENDING		ENDING	ENDING	i	ENDING		ENDING
	BALANCE	BA	ALANCE	CONTRI	BUTION	WITHD	RAWALS	I	NTEREST	BALANCE	E	BALANCE	BALANC	E	BALANCE		BALANCE
Water Services	\$ 33,117,131	\$ 3	33,117,131	\$	_	\$	-	\$	827,928	\$ 33,945,059	\$	34,793,685 \$	35,663	,527 \$	36,555,1	15 \$	37,468,993

### **STATUTORY RESERVES**

	2023 ENDING BALANCE	2024 OPENING BALANCE	COI	NTRIBUTION	WITH	HDRAWALS	INTEREST	2024 ENDING BALANCE	2025 ENDING BALANCE	2026 ENDING BALANCE		2027 ENDING BALANCE	2028 ENDING BALANCE
Water Services													
Water Laboratory Equipment Reserve	\$ 726,605	\$ 726,605	\$	50,000	\$	- \$	18,790	\$ 795,395	\$ 865,905 \$	938,17	3 \$	1,012,257	\$ 1,088,188
Water Sustainability Innovation Fund Reserve	10,560,439	10,560,439		723,000		(1,625,000)	252,736	9,911,175	10,541,679	11,537,25	3	12,557,727	13,603,708
Total	\$ 11,287,044	\$ 11,287,044	\$	773,000	\$	(1,625,000) \$	271,526	\$ 10,706,570	\$ 11,407,584 \$	12,475,43	5 \$	13,569,984	\$ 14,691,896



Seymour Capilano Filtration Plant

# 2024 – 2028 FINANCIAL PLAN

WATER SERVICES

## Marilyn Towill

General Manager, Water Services

Water Committee – October 11, 2023 60157109

**metro**vanco<u>uver</u>



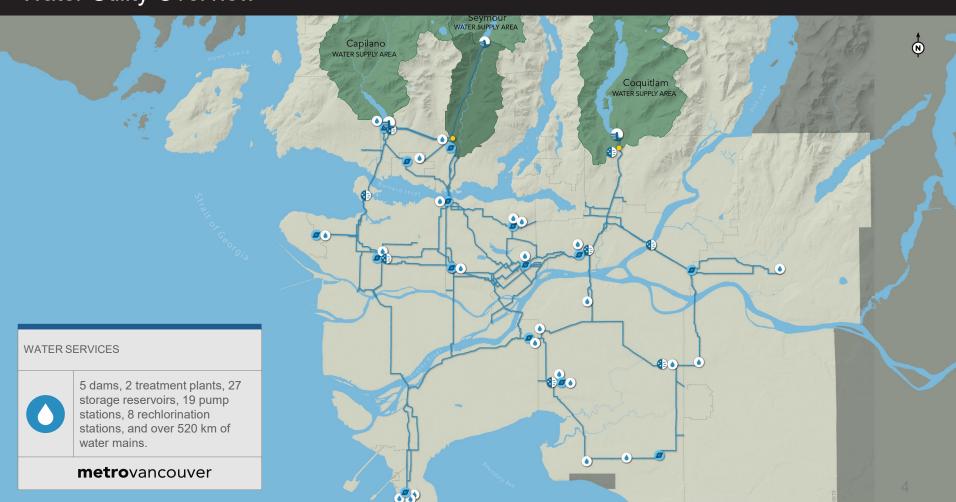
Water Services over the next 5 years

In order to manage the long term Water Supply demands in a responsible manner, this Plan factors in conservation measures, new infrastructure development, resiliency, financial sustainability, climate action, First Nations reconciliation, and strong external partnerships over the next 5 years.

# **CUSTOMER LEVELS OF SERVICE OBJECTIVES**

- 1. Maintain Quality of the Drinking Water Delivered
- 2. Maintain Capacity and Reliability of the Water Supply System
- 3. Improve Environmental Stewardship
- 4. Minimize Timeline to recover from a Major Event (including Seismic, Power Interruption and Climate Change)

# Water Utility Overview



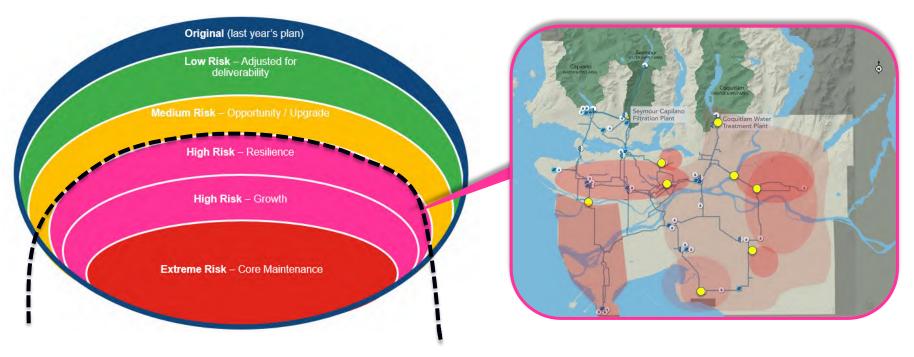
Influence on WS Work Plans

- Financial Sustainability & Regional Affordability
- 2. Climate Action
- 3. Resilient Services & Infrastructure
- 4. Reconciliation



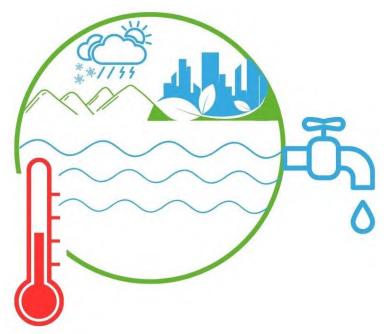


Financial Sustainability & Regional Affordability



Financial Plan Task Force - Capital Plan Deferral Risk Tolerance Review

**Climate Action** 





Resilient Services & Infrastructure





Reconciliation



# WHAT DRIVES & GUIDES OUR WORK





# PERFORMANCE METRICS

Water Services

Key Performance	Past Performance (Average)	Expected Performance 2024
Peak day per capita water use (liters per person per day)	609	<b>↓</b>
Water transmission system leak repairs (# leaks / 100km of pipe)	2.27	
Progress on GVWD capital program (% expenditures)	59	1
Bacteriological tests from GVWD system meet or exceed BC Water Quality Standard	100%	

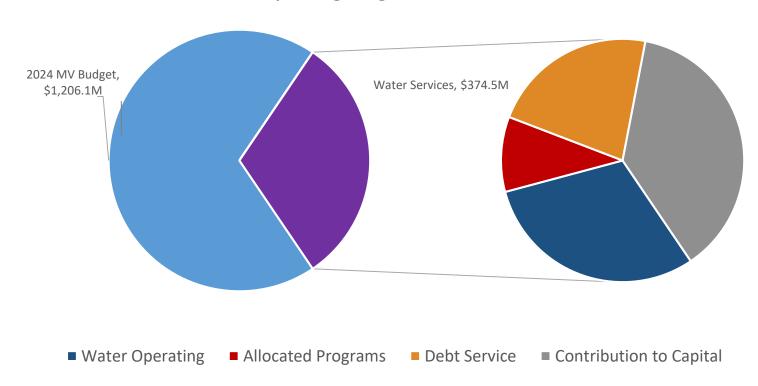
# **CONTINUOUS IMPROVEMENT**

Water Services

Initia	itive	Outcomes
ne	Continuous improvement savings	<ul><li>\$912K / year for 2022</li><li>\$1.1M / year for 2023</li></ul>
Done	Improved instrumentation technology for water supply area monitoring.	<ul> <li>Reduced GHG emissions by 500kg of CO₂e per hour from reduced helicopter use and improve water supply planning accuracy.</li> </ul>
g to do	Continue to develop a formal valve exercising program	<ul> <li>Improved system reliability</li> <li>Long-term benefits of \$2M cost avoidance per year from reactive, emergency valve repairs</li> </ul>
Going	Operationalize new Interim Corporate Dam Safety Policy	<ul> <li>Transition to a centralized support model and ensure consistency across four departments to meet Dam Safety Regulations.</li> </ul>

