

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

BOARD OF DIRECTORS

SPECIAL JOINT BOARD MEETING

Wednesday, October 16, 2024

9:00 am

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

Webstream available at <https://metrovancover.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 16, 2024 Special Meeting Agenda

That the MVRD, MVHC, GVWD, and GVS&DD Boards adopt the agenda for the special meeting scheduled for October 16, 2024 as circulated.

B. REPORTS FROM COMMITTEE OR COMMISSIONER/CHIEF ADMINISTRATIVE OFFICER

1. 2025 – 2029 Financial Plan – Metro Vancouver Districts and Housing Corporation *pg. 3*

That the MVRD/MVHC/GVWD/GVS&DD Board direct staff to prepare the necessary 2025 Budget and 2025-2029 Financial Plan to be presented at the November 1, 2024 Metro Vancouver Districts and Housing Corporation Board meetings for consideration of adoption and endorsement.

2. Reference Materials *pg. 103*

The 2025 – 2029 Financial Plan is being considered by the Liquid Waste and Indigenous Relations Committees at their meetings from October 10 to 11, 2024. Any changes will be provided on table.

3. Questions and Answers, Comments from the Public *pg. 505*

¹ Note: Recommendation is shown under each item, where applicable. All Directors vote unless otherwise noted.

C. ADJOURNMENT

That the MVRD, MVHC, GVWD, and GVS&DD Boards adjourn the special joint meeting of October 16, 2024.

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 9, 2024 Meeting Date: October 16, 2024

Subject: **2025 - 2029 Financial Plan – Metro Vancouver Districts and Housing Corporation**

RECOMMENDATION

That the MVRD/MVHC/GVWD/GVS&DD Board direct staff to prepare the necessary 2025 Budget and 2025-2029 Financial Plan to be presented at the November 1, 2024 Metro Vancouver Districts and Housing Corporation Board meetings for consideration of adoption and endorsement.

EXECUTIVE SUMMARY

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

The proposed 2025 Budget and 2025-2029 Financial Plan reflects the Board's strategic priorities in the *2022-2026 Board Strategic Plan*, which include:

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

The proposed 2025 operating budget is \$1.46B and the capital cash flow for 2025 is \$1.77B. The 2025 estimated average Household Impact (HHI) is \$875 for all Metro Vancouver services.

PURPOSE

To present for consideration the 2025 Budget and 2025 - 2029 Financial Plan for the Greater Vancouver Sewerage and Drainage District (GVS&DD), Greater Vancouver Water District (GVWD), Metro Vancouver Housing Corporation (MVHC) and Metro Vancouver Regional District (MVRD).

BACKGROUND

Metro Vancouver's annual budget process includes the development of a detailed annual budget and the updating of the five-year financial plan for each of the four Metro Vancouver legal entities (GVS&DD, GVWD, MVHC, and MVRD). Three Board Budget Workshops were held in the Spring with the objective of seeking direction for the preparation of the 2025-2029 Financial Plan. This has resulted in a plan that maintains the Board's goals and objectives while minimizing the impact on ratepayers. This was achieved through evaluation and optimizing the capital and operating programs. This report provides an overview of all four legal entities including both operating and capital budget elements for the years 2025 to 2029.

During the month of October, the 2025 Budget and 2025-2029 Financial Plans for Metro Vancouver’s four legal entities were presented to the following ten Board Standing Committees for the 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 committees were presented with individual reports covering the 2025 Budget and 2025-2029 Financial Plan for the respective 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 describes the key activities projected over the five-year Financial Plan period. Each committee has reviewed and endorsed their respective Financial Plan, and provided comments and direction where appropriate for consideration by the Board at the October 16, 2024 Board Budget Workshop.

The 2025 Budget and 2025-2029 Financial Plan reflect alignment with the legislative authority of the individual legal entities and functions. Prepared with the direction provided at the Board Budget Workshop on May 31, 2024, the 2025 Budget and 2025-2029 Financial Plan support the vision and mission as articulated in the Board’s 2022-2026 Strategic Plan and the corresponding suite of Metro Vancouver Management Plans.

This report is being brought forward to present for consideration the 2025 budget and 2025-2029 Financial Plan for GVS&DD, GVWD, MVRD, and MVHC and to forward to the Board meeting on November 1, 2024 for approval. In addition, at the October 27, 2023 Board meeting, the Board passed the following resolution:

That the MVRD Board direct staff to conduct annual reviews of a) the DCC bylaws, including economic impact analysis, and b) the DCC waiver program with the aim of supporting rental housing and incentivizing affordable housing, and report results to the Board, who after review would forward the updates to the Provincial and Federal Ministers of Housing.

This report also provides the results of the most recent economic analysis as well as information about next steps regarding the DCC program. It also presents the allocation of the BC Growing Communities Fund provided to Metro Vancouver.

DEVELOPMENT OF 2025 BUDGET AND FIVE-YEAR FINANCIAL PLAN

The Metro Vancouver *Proposed 2025-2029 Financial Plan* (Attachment 1) provides the financial details of the proposed 2025 Budget and 2025-2029 Financial Plan including financial information by sub-region for the GVS&DD sewerage areas. The attachment also shows the impact of the plan on the cost to the average regional household by those sub-regions to assist member jurisdictions in anticipating the financial impact of Metro Vancouver services to their communities.

The 2025 Budget and 2025-2029 Financial Plan are aligned with the Board’s strategic priorities that guide the development of Metro Vancouver’s long term plans and budgets including:

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

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

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

The proposed 2025-2029 Financial Plan builds on the direction received at the April 2023 Board Budget Workshop, and upon the recommendations from the Financial Plan Task Force setting the following Household Impact (HHI) targets over the 5 years:

- 2024 = 12%
- 2025 = 11%
- 2026 = 5%
- 2027 = 5%

In addition, to meet those HHI targets, direction was received directing staff to prepare the 2024–2028 Financial Plan with the following development cost charge (DCC) rate assumptions:

- Liquid Waste Development Cost Charges moving to a 1% assist factor with interest as part of the 2024–2028 Financial Plan;
- Water Development Cost Charges moving to a 1% assist factor with interest as part of the 2024–2028 Financial Plan; and
- Implementation of a Development Cost Charge for Regional Parks and move to a 1% assist factor within the 2024–2028 Financial Plan

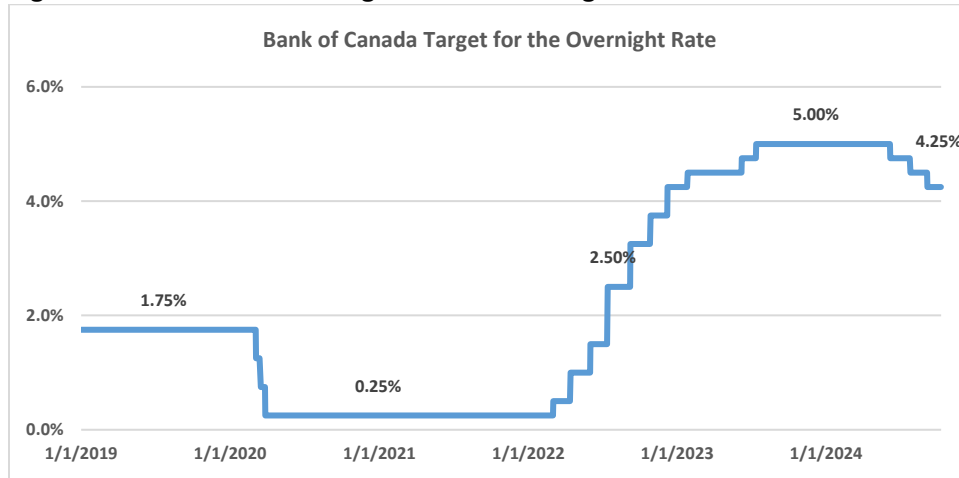
In spring 2024, the Board approved the \$2.8B required to complete the North Shore Wastewater Treatment Plant Program, and gave direction on a revised allocation for the budget increase by sewerage area. This equates to \$121.2M for the 2025 budget.

The proposed 2025-2029 Financial Plan is aligned with the Board direction noted above. The overall projected household impact net increase is 9.9%, which is lower than the previously projected 11.0%. This reduction is a result of revisions to capital spend timing for large projects such as the Iona Wastewater Treatment Plant and the Coquitlam Main. This results in a net increase of \$126.5M resulting in a total proposed 2025 operating budget of \$1.46B and an expected capital cash flow of \$1.77B. The estimated average Household Impact (HHI) is \$875 for 2025.

MACRO-ECONOMIC CONDITIONS

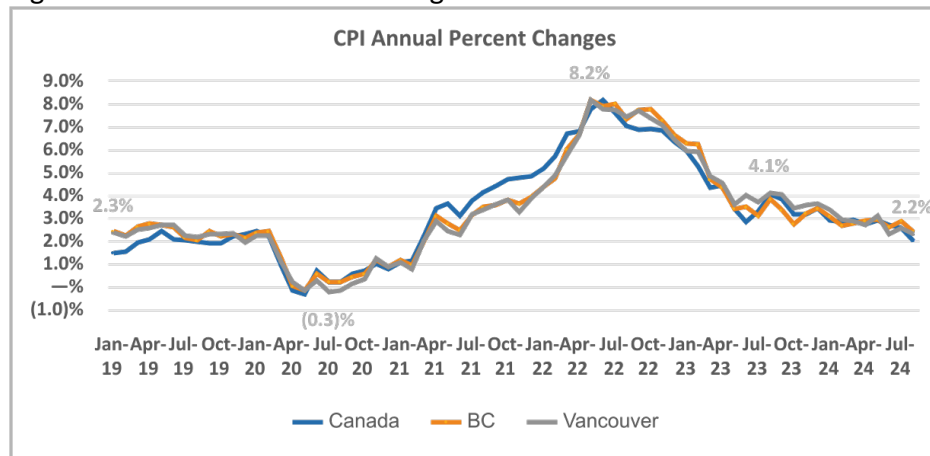
A concern for many organizations is the pervading and fluctuating macro-economic conditions. These are most evident in the recent changes in interest rates and inflation highlighted in the figures below.

Figure 1. Bank of Canada Target for the Overnight Rate.



Source: Bank of Canada

Figure 2. CPI Annual Percent Changes



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

Assumptions used in the development of the proposed 2025 Budget and 2025 - 2029 Financial Plan include a 4.1% interest rate for borrowing for 2025 and 4.0% for 2026-2029.

DEVELOPMENT COST CHARGE (DCC) PROGRAM

At the October 27, 2023 Board meeting, staff provided the results of the economic analysis on the potential impacts of the proposed Metro Vancouver DCC rate increases on land values, profit margins, or unit prices as compared to other market variables that impact development projects. This point in time analysis was high level and focused on residential development. Board direction at the meeting was to ensure that any proposed changes to the DCC program or the DCC waiver program be data driven based on ongoing economic analysis.

Metro Vancouver recently received the latest economic analysis on the DCC program. The summary of the consultant report is Attachment 3. The consultant’s full report will be posted on the Metro Vancouver website following the Board budget workshop. The consultant conducted point in time analysis as of June 2024, and examined 40 development types ranging from single family homes, townhouses, 4 to 6 storey strata apartment or mixed-use, high-rise strata apartment or mixed use, market rental apartment or mixed-use, office and industrial.

The key findings are:

- The financial viability of new development projects is influenced by many market factors and government policies, which have shifted significantly in recent months. These include: interest rate reductions, policy and regulation changes by the Province, local government policy changes and evolving DCC and ACC programs. Given the volatility in the market, isolating the impact of one factor is challenging.
- For residential projects, Metro Vancouver DCC rates are unlikely to lead to increases in market prices for new single family lots, units at new townhouse projects in greenfield locations (e.g. for parts of Langley, Surrey, and Maple Ridge), and units in new strata high-rise apartment developments.
- Metro Vancouver DCCs are likely to lead to increases in market prices for units in some types of new projects, including townhouse projects in urban areas, 4 to 6 storey strata apartment projects, and market rental projects. The projected increased unit prices would likely be to a maximum of about 2% to 3% depending on the type of project and location. As comparison, the same unit price would be required to cover the impact of a 3% to 4% increase in construction costs.
- For non-residential projects, Metro Vancouver DCC rates are unlikely to lead to increases in market prices for new industrial projects in greenfield locations (e.g. in parts of Langley, Surrey, and Maple Ridge).
- Metro Vancouver DCC rates are likely to lead to increases in market lease rates or strata unit prices for new office projects and new higher density industrial projects that come through redevelopment of existing industrial sites. The projected increased price would likely be to a maximum of about 1% to 3% depending on the type of project and location. As comparison, the increase is similar to a 1% to 6% increase in construction costs.

Aligned with Board direction, the consultant recommends that Metro Vancouver continue to evaluate the potential impacts of its DCCs over the implementation period from 2025 to 2027.

In response to the consultant findings and the October 2023 Board resolution, Metro Vancouver is initiating a project (aligned with the timing for the next planned update for the DCC rates in 2027) to model and potentially recommend amended DCC rates by housing type and location to better reflect regional housing and growth management policy objectives in *Metro 2050*, and to continue to ensure that regional DCCs do not destabilize housing development in the region, particularly rental and affordable housing. In addition, the Board can expect to see proposed updates to the Metro Vancouver DCC Waiver program in early 2025, with proposals to expand the program to include affordable housing owned by the private sector at the time of application and inclusionary units.

GROWING COMMUNITIES FUND

In February 2023, the provincial government announced the Growing Communities Fund, which provided a one-time grant to BC municipalities and regional districts. The intent of the grant was to support the delivery of infrastructure projects necessary to enable community growth. Metro Vancouver received \$50.78M, and the funds are included in the 2025-2029 Financial Plan. The allocation is as follows.

Project	Rationale	Amount
Regional Park Development at Widgeon Marsh	New Park development servicing growing population	\$10M
Metro Vancouver Non-market Housing Development - Malaspina	Providing non-market housing	\$20M
Electoral Area A – Barnston Island	Implement additional Barnston Island dike infrastructure improvements to support growing population	\$1.5M

Property Acquisition for Liquid Waste Infrastructure	Property acquisition to secure future growth of wastewater infrastructure expansion	\$11M
Fleetwood Park Reservoir	Support water needs of population growth	\$8.28M
Total		\$50.78M

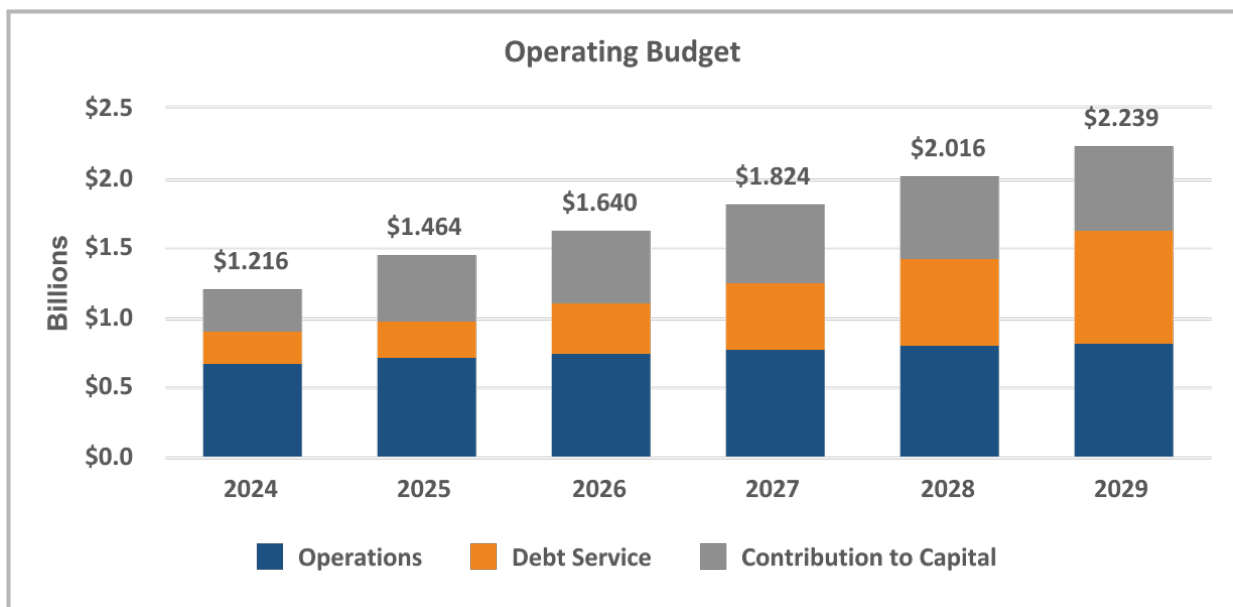
HOUSEHOLD IMPACT

Household Impact is the main budget metric utilized by Metro Vancouver. It estimates the impact of Metro Vancouver services on an average regional household based on services used. The projection for 2025 in the 2024-2028 Financial Plan was for an increase of \$88 in the average Household Impact for a total of \$884. For this cycle, the average Household Impact for 2025 is projected to increase by \$79 for a total of \$875. The total household impact following the NSWWT Program budget increase compared to that projected in the previous financial plan is provided below.

Projected Average Household Impact 2025-2029							
	2024	Amended NSWWT Program	2025	2026	2027	2028	2029
Water	\$189	\$189	\$200	\$211	\$215	\$218	\$218
Liquid Waste	\$349	447	510	549	587	627	672
Solid Waste	\$68	68	71	74	78	82	86
Regional District	\$92	92	94	84	85	86	87
Total Household Impact	\$698	\$796	\$875	\$918	\$965	\$1,013	\$1,063
% Change			9.9 %	5.0 %	5.0 %	5.0 %	5.0 %
Prior Year Forecast			\$884	\$933	\$981	\$1,033	

FINANCIAL PLAN OVERVIEW

As proposed, the 2025-2029 Financial Plan has total operating expenditures for 2025 of \$1.46B, which is largely driven from the growing capital plan being reflected in the debt servicing and contribution to capital. The projected capital cash flow for 2025 is \$1.77 billion. The 2025-2029 Financial Plan and capital cash flow are summarized in the tables below.



The overall Metro Vancouver operating budget can be categorized into Operations, Debt Service and Contribution to Capital.

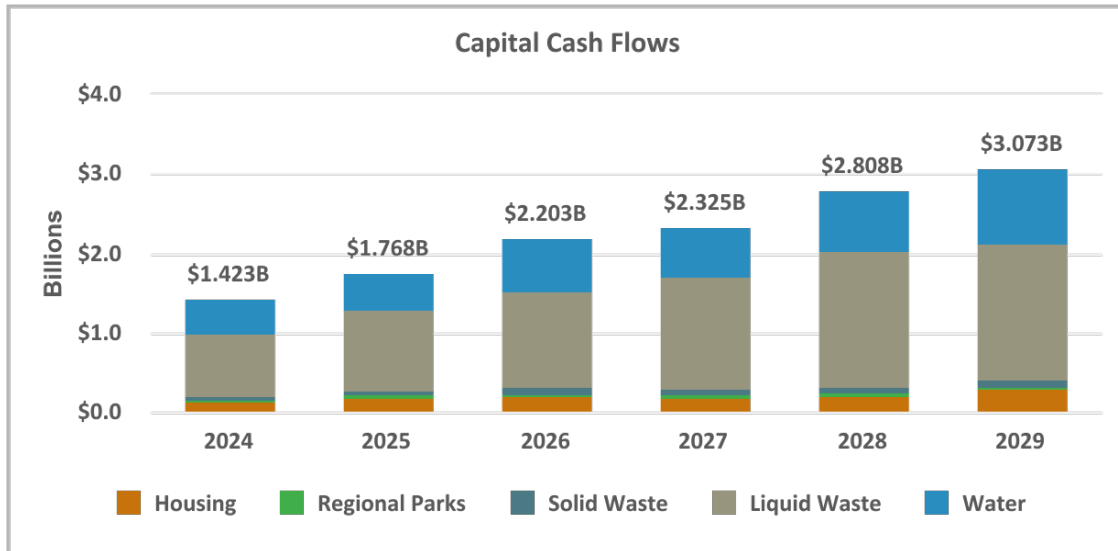
- **Operations** – These are the basic inputs for all of the services that Metro Vancouver provides – materials, supplies, labour, energy, chemicals, contractors. This is stable and essentially inflationary, especially taking into consideration regional growth.
- **Debt Service** – This represents about 18% of the proposed 2025 operating budget. The Board approved Financial Management Policy states that Metro Vancouver must stay below a 40% debt service ratio. Much of the capital program is funded through borrowing, therefore debt servicing is a function of the size of that capital program which is projected to grow over the five-year term but will be under the Financial Management Policy threshold.
- **Contribution to Capital** – This is the “Pay as You Go” funding for the capital program which is a key factor in avoiding debt and keeping long term costs as low as possible. This represents about 33% of the proposed 2025 operating budget and is increasing over the 5 years to support the growing capital plan.

The 2025 - 2029 Metro Vancouver Operating Budget is summarized in the table below.

2025-2029 METRO VANCOUVER OPERATING BUDGET						
\$ Millions	2024	2025	2026	2027	2028	2029
Revenues						
Water Sales	\$367.5	\$399.0	\$430.3	\$448.2	\$464.7	\$473.9
Liquid Waste Services Levy	\$389.5	\$575.6	\$630.7	\$687.3	\$748.6	\$817.8
Solid Waste Tipping Fees	\$132.1	\$148.9	\$158.6	\$168.5	\$178.8	\$189.3
Housing Rents	\$45.2	\$44.6	\$50.5	\$58.5	\$60.9	\$61.9
MVRD Requisitions	\$113.2	\$117.2	\$105.3	\$108.3	\$112.0	\$116.1
Other Revenue	\$124.4	\$46.8	\$216.2	\$274.9	\$331.4	\$423.8
Transfers from Reserves	\$44.1	\$33.4	\$48.3	\$78.5	\$119.9	\$156.7
Total Revenues	\$1,216.0	\$1,463.7	\$1,639.8	\$1,824.2	\$2,016.2	\$2,239.5
Expenditures						
Water Services	\$378.9	\$408.9	\$468.2	\$516.0	\$564.8	\$611.3
Liquid Waste Services	\$487.9	\$681.9	\$797.0	\$915.3	\$1,042.6	\$1,202.9
Solid Waste Services	\$142.4	\$160.1	\$172.1	\$183.5	\$194.0	\$204.7
MVHC	\$60.3	\$60.7	\$68.6	\$72.9	\$73.3	\$75.0
MVRD	\$146.5	\$152.2	\$133.9	\$136.5	\$141.5	\$145.5
Total Expenditures	\$1,216.0	\$1,463.7	\$1,639.8	\$1,824.2	\$2,016.2	\$2,239.5

Capital Expenditures

The 2025-2029 Metro Vancouver planned capital cash flows are summarized in the table below.



The major drivers for the 2025-2029 Financial Plan are growth and resilience projects for Water Services, regulatory upgrades for Liquid Waste, Waste-to-Energy projects for Solid Waste, Metro Vancouver Housing expanded housing projects, and parkland acquisition and park development for Regional Parks.

ALTERNATIVES

1. That the MVRD/MVHC/GVWD/GVS&DD Board direct staff to prepare the necessary 2025 Budget and 2025-2029 Financial Plan to be presented at the November 1, 2024 Metro Vancouver Districts and Housing Corporation Board meetings for consideration of adoption and endorsement.
2. That the MVRD/MVHC/GVWD/GVS&DD Board direct staff to make the following amendments to the 2025 Budget and 2025-2029 Financial Plan for the Metro Vancouver Districts and Housing Corporation: _____ and to prepare the 2025 Budget and 2025-2029 Financial Plan to be presented at an upcoming Metro Vancouver Districts and Housing Corporation Board meeting for consideration of adoption and endorsement.

FINANCIAL IMPLICATIONS

If the Board endorses Alternative 1, the 2025 Budget and 2025-2029 Financial Plans for the Greater Vancouver Sewerage and Drainage District (GVS&DD), Greater Vancouver Water District (GVWD), Metro Vancouver Housing Corporation (MVHC) and Metro Vancouver Regional District (MVRD), will be presented at the November 1, 2024 Board meeting for consideration of approval and endorsement. The 2025 operating budget will be \$1.46B and the capital cash flow for 2025 will be \$1.77B. The 2025 estimated average Household Impact (HHI) will be \$875.

The Board may wish to consider amending the 2025 Budget and 2025-2029 Financial Plan to reflect alternative program priorities. However, any changes will require an update to the revenues required to fund the priorities in the plan, will impact endorsed Committee budgets, and updated budget will not be available for the November 1, 2024 Board meeting.

CONCLUSION

During October 2024, the 2025 Budget and 2025-2029 Financial Plan for GVS&DD, GVWD, MVHC and MVRD 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 committees were presented with individual reports covering the 2025 Budget and 2025-2029 Financial Plans for the respective 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 describes the key activities projected over the five-year Financial Plan period. Each committee has reviewed and endorsed their respective financial plan, and provided comments and direction where appropriate for consideration by the Board at the October 16, 2024 Board Budget Workshop.

Within this report, the 2025 Budget and 2025-2029 Financial Plan for the Metro Vancouver Districts and Housing Corporation have been consolidated for Board consideration and present the financial forecast for Metro Vancouver for the next five years. The proposed 2025-2029 Financial Plan includes significant capital investment that will be required if Metro Vancouver and its member jurisdictions are to meet the anticipated growth and regulatory requirements over the coming years, and is in line with direction received by the Board at the May 31, 2024 Board Budget Workshop. The proposed 2025 operating budget is \$1.46B and the capital cash flow for 2025 is \$1.77B. The estimated average Household Impact (HHI) is \$875 for 2025.

Staff recommend endorsing the 2025 Budget and 2025-2029 Financial Plan as presented under Alternative one.

ATTACHMENTS:

1. Proposed 2025-2029 Financial Plan
2. Budget Overview – Presentation
3. Memorandum dated October 7, 2024 titled “Evaluation of Impact of Increased Metro Vancouver DCC Rates on New Development”

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2025 - 2029 Financial Plan



**Metro Vancouver Districts
2025 - 2029 Financial Plan Information
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**METRO VANCOUVER DISTRICTS
ESTIMATED HOUSEHOLD IMPACT
2025 - 2029 FINANCIAL PLAN
2025 BUDGET REVIEW**

	2024 BUDGET	NSWWTP AMENDED	2025 BUDGET	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE	2029 FORECAST	% CHANGE
Vancouver Sewerage Area												
Water Services	\$ 189	\$ 189	\$ 200	5.7%	\$ 211	5.5%	\$ 215	2.0%	\$ 218	1.6%	\$ 218	0.1%
Liquid Waste Services	432	582	650	11.6%	706	8.7%	755	7.0%	799	5.7%	869	8.8%
Solid Waste Services	68	68	71	4.8%	74	4.6%	78	5.1%	82	4.8%	86	4.6%
Metro Vancouver Regional District Services	92	92	94	2.3%	84	(10.9%)	85	0.8%	86	1.5%	87	1.8%
Total Household Impact	\$ 781	\$ 931	1,015	9.0%	\$ 1,075	5.9%	\$ 1,133	5.4%	\$ 1,185	4.6%	\$ 1,260	6.4%
North Shore Sewerage Area												
Water Services	\$ 189	\$ 189	\$ 200	5.7%	\$ 211	5.5%	\$ 215	2.0%	\$ 218	1.6%	\$ 218	0.1%
Liquid Waste Services	464	582	782	34.5%	980	25.2%	1,123	14.7%	1,262	12.4%	1,401	11.0%
Solid Waste Services	68	68	71	4.8%	74	4.6%	78	5.1%	82	4.8%	86	4.6%
Metro Vancouver Regional District Services	92	92	94	2.3%	84	(10.9%)	85	0.8%	86	1.5%	87	1.8%
Total Household Impact	\$ 813	\$ 931	\$ 1,147	23.3%	\$ 1,349	17.5%	\$ 1,501	11.3%	\$ 1,648	9.8%	\$ 1,792	8.8%
Lulu Island West Sewerage Area												
Water Services	\$ 189	\$ 189	\$ 200	5.7%	\$ 211	5.5%	\$ 215	2.0%	\$ 218	1.6%	\$ 218	0.1%
Liquid Waste Services	295	375	418	11.6%	464	11.1%	496	6.7%	505	2.0%	515	2.0%
Solid Waste Services	68	68	71	4.8%	74	4.6%	78	5.1%	82	4.8%	86	4.6%
Metro Vancouver Regional District Services	92	92	94	2.3%	84	(10.9%)	85	0.8%	86	1.5%	87	1.8%
Total Household Impact	\$ 644	\$ 724	\$ 783	8.2%	\$ 833	6.4%	\$ 874	4.8%	\$ 891	2.1%	\$ 906	1.7%
Fraser Sewerage Area												
Water Services	\$ 189	\$ 189	\$ 200	5.7%	\$ 211	5.5%	\$ 215	2.0%	\$ 218	1.6%	\$ 218	0.1%
Liquid Waste Services	301	391	421	7.7%	434	3.0%	454	4.5%	485	6.9%	512	5.7%
Solid Waste Services	68	68	71	4.8%	74	4.6%	78	5.1%	82	4.8%	86	4.6%
Metro Vancouver Regional District Services	92	92	94	2.3%	84	(10.9%)	85	0.8%	86	1.5%	87	1.8%
Total Household Impact	\$ 650	\$ 740	\$ 786	6.3%	\$ 803	2.1%	\$ 832	3.5%	\$ 871	4.8%	\$ 903	3.8%
Metro Vancouver Average												
	2024		2025		2026		2027		2028		2029	
	Budget	NSWWTP Amended	Prior Year Forecast	Current Year Forecast	Prior Year Forecast	Current Year Forecast	Prior Year Forecast	Current Year Forecast	Prior Year Forecast	Current Year Forecast	Prior Year Forecast	Current Year Forecast
Water Services	\$ 189	\$ 189	\$ 203	\$ 200	\$ 214	\$ 211	\$ 219	\$ 215	\$ 223	\$ 218	N/A	\$ 218
Liquid Waste Services	349	447	516	510	562	549	606	587	651	627	N/A	672
Solid Waste Services	68	68	71	71	74	74	78	78	82	82	N/A	86
Metro Vancouver Regional District Services	92	92	94	94	83	84	78	85	77	86	N/A	87
Total Household Impact	\$ 698	\$ 796	\$ 884	\$ 875	\$ 933	\$ 918	\$ 981	\$ 965	\$ 1,033	\$ 1,013	N/A	\$ 1,063
% Change Total				9.9 %		5.0 %		5.0 %		5.0 %		5.0 %

**METRO VANCOUVER DISTRICTS
REVENUE AND EXPENDITURE SUMMARY
2025 - 2029 FINANCIAL PLAN
2025 BUDGET REVIEW**

	2024	2025	%	2026	%	2027	%	2028	%	2029	%
	BUDGET	BUDGET	CHANGE	FORECAST	CHANGE	FORECAST	CHANGE	FORECAST	CHANGE	FORECAST	CHANGE
REVENUES											
Water Sales	\$ 367,535,244	\$ 399,008,564	8.6%	\$ 430,307,762	7.8%	\$ 448,193,029	4.2%	\$ 464,660,294	3.7%	\$ 473,883,406	2.0%
Liquid Waste Services Levy	389,498,103	575,550,267	47.8%	630,676,135	9.6%	687,272,027	9.0%	748,600,165	8.9%	817,846,127	9.3%
Solid Waste Tipping Fees	132,115,288	148,874,301	12.7%	158,583,891	6.5%	168,545,177	6.3%	178,785,121	6.1%	189,343,450	5.9%
Metro Vancouver Regional District Requisitions	113,178,691	117,237,833	3.6%	105,264,055	(10.2%)	108,261,109	2.8%	111,995,103	3.4%	116,115,756	3.7%
Compensation Services Revenue	598,160	738,700	23.5%	859,129	16.3%	978,769	13.9%	1,101,835	12.6%	1,128,953	2.5%
Collective Bargaining Services Revenue	1,061,436	1,165,689	9.8%	1,242,885	6.6%	1,318,177	6.1%	1,398,664	6.1%	1,431,856	2.4%
Housing Rents	45,207,881	44,610,986	(1.3%)	50,502,924	13.2%	58,499,464	15.8%	60,920,380	4.1%	61,876,177	1.6%
Liquid Waste Industrial Charges	13,169,057	13,655,992	3.7%	14,044,413	2.8%	14,465,746	3.0%	14,827,389	2.5%	15,198,073	2.5%
Energy Sales	6,254,000	6,250,000	(0.1%)	6,250,000	0.0%	5,889,423	(5.8%)	6,000,000	1.9%	6,000,000	0.0%
Transfer from DCC Reserves	74,818,693	83,338,352	11.4%	154,006,314	84.8%	208,449,001	35.4%	261,680,650	25.5%	351,660,240	34.4%
User Fees	9,289,531	13,893,141	49.6%	15,737,258	13.3%	17,880,940	13.6%	20,393,807	14.1%	22,971,317	12.6%
Housing Mortgage and Rental Subsidies	1,254,012	1,530,721	22.1%	1,709,210	11.7%	1,815,948	6.2%	1,852,808	2.0%	1,879,592	1.4%
Non-Road Diesel Fees	1,316,250	1,690,000	28.4%	2,055,000	21.6%	2,895,000	40.9%	2,890,000	(0.2%)	2,890,000	0.0%
Regional Global Positioning System User Fees	306,424	311,558	1.7%	327,493	5.1%	337,548	3.1%	369,191	9.4%	412,472	11.7%
Electoral Area Requisition	433,645	454,892	4.9%	468,469	3.0%	467,275	(0.2%)	487,429	4.2%	497,186	2.0%
Love Food Hate Waste	375,000	-	(100.0%)	-	N/A	-	N/A	-	N/A	-	N/A
Zero Waste Conference	260,000	260,000	0.0%	260,000	0.0%	260,000	0.0%	260,000	0.0%	260,000	0.0%
Other External Revenues	15,281,044	21,722,862	42.2%	19,217,025	(11.5%)	20,182,854	5.0%	20,135,169	(0.2%)	19,433,125	(3.5%)
Transfer from Sustainability Innovation Fund Reserves	14,670,013	2,051,155	(86.0%)	1,367,500	(33.3%)	-	(100.0%)	-	N/A	-	N/A
Transfer from Reserves	29,405,137	31,317,683	6.5%	46,898,913	49.8%	78,470,389	67.3%	119,862,508	52.7%	156,653,125	30.7%
TOTAL REVENUES	\$1,216,027,609	\$1,463,662,696	20.4%	\$1,639,778,376	12.0%	\$1,824,182,326	11.2%	\$2,016,220,513	10.5%	\$2,239,480,855	11.1%
EXPENDITURES											
Operating Programs:											
Greater Vancouver Water District	\$ 378,883,747	\$ 408,867,559	7.9%	\$ 468,189,576	14.5%	\$ 515,982,862	10.2%	\$ 564,810,282	9.5%	\$ 611,325,810	8.2%
Greater Vancouver Sewerage and Drainage District:											
Liquid Waste Services	487,916,887	681,878,667	39.8%	797,034,433	16.9%	915,299,144	14.8%	1,042,561,506	13.9%	1,202,888,870	15.4%
Solid Waste Services	142,411,329	160,053,191	12.4%	172,075,858	7.5%	183,474,063	6.6%	193,978,378	5.7%	204,694,407	5.5%
Metro Vancouver Housing Corporation	60,320,353	60,687,829	0.6%	68,619,307	13.1%	72,893,588	6.2%	73,323,176	0.6%	75,028,675	2.3%
Metro Vancouver Regional District											
Air Quality and Climate Action	17,561,130	16,293,920	(7.2%)	16,764,963	2.9%	17,110,035	2.1%	17,413,480	1.8%	17,912,312	2.9%
E911 Emergency Telephone Service	6,469,826	7,276,404	12.5%	7,421,931	2.0%	7,570,370	2.0%	7,721,777	2.0%	7,876,214	2.0%
Electoral Area Service	1,218,728	6,304,809	417.3%	1,715,504	(72.8%)	821,321	(52.1%)	846,740	3.1%	848,005	0.1%
General Government Administration	8,598,225	8,848,544	2.9%	8,984,950	1.5%	9,085,124	1.1%	9,307,726	2.5%	9,380,725	0.8%
General Government-Zero Waste Collaboration Initiative	1,521,633	692,758	(54.5%)	644,938	(6.9%)	640,752	(0.6%)	636,545	(0.7%)	632,803	(0.6%)
Housing Planning and Policy	9,351,276	7,695,894	(17.7%)	8,072,481	4.9%	7,051,198	(12.7%)	7,096,430	0.6%	7,145,144	0.7%
Invest Vancouver	4,251,161	4,753,867	11.8%	4,787,702	0.7%	4,926,371	2.9%	5,082,832	3.2%	5,248,424	3.3%
Regional Emergency Management	191,549	199,686	4.2%	205,691	3.0%	211,866	3.0%	219,283	3.5%	219,242	0.0%
Regional Employers Services	4,351,426	4,382,540	0.7%	4,400,235	0.4%	4,496,539	2.2%	4,526,509	0.7%	4,632,332	2.3%
Regional Global Positioning System	378,174	485,102	28.3%	552,876	14.0%	914,816	65.5%	948,391	3.7%	454,455	(52.1%)
Regional Parks	86,077,581	89,473,461	3.9%	74,465,035	(16.8%)	77,839,307	4.5%	81,846,978	5.1%	85,183,832	4.1%
Regional Planning	5,612,977	4,819,386	(14.1%)	4,886,575	1.4%	4,901,217	0.3%	4,929,099	0.6%	5,030,391	2.1%
Sasamat Fire Protection Service	911,607	949,079	4.1%	956,321	0.8%	963,753	0.8%	971,381	0.8%	979,214	0.8%
	146,495,293	152,175,450	3.9%	133,859,202	(12.0%)	136,532,669	2.0%	141,547,171	3.7%	145,543,093	2.8%
TOTAL EXPENDITURES	\$1,216,027,609	\$1,463,662,696	20.4%	\$1,639,778,376	12.0%	\$1,824,182,326	11.2%	\$2,016,220,513	10.5%	\$2,239,480,855	11.1%

**GREATER VANCOUVER WATER DISTRICT
WATER SERVICES
2025 - 2029 FINANCIAL PLAN
2025 BUDGET REVIEW**

	2024	2025	%	2026	%	2027	%	2028	%	2029	%
	BUDGET	BUDGET	CHANGE	FORECAST	CHANGE	FORECAST	CHANGE	FORECAST	CHANGE	FORECAST	CHANGE
REVENUES											
Water Sales	\$367,535,244	\$399,008,564	8.6%	\$430,307,762	7.8%	\$448,193,029	4.2%	\$464,660,294	3.7%	\$473,883,406	2.0%
Other External Revenues	3,479,737	2,969,279		2,948,675		2,989,649		2,914,692		2,089,504	
Transfer from DCC Reserves	1,823,949	5,869,716		34,633,139		64,800,184		97,235,296		135,352,900	
Transfer from Sustainability Innovation Fund Reserves	6,044,817	1,020,000		300,000		-		-		-	
TOTAL REVENUES	\$378,883,747	\$408,867,559	7.9%	\$468,189,576	14.5%	\$515,982,862	10.2%	\$564,810,282	9.5%	\$611,325,810	8.2%
EXPENDITURES											
Operating Programs:											
Policy Planning and Analysis											
Contribution to Sustainability Innovation Reserve	\$ 723,000	\$ 723,000		\$ 723,000		\$ 723,000		\$ 723,000		\$ 723,000	
Research and Innovation	716,477	771,357		803,224		1,040,593		1,081,429		1,104,989	
Utility Modeling and Data Analytics	2,334,267	2,698,464		2,848,301		2,621,812		2,725,153		2,849,242	
Utility Policy and Planning	6,107,180	1,986,582		2,007,786		2,209,541		2,311,454		2,414,860	
	9,880,924	6,179,403	(37.5%)	6,382,311	3.3%	6,594,946	3.3%	6,841,036	3.7%	7,092,091	3.7%
Engineering and Construction											
Minor Capital Projects	10,718,619	10,958,971		11,531,252		11,867,388		12,181,901		12,477,808	
Infrastructure Operations Support	2,546,667	2,662,505		2,729,499		2,977,267		3,048,344		3,121,803	
Dispatch	137,664	138,315		142,526		146,866		150,503		154,823	
	13,402,950	13,759,791	2.7%	14,403,277	4.7%	14,991,521	4.1%	15,380,748	2.6%	15,754,434	2.4%
Shared and Support Services											
Engineers in Training	528,011	513,776		529,943		546,611		563,781		581,533	
Business & Shared Services Support	1,558,072	1,671,683		1,845,858		1,918,286		2,174,759		2,256,812	
Shared & Utility Services	858,652	746,765		554,443		262,356		270,501		278,915	
Minor Capital Projects	949,937	971,238		1,021,957		1,051,747		1,079,620		1,105,845	
Records Management	154,748	154,736		159,578		164,565		169,703		175,009	
	4,049,420	4,058,198	0.2%	4,111,779	1.3%	3,943,565	(4.1%)	4,258,364	8.0%	4,398,114	3.3%
Watershed and Environmental Management											
Watershed and Environmental Management	15,209,574	15,703,658		16,032,687		16,743,749		17,375,275		17,979,450	
	15,209,574	15,703,658	3.2%	16,032,687	2.1%	16,743,749	4.4%	17,375,275	3.8%	17,979,450	3.5%
Water Dam Safety											
Water Dam Safety	3,922,949	3,816,660		3,906,272		4,012,319		4,134,082		4,249,001	
	3,922,949	3,816,660	(2.7%)	3,906,272	2.3%	4,012,319	2.7%	4,134,082	3.0%	4,249,001	2.8%
Operations and Maintenance											
Drinking Water Residuals	1,278,759	1,729,966		1,916,963		1,975,264		1,992,277		2,010,677	
Lake City Operations	1,058,985	455,620		468,685		556,338		572,449		581,060	
Maintenance	10,245,375	10,391,508		10,768,018		11,312,034		11,921,271		12,575,814	
SCADA Control Systems	6,912,373	7,732,392		8,158,729		8,511,725		8,873,161		9,120,511	
Secondary Disinfection	1,438,602	1,579,653		1,693,705		1,807,783		1,948,436		2,000,294	
Seymour Capilano Filtration Plant	13,496,605	14,330,420		14,973,587		15,625,585		16,208,221		16,690,502	
Coquitlam Water Treatment Plant	8,385,800	8,764,184		9,357,866		9,655,066		10,224,935		10,525,940	
Energy Management	156,107	216,399		223,582		231,409		239,427		247,736	
Utility Voice Radio	109,261	112,835		117,572		122,501		127,587		130,725	
Water Supply	20,915,815	22,949,607		23,712,548		24,439,436		25,184,041		25,455,125	
	63,997,682	68,262,584	6.7%	71,391,255	4.6%	74,237,141	4.0%	77,291,805	4.1%	79,338,384	2.6%
Interagency Projects and Quality Control											
Drinking Water Quality Control	3,251,635	3,375,315		3,396,282		3,635,598		3,768,417		3,881,887	
Interagency Projects	617,670	638,377		670,679		689,550		708,987		729,081	
Contribution to Reserve	50,000	50,000		50,000		50,000		50,000		50,000	
	3,919,305	4,063,692	3.7%	4,116,961	1.3%	4,375,148	6.3%	4,527,404	3.5%	4,660,968	3.0%
Administration and Department Support											
Communications Program	2,899,799	2,994,661	3.3%	3,088,917	3.1%	3,270,200	5.9%	3,371,985	3.1%	3,477,150	3.1%
Allocation of Centralized Support Costs	644,158	563,469	(12.5%)	574,739	2.0%	586,234	2.0%	597,959	2.0%	609,919	2.0%
Total Operating Programs	33,335,180	34,993,970	5.0%	36,091,171	3.1%	38,282,603	6.1%	38,756,152	1.2%	39,179,019	1.1%
	151,261,941	154,396,086	2.1%	160,099,369	3.7%	167,037,426	4.3%	172,534,810	3.3%	176,738,530	2.4%
Allocation of Project Delivery Cost	4,064,247	4,095,832	0.8%	4,195,068	2.4%	4,382,504	4.5%	4,556,956	4.0%	4,725,915	3.7%
Debt Service	83,113,987	86,528,282	4.1%	111,802,723	29.2%	146,446,452	31.0%	181,179,264	23.7%	223,322,113	23.3%
Contribution to Capital	140,443,572	163,847,359	16.7%	192,092,416	17.2%	198,116,480	3.1%	206,539,252	4.3%	206,539,252	0.0%
TOTAL EXPENDITURES	\$378,883,747	\$408,867,559	7.9%	\$468,189,576	14.5%	\$515,982,862	10.2%	\$564,810,282	9.5%	\$611,325,810	8.2%

**GREATER VANCOUVER WATER DISTRICT
CAPITAL PORTFOLIO
WATER SERVICES
2025 CAPITAL BUDGET AND 2025 - 2029 CAPITAL PLAN**

	CAPITAL BUDGET FOR APPROVAL	2025 CAPITAL CASH FLOW	2026 CAPITAL CASH FLOW	2027 CAPITAL CASH FLOW	2028 CAPITAL CASH FLOW	2029 CAPITAL CASH FLOW	2025 TO 2029 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	\$ 550,000	\$ 1,050,000	Design	Maintenance
Angus Drive Main	30,700,000	500,000	500,000	-	-	-	1,000,000	Construction	Growth
Angus Drive Turbine	-	-	-	-	50,000	1,550,000	1,600,000	Not Started	Opportunity
Annacis Main No. 2 - Queensborough Crossover Improvement	300,000	150,000	50,000	-	50,000	850,000	1,100,000	Design	Maintenance
Annacis Main No. 2 (River Crossing Removal)	-	-	-	-	-	400,000	400,000	Not Started	Maintenance
Annacis Main No. 2 and Barnston Island Main Online Chlorine and pH Analyzers	1,200,000	450,000	-	-	-	-	450,000	Construction	Upgrade
Annacis Main No. 5 (North)	81,100,000	10,500,000	20,100,000	15,000,000	13,200,000	18,500,000	77,300,000	Construction	Growth
Annacis Main No. 5 (South)	80,950,000	15,300,000	18,200,000	7,600,000	7,250,000	20,500,000	68,850,000	Construction	Growth
Annacis Water Supply Tunnel*	482,100,000	65,000,000	54,500,000	50,000,000	10,000,000	32,366,000	211,866,000	Construction	Growth
Burnaby Mountain Main No. 2	2,300,000	300,000	3,200,000	5,000,000	6,500,000	-	15,000,000	Design	Maintenance
Cambie-Richmond Water Supply Tunnel*	62,800,000	2,200,000	2,700,000	8,000,000	7,500,000	38,785,000	59,185,000	Design	Resilience
Central Park Main No. 2 (10th Ave to Westburnco)	35,250,000	3,050,000	12,700,000	7,000,000	4,500,000	5,000,000	32,250,000	Construction	Maintenance
Central Park Main No. 2 (Patterson to 10th Ave)	132,600,000	17,900,000	21,950,000	18,500,000	17,200,000	-	75,550,000	Construction	Maintenance
Clayton Langley Main No. 2	1,900,000	550,000	1,400,000	5,000,000	3,800,000	-	10,750,000	Design	Resilience
Coquitlam Water Main*	1,333,200,000	77,820,000	170,900,000	130,000,000	150,500,000	177,000,000	706,220,000	Multiple	Growth
Douglas Road Main No. 2 (Flow Meter 169) Replacement	2,000,000	750,000	1,100,000	-	-	-	1,850,000	Construction	Maintenance
Douglas Road Main No. 2 (Vancouver Heights Section)	21,450,000	300,000	500,000	-	-	-	800,000	Construction	Maintenance
Douglas Road Main No. 2 Still Creek	60,050,000	3,050,000	5,900,000	-	-	-	8,950,000	Construction	Maintenance
Douglas Road Main Protection	1,550,000	50,000	50,000	50,000	50,000	50,000	250,000	Construction	Maintenance
Haney Main No. 4 (West Section)	8,900,000	950,000	3,500,000	10,000,000	21,000,000	20,500,000	55,950,000	Multiple	Growth
Haney Water Supply Tunnel*	50,250,000	25,000,000	7,747,000	8,000,000	9,000,000	25,000,000	74,747,000	Design	Resilience
Hellings Tank No. 2	-	-	2,000,000	2,500,000	5,000,000	4,000,000	13,500,000	Definition	Growth
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	20,100,000	7,500,000	5,000,000	3,200,000	-	35,800,000	Construction	Growth
Lulu Island - Delta Main - Scour Protection Phase 2	250,000	50,000	50,000	100,000	-	3,300,000	3,500,000	Design	Maintenance
Lulu-Delta Water Supply Tunnel*	5,000,000	1,300,000	1,300,000	6,500,000	24,500,000	18,350,000	51,950,000	Definition	Maintenance
Lynn Valley Road Main No. 2	650,000	-	-	50,000	550,000	1,000,000	1,600,000	Design	Maintenance
Lynn Valley Road Main, Seymour Main No. 3 & Seymour Main No. 4 Aerial Crossings Rehabilitation	4,200,000	850,000	1,050,000	-	-	-	1,900,000	Construction	Maintenance
Maple Ridge Main West Lining Repairs	5,400,000	500,000	1,000,000	3,650,000	-	-	5,150,000	Construction	Maintenance
Newton Reservoir Connection	850,000	400,000	1,100,000	2,500,000	4,200,000	7,000,000	15,200,000	Design	Growth
Palisade Outlet Works Rehabilitation	2,950,000	1,500,000	250,000	50,000	50,000	50,000	1,900,000	Construction	Maintenance

**GREATER VANCOUVER WATER DISTRICT
CAPITAL PORTFOLIO
WATER SERVICES
2025 CAPITAL BUDGET AND 2025 - 2029 CAPITAL PLAN**

	CAPITAL BUDGET FOR APPROVAL	2025 CAPITAL CASH FLOW	2026 CAPITAL CASH FLOW	2027 CAPITAL CASH FLOW	2028 CAPITAL CASH FLOW	2029 CAPITAL CASH FLOW	2025 TO 2029 TOTAL CAPITAL CASH FLOW	ACTIVE PHASE	PRIMARY DRIVER
Port Mann Main No. 2 (South)	39,100,000	550,000	1,000,000	1,600,000	3,000,000	4,500,000	10,650,000	Multiple	Growth
Port Mann No. 1 South Section Decommissioning	650,000	150,000	800,000	1,000,000	-	-	1,950,000	Design	Maintenance
Port Moody Main No. 1 Christmas Way Relocation	2,400,000	100,000	100,000	100,000	100,000	100,000	500,000	Construction	Maintenance
Port Moody Main No. 3 Scott Creek Section	28,000,000	8,800,000	20,750,000	9,950,000	9,000,000	1,850,000	50,350,000	Construction	Maintenance
Queensborough Main Royal Avenue Relocation	7,500,000	100,000	100,000	100,000	100,000	100,000	500,000	Construction	Maintenance
Rehabilitation of AN2 on Queensborough Bridge	3,850,000	100,000	500,000	400,000	-	-	1,000,000	Construction	Maintenance
Relocation and Protection for MOTI Expansion Project Broadway	8,900,000	100,000	100,000	100,000	100,000	100,000	500,000	Construction	Maintenance
Relocation and Protection for MOTI George Massey Crossing Replacement	2,450,000	100,000	100,000	100,000	100,000	100,000	500,000	Construction	Maintenance
Relocation and Protection for Translink Expansion Project Surrey Langley SkyTrain	6,600,000	100,000	100,000	100,000	100,000	100,000	500,000	Construction	Maintenance
Sapperton Main No. 1 New Line Valve and Chamber	4,350,000	300,000	-	-	-	-	300,000	Construction	Upgrade
Sapperton Main No. 2 North Road Relocation and Protection	6,500,000	100,000	100,000	100,000	100,000	100,000	500,000	Construction	Maintenance
Scour Protection Assessments and Construction General	4,000,000	550,000	550,000	650,000	-	-	1,750,000	Construction	Resilience
Second Narrows Crossing 1 & 2 (Burrard Inlet Crossing Removal)*	2,000,000	400,000	400,000	400,000	700,000	3,000,000	4,900,000	Design	Maintenance
Second Narrows Water Supply Tunnel*	468,550,000	15,000,000	10,000,000	10,000,000	10,000,000	32,637,000	77,637,000	Construction	Resilience
Seymour Main No. 2 Joint Improvements	7,100,000	50,000	500,000	2,000,000	1,250,000	2,000,000	5,800,000	Construction	Resilience
Seymour Main No. 5 III (North)	26,600,000	2,000,000	5,000,000	7,400,000	18,000,000	73,400,000	105,800,000	Design	Resilience
South Delta Main No. 1 - Ferry Road Check Valve Replacement	600,000	100,000	-	-	-	-	100,000	Construction	Maintenance
South Delta Mains - 28 Ave Crossover	12,350,000	500,000	500,000	750,000	-	-	1,750,000	Construction	Upgrade
South Fraser Storage Yard	9,000,000	1,500,000	4,250,000	3,500,000	1,000,000	7,000,000	17,250,000	Design	Maintenance
South Surrey Main No. 1 Nickomekl Dam Relocation	7,100,000	1,100,000	3,500,000	2,100,000	-	-	6,700,000	Construction	Maintenance
South Surrey Main No. 2	18,500,000	1,150,000	4,950,000	9,500,000	25,000,000	39,000,000	79,600,000	Design	Growth
South Surrey Main No. 2 Nickomekl Dam Prebuild	2,000,000	500,000	1,000,000	500,000	-	-	2,000,000	Construction	Growth
South Surrey Supply Main (Serpentine River) Bridge Support Modification	1,350,000	50,000	250,000	-	-	-	300,000	Construction	Maintenance
Stanley Park Water Supply Tunnel*	495,000,000	64,652,000	75,083,000	50,000,000	70,000,000	50,000,000	309,735,000	Construction	Maintenance
Tilbury Junction Chamber Valves Replacement with Actuators	5,600,000	450,000	400,000	-	-	-	850,000	Construction	Upgrade
Tilbury Main North Fraser Way Valve Addition	3,100,000	150,000	1,000,000	1,400,000	-	-	2,550,000	Construction	Maintenance
Water Chamber Improvements and Repairs	2,000,000	250,000	300,000	300,000	300,000	300,000	1,450,000	Construction	Maintenance
Water Meter Upgrades	22,400,000	1,500,000	1,500,000	1,500,000	1,000,000	3,250,000	8,750,000	Construction	Upgrade
Water Optimization - Instrumentation	39,050,000	2,400,000	3,400,000	5,500,000	6,250,000	8,600,000	26,150,000	Multiple	Upgrade
Whalley Kennedy Main No. 2	2,900,000	500,000	1,800,000	2,800,000	17,600,000	25,500,000	48,200,000	Design	Growth
Whalley Main	31,800,000	500,000	-	-	-	-	500,000	Construction	Growth
Total Water Mains	\$ 3,849,400,000	\$ 352,572,000	\$ 479,030,000	\$ 396,850,000	\$ 452,300,000	\$ 626,388,000	\$ 2,307,140,000		

**GREATER VANCOUVER WATER DISTRICT
CAPITAL PORTFOLIO
WATER SERVICES
2025 CAPITAL BUDGET AND 2025 - 2029 CAPITAL PLAN**

	CAPITAL BUDGET FOR APPROVAL	2025 CAPITAL CASH FLOW	2026 CAPITAL CASH FLOW	2027 CAPITAL CASH FLOW	2028 CAPITAL CASH FLOW	2029 CAPITAL CASH FLOW	2025 TO 2029 TOTAL CAPITAL CASH FLOW	ACTIVE PHASE	PRIMARY DRIVER
Pump Stations									
Barnston/Maple Ridge Pump Station - Back-up Power	\$ 16,000,000	\$ 4,000,000	\$ 750,000	\$ 600,000	\$ 2,100,000	\$ 12,850,000	\$ 20,300,000	Construction	Resilience
Barnston/Maple Ridge Pump Station Power Generation	2,900,000	–	–	–	200,000	1,000,000	1,200,000	Construction	Opportunity
Burnaby Mountain Pump Station Improvement	–	–	6,000,000	–	–	–	6,000,000	Not Started	Upgrade
Burnaby Mountain Pump Station No. 2	9,300,000	1,100,000	3,500,000	4,500,000	25,250,000	25,000,000	59,350,000	Design	Maintenance
Cape Horn Pump Station No. 2 Power Distribution and DC Drive Replacement	–	–	200,000	400,000	400,000	800,000	1,800,000	Not Started	Maintenance
Cape Horn Pump Station No. 3	29,050,000	3,000,000	4,400,000	37,000,000	82,000,000	75,000,000	201,400,000	Design	Growth
Capilano Primary Disinfection Decommissioning	–	–	2,000,000	–	–	–	2,000,000	Not Started	Maintenance
Capilano Raw Water Pump Station - Back-up Power	81,000,000	22,000,000	8,000,000	1,450,000	–	–	31,450,000	Construction	Resilience
Capilano Raw Water Pump Station Bypass PRV Upgrades	3,800,000	2,100,000	750,000	–	–	–	2,850,000	Construction	Maintenance
Central Park WPS Starters Replacement	20,000,000	3,000,000	7,150,000	7,000,000	–	–	17,150,000	Construction	Maintenance
Grandview Pump Station Improvements	4,500,000	1,000,000	400,000	–	–	–	1,400,000	Construction	Resilience
Newton Pump Station No. 2	82,550,000	13,650,000	17,500,000	17,500,000	9,500,000	4,000,000	62,150,000	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	5,300,000	1,500,000	7,550,000	16,500,000	16,000,000	12,000,000	53,550,000	Design	Resilience
Westburnco Pump Station No. 2 VFD Replacements	3,050,000	1,000,000	400,000	–	–	–	1,400,000	Construction	Maintenance
Total Pump Stations	\$ 257,450,000	\$ 52,350,000	\$ 58,750,000	\$ 85,300,000	\$ 136,450,000	\$ 131,650,000	\$ 464,500,000		
Reservoirs									
Burnaby Mountain Tank No. 2 and No. 3	\$ 6,750,000	\$ 600,000	\$ 2,260,000	\$ 3,050,000	\$ 12,000,000	\$ 14,800,000	\$ 32,710,000	Design	Resilience
Cape Horn Reservoir Condition Assessment and Structural Repair	500,000	200,000	1,100,000	1,000,000	–	–	2,300,000	Design	Maintenance
Capilano Energy Recovery Facility 66" PRV Replacement	1,800,000	500,000	1,300,000	3,500,000	3,500,000	–	8,800,000	Design	Maintenance
Capilano Energy Recovery Facility Operational Upgrades	1,800,000	450,000	500,000	250,000	–	–	1,200,000	Construction	Maintenance
Central Park Reservoir Structural Improvements	700,000	200,000	2,200,000	3,000,000	1,600,000	–	7,000,000	Design	Maintenance
Dechlorination for Reservoir Overflow and Underdrain Discharges	3,500,000	800,000	1,000,000	500,000	–	–	2,300,000	Construction	Maintenance
Fleetwood Reservoir	61,150,000	5,000,000	4,000,000	–	–	–	9,000,000	Construction	Growth
Grandview Reservoir Unit No. 2	–	–	–	300,000	1,500,000	2,700,000	4,500,000	Not started	Growth
Hellings Tank Operational Upgrades	15,950,000	800,000	5,000,000	2,900,000	–	–	8,700,000	Construction	Growth
Kersland Reservoir No. 1 Structural Improvements	5,500,000	100,000	1,650,000	–	–	–	1,750,000	Construction	Maintenance
Newton Reservoir Cell #2 Structural Improvements	–	–	200,000	1,900,000	2,900,000	1,500,000	6,500,000	Not Started	Maintenance
Pebble Hill Reservoir No. 3 Seismic Upgrade	500,000	50,000	–	6,000,000	6,000,000	–	12,050,000	Design	Resilience
Pebble Hill Reservoir Seismic Upgrade	12,850,000	500,000	–	–	–	–	500,000	Construction	Resilience
Prospect Reservoir Knotweed Removal and Drainage Improvements	2,000,000	500,000	1,000,000	500,000	–	–	2,000,000	Construction	Maintenance
Reservoir Isolation Valve Automation	6,450,000	1,250,000	1,550,000	1,000,000	1,000,000	–	4,800,000	Construction	Resilience
Reservoir Sampling Kiosks - Multi Location	1,300,000	550,000	350,000	–	–	–	900,000	Construction	Upgrade

**GREATER VANCOUVER WATER DISTRICT
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Reservoir Structural Assessments Phase 1	3,200,000	1,100,000	100,000	–	–	–	1,200,000	Definition	Maintenance
Reservoir Structural Assessments Phase 2	–	–	500,000	1,700,000	1,000,000	–	3,200,000	Not Started	Maintenance
Sasamat Reservoir Refurbishment	400,000	200,000	750,000	1,300,000	500,000	–	2,750,000	Design	Maintenance
Sunnyside Reservoir Units 1 and 2 Seismic Upgrade	25,000,000	2,100,000	11,000,000	4,000,000	–	–	17,100,000	Construction	Resilience
Vancouver Heights System Resiliency Improvements	2,500,000	300,000	1,000,000	–	–	–	1,300,000	Construction	Resilience
Total Reservoirs	\$ 151,850,000	\$ 15,200,000	\$ 35,460,000	\$ 30,900,000	\$ 30,000,000	\$ 19,000,000	\$ 130,560,000		
Treatment Plants									
Coquitlam Intake Tower Seismic Upgrade	\$ 2,200,000	\$ –	\$ –	\$ –	\$ –	\$ 1,000,000	\$ 1,000,000	Design	Resilience
Coquitlam Lake Water Supply*	160,750,000	30,750,000	34,750,000	41,900,000	60,200,000	68,200,000	235,800,000	Design	Growth
Critical Control Sites - Back-Up Power	–	–	300,000	400,000	500,000	800,000	2,000,000	Not Started	Resilience
CWTP CO2 System Improvements	750,000	500,000	2,000,000	2,000,000	2,000,000	500,000	7,000,000	Design	Maintenance
CWTP Mobile Disinfection System	900,000	350,000	1,500,000	500,000	–	–	2,350,000	Construction	Upgrade
CWTP Ozone Back-up Power	–	–	800,000	1,300,000	6,000,000	3,000,000	11,100,000	Not Started	Resilience
CWTP Ozone Generation Upgrades for Units 2 & 3	7,500,000	1,200,000	–	–	–	–	1,200,000	Construction	Upgrade
CWTP Ozone Sidestream Pipe Heat Trace and Insulation	900,000	100,000	–	–	–	–	100,000	Construction	Maintenance
CWTP Ozone Sidestream Pump VFD Replacement	1,400,000	450,000	200,000	–	–	–	650,000	Construction	Maintenance
CWTP Temporary Water Supply	–	–	–	–	400,000	2,000,000	2,400,000	Not Started	Maintenance
Online Chlorine and pH Analyzers	2,500,000	1,500,000	350,000	–	500,000	1,500,000	3,850,000	Construction	Upgrade
SCADA Moscad Server & ICS Historian Expansion & Partitioning	1,500,000	50,000	–	–	–	–	50,000	Construction	Maintenance
Industrial Communication Manager Migration	500,000	500,000	1,500,000	2,500,000	1,750,000	1,000,000	7,250,000	Design	Maintenance
SCFP - Greenwood and Back Wash Water Supply Pumps & SCOUR Blower VFD Replacement	4,500,000	800,000	2,200,000	1,000,000	500,000	–	4,500,000	Construction	Maintenance
SCFP Additional Pre-Treatment	–	–	1,000,000	5,500,000	22,000,000	30,000,000	58,500,000	Not Started	Upgrade
SCFP Centralized Compressed Air System	1,900,000	500,000	300,000	–	–	–	800,000	Construction	Maintenance
SCFP Clearwell Baffle Replacement	3,100,000	1,650,000	1,000,000	1,000,000	3,300,000	3,000,000	9,950,000	Construction	Maintenance
SCFP Clearwell Membrane Replacement	1,800,000	200,000	800,000	7,500,000	7,500,000	3,900,000	19,900,000	Design	Maintenance
SCFP CO2 Tank Upgrade - Heat Insulation/Heater Replacement	–	–	1,000,000	–	–	–	1,000,000	Not Started	Upgrade
SCFP Floc Tank Baffle Replacement and Ladder Installation to Improve Accessibility	13,800,000	2,400,000	6,050,000	5,000,000	–	–	13,450,000	Construction	Maintenance
SCFP Heat Pump Retrofit	–	–	4,000,000	–	–	–	4,000,000	Not Started	Maintenance
SCFP OMC Building Expansion	4,600,000	2,300,000	1,050,000	550,000	–	–	3,900,000	Construction	Maintenance
SCFP Polymer System Upgrade	4,650,000	150,000	–	–	–	–	150,000	Construction	Maintenance
SCFP Residuals Handling PH Adjustment Permanent System	–	–	4,000,000	–	–	–	4,000,000	Not Started	Upgrade
Total Treatment Plants	\$ 213,250,000	\$ 43,400,000	\$ 62,800,000	\$ 69,150,000	\$ 104,650,000	\$ 114,900,000	\$ 394,900,000		

**GREATER VANCOUVER WATER DISTRICT
CAPITAL PORTFOLIO
WATER SERVICES
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Others									
Beach Yard Facility - Site Redevelopment	–	–	2,800,000	3,200,000	13,500,000	26,000,000	45,500,000	Design	Maintenance
Capilano Raw Water Pump Station VFD Upgrades	2,600,000	1,600,000	1,200,000	600,000	300,000	–	3,700,000	Construction	Maintenance
Capilano Reservoir and Seymour Reservoir Dam Safety Boom Replacement	9,700,000	5,310,000	1,250,000	2,500,000	–	–	9,060,000	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	1,900,000	850,000	–	–	–	2,750,000	Construction	Maintenance
CLD & SFD Fasteners Replacement & Coating Repairs	2,350,000	150,000	300,000	–	–	–	450,000	Construction	Maintenance
CLD and SFD Lead Paint Removal, Surface Crack Injection and General Corrosion Mitigation	3,000,000	1,550,000	1,500,000	1,000,000	1,000,000	–	5,050,000	Construction	Maintenance
Cleveland Dam - Lower Outlet HBV Rehabilitation	5,200,000	300,000	–	–	–	–	300,000	Construction	Maintenance
Cleveland Dam Drumgate Seal Replacement	1,300,000	250,000	250,000	–	–	–	500,000	Construction	Maintenance
Cleveland Dam MCE Seismic Upgrades	–	–	–	–	1,000,000	4,000,000	5,000,000	Not Started	Resilience
Cleveland Dam Power Resiliency Improvements	1,700,000	50,000	750,000	750,000	–	–	1,550,000	Construction	Resilience
Cleveland Dam Public Warning System and Enhancements	10,000,000	2,000,000	2,250,000	700,000	–	–	4,950,000	Construction	Maintenance
Cleveland Dam Seismic Stability Evaluation	1,500,000	300,000	600,000	200,000	–	–	1,100,000	Design	Resilience
Cleveland Dam Spillway Resurfacing	–	–	400,000	1,000,000	3,000,000	3,400,000	7,800,000	Not Started	Maintenance
Facilities O&M Documentation Development	2,000,000	800,000	750,000	–	–	–	1,550,000	Design	Resilience
Lake City HVAC Upgrade	1,500,000	600,000	800,000	–	–	–	1,400,000	Construction	Resilience
Loch Lomond Formalized Spillway Design and Construction	–	–	–	–	50,000	250,000	300,000	Not Started	Maintenance
Loch Lomond Outlet Works Rehabilitation	450,000	200,000	500,000	200,000	5,700,000	3,500,000	10,100,000	Design	Resilience
Lower Seymour Conservation Reserve Learning Lodge Replacement	5,050,000	250,000	–	–	–	–	250,000	Construction	Upgrade
Microbiology Laboratory Expansion	500,000	200,000	600,000	1,500,000	3,000,000	250,000	5,550,000	Design	Maintenance
Newton Rechlorination Station No. 2	850,000	400,000	1,150,000	1,200,000	2,500,000	1,000,000	6,250,000	Design	Maintenance
Palisade and Burwell Dam Boom Detailed Design and Construction	–	–	100,000	350,000	400,000	–	850,000	Not started	Resilience
Pitt River Rechlorination Station Reconstruction	–	–	500,000	1,200,000	3,300,000	5,000,000	10,000,000	Not Started	Maintenance
Rechlorination Sites - Back-Up Power	–	–	–	–	–	200,000	200,000	Not Started	Resilience
Rechlorination Station Upgrades	5,300,000	2,000,000	1,300,000	6,000,000	6,000,000	3,500,000	18,800,000		Maintenance
Rice Lake Dams Rehabilitation	3,000,000	250,000	1,500,000	900,000	–	–	2,650,000		Maintenance
Seymour Falls Dam Backup Generator Containment and Replacement	–	–	2,000,000	–	–	–	2,000,000	Not Started	Maintenance
Seymour Falls Dam Public Warning System	10,000,000	800,000	2,000,000	2,000,000	500,000	500,000	5,800,000	Construction	Maintenance
Seymour Falls Dam Seismic Stability Assessment	1,800,000	500,000	1,800,000	1,350,000	1,000,000	2,500,000	7,150,000	Definition	Resilience
Small Logic Controller Control System Upgrades Phase 1	3,000,000	600,000	600,000	600,000	600,000	400,000	2,800,000	Construction	Maintenance
South Fraser Works Yard	61,000,000	1,000,000	7,900,000	16,900,000	16,700,000	2,000,000	44,500,000	Design	Maintenance
Total Others	\$ 137,500,000	\$ 21,010,000	\$ 33,650,000	\$ 42,245,000	\$ 58,750,000	\$ 53,500,000	\$ 209,155,000		
TOTAL CAPITAL EXPENDITURES	\$ 4,609,450,000	\$ 484,532,000	\$ 669,690,000	\$ 624,445,000	\$ 782,150,000	\$ 945,438,000	\$ 3,506,255,000		

**GREATER VANCOUVER WATER DISTRICT
CAPITAL PORTFOLIO
WATER SERVICES
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CAPITAL FUNDING									
New External Borrowing	\$ 995,612,000	\$ 128,958,000	\$ 126,851,000	\$ 91,702,000	\$ 165,260,000	\$ 244,558,000	\$ 757,329,000		
New Borrowing funded by DCC	2,312,310,000	180,219,000	345,631,000	332,276,000	408,175,000	492,596,000	1,758,897,000		
Contribution to Capital	1,271,428,000	163,847,000	192,092,000	198,116,000	206,539,000	206,539,000	967,133,000		
Reserve	4,567,000	3,474,000	-	-	-	-	3,474,000		
External Funding - Interagency	25,533,000	8,034,000	5,116,000	2,351,000	2,176,000	1,745,000	19,422,000		
Total	\$ 4,609,450,000	\$ 484,532,000	\$ 669,690,000	\$ 624,445,000	\$ 782,150,000	\$ 945,438,000	\$ 3,506,255,000		
SUMMARY BY DRIVER									
Growth	\$ 2,627,900,000	\$ 246,970,000	\$ 352,700,000	\$ 336,600,000	\$ 413,150,000	\$ 498,766,000	\$ 1,848,186,000		
Maintenance	1,083,250,000	147,012,000	230,033,000	195,545,000	236,750,000	173,300,000	982,640,000		
Resilience	793,200,000	81,100,000	66,957,000	78,550,000	102,250,000	227,472,000	556,329,000		
Upgrade	102,200,000	9,450,000	20,000,000	13,750,000	29,750,000	43,350,000	116,300,000		
Opportunity	2,900,000	-	-	-	250,000	2,550,000	2,800,000		
Total	\$ 4,609,450,000	\$ 484,532,000	\$ 669,690,000	\$ 624,445,000	\$ 782,150,000	\$ 945,438,000	\$ 3,506,255,000		

* 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
2025 - 2029 FINANCIAL PLAN
2025 BUDGET REVIEW

	2024	2025	%	2026	%	2027	%	2028	%	2029	%
	BUDGET	BUDGET	CHANGE	FORECAST	CHANGE	FORECAST	CHANGE	FORECAST	CHANGE	FORECAST	CHANGE
REVENUES											
Liquid Waste Services Levy	\$ 389,498,103	\$ 575,550,267	47.8%	\$ 630,676,135	9.6%	\$ 687,272,027	9.0%	\$ 748,600,165	8.9%	\$ 817,846,127	9.3%
User Fees	5,399,457	9,713,849		11,051,642		12,691,404		14,700,253		17,173,645	
Transfer from DCC Reserves	72,994,744	77,468,636		119,373,175		143,648,817		164,445,354		216,307,340	
Liquid Waste Industrial Charges	13,169,057	13,655,992		14,044,413		14,465,746		14,827,389		15,198,073	
Other External Revenues	1,986,884	2,399,840		2,411,840		2,188,361		1,980,883		2,010,883	
Transfer from Sustainability Innovation Fund Reserves	2,537,635	-		-		-		-		-	
Transfer from Reserves	2,331,007	3,090,083		19,477,228		55,032,789		98,007,462		134,352,802	
TOTAL REVENUES	\$ 487,916,887	\$ 681,878,667	39.8%	\$ 797,034,433	16.9%	\$ 915,299,144	14.8%	\$ 1,042,561,506	13.9%	\$ 1,202,888,870	15.4%
EXPENDITURES											
Operating Programs:											
Policy Planning and Analysis											
Contribution to Sustainability Innovation Fund Reserve	\$ 1,127,000	\$ 1,127,000		\$ 1,127,000		\$ 1,127,000		\$ 1,127,000		\$ 1,127,000	
Utility Analysis and Infrastructure	3,217,058	3,530,958		4,322,304		4,444,560		4,119,290		4,246,941	
Utility Policy and Planning	3,854,351	3,777,189		4,090,041		4,599,874		4,964,482		5,130,545	
Wastewater Research and Innovation	3,828,100	1,674,892		1,924,127		1,981,459		2,072,135		2,168,750	
Wastewater Facilities Planning	870,969	730,081		1,138,018		1,356,830		1,276,156		1,396,053	
	<u>12,897,478</u>	<u>10,840,120</u>	(16.0%)	<u>12,601,490</u>	16.2%	<u>13,509,723</u>	7.2%	<u>13,559,063</u>	0.4%	<u>14,069,289</u>	3.8%
Management Systems and Utility Services											
Annacis Research Centre	525,741	589,535		592,888		610,280		626,894		654,861	
Dispatch	168,597	179,871		185,345		190,989		195,720		201,338	
Energy Management	364,251	504,930		521,692		539,955		558,663		578,050	
Engineers in Training	823,862	822,041		847,908		874,578		902,050		930,453	
Management Systems Utility Services	1,311,325	1,331,118		1,350,595		1,386,201		1,423,029		1,461,279	
Records Management	189,518	201,224		207,520		214,007		220,688		227,588	
Utility Voice Radio	142,589	147,254		153,436		159,869		166,507		170,600	
	<u>3,525,883</u>	<u>3,775,973</u>	7.1%	<u>3,859,384</u>	2.2%	<u>3,975,879</u>	3.0%	<u>4,093,551</u>	3.0%	<u>4,224,169</u>	3.2%
Environmental Management and Quality Control											
Environmental Management and Quality Control	15,573,512	17,946,660		18,786,707		18,941,172		21,089,418		20,979,186	
Source Compliance Monitoring	438,745	523,092		702,331		553,227		570,754		585,416	
Contribution to Reserve	108,399	109,835		113,062		116,264		119,501		125,476	
	<u>16,120,656</u>	<u>18,579,587</u>	15.3%	<u>19,602,100</u>	5.5%	<u>19,610,663</u>	0.0%	<u>21,779,673</u>	11.1%	<u>21,690,078</u>	(0.4%)
Engineering, Design & Construction											
Minor Capital Projects	9,706,543	9,900,367		10,292,324		10,514,000		10,812,815		11,053,101	
	<u>9,706,543</u>	<u>9,900,367</u>	2.0%	<u>10,292,324</u>	4.0%	<u>10,514,000</u>	2.2%	<u>10,812,815</u>	2.8%	<u>11,053,101</u>	2.2%
Operations and Maintenance											
Lake City Operations	1,058,982	455,619		468,684		556,337		572,448		581,060	
Liquid Waste Residuals	42,152,634	41,741,733		46,024,377		47,877,050		48,892,653		52,110,203	
Maintenance	38,457,280	40,320,712		42,243,278		43,841,564		45,546,900		49,252,903	
SCADA Control Systems	1,373,250	1,559,069		1,660,986		1,736,398		1,813,250		1,864,006	
Urban Drainage	2,106,676	2,270,768		2,322,503		2,522,976		2,608,229		2,715,411	
Wastewater Collection	18,560,488	20,165,785		21,277,120		22,745,727		23,509,972		24,646,652	
Wastewater Treatment	63,322,632	71,339,119		78,526,027		76,253,174		79,245,602		83,787,536	
	<u>167,031,942</u>	<u>177,852,805</u>	6.5%	<u>192,522,975</u>	8.2%	<u>195,533,226</u>	1.6%	<u>202,189,054</u>	3.4%	<u>214,957,771</u>	6.3%
Administration and Department Support											
Communications Program	2,969,536	3,144,206	5.9%	3,375,485	7.4%	3,689,030	9.3%	3,946,389	7.0%	4,417,073	11.9%
Environmental Regulation and Enforcement	503,500	527,064	4.7%	537,606	2.0%	548,359	2.0%	559,326	2.0%	570,513	2.0%
Allocation of Centralized Support Costs	2,432,995	2,517,369	3.5%	2,650,917	5.3%	2,717,453	2.5%	2,800,721	3.1%	2,891,593	3.2%
	<u>39,923,864</u>	<u>44,752,933</u>	12.1%	<u>48,498,840</u>	8.4%	<u>53,100,476</u>	9.5%	<u>56,405,554</u>	6.2%	<u>59,598,868</u>	5.7%
Total Operating Programs	<u>255,112,397</u>	<u>271,890,424</u>	6.6%	<u>293,941,121</u>	8.1%	<u>303,198,809</u>	3.1%	<u>316,146,146</u>	4.3%	<u>333,472,455</u>	5.5%
Allocation of Project Delivery Cost											
Debt Service	7,265,724	8,246,594	13.5%	8,446,402	2.4%	8,823,784	4.5%	9,175,031	4.0%	9,515,209	3.7%
Contribution to Capital	126,907,374	149,116,775	17.5%	215,662,186	44.6%	295,821,788	37.2%	393,770,768	33.1%	523,258,839	32.9%
	<u>98,631,392</u>	<u>252,624,874</u>	156.1%	<u>278,984,724</u>	10.4%	<u>307,454,763</u>	10.2%	<u>323,469,561</u>	5.2%	<u>336,642,367</u>	4.1%
TOTAL EXPENDITURES	\$ 487,916,887	\$ 681,878,667	39.8%	\$ 797,034,433	16.9%	\$ 915,299,144	14.8%	\$ 1,042,561,506	13.9%	\$ 1,202,888,870	15.4%

GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT
LIQUID WASTE SERVICES
2025 - 2029 FINANCIAL PLAN
VANCOUVER SEWERAGE AREA
2025 BUDGET REVIEW

	2024	2025	%	2026	%	2027	%	2028	%	2029	%
	BUDGET	BUDGET	CHANGE	FORECAST	CHANGE	FORECAST	CHANGE	FORECAST	CHANGE	FORECAST	CHANGE
REVENUES											
Liquid Waste Services Levy	\$ 125,868,534	\$ 190,295,659	51.2%	\$ 209,508,774	10.1%	\$ 228,863,031	9.2%	\$ 246,949,227	7.9%	\$ 274,102,265	11.0%
User Fees	1,528,984	3,005,568		3,452,859		4,002,628		4,677,692		5,510,500	
Transfer from DCC Reserves	7,342,921	7,743,983		10,355,416		13,654,894		17,378,956		25,218,490	
Liquid Waste Industrial Charges	3,386,906	3,522,382		3,628,053		3,736,895		3,830,317		3,926,075	
Other External Revenues	237,127	166,697		166,697		166,697		166,697		166,697	
Transfer from Sustainability Innovation Fund Reserves	974,959	-		-		-		-		-	
Transfer from Reserves	1,921,267	696,704		4,609,217		13,126,074		23,700,430		32,586,482	
TOTAL REVENUES	\$ 141,260,698	\$ 205,430,993	45.4%	\$ 231,721,016	12.8%	\$ 263,550,219	13.7%	\$ 296,703,319	12.6%	\$ 341,510,509	15.1%
EXPENDITURES											
Operating Programs:											
Policy Planning and Analysis											
Contribution to Sustainability Innovation Fund Reserve	\$ 432,993	\$ 432,993		\$ 432,993		\$ 432,993		\$ 432,993		\$ 432,993	
Utility Analysis and Infrastructure	1,168,759	1,282,647		1,585,100		1,631,826		1,545,728		1,594,516	
Utility Policy and Planning	1,461,632	1,395,481		1,514,122		1,704,198		1,842,562		1,905,008	
Wastewater Research and Innovation	1,470,756	640,144		735,401		757,314		791,970		828,896	
Wastewater Facilities Planning	334,626	279,037		434,950		518,580		487,747		533,571	
	<u>4,868,766</u>	<u>4,030,302</u>	(17.2%)	<u>4,702,566</u>	16.7%	<u>5,044,911</u>	7.3%	<u>5,101,000</u>	1.1%	<u>5,294,984</u>	3.8%
Management Systems and Utility Services											
Annacis Research Centre	201,990	225,320		226,602		233,249		239,599		250,288	
Dispatch	49,654	51,759		53,335		54,959		56,320		57,937	
Energy Management	107,277	145,297		150,122		155,377		160,759		166,337	
Engineers in Training	316,519	314,184		324,070		334,264		344,763		355,619	
Management Systems Utility Services	386,198	383,029		388,634		398,879		409,477		420,483	
Records Management	55,816	57,904		59,716		61,582		63,505		65,490	
Utility Voice Radio	51,196	52,872		55,091		57,402		59,785		61,254	
	<u>1,168,650</u>	<u>1,230,365</u>	5.3%	<u>1,257,570</u>	2.2%	<u>1,295,712</u>	3.0%	<u>1,334,208</u>	3.0%	<u>1,377,408</u>	3.2%
Environmental Management and Quality Control											
Environmental Management and Quality Control	5,774,470	6,644,043		6,947,699		7,000,079		7,815,366		7,765,766	
Source Compliance Monitoring	168,566	199,926		268,431		211,443		218,142		223,746	
Contribution to Reserve	41,647	41,979		43,212		44,436		45,673		47,957	
	<u>5,984,683</u>	<u>6,885,948</u>	15.1%	<u>7,259,342</u>	5.4%	<u>7,255,958</u>	0.0%	<u>8,079,181</u>	11.3%	<u>8,037,469</u>	(0.5%)
Engineering, Design & Construction											
Minor Capital Projects	2,815,821	2,512,000		2,631,419		2,691,241		2,772,033		2,842,159	
	<u>2,815,821</u>	<u>2,512,000</u>	(10.8%)	<u>2,631,419</u>	4.8%	<u>2,691,241</u>	2.3%	<u>2,772,033</u>	3.0%	<u>2,842,159</u>	2.5%
Operations and Maintenance											
Lake City Operations	406,867	174,138		179,132		212,632		218,790		222,081	
Liquid Waste Residuals	25,227,925	23,929,059		25,799,511		26,794,869		27,558,715		29,019,818	
Maintenance	10,278,917	10,743,314		11,529,667		11,865,797		12,361,155		12,824,965	
SCADA Control Systems	378,739	435,324		463,777		484,803		506,230		520,397	
Wastewater Collection	5,534,858	6,060,775		6,368,914		6,710,282		6,959,762		7,187,968	
Wastewater Treatment	17,159,736	18,966,142		19,488,466		20,689,153		21,417,241		22,142,358	
	<u>58,987,042</u>	<u>60,308,752</u>	2.2%	<u>63,829,467</u>	5.8%	<u>66,757,536</u>	4.6%	<u>69,021,893</u>	3.4%	<u>71,917,587</u>	4.2%
Administration and Department Support											
Communications Program	874,558	904,745	3.5%	971,296	7.4%	1,061,518	9.3%	1,135,573	7.0%	1,271,013	11.9%
Environmental Regulation and Enforcement	193,445	201,444	4.1%	205,473	2.0%	209,583	2.0%	213,774	2.0%	218,050	2.0%
Allocation of Centralized Support Costs	456,916	478,804	4.8%	504,204	5.3%	516,860	2.5%	532,697	3.1%	549,981	3.2%
Total Operating Programs	<u>11,703,180</u>	<u>13,011,078</u>	11.2%	<u>14,093,389</u>	8.3%	<u>15,089,333</u>	7.1%	<u>16,138,167</u>	7.0%	<u>17,029,252</u>	5.5%
Allocation of Project Delivery Cost	2,338,649	2,441,970	4.4%	2,501,137	2.4%	2,612,886	4.5%	2,716,897	4.0%	2,817,630	3.7%
Debt Service	15,036,345	18,723,691	24.5%	30,446,380	62.6%	50,713,920	66.6%	77,876,317	53.6%	117,453,187	50.8%
Contribution to Capital	36,832,643	94,701,894	157.1%	103,318,773	9.1%	110,300,761	6.8%	111,781,579	1.3%	112,701,789	0.8%
TOTAL EXPENDITURES	\$ 141,260,698	\$ 205,430,993	45.4%	\$ 231,721,016	12.8%	\$ 263,550,219	13.7%	\$ 296,703,319	12.6%	\$ 341,510,509	15.1%

GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT
LIQUID WASTE SERVICES
2025 - 2029 FINANCIAL PLAN
NORTH SHORE SEWERAGE AREA
2025 BUDGET REVIEW