# **BUDGET OVERVIEW**

## 2024 Operating Budget Breakdown - Water



## **OPERATING EXPENDITURES**

Water Services Financial Plan

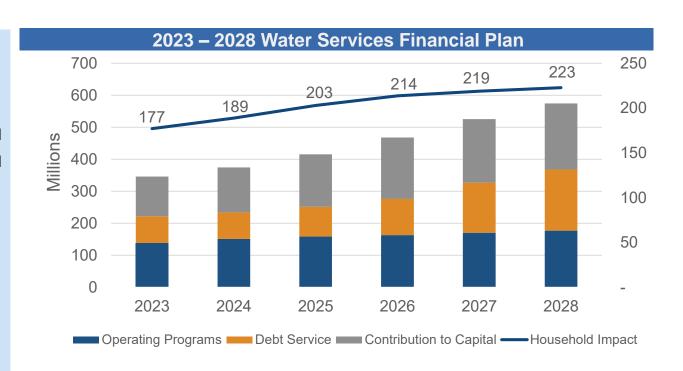
### **Overview:**

2023 Operating Budget: \$346.1M2024 Operating Budget: \$374.5M

8.2% increase

## **Drivers for Change:**

- Labour and non-labour inflation
- Increased debt service (growing capital program)
- Managing contribution to capital (Financial Management Policy)
- Chemical costs



## **OPERATING FUNDING**

## Water Services Financial Plan

### **Overview:**

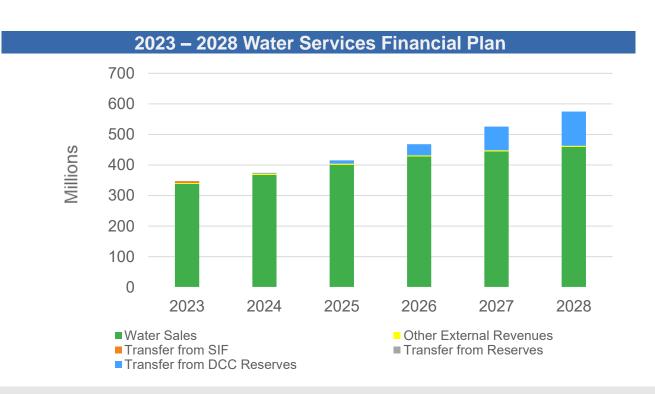
2023 Operating Budget: \$346.1M

2024 Operating Budget: \$374.5M

8.2% increase

## **Drivers for Change:**

- Population growth and increased consumption
- Increased blended water rate



# **OPERATING FUNDING**

Benchmark of Utility Costs

	Wholesale Water Rate (\$CAD / m3) (2023)	Residential Water Use (litres per person per day) (2020)
Metro Vancouver	\$0.93 (2024)	249
Capital Regional District	\$0.77	240
Seattle	\$0.92	190 (2016)
Waterloo	\$1.13	152 (2019)
San Francisco	\$2.25	162
Portland	\$3.33	174

## **CAPITAL EXPENDITURES**

## Water Services Capital Plan

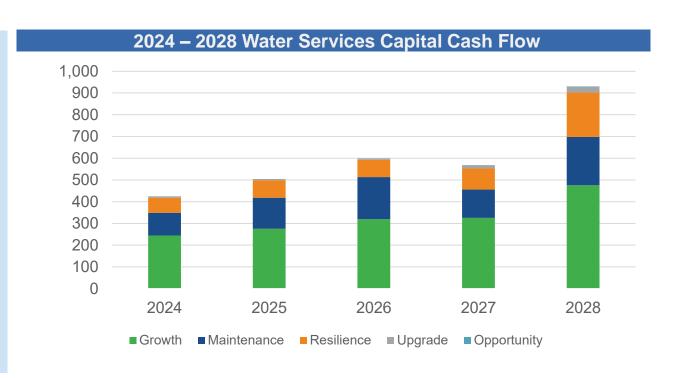
### Overview:

2023 Capital Cash Flow: \$399.9M2024 Capital Cash Flow: \$424.9M

6.2% increase

## **Drivers for Change:**

- Capital projects in progress carried forward
- Reviewed for deferrals and savings based on risk and deliverability between 2024-2027.
- Cost adjustments due to scope or inflation



## CAPITAL FUNDING

## Water Services Capital Plan

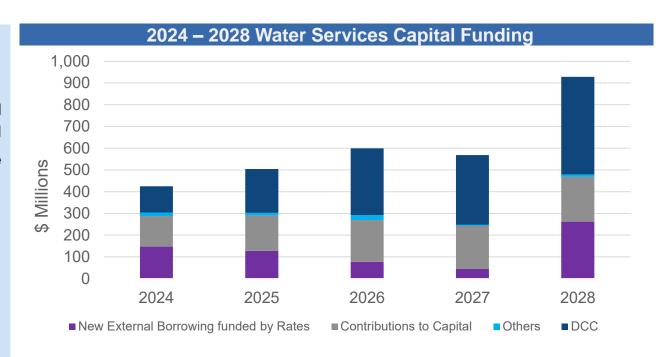
### Overview:

**2023** Capital Cash Flow: **\$399.9M 2024** Capital Cash Flow: **\$424.9M** 

6.2% increase

### **Drivers for Change:**

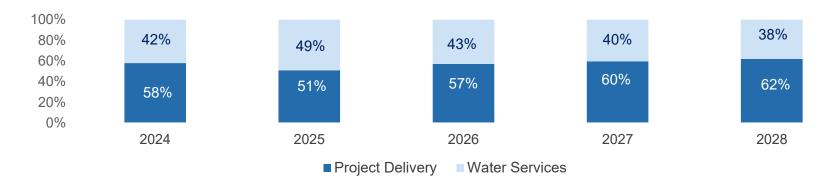
- Contribution to Capital funding to comply with Financial Management Policy
- DCCs in place for 2024 and onwards



## WATER 2024 - 2028 CAPITAL PLAN

	2024	2025	2026	2027	2028			
	Annual Capital Expenditures (millions)							
WS	\$179.5	\$244.9	\$257.8	\$227.5	\$352.2			
PD	\$245.4	\$259.1	\$341.7	\$341.1	\$575.9			

- Water Services 132 projects in the 2024 -2028 capital plan
- Project Delivery 9 projects in the 2024 - 2028 capital plan



# WATER FINANCIAL PLAN SUMMARY

## WATER SERVICES

	2023	2024	2025	2026	2027	2028
Total Expenditures (\$ Millions)	\$346.1	\$374.5	\$415.4	\$468.0	\$525.3	\$574.6
% Change		8.2%	10.9%	12.7%	12.2%	9.4%
Blended Water Rate (\$/m3)	\$0.8676	\$0.9333	\$1.0160	\$ 1.0812	\$1.1188	\$1.1494
Blended Water Rate Change From Prior Cycle (\$/m3)		(\$0.0123)	(\$0.0604)	(\$0.1328)	(\$0.2623)	N/A
Total Capital Cash Flow (\$ Millions)	\$399.9	\$424.9	\$504.0	\$599.5	\$568.6	\$928.1
Household Impact (\$)	\$ 177	\$189	\$203	\$214	\$219	\$223
% Change		6.7%	7.4%	5.3%	2.4%	1.8%
Prior Cycle Household Impact Change (%)		8.3%	12.3%	11.5%	12.6%	N/A



Questions?



To: Zero Waste Committee

From: Paul Henderson, General Manager, Solid Waste Services

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

Subject: 2024 - 2028 Financial Plan – Solid Waste Services

#### **RECOMMENDATION**

That the Zero Waste Committee endorse the 2024 - 2028 Financial Plan for Solid Waste Services as presented in the report dated October 5, 2023, titled "2024 - 2028 Financial Plan – Solid Waste Services", and forward it to the Metro Vancouver Board Budget Workshop on October 20, 2023 for consideration.

#### **EXECUTIVE SUMMARY**

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

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

The proposed 2024 garbage tipping fees increase of \$7 per tonne is equal to the prior cycle projected increase. The per household cost is \$68 per household, up from \$65 in 2023 for an increase of \$3 per household or 4.6%. Key cost drivers include increasing landfill disposal costs, Waste-to-Energy Facility operating costs, recycling and waste centre operating costs and debt costs.

Priorities for the Solid Waste function include the solid waste management plan update as well as continued progress towards zero waste and a circular economy, greenhouse gas emission reduction, and customer service enhancement and monitoring.

#### **PURPOSE**

To present the 2024 - 2028 Financial Plan for Solid Waste Services for consideration by the Zero Waste Committee.

#### **BACKGROUND**

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

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

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

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

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

#### **SOLID WASTE SERVICES PROGRAM**

Solid Waste Services, within the Greater Vancouver Sewerage and Drainage District (GVS&DD), provides waste reduction and recycling planning, zero waste implementation, and solid waste facility operations.

Solid Waste Services works collaboratively with member jurisdictions and others to provide waste management services to the region's 2.8 million people. The Metro Vancouver solid waste system is comprised of recycling and waste centres and a waste-to-energy facility. The City of Vancouver owns and operates the Vancouver South Transfer Station and Vancouver Landfill: facilities that are integrated into the regional solid waste system.

Solid Waste Services initiatives are guided by direction provided in the 2022 – 2026 Board Strategic Plan, and the Integrated Solid Waste and Resource Management Plan, specifically the following:

- Reduce waste, increase recycling, and increase recovery of materials and energy from remaining waste. Dispose of residuals in a cost effective and environmentally sustainable manner.
- Develop and implement financial plans and policies that reflect a commitment to sound financial management and long-term planning, and which consider current and future ratepayers.
- Continue to develop programs and related communication campaigns that increase diversion rates of materials that can be reused, repurposed, or recycled.

The *Board Strategic Plan* also includes a number of initiatives related to implementing district energy, reviewing organics processing, and promoting cross-sector collaboration by leveraging the National Zero Waste Council and the Zero Waste Conference.

Integrated Solid Waste and Resource Management Plan (2010) (update underway):

- Goal 1 Minimize waste generation
- Goal 2 Maximize reuse, recycling & material recovery
- Goal 3 Recover energy from waste stream after material recovery
- Goal 4 Dispose of all waste in landfill after recycling & energy recovery

#### **Work Plan Performance Indicators**

High-level performance indicators have been developed across Metro Vancouver to evaluate trends, determine key actions for the coming year, and to assist in long-term planning. The 2024 Work Plans for Solid Waste Services are presented in this report. Within the Solid Waste Services Work Plans, four performance indicators have been developed and are being tracked. These include:

- Annual waste flows in Metro Vancouver system (tonnes);
- Availability of the Waste-to-Energy Facility and recycling and waste centres (percent);
- Recycling rate (percent of solid waste diverted from final disposal); and
- Waste disposed per capita (tonnes/capita).

The trend in these performance measures show a slight increase in waste quantities projected for 2023 compared to the 2022 budgeted quantities. Metro Vancouver's recycling and waste centres and Waste-to-Energy Facility have high customer availability (>99%). The recycling rate is currently at 65%, approximately twice the Canadian average. Waste disposed per capita is currently at 0.45 tonnes, compared to the Canadian average of 0.69 tonnes.

### **Continuous Improvement**

Solid Waste Services regularly implements continuous improvement initiatives. Some recent initiatives include:

- Completed Surrey residents' drop-off events at the new Central Surrey Recycling and Waste Centre:
- Comprehensive and inclusive community engagement vision and guiding principles for new solid waste management plan;

- Pilot contracts for bottom ash and small vehicle load processing to recover recyclables and alternative fuels; and
- New opportunities to divert waste materials from disposal to reuse, repair and recycling.

New or continuous improvement initiatives for 2024 include:

- Waste-to-Energy Facility District Energy System development;
- New weighscale system software replacement;
- North Surrey and Langley recycling depot design and development; and
- Zero waste / circular economy community actions.

### 2024 Budget and 2024 - 2028 Financial Plan

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

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

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

The 2024 - 2028 Solid Waste Services Financial Plan is included as Attachment 1. The 2024 Annual Work Plan for Solid Waste Services is included in Attachment 3 and the "What's Happening" highlights for the years 2024 - 2028 are included in Attachment 4.

#### **Operating Budget Highlights**

The Solid Waste Services operating budget is separated into operating programs and funding required to support the expanding capital program (debt service and contribution to capital). It is proposed to increase by \$9.0 million in 2024 for a total budget of \$142.4 million (Attachment 1). This increase is primarily a result of increased landfill disposal costs, increased Waste-to-Energy Facility operating costs, increased recycling and waste centre operating costs, and increased debt.

The 2024 operating budget includes the following key actions:

- Continued work on the solid waste management plan update to advance zero waste and the circular economy;
- Continue to enhance customer service and monitoring including investigating continuous feedback mechanisms;
- Alternative fuel and recyclable recovery pilot project;
- Bottom ash beneficial use pilot;
- Asset management program, including data validation and program guideline development;

- Support for behavior change programs for textiles, single-use items, seasonal wastes, food wastes, illegal dumping, and the Zero Waste Conference;
- Expand reuse events at recycling and waste centres, and repair events in partnership with member jurisdictions; and
- Support the National Zero Waste Council including work on implementing the Circular Economy and Zero Plastics Waste.

Highlights of contracts and consulting projects anticipated to be undertaken in 2024 to respond to work plan requirements within the operating budget include the following:

- Langley Recycling and Waste Centre recycling depot design;
- Waste-to-Energy Facility district energy design;
- Solid waste management plan engagement activities and technical support; and
- Waste composition analysis

Over the next five years, the Solid Waste Services budget is expected to increase an average of \$12.6 million or 8.0% per year. Of this overall increase, funding related to the expanding capital program (debt servicing and contribution to the capital) is increasing \$5.5 million per year on average over the next five years leaving the operating programs which are increasing, on average, by \$7.1 million per year, or approximately 5.4% increase per year.

### Capital Budget Highlights

The Solid Waste Services capital budget for 2024 approval is \$262.9 million (Attachment 2). This amount includes all capital projects underway or planned in 2024. The capital program is funded by long-term debt and planned contribution to capital from the annual operating budget as available.

The projected capital cash flow for 2024 - 2028 totals \$313.5 million, an average of \$62.7 million per year. The largest five projects (each over \$15 million) make up approximately 64% of the capital spending over the next five years. There are 23 projects on the 5-year capital plan.

The capital program over the next five years is largely driven by the need to replace aging Waste-to-Energy Facility infrastructure and enhance recycling services at the recycling and waste centres. The addition of biosolids management and the district energy project at the Waste-to-Energy Facility are expected to increase beneficial use of waste materials and reduce greenhouse gas emissions.

The following key projects are included in the five-year plan:

- North Surrey and Langley Recycling and Waste Centre Recycling Depots
- Waste-to-Energy Facility District Energy (Phase 1 and Phase 2)
- Waste-to-Energy Facility Biosolids Management
- Waste-to-Energy Facility Acid Gas Reduction
- Various Waste-to-Energy capital replacement projects including replacement of the refuse cranes

Capital plan costs over the same 2024-2027 period have increased by \$49.4M compared to the previous cycle; this includes \$21 million deferred from 2023. Costs associated with new initiatives or updated costs estimates from currently planned projects are partially offset by new project delivery

methods and deferral of some projects not required at this time. Of note, the planned alternative fuel and recycling recovery facility construction has been moved out of the capital plan to be replaced through working with existing and planned private construction and demolition waste processors to manage materials dropped off in small loads at recycling and waste centres. Additional ambient air monitoring at the Waste-to-Energy Facility is being done to compare ambient concentrations to dispersion modelling results and ambient air quality objectives in order to confirm the timing of the acid gas reduction project. Data collected to date continues to show low levels of ambient air hydrogen chloride and sulfur dioxide, at less than 10% of ambient air quality objectives.

### 2024 - 2028 Tipping Fee Projections

The following table shows the tipping fee projections based on the required revenue to offset expected expenditures. Tipping fees for 2024 are proposed to increase by \$7 per tonne. Requirements for 2025 and beyond will be reviewed during future budget processes with the goal of reducing tipping fee increases where possible.

The 2024 tipping fee was projected to increase by \$7 per tonne in the previous cycle. All other years match previous budget cycle projections. 2028 tipping fees are projected to increase by \$8 per tonne.