	2024	2025	%	2026	%	2027	%	2028	%	2029	%
	BUDGET	BUDGET	CHANGE	FORECAST	CHANGE	FORECAST	CHANGE	FORECAST	CHANGE	FORECAST	CHANGE
REVENUES											
Liquid Waste Services Levy	\$ 37,993,285	\$ 64,272,761	69.2%	\$ 81,372,399	26.6%	\$ 94,730,042	16.4%	\$ 108,013,468	14.0%	\$ 121,688,824	12.7%
User Fees	60,893	69,812		71,494		73,218		74,985		76,796	
Transfer from DCC Reserves	2,470,796	2,857,776		4,876,304		6,534,874		8,162,956		10,522,056	
Liquid Waste Industrial Charges	942,527	960,435		978,683		1,008,043		1,033,244		1,059,075	
Other External Revenues	27,405	27,577		27,577		27,577		27,577		27,577	
Transfer from Sustainability Innovation Fund Reserves	159,871	-		-		-		-		-	
Transfer from Reserves	18,900	1,184,948		7,095,160		20,094,892		35,242,697		48,060,309	
TOTAL REVENUES	\$ 41,673,677	\$ 69,373,309	66.5%	\$ 94,421,617	36.1%	\$ 122,468,646	29.7%	\$ 152,554,927	24.6%	\$ 181,434,637	18.9%
EXPENDITURES											
Operating Programs:											
Policy Planning and Analysis											
Contribution to Sustainability Innovation Fund Reserve	\$ 71,001	\$ 71,001		\$ 71,001		\$ 71,001		\$ 71,001		\$ 71,001	
Utility Analysis and Infrastructure	191,650	214,110		264,598		272,398		258,026		266,170	
Utility Policy and Planning	239,674	232,945		252,750		284,479		307,576		318,000	
Wastewater Research and Innovation	241,171	106,858		122,759		126,417		132,202		138,366	
Wastewater Facilities Planning	54,871	46,579		72,606		86,566		81,419		89,068	
	<u>798,367</u>	<u>671,493</u>	(15.9%)	<u>783,714</u>	16.7%	<u>840,861</u>	7.3%	<u>850,224</u>	1.1%	<u>882,605</u>	3.8%
Management Systems and Utility Services											
Annacis Research Centre	33,122	37,612		37,826		38,936		39,996		41,780	
Dispatch	15,406	15,364		15,829		16,310		16,716		17,196	
Energy Management	33,287	43,121		44,552		46,112		47,710		49,365	
Engineers in Training	51,897	52,446		54,097		55,798		57,551		59,363	
Management Systems Utility Services	119,829	113,677		115,341		118,382		121,527		124,793	
Records Management	17,317	17,186		17,723		18,277		18,848		19,437	
Utility Voice Radio	13,572	14,016		14,605		15,217		15,849		16,238	
	<u>284,430</u>	<u>293,422</u>	3.2%	<u>299,973</u>	2.2%	<u>309,032</u>	3.0%	<u>318,197</u>	3.0%	<u>328,172</u>	3.1%
Environmental Management and Quality Control											
Environmental Management and Quality Control	1,095,946	1,264,156		1,327,204		1,340,901		1,481,209		1,478,315	
Source Compliance Monitoring	27,641	33,373		44,809		35,296		36,414		37,350	
Contribution to Reserve	6,829	7,007		7,213		7,418		7,624		8,005	
	<u>1,130,416</u>	<u>1,304,536</u>	15.4%	<u>1,379,226</u>	5.7%	<u>1,383,615</u>	0.3%	<u>1,525,247</u>	10.2%	<u>1,523,670</u>	(0.1%)
Engineering, Design & Construction											
Minor Capital Projects	301,847	1,982,000		1,993,437		2,001,768		2,010,458		2,017,965	
	<u>301,847</u>	<u>1,982,000</u>	556.6%	<u>1,993,437</u>	0.6%	<u>2,001,768</u>	0.4%	<u>2,010,458</u>	0.4%	<u>2,017,965</u>	0.4%
Operations and Maintenance											
Lake City Operations	66,715	29,069		29,902		35,495		36,523		37,072	
Liquid Waste Residuals	1,011,097	970,279		1,101,409		1,147,801		1,162,141		1,257,291	
Maintenance	4,301,122	4,347,185		4,669,598		4,932,709		5,115,913		5,329,545	
SCADA Control Systems	212,682	225,967		240,754		251,774		263,008		270,377	
Wastewater Collection	3,605,297	3,945,188		4,164,585		4,355,015		4,498,990		4,689,927	
Wastewater Treatment	7,974,484	10,717,690		10,912,838		11,211,400		11,627,936		12,869,504	
	<u>17,171,397</u>	<u>20,235,378</u>	17.8%	<u>21,119,086</u>	4.4%	<u>21,934,194</u>	3.9%	<u>22,704,511</u>	3.5%	<u>24,453,716</u>	7.7%
Administration and Department Support											
Communications Program	271,356	268,515	(1.0%)	288,266	7.4%	315,043	9.3%	337,022	7.0%	377,218	11.9%
Environmental Regulation and Enforcement	31,721	33,627	6.0%	34,299	2.0%	34,985	2.0%	35,685	2.0%	36,399	2.0%
Allocation of Centralized Support Costs	135,518	146,259	7.9%	154,018	5.3%	157,884	2.5%	162,722	3.1%	168,002	3.2%
	<u>3,626,724</u>	<u>3,791,902</u>	4.6%	<u>4,948,550</u>	30.5%	<u>5,714,460</u>	15.5%	<u>6,508,133</u>	13.9%	<u>7,255,856</u>	11.5%
Total Operating Programs	<u>23,751,776</u>	<u>28,727,132</u>	20.9%	<u>31,000,569</u>	7.9%	<u>32,691,842</u>	5.5%	<u>34,452,199</u>	5.4%	<u>37,043,603</u>	7.5%
Allocation of Project Delivery Cost	493,754	1,362,710	176.0%	1,395,728	2.4%	1,458,088	4.5%	1,516,130	4.0%	1,572,343	3.7%
Debt Service	7,688,674	11,163,036	45.2%	23,959,440	114.6%	39,695,131	65.7%	57,383,559	44.6%	72,778,284	26.8%
Contribution to Capital	9,739,473	28,120,431	188.7%	38,065,880	35.4%	48,623,585	27.7%	59,203,309	21.8%	70,040,407	18.3%
TOTAL EXPENDITURES	\$ 41,673,677	\$ 69,373,309	66.5%	\$ 94,421,617	36.1%	\$ 122,468,646	29.7%	\$ 152,554,927	24.6%	\$ 181,434,637	18.9%

GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT
LIQUID WASTE SERVICES
2025 - 2029 FINANCIAL PLAN
LULU ISLAND WEST SEWERAGE AREA
2025 BUDGET REVIEW

	2024	2025	%	2026	%	2027	%	2028	%	2029	%
	BUDGET	BUDGET	CHANGE	FORECAST	CHANGE	FORECAST	CHANGE	FORECAST	CHANGE	FORECAST	CHANGE
REVENUES											
Liquid Waste Services Levy	\$ 32,235,087	\$ 46,147,331	43.2%	\$ 51,949,296	12.6%	\$ 56,443,199	8.7%	\$ 58,577,937	3.8%	\$ 60,787,178	3.8%
User Fees	134,132	137,365		140,728		144,175		147,708		151,330	
Transfer from DCC Reserves	2,427,028	2,345,261		3,176,583		3,990,095		4,773,240		6,618,754	
Liquid Waste Industrial Charges	953,991	972,117		990,587		1,020,305		1,045,813		1,071,958	
Other External Revenues	705,059	717,489		729,489		741,489		769,489		799,489	
Transfer from Sustainability Innovation Fund Reserves	175,351	-		-		-		-		-	
Transfer from Reserves	20,730	122,528		949,402		2,713,846		4,896,950		6,737,330	
TOTAL REVENUES	\$ 36,651,378	\$ 50,442,091	37.6%	\$ 57,936,085	14.9%	\$ 65,053,109	12.3%	\$ 70,211,137	7.9%	\$ 76,166,039	8.5%
EXPENDITURES											
Operating Programs:											
Policy Planning and Analysis											
Contribution to Sustainability Innovation Fund Reserve	\$ 77,876	\$ 77,876		\$ 77,876		\$ 77,876		\$ 77,876		\$ 77,876	
Utility Analysis and Infrastructure	210,206	238,609		294,873		303,566		287,549		296,625	
Utility Policy and Planning	262,881	259,599		281,669		317,029		342,769		354,385	
Wastewater Research and Innovation	264,522	119,085		136,805		140,882		147,329		154,198	
Wastewater Facilities Planning	60,184	51,909		80,913		96,471		90,735		99,259	
	875,669	747,078	(14.7%)	872,136	16.7%	935,824	7.3%	946,258	1.1%	982,343	3.8%
Management Systems and Utility Services											
Annacis Research Centre	36,329	41,916		42,154		43,391		44,572		46,561	
Dispatch	13,766	13,488		13,898		14,322		14,676		15,098	
Energy Management	29,744	37,863		39,119		40,489		41,892		43,346	
Engineers in Training	56,931	58,447		60,286		62,182		64,136		66,155	
Management Systems Utility Services	107,070	99,821		101,281		103,951		106,713		109,581	
Records Management	15,475	15,089		15,561		16,048		16,549		17,066	
Utility Voice Radio	11,945	12,336		12,853		13,392		13,948		14,291	
	271,260	278,960	2.8%	285,152	2.2%	293,775	3.0%	302,486	3.0%	312,098	3.2%
Environmental Management and Quality Control											
Environmental Management and Quality Control	1,131,504	1,328,821		1,393,595		1,405,570		1,559,510		1,553,487	
Source Compliance Monitoring	30,317	37,192		49,936		39,334		40,581		41,623	
Contribution to Reserve	7,490	7,809		8,039		8,266		8,497		8,921	
	1,169,311	1,373,822	17.5%	1,451,570	5.7%	1,453,170	0.1%	1,608,588	10.7%	1,604,031	(0.3%)
Engineering, Design & Construction											
Minor Capital Projects	1,273,204	327,000		368,912		398,600		442,779		472,865	
	1,273,204	327,000	(74.3%)	368,912	12.8%	398,600	8.0%	442,779	11.1%	472,865	6.8%
Operations and Maintenance											
Lake City Operations	73,179	32,394		33,323		39,554		40,699		41,313	
Liquid Waste Residuals	1,937,345	2,140,066		2,433,859		2,541,473		2,562,297		2,781,239	
Maintenance	3,243,834	3,488,102		3,418,887		3,563,397		3,671,533		3,802,278	
SCADA Control Systems	37,206	40,450		43,096		45,064		47,068		48,386	
Wastewater Collection	637,548	706,822		741,247		954,540		836,877		907,235	
Wastewater Treatment	7,140,880	7,883,591		8,265,043		8,578,360		9,100,331		9,272,304	
	13,069,992	14,291,425	9.3%	14,935,455	4.5%	15,722,388	5.3%	16,258,805	3.4%	16,852,755	3.7%
Administration and Department Support											
Communications Program	242,463	235,784	(2.8%)	253,128	7.4%	276,640	9.3%	295,940	7.0%	331,236	11.9%
Environmental Regulation and Enforcement	34,792	37,474	7.7%	38,224	2.0%	38,988	2.0%	39,768	2.0%	40,563	2.0%
Allocation of Centralized Support Costs	240,867	240,912	0.0%	253,693	5.3%	260,060	2.5%	268,029	3.1%	276,725	3.2%
Total Operating Programs	3,208,381	3,349,834	4.4%	3,692,872	10.2%	3,995,943	8.2%	4,173,689	4.4%	4,179,049	0.1%
	20,385,939	20,882,289	2.4%	22,151,142	6.1%	23,375,388	5.5%	24,336,342	4.1%	25,051,665	2.9%
Allocation of Project Delivery Cost	411,218	415,612	1.1%	425,681	2.4%	444,701	4.5%	462,403	4.0%	479,547	3.7%
Debt Service	8,049,519	9,929,449	23.4%	15,492,964	56.0%	19,969,493	28.9%	23,952,046	19.9%	29,014,526	21.1%
Contribution to Capital	7,804,702	19,214,741	146.2%	19,866,298	3.4%	21,263,527	7.0%	21,460,346	0.9%	21,620,301	0.7%
TOTAL EXPENDITURES	\$ 36,651,378	\$ 50,442,091	37.6%	\$ 57,936,085	14.9%	\$ 65,053,109	12.3%	\$ 70,211,137	7.9%	\$ 76,166,039	8.5%

GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT
LIQUID WASTE SERVICES
2025 - 2029 FINANCIAL PLAN
FRASER SEWERAGE AREA
2025 BUDGET REVIEW

	2024	2025	%	2026	%	2027	%	2028	%	2029	%
	BUDGET	BUDGET	CHANGE	FORECAST	CHANGE	FORECAST	CHANGE	FORECAST	CHANGE	FORECAST	CHANGE
REVENUES											
Liquid Waste Services Levy	\$ 190,533,872	\$ 271,499,356	42.5%	\$ 284,422,520	4.8%	\$ 303,602,408	6.7%	\$ 331,327,099	9.1%	\$ 357,434,398	7.9%
User Fees	3,675,448	6,501,104		7,386,561		8,471,383		9,799,868		11,435,019	
Transfer from DCC Reserves	60,753,999	64,521,616		100,964,872		119,468,954		134,130,202		173,948,040	
Liquid Waste Industrial Charges	7,885,633	8,201,058		8,447,090		8,700,503		8,918,015		9,140,965	
Other External Revenues	1,017,293	1,488,077		1,488,077		1,252,598		1,017,120		1,017,120	
Transfer from Sustainability Innovation Fund Reserves	1,227,454	-		-		-		-		-	
Transfer from Reserves	145,110	860,903		6,598,449		18,867,977		34,037,385		46,833,681	
TOTAL REVENUES	\$ 265,238,809	\$ 353,072,114	33.1%	\$ 409,307,569	15.9%	\$ 460,363,823	12.5%	\$ 519,229,689	12.8%	\$ 599,809,223	15.5%
EXPENDITURES											
Operating Programs:											
Policy Planning and Analysis											
Contribution to Sustainability Innovation Fund Reserve	\$ 545,130	\$ 545,130		\$ 545,130		\$ 545,130		\$ 545,130		\$ 545,130	
Utility Analysis and Infrastructure	1,471,443	1,620,592		2,002,733		2,061,770		1,952,987		2,014,630	
Utility Policy and Planning	1,840,164	1,763,156		1,913,054		2,153,210		2,328,029		2,406,930	
Wastewater Research and Innovation	1,851,651	808,805		929,162		956,846		1,000,634		1,047,290	
Wastewater Facilities Planning	421,288	352,556		549,549		655,213		616,255		674,155	
	6,129,676	5,090,239	(17.0%)	5,939,628	16.7%	6,372,169	7.3%	6,443,035	1.1%	6,688,135	3.8%
Management Systems and Utility Services											
Annacis Research Centre	254,300	284,687		286,306		294,704		302,727		316,232	
Dispatch	88,831	98,090		101,076		104,154		106,734		109,797	
Energy Management	191,913	275,360		284,501		294,460		304,663		315,236	
Engineers in Training	398,515	396,964		409,455		422,334		435,600		449,316	
Management Systems Utility Services	690,924	725,925		736,547		755,965		776,048		796,909	
Records Management	99,854	109,735		113,169		116,706		120,350		124,113	
Utility Voice Radio	65,876	68,030		70,887		73,858		76,925		78,817	
	1,790,213	1,958,791	9.4%	2,001,941	2.2%	2,062,181	3.0%	2,123,047	3.0%	2,190,420	3.2%
Environmental Management and Quality Control											
Environmental Management and Quality Control	7,571,592	8,709,640		9,118,209		9,194,622		10,233,333		10,181,618	
Source Compliance Monitoring	212,221	252,601		339,155		267,154		275,617		282,697	
Contribution to Reserve	52,433	53,040		54,598		56,144		57,707		60,593	
	7,836,246	9,015,281	15.0%	9,511,962	5.5%	9,517,920	0.1%	10,566,657	11.0%	10,524,908	(0.4%)
Engineering, Design & Construction											
Minor Capital Projects	5,015,671	4,571,367		4,782,869		4,898,824		5,055,902		5,181,846	
	5,015,671	4,571,367	(8.9%)	4,782,869	4.6%	4,898,824	2.4%	5,055,902	3.2%	5,181,846	2.5%
Operations and Maintenance											
Lake City Operations	512,221	220,018		226,327		268,656		276,436		280,594	
Liquid Waste Residuals	13,976,267	14,702,329		16,689,598		17,392,907		17,609,500		19,051,855	
Maintenance	20,475,209	21,611,654		22,477,036		23,326,760		24,240,957		27,133,196	
SCADA Control Systems	718,526	829,252		883,448		923,477		964,272		991,258	
Wastewater Collection	8,782,785	9,453,000		10,002,374		10,725,890		11,214,343		11,861,522	
Wastewater Treatment	31,047,532	33,771,696		39,859,680		35,774,261		37,100,094		39,503,370	
	75,512,540	80,587,949	6.7%	90,138,463	11.9%	88,411,951	(1.9%)	91,405,602	3.4%	98,821,795	8.1%
Administration and Department Support											
Communications Program	1,564,619	1,714,694	9.6%	1,840,821	7.4%	2,011,813	9.3%	2,152,163	7.0%	2,408,851	11.9%
Environmental Regulation and Enforcement	243,542	254,519	4.5%	259,610	2.0%	264,803	2.0%	270,099	2.0%	275,501	2.0%
Allocation of Centralized Support Costs	1,599,694	1,651,394	3.2%	1,739,002	5.3%	1,782,649	2.5%	1,837,273	3.1%	1,896,885	3.2%
Total Operating Programs	21,142,201	24,317,726	15.0%	25,476,908	4.8%	28,028,145	10.0%	29,317,936	4.6%	30,887,738	5.4%
Allocation of Project Delivery Cost	120,834,402	129,161,960	6.9%	141,691,204	9.7%	143,350,455	1.2%	149,171,714	4.1%	158,876,079	6.5%
Debt Service	4,016,997	4,021,747	0.1%	4,119,190	2.4%	4,303,234	4.5%	4,474,532	4.0%	4,640,432	3.7%
Contribution to Capital	96,132,836	109,300,599	13.7%	145,763,402	33.4%	185,443,244	27.2%	234,558,846	26.5%	304,012,842	29.6%
	44,254,574	110,587,808	149.9%	117,733,773	6.5%	127,266,890	8.1%	131,024,597	3.0%	132,279,870	1.0%
TOTAL EXPENDITURES	\$ 265,238,809	\$ 353,072,114	33.1%	\$ 409,307,569	15.9%	\$ 460,363,823	12.5%	\$ 519,229,689	12.8%	\$ 599,809,223	15.5%

**GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT
LIQUID WASTE SERVICES
2025 - 2029 FINANCIAL PLAN
DRAINAGE
2025 BUDGET REVIEW**

	2024 BUDGET	2025 BUDGET	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE	2029 FORECAST	% CHANGE
REVENUES											
Liquid Waste Services Levy	\$ 2,867,325	\$ 3,335,160	16.3%	\$ 3,423,146	2.6%	\$ 3,633,347	6.1%	\$ 3,732,434	2.7%	\$ 3,833,462	2.7%
Transfer from Reserves	225,000	225,000		225,000		230,000		130,000		135,000	
TOTAL REVENUES	\$ 3,092,325	\$ 3,560,160	15.1%	\$ 3,648,146	2.5%	\$ 3,863,347	5.9%	\$ 3,862,434	0.0%	\$ 3,968,462	2.7%
EXPENDITURES											
Operating Programs:											
Policy Planning and Analysis											
Utility Analysis and Infrastructure	\$ 175,000	\$ 175,000		\$ 175,000		\$ 175,000		\$ 75,000		\$ 75,000	
Utility Policy and Planning	50,000	126,008		128,446		140,958		143,546		146,222	
	225,000	301,008	33.8%	303,446	0.8%	315,958	4.1%	218,546	(30.8%)	221,222	1.2%
Management Systems and Utility Services											
Dispatch	940	1,170		1,207		1,244		1,274		1,310	
Energy Management	2,030	3,289		3,398		3,517		3,639		3,766	
Management Systems Utility Services	7,304	8,666		8,792		9,024		9,264		9,513	
Records Management	1,056	1,310		1,351		1,394		1,436		1,482	
	11,330	14,435	27.4%	14,748	2.2%	15,179	2.9%	15,613	2.9%	16,071	2.9%
Engineering, Design & Construction											
Minor Capital Projects	300,000	508,000		515,687		523,567		531,643		538,266	
	300,000	508,000	69.3%	515,687	1.5%	523,567	1.5%	531,643	1.5%	538,266	1.2%
Operations and Maintenance											
Maintenance	158,198	130,457		148,090		152,901		157,342		162,919	
SCADA Control Systems	26,097	28,076		29,911		31,280		32,672		33,588	
Urban Drainage	2,106,676	2,270,768		2,322,503		2,522,976		2,608,229		2,715,411	
	2,290,971	2,429,301	6.0%	2,500,504	2.9%	2,707,157	8.3%	2,798,243	3.4%	2,911,918	4.1%
Administration and Department Support											
Allocation of Centralized Support Costs	16,540	20,468	23.7%	21,974	7.4%	24,016	9.3%	25,691	7.0%	28,755	11.9%
Total Operating Programs	3,087,219	3,555,605	15.2%	3,643,480	2.5%	3,858,472	5.9%	3,857,365	0.0%	3,963,205	2.7%
Allocation of Project Delivery Cost											
	5,106	4,555	(10.8%)	4,666	2.4%	4,875	4.5%	5,069	4.0%	5,257	3.7%
TOTAL EXPENDITURES	\$ 3,092,325	\$ 3,560,160	15.1%	\$ 3,648,146	2.5%	\$ 3,863,347	5.9%	\$ 3,862,434	0.0%	\$ 3,968,462	2.7%

**GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT
CAPITAL PORTFOLIO
LIQUID WASTE SERVICES
2025 CAPITAL BUDGET AND 2025 - 2029 CAPITAL PLAN**

	CAPITAL BUDGET FOR APPROVAL	2025 CAPITAL CASH FLOW	2026 CAPITAL CASH FLOW	2027 CAPITAL CASH FLOW	2028 CAPITAL CASH FLOW	2029 CAPITAL CASH FLOW	2025 TO 2029 TOTAL CAPITAL CASH FLOW	ACTIVE PHASE	PRIMARY DRIVER
CAPITAL EXPENDITURES									
Collections									
Ocean Park Trunk - Crescent Beach PS Section Replacement	\$ 1,200,000	\$ 400,000	\$ 800,000	\$ 700,000	\$ 4,300,000	\$ 10,400,000	\$ 16,600,000	Design	Maintenance
104th Ave PS and FM for Redirection to NLWWTP	2,000,000	100,000	1,950,000	3,000,000	8,950,000	6,000,000	20,000,000	Definition	Growth
8th Avenue Interceptor Air Treatment Facilities	500,000	-	50,000	450,000	600,000	2,600,000	3,700,000	Definition	Upgrade
Albert Street Trunk Sewer	9,950,000	50,000	-	-	-	-	50,000	Construction	Growth
Big Bend Forcemain - Gate Replacement	400,000	176,000	200,000	1,000,000	1,000,000	250,000	2,626,000	Design	Maintenance
Burnaby Lake North Interceptor Cariboo Section	-	-	500,000	1,000,000	1,500,000	1,500,000	4,500,000	Not Started	Growth
Burnaby Lake North Interceptor Winston Section	109,200,000	15,966,000	7,650,000	2,050,000	1,500,000	4,000,000	31,166,000	Construction	Growth
Burnaby South Slope Interceptor	500,000	-	-	300,000	600,000	1,150,000	2,050,000	Definition	Growth
Cloverdale Pump Station Capacity Upgrade	11,400,000	1,100,000	5,300,000	2,845,000	2,800,000	11,600,000	23,645,000	Construction	Growth
Cloverdale Trunk Sewer Capacity Upgrade	1,200,000	600,000	550,000	1,000,000	8,450,000	8,100,000	18,700,000	Design	Growth
Combined Sewer Overflow Sampling Station Enhancements	4,000,000	410,000	1,000,000	-	-	-	1,410,000	Construction	Maintenance
Crescent Beach FM - Replacement	34,350,000	100,000	40,000	20,000	20,000	20,000	200,000	Construction	Maintenance
Eagle Creek (Lower Section) Channel Restoration	750,000	500,000	250,000	-	-	-	750,000	Construction	Resilience
EMQC-Chemistry Laboratory	17,200,000	1,000,000	5,750,000	9,800,000	-	-	16,550,000	Construction	Upgrade
Fraser Sewerage Area Integrated Resource Recovery (IRR) Study	1,200,000	429,000	200,000	-	-	-	629,000	Design	Opportunity
Front Street Pressure Sewer Access Hatches Reinforcement	5,000,000	50,000	-	-	-	-	50,000	Construction	Maintenance
FSA Flow Metering Program	4,300,000	1,070,000	670,000	-	-	-	1,740,000	Construction	Maintenance
FSA River Crossing Scour Protection Program - Phase 1	3,400,000	500,000	1,230,000	-	-	-	1,730,000	Construction	Maintenance
FSA Sewer Relocations and Protections	3,100,000	1,650,000	650,000	-	-	-	2,300,000	Construction	Maintenance
FSA Statutory Right of Way Acquisitions Phase 1	35,100,000	3,500,000	6,200,000	-	-	-	9,700,000	Design	Maintenance
Gilbert/Brighthouse Trunk Pressure Sewer	180,550,000	34,887,000	9,620,000	100,000	600,000	2,400,000	47,607,000	Multiple	Maintenance
Glenbrook Combined Trunk Kingsway Sanitary Section	8,450,000	1,000,000	938,000	-	-	-	1,938,000	Construction	Growth
Glenbrook Combined Trunk Sewer Separation	4,350,000	50,000	500,000	2,450,000	1,050,000	2,000,000	6,050,000	Design	Upgrade
Glenbrook CSO Gate Replacement	5,850,000	100,000	-	-	-	-	100,000	Construction	Maintenance
Gleneagles Forcemain Replacement	17,000,000	5,007,000	5,010,000	2,450,000	-	-	12,467,000	Construction	Maintenance
Gleneagles Pump Stations Improvements	24,500,000	5,835,000	1,500,000	1,630,000	5,250,000	1,000,000	15,215,000	Construction	Maintenance
Harbour PS Air Treatment Facilities	-	-	-	-	150,000	350,000	500,000	Not Started	Upgrade
Harbour Pump Station Discharge Header Repair and Valve Replacements	4,850,000	259,000	-	-	-	-	259,000	Construction	Maintenance

**GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT
CAPITAL PORTFOLIO
LIQUID WASTE SERVICES
2025 CAPITAL BUDGET AND 2025 - 2029 CAPITAL PLAN**

	CAPITAL BUDGET FOR APPROVAL	2025 CAPITAL CASH FLOW	2026 CAPITAL CASH FLOW	2027 CAPITAL CASH FLOW	2028 CAPITAL CASH FLOW	2029 CAPITAL CASH FLOW	2025 TO 2029 TOTAL CAPITAL CASH FLOW	ACTIVE PHASE	PRIMARY DRIVER
Replacement	3,650,000	1,524,000	962,000	–	–	–	2,486,000	Construction	Maintenance
Harbour Sewerage Pump Station - Suction Piping Replacement	5,850,000	850,000	2,000,000	1,950,000	1,000,000	–	5,800,000	Construction	Maintenance
Highbury Interceptor Diversion Junction Chamber Wall Rehabilitation	500,000	250,000	50,000	4,000,000	1,450,000	–	5,750,000	Design	Maintenance
Jervis Pump Station 25kV Voltage Conversion	1,300,000	50,000	–	–	–	–	50,000	Construction	Maintenance
Jervis Sewerage Pump Station - Suction Piping Replacement	500,000	500,000	500,000	2,000,000	500,000	–	3,500,000	Design	Maintenance
Kent Pump Station High Voltage Switchgear Replacement	3,000,000	960,000	553,000	–	–	–	1,513,000	Construction	Maintenance
Lozells Sanitary Trunk Golf Course Section	–	–	50,000	400,000	200,000	1,000,000	1,650,000	Not Started	Growth
LWS Pump Station Programmable Logic Controller Replacements	1,500,000	750,000	650,000	750,000	550,000	300,000	3,000,000	Multiple	Opportunity
Marshend Pump Station	28,500,000	1,350,000	13,250,000	9,920,000	680,000	–	25,200,000	Construction	Growth
New West Interceptor - Annacis Section 2	27,000,000	5,937,000	4,650,000	6,000,000	5,650,000	5,000,000	27,237,000	Construction	Maintenance
New West Interceptor Grit Chamber	1,250,000	250,000	650,000	4,100,000	4,000,000	–	9,000,000	Design	Maintenance
New Westminster Interceptor Annacis Channel Crossing Scour Protection	2,500,000	2,000,000	–	–	–	–	2,000,000	Construction	Resilience
New Westminster Interceptor Repair Columbia St. Section	37,100,000	200,000	1,400,000	2,000,000	316,000	–	3,916,000	Construction	Maintenance
New Westminster Interceptor West Branch and Columbia Extension Rehabilitation	37,900,000	3,000,000	10,800,000	10,000,000	8,000,000	4,000,000	35,800,000	Construction	Maintenance
North Road Trunk Sewer	23,650,000	2,500,000	4,115,000	2,000,000	530,000	–	9,145,000	Construction	Growth
North Surrey Interceptor - Port Mann Section - Odour Control	5,050,000	1,000,000	1,150,000	4,100,000	5,970,000	5,200,000	17,420,000	Construction	Upgrade
North Surrey Interceptor Improvements	107,100,000	3,550,000	14,600,000	32,350,000	33,450,000	25,600,000	109,550,000	Multiple	Maintenance
NSA Flow Metering Program	1,600,000	772,000	250,000	–	–	–	1,022,000	Construction	Maintenance
NSA Scour Protection Upgrades	3,750,000	50,000	1,750,000	1,500,000	–	–	3,300,000	Construction	Maintenance
NSI 104th Ave Extension	12,950,000	–	500,000	6,000,000	1,500,000	–	8,000,000	Construction	Growth
NSI SSO Storage	27,400,000	2,500,000	7,004,000	25,500,000	23,250,000	10,000,000	68,254,000	Construction	Upgrade
NSSA Sewer Relocations and Protections	450,000	50,000	375,000	25,000	–	–	450,000	Construction	Maintenance
NVI Lynn Branch Siphon – SSO Treatment	1,100,000	750,000	4,800,000	6,150,000	3,800,000	–	15,500,000	Design	Upgrade
NWP Dip Investigation and Repair	4,500,000	1,500,000	–	–	–	–	1,500,000	Construction	Maintenance
Ocean Park Trunk Manholes Lining	1,050,000	1,000,000	–	–	–	–	1,000,000	Construction	Maintenance
Ocean Park Trunk Sewer - Air Management Facility	2,750,000	565,000	400,000	1,200,000	3,120,000	580,000	5,865,000	Design	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	1,984,000	1,350,000	16,050,000	35,700,000	14,000,000	69,084,000	Design	Maintenance
Port Moody Pump Station Capacity Upgrade	3,700,000	700,000	1,000,000	1,150,000	5,250,000	10,000,000	18,100,000	Design	Growth
Port Moody South Interceptor Capacity Upgrade	200,000	–	–	150,000	150,000	2,050,000	2,350,000	Not Started	Growth
Port Moody Storm Drain Rehabilitation	1,650,000	900,000	600,000	–	–	–	1,500,000	Construction	Maintenance
Production Way Operation Centre	11,100,000	6,934,000	2,825,000	14,760,000	27,875,000	1,075,000	53,469,000	Multiple	Upgrade

**GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT
CAPITAL PORTFOLIO
LIQUID WASTE SERVICES
2025 CAPITAL BUDGET AND 2025 - 2029 CAPITAL PLAN**

	CAPITAL BUDGET FOR APPROVAL	2025 CAPITAL CASH FLOW	2026 CAPITAL CASH FLOW	2027 CAPITAL CASH FLOW	2028 CAPITAL CASH FLOW	2029 CAPITAL CASH FLOW	2025 TO 2029 TOTAL CAPITAL CASH FLOW	ACTIVE PHASE	PRIMARY DRIVER
Rosemary Heights Pressure Sewer Capacity Upgrade	–	–	–	350,000	500,000	700,000	1,550,000	Not Started	Growth
Royal Ave PS Rehabilitation	13,400,000	8,800,000	800,000	–	–	–	9,600,000	Construction	Maintenance
Sapperton Pump Station	96,050,000	500,000	5,000,000	–	–	–	5,500,000	Construction	Growth
Sapperton Pump Station Emergency Backup Power	5,000,000	1,895,000	1,530,000	–	–	–	3,425,000	Construction	Resilience
Sewer Heat Projects	57,000,000	14,050,000	16,100,000	9,050,000	11,500,000	15,400,000	66,100,000	Construction	Opportunity
South Surrey Interceptor Johnston Section	92,050,000	14,780,000	7,178,000	2,000,000	1,000,000	950,000	25,908,000	Construction	Growth
South Surrey Interceptor Rehabilitation	3,300,000	900,000	2,400,000	4,050,000	9,000,000	20,000,000	36,350,000	Multiple	Maintenance
SSI Delta - Air Management Facility Construction	12,950,000	1,000,000	1,000,000	500,000	–	–	2,500,000	Construction	Upgrade
SSI Influent Control Chamber Repair and Replace Gates	150,000	20,000	100,000	1,100,000	–	–	1,220,000	Design	Maintenance
Still Creek Culvert Rehabilitation - Gilmore section	200,000	100,000	50,000	1,150,000	50,000	–	1,350,000	Design	Maintenance
Stoney Creek Sanitary Trunk	12,250,000	3,650,000	4,000,000	14,450,000	30,000,000	12,000,000	64,100,000	Construction	Growth
Surrey Central Valley Capacity Upgrade	–	–	150,000	450,000	1,000,000	1,500,000	3,100,000	Not Started	Growth
Surrey Corrosion Control Facility Replacement	7,250,000	50,000	2,000,000	3,000,000	500,000	300,000	5,850,000	Construction	Maintenance
VSA Emergency Backup Power	29,300,000	2,750,000	2,850,000	150,000	5,650,000	–	11,400,000	Construction	Resilience
VSA Flow Metering Program	5,450,000	2,359,000	1,336,000	–	–	–	3,695,000	Construction	Maintenance
VSA Grit Chamber Access Improvements	2,700,000	2,000,000	675,000	–	–	–	2,675,000	Construction	Maintenance
VSA Sewer Relocations and Protections	24,050,000	500,000	5,650,000	–	–	–	6,150,000	Construction	Maintenance
VSA Statutory Right of Way Acquisitions Phase 1	16,000,000	3,000,000	4,500,000	–	–	–	7,500,000	Construction	Maintenance
Westridge FM Replacement	8,650,000	6,250,000	–	–	–	–	6,250,000	Construction	Maintenance
Westridge Pump Stations 1 & 2 Refurbishment	16,700,000	5,575,000	7,000,000	9,000,000	6,000,000	2,400,000	29,975,000	Construction	Maintenance
White Rock Forcemain Rehabilitation	14,300,000	50,000	5,000,000	5,000,000	1,450,000	1,000,000	12,500,000	Construction	Maintenance
Columbia Forcemain (CLT) Rehabilitation	13,000,000	13,000,000	–	–	–	–	13,000,000	Construction	Maintenance
Total Collections	\$ 1,286,200,000	\$ 198,344,000	\$ 194,111,000	\$ 231,310,000	\$ 267,361,000	\$ 187,425,000	\$ 1,078,551,000		
Treatment Plants									
AIWWTP Ammonia Removal – Sidestream	\$ 6,300,000	\$ 700,000	\$ 1,500,000	\$ 3,000,000	\$ 2,550,000	\$ 13,100,000	\$ 20,850,000	Design	Upgrade
AIWWTP Bar Screen #1 Refurbishment	300,000	300,000	1,000,000	–	–	–	1,300,000	Design	Maintenance
AIWWTP Centrifuge Schwing HPU Replacement	1,650,000	1,000,000	450,000	–	–	–	1,450,000	Construction	Maintenance
AIWWTP Chemical Lab UPS System Replacement	900,000	150,000	–	–	–	–	150,000	Construction	Maintenance
AIWWTP Cogeneration Backup Power	81,150,000	200,000	–	–	–	–	200,000	Construction	Resilience
AIWWTP Digester No. 5*	12,900,000	4,000,000	7,887,000	12,500,000	13,600,000	33,200,000	71,187,000	Design	Growth
AIWWTP Electrical Distribution System Protection Control and Monitoring	2,650,000	100,000	300,000	–	–	–	400,000	Construction	Upgrade
AIWWTP Hydrothermal Processing Pilot	39,350,000	14,500,000	3,900,000	1,450,000	–	–	19,850,000	Construction	Opportunity

**GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT
CAPITAL PORTFOLIO
LIQUID WASTE SERVICES
2025 CAPITAL BUDGET AND 2025 - 2029 CAPITAL PLAN**

	CAPITAL BUDGET FOR APPROVAL	2025 CAPITAL CASH FLOW	2026 CAPITAL CASH FLOW	2027 CAPITAL CASH FLOW	2028 CAPITAL CASH FLOW	2029 CAPITAL CASH FLOW	2025 TO 2029 TOTAL CAPITAL CASH FLOW	ACTIVE PHASE	PRIMARY DRIVER
AIWWTP ICS Replacement Program	14,350,000	1,500,000	2,250,000	2,500,000	2,000,000	1,750,000	10,000,000	Construction	Maintenance
AIWWTP Influent System Remediation	86,200,000	1,395,000	750,000	9,600,000	9,200,000	400,000	21,345,000	Construction	Maintenance
AIWWTP IPS Pump Building Roof Replacement Phase 2	1,150,000	1,000,000	50,000	-	-	-	1,050,000	Construction	Maintenance
AIWWTP Lubrication Storage Facility Conversion	1,500,000	1,150,000	200,000	-	-	-	1,350,000	Construction	Maintenance
AIWWTP O&M Building Refurbishment	1,500,000	300,000	1,200,000	3,100,000	1,800,000	1,700,000	8,100,000	Design	Maintenance
AIWWTP Outfall Repair	250,000	250,000	1,150,000	400,000	-	-	1,800,000	Design	Maintenance
AIWWTP Process Waste Drain Line Refurbishment	2,350,000	1,900,000	200,000	-	-	-	2,100,000	Construction	Maintenance
AIWWTP Replacement of Protective Relays	2,550,000	50,000	-	-	-	-	50,000	Construction	Maintenance
AIWWTP Scum Pump Replacement	400,000	250,000	500,000	500,000	-	-	1,250,000	Design	Maintenance
AIWWTP Secondary Clarifier Corrosion Repair	36,300,000	600,000	1,070,000	465,000	465,000	-	2,600,000	Construction	Maintenance
AIWWTP Sludge Control Building Electrical Room HVAC Upgrade	1,600,000	900,000	185,000	34,000	-	-	1,119,000	Construction	Maintenance
AIWWTP Stage 5 Expansion*	1,004,350,000	64,400,000	83,500,000	71,000,000	82,900,000	41,200,000	343,000,000	Multiple	Growth
AIWWTP Station Battery Replacement	1,250,000	50,000	-	-	-	-	50,000	Construction	Maintenance
AIWWTP Trickling Filter Media & Distributor Arms & Ducting Replacement	90,700,000	3,520,000	8,800,000	150,000	-	-	12,470,000	Construction	Maintenance
AIWWTP UPS Condition Monitoring System	550,000	50,000	100,000	200,000	200,000	-	550,000	Construction	Resilience
Annacis Influent System Surge Control Refurbishment	22,000,000	2,200,000	1,789,000	1,789,000	1,789,000	-	7,567,000	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	26,999,000	480,000	-	-	-	27,479,000	Construction	Growth
IIWWTP - Biogas Lines Relocation	4,450,000	50,000	-	-	-	-	50,000	Construction	Resilience
IIWWTP Biosolids Dewatering Facility	61,300,000	25,000	25,000	-	-	-	50,000	Construction	Upgrade
IIWWTP CEPT Polymer Line Replacement	3,300,000	250,000	-	-	-	-	250,000	Construction	Maintenance
IIWWTP CEPT Winterization	1,500,000	325,000	-	-	-	-	325,000	Construction	Maintenance
IIWWTP ICS IPS Control Replacement	1,750,000	350,000	-	-	-	-	350,000	Construction	Maintenance
IIWWTP ICS Migration Program	4,000,000	500,000	3,000,000	4,000,000	3,000,000	1,500,000	12,000,000	Design	Maintenance
IIWWTP ICS Replacement Program	750,000	200,000	100,000	-	-	-	300,000	Construction	Maintenance
IIWWTP IPS Drive Remediation	2,300,000	570,000	700,000	250,000	550,000	-	2,070,000	Construction	Maintenance
IIWWTP MCC/Power Distribution Assess/Replace - Phase 2	1,000,000	50,000	300,000	-	-	-	350,000	Construction	Maintenance
IIWWTP Medium Pressure Sludge Gas Blowers 3 & 4 Power Supply	950,000	600,000	200,000	120,000	-	-	920,000	Construction	Resilience
IIWWTP Non-Domestic Trucked Liquid Waste Alternative	800,000	520,000	150,000	-	-	-	670,000	Construction	Maintenance
IIWWTP Outfall Refurbishment*	20,000,000	2,500,000	3,000,000	3,350,000	63,000,000	73,000,000	144,850,000	Design	Maintenance
IIWWTP PA Tanks Improvement	7,500,000	1,000,000	1,650,000	1,600,000	1,600,000	1,450,000	7,300,000	Construction	Maintenance
IIWWTP PA-Sed Tank & Gallery Wall Refurbishment	950,000	200,000	290,000	190,000	170,000	-	850,000	Construction	Maintenance
IIWWTP Replacement of CoGen Control System	2,500,000	125,000	450,000	-	-	-	575,000	Construction	Maintenance

**GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT
CAPITAL PORTFOLIO
LIQUID WASTE SERVICES
2025 CAPITAL BUDGET AND 2025 - 2029 CAPITAL PLAN**

	CAPITAL BUDGET FOR APPROVAL	2025 CAPITAL CASH FLOW	2026 CAPITAL CASH FLOW	2027 CAPITAL CASH FLOW	2028 CAPITAL CASH FLOW	2029 CAPITAL CASH FLOW	2025 TO 2029 TOTAL CAPITAL CASH FLOW	ACTIVE PHASE	PRIMARY DRIVER
IIWWTP Siphon Chamber Refurbishment	2,150,000	50,000	50,000	1,800,000	–	–	1,900,000	Construction	Maintenance
IIWWTP Solids Handling Refurbishment	64,850,000	100,000	2,180,000	2,180,000	2,180,000	–	6,640,000	Construction	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	200,000	250,000	650,000	650,000	250,000	2,000,000	Design	Maintenance
IIWWTP Waste Gas Burner Redundancy	1,250,000	1,050,000	150,000	–	–	–	1,200,000	Construction	Maintenance
Iona Island Control & Instrumentation Replacement 2011	2,750,000	200,000	–	–	–	–	200,000	Construction	Maintenance
Iona Island Wastewater Treatment Plant*	1,060,000,000	147,588,000	211,382,000	305,677,000	400,664,000	404,154,000	1,469,465,000	Construction	Upgrade
LIWWTP Admin Dewatering Building Roof Repair	800,000	675,000	75,000	–	–	–	750,000	Construction	Maintenance
LIWWTP Biogas Clean-up Project	12,950,000	50,000	–	–	–	–	50,000	Construction	Opportunity
LIWWTP Effluent Heat Recovery Project	10,000,000	5,000,000	4,300,000	–	–	–	9,300,000	Construction	Opportunity
LIWWTP Gravity Thickener Redundancy	2,650,000	150,000	2,075,000	5,000,000	8,000,000	5,650,000	20,875,000	Design	Maintenance
LIWWTP Ground Fault Detection System Replacement	2,050,000	600,000	550,000	600,000	–	–	1,750,000	Construction	Maintenance
LIWWTP High Efficiency Boiler	1,300,000	500,000	150,000	–	–	–	650,000	Construction	Maintenance
LIWWTP ICS Electrical Distribution System Migration Program	2,250,000	1,500,000	4,000,000	1,500,000	–	–	7,000,000	Design	Maintenance
LIWWTP ICS Replacement Program	6,750,000	2,000,000	400,000	–	–	–	2,400,000	Construction	Maintenance
LIWWTP PA Tank Odour Control System	250,000	75,000	175,000	1,500,000	1,800,000	1,150,000	4,700,000	Design	Upgrade
LIWWTP PA-Sed Tank Refurbishment	3,950,000	310,000	3,010,000	7,000	–	–	3,327,000	Construction	Maintenance
LIWWTP Pilot Digestion Optimization Facility	6,200,000	200,000	1,550,000	50,000	–	–	1,800,000	Construction	Opportunity
LIWWTP Power Distribution Center Replacements	750,000	50,000	500,000	300,000	3,000,000	3,000,000	6,850,000	Design	Maintenance
LIWWTP Power Reliability	12,400,000	2,017,000	4,136,000	1,120,000	–	–	7,273,000	Construction	Resilience
LIWWTP SCL Refurbishment	2,850,000	500,000	1,125,000	1,025,000	100,000	10,000,000	12,750,000	Design	Maintenance
LIWWTP Trickling Filter Refurbishment	54,450,000	716,000	13,350,000	13,000,000	13,000,000	13,000,000	53,066,000	Construction	Maintenance
NLWWTP 25 kV Substation Replacement	10,100,000	150,000	–	–	–	–	150,000	Construction	Maintenance
NLWWTP Standby Diesel Generator	1,000,000	300,000	150,000	–	–	–	450,000	Construction	Resilience
North Shore WWTP Secondary Upgrade, Conveyance and Decommissioning*	3,854,900,000	454,825,000	578,678,000	658,898,000	544,667,000	381,942,000	2,619,010,000	Construction	Upgrade
Northwest Langley Wastewater Treatment Program*	2,280,650,000	55,743,000	61,683,000	53,860,000	262,879,000	480,996,000	915,161,000	Multiple	Growth
Regional Biosolids Dryer – AIWWTP*	24,950,000	2,500,000	3,000,000	11,000,000	18,090,000	63,500,000	98,090,000	Design	Opportunity
WWTPs Electrical System Studies & Upgrades	1,900,000	150,000	150,000	250,000	650,000	–	1,200,000	Construction	Resilience
Total Treatment Plants	\$ 9,310,500,000	\$ 812,078,000	\$ 1,021,545,000	\$ 1,175,815,000	\$ 1,439,604,000	\$ 1,531,942,000	\$ 5,980,984,000		
TOTAL CAPITAL EXPENDITURES	\$10,596,700,000	\$1,010,422,000	\$1,215,656,000	\$1,407,125,000	\$1,706,965,000	\$1,719,367,000	\$ 7,059,535,000		

**GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT
CAPITAL PORTFOLIO
LIQUID WASTE SERVICES
2025 CAPITAL BUDGET AND 2025 - 2029 CAPITAL PLAN**

	CAPITAL BUDGET FOR APPROVAL	2025 CAPITAL CASH FLOW	2026 CAPITAL CASH FLOW	2027 CAPITAL CASH FLOW	2028 CAPITAL CASH FLOW	2029 CAPITAL CASH FLOW	2025 TO 2029 TOTAL CAPITAL CASH FLOW	ACTIVE PHASE	PRIMARY DRIVER
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CAPITAL FUNDING									
New External Borrowing funded by Levy	5,854,451,000	583,149,000	674,211,000	838,202,000	984,089,000	820,592,000	3,900,243,000		
New Borrowing funded by DCC	2,757,429,000	166,763,000	258,701,000	250,296,000	493,038,000	668,205,000	1,837,003,000		
Direct DCC Application	60,734,000	40,461,000	-	-	-	-	40,461,000		
Contribution to Capital from LWS Levy	1,156,190,000	131,459,000	146,244,000	162,102,000	165,225,000	165,225,000	770,255,000		
Reserve	414,833,000	26,614,000	64,202,000	76,918,000	64,613,000	44,015,000	276,362,000		
External Funding - Interagency	353,063,000	61,976,000	72,298,000	79,607,000	-	21,330,000	235,211,000		
Total	\$10,596,700,000	\$1,010,422,000	\$1,215,656,000	\$1,407,125,000	\$1,706,965,000	\$1,719,367,000	\$7,059,535,000		

SUMMARY BY DRIVER									
Growth	4,088,000,000	195,638,000	207,470,000	186,214,000	425,778,000	615,946,000	1,631,046,000		
Maintenance	1,145,800,000	149,581,000	152,781,000	161,376,000	226,951,000	198,070,000	888,759,000		
Resilience	141,950,000	10,612,000	10,166,000	3,250,000	8,600,000	4,000,000	36,628,000		
Upgrade	5,067,800,000	617,112,000	815,539,000	1,033,985,000	1,015,496,000	822,151,000	4,304,283,000		
Opportunity	153,150,000	37,479,000	29,700,000	22,300,000	30,140,000	79,200,000	198,819,000		
Total	\$10,596,700,000	\$1,010,422,000	\$1,215,656,000	\$1,407,125,000	\$1,706,965,000	\$1,719,367,000	\$7,059,535,000		

* 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
2025 - 2029 FINANCIAL PLAN
2025 BUDGET REVIEW**

	2024 BUDGET	2025 BUDGET	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE	2029 FORECAST	% CHANGE
REVENUES											
Solid Waste Tipping Fees	\$132,115,288	\$148,874,301	12.7%	\$158,583,891	6.5%	\$168,545,177	6.3%	\$178,785,121	6.1%	\$189,343,450	5.9%
Energy Sales	6,254,000	6,250,000		6,250,000		5,889,423		6,000,000		6,000,000	
Other External Revenues	4,042,041	4,928,890		7,241,967		9,039,463		9,193,257		9,350,957	
TOTAL REVENUES	\$142,411,329	\$160,053,191	12.4%	\$172,075,858	7.5%	\$183,474,063	6.6%	\$193,978,378	5.7%	\$204,694,407	5.5%
EXPENDITURES											
Operating Programs:											
Solid Waste Operations											
Allocated Quality Control	\$ 20,085	\$ 25,407		\$ 20,680		\$ 27,088		\$ 29,664		\$ 30,712	
Ashcroft Ranch	971,187	616,197		623,882		633,116		643,835		653,994	
Engineers in Training	125,326	123,306		127,186		131,187		135,307		139,568	
Landfills	35,825,563	44,458,053		40,424,770		42,839,104		46,031,026		49,528,809	
Recycling and Waste Centre	49,564,839	53,831,557		55,152,208		58,788,761		60,309,696		61,789,697	
Waste to Energy Facility	29,266,387	28,523,685		31,785,157		33,164,479		33,898,249		34,652,306	
	<u>115,773,387</u>	<u>127,578,205</u>	10.2%	<u>128,133,883</u>	0.4%	<u>135,583,735</u>	5.8%	<u>141,047,777</u>	4.0%	<u>146,795,086</u>	4.1%
Solid Waste Planning											
Policy and Facility Development	644,339	609,217		627,351		646,045		665,297		685,197	
Zero Waste Implementation	2,590,242	2,956,614		2,867,002		2,863,413		2,944,842		3,028,787	
Programs and Public Involvement	1,106,108	1,364,396		1,402,641		1,441,975		1,482,402		1,524,068	
	<u>4,340,689</u>	<u>4,930,227</u>	13.6%	<u>4,896,994</u>	(0.7%)	<u>4,951,433</u>	1.1%	<u>5,092,541</u>	2.8%	<u>5,238,052</u>	2.9%
Administration and Department Support	745,527	756,095	1.4%	779,727	3.1%	804,081	3.1%	829,156	3.1%	854,769	3.1%
Environmental Regulation and Enforcement	1,581,695	1,616,473	2.2%	1,679,475	3.9%	1,720,764	2.5%	1,769,077	2.8%	1,821,987	3.0%
Allocation of Centralized Support Costs	5,775,338	5,828,516	0.9%	5,899,081	1.2%	5,318,956	(9.8%)	5,456,642	2.6%	5,553,816	1.8%
Total Operating Programs	<u>128,216,636</u>	<u>140,709,516</u>	9.7%	<u>141,389,160</u>	0.5%	<u>148,378,969</u>	4.9%	<u>154,195,193</u>	3.9%	<u>160,263,710</u>	3.9%
Allocation of Project Delivery Cost	421,208	397,060	(5.7%)	406,681	2.4%	424,850	4.5%	441,763	4.0%	458,141	3.7%
Debt Service	12,465,692	17,138,153	37.5%	21,792,028	27.2%	28,006,962	28.5%	34,275,598	22.4%	40,070,285	16.9%
Contribution to Reserve	1,307,793	1,808,462	38.3%	8,487,989	369.3%	6,663,282	(21.5%)	5,065,824	(24.0%)	3,902,271	(23.0%)
TOTAL EXPENDITURES	\$142,411,329	\$160,053,191	12.4%	\$172,075,858	7.5%	\$183,474,063	6.6%	\$193,978,378	5.7%	\$204,694,407	5.5%

**GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT
CAPITAL PORTFOLIO
SOLID WASTE SERVICES
2025 CAPITAL BUDGET AND 2025 - 2029 CAPITAL PLAN**

	CAPITAL BUDGET FOR APPROVAL	2025 CAPITAL CASH FLOW	2026 CAPITAL CASH FLOW	2027 CAPITAL CASH FLOW	2028 CAPITAL CASH FLOW	2029 CAPITAL CASH FLOW	2025 TO 2029 TOTAL CAPITAL CASH FLOW	ACTIVE PHASE	PRIMARY DRIVER
CAPITAL EXPENDITURES									
Landfills									
Coquitlam Landfill Maintenance and Upgrades	\$ 23,750,000	\$ 5,550,000	\$ 5,400,000	\$ -	\$ -	\$ -	\$ 10,950,000	Multiple	Maintenance
Total Landfills	\$ 23,750,000	\$ 5,550,000	\$ 5,400,000	\$ -	\$ -	\$ -	\$ 10,950,000		
Recycling and Waste Centres									
Langley Recycling and Waste Centre Depot Development and Site Reconfiguration	\$ 20,300,000	\$ 3,500,000	\$ 8,250,000	\$ 4,000,000	\$ 4,000,000	\$ -	\$ 19,750,000	Design	Upgrade
Maple Ridge Recycling and Waste Centre Upgrades	2,000,000	750,000	750,000	-	-	-	1,500,000	Not Started	Upgrade
Compactor Replacements	3,000,000	100,000	-	1,000,000	3,000,000	-	4,100,000	Construction	Maintenance
North Surrey Recycling and Waste Centre Depot Development and Site Reconfiguration	43,900,000	1,500,000	8,500,000	9,750,000	-	-	19,750,000	Design	Upgrade
Solid Waste Facility Land Purchase	-	-	-	-	-	50,000,000	50,000,000	Not Started	Resilience
Weigh Scale Replacement	3,500,000	2,500,000	-	-	-	-	2,500,000	Design	Maintenance
Total Recycling and Waste Centres	\$ 72,700,000	\$ 8,350,000	\$ 17,500,000	\$ 14,750,000	\$ 7,000,000	\$ 50,000,000	\$ 97,600,000		
Waste To Energy Facilities									
Acid Gas Reduction	\$ 2,100,000	\$ -	\$ -	\$ -	\$ 1,650,000	\$ 5,000,000	\$ 6,650,000	Not Started	Upgrade
Biosolids Processing	23,750,000	7,500,000	7,000,000	4,000,000	3,000,000	-	21,500,000	Construction	Resilience
Waste-to-Energy Facility Maintenance	79,650,000	15,755,000	25,500,000	16,500,000	5,200,000	9,850,000	72,805,000	Multiple	Maintenance
Waste to Energy Facility District Energy Ph 1 and 2	217,000,000	5,500,000	19,500,000	33,000,000	52,500,000	20,000,000	130,500,000	Multiple	Resilience
Total Waste To Energy Facilities	\$ 322,500,000	\$ 28,755,000	\$ 52,000,000	\$ 53,500,000	\$ 62,350,000	\$ 34,850,000	\$ 231,455,000		
TOTAL CAPITAL EXPENDITURES	\$ 418,950,000	\$ 42,655,000	\$ 74,900,000	\$ 68,250,000	\$ 69,350,000	\$ 84,850,000	\$ 340,005,000		
CAPITAL FUNDING									
New External Borrowing	\$ 365,983,000	\$ 33,838,000	\$ 66,092,000	\$ 55,762,000	\$ 59,677,000	\$ 79,784,000	\$ 295,153,000		
Reserve	26,467,000	1,317,000	1,808,000	8,488,000	6,673,000	5,066,000	23,352,000		
External Funding - Interagency	26,500,000	7,500,000	7,000,000	4,000,000	3,000,000	-	21,500,000		
Total	\$ 418,950,000	\$ 42,655,000	\$ 74,900,000	\$ 68,250,000	\$ 69,350,000	\$ 84,850,000	\$ 340,005,000		
SUMMARY BY DRIVER									
Maintenance	\$ 109,900,000	\$ 23,905,000	\$ 30,900,000	\$ 17,500,000	\$ 8,200,000	\$ 9,850,000	\$ 90,355,000		
Resilience	240,750,000	13,000,000	26,500,000	37,000,000	55,500,000	70,000,000	202,000,000		
Upgrade	68,300,000	5,750,000	17,500,000	13,750,000	5,650,000	5,000,000	47,650,000		
Total	\$ 418,950,000	\$ 42,655,000	\$ 74,900,000	\$ 68,250,000	\$ 69,350,000	\$ 84,850,000	\$ 340,005,000		

METRO VANCOUVER HOUSING CORPORATION
HOUSING
2025 - 2029 FINANCIAL PLAN
2025 BUDGET REVIEW

	2024 BUDGET	2025 BUDGET	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE	2029 FORECAST	% CHANGE
REVENUES											
Housing Rents	\$ 45,207,881	\$ 44,610,986	(1.3%)	\$ 50,502,924	13.2%	\$ 58,499,464	15.8%	\$ 60,920,380	4.1%	\$ 61,876,177	1.6%
Housing Mortgage and Rental Subsidies	1,254,012	1,530,721		1,709,210		1,815,948		1,852,808		1,879,592	
Other External Revenues	1,002,083	1,088,434		1,127,323		1,160,093		1,181,403		1,138,132	
Transfer from Reserves	12,856,377	13,457,688		15,279,850		11,418,083		9,368,585		10,134,774	
TOTAL REVENUES	\$ 60,320,353	\$ 60,687,829	0.6%	\$ 68,619,307	13.1%	\$ 72,893,588	6.2%	\$ 73,323,176	0.6%	\$ 75,028,675	2.3%
EXPENDITURES											
Operating Programs:											
Property Operations	\$ 21,958,187	\$ 23,075,099		\$ 24,190,218		\$ 26,845,103		\$ 27,930,409		\$ 25,087,175	
Maintenance	1,221,612	1,454,729		1,499,233		1,545,356		1,592,409		1,641,356	
Housing Finance Operations	1,154,578	1,163,144		1,199,620		1,328,350		1,369,968		1,412,978	
Tenant Program and Services	874,407	901,440		927,641		954,609		982,345		1,010,957	
Site Administration	2,521,088	2,511,686		2,678,006		3,443,443		3,541,173		3,618,898	
Engineers in Training	10,273	20,551		21,198		21,864		22,551		23,261	
Administration and Department Support	1,543,513	2,056,672		2,022,371		2,079,667		2,138,558		2,199,265	
	29,283,658	31,183,321	6.5%	32,538,287	4.3%	36,218,392	11.3%	37,577,413	3.8%	34,993,890	(6.9%)
Communications Program	40,000	40,880	2.2%	41,698	2.0%	42,532	2.0%	43,382	2.0%	44,250	2.0%
Allocation of Centralized Support Costs	2,697,141	2,866,136	6.3%	2,920,989	1.9%	2,872,123	(1.7%)	2,942,371	2.4%	2,795,941	(5.0%)
Total Operating Programs	32,020,799	34,090,337	6.5%	35,500,974	4.1%	39,133,047	10.2%	40,563,166	3.7%	37,834,081	(6.7%)
Capital Maintenance	12,032,204	12,100,948	0.6%	12,402,026	2.5%	8,001,256	(35.5%)	5,037,534	(37.0%)	4,557,946	(9.5%)
Debt Service:											
Mortgage Payments	5,478,117	8,231,015	50.3%	11,354,762	38.0%	14,152,877	24.6%	14,175,866	0.2%	16,075,995	13.4%
Capital Maintenance Financing	824,173	1,356,740	64.6%	2,877,824	112.1%	3,416,827	18.7%	4,331,051	26.8%	5,576,828	28.8%
Contribution to Capital Replacement Reserve	1,911,397	1,842,898	(3.6%)	1,919,672	4.2%	2,109,831	9.9%	2,163,100	2.5%	1,842,898	(14.8%)
Contribution to Reserve	8,053,663	3,065,891	(61.9%)	4,564,049	48.9%	6,079,750	33.2%	7,052,459	16.0%	9,140,927	29.6%
TOTAL EXPENDITURES	\$ 60,320,353	\$ 60,687,829	0.6%	\$ 68,619,307	13.1%	\$ 72,893,588	6.2%	\$ 73,323,176	0.6%	\$ 75,028,675	2.3%

**METRO VANCOUVER HOUSING CORPORATION
CAPITAL PORTFOLIO
HOUSING DEVELOPMENT
2025 CAPITAL BUDGET AND 2025 - 2029 CAPITAL PLAN**

	CAPITAL BUDGET FOR APPROVAL	2025 CAPITAL CASH FLOW	2026 CAPITAL CASH FLOW	2027 CAPITAL CASH FLOW	2028 CAPITAL CASH FLOW	2029 CAPITAL CASH FLOW	2025 TO 2029 TOTAL CAPITAL CASH FLOW	ACTIVE PHASE	PRIMARY DRIVER
CAPITAL EXPENDITURES									
Capital Development									
Heather Place - Building B	\$ 55,800,000	\$ 16,468,000	\$ -	\$ -	\$ -	\$ -	16,468,000	Construction	Expand/Re-develop
Kingston Gardens - Phase 1	44,700,000	3,500,000	75,000	-	-	-	3,575,000	Construction	Expand/Re-develop
Salal Landing	36,100,000	14,305,000	-	-	-	-	14,305,000	Construction	Expand/Re-develop
The Connection	120,800,000	46,248,000	46,248,000	13,268,000	75,000	-	105,839,000	Construction	Expand/Re-develop
Malaspina	140,596,000	6,000,000	51,956,000	51,956,000	28,069,000	-	137,981,000	Detailed Design	Expand/Re-develop
Heron's Nest	79,377,000	32,000,000	32,000,000	8,587,000	-	-	72,587,000	Construction	Expand/Member Partnerships
The Steller	93,900,000	38,554,000	38,554,000	7,240,000	75,000	-	84,423,000	Detailed Design	Expand/Member Partnerships
Projects in Planning	690,253,000	3,371,000	26,179,000	99,388,000	172,284,000	284,830,000	586,052,000	Planned	Expand/Re-develop
Total Capital Development	\$1,261,526,000	\$160,446,000	\$195,012,000	\$180,439,000	\$200,503,000	\$284,830,000	\$ 1,021,230,000		
Building Renewal									
Strathearn Court	10,000,000	7,000,000	-	-	-	-	7,000,000	Construction	Preserve
Le Chateau Place	7,300,000	5,900,000	-	-	-	-	5,900,000	Detailed Design	Preserve
Crown Manor	4,800,000	3,840,000	-	-	-	-	3,840,000	Detailed Design	Preserve
Manor House	11,000,000	2,470,000	-	-	-	-	2,470,000	Construction	Preserve
Minato West	8,900,000	5,900,000	-	-	-	-	5,900,000	Construction	Preserve
Somerset Gardens	18,850,000	500,000	6,100,000	6,100,000	6,100,000	-	18,800,000	Schematic	Preserve
Meridian Village	-	-	3,000,000	1,500,000	-	-	4,500,000	Planned	Preserve
Knightsbridge I	-	-	-	-	5,000,000	5,000,000	10,000,000	Planned	Preserve
Cedarwood	-	-	-	-	-	3,650,000	3,650,000	Planned	Preserve
Regal	4,400,000	100,000	100,000	2,200,000	2,000,000	-	4,400,000	Planned	Preserve
Total Building Renewal	\$ 65,250,000	\$ 25,710,000	\$ 9,200,000	\$ 9,800,000	\$ 13,100,000	\$ 8,650,000	\$ 66,460,000		
TOTAL CAPITAL EXPENDITURES	\$1,326,776,000	\$186,156,000	\$204,212,000	\$190,239,000	\$213,603,000	\$293,480,000	\$ 1,087,690,000		

**METRO VANCOUVER HOUSING CORPORATION
CAPITAL PORTFOLIO
HOUSING DEVELOPMENT
2025 CAPITAL BUDGET AND 2025 - 2029 CAPITAL PLAN**

	CAPITAL BUDGET FOR APPROVAL	2025 CAPITAL CASH FLOW	2026 CAPITAL CASH FLOW	2027 CAPITAL CASH FLOW	2028 CAPITAL CASH FLOW	2029 CAPITAL CASH FLOW	2025 TO 2029 TOTAL CAPITAL CASH FLOW	ACTIVE PHASE	PRIMARY DRIVER
CAPITAL FUNDING									
Grants	\$ 662,803,900	\$111,101,000	\$101,587,000	\$ 92,610,000	\$144,626,000	\$190,600,000	\$ 640,524,000		
External Borrowing	582,256,000	57,335,000	88,051,000	77,728,000	68,677,000	98,930,000	390,721,000		
Reserve	81,716,100	17,720,000	14,574,000	19,901,000	300,000	3,950,000	56,445,000		
Total	\$1,326,776,000	\$186,156,000	\$204,212,000	\$190,239,000	\$213,603,000	\$293,480,000	\$ 1,087,690,000		
SUMMARY BY DRIVER									
Expand/Re-develop	\$1,088,249,000	\$ 89,892,000	\$124,458,000	\$164,612,000	\$200,428,000	\$284,830,000	\$ 864,220,000		
Expand/Member Partnerships	173,277,000	70,554,000	70,554,000	15,827,000	75,000	-	157,010,000		
Preserve	65,250,000	25,710,000	9,200,000	9,800,000	13,100,000	8,650,000	66,460,000		
Total	\$1,326,776,000	\$186,156,000	\$204,212,000	\$190,239,000	\$213,603,000	\$293,480,000	\$ 1,087,690,000		

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

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

**METRO VANCOUVER REGIONAL DISTRICT
AIR QUALITY AND CLIMATE ACTION
2025 - 2029 FINANCIAL PLAN
2025 BUDGET REVIEW**

	2024 BUDGET	2025 BUDGET	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE	2029 FORECAST	% CHANGE
REVENUES											
Metro Vancouver Regional District Requisitions	\$ 8,366,532	\$ 8,381,668	0.2%	\$ 8,584,090	2.4%	\$ 7,904,816	(7.9%)	\$ 7,848,040	(0.7%)	\$ 8,076,347	2.9%
User Fees	3,000,000	3,200,000		3,700,000		4,200,000		4,700,000		4,800,000	
Non-Road Diesel Fees	1,316,250	1,690,000		2,055,000		2,895,000		2,890,000		2,890,000	
Other External Revenues	770,425	844,127		673,085		748,635		756,924		765,379	
Transfer from Sustainability Innovation Fund Reserves	2,037,923	230,000		—		—		—		—	
Transfer from Reserves	2,070,000	1,948,125		1,752,788		1,361,584		1,218,516		1,380,586	
TOTAL REVENUES	<u>\$17,561,130</u>	<u>\$16,293,920</u>	(7.2%)	<u>\$16,764,963</u>	2.9%	<u>\$17,110,035</u>	2.1%	<u>\$17,413,480</u>	1.8%	<u>\$17,912,312</u>	2.9%
EXPENDITURES											
Operating Programs:											
Ambient Air Quality Monitoring	\$ 2,709,224	\$ 2,846,336		\$ 3,158,042		\$ 3,044,756		\$ 2,923,374		\$ 3,118,928	
Regional Climate Action Policy	3,414,877	3,688,864		3,802,324		3,761,430		3,862,009		3,973,586	
Air Quality Bylaw and Regulation Development	1,319,732	1,361,201		1,394,864		1,435,174		1,476,860		1,524,057	
Corporate Climate Action Services	740,219	844,010		670,298		870,687		875,153		902,938	
Engineers in Training	49,308	61,653		63,593		65,593		67,654		69,784	
Regional Sustainability Initiatives	2,087,923	280,000		—		—		—		—	
Administration and Department Support	764,718	788,486		814,175		839,857		866,306		892,778	
	<u>11,086,001</u>	<u>9,870,550</u>	(11.0%)	<u>9,903,296</u>	0.3%	<u>10,017,497</u>	1.2%	<u>10,071,356</u>	0.5%	<u>10,482,071</u>	4.1%
Communications Program	445,000	295,000	(33.7%)	300,900	2.0%	306,918	2.0%	313,055	2.0%	319,317	2.0%
Environmental Regulation and Enforcement	4,719,554	4,932,148	4.5%	5,250,384	6.5%	5,532,675	5.4%	5,856,031	5.8%	6,012,063	2.7%
Allocation of Centralized Support Costs	1,310,575	1,196,222	(8.7%)	1,310,383	9.5%	1,252,945	(4.4%)	1,173,038	(6.4%)	1,098,861	(6.3%)
TOTAL EXPENDITURES	<u>\$17,561,130</u>	<u>\$16,293,920</u>	(7.2%)	<u>\$16,764,963</u>	2.9%	<u>\$17,110,035</u>	2.1%	<u>\$17,413,480</u>	1.8%	<u>\$17,912,312</u>	2.9%

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

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

**METRO VANCOUVER REGIONAL DISTRICT
ELECTORAL AREA SERVICE
2025 - 2029 FINANCIAL PLAN
2025 BUDGET REVIEW**

	2024 BUDGET	2025 BUDGET	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE	2029 FORECAST	% CHANGE
REVENUES											
Electoral Area Requisition	\$ 433,645	\$ 454,892	4.9%	\$ 468,469	3.0%	\$ 467,725	(0.2%)	\$ 487,429	4.2%	\$ 497,186	2.0%
User Fees	12,000	12,000		12,000		12,000		12,000		12,000	
Other External Revenues	653,083	5,718,550		1,018,550		218,550		224,892		224,892	
Transfer from Reserves	120,000	119,367		216,485		123,046		122,419		113,927	
TOTAL REVENUES	\$ 1,218,728	\$ 6,304,809	417.3%	\$ 1,715,504	(72.8%)	\$ 821,321	(52.1%)	\$ 846,740	3.1%	\$ 848,005	0.1%
EXPENDITURES											
Operating Programs:											
Community Planning	\$ 889,432	\$ 5,945,322		\$ 1,266,289		\$ 467,594		\$ 489,239		\$ 491,272	
Building Inspections	27,191	38,461		39,411		40,391		41,403		42,448	
Local Government Election	-	-		124,676		-		-		-	
Fraser Valley Library Services	2,000	2,000		2,000		2,000		2,000		2,000	
Emergency Planning	20,000	20,000		20,000		20,000		20,000		20,000	
	938,623	6,005,783	539.9%	1,452,376	(75.8%)	529,985	(63.5%)	552,642	4.3%	555,720	0.6%
Contribution to Election Reserve	30,000	30,000		-		30,000		30,000		30,000	
Contribution to Reserve	203,083	218,550	7.6%	218,550	0.0%	218,550	0.0%	224,892	2.9%	224,892	0.0%
	233,083	248,550	6.6%	218,550	(12.1%)	248,550	13.7%	254,892	2.6%	254,892	0.0%
Allocation of Centralized Support Costs	47,022	50,476	7.3%	44,578	(11.7%)	42,786	(4.0%)	39,206	(8.4%)	37,393	(4.6%)
TOTAL EXPENDITURES	\$ 1,218,728	\$ 6,304,809	417.3%	\$ 1,715,504	(72.8%)	\$ 821,321	(52.1%)	\$ 846,740	3.1%	\$ 848,005	0.1%

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

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

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

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

**METRO VANCOUVER REGIONAL DISTRICT
HOUSING PLANNING AND POLICY
2025 - 2029 FINANCIAL PLAN
2025 BUDGET REVIEW**

	2024 BUDGET	2025 BUDGET	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE	2029 FORECAST	% CHANGE
REVENUES											
Metro Vancouver Regional District Requisitions	\$ 6,569,294	\$ 6,931,694	5.5%	\$ 7,004,981	1.1%	\$ 7,051,198	0.7%	\$ 7,096,430	0.6%	\$ 7,145,144	0.7%
Transfer from Sustainability Innovation Fund Reserves	2,781,982	764,200		1,067,500		-		-		-	
TOTAL REVENUES	\$ 9,351,276	\$ 7,695,894	(17.7%)	\$ 8,072,481	4.9%	\$ 7,051,198	(12.7%)	\$ 7,096,430	0.6%	\$ 7,145,144	0.7%
EXPENDITURES											
Operating Programs:											
Housing Planning and Policy	\$ 4,210,059	\$ 2,534,721		\$ 2,889,231		\$ 1,876,478		\$ 1,930,767		\$ 1,987,813	
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	
	9,210,059	7,534,721	(18.2%)	7,889,231	4.7%	6,876,478	(12.8%)	6,930,767	0.8%	6,987,813	0.8%
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	116,217	136,173	17.2%	158,250	16.2%	149,720	(5.4%)	140,663	(6.0%)	132,331	(5.9%)
TOTAL EXPENDITURES	\$ 9,351,276	\$ 7,695,894	(17.7%)	\$ 8,072,481	4.9%	\$ 7,051,198	(12.7%)	\$ 7,096,430	0.6%	\$ 7,145,144	0.7%

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

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

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

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

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

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

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

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

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

	2024	2025	%	2026	%	2027	%	2028	%	2029	%
	BUDGET	BUDGET	CHANGE	FORECAST	CHANGE	FORECAST	CHANGE	FORECAST	CHANGE	FORECAST	CHANGE
REVENUES											
Metro Vancouver Regional District Requisitions	\$ 73,123,635	\$ 75,510,132	3.3%	\$ 62,684,000	(17.0%)	\$ 65,821,946	5.0%	\$ 68,909,210	4.7%	\$ 72,106,683	4.6%
User Fees	878,074	967,292		973,616		977,536		981,554		985,672	
Other External Revenues	1,602,027	2,043,239		2,028,024		2,032,956		2,038,036		2,027,789	
Transfer from Sustainability Innovation Fund	467,656	36,955		-		-		-		-	
Reserves											
Transfer from Reserves	10,006,189	10,915,843		8,779,395		9,006,869		9,918,178		10,063,688	
TOTAL REVENUES	\$ 86,077,581	\$ 89,473,461	3.9%	\$ 74,465,035	(16.8%)	\$ 77,839,307	4.5%	\$ 81,846,978	5.1%	\$ 85,183,832	4.1%
EXPENDITURES											
Operating Programs:											
Systems Planning, Design and Development Services											
Planning and Resource Management	\$ 3,299,496	\$ 2,945,077		\$ 2,955,031		\$ 3,045,937		\$ 3,090,590		\$ 3,280,604	
Design and Development	1,725,156	1,643,735		1,704,303		1,769,013		1,831,850		1,924,017	
Engineers in Training	16,436	20,551		21,198		21,864		22,551		23,261	
	5,041,088	4,609,363	(8.6%)	4,680,532	1.5%	4,836,814	3.3%	4,944,991	2.2%	5,227,882	5.7%
Systems Visitor and Operations Services											
Visitor Services	1,521,557	1,694,555		1,665,157		1,643,484		1,674,433		1,705,306	
Operations Services	1,970,362	2,089,075		2,154,873		2,238,943		2,254,420		2,303,297	
	3,491,919	3,783,630	8.4%	3,820,030	1.0%	3,882,427	1.6%	3,928,853	1.2%	4,008,603	2.0%
Central Area Services											
Operations and Maintenance	7,558,260	7,848,833		8,308,967		8,602,270		8,899,288		9,199,925	
Area Visitor Services	680,961	719,140		764,605		767,995		789,003		810,717	
Area Management and Administration	3,491,779	3,214,760		736,333		758,892		782,240		806,386	
Area Planning	180,135	185,566		190,259		195,097		205,081		210,233	
Burns Bog Ecological Conservancy Area	526,683	559,123		570,775		611,740		649,549		690,883	
Contribution to Reserve	123,000	173,000		173,000		173,000		173,000		173,000	
	12,560,818	12,700,422	1.1%	10,743,939	(15.4%)	11,108,994	3.4%	11,498,161	3.5%	11,891,144	3.4%
East Area Services											
Operations and Maintenance	5,648,740	5,927,325		6,465,403		6,762,260		6,915,786		7,068,250	
Area Visitor Services	673,320	742,931		764,360		784,403		805,054		826,048	
Area Management and Administration	688,513	711,345		735,805		758,349		781,573		805,585	
Area Planning	180,853	185,784		195,566		200,404		205,388		210,540	
	7,191,426	7,567,385	5.2%	8,161,134	7.8%	8,505,416	4.2%	8,707,801	2.4%	8,910,423	2.3%
West Area Services											
Operations and Maintenance	5,689,497	6,060,756		6,495,318		6,813,800		7,043,415		7,358,655	
Area Visitor Services	699,949	788,798		808,529		828,884		850,357		892,033	
Area Management and Administration	1,035,059	731,861		753,434		775,678		798,589		822,274	
Area Planning	171,046	199,429		204,122		208,960		213,944		219,096	
	7,595,551	7,780,844	2.4%	8,261,403	6.2%	8,627,322	4.4%	8,906,305	3.2%	9,292,058	4.3%
Administration and Department Support											
Communications Program	130,000	132,420	1.9%	135,069	2.0%	137,770	2.0%	140,525	2.0%	143,336	2.0%
Utility Voice Radio	73,622	76,030	3.3%	79,222	4.2%	82,543	4.2%	85,970	4.2%	88,085	2.5%
Quality Control Allocated	61,717	65,276	5.8%	70,252	7.6%	72,525	3.2%	74,362	2.5%	76,635	3.1%
Allocation of Centralized Support Costs	5,150,430	5,278,925	2.5%	5,222,816	(1.1%)	4,985,803	(4.5%)	4,958,441	(0.5%)	4,747,251	(4.3%)
Total Operating Programs	42,954,392	43,655,618	1.6%	42,873,954	(1.8%)	43,978,889	2.6%	45,026,077	2.4%	46,208,533	2.6%
Allocation of Project Delivery Cost											
	-	-	N/A	220,686	N/A	230,549	4.5%	239,723	4.0%	248,611	3.7%
Asset Maintenance											
	7,121,189	8,115,843	14.0%	8,638,395	6.4%	8,897,869	3.0%	9,849,178	10.7%	9,994,688	1.5%
Contribution to Capital Infrastructure Reserve											
	8,432,000	10,132,000	20.2%	12,732,000	25.7%	14,732,000	15.7%	16,732,000	13.6%	18,732,000	12.0%
Contribution to Parkland Acquisition and Development Reserve											
	27,570,000	27,570,000	0.0%	10,000,000	(63.7%)	10,000,000	0.0%	10,000,000	0.0%	10,000,000	0.0%
TOTAL EXPENDITURES	\$ 86,077,581	\$ 89,473,461	3.9%	\$ 74,465,035	(16.8%)	\$ 77,839,307	4.5%	\$ 81,846,978	5.1%	\$ 85,183,832	4.1%

**METRO VANCOUVER REGIONAL DISTRICT
CAPITAL PORTFOLIO
REGIONAL PARKS
2025 CAPITAL BUDGET AND 2025 - 2029 CAPITAL PLAN**

	CAPITAL BUDGET FOR APPROVAL	2025 CAPITAL CASH FLOW	2026 CAPITAL CASH FLOW	2027 CAPITAL CASH FLOW	2028 CAPITAL CASH FLOW	2029 CAPITAL CASH FLOW	2025 TO 2029 TOTAL CAPITAL CASH FLOW	ACTIVE PHASE	PRIMARY DRIVER
CAPITAL EXPENDITURES									
Major Projects									
Grouse Mountain Trail and Amenity Improvement	\$ 3,725,000	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000	Construction	Capacity, Growth & Ecological Resilience
Widgeon Marsh Park Development	20,500,000	2,000,000	2,000,000	4,000,000	5,000,000	5,000,000	18,000,000	Construction	Capacity, Growth & Ecological Resilience
Campbell Valley - Park and Greenway Development	12,600,000	1,500,000	2,500,000	2,500,000	3,000,000	-	9,500,000	Construction	Capacity, Growth & Ecological Resilience
Belcarra - South Picnic Area and Cabins	4,789,600	3,000,000	500,000	-	-	-	3,500,000	Construction	Capacity, Growth & Ecological Resilience
West Creek Wetlands - Park Development	3,050,000	300,000	-	500,000	750,000	1,500,000	3,050,000	Planned	Capacity, Growth & Ecological Resilience
Burns Bog - Fire Restoration	-	-	-	250,000	500,000	1,000,000	1,750,000	Planned	Capacity, Growth & Ecological Resilience
Codd Wetland - Park Development	9,100,000	200,000	-	-	-	900,000	1,100,000	Planned	Capacity, Growth & Ecological Resilience
Regional Park Development	10,000,000	5,000,000	5,000,000	-	-	-	10,000,000	Planned	Capacity, Growth & Ecological Resilience
Upper Campbell Corridor / South Langley	3,500,000	500,000	1,500,000	1,500,000	-	-	3,500,000	Planned	Capacity, Growth & Ecological Resilience
Advanced Design and Improvements	3,500,000	300,000	300,000	300,000	300,000	300,000	1,500,000	Planned	Capacity, Growth & Ecological Resilience
Boundary Bay - 72nd Staging Area	-	-	-	-	50,000	-	50,000	Planned	Capacity, Growth & Ecological Resilience
Total Major Projects	\$ 70,764,600	\$ 13,300,000	\$ 11,800,000	\$ 9,050,000	\$ 9,600,000	\$ 8,700,000	\$ 52,450,000		
Greenways									
Burns Bog Delta Nature Reserve Development	\$ 13,500,000	\$ 3,500,000	\$ 3,500,000	\$ 3,000,000	\$ 2,500,000	\$ -	\$ 12,500,000	Planned	Connected Network
Boundary Bay - Perimeter Trail	2,150,000	-	500,000	-	-	-	500,000	Planned	Connected Network
Greenway Connection	4,000,000	2,000,000	500,000	-	-	-	2,500,000	Planned	Connected Network
Total Greenways	\$ 19,650,000	\$ 5,500,000	\$ 4,500,000	\$ 3,000,000	\$ 2,500,000	\$ -	\$ 15,500,000		
Service Facilities									
Burnaby Lake - Service Yard Building Replacement	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ 150,000	\$ 200,000	Planned	Facility Replacement & Asset Management
Capilano River Service Yard Replacement	3,093,000	500,000	-	-	-	-	500,000	Construction	Facility Replacement & Asset Management
Regional Park Service Yard Replacement	-	-	-	-	250,000	1,000,000	1,250,000	Planned	Facility Replacement & Asset Management
Total Service Facilities	\$ 3,093,000	\$ 500,000	\$ -	\$ -	\$ 300,000	\$ 1,150,000	\$ 1,950,000		
Park Development									
Campbell Valley - Replacement of Little River Loop Boardwalk	\$ 2,050,000	\$ 1,750,000	\$ -	\$ -	\$ -	\$ -	\$ 1,750,000	Design	Facility Replacement & Asset Management
Pacific Spirit - Beach Access Improvements	1,700,000	200,000	1,500,000	-	-	-	1,700,000	Design	Facility Replacement & Asset Management
Lynn Headwaters - Parking and Access Improvements	5,500,000	250,000	500,000	1,750,000	3,000,000	-	5,500,000	Design	Facility Replacement & Asset Management
Second Canyon Lookout	600,000	500,000	-	-	-	-	500,000	Design	Facility Replacement & Asset Management
Shoreline Stabilization	1,750,000	1,500,000	-	-	-	-	1,500,000	Design	Facility Replacement & Asset Management
Pineridge Bridge Replacement	550,000	500,000	-	-	-	-	500,000	Design	Facility Replacement & Asset Management
Deas Island - Waste Water Infrastructure Renewal	350,000	250,000	-	-	-	-	250,000	Design	Facility Replacement & Asset Management

**METRO VANCOUVER REGIONAL DISTRICT
CAPITAL PORTFOLIO
REGIONAL PARKS
2025 CAPITAL BUDGET AND 2025 - 2029 CAPITAL PLAN**

	CAPITAL BUDGET FOR APPROVAL	2025 CAPITAL CASH FLOW	2026 CAPITAL CASH FLOW	2027 CAPITAL CASH FLOW	2028 CAPITAL CASH FLOW	2029 CAPITAL CASH FLOW	2025 TO 2029 TOTAL CAPITAL CASH FLOW	ACTIVE PHASE	PRIMARY DRIVER
Lynn Valley - New Crossing of Lynn Creek at Hanes Valley Trailhead	700,000	150,000	-	500,000	-	-	650,000	Design	Facility Replacement & Asset Management
Burns Bog - West Ditch Restoration	-	-	-	-	50,000	250,000	300,000	Planned	Facility Replacement & Asset Management
Surrey Bend - Parking Lot Expansion	-	-	-	-	-	50,000	50,000	Planned	Facility Replacement & Asset Management
Brunette Fraser Greenway - Coal House Heritage Restoration	-	-	-	-	-	50,000	50,000	Planned	Facility Replacement & Asset Management
Kanaka Creek - Cliff Falls Staging Area	-	-	-	-	200,000	-	200,000	Planned	Facility Replacement & Asset Management
White Pine Beach Landscape & Drainage Improvements	-	-	-	-	-	50,000	50,000	Planned	Facility Replacement & Asset Management
Burnaby Lake - Nature House	-	-	-	-	-	50,000	50,000	Planned	Facility Replacement & Asset Management
Gordons Brook Activity Area	-	-	-	-	150,000	-	150,000	Design	Facility Replacement & Asset Management
Iona Beach Washroom Upgrades	-	-	-	700,000	-	-	700,000	Design	Facility Replacement & Asset Management
Deas Island - Dyke and Drainage Improvements	-	-	50,000	-	600,000	-	650,000	Planned	Facility Replacement & Asset Management
Total Park Development	\$ 13,200,000	\$ 5,100,000	\$ 2,050,000	\$ 2,950,000	\$ 4,000,000	\$ 450,000	\$ 14,550,000		
Regional Parks Land Acquisition									
Regional Parks Land Acquisition	\$ 20,000,000	\$ 20,000,000	\$ 20,000,000	\$ 20,000,000	\$ 20,000,000	\$ 20,000,000	\$ 100,000,000		Land Acquisition
Total Regional Parks Land Acquisition	\$ 20,000,000	\$ 20,000,000	\$ 20,000,000	\$ 20,000,000	\$ 20,000,000	\$ 20,000,000	\$ 100,000,000		
TOTAL CAPITAL EXPENDITURES	\$126,707,600	\$44,400,000	\$38,350,000	\$35,000,000	\$36,400,000	\$30,300,000	\$ 184,450,000		
CAPITAL FUNDING									
Reserve	92,069,518	35,800,000	21,350,000	16,000,000	14,600,000	10,500,000	98,250,000		
DCCs	19,800,000	-	10,000,000	15,000,000	19,800,000	19,800,000	64,600,000		
External Funding - Grants	14,838,082	8,600,000	7,000,000	4,000,000	2,000,000	-	21,600,000		
Total	\$126,707,600	\$44,400,000	\$38,350,000	\$35,000,000	\$36,400,000	\$30,300,000	\$ 184,450,000		
SUMMARY BY DRIVER									
Capacity, Growth & Ecological Resilience	70,764,600	13,300,000	11,800,000	9,050,000	9,600,000	8,700,000	52,450,000		
Facility Replacement & Asset Management	16,293,000	5,600,000	2,050,000	2,950,000	4,300,000	1,600,000	16,500,000		
Connected Network	19,650,000	5,500,000	4,500,000	3,000,000	2,500,000	-	15,500,000		
Land Acquisition	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	100,000,000		
Total	\$126,707,600	\$44,400,000	\$38,350,000	\$35,000,000	\$36,400,000	\$30,300,000	\$ 184,450,000		