Projected Tipping Fees for Municipal Solid Waste	2023	2024	2025	2026	2027	2028
(\$/tonne)						
Tipping Fee Increase		\$7	\$7	\$7	\$8	\$8
Municipal Tipping Fee	\$ 127	\$ 134	\$ 141	\$ 148	\$ 156	\$ 164
Small Vehicles (0-1t)	\$ 161	\$ 168	\$ 175	\$ 182	\$ 190	\$ 198
Medium Vehicles (1-8t)	\$ 139	\$ 146	\$ 153	\$ 160	\$ 168	\$ 176
Large Vehicles (>8t)	\$ 113	\$ 120	\$ 127	\$ 134	\$ 142	\$ 150

#### Waste Flows

With garbage tipping fees being the primary revenue source for the Solid Waste function, waste flow projections are the key driver for annual budget projections. Waste flow projections in the regional solid waste system for 2023 are currently estimated at approximately 1,040,000 tonnes, slightly higher than 2022 actuals. The increase in tonnage in 2023 is due, in part to increasing waste flow as a result of population growth. The waste flow for 2024 is budgeted at approximately 930,000 tonnes. If actual waste flows are higher than projected, increased revenues are offset by increased costs, particularly for contingency disposal to remote landfill as the Waste-to-Energy Facility and Vancouver Landfill annual tonnage accepted are fixed.

#### Reserve Funds

There are no proposed applications of reserve funding in the 2024 - 2028 Financial Plan. The 2024 - 2028 Projected Reserves for Solid Waste Services is included in Attachment 5.

#### **Approval Process**

The proposed 2024 - 2028 Financial Plan and Annual Work Plans for Solid Waste Services are presented for consideration and endorsement before being forwarded to the Board for consideration.

The next steps of the process are:

- The 2024 2028 Financial Plan and Annual Work Plan will be presented for consideration at the Metro Vancouver Board Budget Workshop on October 20, 2023.
- The Greater Vancouver Sewerage and Drainage District Board will consider adoption of the 2024 Budget and endorsement of the 2024 2028 Financial Plan on October 27, 2023.

#### **ALTERNATIVES**

- That the Zero Waste Committee endorse the 2024 2028 Financial Plan for Solid Waste Services
  as presented in the report dated October 5, 2023, titled "2024 2028 Financial Plan Solid
  Waste Services", and forward it to the Metro Vancouver Board Budget Workshop on October
  20, 2023 for consideration.
- 2. That the Zero Waste Committee make recommendations and endorse an amended 2024 2028 Financial Plan for Solid Waste Services and forward the amended Financial Plan to the Metro Vancouver Board Budget Workshop on October 20, 2023 for consideration.

#### **FINANCIAL IMPLICATIONS**

If the Greater Vancouver Sewerage and Drainage District Board approves the 2024 Budget and endorses the Five-Year Financial Plan for Solid Waste Services, as presented under Alternative 1, in 2024 the revenue from tipping fees for the system will increase by \$10.2 million (8.4%) to \$132.1 million which will generate the majority of the \$142.4 million in total revenue required to offset projected expenditures. This represents a \$3 or 4.6% increase in the cost to the average regional household to \$68 (2023 - \$65).

Over the term of the five-year plan, the annual tipping fee revenue is projected to increase by an average of \$11.5 million per year to provide the required revenue to offset projected expenditures. It is anticipated that the cost to the average regional household over the next five years will rise from \$68 in 2024; to \$82 in 2028 representing an average annual increase of approximately \$3 per household. The per household cost projected for the 2024 - 2027 period is the same as the previous budget cycle.

Under Alternative 2, the Committee may wish to consider recommending amendments to the 2024 Budget and Five-Year Financial Plan for Solid Waste Services for consideration at the Metro Vancouver Board Budget Workshop. Any changes to the plan may have an impact on the Solid Waste Services Financial Plan.

#### **CONCLUSION**

The 2024 Budget and Five-Year Financial Plan for Solid Waste Services has been prepared following direction received at the April 19, 2023 Metro Vancouver Board Budget Workshop and to respond to direction provided in the *Board Strategic Plan* and support the *Integrated Solid Waste and* 

*Resource Management Plan.* It is presented to Committee and Board members to provide overview information on activities and financial impacts for the years 2024 to 2028 for Solid Waste Services.

The 2024 Budget and Five-Year Financial Plan for Solid Waste Services provides the opportunity for Metro Vancouver to share with its member jurisdictions the proposed capital projects and operating programs, and the financial impact of these projects, over the next five years. The financial plan illustrates how Metro Vancouver proposes to pay for Solid Waste Services investments that are required to maintain assets and respond to the region's growing population. It is intended to be used as a guiding document for member jurisdictions in the development of their five-year financial plans and includes projections on household impact to demonstrate how the plan will remain affordable for Metro Vancouver residents while keeping pace with critical infrastructure requirements.

Staff recommend endorsing the 2024 - 2028 Budget and Five-Year Financial Plan and Annual Work Plans for Solid Waste Services as presented under Alternative 1.

#### Attachments:

- 1. 2024 2028 Solid Waste Financial Plan
- 2. 2024 2028 Capital Programs and Project Total Solid Waste Services
- 3. 2024 Solid Waste Work Plans
- 4. 2024 2028 "What's Happening"
- 5. 2024 2028 Projected Reserves Solid Waste
- 6. Presentation re: 2024 2028 Financial Plan Solid Waste Services

# GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT SOLID WASTE SERVICES 2024 BUDGET REVIEW 2024 - 2028 FINANCIAL PLAN

	2023 BUDGET	2024 BUDGET	% CHANGE	2025 FORECAST	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE
REVENUES											
Solid Waste Tipping Fees	\$121,921,930	\$132,115,288	8.4%	\$144,608,656	9.5%	\$155,085,460	7.2%	\$166,849,986	7.6%	\$179,182,416	7.4%
Energy Sales	5,900,000	6,254,000		6,504,160		6,699,285		6,900,263		6,969,266	
Other External Revenues	5,569,809	4,042,041		7,148,776		7,330,803		9,881,950		10,053,201	
TOTAL REVENUES	\$133,391,739	\$142,411,329	6.8%	\$158,261,592	11.1%	\$169,115,548	6.9%	\$183,632,199	8.6%	\$196,204,883	6.8%
EXPENDITURES											
Operating Programs:											
Solid Waste Operations											
Allocated Quality Control	\$ 20,107	\$ 20,085		\$ 23,092		\$ 25,798		\$ 26,782		\$ 27,910	
Ashcroft Ranch	862,425	971,187		522,683		747,946		465,537		484,709	
Engineers in Training	89,668	125,326		163,207		167,585		172,019		176,618	
Landfills	28,131,613	29,869,233		32,195,422		34,261,835		36,660,981		39,390,058	
Contribution to Reserve – Landfills	5,723,220	5,956,330		6,310,000		5,893,110		5,872,040		5,957,630	
Recycling and Waste Centre	44,524,742	49,564,839		51,831,548		54,089,823		57,196,809		58,883,182	
Waste to Energy Facility	26,251,301	29,266,387		29,378,887		32,124,045		33,367,326		34,269,466	_
	105,603,076	115,773,387	9.6%	120,424,839	4.0%	127,310,142	5.7%	133,761,494	5.1%	139,189,573	4.1%
Solid Waste Planning											
Policy and Facility Development	591,574	644,339		660,273		676,832		693,603		711,000	
Zero Waste Implementation	2,455,259	2,590,242		2,634,905		2,681,279		2,508,288		2,557,011	
Programs and Public Involvement	828,368	1,106,108		1,129,390		1,138,556		1,063,060		1,088,443	
-	3,875,201	4,340,689	12.0%	4,424,568	1.9%	4,496,667	1.6%	4,264,951	(5.2%)	4,356,454	2.1%
Administration and Department Support	703,540	745,527	6.0%	763,883	2.5%	784,182	2.7%	805,290	2.7%	826,898	2.7%
Environmental Regulation and Enforcement	1,631,268	1,581,695	(3.0%)	1,629,796	3.0%	1,668,995	2.4%	1,710,199	2.5%	1,756,040	2.7%
Allocation of Centralized Support Costs	5,693,279	5,775,338	1.4%	5,712,196	(1.1%)	5,860,667	2.6%	6,191,886	5.7%	6,561,441	6.0%
Total Operating Programs	117,506,364	128,216,636	9.1%	132,955,282	3.7%	140,120,653	5.4%	146,733,820	4.7%	152,690,406	4.1%
Allocation of Project Delivery Cost	345,469	421,208	21.9%	420,274	(0.2%)	437,566	4.1%	454,666	3.9%	468,451	3.0%
Debt Service	10,819,361	12,465,692	15.2%	19,390,542	55.6%	24,533,941	26.5%	32,496,708	32.5%	38,473,652	18.4%
Contribution to Reserve	4,720,545	1,307,793	(72.3%)	5,495,494	320.2%	4,023,388	(26.8%)	3,947,005	(1.9%)	4,572,374	15.8%
TOTAL EXPENDITURES	\$133,391,739	\$142,411,329	6.8%	\$158,261,592	11.1%	\$169,115,548	6.9%	\$183,632,199	8.6%	\$196,204,883	6.8%

# GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT CAPITAL PORTFOLIO SOLID WASTE SERVICES 2024 CAPITAL BUDGET AND 2024 - 2028 CAPITAL PLAN

	BU	CAPITAL DGET FOR PPROVAL	2024 CAPITAL ASH FLOW	2025 CAPITAL ASH FLOW		2026 CAPITAL ASH FLOW	c	2027 CAPITAL ASH FLOW	2028 CAPITAL CASH FLOW		PITAL CAPITAL		ACTIVE PHASE	PRIMARY DRIVER
CAPITAL EXPENDITURES														
Landfills														
Alternative Fuel and Recyclables Recovery Centre	\$	-	\$ _	\$ -	\$	_	\$	-	\$	1,500,000	\$	1,500,000	Not Started	Opportunity
Coquitlam Landfill Gas Collection Upgrades		8,100,000	1,500,000	-		_		-		-		1,500,000	Multiple	Maintenance
Coquitlam Landfill Maintenance		13,600,000	2,350,000	3,600,000		1,600,000		-		-		7,550,000	Multiple	Resilience
Total Landfills	\$	21,700,000	\$ 3,850,000	\$ 3,600,000	\$	1,600,000	\$	-	\$	1,500,000	\$	10,550,000		
Recycling and Waste Centres														
Langley Recycling and Waste Centre Site Reconfiguration	\$	_	\$ _	\$ 4,000,000	\$	6,500,000	\$	_	\$	_	\$	10,500,000	Not Started	Maintenance
Langley Recycling Depot Development		8,000,000	1,000,000	3,000,000		3,750,000		_		_		7,750,000	Construction	Upgrade
Maple Ridge Recycling and Waste Centre Upgrades		2,000,000	500,000	750,000		750,000		_		_		2,000,000	Construction	Maintenance
North Shore Recycling and Waste Centre Compactor Replacement		_	_	_		4,000,000		_		_		4,000,000	Not Started	Maintenance
North Surrey Site Reconfiguration		_	_	_		3,000,000		4,500,000		_		7,500,000	Not Started	Maintenance
North Surrey Compactor		3,000,000	100,000	_		_		_		_		100,000	Construction	Maintenance
North Surrey Recycling Depot Development		32,000,000	1,000,000	3,000,000		3,750,000		_		_		7,750,000	Construction	Upgrade
Weigh Scale Replacement		3,500,000	2,500,000	_		_		_		_		2,500,000	Construction	Maintenance
Total Recycling and Waste Centres	\$	48,500,000	\$ 5,100,000	\$ 10,750,000	\$ :	21,750,000	\$	4,500,000	\$	-	\$	42,100,000		
Waste To Energy Facilities														
Acid Gas Reduction	\$	2,100,000	\$ 850,000	\$ 800,000	\$	10,000,000	\$	10,000,000	\$	10,000,000	\$	31,650,000	Design	Upgrade
Biosolids Processing		23,850,000	8,000,000	7,000,000		4,000,000		2,000,000					Construction	Resilience
Bottom Ash Processing		6,800,000	50,000	_		_		_		_		50,000	Construction	Opportunity
Generation Bank Replacement		12,000,000	5,900,000	3,000,000		3,000,000		_		_		11,900,000	Construction	Maintenance
Primary Economizer Replacement		7,000,000	500,000	_		_		_		_		500,000	Construction	Maintenance
Refuse Crane		17,850,000	5,650,000	5,800,000		5,000,000		_		_		16,450,000	Construction	Maintenance
Secondary Economizers Replacement		6,000,000	1,750,000	3,000,000		1,000,000		_		_		5,750,000	Construction	Maintenance
Special Handle Waste Direct Feed System		_	_	2,500,000		2,500,000		2,500,000		2,500,000		10,000,000	Not Started	Opportunity
Waste-to-Energy Facility Maintenance		30,750,000	9,900,000	9,700,000		3,650,000		7,250,000		_		30,500,000	Multiple	Maintenance
WTE Facility District Energy Phase 2		-	_	_		_		_		50,000,000		50,000,000	Not Started	Resilience
WTE Facility District Energy		84,000,000	12,500,000	17,500,000		16,000,000		37,000,000		_		83,000,000	Construction	Resilience
WTE Facility District Energy Opportunities		2,300,000	50,000	_		_		_		_		50,000	Construction	Opportunity
Total Waste To Energy Facilities	\$ 1	.92,650,000	\$ 45,150,000	\$ 49,300,000	\$ 4	45,150,000	\$	58,750,000	\$	62,500,000	\$ 2	260,850,000		
TOTAL CAPITAL EXPENDITURES	\$ 2	62,850,000	\$ 54,100,000	\$ 63,650,000	\$	68,500,000	\$	63,250,000	\$ (	64,000,000	\$ 3	313,500,000		

# GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT CAPITAL PORTFOLIO SOLID WASTE SERVICES 2024 CAPITAL BUDGET AND 2024 - 2028 CAPITAL PLAN

	CAPITAL BUDGET FOR APPROVAL	2024 CAPITAL CASH FLOW	2025 CAPITAL CASH FLOW	2026 CAPITAL CASH FLOW	2027 CAPITAL CASH FLOW	2028 CAPITAL CASH FLOW	2024 TO 2028 TOTAL CAPITAL CASH FLOW	ACTIVE PHASE	PRIMARY DRIVER
CAPITAL FUNDING									
New External Borrowing	\$ 230,702,000	\$ 43,531,000	\$ 55,342,000	\$ 59,004,000	\$ 57,227,000	\$ 60,053,000	\$ 275,157,000		
Reserve	14,541,000	2,569,000	1,308,000	5,496,000	4,023,000	3,947,000	17,343,000		
External Funding - Interagency	17,607,000	8,000,000	7,000,000	4,000,000	2,000,000	-	21,000,000		
Total	\$ 262,850,000	\$ 54,100,000	\$ 63,650,000	\$ 68,500,000	\$ 63,250,000	\$ 64,000,000	\$ 313,500,000		
SUMMARY BY DRIVER									
SUMMARY BY DRIVER Growth	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
	\$ -	\$ – 28,300,000	\$ – 26,250,000	\$ – 26,900,000		\$ -			
Growth	Ψ				11,750,000		93,200,000		
Growth Maintenance	90,200,000	28,300,000	26,250,000	26,900,000	11,750,000 39,000,000	_	93,200,000 161,550,000		
Growth Maintenance Resilience	90,200,000 121,450,000	28,300,000 22,850,000	26,250,000 28,100,000	26,900,000 21,600,000	11,750,000 39,000,000 10,000,000	50,000,000	93,200,000 161,550,000 47,150,000		

# SOLID WASTE SERVICES Solid Waste Operations

#### **Description of Services**

Solid Waste Services provides waste reduction and recycling planning and solid waste facility operations to the region under the authority of the Greater Vancouver Sewerage and Drainage District (GVS&DD). Solid Waste Operations is responsible for operating an integrated solid waste management system with service delivery focused on achieving Metro Vancouver's zero waste objectives through reliable, cost-effective, safe and environmentally-sound operations. The regional solid waste system is a user pay model, primarily funded through tipping fees.

Metro Vancouver facilities include the North Shore, United Boulevard, North Surrey, Central Surrey, Maple Ridge, and Langley recycling and waste centres; and Waste-to-Energy Facility; these facilities are managed through several large contracts. Metro Vancouver also manages the closed Coquitlam Landfill, the former Matsqui Transfer Station site, and the Ashcroft Ranch.