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

	2024 BUDGET	2025 BUDGET	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE	2029 FORECAST	% CHANGE
REVENUES											
Metro Vancouver Regional District Requisitions	\$ 4,447,977	\$ 4,519,386	1.6%	\$ 4,526,575	0.2%	\$ 4,541,217	0.3%	\$ 4,569,099	0.6%	\$ 4,790,391	4.8%
Transfer from Sustainability Innovation Fund Reserves	800,000	-		-		-		-		-	
Transfer from Reserves	365,000	300,000		360,000		360,000		360,000		240,000	
TOTAL REVENUES	\$ 5,612,977	\$ 4,819,386	(14.1%)	\$ 4,886,575	1.4%	\$ 4,901,217	0.3%	\$ 4,929,099	0.6%	\$ 5,030,391	2.1%
EXPENDITURES											
Operating Programs:											
Implementation Services	\$ 707,293	\$ 620,482		\$ 637,553		\$ 605,154		\$ 623,284		\$ 642,027	
Regional Land Use Policy	1,796,784	1,878,392		1,941,696		1,951,210		1,931,196		1,977,394	
Planning Analytics	1,049,783	1,001,442		1,032,604		1,063,272		1,094,241		1,126,258	
Regional Sustainability Initiatives	800,000	-		-		-		-		-	
Administration and Department Support	789,976	825,293		843,613		869,825		897,050		925,197	
	5,143,836	4,325,609	(15.9%)	4,455,466	3.0%	4,489,461	0.8%	4,545,771	1.3%	4,670,876	2.8%
Communications Program	45,000	45,000	0.0%	45,900	2.0%	46,818	2.0%	47,754	2.0%	48,708	2.0%
Allocation of Centralized Support Costs	424,141	448,777	5.8%	385,209	(14.2%)	364,938	(5.3%)	335,574	(8.0%)	310,807	(7.4%)
TOTAL EXPENDITURES	\$ 5,612,977	\$ 4,819,386	(14.1%)	\$ 4,886,575	1.4%	\$ 4,901,217	0.3%	\$ 4,929,099	0.6%	\$ 5,030,391	2.1%

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

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

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

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

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

	2024 BUDGET	2025 BUDGET	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE	2029 FORECAST	% CHANGE
REVENUES											
Allocated to Functional Departments (net)	\$ 30,539,804	\$ 33,040,819	8.2%	\$ 36,143,603	9.4%	\$ 40,518,912	12.1%	\$ 42,540,008	5.0%	\$ 43,815,984	3.0%
Allocated to Functional Departments - Fleet	13,600,000	14,178,376		14,887,295		15,631,659		16,413,242		17,233,904	
Other External Revenues	45,000	46,125		47,048		47,989		48,949		49,928	
Transfer from Capital	3,085,330	3,468,026		3,483,648		885,983		798,827		637,257	
Transfer from Reserves	14,550,742	16,752,216		18,739,462		15,134,877		15,698,677		14,328,249	
TOTAL REVENUES	\$ 61,820,876	\$ 67,485,562	9.2%	\$ 73,301,056	5.2%	\$ 72,219,420	1.5%	\$ 75,499,703	(3.2%)	\$ 76,065,322	2.2%
EXPENDITURES											
Operating Programs:											
Information Technology											
Technical Services	\$ 14,088,699	\$ 15,769,184		\$ 17,933,900		\$ 16,711,365		\$ 18,818,958		\$ 19,190,796	
Business Systems	8,784,249	8,933,503		9,780,849		10,133,156		10,333,824		10,625,692	
Digital Strategy and Project Management	9,540,119	11,822,761		14,902,126		15,771,894		15,006,349		15,265,717	
	32,413,067	36,525,448	12.7%	42,616,875	16.7%	42,616,415	0.0%	44,159,131	3.6%	45,082,205	2.1%
Corporate Safety	5,493,071	5,513,525	0.4%	5,609,485	1.7%	5,765,970	2.8%	5,928,180	2.8%	6,095,409	2.8%
Security and Emergency Management	3,349,137	3,473,282	3.7%	3,539,756	1.9%	3,607,778	1.9%	3,678,662	2.0%	3,748,621	1.9%
Fleet Services	20,083,250	21,473,076	6.9%	21,019,195	(2.1%)	19,699,959	(6.3%)	21,189,242	7.6%	20,578,904	(2.9%)
Administration and Department Support	482,351	500,231	3.7%	515,745	3.1%	529,298	2.6%	544,488	2.9%	560,183	2.9%
TOTAL EXPENDITURES	\$ 61,820,876	\$ 67,485,562	9.2%	\$ 73,301,056	8.6%	\$ 72,219,420	(1.5%)	\$ 75,499,703	4.5%	\$ 76,065,322	0.7%

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**METRO VANCOUVER DISTRICTS
2025 - 2029 PROJECTED RESERVES
2025 BUDGET REVIEW**

OPERATING RESERVES

	2024 ENDING BALANCE	2025 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE	2028 ENDING BALANCE	2029 ENDING BALANCE
Water Services	\$ 42,739,784	\$ 42,739,784	\$ -	\$ -	\$ 1,068,495	\$ 43,808,279	\$ 44,903,486	\$ 46,026,073	\$ 47,176,725	\$ 48,356,143
Liquid Waste Services	44,340,196	44,340,196	-	-	1,108,505	45,448,701	46,584,919	47,749,542	48,943,281	50,166,863
Solid Waste Services	36,885,831	36,885,831	-	-	922,146	37,807,977	38,753,176	39,722,005	40,715,055	41,732,931
Metro Vancouver Housing Corporation	3,189,924	3,189,924	-	-	79,748	3,269,672	3,351,414	3,435,199	3,521,079	3,609,106
Air Quality	882,099	882,099	-	-	22,052	904,151	926,755	949,924	973,672	998,014
E911 Emergency Telephone Service	535,353	535,353	-	-	13,384	548,737	562,455	576,516	590,929	605,702
Electoral Area Service	24,917	24,917	-	-	623	25,540	26,179	26,833	27,504	28,192
General Government Administration	11,028,835	11,028,835	-	-	275,721	11,304,556	11,587,170	11,876,849	12,173,770	12,478,114
Housing Planning and Policy	479,605	479,605	-	-	11,990	491,595	503,885	516,482	529,394	542,629
Invest Vancouver	204,751	204,751	-	-	5,119	209,870	215,117	220,495	226,007	231,657
Regional Emergency Management	277,171	277,171	-	-	6,929	284,100	291,203	298,483	305,945	313,594
Regional Employers Services	809,682	809,682	-	-	20,242	829,924	850,672	871,939	893,737	916,080
Regional Global Positioning System	436,161	436,161	-	-	10,904	447,065	458,242	469,698	481,440	493,476
Regional Parks	4,781,268	4,781,268	-	-	119,532	4,900,800	5,023,320	5,148,903	5,277,626	5,409,567
Regional Planning	1,362,899	1,362,899	-	-	34,072	1,396,971	1,431,895	1,467,692	1,504,384	1,541,994
Sasamat Fire Protection Service	216,379	216,379	-	-	5,409	221,788	227,333	233,016	238,841	244,812
West Nile Virus	400,558	400,558	-	-	10,014	410,572	420,836	431,357	442,141	453,195
Total	\$148,595,413	\$148,595,413	\$ -	\$ -	\$ 3,714,885	\$152,310,298	\$156,118,057	\$160,021,006	\$164,021,530	\$168,122,069

**METRO VANCOUVER DISTRICTS
2025 - 2029 PROJECTED RESERVES
2025 BUDGET REVIEW**

DISCRETIONARY RESERVES

	2024 ENDING BALANCE	2025 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE	2028 ENDING BALANCE	2029 ENDING BALANCE
Liquid Waste Services										
Biosolids Inventory Reserve	\$ 104,074	\$ 104,074	\$ -	\$ (104,074)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Liquid Waste General Debt Reserve Fund	3,099,015	3,099,015	-	-	77,475	3,176,490	3,255,902	3,337,300	3,420,733	3,506,251
Lions Gate Contingency	1,632,297	1,632,297	-	-	40,807	1,673,104	1,714,932	1,757,805	1,801,750	1,846,794
Drainage General Reserve	5,062,568	5,062,568	-	(1,775,000)	104,377	3,391,945	2,287,056	744,482	580,844	458,678
North Shore WWTP Reserve	-	-	121,165,617	(27,825,404)	1,166,753	94,506,966	118,068,769	103,090,476	77,414,378	60,770,589
Solid Waste Services										
Solid Waste General Reserve	19,768,615	19,768,615	-	(1,358,000)	477,240	18,887,855	18,653,326	19,119,659	19,597,650	20,087,591
Landfill Post Closure Reserve	9,597,760	9,597,760	-	-	239,944	9,837,704	10,083,647	10,335,738	10,594,131	10,858,984
Landfill Closure and Post-Closure Liability	55,610,945	55,610,945	2,002,136		1,415,300	59,028,381	62,488,073	66,027,971	69,671,917	73,391,280
Housing										
MVHC Capital Replacement Reserve	21,314,672	21,314,672	4,500,637	(12,514,104)	432,698	13,733,903	7,273,636	2,571,075	4,740,578	2,839,323
MVHC Capital Development Reserve	52,358,465	52,358,465	28,000,000	(17,720,000)	1,437,462	64,075,927	56,996,650	45,359,304	52,264,537	59,342,400
Air Quality										
Air Quality General Reserve	3,626,453	3,626,453	800,000	(1,948,125)	76,310	2,554,638	1,653,806	1,126,547	730,963	161,394
E911 Emergency Telephone Service										
E911 General Reserve	33,199	33,199	-	-	830	34,029	34,880	35,752	36,646	37,562
Electoral Area Service										
Electoral Area General Reserve	1,698,463	1,698,463	60,000	(119,367)	41,719	1,680,815	1,564,394	1,539,670	1,514,963	1,498,236
General Government Administration										
General Government General Reserve	7,803,853	7,803,853			195,096	7,998,949	8,198,923	8,403,896	8,613,993	8,829,343
Invest Vancouver										
Regional Economic Prosperity General Reserve	526,090	526,090	-	(370,000)	8,527	164,617	57,357	8,166	8,370	8,579
Regional Emergency Management (REM)										
REM General Reserve	248,549	248,549	-	(37,577)	5,744	216,716	192,602	163,986	150,521	136,719
Regional Employers Services										
Regional Employers Service General Reserve	1,554,070	1,554,070	-	(679,000)	30,364	905,434	478,520	201,921	156,344	109,628
Regional Parks										
Regional Parks General Reserve	2,753,308	2,753,308	150,000	(2,675,000)	37,270	265,578	353,217	473,422	637,133	804,936
Regional Planning										
Regional Planning General Reserve	2,050,817	2,050,817	-	(300,000)	47,520	1,798,337	1,478,795	1,151,265	815,547	592,936
Centralized Support Reserve	30,523,435	30,523,435	4,458,272	(11,746,266)	671,986	23,907,427	14,205,800	9,720,479	7,947,120	26,305
Total	\$219,366,648	\$219,366,648	\$ 161,136,662	\$ (79,171,917)	\$ 6,507,422	\$307,838,815	\$309,040,285	\$275,168,914	\$260,698,118	\$245,307,528

**METRO VANCOUVER DISTRICTS
2025 - 2029 PROJECTED RESERVES
2025 BUDGET REVIEW**

STATUTORY RESERVES

	2024 ENDING BALANCE	2025 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE	2028 ENDING BALANCE	2029 ENDING BALANCE
Water Services										
Water Laboratory Equipment Reserve	\$ 910,202	\$ 910,202	\$ 50,000	\$ -	\$ 23,380	\$ 983,582	\$ 1,058,797	\$ 1,135,892	\$ 1,214,914	\$ 1,295,912
Water Sustainability Innovation Fund Reserve	10,309,539	10,309,539	723,000	(1,020,000)	254,026	10,266,565	10,951,517	11,957,342	12,988,313	14,045,058
Liquid Waste Services										
Liquid Waste Laboratory Equipment Reserve	693,241	693,241	109,835	-	18,704	821,780	501,175	631,422	363,202	499,327
Liquid Waste Sustainability Innovation Fund Reserve	4,629,333	4,629,333	1,127,000	-	129,821	5,886,154	7,174,395	8,494,842	9,848,301	11,235,596
Electoral Area Service										
Community Works Reserve	979,320	979,320	158,550	-	26,465	1,164,335	1,353,975	1,548,356	1,754,018	1,964,822
Electoral Area Election Reserve	77,716	77,716	30,000	-	2,318	110,034	21,660	52,577	84,266	116,748
General Government Administration										
MVRD Sustainability Innovation Fund Reserve	5,793,211	5,793,211	347,000	(1,031,155)	136,278	5,245,334	4,646,961	5,114,473	5,593,672	6,084,851
Grants Reserve Fund	1,730,694	1,730,694	-	(300,000)	39,517	1,470,211	1,203,216	929,546	649,035	361,511
Housing										
MVHC Restricted Cap. Replacement Reserve	4,248,936	4,248,936	420,267	(943,584)	99,682	3,825,301	1,796,404	3,438,572	1,268,236	480,039
Housing Planning and Policy										
Housing Planning and Policy Re-development Reserve	7,796,938	7,796,938	1,000,000	(8,000,000)	107,423	904,361	926,970	950,144	973,898	998,245
Housing Planning and Policy Development Reserve	21,370,115	21,370,115	4,000,000	(20,000,000)	334,253	5,704,368	4,834,477	2,930,339	1,991,097	1,028,374
Regional Global Positioning System										
Regional Geospatial Reference System Reserve	1,308,466	1,308,466	31,682	(100,000)	31,858	1,272,006	1,184,651	741,391	287,717	329,632
Regional Parks										
Regional Parks Infrastructure Reserve	2,880,260	2,880,260	10,132,000	(5,915,843)	124,708	7,221,125	7,142,053	2,090,162	2,631,273	3,139,833
Regional Parkland Acquisition Reserve Fund	4,317,746	4,317,746	-	(4,000,000)	57,944	375,690	385,082	394,709	404,577	414,691
Regional Parkland Acquisition and Development Reserve Fund	13,792,986	13,792,986	27,570,000	(34,000,000)	264,450	7,627,436	730,622	5,811,388	7,779,173	15,871,152
Delta Airpark Reserve	209,701	209,701	23,000	-	5,530	238,231	267,474	297,448	328,172	359,664
Regional Parks Legacy Fund	2,755,157	2,755,157	-	(125,000)	67,316	2,697,473	2,693,022	2,690,485	2,687,885	2,685,220
Sasamat Fire Protection Service (SFPS)										
SFPS Capital Reserve Fund	759,725	759,725	87,100	-	20,082	866,907	976,768	1,089,376	1,204,799	1,323,108
SFPS Communications Capital Reserve Fund	74,398	74,398	-	-	1,860	76,258	78,164	80,118	82,121	84,174
SFPS Emergency Equipment Reserve Fund	46,965	46,965	5,000	-	1,237	53,202	59,595	66,147	72,863	79,747
SFPS Capital Facility Reserve	661,950	661,950	400,000	-	21,549	1,083,499	1,515,586	1,958,476	2,412,438	2,877,749
Corporate Self Insurance Reserve										
	1,675,691	1,675,691	-	-	41,892	1,717,583	1,760,523	1,804,536	1,849,649	1,895,890
Corporate Fleet Reserve										
	15,882,313	15,882,313	1,809,962	(7,294,700)	328,499	10,726,074	7,246,968	6,261,664	5,057,713	5,822,766
Total	\$102,904,603	\$102,904,603	\$ 48,024,396	\$ (82,730,282)	\$ 2,138,792	\$ 70,337,509	\$ 58,510,055	\$ 60,469,405	\$ 61,527,332	\$ 72,994,109



Metro Vancouver Region

2025 Budget and 2025-2029 Financial Plan Overview

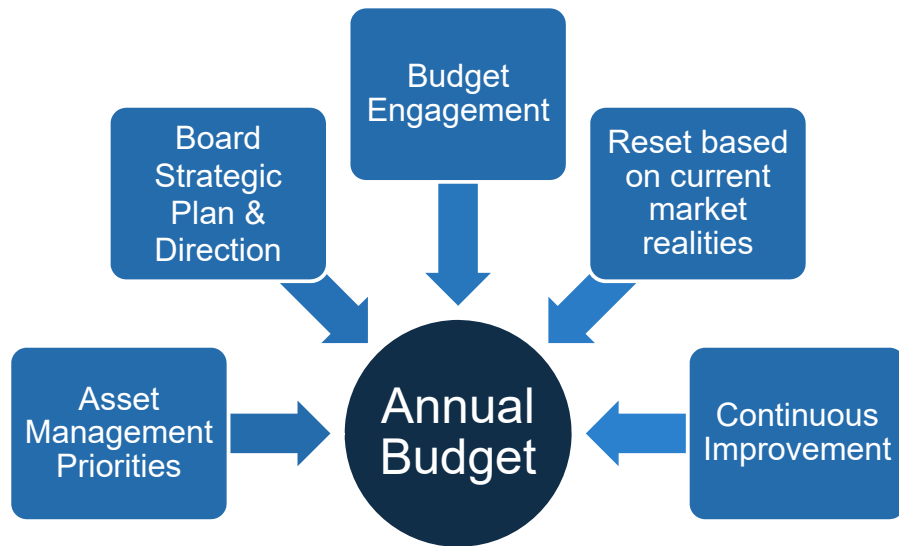
Jerry W. Dobrovolny, P. Eng, MBA
Commissioner / Chief Administrative Officer

Harji Varn
GM Financial Services / Chief Finance Officer

Board Budget Workshop, October 16, 2024
69209933

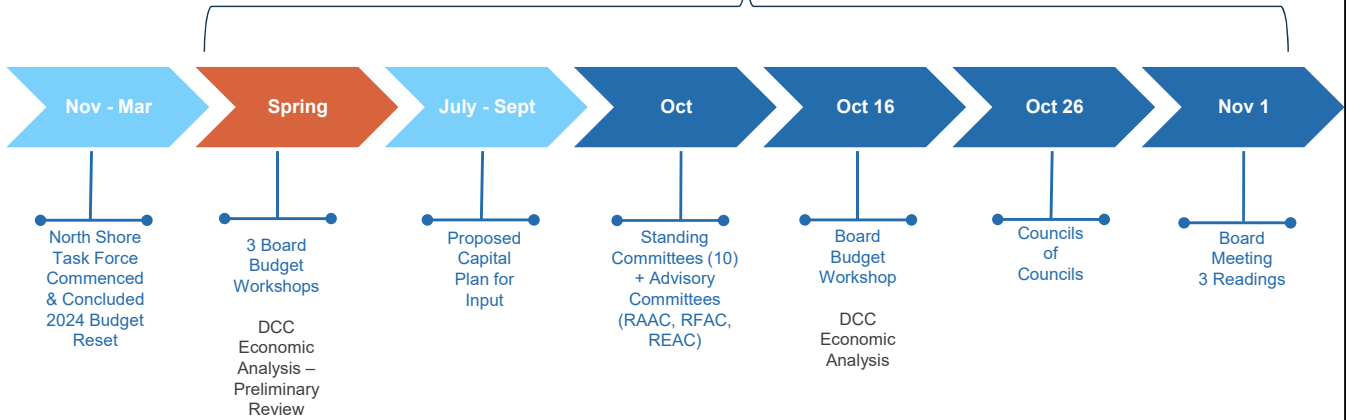


METRO VANCOUVER BUDGET APPROACH



2025 BUDGET CYCLE TIMELINE

Engagement on Budget and Proposed Financial Plan



COMMUNICATIONS AND ENGAGEMENT

Public Engagement: July 31 – September 16

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



COMMUNICATIONS AND ENGAGEMENT

Overall Communications / Member Engagement

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

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

Service	Per Year	Per Month
Regional Planning	\$4	\$0.33
Air Quality Management	\$7	\$0.58
Regional Parks	\$60	\$5
Solid Waste Services	\$48	\$4.00
Drinking Water Services	\$100	\$15.75
Liquid Waste Services	\$387	\$32.08

COMMITMENT TO CONTINUOUS IMPROVEMENT

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



CONTINUOUS IMPROVEMENT – 2024 COMPLETED OR ONGOING

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

CONTINUOUS IMPROVEMENT – 2025 NEW

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

MAJOR DRIVERS – CAPITAL PROGRAM

WHAT WE ARE DOING

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

The image shows two spreadsheets. The left one is titled 'GREATER VANCOUVER WATER DISTRICT CAPITAL PORTFOLIO WATER SERVICES 2024 CAPITAL BUDGET AND 2024-2026 CAPITAL PLAN'. The right one is titled 'GREATER VANCOUVER WASTEWATER AND DRINKING DISTRICT CAPITAL PORTFOLIO WASTEWATER SERVICES 2024 CAPITAL BUDGET AND 2024-2026 CAPITAL PLAN'. Both tables list various projects with columns for project name, location, start year, end year, and budget.



Fleetwood Reservoir Roof slab



Annacis WWTP Digesters



Widgeon Marsh Development

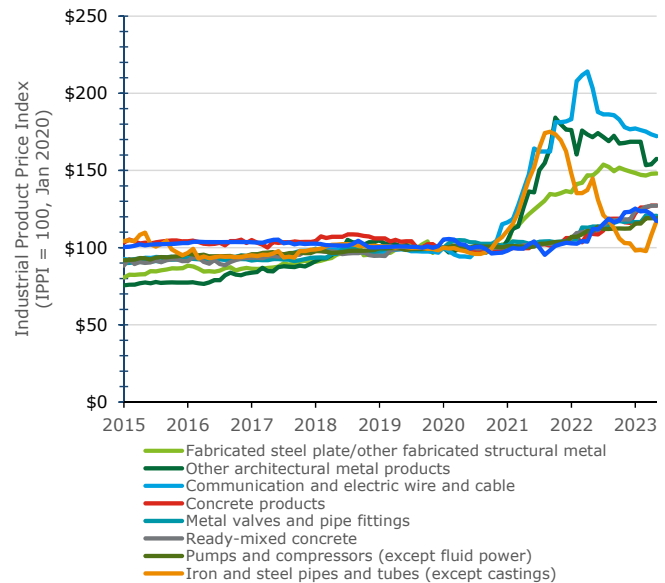


Central Surrey Recycling and Waste

MAJOR DRIVERS – INFLATION AND COST ESCALATION

WHAT WE ARE DOING

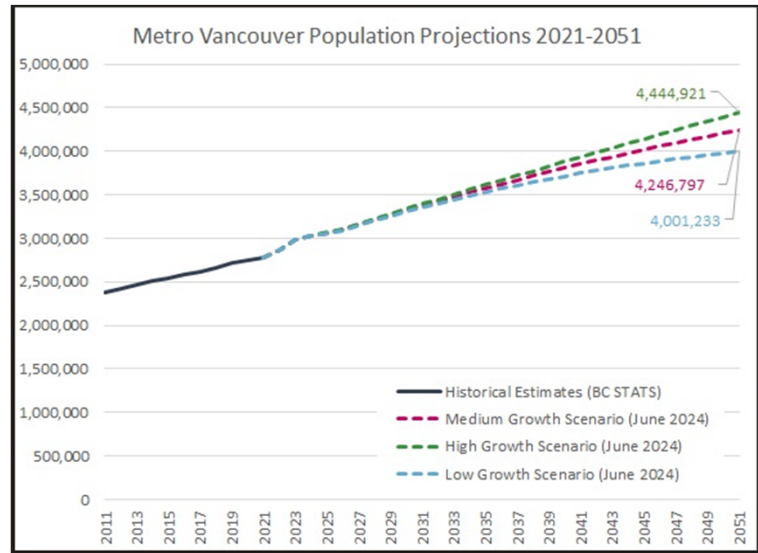
- Strengthening procurement strategies
- Examining revenue sources and partnerships
- Timing and scope of projects and programs



MAJOR DRIVERS - POPULATION GROWTH

WHAT WE ARE DOING

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



MAJOR DRIVERS - CLIMATE CHANGE AND RESILIENCE

WHAT WE ARE DOING

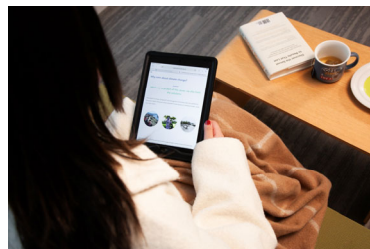
- Infrastructure resilience
- Metro 2050 Policy
- Climate action strategies and programs



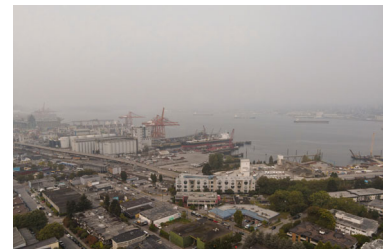
King tide in West Vancouver



Minnehada fire



Climate Literacy Program

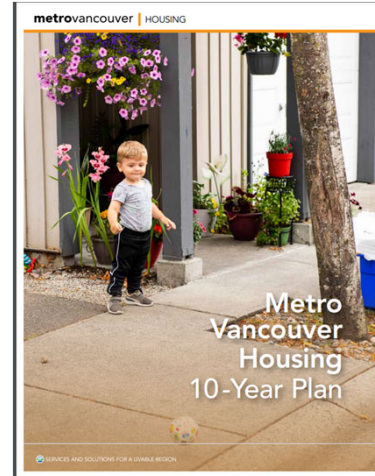


Smoky conditions in Metro Vancouver

MAJOR DRIVERS – BELOW MARKET HOUSING

WHAT WE ARE DOING

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



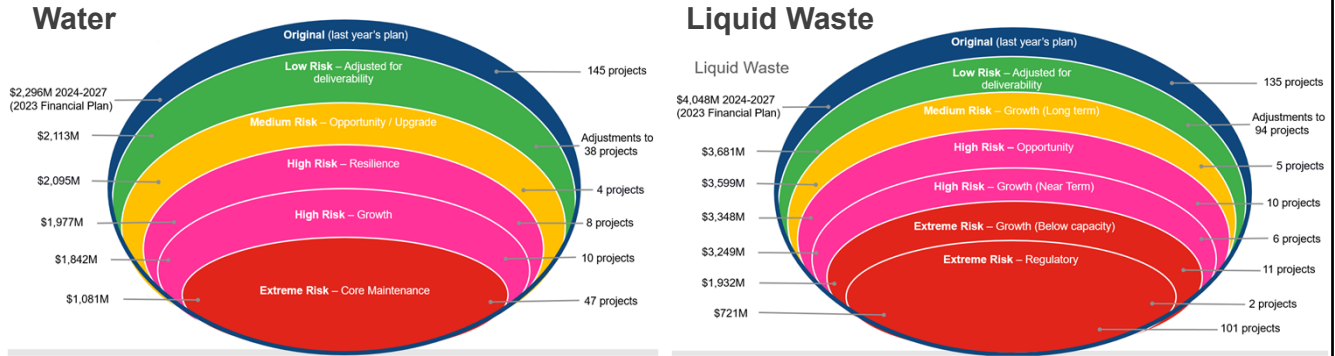
APRIL 2023 BOARD BUDGET WORKSHOP DIRECTION

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

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

2023 TASK FORCE WORK TO REDUCE COSTS

Identified \$650M in reductions by deferring low / medium-risk projects



Capital Adjustments	Total
Water	Reduced \$200M
Liquid Waste	Reduced \$450M
Total	Reduced \$650M

MARCH 2024 BOARD MEETING

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

SPRING 2024 BOARD BUDGET WORKSHOPS DIRECTION

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

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

MAY 2024 BOARD BUDGET WORKSHOP RESOLUTION

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

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

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

2025–2029 FINANCIAL PLAN OVERVIEW

2025 Budget – Bottom Line

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

OVERALL AVERAGE HOUSEHOLD IMPACT 2025–2029

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

VSA TOTAL AVERAGE HOUSEHOLD IMPACT 2025–2029

	2024	NSWWTP Amended	2025	2026	2027	2028	2029
Water Services	\$189	\$189	\$200	\$211	\$215	\$218	\$218
Liquid Waste Services	\$432	\$582	\$650	\$706	\$755	\$799	\$869
Solid Waste Services	\$68	\$68	\$71	\$74	\$78	\$82	\$86
Regional District Services	\$92	\$92	\$94	\$84	\$85	\$86	\$87
Total Household Impact	\$781	\$931	\$1,015	\$1,075	\$1,133	\$1,185	\$1,260

NSSA TOTAL AVERAGE HOUSEHOLD IMPACT 2025–2029

	2024	NSWWTP Amended	2025	2026	2027	2028	2029
Water Services	\$189	\$189	\$200	\$211	\$215	\$218	\$218
Liquid Waste Services	\$464	\$582	\$782	\$980	\$1,123	\$1,262	\$1,401
Solid Waste Services	\$68	\$68	\$71	\$74	\$78	\$82	\$86
Regional District Services	\$92	\$92	\$94	\$84	\$85	\$86	\$87
Total Household Impact	\$813	\$931	\$1,147	\$1,349	\$1,501	\$1,648	\$1,792

LIWSA TOTAL AVERAGE HOUSEHOLD IMPACT 2025–2029

	2024	NSWWTP Amended	2025	2026	2027	2028	2029
Water Services	\$189	\$189	\$200	\$211	\$215	\$218	\$218
Liquid Waste Services	\$295	\$375	\$418	\$464	\$496	\$505	\$515
Solid Waste Services	\$68	\$68	\$71	\$74	\$78	\$82	\$86
Regional District Services	\$92	\$92	\$94	\$84	\$85	\$86	\$87
Total Household Impact	\$644	\$724	\$783	\$833	\$874	\$891	\$906

FSA TOTAL AVERAGE HOUSEHOLD IMPACT 2025–2029

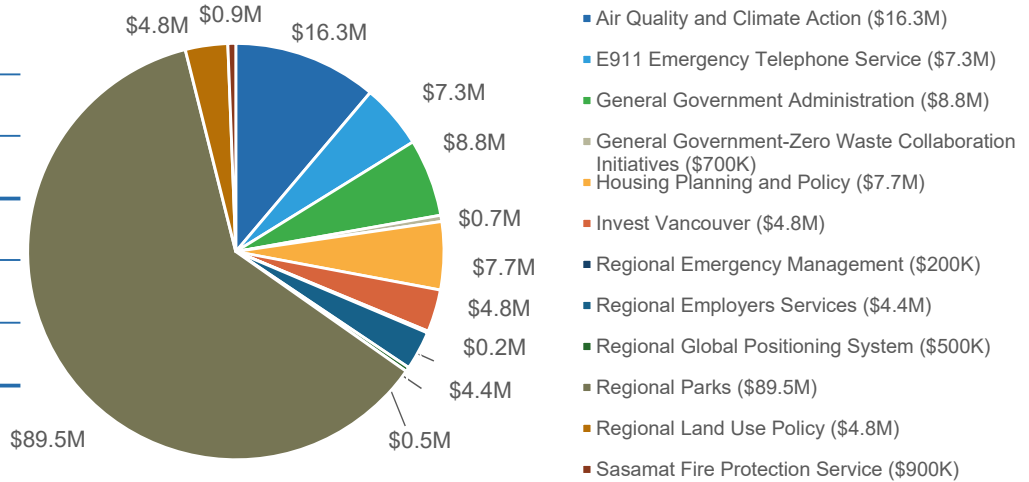
	2024	NSWWTP Amended	2025	2026	2027	2028	2029
Water Services	\$189	\$189	\$200	\$211	\$215	\$218	\$218
Liquid Waste Services	\$301	\$391	\$421	\$434	\$454	\$485	\$512
Solid Waste Services	\$68	\$68	\$71	\$74	\$78	\$82	\$86
Regional District Services	\$92	\$92	\$94	\$84	\$85	\$86	\$87
Total Household Impact	\$650	\$740	\$786	\$803	\$832	\$871	\$903

BUDGET OVERVIEW

2025 MVRD Budget

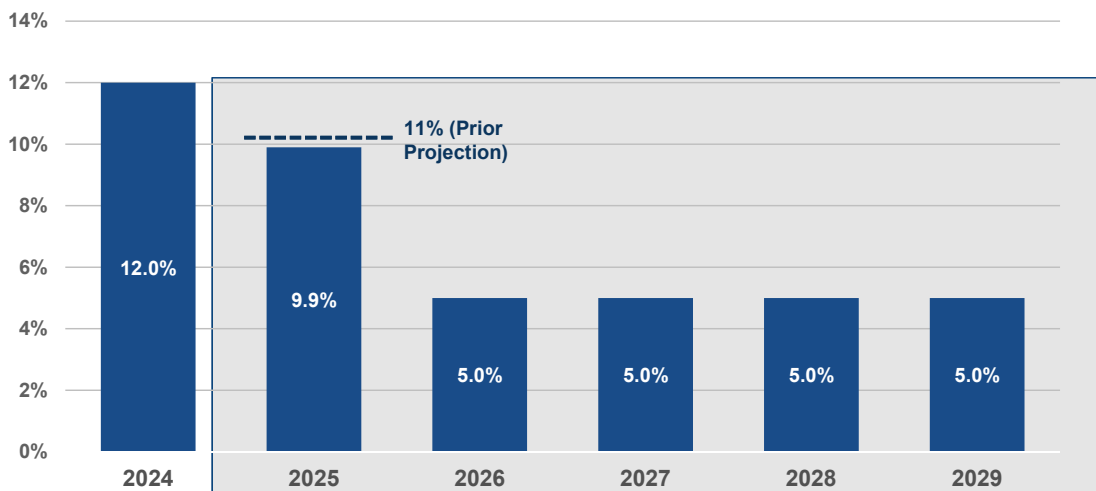
Revenues (millions)	
MVRD Requisition	\$117M
Transfer from Reserves	\$16M
Other Revenues	\$13M
Total	\$146M

Expenditure by Department



METRO VANCOUVER HOUSEHOLD IMPACT % CHANGE

Proposed 2025–2029 Financial Plan





METRO VANCOUVER OPERATING BUDGET

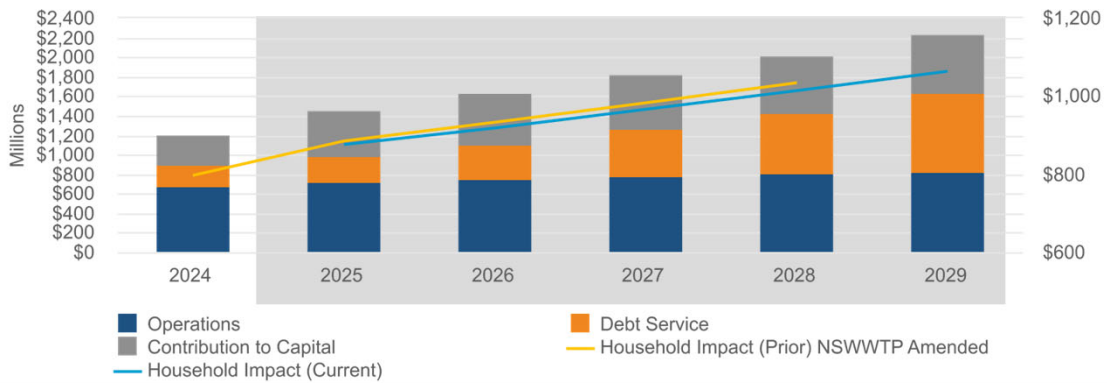
Expenditures

Overview:

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

Drivers:

- Operating program is inflationary over the 5 years
- Funding capital program through debt service and contribution to capital in accordance with Board policy
- Ongoing repairs and maintenance at treatment plants
- Contracted services for solid waste



METRO VANCOUVER OPERATING BUDGET

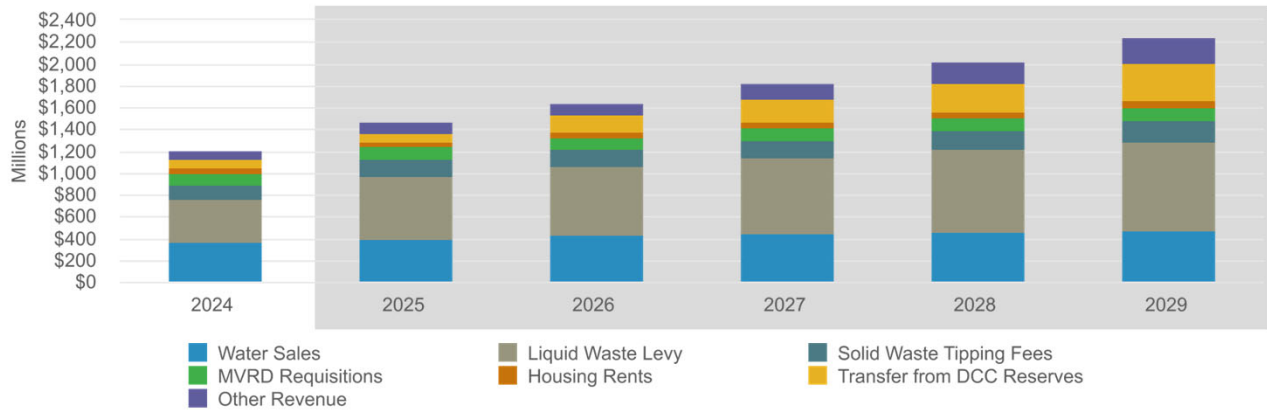
Revenues

Overview:

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

Drivers:

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



METRO VANCOUVER CAPITAL PLAN

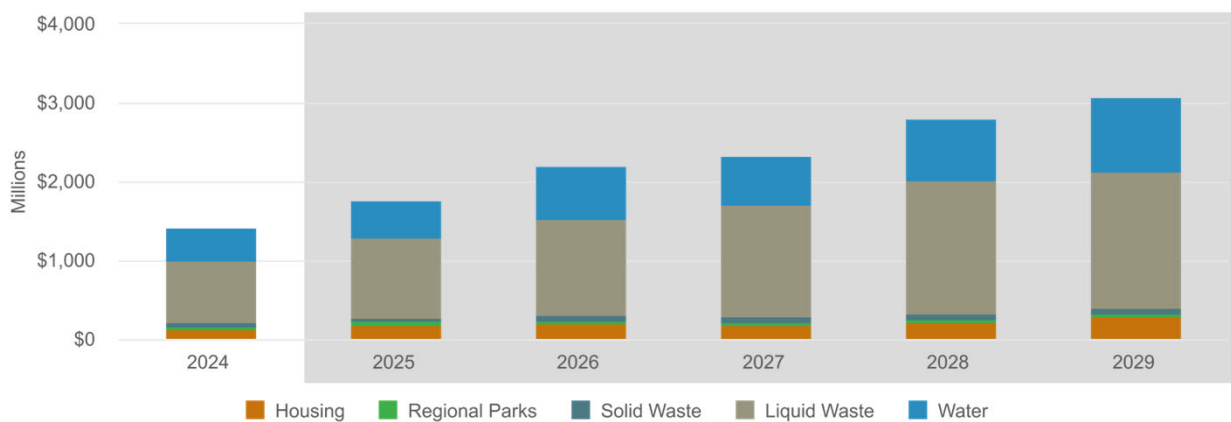
Expenditures

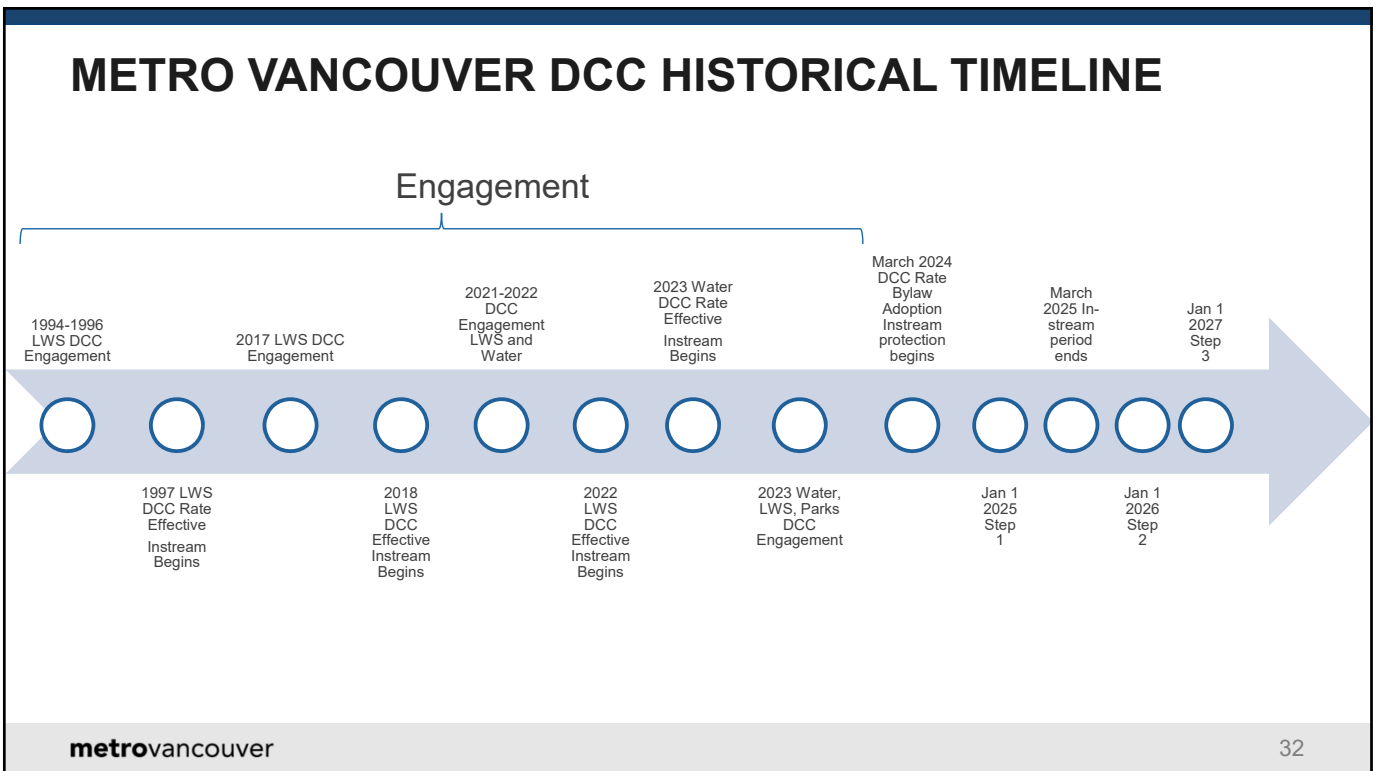
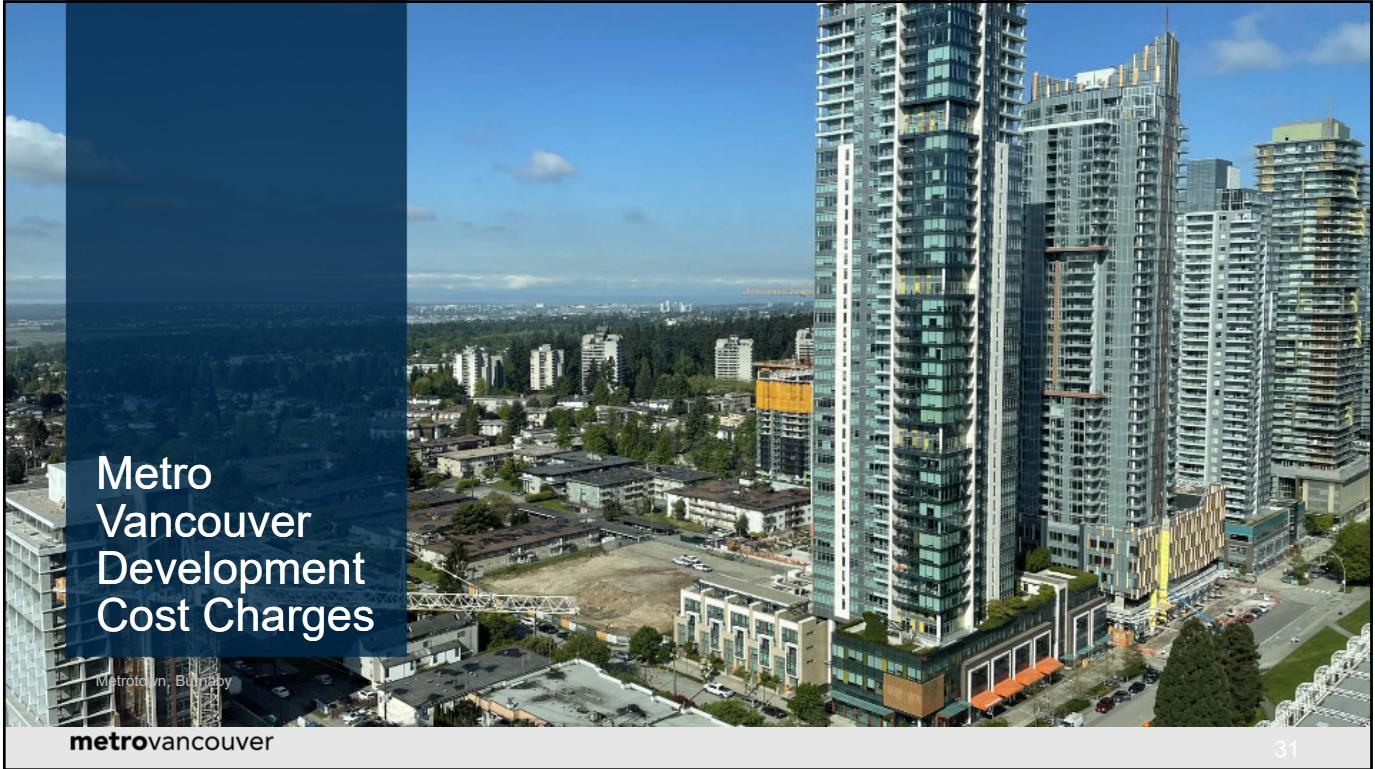
Overview:

- 2024 capital cashflow \$1.42B
- 2025 capital cashflow \$1.77B

Drivers:

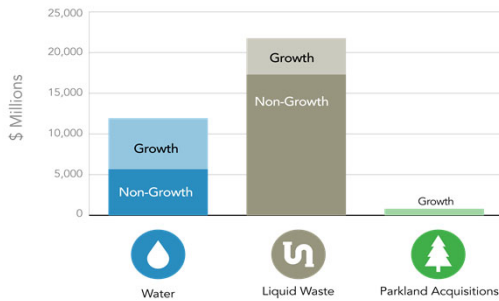
- Continued activity on previously approved projects
- Regulatory upgrades and growth projects





30 YEAR CAPITAL PLAN TOTAL

Project Capital Expenditures



TOTAL REGIONAL DCC	Existing	Step 1	Step 2	Step 3 1%
VSA				
Residential Lot Development Unit	\$10,027	\$21,941	\$29,196	\$34,133
Townhouse Dwelling Unit	\$8,679	\$19,874	\$26,406	\$30,861
Apartment Dwelling Unit	\$6,249	\$13,392	\$17,873	\$20,906
Non-Residential (per square foot)	\$5.02	\$10.84	\$14.37	\$16.78
NSSA				
Residential Lot Development Unit	\$9,992	\$21,203	\$28,385	\$33,214
Townhouse Dwelling Unit	\$8,482	\$19,277	\$25,748	\$30,113
Apartment Dwelling Unit	\$6,291	\$13,099	\$17,548	\$20,533
Non-Residential (per square foot)	\$5.06	\$10.54	\$14.04	\$16.40
LISA				
Residential Lot Development Unit	\$10,005	\$17,126	\$24,058	\$28,512
Townhouse Dwelling Unit	\$8,452	\$15,208	\$21,423	\$25,404
Apartment Dwelling Unit	\$6,303	\$10,610	\$14,906	\$17,663
Non-Residential (per square foot)	\$4.93	\$8.09	\$11.43	\$13.56
FSA				
Residential Lot Development Unit	\$12,946	\$22,886	\$30,218	\$35,270
Townhouse Dwelling Unit	\$11,086	\$20,296	\$26,865	\$31,375
Apartment Dwelling Unit	\$8,530	\$14,396	\$18,956	\$22,108
Non-Residential (per square foot)	\$6.69	\$10.95	\$14.49	\$16.91

OCTOBER 2023 BOARD RESOLUTION

Direct staff to conduct annual reviews of:

- a) the DCC bylaws, including economic impact analysis, and
- b) the DCC waiver program with the aim of supporting rental housing and incentivizing affordable housing, and report results to the Board, who after review will forward the updates to the Provincial and Federal Ministers of Housing.

CONSULTANT ECONOMIC ANALYSIS

- Point-in-time analysis based on market conditions and policies as of June 2024
- 41 case studies analyzed

Exhibit 1: Summary of Case Studies Analyzed

Sewerage Area:	Single family	Townhouse	Apartment or Mixed-Use			Office	Industrial	Total
			4 to 6 storey strata apartment or mixed-use	Highrise strata apartment or mixed-use	Market rental apartment or mixed-use			
Vancouver	0	2	2	2	3	1	1	11
North Shore	0	1	1	1	1	0	1	5
Lulu Island	1	1	1	1	0	1	1	6
Fraser	3	5	4	2	1	2	2	19
Total	4	9	8	6	5	4	5	41

CONSULTANT FINDINGS

DCCs

- Financial viability of new development influenced by many factors — significant shifts in recent months. Given the volatility in the market, isolating the impact of one factor is challenging
- For **residential** projects, Metro Vancouver DCC rates unlikely to lead to increases in market prices for new single family lots, units at new townhouse projects in greenfield locations, and units in new strata high-rise developments
- Metro Vancouver DCCs are likely to lead to maximum 2-3% increase in market prices for units in some new projects: townhouse projects in urban areas, 4 to 6 storey strata apartment, and market rental. Similar to a 3% to 4% increase in construction costs.

CONSULTANT FINDINGS

DCCs

- For **non-residential** projects, Metro Vancouver DCC rates unlikely to lead to increases in market prices for new industrial projects in greenfield locations (e.g. in parts of Langley, Surrey, and Maple Ridge)
- Metro Vancouver DCC rates are likely to lead to maximum 1-3% increase (depending on type and location) in market lease rates or strata unit prices for new office projects and new higher density industrial projects that come through redevelopment of existing industrial sites. Similar to a 1-6% increase in construction costs.

CONSULTANT FINDINGS

DCCs

- Recommendation to continue to evaluate impacts because of volatility in the market:
 - The market has changed significantly with lower interest rates;
 - Member jurisdictions are making changes to reflect provincial legislation and are implementing AACs; and
 - Full impacts of federal and provincial government policy changes have yet to be realized.
- Recommendation is aligned with Board direction

NEXT STEPS TO RESPOND TO ECONOMIC ANALYSIS

- Model and explore the potential to amend DCC rates by housing type and location to:
 - Better align with *Metro 2050* housing and growth management objectives
 - Continue to ensure supportive environment for housing development, particularly rental housing
- Update affordable housing DCC waiver program
 - Including application to private development being turned over to non-profit operators and inclusionary units
- Report back to Board in early 2025

DEVELOPMENT INDUSTRY ENGAGEMENT

- Board has received numerous letters expressing concern about elements of the DCC program from development community
- Special Mayors' Committee meeting scheduled for October 17 with development industry representatives to explore areas of common interest and a collaborative path forward including areas of:
 - Timing of DCC collection, and
 - Length of In-stream protection period.



LIQUID WASTE OVERVIEW

- 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

LIQUID WASTE SERVICES FINANCIAL PLAN SUMMARY

Liquid Waste Services Overall

	2024	NSWWTP Amended	2025	2026	2027	2028	2029
Total Expenditures (\$ Millions)	\$487.9	\$609.1*	\$681.9	\$797.0	\$915.3	\$1,042.6	\$1,202.9
% Change			12.0%	16.9%	14.8%	13.9%	15.4%
Liquid Waste Service Levy (\$ Millions)	\$389.5		\$575.6	\$630.7	\$687.3	\$748.6	\$817.8
Total Capital Cash Flow (\$ Million)	\$781.2		\$1,010.4	\$1,215.7	\$1,407.1	\$1,707.0	\$1,719.4
Household Impact (\$)	\$349	\$447*	\$510	\$549	\$587	\$627	\$672
% Change			14.0%	7.8%	6.8%	6.8%	7.2%
Prior Cycle Household Impact Change (%)			15.3%	9.1%	7.8%	7.4%	N/A

*Estimated based on amended NSWWTP budget

LIQUID WASTE SERVICES FINANCIAL PLAN SUMMARY - VSA

Vancouver Sewerage Area

	2024	NSWWTP Amended	2025	2026	2027	2028	2029
Total Expenditures (\$ Millions)	\$141.3	\$185.3*	\$205.4	\$231.7	\$263.6	\$296.7	\$341.5
% Change			10.8%	12.8%	13.7%	12.6%	15.1%
Liquid Waste Service Levy (\$ Millions)	\$125.9		\$190.3	\$209.5	\$228.9	\$246.9	\$274.1
Total Capital Cash Flow (\$ Million)	\$141.1		\$184.9	\$244.2	\$329.6	\$487.8	\$490.8
Household Impact (\$)	\$432	\$582*	\$650	\$706	\$755	\$799	\$869
% Change			11.6%	8.7%	7.0%	5.7%	8.8%
Prior Cycle Household Impact Change (%)			13.9%	6.3%	10.0%	10.8%	N/A

*Estimated based on amended NSWWTP budget

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LIQUID WASTE SERVICES FINANCIAL PLAN SUMMARY - NSSA

North Shore Sewerage Area

	2024	NSWWTP Amended	2025	2026	2027	2028	2029
Total Expenditures (\$ Millions)	\$41.7	\$51.4*	\$69.4	\$94.4	\$122.5	\$152.6	\$181.4
% Change			35.1%	36.1%	29.7%	24.6%	18.9%
Liquid Waste Service Levy (\$ Millions)	\$38.0		\$64.3	\$81.4	\$94.7	\$108.0	\$121.7
Total Capital Cash Flow (\$ Million)	\$317.6		\$467.3	\$592.4	\$670.7	\$554.0	\$382.9
Household Impact (\$)	\$464	\$582*	\$782	\$980	\$1,123	\$1,262	\$1,401
% Change			34.5%	25.2%	14.7%	12.4%	11.0%
Prior Cycle Household Impact Change (%)			32.7%	34.4%	19.0%	9.8%	N/A

*Estimated based on amended NSWWTP budget

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LIQUID WASTE SERVICES FINANCIAL PLAN SUMMARY - LIWSA

Lulu Island West Sewerage Area

	2024	NSWWTP Amended	2025	2026	2027	2028	2029
Total Expenditures (\$ Millions)	\$36.7	\$45.5*	\$50.4	\$57.9	\$65.1	\$70.2	\$76.2
% Change			10.9%	14.9%	12.3%	7.9%	8.5%
Liquid Waste Service Levy (\$ Millions)	\$32.2		\$46.1	\$51.9	\$56.4	\$58.6	\$60.8
Total Capital Cash Flow (\$ Million)	\$47.4		\$57.3	\$53.0	\$26.5	\$26.5	\$35.2
Household Impact (\$)	\$295	\$375*	\$418	\$464	\$496	\$505	\$515
% Change			11.6%	11.1%	6.7%	2.0%	2.0%
Prior Cycle Household Impact Change (%)			16.8%	9.9%	6.5%	3.1%	N/A

*Estimated based on amended NSWWTP budget

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LIQUID WASTE SERVICES FINANCIAL PLAN SUMMARY - FSA

Fraser Sewerage Area

	2024	NSWWTP Amended	2025	2026	2027	2028	2029
Total Expenditures (\$ Millions)	\$265.2	\$323.8*	\$353.1	\$409.3	\$460.4	\$519.2	\$599.8
% Change			9.0%	15.9%	12.5%	12.8%	15.5%
Liquid Waste Service Levy (\$ Millions)	\$190.5		\$271.5	\$284.4	\$303.6	\$331.3	\$357.4
Total Capital Cash Flow (\$ Million)	\$274.6		\$299.4	\$325.2	\$379.1	\$638.7	\$810.4
Household Impact (\$)	\$301	\$391*	\$421	\$434	\$454	\$485	\$512
% Change			7.7%	3.0%	4.5%	6.9%	5.7%
Prior Cycle Household Impact Change (%)			8.9%	4.9%	3.7%	4.9%	N/A

*Estimated based on amended NSWWTP budget

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LIQUID WASTE SERVICES FINANCIAL PLAN SUMMARY Drainage

	2024	2025	2026	2027	2028	2029
Total Expenditures (\$ Millions)	\$3.1	\$3.6	\$3.6	\$3.9	\$3.9	\$4.0
% Change		15.1%	2.5%	5.9%	—%	2.7%
Liquid Waste Service Levy (\$ Millions)	\$2.9	\$3.3	\$3.4	\$3.6	\$3.7	\$3.8
Total Capital Cash Flow (\$ Million)	\$0.5	\$1.6	\$1.0	\$1.4	\$0.1	\$-

RECOMMENDATION

That the GVS&DD Board direct staff to prepare the necessary 2025 Budget and 2025-2029 Financial Plan to be presented at the November 1, 2024 Metro Vancouver Districts and Housing Corporation Board meetings for consideration of adoption and endorsement.



Barnston Maple Ridge Pump Station

WATER SERVICES OVERVIEW

Water Services over the next 5 years

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.

WATER SERVICES FINANCIAL PLAN SUMMARY

Water Services

	2024	2025	2026	2027	2028	2029
Total Expenditures (\$ Millions)	\$378.9	\$408.9	\$468.2	\$516.0	\$564.8	\$611.3
% Change		7.9%	14.5%	10.2%	9.5%	8.2%
Blended Water Rate (\$/m3)	\$0.9333	\$1.0002	\$1.0655	\$1.0975	\$1.1233	\$1.1380
Total Capital Cash Flow (\$ Millions)	\$424.9	\$484.5	\$669.7	\$624.4	\$782.2	\$945.4
Household Impact (\$)	\$189	\$200	\$211	\$215	\$218	\$218
% Change		5.7%	5.5%	2.0%	1.6%	0.1%
Prior Cycle Household Impact Change (%)		7.4%	5.3%	2.4%	1.8%	N/A

RECOMMENDATION

That the GVWD Board direct staff to prepare the necessary 2025 Budget and 2025-2029 Financial Plan to be presented at the November 1, 2024 Metro Vancouver Districts and Housing Corporation Board meetings for consideration of adoption and endorsement.



North Shore Recycling and Waste Centre

SOLID WASTE OVERVIEW

Solid Waste over the next 5 years

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 FINANCIAL PLAN SUMMARY

	2024	2025	2026	2027	2028	2029
Total Expenditures (\$ Millions)	\$142.4	\$160.1	\$172.1	\$183.5	\$194.0	\$204.7
% Change		12.4%	7.5%	6.6%	5.7%	5.5%
Tipping Fee Increase (\$/t)		\$7	\$7	\$8	\$8	\$8
Blended Tipping Rate (\$/t)	\$144	\$151	\$158	\$166	\$174	\$182
Total Capital Cash Flow (\$ Millions)	\$54.1	\$42.7	\$74.9	\$68.3	\$69.4	\$84.9
Household Impact (\$)	\$68	\$71	\$74	\$78	\$82	\$86
% Change		4.8%	4.6%	5.1%	4.8%	4.6%
Prior Cycle Household Impact Change (%)		4.8%	4.6%	5.1%	4.8%	N/A

RECOMMENDATION

That the GVS&DD Board direct staff to prepare the necessary 2025 Budget and 2025-2029 Financial Plan to be presented at the November 1, 2024 Metro Vancouver Districts and Housing Corporation Board meetings for consideration of adoption and endorsement.



MVHC OVERVIEW

Metro Vancouver Housing over the next 5 years

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.

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MVHC FINANCIAL PLAN SUMMARY

MVHC 2025 - 2029

	2024	2025	2026	2027	2028	2029
Total Expenditures (\$ Millions)	\$60.3	\$60.7	\$68.6	\$72.9	\$73.3	\$75.0
% Change		0.6%	13.1%	6.2%	0.6%	2.3%
Housing Rents (\$ Millions)	\$45.2	\$44.6	\$50.5	\$58.5	\$60.9	\$61.9
Other Revenues *	\$15.1	\$16.1	\$18.1	\$14.4	\$12.4	\$13.2
% Change		6.4%	12.7%	(20.5%)	(13.8%)	6.0%
Total Capital Expenditures (\$ Millions)	\$131.3	\$186.2	\$204.2	\$190.2	\$213.6	\$293.5

*includes subsidies, other revenues, financing proceeds, transfer from reserves

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RECOMMENDATION

That the MVHC Board direct staff to prepare the necessary 2025 Budget and 2025-2029 Financial Plan to be presented at the November 1, 2024 Metro Vancouver Districts and Housing Corporation Board meetings for consideration of adoption and endorsement.



MVRD OVERVIEW

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

REGIONAL DISTRICT FINANCIAL PLAN SUMMARY

Regional District 2025 - 2029

	2024	2025	2026	2027	2028	2029
Total Expenditures (\$ Millions)	\$146.5	\$152.2	\$133.9	\$136.5	\$141.5	\$145.5
% Change		3.9%	(12.0%)	2.0%	3.7%	2.8%
MVRD Requisitions (\$ Million)	\$113.2	\$117.2	\$105.3	\$108.3	\$112.0	\$116.1
% Change		3.6%	(10.2%)	2.8%	3.4%	3.7%
Household Impact (\$)	\$92	\$94	\$84	\$85	\$86	\$87
% Change		2.3%	(10.9%)	0.8%	1.5%	1.8%
Prior Cycle Household Impact Change (%)		2.4%	(12.4%)	(5.5%)	(1.1%)	N/A

RECOMMENDATION

That the MVRD Board direct staff to prepare the necessary 2025 Budget and 2025-2029 Financial Plan to be presented at the November 1, 2024 Metro Vancouver Districts and Housing Corporation Board meetings for consideration of adoption and endorsement.



Iona Island Wastewater Treatment Plant



Questions?

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MEMORANDUM



DATE: 7 October 2024
TO: Harji Varn and Sonu Kailley, Metro Vancouver
FROM: Blair Erb, Coriolis Consulting Corp.
RE: Evaluation of Impact of Increased Metro Vancouver DCC Rates on New Development

Introduction

Metro Vancouver collects development cost charges (DCCs) from new residential and non-residential developments in the region to help pay for the infrastructure needed to allow new development to occur.

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

In March 2024, Metro Vancouver adopted increases to its DCC rates. Metro Vancouver retained Coriolis Consulting Corp. to analyze the financial impact of the approved rate increases on the financial viability of new development. As requested, this memo provides a brief summary of the key findings of the analysis and recommendations.

The approved Metro Vancouver DCC rate increases will add to the cost of new construction. Like any other cost increase (such as a construction cost increase), the increased DCCs will lead to one of three different potential impacts (or a combination):

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

Approach

The outcome will vary by type of project and by location in the region depending on market factors, so we analyzed the financial performance of redevelopment concepts for over 40 different case study sites in the region. The analysis was based on market conditions and municipal policies as of June 2024.

Exhibit 1 summarizes the number of case studies analyzed by location and by type of project. These sites are all in locations that are good candidates for redevelopment, based on municipal policy and market interest. While it is not possible to analyze the impact of a new or increased DCC on every possible type of project and existing situation in the region, these case studies represent a wide range of potential redevelopment projects in terms of existing land use, density, building form, tenure, and location. Therefore, impacts on these

hypothetical projects from Metro Vancouver's increased DCCs will be broadly indicative of the potential impact on similar types of redevelopment projects in these areas.

Exhibit 1: Summary of Case Studies Analyzed

Sewerage Area:	Single family	Townhouse	Apartment or Mixed-Use			Office	Industrial	Total
			4 to 6 storey strata apartment or mixed-use	Highrise strata apartment or mixed-use	Market rental apartment or mixed-use			
Vancouver	0	2	2	2	3	1	1	11
North Shore	0	1	1	1	1	0	1	5
Lulu Island	1	1	1	1	0	1	1	6
Fraser	3	5	4	2	1	2	2	19
Total	4	9	8	6	5	4	5	41

Key Findings

The key findings of our case study financial analysis can be summarized as follows:

1. For new residential projects, the increased Metro Vancouver DCC rates are:
 - Unlikely to lead to increases in market prices for new single family lots, units at new townhouse projects in greenfield locations (such as parts of Langley, Surrey, and Maple Ridge), and units at new strata highrise apartment units. For these types of projects, the land value supported by redevelopment typically exceeds the value of the property under its existing use, so the increased Metro Vancouver DCC rates will likely lead to reduced land values for development sites. Landowners will still have an incentive to sell their site for redevelopment at the reduced value as the land value still exceeds the existing use value.
 - Likely to lead to increases in market prices for units in some types of new projects, including townhouse projects in urban areas, 4 to 6 storey strata apartment projects, and market rental projects. For these types of projects, our analysis indicates that the increased cost of the Metro Vancouver DCCs cannot be passed back to the landowner in the form of reduced land values because the value of the existing use is similar to (or higher than) the land value supported by redevelopment. The increased unit prices or rents would likely be a maximum of about 2% to 3% depending on the type of project and the neighbourhood. As a comparison, the same unit price or rent increase would be required to cover the impact of a 3% to 4% increase in construction costs.
2. For non-residential projects, the increased Metro Vancouver DCC rates are:
 - Unlikely to lead to increases in market prices for new industrial projects in greenfield locations (such as parts of Langley, Surrey, and Maple Ridge). For these types of projects, the land value supported by industrial development typically exceeds the value of the property under its existing use so the increased Metro Vancouver DCC rates will likely lead to reduced land values for greenfield industrial development sites.
 - Likely to lead to increases in market lease rates or strata unit prices for new office projects and new higher density industrial projects that come through redevelopment of existing industrial sites. The increases in lease rates (or unit prices) would likely be a maximum of about 1% to 3% depending on the type of project.

Implications

The DCC revenues collected by Metro Vancouver are used to build the new infrastructure that is required for new development projects to occur.

Our analysis indicates that the increased Metro Vancouver DCC rates will lead to increased market pricing for some types of residential projects (townhouse projects in urban areas, 4 to 6 storey apartment projects, and market rental projects), office projects, and some types of industrial projects. Maximum estimated impacts on market prices range between about 1% and 3% depending on the location and type of project.

Some types of projects (lots in new single family subdivisions, greenfield townhouse projects, highrise strata projects, greenfield industrial projects) will not experience upward pressure on unit prices (or rents) as the increased DCC cost can be passed back to landowners resulting in reduced development site values.

However, the Metro Vancouver DCCs are only one factor that can affect the financial viability of development. The financial viability of new development is also influenced by many market factors and by government policies.

Market conditions have changed significantly over the past two years and will likely continue to change over the coming year. For example, interest rates are now declining and are expected to continue to decline during 2024 and 2025 which will help reduce project costs.

In addition, the policies and regulations of other levels of government have a significant impact on the economics of new development in the region. The Province recently passed new legislation (Bills 16, 44, 46, and 47) that will affect the development approvals process, zoning, minimum permitted densities near transit stations (and bus exchanges), parking requirements near transit stations, municipal finance tools (such as expanded DCCs, new ACCs, density bonusing regulations), and inclusionary housing requirements.

Local governments are now in the process of implementing policy, regulatory and zoning changes to conform with the new Provincial legislation, which will impact the financial viability of new development projects.

Some of these changes should positively impact the financial viability of development projects, such as faster approvals, higher densities near transit stations, elimination of parking requirements near transit stations, and increased unit yield on low density residential lots (small scale multi-unit housing). However, others may (depending on implementation details) negatively impact the financial viability of development projects, such as inclusionary housing requirements, expanded DCCs, and new ACCs.

Because municipalities are currently working through policy changes to address the new Provincial legislation, any potential impacts (and the scale of any impacts) are unclear at this time.

Metro Vancouver should consider continuing to evaluate the impacts of its adopted DCC rate increases over the implementation period. Completing updated financial analysis after municipalities have made any changes to municipal land use policies and development regulations will allow Metro Vancouver to monitor the impacts of its DCC program in the context of changes to municipal policies and changes in market conditions. Future financial analysis of the impacts of Metro Vancouver's DCC program on the viability of development in the region should continue to evaluate impacts by type of development and by sewerage area.

To: Regional Parks Committee

From: Mike Redpath, Director, Regional Parks

Date: September 25, 2024 Meeting Date: October 2, 2024

Subject: **2025 - 2029 Financial Plan – Regional Parks**

RECOMMENDATION

That the Regional Parks Committee endorse the 2025 - 2029 Financial Plan for Regional Parks as presented in the report dated September 25, 2024, titled “2025 - 2029 Financial Plan – Regional Parks”, and forward it to the Metro Vancouver Board Budget Workshop on October 16, 2024 for consideration.

EXECUTIVE SUMMARY

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

In 2025, the operating budget for Regional Parks is proposed to increase by \$3.4 million (3.9%) for a total of \$89.5 million. The requisition is proposed to increase \$2.4 million (3.3%), which represents a \$2 increase to the household for a total of \$63 household impact to the average regional household.

PURPOSE

To present the 2025 - 2029 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).

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

This report focuses on the Regional Parks function and presents the 2025 annual budget and the updated five-year plan for the years 2025 to 2029 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 hectares 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*, *Regional Parks Plan*, and *Regional Greenway 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 endeavours
- 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 high quality visitor experience.

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.

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 2025 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 modest increase in the annual number of participants in Regional Parks programming and number of volunteer hours. 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 2025 continuous improvement opportunities include the following:

- Deepen relationships with First Nations – advancing reconciliation and corporate relationship building, improving land management and project delivery, knowledge sharing and collaboration on planning, design, resource management, and education.

- Real-time Parking Management – Improved capacity management to enhance visitor experience, improve customer service, reduce traffic impacts on member municipalities, and reduce greenhouse gas (GHG) emissions.
- Continued implementation of pay parking as part of a parking visitor management strategy for t̄amt̄am̄ix̄wt̄an/Belcarra and Lynn Headwaters regional parks.
- Regulation and Compliance – Implementation of seasonal Park Ranger positions to target enforcement and compliance needs across the regional parks system.
- Replacement of gas-powered vehicles and equipment with electric options for reduced GHG emissions.
- Continued land acquisition to promote ecosystem protection and achievement of MVRD carbon neutrality, while also supporting regional climate resilience.
- Park Land Acquisition Development Cost Charges (DCCs) – reducing household impact while contributing to a sustainable funding system for land acquisition where growth pays for growth.
- Positioning capital projects for funding from other levels of government and partnering with local municipalities and others.
- 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.
- Nature-Based Solutions – Implementation of new nature-based solutions that will help protect, conserve, restore, and sustainably use and manage ecosystems to address challenges (such as flooding, GHG emissions, erosion, etc.) while improving biodiversity, resilience, and overall ecosystem health in regional parks.

2025 BUDGET AND 2025 - 2029 FINANCIAL PLAN

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

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

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

The 2025 - 2029 Regional Parks Financial Plan is included as Attachment 1. The 2025 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 2025 - 2029 are included in Attachment 4.

Operating Budget Highlights

The Regional Parks 2025 operating budget is proposed to increase by \$3,395,880 for a total budget of \$89,473,461 (Attachment 1). This is a result of pressures for new service levels, land acquisition, and accelerated park and greenway development.

The 2025 operating budget includes the following key actions:

- Continued recovery of Regional Parks revenue streams: filming, public programming and facility rentals.
- Continued implementation of *Public Programming Strategy*.
- 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 parks 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.
- Continued implementation of səlilwətał (Tsleil-Waututh Nation) Cultural Planning and Cooperation Agreement and engagement for təmtəmişʷtən/Belcarra Regional Park.
- Advancement of the development of cultural planning and cooperative agreements with other First Nations.
- Initiation of Phase 2 park development at Widgeon Marsh Regional Park.
- 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 2 of the *Campbell Valley Management Plan* Implementation Project.
- Completion of the Natural Asset Management Program and ecosystem valuation.

Adjusting for contributions to Capital Infrastructure Reserve and the Parkland Acquisition and Development Reserve in 2025 to 2029, the average increase per year is 2.4%.

Capital Budget Highlights

The Regional Parks capital budget for 2025 approval is \$126.7 million (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 2025 include the following:

1. Widgeon Marsh Park Development
2. Delta South Surrey Greenway and Burns Bog Delta Nature Reserve Development
3. Campbell Valley Management Plan Implementation
4. təmtəmişʷtən/Belcarra South Picnic Area and Cabins
5. Grouse Mountain Trail and Amenity Improvements
6. Capilano River Regional Park Service Yard Replacement

7. System-wide Asset Management
8. Ongoing Land Acquisition

The projected capital cash flows for 2025 - 2029 totals to \$184.5 million and is largely driven by new regional park developments, land acquisition and required infrastructure replacements. These include:

- Land acquisition in support of *Regional Parks Land Acquisition 2050*
- Construction and opening of Widgeon Marsh Regional Park
- Construction and opening of the t̄əmt̄əmíxʷt̄ən/Belcarra Regional Park South Picnic Area
- Campbell Valley Regional Park trail and open space improvements, including the development and opening of the McLean Pond Day Use Area
- 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
- Regional Greenway development at Aldergrove, Tynehead, Campbell Valley, and Pacific Spirit regional parks
- Replacement and upgrades to regional park infrastructure and service yard facilities

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 2025, \$336,955 of operating initiatives, \$2.5 million of litigation costs/legal fees, and \$8.1 million 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 2025, \$35.8 million in reserve funding will be applied for capital development projects and land acquisition. The 2025 - 2029 projected reserves for Regional Parks is included in Attachment 5.

APPROVAL PROCESS

The proposed 2025 - 2029 Financial Plan and Annual Work Plan is presented for consideration and endorsement before being forwarded to the Board for consideration.

The next steps of the process are:

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

ALTERNATIVES

1. That the Regional Parks Committee endorse the 2025 - 2029 Financial Plan for Regional Parks as presented in the report dated September 25, 2024, titled "2025 - 2029 Financial Plan – Regional Parks", and forward it to the Metro Vancouver Board Budget Workshop on October 16, 2024 for consideration.

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

FINANCIAL IMPLICATIONS

If the MVRD Board endorses the 2025 - 2029 Financial Plan for Regional Parks, as presented under Alternative 1, in 2025 the Regional Parks requisition will increase by \$2,386,497 (3.3%) for a total requisition of \$75,510,132.

Over the term of the five-year plan, the annual Regional Parks requisition is projected to decrease by an average of \$203,390 per year (0.1%). It is anticipated that the cost to the average regional household over the next five years for Regional Parks will be \$63 in 2025 and will decrease to \$55 in 2029.

Under Alternative 2, the Committee may wish to consider recommending amendments to the 2025 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 2025 Budget and five-year financial plan has been prepared following direction received at the May 31, 2024 Metro Vancouver Board Budget Workshop and to respond to direction provided in the *Board Strategic Plan*. It is presented to Committee and Board members to provide overview information on activities and financial impacts for the years 2025 to 2029 for 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 2025 - 2029 Financial Plan for Regional Parks as presented under Alternative 1.

ATTACHMENTS

1. 2025 - 2029 Financial Plan
2. 2025 - 2029 Capital Portfolio – Regional Parks
3. 2025 Work Plan
4. 2025 - 2029 “What’s Happening”
5. 2025 - 2029 Projected Reserves – Regional Parks
6. Presentation re: 2025 – 2029 Financial Plan – Regional Parks

METRO VANCOUVER REGIONAL DISTRICT
REGIONAL PARKS
2025 BUDGET REVIEW
2025 - 2029 FINANCIAL PLAN

	2024	2025	%	2026	%	2027	%	2028	%	2029	%
	BUDGET	BUDGET	CHANGE	FORECAST	CHANGE	FORECAST	CHANGE	FORECAST	CHANGE	FORECAST	CHANGE
REVENUES											
Metro Vancouver Regional District Requisitions	\$ 73,123,635	\$ 75,510,132	3.3%	\$ 62,684,000	(17.0)%	\$ 65,821,946	5.0%	\$ 68,909,210	4.7%	\$ 72,106,683	4.6%
User Fees	878,074	967,292		973,616		977,536		981,554		985,672	
Other External Revenues	1,602,027	2,043,239		2,028,024		2,032,956		2,038,036		2,027,789	
Transfer from Sustainability Innovation Fund Reserves	467,656	36,955		-		-		-		-	
Transfer from Reserves	10,006,189	10,915,843		8,779,395		9,006,869		9,918,178		10,063,688	
TOTAL REVENUES	\$86,077,581	\$89,473,461	3.9%	\$74,465,035	(16.8)%	\$77,839,307	4.5%	\$81,846,978	5.1%	\$85,183,832	4.1%
EXPENDITURES											
Operating Programs:											
Systems Planning, Design and Development Services											
Planning and Resource Management	\$ 3,299,496	\$ 2,945,077		\$ 2,955,031		\$ 3,045,937		\$ 3,090,590		\$ 3,280,604	
Design and Development	1,725,156	1,643,735		1,704,303		1,769,013		1,831,850		1,924,017	
Engineers in Training	16,436	20,551		21,198		21,864		22,551		23,261	
	5,041,088	4,609,363	(8.6)%	4,680,532	1.5%	4,836,814	3.3%	4,944,991	2.2%	5,227,882	5.7%
Systems Visitor and Operations Services											
Visitor Services	1,521,557	1,694,555		1,665,157		1,643,484		1,674,433		1,705,306	
Operations Services	1,970,362	2,089,075		2,154,873		2,238,943		2,254,420		2,303,297	
	3,491,919	3,783,630	8.4%	3,820,030	1.0%	3,882,427	1.6%	3,928,853	1.2%	4,008,603	2.0%
Central Area Services											
Operations and Maintenance	7,558,260	7,848,833		8,308,967		8,602,270		8,899,288		9,199,925	
Area Visitor Services	680,961	719,140		764,605		767,995		789,003		810,717	
Area Management and Administration	3,491,779	3,214,760		736,333		758,892		782,240		806,386	
Area Planning	180,135	185,566		190,259		195,097		205,081		210,233	
Burns Bog Ecological Conservancy Area	526,683	559,123		570,775		611,740		649,549		690,883	
Contribution to Reserve	123,000	173,000		173,000		173,000		173,000		173,000	
	12,560,818	12,700,422	1.1%	10,743,939	(15.4)%	11,108,994	3.4%	11,498,161	3.5%	11,891,144	3.4%
East Area Services											
Operations and Maintenance	5,648,740	5,927,325		6,465,403		6,762,260		6,915,786		7,068,250	
Area Visitor Services	673,320	742,931		764,360		784,403		805,054		826,048	
Area Management and Administration	688,513	711,345		735,805		758,349		781,573		805,585	
Area Planning	180,853	185,784		195,566		200,404		205,388		210,540	
	7,191,426	7,567,385	5.2%	8,161,134	7.8%	8,505,416	4.2%	8,707,801	2.4%	8,910,423	2.3%
West Area Services											
Operations and Maintenance	5,689,497	6,060,756		6,495,318		6,813,800		7,043,415		7,358,655	
Area Visitor Services	699,949	788,798		808,529		828,884		850,357		892,033	
Area Management and Administration	1,035,059	731,861		753,434		775,678		798,589		822,274	
Area Planning	171,046	199,429		204,122		208,960		213,944		219,096	
	7,595,551	7,780,844	2.4%	8,261,403	6.2%	8,627,322	4.4%	8,906,305	3.2%	9,292,058	4.3%
Administration and Department Support	1,657,821	1,661,323	0.2%	1,699,557	2.3%	1,739,275	2.3%	1,780,668	2.4%	1,823,116	2.4%
Communications Program	130,000	132,420	1.9%	135,069	2.0%	137,770	2.0%	140,525	2.0%	143,336	2.0%
Utility Voice Radio	73,622	76,030	3.3%	79,222	4.2%	82,543	4.2%	85,970	4.2%	88,085	2.5%
Quality Control Allocated	61,717	65,276	5.8%	70,252	7.6%	72,525	3.2%	74,362	2.5%	76,635	3.1%
Allocation of Centralized Support Costs	5,150,430	5,278,925	2.5%	5,222,816	(1.1)%	4,985,803	(4.5)%	4,958,441	(0.5)%	4,747,251	(4.3)%
Total Operating Programs	42,954,392	43,655,618	1.6%	42,873,954	(1.8)%	43,978,889	2.6%	45,026,077	2.4%	46,208,533	2.6%
Allocation of Project Delivery Cost	-	-	N/A	220,686	N/A	230,549	4.5%	239,723	4.0%	248,611	3.7%
Asset Maintenance	7,121,189	8,115,843	14.0%	8,638,395	6.4%	8,897,869	3.0%	9,849,178	10.7%	9,994,688	1.5%
Contribution to Capital Infrastructure Reserve	8,432,000	10,132,000	20.2%	12,732,000	25.7%	14,732,000	15.7%	16,732,000	13.6%	18,732,000	12.0%
Contribution to Parkland Acquisition and Development Reserve	27,570,000	27,570,000	0.0%	10,000,000	(63.7)%	10,000,000	0.0%	10,000,000	0.0%	10,000,000	0.0%
TOTAL EXPENDITURES	\$86,077,581	\$89,473,461	3.9%	\$74,465,035	(16.8)%	\$77,839,307	4.5%	\$81,846,978	5.1%	\$85,183,832	4.1%

**METRO VANCOUVER REGIONAL DISTRICT
CAPITAL PORTFOLIO
REGIONAL PARKS
2025 CAPITAL BUDGET AND 2025 - 2029 CAPITAL PLAN**

	CAPITAL BUDGET FOR APPROVAL	2025 CAPITAL CASH FLOW	2026 CAPITAL CASH FLOW	2027 CAPITAL CASH FLOW	2028 CAPITAL CASH FLOW	2029 CAPITAL CASH FLOW	2025 TO 2029 TOTAL CAPITAL CASH FLOW	ACTIVE PHASE	PRIMARY DRIVER
CAPITAL EXPENDITURES									
Major Projects									
Grouse Mountain Trail and Amenity Improvement	\$ 3,725,000	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000	Construction	Capacity, Growth & Ecological Resilience
Widgeon Marsh Park Development	20,500,000	2,000,000	2,000,000	4,000,000	5,000,000	5,000,000	18,000,000	Construction	Capacity, Growth & Ecological Resilience
Campbell Valley - Park and Greenway Development	12,600,000	1,500,000	2,500,000	2,500,000	3,000,000	-	9,500,000	Construction	Capacity, Growth & Ecological Resilience
Belcarra - South Picnic Area and Cabins	4,789,600	3,000,000	500,000	-	-	-	3,500,000	Construction	Capacity, Growth & Ecological Resilience
West Creek Wetlands - Park Development	3,050,000	300,000	-	500,000	750,000	1,500,000	3,050,000	Planned	Capacity, Growth & Ecological Resilience
Burns Bog - Fire Restoration	-	-	-	250,000	500,000	1,000,000	1,750,000	Planned	Capacity, Growth & Ecological Resilience
Codd Wetland - Park Development	9,100,000	200,000	-	-	-	900,000	1,100,000	Planned	Capacity, Growth & Ecological Resilience
Regional Park Development	10,000,000	5,000,000	5,000,000	-	-	-	10,000,000	Planned	Capacity, Growth & Ecological Resilience
Upper Campbell Corridor / South Langley	3,500,000	500,000	1,500,000	1,500,000	-	-	3,500,000	Planned	Capacity, Growth & Ecological Resilience
Advanced Design and Improvements	3,500,000	300,000	300,000	300,000	300,000	300,000	1,500,000	Planned	Capacity, Growth & Ecological Resilience
Boundary Bay - 72nd Staging Area	-	-	-	-	50,000	-	50,000	Planned	Capacity, Growth & Ecological Resilience
Total Major Projects	\$ 70,764,600	\$ 13,300,000	\$ 11,800,000	\$ 9,050,000	\$ 9,600,000	\$ 8,700,000	\$ 52,450,000		
Greenways									
Burns Bog Delta Nature Reserve Development	\$ 13,500,000	\$ 3,500,000	\$ 3,500,000	\$ 3,000,000	\$ 2,500,000	\$ -	\$ 12,500,000	Planned	Connected Network
Boundary Bay - Perimeter Trail	2,150,000	-	500,000	-	-	-	500,000	Planned	Connected Network
Burnaby Lake - Glencarin to Avalon Central Valley Greenway Connection	4,000,000	2,000,000	500,000	-	-	-	2,500,000	Planned	Connected Network
Total Greenways	\$ 19,650,000	\$ 5,500,000	\$ 4,500,000	\$ 3,000,000	\$ 2,500,000	\$ -	\$ 15,500,000		
Service Facilities									
Burnaby Lake - Service Yard Building Replacement	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ 150,000	\$ 200,000	Planned	Facility Replacement & Asset Management
Capilano River Service Yard Replacement	3,093,000	500,000	-	-	-	-	500,000	Construction	Facility Replacement & Asset Management
Regional Park Service Yard Replacement	-	-	-	-	250,000	1,000,000	1,250,000	Planned	Facility Replacement & Asset Management
Total Service Facilities	\$ 3,093,000	\$ 500,000	\$ -	\$ -	\$ 300,000	\$ 1,150,000	\$ 1,950,000		
Park Development									
Campbell Valley - Replacement of Little River Loop Boardwalk	\$ 2,050,000	\$ 1,750,000	\$ -	\$ -	\$ -	\$ -	\$ 1,750,000	Design	Facility Replacement & Asset Management
Pacific Spirit - Beach Access Improvements	1,700,000	200,000	1,500,000	-	-	-	1,700,000	Design	Facility Replacement & Asset Management
Lynn Headwaters - Parking and Access Improvements	5,500,000	250,000	500,000	1,750,000	3,000,000	-	5,500,000	Design	Facility Replacement & Asset Management
Second Canyon Lookout	600,000	500,000	-	-	-	-	500,000	Design	Facility Replacement & Asset Management
Shoreline Stabilization	1,750,000	1,500,000	-	-	-	-	1,500,000	Design	Facility Replacement & Asset Management
Pineridge Bridge Replacement	550,000	500,000	-	-	-	-	500,000	Design	Facility Replacement & Asset Management
Deas Island - Waste Water Infrastructure Renewal	350,000	250,000	-	-	-	-	250,000	Design	Facility Replacement & Asset Management

**METRO VANCOUVER REGIONAL DISTRICT
CAPITAL PORTFOLIO
REGIONAL PARKS
2025 CAPITAL BUDGET AND 2025 - 2029 CAPITAL PLAN**

	CAPITAL BUDGET FOR APPROVAL	2025 CAPITAL CASH FLOW	2026 CAPITAL CASH FLOW	2027 CAPITAL CASH FLOW	2028 CAPITAL CASH FLOW	2029 CAPITAL CASH FLOW	2025 TO 2029 TOTAL CAPITAL CASH FLOW	ACTIVE PHASE	PRIMARY DRIVER
Lynn Valley - New Crossing of Lynn Creek at Hanes Valley Trailhead	700,000	150,000	-	500,000	-	-	650,000	Design	Facility Replacement & Asset Management
Burns Bog - West Ditch Restoration	-	-	-	-	50,000	250,000	300,000	Planned	Facility Replacement & Asset Management
Surrey Bend - Parking Lot Expansion	-	-	-	-	-	50,000	50,000	Planned	Facility Replacement & Asset Management
Brunette Fraser Greenway - Coal House Heritage Restoration	-	-	-	-	-	50,000	50,000	Planned	Facility Replacement & Asset Management
Kanaka Creek - Cliff Falls Staging Area	-	-	-	-	200,000	-	200,000	Planned	Facility Replacement & Asset Management
White Pine Beach Landscape & Drainage Improvements	-	-	-	-	-	50,000	50,000	Planned	Facility Replacement & Asset Management
Burnaby Lake - Nature House	-	-	-	-	-	50,000	50,000	Planned	Facility Replacement & Asset Management
Gordons Brook Activity Area	-	-	-	-	150,000	-	150,000	Design	Facility Replacement & Asset Management
Iona Beach Washroom Upgrades	-	-	-	700,000	-	-	700,000	Design	Facility Replacement & Asset Management
Deas Island - Dyke and Drainage Improvements	-	-	50,000	-	600,000	-	650,000	Planned	Facility Replacement & Asset Management
Total Park Development	\$ 13,200,000	\$ 5,100,000	\$ 2,050,000	\$ 2,950,000	\$ 4,000,000	\$ 450,000	\$ 14,550,000		
Regional Parks Land Acquisition									
Regional Parks Land Acquisition	\$ 20,000,000	\$ 20,000,000	\$ 20,000,000	\$ 20,000,000	\$ 20,000,000	\$ 20,000,000	\$ 100,000,000		Land Acquisition
Total Regional Parks Land Acquisition	\$ 20,000,000	\$ 20,000,000	\$ 20,000,000	\$ 20,000,000	\$ 20,000,000	\$ 20,000,000	\$ 100,000,000		
TOTAL CAPITAL EXPENDITURES	\$126,707,600	\$44,400,000	\$38,350,000	\$35,000,000	\$36,400,000	\$30,300,000	\$ 184,450,000		
CAPITAL FUNDING									
Reserve	92,069,518	35,800,000	21,350,000	16,000,000	14,600,000	10,500,000	98,250,000		
DCCs	19,800,000	-	10,000,000	15,000,000	19,800,000	19,800,000	64,600,000		
External Funding - Grants	14,838,082	8,600,000	7,000,000	4,000,000	2,000,000	-	21,600,000		
Total	\$126,707,600	\$44,400,000	\$38,350,000	\$35,000,000	\$36,400,000	\$30,300,000	\$ 184,450,000		
SUMMARY BY DRIVER									
Capacity, Growth & Ecological Resilience	70,764,600	13,300,000	11,800,000	9,050,000	9,600,000	8,700,000	52,450,000		
Facility Replacement & Asset Management	16,293,000	5,600,000	2,050,000	2,950,000	4,300,000	1,600,000	16,500,000		
Connected Network	19,650,000	5,500,000	4,500,000	3,000,000	2,500,000	-	15,500,000		
Land Acquisition	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	100,000,000		
Total	\$126,707,600	\$44,400,000	\$38,350,000	\$35,000,000	\$36,400,000	\$30,300,000	\$ 184,450,000		

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, 2 regional park reserves, and 5 regional greenways. For over 55 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 2023, with records set at 4 regional parks and greenways. About 14.5 million visitors connected 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, filming, permitting, public programming and events.