#### Strategic Directions and High Level Goals Supported

**Board Strategic Plan** 

- Continue to expand and enhance the disposal ban program
- Continue to expand recycling options at regional recycling and waste centres
- Implementing district energy at the Waste-to-Energy Facility

Integrated Solid Waste and Resource Management Plan

- Goal 1 Minimize waste generation
- Goal 2 Maximize reuse, recycling & material recovery
- Goal 3 Recover energy from waste stream after material recovery
- Goal 4 Dispose of all waste in landfill after recycling & energy recovery

#### **Performance indicators**

Indicator	Historical and/or Industry Benchmark	Current Performance	2024 Performance Objective
Annual solid waste flows in Metro Vancouver system (tonnes)	2022: 1,002,00 2021: 976,000 2020: 854,000	projected: 1,040,000	930,000
Processing Availability of the Waste- to-Energy Facility	2022: 90.6% 2021: 91.4% 2020: 91.6%	projected: 92%	93%
Customer availability for the Waste- to-Energy Facility	2022: 99% 2021: 99%	projected: 99%	99.0%
Customer availability for the Recycling and Waste Centres	2022: 99.9% 2021: 99.9% 2020: 99.9%	projected: 99.9%	99.9%

#### 2024 Key Actions

#### General

- Asset management program development, including condition assessments and asset policy development
- Implementation and further development of new weigh scale software including new features for improved customer service

#### **Recycling and Waste Centres**

- Recycling depot development design at North Surrey and Langley recycling and waste centres
- Compactor replacement at North Surrey Recycling and Waste Centre
- Alternative fuel and recyclables recovery pilot targeting small vehicle waste
- Tipping floor repairs at North Shore and North Surrey recycling and waste centres
- North Surrey Recycling and Waste Centre administration building refurbishment
- Recycling and waste centres building and asset assessment
- Assess opportunities to improve pedestrian and cyclist access

#### Waste-to-Energy Facility

- Complete feed hopper/feed chute, primary economizer, and feedwater pump replacement projects
- Continue work on non-ferrous metal recovery, programmable logic controllers replacement, island power, electrical transformer replacement, and fire suppression system projects
- Advance refuse crane, bottom ash crane, fabric filter hopper, and compressed air replacement projects
- Initiate design for secondary economizer, fly ash silo, pug mill enclosure ventilation system, and refuse pit bunker door replacement projects.
- Biosolids processing system detailed design
- District energy system detailed design
- Bottom ash beneficial use pilot testing
- Continue procurement activities related to new Operating and Maintenance Contract. Current contract expires in March 2025

#### Landfills

- Ongoing environmental operations at Coquitlam Landfill (leachate and landfill gas), leachate, landfill gas, and groundwater monitoring and reporting for environmental compliance
- Complete upgrade for the east leachate pump station upgrade
- Complete detailed design for the flare station upgrade

#### Ashcroft Ranch

- McLean Lake Dam hydrological and geotechnical assessment consulting study
- Fencing replacement



# SOLID WASTE SERVICES Solid Waste Planning and Community Engagement

#### **Description of Services**

Solid Waste Services provides waste reduction and recycling planning, zero waste implementation and solid waste facility operations to the region under the authority of the Greater Vancouver Sewerage and Drainage District (GVS&DD). Solid waste planning and community engagement activities include:

- Technical and audience research and engagement to develop an updated regional solid waste management plan;
- Regional waste reduction and recycling initiatives in the current solid waste management plan, including disposal bans, bylaws, regional policies and recycling services, etc.;
- Regional infrastructure planning and development to fulfill future needs for waste recycling, transfer and disposal; and,
- Stakeholder engagement services.

In addition, to support Metro Vancouver's commitment to protect the environment and conserve resources, Environmental Regulation and Enforcement negotiates and issues permits, orders and licenses and then promotes compliance, and enforces solid waste bylaws. According to a user-pay principle, these regulatory costs are recovered through fees.

#### **Strategic Directions and High Level Goals Supported**

**Board Strategic Plan** 

- Expand actions that will reduce the amount of litter and waste that Metro Vancouver members manage, including strategies to reduce single-use items and other disposable consumer products
- Continue to provide technical support to communication campaigns that increase diversion through source reduction, reuse, repurposing or recycling
- Research opportunities to ensure sufficient capacity in the regional recycling and reuse system, including assessing opportunities for organics and wood
- Identify future disposal alternatives with full life cycle, cost and greenhouse gas emission analyses

#### Integrated Solid Waste and Resource Management Plan

- Goal 1 Minimize waste generation
- Goal 2 Maximize reuse, recycling & material recovery
- Goal 3 Recover energy from waste stream after material recovery
- Goal 4 Dispose of all waste in landfill after recycling & energy recovery

#### **Performance Indicators**

Indicator	Historical and/or industry benchmark	Current performance ¹	2024 performance objective
Recycling rate (percent of solid waste	Canadian average ² :		
diverted from final disposal)	27.6%	65%	66%
	Metro Vancouver		
	historical:		
	2020: 64%		
	2019: 63%		
	2018: 64%		
	2017: 63%		
Waste disposed per capita	Canadian average ¹ :		
(tonnes)	0.69	0.45	0.43
	Metro Vancouver		
	historical:		
	2020: 0.45		
	2019: 0.48		
	2018: 0.48		
	2017: 0.49		

¹Most recent figures derived from Statistics Canada disposal & diversion tonnages (2018) and Metro Vancouver 2021 Annual Solid Waste and Recycling Summary

#### **2024 Key Actions**

- Solid Waste and Recycling Industry Advisory Committee support
- Independent Consultation and Engagement Panel support
- Engagement for review and update of the solid waste management plan, including supporting the Public/Technical Advisory Committee
- Disposal Ban Program implementation monitoring
- Textiles, single-use items, seasonal waste, food waste, illegal dumping, and the Zero Waste Conference support
- National Zero Waste Council including work on implementing the Circular Economy
- Canada Plastic Pact support
- National Solid Waste Benchmarking Initiative and applied waste research
- Regional waste composition monitoring
- Solid waste initiatives public engagement
- Regional Food Recovery Network
- Regional reuse and repair events
- Zero waste construction certification
- Carbon capture, utilization, sequestration study
- Recycling depot development at North Surrey and Langley recycling and waste centres

#### **Solid Waste Services**

#### 2024 to 2028 - WHAT'S HAPPENING

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

Initiative	Description	Theme			
2024					
Weigh scale software replacement	Autoscale software replacement installation and customer service enhancements	System Stewardship			
Asset management planning	Asset management program plan development	System Stewardship			
Biosolids utilization at the Waste-to-Energy Facility	Detailed design/commence construction of biosolids utilization system	Opportunities for Innovation and Enhanced Service			
North Surrey compactor replacement	Replace North Surrey Recycling and Waste Centre compactor	System Stewardship			
District energy system at the Waste-to-Energy Facility	District energy system detailed design	Environmental Protection and Climate Action			
Zero waste initiatives	Research on waste prevention and diversion initiatives, such as new policies, incentives, business models and regulatory measures, to move toward a circular economy	Environmental Protection and Climate Action			
Bottom ash beneficial use	Pilot testing for beneficial use of bottom ash	Environmental Protection and Climate Action			
Alternative fuel and recyclables recovery	Alternative fuel and recyclables project pilot testing	Environmental Protection and Climate Action			
North Surrey and Langley Recycling Depots	North Surrey and Langley recycling and waste centre recycling depot design and commence construction	Environmental Protection and Climate Action			
Reuse and Repair events	Expand reuse events at recycling and waste centers and community repair events	Environmental Protection and Climate Action			
Capital replacements at the Waste-to-Energy Facility	ne Waste-to-Energy primary and secondary economizers,				
Solid waste management plan update	management plan solid waste management plan				

Coquitlam Landfill	Construction of east leachate pump station upgrade	System Stewardship				
Coquitlam Landfill	Detailed design / commence construction for the flare station upgrade	System Stewardship				
2025						
Capital replacements at the Waste-to-Energy Facility	Continue capital replacements and upgrades, including secondary economizers, generation bank, refuse crane, and primary superheaters	System Stewardship				
Solid waste management plan update	Continue review and update of the region's solid waste management plan	Environmental Protection and Climate Action				
Zero waste initiatives	circular economy  Continued research and development of waste prevention and diversion initiatives, such as new policies, incentives, business models and regulatory measures, to move toward a circular economy					
Alternative fuel and recyclables recovery	Alternative fuel and recyclables pilot project implementation	Environmental Protection and Climate Action				
Recycling and Waste Centre recycling depots	New recycling depots operating at the Langley and North Surrey facilities	Environmental Protection and Climate Action				
District energy system at the Waste-to-Energy Facility	Construction of Phase 1 of the District Energy system, providing waste heat to River District community	Environmental Protection and Climate Action				
Biosolids at the Waste- to-Energy Facility	Complete construction/commissioning of a biosolids receiving system at the Waste-to- Energy Facility	Opportunities for Innovation and Enhanced Service				
2026						
Capital replacements at the Waste-to-Energy Facility	Continue capital replacements and upgrades, including stack refurbishment	System Stewardship				
Solid waste management plan review	Complete review and update of the region's solid waste management plan	Environmental Protection and Climate Action				
Zero waste initiatives	Begin to implement and monitor the new waste prevention and diversion initiatives in the updated solid waste management plan	Environmental Protection and Climate Action				