Strategic Directions and High-Level Goals Supported

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.

Performance Indicators

Indicator	Historical and/or Industry Benchmark	2023 Performance	2025 performance objective
Annual number of visits to Regional Parks	3-year average: 15,032,000 2023: 14,467,000 2022: 14,280,000 2021: 16,348,000	14.5M	15M
Annual number of participants in Regional Park public programming	3-year average: 37,629 2023: 49,828 2022: 39,389 2021: 23,670	49,828	50,000
Annual number of volunteer hours through stewardship, partnership and visitor services programs	3-year average: 15,009 2023: 18,022 2022: 15,398 2021: 11,606	18,022	20,000
Total hectares of Regional Parks land	2023: 13,938 2022: 13,842 2021: 13,824 ha 2020: 13,743 ha	13,938	13,950ha

2025 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
 - 2025 Actions*
 - Pursue the acquisition of new lands for regional parks and greenways in support of the Regional Parks Land Acquisition 2050 Strategy
- Promote, support, and collaborate with the Metro Vancouver Regional Parks Foundation to align strategic funding priorities
 - 2025 Actions*
 - Ongoing collaborating with the Metro Vancouver Regional Parks Foundation
 - Work with the Foundation to assist in the development of a gift/sponsorship acceptance policy
- 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
 - 2025 Actions*
 - Explore grant opportunities as they arise
 - Collect funds for land acquisition from year one of the Regional Parks Development Cost Charge program
- Implement the Natural Resource Management Framework to enhance and restore ecological integrity in regional parks
 - 2025 Actions*
 - Complete the corporate-wide 10-year Salmon Enhancement Action Plan, including engagement with First Nations and member jurisdictions
 - Advance habitat restoration projects across the system
- Support research that helps to broaden understanding of natural resources in regional parks and informs management decisions
 - 2025 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 Camosun Bog in Pacific Spirit Regional Park, amphibian monitoring, and various studies in Burns Bog Ecological Conservancy Area including Sustainability Innovation Fund (SIF) research into potential climate impacts on carbon storage and greenhouse gas emissions as well as long term vegetation monitoring



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
 - 2025 Actions*
 - Continue the development of Widgeon Marsh Regional Park
 - Complete camping expansion study

- 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
- Complete design of the Campbell Valley Little River Loop boardwalk
- Finalize design and begin implementation of t̄amt̄míxʷt̄ən/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
- 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 Capilano River Hatchery
- Build and upgrade the Metro Vancouver Regional Parks’ segments of the Regional Greenways Network
 - 2025 Actions*
 - Continued implementation of the Regional Greenways Plan 2050
 - 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
 - 2025 Actions*
 - Work collaboratively City of Delta on the planning and design of the Delta South Surrey Greenway and improvements to the Delta Nature Reserve
 - Work collaboratively with City of Burnaby on the Burnaby Lake South Shore Trail
 - Collaborate with the City of Port Moody on the feasibility study for Bedwell Bay Road Greenway
- Conduct an annual review of fees and charges
 - 2025 Actions*
 - Implement financial access program
- 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
 - 2025 Actions*
 - Report on the 2024 visitor satisfaction 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
 - 2025 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
 - 2025 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
 - 2025 Actions*
 - 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
 - 2025 Actions*
 - Complete the template for park interpretation plans and implement for Campbell Valley Regional Park
 - Continue to deliver programs for newcomers to Canada



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
 - 2025 Actions*
 - Complete the pilot study for Natural Asset Management and determine steps for scaling up to regional park system
- Update the asset management and related maintenance program using a continuous improvement approach
 - 2025 Actions*
 - Complete the Regional Parks Asset Management Plan
- Integrate natural assets into the asset management program
 - 2025 Actions*
 - Integrate natural assets into the Regional Parks Asset Management Plan
- Develop and implement a buildings strategy and other asset strategies
 - 2025 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
 - 2025 Actions*
 - Evaluate the success of the two-year pilot project to install a real-time parking management platform at Iona Beach and Boundary Bay regional parks as a Sustainability Innovation Fund (SIF) project, and identify other potential locations for the use of the technology in future 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
 - 2025 Actions*
 - Continue implementation of new corporate Hazard Tree Inventory Management System guided by new Board policy and corporate procedures for managing hazard trees on Metro Vancouver lands
 - Implement system for in-house assessment of hazard tree risk
 - Further implementation of the Regulations and Compliance Program Review
- Develop a strategy for managing visitor use that takes into account the effects of visitor use on ecological, physical, and experiential conditions
 - 2025 Actions*
 - Advance the Visitor Use Management Strategy that takes into account the effects of visitor use on ecological, physical, and experiential conditions
 - Initiate a Visitor Use Management Plan for Wreck Beach (Pacific Spirit Regional Park)
- Promote the sharing of expertise between member jurisdictions, First Nations, other orders of government and other work for regional parks
 - 2025 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
 - 2025 Actions*
 - Advance the development of cultural planning and cooperative agreements with ǵícǵý (Katzie First Nation) and kʷikʷǵǵǵm (Kwikwetlem First Nation)
 - Renew the tǵmtǵmǵxʷtǵn/Belcarra Regional Park’s Cultural Planning and Cooperation Agreement and engagement with sǵilwǵtǵǵ (Tsleil-Waututh Nation)
- 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
 - 2025 Actions*
 - Continue to work with xʷmǵθkʷǵǵm (Musqueam Indian Band) 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
 - 2025 Actions*
 - Work with Sǵǵwǵwǵ7mesh Úxwumixw (Squamish Nation) and sǵilwǵtǵǵ (Tsleil-Waututh Nation) to identify indigenous translation opportunities for the Big Cedar Route
 - Work with sǵilwǵtǵǵ (Tsleil-Waututh Nation) and kʷikʷǵǵǵm (Kwikwetlem First Nation) on cultural visibility and revitalization plans

- Advance the design and development of interpretive displays in Capilano River Regional Park collaboratively with Skwxwú7mesh Úxwumixw (Squamish Nation)
- Explore opportunities for art, interpretation and programming with ǵʷɑ:ńłǻń (Kwantlen First Nation) as part of the Campbell Valley Management Plan Implementation project
- Provide training opportunities for staff on cultural awareness, including appropriate management of cultural resources
 - 2025 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
 - 2025 Actions*
 - Continue to work closely with xʷmǻθkʷǻǵǻm (Musqueam Indian Band) 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
 - 2025 Actions*
 - Continue to provide leadership on a regional level with other park agencies, 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
 - 2025 Actions*
 - Initiate a climate action plan for regional parks
 - Initiate a system wildfire risk assessment
- Continue to monitor forest health to inform long-term resilience of the forests in regional parks
 - 2025 Actions*
 - Monitor forest health and develop new arboriculture management practices to strengthen forest resilience and public safety
- Participate in advancing the proposed Regional Green Infrastructure Network and regional efforts to enhance ecosystem connectivity and ecological health
 - 2025 Actions*
 - Continue to collaborate with Regional Planning and participate on the organizing project team
- Participate in implementing Climate 2050, the regional climate strategy
 - 2025 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
 - 2025 Actions*
 - Initiate the Burnaby Lake Regional Park Management Plan
 - Initiate the Codd Wetland Ecological Conservancy Area Management Plan
- Apply the Protect-Connect Continuum to provide consistent guidance and support park-level decision-making
 - 2025 Actions*
 - Further development of the Protect-Connect Continuum
- Implement the Public Programming Strategy to provide relevant content for the region's growing diverse population
 - 2025 Actions*
 - Complete implementation of Public Programming Strategy

Regional Parks

2025 to 2029 – 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
2025		
Capital Development Program	<ul style="list-style-type: none"> Phase 1 Construction of Delta South Surrey Greenway and Delta Nature Reserve Construction of Tynehead Perimeter Trail extension Completion of Grouse Mountain Regional Park trail and amenity improvements, funded by Investing in Canada Infrastructure Grant Completion construction of Belcarra South Picnic Area development at t̄amt̄amix^wt̄an/Belcarra Regional Park Continued implementation of Campbell Valley Management Plan – greenway and open space development implementation Iona Wastewater Treatment Plant - Iona Beach Regional Park (LWS lead, integrated team support) Continue Widgeon Marsh Regional Park development Complete construction of Aldergrove South Slopes Greenway Complete and begin implementation of Asset Management and Building Strategies Advanced design for future year capital programs 	System Stewardship Regional Growth
Land Acquisition	<ul style="list-style-type: none"> Pursue park land acquisition opportunities in support of <i>Regional Parks Land Acquisition 2050 Strategy</i> 	Regional Growth
Planning/Outreach and Engagement	<ul style="list-style-type: none"> Regional Parks Plan implementation Explore opportunities for working with local First Nations on Regional Parks initiatives Implementation of system-wide initiatives to enhance natural areas and connect with local communities Phased implementation for the electrification of Regional Parks fleet and equipment Advance development of a visitor use management strategy for regional parks Initiate a park plan for Codd Wetland Ecological Conservancy Area Complete the framework for the Natural Assets Management program 	System Stewardship

	<ul style="list-style-type: none"> Initiate a climate action plan for regional parks 	
2026		
Capital Development Program	<ul style="list-style-type: none"> Continued implementation of Widgeon Marsh Regional Park Phase 2 construction of Delta South Surrey Greenway and Delta Nature Reserve Continued implementation of Campbell Valley Management Plan – greenway and open space development implementation Iona Wastewater Treatment Plant - Iona Beach Regional Park (LWS lead, integrated team support) Begin implementation of Lynn Headwaters Regional Park entry and open space enhancements Burnaby Lake - Glencarin to Avalon Central Valley Greenway connection (in collaboration with City of Burnaby) Construct Pacific Spirit Regional Park beach access improvements Advanced design for future year capital programs 	System Stewardship Regional Growth
Land Acquisition	<ul style="list-style-type: none"> Pursue park land acquisition opportunities in support of <i>Regional Parks Land Acquisition 2050 Strategy</i> 	Regional Growth
Planning/Outreach and Engagement	<ul style="list-style-type: none"> Explore opportunities for working with local First Nations on Regional Parks initiatives Implementation of system-wide initiatives to enhance natural areas and connect with local communities Phased implementation for the electrification of Regional Parks fleet and equipment Advance a climate action plan for regional parks Host a Regional Greenways 2050 implementation forum 	System Stewardship
2027		
Capital Development Program	<ul style="list-style-type: none"> Pacific Spirit Regional Park beach access improvements Continued implementation of Widgeon Marsh Regional Park Continued implementation of Campbell Valley Management Plan – greenway and open space development implementation Phase 3 - Delta Nature Reserve and Delta/South Surrey Greenway Iona Wastewater Treatment Plant - Iona Beach Regional Park (LWS lead, integrated team support) 	System Stewardship Regional Growth

	<ul style="list-style-type: none"> • Continue implementation of Lynn Headwaters Regional Park entry and open space enhancements • Initiate construction of access improvements to Glen Valley Regional Park • Advanced design for future year capital programs 	
Land Acquisition	<ul style="list-style-type: none"> • Pursue park land acquisition opportunities in support of <i>Regional Parks Land Acquisition 2050 Strategy</i> 	Regional Growth
Planning/Outreach and Engagement	<ul style="list-style-type: none"> • Explore opportunities for working with local First Nations on Regional Parks initiatives • Implementation of system-wide initiatives to enhance natural areas and connect with local communities • 4-year progress report for Regional Parks Plan • Complete the climate action plan for regional parks • Report out on progress of Regional Greenways 2050 implementation 	System Stewardship
2028		
Capital Development Program	<ul style="list-style-type: none"> • Continued implementation of Widgeon Marsh Regional Park • Complete implementation of Campbell Valley Management Plan – greenway and open space development implementation • Iona Wastewater Treatment Plant - Iona Beach Regional Park (LWS lead, integrated team support) • Complete implementation of Lynn Headwaters Regional Park entry and open space enhancements • Complete Delta Nature Reserve and Delta/South Surrey Greenway • Continue construction of access improvements to Glen Valley Regional Park • Initiate design of Kanaka Creek Cliff Falls access and viewpoint improvements • Advanced design for future year capital programs 	System Stewardship Regional Growth
Land Acquisition	<ul style="list-style-type: none"> • Pursue park land acquisition opportunities in support of <i>Regional Parks Land Acquisition 2050 Strategy</i> 	Regional Growth
Planning/Outreach and Engagement	<ul style="list-style-type: none"> • Explore opportunities for working with local First Nations on Regional Parks initiatives • Implementation of system-wide initiatives to enhance natural areas and connect with local communities • Advance planning of regional greenways • Advance park management planning 	System Stewardship

2029		
Capital Development Program	<ul style="list-style-type: none"> • Complete implementation of Widgeon Marsh Regional Park • Iona Wastewater Treatment Plant - Iona Beach Regional Park (LWS lead, integrated team support) • Initiate construction of Codd Wetland Ecological Conservancy Area access and amenity improvements • Complete construction of access improvements to Glen Valley Regional Park • Initiate design of Kanaka Creek Cliff Falls access and viewpoint improvements • Initiate Regional Park service yard replacement program • Initiate construction of Campbell Valley Nature Center • Advanced design for future year capital programs 	System Stewardship Regional Growth
Land Acquisition	<ul style="list-style-type: none"> • Pursue park land acquisition opportunities in support of <i>Regional Parks Land Acquisition 2050 Strategy</i> 	Regional Growth
Planning/Outreach and Engagement	<ul style="list-style-type: none"> • Explore opportunities for working with local First Nations on Regional Parks initiatives • Implementation of system-wide initiatives to enhance natural areas and connect with local communities • Undertake the Regional Parks visitor satisfaction survey 	System Stewardship

**METRO VANCOUVER DISTRICTS
2025 - 2029 PROJECTED RESERVES - REGIONAL PARKS**

OPERATING RESERVES

	2024 ENDING BALANCE	2025 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE	2028 ENDING BALANCE	2029 ENDING BALANCE
Regional Parks	\$ 4,781,268	\$ 4,781,268	\$ -	\$ -	\$ 119,532	\$ 4,900,800	\$ 5,023,320	\$ 5,148,903	\$ 5,277,626	\$ 5,409,567

DISCRETIONARY RESERVES

	2024 ENDING BALANCE	2025 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE	2028 ENDING BALANCE	2029 ENDING BALANCE
Regional Parks General Reserve	\$ 2,753,308	\$ 2,753,308	\$ 150,000	\$ (2,675,000)	\$ 37,270	\$ 265,578	\$ 353,217	\$ 473,422	\$ 637,133	\$ 804,936

STATUTORY RESERVES

	2024 ENDING BALANCE	2025 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE	2028 ENDING BALANCE	2029 ENDING BALANCE
Regional Parks										
Regional Parks Infrastructure Reserve	\$ 2,880,260	\$ 2,880,260	\$ 10,132,000	\$ (5,915,843)	\$ 124,708	\$ 7,221,125	\$ 7,142,053	\$ 2,090,162	\$ 2,631,273	\$ 3,139,833
Regional Parkland Acquisition Reserve Fund	4,317,746	4,317,746	-	(4,000,000)	57,944	375,690	385,082	394,709	404,577	414,691
Regional Parkland Acquisition and Development Reserve Fund	13,792,986	13,792,986	27,570,000	(34,000,000)	264,450	7,627,436	730,622	5,811,388	7,779,173	15,871,152
Delta Airpark Reserve	209,701	209,701	23,000	-	5,530	238,231	267,474	297,448	328,172	359,664
Regional Parks Legacy Fund	2,755,157	2,755,157	-	(125,000)	67,316	2,697,473	2,693,022	2,690,485	2,687,885	2,685,220
Total	\$23,955,850	\$ 23,955,850	\$ 37,725,000	\$ (44,040,843)	\$ 519,948	\$ 18,159,955	\$ 11,218,253	\$ 11,284,192	\$ 13,831,080	\$ 22,470,560



Widgeon Marsh Regional Park

2025 – 2029 FINANCIAL PLAN

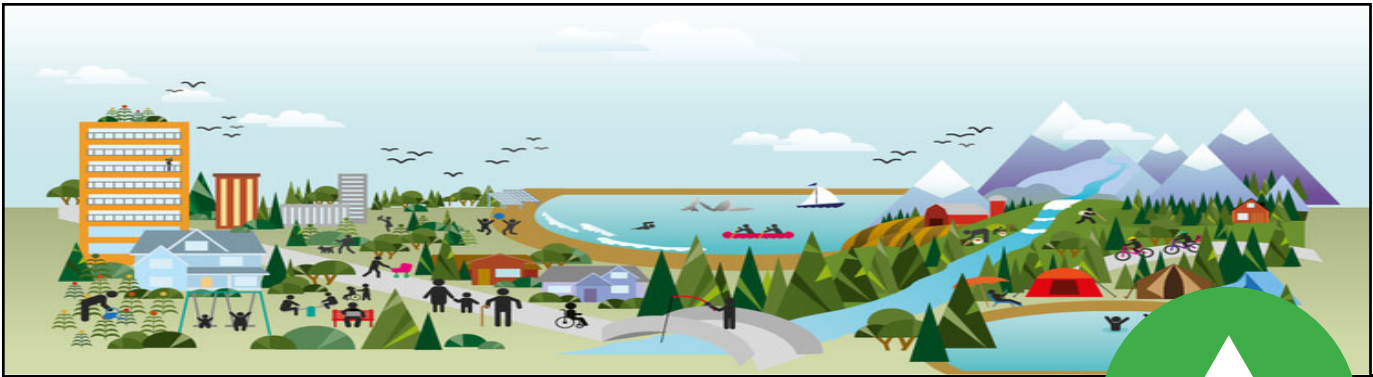
REGIONAL PARKS

Mike Redpath

Director, Regional Parks

Regional Parks Committee – October 2, 2024
68634304

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Metro Vancouver Regional Parks

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

PROTECT-CONNECT CONTINUUM



3

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 AND CONNECT GOAL PROGRESS

GOAL	INDICATOR	METRIC	TREND
 <p>Goal 1: The region's important natural areas are protected in perpetuity</p>	Area of regional parkland managed by Metro Vancouver	13,938 ha	
	Annual area of ecological restoration areas (created or maintained)	37.8 ha	
 <p>Goal 2: Everyone has the opportunity to benefit from exceptional experiences in nature.</p>	Number of visits to regional parks	14.5 million	
	Hours of volunteer time	18,022 hrs	
	Number of participants in interpretive programs and special events	18,022 participants	




Numbers are for Jan-Dec 2023 unless otherwise stated.

PROTECT AND CONNECT GOAL PROGRESS

GOAL	INDICATOR	METRIC	TREND
 <p>Goal 3: Regional parks are sustainably managed and well-maintained for the safety of visitors and integrity of ecosystems.</p>	Proportion of capital budget spent	48%	
	Amount of grant funds received	\$1,146,263	
	Proportion of built asset classes that have achieved or exceeded a 'Fair' condition score	100% of asset classes (2022)	
 <p>Goal 4: First Nations have an active role in the planning and stewardship of regional parks.</p>	Number of regional parks or park features named or renamed in partnership with First Nations	Two: təmtəmixʷtən/Belcarra Regional Park and ʔéxətəm Regional Park (previously Colony Farm)	
	Number of collaborative agreements in place, such as cultural planning and co-operation agreements	One: təmtəmixʷtən/Belcarra Regional Park	

Numbers are for Jan-Dec 2023 unless otherwise stated.

PROTECT AND CONNECT GOAL PROGRESS

GOAL	INDICATOR	METRIC	TREND
 <p>Goal 5: Regional parks adapt to change and contribute to regional resilience.</p>	Area of sensitive or modified ecosystems within regional parks (also Goal 1)	11,987 ha	
	Percentage change in GHGs associated with the operation of regional parks (also Goal 3)	23% decrease (2018-2022)	

Numbers are for Jan-Dec 2023 unless otherwise stated.

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PERFORMANCE METRICS

Regional Parks

Key Performance	Past Performance (Average)	Expected Performance 2025
Annual number of visits to regional parks	3-year average: 15,032,000 2023: 14,467,000 2022: 14,280,000 2021: 16,348,000	15,000,000
Annual number of participants in Regional Parks public programming	3-year average: 37,629 2023: 49,828 2022: 39,389 2021: 23,670	50,000
Annual number of volunteer hours through stewardship, partnership, and visitor service programs	3-year average: 15,009 hours 2023: 18,022 2022: 15,398 2021: 11,606	20,000 hours
Total hectares of Regional Parks land	13,938 ha	13,950 ha

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CONTINUOUS IMPROVEMENT – 2024 COMPLETE OR ONGOING

Regional Parks

Initiative	Outcomes
Relationships with First Nations	<ul style="list-style-type: none"> Advancing reconciliation and corporate relationship building, improving land management and project delivery
Real-time Parking Management	<ul style="list-style-type: none"> Improved capacity management to enhance visitor experience, improve customer service, reduce traffic impacts on member municipalities and reduce GHG emissions
Land Acquisition - In 2024, 50 hectares (123.55 acres) of land were added to the regional parks system.	<ul style="list-style-type: none"> Ecosystem protection and achievement of MVRD carbon neutrality. Land acquisition supports regional climate resilience.

CONTINUOUS IMPROVEMENT – 2025 NEW

Regional Parks

Initiative	Outcomes
Park Land Acquisition Development Cost Charge	<ul style="list-style-type: none"> Reduced household impact, growth pays for growth, sustainable funding for land acquisition.
Regional Park Regulation and Compliance – Seasonal Park Ranger Program	<ul style="list-style-type: none"> Implementation of seasonal park ranger positions to better target enforcement and compliance needs across the regional parks system
Replacement of gas-powered vehicles and equipment with electric options	<ul style="list-style-type: none"> Reduced greenhouse gas emissions, regional leadership, improved employee safety
Nature Based Solutions	<ul style="list-style-type: none"> Protect, conserve, restore, and sustainably use and manage ecosystems to address challenges while improving biodiversity, resilience, and overall ecosystem health.

CONTINUOUS IMPROVEMENT – NATURE BASED SOLUTIONS



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CONTINUOUS IMPROVEMENT – NATURE BASED SOLUTIONS

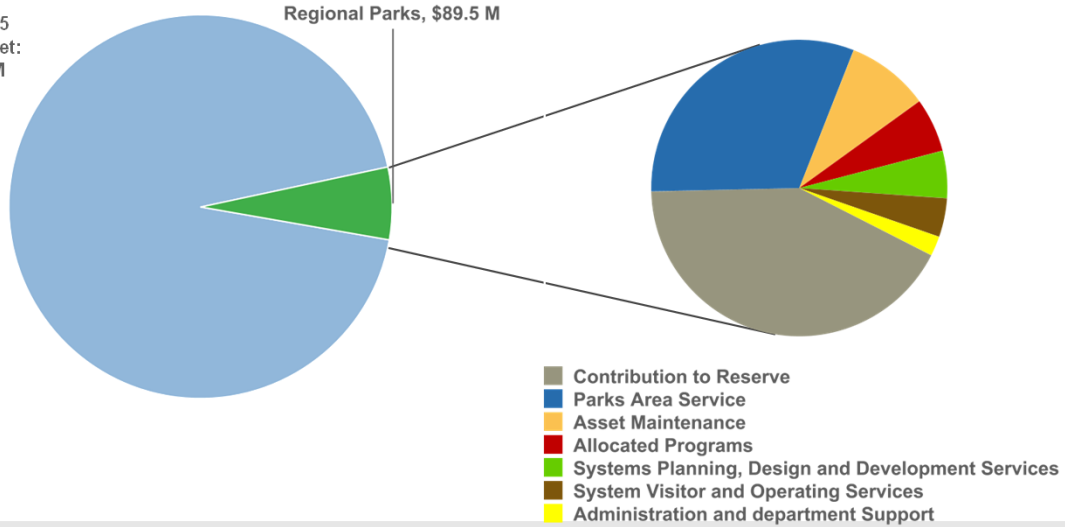


BUDGET OVERVIEW

Regional Parks Financial Plan

2025 Operating Budget Breakdown - Regional Parks

Total 2025
MV Budget:
\$1,463.7M



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OPERATING EXPENDITURES

Regional Parks Financial Plan

Overview:

2024 Operating Budget: **\$86.1M**

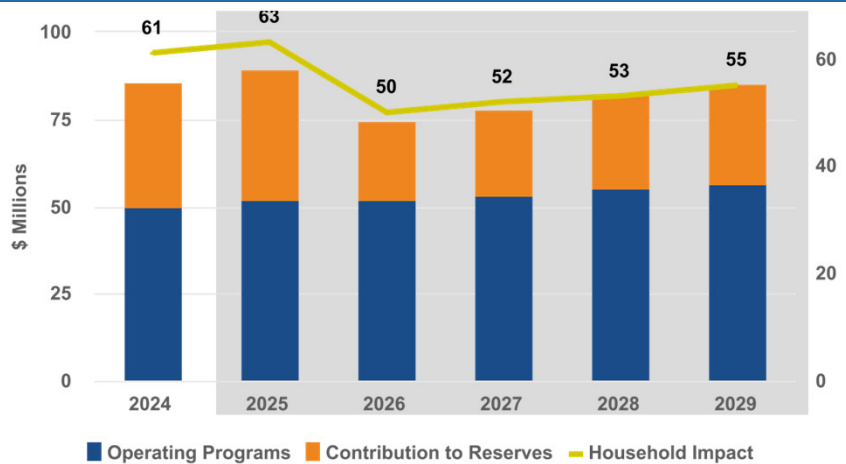
2025 Operating Budget: **\$89.5M**

3.9% increase

Drivers for Change:

- Operating programs largely inflationary
- Asset Management
- System Growth
- Regional Parks Plan Implementation

2024 - 2029 Regional Parks Financial Plan



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OPERATING FUNDING

Regional Parks Financial Plan

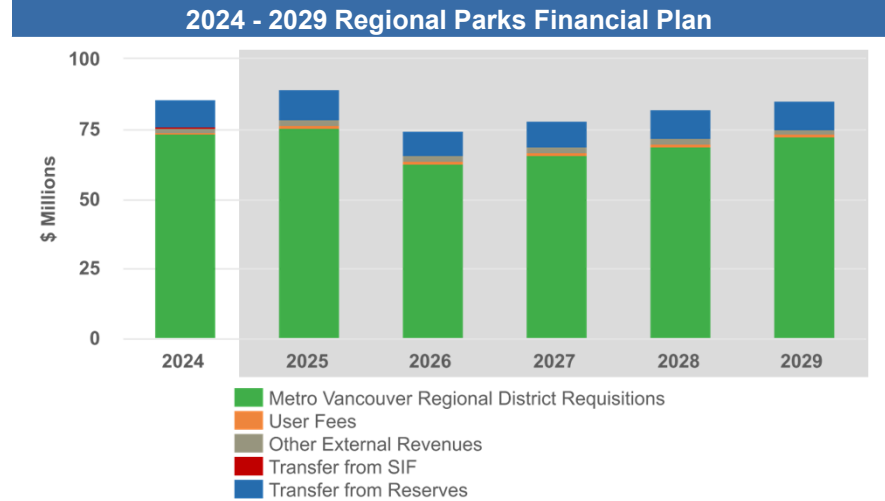
Overview:

2024 Operating Budget: **\$86.1M**
 2025 Operating Budget: **\$89.5M**

3.9% increase

Drivers for Change:

- Parking Revenue
- Grant funding
- Future Development Cost Charges (DCC) projected to commence in 2026
- Filming revenue



OPERATING HIGHLIGHTS

Regional Parks

Budget	Initiative	Description
2025	Delta Nature Reserve Boardwalk Replacement	Installation of approximately 2.5 km of new boardwalk at the only publicly accessible trails in Burns Bog Ecological Conservancy Area
2026	təmtəmíxʷtən/Belcarra Regional Park South Day Use Area Widgeon Marsh Phase 1 opening	Construction of day use areas, multi use pathways, 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
2029	Codd Wetland Regional Park	Phased Park Opening

CAPITAL EXPENDITURES

Regional Parks Capital Plan

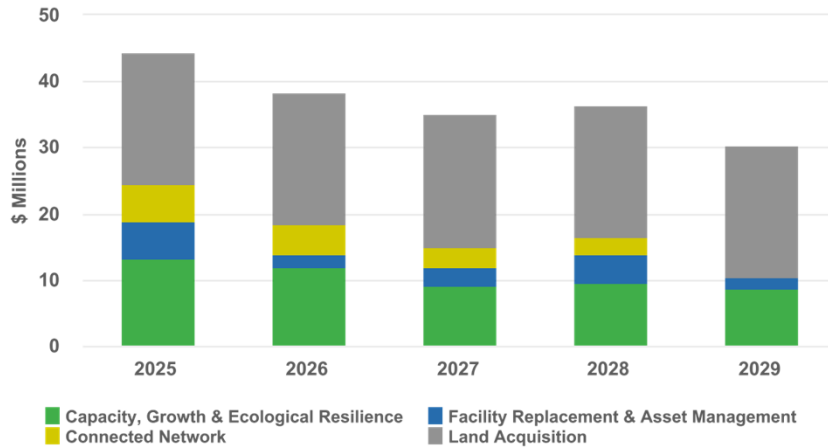
Overview:

2024 Capital Cash Flow: **\$32.0M**
 2025 Capital Cash Flow: **\$44.4M**
38.9% increase

Drivers for Change:

- Park access and amenities
- Facility replacement and asset management
- Ecological resilience
- Connected Network
- Land Acquisition

2025 - 2029 Regional Parks Capital Cash Flow



CAPITAL FUNDING

Regional Parks Capital Plan

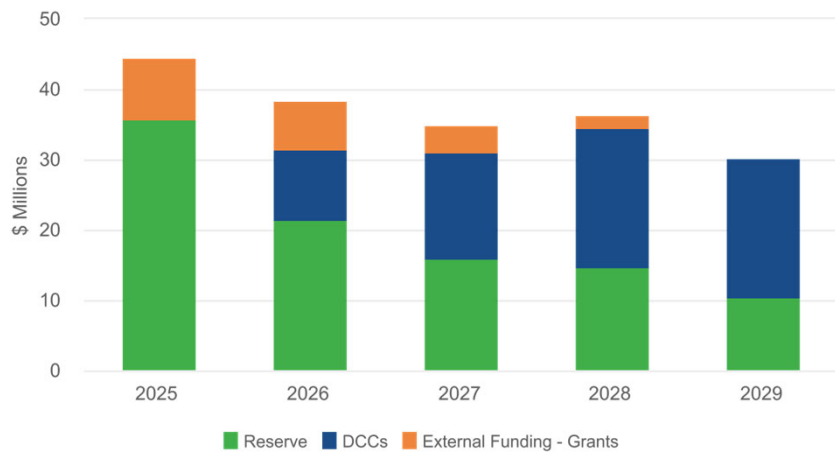
Overview:

2024 Capital Cash Flow: **\$32.0M**
 2025 Capital Cash Flow: **\$44.4M**
38.9% increase

Drivers for Change:

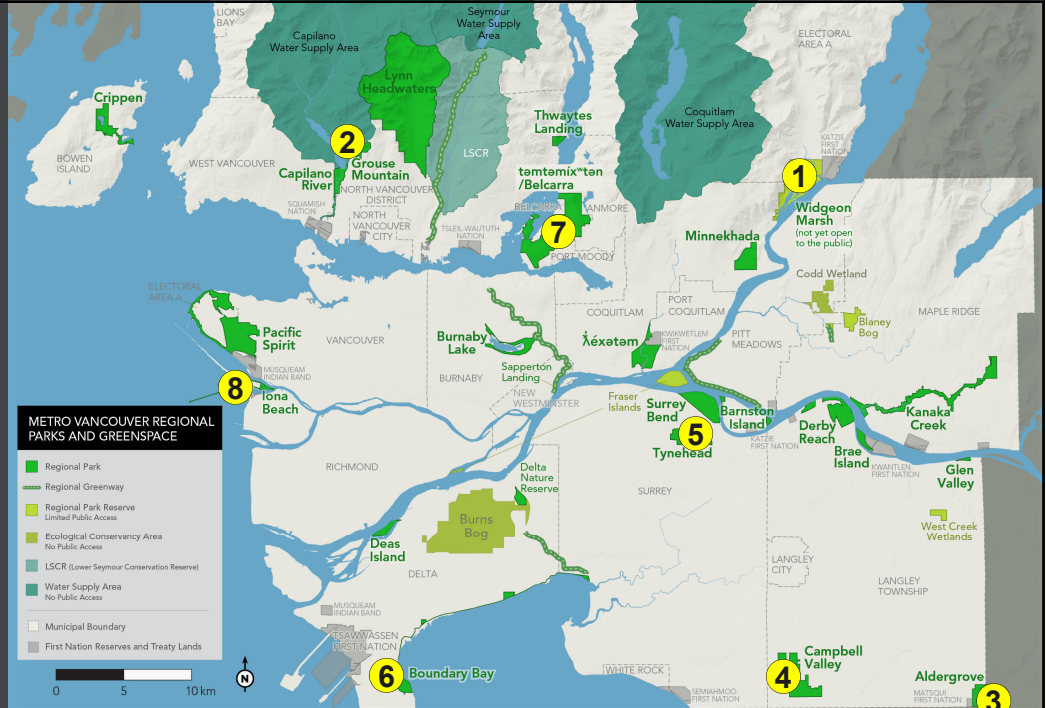
- Development Cost Charge for Land Acquisition (2026-2028)
- Continuing to work with external partners for funding

2025 - 2029 Regional Parks Capital Funding



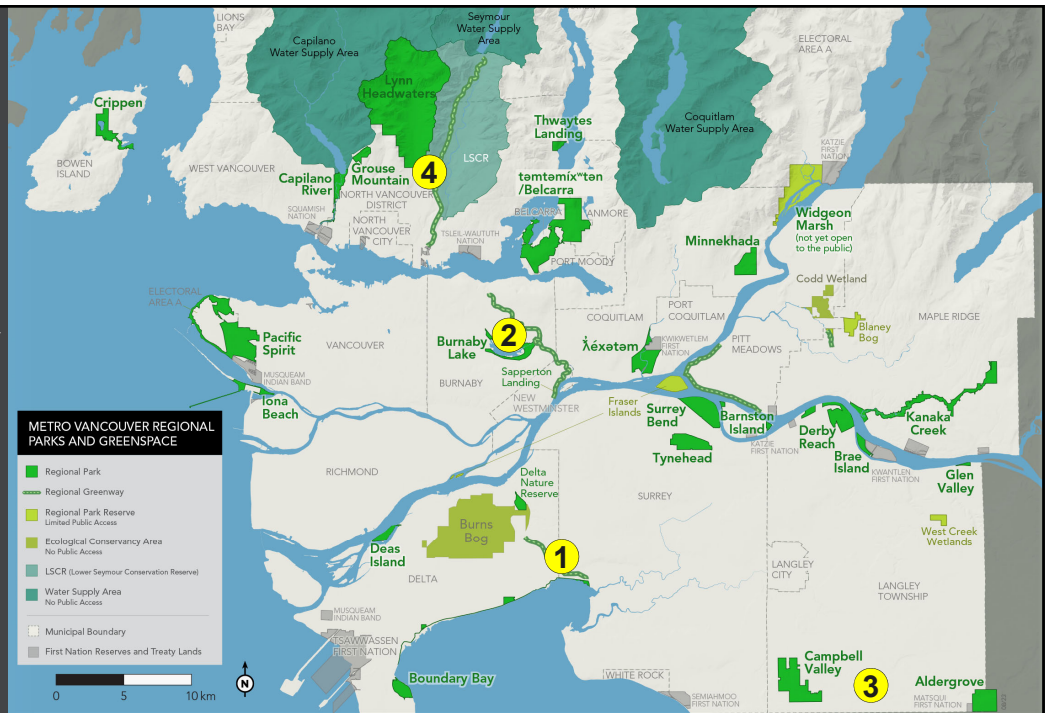
2025 Capital Development

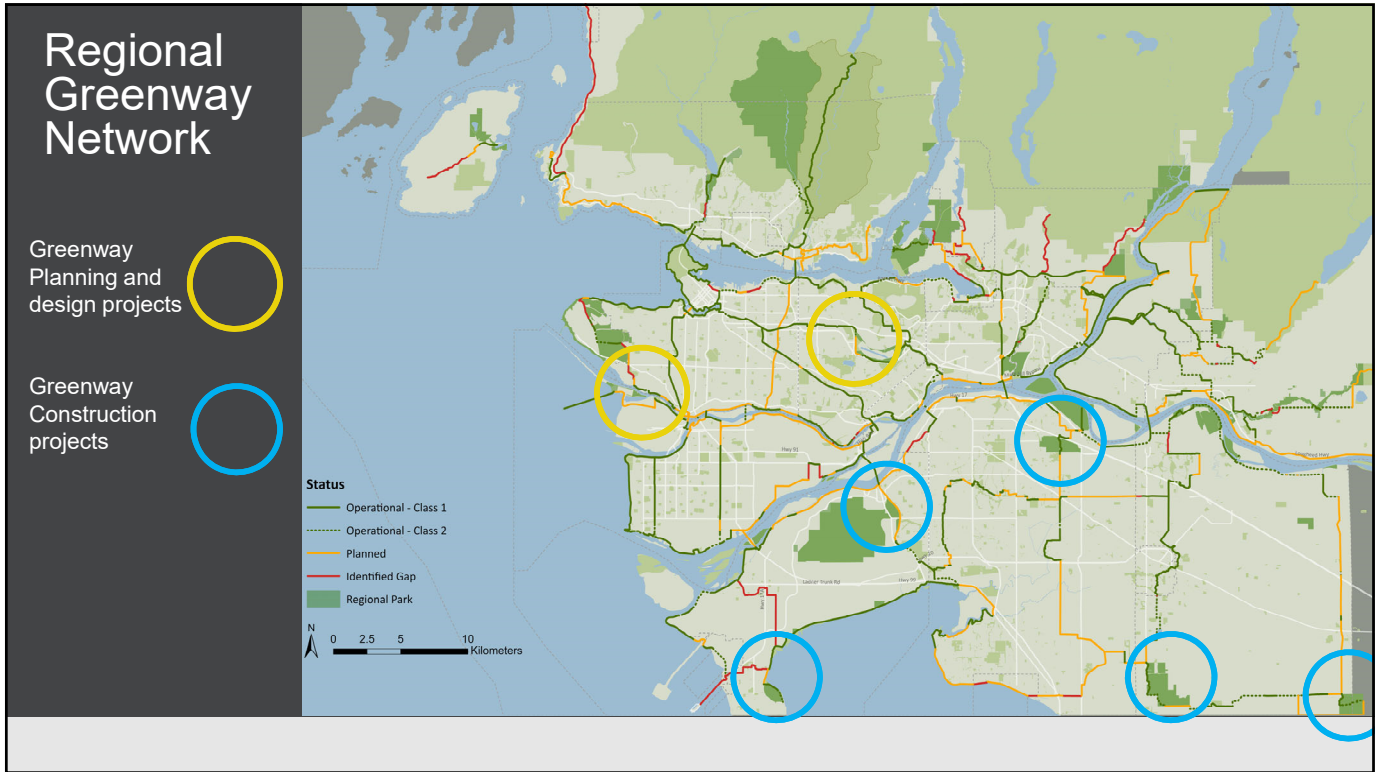
1. Widgeon Marsh park development (multiyear, \$1,000,000 in 2024)
2. Grouse Mountain Trail and Amenity Improvements (multiyear, \$500,000 in 2024)
3. Aldergrove South Slopes Greenway (multiyear, \$500,000 in 2023)
4. Campbell Valley Management Plan Implementation – design (multiyear, \$500,000 in 2024)
5. Tynehead Perimeter Trail (multiyear, \$2,500,000 in 2024)
6. Boundary Bay Perimeter Trail (\$1,500,000 in 2024)
7. Belcarra South Day Use (multiyear, \$1,500,000 in 2024)
8. IWWTP – Iona Beach Regional Park (PDE lead, integrated team)



2025 Advanced Design

1. Delta South Surrey Greenway
2. Burnaby Lake Greenway Connection
3. South Langley Regional Park
4. Lynn Headwaters Park Entry and Main Day Use Area





REGIONAL PARKS FINANCIAL PLAN SUMMARY

Regional Parks 2025 - 2029 Financial Plan

	2024	2025	2026	2027	2028	2029
Total Expenditures (\$ Millions)	\$86.1	\$89.5	\$74.5	\$77.8	\$81.8	\$85.2
% Change		3.9%	(16.8%)	4.5%	5.1%	4.1%
MVRD Requisitions (\$ Million)	\$73.1	\$75.5	\$62.7	\$65.8	\$68.9	\$72.1
Total Capital Expenditures (\$ Millions)	\$32.0	\$44.4	\$38.4	\$35.0	\$36.4	\$30.3
Household Impact (\$)	\$61	\$63	\$50	\$52	\$53	\$55
% Change		2.1%	(18.1%)	3.0%	2.7%	2.7%
Prior Cycle Household Impact Change (%)		2.5%	(18.9%)	(7.7%)	(2.0%)	N/A



Camosun Bog

Questions?

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To: Water Committee

From: Marilyn Towill, General Manager, Water Services

Date: September 19, 2024

Meeting Date: October 2, 2024

Subject: **2025 - 2029 Financial Plan - Water Services**

RECOMMENDATION

That the Water Committee endorse the 2025 - 2029 Financial Plan for Water Services as presented in the report dated September 19, 2024, titled "2025 - 2029 Financial Plan - Water Services", and forward it to the Metro Vancouver Board Budget Workshop on October 16, 2024 for consideration.

EXECUTIVE SUMMARY

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

In 2025, the operating budget for Water Services is proposed to increase by \$30.0 million (7.9%) for a total of \$408.9 million. The blended water rate is proposed to increase by 7.2% to \$1.0002 per cubic metre (/m³), which represents an \$11 increase to the average regional household for a total of \$200 household impact (which is less than the previous forecast for 2025 of \$203).

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 2025 - 2029 Financial Plan for Water 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).

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

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

WATER SERVICES PROGRAM

Water Services provides high-quality drinking water to 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 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 re-chlorination stations. The system treats and distributes an average of 1.0 billion litres of drinking water per day which can increase to over 1.5 billion litres per day during the summer months.

Water Services initiatives planned over the next five years are guided by direction in the *2022 - 2026 Board Strategic Plan* and 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 increase the resilience of the water system to ensure local communities and organizations can prepare, avoid, absorb, recover and adapt to the effects of shocks and stresses to the system in an efficient manner.
- Continue reconciliation efforts by building and strengthening respectful and reciprocal relationships with local First Nations.

2011 Drinking Water Management Plan:

- Provide clean, safe drinking water
- Ensure the sustainable use of water resources
- Ensure the efficient supply of water

Metro Vancouver's population is growing faster now than it has historically. This increased population will increase the demand for drinking water and the infrastructure needed to deliver it. In addition, climate change is bringing unpredictable weather patterns, drought and additional pressure on the regional water supply. With these stressors in mind, Metro Vancouver is taking a two-pronged approach to plan for the future: the first is to continue promoting water conservation through various plans and campaigns to reduce the 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 2025 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
- Dollar savings from continuous improvement initiatives

CONTINUOUS IMPROVEMENT

Water Services continues to explore, evaluate and implement continuous improvement opportunities. The department identified numerous opportunities in 2023 and has made progress on many including:

- Work has been completed to expand the Dam Safety Tracking System to allow entry and tracking of work activities for the entire corporate portfolio of dams.
- Acquiring technology improvements (robotic survey equipment, etc.) to improve efficiency and productivity.
- Completing the first pilot of a formal valve maintenance program which included maintaining and inspecting two transmission water mains and exercising 25 large valves.
- Building Information Modeling Phase-I saw implementation of new standards for vertical projects and infrastructure.
- Replacing propane-powered thermo-electric generators and associated monitoring equipment with emerging satellite-based technology resulting in reduced GHG emissions and improved communications reliability of remote monitoring sites.
- Maintenance Construction Scheduler software upgrade: Adoption of the enhanced software has improved data integrity, enhanced program speed, and an upgraded user interface. These enhancements have resulted in a 2024 performance target improvement of 5% for water system shutdown work over the 2020 – 2022 average.
- Air valve top assembly replacement: Identified issues with certain air valves and worked with the manufacturer to replace the top assemblies at no cost to Metro Vancouver.

For 2025, some opportunities for continuous improvement have been carried forward and new ones have been added including:

- Improved use of remote sensing instrumentation in the water supply areas to reduce helicopter usage time and improve fire safety issue response times.
- Continue work on GHG emissions management towards achieving 45% reduction by 2030 and net zero emissions by 2050.

- 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 Water Transmission System Master Plan to develop a long term capital plan prioritizing projects based on updated growth modelling.
- Continue to incorporate Lean Six Sigma methodology to enhance 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 systems.

2025 BUDGET AND 2025 - 2029 FINANCIAL PLAN

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

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

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

The 2025 - 2029 Water Services Financial Plan is included as Attachment 1. The 2025 Annual Work Plans for Water Services presented in this report are included in Attachment 3 and the “What’s Happening” highlights for the years 2025 - 2029 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 \$40.1 million to \$415.4 million for 2025. A reduced increase is now being proposed of \$30.0 million, for a total budget of \$408.9 million in 2025 (Attachment 1). This can be attributed to core operating fund increases (\$1.5 million), increases to allocated programs (\$1.7 million), increases to contributions to capital (\$23.4 million), and increases to debt servicing (\$3.4 million).

The 2025 financial plan includes increased water sales revenues of approximately \$31.5 million, based on higher summer rates (\$1.4214/m³) 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 \$1.0002/m³ compared to 2024 forecast for 2025 of \$1.0160/m³). The differential rates are intended to incentivize summer conservation efforts in the region and to assist in reducing long term pressures on the capital budget.

The 2025 operating budget includes the following key actions:

- Continue community wildfire planning with key municipal partners that border the water supply areas, and implement small-scale forest fuel reduction strategies.
- Continue annual cleaning and inspection of drinking water reservoirs to meet Water Services goals and AWWA Guidelines.
- 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 collaboration with member jurisdictions to strengthen regional drinking water conservation and enforcement, reducing pressures on infrastructure development to support population growth.

Highlights of contracts and consulting assignments anticipated to be undertaken in 2025 to respond to work plan requirements within the operating budget include the following:

- Updates to the Drinking Water Management Plan for endorsement by the GVWD Board
- Asset condition assessments of aerial water main crossings and opportunistic condition assessments during leak repairs
- 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 British Columbia Centre for Diseases Control for the analysis of specialized legislated water quality parameters

Capital Budget Highlights

The Water Services 2025 - 2029 Capital Plan (Attachment 2) includes \$484.5 million in planned expenditures for 2025 and a total of \$3.5 billion over the five years, with an average of \$701.3 million per year. There are 153 projects on the five-year plan and the largest six projects (each over \$100 million) make up approximately 50% of the capital spending over the next five years.

The capital program is funded by a combination of long-term debt, reserves, contributions from the operating budget, external (interagency) contributions, and projected DCC funding.

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. Throughout the capital planning process, staff reviewed project schedules to ensure efficient project timing, deliverability, and scope.

Highlights of capital projects planned or ongoing for 2025 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.

Reserve Funds

The application of reserve funding in Water Services over the 2025 - 2029 Financial Plan comes from the Sustainability Innovation Fund reserve. In 2025, the financial plan includes \$1,020,000 in funding from the Water Sustainability Innovation Fund for several sustainability project initiatives approved by the Board, and a further planned use of \$300,000 in 2026. The 2025 - 2029 Projected Reserves for Water Services is included in Attachment 5 which includes a Water Laboratory Equipment Reserve with a balance of \$910,202 at the end of 2024.

APPROVAL PROCESS

The proposed 2025 - 2029 Financial Plan and Annual Work Plan is presented for consideration and endorsement before being forwarded to the Board for consideration.

The next steps of the process are:

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

ALTERNATIVES

1. That the Water Committee endorse the 2025 - 2029 Financial Plan for Water Services as presented in the report dated September 19, 2024, titled "2025 - 2029 Financial Plan - Water Services", and forward it to the Metro Vancouver Board Budget Workshop on October 16, 2024 for consideration.
2. That the Water Committee amend the 2025 - 2029 Financial Plan for Water Services as follows: _____; and forward the amended Financial Plan to the Metro Vancouver Board Budget Workshop on October 16, 2024 for consideration.

FINANCIAL IMPLICATIONS

If the GVWD Board approves the 2025 Budget and endorses the Five-Year Financial Plan for Water Services, as presented under Alternative 1, in 2025, with the increase applied 100% to the water rate for June to September, the projected water rates would be \$1.4214/m³ for June through September and remain at \$0.7119/m³ for January through May and October through December (average water rate of \$1.0002/m³ compared to 2024 forecast for 2025 of \$1.0160/m³). Revenue from the sale of water is projected to increase by \$31.5 million (8.6%) to \$399 million which will generate the majority of the \$408.9 million in total revenue required to offset projected expenditures. The increase in the average water rate represents an \$11 increase in the annual cost to the average regional household to \$200 which is less than the \$203 forecasted for 2025 in the

prior year budget. The application of the proposed increase for 2025 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 \$0.0409/m³ per year with water sales increasing by an average of \$21.3 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 \$200 in 2025 to \$218 in 2029 representing an average annual increase of \$6 which reflects the increased DCC revenue anticipated that offsets costs for capital growth projects.

CONCLUSION

The 2025 Budget and Five-Year Financial Plan for Water Services have been prepared following direction received at the May 31, 2024 Metro Vancouver Board Budget Workshop and to respond to direction provided in the *2022 - 2026 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 2025 - 2029 for Water Services.

The presentation of the 2025 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 infrastructure 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 investment requirements.

Staff recommend endorsing the 2025 - 2029 Financial Plan and Annual Work Plans for Water Services as presented under Alternative 1.

Attachments:

1. 2025 - 2029 Water Services Financial Plan
2. 2025 - 2029 Water Services Capital Budget Summary
3. 2025 Water Services Work Plans
4. 2025 - 2029 "What's Happening"
5. 2025 - 2029 Projected Reserves - Water Services
6. Presentation re: 2025 – 2029 Financial Plan – Water Services

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**GREATER VANCOUVER WATER DISTRICT
WATER SERVICES
2025 BUDGET REVIEW
2025 - 2029 FINANCIAL PLAN**

Attachment 1

	2024 BUDGET	2025 BUDGET	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE	2029 FORECAST	% CHANGE
REVENUES											
Water Sales	\$ 367,535,244	\$ 399,008,564	8.6%	\$ 430,307,762	7.8%	\$ 448,193,029	4.2%	\$ 464,660,294	3.7%	\$ 473,883,406	2.0%
Other External Revenues	3,479,737	2,969,279		2,948,675		2,989,649		2,914,692		2,089,504	
Transfer from DCC Reserves	1,823,949	5,869,716		34,633,139		64,800,184		97,235,296		135,352,900	
Transfer from Sustainability Innovation Fund Reserves	6,044,817	1,020,000		300,000		-		-		-	
TOTAL REVENUES	\$ 378,883,747	\$ 408,867,559	7.9%	\$ 468,189,576	14.5%	\$515,982,862	10.2%	\$ 564,810,282	9.5%	\$ 611,325,810	8.2%
EXPENDITURES											
Operating Programs:											
Policy Planning and Analysis											
Contribution to Sustainability Innovation Reserve	\$ 723,000	\$ 723,000		\$ 723,000		\$ 723,000		\$ 723,000		\$ 723,000	
Research and Innovation	716,477	771,357		803,224		1,040,593		1,081,429		1,104,989	
Utility Modeling and Data Analytics	2,334,267	2,698,464		2,848,301		2,621,812		2,725,153		2,849,242	
Utility Policy and Planning	6,107,180	1,986,582		2,007,786		2,209,541		2,311,454		2,414,860	
	9,880,924	6,179,403	(37.5%)	6,382,311	3.3%	6,594,946	3.3%	6,841,036	3.7%	7,092,091	3.7%
Engineering and Construction											
Minor Capital Projects	10,718,619	10,958,971		11,531,252		11,867,388		12,181,901		12,477,808	
Infrastructure Operations Support	2,546,667	2,662,505		2,729,499		2,977,267		3,048,344		3,121,803	
Dispatch	137,664	138,315		142,526		146,866		150,503		154,823	
	13,402,950	13,759,791	2.7%	14,403,277	4.7%	14,991,521	4.1%	15,380,748	2.6%	15,754,434	2.4%
Shared and Support Services											
Engineers in Training	528,011	513,776		529,943		546,611		563,781		581,533	
Business & Shared Services Support	1,558,072	1,671,683		1,845,858		1,918,286		2,174,759		2,256,812	
Shared & Utility Services	858,652	746,765		554,443		262,356		270,501		278,915	
Minor Capital Projects	949,937	971,238		1,021,957		1,051,747		1,079,620		1,105,845	
Records Management	154,748	154,736		159,578		164,565		169,703		175,009	
	4,049,420	4,058,198	0.2%	4,111,779	1.3%	3,943,565	(4.1%)	4,258,364	8.0%	4,398,114	3.3%
Watershed and Environmental Management											
Watershed and Environmental Management	15,209,574	15,703,658		16,032,687		16,743,749		17,375,275		17,979,450	
	15,209,574	15,703,658	3.2%	16,032,687	2.1%	16,743,749	4.4%	17,375,275	3.8%	17,979,450	3.5%
Water Dam Safety											
Water Dam Safety	3,922,949	3,816,660		3,906,272		4,012,319		4,134,082		4,249,001	
	3,922,949	3,816,660	(2.7%)	3,906,272	2.3%	4,012,319	2.7%	4,134,082	3.0%	4,249,001	2.8%
Operations and Maintenance											
Drinking Water Residuals	1,278,759	1,729,966		1,916,963		1,975,264		1,992,277		2,010,677	
Lake City Operations	1,058,985	455,620		468,685		556,338		572,449		581,060	
Maintenance	10,245,375	10,391,508		10,768,018		11,312,034		11,921,271		12,575,814	
SCADA Control Systems	6,912,373	7,732,392		8,158,729		8,511,725		8,873,161		9,120,511	
Secondary Disinfection	1,438,602	1,579,653		1,693,705		1,807,783		1,948,436		2,000,294	
Seymour Capilano Filtration Plant	13,496,605	14,330,420		14,973,587		15,625,585		16,208,221		16,690,502	
Coquitlam Water Treatment Plant	8,385,800	8,764,184		9,357,866		9,655,066		10,224,935		10,525,940	
Energy Management	156,107	216,399		223,582		231,409		239,427		247,736	
Utility Voice Radio	109,261	112,835		117,572		122,501		127,587		130,725	
Water Supply	20,915,815	22,949,607		23,712,548		24,439,436		25,184,041		25,455,125	
	63,997,682	68,262,584	6.7%	71,391,255	4.6%	74,237,141	4.0%	77,291,805	4.1%	79,338,384	2.6%
Interagency Projects and Quality Control											
Drinking Water Quality Control	3,251,635	3,375,315		3,396,282		3,635,598		3,768,417		3,881,887	
Interagency Projects	617,670	638,377		670,679		689,550		708,987		729,081	
	3,919,305	4,063,692	3.7%	4,116,961	1.3%	4,375,148	6.3%	4,527,404	3.5%	4,660,968	3.0%
Administration and Department Support											
Communications Program	2,899,799	2,994,661		3,088,917		3,270,200		3,371,985		3,477,150	
Allocation of Centralized Support Costs	644,158	563,469	(12.5%)	574,739	2.0%	586,234	2.0%	597,959	2.0%	609,919	2.0%
Total Operating Programs	33,335,180	34,993,970	5.0%	36,091,171	3.1%	38,282,603	6.1%	38,756,152	1.2%	39,179,019	1.1%
Allocation of Project Delivery Cost	4,064,247	4,095,832	0.8%	4,195,068	2.4%	4,382,504	4.5%	4,556,956	4.0%	4,725,915	3.7%
Debt Service	83,113,987	86,528,282	4.1%	111,802,723	29.2%	146,446,452	31.0%	181,179,264	23.7%	223,322,113	23.3%
Contribution to Capital	140,443,572	163,847,359	16.7%	192,092,416	17.2%	198,116,480	3.1%	206,539,252	4.3%	206,539,252	0.0%
TOTAL EXPENDITURES	\$ 378,883,747	\$ 408,867,559	7.9%	\$ 468,189,576	14.5%	\$515,982,862	10.2%	\$ 564,810,282	9.5%	\$ 611,325,810	8.2%
Blended Water Rate (\$/m3)	\$ 0.9333	\$ 1.0002	7.2%	1.145	6.5%	\$ 1.0975	3.0%	\$ 1.1233	2.4%	\$ 1.1380	1.3%

**GREATER VANCOUVER WATER DISTRICT
CAPITAL PORTFOLIO
WATER SERVICES
2025 CAPITAL BUDGET AND 2025 - 2029 CAPITAL PLAN**

Attachment 2

	CAPITAL BUDGET FOR APPROVAL	2025 CAPITAL CASH FLOW	2026 CAPITAL CASH FLOW	2027 CAPITAL CASH FLOW	2028 CAPITAL CASH FLOW	2029 CAPITAL CASH FLOW	2025 TO 2029 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	550,000	1,050,000	Design	Maintenance
Angus Drive Main	30,700,000	500,000	500,000	-	-	-	1,000,000	Construction	Growth
Angus Drive Turbine	-	-	-	-	50,000	1,550,000	1,600,000	Not Started	Opportunity
Annacis Main No. 2 - Queensborough Crossover Improvement	300,000	150,000	50,000	-	50,000	850,000	1,100,000	Design	Maintenance
Annacis Main No. 2 (River Crossing Removal)	-	-	-	-	-	400,000	400,000	Not Started	Maintenance
Annacis Main No. 2 and Barnston Island Main Online Chlorine and pH Analyzers	1,200,000	450,000	-	-	-	-	450,000	Construction	Upgrade
Annacis Main No. 5 (North)	81,100,000	10,500,000	20,100,000	15,000,000	13,200,000	18,500,000	77,300,000	Construction	Growth
Annacis Main No. 5 (South)	80,950,000	15,300,000	18,200,000	7,600,000	7,250,000	20,500,000	68,850,000	Construction	Growth
Annacis Water Supply Tunnel*	482,100,000	65,000,000	54,500,000	50,000,000	10,000,000	32,366,000	211,866,000	Construction	Growth
Burnaby Mountain Main No. 2	2,300,000	300,000	3,200,000	5,000,000	6,500,000	-	15,000,000	Design	Maintenance
Cambie-Richmond Water Supply Tunnel*	62,800,000	2,200,000	2,700,000	8,000,000	7,500,000	38,785,000	59,185,000	Design	Resilience
Central Park Main No. 2 (10th Ave to Westburnco)	35,250,000	3,050,000	12,700,000	7,000,000	4,500,000	5,000,000	32,250,000	Construction	Maintenance
Central Park Main No. 2 (Patterson to 10th Ave)	132,600,000	17,900,000	21,950,000	18,500,000	17,200,000	-	75,550,000	Construction	Maintenance
Clayton Langley Main No. 2	1,900,000	550,000	1,400,000	5,000,000	3,800,000	-	10,750,000	Design	Resilience
Coquitlam Water Main*	1,333,200,000	77,820,000	170,900,000	130,000,000	150,500,000	177,000,000	706,220,000	Multiple	Growth
Douglas Road Main No. 2 (Flow Meter 169) Replacement	2,000,000	750,000	1,100,000	-	-	-	1,850,000	Construction	Maintenance
Douglas Road Main No. 2 (Vancouver Heights Section)	21,450,000	300,000	500,000	-	-	-	800,000	Construction	Maintenance
Douglas Road Main No. 2 Still Creek	60,050,000	3,050,000	5,900,000	-	-	-	8,950,000	Construction	Maintenance
Douglas Road Main Protection	1,550,000	50,000	50,000	50,000	50,000	50,000	250,000	Construction	Maintenance
Haney Main No. 4 (West Section)	8,900,000	950,000	3,500,000	10,000,000	21,000,000	20,500,000	55,950,000	Multiple	Growth
Haney Water Supply Tunnel*	50,250,000	25,000,000	7,747,000	8,000,000	9,000,000	25,000,000	74,747,000	Design	Resilience
Hellings Tank No. 2	-	-	2,000,000	2,500,000	5,000,000	4,000,000	13,500,000	Definition	Growth
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	20,100,000	7,500,000	5,000,000	3,200,000	-	35,800,000	Construction	Growth
Lulu Island - Delta Main - Scour Protection Phase 2	250,000	50,000	50,000	100,000	-	3,300,000	3,500,000	Design	Maintenance
Lulu-Delta Water Supply Tunnel*	5,000,000	1,300,000	1,300,000	6,500,000	24,500,000	18,350,000	51,950,000	Definition	Maintenance
Lynn Valley Road Main No. 2	650,000	-	-	50,000	550,000	1,000,000	1,600,000	Design	Maintenance
Lynn Valley Road Main, Seymour Main No. 3 & Seymour Main No. 4 Aerial Crossings Rehabilitation	4,200,000	850,000	1,050,000	-	-	-	1,900,000	Construction	Maintenance
Maple Ridge Main West Lining Repairs	5,400,000	500,000	1,000,000	3,650,000	-	-	5,150,000	Construction	Maintenance
Newton Reservoir Connection	850,000	400,000	1,100,000	2,500,000	4,200,000	7,000,000	15,200,000	Design	Growth
Palisade Outlet Works Rehabilitation	2,950,000	1,500,000	250,000	50,000	50,000	50,000	1,900,000	Construction	Maintenance

**GREATER VANCOUVER WATER DISTRICT
CAPITAL PORTFOLIO
WATER SERVICES
2025 CAPITAL BUDGET AND 2025 - 2029 CAPITAL PLAN**

	CAPITAL BUDGET FOR APPROVAL	2025 CAPITAL CASH FLOW	2026 CAPITAL CASH FLOW	2027 CAPITAL CASH FLOW	2028 CAPITAL CASH FLOW	2029 CAPITAL CASH FLOW	2025 TO 2029 TOTAL CAPITAL CASH FLOW	ACTIVE PHASE	PRIMARY DRIVER
Port Mann Main No. 2 (South)	39,100,000	550,000	1,000,000	1,600,000	3,000,000	4,500,000	10,650,000	Multiple	Growth
Port Mann No. 1 South Section Decommissioning	650,000	150,000	800,000	1,000,000	-	-	1,950,000	Design	Maintenance
Port Moody Main No. 1 Christmas Way Relocation	2,400,000	100,000	100,000	100,000	100,000	100,000	500,000	Construction	Maintenance
Port Moody Main No. 3 Scott Creek Section	28,000,000	8,800,000	20,750,000	9,950,000	9,000,000	1,850,000	50,350,000	Construction	Maintenance
Queensborough Main Royal Avenue Relocation	7,500,000	100,000	100,000	100,000	100,000	100,000	500,000	Construction	Maintenance
Rehabilitation of AN2 on Queensborough Bridge	3,850,000	100,000	500,000	400,000	-	-	1,000,000	Construction	Maintenance
Relocation and Protection for MOTI Expansion Project Broadway	8,900,000	100,000	100,000	100,000	100,000	100,000	500,000	Construction	Maintenance
Relocation and Protection for MOTI George Massey Crossing Replacement	2,450,000	100,000	100,000	100,000	100,000	100,000	500,000	Construction	Maintenance
Relocation and Protection for Translink Expansion Project Surrey Langley SkyTrain	6,600,000	100,000	100,000	100,000	100,000	100,000	500,000	Construction	Maintenance
Sapperton Main No. 1 New Line Valve and Chamber	4,350,000	300,000	-	-	-	-	300,000	Construction	Upgrade
Sapperton Main No. 2 North Road Relocation and Protection	6,500,000	100,000	100,000	100,000	100,000	100,000	500,000	Construction	Maintenance
Scour Protection Assessments and Construction General	4,000,000	550,000	550,000	650,000	-	-	1,750,000	Construction	Resilience
Second Narrows Crossing 1 & 2 (Burrard Inlet Crossing Removal)*	2,000,000	400,000	400,000	400,000	700,000	3,000,000	4,900,000	Design	Maintenance
Second Narrows Water Supply Tunnel*	468,550,000	15,000,000	10,000,000	10,000,000	10,000,000	32,637,000	77,637,000	Construction	Resilience
Seymour Main No. 2 Joint Improvements	7,100,000	50,000	500,000	2,000,000	1,250,000	2,000,000	5,800,000	Construction	Resilience
Seymour Main No. 5 III (North)	26,600,000	2,000,000	5,000,000	7,400,000	18,000,000	73,400,000	105,800,000	Design	Resilience
South Delta Main No. 1 - Ferry Road Check Valve Replacement	600,000	100,000	-	-	-	-	100,000	Construction	Maintenance
South Delta Mains - 28 Ave Crossover	12,350,000	500,000	500,000	750,000	-	-	1,750,000	Construction	Upgrade
South Fraser Storage Yard	9,000,000	1,500,000	4,250,000	3,500,000	1,000,000	7,000,000	17,250,000	Design	Maintenance
South Surrey Main No. 1 Nickomekl Dam Relocation	7,100,000	1,100,000	3,500,000	2,100,000	-	-	6,700,000	Construction	Maintenance
South Surrey Main No. 2	18,500,000	1,150,000	4,950,000	9,500,000	25,000,000	39,000,000	79,600,000	Design	Growth
South Surrey Main No. 2 Nickomekl Dam Prebuild	2,000,000	500,000	1,000,000	500,000	-	-	2,000,000	Construction	Growth
South Surrey Supply Main (Serpentine River) Bridge Support Modification	1,350,000	50,000	250,000	-	-	-	300,000	Construction	Maintenance
Stanley Park Water Supply Tunnel*	495,000,000	64,652,000	75,083,000	50,000,000	70,000,000	50,000,000	309,735,000	Construction	Maintenance
Tilbury Junction Chamber Valves Replacement with Actuators	5,600,000	450,000	400,000	-	-	-	850,000	Construction	Upgrade
Tilbury Main North Fraser Way Valve Addition	3,100,000	150,000	1,000,000	1,400,000	-	-	2,550,000	Construction	Maintenance
Water Chamber Improvements and Repairs	2,000,000	250,000	300,000	300,000	300,000	300,000	1,450,000	Construction	Maintenance
Water Meter Upgrades	22,400,000	1,500,000	1,500,000	1,500,000	1,000,000	3,250,000	8,750,000	Construction	Upgrade
Water Optimization - Instrumentation	39,050,000	2,400,000	3,400,000	5,500,000	6,250,000	8,600,000	26,150,000	Multiple	Upgrade
Whalley Kennedy Main No. 2	2,900,000	500,000	1,800,000	2,800,000	17,600,000	25,500,000	48,200,000	Design	Growth
Whalley Main	31,800,000	500,000	-	-	-	-	500,000	Construction	Growth
Total Water Mains	\$3,849,400,000	\$352,572,000	\$479,030,000	\$396,850,000	\$452,300,000	\$626,388,000	\$2,307,140,000		

**GREATER VANCOUVER WATER DISTRICT
CAPITAL PORTFOLIO
WATER SERVICES
2025 CAPITAL BUDGET AND 2025 - 2029 CAPITAL PLAN**

	CAPITAL BUDGET FOR APPROVAL	2025 CAPITAL CASH FLOW	2026 CAPITAL CASH FLOW	2027 CAPITAL CASH FLOW	2028 CAPITAL CASH FLOW	2029 CAPITAL CASH FLOW	2025 TO 2029 TOTAL CAPITAL CASH FLOW	ACTIVE PHASE	PRIMARY DRIVER
Pump Stations									
Barnston/Maple Ridge Pump Station - Back-up Power	\$ 16,000,000	\$ 4,000,000	\$ 750,000	\$ 600,000	\$ 2,100,000	\$ 12,850,000	\$ 20,300,000	Construction	Resilience
Barnston/Maple Ridge Pump Station Power Generation	2,900,000	-	-	-	200,000	1,000,000	1,200,000	Construction	Opportunity
Burnaby Mountain Pump Station Improvement	-	-	6,000,000	-	-	-	6,000,000	Not Started	Upgrade
Burnaby Mountain Pump Station No. 2	9,300,000	1,100,000	3,500,000	4,500,000	25,250,000	25,000,000	59,350,000	Design	Maintenance
Cape Horn Pump Station No. 2 Power Distribution and DC Drive Replacement	-	-	200,000	400,000	400,000	800,000	1,800,000	Not Started	Maintenance
Cape Horn Pump Station No. 3	29,050,000	3,000,000	4,400,000	37,000,000	82,000,000	75,000,000	201,400,000	Design	Growth
Capilano Primary Disinfection Decommissioning	-	-	2,000,000	-	-	-	2,000,000	Not Started	Maintenance
Capilano Raw Water Pump Station - Back-up Power	81,000,000	22,000,000	8,000,000	1,450,000	-	-	31,450,000	Construction	Resilience
Capilano Raw Water Pump Station Bypass PRV Upgrades	3,800,000	2,100,000	750,000	-	-	-	2,850,000	Construction	Maintenance
Central Park WPS Starters Replacement	20,000,000	3,000,000	7,150,000	7,000,000	-	-	17,150,000	Construction	Maintenance
Grandview Pump Station Improvements	4,500,000	1,000,000	400,000	-	-	-	1,400,000	Construction	Resilience
Newton Pump Station No. 2	82,550,000	13,650,000	17,500,000	17,500,000	9,500,000	4,000,000	62,150,000	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	5,300,000	1,500,000	7,550,000	16,500,000	16,000,000	12,000,000	53,550,000	Design	Resilience
Westburnco Pump Station No. 2 VFD Replacements	3,050,000	1,000,000	400,000	-	-	-	1,400,000	Construction	Maintenance
Total Pump Stations	\$ 257,450,000	\$ 52,350,000	\$ 58,750,000	\$ 85,300,000	\$ 136,450,000	\$ 131,650,000	\$ 464,500,000		
Reservoirs									
Burnaby Mountain Tank No. 2 and No. 3	\$ 6,750,000	\$ 600,000	\$ 2,260,000	\$ 3,050,000	\$ 12,000,000	\$ 14,800,000	\$ 32,710,000	Design	Resilience
Cape Horn Reservoir Condition Assessment and Structural Repair	500,000	200,000	1,100,000	1,000,000	-	-	2,300,000	Design	Maintenance
Capilano Energy Recovery Facility 66" PRV Replacement	1,800,000	500,000	1,300,000	3,500,000	3,500,000	-	8,800,000	Design	Maintenance
Capilano Energy Recovery Facility Operational Upgrades	1,800,000	450,000	500,000	250,000	-	-	1,200,000	Construction	Maintenance
Central Park Reservoir Structural Improvements	700,000	200,000	2,200,000	3,000,000	1,600,000	-	7,000,000	Design	Maintenance
Dechlorination for Reservoir Overflow and Underdrain Discharges	3,500,000	800,000	1,000,000	500,000	-	-	2,300,000	Construction	Maintenance
Fleetwood Reservoir	61,150,000	5,000,000	4,000,000	-	-	-	9,000,000	Construction	Growth
Grandview Reservoir Unit No. 2	-	-	-	300,000	1,500,000	2,700,000	4,500,000	Not started	Growth
Hellings Tank Operational Upgrades	15,950,000	800,000	5,000,000	2,900,000	-	-	8,700,000	Construction	Growth
Kersland Reservoir No. 1 Structural Improvements	5,500,000	100,000	1,650,000	-	-	-	1,750,000	Construction	Maintenance
Newton Reservoir Cell #2 Structural Improvements	-	-	200,000	1,900,000	2,900,000	1,500,000	6,500,000	Not Started	Maintenance
Pebble Hill Reservoir No. 3 Seismic Upgrade	500,000	50,000	-	6,000,000	6,000,000	-	12,050,000	Design	Resilience
Pebble Hill Reservoir Seismic Upgrade	12,850,000	500,000	-	-	-	-	500,000	Construction	Resilience
Prospect Reservoir Knotweed Removal and Drainage Improvements	2,000,000	500,000	1,000,000	500,000	-	-	2,000,000	Construction	Maintenance
Reservoir Isolation Valve Automation	6,450,000	1,250,000	1,550,000	1,000,000	1,000,000	-	4,800,000	Construction	Resilience
Reservoir Sampling Kiosks - Multi Location	1,300,000	550,000	350,000	-	-	-	900,000	Construction	Upgrade

**GREATER VANCOUVER WATER DISTRICT
CAPITAL PORTFOLIO
WATER SERVICES
2025 CAPITAL BUDGET AND 2025 - 2029 CAPITAL PLAN**

	CAPITAL BUDGET FOR APPROVAL	2025 CAPITAL CASH FLOW	2026 CAPITAL CASH FLOW	2027 CAPITAL CASH FLOW	2028 CAPITAL CASH FLOW	2029 CAPITAL CASH FLOW	2025 TO 2029 TOTAL CAPITAL CASH FLOW	ACTIVE PHASE	PRIMARY DRIVER
Reservoir Structural Assessments Phase 1	3,200,000	1,100,000	100,000	-	-	-	1,200,000	Definition	Maintenance
Reservoir Structural Assessments Phase 2	-	-	500,000	1,700,000	1,000,000	-	3,200,000	Not Started	Maintenance
Sasamat Reservoir Refurbishment	400,000	200,000	750,000	1,300,000	500,000	-	2,750,000	Design	Maintenance
Sunnyside Reservoir Units 1 and 2 Seismic Upgrade	25,000,000	2,100,000	11,000,000	4,000,000	-	-	17,100,000	Construction	Resilience
Vancouver Heights System Resiliency Improvements	2,500,000	300,000	1,000,000	-	-	-	1,300,000	Construction	Resilience
Total Reservoirs	\$ 151,850,000	\$ 15,200,000	\$ 35,460,000	\$ 30,900,000	\$ 30,000,000	\$ 19,000,000	\$ 130,560,000		
Treatment Plants									
Coquitlam Intake Tower Seismic Upgrade	\$ 2,200,000	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000	\$ 1,000,000	Design	Resilience
Coquitlam Lake Water Supply*	160,750,000	30,750,000	34,750,000	41,900,000	60,200,000	68,200,000	235,800,000	Design	Growth
Critical Control Sites - Back-Up Power	-	-	300,000	400,000	500,000	800,000	2,000,000	Not Started	Resilience
CWTP CO2 System Improvements	750,000	500,000	2,000,000	2,000,000	2,000,000	500,000	7,000,000	Design	Maintenance
CWTP Mobile Disinfection System	900,000	350,000	1,500,000	500,000	-	-	2,350,000	Construction	Upgrade
CWTP Ozone Back-up Power	-	-	800,000	1,300,000	6,000,000	3,000,000	11,100,000	Not Started	Resilience
CWTP Ozone Generation Upgrades for Units 2 & 3	7,500,000	1,200,000	-	-	-	-	1,200,000	Construction	Upgrade
CWTP Ozone Sidestream Pipe Heat Trace and Insulation	900,000	100,000	-	-	-	-	100,000	Construction	Maintenance
CWTP Ozone Sidestream Pump VFD Replacement	1,400,000	450,000	200,000	-	-	-	650,000	Construction	Maintenance
CWTP Temporary Water Supply	-	-	-	-	400,000	2,000,000	2,400,000	Not Started	Maintenance
Online Chlorine and pH Analyzers	2,500,000	1,500,000	350,000	-	500,000	1,500,000	3,850,000	Construction	Upgrade
SCADA Moscad Server & ICS Historian Expansion & Partitioning	1,500,000	50,000	-	-	-	-	50,000	Construction	Maintenance
Industrial Communication Manager Migration	500,000	500,000	1,500,000	2,500,000	1,750,000	1,000,000	7,250,000	Design	Maintenance
SCFP - Greenwood and Back Wash Water Supply Pumps & SCOUR Blower VFD Replacement	4,500,000	800,000	2,200,000	1,000,000	500,000	-	4,500,000	Construction	Maintenance
SCFP Additional Pre-Treatment	-	-	1,000,000	5,500,000	22,000,000	30,000,000	58,500,000	Not Started	Upgrade
SCFP Centralized Compressed Air System	1,900,000	500,000	300,000	-	-	-	800,000	Construction	Maintenance
SCFP Clearwell Baffle Replacement	3,100,000	1,650,000	1,000,000	1,000,000	3,300,000	3,000,000	9,950,000	Construction	Maintenance
SCFP Clearwell Membrane Replacement	1,800,000	200,000	800,000	7,500,000	7,500,000	3,900,000	19,900,000	Design	Maintenance
SCFP CO2 Tank Upgrade - Heat Insulation/Heater Replacement	-	-	1,000,000	-	-	-	1,000,000	Not Started	Upgrade
SCFP Floc Tank Baffle Replacement and Ladder Installation to Improve Accessibility	13,800,000	2,400,000	6,050,000	5,000,000	-	-	13,450,000	Construction	Maintenance
SCFP Heat Pump Retrofit	-	-	4,000,000	-	-	-	4,000,000	Not Started	Maintenance
SCFP OMC Building Expansion	4,600,000	2,300,000	1,050,000	550,000	-	-	3,900,000	Construction	Maintenance
SCFP Polymer System Upgrade	4,650,000	150,000	-	-	-	-	150,000	Construction	Maintenance
SCFP Residuals Handling PH Adjustment Permanent System	-	-	4,000,000	-	-	-	4,000,000	Not Started	Upgrade
Total Treatment Plants	\$ 213,250,000	\$ 43,400,000	\$ 62,800,000	\$ 69,150,000	\$104,650,000	\$114,900,000	\$ 394,900,000		

**GREATER VANCOUVER WATER DISTRICT
CAPITAL PORTFOLIO
WATER SERVICES
2025 CAPITAL BUDGET AND 2025 - 2029 CAPITAL PLAN**

	CAPITAL BUDGET FOR APPROVAL	2025 CAPITAL CASH FLOW	2026 CAPITAL CASH FLOW	2027 CAPITAL CASH FLOW	2028 CAPITAL CASH FLOW	2029 CAPITAL CASH FLOW	2025 TO 2029 TOTAL CAPITAL CASH FLOW	ACTIVE PHASE	PRIMARY DRIVER
Others									
Beach Yard Facility - Site Redevelopment	\$ -	\$ -	\$ 2,800,000	\$ 3,200,000	\$ 13,500,000	\$ 26,000,000	\$ 45,500,000	Design	Maintenance
Capilano Raw Water Pump Station VFD Upgrades	2,600,000	1,600,000	1,200,000	600,000	300,000	-	3,700,000	Construction	Maintenance
Capilano Reservoir and Seymour Reservoir Dam Safety Boom Replacement	9,700,000	5,310,000	1,250,000	2,500,000	-	-	9,060,000	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	1,900,000	850,000	-	-	-	2,750,000	Construction	Maintenance
CLD & SFD Fasteners Replacement & Coating Repairs	2,350,000	150,000	300,000	-	-	-	450,000	Construction	Maintenance
CLD and SFD Lead Paint Removal, Surface Crack Injection and General Corrosion Mitigation	3,000,000	1,550,000	1,500,000	1,000,000	1,000,000	-	5,050,000	Construction	Maintenance
Cleveland Dam - Lower Outlet HBV Rehabilitation	5,200,000	300,000	-	-	-	-	300,000	Construction	Maintenance
Cleveland Dam Drumgate Seal Replacement	1,300,000	250,000	250,000	-	-	-	500,000	Construction	Maintenance
Cleveland Dam MCE Seismic Upgrades	-	-	-	-	1,000,000	4,000,000	5,000,000	Not Started	Resilience
Cleveland Dam Power Resiliency Improvements	1,700,000	50,000	750,000	750,000	-	-	1,550,000	Construction	Resilience
Cleveland Dam Public Warning System and Enhancements	10,000,000	2,000,000	2,250,000	700,000	-	-	4,950,000	Construction	Maintenance
Cleveland Dam Seismic Stability Evaluation	1,500,000	300,000	600,000	200,000	-	-	1,100,000	Design	Resilience
Cleveland Dam Spillway Resurfacing	-	-	400,000	1,000,000	3,000,000	3,400,000	7,800,000	Not Started	Maintenance
Facilities O&M Documentation Development	2,000,000	800,000	750,000	-	-	-	1,550,000	Design	Resilience
Lake City HVAC Upgrade	1,500,000	600,000	800,000	-	-	-	1,400,000	Construction	Resilience
Loch Lomond Formalized Spillway Design and Construction	-	-	-	-	50,000	250,000	300,000	Not Started	Maintenance
Loch Lomond Outlet Works Rehabilitation	450,000	200,000	500,000	200,000	5,700,000	3,500,000	10,100,000	Design	Resilience
Lower Seymour Conservation Reserve Learning Lodge Replacement	5,050,000	250,000	-	-	-	-	250,000	Construction	Upgrade
Microbiology Laboratory Expansion	500,000	200,000	600,000	1,500,000	3,000,000	250,000	5,550,000	Design	Maintenance
Newton Rechlorination Station No. 2	850,000	400,000	1,150,000	1,200,000	2,500,000	1,000,000	6,250,000	Design	Maintenance
Palisade and Burwell Dam Boom Detailed Design and Construction	-	-	100,000	350,000	400,000	-	850,000	Not started	Resilience
Pitt River Rechlorination Station Reconstruction	-	-	500,000	1,200,000	3,300,000	5,000,000	10,000,000	Not Started	Maintenance
Rechlorination Sites - Back-Up Power	-	-	-	-	-	200,000	200,000	Not Started	Resilience
Rechlorination Station Upgrades	5,300,000	2,000,000	1,300,000	6,000,000	6,000,000	3,500,000	18,800,000	Design	Maintenance
Rice Lake Dams Rehabilitation	3,000,000	250,000	1,500,000	900,000	-	-	2,650,000	Construction	Maintenance
Seymour Falls Dam Backup Generator Containment and Replacement	-	-	2,000,000	-	-	-	2,000,000	Not Started	Maintenance
Seymour Falls Dam Public Warning System	10,000,000	800,000	2,000,000	2,000,000	500,000	500,000	5,800,000	Construction	Maintenance
Seymour Falls Dam Seismic Stability Assessment	1,800,000	500,000	1,800,000	1,350,000	1,000,000	2,500,000	7,150,000	Definition	Resilience
Small Logic Controller Control System Upgrades Phase 1	3,000,000	600,000	600,000	600,000	600,000	400,000	2,800,000	Construction	Maintenance
South Fraser Works Yard	61,000,000	1,000,000	7,900,000	16,900,000	16,700,000	2,000,000	44,500,000	Design	Maintenance
Total Others	\$ 137,500,000	\$ 21,010,000	\$ 33,650,000	\$ 42,245,000	\$ 58,750,000	\$ 53,500,000	\$ 209,155,000		
TOTAL CAPITAL EXPENDITURES	\$4,609,450,000	\$484,532,000	\$669,690,000	\$624,445,000	\$782,150,000	\$945,438,000	\$3,506,255,000		

**GREATER VANCOUVER WATER DISTRICT
CAPITAL PORTFOLIO
WATER SERVICES
2025 CAPITAL BUDGET AND 2025 - 2029 CAPITAL PLAN**

	CAPITAL BUDGET FOR APPROVAL	2025 CAPITAL CASH FLOW	2026 CAPITAL CASH FLOW	2027 CAPITAL CASH FLOW	2028 CAPITAL CASH FLOW	2029 CAPITAL CASH FLOW	2025 TO 2029 TOTAL CAPITAL CASH FLOW	ACTIVE PHASE	PRIMARY DRIVER
CAPITAL FUNDING									
New External Borrowing	\$ 995,612,000	\$128,958,000	\$126,851,000	\$ 91,702,000	\$165,260,000	\$244,558,000	\$ 757,329,000		
New Borrowing funded by DCC	2,312,310,000	180,219,000	345,631,000	332,276,000	408,175,000	492,596,000	1,758,897,000		
Contribution to Capital	1,271,428,000	163,847,000	192,092,000	198,116,000	206,539,000	206,539,000	967,133,000		
Reserve	4,567,000	3,474,000	-	-	-	-	3,474,000		
External Funding - Interagency	25,533,000	8,034,000	5,116,000	2,351,000	2,176,000	1,745,000	19,422,000		
Total	\$4,609,450,000	\$484,532,000	\$669,690,000	\$624,445,000	\$782,150,000	\$945,438,000	\$3,506,255,000		
SUMMARY BY DRIVER									
Growth	\$2,627,900,000	\$246,970,000	\$352,700,000	\$336,600,000	\$413,150,000	\$498,766,000	\$1,848,186,000		
Maintenance	1,083,250,000	147,012,000	230,033,000	195,545,000	236,750,000	173,300,000	982,640,000		
Resilience	793,200,000	81,100,000	66,957,000	78,550,000	102,250,000	227,472,000	556,329,000		
Upgrade	102,200,000	9,450,000	20,000,000	13,750,000	29,750,000	43,350,000	116,300,000		
Opportunity	2,900,000	-	-	-	250,000	2,550,000	2,800,000		
Total	\$4,609,450,000	\$484,532,000	\$669,690,000	\$624,445,000	\$782,150,000	\$945,438,000	\$3,506,255,000		

* 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 a reliable supply of 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, public education on the region's water supply and a key role in the organization's reconciliation activities with the local First Nations who have interests in the water supply lands.

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, member jurisdictions, 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

Performance Indicators

Indicator	Historical and/or Industry Benchmark	Current Performance	2025 Performance Objective
Annual participants in water education tours and K-12 school programs conducted in person and virtually.	MV 3-year average (2021-2023): 7,822 2021: 8,880 2022: 7,513 2023:7,075	2024 YTD (Aug 30 th): 5,349 Objective 6,500	6,800
Number of days the water supply areas are in high or extreme fire hazard *Objective is the lowest 3-year value	MV 3-year average (2021-2023): 63 2021: 52 2022: 62 2023: 77	2024 YTD (Aug 30 th): 39 Objective: 52	39

2025 Key Actions

- Complete installation of replacement dam safety booms in Capilano and Seymour Reservoirs.
- Continue to work with Strategic Municipal Partners to develop Community Wildfire Protection Plans along the interface areas; seeking joint opportunities to conduct forest fuels mitigation work.
- Address two priority areas (refrigerants and invasive species) in preparation for ISO Certification of the GVWD Environmental Management System in 2026.
- Continue to work with local First Nations on access to the water supply area lands for cultural activities.
- Continue to work with Fisheries and Oceans Canada on *Fisheries Act Authorization's* for the five Capilano and Seymour dam facilities.

WATER SERVICES

Policy, Planning and Analysis

Description of Services

Water Services provides a reliable supply of 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; manages the water metering network; and ensures QA/QC of water billing, and issues monthly water 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.

2011 Drinking Water Management Plan (DWMP) is the overarching plan for Metro Vancouver's water utility which sets the direction and priority for regional drinking water initiatives. This plan has three goals:

- Provide clean, safe drinking water
- Ensure the sustainable use of water resources
- Ensure the efficient supply of water

Performance Indicators

Indicator	Historical and/or Industry Benchmark	Current Performance	2025 Performance Objective
Peak day per capita water use (litres/c/day)	MV 5-year average (2019 - 2023): 587 2019: 569 2020: 600 2021: 651 2022: 571 2023: 545	2024 Objective: 577	556
Average day per capita water use (litres/c/day)	MV 5-year average (2019-2023): 401 2019: 418 2020: 401 2021: 405 2022: 394 2023: 384	2024 Objective: 373	370
Annual volume of drinking water sales (ML)	MV 5-year average (2019-2023): 387,500 2019: 383,400 2020: 378,700 2021: 391,700 2022: 388,500 2023: 395,100	2024 Objective: 393,000	398,000

2025 Key Actions

Utility Planning and Policy

- Continue the update of the *Drinking Water Management Plan*
- In partnership with Liquid Waste Services, develop the Climate 2050 Infrastructure Roadmap
- Continue the assessment of the feasibility of producing green hydrogen from hydropower at Cleveland Dam
- Continue work on the regional equity and affordability of drinking water
- Initiate the feasibility study to optimize energy use in the transmission system

Utility Modelling and Data Analytics

- Continue the Water Transmission System Master Plan
- Actively support “Water Supply Plan Using Adaptive Pathways” study
- Publish 2023 Water Use by Sector report, 2024 Peak-Day and Water Consumption Statistics reports
- Continue directing new membership and connection requests, asset transfers agreements, DCC and legal enquiries
- Continue the Capital Water Meter Upgrades Program
- Complete replacement of 3 billing water meters
- Complete installation of 8 non-billing water meters

WATER SERVICES

Engineering and Construction

Description of Services

Water Services provides safe a reliable supply of high quality drinking water to the Metro Vancouver region through the Greater Vancouver Water District. The Engineering and Construction division provides delivery of core 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 Supported

Board Strategic Plan

- Maintain Metro Vancouver's world-class water system that provides clean, safe drinking water and ensure its capacity to meet future needs.
- Ensure the long-term resilience 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, in consideration of current and future ratepayers.
- Strengthen awareness and engagement with the public, members, other orders of government, and key stakeholders on a range of initiatives that will ensure the delivery of clean, safe drinking water, now and into the future.

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

Performance Indicators

Indicator	Historical and/or Industry Benchmark	Current Performance	2025 Performance Objective
Percent of GVWD Capital Program Expenditures Achieved:	3 year average (2021 – 2023): 59% 2021: 50% 2022: 63% 2023: 64%	(as of July 2024) YTD: 30% Objective: 80%	90%
Percent of Minor Capital Program Expenditures Achieved:	3 year average (2021 – 2023): 95% 2021: 98% 2022: 80% 2023: 107%	(as of July 2024) YTD: 58% Objective: 100%	100%

Indicator	Historical and/or Industry Benchmark	Current Performance	2025 Performance Objective
Percent of project complete:		(as of July 2024)	
Kennedy Newton Main (Phase 3A) – Construction	n/a	0%	50%
Annacis Main No. 5 (North) New West Section – Construction	n/a	0%	20%
Capilano Raw Water Pump Station Backup Power – Construction	n/a	47%	95%
Fleetwood Reservoir plus Feeder Main – Construction	n/a	65%	100%
Annacis Main No. 2 Pipe Joints Inspection and Repairs Under Queensborough Bridge	n/a	0%	100%
Central Park Main No. 2 (Phase 2A) – Construction	n/a	0%	60%
Port Moody Main No. 3	n/a	0%	25%
Cape Horn Pump Station No. 3 – Design	n/a	60%	95%
Newton Pump Station No. 2 - Construction	n/a	0%	20%

2025 Key Actions

- *Continue construction of Kennedy-Newton Main (Phase 3A).*
- *Commence construction of Annacis Main No. 5 (North) New West Section.*
- *Commission Capilano Raw Water Pump Station Backup Power late 2025 and turn over in 2026.*
- *Complete construction of Fleetwood Reservoir plus Feeder Main, commission and turn over for operations.*
- *Complete construction of Annacis Main 2 repairs under Queensborough Bridge.*
- *Continue construction of Central Park Main No. 2 (Phase 2A).*
- *Commence construction of Port Moody Main No. 3.*
- *Continue design of Cape Horn Pump Station No. 3.*
- *Commence construction of Newton Pump Station No. 2*

WATER SERVICES

Operations and Maintenance

Description of Services

Water Services delivers a reliable supply of 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 operation and management of aging infrastructure requires ongoing assessments to ensure the safe and reliable operation of the drinking water storage reservoirs, water transmission systems and associated equipment. Regularly scheduled line maintenance, reservoir cleanings, valve exercising and condition assessments often lead to corrective actions, initiated and performed through minor capital and capital projects.

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 supply 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

Performance Indicators

Indicator	Historical and/or Industry Benchmark	2024 YTD (January – June) Performance	2025 Performance Objective
Annual volume of drinking water treated, delivered (in million litres)	MV 3-year average (2021-23): 391,773 2021: 391,709 2022: 388,490 2023: 395,121	146,754 (Jan – May only)	393,000
Energy use in the treatment and delivery of drinking water (amount of gigajoules (GJ) used per ML of water)	MV 3-year average (2021-23): 0.52 2021: 0.54 2022: 0.52 2023: 0.50	0.49 (Jan – Feb only)	0.50
Compliance with treatment operating permit criteria	MV 3-year average (2021-23): 100% 2021: 100% 2022: 100% 2023: 100%	100%	100%
Number of leak repairs in water transmission system piping per 100 kilometers of pipe ¹	MV 3-year average (2021-23): 2.72 2021: 1.87 2022: 2.68 2023: 3.61	1.33	< 3.1
Number of remote monitoring and control points to ensure system resiliency	MV 3-year average (2021-23): 31,977 2021: 31,746 2022: 31,995 2023: 32,191	32,406	32,900

Note 1: AWWA Partnership for Safe Water Distribution System Optimization Program goal: 9 breaks/100 km/year

2025 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.
- Fully develop preventative maintenance performance tracking program for water treatment plants and transmission system.

WATER SERVICES

Interagency Projects and Quality Control

Description of Services

Water Services provides high-quality drinking water to the Metro Vancouver region through the Greater Vancouver Water District (GVWD). The Interagency Projects & 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.
- 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.
- 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 - Use drinking water sustainably
- Goal 3 - Ensure the efficient supply of water

Performance Indicators

Indicator	Historical and/or Industry Benchmark	Current Performance		2025 Performance Objective
		2024 YTD July 31	Projected 2024	
Number of water tests completed on samples collected from source reservoirs, water treatment plants, and GVWD transmission/member jurisdiction distribution systems	MV 3-year average (2021 - 2023): 171,346 2021: 178,675 2022: 166,674 2023: 168,688	98,970	168,000	180,000
Number of samples collected from the GVWD system that were positive for <i>E.coli</i> bacteria	MV 3-year average (2021 - 2023):0 2021:0 2022:0 2023:0	0	0	0*
Percent of samples positive for total coliform bacteria in the GVWD system	MV 3-year average (2021 - 2023): 0.2% 2021: 0.2% 2022: 0.2% 2023: 0.2%	0.1%	<10%	<10%*
Number of major interagency projects coordinated	MV 3-year average (2021 - 2023): 13 2021:12 2022:13 2023:15	14	16	15

*Based on the BC *Drinking Water Protection Regulation*

2025 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, MOTI Fraser River Tunnel and the Surrey-Langley Skytrain
- Continue the design coordination for the expanded Microbiological Laboratory to enhance functionality, efficiency and safety
- Coordinate the assessment by Canadian Association for Laboratory Accreditation Inc. (CALA) as required for the continued operation of the Water Services Laboratories
- Coordinate the *Enhanced Water Quality Assurance Program* (EWQA) audit as required by the BC Ministry of Health for the continued operation of the Water Services Laboratories
- Prepare and publish the Annual Water Quality Report as required by the BC *Drinking Water Protection Regulation*
- Continue to coordinate the installation of improved in-system reservoir sampling equipment at high priority reservoir sites
- Continue to coordinate the installation of additional online chlorine analyzers to assess real-time water quality

WATER SERVICES

Dam Safety

Description of Services

Water Services delivers a reliable supply of 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 corporate dam portfolio, in the Water Services, Liquid Waste Services, Solid Waste Services and Regional Parks areas of authority. This includes Dam Safety Management, Dam Geotechnical Monitoring, Dam Safety Compliance, and Dam Studies & Assessments. The division manages geotechnical instruments and groundwater control infrastructure, maintains regulatory documents, conducts formal dam inspections, retains consultants for formal dam safety reviews, various dam safety studies, assessments and investigations, monitors the execution of dam activities and implements risk reduction measures for the corporate dam portfolio.

The nature of the Dam Safety division's work involves close collaboration with other departments and Water Services divisions to ensure the overall safety of the portfolio of dams.

Alignment of Strategic Directions and High Level Goals

Board Strategic Plan

- Continue to develop and implement asset management and capital plans that build and maintain regional infrastructure
- Enhance understanding of Indigenous knowledge to help inform policies and goals on ecosystem preservation and adaptation measures
- Incorporate climate action measures (greenhouse gas reduction and resilience to impacts) in all services, projects, and initiatives
- Ensure the long-term resilience of the regional drinking water system by prioritizing seismic upgrades, upgrading aging assets, and installing back-up power for critical water system infrastructure

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

Performance Indicators

Indicator	Historical and/or Industry Benchmark	Current Performance		2025 Performance Objective
		End of July 2024	2024 Objective	
Percent of dam abutment drainage infrastructure tests and inspections completed (Note 1)	3-year average (2021-23): 100% 2021: 100% 2022: 100% 2023: 100%	63%	63%	100%
Percent of formal regulatory dam inspections completed (Note 2)	3-year average (2021-23): N/A 2021: N/A 2022: N/A 2023: N/A (Note 6)	38%	44%	100%
Percent of annual emergency contact communication tests completed (Note 3)	3-year average (2021-23): N/A 2021: N/A 2022: N/A 2023: N/A (Note 6)	0% (Note 7)	0% (Note 7)	100%
Percent of annual Water Committee and regulatory reports completed (Note 4)	3-year average (2021-23): N/A 2021: N/A 2022: N/A 2023: N/A (Note 6)	88%	88%	100%
Percent of operating program expenditures achieved (Note 5)	3-year average (2021-23): 109% (WS) 2021: 103% (WS) 2022: 153% (WS) 2023: 71% (WS)	44% (WS) 0% (LWS) 0% (SWS) 0% (Parks) (Note 7)	58% (WS) 58% (LWS) 58% (SWS) 58%(Parks)	100%

Notes:

- (1) Includes 8 annual WS tasks - 4 CDEA pump well tests, 1 SFD relief well and drainage manhole inspection, 1 CDEA E2 shaft inspection, 1 CDEA T505/506 adit inspection, 1 CDEA T470 adit inspection.
- (2) Includes 16 annual formal dam inspections – 9 WS, 1 LWS, 1 SWS, 5 Parks.
- (3) Includes 14 regulated dam annual emergency contact communication tests (Q4).
- (4) Includes 8 annual tasks – 1 Water Committee report (June), 6 Dam Status Reports (Q1 – 4 WS, 1 SWS, 1 Parks), 1 Corporate Dam Portfolio Consequence Classification Review.
- (5) Includes operating project budgets managed by WS Dam Safety for WS, LWS, SWS, Parks.

(6) "N/A" because the metrics are for the entire corporate portfolio of dams, and WS Dam Safety only started to conduct formal inspections for other department dams in 2024.

(7) Performance of 0% because this work activity is to be carried out later this year.

2025 Key Actions

- Prioritize activities for compliance with applicable regulations
- Develop corporate governance and implementation manuals for Dam Safety and Public Safety Around Dams
- Investigate opportunities for enhancements to test operation of dam discharge equipment
- Manage planned operating projects for WS, LWS, SWS, and Parks dams

WATER SERVICES

Shared and Support Services

Description of Services

Water Services provides a reliable supply of high quality drinking water to the Metro Vancouver region through the Greater Vancouver Water District. Shared and Support Services (S&SS) provides: Survey, Inspection and Drafting Services to WS, LWS and PDE departments through its Shared Utility Services (SUS) Division; 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

Performance Indicators

S&SS supports the KPIs identified in O&M and E&C Work Plans.

Indicator	Historical and/or Industry Benchmark	Current Performance		2025 Performance Objective
		End of July 2024	2024 Objective	
Continuous improvement savings (\$/yr)	2021: \$15,000 2022: \$516,632 2023: 1.3M ¹	\$642,000	\$650,000	\$750,000
Continuous improvement safety – time loss incidents	2021: 8 2022: 7 2023: 4	1	0	0
Continuous improvement safety – injuries to employee in total incidents	2021: 35 2022: 28 2023: 26	21	27	25
Number of operational (level 1) condition assessments completed	2021: 22 2022: 83 2023: 213	19	100+	100+
Number of expert (level 2) condition assessments completed	2021: 2 2022: 3 2023: 9	4	10+	10+

¹Based on estimates from each division summarized in WS Continuous Improvement Tracker

2025 Key Actions

- Enhance condition assessment program for aerial crossings and buried watermains, establish a process to identify priority remediation projects, and integrate with Enterprise Asset Management.
- Continue to improve performance using Lean processes and tools.
- Continue to advance Water Utility Climate Action Plan in alignment with Climate 2050 to establish GHG emission reduction targets and actions to achieve targets.
 - Reduce GHG emissions by working with Fleet Services to optimize and electrify Water Services vehicles.
 - Set target for energy reduction and develop facility specific energy management plans.
- 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 2024 (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.

METRO VANCOUVER REGIONAL DISTRICT

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.

Strategic Directions and High Level Goals Supported

Board Strategic Plan

- Maintain Metro Vancouver's world-class water system that provides clean, safe drinking water and ensure its capacity to meet future needs.
- Ensure the long-term resilience 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, in consideration of current and future ratepayers.
- Strengthen awareness and engagement with the public, members, other orders of government, and key stakeholders on a range of initiatives that will ensure the delivery of clean, safe drinking water, now and into the future.
- Continue to engage with members on processes and initiatives that contribute to an effective and well-functioning organization.
- Enhance relationships between Metro Vancouver and other orders of government, First Nations, adjacent regional districts and key stakeholders.

Performance Indicators

Indicator	Historical and/or Industry Benchmark	Current Performance (2024)	2025 Performance Objective
Percent of service uptime (business hours, 8am – 4pm, M-F): <ul style="list-style-type: none"> • Real-time service to mobile surveyors 	MV 3-year average (2021-2023): 99% 2021 99% 2022 99% 2023 99%	99%	99%
Percent of service uptime (24 x 7, 365 days / year): Post-mission data availability through Provincial portal	MV 3-year average (2021-2023): 99% 2021 99% 2022 99% 2023 99%	99%	99%

2025 Key Actions

- With local government partners, implement actions under the five-year (2024-2028) GPS Program Strategic Plan, including:
 - Begin implementation of up to 3 new Active Control Point sites in the region, to be fully operational by 2026
 - Organize plan for new refresh of the horizontal and vertical datums for the region, implementation of which is to be completed by 2029
- Expand the Regional GPS Program’s real-time Active Control Point network, per new 5-year GPS Program Strategic Plan (2024-2028)

2025 to 2029 – 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
2025		
Seymour Falls Dam (SFD) Updated Groundwater Modelling	Complete updates to the SFD groundwater model initiated in 2024.	Regulatory and Legislative Environment
Seymour Falls Dam Upstream Face Leakage Investigation	Carry out an underwater inspection of SFD concrete dam upstream face.	Regulatory and Legislative Environment
Cleveland Dam (CLD) East Abutment Updated Slope Stability Assessment	Complete an updated stability assessment of the CLD East Abutment E2 area slopes	Regulatory and Legislative Environment
Capilano and Seymour Watershed geohazard Study	Carry out a LiDAR survey and geohazard investigation within the Capilano and Seymour watersheds	Regulatory and Legislative Environment
Evaluation of bio-filtration at Seymour Capilano Filtration Plant (SCFP)	Evaluate bio-filtration option at SCFP	System Stewardship and Financial sustainability
Coquitlam Water Treatment Plant (CWTP) Control System Upgrade	Design and programming to upgrade the controls at CWTP Ozone Generation, Corrosion Control, and Chlorination facilities.	System Stewardship
CWTP Feasibility Study for On-site Oxygen Generation and Recovery	Conduct study to evaluate options to produce liquid oxygen on site and incorporate an oxygen recovery system.	Financial Sustainability
Drinking Water Management Plan Update	Finalize Drinking Water Management Plan for GVWD Board endorsement	Regional Growth, Resilience, and System Stewardship
Drinking Water Stress Index	Develop a public-facing tool to communicate in real-time the status of the region’s water supply and demand, and factors in activation of restrictions.	System Stewardship
Regional Water Rate Evaluation	Conduct a study to review current regional water pricing and provide recommendations on changes to the rate structure.	Financial Sustainability
Climate 2050 Water and Wastewater Infrastructure Roadmap	In partnership with Liquid Waste Services, draft the Climate 2050 Water and Wastewater Infrastructure Roadmap.	Environmental Sustainability
River and Watershed Models Update	Develop three new hydrological models for source watersheds and update the hydraulic models.	System Stewardship
Water Audit Study	Perform a water audit study for the transmission system.	System Stewardship
Water Transmission System Master Plan	Develop a long-term capital plan for the water transmission system.	Regional Growth, Resilience and System Stewardship

Regional Water Meter Upgrades	Design and construct new regional flow meters	System Stewardship and Financial sustainability
Dam Safety Booms in Seymour and Capilano Reservoirs Replacement	Complete replacement of the Seymour and Capilano dam safety booms.	System Stewardship & Environmental Sustainability
Canadian Association of Laboratory Accreditation	Enhance the level of accreditation with the implementation of additional key parameters.	Regulatory and Legislative Environment
DFO Capilano River Salmon Hatchery Renewal	Work with DFO on their design and construction of two new wells, a new water supply intake in Capilano Reservoir and associated pipeline to the redeveloped Capilano River Fish Hatchery.	Environmental Sustainability
Coquitlam Water Main Project	Commence construction of Coquitlam Water Main – Cape Horn Section Pre-build.	Regional Growth
Coquitlam Lake Water Supply Project	Continue engagement with First Nations and stakeholders, and submission of applications for Water Licence and Volumetric right-of-way for tunnel.	Regional Growth
Second Narrows Water Supply Tunnel - Construction	Complete construction of the 1.1 km long water supply tunnel under Burrard Inlet.	System Stewardship
Pitt River (Haney) Water Supply Tunnel – Preliminary Design	Commence preliminary design of new water supply tunnel under the Pitt River	System Stewardship
Lulu-Delta Water Supply Tunnel – Conceptual Design	Commence project definition/conceptual design of a new trenchless crossing under the Fraser River	System Stewardship
Building Information Modeling (BIM) Phase I-III implementation	Complete piloting of Common Data Environment (CDE) for managing BIM models and related data. Implementation of phases to continue through 2026 with completion in 2028.	System Stewardship & Environmental Sustainability
Valve Management Program	Formalize a valve exercising and inspection program.	System Stewardship
Earthquake Early Warning and Structural Health Monitoring Expansion (EEW-SHM)	Expand the pilot EEW to complete regional coverage and reliability, as well as to enable automated actions for life-saving and water / water infrastructure saving actions.	System Stewardship & Environmental Sustainability
Water Services Emergency Response Planning	Pilot access points at key reservoirs for emergency supply of water for local jurisdictions.	System Stewardship & Environmental Sustainability
Engineering Quality Assurance (Field)	Implement field, mobile access to engineering drawings and tablet use for construction quality assurance inspections.	System Stewardship & Environmental Sustainability
Westburnco Pump Station 2 – Variable Frequency Drive (VFD) Replacement	Replacement and commissioning of four 800HP VFDs	System Stewardship
CWTP Ozone Side Stream VFD Replacement	Replacement and commissioning of two 350HP VFDs	System Stewardship
SCFP Pumps & Scour Blower VFD Replacement	Replacement and commissioning of nine VFDs	System Stewardship

Transmission System Online Chlorine Analyzers Addition	Begin a multi-year program to install additional online chlorine analyzers within the transmission system.	System Stewardship
Douglas Road Main No. 2 (Still Creek Section) - Construction	Complete Douglas Road Main No. 2 (Still Creek Section).	System Stewardship
Annacis Main No. 5 (North) - Construction	Commence construction of Annacis Main No. 5 (North).	Regional Growth
Port Moody Main No. 3 – Scott Creek Section - Construction	Commence construction of Port Moody Main No. 3 – Scott Creek Section.	System Stewardship
Whalley Kennedy Main No. 2	Commence design work on the Whalley Kennedy Main No. 2.	Regional Growth
South Fraser Storage Yard	Commence detailed design of storage yard.	
Second Narrows (SN) Crossing 1 & 2 (Burrard Inlet Crossing Removal)	Commence detailed design for the existing SN crossing removals.	System Stewardship
Seymour Falls Dam Public Warning System	Begin Preliminary Design Studies along Seymour River	Infrastructure Maintenance
Loch Lomond Outlet Works Rehabilitation	Begin Preliminary Design Studies for replacement of the outlet works at Loch Lomond.	Infrastructure Maintenance
CLD and SFD Lead Paint Removal, Surface Crack Injection and General Corrosion Mitigation	Removal and abatement of lead-containing paint on surfaces at CLD and SFD	Infrastructure Maintenance
2026		
CLD and SFD Updated Probable Maximum Floods (PMF) Assessment	Carry out updated determination of the PMF for CLD and SFD.	Regulatory and Legislative Environment
CLD and SFD Gate and Valve Assessment	Conduct assessments and testing of mechanical discharge gates and valves at CLD and SFD.	Regulatory and Legislative Environment
Water Transmission System Master Plan	Complete development a long-term capital plan for the water transmission system	Regional Growth, Resilience and System Stewardship
Coquitlam Water Main Project	Complete construction of Coquitlam Water Main – South Section (Robson Drive to Guildford Way).	Regional Growth
Coquitlam Water Main Project	Commence Construction of Coquitlam Water Main – City Centre Tunnel Section.	Regional Growth
Coquitlam Lake Water Supply Project	Commence preliminary design of intake, tunnel and treatment plant.	Regional Growth
Cape Horn Pump Station No. 2 (CHPS2) Power Distribution and DC Drive replacement	Upgrade power distribution system and replace four 1000HP drives	System Stewardship
Environmental Management System	Complete development of an ISO 14001 compliant Environmental Management System for Water Services operations.	Environmental Sustainability & Regulatory and Legislative Environment

Engineering Drawing Updates (Field)	Complete implementation of digital engineering drawings field mark-ups, processing and approvals.	System Stewardship & Environmental Sustainability
Westburnco Pump Station Backup Power – Design & Construction	Complete design and start construction of Westburnco Pump Station No. 1 & No. 2 Backup Power.	System Stewardship
Fleetwood Reservoir - Construction	Complete construction of Fleetwood Reservoir.	Regional Growth
Kennedy Newton Main - Construction	Complete construction of Kennedy Newton Main.	Regional Growth
Capilano Raw Water Pump Station Backup Power Facility - Construction	Complete construction of the Capilano Raw Water Pump Station Backup Power Facility.	System Stewardship
Cap Raw Water Pump Station VFD Replacement	Replacement and commissioning of eight VFDs	System Stewardship
Burnaby Mountain Tank No. 2 and 3	Commence detailed design of Burnaby Mountain Tank No. 2 and 3	Regional Growth
Cleveland Dam Spillway Resurfacing	Detailed design for maintenance and repair of the concrete surface of the CLD Spillway.	Infrastructure Maintenance
2027		
Coquitlam Water Main Project	Commence Construction of Coquitlam Water Main – Central Section.	Regional Growth
Earthquake Early Warning and Structural Health Monitoring System (EEW-SHM)	Complete action plans associated with the EEW-SHM program.	System Stewardship & Environmental Sustainability
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
Cape Horn Pump Station No. 3 - Construction	Commence construction of Cape Horn Pump Station No. 3.	Regional Growth
Annacis Main No. 5 (North) - Construction	Complete construction of Annacis Main No. 5 (North).	Regional Growth
Seymour Main No. 5 (North)	Complete design of the open cut sections of the Seymour Main No. 5 (North) between SFD and SCFP.	System Stewardship
Port Moody Main No. 3 – Scott Creek Section - Construction	Complete construction of Port Moody Main No. 3 – Scott Creek Section.	System Stewardship
Haney Main No. 4 - West Section	Commence construction of Haney Main No. 4 – West Section.	Regional Growth
South Surrey Main No. 2	Commence construction of the South Surrey Main No. 2.	Regional Growth
Whalley Kennedy Main No. 2	Commence construction of the Whalley Kennedy Main No. 2.	Regional Growth

2028		
CLD and SFD Automated Data Acquisition System (ADAS) Replacement	Replace aging ADAS equipment at CLD East Abutment and at SFD.	Regulatory and Legislative Environment
Renewal of water licences for Capilano and Seymour associated with the Joint Water Use Plan	Water licences need to be renewed to allow for potential investigation of hydropower at CLD and SFD.	System Stewardship and Environmental Sustainability
Update Drinking Water Conservation Plan (DWCP)	Review and update the DWCP which includes implementation by Member jurisdictions and public communication.	System Stewardship and Environmental Sustainability
Newton Pump Station No. 2 - Construction	Complete construction of Newton Pump Station No. 2.	Regional Growth
South Fraser Works and Storage Yard	Complete development of South Fraser Works and Storage Yard to support WS Construction activities.	System Stewardship
Annacis Main No. 5 (South) - Construction	Complete construction of Annacis Main No. 5 (South).	Regional Growth
Central Park Main No. 2 – Imperial Section	Complete construction of the Central park Main.	System Stewardship
Cleveland Dam Maximum Credible Earthquake (MCE) Seismic Upgrades	Design and construct upgrades to CLD based on changes to Seismic Design Code for MCE.	System Stewardship
Loch Lomond Formalized Spillway Design and Construction	Design and construct upgrades to Loch Lomond’s spillway.	Infrastructure Maintenance
Burnaby Mountain Tank No. 2 and 3	Commence construction of Burnaby Mountain Tank No. 2 and 3.	Regional Growth
2029		
Wildfire Preparedness	Complete Community Wildfire Planning with key municipal partners and continue implementation of forest fuel reduction treatments and early detection system trials.	System Stewardship
Pitt River (Haney section) Water Supply Tunnel - Construction	Commence construction of new water supply tunnel under the Pitt River.	System Stewardship
Cambie-Richmond Water Supply Tunnel - Construction	Commence construction of new water supply tunnel under the Fraser River.	System Stewardship
Building Information Modeling (BIM) Phases II-III Implementation	Complete implementation of multi-year Phase II-III program.	System Stewardship & Environmental Sustainability
Seymour Main No. 5 (North)	Commence construction of the first of two open cut sections of the Seymour Main No. 5 (North) between SFD and SCFP.	System Stewardship
Second Narrows Crossing 1 & 2 (Burrard Inlet Crossing Removal)	Commence construction for the existing SN crossing removals.	System Stewardship

METRO VANCOUVER DISTRICTS
2025 - 2029 PROJECTED RESERVES - WATER

OPERATING RESERVES

	2024 ENDING BALANCE	2025 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE	2028 ENDING BALANCE	2029 ENDING BALANCE
Water Services	\$ 42,739,784	\$ 42,739,784	\$ -	\$ -	\$ 1,068,495	\$ 43,808,279	\$ 44,903,486	\$ 46,026,073	\$ 47,176,725	\$ 48,356,143

STATUTORY RESERVES

	2024 ENDING BALANCE	2025 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE	2028 ENDING BALANCE	2029 ENDING BALANCE
Water Services										
Water Laboratory Equipment Reserve	\$ 910,202	\$ 910,202	\$ 50,000	\$ -	\$ 23,380	\$ 983,582	\$ 1,058,797	\$ 1,135,892	\$ 1,214,914	\$ 1,295,912
Water Sustainability Innovation Fund Reserve	10,309,539	10,309,539	723,000	(1,020,000)	254,026	10,266,565	10,951,517	11,957,342	12,988,313	14,045,058
Total	\$ 11,219,741	\$ 11,219,741	\$ 773,000	\$ (1,020,000)	\$ 277,406	\$ 11,250,147	\$ 12,010,314	\$ 13,093,234	\$ 14,203,227	\$ 15,340,970



2025 – 2029 FINANCIAL PLAN
WATER SERVICES

Marilyn Towill
General Manager, Water Services
Water Committee – October 2, 2024
68636935

1924-2024
100 YEARS
DRINKING WATER

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Vancouver Heights Reservoir Pump Station (1958)

CELEBRATING 100 YEARS OF DRINKING WATER

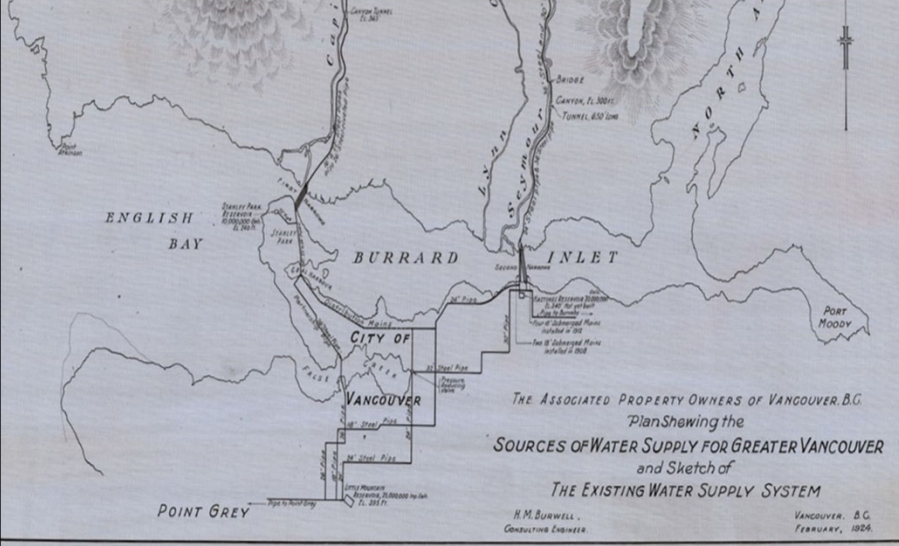
The Greater Vancouver Water District (GVWD) was established in 1924 with a mandate to ensure drinking water for the region's residents.



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ONE HUNDRED YEARS AGO



WATER SERVICES OVERVIEW

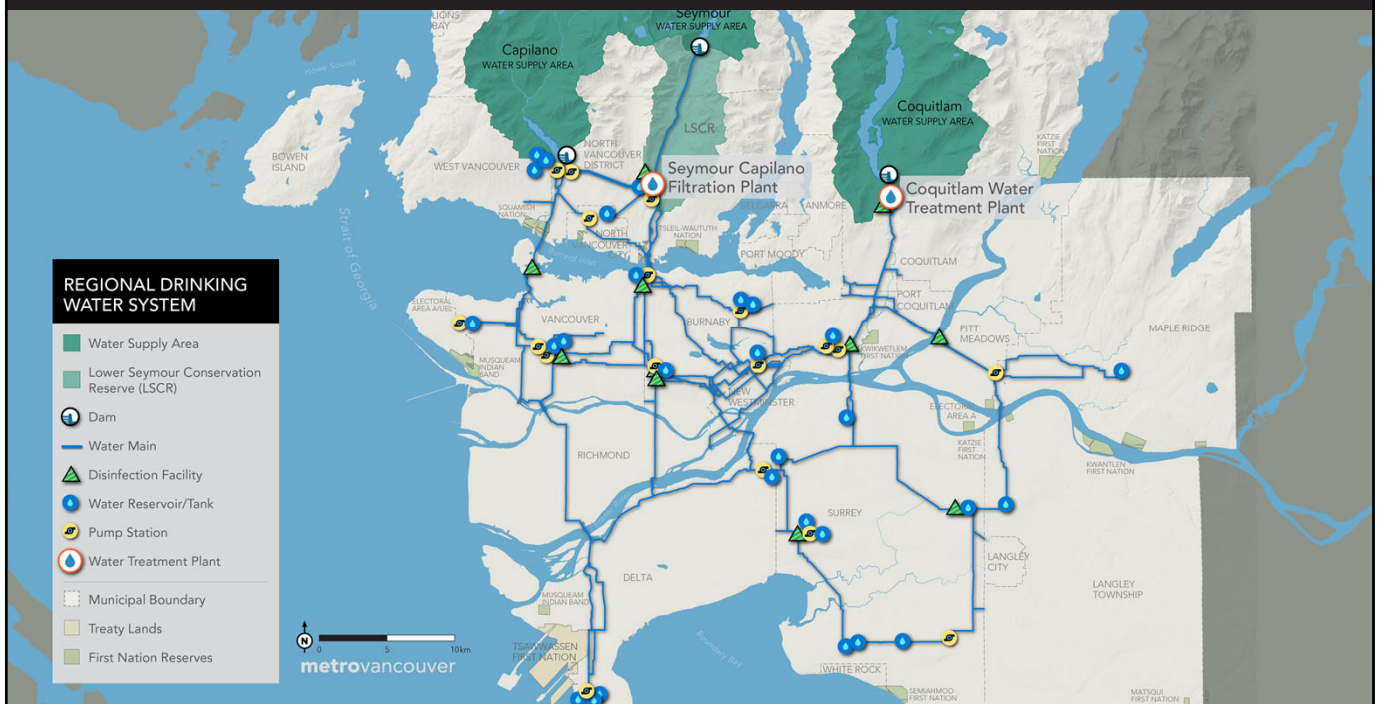
Water Services over the next 5 years

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

- Maintain Quality of the Drinking Water Delivered
- Maintain Capacity and Reliability of the Water Supply System
- Improve Environmental Stewardship
- Minimize Timeline to recover from a Major Event (including Seismic, Power Interruption and Climate Change)

Water Utility Overview



WHAT DRIVES & GUIDES OUR WORK



Annacis Main No. 2, Magnetic Flowmeter installation in a new chamber



Water main installation in Stanley Park – Circa 1932

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7

PERFORMANCE METRICS

Water Services

Key Performance	Past Performance (Average)	Expected Performance 2025
Peak day per capita water use (liters per person per day)	587	
Water transmission system leak repairs (# leaks / 100km of pipe)	2.72	
Progress on GVWD capital program (% expenditures)	59	
Bacteriological tests from GVWD system meet or exceed BC Water Quality Standard	100%	

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CONTINUOUS IMPROVEMENT – 2024 COMPLETE OR ONGOING

Water Services

Initiative	Outcomes
On-Site Field Services Improvements	<ul style="list-style-type: none"> Acquired technology improvements (robotic survey equipment, etc.) to improve on-site efficiency
Completed a Dam Safety Tracking System	<ul style="list-style-type: none"> Allows entry and tracking of work activities for the entire corporate portfolio of dams
Refined Environmental Management System	<ul style="list-style-type: none"> Revised the review and approval process for regulatory reporting which was established in 2015. New process is freeing up time for our frontline, engineering, and legal teams

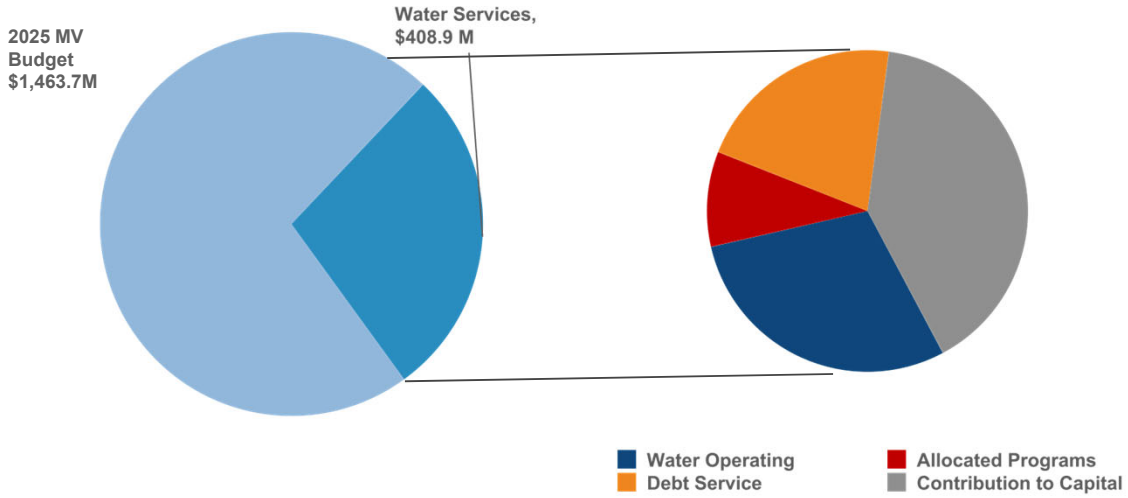
CONTINUOUS IMPROVEMENT – 2025 NEW

Water Services

Initiative	Outcomes
Departmental GHG emissions management	<ul style="list-style-type: none"> Working towards achieving 45% reduction by 2030 and net-zero emissions by 2050 with focus on fleet electrification
Enhancing water quality monitoring	<ul style="list-style-type: none"> Installation of improved in-system reservoir sampling equipment and remote data monitoring of rechlorination stations
Retrofit air valves	<ul style="list-style-type: none"> Retrofitting air valves to avoid future failures, emergency repair costs, as well as reduce the environmental risk

BUDGET OVERVIEW

2025 Operating Budget Breakdown - Water



OPERATING EXPENDITURES

Water Services Financial Plan

Overview:

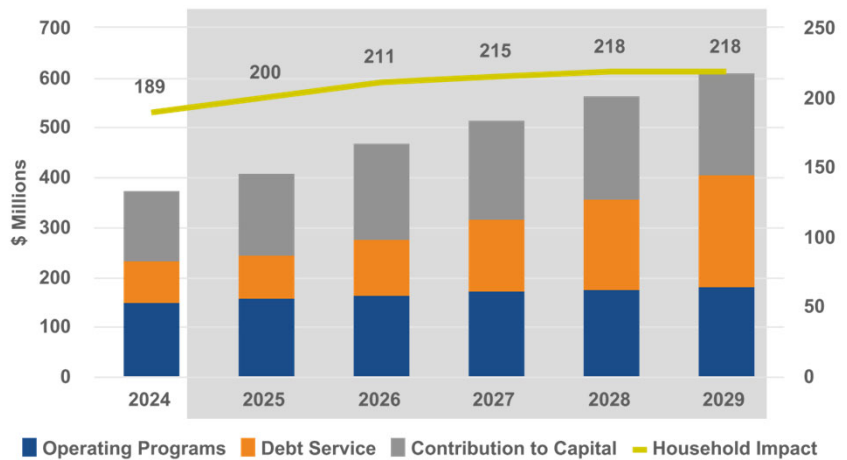
2024 Operating Budget: **\$378.9M**
 2025 Operating Budget: **\$408.9M**

7.9% increase

Drivers for Change:

- Increases to operating programs are largely inflationary
- Increased debt service (growing capital program)
- Managing contribution to capital (Financial Management Policy)

2025 - 2029 Water Services Financial Plan



OPERATING REVENUES

Water Services Financial Plan

Overview:

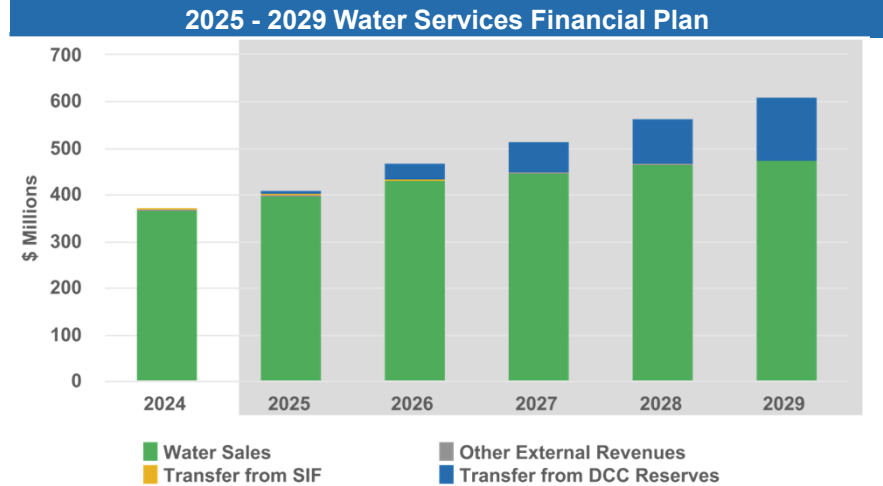
2024 Operating Budget: **\$378.9M**

2025 Operating Budget: **\$408.9M**

7.9% increase

Drivers for Change:

- Population growth and increased consumption
- Maintaining funding for capital program



OPERATING REVENUES

Benchmark of Utility Costs

	Wholesale Water Rate (\$CAD / m3) (2023)	Residential Water Use (litres per person per day) (year of published data)
Metro Vancouver	\$1.00 (2025)	269 (2021)
Capital Regional District	\$0.81	220 (2023)
Waterloo	\$1.13	152 (2019)
San Francisco	\$2.25	155 (2023)
Portland	\$3.34	167 (2023)

OPERATING HIGHLIGHTS

Water Services

Budget year	Initiative	Description
2025	Drinking Water Management Plan Update	Finalize Drinking Water Management Plan for GVWD Board endorsement
2026	Environmental Management System	Complete development of an ISO 14001 compliant Environmental Management System.
2027	Earthquake Early Warning and Structural Health Monitoring System	Complete action items associated with the Earthquake Early Warning and Structural Health Monitoring System.
2028	Automated Data Acquisition System (ADAS) Replacement	Replace aging ADAS equipment at the Cleveland and Seymour Falls dams
2029	Wildfire Preparedness	Complete Community Wildfire Planning with key municipal partners

CAPITAL EXPENDITURES

Water Services Capital Plan

Overview:

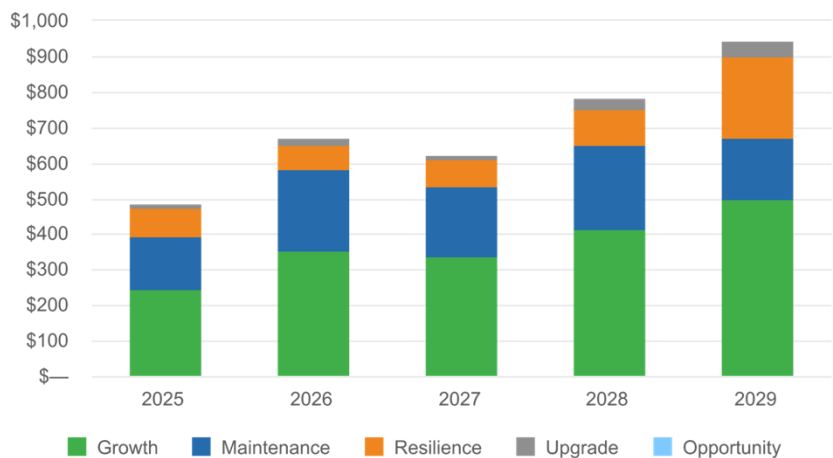
2024 Capital Cash Flow: **\$424.9M**
 2025 Capital Cash Flow: **\$484.5M**

14.0% increase

Drivers for Change:

- Coquitlam Water Main
- Annacis Water Supply Tunnel
- Stanley Park Water Supply Tunnel
- Coquitlam Lake Water Supply
- Haney Water Supply Tunnel
- Capilano Raw Water Pump Station - Back-up Power
- Kennedy Newton Main

2025 - 2029 Water Services Capital Cash Flow



CAPITAL FUNDING

Water Services Capital Plan

2025 - 2029 Water Services Capital Funding

Overview:

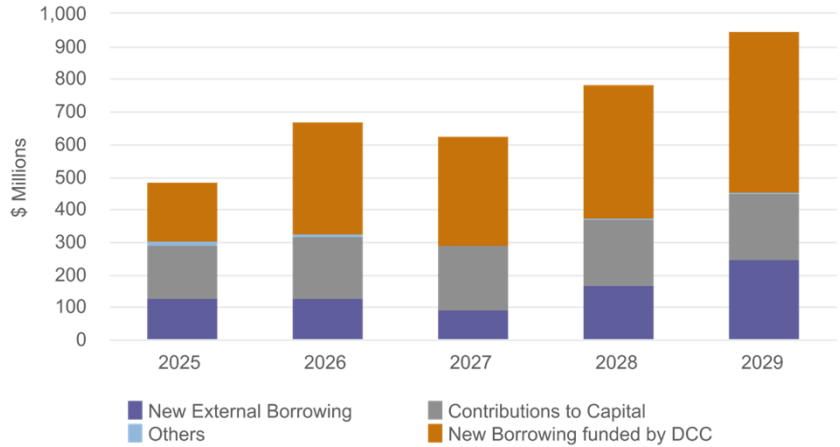
2024 Capital Cash Flow: **\$424.9M**

2025 Capital Cash Flow: **\$484.5M**

14.0% increase

Drivers for Change:

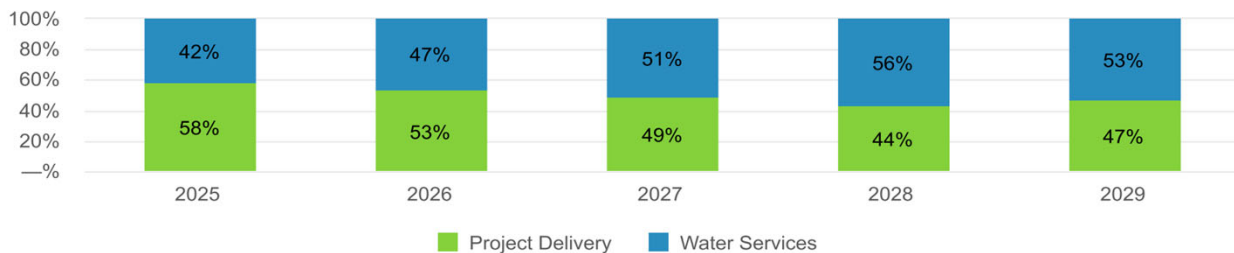
- Contribution to Capital funding to comply with Financial Management Policy
- DCC's in place for 2024 and onwards



WATER 2025 - 2029 CAPITAL PLAN

	2025	2026	2027	2028	2029
Annual Capital Expenditures (millions)					
WS	\$202.4	\$312.3	\$319.6	\$439.8	\$500.1
PD	\$282.1	\$357.4	\$304.8	\$342.4	\$445.3
Total	\$484.5	\$669.7	\$624.4	\$782.2	\$945.4

- Water Services: 144 projects in the 2025 - 2029 capital plan
- Project Delivery: 9 projects in the 2025 - 2029 capital plan
- Total: 153 projects in the 2025 - 2029 capital plan



WATER SERVICES FINANCIAL PLAN SUMMARY

Water Services

	2024	2025	2026	2027	2028	2029
Total Expenditures (\$ Millions)	\$378.9	\$408.9	\$468.2	\$516.0	\$564.8	\$611.3
% Change		7.9%	14.5%	10.2%	9.5%	8.2%
Blended Water Rate (\$/m3)	\$0.9333	\$1.0002	\$1.0655	\$1.0975	\$1.1233	\$1.1380
Total Capital Cash Flow (\$ Millions)	\$424.9	\$484.5	\$669.7	\$624.4	\$782.2	\$945.4
Household Impact (\$)	\$189	\$200	\$211	\$215	\$218	\$218
% Change		5.7%	5.5%	2.0%	1.6%	0.1%
Prior Cycle Household Impact Change (%)		7.4%	5.3%	2.4%	1.8%	N/A



Barnston Maple Ridge Pump Station



Questions?

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To: Climate Action Committee

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

Date: September 26, 2024 Meeting Date: October 3, 2024

Subject: **2025 - 2029 Financial Plan – Air Quality and Climate Action**

RECOMMENDATION

That the Climate Action Committee endorse the 2025 - 2029 Financial Plan for Air Quality and Climate Action as presented in the report dated September 26, 2024, titled “2025 - 2029 Financial Plan – Air Quality and Climate Action”, and forward it to the Metro Vancouver Board Budget Workshop on October 16, 2024 for consideration.

EXECUTIVE SUMMARY

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

In 2025, the operating budget for Air Quality and Climate Action is proposed to decrease by \$1.3 million (7.2%) for a total of \$16.3 million. The decrease is primarily due to ramping down several Sustainability Innovation Fund (SIF) projects. In 2025, almost half of the total budget amount will be covered by non-requisition revenues. The requisition is proposed to increase by \$15,136 (0.2%) to a total requisition of \$8.4 million, which represents a total of \$7 household impact to the average regional household (which compares to a previous forecast for 2025 of \$7).

Costs for developing and administering permits and regulations are recovered from authorized dischargers of air contaminants in accordance with the polluter pays principle. The *MVRD Air Quality Management Fees Bylaw No. 1330, 2021* will increase fee revenues in 2025 and minimize the impact on the tax requisition. The function’s operating budget is supplemented by the Sustainability Innovation Fund (SIF), partnerships, and external funding. The Board will consider proposed new SIF projects early in the new year.

PURPOSE

To present the 2025 - 2029 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).

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

This report focuses on the Air Quality and Climate Action function and presents the 2025 annual budget and the updated five-year plan for the years 2025 to 2029 for Committee consideration.

AIR QUALITY AND CLIMATE ACTION FUNCTION

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 Air Quality and Climate Action function comprises two programs:

- Air Quality and Climate Action Services, which includes the development and implementation of regional and corporate air quality and climate action plans and policies, development of bylaws and regulations, and supporting activities such as the operation of a network of air quality monitoring stations located throughout the Lower Fraser Valley airshed, emissions inventories, environmental assessments, and communications and outreach; and
- Air Quality Regulation, which includes the issuance and administration of air quality permits, implementation of Metro Vancouver air quality bylaws, and promotion of compliance with all of these air quality authorizations.

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 *Clean Air Plan* and *Climate 2050*, both adopted by the Board. Specific targets and actions from these plans include:

Board Strategic Plan 2022-2026 – Overall Strategic Actions:

- Continue to develop and implement *Climate 2050 Roadmaps*, including critical climate adaptation actions, and to update roadmaps based on scientific advances and new opportunities;
- Prioritize climate action (greenhouse gas reduction and resilience to impacts) in all services, projects, and initiatives; and
- Strengthen restoration and protection of regional ecosystems, such as increasing forest canopies, to sequester carbon and enhance biodiversity.

Board Strategic Plan 2022-2026 – Priority Actions for Air Quality and Climate Action

- 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;
- Continue to develop policies and processes to integrate social equity into all air quality and climate policies; and
- Continue partnering with, and advocating to, other governments and agencies to implement initiatives that accelerate emission reductions in priority areas.

The *Clean Air Plan* is the regional plan for managing air quality and emissions (including GHGs) this decade. It includes key actions to effectively reduce health-harming air contaminants, to improve day to day air quality. The *Clean Air Plan* contains sector-specific emissions targets for air contaminant reductions.

Climate 2050 is a strategic framework adopted by the MVRD Board in 2019. *Climate 2050* is supported with issue-area roadmaps with actions to achieve these outcomes. To date, six roadmaps have been endorsed by the MVRD Board.

The MVRD Board adopted the following targets and commitments, which are stated in the *Clean Air Plan*, *Climate 2050* and *Metro 2050*:

- By 2030, reduce GHG emissions by 45% compared to 2010 levels;
- Achieve a carbon neutral region by 2050; and
- Ensure our infrastructure, ecosystems, and communities are resilient to the impacts of climate change.

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 2025 Work Plan 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:

- Days with air quality advisories in place;
- Reliability of air quality monitoring network;
- Number of inspections of non-road diesel engine sites, and permitted or regulated facilities and equipment;
- Cumulative number of Residential Indoor Wood Burning Best Burning Practices Declarations received;
- Cumulative number of non-road diesel engines retired since 2012;
- Regional GHG emissions from transportation and buildings;

- Corporate energy-related GHG emissions; and
- Corporate electricity consumption annually (kWh).

To maintain regional 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. Trends show that levels of most health-harming air contaminants have been improving over the last decade, although several summers have been impacted by wildfire smoke over that period. Regional GHG emissions trends have not shown the same improvement though. While on-road transportation GHG emissions have held steady in recent years and may be showing signs of a downward trend, GHG emissions from the buildings and industry sectors have yet to show the same decrease. Ongoing reporting of performance indicators will highlight these trends within the various sectors and for the region as a whole.

Metro Vancouver is making progress toward reducing organizational GHG emissions and energy waste 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.

CONTINUOUS IMPROVEMENT

The Air Quality and Climate Action function continues to explore, evaluate and implement continuous improvement opportunities. The continuous improvement opportunities that are ongoing from 2024 and new in 2025 include the following:

- 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.
- Develop a Corporate Climate and Energy Management System, which includes corporate energy and greenhouse gas management coordination and support services for departments to ensure Metro Vancouver maintains its corporate climate leadership position.
- Conduct a gap analysis of the corporate energy and greenhouse gas emissions inventory and determine pathway to quantifying and setting targets for non-energy-related emissions (e.g., scope 3 emissions and process/fugitive emissions).
- 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.
- 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.
- Update and propose new regulations to drive continuous improvement in air quality, emissions reduction, and recover costs from regulated sources.
- Develop procedures and guidance for the issuance of administrative penalties.

- Enhance the transparency of the regulatory program to increase awareness of and compliance with bylaw requirements, and improve participation in Metro Vancouver processes.

2025 BUDGET AND 2025 - 2029 FINANCIAL PLAN

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

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

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

The 2025 - 2029 Air Quality and Climate Action Financial Plan is included as Attachment 1. The 2025 Annual Work Plan for Air Quality and Climate Action Services and the Air Quality Regulation program areas presented in this report is included in Attachment 2, and the “What’s Happening” highlights for the years 2025 - 2029 are included in Attachment 3.

Planned Air Quality and Climate Action activities in 2025 include ongoing efforts to enhance regional air quality and reduce emissions to protect public health and the environment, including reducing greenhouse gas emissions (GHG) to mitigate climate change, and coordinating corporate GHG reduction and energy management across the organization. This includes promoting compliance with permits and air quality bylaws, implementing management and reporting systems, supporting policies and programs, collaborating with partners, and developing new bylaws. Priority actions in the *Clean Air Plan* and *Climate 2050* roadmaps remain a central focus in 2025.

Operating Budget Highlights

The Air Quality and Climate Action 2025 operating budget is proposed to decrease by \$1,267,210 for a total budget of \$16,293,920 (Attachment 1). The AQ Regulation program component of this budget has always been operated under the principle of cost-recovery, with user fees paying for most of the activities to promote compliance with our bylaws. In 2025, almost half of the total budget amount will be covered by non-tax requisition revenues. The 2025 budget includes previously approved studies and projects funded by the Sustainability Innovation Fund (SIF). 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 2025. All SIF projects are expected to include 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, consistent with the Board-endorsed *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.

The 2025 operating budget includes the following key actions, which are described in more detail in Attachment 2:

- Continue to implement priority actions from the *Clean Air Plan* and *Climate 2050*;
- Develop additional air quality monitoring and emissions assessment capabilities;
- Update and propose new air emission regulation bylaws and air quality objectives that protect human health and the environment;
- Work with partners to develop programs, share information, and provide support for residents, building owners, businesses, and others toward a carbon neutral region;
- Implement priority air quality regulation compliance and enforcement activities;
- Develop a coordinated and standardized approach to reduce corporate greenhouse gas emissions through an enhanced climate and energy management system; and
- Promote awareness of and compliance with emission regulation requirements;
- Bring unauthorized facilities into compliance with the *GVRD Air Quality Management Bylaw No. 1082, 2008*; and
- Improve public understanding of air quality and climate action, including outreach and the development of videos, web content, engagement activities, and other materials.

Over the next five years, expenditures are anticipated to increase by \$351,182, or an average of 0.5% per year.

Communications Program

The 2025 Air Quality and Climate Action Communications Program of \$295,000 is focused on outreach, communication and engagement on *Climate 2050*, *Clean Air Plan*, and air quality bylaws and regulations.

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 2025 - 2029 Projected Reserves for Air Quality and Climate Action are included in Attachment 4.

APPROVAL PROCESS

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

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

ALTERNATIVES

1. That the Climate Action Committee endorse the 2025 - 2029 Financial Plan for Air Quality and Climate Action as presented in the report dated September 26, 2024, titled “2025 - 2029 Financial Plan – Air Quality and Climate Action”, and forward it to the Metro Vancouver Board Budget Workshop on October 16, 2024 for consideration.
2. That the Climate Action Committee amend the 2025 - 2029 Financial Plan for Air Quality and Climate Action as follows: _____; and forward the amended Financial Plan to the Metro Vancouver Board Budget Workshop on October 16, 2024 for consideration.

FINANCIAL IMPLICATIONS

Pending the MVRD Board’s endorsement of the 2025 - 2029 Financial Plan for Air Quality and Climate Action, as presented under Alternative 1, in 2025 the Air Quality and Climate Action requisition will increase by \$15,136 (0.2%) for a total requisition of \$8,381,668. The review of the system of regulatory fees was completed in 2021, whereupon the Board adopted a new air quality fees bylaw (*MVRD Air Quality Management Fees Bylaw No. 1330, 2021*). Implementation of the bylaw resulted in increases in fee revenues of 11.6% and 9.9% from permits and regulations, and non-road diesel engines, respectively, compared to 2024, which reduces the tax requisition.

Over the term of the five-year plan, the annual Air Quality and Climate Action requisition is projected to decrease by an average of \$58,037 per year (0.6%). Revenues that will offset projected expenditures will be provided through other sources, including regulatory user fees, non-road diesel fees, the Sustainability Innovation Fund (SIF), air quality monitoring service agreements, partnerships, and external funding (e.g., provincial Local Government Climate Action Program). 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 remain at \$7 in 2025 and will decrease to \$6 in 2027 to 2029.

Under Alternative 2, the Committee may wish to consider recommending amendments to the 2025 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 2025 Budget and Five-Year Financial Plan for Air Quality and Climate Action was prepared following direction received at the May 31, 2024 Metro Vancouver Board Budget Workshop and to respond to direction provided in the *Board Strategic Plan*. It is presented to Committee and Board members to provide overview information on activities and financial impacts for the years 2025 to 2029 for 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 recommend endorsing the 2025 - 2029 Financial Plan and Annual Work Plan for Air Quality and Climate Action as presented under Alternative 1.

ATTACHMENTS

1. "2025 - 2029 Financial Plan – Air Quality and Climate Action", dated September 26, 2024
2. 2025 Work Plans
 - a. "Air Quality and Climate Action Services Work Plan", dated September 26, 2024
 - b. "Environmental Regulation and Enforcement – Air Quality Regulation Work Plan", dated September 26, 2024
3. "2025 - 2029 – 'What's Happening' – Air Quality and Climate Action", dated September 26, 2024
4. "2025 - 2029 – Projected Reserves – Air Quality and Climate Action", dated September 26, 2024
5. Presentation re: "2025 - 2029 Financial Plan – Air Quality and Climate Action", dated September 26, 2024

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**METRO VANCOUVER REGIONAL DISTRICT
AIR QUALITY AND CLIMATE ACTION
2025 BUDGET REVIEW
2025 - 2029 FINANCIAL PLAN**

Attachment 1

	2024 BUDGET	2025 BUDGET	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE	2029 FORECAST	% CHANGE
REVENUES											
Metro Vancouver Regional District Requisitions	\$ 8,366,532	\$ 8,381,668	0.2%	\$ 8,584,090	2.4%	\$ 7,904,816	(7.9%)	\$ 7,848,040	(0.7%)	\$ 8,076,347	2.9%
User Fees	3,000,000	3,200,000		3,700,000		4,200,000		4,700,000		4,800,000	
Non-Road Diesel Fees	1,316,250	1,690,000		2,055,000		2,895,000		2,890,000		2,890,000	
Other External Revenues	770,425	844,127		673,085		748,635		756,924		765,379	
Transfer from Sustainability Innovation Fund Reserves	2,037,923	230,000		-		-		-		-	
Transfer from Reserves	2,070,000	1,948,125		1,752,788		1,361,584		1,218,516		1,380,586	
TOTAL REVENUES	<u>\$17,561,130</u>	<u>\$16,293,920</u>	(7.2%)	<u>\$16,764,963</u>	2.9%	<u>\$17,110,035</u>	2.1%	<u>\$17,413,480</u>	1.8%	<u>\$17,912,312</u>	2.9%
EXPENDITURES											
Operating Programs:											
Ambient Air Quality Monitoring	\$ 2,709,224	\$ 2,846,336		\$ 3,158,042		\$ 3,044,756		\$ 2,923,374		\$ 3,118,928	
Air Quality and Regional Climate Action Policy	3,414,877	3,688,864		3,802,324		3,761,430		3,862,009		3,973,586	
Air Quality Bylaw and Regulation Development	1,319,732	1,361,201		1,394,864		1,435,174		1,476,860		1,524,057	
Corporate Climate Action Services	740,219	844,010		670,298		870,687		875,153		902,938	
Engineers in Training	49,308	61,653		63,593		65,593		67,654		69,784	
Regional Sustainability Initiatives	2,087,923	280,000		-		-		-		-	
Administration and Department Support	764,718	788,486		814,175		839,857		866,306		892,778	
	<u>\$11,086,001</u>	<u>\$ 9,870,550</u>	(11.0%)	<u>\$ 9,903,296</u>	0.3%	<u>\$10,017,497</u>	1.2%	<u>\$10,071,356</u>	0.5%	<u>\$10,482,071</u>	4.1%
Communications Program	445,000	295,000	(33.7%)	300,900	2.0%	306,918	2.0%	313,055	2.0%	319,317	2.0%
Environmental Regulation and Enforcement	4,719,554	4,932,148	4.5%	5,250,384	6.5%	5,532,675	5.4%	5,856,031	5.8%	6,012,063	2.7%
Allocation of Centralized Support Costs	1,310,575	1,196,222	(8.7%)	1,310,383	9.5%	1,252,945	(4.4%)	1,173,038	(6.4%)	1,098,861	(6.3%)
TOTAL EXPENDITURES	<u>\$17,561,130</u>	<u>\$16,293,920</u>	(7.2%)	<u>\$16,764,963</u>	2.9%	<u>\$17,110,035</u>	2.1%	<u>\$17,413,480</u>	1.8%	<u>\$17,912,312</u>	2.9%

AIR QUALITY AND CLIMATE ACTION WORK PLAN

Description of services

For more than 50 years, Metro Vancouver has provided the service of air quality management and air contaminant emissions reduction for the region. 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, public health, and climate change. Actions aim to reduce emissions of air contaminants, including greenhouse gases, across the region, while improving 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 work plan is presented separately.

The AQCAS program includes development and implementation of management plans for emissions reduction. These plans are based on evidence, particularly from the regional network of air quality monitoring stations, the regional emissions inventory, and other indicators to measure performance and identify priority areas for action. Emissions reduction actions involve both regulatory initiatives, such as air emissions bylaws and regulations, and non-regulatory projects and initiatives. Additionally, the AQCAS program includes development and implementation of a standardized and systematic approach to manage energy and greenhouse gas emissions for Metro Vancouver's corporate assets and facilities.

Strategic directions and high level goals supported

Guided by Metro Vancouver's Board-adopted *Clean Air Plan*, AQCAS works to manage and improve regional air quality, and mitigate threats to public health and the environment, by:

- Improving understanding of air quality issues in the region by expanding air quality monitoring capacity;
- Identifying and assessing sources of air contaminants in the region, identifying priorities, and pursuing effective actions to reduce emissions; and
- Working with partners to advance solutions for mitigating public health impacts of exposure to air contaminants.

The *2022-2026 Board Strategic Plan* identifies Climate Action as one of the Board's five strategic directions. Guided by actions in the *Clean Air Plan* and *Climate 2050*, AQCAS develops and implements climate action policy for the Metro Vancouver region. Key responsibilities of AQCAS include:

- Leading the development of regional climate action policy, coordinated across all relevant Metro Vancouver departments, including both GHG reduction and adaptation to impacts;

- Working with partners, advancing implementation of actions toward meeting regional GHG emissions targets through projects, partnerships, and advocacy to other orders of government;
- Supporting regional climate resilience through coordination, planning, and collaboration internally and with external partners; and
- 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.

Further, 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 the *Clean Air Plan* and *Climate 2050*, and foster regional coordination to achieve the long-term targets in air quality and GHG reduction.

High level performance indicators have been developed to evaluate trends and assist in short- and long-term planning. These indicators for 2025 are shown in Table 1. Trends for total regional emissions and sectors additional to on-road transportation and buildings are currently being finalized and will be reported, along with additional performance indicators for *Climate 2050*, in the pending *Climate 2050* Annual Report. Performance indicators for corporate GHG emissions are reported in the Annual Corporate Energy and GHG Emissions Management Report.

Table 1. Metro Vancouver Performance Indicators Relevant to AQCAS

Indicator	Historical and/or industry benchmark	Current performance	2025 expected performance
Days with air quality advisories in place due to emission sources located within the airshed	2011: zero days	2019-2023 average: 3.25 days	< 3 days
Reliability of air quality monitoring network (% of annual hours with monitoring data available for priority pollutants)	2015: 96%	2019-2023 average: 97%+	> 95%
Regional GHG emissions for on-road transportation and buildings (tonnes of carbon dioxide equivalent, tCO ₂ e)	On-road Transportation 2010: 6.6M tCO ₂ e Buildings 2010: 4.1M tCO ₂ e	On-road Transportation 2022: 6.5M tCO ₂ e Buildings 2022: 4.7M tCO ₂ e	On-road Transportation ~6.3M tCO ₂ e Buildings ~5.0M tCO ₂ e

Indicator	Historical and/or industry benchmark	Current performance	2025 expected performance
Corporate energy-related greenhouse gas emissions (tonnes of carbon dioxide equivalent, tCO ₂ e)	2012: 22,422 tCO ₂ e	2023: 28,048 tCO ₂ e	26,200 tCO ₂ e
Corporate electricity consumption efficiency (GWh per year, including purchased, contracted, and self-generated)	2014: 208 GWh Electricity Self-Generated 2014: 20%	2023: 237 GWh Electricity Self-Generated 2023: 13%	243 GWh Electricity Self-Generated: 18%

AQCAS anticipates undertaking the following initiatives in 2025 in support of implementing *Climate 2050* and the *Clean Air Plan* (Table 2).

Table 2. 2025 Key Actions

- Continue to implement the “Big Moves” in the Clean Air Plan and Climate 2050, prioritizing actions that reduce regional emissions and improve air quality.
- 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.
- Advance proposals for new and amended air quality bylaws and regulations, to protect human health and the environment and support continuous improvement in air quality.
- Explore opportunities to reduce air contaminant emissions from medium and heavy trucks, with partners.
- Update regional health risk assessment for toxic air contaminants.
- Update the Regional Ground-Level Ozone Strategy and continue to implement targeted actions to reduce impacts of ground-level ozone on regional air quality.
- Continue analysis, policy and program design to support affordability, equity and fairness.
- Continue to engage with energy utilities and the Province on regional and provincial energy and climate policy and regulatory processes, in collaboration with member jurisdictions.
- Continue analysis of emissions reduction options for priority sectors, including transportation, buildings and industrial facilities, with consideration of partnerships, policies, supports, education, and advocacy.
- Undertake analysis of policy opportunities and spatial planning to support the energy transition regionally, including expanded use of distributed energy such as waste heat and solar energy.
- Work with partners to explore supportive programs and policies for EV charging in multi-unit residential buildings, workplaces and public realm.

- In coordination with the Province, review emissions reduction policies for industrial facilities in the region.
- Continue to support implementation of the BC Retrofit Accelerator in the region.
- Report out on the finalized Lower Fraser Valley emissions inventory for all sectors and air contaminants, and continue reporting the annual greenhouse gas emissions inventory for the region.
- Leverage the Sustainability Innovation Fund to advance development of new and innovative climate actions, including new GHG reduction policies and programs, energy efficiency, renewable energy, and engagement and outreach.
- Develop and implement a corporate climate and energy management system based on the core principles of ISO 50001 to standardize Metro Vancouver's approach to greenhouse gas emissions reduction.
- Improve public understanding of regional air quality and climate change actions, for example through the annual Air Quality Summary and the *Climate 2050* Annual Report.
- Ongoing annual reporting on performance and progress towards targets.

ENVIRONMENTAL REGULATION AND ENFORCEMENT WORK PLAN

AIR QUALITY REGULATION

Description of Services

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 section of the ER&E work plan describes the Air Quality Regulation program, including the Non Road Diesel Engine 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 Regulatory 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 Regulatory Programs support Metro Vancouver’s 2022-2026 Board Strategic Plan, the Clean Air Plan, and Climate 2050:

- Protect public and environmental health
- Authorize emissions and promote compliance to reduce impacts of air contaminants
- Accelerate emission reductions 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 emissions from open-air burning
- Improve processes to engage First Nations on regulatory tools to improve air quality
- Respond to air quality complaints

Performance Indicators

Air Quality Indicator	Historical and/or Industry Benchmark (2023)	Current Performance (2024 YTD – Jun 5)	2025 Performance Objective
Number of inspections of permitted facilities	79	29	55
Number of inspections of regulated facilities	105	34	115
Number of inspections of NRDE sites	590	457	600
Number of Residential Indoor Wood Burning Best Burning Practices Declarations received (cumulative)	2035	2129	15000

Air Quality Indicator	Historical and/or Industry Benchmark (2023)	Current Performance (2024 YTD – Jun 5)	2025 Performance Objective
Cumulative number of Non Road Diesel Engines Retired since 2012	353	359	365

2025 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 located within UCB in 2025
- Promote awareness of and compliance with 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
- Update public notification process for air permit applications, to be more transparent and inclusive
- Implement procedures 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 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.

Performance Indicators

Liquid Waste Indicator	Historical and/or Industry Benchmark (2023)	Current Performance (2024 YTD – June 10)	2025 Performance Objective
Number of regulated sites inspected per year*	311	106	608
Number of unregulated sites inspected per year*	48	35	30
Number of permits or permit amendments issued per year	32	22	40

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

2025 Key Actions

<p>Liquid Waste</p> <ul style="list-style-type: none"> • Continue to support efforts by Liquid Waste Services to modernize liquid waste bylaws. • Incorporate Notices of Bylaw Violation into enforcement activities. • Identify and pursue unauthorized discharges posing threats to the liquid waste management system and infrastructure, workers, biosolids quality and the environment. • 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. • Continue to pursue efficiencies in the industrial and groundwater liquid waste permitting processes. • Complete a preliminary design study for the replacement of the Annacis Instrument Shop

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 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

Performance Indicators

Solid Waste Indicator	Historical and/or Industry Benchmark (2023)	Current Performance (2024 YTD – June 10)	2025 Performance Objective
Number of Active Licences at Period End	41	38	40
Number of inspections completed at licensed facilities per year	290	98	280
Number of inspections completed at unlicensed or unauthorized facilities	203	80	220

2025 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* (Bylaw 181).
- Incorporate Notices of Bylaw Violation (NBV) into enforcement activities if amendments to the *GVS&DD Notice of Bylaw Violation Enforcement and Dispute Adjudication Bylaw No. 378, 2024* are adopted.
- Implement an updated disposal fee invoicing and statement process to better align with Bylaw 181 requirements.
- Implement an updated licence application process to better align with Bylaw 181 public notification requirements.
- Promoting awareness of and compliance with the amended *GVS&DD Tipping Fee and Solid Waste Regulation Bylaw No. 306, 2017*, if adopted by the Board.

Air Quality and Climate Action Services

2025 to 2029 – WHAT’S HAPPENING

Below is a summary of the significant initiatives to be undertaken by Air Quality and Climate Action over the next 5 years:

Initiative	Description	Theme
2025		
Air Quality Monitoring	<ul style="list-style-type: none"> • Ongoing operation of the air quality advisory program and public outreach and communication enhancements. • Implement new continuous fine particulate monitoring instruments at air quality monitoring network stations. • Add a new air quality monitoring station to the Metro Vancouver network at Tsawwassen First Nation. • Develop the use of small air quality sensor technology to augment the air quality monitoring network, improve monitoring coverage, and better understand neighbourhood-level air quality. • Conduct short-term air quality monitoring studies using the MAMU (mobile air monitoring unit) and portable monitoring instruments. 	Environmental Health
Air Quality and Climate Policy	<ul style="list-style-type: none"> • Reporting out on emissions inventory of health-harming air contaminants and GHGs for the region. • Complete regional health risk assessment for toxic air contaminants. • Explore opportunities to reduce emissions from medium and heavy trucks, with partners. • Support implementation of the BC Retrofit Accelerator. • Ongoing analysis, policy and program design supporting affordability, equity and fairness. • Ongoing engagement with energy utilities and Province on energy and climate policy. • Policy analysis and spatial planning for distributed energy including waste heat. • Supportive programs and policies for EV charging in multi-unit residential buildings. • In coordination with the Province, review of GHG reduction policies for industrial facilities in the region. • Ongoing annual reporting on performance and progress towards targets. 	Environmental Health Climate Action Social Equity and Human Health Collaboration and Strong Partnerships
Bylaw and Regulatory Development	<ul style="list-style-type: none"> • Propose amendments to the Boilers and Process Heaters Emission Regulation to reduce health-harming emissions. • Propose new program to reduce emissions from small, gas-powered equipment based on outcomes of engagement in 2024. 	Regulatory and Legislative Environment Social Equity and Human Health Climate Action

Initiative	Description	Theme
Air Quality Regulation	<ul style="list-style-type: none"> • Implementation of new and amended emission regulations, including: <ul style="list-style-type: none"> ▪ Advertise the September 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. • Promote continuous improvement and emissions reduction by large emitters. • Enhance communication to improve transparency about permitting processes. • Implement a system for issuing Administrative Monetary Penalties. • Incorporate First Nations into the air permit application notification process. 	Regulatory and Legislative Environment Financial Sustainability Continuous Improvement
Corporate Climate Action Services	<ul style="list-style-type: none"> • Development a Corporate Climate & Energy Management System that standardizes the approach to reducing corporate GHG emissions and increasing energy efficiency. • Implementation of an updated external corporate report on progress to climate action targets. • Complete emissions inventory gap analysis with a pathway of scope 1, 2, and 3 emissions. • Review and update of corporate climate action policies with implementation plans. • Development of departmental strategic energy management plans with specific actions to meet corporate climate action targets. • Continuous support for departmental projects and reporting. 	Climate Action Data Management Financial Sustainability Continuous Improvement

Initiative	Description	Theme
2026		
Air Quality Monitoring	<ul style="list-style-type: none"> • Move Metro Vancouver’s Air Quality Instrument Shop’s office and work space to a new facility. • Ongoing operation of the air quality advisory program and public outreach and communication enhancements. • Ongoing use of small air quality sensor technology to augment the air quality monitoring network. • Conduct short-term air quality monitoring studies using the MAMU (mobile air monitoring unit) and portable monitoring instruments. 	Environmental Health

Initiative	Description	Theme
Air Quality and Climate Policy	<ul style="list-style-type: none"> • Ongoing implementation of projects and actions based on <i>Clean Air Plan</i> and <i>Climate 2050</i>. • Annual reporting on performance and progress toward targets. • Annual update of GHG emissions inventory. • Ongoing collaboration with member jurisdictions. • Ongoing provincial policy review, partnerships and advocacy. 	Climate Action Environmental Health Social Equity and Human Health
Bylaw and Regulatory Development	<ul style="list-style-type: none"> • Engagement on reducing emissions from wood product manufacturing and other priority sources. 	Environmental Health Climate Action
Air Quality Regulation	<ul style="list-style-type: none"> • Ongoing implementation of permit and regulatory fees to recover costs and provide incentives to reduce emissions and impacts. • Inclusion of GHG requirements in permits. • Implementation of new and amended emission regulations. 	Regulatory and Legislative Environment
Corporate Climate Action Services	<ul style="list-style-type: none"> • Implementation of the Corporate Climate & Energy Management System. • Development of a Measurement & Verification methodology based on international standards. • Establishment of targets for non-energy related emissions, including process/fugitive emissions. • Continuous support for departmental projects and reporting. 	Climate Action Data Management Financial Sustainability Continuous Improvement
2027 - 2029		
Air Quality Monitoring	<ul style="list-style-type: none"> • Ongoing operation of the air quality advisory program and public outreach and communication enhancements. • Conduct short-term air quality monitoring studies using the MAMU (mobile air monitoring unit) and portable monitoring instruments. 	Environmental Health
Air Quality and Climate Policy	<ul style="list-style-type: none"> • Ongoing implementation of projects and actions based on <i>Climate 2050 Roadmaps</i> and <i>Clean Air Plan</i>. • Annual reporting on performance and progress toward targets. • Annual update of GHG emissions inventory. • Ongoing collaboration with member jurisdictions. • Ongoing provincial policy review, partnerships and advocacy. • Undertake the mid-point review of the <i>Clean Air Plan</i> and <i>Climate 2050 Roadmaps</i>. 	Climate Action Environmental Health Social Equity and Human Health

Initiative	Description	Theme
Bylaw and Regulatory Development	<ul style="list-style-type: none"> • Development of new and amended emission regulations for priority sources. 	Environmental Health Climate Action
Air Quality Regulation	<ul style="list-style-type: none"> • Ongoing implementation of new and amended emission regulations. • Continue promotion of emission reduction by large emitters. • Continue integrating GHG requirements into permits. • Promote and prepare for 2029 Tier 4 non-road diesel engine bylaw requirements (2028/2029). • Review of emission and other fees for regulated facilities and equipment. 	Regulatory and Legislative Environment
Corporate Climate Action Services	<ul style="list-style-type: none"> • Implementation and continuous improvement of the Corporate Climate & Energy Management System, including Measurement & Verification, and internal communications and engagement. • Completion of comprehensive Energy Management Information System • Continuous support for departmental projects and reporting. 	Climate Action Data Management Financial Sustainability Continuous Improvement

METRO VANCOUVER DISTRICTS

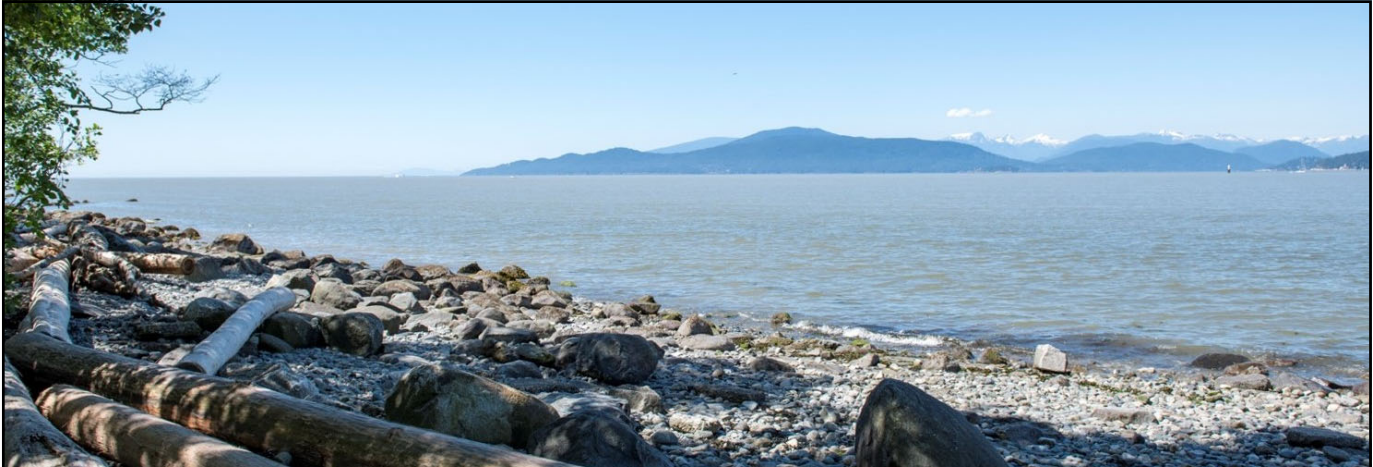
2025 - 2029 PROJECTED RESERVES - AIR QUALITY AND CLIMATE ACTION

OPERATING RESERVES

	2024 ENDING BALANCE	2025 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE	2028 ENDING BALANCE	2029 ENDING BALANCE
Air Quality	\$ 882,099	\$ 882,099	\$ -	\$ -	\$ 22,052	\$ 904,151	\$ 926,755	\$ 949,924	\$ 973,672	\$ 998,014

DISCRETIONARY RESERVES

	2024 ENDING BALANCE	2025 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE	2028 ENDING BALANCE	2029 ENDING BALANCE
Air Quality General Reserve	\$ 3,626,453	\$ 3,626,453	\$ 800,000	\$ (1,948,125)	\$ 76,310	\$ 2,554,638	\$ 1,653,806	\$ 1,126,547	\$ 730,963	\$ 161,394



Pacific Spirit Regional Park

2025 – 2029 FINANCIAL PLAN

METRO VANCOUVER REGIONAL DISTRICT – AIR QUALITY AND CLIMATE ACTION

Conor Reynolds

Director, Air Quality & Climate Action Services

October 3, 2024
68633130

Julie Saxton

Program Manager, Enforcement and Regulation - Air Quality,
Environmental Regulation and Enforcement



AIR QUALITY AND CLIMATE ACTION FUNCTION OVERVIEW

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

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

50+ YEARS OF CLEANER AIR

- Air quality critical for human health protection
- Metro Vancouver responsible for air quality and reducing air contaminant emissions since 1972
- 10 air quality regulations and about 150 permits and approvals



Vancouver, 1939

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BOARD STRATEGIC PLAN

Air Quality and Climate Action

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



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PERFORMANCE METRICS

Air Quality and Climate Action

Key Performance	Past Performance (Average)	Expected Performance 2025
Days under an air quality advisory (Emission sources located within airshed)	2019-2023 avg: 3.2 days	< 3 days
Reliability of air quality monitoring network (% of annual data available)	2019-2023 avg: 97%+	> 95%
Cumulative number of non-road diesel engines retired since 2012	2023: 353	365
Number of inspections of equipment and permitted or regulated sites	Non-road diesel engines • 2023: 590 Permitted and regulated sites • 2023: 184	600 170

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PERFORMANCE METRICS

Air Quality and Climate Action

Key Performance	Past Performance (Average)	Expected Performance 2025
Regional GHG emissions (On-road transportation and buildings)	On-road Transportation • 2022: 6.5 MtCO ₂ e	~6.3 Mt CO ₂ e
	Buildings • 2022: 4.7 Mt CO ₂ e	~5.0 Mt CO ₂ e
Corporate energy-related GHG emissions (Direct and contracted sources)	2022: 28,048 t CO ₂ e	26,200 t CO ₂ e

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CONTINUOUS IMPROVEMENT – 2024 COMPLETE OR ONGOING

Air Quality and Climate Action

Initiative	Outcomes
New five-year, high-resolution meteorological model database	<ul style="list-style-type: none"> Improved air quality assessments of existing and future facilities and projects Lower cost dispersion modelling procedures (with BC Government)
Establish Corporate Climate Action Services program	<ul style="list-style-type: none"> Lead by example Integrate energy and GHG management across all functions
Enhanced transparency of regulatory program	<ul style="list-style-type: none"> Increased awareness of (and compliance with) bylaw processes and requirements

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CONTINUOUS IMPROVEMENT – 2025 NEW

Air Quality and Climate Action

Initiative	Outcomes
Enhancements to Air Quality Monitoring Network	<ul style="list-style-type: none"> Improvements in communication to the public and partner agencies, especially during advisory events that are more frequent due to climate change
New analytical approaches and software for large datasets	<ul style="list-style-type: none"> Improved understanding and visualization of air quality, energy, and emissions data to inform policy development and program implementation
Establish Corporate Climate & Energy Management Framework	<ul style="list-style-type: none"> Systematic and standardized approach to climate action across functions Clear metrics to monitor and report on progress

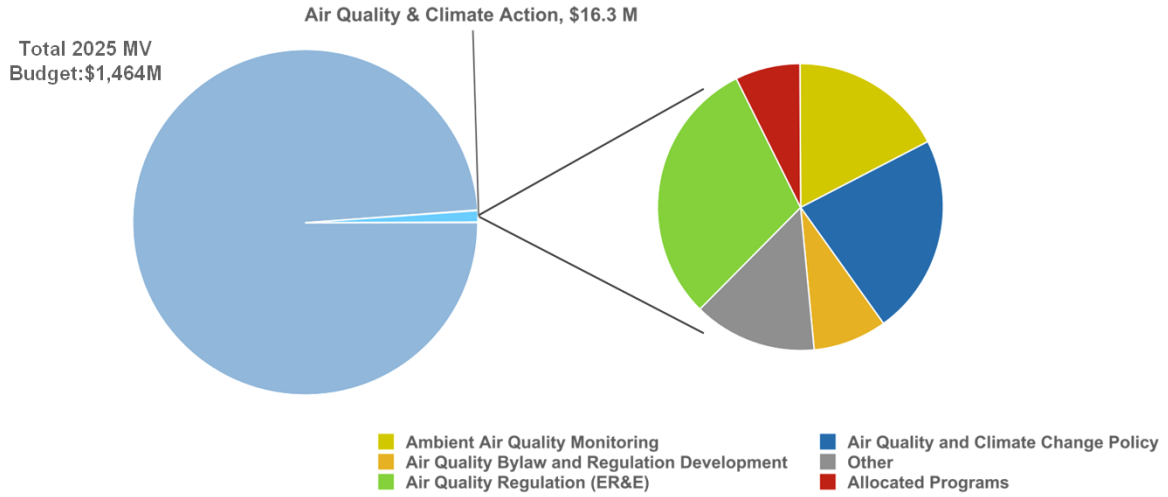
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BUDGET OVERVIEW

Air Quality and Climate Action Financial Plan

2025 Operating Budget Breakdown – Air Quality and Climate Action



OPERATING EXPENDITURES

Air Quality and Climate Action Financial Plan

Overview:

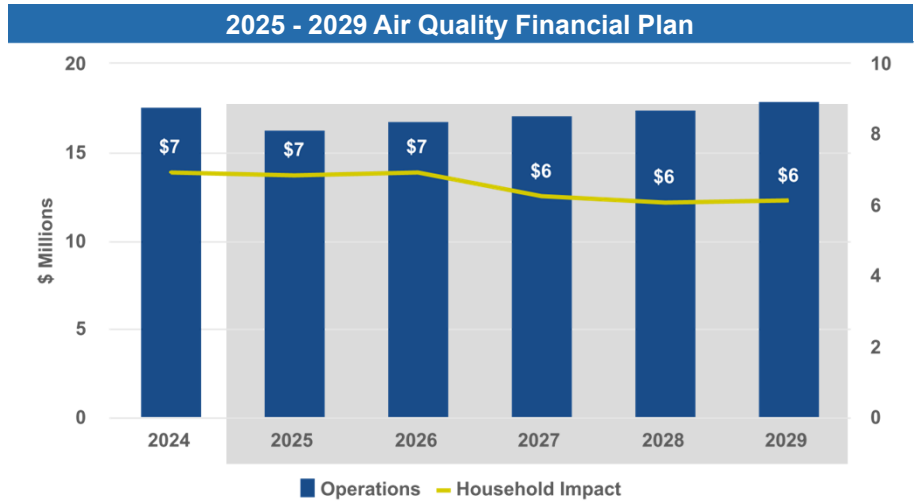
2024 Operating Budget: **\$17.6M**

2025 Operating Budget: **\$16.3M**

7.2% decrease

Drivers for Change:

- Operations increase is largely inflationary
- 46% paid by fees and grants
- 2025 SIF project proposals not included (considered by MVRD Board in Q1 2025)
- Air Quality Instrument Shop replacement planned for 2026



OPERATING FUNDING

Air Quality and Climate Action Financial Plan

Overview:

2024 Operating Budget: **\$17.6M**

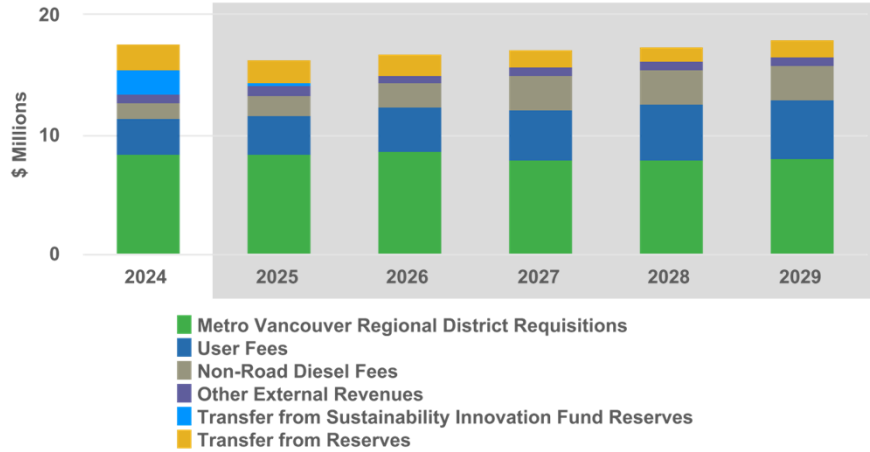
2025 Operating Budget: **\$16.3M**

7.2% decrease

Drivers for Change:

- Amendments to air quality fees bylaw (2021) resulting in improved cost recovery from regulated and permitted sources
- Provincial funding for climate action (~\$250k in 2025, 2026) through Local Government Climate Action Program
- Fees from AQ monitoring service agreements (~\$450K in 2025)

2025 - 2029 Air Quality Financial Plan



OPERATING HIGHLIGHTS

Air Quality and Climate Action 2025

Budget	Initiative	Description
2025	Continue to implement the "Big Moves" in the <i>Clean Air Plan</i> and <i>Climate 2050</i>	Prioritize actions that improve air quality and that reduce regional emissions
	Develop additional air quality monitoring and emissions assessment capabilities	Leverage air quality data for performance measurement; reflect climate impacts in advisory services
	Update and develop emission regulation bylaws	Advance regulatory policy options that reduce emissions to protect human health and environment
	Implement priority air quality regulation and enforcement activities	Advertise 2025 residential indoor wood-burning requirements; enforce expanded Non-road Diesel Engine bylaw
	Establish Corporate Climate & Energy Management Framework	Develop systematic and standardized approach to corporate GHG emissions reduction, energy management, and resilience/adaptation

OPERATING HIGHLIGHTS

Air Quality and Climate Action 2026 - 2029

Budget	Initiative	Description
2026 - 2029	<i>Clean Air Plan and Climate 2050</i>	Accelerate implementation of priority Big Moves; annual reporting and emissions inventory updates
	Implement Corporate Climate & Energy Management System	Ongoing implementation of system to continuously improve energy management and emissions reductions across functions
	Sustainability Innovation Funds	Undertake innovative air quality and climate action projects
	Air Quality Regulation & Enforcement	Promote compliance with permits, and new and updated emission regulations

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AIR QUALITY FINANCIAL PLAN SUMMARY

Air Quality and Climate Action 2024 - 2029

	2024	2025	2026	2027	2028	2029
Total Expenditures	\$17.6	\$16.3	\$16.8	\$17.1	\$17.4	\$17.9
% Change		(7.2%)	2.9%	2.1%	1.8%	2.9%
MVRD Requisitions (\$ Millions)	\$8.4	\$8.4	\$8.6	\$7.9	\$7.8	\$8.1
Household Impact (\$)	\$7	\$7	\$7	\$6	\$6	\$6
% Change		(1.0%)	1.0%	(9.7%)	(2.6%)	1.0%
Prior Cycle Household Impact Change (%)	8.1%	(0.4%)	(6.4%)	(10.8%)	(3.1%)	N/A

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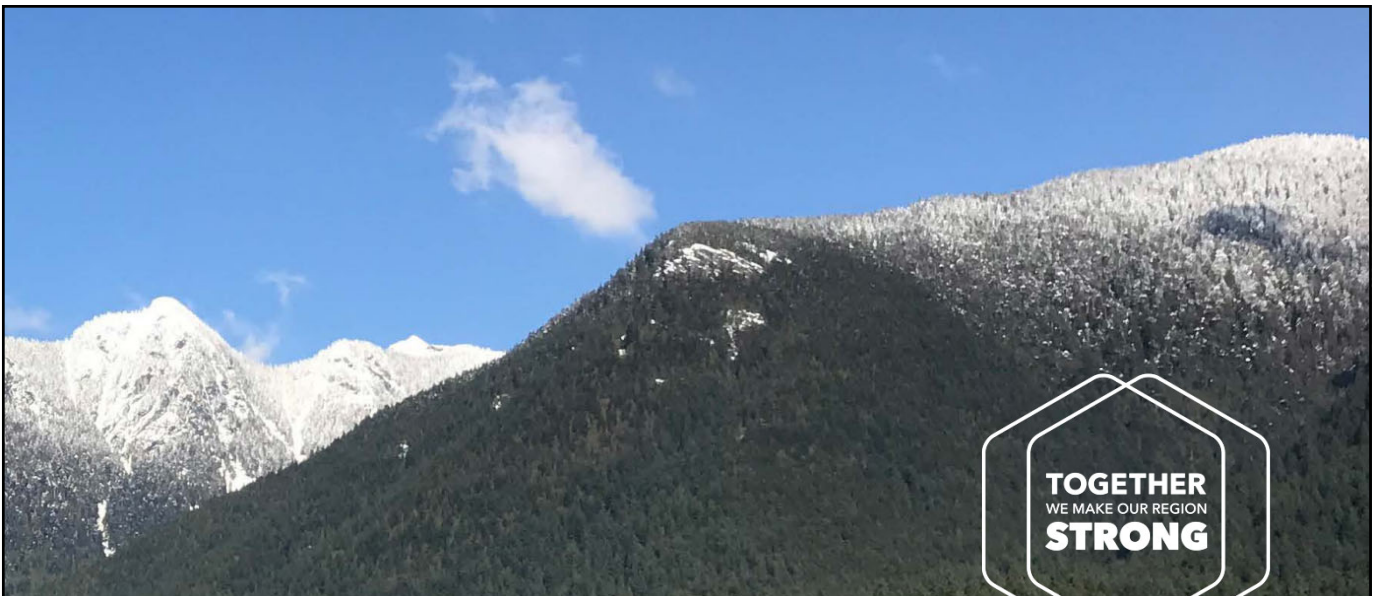
SUMMARY

Air Quality and Climate Action

- Clean air is vital for human health
- 50+ years of air quality management and emissions reduction
- Managing air quality challenges due to climate-related heat and wildfire smoke events
- Air Quality Regulation program operates under principle of cost recovery



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Questions?