Alternative fuel and recyclables recovery	Alternative fuel and recyclables recovery facility development	Environmental Protection and Climate Action
District energy system at the Waste-to-Energy Facility	Complete commissioning of Phase 1 of the District Energy system	Environmental Protection and Climate Action
2027		
Capital replacements at the Waste-to Energy Facility	Continue capital replacements and upgrades, including boiler grate and feed table supports replacement project	System Stewardship
Zero waste initiatives	Implement and monitor the new waste prevention and diversion initiatives in the updated solid waste management plan	Environmental Protection and Climate Action
North Shore compactor replacement	Replace North Shore Recycling and Waste Centre compactor	System Stewardship
Alternative Fuel and Recyclables Recovery Centre Design	Begin design of the full scale Alternative Fuel and Recyclables Recovery Centre	Environmental Protection and Climate Action
2028		
Western region recycling and waste centre replacement	Begin design for the western region recycling and waste centre replacement	Addressing Regional Growth
Capital replacements at the Waste-to Energy Facility	Continue capital replacements and upgrades and begin construction of the acid gas reduction system	System Stewardship
Zero waste initiatives	Continue to implement and monitor the new waste prevention and diversion initiatives in the updated solid waste management plan	Environmental Protection and Climate Action
District energy system at the Waste-to-Energy Facility	Commence construction of Phase 2 of the District Energy system	Environmental Protection and Climate Action

# METRO VANCOUVER DISTRICTS 2024 - 2028 PROJECTED RESERVES - SOLID WASTE

#### **OPERATING RESERVES**

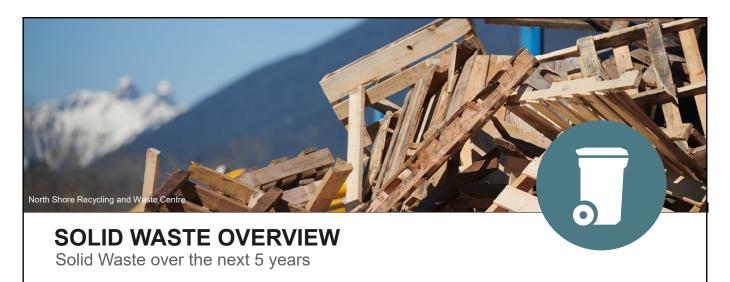
	2023	2024					2024	2025	2026	2027	2028
	ENDING	OPENING					ENDING	ENDING	ENDING	ENDING	ENDING
	BALANCE	BALANCE	CONTRIBUTION	I WITHDRAW	/ALS	INTEREST	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE
Solid Waste Services	\$ 16,412,984	\$ 16,412,984	\$ -	- \$	- :	\$ 410,325 \$	16,823,309	\$ 17,243,892 \$	17,674,989 \$	18,116,864	\$ 18,569,786

#### **DISCRETIONARY RESERVES**

	2023 ENDING BALANCE	2024 OPENING BALANCE	CONT	RIBUTION	WITHDRAWA	LS	INTEREST	2024 ENDING BALANCE	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE	2028 ENDING BALANCE
Solid Waste Services												
Solid Waste General Reserve	\$ 27,673,818	\$ 27,673,818	\$	-	\$	- \$	691,845	\$ 28,365,663	\$ 29,074,805	\$ 29,801,675	\$ 30,546,717	\$ 31,310,385
Landfill Post Closure Reserve	48,883,385	48,883,385		5,956,330		-	1,296,539	56,136,254	63,928,535	71,493,522	79,226,301	87,239,059
Landfill Reserve	11,870,256	11,870,256		-		-	296,756	12,167,012	12,471,187	12,782,967	13,102,541	13,430,105
Total	\$ 88,427,459	\$ 88,427,459	\$	5,956,330	\$	- \$	2,285,140	\$ 96,668,929	\$ 105,474,527	\$ 114,078,164	\$ 122,875,559	\$ 131,979,549

#### **ATTACHMENT 6**





The Solid Waste Services function is focused on ensuring excellent customer service to the more than 1,000,000 annual users of the regional solid waste system and continuing to advance zero waste and the circular economy.

### **SOLID WASTE SERVICES OVERVIEW**

- Solid Waste Services provides waste reduction and recycling planning and solid waste disposal services to the region under the authority of the Greater Vancouver Sewerage and Drainage District (GVS&DD).
- Solid Waste Services is responsible for operating an integrated solid waste management system focused on resilience and high level of service. The Board Strategic Plan highlights goals of a reliable, financially sustainable, safe and environmentally sound operation while fostering meaningful collaboration and engagement.
- The regional solid waste system is a strong and reliable public user pay program funded through tipping fees.

3

## PERFORMANCE METRICS

Solid Waste Services

Recycling Rate (percent of solid waste diverted from final disposal)  Waste Disposed (tonnes) per 0.45  Capita  Annual solid waste flows in 1,000,000  Metro Vancouver System current year estimate - tonnes)  Availability of the Waste-to-Energy Facility	Expected Performance 2024
Annual solid waste flows in 1,000,000  Metro Vancouver System current year estimate - tonnes)  Availability of the Waste-to- 91%	Increase to 66% or more diversion rate
Vetro Vancouver System current year estimate - tonnes)  Availability of the Waste-to-	Maintain at 0.45 or decrease per capital tonnes disposed
,	Budgeted at 930,000 tonnes
	Maintain at 91% or increase facility availability

Page 483 of 491

# **BENCHMARK OF UTILITY COSTS - 2023**

Solid Waste (\$ CAD / tonne)

Solid Waste	
Metro Vancouver (average tipping fee)	\$136
Toronto	\$171
Seattle	\$240
San Francisco	\$320

5

# **CONTINUOUS IMPROVEMENT - 2023**

Solid Waste Services

Initiative	Outcomes			
Solid Waste Management Plan	<ul> <li>Initiated vision and guiding principles engagement:</li> <li>Representatives of seven First Nations participated – up from zero on pre-engagement phase</li> </ul>			
Completed Surrey Drop-Off Days event	Reduced the City of Surrey's expenditures and increased efficiencies by hosting drop-off events at Metro Vancouver recyclin and waste centres			
Pilot contracts for bottom ash and alternative fuels processing	<ul> <li>Contracts for pilot bottom ash processing and alternative fuel processing – up to 45,000 tonnes per year GHG reduction and indefinitely defer \$50 million in capital for Metro Vancouver facility</li> </ul>			
Recycling Depot Development	Consultant in place for North Surrey and Langley Recycling     Depot design and construction supervision			
	6			

## **PROJECT HIGHLIGHT**

Temporary House Storage at Coquitlam Landfill, Lot 3

- Storage contract with Nickel Bros.
- Temporarily stored prior to relocation for reuse up the coast and to First Nations communities.
- Repurposing saves 100 tonnes of material and 60 tonnes of embodied carbon.



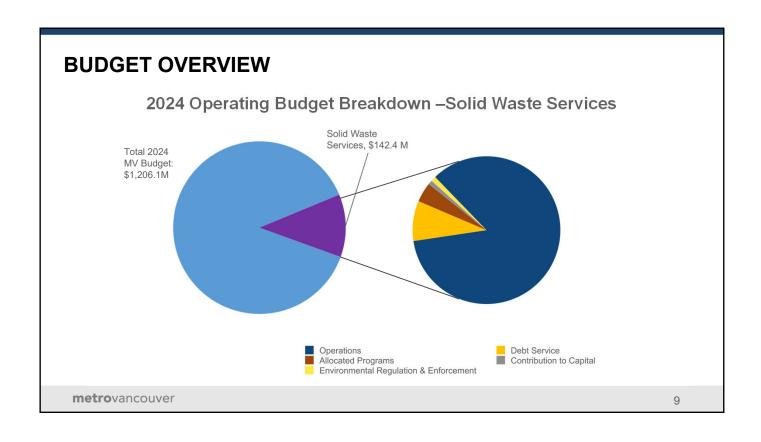
Houses stored temporarily at Coquitlam Landfill

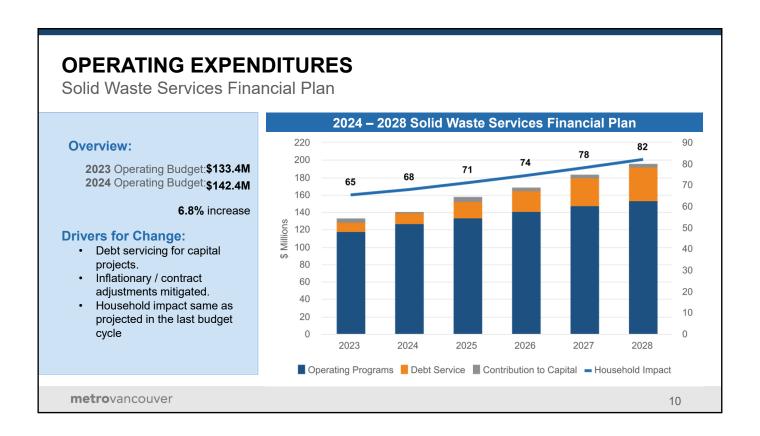
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## **CONTINUOUS IMPROVEMENT - 2024**

Solid Waste Services

Initiative	Outcomes		
Weigh scale software upgrade implementation.	Range of new features: license plate readers, emailing bills, real- time customer feedback		
Waste-to-Energy Facility Carbon Capture	Feasibility study and concept design on carbon capture at Waste- to-Energy Facility		
WTEF District Energy	BCUC certificate of public convenience and necessity in place, Vancouver and Burnaby agreements on street use, and Burnaby energy purchase being finalized. Construction starts – up to 70,000 tonnes per year GHG emission reduction.		





### **OPERATING FUNDING**

Solid Waste Services Financial Plan

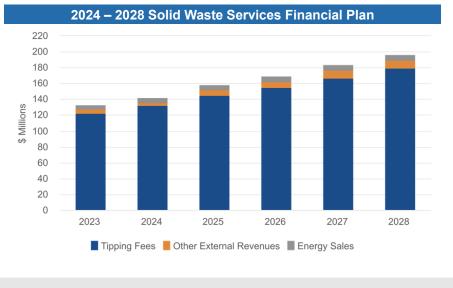
#### Overview:

2023 Operating Budget: \$133.4M2024 Operating Budget: \$142.4M

6.8% increase

#### **Drivers for Change:**

 Tipping fee increases same as projected in previous budget cycle



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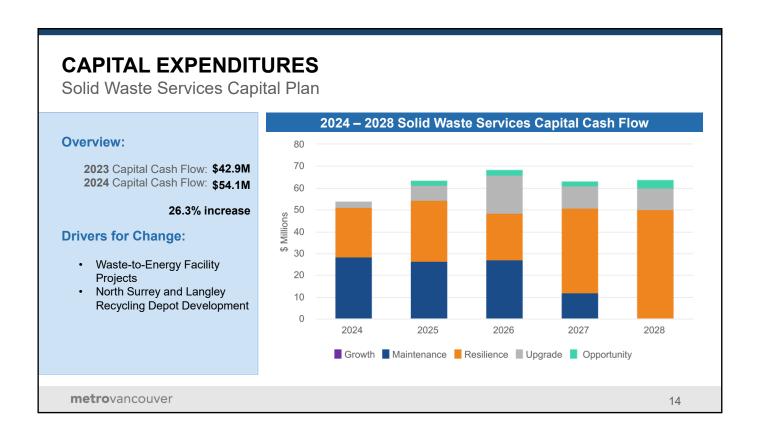
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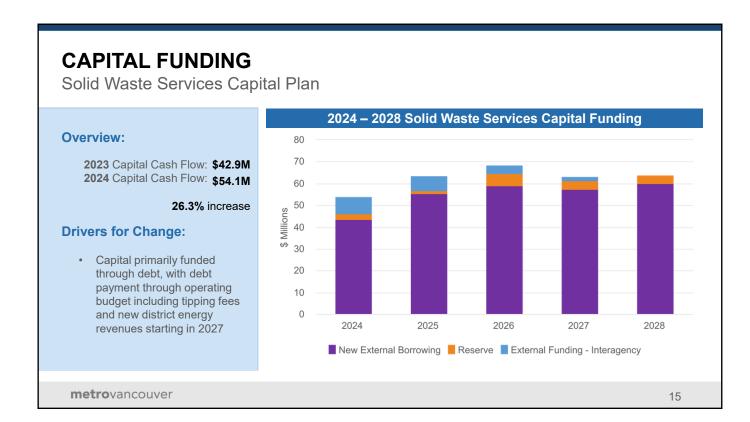
# **OPERATING HIGHLIGHTS - 2024 - 2028**

Solid Waste Services

Budget Year	Initiative	Description				
2024	Biosolids utilization system design	The system will allow up to 25,000 t/year of biosolids to be managed saving significant hauling and GHG emissions				
2025	Construction of Waste-to- Energy Facility District Energy system	Begin construction of the Phase 1 section of the WTEF District Energy system including an Energy Centre and hot water pipe network				
2026	Alternative Fuel	Full-scale contract for alternative fuel and recycling of small loads				
2027	Zero waste initiatives in new solid waste management plan	Implement and monitor the new waste prevention and diversion initiatives in the updated solid waste management plan				
2028	Capital replacements and upgrades at the Waste-to- Energy Facility	Continue capital replacements and upgrades and begin construction of the acid gas reduction system				
		12				

#### SOLID WASTE SERVICES CAPITAL BUDGET FOR APPROVAL 2024 Solid Waste Services Capital Budget for Approval Overview: 130 120 Capital Budget for Approval: \$262.9M 110 100 **Drivers for Change:** 90 80 70 North Surrey and Langley 60 Recycling Depot Development 50 Waste-to-Energy Facility 40 District Energy 30 Capital Replacement 20 **Projects** 10 Biosolids Processing Resilience Maintenance Upgrade Opportunity ■ New External Borrowing ■ Reserve ■ External Funding - Interagency **metro**vancouver 13





### **SOLID WASTE OPERATING HIGHLIGHTS**

- Household Impact change matches previous cycle projection \$3 per household per year increase.
- Tipping fee increases match previous cycle projection.
- Increase of 6.8% expenditures for 2024, offset by higher expected revenues matching actuals.
- Increased contingency disposal projections based on expected need
- Implementing innovations to reduce GHG emissions from operations: zero emission waste hauling and waste handling.

# **SOLID WASTE FINANCIAL PLAN SUMMARY**

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	2023	2024	2025	2026	2027	2028
Total Expenditures (\$ Millions)	\$133.4	\$142.4	\$158.3	\$169.1	\$183.6	\$196.2
% Change		6.8%	11.1%	6.9%	8.6%	6.8%
Tipping Fee Increase (\$/t)		\$7	\$7	\$7	\$8	\$8
Blended Tipping Rate (\$/t)	\$137	\$144	\$151	\$158	\$166	\$174
% Change		4.9%	4.8%	4.6%	5.1%	4.8%
Total Capital Cash Flow (\$ Millions)	\$42.9	\$54.1	\$63.7	\$68.5	\$63.3	\$64.0
Household Impact (\$)	\$65	\$68	\$71	\$74	\$78	\$82
% Change		3.8%	4.8%	4.6%	5.1%	4.8%
Prior Cycle Household Impact Change (%)		3.5%	4.9%	4.6%	5.1%	N/A



#### **metro**vancouver

We want to hear from you

Metro Vancouver 2024 Board Budget Workshop and Public Consultation

Join us

Friday, October 20, 2023 at 9:00 am
Livestreamed online from Metro Vancouver, 28th Floor Boardroom, 4515 Central Boulevard, Burnaby, BC
The 2024 Budget and Five Year Financial Plan includes both operating and capital expenditures for
the four entities that make up Metro Vancouver: the Metro Vancouver Regional District, the Greater
Vancouver Water District, the Greater Vancouver Sewerage and Drainage District, and the Metro

Vancouver Housing Corporation.

Visit the livestream online at metrovancouver.org to view Metro Vancouver's 2024 – 2028 Financial Plan and supporting information.

Page 491 of 491

Comments can be sent to icentre@metrovancouver.org or via mail to: Financial Services, Metro Vancouver 26th FL, 4515 Central Boulevard, Burnaby, BC V5H 0C6