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To: Zero Waste Committee

From: Paul Henderson, General Manager, Solid Waste Services

Date: September 24, 2024 Meeting Date: October 3, 2024

Subject: **2025 - 2029 Financial Plan – Solid Waste Services**

RECOMMENDATION

That the Zero Waste Committee endorse the 2025 - 2029 Financial Plan for Solid Waste Services as presented in the report dated September 24, 2024, titled “2025 - 2029 Financial Plan – Solid Waste Services”, and forward it to the Metro Vancouver Board Budget Workshop on October 16, 2024, for consideration.

EXECUTIVE SUMMARY

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

For 2025, the operating budget for Solid Waste Services is proposed to increase by \$17.6 million (12.4%) to a total of \$160.1 million. The 2025 garbage tipping fees increase of \$7 per tonne (4.8%) is equal to the prior budget cycle projected increase. The average regional household impact is \$71, up \$3 or 4.8% from 2024. Updated waste flow and contingency disposal requirements have been integrated into budget projections.

Priorities for the Solid Waste function include the solid waste management plan update, expansion of reuse and repair opportunities, and support for various behavior change campaigns as well as National Zero Waste Council initiatives. Capital priorities include two new recycling depots at North Surrey and Langley Recycling and Waste Centres, and Waste-to-Energy Facility maintenance and district energy system.

PURPOSE

To present the 2025 - 2029 Financial Plan for Solid 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).

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

SOLID WASTE SERVICES PROGRAM

Solid Waste Services, within the Greater Vancouver Sewerage and Drainage District, provides waste reduction and recycling planning, 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.

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 2025 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 (material recycled divided by total generated)

- Waste disposed per capita (tonnes/capita)

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 0.44 tonnes, compared to the Canadian average of 0.69 tonnes.

Continuous Improvement

Solid Waste Services regularly implements continuous improvement initiatives. Some recent initiatives include:

- Idea generation phase of the solid waste management plan update engagement process
- Weigh scale software replacement which included detailed training for weigh scale attendants and phased roll-out to the recycling and waste centres
- BCUC exemption for sale of heat from the Waste-to-Energy Facility to River District Energy
- Smart waste program implementation and Tipping Fee Bylaw updates to improve enforceability of the generator levy requirements
- Bottom ash beneficial use pilots

New or ongoing continuous improvement initiatives for 2025 include:

- A source reduction incentive program for haulers and processors who demonstrate actions to encourage recycling
- Processing of bottom ash combined with waste soil processing and soil beneficial use at the Coquitlam Landfill
- Expansion of reuse at recycling and waste centres with the addition of United Boulevard and Central Surrey

2025 Budget and 2025 - 2029 Financial Plan

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

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

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

The 2025 - 2029 Solid Waste Services Financial Plan is included as Attachment 1. The 2025 Annual Work Plan for Solid Waste Services presented in this report is included in Attachment 3 and the “What’s Happening” highlights for the years 2025 - 2029 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 \$17.6 million in 2025 for a total budget of \$160.1 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 2025 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.
- Support for behavior change programs for textiles, single-use items, holiday waste, food waste, and illegal dumping.
- Continue to expand reuse and repair opportunities in partnership with member jurisdictions.
- Leverage the National Zero Waste Council to advance the circular economy and waste reduction at a national level.

Highlights of contracts and consulting projects anticipated to be undertaken in 2025 to respond to work plan requirements within the operating budget include the following:

- Langley Recycling and Waste Centre recycling depot permitting and construction
- Waste-to-Energy Facility district energy hot water pipe system construction commencement
- Recycling and Waste Centres operating and maintenance contract procurement
- Waste-to-Energy Facility operating contract procurement
- Waste composition analysis

Over the next five years, the Solid Waste Services budget is expected to increase an average of \$12.5 million or 7.5% per year. Of this overall increase, funding related to the expanding capital program (debt servicing and contribution to the capital) is increasing \$6.0 million per year on average over the next five years leaving the operating programs which are increasing, on average, by \$6.4 million per year, or approximately 4.6% per year.

Capital Budget Highlights

The Solid Waste Services capital budget for 2025 approval is \$419.0 million (Attachment 2). This amount includes all capital projects underway or planned in 2025. The capital program is funded by long-term debt and planned contribution to capital from the annual operating budget as available.

The capital plan has been streamlined for simplicity grouping projects into line items. The District Energy project has been combined into a single line item because the work to develop an energy centre at the Waste-to-Energy Facility and connect to River District is being done in parallel with design work for the subsequent phase of connecting to Metrotown and Edmonds. The budget for the district energy system is consistent with what was presented to the Board in October 2023 with the addition of funding for the education centre. That funding will support the classroom elements of an education centre plus other building elements that connect the public to the facility such as interactive displays and electric vehicle charging.

The projected capital cash flow for 2025 - 2029 totals \$340 million, an average of \$68.0 million per year. Attachment 2 shows the primary drivers for each of the projects on the 5-year capital plan:

- Upgrades – projects to enhance services for the community
- Resilience – projects in response to climate change or to increase system resilience
- Maintenance – projects associated with the maintenance and upkeep of existing facilities

The capital program over the next five years is focused on capital maintenance projects at the Waste-to-Energy Facility, and enhancing reuse and recycling services at the recycling and waste centres. 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 System
- Waste-to-Energy Facility Biosolids Management
- Various Waste-to-Energy capital replacement projects including replacement of the refuse cranes

Capital plan costs over the same 2025-2028 period have decreased by \$4.2 million compared to previous cycle projections. Costs associated with new initiatives or updated cost estimates from currently planned projects are offset by new project delivery methods and deferral of some projects not required at this time. Of note, the planned alternative fuel facility has been moved out of the capital plan. Rather than developing a regional facility Metro Vancouver will contract 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 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.

2025 - 2029 Tipping Fee Projections

The following table shows the tipping fee projections based on the required revenue to offset expected expenditures. Tipping fees for 2025 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 2025 tipping fee of \$7 matches the previous cycle projection. 2026-2028 tipping fee projections also match previous cycle projections. The 2029 tipping fees are projected to increase by \$8 per tonne.

Projected Tipping Fees for Municipal Solid Waste (\$/tonne)	2024	2025	2026	2027	2028	2029
Tipping Fee Increase		\$7	\$7	\$8	\$8	\$8
Municipal Tipping Fee	\$134	\$141	\$148	\$156	\$164	\$172
Small Vehicles (0-1t)	\$168	\$175	\$182	\$190	\$198	\$206
Medium Vehicles (1-8t)	\$146	\$153	\$160	\$168	\$176	\$184
Large Vehicles (>8t)	\$120	\$127	\$134	\$142	\$150	\$158

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. The waste flow for 2025 is budgeted at 1,012,000 tonnes, increased to match recent experience. Contingency disposal requirements have been updated to align with projected garbage quantities. With Vancouver Landfill and the Waste-to-Energy Facility operating at full capacity, any increases in garbage result in increased contingency disposal requirements.

Approval Process

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

ALTERNATIVES

1. That the Zero Waste Committee endorse the 2025 - 2029 Financial Plan for Solid Waste Services as presented in the report dated September 24, 2024, titled “2025 - 2029 Financial Plan – Solid Waste Services”, and forward it to the Metro Vancouver Board Budget Workshop on October 16, 2024 for consideration.
2. That the Zero Waste Committee amend the 2025 – 2029 Financial Plan for Solid Waste Services as follows: _____; and forward the amended Financial Plan to the Metro Vancouver Board Budget Workshop on October 16, 2024 for consideration.

FINANCIAL IMPLICATIONS

If the Greater Vancouver Sewerage and Drainage District Board approves the 2025 Budget and endorses the Five-Year Financial Plan for Solid Waste Services, as presented under Alternative 1, in 2025 the revenue from tipping fees for the system will increase by \$16.8 million (12.7%) to \$148.9 million which will generate the majority of the \$160.1 million in total revenue required to offset projected expenditures. This represents a \$3 or 4.8% increase in the cost to the average regional household to \$71 (2024 - \$68).

Over the term of the five-year plan, the annual tipping fee revenue is projected to increase by an average of \$11.4 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 \$71 in 2025 to \$86 in 2029 representing an average annual increase of approximately \$4 per household. The per household impact projected for the 2025 - 2028 period is the same as the previous budget cycle.

Under Alternative 2, the Committee may wish to consider recommending amendments to the 2025 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.

SUMMARY / CONCLUSION

The 2025 Budget and Five-Year Financial Plan for Solid Waste Services has been prepared following direction received at the Board Budget Workshops, and to respond to direction provided in the *Board Strategic Plan*. It is presented to Committee and Board members to provide overview information on activities and financial impacts for the years 2025 to 2029 for Solid Waste Services.

The 2025 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 2025 - 2029 Budget and Five-Year Financial Plan and Annual Work Plan for Solid Waste Services as presented under Alternative 1.

Attachments:

1. 2025 - 2029 Solid Waste Financial Plan
2. 2025 - 2029 Capital Programs and Project Total – Solid Waste Services
3. 2025 Solid Waste Work Plan
4. 2025 - 2029 "What's Happening"
5. 2025 - 2029 Projected Reserves – Solid Waste
6. Presentation re: 2025 - 2029 Financial Plan – Solid Waste Services

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**GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT
SOLID WASTE SERVICES
2025 BUDGET REVIEW
2025 - 2029 FINANCIAL PLAN**

Attachment 1

	2024 BUDGET	2025 BUDGET	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE	2029 FORECAST	% CHANGE
REVENUES											
Solid Waste Tipping Fees	\$132,115,288	\$148,874,301	12.7%	\$158,583,891	6.5%	\$168,545,177	6.3%	\$178,785,121	6.1%	\$189,343,450	5.9%
Energy Sales	6,254,000	6,250,000		6,250,000		5,889,423		6,000,000		6,000,000	
Other External Revenues	4,042,041	4,928,890		7,241,967		9,039,463		9,193,257		9,350,957	
TOTAL REVENUES	<u>\$142,411,329</u>	<u>\$160,053,191</u>	12.4%	<u>\$172,075,858</u>	7.5%	<u>\$183,474,063</u>	6.6%	<u>\$193,978,378</u>	5.7%	<u>\$204,694,407</u>	5.5%
EXPENDITURES											
Operating Programs:											
Solid Waste Operations											
Allocated Quality Control	\$ 20,085	\$ 25,407		\$ 20,680		\$ 27,088		\$ 29,664		\$ 30,712	
Ashcroft Ranch	971,187	616,197		623,882		633,116		643,835		653,994	
Engineers in Training	125,326	123,306		127,186		131,187		135,307		139,568	
Landfills	35,825,563	44,458,053		40,424,770		42,839,104		46,031,026		49,528,809	
Recycling and Waste Centre	49,564,839	53,831,557		55,152,208		58,788,761		60,309,696		61,789,697	
Waste to Energy Facility	29,266,387	28,523,685		31,785,157		33,164,479		33,898,249		34,652,306	
	<u>115,773,387</u>	<u>127,578,205</u>	10.2%	<u>128,133,883</u>	0.4%	<u>135,583,735</u>	5.8%	<u>141,047,777</u>	4.0%	<u>146,795,086</u>	4.1%
Solid Waste Planning											
Policy and Facility Development	644,339	609,217		627,351		646,045		665,297		685,197	
Zero Waste Implementation	2,590,242	2,956,614		2,867,002		2,863,413		2,944,842		3,028,787	
Programs and Public Involvement	1,106,108	1,364,396		1,402,641		1,441,975		1,482,402		1,524,068	
	<u>4,340,689</u>	<u>4,930,227</u>	13.6%	<u>4,896,994</u>	(0.7%)	<u>4,951,433</u>	1.1%	<u>5,092,541</u>	2.8%	<u>5,238,052</u>	2.9%
Administration and Department Support	745,527	756,095	1.4%	779,727	3.1%	804,081	3.1%	829,156	3.1%	854,769	3.1%
Environmental Regulation and Enforcement	1,581,695	1,616,473	2.2%	1,679,475	3.9%	1,720,764	2.5%	1,769,077	2.8%	1,821,987	3.0%
Allocation of Centralized Support Costs	5,775,338	5,828,516	0.9%	5,899,081	1.2%	5,318,956	(9.8%)	5,456,642	2.6%	5,553,816	1.8%
Total Operating Programs	<u>128,216,636</u>	<u>140,709,516</u>	9.7%	<u>141,389,160</u>	0.5%	<u>148,378,969</u>	4.9%	<u>154,195,193</u>	3.9%	<u>160,263,710</u>	3.9%
Allocation of Project Delivery Cost	421,208	397,060	(5.7%)	406,681	2.4%	424,850	4.5%	441,763	4.0%	458,141	3.7%
Debt Service	12,465,692	17,138,153	37.5%	21,792,028	27.2%	28,006,962	28.5%	34,275,598	22.4%	40,070,285	16.9%
Contribution to Reserve	1,307,793	1,808,462	38.3%	8,487,989	369.3%	6,663,282	(21.5%)	5,065,824	(24.0%)	3,902,271	(23.0%)
TOTAL EXPENDITURES	<u>\$142,411,329</u>	<u>\$160,053,191</u>	12.4%	<u>\$172,075,858</u>	7.5%	<u>\$183,474,063</u>	6.6%	<u>\$193,978,378</u>	5.7%	<u>\$204,694,407</u>	5.5%

**GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT
CAPITAL PORTFOLIO
SOLID WASTE SERVICES
2025 CAPITAL BUDGET AND 2025 - 2029 CAPITAL PLAN**

Attachment 2

	CAPITAL BUDGET FOR APPROVAL	2025 CAPITAL CASH FLOW	2026 CAPITAL CASH FLOW	2027 CAPITAL CASH FLOW	2028 CAPITAL CASH FLOW	2029 CAPITAL CASH FLOW	2025 TO 2029 TOTAL CAPITAL CASH FLOW	ACTIVE PHASE	PRIMARY DRIVER
CAPITAL EXPENDITURES									
Landfills									
Coquitlam Landfill Maintenance and Upgrades	\$ 23,750,000	\$ 5,550,000	\$ 5,400,000	\$ -	\$ -	\$ -	\$ 10,950,000	Multiple	Maintenance
Total Landfills	\$ 23,750,000	\$ 5,550,000	\$ 5,400,000	\$ -	\$ -	\$ -	\$ 10,950,000		
Recycling and Waste Centres									
Langley Recycling and Waste Centre Depot Development and Site Reconfiguration	\$ 20,300,000	\$ 3,500,000	\$ 8,250,000	\$ 4,000,000	\$ 4,000,000	\$ -	\$ 19,750,000	Design	Upgrade
Maple Ridge Recycling and Waste Centre Upgrades	2,000,000	750,000	750,000	-	-	-	1,500,000	Not Started	Upgrade
Compactor Replacements	3,000,000	100,000	-	1,000,000	3,000,000	-	4,100,000	Construction	Maintenance
North Surrey Recycling and Waste Centre Depot Development and Site Reconfiguration	43,900,000	1,500,000	8,500,000	9,750,000	-	-	19,750,000	Design	Upgrade
Solid Waste Facility Land Purchase	-	-	-	-	-	50,000,000	50,000,000	Not Started	Resilience
Weigh Scale Replacement	3,500,000	2,500,000	-	-	-	-	2,500,000	Design	Maintenance
Total Recycling and Waste Centres	\$ 72,700,000	\$ 8,350,000	\$ 17,500,000	\$ 14,750,000	\$ 7,000,000	\$ 50,000,000	\$ 97,600,000		
Waste To Energy Facilities									
Acid Gas Reduction	\$ 2,100,000	\$ -	\$ -	\$ -	\$ 1,650,000	\$ 5,000,000	\$ 6,650,000	Not Started	Upgrade
Biosolids Processing	23,750,000	7,500,000	7,000,000	4,000,000	3,000,000	-	21,500,000	Construction	Resilience
Waste-to-Energy Facility Maintenance	79,650,000	15,755,000	25,500,000	16,500,000	5,200,000	9,850,000	72,805,000	Multiple	Maintenance
Waste to Energy Facility District Energy Ph 1 and 2	217,000,000	5,500,000	19,500,000	33,000,000	52,500,000	20,000,000	130,500,000	Multiple	Resilience
Total Waste To Energy Facilities	\$ 322,500,000	\$ 28,755,000	\$ 52,000,000	\$ 53,500,000	\$ 62,350,000	\$ 34,850,000	\$ 231,455,000		
TOTAL CAPITAL EXPENDITURES	\$ 418,950,000	\$ 42,655,000	\$ 74,900,000	\$ 68,250,000	\$ 69,350,000	\$ 84,850,000	\$ 340,005,000		
CAPITAL FUNDING									
New External Borrowing	\$ 365,983,000	\$ 33,838,000	\$ 66,092,000	\$ 55,762,000	\$ 59,677,000	\$ 79,784,000	\$ 295,153,000		
Reserve	26,467,000	1,317,000	1,808,000	8,488,000	6,673,000	5,066,000	23,352,000		
External Funding - Interagency	26,500,000	7,500,000	7,000,000	4,000,000	3,000,000	-	21,500,000		
Total	\$ 418,950,000	\$ 42,655,000	\$ 74,900,000	\$ 68,250,000	\$ 69,350,000	\$ 84,850,000	\$ 340,005,000		
SUMMARY BY DRIVER									
Maintenance	\$ 109,900,000	\$ 23,905,000	\$ 30,900,000	\$ 17,500,000	\$ 8,200,000	\$ 9,850,000	\$ 90,355,000		
Resilience	240,750,000	13,000,000	26,500,000	37,000,000	55,500,000	70,000,000	202,000,000		
Upgrade	68,300,000	5,750,000	17,500,000	13,750,000	5,650,000	5,000,000	47,650,000		
Total	\$ 418,950,000	\$ 42,655,000	\$ 74,900,000	\$ 68,250,000	\$ 69,350,000	\$ 84,850,000	\$ 340,005,000		

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	2025 Performance Objective
Annual solid waste flows in Metro Vancouver system (tonnes)	2023: 1,003,000 2022: 1,002,000 2021: 976,000	projected: 1,012,000	1,012,000
Processing Availability of the Waste-to-Energy Facility	2023: 90.1% 2022: 90.6% 2021: 91.4%	projected: 91%	93%
Customer availability for the Waste-to-Energy Facility	2023: 99% 2022: 99% 2021: 99%	projected: 99%	99.0%
Customer availability for the Recycling and Waste Centres	2023: 99.9% 2022: 99.9% 2021: 99.9%	projected: 99.9%	99.9%

2025 Key Actions

General

- Development of a hauler source reduction incentive program
- Asset management program development, including condition assessments and asset policy development
- Upgrading of weigh scale unattended terminals

Recycling and Waste Centres

- Recycling depot development design, permitting and RFQ/RFP at North Surrey and Langley recycling and waste centres
- Facility upgrades at the Maple Ridge Recycling and Waste Centre
- New canopy cover construction for the compactor bay 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
- Replacement of push-wall at North Shore Recycling and Waste Centre
- North Surrey Recycling and Waste Centre administration building refurbishment
- Upgrade fire detection and suppression system at North Shore and North Surrey recycling and waste centres
- Permitting and installation of Encorp Return-It-Express container at Central Surrey Recycling and Waste Centre
- Implementation of used oil collection program at Langley Recycling and Waste Centre
- Recycling and waste centres building and asset assessment
- Assess opportunities to improve pedestrian and cyclist access
- Award two new operating and maintenance service contracts for 6 recycling and waste centres and transition to new operators if required.

Waste-to-Energy Facility

- Complete and close out maintenance projects: compressed air system replacement, refuse pit bunker door replacement, feedwater pump replacement, fly ash silo, fabric filter hopper replacement, electrical load study, and fire suppression system projects
- Continue progress on many active maintenance projects: electrical transformer replacement, island power, refuse crane replacement, ash crane replacement, secondary economizer replacement, and several other smaller projects
- Initiate design for soot blower, stack refurbishment, and special handle waste system projects.
- Begin biosolids processing system construction
- District energy system detailed design and electrical study
- Award contract for new Operating and Maintenance Contract and transition to new operator. 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
- Installation of several new groundwater monitoring wells
- Complete upgrade for the east leachate pump station
- Initiate construction for the landfill gas flare station redesign

Ashcroft Ranch

- McLean Lake Dam hydrological and geotechnical assessment consulting study
- Third turbine pump installation

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
- Regional infrastructure planning and development to fulfill future needs for waste recycling, transfer and disposal
- Community 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, 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 (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

Performance Indicators

Indicator	Historical and/or industry benchmark	Current performance ¹	2025 performance objective
Recycling rate (percent of solid waste diverted from final disposal)	Canadian average ² : 27.6% Metro Vancouver historical: 2022: 65% 2021: 65% 2020: 64% 2019: 63%	65%	66%
Waste disposed per capita (tonnes)	Canadian average ¹ : 0.69 Metro Vancouver historical: 2022: 0.44 2021: 0.45 2020: 0.45 2019: 0.48	0.44	0.43

¹Most recent figures derived from Statistics Canada disposal & diversion tonnages (2018) and Metro Vancouver 2021 Annual Solid Waste and Recycling Summary

2025 Key Actions

- Solid Waste and Recycling Industry Advisory Committee support
- Solid Waste Management Plan Independent Consultation and Engagement Panel support
- Engagement for review and update of the solid waste management plan, including supporting the Solid Waste Management Plan 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 work to support waste prevention and advance a circular economy, including the administration of the council and delivery of a zero waste conference
- 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

Solid Waste Services

2025 to 2029 – 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
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
Reuse and Repair events	Continue expansion of reuse at recycling and waste centers and community repair events	Environmental Protection and Climate Action
Zero waste initiatives	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	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
District energy system at the Waste-to-Energy Facility	Construction 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 detailed design and begin construction of biosolids processing system	Opportunities for Innovation and Enhanced Service
Coquitlam Landfill	Processing of bottom ash combined with waste soil processing and soil beneficial use at the Coquitlam Landfill	Environmental Protection and Climate Action
Coquitlam Landfill	Complete replacement of east leachate pump station and landfill gas flare system	System Stewardship
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
Recycling and Waste Centre recycling depots	New recycling depots operating at the Langley and potentially North Surrey facilities	Environmental Protection and Climate Action
Biosolids at the Waste-to-Energy Facility	Complete construction and commissioning of biosolids processing at WTEF	Opportunities for Innovation and Enhanced Service
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 the North Shore Recycling and Waste Centre compactor	System Stewardship
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	Capital replacements and upgrades and begin design 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	Complete commissioning of phase 1 of the district energy system	Environmental Protection and Climate Action
District energy system at the Waste-to-Energy Facility	Commence construction of district energy system expansion to Metrotown and Edmonds	Environmental Protection and Climate Action
2029		
Capital replacements at the Waste-to Energy Facility	Begin design of fabric filter baghouse replacement and special handle waste direct feed system and other maintenance projects.	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

METRO VANCOUVER DISTRICTS
2025 - 2029 PROJECTED RESERVES - SOLID WASTE

OPERATING RESERVES

	2024 ENDING BALANCE	2025 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE	2028 ENDING BALANCE	2029 ENDING BALANCE
Solid Waste Services	\$ 36,885,831	\$ 36,885,831	\$ -	\$ -	\$ 922,146	\$ 37,807,977	\$ 38,753,176	\$ 39,722,005	\$ 40,715,055	\$ 41,732,931

DISCRETIONARY RESERVES

	2024 ENDING BALANCE	2025 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE	2028 ENDING BALANCE	2029 ENDING BALANCE
Solid Waste Services										
Solid Waste General Reserve	\$ 19,768,615	\$ 19,768,615	\$ -	\$ (1,358,000)	\$ 477,240	\$ 18,887,855	\$ 18,653,326	\$ 19,119,659	\$ 19,597,650	\$ 20,087,591
Landfill Post Closure Reserve	9,597,760	9,597,760	-	-	239,944	9,837,704	10,083,647	10,335,738	10,594,131	10,858,984
Landfill Closure and Post-Closure Liability	55,610,945	55,610,945	2,002,136		1,415,300	59,028,381	62,488,073	66,027,971	69,671,917	73,391,280
Total	\$ 84,977,320	\$ 84,977,320	\$ 2,002,136	\$ (1,358,000)	\$ 2,132,484	\$ 87,753,940	\$ 91,225,046	\$ 95,483,368	\$ 99,863,698	\$ 104,337,855



Central Surrey Recycling and Waste Centre

2025 – 2029 FINANCIAL PLAN

SOLID WASTE SERVICES

Paul Henderson, P.Eng.
 General Manager, Solid Waste Services

Zero Waste Committee – October 3, 2024
 68633433

metrovancouver



North Shore Recycling and Waste Centre

SOLID WASTE OVERVIEW

Solid Waste over the next 5 years

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 operates a series of solid waste facilities
- The regional solid waste system is a resilient and reliable public, user-pay program funded through tipping fees

PERFORMANCE METRICS

Solid Waste Services

Key Performance	Past Performance (Average)	Expected Performance 2025
Recycling Rate (percent of solid waste diverted from final disposal)	65%	Increase to 66% or more diversion rate
Waste Disposed (tonnes) per Capita	0.44	Maintain at 0.44 or decrease per capita tonnes disposed
Annual solid waste flows in Metro Vancouver System	1,003,000 tonnes	Budgeted at 1,012,000 tonnes
Availability of the Waste-to-Energy Facility	91%	Maintain at 91% or increase facility availability to 93%

BENCHMARK OF UTILITY COSTS – 2024

Solid Waste (\$ CAD / tonne)

Solid Waste	
Metro Vancouver (average tipping fee)	\$145
Toronto	\$176
Seattle	\$245
San Francisco	\$358

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CONTINUOUS IMPROVEMENT – 2024 COMPLETE OR ONGOING

Solid Waste Services

Initiative	Outcomes
Solid waste management plan	<ul style="list-style-type: none"> Idea generation engagement for solid waste management plan update
BCUC exemption on district energy heat sales	<ul style="list-style-type: none"> Rate setting for heat through agreements with users
Weigh scale software upgrade implementation	<ul style="list-style-type: none"> Range of new features: license plate readers, emailing bills, real-time customer feedback
Smart waste program in place	<ul style="list-style-type: none"> Helps ensure generator levy being appropriately remitted

6

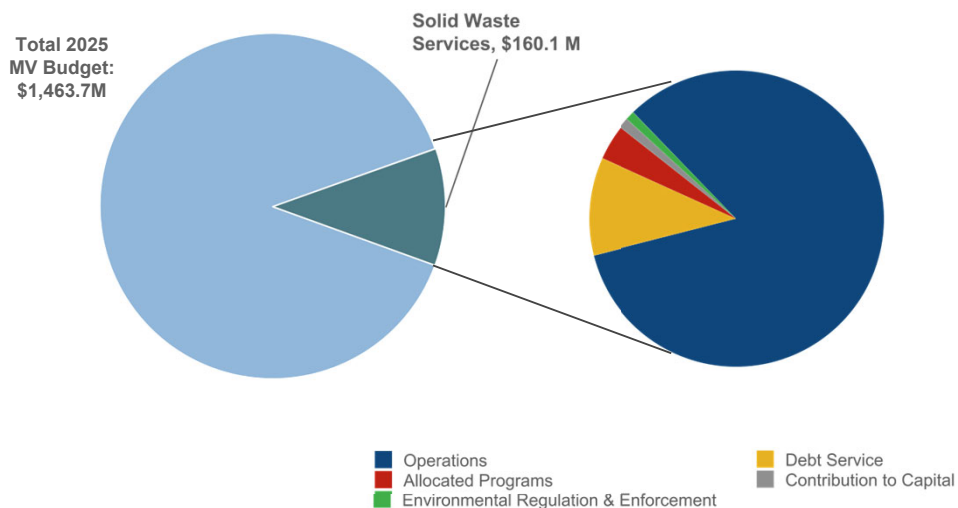
CONTINUOUS IMPROVEMENT – 2025 NEW

Solid Waste Services

Initiative	Outcomes
Coquitlam Landfill Eastern Area Closure	<ul style="list-style-type: none"> Co-processing soil and bottom ash combined with landfill closure
Source Reduction Incentive Program	<ul style="list-style-type: none"> Source reduction incentive program for waste haulers and processors who demonstrate actions to encourage recycling
Reuse at Recycling and Waste Centres	<ul style="list-style-type: none"> Continuing expansion of reuse at recycling and waste centres with addition of United Boulevard and Central Surrey

BUDGET OVERVIEW

2025 Operating Budget Breakdown – Solid Waste Services



OPERATING EXPENDITURES

Solid Waste Services Financial Plan

Overview:

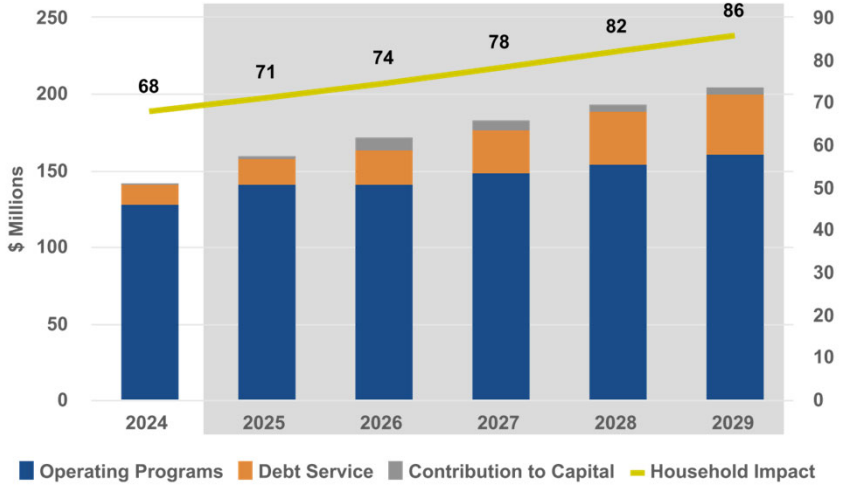
2024 Operating Budget: **\$142.4M**
 2025 Operating Budget: **\$160.1M**

12.4% increase

Drivers for Change:

- Updated waste flow and contingency disposal to align with experience
- Debt servicing for capital projects

2025 – 2029 Solid Waste Services Financial Plan



OPERATING FUNDING

Solid Waste Services Financial Plan

Overview:

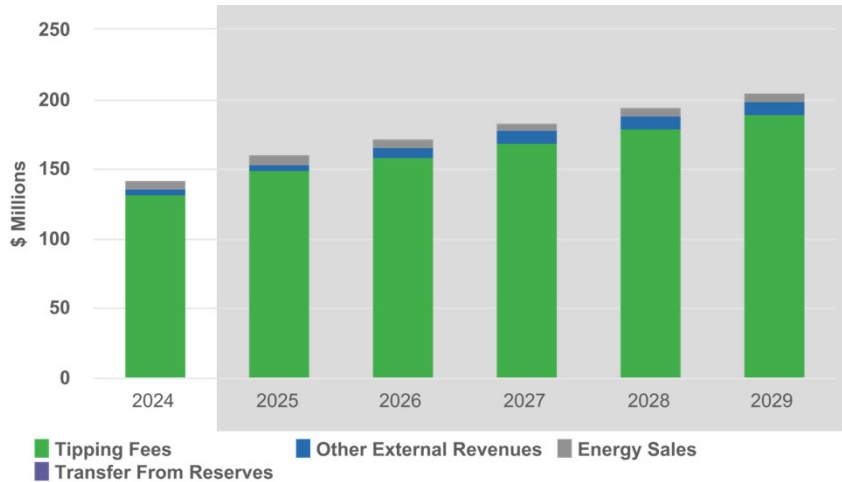
2024 Operating Budget: **\$142.4M**
 2025 Operating Budget: **\$160.1M**

12.4% increase

Drivers for Change:

- Updated waste flow projections
- Tipping fee increases same as projected in previous budget cycle

2025 – 2029 Solid Waste Services Financial Plan



OPERATING HIGHLIGHTS – 2025 - 2029

Solid Waste Services

Budget Year	Initiative	Description
2025	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
2026	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
2027	Target for completion of solid waste management plan update	Goal to complete solid waste management plan update
2028	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
2029	Capital replacements and upgrades at the Waste-to-Energy Facility	Continue capital replacements and upgrades.

CAPITAL EXPENDITURES

Solid Waste Services Capital Plan

Overview:

2024 Capital Cash Flow: **\$54.1M**

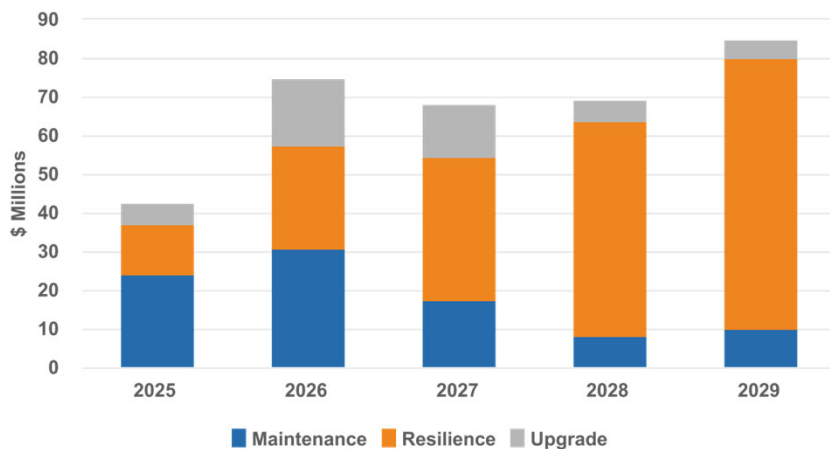
2025 Capital Cash Flow: **\$42.7M**

21.2% decrease

Drivers for Change:

- Waste-to-Energy Facility Projects
- North Surrey and Langley Recycling Depot Development

2025 – 2029 Solid Waste Services Capital Cash Flow



CAPITAL FUNDING

Solid Waste Services Capital Plan

Overview:

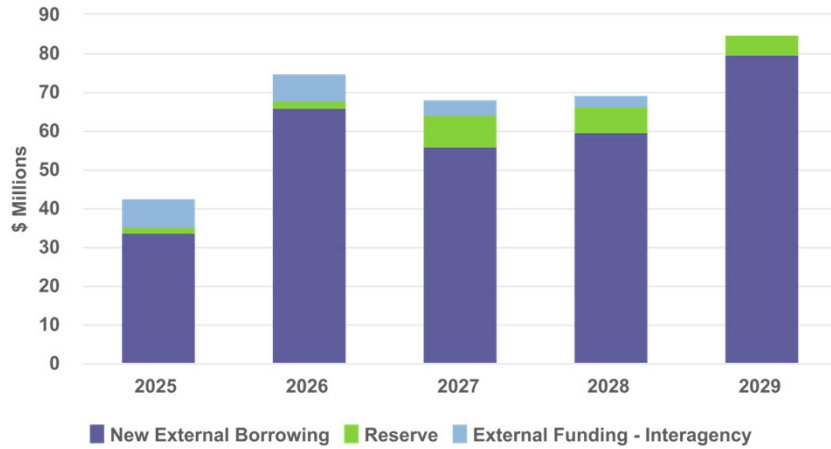
2024 Capital Cash Flow: **\$54.1M**
 2025 Capital Cash Flow: **\$42.7M**

21.2% decrease

Drivers for Change:

- Capital primarily funded through debt, with debt payment through operating budget including tipping fees and new district energy revenues starting in 2027

2025 – 2029 Solid Waste Services Capital Funding



SOLID WASTE FINANCIAL PLAN SUMMARY

	2024	2025	2026	2027	2028	2029
Total Expenditures (\$ Millions)	\$142.4	\$160.1	\$172.1	\$183.5	\$194.0	\$204.7
% Change		12.4%	7.5%	6.6%	5.7%	5.5%
Tipping Fee Increase (\$/t)		\$7	\$7	\$8	\$8	\$8
Blended Tipping Rate (\$/t)	\$144	\$151	\$158	\$166	\$174	\$182
Total Capital Cash Flow (\$ Millions)	\$54.1	\$42.7	\$74.9	\$68.3	\$69.4	\$84.9
Household Impact (\$)	\$68	\$71	\$74	\$78	\$82	\$86
% Change		4.8%	4.6%	5.1%	4.8%	4.6%
Prior Cycle Household Impact Change (%)		4.8%	4.6%	5.1%	4.8%	N/A



United Boulevard Recycling and Waste Centre

Questions?

metrovancover

6To: Housing Committee

From: Michael Epp, Director, Housing Planning and Development,
Metro Vancouver Housing

Date: September 27, 2024

Meeting Date: October 4, 2024

Subject: **2025 - 2029 Financial Plan – Housing Planning and Policy**

RECOMMENDATION

That the Housing Committee endorse the 2025 - 2029 Financial Plan for Housing Planning and Policy as presented in the report dated September 27, 2024, titled “2025 - 2029 Financial Plan – Housing Planning and Policy”, and forward it to the Metro Vancouver Board Budget Workshop on October 16, 2024 for consideration.

EXECUTIVE SUMMARY

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

In 2025, the operating budget for Housing Planning and Policy is proposed to decrease by \$1.7 million (17.7%) for a total of \$7.7 million due to the completion of several Sustainability Innovation Fund (SIF) projects. The requisition is proposed to increase \$0.4 million (5.5%) for a total requisition of \$6.9 million, which represents a total average regional household impact of \$6 (which compares to a previous forecast for 2025 of \$6).

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 2025 - 2029 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).

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

This report focuses on the Housing Planning and Policy function and presents the 2025 annual budget and the updated five-year plan for the years 2025 to 2029 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 vacant lands owned by local governments 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 2025 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:

- Redevelopment – Moray Place (Port Moody): 100% of concept design complete; advance to development approvals; and
- Projects in Planning – Partnership: Initiation of Phase 2 partnership project; development partners secured.

The performance objective measures the percentage of feasibility studies and concept design completed, or progress toward partnership agreements. Once project concepts have been approved by the MVHC Committee and Board, and advance to development approval and construction stages, they 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. Recently, the Province of BC adopted inclusionary zoning legislation following successful advocacy on behalf of Metro Vancouver and its members. A jurisdictional scan and best practice review of inclusionary housing policies and practices was completed, which included the development of a model inclusionary housing policy for the region. Continued work in this area will include the development of a Metro Vancouver Inclusionary Housing Online Calculator and further 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. On May 23, 2024, the Province of BC announced the second phase of projects being funded under the MOU, supported by a provincial investment of \$226 million over two years (2026-2027). 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 initiatives to expedite and improve delivery of housing in the region include:

- Advance implementation of standardized regulations and reference designs for six-storey rental housing through the Rental Housing Blueprint project;
- 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
- Implementing new policies/procedures to introduce income testing for new Low-End-of-Market tenants to ensure affordable housing supports those who need it most.

2025 BUDGET AND 2025 - 2029 FINANCIAL PLAN

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

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

Each Metro Vancouver function has an Annual Work Plan that includes strategic directions, performance indicators and key actions to guide the work for the coming year. Each function also has a “What’s Happening” summary that presents program highlights for the next five years. The 2025 - 2029 Housing Planning and Policy Financial Plan is included as Attachment 1. The 2025

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 2025 - 2029 are included in Attachment 3.

Operating Budget Highlights

The Housing Planning and Policy 2025 operating budget is proposed to decrease by \$1,655,382 for a total budget of \$7.7 million (Attachment 1). This decrease is primarily due to the completion of projects funded by 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; Panelized Mass-timber for Retrofits, Adding Resiliency and Additional Units for Retrofits; and Living Building Challenge Certification Feasibility for Rehabilitation).

The 2025 operating budget includes the following key actions:

- Support the implementation of the Metro Vancouver Housing 10-Year Plan
 - Initiate a 10-Year Plan update to reflect Phase 2/3 objectives and expanded targets
 - Initiate new partnership project as part of MVHC’s next phase of projects
 - 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
 - Continue to develop materials and communications to support tenant relocation
- Support the implementation of the Metro Vancouver Housing Redevelopment Plan to advance Phase 2/3 redevelopment and partnership projects;
- 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.
- Support Metro Vancouver Regional Planning implementation of policies related to housing for Metro 2050, the regional growth strategy
 - Complete the update to the Regional Affordable Housing Strategy (Housing 2050: A Roadmap to Implement Metro 2050’s Housing Goal);
- Convene the Regional Planning Advisory Committee – Housing Subcommittee and support members around regional housing issues and support with best practice research and advocacy; and

Over the next five years, operating programs decrease by \$2,206,132 or an average of 4.8% 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 2025 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 2025 - 2029 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 to expanding on new sites through partnerships with member jurisdictions. 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 2025 - 2029 Projected Reserves for Housing Planning and Policy is included in Attachment 4.

APPROVAL PROCESS

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

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

ALTERNATIVES

1. That the Housing Committee endorse the 2025 - 2029 Financial Plan for Housing Planning and Policy as presented in the report dated September 27, 2024, titled “2025 - 2029 Financial Plan – Housing Planning and Policy”, and forward it to the Metro Vancouver Board Budget Workshop on October 16, 2024 for consideration.
2. That the Housing Committee amend the 2025 - 2029 Financial Plan for the Housing Planning and Policy Service as follows: _____; and forward the amended Financial Plan to the to the Metro Vancouver Board Budget Workshop on October 16, 2024 for consideration.

FINANCIAL IMPLICATIONS

If the MVRD Board endorses the 2025 - 2029 Financial Plan for the Housing Planning and Policy Service, as presented under Alternative 1, in 2025 the Housing Planning and Policy requisition will increase by \$362,400 (5.5%) for a total requisition of \$6.9 million. Of this total, \$5.0 million per year from the property tax requisition is allocated to advancing the planning and design of capital redevelopment projects and for new sites 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 \$115,170 per year (1.7%) 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 2021 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 2025 Budget and Five-Year Financial Plan has been prepared following direction received at the May 31, 2024 Metro Vancouver Board Budget Workshop and to respond to direction provided in the *Board Strategic Plan*. It is presented to Committee and Board members to provide overview information on activities and financial impacts for the years 2025 to 2029 for 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 2025 - 2029 Financial Plan and Annual Work Plan for Housing Planning and Policy as presented under alternative one.

ATTACHMENTS

1. 2025 - 2029 Financial Plan
2. 2025 Work Plan
3. 2025 - 2029 What's Happening
4. 2025 - 2029 Projected Reserves – Housing Planning and Policy Service
5. Presentation re: 2025 - 2029 Financial Plan – Metro Vancouver Housing

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**METRO VANCOUVER REGIONAL DISTRICTS
HOUSING PLANNING AND POLICY
2025 BUDGET REVIEW
2025 - 2029 FINANCIAL PLAN**

Attachment 1

	2024 BUDGET	2025 BUDGET	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE	2029 FORECAST	% CHANGE
REVENUES											
Metro Vancouver Regional District Requisitions	\$ 6,569,294	\$ 6,931,694	5.5%	\$ 7,004,981	1.1%	\$ 7,051,198	0.7%	\$ 7,096,430	0.6%	\$ 7,145,144	0.7%
Transfer from Sustainability Innovation Fund Reserves	2,781,982	764,200		1,067,500		-		-		-	
TOTAL REVENUES	\$ 9,351,276	\$ 7,695,894	(17.7%)	\$ 8,072,481	4.9%	\$ 7,051,198	(12.7%)	\$ 7,096,430	0.6%	\$ 7,145,144	0.7%
EXPENDITURES											
Operating Programs:											
Housing Planning and Policy	\$ 4,210,059	\$ 2,534,721		\$ 2,889,231		\$ 1,876,478		\$ 1,930,767		\$ 1,987,813	
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	
	\$ 9,210,059	\$ 7,534,721	(18.2%)	\$ 7,889,231	4.7%	\$ 6,876,478	(12.8%)	\$ 6,930,767	0.8%	\$ 6,987,813	0.8%
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	116,217	136,173	17.2%	158,250	16.2%	149,720	(5.4%)	140,663	(6.0%)	132,331	(5.9%)
TOTAL EXPENDITURES	\$ 9,351,276	\$ 7,695,894	(17.7%)	\$ 8,072,481	4.9%	\$ 7,051,198	(12.7%)	\$ 7,096,430	0.6%	\$ 7,145,144	0.7%

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:

- Support MVHC affordable housing development projects including:
 - Leading the planning and analysis of properties to assess redevelopment potential;
 - Working with member municipalities to identify land for the development of affordable housing;
 - Overseeing initial site studies and assessment and confirm project viability;
 - Leading concept planning for new development and redevelopment projects;
- 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;
- 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 the 10-year Housing Plan to implement goals around operations, maintenance, growth, and partnerships and meet strategic targets;
- Develop and monitor the Regional Affordable Housing Strategy (Housing 2050: A roadmap to implement Metro 2050's housing goal), to advance impactful policy interventions that will achieve the housing policies and actions of Metro 2050;
- 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.

- Implement the *Metro Vancouver Housing Redevelopment Plan* to advance the redevelopment of MVHC housing sites through concept design stage.
- Support the implementation of housing related policy for *Metro 2050*, the regional growth strategy, including the development and implementation of the Regional Affordable Housing Strategy (Housing 2050: A roadmap to implement Metro 2050’s housing goal).

Performance Indicators

Indicator (% of concept design or partnership agreement completed)	Historical and/or Industry Benchmark (2023)	Current Performance (2024)	2025 Performance Objective
Moray Place (Port Moody) – Redevelopment	N/A	90% (complete concept planning)	100% (revise concept planning and advance to development approvals)
Phase 2 Partnership Project – Projects in Planning	N/A	0%	100% (partnership agreement signed);

**The performance objective measures the percentage of feasibility studies and concept design completed, or progress toward partnership agreements. Once project concepts have been approved by the MVHC Committee and Board, and advance to development approval and construction stages, they are listed in the MVHC Annual Work Plan report.*

2025 Key Actions

Policy & Planning

- Support the implementation of the *Metro Vancouver Housing 10-Year Plan*
 - Complete a 10-Year Plan update to reflect Phase 2/3 objectives and expanded targets
 - 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
 - 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 and partnership projects.
 - Coordinate requirements and applications for funding programs as needed
 - Work with Operations to create Rent Up Strategies for projects nearing completion
- 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

- 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
 - Complete the Regional Affordable Housing Strategy update (Housing 2050: A roadmap to implement Metro 2050's housing goal)
- Convene the Regional Planning Advisory Committee's Housing Subcommittee and support members around regional housing issues and development of best practice research and advocacy
 - Create a Metro Vancouver Inclusionary Housing Calculator
 - Advance the Rental Housing Blueprint project, including implementation of standardized regulations, and pre-approved designs for six-storey buildings

Communications Program

- Work to build a better understanding and awareness of MVH 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

2025 to 2029 – 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
2025		
10-Year Plan Update	Continue to implement the <i>Metro Vancouver Housing 10-Year Plan</i> , and update the Plan based on Phase 2/3 strategies and expanded targets.	Financial Sustainability and Regional Affordability, Climate Action, Housing
Redevelopment – Moray Place (Port Moody)	Complete concept design; advance to development approvals.	Housing
Projects in Planning - Partnerships ¹	Continue to explore and advance partnerships for sites that MVH cannot deliver alone.	Housing
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.	Housing
Update existing MVH leases, and pre-zone existing sites	Continue to plan for upcoming renewal of existing MVH leases with member jurisdictions and explore innovative approaches such as rezoning MVH properties on a portfolio basis.	Housing
Strategic planning and policy for MVH	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 and Regional Affordability, Housing
Implement regional housing policy in Metro 2050	Implement the Regional Affordable Rental Housing Target and support achievement of Metro 2050 housing policies.	Financial Sustainability and Regional Affordability, Climate Action, Housing
Regional Affordable Housing Strategy Update	Complete the update to the new regional affordable housing strategy (Housing 2050: A Roadmap to Implement Metro 2050’s Housing Goal).	Financial Sustainability and Regional Affordability, Climate Action,

¹ Once projects in planning have a secured development partner, they will transfer to the MVHC Budget.

		Resilient Services and Infrastructure, Housing
Support regional planning and policy on housing-related issues	Undertake best practice research to support regional housing priorities; support capacity building for MVH as well as regional housing stakeholders; implement regional inclusionary housing policy model and rental housing blueprint.	Financial Sustainability and Regional Affordability, Climate Action, Resilient Services and Infrastructure, Housing
2026		
10-Year Plan Implementation	Continue to implement the <i>Metro Vancouver Housing 10-Year Plan</i> .	Financial Sustainability and Regional Affordability, Climate Action, Housing
Projects in Planning - Partnerships	Continue to explore and advance partnerships for sites that MVH cannot deliver alone.	Housing
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.	Housing
Update existing MVH leases, and pre-zone existing sites	Continue to plan for upcoming renewal of existing MVH leases with member jurisdictions, and explore innovative approaches such as rezoning MVH properties on a portfolio basis.	Housing
Strategic planning and policy for MVH	Continue to develop and implement new policies and procedures to support operational, financial efficiency and industry best practices.	Financial Sustainability and Regional Affordability, Housing
Implement regional housing policy in Metro 2050	Implement the Regional Affordable Rental Housing Target and support achievement of Metro 2050 housing policies.	Financial Sustainability and Regional Affordability, Climate Action, Housing
Regional Affordable Housing Strategy (Housing 2050) Implementation	Implement the regional affordable housing strategy (Housing 2050: A Roadmap to Implement Metro 2050's Housing Goal).	Financial Sustainability and Regional Affordability, Climate Action, Resilient Services and Infrastructure, Housing

Support regional planning and policy on housing-related issues	Undertake best practice research to support regional housing priorities; support capacity building for MVH as well as regional housing stakeholders; implement rental housing blueprint demonstration project on MVH site.	Financial Sustainability and Regional Affordability, Climate Action, Resilient Services and Infrastructure, Housing
2027		
10-Year Plan Implementation	Continue to implement the <i>Metro Vancouver Housing 10-Year Plan</i> .	Financial Sustainability and Regional Affordability, Climate Action, Housing
Projects in Planning - Partnerships	Continue to explore and advance partnerships for sites that MVH cannot deliver alone.	Housing
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.	Housing
Update existing MVH leases, and pre-zone existing sites	Continue to plan for upcoming renewal of existing MVH leases with member jurisdictions, and explore innovative approaches such as rezoning MVH properties on a portfolio basis	Housing
Strategic planning and policy for MVH	Continue to develop and implement new policies and procedures to support operational, financial efficiency and industry best practices.	Financial Sustainability and Regional Affordability, Housing
Implement regional housing policy in Metro 2050	Implement the Regional Affordable Rental Housing Target and support achievement of Metro 2050 housing policies.	Financial Sustainability and Regional Affordability, Climate Action, Housing
Regional Affordable Housing Strategy (Housing 2050) Implementation	Implement the regional affordable housing strategy (Housing 2050: A Roadmap to Implement Metro 2050's Housing Goal).	Financial Sustainability and Regional Affordability, Climate Action, Resilient Services and Infrastructure, Housing
Support regional planning and policy on housing-related	Undertake best practice research to support regional housing priorities; support capacity building for MVH as well as regional housing	Financial Sustainability and Regional

issues	stakeholders.	Affordability, Climate Action, Resilient Services and Infrastructure, Housing
2028		
10-Year Plan Implementation	Continue to implement the <i>Metro Vancouver Housing 10-Year Plan</i> .	Financial Sustainability and Regional Affordability, Climate Action, Housing
Projects in Planning - Partnerships	Continue to explore and advance partnerships for sites that MVH cannot deliver alone.	Housing
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.	Housing
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Strategic planning and policy for MVH	Continue to develop and implement new policies and procedures to support operational, financial efficiency and industry best practices.	Financial Sustainability and Regional Affordability, Housing
Implement regional housing policy in Metro 2050	Implement the Regional Affordable Rental Housing Target and support achievement of Metro 2050 housing policies.	Financial Sustainability and Regional Affordability, Climate Action, Housing
Regional Affordable Housing Strategy (Housing 2050) Implementation	Implement the regional affordable housing strategy (Housing 2050: A Roadmap to Implement Metro 2050's Housing Goal).	Financial Sustainability and Regional Affordability, Climate Action, Resilient Services and Infrastructure, Housing
Support regional planning and policy on housing-related issues	Undertake best practice research to support regional housing priorities; support capacity building for MVH as well as regional housing stakeholders.	Financial Sustainability and Regional Affordability, Climate Action,

		Resilient Services and Infrastructure, Housing
2029		
10-Year Plan Implementation	Continue to implement the <i>Metro Vancouver Housing 10-Year Plan</i> .	Financial Sustainability and Regional Affordability, Climate Action, Housing
Projects in Planning - Partnerships	Continue to explore and advance partnerships for sites that MVH cannot deliver alone.	Housing
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.	Housing
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Regional Affordable Housing Strategy (Housing 2050) Implementation	Implement the regional affordable housing strategy (Housing 2050: A Roadmap to Implement Metro 2050's Housing Goal).	Financial Sustainability and Regional Affordability, Climate Action, Resilient Services and Infrastructure, Housing
Support regional planning and policy on housing-related issues	Undertake best practice research to support regional housing priorities; support capacity building for MVH as well as regional housing stakeholders.	Financial Sustainability and Regional Affordability, Climate Action, Resilient Services and Infrastructure, Housing

METRO VANCOUVER DISTRICTS

2025 - 2029 PROJECTED RESERVES - HOUSING PLANNING AND POLICY

OPERATING RESERVES

	2024 ENDING BALANCE	2025 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE	2028 ENDING BALANCE	2029 ENDING BALANCE
Housing Planning and Policy	\$ 479,605	\$ 479,605	\$ -	\$ -	\$ 11,990	\$ 491,595	\$ 503,885	\$ 516,482	\$ 529,394	\$ 542,629

STATUTORY RESERVES

	2024 ENDING BALANCE	2025 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE	2028 ENDING BALANCE	2029 ENDING BALANCE
Housing Planning and Policy										
Housing Planning and Policy Re-development Reserve	\$ 7,796,938	\$ 7,796,938	\$ 1,000,000	\$ (8,000,000)	\$ 107,423	\$ 904,361	\$ 926,970	\$ 950,144	\$ 973,898	\$ 998,245
Housing Planning and Policy Development Reserve	21,370,115	21,370,115	4,000,000	(20,000,000)	334,253	5,704,368	4,834,477	2,930,339	1,991,097	1,028,374
Total	\$ 29,167,053	\$ 29,167,053	\$ 5,000,000	\$ (28,000,000)	\$ 441,676	\$ 6,608,729	\$ 5,761,447	\$ 3,880,483	\$ 2,964,995	\$ 2,026,619



Metro Vancouver Housing's Inlet Centre

2025 – 2029 FINANCIAL PLAN

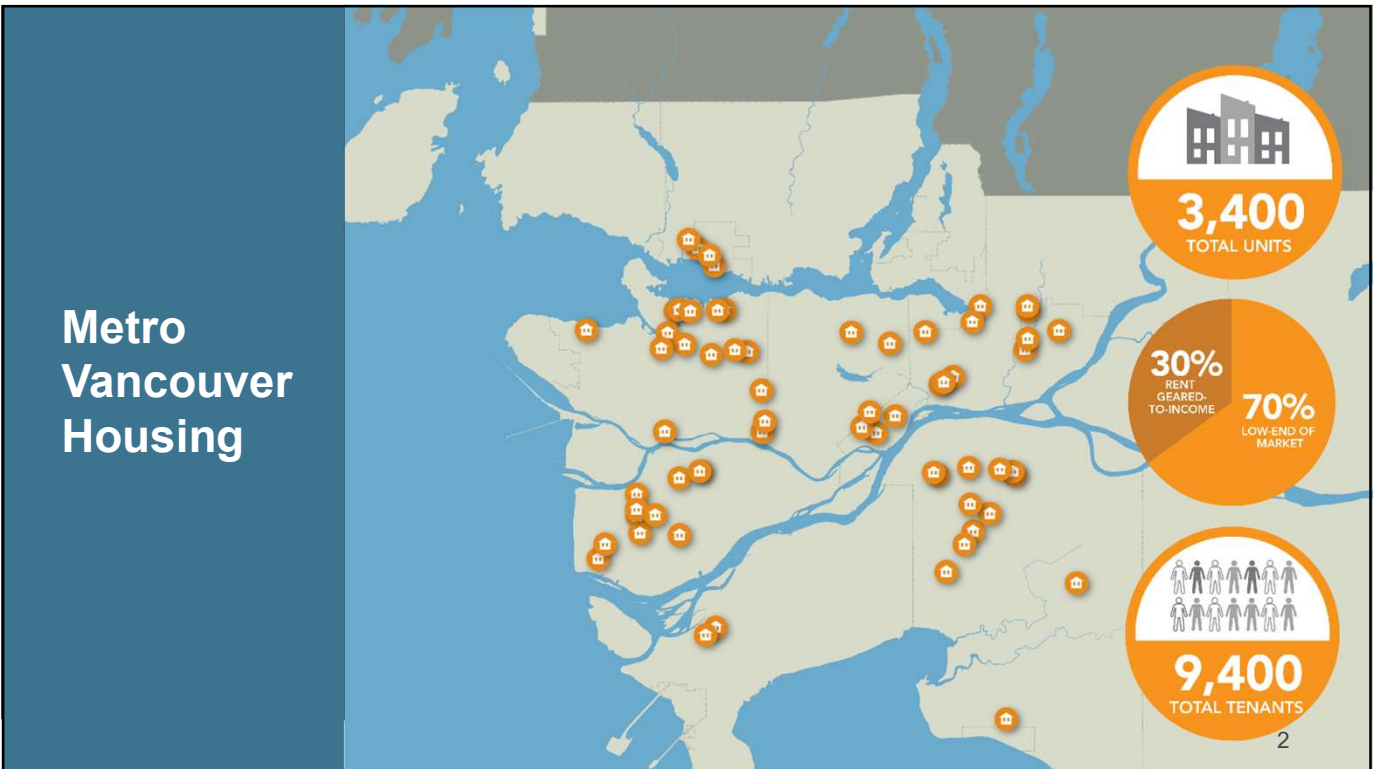
METRO VANCOUVER HOUSING

Michael Epp

Director, Housing Planning and Development

Housing Committee – October 4, 2024
68638512

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PROVIDE
TENANT PROGRAMS
COMMUNITY BUILDING

PRESERVE
RENEW &
REVITALIZE

EXPAND
RE-DEVELOPMENT OF
EXISTING SITES
PARTNERHIPS

Metro Vancouver Housing 10 Year Plan

3

10-Year Plan Targets

- Mixed-income
- Diverse housing
- Age-friendly
- Well maintained
- Low emission
- Energy efficient
- Grow and expand

Metro Vancouver Housing 10-Year Plan

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MVRD: Housing Planning & Policy

\$7.7M

- Implement MVH 10 Year Plan
 - ID Redevelopment and Expansion Priorities
 - Manage redevelopment and expansion projects to pre-construction
- Partnerships and Funding applications
- MVHC Policy and Agreements
- Regional Policy, Data and Research

MVHC

\$60.7M

- Operations (49 sites)
- Capital Maintenance
- Development and Redevelopment Projects
- Tenant Programs
- Finance (Tenant Accounts and Subsidies)

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2025 – 2029 FINANCIAL PLAN

MVRD: HOUSING PLANNING & POLICY

Michael Epp
 Director, Housing Planning and Development

Housing Committee – October 4, 2024
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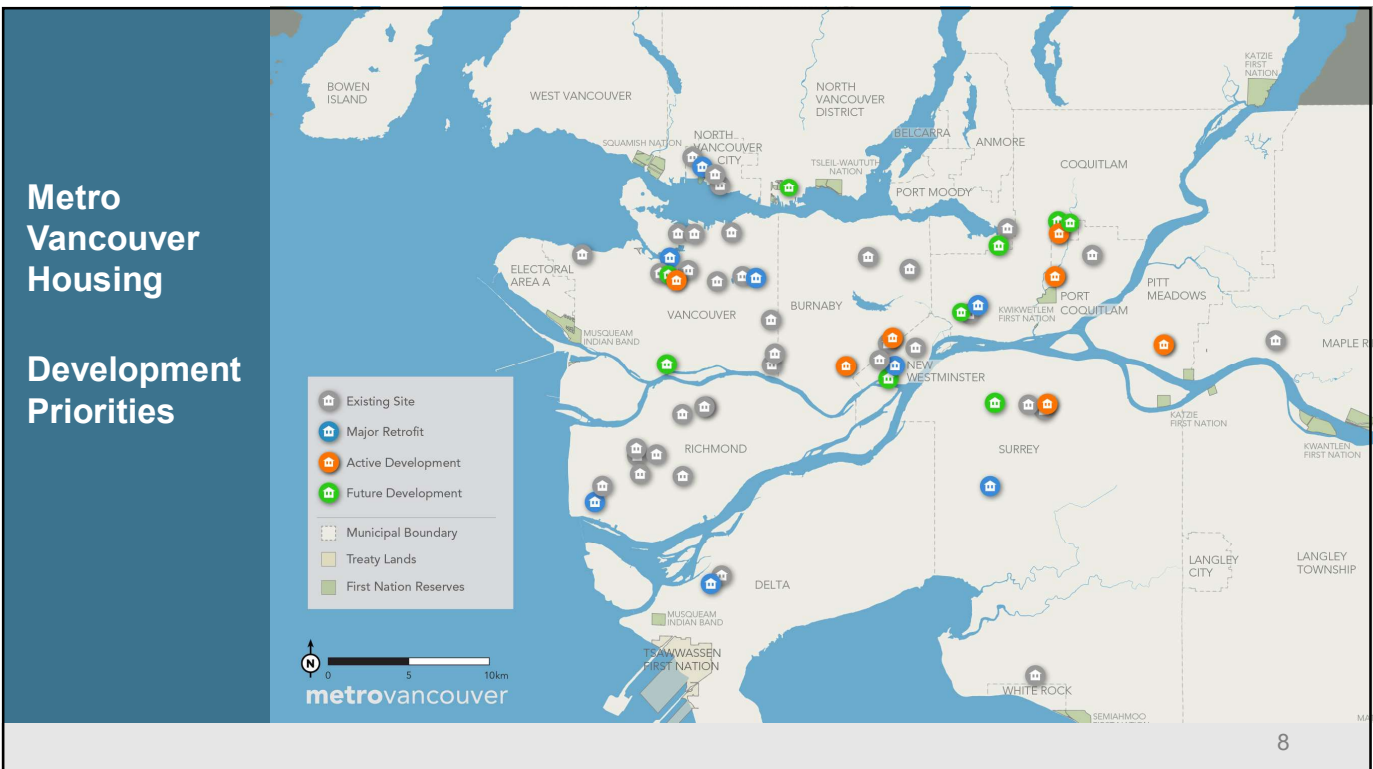


Welcher Avenue Redevelopment

HOUSING PLANNING & POLICY OVERVIEW

Housing Planning & Policy over the next 5 years

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.



PERFORMANCE METRICS

Housing Planning and Policy

% of Concept Design or Partnership Agreement Completes for MVHC Projects (pre-construction)

Key Performance	Past Performance (Average)	Expected Performance 2025
Moray Place (Port Moody) - Redevelopment	90% (completed concept planning)	100% (revise concept plan and advance to development approvals)
Phase 2 Partnership Project – Projects in Planning	0%	100% (partnership agreement signed)

CONTINUOUS IMPROVEMENT – 2024 COMPLETE OR ONGOING

Housing Planning and Policy

Initiative	Outcomes
Developed model inclusionary housing policy	<ul style="list-style-type: none"> Assist member jurisdictions to secure delivery of affordable housing through private development.
Rental Housing Blueprint standard regulations for six-storey buildings	<ul style="list-style-type: none"> More efficient delivery of purpose-built rental housing in the region.
Metro Vancouver Housing & BC Housing Memorandum of Understanding – Phase 2	<ul style="list-style-type: none"> Phase 2 of MOU with the Province to support the delivery of 2,000 new homes over the next 10 years.

CONTINUOUS IMPROVEMENT – 2025 NEW

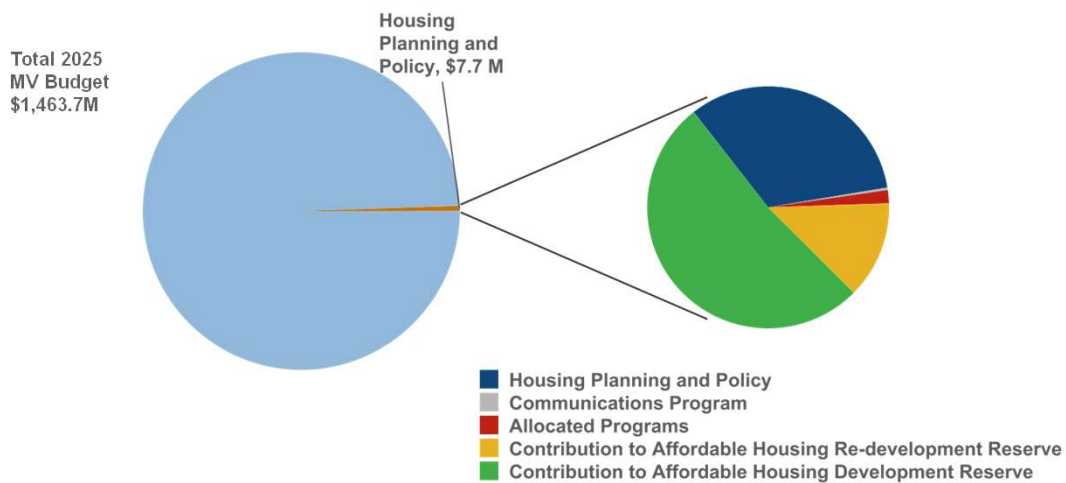
Housing Planning and Policy

Initiative	Outcomes
Develop online calculator for inclusionary housing	<ul style="list-style-type: none"> Assist member jurisdictions in understanding economics of inclusionary housing.
Rental Housing Blueprint standard regulations for six-storey buildings	<ul style="list-style-type: none"> Support local government champions to implement standardized regulatory framework.
Metro Vancouver Housing – BC Housing MOU – Phase 2	<ul style="list-style-type: none"> Advance Projects in Planning for Phase 2 of the MOU – \$226 million over two years (2026-2027).

BUDGET OVERVIEW

Housing Planning and Policy

2025 Operating Budget Breakdown – Housing Planning and Policy



OPERATING EXPENDITURES

Housing Planning and Policy Financial Plan

Overview:

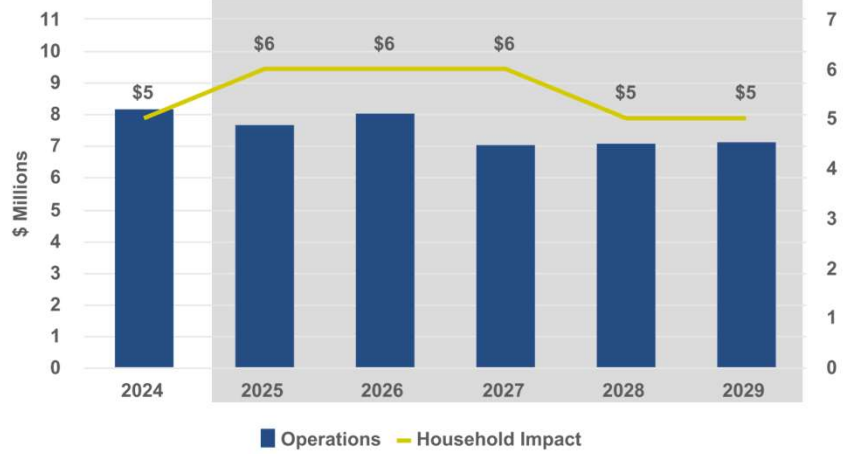
2024 Operating Budget: **\$9.4M**
 2025 Operating Budget: **\$7.7M**

17.7% decrease

Drivers for Change:

- Operations are largely inflationary
- Five active Sustainability Innovation Fund projects (decarbonization and reduced embodied carbon pilots) underway

2025 – 2029 MVHC Financial Plan



OPERATING FUNDING

Housing Planning and Policy Financial Plan

Overview:

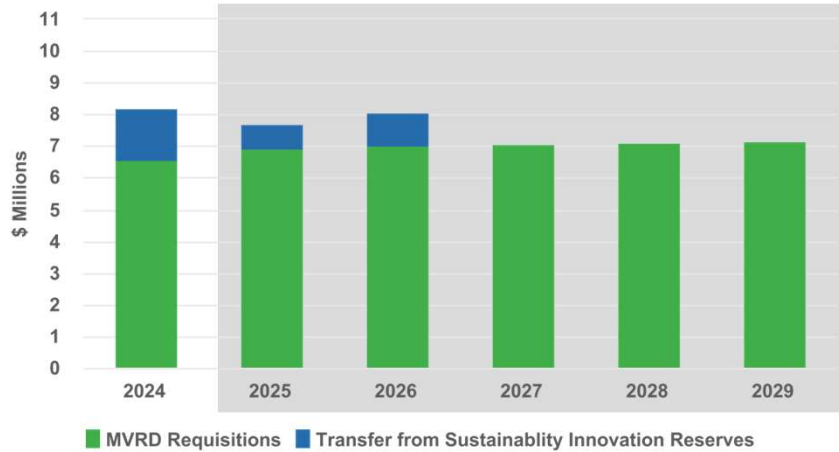
2024 Operating Budget: **\$9.4M**
 2025 Operating Budget: **\$7.7M**

17.7% decrease

Drivers for Change:

- MVRD Requisition is largely inflationary over the 5 years
- Completion of reserve funded SIF projects in 2026

2025 - 2029 MVHC Financial Plan



OPERATING HIGHLIGHTS

Housing Planning and Policy 2025 - 2029

Budget Year	Initiative	Description
2025	Planning and partnerships	10-Year Plan and Regional Affordable Housing Strategies. Advance partnership model (4+ projects)
2026	Phase 3 development	Advance concept work and partnership agreements on all Phase 3 projects
2027	Phase 3 development	Support all active projects through to construction stage.
2028	Plan implementation	Advance next phase of projects and partnerships to be identified per revised 10-Year Plan and policy initiatives.
2029	Ongoing implementation and policy work.	Advance next phase of expansion projects and partnerships to be identified per revised 10-Year Plan and policy initiatives.

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HOUSING PLANNING AND POLICY FINANCIAL PLAN SUMMARY

Housing Planning and Policy 2025 - 2029

	2024	2025	2026	2027	2028	2029
Total Expenditures (\$ Millions)	\$9.4	\$7.7	\$8.1	\$7.1	\$7.1	\$7.1
% Change		(17.7%)	4.9%	(12.7%)	0.6%	0.7%
MVRD Requisitions (\$ Millions)	\$6.6	\$6.9	\$7.0	\$7.1	\$7.1	\$7.1
Houshold Impact (\$)	\$5	\$6	\$6	\$6	\$5	\$5
% Change		4.3%	(0.4%)	(1.3%)	(1.3%)	(1.2%)
Prior Cycle Hopusehold Impact Change (%)		3.4%	(3.4%)	(1.8%)	(0.9%)	N/A

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2025 – 2029 FINANCIAL PLAN

METRO VANCOUVER HOUSING CORPORATION

Michael Epp

Director, Housing Planning and Development

Housing Committee – October 4, 2024
68638512

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MVHC OVERVIEW

Metro Vancouver Housing over the next 5 years

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.

PERFORMANCE METRICS

MVHC

Key Performance	Past Performance (Average)	Expected Performance 2025
Total RGI units rented to subsidized tenants	32% (2024)	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	237 (2024, of targeted 230)	265

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PERFORMANCE METRICS

MVHC

Key Performance	Past Performance (Average)	Expected Performance 2025
Reduce GHG emissions (grams of CO2 Emissions per square metre)	10.2 grams CO2 E psm (2010 baseline) 7.45 grams CO2 E psm (2024)	7.1 grams CO2 E psm; on track for 45% reduction from 2010 levels by 2030
Kingston Gardens Phase I, Salal Landing, and Heather Place B Redevelopments	2024: 65% - 95% construction	100% Completion, Occupancy
The Connection, The Steller, Heron's Nest New and Redevelopments	2024: 5% construction	40% - 45% construction

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CONTINUOUS IMPROVEMENT – 2024 COMPLETE OR ONGOING

MVHC

Initiative	Outcomes
Rental Housing Blueprint reference building design	<ul style="list-style-type: none"> Reduced time to develop concepts and more easily constructible designs
Partnership delivery model	<ul style="list-style-type: none"> Delivery of more MVH projects than could otherwise be delivered (+1 new project in 2024)
Owners specifications and project management standards	<ul style="list-style-type: none"> Documented, clear project requirements reducing time and complexity
Explore property management software that will better meet the needs of the department	<ul style="list-style-type: none"> Conducted a detailed gap analysis of current system in collaboration with IT.

CONTINUOUS IMPROVEMENT – 2025 NEW

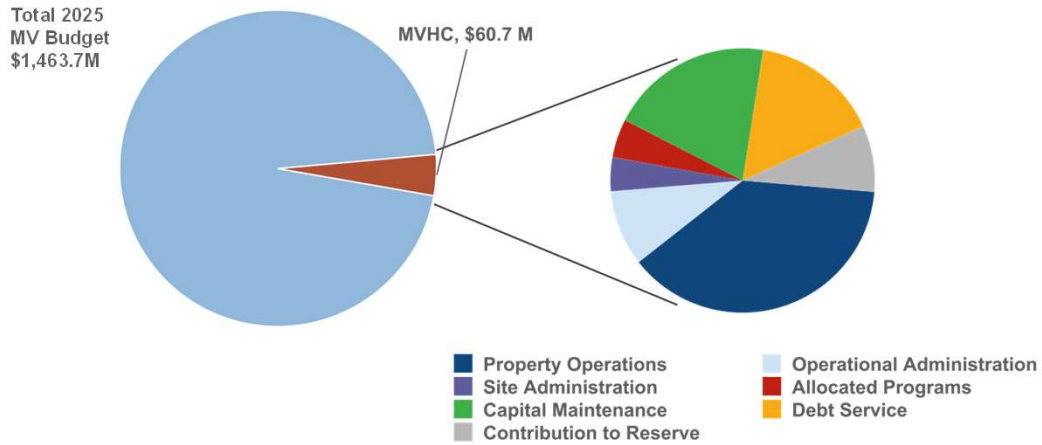
MVHC

Initiative	Outcomes
Rental Housing Blueprint reference building design	Reduced time to develop concepts and more easily constructible designs
Partnership delivery model	Delivery of more MVH projects than could otherwise be delivered (+4 new projects planned)
Reviewing procurement approaches	Reduce delivery times and project costs
Community Development Framework	Enhanced services to residents and improved use of staff resources.

BUDGET OVERVIEW

MVHC Financial Plan

2025 Operating Budget Breakdown – MVHC



OPERATING EXPENDITURES

MVHC Financial Plan

Overview:

2024 Operating Budget: **\$60.3M**

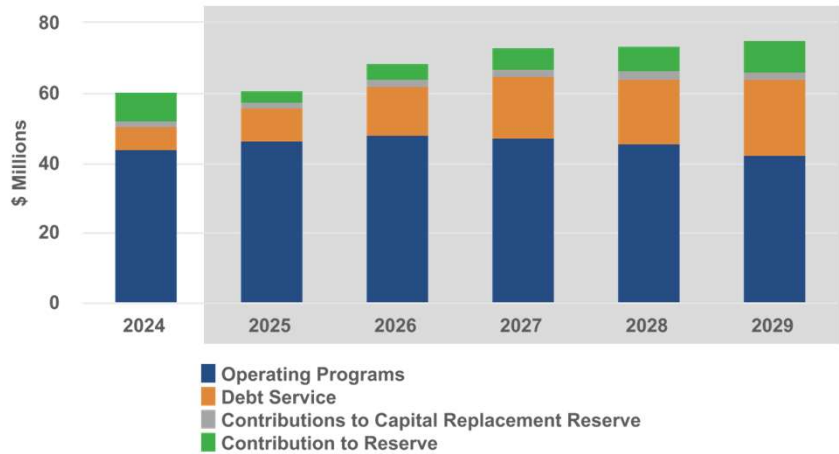
2025 Operating Budget: **\$60.7M**

0.6% increase

Drivers for Change:

- Inflationary increases in operational expenses
- Contracts increase
- Mortgage debt servicing

2025 – 2029 MVHC Financial Plan



OPERATING FUNDING

MVHC Financial Plan

Overview:

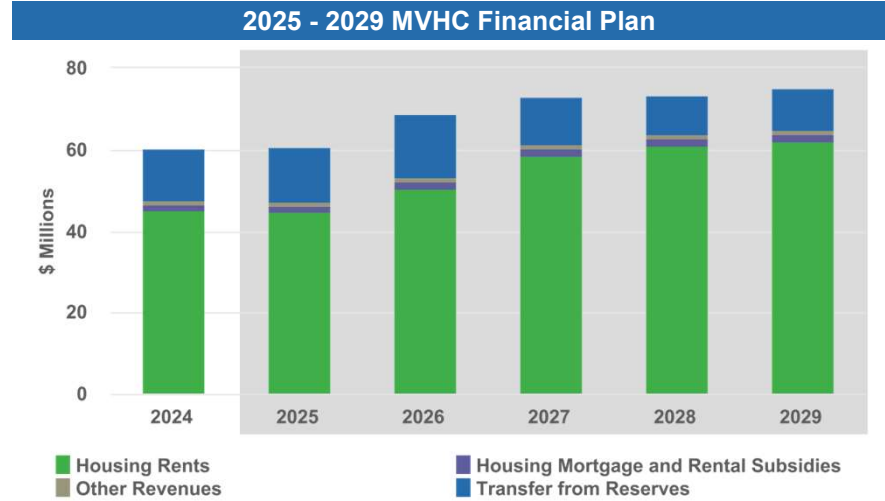
2024 Operating Budget: **\$60.3M**

2025 Operating Budget: **\$60.7M**

0.6% increase

Drivers for Change:

- Additional rents from seven new projects over the five year period
- Increased transfer from reserve



HOUSING CAPITAL DEVELOPMENT

2025 – 2029 CAPITAL DEVELOPMENT EXPENDITURES

Overview:

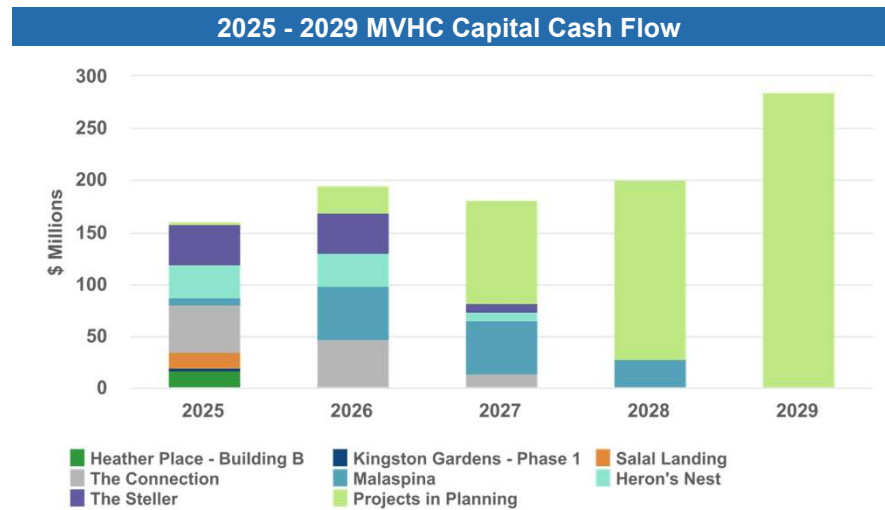
2024 Capital Cash Flow: **\$108.2M**

2025 Capital Cash Flow: **\$160.4M**

48.3% increase

Drivers for Change:

- Partnerships at the Municipal, Provincial and Federal level to deliver additional affordable housing sites across the region
- Increased estimated construction costs.



CAPITAL DEVELOPMENT FUNDING

MVHC Capital Plan

Overview:

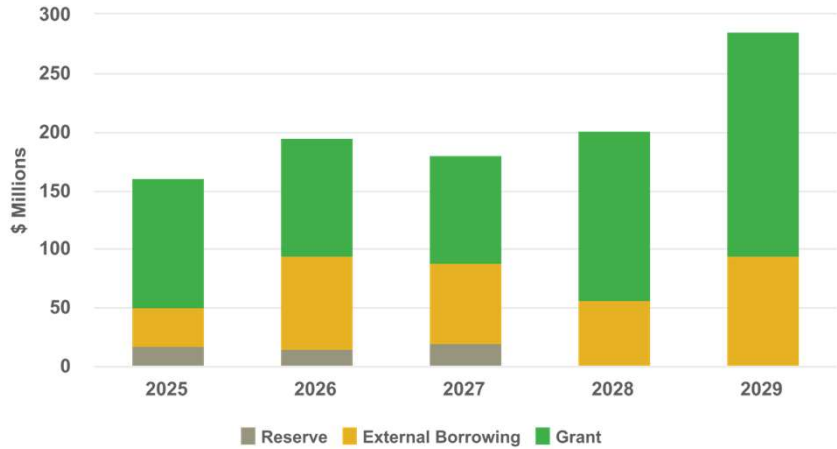
2024 Capital Cash Flow: **\$108.2M**
 2025 Capital Cash Flow: **\$160.4M**

48.3% increase

Drivers for Change:

- Confirmed BC Housing grants for Phase 1 projects and commitment to grants for Phase 2 and 3.
- Other confirmed funding sources (childcare grants, CMHC grants)

2025 – 2029 MVHC Capital Funding



MVHC CAPITAL PROJECT BUDGET

Overview:

- 7 redevelopment projects
- 3 partner projects with members
- 816 units underway and additional 1,290+ in planning

Drivers for Change:

- Funding and partnerships to enable expanded delivery to achieve and exceed targets.

2025 MVHC Capital Budget

Heather Place - Building B	87 units	\$55,800,000
Kingston Gardens - Phase 1	85 units	\$44,700,000
Salal Landing	63 units	\$36,100,000
The Connection	174 units	\$120,800,000
Malaspina – Phase 1	170 units	\$140,596,000
Heron's Nest	115 units	\$79,377,000
The Steller	122 units	\$93,900,000
Projects in Planning	1,290+ units	\$690,253,000
Total	2,106 units	\$1,261,526,000

HOUSING CAPITAL RENEWAL

2025 – 2029 BUILDING RENEWAL PLAN EXPENDITURES

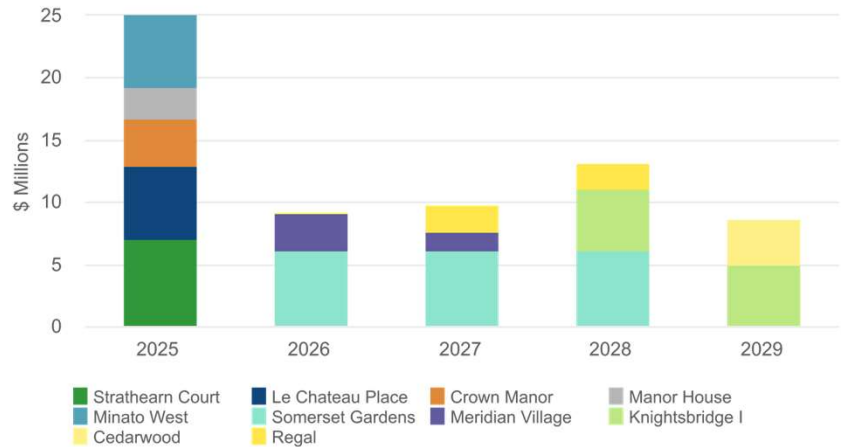
Overview:

2024 Capital Cash Flow: **\$23.1M**
 2025 Capital Cash Flow: **\$25.7M**

Drivers for Change:

- Strategy of advancing revitalization projects for favorable grant contributions
- Asset Facility Condition Index
- Preservation and revitalization of existing affordable housing
- Reduce GHG emissions by 45% (from 2010 levels) by 2030

2025 - 2029 MVHC Capital Cash Flow



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
- Bursary Program
- Poverty Alleviation

Tenant Operations

- Tenant Placement
- Tenant Support Services and Partnerships
- Tenant Relocation Support for Redevelopment



OPERATING and CAPITAL HIGHLIGHTS

MVHC 2025 - 2029

Budget Year	Initiative	Description
2025	Deliver major renewal projects. Rent up 3 projects.	515 units being renewed with reduced GHGs 235 new/redeveloped homes added to portfolio
2026	Complete construction Connection, Steller, Heron's Nest	An additional 411 new/redeveloped homes
2027	Rent up of The Connection, Heron's Nest and The Steller	Occupancy of new homes
2028	Rent up of Malaspina Village Phase 1 and Riverside	An additional 248 new/redeveloped homes
2029	Rent up of Heather Place C	An additional 198 new/redeveloped homes

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MVHC FINANCIAL PLAN SUMMARY

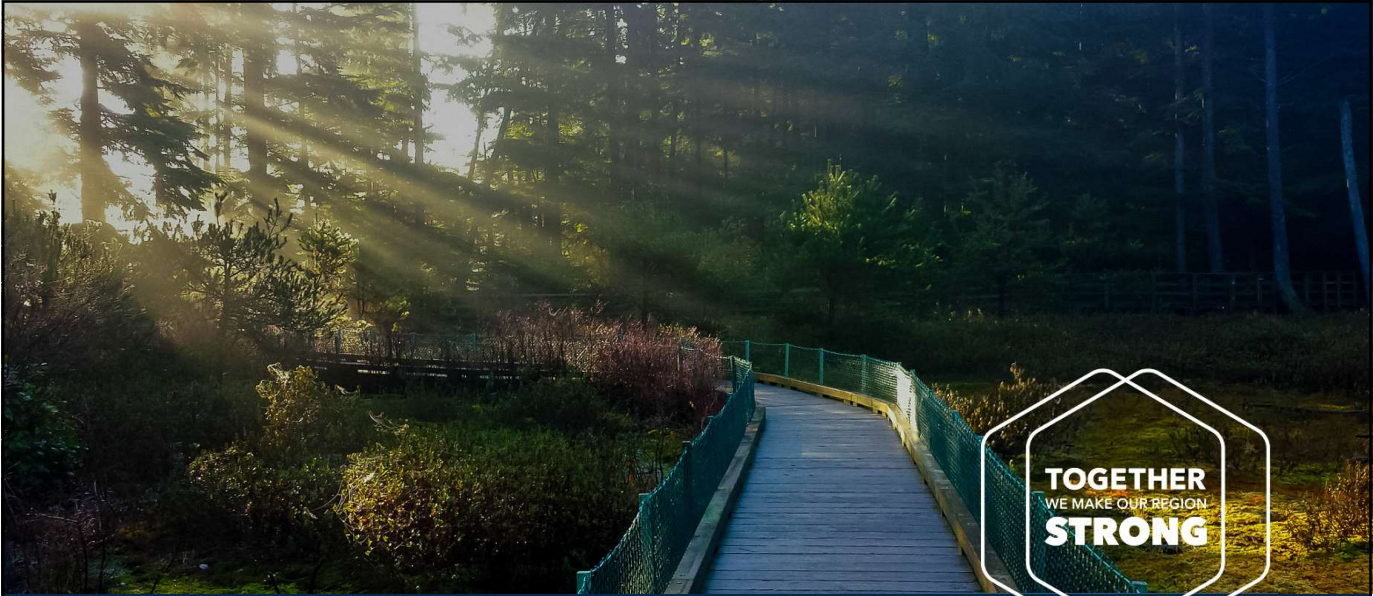
MVHC 2025 - 2029

	2024	2025	2026	2027	2028	2029
Total Expenditures (\$ Millions)	\$60.3	\$60.7	\$68.6	\$72.9	\$73.3	\$75.0
% Change		0.6%	13.1%	6.2%	0.6%	2.3%
Housing Rents (\$ Millions)	\$45.2	\$44.6	\$50.5	\$58.5	\$60.9	\$61.9
Other Revenues *	\$15.1	\$16.1	\$18.1	\$14.4	\$12.4	\$13.2
% Change		6.4%	12.7%	(20.5%)	(13.8%)	6.0%
Total Capital Expenditures (\$ Millions)	\$131.3	\$186.2	\$204.2	\$190.2	\$213.6	\$293.5

*includes subsidies, other revenues, financing proceeds, transfer from reserves

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Questions?

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To: Housing Committee

From: Michael Epp, Director, Housing Planning and Development, Metro Vancouver
Housing

Date: September 27, 2024 Meeting Date: October 6, 2022

Subject: **2025 - 2029 Financial Plan – Metro Vancouver Housing Corporation (MVHC)**

RECOMMENDATION

That the Housing Committee endorse the 2025 - 2029 Financial Plan for the Metro Vancouver Housing Corporation as presented in the report dated September 27, 2024, titled “2025 - 2029 Financial Plan – Metro Vancouver Housing Corporation (MVHC)”, and forward it to the Metro Vancouver Board Budget Workshop on October 16, 2024 for consideration.

EXECUTIVE SUMMARY

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

In 2025, the operating budget for MVHC is proposed to increase by \$0.4 million (0.6%) for a total of \$60.7 million. Due to active renewal and redevelopment projects, additional vacancies are projected, which will result in a decrease of rents collected of \$0.6 million (1.3%) in 2025. MVHC operations are funded primarily through rental revenues and do not have an impact on the overall MVRD tax requisition.

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.

PURPOSE

To present the 2025 - 2029 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).

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

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 over 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. Housing Operations, which includes Tenant Programs & Services, Finance, Administration, and Capital & Technical Maintenance, maintains and renews MVHC assets, runs tenant programs and services, and calculates subsidy and collects rents.

The Housing Development 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 public, private, and non-profit sectors.

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 2025 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 and Building C (Vancouver), The Connection (Burnaby), and Malaspina Village Phase 1 and Phase 2 (Coquitlam);
- New development projects including: Heron's Nest (Pitt Meadows), The Steller (Burnaby), and Riverside Drive (District of North Vancouver); and

- Renewal 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 I (Richmond), Cedarwood Place (Richmond), and Regal Place (Vancouver).

MVHC will continue to provide 30% of the tenant portfolio with deeper subsidized rents, maintain a very low vacancy rate (0.1%), increase tenant programs and activities, and continue the decrease in GHG emissions from MVHC operations. Seven redevelopment projects at existing MVHC sites, three new projects on member jurisdiction lands, and other partnership projects and early redevelopment concepts underway, put 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 renewal is planned for 870 homes, with major building renewal planned at ten sites, demonstrating the commitment to preserve and revitalize existing homes while also enhancing sustainability.

CONTINUOUS IMPROVEMENT

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

Further improvement initiatives include:

- Exploring innovative partnerships to deliver new affordable homes;
- Reviewing procurement approaches and exploring alternatives to expedite cost effective delivery of projects;
- Installing high efficiency mechanical equipment, making thermal improvements to building structures, and improving indoor air quality and ventilation;
- Updating Project Management Standards for Capital Maintenance and Renewal projects;
- Delivering projects approved through the Sustainability Innovation Fund:
 - Step Code Implementation Impacts for Building Envelope Rehabilitation of Existing Buildings
 - Panelized Mass-timber for Retrofits
 - Adding Resiliency and Additional Units for Retrofits
 - Living Building Challenge Certification Feasibility for Rehabilitation
 - Rental Housing Blueprint project which seeks to streamline the delivery of mid-rise rental housing through standardized regulation and off-site manufacturing of pre-approved designs
- Implementing MVH Owners Specifications to deliver quality, livable, and sustainable homes in a cost effective manner;
- Implementing a work order system and digital portal for tenants, and incorporating mobile technology into day-to-day field operations;
- Implementing the new community development framework to deliver joy-based healing, culture of kindness, ecosystems of support, investments in youth social capital, and poverty alleviation and food security infrastructure;
- Mapping existing facility sites to improve preventative maintenance of underground services;
- Thermal scanning electrical components to improve preventative maintenance and reduce risks of failure.

2025 BUDGET AND 2025 - 2029 FINANCIAL PLAN

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

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

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

The 2025 - 2029 MVHC Financial Plan is included as Attachment 1. The 2025 Annual Work Plan for the MVHC presented in this report is included in Attachment 3 and the “What’s Happening” highlights for the years 2025 - 2029 are included in Attachment 4.

Operating Budget Highlights

The MVHC 2025 operating budget is proposed to increase by \$0.4 million for a total budget \$60.7 million (Attachment 1). This increase is due to additional units coming online and minor increases in operating and maintenance costs.

The 2025 operating budget includes the following key actions:

- Continue implementation of the *Metro Vancouver Housing 10-Year Plan* and asset management program;
- Apply for currently available CMHC, FCM, FortisBC, BC Hydro, 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, bursaries, volunteer opportunities, and poverty alleviation programs;
- 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; and
- Continue to build brand awareness with key industry stakeholders and residents of the region; and
- Continue to support the non-profit housing industry through educational workshops and presentations on topics related to capital maintenance and development.

Over the next five years, the MVHC annual budget is expected to increase an average of \$2.9 million or 4.6% per year, primarily due to the expansion of the housing portfolio as more units come online.

Communications Program

The 2025 MVHC Communications Program of \$40,880 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 2025 is \$186.2 million with a total estimated spend of \$1,087.7 million over the next five years (Attachment 2). The capital program is funded by mortgage financing, reserve funding, and grant funding from various levels of government. The capital projects planned and ongoing for 2025 are:

- The redevelopment and construction of Kingston Gardens - Phase I (Surrey), Salal Landing (Port Coquitlam), Heather Place - Building B (Vancouver), The Connection (Burnaby), The Steller (Burnaby), Heron's Nest (Pitt Meadows), and Malaspina Village Phase 1 and Phase 2 (Coquitlam);
- Detailed design for development projects at Heather Place – Building C (Vancouver) and Riverside Drive (District of North Vancouver); and
- Construction for renewal projects at Strathearn Court (Vancouver), Minato West (Richmond), Le Chateau Place (Coquitlam), Manor House (North Vancouver), and Somerset Gardens (Surrey) building envelope renewals and energy improvements.
- Continued exploration of potential partnership sites to expand MVHC affordable units across the region.

Redevelopment/New Development Projects:

- Kingston Gardens – Phase 1 (Surrey) and Salal Landing (Port Coquitlam) are on track for construction completion in early 2025;
- Heather Place – Building B (Vancouver) is on track for construction completion by the end of 2025;
- The Connection (Burnaby), The Steller (Burnaby), and Heron's Nest (Pitt Meadows) will begin construction in late 2024 and continue construction throughout 2025, with completion dates in early 2027;
- Malaspina Village – Phase 1 (Coquitlam) will begin construction in late 2025;
- Detailed design for Heather Place – Building C (Vancouver), Riverside Drive (District of North Vancouver), and Malaspina Village – Phase 2 (Coquitlam) will begin in 2024 and continue throughout 2025.

Renewal Projects:

- Some renewal projects will be funded through a combination of reserves, grants, and financing in order to accelerate projects and take advantage of current grant funding opportunities. These projects are considered part of the capital plan due to the financing element while other renewal projects remain in the operations plan, as Capital Maintenance.
- Renewal projects involving financing in 2025 include: Manor House, Strathearn Court, Le Chateau Place, Crown Manor, Somerset Gardens and Minato West. Financed projects for 2026-2029 include Meridian Village, Regal Place and Knightsbridge I.

- Strathearn Court and Minato West are scheduled to be 90% constructed by the end of 2025 while Le Chateau and Crown Manor are to be 95% completed. Somerset Gardens will start a 3-year period construction in 2026, with feasibility and design work starting in 2025. Meridian Village, Cedarwood, Regal Place and Knightsbridge I will begin planning and design and move to construction within the five-year plan.

Capital Development and Capital Replacement 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 2025, the financial plan includes \$31.2 million in reserve usage and transfers, including

- \$17.7 million from the MVHC Capital Development Reserve to fund housing development
- \$12.5 million from the MVHC Capital Replacement Reserve and \$0.9 million from MVHC Restricted Capital Replacement Reserve for capital replacement activities

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 grant will be provided to MVH over 3 years, starting in 2025. The 2025 - 2029 Projected Reserves for MVHC is included in Attachment 5.

APPROVAL PROCESS

The proposed 2025 - 2029 Financial Plan and Annual Work Plan is presented for consideration and endorsement before being forwarded to the Board for consideration.

The next steps of the process are:

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

ALTERNATIVES

1. That the Housing Committee endorse the 2025 - 2029 Financial Plan for the Metro Vancouver Housing Corporation as presented in the report dated September 27, 2024, titled "2025 - 2029 Financial Plan – Metro Vancouver Housing Corporation (MVHC)", and forward it to the Metro Vancouver Board Budget Workshop on October 16, 2024 for consideration.
2. That the Housing Committee amend the 2025 - 2029 Financial Plan for the Metro Vancouver Housing Corporation as follows: _____; and forward the amended Financial Plan to the to the Metro Vancouver Board Budget Workshop on October 16, 2024 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 2025 - 2029 Financial Plan for the MVHC, as presented under Alternative 1, in 2025 the rental revenues are expected to generate a

surplus from operations ranging from \$3.1 million in 2025 to \$9.1 million in 2029. This surplus has decreased moderately from prior projections owing to increases in operating costs exceeding increases in rents. The capital plan includes ten redevelopment/new development projects, partnership projects in the exploration stage, and ten renewal projects.

Over the next five years, the MVHC annual budgeted revenue is expected to increase an average of \$2.9 million or 4.6% per year as the portfolio grows. The projected capital cash flow for 2025-2029 totals \$1,087.7 million, or an average of \$217.5 million per year. The advancement of new development projects, and the acceleration of building renewal work result in projected 2025 capital expenditures of \$25.7 million for capital maintenance and \$160.4 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 overall MVRD tax requisition.

Under Alternative 2, the Committee may wish to consider recommending amendments to the 2025 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.

CONCLUSION

The MVHC 2025 Budget and Five-year Financial Plan was prepared following direction received at the May 31, 2024 Metro Vancouver Board Budget Workshop and to respond to direction provided in the *Board Strategic Plan*. It is presented to Committee and Board members to provide overview information on activities and financial impacts for the years 2025 to 2029 for MVHC.

The presentation of the 2025 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 2025 - 2029 Financial Plan and Annual Work Plan for MVHC as presented under alternative one.

ATTACHMENTS

1. 2025 - 2029 Financial Plan
2. 2025 - 2029 Capital Portfolio – Housing Development
3. 2025 Work Plan
4. 2025 - 2029 What's Happening
5. 2025 - 2029 Projected Reserves – Metro Vancouver Housing Corporation

METRO VANCOUVER HOUSING CORPORATION
HOUSING
2025 BUDGET REVIEW
2025 - 2029 FINANCIAL PLAN

Attachment 1

	2024 BUDGET	2025 BUDGET	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE	2029 FORECAST	% CHANGE
REVENUES											
Housing Rents	\$45,207,881	\$ 44,610,986	(1.3%)	\$ 50,502,924	13.2%	\$ 58,499,464	15.8%	\$ 60,920,380	4.1%	\$ 61,876,177	1.6%
Housing Mortgage and Rental Subsidies	1,254,012	1,530,721		1,709,210		1,815,948		1,852,808		1,879,592	
Other External Revenues	1,002,083	1,088,434		1,127,323		1,160,093		1,181,403		1,138,132	
Transfer from Reserves	12,856,377	13,457,688		15,279,850		11,418,083		9,368,585		10,134,774	
TOTAL REVENUES	<u>\$60,320,353</u>	<u>\$ 60,687,829</u>	0.6%	<u>\$ 68,619,307</u>	13.1%	<u>\$ 72,893,588</u>	6.2%	<u>\$ 73,323,176</u>	0.6%	<u>\$ 75,028,675</u>	2.3%
EXPENDITURES											
Operating Programs:											
Property Operations	\$21,958,187	\$ 23,075,099		\$ 24,190,218		\$ 26,845,103		\$ 27,930,409		\$ 25,087,175	
Maintenance	1,221,612	1,454,729		1,499,233		1,545,356		1,592,409		1,641,356	
Housing Finance Operations	1,154,578	1,163,144		1,199,620		1,328,350		1,369,968		1,412,978	
Tenant Program and Services	874,407	901,440		927,641		954,609		982,345		1,010,957	
Site Administration	2,521,088	2,511,686		2,678,006		3,443,443		3,541,173		3,618,898	
Engineers in Training	10,273	20,551		21,198		21,864		22,551		23,261	
Administration and Department Support	1,543,513	2,056,672		2,022,371		2,079,667		2,138,558		2,199,265	
	<u>\$29,283,658</u>	<u>\$ 31,183,321</u>	6.5%	<u>\$ 32,538,287</u>	4.3%	<u>\$ 36,218,392</u>	11.3%	<u>\$ 37,577,413</u>	3.8%	<u>\$ 34,993,890</u>	(6.9%)
Communications Program	40,000	40,880	2.2%	41,698	2.0%	42,532	2.0%	43,382	2.0%	44,250	2.0%
Allocation of Centralized Support Costs	<u>\$ 2,697,141</u>	<u>\$ 2,866,136</u>	6.3%	<u>\$ 2,920,989</u>	1.9%	<u>\$ 2,872,123</u>	(1.7%)	<u>\$ 2,942,371</u>	2.4%	<u>\$ 2,795,941</u>	(5.0%)
Total Operating Programs	<u>\$32,020,799</u>	<u>\$ 34,090,337</u>	6.5%	<u>\$ 35,500,974</u>	4.1%	<u>\$ 39,133,047</u>	10.2%	<u>\$ 40,563,166</u>	3.7%	<u>\$ 37,834,081</u>	(6.7%)
Capital Maintenance	12,032,204	12,100,948	0.6%	12,402,026	2.5%	8,001,256	(35.5%)	5,037,534	(37.0%)	4,557,946	(9.5%)
Debt Service:											
Mortgage Payments	5,478,117	8,231,015	50.3%	11,354,762	38.0%	14,152,877	24.6%	14,175,866	0.2%	16,075,995	13.4%
Capital Maintenance Financing	824,173	1,356,740	64.6%	2,877,824	112.1%	3,416,827	18.7%	4,331,051	26.8%	5,576,828	28.8%
Contribution to Capital Replacement Reserve	1,911,397	1,842,898	(3.6%)	1,919,672	4.2%	2,109,831	9.9%	2,163,100	2.5%	1,842,898	(14.8%)
Contribution to Reserve	8,053,663	3,065,891	(61.9%)	4,564,049	48.9%	6,079,750	33.2%	7,052,459	16.0%	9,140,927	29.6%
TOTAL EXPENDITURES	<u>\$60,320,353</u>	<u>\$ 60,687,829</u>	0.6%	<u>\$ 68,619,307</u>	13.1%	<u>\$ 72,893,588</u>	6.2%	<u>\$ 73,323,176</u>	0.6%	<u>\$ 75,028,675</u>	2.3%

METRO VANCOUVER HOUSING CORPORATION
CAPITAL PORTFOLIO
HOUSING DEVELOPMENT
2025 CAPITAL BUDGET AND 2025 - 2029 CAPITAL PLAN

	CAPITAL BUDGET FOR APPROVAL	2025 CAPITAL CASH FLOW	2026 CAPITAL CASH FLOW	2027 CAPITAL CASH FLOW	2028 CAPITAL CASH FLOW	2029 CAPITAL CASH FLOW	2025 TO 2029 TOTAL CAPITAL CASH FLOW	ACTIVE PHASE	PRIMARY DRIVER
CAPITAL EXPENDITURES									
Capital Development									
Heather Place - Building B	\$ 55,800,000	\$ 16,468,000	\$ -	\$ -	\$ -	\$ -	\$ 16,468,000	Construction	Expand/Re-develop
Kingston Gardens - Phase 1	44,700,000	3,500,000	75,000	-	-	-	3,575,000	Construction	Expand/Re-develop
Salal Landing	36,100,000	14,305,000	-	-	-	-	14,305,000	Construction	Expand/Re-develop
The Connection	120,800,000	46,248,000	46,248,000	13,268,000	75,000	-	105,839,000	Construction	Expand/Re-develop
Malaspina	140,596,000	6,000,000	51,956,000	51,956,000	28,069,000	-	137,981,000	Detailed Design	Expand/Re-develop
Heron's Nest	79,377,000	32,000,000	32,000,000	8,587,000	-	-	72,587,000	Construction	Expand/Member Partnerships
The Steller	93,900,000	38,554,000	38,554,000	7,240,000	75,000	-	84,423,000	Detailed Design	Expand/Member Partnerships
Projects in Planning	690,253,000	3,371,000	26,179,000	99,388,000	172,284,000	284,830,000	586,052,000	Planned	Expand/Re-develop
Total Capital Development	\$1,261,526,000	\$160,446,000	\$195,012,000	\$180,439,000	\$200,503,000	\$284,830,000	\$1,021,230,000		
Building Renewal									
Strathearn Court	10,000,000	7,000,000	-	-	-	-	7,000,000	Construction	Preserve
Le Chateau Place	7,300,000	5,900,000	-	-	-	-	5,900,000	Detailed Design	Preserve
Crown Manor	4,800,000	3,840,000	-	-	-	-	3,840,000	Detailed Design	Preserve
Manor House	11,000,000	2,470,000	-	-	-	-	2,470,000	Construction	Preserve
Minato West	8,900,000	5,900,000	-	-	-	-	5,900,000	Construction	Preserve
Somerset Gardens	18,850,000	500,000	6,100,000	6,100,000	6,100,000	-	18,800,000	Schematic	Preserve
Meridian Village	-	-	3,000,000	1,500,000	-	-	4,500,000	Planned	Preserve
Knightsbridge I	-	-	-	-	5,000,000	5,000,000	10,000,000	Planned	Preserve
Cedarwood	-	-	-	-	-	3,650,000	3,650,000	Planned	Preserve
Regal	4,400,000	100,000	100,000	2,200,000	2,000,000	-	4,400,000	Planned	Preserve
Total Building Renewal	\$ 65,250,000	\$ 25,710,000	\$ 9,200,000	\$ 9,800,000	\$ 13,100,000	\$ 8,650,000	\$ 66,460,000		
TOTAL CAPITAL EXPENDITURES	\$1,326,776,000	\$186,156,000	\$204,212,000	\$190,239,000	\$213,603,000	\$293,480,000	\$1,087,690,000		

**METRO VANCOUVER HOUSING CORPORATION
CAPITAL PORTFOLIO
HOUSING DEVELOPMENT
2025 CAPITAL BUDGET AND 2025 - 2029 CAPITAL PLAN**

	CAPITAL BUDGET FOR APPROVAL	2025 CAPITAL CASH FLOW	2026 CAPITAL CASH FLOW	2027 CAPITAL CASH FLOW	2028 CAPITAL CASH FLOW	2029 CAPITAL CASH FLOW	2025 TO 2029 TOTAL CAPITAL CASH FLOW	ACTIVE PHASE	PRIMARY DRIVER
CAPITAL FUNDING									
Grants	\$ 662,803,900	\$111,101,000	\$101,587,000	\$ 92,610,000	\$144,626,000	\$190,600,000	\$ 640,524,000		
External Borrowing	582,256,000	57,335,000	88,051,000	77,728,000	68,677,000	98,930,000	390,721,000		
Reserve	81,716,100	17,720,000	14,574,000	19,901,000	300,000	3,950,000	56,445,000		
Total	\$1,326,776,000	\$186,156,000	\$204,212,000	\$190,239,000	\$213,603,000	\$293,480,000	\$1,087,690,000		
SUMMARY BY DRIVER									
Expand/Re-develop	\$1,088,249,000	\$ 89,892,000	\$124,458,000	\$164,612,000	\$200,428,000	\$284,830,000	\$ 864,220,000		
Expand/Member Partnerships	173,277,000	70,554,000	70,554,000	15,827,000	75,000	-	157,010,000		
Preserve	65,250,000	25,710,000	9,200,000	9,800,000	13,100,000	8,650,000	66,460,000		
Total	\$1,326,776,000	\$186,156,000	\$204,212,000	\$190,239,000	\$213,603,000	\$293,480,000	\$1,087,690,000		

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* to provide, preserve and expand affordable housing in the region
- Support or lead funding applications for MVHC development projects including project-specific funding calls and broader portfolio funding with provincial and federal governments;
- Continue to implement innovative tenant programs to engage healthy, livable communities
- Continue the implementation of the *MVH Redevelopment Plan* and asset management program. These plans:
 - Identify a pipeline of housing developments and building rehabilitations that are prioritized to create new units and maintain existing affordable rental homes
 - Identify areas for environmental and energy sustainability improvements
 - Create an agreed standard of service and delivery for core building infrastructure

Performance Indicators

Indicator	Historical and/or industry benchmark (2023)	Current performance (2024)	2025 performance objective
Total units rented to subsidized tenants	30% Target	32%	30%
Vacancy percentage (based on number of units)	0.1%	0.1%	0.1%
Number of Active Tenant Programs	180	Target - 230 Delivered - 239	265
Reduce GHG emissions	7.96 grams CO ² Emissions per square metre (2023)	7.45 grams CO ² Emissions per square metre	7.1 grams CO ² Emissions per square metre
Kingston Gardens (Surrey) Redevelopment	90% (construction)	95% (construction)	100% (construction) 100% (rent up)
Salal Landing (Port Coquitlam) Redevelopment	50% (construction)	90% (construction)	100% (construction) 100% (rent up)

Heather Place B (Vancouver) Redevelopment	100% (design) 15% (construction)	65% (construction)	100% (construction) 100% (rent up)
The Connection (Burnaby) Redevelopment	100% (design)	5% (construction)	40% (construction)
Heron's Nest (Pitt Meadows) New Development	100% (design)	5% (construction)	40% (construction)
The Steller (Burnaby) New Development	80% (design)	5% (construction)	45% (construction)
Malaspina Phase 1 (Coquitlam) Redevelopment	50% (design)	65% (design)	100% (design) 5% (construction)
Strathearn Court (Vancouver) Renewal Project	100% (design)	10% (construction)	95% (construction)
Minato West (Richmond) Renewal Project	100% (design)	10% (construction)	95% (construction)
Crown Manor (New Westminster) Renewal Project	100% (design)	75% (design)	95% (construction)
Le Chateau Place (Coquitlam) Renewal Project	100% (design) 0% (construction)	75% (design)	100% (construction)
Manor House (North Vancouver) Renewal Project	100% (design) 15% (construction)	75% (construction)	100% (construction)
Somerset Gardens (Surrey) Renewal Project	5% (design)	50% (planning)	100% (design)
Regal Place (Vancouver) Renewal Project	n/a	70% (planning)	50% (design)

MVHC

2025 to 2029 – WHAT’S HAPPENING

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

Initiative	Description	Theme
2025		
Metro Vancouver Housing 10-Year Plan	Continue the exploration and implementation of actions identified in the 10-Year Plan	Housing, Climate Action, Financial Sustainability and Regional Affordability
Kingston Gardens – Phase 1 Redevelopment	Complete construction and rent-up, shift to Operations	Housing, Climate Action
Salal Landing - Redevelopment	Complete construction and rent-up, shift to Operations	Housing, Climate Action
Heather Place B - Redevelopment	Complete construction and rent-up, shift to Operations	Housing, Climate Action
Heron’s Nest – New Development	Continue construction	Housing, Climate Action
The Connection – Redevelopment	Continue construction	Housing, Climate Action
The Steller – New Development	Continue construction	Housing, Climate Action
Malaspina Village Phase 1 – Redevelopment	Complete permitting, start construction	Housing, Climate Action
Malaspina Village Phase 2 – Redevelopment	Progress design and permitting	Housing, Climate Action
Projects in Planning - Heather Place C – Redevelopment	Progress design, rezoning, and permitting	Housing, Climate Action
Projects in Planning - Riverside – New Development	Progress design and permitting	Housing, Climate Action
Strathearn Court - Renewal	Continue construction	Housing, Climate Action
Manor House - Renewal	Continue construction	Housing, Climate Action
Crown Manor - Renewal	Complete design and start construction	Housing, Climate Action
Le Chateau Place - Renewal	Complete design and start construction	Housing, Climate Action
Minato West - Renewal	Continue construction	Housing, Climate Action
Somerset Gardens - Renewal	Continue design and permitting	Housing, Climate Action
Regal Place – Renewal	Preliminary feasibility and design work	Housing
Process development	Review and refine preventative maintenance procedures	Housing
2026		

Metro Vancouver Housing 10-Year Plan	Continue the exploration and implementation of actions identified in the 10-Year Plan	Housing, Climate Action, Financial Sustainability and Regional Affordability
Heron’s Nest – New Development	Complete construction and begin planning for rent-up in early 2027	Housing, Climate Action
The Connection – Redevelopment	Complete construction and begin planning for rent-up in early 2027	Housing, Climate Action
The Steller – New Development	Complete construction and begin planning for rent-up in early 2027	Housing, Climate Action
Malaspina Village Phase 1 – Redevelopment	Continue construction	Housing, Climate Action
Heather Place C – Redevelopment	Progress design, rezoning, and permitting	Housing, Climate Action
Riverside – New Development	Complete design and permitting, start construction	Housing, Climate Action
Projects in Planning – Moray Place - Redevelopment	Advance design and permitting	Housing
Projects in Planning – Malaspina Village Phase 2 - Redevelopment	Advance design and permitting	Housing
Somerset Gardens - Renewal	Complete design and permitting, start construction	Housing, Climate Action
Meridian Village - Renewal	Complete design and permitting, start construction	Housing, Climate Action
Regal Place - Renewal	Continue design and permitting	Housing, Climate Action
2027		
Metro Vancouver Housing 10-Year Plan	Continue the exploration and implementation of actions identified in the 10-Year Plan	Housing, Climate Action, Financial Sustainability and Regional Affordability
Heron’s Nest – New Development	Complete rent-up and shift to Operations	Housing, Climate Action
The Steller – New Development	Complete rent-up and shift to Operations	Housing, Climate Action
Malaspina Village Phase 1 – Redevelopment	Continue construction and plan for rent-up in early 2028	Housing, Climate Action
Projects in Planning - Heather Place C – Redevelopment	Complete design, rezoning, and permitting, start construction	Housing, Climate Action
Projects in Planning - Riverside – New Development	Continue construction	Housing, Climate Action
Projects in Planning – Moray Place - Redevelopment	Continue design and permitting	Housing

Projects in Planning – Malaspina Village Phase 2 - Redevelopment	Continue design and permitting	Housing
Somerset Gardens - Renewal	Continue construction	Housing, Climate Action
Meridian Village - Renewal	Complete construction	Housing, Climate Action
Regal Place - Renewal	Complete design and permitting, start construction	Housing, Climate Action
2028		
Metro Vancouver Housing 10-Year Plan	Continue the exploration and implementation of actions identified in the 10-Year Plan	Housing, Climate Action, Financial Sustainability and Regional Affordability
Malaspina Village Phase 1 – Redevelopment	Complete construction and rent-up, shift to Operations	Housing, Climate Action
Projects in Planning - Heather Place C – Redevelopment	Continue construction	Housing, Climate Action
Projects in Planning - Riverside – New Development	Complete construction and rent-up, shift to Operations	Housing, Climate Action
Projects in Planning – Moray Place - Redevelopment	Start construction	Housing
Projects in Planning – Malaspina Village Phase 2 - Redevelopment	Complete design and relocate tenants into Phase 1 building once complete, start construction	Housing
Somerset Gardens - Renewal	Complete construction	Housing, Climate Action
Knightsbridge I - Renewal	Complete design and permitting, start construction	Housing, Climate Action
Regal Place - Renewal	Complete construction	Housing, Climate Action
2029		
Metro Vancouver Housing 10-Year Plan	Continue the exploration and implementation of actions identified in the 10-Year Plan	Housing, Climate Action, Financial Sustainability and Regional Affordability
Projects in Planning - Heather Place C – Redevelopment	Complete construction and rent-up, shift to Operations	Housing, Climate Action
Projects in Planning – Moray Place - Redevelopment	Continue construction	Housing
Projects in Planning – Malaspina Village Phase 2 - Redevelopment	Continue construction	Housing

Knightsbridge I - Renewal	Complete construction	Housing, Climate Action
Cedarwood - Renewal	Complete design and permitting, start construction	Housing, Climate Action

METRO VANCOUVER DISTRICTS

2025 - 2029 PROJECTED RESERVES - METRO VANCOUVER HOUSING CORPORATION

OPERATING RESERVES

	2024 ENDING BALANCE	2025 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE	2028 ENDING BALANCE	2029 ENDING BALANCE
Metro Vancouver Housing Corporation	\$ 3,189,924	\$ 3,189,924	\$ -	\$ -	\$ 79,748	\$ 3,269,672	\$ 3,351,414	\$ 3,435,199	\$ 3,521,079	\$ 3,609,106

DISCRETIONARY RESERVES

	2024 ENDING BALANCE	2025 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE	2028 ENDING BALANCE	2029 ENDING BALANCE
Housing										
MVHC Capital Replacement Reserve	\$ 21,314,672	\$ 21,314,672	\$ 4,500,637	\$ (12,514,104)	\$ 432,698	\$ 13,733,903	\$ 7,273,636	\$ 2,571,075	\$ 4,740,578	\$ 2,839,323
MVHC Capital Development Reserve	52,358,465	52,358,465	28,000,000	(17,720,000)	1,437,462	64,075,927	56,996,650	45,359,304	52,264,537	59,342,400
Total	\$ 73,673,137	\$ 73,673,137	\$ 32,500,637	\$ (30,234,104)	\$ 1,870,160	\$ 77,809,830	\$ 64,270,286	\$ 47,930,379	\$ 57,005,115	\$ 62,181,723

STATUTORY RESERVES

	2024 ENDING BALANCE	2025 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE	2028 ENDING BALANCE	2029 ENDING BALANCE
MVHC Restricted Cap. Replacement Reserve	\$ 4,248,936	\$ 4,248,936	\$ 420,267	\$ (943,584)	\$ 99,682	\$ 3,825,301	\$ 1,796,404	\$ 3,438,572	\$ 1,268,236	\$ 480,039

To: Regional Planning Committee

From: Jonathan Cote, Deputy General Manager, Regional Planning and Housing Development, Regional Planning and Housing Services

Date: September 27, 2024 Meeting Date: October 4, 2024

Subject: **2025 - 2029 Financial Plan – Regional Planning**

RECOMMENDATION

That the Regional Planning Committee endorse the 2025 - 2029 Financial Plan for Regional Planning as presented in the report dated September 27, 2024, titled “2025 - 2029 Financial Plan – Regional Planning”, and forward it to the Metro Vancouver Board Budget Workshop on October 16, 2024 for consideration.

EXECUTIVE SUMMARY

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

In 2025, the operating budget for Regional Planning is proposed to decrease by \$0.8 million (14.1%) for a total of \$4.8 million. The requisition is proposed to increase \$0.1 million (1.6%) for a total requisition of \$4.5 million, which represents a total average regional household impact of \$4 (which compares to a previous forecast for 2025 of \$4).

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, and providing a planning resource. 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 2025 - 2029 Financial Plan for Regional Planning reflects an increase in work relating to the implementation of 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 decrease by \$582,586, or an average of 1.9% per year.

PURPOSE

To present the 2025 - 2029 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).

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

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

REGIONAL PLANNING SERVICE

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*. 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.
- Create a regional housing policy roadmap to support the implementation of *Metro 2050's* housing objectives and help the region achieve the *Metro 2050* target of 15 per cent affordable rental housing for new housing in urban centres and along transit corridors.
- Support member jurisdictions to develop and implement effective policies that will help the region achieve its targets to 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.
- Work closely with member jurisdictions to update targets and prepare a strategy to intensify land uses in the urban centres and frequent transit development areas.
- 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 2025 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* Mixed 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 to a network of 26 Urban Centres. Between 2016 and 2021, 41% of the region’s dwelling unit growth occurred in Urban Centres which is up from 39% in the previous Census period.

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:

- Collaborate with member jurisdictions to explore the co-creation and implementation of standardized regulations and reference designs for six story rental housing.
- Provide ongoing data and support to member jurisdictions related to provincial housing legislation (eg. Housing Needs Reports, joint procurement).
- 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 on external consultants.
- Explore innovative approaches to share results and outcomes from Regional Planning projects to increase awareness and utilization.

2025 BUDGET AND 2025 - 2029 FINANCIAL PLAN

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

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

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

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

The 2025 - 2029 Regional Planning Financial Plan is included as Attachment 1. The Annual Work Plan for Regional Planning presented in this report is included in Attachment 2 and the “What’s Happening” highlights for the years 2025 - 2029 are included in Attachment 3.

Operating Budget Highlights

The Regional Planning 2025 operating budget is proposed to decrease by \$793,591 for a total budget of \$4,819,386. 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 2025 operating budget includes the following key actions:

- Regional Food System Strategy Update
- Hazard Risk and Vulnerability Assessment
- Development Cost Charge Review
- Land Use Resilience Best Practices Guide – Floods
- Enhancing Urban Forestry Project
- Regional Affordable Housing Strategy Update
- Transit Oriented Development Best Practice Guide
- Urban Centres and FTDA's Policy and Target Review
- Regional Industrial Lands Strategy Implementation
- Regional Green Infrastructure Network Guidelines & Map Refinements
- 3D Urban Form Model for Metro Vancouver

Over the next five years, expenditures are decreasing by a total of \$582,586, or an average of 1.9% 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 2025 - 2029 Projected Reserves for Regional Planning are included in Attachment 4.

APPROVAL PROCESS

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

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

ALTERNATIVES

1. That the Regional Planning Committee endorse the 2025 - 2029 Financial Plan for Regional Planning as presented in the report dated September 27, 2024, titled “2025 - 2029 Financial Plan – Regional Planning”, and forward it to the Metro Vancouver Board Budget Workshop on October 16, 2024 for consideration.

2. That the Regional Planning Committee amend the 2025 - 2029 Financial Plan for Regional Planning as follows: _____; and forward the amended Financial Plan to the Finance Committee on October 9, 2024 and to the Metro Vancouver Board Budget Workshop on October 16, 2024 for consideration.

FINANCIAL IMPLICATIONS

If the MVRD Board endorses the 2025 - 2029 Financial Plan for Regional Planning, as presented under Alternative 1, in 2025 the Regional Planning requisition will increase by \$71,409 (1.6%) for a total requisition of \$4,519,386. Although the overall Regional Planning budget is proposed to decrease in 2025, this reduction is mainly due to a completion of a project that had been fully funded by the Sustainability Innovation Fund, which does not affect the requisition.

Over the term of the five-year plan, the annual Regional Planning requisition is projected to increase by an average of \$68,483 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 Regional Planning function will stay steady at \$4 per year.

Under Alternative 2, the Committee may wish to consider recommending amendments to the 2025 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 Planning 2025 Budget and Five-Year Financial Plan has been prepared following direction received at the May 31, 2024 Board Budget Workshop and to respond to direction provided in the *Board Strategic Plan*. It is presented to Committee and Board members to provide overview information on activities and financial impacts for the years 2025 to 2029 for 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 2025 - 2029 Financial Plan and Annual Work Plan for Regional Planning as presented under Alternative one.

ATTACHMENTS

1. 2025 - 2029 Financial Plan
2. 2025 Work Plan
3. 2025 - 2029 “What’s Happening”
4. 2025 - 2029 Projected Reserves – Regional Planning
5. Presentation re: 2025 - 2029 Financial Plan – Regional Planning

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

Attachment 1

	2024 BUDGET	2025 BUDGET	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE	2029 FORECAST	% CHANGE
REVENUES											
Metro Vancouver Regional District Requisitions	\$ 4,447,977	\$ 4,519,386	1.6%	\$ 4,526,575	0.2%	\$ 4,541,217	0.3%	\$ 4,569,099	0.6%	\$ 4,790,391	4.8%
Transfer from Sustainability Innovation Fund Reserves	800,000	-		-		-		-		-	
Transfer from Reserves	365,000	300,000		360,000		360,000		360,000		240,000	
TOTAL REVENUES	\$ 5,612,977	\$ 4,819,386	(14.1%)	\$ 4,886,575	1.4%	\$ 4,901,217	0.3%	\$ 4,929,099	0.6%	\$ 5,030,391	2.1%
EXPENDITURES											
Operating Programs:											
Implementation Services	\$ 707,293	\$ 620,482		\$ 637,553		\$ 605,154		\$ 623,284		\$ 642,027	
Regional Land Use Policy	1,796,784	1,878,392		1,941,696		1,951,210		1,931,196		1,977,394	
Planning Analytics	1,049,783	1,001,442		1,032,604		1,063,272		1,094,241		1,126,258	
Regional Sustainability Initiatives	800,000	-		-		-		-		-	
Administration and Department Support	789,976	825,293		843,613		869,825		897,050		925,197	
	5,143,836	4,325,609	(15.9%)	4,455,466	3.0%	4,489,461	0.8%	4,545,771	1.3%	4,670,876	2.8%
Communications Program	45,000	45,000	0.0%	45,900	2.0%	46,818	2.0%	47,754	2.0%	48,708	2.0%
Allocation of Centralized Support Costs	424,141	448,777	5.8%	385,209	(14.2%)	364,938	(5.3%)	335,574	(8.0%)	310,807	(7.4%)
TOTAL EXPENDITURES	\$ 5,612,977	\$ 4,819,386	(14.1%)	\$ 4,886,575	1.4%	\$ 4,901,217	0.3%	\$ 4,929,099	0.6%	\$ 5,030,391	2.1%

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

- Work closely with member jurisdictions, TransLink, First Nations, the Province and other regional agencies to advance Metro 2050's goals, strategies, and policy actions.
- Create a regional housing policy roadmap to support the implementation of *Metro 2050's* housing objectives and help the region achieve the *Metro 2050* target of 15 per cent affordable rental housing for new housing in urban centres and along transit corridors.
- Support member jurisdictions to develop and implement effective policies that will help the region achieve its targets to 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.
- Work closely with member jurisdictions to update targets and prepare a strategy to intensify land uses in the urban centres and frequent transit development areas.
- 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.

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	2025 Performance Objective
Percentage of residential growth occurring within the Urban Containment Boundary (UCB)	2011 target 98% of growth within UCB	98%	98%
Percentage of new dwelling units located within Urban Centres	2011 target 40% of growth within Urban Centres	41% of growth to Centres	40%
Number of hectares of land with an Agricultural regional land use designation	2011 baseline: 55,313	55,150	No net loss
Number of hectares of land with an Industrial regional land use designation	2011 baseline: 10,195	10,200	No net loss
Number of hectares of land with a Mixed Employment regional land use designation	2011 baseline: 3,415	3,520	No net loss

2025 Key Actions

Regional Land Use Policy

- Complete Urban Centres and FTDA's Policy and Target Review
- Regional Industrial Lands Strategy Implementation
- Development Cost Charge Review
- Regional Green Infrastructure Network Guidelines & Map Refinements
- Housing and Transportation Cost Burden Study Update
- Regional Food System Strategy Update
- Regional Parking Strategy
- Hazard Risk and Vulnerability Assessment
- Land Use Resilience Best Practices Guide – Floods
- Enhancing Urban Forestry Project
- Transit Oriented Development Best Practice Guide

Implementation Services

- Regional Growth Strategy Amendments, Regional Context Statements, and Sewerage Area Amendments (as applicable)
- Preparing Regional Growth Strategy Implementation Tools and Guidelines

Planning Analytics

- Land Use Model Update
- 3D Urban Form Model for Metro Vancouver (SIF Project)
- Projections Model Update
- Housing Data Book Update

2025 to 2029 – 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
2025		
Regional Food System Strategy Update	Complete work to update Regional Food System to address emerging challenges to the regions food system and increasing food insecurity.	Regional Growth, Environmental Sustainability
Urban Centres and FTDA Targets Update	Review and update Urban Centres and FTDA policy and targets within the Regional Growth Strategy	Regional Growth
Hazard Risk and Vulnerability Assessment	Begin work to develop a regional scale Hazard, Risk and Vulnerability Assessment.	Regional Growth, Environmental Sustainability
Land Use Resilience Best Practice Guide – Floods	Develop resource to support member jurisdictions improve land use bylaws, policies and other tools regarding flood emergency planning	Environmental Sustainability
Enhancing Urban Forestry Project	Research impact of provincial housing legislation on regional tree canopy target and update tree regulation toolkit	Regional Growth, Environmental Sustainability
Regional Affordable Housing Strategy Update	Update Strategy to focus on impactful new directions to address the region’s housing supply and affordability challenges, particularly as they relate to non-market and below-market rental housing	Regional Growth
Rental Housing Blueprint Implementation	Advance implementation of standardized regulations and reference designs for six-storey rental housing through the Rental Housing Blueprint project	Regional Growth
Development Cost Charge Review	Conduct a review of Metro Vancouver’s DCC program to ensure the program is aligned with Metro 2050 goals and strategies, particularly as it relates to impacts on housing	Regional Growth
Transit Oriented Development Best Practice Guide	Develop best practice guide to assist member jurisdictions with implementing provincially-required Transit-Oriented Areas	Regional Growth
Regional Green Infrastructure Network Guidelines and Map Refinements	Research and prepare guidelines for the development and enhancement of the Regional Green Infrastructure Network	Regional Growth, Environmental Sustainability
3D Urban Form Model for Metro Vancouver	Project to support member jurisdictions in analyzing the effects of new housing legislation in land use intensification by monitoring their urban form change. (SIF Project)	Regional Growth
Housing Data Book 2025	Regular updates on housing data.	Regional Growth

Land Use Model Update	Model update will include all new OCP and zoning bylaws.	Regional Growth Environmental Sustainability
2026		
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
Office in Centres Inventory	4 year update of the Office in Urban Centres Inventory and Report	Regional Growth
Land Use Resilience Best Practice Guide - Wildfires	Develop resource to support member jurisdictions improve land use bylaws, policies and other tools regarding emergency panning	Regional Growth Environmental Sustainability
Immigration Model Update	Update immigration model to reflect new immigration trends and to include additional components for ethnic clustering analysis.	Regional Growth
Rental Housing Blueprint Implementation	Advance Rental Housing Blueprint demonstration project on existing Metro Vancouver Housing site.	Regional Growth
Housing Data Book 2026	Regular updates on housing data.	Regional Growth
2027		
Bring to Market Industrial Lands Initiative	Assess a specific study site / area with vacant or under-developed industrial lands to prepare a bring-to-market strategy to increase the industrial land supply.	Regional Growth
Land Use and GHG Emissions Study	Explore the connection between GHG emissions and land use densities and form	Regional Growth, Environmental Sustainability
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
New Census Data Acquisition and Analysis	We expect the preliminary Census data to be released in 2027.	Regional Growth
Regional Affordable Rental Housing Target 5-Year Monitoring Report	Report on progress achieved to date for Metro 2050 15% Regional Affordable Rental Housing target.	Regional Growth
Housing Data Book 2027	Regular updates on housing data.	Regional Growth
2028		
Land Use Resilience Best Practice Guide - Earthquakes	Develop resource to support member jurisdictions improve land use bylaws, policies and other tools regarding emergency panning	Regional Growth
Ecosystem Protection and Connectivity	Further work that supports the Regional Green Infrastructure Network and the Sensitive Ecosystem Inventory	Environmental Sustainability
Regional Projections Update	Population, housing and employment projections update according to new Census data	Regional Growth
Performance Measures Update	New Census data will require update in performance indicators linked to Census data	Regional Growth Environmental Sustainability
Housing Data Book 2028	Regular updates on housing data.	Regional Growth
Behaviour Model Update	Update behavior model with new survey on housing preference.	Regional Growth

		Environmental Sustainability
2029		
Growth Management and Investment Model	Prepare scenario modelling for the region.	Regional Growth
Performance measures update	Update indicators that track performance metrics in <i>Metro 2050</i> .	Regional Growth Environmental Sustainability
Housing Data Book 2029	Regular updates on housing data.	Regional Growth
Land Use Resilience Best Practice Guide - Landslides	Develop resource to support member jurisdictions improve land use bylaws, policies and other tools regarding emergency planning	Regional Growth Environmental Sustainability

METRO VANCOUVER DISTRICTS
 2025 - 2029 PROJECTED RESERVES - REGIONAL PLANNING

OPERATING RESERVES

	2024 ENDING BALANCE	2025 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE	2028 ENDING BALANCE	2029 ENDING BALANCE
Regional Planning	\$ 1,362,899	\$ 1,362,899	\$ -	\$ -	\$ 34,072	\$ 1,396,971	\$ 1,431,895	\$ 1,467,692	\$ 1,504,384	\$ 1,541,994

DISCRETIONARY RESERVES

	2024 ENDING BALANCE	2025 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE	2028 ENDING BALANCE	2029 ENDING BALANCE
Regional Planning General Reserve	\$ 2,050,817	\$ 2,050,817	\$ -	\$ (300,000)	\$ 47,520	\$ 1,798,337	\$ 1,478,795	\$ 1,151,265	\$ 815,547	\$ 592,936

Attachment 5



Pacific Spirit Regional Park

2025 – 2029 FINANCIAL PLAN

REGIONAL PLANNING

Jonathan Coté

Deputy General Manager, Regional Planning and Housing Development

Regional Planning Committee October 4, 2024
68638789

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Port Moody Skytrain

REGIONAL PLANNING OVERVIEW

Regional Planning over the next 5 years

Regional Planning develops, stewards, and monitors the federation’s collective plan to manage growth in a way that protects important lands, supports complete, resilient and connected communities, and supports the efficient provision of urban infrastructure.



Port Moody Skytrain



REGIONAL PLANNING CORE SERVICES

- Projections / Data / Land Use Inventories
- Policy Research / Best Practices
- Convene on issues of common interest
- Planning Resource for members
- Advocacy to other orders of government

Support utility, transportation, and community planning throughout the region

PERFORMANCE METRICS

Measure	Past Performance (Average)	Expected Performance 2025
% of residential growth occurring within the Urban Containment Boundary (UCB)	98%	98%
% of new dwelling units located within Urban Centres (target = 40%)	41% of growth to Urban Centres; 25% to transit corridors	40% of growth to Urban Centres; 28% to transit corridors
Regional Planning External Outreach Events	15 per year	15-20

CONTINUOUS IMPROVEMENT – 2024 COMPLETE OR ONGOING

Regional Planning

Initiative	Outcomes
Implementation Guidelines	<ul style="list-style-type: none"> Update new guidance for member jurisdictions to help effectively advance <i>Metro 2050</i> goals and strategies.
Develop closer alignment between Housing Policy and Planning and Regional Planning	<ul style="list-style-type: none"> 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.
Regional Planning Advisory Committee SharePoint site	<ul style="list-style-type: none"> Building a dedicated site to share planning information among member jurisdictions and other agencies, to facilitate greater collaboration and knowledge sharing. Site launched in 2024.

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CONTINUOUS IMPROVEMENT – 2025 NEW

Regional Planning

Initiative	Outcomes
Improved communication of project outcomes	<ul style="list-style-type: none"> Explore innovative approaches to share the results and outcomes of Regional Planning projects to increase awareness and utilization.
Helping member jurisdictions implement provincial housing legislation	<ul style="list-style-type: none"> Metro Vancouver will provide ongoing data and support for Housing Needs Reports and offer housing-related joint procurement opportunities.
Improved internal capacity for data processing within the Planning Analytics team	<ul style="list-style-type: none"> Projects involving monitoring requirements will now include detailed methodologies and computer scripts to enable future updates to be completed internally by Metro Vancouver staff.
Standardized Regulations and Designs to Streamline Rental Housing	<ul style="list-style-type: none"> Collaborate with members to explore co-creation and implementation of standardized regulations and reference designs for six-story rental housing.

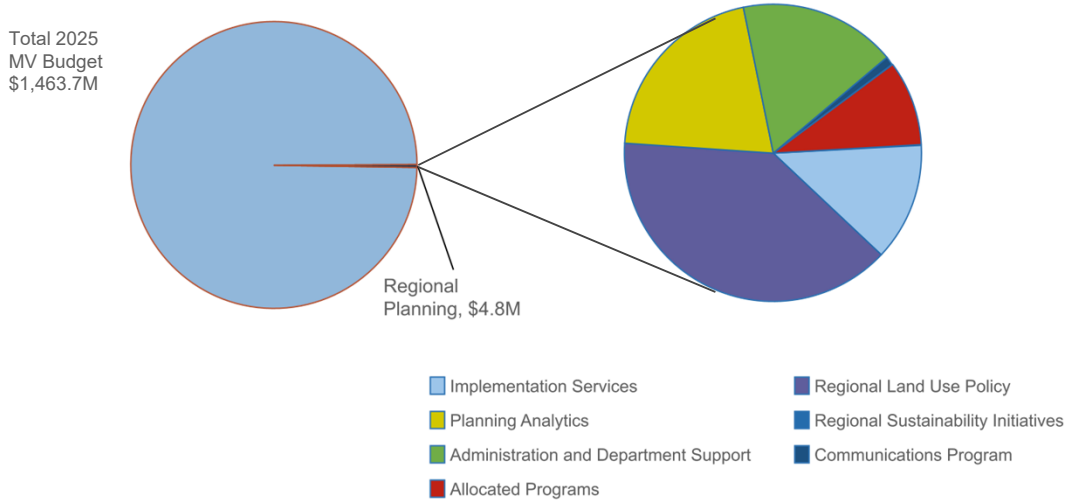
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BUDGET OVERVIEW

Regional Planning Financial Plan

2025 Total Operating Budget Breakdown - Regional Planning



OPERATING EXPENDITURES

Regional Planning Financial Plan

2025 - 2029 Regional Planning Financial Plan

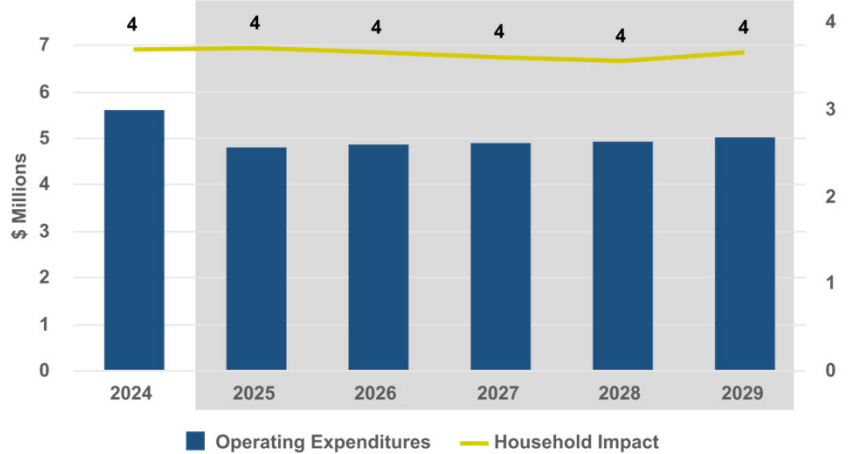
Overview:

2024 Operating Budget: **\$5.6M**
 2025 Operating Budget: **\$4.8M**

14.1% decrease

Drivers for Change:

- Operations are inflationary
- Budget decrease in 2025 is related to a reduction in use of Sustainability Innovation Fund.



OPERATING FUNDING

Regional Planning Financial Plan

Overview:

2024 Operating Budget: **\$5.6M**

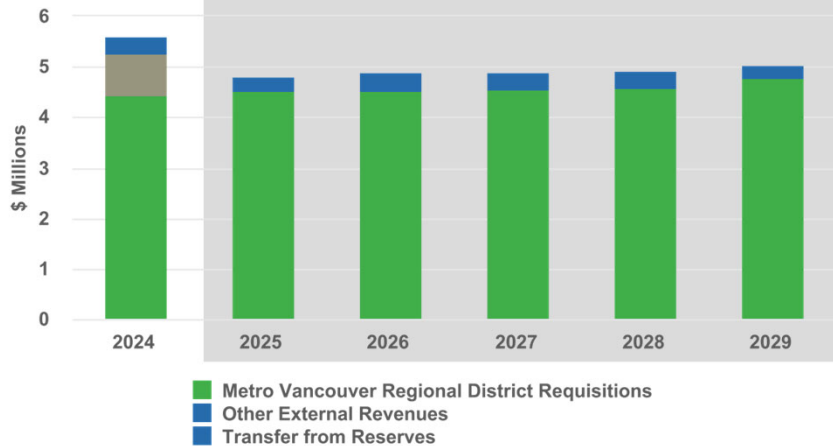
2025 Operating Budget: **\$4.8M**

14.1% decrease

Drivers for Change:

- MVRD Requisitions are inflationary
- Budget is largely stable over the next 5 years.

2025 - 2029 Regional Planning Financial Plan



OPERATING HIGHLIGHTS

Regional Planning 2025

Budget	Initiative	Description
2025	Regional Non-Market Housing Strategy Update	Housing 2050 will focus on impactful new directions to address the region's housing supply and affordability challenges, particularly related to non-market and below-market rental housing
	Population and Infrastructure Impacts of Provincial Housing Legislation Study	Explore impact of provincial legislation on housing unit form, priority growth locations and complete a sub-regional assessment on infrastructure impacts
	Development Cost Charge Review	Conduct a review of Metro Vancouver's DCC program to ensure the program is aligned with Metro 2050 goals and strategies, particularly as it relates to impacts on housing
	Best Practice Guide – Transit Oriented Development	Develop best practice guide to assist member jurisdictions with implementing provincially-required Transit-Oriented Areas
	Enhancing Urban Forestry	Conduct research to better understand the impacts of provincial housing legislation on tree canopy in the urban environment and on the feasibility of meeting Metro 2050's 40% regional tree canopy cover target

OPERATING HIGHLIGHTS

Regional Planning 2025 - 2029

Budget	Initiative	Description
2025-2029	Regional Food System Strategy Update	Update RFSS to ensure strategy remains relevant and that newly identified concerns are recognized, considered and addressed.
	Bring-to-Market Industrial Lands Initiative	Assess a specific study site / area with vacant or under-developed industrial lands to prepare a bring-to-market strategy to increase the industrial land supply.
	Regional Hazard, Risk, and Vulnerability Analysis Assessment	Consider and analyze options for a future regional-scale hazard, risk, and vulnerability analysis.
	Land Use Resilience Best Practices Guide (Floods, Wildfires, Landslides, Earthquakes)	Develop a land use resilience best practices guide that would be a resource for local jurisdictions to improve land use policies and emergency management principles related to natural hazards.

REGIONAL PLANNING FINANCIAL PLAN SUMMARY

Regional Planning 2025 – 2029

	2024	2025	2026	2027	2028	2029
Total Expenditures (\$ Millions)	\$5.6	\$4.8	\$4.9	\$4.9	\$4.9	\$5.0
% Change		(14.1%)	1.4%	0.3%	0.6%	2.1%
MVRD Requisition (\$ Million)	\$4.4	\$4.5	\$4.5	\$4.5	\$4.6	\$4.8
Household Impact (\$)	\$4	\$4	\$4	\$4	\$4	\$4
% Change		0.4%	(1.3%)	(1.7%)	(1.3%)	2.9%
Prior Cycle Household Impact Change (%)		4.8%	(1.1%)	(0.6%)	0.6%	N/A



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Questions?

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To: Electoral Area Committee

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

Date: September 27, 2024 Meeting Date: October 9, 2024

Subject: **2025 - 2029 Financial Plan – Electoral Area Service**

RECOMMENDATION

That the Electoral Area Committee endorse the 2025 - 2029 Financial Plan for the Electoral Area Service as presented in the report dated September 27, 2024, titled “2025 - 2029 Financial Plan – Electoral Area Service”, and forward it to the Board Budget Workshop on October 16, 2024 for consideration.

EXECUTIVE SUMMARY

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

In 2025, the operating budget for Electoral Area Service is proposed to increase by \$5.1 million (417.3%) for a total of \$6.3 million due to the provincial grant received for the Barnston Island Dike improvement. The requisition is proposed to increase \$21,247 (4.9%), which represents a \$3 increase to the household for a total of \$63 household impact to the average regional household (which compares to a previous forecast for 2025 of \$64).

The Electoral Area Service provides local government administration, planning, building inspection and emergency services to residents of Electoral Area A. The 2025 Work Plan focuses on advancing work on the Barnston Island dike improvements using provincial funding and reviewing the Electoral Area A Building Administration Bylaw.

The 2025 - 2029 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 decreasing by \$370,723 or an average of 59.1% 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 \$29,277 or an average of 1.0% per year.

PURPOSE

To present the 2025 - 2029 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).

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

This report focuses on the Electoral Area Service function and presents the 2025 annual budget and the updated five-year plan for the years 2025 to 2029 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:

- 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;
- Maintain Metro Vancouver’s regional role in emergency preparedness through continued delivery of services, including: contribute to the coordination of emergency response within the region and identify new threats due to climate change, including wildfires and flooding, and assess the value of proactive measures; and
- Prioritize climate action (greenhouse gas reduction and resilience to impacts) in all services, projects, and initiatives.

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 2025 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:

- *Climate Resiliency*: Undertake studies to better understand natural hazard risk from floods, wildfires, and debris flows, and take actions to reduce the risk to Electoral Area A communities (e.g. FireSmart training for residents, dike improvements).
- *Community Works Fund Projects*: Engage with Electoral Area A communities to identify and implement projects to benefit local residents.
- *Policy and Bylaw Updates*: Review emergency preparedness policies, update zoning bylaw in response to provincial housing legislation, and undertake review of building bylaw.

2025 BUDGET AND 2025 - 2029 FINANCIAL PLAN

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

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

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

The 2025 - 2029 Electoral Area Service Financial Plan is included as Attachment 1. The 2025 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 2025 - 2029 are included in Attachment 3.

Operating Budget Highlights

The Electoral Area Service 2025 operating budget is proposed to increase by \$5,086,081 for a total budget of \$6,304,809 (Attachment 1). This increase is largely due to the inclusion of \$5.5 million for the Barnston Island dike improvement project in 2025. The Barnston Island dike improvement project is a \$6.75 million, multi-year project with funding coming from a \$5.25 million provincial grant as well as \$1.5 million from the Growing Community Fund.

The 2025 operating budget includes the following key actions:

- advance work on the Barnston Island dike improvements using provincial funding;
- review the Electoral Area A Building Administration Bylaw;
- 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 decreasing by \$370,723 or an average of 59.1% 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 \$29,277 or an average of 1.0% per year.

Reserve Funds

Electoral Area receives two annual grants from the Province. These amounts, \$158,550 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 2025 - 2029 Projected Reserves for Electoral Area is included in Attachment 4.

APPROVAL PROCESS

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

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

ALTERNATIVES

1. That the Electoral Area Committee endorse the 2025 - 2029 Financial Plan for the Electoral Area Service as presented in the report dated September 27, 2024, titled "2025 - 2029 Financial Plan – Electoral Area Service", and forward it to the Metro Vancouver Board Budget Workshop on October 16, 2024 for consideration.
2. That the Electoral Area Committee amend the 2025 - 2029 Financial Plan for the Electoral Area Service as follows: _____; and forward the amended Financial Plan to the Finance Committee on October 9, 2024 and to the Metro Vancouver Board Budget Workshop on October 16, 2024 for consideration.

FINANCIAL IMPLICATIONS

If the MVRD Board endorses the 2025 - 2029 Financial Plan for the Electoral Area Service, as presented under Alternative 1, in 2025 the Electoral Area requisition will increase by \$21,247 (4.9%) for a total requisition of \$454,892. The increase in the Electoral Area requisition represents a \$3 increase in the cost to the average Electoral Area household to \$63.

Over the term of the five-year plan, the annual Electoral Area requisition is projected to increase by an average of \$63,541 per year (2.8%) 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 \$63 in 2025 to \$69 in 2029 representing an approximate average annual increase of \$2 (2.7%).

Under Alternative 2, the Committee may wish to consider recommending amendments to the 2025 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 2025 Budget and Five-year Financial Plan has been prepared following direction received at the May 31, 2024 Metro Vancouver Board Budget Workshop and to respond to direction provided in the *Board Strategic Plan*. It is presented to Committee and Board members to provide overview information on activities and financial impacts for the years 2025 to 2029 for the Electoral Area Service.

The presentation of this year’s five-year financial plan for Electoral Area A 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 2025 - 2029 Financial Plan and Annual Work Plan for the Electoral Area Service as presented under alternative one.

ATTACHMENTS

1. 2025 - 2029 Financial Plan
2. 2025 Work Plan
3. 2025 - 2029 “What’s Happening”
4. 2025 - 2029 Projected Reserves – Electoral Area Service
5. Presentation re: 2025 - 2029 Financial Plan – Electoral Area

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**METRO VANCOUVER REGIONAL DISTRICT
ELECTORAL AREA SERVICE
2025 BUDGET REVIEW
2025 - 2029 FINANCIAL PLAN**

Attachment 1

	2024 BUDGET	2025 BUDGET	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE	2029 FORECAST	% CHANGE
REVENUES											
Electoral Area Requisition	\$ 433,645	\$ 454,892	4.9%	\$ 468,469	3.0%	\$ 467,725	(0.2%)	\$ 487,429	4.2%	\$ 497,186	2.0%
User Fees	12,000	12,000		12,000		12,000		12,000		12,000	
Other External Revenues	653,083	5,718,550		1,018,550		218,550		224,892		224,892	
Transfer from Reserves	120,000	119,367		216,485		123,046		122,419		113,927	
TOTAL REVENUES	\$ 1,218,728	\$ 6,304,809	417.3%	\$ 1,715,504	(72.8%)	\$ 821,321	(52.1%)	\$ 846,740	3.1%	\$ 848,005	0.1%
EXPENDITURES											
Operating Programs:											
Community Planning	\$ 889,432	\$ 5,945,322		\$ 1,266,289		\$ 467,594		\$ 489,239		\$ 491,272	
Building Inspections	27,191	38,461		39,411		40,391		41,403		42,448	
Local Government Election	-	-		124,676		-		-		-	
Fraser Valley Library Services	2,000	2,000		2,000		2,000		2,000		2,000	
Emergency Planning	20,000	20,000		20,000		20,000		20,000		20,000	
	938,623	6,005,783	539.9%	1,452,376	(75.8%)	529,985	(63.5%)	552,642	4.3%	555,720	0.6%
Contribution to Election Reserve	30,000	30,000		-		30,000		30,000		30,000	
Contribution to Reserve	203,083	218,550	7.6%	218,550	0.0%	218,550	0.0%	224,892	2.9%	224,892	0.0%
	233,083	248,550	6.6%	218,550	(12.1%)	248,550	13.7%	254,892	2.6%	254,892	0.0%
Allocation of Centralized Support Costs	47,022	50,476	7.3%	44,578	(11.7%)	42,786	(4.0%)	39,206	(8.4%)	37,393	(4.6%)
TOTAL EXPENDITURES	\$ 1,218,728	\$ 6,304,809	417.3%	\$ 1,715,504	(72.8%)	\$ 821,321	(52.1%)	\$ 846,740	3.1%	\$ 848,005	0.1%

ELECTORAL AREA SERVICE

Description of services

Electoral Area Service 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

2022-2026 Board Strategic Plan

- 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
- 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
- Prioritize climate action (greenhouse gas reduction and resilience to impacts) in all services, projects, and initiatives

Performance indicators

Indicator	Historical and/or industry benchmark	Current Performance	2025 Performance Objective
Number of public meetings and engagement events	2020: 9 2021: 11 2022: 9 2023: 8	Projected 2024: 9	9
Number of visits to the Electoral Area A Website	2020: 12,606 2021: 12,468 2022: 16,483 2023: 11,280	Projected 2024: 12,000	12,000

2025 key actions

- Advance work on the Barnston Island dike improvements using provincial funding
- Review the Electoral Area A Building Administration Bylaw
- 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

2025 to 2029 – WHAT’S HAPPENING

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

Initiative	Description	Theme
2025		
Barnston Island Dike Improvements	Design, permitting and start construction for identified improvements	System Stewardship
Building Bylaw Update	Update based on completed Electoral Area A studies	Regulatory and Legislative Environment
Emergency Preparedness	Support resident-preparedness for fires & earthquake (hands-on training, equipment)	Regional Growth System Stewardship
2026		
Barnston Island Dike Improvements	Complete construction	System Stewardship
Local Government Election	Administer local government election in Electoral Area A	System Stewardship
Clean-up Event	Barge cleanup event in Pitt lake	Environmental Health
2027		
Community Works Fund	Consider priority projects in UBC/UEL for funding through the Community Works Fund	Regional Growth Financial Sustainability
Emergency Preparedness	Support resident-preparedness for fires & earthquake (hands-on training, equipment)	Regional Growth System Stewardship
2028		
Clean-up Event	Barge cleanup event in Howe Sound	Environmental Health
2029		
Emergency Preparedness	Support resident-preparedness for fires & earthquake (hands-on training, equipment)	Regional Growth System Stewardship

METRO VANCOUVER DISTRICTS

2025 - 2029 PROJECTED RESERVES - ELECTORAL AREA

OPERATING RESERVES

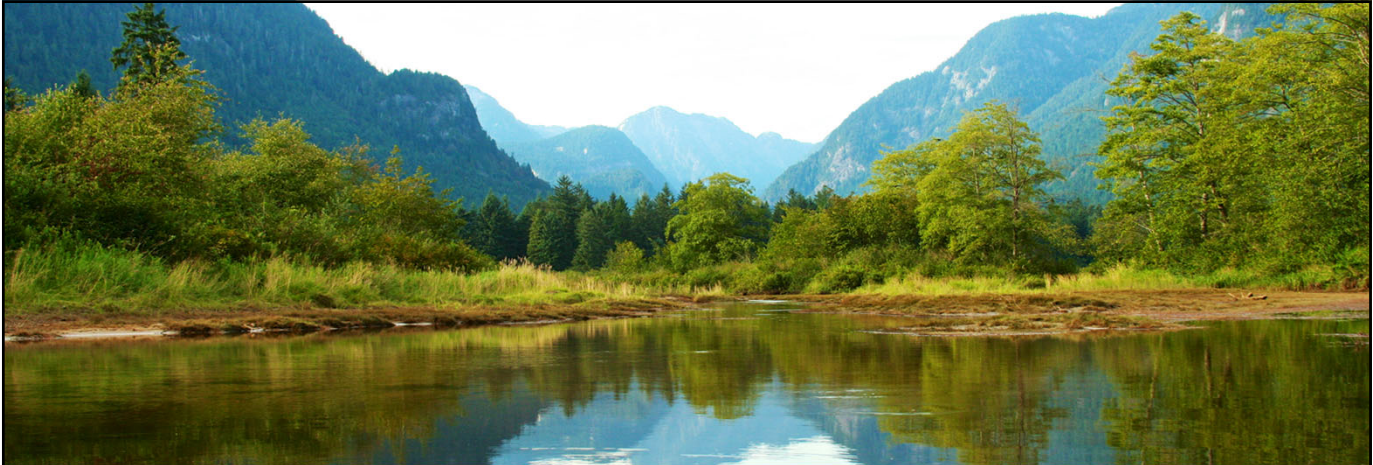
	2024 ENDING BALANCE	2025 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE	2028 ENDING BALANCE	2029 ENDING BALANCE
Electoral Area Service	\$ 24,917	\$ 24,917	\$ -	\$ -	\$ 623	\$ 25,540	\$ 26,179	\$ 26,833	\$ 27,504	\$ 28,192

DISCRETIONARY RESERVES

	2024 ENDING BALANCE	2025 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE	2028 ENDING BALANCE	2029 ENDING BALANCE
Electoral Area General Reserve	\$ 1,698,463	\$ 1,698,463	\$ 60,000	\$ (119,367)	\$ 41,719	\$ 1,680,815	\$ 1,564,394	\$ 1,539,670	\$ 1,514,963	\$ 1,498,236

STATUTORY RESERVES

	2024 ENDING BALANCE	2025 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE	2028 ENDING BALANCE	2029 ENDING BALANCE
Electoral Area Service										
Community Works Reserve	\$ 979,320	\$ 979,320	\$ 158,550	\$ -	\$ 26,465	\$ 1,164,335	\$ 1,353,975	\$ 1,548,356	\$ 1,754,018	\$ 1,964,822
Electoral Area Election Reserve	77,716	77,716	30,000	-	2,318	110,034	21,660	52,577	84,266	116,748
Total	\$ 1,057,036	\$ 1,057,036	\$ 188,550	\$ -	\$ 28,783	\$ 1,274,369	\$ 1,375,635	\$ 1,600,933	\$ 1,838,284	\$ 2,081,570



Widgeon Marsh Regional Park Reserve

2025 – 2029 FINANCIAL PLAN

METRO VANCOUVER REGIONAL DISTRICT- ELECTORAL AREA

Marcin Pachcinski

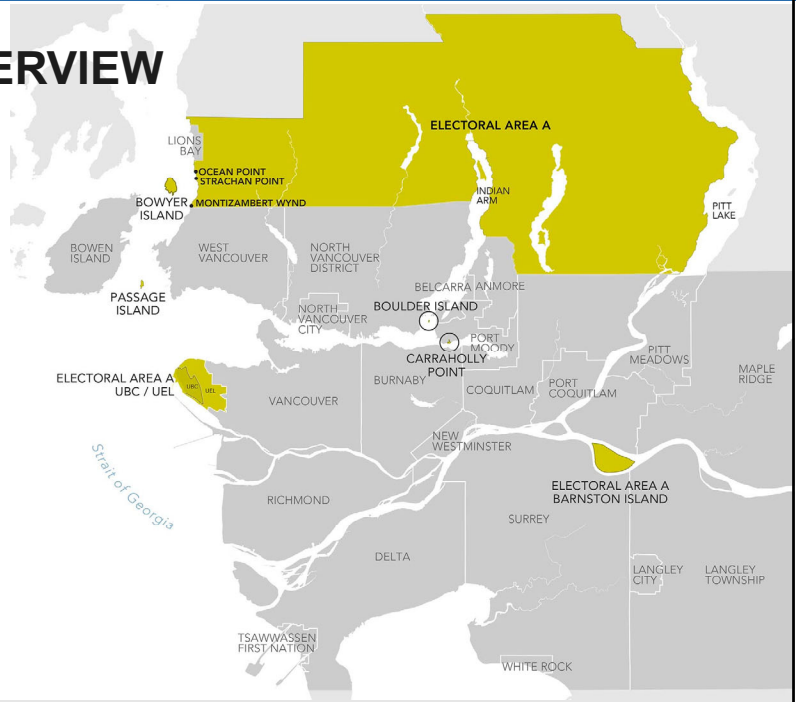
Division Manager, Electoral Area and Implementation Services

Electoral Area Committee – October 9, 2024
68638790

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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 2025
Number of public meetings and engagement events	9	9
Number of visits to the Electoral Area A Website	12,000	12,000

3

CONTINUOUS IMPROVEMENT – 2024 COMPLETE OR ONGOING

Electoral Area

Initiative	Outcomes
Climate Resiliency	<ul style="list-style-type: none"> Studies to understand natural risk from floods, wildfires, debris flows Actions taken (e.g. FireSmart training for residents, dike improvements) to reduce the risk to Electoral Area A communities
Community Works Fund Projects	<ul style="list-style-type: none"> Engage with Electoral Area A communities to identify and implement projects to benefit local residents
Policy and Bylaw Updates	<ul style="list-style-type: none"> Reviewed emergency preparedness policies and updated zoning bylaw in response to provincial housing legislation 2025: review building bylaw.

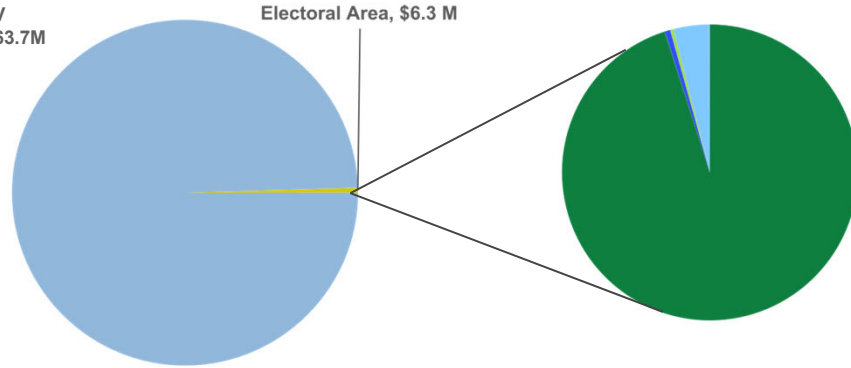
4

BUDGET OVERVIEW

Electoral Area Financial Plan

2025 Operating Budget Breakdown – Electoral Area

Total 2025 MV Budget: \$1,463.7M



- Community Planning
- Building Inspections
- Local Government Election
- Fraser Valley Library Services
- Emergency Planning
- Contribution to Reserve

OPERATING EXPENDITURES

Electoral Area Financial Plan

Overview:

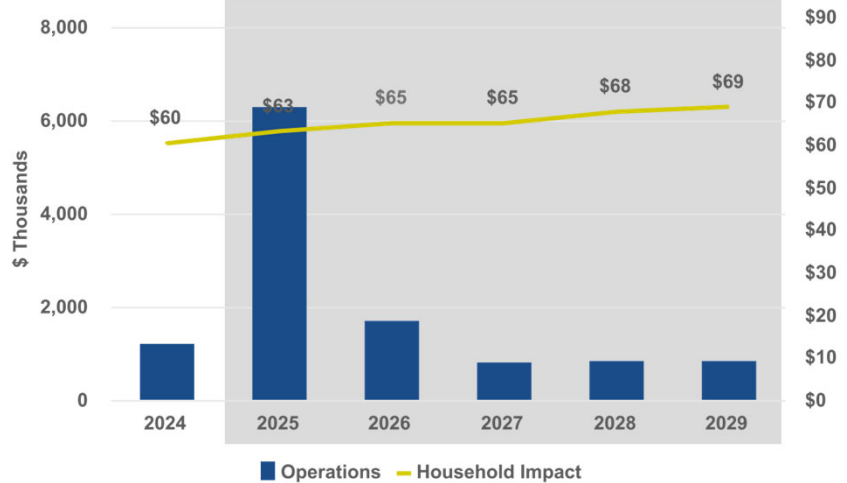
2024 Operating Budget: \$1.2M
 2025 Operating Budget: \$6.3M

417.3% increase

Drivers for Change:

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

2025 - 2029 Electoral Area Financial Plan



OPERATING FUNDING

Electoral Area Financial Plan

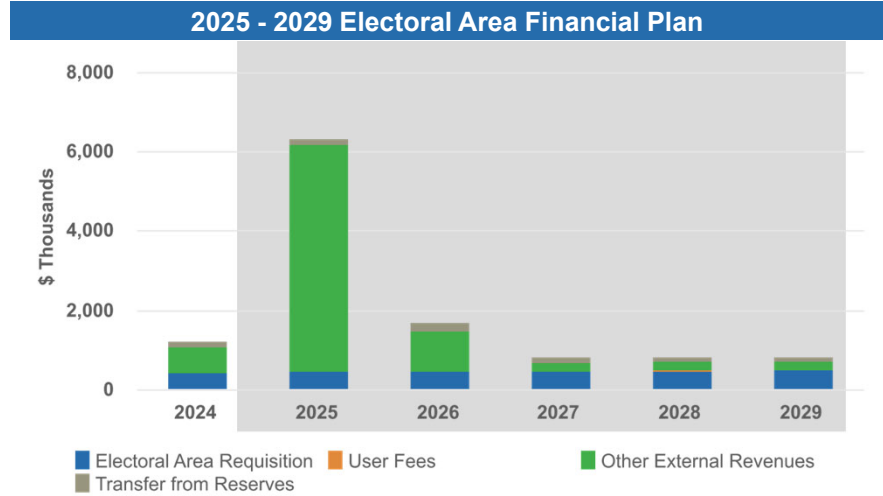
Overview:

2024 Operating Budget: **\$1.2M**
 2025 Operating Budget: **\$6.3M**

417.3% increase

Drivers for Change:

- Requisition is inflationary over the 5 year plan
- External Revenues increase because of Barnston Island Dike Improvement grant



OPERATING HIGHLIGHTS

Electoral Area 2025 – 2029

Budget Year	Initiative	Description
2025	Barnston Island Dike Improvements Building Bylaw Review	<ul style="list-style-type: none"> • Design, permitting, and start of construction • Update based on recent EAA studies
2026	Local Government Election Clean-up event	<ul style="list-style-type: none"> • Administer local government election in EAA • Barge clean-up event in Pitt Lake
2027	Community Works Fund	<ul style="list-style-type: none"> • Consider priority projects in UBC/UNA/UEL for funding through the Community Works Fund
2028	Clean-up event	<ul style="list-style-type: none"> • Barge clean-up event in Howe Sound
2029	Emergency preparedness	<ul style="list-style-type: none"> • Support resident-preparedness for fires & earthquake (hands-on training, equipment)

ELECTORAL AREA FINANCIAL PLAN SUMMARY

For Electoral Area A Residents Only

	2024	2025	2026	2027	2028	2029
Total Expenditures (\$ Millions)	\$1.2	\$6.3	\$1.7	\$0.8	\$0.8	\$0.8
% Change		417.3%	(72.8%)	(52.1%)	3.1%	0.1%
Electoral Area Requisition (\$ Millions)	\$0.4	\$0.5	\$0.5	\$0.5	\$0.5	\$0.5
Electoral Area A Residential Household Impact (\$)	\$60	\$63	\$65	\$65	\$68	\$69
% Change		4.9%	2.9%	(0.2%)	4.2%	2.0%
Prior Cycle Household Impact Change (%)		5.6%	2.9%	1.7%	2.8%	N/A



Indian Arm, Electoral Area A

Questions?

To: Finance Committee

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

Date: October 2, 2024

Meeting Date: October 9, 2024

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

RECOMMENDATION

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

EXECUTIVE SUMMARY

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

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

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

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

PURPOSE

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

BACKGROUND

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

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

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

ALLOCATED PROGRAM

Centralized Support

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

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

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

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

Project Delivery

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

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

WORK PLAN PERFORMANCE INDICATORS

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

Centralized Support

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

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

Project Delivery

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

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

CONTINUOUS IMPROVEMENT

Centralized Support

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

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

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

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

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

Project Delivery

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

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

2025 BUDGET AND 2025 - 2029 FINANCIAL PLAN

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

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

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

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

Operating Budget Highlights

Centralized Support

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

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

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

Project Delivery

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

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

Reserve Funds

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

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

APPROVAL PROCESS

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

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

ALTERNATIVES

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

FINANCIAL IMPLICATIONS

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

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

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

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

SUMMARY / CONCLUSION

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

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

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

Attachments:

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

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

Attachment 1

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



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

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



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

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



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

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

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

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



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

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



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

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



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

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



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

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



CORPORATE SAFETY

Description of Services

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

Strategic Directions and High-Level Goals Supported

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

Performance Indicators

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

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

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

Prevention Initiatives for Workers and Supervisors

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

Promote Safe Work Culture

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

INFORMATION TECHNOLOGY

Description of Services

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

Strategic Directions and High Level Goals Supported

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

Performance Indicators

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

2025 Key Actions

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

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

METROFLEET

Description of Services

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

Strategic Directions and High Level Goals Supported

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

Board Strategic Plan – Regional Federation

Strengthening Our Livable Region

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

Ensuring Financial Sustainability

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

Air Quality and Climate Change

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

Performance Indicators

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

2025 Key Actions

Improve Vehicle Uptime and Reduce Maintenance Backlog

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

Improve Condition of the Fleet

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

GHG Reduction Initiatives

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

Upgrade Technical Training

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

Data Driven Decisions

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

SECURITY AND EMERGENCY MANAGEMENT

Description of Services

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

Strategic Directions and High-Level Goals Supported

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

Performance Indicators

Security and Emergency Management have historically not provided performance indicators.

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

2025 Key Actions

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

EXTERNAL RELATIONS

Description of Services

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

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

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

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

Strategic Directions and High Level Goals Supported

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

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

Performance Indicators

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

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

2025 Key Actions

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

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

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

FINANCIAL SERVICES

Description of Services

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

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

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

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

Strategic Directions and High Level Goals Supported

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

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

Financial Goals:

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

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

Performance Indicators

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

2025 Key Actions

Financial Planning

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

Financial Operations

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

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

Risk Management

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

Insurance Management

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

HUMAN RESOURCES

Description of Services

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

Strategic Directions and High-Level Goals Supported

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

Performance Indicators

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

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

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

2025 Key Actions

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

LEGAL SERVICES AND INDIGENOUS RELATIONS

Indigenous Relations

Description of Services

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

Strategic Directions and High-Level Goals Supported

Board Strategic Plan, 2022-2026:

Reconciliation:

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

Priority Actions:

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

Performance Indicators

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

2025 Key Actions

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

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LEGAL SERVICES AND INDIGENOUS RELATIONS

Legal Services

Description of Services

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

Strategic Directions and High-Level Goals Supported

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

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

Performance Indicators

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

2025 Key Actions

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

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PROCUREMENT AND REAL ESTATE SERVICES

Description of Services

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

Real Estate Services collaborates with departments to ensure value for the organization is obtained and risk is mitigated when engaging in the acquisition and/or disposition of statutory rights of way, fee simple and other property interests, including the management of over 6,500 property interests.

Procurement collaborates with departments across the organization to ensure that Metro Vancouver is receiving value for money through the development of appropriate procurement strategies to engage the market place. Operational departments also rely on Procurement to apply leading practices in the management of physical materials, parts inventory, and oversight of warehouses ensuring that the right supplies are available and delivered as needed in the most sustainable and cost-efficient way. Facilities manages building assets ensuring they are in a state of good repair.

Strategic Directions and High-Level Goals Supported

Real Estate Services Goals:

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

Procurement Goals:

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

Facilities Goals:

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

Performance Indicators

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

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

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

2025 Key Actions

Real Estate Services

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

Procurement

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

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

Facilities

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

PROJECT DELIVERY

Liquid Waste Projects

Description of Services

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

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

Strategic Directions and High-Level Goals Supported

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

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

Ensure value for money in providing major infrastructure delivery services:

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

2025 Key Actions

North Shore WWTP Project

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

Northwest Langley WWTP Projects

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

Iona Island WWTP Project

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

Annacis Island WWTP Stage 5 Expansion

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

PROJECT DELIVERY

Project Controls & Commercial

Description of Services

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

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

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

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

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

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

Strategic Directions and High Level Goals Supported

Ensure value for money for Metro Vancouver by:

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

Performance Indicators

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

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

2025 Key Actions

Technical Excellence and Direct Project Support:

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

Digitalization and Continuous Improvement:

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

Knowledge Transfer and Internal Capability Development:

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

PROJECT DELIVERY

Operating Budget (PMO)

Description of services

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

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

Strategic directions and priority actions supported

Board Strategic Plan

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

Performance indicators

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

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

2025 key actions

Project & Portfolio Management

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

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

Quality Management

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

PROJECT DELIVERY

Water Projects

Description of Services

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

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

Strategic Directions and High-Level Goals Supported

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

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

Ensure value for money in providing major infrastructure delivery services:

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

2025 Key Actions

Coquitlam Lake Water Supply Project

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

Coquitlam Water Main

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

Tunneling Projects

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

Allocated Programs

2025 to 2029 – WHAT’S HAPPENING

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

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

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

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

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

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

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

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

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

2025 - 2029 PROJECTED RESERVES - CENTRALIZED SUPPORT SERVICES

DISCRETIONARY RESERVES

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

STATUTORY RESERVES

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



Attachment 5



Burnaby Lake Regional Park

2025 – 2029 FINANCIAL PLAN

ALLOCATED PROGRAMS

Harji Varn, GM of Financial Services/CFO

Finance Committee – October 9, 2024
68638307

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ALLOCATED PROGRAMS OVERVIEW

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

CONTINUOUS IMPROVEMENT – 2024 COMPLETE OR ONGOING

Allocated Programs – Centralized Support

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

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CONTINUOUS IMPROVEMENT – 2025 NEW

Allocated Programs – Centralized Support

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

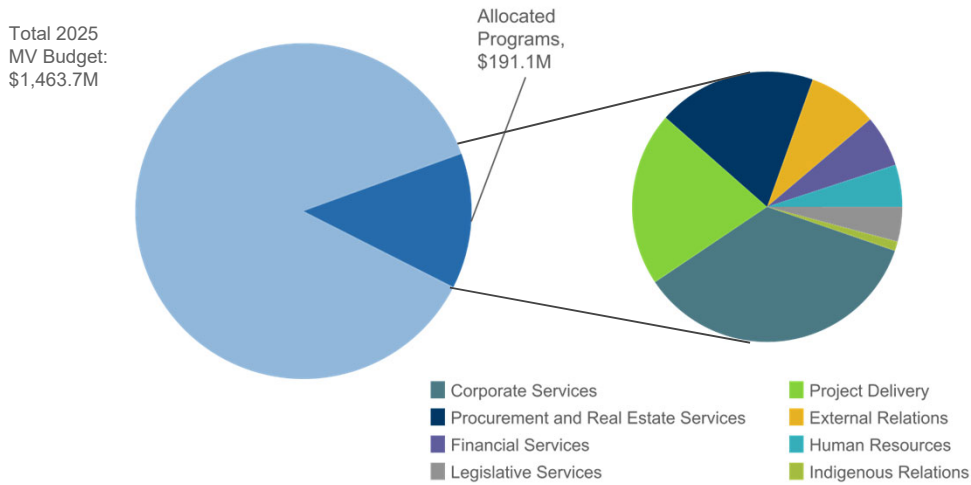
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BUDGET OVERVIEW

Allocated Programs Financial Plan

2025 Operating Budget Breakdown - Allocated Programs



OPERATING EXPENDITURES

Allocated Programs Financial Plan

Overview:

2024 Operating Budget \$178.8M

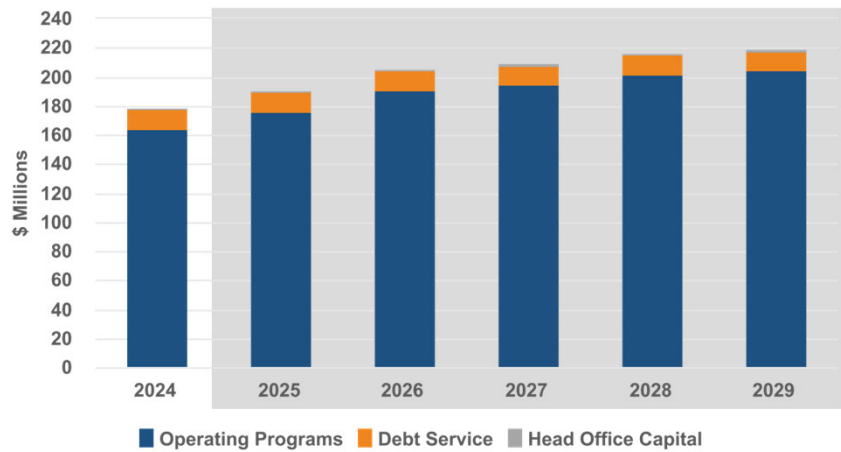
2025 Operating Budget \$191.1M

6.9% increase

Drivers for Change:

- Cyber security and system improvements
- Support for capital program

2025 - 2029 Allocated Programs Financial Plan



OPERATING FUNDING

Allocated Programs Financial Plan

Overview:

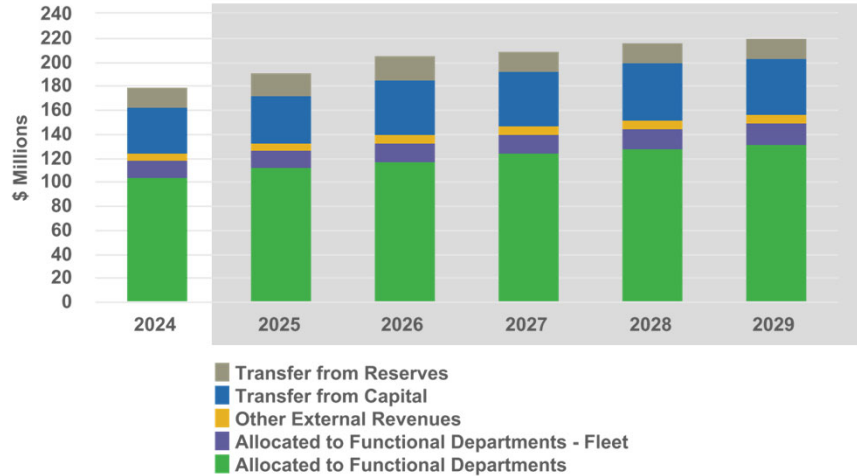
2024 Operating Budget **\$178.8M**
 2025 Operating Budget **\$191.1M**

6.9% increase

Drivers for Change

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

2025 - 2029 Allocated Programs Financial Plan



ALLOCATED PROGRAMS FINANCIAL PLAN SUMMARY

Allocated Programs 2025 - 2029

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



Campbell Valley Regional Park

TOGETHER
WE MAKE OUR REGION
STRONG

Questions?

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9

To: Finance Committee

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

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

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

RECOMMENDATION

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

EXECUTIVE SUMMARY

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

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

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

PURPOSE

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

BACKGROUND

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

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

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

REGIONAL DISTRICT SERVICE AREAS

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

These service areas include the following functions:

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

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

WORK PLAN PERFORMANCE INDICATORS

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

E911 Emergency Telephone Service

- 95/5 Service level through each quarter

Regional Employers Services

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

CONTINUOUS IMPROVEMENT

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

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

2025 BUDGET AND 2025 - 2029 FINANCIAL PLAN

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

- Financial Sustainability and Regional Affordability
- Climate Action

- Resilient Services and Infrastructure
- Reconciliation
- Housing

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

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

Regional District Summary

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

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

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

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

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

Operating Budget Highlights

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

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

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

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

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

Reserve Funds

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

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

APPROVAL PROCESS

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

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

ALTERNATIVES

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

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

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

FINANCIAL IMPLICATIONS

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

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

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

SUMMARY / CONCLUSION

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

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

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

Attachments:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

911 EMERGENCY TELEPHONE SERVICE

Description of services

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

Strategic directions and high level goals supported

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

Performance indicators

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

2025 Key Actions

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

GENERAL GOVERNMENT ADMINISTRATION

Description of Services

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

Strategic Directions and High-Level Goals Supported

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

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

Performance Indicators

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

2025 Key Actions

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

GENERAL GOVERNMENT – ZERO WASTE COLLABORATION INITIATIVES

Description of Services

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

Zero Waste Collaboration Initiatives include:

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

Strategic Directions and High Level Goals Supported

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

Performance Indicators

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

2025 Key Actions

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

INVEST VANCOUVER

Description of Services

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

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

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

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

Strategic Directions and High-Level Goals Supported

Board Strategic Plan 2022 – 2026:

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

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

Performance Indicators

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

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

2025 Key Actions

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

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

REGIONAL EMERGENCY MANAGEMENT

Description of Services

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

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

IPREM's current Strategic Plan includes the following strategies:

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

Strategic Directions and High Level Goals Supported

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

Performance Indicators

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

2025 Key Actions

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

REGIONAL EMPLOYERS SERVICES

Description of Services

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

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

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

Strategic Directions and High-level Goals Supported

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

Performance Indicators

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

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

2025 Key Actions

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

SASAMAT FIRE PROTECTION SERVICE

Description of Services

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

Strategic Directions and High Level Goals Supported

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

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

MVRD supports the fire service with providing administration services.

2025 Sasamat Volunteer Fire Department Board of Trustees Key Actions

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

2025 to 2029 – WHAT’S HAPPENING

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

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

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

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

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

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

OPERATING RESERVES

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

DISCRETIONARY RESERVES

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

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

OPERATING RESERVES

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

DISCRETIONARY RESERVES

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

STATUTORY RESERVES

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

METRO VANCOUVER DISTRICTS
2025 - 2029 PROJECTED RESERVES - INVEST VANCOUVER

OPERATING RESERVES

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

DISCRETIONARY RESERVES

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

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

OPERATING RESERVES

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

DISCRETIONARY RESERVES

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

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

OPERATING RESERVES

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

DISCRETIONARY RESERVES

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

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

OPERATING RESERVES

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

STATUTORY RESERVES

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

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

OPERATING RESERVES

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

STATUTORY RESERVES

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

Attachment 6



Metro Vancouver

2025 – 2029 FINANCIAL PLAN

OTHER REGIONAL DISTRICT SERVICES

Harji Varn, GM of Financial Services/CFO

Finance Committee – October 9, 2024
68637050

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REGIONAL DISTRICT OVERVIEW

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

CONTINUOUS IMPROVEMENT – 2024 COMPLETED OR ONGOING

Other Regional District Programs

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

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CONTINUOUS IMPROVEMENT – 2025 NEW

Other Regional District Programs

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

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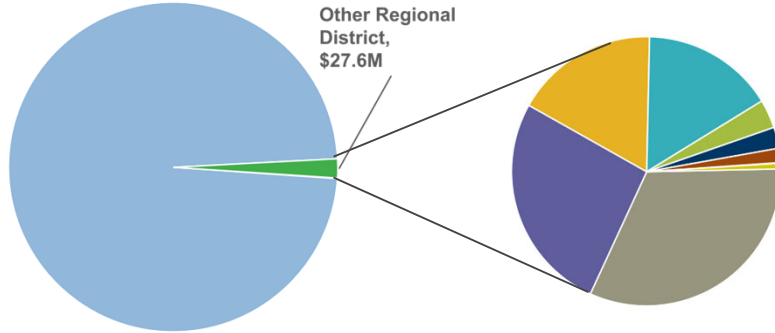
4

BUDGET OVERVIEW

Other Regional District Programs

2025 Operating Budget Breakdown - Other Regional District

Total 2025
MV Budget:
\$1,463.7M



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

OPERATING EXPENDITURES

Other Regional District Programs

Overview:

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

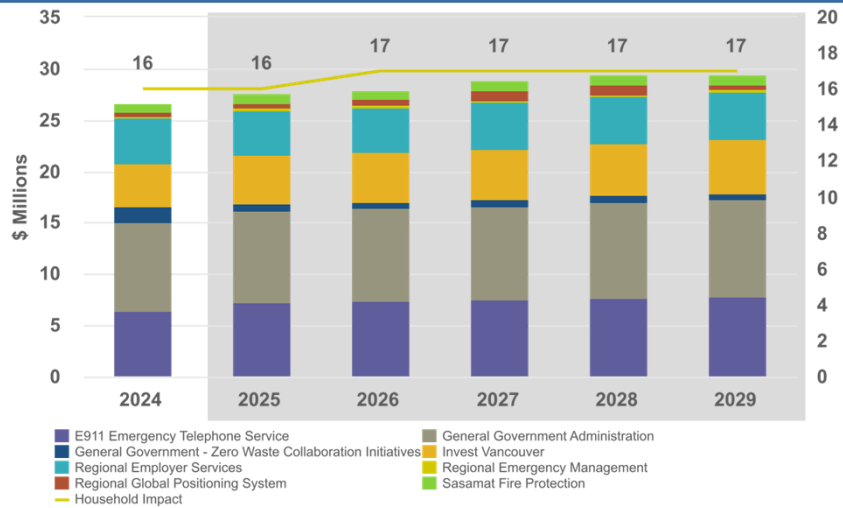
2025 Operating Budget: **\$27.6M**

3.4% increase

Drivers for Change:

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

2025 – 2029 Regional District Financial Plan



OPERATING FUNDING

Other Regional District Programs

Overview

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

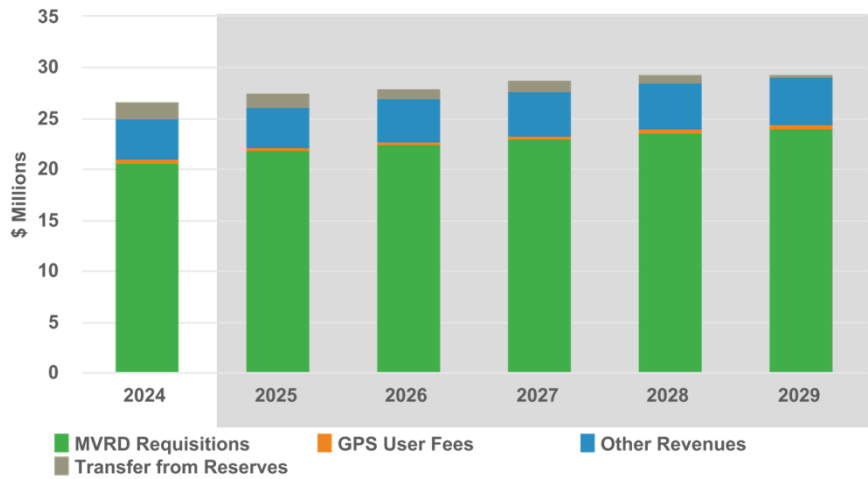
2025 Operating Budget: **\$27.6M**

3.4% increase

Drivers for Change:

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

2025 – 2029 Regional District Financial Plan



OTHER REGIONAL DISTRICT FINANCIAL PLAN SUMMARY

Regional District 2025 - 2029

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



Brunette Fraser Regional Greenway

Questions?



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SERVICES AND SOLUTIONS FOR A LIVABLE REGION

To: Liquid Waste Committee

From: Peter Navratil, General Manager, Liquid Waste Services

Date: October 3, 2024 Meeting Date: October 10, 2024

Subject: **2025 - 2029 Financial Plan – Liquid Waste Services**

RECOMMENDATION

That the Liquid Waste Committee endorse the 2025 - 2029 Financial Plan for Liquid Waste Services as presented in the report dated October 3, 2024, titled “2025 - 2029 Financial Plan – Liquid Waste Services”, and forward it to the Metro Vancouver Board Budget Workshop on October 16, 2024 for consideration.

That the GVS&DD Board:

- a) approve the amendments to the *Greater Vancouver Sewerage and Drainage District Cost Apportionment Bylaw No. 283, 2014* as presented in the report dated October 3, 2024 titled “2025 - 2029 Financial Plan – Liquid Waste Services”;
- b) give first, second and third reading to *Greater Vancouver Sewerage and Drainage District Cost Apportionment Amendment Bylaw No. 384, 2024*; and
- c) pass and finally adopt *Greater Vancouver Sewerage and Drainage District Cost Apportionment Amendment Bylaw No. 384, 2024*.

That the GVS&DD Board:

- a) approve the *Greater Vancouver Sewerage and Drainage District North Shore Wastewater Treatment Plant Reserve Funds Bylaw No. 385, 2024* as presented in the report dated October 3, 2024 titled “2025 - 2029 Financial Plan – Liquid Waste Services”;
- b) give first, second and third reading to *Greater Vancouver Sewerage and Drainage District North Shore Wastewater Treatment Plant Reserve Funds Bylaw No. 385, 2024*; and
- c) pass and finally adopt *Greater Vancouver Sewerage and Drainage District North Shore Wastewater Treatment Plant Reserve Funds Bylaw No. 385, 2024*.

EXECUTIVE SUMMARY

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

In 2025, the operating budget for Liquid Waste Services is proposed to increase by \$194.0 million. \$121.2 million is related to the Board approved North Shore Wastewater Treatment Plant (NSWWTP) budget amendment on March 2024. The remaining proposed increase is \$72.8 million for a total of \$681.9 million.

The report also includes a cost apportionment bylaw amendment as well as an establishment of reserve funds for the NSWWTP Program budget to reflect the direction received by the Board at the Board Budget Workshop on May 31, 2024 which reduces borrowing over the five years, and results in an estimated \$60 million savings in debt servicing.

PURPOSE

To present the 2025 - 2029 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).

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

This report focuses on the Liquid Waste Services function and presents the 2025 annual budget and the updated five-year plan for the years 2025 to 2029 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 2025 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 NSWWTP commences secondary treatment of wastewater from the North Shore municipalities. Wet weather sanitary sewer overflows have reduced because of reduced rainfall and member actions to reduce at-source I&I. 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:

- An in-house construction crew for liquid waste infrastructure has been established, resulting in a reduction of labor costs of 20% for projects completed this year. This will also reduce costs associated with management of assignments; reduced procurement costs and improve ability to adapt to changing construction scheduling demands and urgent emergency or high-priority projects
- In collaboration with member jurisdictions, shifting the strategy for I&I management to address the source of I&I instead of adding downstream infrastructure to manage the resulting increased wastewater flows. This initiative will involve the sharing of best practices, management tools, experiences and public communications to reduce I&I into private laterals. Source management of I&I has the potential to allow the cancellation of long-term plans to construct 17 regional storage tanks across the region.
- Installation of an interactive display at Science World that highlights the connection between household wastewater and our aquatic environment, focusing on the role of wastewater treatment, environmental monitoring, and actions that residents can take.
- Installation of nanobubble aeration technology on primary effluent at Lions Gate WWTP to improve overall effluent quality. This is the first application of this technology for this purpose and initial results have shown a significant improvement in effluent quality.
- Creation of on-line tools to streamline project management processes, improve forecasting of project progress and provide up-to-date information on projects, reducing resource demands for reporting.
- Increased productivity of field staff by developing tools to provide on-line remote access to sewer model data allowing engineering and operating staff to access key information in the field. This provides timely information and reduces demands on modelling staff, allowing them to focus on future infrastructure needs.
- Secured provincial funding to support the development of green biomethane generation at the Northwest Langley WWTP.

For 2025 the following activities will commence or continue, resulting in future improvements:

- Initiation of work to establish a Hydrogen Pilot at Lulu Island WWTP that will capture nuisance ammonia and convert this to hydrogen which can be exported for transportation fuel. Full potential for this technology at LIWWTP is the production of 128 tonnes of hydrogen per year which is enough to drive a hydrogen fueled truck to and from Kelowna five times each day of the year.
- Trials of low-carbon hauling vehicles for short to medium haul routes, which has the potential to reduce hauling GHG emissions by 130 tonnes per year.
- Structured Customer Service Excellence training for staff who work in public-serving and public-facing roles to improve skills for interacting with community members more effectively.
- Continue design and construction of the Effluent Heat Recovery project at Lulu Island WWTP, to increase the volume of digester gas available for conversion to Renewable Natural Gas. This will increase revenue from RNG sales by \$415,000 per year and reduce regional GHG emissions by 1,000 tonnes per year.

- Continue working with the Cities of Richmond, Surrey and New Westminster, and the City of North Vancouver on the development of sewer heat-based district energy systems. These projects have the potential to reduce regional greenhouse gas emissions by 35,000 tonnes per year.
- Continue to improve effluent quality at Lions Gate WWTP by extending operation of chemically enhanced primary treatment.
- Continue testing alternative innovative sludge digestion processes such that may result in increased conversion of organics to digester gas, such as thermophilic (high temperature) digestion, staged mesophilic / thermophilic digestion and Volatile Fatty Acid-rich stream digestion.
- 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.

2025 BUDGET AND 2025 - 2029 FINANCIAL PLAN

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

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

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

Attached are the 2025 - 2029 Liquid Waste Services Financial Plan Operating Budget Summary (Attachment 1) and the 2025 - 2029 Liquid Waste Services Capital Budget Summary (Attachment 2).

The 2025 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 2025 - 2029 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) for each sewerage area. The total proposed increase is \$194.0 million of which \$121.2 million is related to the NSWWTP budget amendment with the net proposed increase being \$72.8 million (12.0%) for a total of \$681.9 million (Attachment 1). A significant portion of the net increase can be attributed to increases in debt servicing, \$22.2 million, and contributions to capital, \$32.8 million, to support the major capital infrastructure investments required to meet service requirements and growth demands. The balance of the increase can essentially be attributed to a net proposed increase in

operating costs, \$17.8 million, largely due to price escalation; an increase in the base lease for the Lions Gate WWTP; additional sampling and testing required to meet regulatory changes, monitoring of new infrastructure, support of environmental monitoring initiatives; and increased usage of chemicals.

The 2025 operating budget includes the following key actions:

- Continue 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 infrastructure.
- Initiate the development of short and long-range servicing plans for the collection system and each wastewater treatment plant that identify the scope, scale, budget and timing of future infrastructure needs. This will begin with a Facility Plan for Annacis Island WWTP.
- Complete the update of the *Integrated Liquid Waste and Resource Management Plan* in accordance with a provincially approved review strategy.
- Continue development of the in-house construction crew to expand scope and breadth of technical work that can be performed, including pipeline construction.
- Develop and implement digital checklists for Field Services preventive maintenance work orders.
- Continuation of implementation of a comprehensive Maintenance Reliability Program to increase asset resilience.
- Continue operation of a Membrane Bioreactor pilot plant at Iona Island WWTP to evaluate this secondary treatment technology.
- Conduct Annacis Island WWTP dye tracer study.
- Perform False Creek water quality monitoring and assessment in collaboration with Friends of False Creek, Raincoast Conservation Foundation and the City of Vancouver.
- Develop and accredit analytical methods for the identification of pharmaceuticals and personal care products in marine water, and for non-ionic and cationic surfactants in wastewater.
- Secure agreement for provision of sewer heat for Richmond Oval district energy system.

Highlights of contracts and consulting assignments anticipated to be undertaken in 2025 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, dye tracer studies, 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 projected to increase an average of \$108.7 million or 16.2% per year net of the NSWWTW Amendment. Of this overall increase, one of the major drivers is the funding related to the expanding capital program (debt servicing and contributions to capital) which is increasing an average of \$92.6 million or 25.0% per year. The operating programs expenditures are increasing by \$16.1 million or 5.5% per year on average which is largely inflationary, to address core operating and facility commissioning requirements.

Capital Budget Highlights

The Liquid Waste Services capital budget for 2025 approval is \$10.6 billion (Attachment 2). This amount includes all capital projects underway or planned in 2025. 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 2025 - 2029 totals \$7.1 billion, an average of \$1,411.9 million per year. The largest six projects (\$100 million and greater cash flow between 2025 - 2029) make up approximately 79% of the capital spending over the next five years. In addition to the six projects, there are a further 145 projects on the plan.

Highlights of capital projects planned or ongoing for 2025 include the following:

- North Shore WWTP Advanced Treatment Upgrade;
- Northwest Langley WWTP Expansion;
- Iona Island WWTP Secondary Upgrade;
- Gilbert / Brighthouse Trunk Pressure 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 Interceptor West Branch and Columbia Extension Rehabilitation.

Reserve Funds

The application of reserve funding in Liquid Waste Services is primarily made through the Sustainability Innovation Fund Reserve, Drainage Area General Reserve and the Laboratory Equipment Reserve. To reflect the direction received by the Board at the Board Budget Workshop on May 31, 2024 the establishment of four reserve funds (one for each sewerage area) for the NSWWTW Program budget is required which will reduce borrowing over the five years resulting in an estimated \$60 million in debt service savings. The bylaw to create these reserves is provided in Attachment 8.

In 2025, the financial plan includes the application of \$1.8 from the Drainage Area General Reserve for several Drainage Area initiatives and capital projects and an application of \$27.8 for the

NSWWTP Program. The 2025 - 2029 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 commenced in 2024. The transition to the wet weather pricing apportionment will move to 20% in 2025. Questions from member jurisdictions regarding the methodology to be used for measuring wet weather flows have all been addressed.

ADDITIONAL COST ALLOCATION FOR THE NORTH SHORE WWTP PROGRAM

At the May 31, 2024 Special Joint Board Meeting, the Board directed staff to amend the allocation of the additional costs for the NSWWTP Program to reflect an adjusted regional share.

At that meeting, the agreed-upon allocation of the additional \$2.8B costs for the NSWWTP program were listed in terms of Household Impact:

- North Shore Sewerage Area Incremental HHI: \$590
- Vancouver Sewerage Area Incremental HHI: \$150
- Fraser Sewerage Area Incremental HHI: \$90
- Lulu Island West Sewerage Area Incremental HHI: \$80

The Greater Vancouver Sewerage and Drainage District Cost Apportionment Bylaw No. 283, 2014 (the “Apportionment Bylaw”) defines the method used to apportion the Liquid Waste Services levy to the GVS&DD members. The necessary amendments to the Apportionment Bylaw to reflect the direction provided by the Board are contained within Attachment 7, the proposed Greater Vancouver Sewerage and Drainage District Cost Apportionment Amendment Bylaw No. 384, 2024.

The Board also directed staff to phase in the cost increases for the additional NSWWTP Program costs over a 5-year period for the members of the North Shore Sewerage Area only.

The amortization period of borrowing for the North Shore Sewerage Area members will be 30 years.

APPROVAL PROCESS

The proposed 2025 - 2029 Financial Plan and Annual Work Plan is presented for consideration and endorsement before being forwarded to the Board for consideration.

The next steps of the process are:

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

ALTERNATIVES

1. That the Liquid Waste Committee endorse the 2025 - 2029 Financial Plan for Liquid Waste Services as presented in the report dated October 3, 2024, titled “2025 - 2029 Financial Plan – Liquid Waste Services”, and forward it to the Metro Vancouver Board Budget Workshop on October 16, 2024 for consideration.

That the GVS&DD Board:

- a) approve the amendments to the *Greater Vancouver Sewerage and Drainage District Cost Apportionment Bylaw No. 283, 2014* as presented in the report dated October 3, 2024 titled “2025 - 2029 Financial Plan – Liquid Waste Services”;
- b) give first, second and third reading to *Greater Vancouver Sewerage and Drainage District Cost Apportionment Amendment Bylaw No. 384, 2024*; and
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That the GVS&DD Board:

- a) approve the *Greater Vancouver Sewerage and Drainage District North Shore Wastewater Treatment Plant Reserve Funds Bylaw No. 385, 2024* as presented in the report dated October 3, 2024 titled “2025 - 2029 Financial Plan – Liquid Waste Services”;
- b) give first, second and third reading to *Greater Vancouver Sewerage and Drainage District North Shore Wastewater Treatment Plant Reserve Funds Bylaw No. 385, 2024*; and
- c) pass and finally adopt *Greater Vancouver Sewerage and Drainage District North Shore Wastewater Treatment Plant Reserve Funds Bylaw No. 385, 2024*.

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

That the GVS&DD Board:

- a) approve the amendments to the *Greater Vancouver Sewerage and Drainage District Cost Apportionment Bylaw No. 283, 2014* as presented in the report dated October 3, 2024 titled “2025 - 2029 Financial Plan – Liquid Waste Services”;
- b) give first, second and third reading to *Greater Vancouver Sewerage and Drainage District Cost Apportionment Amendment Bylaw No. 384, 2024*; and
- c) pass and finally adopt *Greater Vancouver Sewerage and Drainage District Cost Apportionment Amendment Bylaw No. 384, 2024*.

That the GVS&DD Board:

- a) approve the *Greater Vancouver Sewerage and Drainage District North Shore Wastewater Treatment Plant Reserve Funds Bylaw No. 385, 2024* as presented in the report dated October 3, 2024 titled “2025 - 2029 Financial Plan – Liquid Waste Services”;
- b) give first, second and third reading to *Greater Vancouver Sewerage and Drainage District North Shore Wastewater Treatment Plant Reserve Funds Bylaw No. 385, 2024*; and
- c) pass and finally adopt *Greater Vancouver Sewerage and Drainage District North Shore Wastewater Treatment Plant Reserve Funds Bylaw No. 385, 2024*.

3. That the Liquid Waste Committee amend the 2025 – 2029 Financial Plan for Liquid Waste Services as follows: _____; and forward the amended Financial Plan to the Metro Vancouver Board Budget Workshop on October 16, 2024 for consideration.

That the GVS&DD Board receive for information the proposed amendments to the *Greater Vancouver Sewerage and Drainage District Cost Apportionment Amendment Bylaw No. 384, 2024*.

That the GVS&DD Board receive for information the proposed *Greater Vancouver Sewerage and Drainage District North Shore Wastewater Treatment Plant Reserve Funds Bylaw No. 385, 2024*.

FINANCIAL IMPLICATIONS

If the GVS&DD Board approves the 2025 Budget and endorses the 2025 - 2029 Financial Plan for Liquid Waste Services, as presented under Alternative 1, in 2025 the revenue from the annual levy for the system will increase to \$575.6 million which will generate the majority of the \$681.9 million in total revenue required to offset total expenditures. This increase in the levy represents a \$63 increase, relative to the household impact that takes into account the amended NSWWTP program costs, bringing the household impact to a total of \$510.

Over the term of the five-year Financial Plan, the Liquid Waste Services annual levy is projected to increase by an average of \$85.7 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 \$510 in 2025 to \$672 in 2029 representing an average annual increase of \$45.

Under Alternative 2, the Committee may wish to consider recommending amendments to the 2025 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 provision of liquid waste services for the region and actions underway to meet the directions provided in the Board Strategic Plan.

Under Alternative 3, the adjusted apportionment of the additional costs for the NSWWTP program as directed by the Board at the May 31, 2024 Special Joint Board Meeting will not be implemented and these costs will be apportioned as per the existing *Greater Vancouver Sewerage and Drainage District Cost Apportionment Bylaw No. 283, 2014*. The 2025 – 2029 Financial Plan for Liquid Waste Services presented in this report must be revised accordingly.

CONCLUSION

The Liquid Waste Services 2025 Budget and Five-Year Financial Plan has been prepared following direction received at the May 31, 2024 Metro Vancouver Board Budget Workshop and to respond to direction provided in the *Board Strategic Plan*. It is presented to Committee and Board members to provide an overview of activities and financial impacts for the years 2025 to 2029 for Liquid Waste Services.

The presentation of the 2025 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 2025 - 2029 Financial Plan and Annual Work Plans for Liquid Waste Services, Board approval of the *Greater Vancouver Sewerage and Drainage District Cost Apportionment Amendment Bylaw No. 384, 2024*, and Board approval of the *Greater Vancouver Sewerage and Drainage District North Shore Wastewater Treatment Plant Reserve Funds Bylaw No. 385, 2024* as presented under Alternative 1.

ATTACHMENTS:

1. 2025 - 2029 Liquid Waste Services Financial Plan
2. 2025 - 2029 Liquid Waste Services Capital Budget Summary
3. 2025 Liquid Waste Services Work Plans
4. 2025 - 2029 “What’s Happening”
5. 2025 - 2029 Projected Reserves – Liquid Waste Services
6. 2025 - 2029 Liquid Waste Services Financial Plan Presentation
- ~~7. *Greater Vancouver Sewerage and Drainage District Cost Apportionment Amendment Bylaw 384, 2024*~~
- ~~8. *Greater Vancouver Sewerage and Drainage District North Shore Wastewater Treatment Plant Reserve Funds Bylaw No. 385, 2024*~~

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GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT
LIQUID WASTE SERVICES
2025 BUDGET REVIEW
2025 - 2029 FINANCIAL PLAN

	2024	2025	%	2026	%	2027	%	2028	%	2029	%
	BUDGET	BUDGET	CHANGE	FORECAST	CHANGE	FORECAST	CHANGE	FORECAST	CHANGE	FORECAST	CHANGE
REVENUES											
Liquid Waste Services Levy	\$ 389,498,103	\$ 575,550,267	47.8%	\$ 630,676,135	9.6%	\$ 687,272,027	9.0%	\$ 748,600,165	8.9%	\$ 817,846,127	9.3%
User Fees	5,399,457	9,713,849		11,051,642		12,691,404		14,700,253		17,173,645	
Transfer from DCC Reserves	72,994,744	77,468,636		119,373,175		143,648,817		164,445,354		216,307,340	
Liquid Waste Industrial Charges	13,169,057	13,655,992		14,044,413		14,465,746		14,827,389		15,198,073	
Other External Revenues	1,986,884	2,399,840		2,411,840		2,188,361		1,980,883		2,010,883	
Transfer from Sustainability Innovation Fund Reserves	2,537,635	-		-		-		-		-	
Transfer from Reserves	2,331,007	3,090,083		19,477,228		55,032,789		98,007,462		134,352,802	
TOTAL REVENUES	\$ 487,916,887	\$ 681,878,667	39.8%	\$ 797,034,433	16.9%	\$ 915,299,144	14.8%	\$1,042,561,506	13.9%	\$1,202,888,870	15.4%
EXPENDITURES											
Operating Programs:											
Policy Planning and Analysis											
Contribution to Sustainability Innovation Fund Reserve	\$ 1,127,000	\$ 1,127,000		\$ 1,127,000		\$ 1,127,000		\$ 1,127,000		\$ 1,127,000	
Utility Analysis and Infrastructure	3,217,058	3,530,958		4,322,304		4,444,560		4,119,290		4,246,941	
Utility Policy and Planning	3,854,351	3,777,189		4,090,041		4,599,874		4,964,482		5,130,545	
Wastewater Research and Innovation	3,828,100	1,674,892		1,924,127		1,981,459		2,072,135		2,168,750	
Wastewater Facilities Planning	870,969	730,081		1,138,018		1,356,830		1,276,156		1,396,053	
	<u>12,897,478</u>	<u>10,840,120</u>	(16.0%)	<u>12,601,490</u>	16.2%	<u>13,509,723</u>	7.2%	<u>13,559,063</u>	0.4%	<u>14,069,289</u>	3.8%
Management Systems and Utility Services											
Annacis Research Centre	525,741	589,535		592,888		610,280		626,894		654,861	
Dispatch	168,597	179,871		185,345		190,989		195,720		201,338	
Energy Management	364,251	504,930		521,692		539,955		558,663		578,050	
Engineers in Training	823,862	822,041		847,908		874,578		902,050		930,453	
Management Systems Utility Services	1,311,325	1,331,118		1,350,595		1,386,201		1,423,029		1,461,279	
Records Management	189,518	201,224		207,520		214,007		220,688		227,588	
Utility Voice Radio	142,589	147,254		153,436		159,869		166,507		170,600	
	<u>3,525,883</u>	<u>3,775,973</u>	7.1%	<u>3,859,384</u>	2.2%	<u>3,975,879</u>	3.0%	<u>4,093,551</u>	3.0%	<u>4,224,169</u>	3.2%
Environmental Management and Quality Control											
Environmental Management and Quality Control	15,573,512	17,946,660		18,786,707		18,941,172		21,089,418		20,979,186	
Source Compliance Monitoring	438,745	523,092		702,331		553,227		570,754		585,416	
Contribution to Reserve	108,399	109,835		113,062		116,264		119,501		125,476	
	<u>16,120,656</u>	<u>18,579,587</u>	15.3%	<u>19,602,100</u>	5.5%	<u>19,610,663</u>	0.0%	<u>21,779,673</u>	11.1%	<u>21,690,078</u>	(0.4%)
Engineering, Design & Construction											
Minor Capital Projects	9,706,543	9,900,367		10,292,324		10,514,000		10,812,815		11,053,101	
	<u>9,706,543</u>	<u>9,900,367</u>	2.0%	<u>10,292,324</u>	4.0%	<u>10,514,000</u>	2.2%	<u>10,812,815</u>	2.8%	<u>11,053,101</u>	2.2%
Operations and Maintenance											
Lake City Operations	1,058,982	455,619		468,684		556,337		572,448		581,060	
Liquid Waste Residuals	42,152,634	41,741,733		46,024,377		47,877,050		48,892,653		52,110,203	
Maintenance	38,457,280	40,320,712		42,243,278		43,841,564		45,546,900		49,252,903	
SCADA Control Systems	1,373,250	1,559,069		1,660,986		1,736,398		1,813,250		1,864,006	
Urban Drainage	2,106,676	2,270,768		2,322,503		2,522,976		2,608,229		2,715,411	
Wastewater Collection	18,560,488	20,165,785		21,277,120		22,745,727		23,509,972		24,646,652	
Wastewater Treatment	63,322,632	71,339,119		78,526,027		76,253,174		79,245,602		83,787,536	
	<u>167,031,942</u>	<u>177,852,805</u>	6.5%	<u>192,522,975</u>	8.2%	<u>195,533,226</u>	1.6%	<u>202,189,054</u>	3.4%	<u>214,957,771</u>	6.3%
Administration and Department Support											
Communications Program	2,969,536	3,144,206	5.9%	3,375,485	7.4%	3,689,030	9.3%	3,946,389	7.0%	4,417,073	11.9%
Environmental Regulation and Enforcement	503,500	527,064	4.7%	537,606	2.0%	548,359	2.0%	559,326	2.0%	570,513	2.0%
Allocation of Centralized Support Costs	2,432,995	2,517,369	3.5%	2,650,917	5.3%	2,717,453	2.5%	2,800,721	3.1%	2,891,593	3.2%
Total Operating Programs	39,923,864	44,752,933	12.1%	48,498,840	8.4%	53,100,476	9.5%	56,405,554	6.2%	59,598,868	5.7%
	<u>255,112,397</u>	<u>271,890,424</u>	6.6%	<u>293,941,121</u>	8.1%	<u>303,198,809</u>	3.1%	<u>316,146,146</u>	4.3%	<u>333,472,455</u>	5.5%
Allocation of Project Delivery Cost	7,265,724	8,246,594	13.5%	8,446,402	2.4%	8,823,784	4.5%	9,175,031	4.0%	9,515,209	3.7%
Debt Service	126,907,374	149,116,775	17.5%	215,662,186	44.6%	295,821,788	37.2%	393,770,768	33.1%	523,258,839	32.9%
Contribution to Capital	98,631,392	252,624,874	156.1%	278,984,724	10.4%	307,454,763	10.2%	323,469,561	5.2%	336,642,367	4.1%
TOTAL EXPENDITURES	\$ 487,916,887	\$ 681,878,667	39.8%	\$ 797,034,433	16.9%	\$ 915,299,144	14.8%	\$1,042,561,506	13.9%	\$1,202,888,870	15.4%

GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT

LIQUID WASTE SERVICES

2025 BUDGET REVIEW

2025 - 2029 FINANCIAL PLAN

VANCOUVER SEWERAGE AREA

	2024	2025	%	2026	%	2027	%	2028	%	2029	%
	BUDGET	BUDGET	CHANGE	FORECAST	CHANGE	FORECAST	CHANGE	FORECAST	CHANGE	FORECAST	CHANGE
REVENUES											
Liquid Waste Services Levy	\$125,868,534	\$190,295,659	51.2%	\$209,508,774	10.1%	\$228,863,031	9.2%	\$246,949,227	7.9%	\$274,102,265	11.0%
User Fees	1,528,984	3,005,568		3,452,859		4,002,628		4,677,692		5,510,500	
Transfer from DCC Reserves	7,342,921	7,743,983		10,355,416		13,654,894		17,378,956		25,218,490	
Liquid Waste Industrial Charges	3,386,906	3,522,382		3,628,053		3,736,895		3,830,317		3,926,075	
Other External Revenues	237,127	166,697		166,697		166,697		166,697		166,697	
Transfer from Sustainability Innovation Fund Reserves	974,959	-		-		-		-		-	
Transfer from Reserves	1,921,267	696,704		4,609,217		13,126,074		23,700,430		32,586,482	
TOTAL REVENUES	\$141,260,698	\$205,430,993	45.4%	\$231,721,016	12.8%	\$263,550,219	13.7%	\$296,703,319	12.6%	\$341,510,509	15.1%
EXPENDITURES											
Operating Programs:											
Policy Planning and Analysis											
Contribution to Sustainability Innovation Fund Reserve	\$ 432,993	\$ 432,993		\$ 432,993		\$ 432,993		\$ 432,993		\$ 432,993	
Utility Analysis and Infrastructure	1,168,759	1,282,647		1,585,100		1,631,826		1,545,728		1,594,516	
Utility Policy and Planning	1,461,632	1,395,481		1,514,122		1,704,198		1,842,562		1,905,008	
Wastewater Research and Innovation	1,470,756	640,144		735,401		757,314		791,970		828,896	
Wastewater Facilities Planning	334,626	279,037		434,950		518,580		487,747		533,571	
	<u>4,868,766</u>	<u>4,030,302</u>	(17.2%)	<u>4,702,566</u>	16.7%	<u>5,044,911</u>	7.3%	<u>5,101,000</u>	1.1%	<u>5,294,984</u>	3.8%
Management Systems and Utility Services											
Annacis Research Centre	201,990	225,320		226,602		233,249		239,599		250,288	
Dispatch	49,654	51,759		53,335		54,959		56,320		57,937	
Energy Management	107,277	145,297		150,122		155,377		160,759		166,337	
Engineers in Training	316,519	314,184		324,070		334,264		344,763		355,619	
Management Systems Utility Services	386,198	383,029		388,634		398,879		409,477		420,483	
Records Management	55,816	57,904		59,716		61,582		63,505		65,490	
Utility Voice Radio	51,196	52,872		55,091		57,402		59,785		61,254	
	<u>1,168,650</u>	<u>1,230,365</u>	5.3%	<u>1,257,570</u>	2.2%	<u>1,295,712</u>	3.0%	<u>1,334,208</u>	3.0%	<u>1,377,408</u>	3.2%
Environmental Management and Quality Control											
Environmental Management and Quality Control	5,774,470	6,644,043		6,947,699		7,000,079		7,815,366		7,765,766	
Source Compliance Monitoring	168,566	199,926		268,431		211,443		218,142		223,746	
Contribution to Reserve	41,647	41,979		43,212		44,436		45,673		47,957	
	<u>5,984,683</u>	<u>6,885,948</u>	15.1%	<u>7,259,342</u>	5.4%	<u>7,255,958</u>	0.0%	<u>8,079,181</u>	11.3%	<u>8,037,469</u>	(0.5%)
Engineering, Design & Construction											
Minor Capital Projects	2,815,821	2,512,000		2,631,419		2,691,241		2,772,033		2,842,159	
	<u>2,815,821</u>	<u>2,512,000</u>	(10.8%)	<u>2,631,419</u>	4.8%	<u>2,691,241</u>	2.3%	<u>2,772,033</u>	3.0%	<u>2,842,159</u>	2.5%
Operations and Maintenance											
Lake City Operations	406,867	174,138		179,132		212,632		218,790		222,081	
Liquid Waste Residuals	25,227,925	23,929,059		25,799,511		26,794,869		27,558,715		29,019,818	
Maintenance	10,278,917	10,743,314		11,529,667		11,865,797		12,361,155		12,824,965	
SCADA Control Systems	378,739	435,324		463,777		484,803		506,230		520,397	
Wastewater Collection	5,534,858	6,060,775		6,368,914		6,710,282		6,959,762		7,187,968	
Wastewater Treatment	17,159,736	18,966,142		19,488,466		20,689,153		21,417,241		22,142,358	
	<u>58,987,042</u>	<u>60,308,752</u>	2.2%	<u>63,829,467</u>	5.8%	<u>66,757,536</u>	4.6%	<u>69,021,893</u>	3.4%	<u>71,917,587</u>	4.2%
Administration and Department Support											
Communications Program	874,558	904,745	3.5%	971,296	7.4%	1,061,518	9.3%	1,135,573	7.0%	1,271,013	11.9%
Environmental Regulation and Enforcement	193,445	201,444	4.1%	205,473	2.0%	209,583	2.0%	213,774	2.0%	218,050	2.0%
Allocation of Centralized Support Costs	456,916	478,804	4.8%	504,204	5.3%	516,860	2.5%	532,697	3.1%	549,981	3.2%
Total Operating Programs	<u>11,703,180</u>	<u>13,011,078</u>	11.2%	<u>14,093,389</u>	8.3%	<u>15,089,333</u>	7.1%	<u>16,138,167</u>	7.0%	<u>17,029,252</u>	5.5%
Allocation of Project Delivery Cost	87,053,061	89,563,438	2.9%	95,454,726	6.6%	99,922,652	4.7%	104,328,526	4.4%	108,537,903	4.0%
Debt Service	2,338,649	2,441,970	4.4%	2,501,137	2.4%	2,612,886	4.5%	2,716,897	4.0%	2,817,630	3.7%
Contribution to Capital	15,036,345	18,723,691	24.5%	30,446,380	62.6%	50,713,920	66.6%	77,876,317	53.6%	117,453,187	50.8%
	<u>36,832,643</u>	<u>94,701,894</u>	157.1%	<u>103,318,773</u>	9.1%	<u>110,300,761</u>	6.8%	<u>111,781,579</u>	1.3%	<u>112,701,789</u>	0.8%
TOTAL EXPENDITURES	\$141,260,698	\$205,430,993	45.4%	\$231,721,016	12.8%	\$263,550,219	13.7%	\$296,703,319	12.6%	\$341,510,509	15.1%

GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT
LIQUID WASTE SERVICES
2025 BUDGET REVIEW
2025 - 2029 FINANCIAL PLAN
NORTH SHORE SEWERAGE AREA

	2024	2025	%	2026	%	2027	%	2028	%	2029	%
	BUDGET	BUDGET	CHANGE	FORECAST	CHANGE	FORECAST	CHANGE	FORECAST	CHANGE	FORECAST	CHANGE
REVENUES											
Liquid Waste Services Levy	\$ 37,993,285	\$ 64,272,761	69.2%	\$ 81,372,399	26.6%	\$ 94,730,042	16.4%	\$108,013,468	14.0%	\$121,688,824	12.7%
User Fees	60,893	69,812		71,494		73,218		74,985		76,796	
Transfer from DCC Reserves	2,470,796	2,857,776		4,876,304		6,534,874		8,162,956		10,522,056	
Liquid Waste Industrial Charges	942,527	960,435		978,683		1,008,043		1,033,244		1,059,075	
Other External Revenues	27,405	27,577		27,577		27,577		27,577		27,577	
Transfer from Sustainability Innovation Fund Reserves	159,871	-		-		-		-		-	
Transfer from Reserves	18,900	1,184,948		7,095,160		20,094,892		35,242,697		48,060,309	
TOTAL REVENUES	\$ 41,673,677	\$ 69,373,309	66.5%	\$ 94,421,617	36.1%	\$122,468,646	29.7%	\$152,554,927	24.6%	\$181,434,637	18.9%
EXPENDITURES											
Operating Programs:											
Policy Planning and Analysis											
Contribution to Sustainability Innovation Fund Reserve	\$ 71,001	\$ 71,001		\$ 71,001		\$ 71,001		\$ 71,001		\$ 71,001	
Utility Analysis and Infrastructure	191,650	214,110		264,598		272,398		258,026		266,170	
Utility Policy and Planning	239,674	232,945		252,750		284,479		307,576		318,000	
Wastewater Research and Innovation	241,171	106,858		122,759		126,417		132,202		138,366	
Wastewater Facilities Planning	54,871	46,579		72,606		86,566		81,419		89,068	
	<u>798,367</u>	<u>671,493</u>	(15.9%)	<u>783,714</u>	16.7%	<u>840,861</u>	7.3%	<u>850,224</u>	1.1%	<u>882,605</u>	3.8%
Management Systems and Utility Services											
Annacis Research Centre	33,122	37,612		37,826		38,936		39,996		41,780	
Dispatch	15,406	15,364		15,829		16,310		16,716		17,196	
Energy Management	33,287	43,121		44,552		46,112		47,710		49,365	
Engineers in Training	51,897	52,446		54,097		55,798		57,551		59,363	
Management Systems Utility Services	119,829	113,677		115,341		118,382		121,527		124,793	
Records Management	17,317	17,186		17,723		18,277		18,848		19,437	
Utility Voice Radio	13,572	14,016		14,605		15,217		15,849		16,238	
	<u>284,430</u>	<u>293,422</u>	3.2%	<u>299,973</u>	2.2%	<u>309,032</u>	3.0%	<u>318,197</u>	3.0%	<u>328,172</u>	3.1%
Environmental Management and Quality Control											
Environmental Management and Quality Control	1,095,946	1,264,156		1,327,204		1,340,901		1,481,209		1,478,315	
Source Compliance Monitoring	27,641	33,373		44,809		35,296		36,414		37,350	
Contribution to Reserve	6,829	7,007		7,213		7,418		7,624		8,005	
	<u>1,130,416</u>	<u>1,304,536</u>	15.4%	<u>1,379,226</u>	5.7%	<u>1,383,615</u>	0.3%	<u>1,525,247</u>	10.2%	<u>1,523,670</u>	(0.1%)
Engineering, Design & Construction											
Minor Capital Projects	301,847	1,982,000		1,993,437		2,001,768		2,010,458		2,017,965	
	<u>301,847</u>	<u>1,982,000</u>	556.6%	<u>1,993,437</u>	0.6%	<u>2,001,768</u>	0.4%	<u>2,010,458</u>	0.4%	<u>2,017,965</u>	0.4%
Operations and Maintenance											
Lake City Operations	66,715	29,069		29,902		35,495		36,523		37,072	
Liquid Waste Residuals	1,011,097	970,279		1,101,409		1,147,801		1,162,141		1,257,291	
Maintenance	4,301,122	4,347,185		4,669,598		4,932,709		5,115,913		5,329,545	
SCADA Control Systems	212,682	225,967		240,754		251,774		263,008		270,377	
Wastewater Collection	3,605,297	3,945,188		4,164,585		4,355,015		4,498,990		4,689,927	
Wastewater Treatment	7,974,484	10,717,690		10,912,838		11,211,400		11,627,936		12,869,504	
	<u>17,171,397</u>	<u>20,235,378</u>	17.8%	<u>21,119,086</u>	4.4%	<u>21,934,194</u>	3.9%	<u>22,704,511</u>	3.5%	<u>24,453,716</u>	7.7%
Administration and Department Support											
Communications Program	31,721	33,627	6.0%	34,299	2.0%	34,985	2.0%	35,685	2.0%	36,399	2.0%
Environmental Regulation and Enforcement	135,518	146,259	7.9%	154,018	5.3%	157,884	2.5%	162,722	3.1%	168,002	3.2%
Allocation of Centralized Support Costs	3,626,724	3,791,902	4.6%	4,948,550	30.5%	5,714,460	15.5%	6,508,133	13.9%	7,255,856	11.5%
Total Operating Programs	<u>23,751,776</u>	<u>28,727,132</u>	20.9%	<u>31,000,569</u>	7.9%	<u>32,691,842</u>	5.5%	<u>34,452,199</u>	5.4%	<u>37,043,603</u>	7.5%
Allocation of Project Delivery Cost											
Debt Service	493,754	1,362,710	176.0%	1,395,728	2.4%	1,458,088	4.5%	1,516,130	4.0%	1,572,343	3.7%
Contribution to Capital	7,688,674	11,163,036	45.2%	23,959,440	114.6%	39,695,131	65.7%	57,383,559	44.6%	72,778,284	26.8%
	<u>9,739,473</u>	<u>28,120,431</u>	188.7%	<u>38,065,880</u>	35.4%	<u>48,623,585</u>	27.7%	<u>59,203,039</u>	21.8%	<u>70,040,407</u>	18.3%
TOTAL EXPENDITURES	\$ 41,673,677	\$ 69,373,309	66.5%	\$ 94,421,617	36.1%	\$122,468,646	29.7%	\$152,554,927	24.6%	\$181,434,637	18.9%

GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT

LIQUID WASTE SERVICES

2025 BUDGET REVIEW

2025 - 2029 FINANCIAL PLAN

LULU ISLAND WEST SEWERAGE AREA

	2024	2025	%	2026	%	2027	%	2028	%	2029	%
	BUDGET	BUDGET	CHANGE	FORECAST	CHANGE	FORECAST	CHANGE	FORECAST	CHANGE	FORECAST	CHANGE
REVENUES											
Liquid Waste Services Levy	\$ 32,235,087	\$ 46,147,331	43.2%	\$ 51,949,296	12.6%	\$ 56,443,199	8.7%	\$ 58,577,937	3.8%	\$ 60,787,178	3.8%
User Fees	134,132	137,365		140,728		144,175		147,708		151,330	
Transfer from DCC Reserves	2,427,028	2,345,261		3,176,583		3,990,095		4,773,240		6,618,754	
Liquid Waste Industrial Charges	953,991	972,117		990,587		1,020,305		1,045,813		1,071,958	
Other External Revenues	705,059	717,489		729,489		741,489		769,489		799,489	
Transfer from Sustainability Innovation Fund Reserves	175,351	-		-		-		-		-	
Transfer from Reserves	20,730	122,528		949,402		2,713,846		4,896,950		6,737,330	
TOTAL REVENUES	\$ 36,651,378	\$ 50,442,091	37.6%	\$ 57,936,085	14.9%	\$ 65,053,109	12.3%	\$ 70,211,137	7.9%	\$ 76,166,039	8.5%
EXPENDITURES											
Operating Programs:											
Policy Planning and Analysis											
Contribution to Sustainability Innovation Fund Reserve	\$ 77,876	\$ 77,876		\$ 77,876		\$ 77,876		\$ 77,876		\$ 77,876	
Utility Analysis and Infrastructure	210,206	238,609		294,873		303,566		287,549		296,625	
Utility Policy and Planning	262,881	259,599		281,669		317,029		342,769		354,385	
Wastewater Research and Innovation	264,522	119,085		136,805		140,882		147,329		154,198	
Wastewater Facilities Planning	60,184	51,909		80,913		96,471		90,735		99,259	
	875,669	747,078	(14.7%)	872,136	16.7%	935,824	7.3%	946,258	1.1%	982,343	3.8%
Management Systems and Utility Services											
Annacis Research Centre	36,329	41,916		42,154		43,391		44,572		46,561	
Dispatch	13,766	13,488		13,898		14,322		14,676		15,098	
Energy Management	29,744	37,863		39,119		40,489		41,892		43,346	
Engineers in Training	56,931	58,447		60,286		62,182		64,136		66,155	
Management Systems Utility Services	107,070	99,821		101,281		103,951		106,713		109,581	
Records Management	15,475	15,089		15,561		16,048		16,549		17,066	
Utility Voice Radio	11,945	12,336		12,853		13,392		13,948		14,291	
	271,260	278,960	2.8%	285,152	2.2%	293,775	3.0%	302,486	3.0%	312,098	3.2%
Environmental Management and Quality Control											
Environmental Management and Quality Control	1,131,504	1,328,821		1,393,595		1,405,570		1,559,510		1,553,487	
Source Compliance Monitoring	30,317	37,192		49,936		39,334		40,581		41,623	
Contribution to Reserve	7,490	7,809		8,039		8,266		8,497		8,921	
	1,169,311	1,373,822	17.5%	1,451,570	5.7%	1,453,170	0.1%	1,608,588	10.7%	1,604,031	(0.3%)
Engineering, Design & Construction											
Minor Capital Projects	1,273,204	327,000		368,912		398,600		442,779		472,865	
	1,273,204	327,000	(74.3%)	368,912	12.8%	398,600	8.0%	442,779	11.1%	472,865	6.8%
Operations and Maintenance											
Lake City Operations	73,179	32,394		33,323		39,554		40,699		41,313	
Liquid Waste Residuals	1,937,345	2,140,066		2,433,859		2,541,473		2,562,297		2,781,239	
Maintenance	3,243,834	3,488,102		3,418,887		3,563,397		3,671,533		3,802,278	
SCADA Control Systems	37,206	40,450		43,096		45,064		47,068		48,386	
Wastewater Collection	637,548	706,822		741,247		954,540		836,877		907,235	
Wastewater Treatment	7,140,880	7,883,591		8,265,043		8,578,360		9,100,331		9,272,304	1.9%
	13,069,992	14,291,425	9.3%	14,935,455	4.5%	15,722,388	5.3%	16,258,805	3.4%	16,852,755	3.7%
Administration and Department Support											
Communications Program	242,463	235,784	(2.8%)	253,128	7.4%	276,640	9.3%	295,940	7.0%	331,236	11.9%
Environmental Regulation and Enforcement	34,792	37,474	7.7%	38,224	2.0%	38,988	2.0%	39,768	2.0%	40,563	2.0%
Allocation of Centralized Support Costs	240,867	240,912	0.0%	253,693	5.3%	260,060	2.5%	268,029	3.1%	276,725	3.2%
	3,208,381	3,349,834	4.4%	3,692,872	10.2%	3,995,943	8.2%	4,173,689	4.4%	4,179,049	0.1%
Total Operating Programs	20,385,939	20,882,289	2.4%	22,151,142	6.1%	23,375,388	5.5%	24,336,342	4.1%	25,051,665	2.9%
Allocation of Project Delivery Cost											
Debt Service	411,218	415,612	1.1%	425,681	2.4%	444,701	4.5%	462,403	4.0%	479,547	3.7%
Contribution to Capital	8,049,519	9,929,449	23.4%	15,492,964	56.0%	19,969,493	28.9%	23,952,046	19.9%	29,014,526	21.1%
	7,804,702	19,214,741	146.2%	19,866,298	3.4%	21,263,527	7.0%	21,460,346	0.9%	21,620,301	0.7%
TOTAL EXPENDITURES	\$ 36,651,378	\$ 50,442,091	37.6%	\$ 57,936,085	14.9%	\$ 65,053,109	12.3%	\$ 70,211,137	7.9%	\$ 76,166,039	8.5%

GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT

LIQUID WASTE SERVICES

2025 BUDGET REVIEW

2025 - 2029 FINANCIAL PLAN

FRASER SEWERAGE AREA

	2024	2025	%	2026	%	2027	%	2028	%	2029	%
	BUDGET	Budget	CHANGE	FORECAST	CHANGE	FORECAST	CHANGE	FORECAST	CHANGE	FORECAST	CHANGE
REVENUES											
Liquid Waste Services Levy	\$190,533,872	\$271,499,356	42.5%	\$284,422,520	4.8%	\$303,602,408	6.7%	\$331,327,099	9.1%	\$357,434,398	7.9%
User Fees	3,675,448	6,501,104		7,386,561		8,471,383		9,799,868		11,435,019	
Transfer from DCC Reserves	60,753,999	64,521,616		100,964,872		119,468,954		134,130,202		173,948,040	
Liquid Waste Industrial Charges	7,885,633	8,201,058		8,447,090		8,700,503		8,918,015		9,140,965	
Other External Revenues	1,017,293	1,488,077		1,488,077		1,252,598		1,017,120		1,017,120	
Transfer from Sustainability Innovation Fund Reserves	1,227,454	-		-		-		-		-	
Transfer from Reserves	145,110	860,903		6,598,449		18,867,977		34,037,385		46,833,681	
TOTAL REVENUES	\$265,238,809	\$353,072,114	33.1%	\$409,307,569	15.9%	\$460,363,823	12.5%	\$519,229,689	12.8%	\$599,809,223	15.5%
EXPENDITURES											
Operating Programs:											
Policy Planning and Analysis											
Contribution to Sustainability Innovation Fund Reserve	\$ 545,130	\$ 545,130		\$ 545,130		\$ 545,130		\$ 545,130		\$ 545,130	
Utility Analysis and Infrastructure	1,471,443	1,620,592		2,002,733		2,061,770		1,952,987		2,014,630	
Utility Policy and Planning	1,840,164	1,763,156		1,913,054		2,153,210		2,328,029		2,406,930	
Wastewater Research and Innovation	1,851,651	808,805		929,162		956,846		1,000,634		1,047,290	
Wastewater Facilities Planning	421,288	352,556		549,549		655,213		616,255		674,155	
	<u>6,129,676</u>	<u>5,090,239</u>	(17.0%)	<u>5,939,628</u>	16.7%	<u>6,372,169</u>	7.3%	<u>6,443,035</u>	1.1%	<u>6,688,135</u>	3.8%
Management Systems and Utility Services											
Annacis Research Centre	254,300	284,687		286,306		294,704		302,727		316,232	
Dispatch	88,831	98,090		101,076		104,154		106,734		109,797	
Energy Management	191,913	275,360		284,501		294,460		304,663		315,236	
Engineers in Training	398,515	396,964		409,455		422,334		435,600		449,316	
Management Systems Utility Services	690,924	725,925		736,547		755,965		776,048		796,909	
Records Management	99,854	109,735		113,169		116,706		120,350		124,113	
Utility Voice Radio	65,876	68,030		70,887		73,858		76,925		78,817	
	<u>1,790,213</u>	<u>1,958,791</u>	9.4%	<u>2,001,941</u>	2.2%	<u>2,062,181</u>	3.0%	<u>2,123,047</u>	3.0%	<u>2,190,420</u>	3.2%
Environmental Management and Quality Control											
Environmental Management and Quality Control	7,571,592	8,709,640		9,118,209		9,194,622		10,233,333		10,181,618	
Source Compliance Monitoring	212,221	252,601		339,155		267,154		275,617		282,697	
Contribution to Reserve	52,433	53,040		54,598		56,144		57,707		60,593	
	<u>7,836,246</u>	<u>9,015,281</u>	15.0%	<u>9,511,962</u>	5.5%	<u>9,517,920</u>	0.1%	<u>10,566,657</u>	11.0%	<u>10,524,908</u>	(0.4%)
Engineering, Design & Construction											
Minor Capital Projects	5,015,671	4,571,367	(8.9%)	4,782,869	4.6%	4,898,824	2.4%	5,055,902	3.2%	5,181,846	2.5%
	<u>5,015,671</u>	<u>4,571,367</u>	(8.9%)	<u>4,782,869</u>	4.6%	<u>4,898,824</u>	2.4%	<u>5,055,902</u>	3.2%	<u>5,181,846</u>	2.5%
Operations and Maintenance											
Lake City Operations	512,221	220,018		226,327		268,656		276,436		280,594	
Liquid Waste Residuals	13,976,267	14,702,329		16,689,598		17,392,907		17,609,500		19,051,855	
Maintenance	20,475,209	21,611,654		22,477,036		23,326,760		24,240,957		27,133,196	
SCADA Control Systems	718,526	829,252		883,448		923,477		964,272		991,258	
Wastewater Collection	8,782,785	9,453,000		10,002,374		10,725,890		11,214,343		11,861,522	
Wastewater Treatment	31,047,532	33,771,696		39,859,680		35,774,261		37,100,094		39,503,370	
	<u>75,512,540</u>	<u>80,587,949</u>	6.7%	<u>90,138,463</u>	11.9%	<u>88,411,951</u>	(1.9%)	<u>91,405,602</u>	3.4%	<u>98,821,795</u>	8.1%
Administration and Department Support											
Administration and Department Support	1,564,619	1,714,694	9.6%	1,840,821	7.4%	2,011,813	9.3%	2,152,163	7.0%	2,408,851	11.9%
Communications Program	243,542	254,519	4.5%	259,610	2.0%	264,803	2.0%	270,099	2.0%	275,501	2.0%
Environmental Regulation and Enforcement	1,599,694	1,651,394	3.2%	1,739,002	5.3%	1,782,649	2.5%	1,837,273	3.1%	1,896,885	3.2%
Allocation of Centralized Support Costs	21,142,201	24,317,726	15.0%	25,476,908	4.8%	28,028,145	10.0%	29,317,936	4.6%	30,887,738	5.4%
Total Operating Programs	<u>120,834,402</u>	<u>129,161,960</u>	6.9%	<u>141,691,204</u>	9.7%	<u>143,350,455</u>	1.2%	<u>149,171,714</u>	4.1%	<u>158,876,079</u>	6.5%
Allocation of Project Delivery Cost											
Debt Service	4,016,997	4,021,747	0.1%	4,119,190	2.4%	4,303,234	4.5%	4,474,532	4.0%	4,640,432	3.7%
Contribution to Capital	96,132,836	109,300,599	13.7%	145,763,402	33.4%	185,443,244	27.2%	234,558,846	26.5%	304,012,842	29.6%
Contribution to Capital	44,254,574	110,587,808	149.9%	117,733,773	6.5%	127,266,890	8.1%	131,024,597	3.0%	132,279,870	1.0%
TOTAL EXPENDITURES	\$265,238,809	\$353,072,114	33.1%	\$409,307,569	15.9%	\$460,363,823	12.5%	\$519,229,689	12.8%	\$599,809,223	15.5%

GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT
LIQUID WASTE SERVICES
2025 BUDGET REVIEW
2025 - 2029 FINANCIAL PLAN
DRAINAGE

	2024 BUDGET	2025 BUDGET	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE	2029 FORECAST	% CHANGE
REVENUES											
Liquid Waste Services Levy	\$ 2,867,325	\$ 3,335,160	16.3%	\$ 3,423,146	2.6%	\$ 3,633,347	6.1%	\$ 3,732,434	2.7%	\$ 3,833,462	2.7%
Transfer from Reserves	225,000	225,000		225,000		230,000		130,000		135,000	
TOTAL REVENUES	\$ 3,092,325	\$ 3,560,160	15.1%	\$ 3,648,146	2.5%	\$ 3,863,347	5.9%	\$ 3,862,434	0.0%	\$ 3,968,462	2.7%
EXPENDITURES											
Operating Programs:											
Policy Planning and Analysis											
Utility Analysis and Infrastructure	\$ 175,000	\$ 175,000		\$ 175,000		\$ 175,000		\$ 75,000		\$ 75,000	
Utility Policy and Planning	50,000	126,008		128,446		140,958		143,546		146,222	
	<u>225,000</u>	<u>301,008</u>	33.8%	<u>303,446</u>	0.8%	<u>315,958</u>	4.1%	<u>218,546</u>	(30.8%)	<u>221,222</u>	1.2%
Management Systems and Utility Services											
Dispatch	940	1,170		1,207		1,244		1,274		1,310	
Energy Management	2,030	3,289		3,398		3,517		3,639		3,766	
Management Systems Utility Services	7,304	8,666		8,792		9,024		9,264		9,513	
Records Management	1,056	1,310		1,351		1,394		1,436		1,482	
	<u>11,330</u>	<u>14,435</u>	27.4%	<u>14,748</u>	2.2%	<u>15,179</u>	2.9%	<u>15,613</u>	2.9%	<u>16,071</u>	2.9%
Engineering, Design & Construction											
Minor Capital Projects	300,000	508,000		515,687		523,567		531,643		538,266	
	<u>300,000</u>	<u>508,000</u>	69.3%	<u>515,687</u>	1.5%	<u>523,567</u>	1.5%	<u>531,643</u>	1.5%	<u>538,266</u>	1.2%
Operations and Maintenance											
Maintenance	158,198	130,457		148,090		152,901		157,342		162,919	
SCADA Control Systems	26,097	28,076		29,911		31,280		32,672		33,588	
Urban Drainage	2,106,676	2,270,768		2,322,503		2,522,976		2,608,229		2,715,411	
	<u>2,290,971</u>	<u>2,429,301</u>	6.0%	<u>2,500,504</u>	2.9%	<u>2,707,157</u>	8.3%	<u>2,798,243</u>	3.4%	<u>2,911,918</u>	4.1%
Administration and Department Support											
	16,540	20,468	23.7%	21,974	7.4%	24,016	9.3%	25,691	7.0%	28,755	11.9%
Allocation of Centralized Support Costs											
Total Operating Programs	3,087,219	3,555,605	15.2%	3,643,480	2.5%	3,858,472	5.9%	3,857,365	0.0%	3,963,205	2.7%
Allocation of Project Delivery Cost											
	5,106	4,555	(10.8%)	4,666	2.4%	4,875	4.5%	5,069	4.0%	5,257	3.7%
TOTAL EXPENDITURES	\$ 3,092,325	\$ 3,560,160	15.1%	\$ 3,648,146	2.5%	\$ 3,863,347	5.9%	\$ 3,862,434	0.0%	\$ 3,968,462	2.7%

**GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT
CAPITAL PORTFOLIO
LIQUID WASTE SERVICES
2025 CAPITAL BUDGET AND 2025 - 2029 CAPITAL PLAN**

	CAPITAL BUDGET FOR APPROVAL	2025 CAPITAL CASH FLOW	2026 CAPITAL CASH FLOW	2027 CAPITAL CASH FLOW	2028 CAPITAL CASH FLOW	2029 CAPITAL CASH FLOW	2025 TO 2029 TOTAL CAPITAL CASH FLOW	ACTIVE PHASE	PRIMARY DRIVER
CAPITAL EXPENDITURES									
Collections									
Ocean Park Trunk - Crescent Beach PS Section Replacement	\$ 1,200,000	\$ 400,000	\$ 800,000	\$ 700,000	\$ 4,300,000	\$ 10,400,000	\$ 16,600,000	Design	Maintenance
104th Ave PS and FM for Redirection to NLWWTP	2,000,000	100,000	1,950,000	3,000,000	8,950,000	6,000,000	20,000,000	Definition	Growth
8th Avenue Interceptor Air Treatment Facilities	500,000	–	50,000	450,000	600,000	2,600,000	3,700,000	Definition	Upgrade
Albert Street Trunk Sewer	9,950,000	50,000	–	–	–	–	50,000	Construction	Growth
Big Bend Forcemain - Gate Replacement	400,000	176,000	200,000	1,000,000	1,000,000	250,000	2,626,000	Design	Maintenance
Burnaby Lake North Interceptor Cariboo Section	–	–	500,000	1,000,000	1,500,000	1,500,000	4,500,000	Not Started	Growth
Burnaby Lake North Interceptor Winston Section	109,200,000	15,966,000	7,650,000	2,050,000	1,500,000	4,000,000	31,166,000	Construction	Growth
Burnaby South Slope Interceptor	500,000	–	–	300,000	600,000	1,150,000	2,050,000	Definition	Growth
Cloverdale Pump Station Capacity Upgrade	11,400,000	1,100,000	5,300,000	2,845,000	2,800,000	11,600,000	23,645,000	Construction	Growth
Cloverdale Trunk Sewer Capacity Upgrade	1,200,000	600,000	550,000	1,000,000	8,450,000	8,100,000	18,700,000	Design	Growth
Combined Sewer Overflow Sampling Station Enhancements	4,000,000	410,000	1,000,000	–	–	–	1,410,000	Construction	Maintenance
Crescent Beach FM - Replacement	34,350,000	100,000	40,000	20,000	20,000	20,000	200,000	Construction	Maintenance
Eagle Creek (Lower Section) Channel Restoration	750,000	500,000	250,000	–	–	–	750,000	Construction	Resilience
EMQC-Chemistry Laboratory	17,200,000	1,000,000	5,750,000	9,800,000	–	–	16,550,000	Construction	Upgrade
Fraser Sewerage Area Integrated Resource Recovery (IRR) Study	1,200,000	429,000	200,000	–	–	–	629,000	Design	Opportunity
Front Street Pressure Sewer Access Hatches Reinforcement	5,000,000	50,000	–	–	–	–	50,000	Construction	Maintenance
FSA Flow Metering Program	4,300,000	1,070,000	670,000	–	–	–	1,740,000	Construction	Maintenance
FSA River Crossing Scour Protection Program - Phase 1	3,400,000	500,000	1,230,000	–	–	–	1,730,000	Construction	Maintenance
FSA Sewer Relocations and Protections	3,100,000	1,650,000	650,000	–	–	–	2,300,000	Construction	Maintenance
FSA Statutory Right of Way Acquisitions Phase 1	35,100,000	3,500,000	6,200,000	–	–	–	9,700,000	Design	Maintenance
Gilbert/Brighthouse Trunk Pressure Sewer	180,550,000	34,887,000	9,620,000	100,000	600,000	2,400,000	47,607,000	Multiple	Maintenance
Glenbrook Combined Trunk Kingsway Sanitary Section	8,450,000	1,000,000	938,000	–	–	–	1,938,000	Construction	Growth
Glenbrook Combined Trunk Sewer Separation	4,350,000	50,000	500,000	2,450,000	1,050,000	2,000,000	6,050,000	Design	Upgrade
Glenbrook CSO Gate Replacement	5,850,000	100,000	–	–	–	–	100,000	Construction	Maintenance
Gleneagles Forcemain Replacement	17,000,000	5,007,000	5,010,000	2,450,000	–	–	12,467,000	Construction	Maintenance
Gleneagles Pump Stations Improvements	24,500,000	5,835,000	1,500,000	1,630,000	5,250,000	1,000,000	15,215,000	Construction	Maintenance
Harbour PS Air Treatment Facilities	–	–	–	–	150,000	350,000	500,000	Not Started	Upgrade
Harbour Pump Station Discharge Header Repair and Valve Replacements	4,850,000	259,000	–	–	–	–	259,000	Construction	Maintenance

**GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT
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LIQUID WASTE SERVICES
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	CAPITAL BUDGET FOR APPROVAL	2025 CAPITAL CASH FLOW	2026 CAPITAL CASH FLOW	2027 CAPITAL CASH FLOW	2028 CAPITAL CASH FLOW	2029 CAPITAL CASH FLOW	2025 TO 2029 TOTAL CAPITAL CASH FLOW	ACTIVE PHASE	PRIMARY DRIVER
Harbour Pump Station Power Distribution Equipment Replacement	3,650,000	1,524,000	962,000	–	–	–	2,486,000	Construction	Maintenance
Harbour Sewerage Pump Station - Suction Piping Replacement	5,850,000	850,000	2,000,000	1,950,000	1,000,000	–	5,800,000	Construction	Maintenance
Highbury Interceptor Diversion Junction Chamber Wall Rehabilitation	500,000	250,000	50,000	4,000,000	1,450,000	–	5,750,000	Design	Maintenance
Jervis Pump Station 25kV Voltage Conversion	1,300,000	50,000	–	–	–	–	50,000	Construction	Maintenance
Jervis Sewerage Pump Station - Suction Piping Replacement	500,000	500,000	500,000	2,000,000	500,000	–	3,500,000	Design	Maintenance
Kent Pump Station High Voltage Switchgear Replacement	3,000,000	960,000	553,000	–	–	–	1,513,000	Construction	Maintenance
Lozells Sanitary Trunk Golf Course Section	–	–	50,000	400,000	200,000	1,000,000	1,650,000	Not Started	Growth
LWS Pump Station Programmable Logic Controller Replacements	1,500,000	750,000	650,000	750,000	550,000	300,000	3,000,000	Multiple	Opportunity
Marshend Pump Station	28,500,000	1,350,000	13,250,000	9,920,000	680,000	–	25,200,000	Construction	Growth
New West Interceptor - Annacis Section 2	27,000,000	5,937,000	4,650,000	6,000,000	5,650,000	5,000,000	27,237,000	Construction	Maintenance
New West Interceptor Grit Chamber	1,250,000	250,000	650,000	4,100,000	4,000,000	–	9,000,000	Design	Maintenance
New Westminster Interceptor Annacis Channel Crossing Scour Protection	2,500,000	2,000,000	–	–	–	–	2,000,000	Construction	Resilience
New Westminster Interceptor Repair Columbia St. Section	37,100,000	200,000	1,400,000	2,000,000	316,000	–	3,916,000	Construction	Maintenance
New Westminster Interceptor West Branch and Columbia Extension Rehabilitation	37,900,000	3,000,000	10,800,000	10,000,000	8,000,000	4,000,000	35,800,000	Construction	Maintenance
North Road Trunk Sewer	23,650,000	2,500,000	4,115,000	2,000,000	530,000	–	9,145,000	Construction	Growth
North Surrey Interceptor - Port Mann Section - Odour Control	5,050,000	1,000,000	1,150,000	4,100,000	5,970,000	5,200,000	17,420,000	Construction	Upgrade
North Surrey Interceptor Improvements	107,100,000	3,550,000	14,600,000	32,350,000	33,450,000	25,600,000	109,550,000	Multiple	Maintenance
NSA Flow Metering Program	1,600,000	772,000	250,000	–	–	–	1,022,000	Construction	Maintenance
NSA Scour Protection Upgrades	3,750,000	50,000	1,750,000	1,500,000	–	–	3,300,000	Construction	Maintenance
NSI 104th Ave Extension	12,950,000	–	500,000	6,000,000	1,500,000	–	8,000,000	Construction	Growth
NSI SSO Storage	27,400,000	2,500,000	7,004,000	25,500,000	23,250,000	10,000,000	68,254,000	Construction	Upgrade
NSSA Sewer Relocations and Protections	450,000	50,000	375,000	25,000	–	–	450,000	Construction	Maintenance
NVI Lynn Branch Siphon – SSO Treatment	1,100,000	750,000	4,800,000	6,150,000	3,800,000	–	15,500,000	Design	Upgrade
NWP Dip Investigation and Repair	4,500,000	1,500,000	–	–	–	–	1,500,000	Construction	Maintenance
Ocean Park Trunk Manholes Lining	1,050,000	1,000,000	–	–	–	–	1,000,000	Construction	Maintenance
Ocean Park Trunk Sewer - Air Management Facility	2,750,000	565,000	400,000	1,200,000	3,120,000	580,000	5,865,000	Design	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	1,984,000	1,350,000	16,050,000	35,700,000	14,000,000	69,084,000	Design	Maintenance
Port Moody Pump Station Capacity Upgrade	3,700,000	700,000	1,000,000	1,150,000	5,250,000	10,000,000	18,100,000	Design	Growth
Port Moody South Interceptor Capacity Upgrade	200,000	–	–	150,000	150,000	2,050,000	2,350,000	Not Started	Growth
Port Moody Storm Drain Rehabilitation	1,650,000	900,000	600,000	–	–	–	1,500,000	Construction	Maintenance
Production Way Operation Centre	11,100,000	6,934,000	2,825,000	14,760,000	27,875,000	1,075,000	53,469,000	Multiple	Upgrade

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LIQUID WASTE SERVICES
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Rosemary Heights Pressure Sewer Capacity Upgrade	–	–	–	350,000	500,000	700,000	1,550,000	Not Started	Growth
Royal Ave PS Rehabilitation	13,400,000	8,800,000	800,000	–	–	–	9,600,000	Construction	Maintenance
Sapperton Pump Station	96,050,000	500,000	5,000,000	–	–	–	5,500,000	Construction	Growth
Sapperton Pump Station Emergency Backup Power	5,000,000	1,895,000	1,530,000	–	–	–	3,425,000	Construction	Resilience
Sewer Heat Projects	57,000,000	14,050,000	16,100,000	9,050,000	11,500,000	15,400,000	66,100,000	Construction	Opportunity
South Surrey Interceptor Johnston Section	92,050,000	14,780,000	7,178,000	2,000,000	1,000,000	950,000	25,908,000	Construction	Growth
South Surrey Interceptor Rehabilitation	3,300,000	900,000	2,400,000	4,050,000	9,000,000	20,000,000	36,350,000	Multiple	Maintenance
SSI Delta - Air Management Facility Construction	12,950,000	1,000,000	1,000,000	500,000	–	–	2,500,000	Construction	Upgrade
SSI Influent Control Chamber Repair and Replace Gates	150,000	20,000	100,000	1,100,000	–	–	1,220,000	Design	Maintenance
Still Creek Culvert Rehabilitation - Gilmore section	200,000	100,000	50,000	1,150,000	50,000	–	1,350,000	Design	Maintenance
Stoney Creek Sanitary Trunk	12,250,000	3,650,000	4,000,000	14,450,000	30,000,000	12,000,000	64,100,000	Construction	Growth
Surrey Central Valley Capacity Upgrade	–	–	150,000	450,000	1,000,000	1,500,000	3,100,000	Not Started	Growth
Surrey Corrosion Control Facility Replacement	7,250,000	50,000	2,000,000	3,000,000	500,000	300,000	5,850,000	Construction	Maintenance
VSA Emergency Backup Power	29,300,000	2,750,000	2,850,000	150,000	5,650,000	–	11,400,000	Construction	Resilience
VSA Flow Metering Program	5,450,000	2,359,000	1,336,000	–	–	–	3,695,000	Construction	Maintenance
VSA Grit Chamber Access Improvements	2,700,000	2,000,000	675,000	–	–	–	2,675,000	Construction	Maintenance
VSA Sewer Relocations and Protections	24,050,000	500,000	5,650,000	–	–	–	6,150,000	Construction	Maintenance
VSA Statutory Right of Way Acquisitions Phase 1	16,000,000	3,000,000	4,500,000	–	–	–	7,500,000	Construction	Maintenance
Westridge FM Replacement	8,650,000	6,250,000	–	–	–	–	6,250,000	Construction	Maintenance
Westridge Pump Stations 1 & 2 Refurbishment	16,700,000	5,575,000	7,000,000	9,000,000	6,000,000	2,400,000	29,975,000	Construction	Maintenance
White Rock Forcemain Rehabilitation	14,300,000	50,000	5,000,000	5,000,000	1,450,000	1,000,000	12,500,000	Construction	Maintenance
Columbia Forcemain (CLT) Rehabilitation	13,000,000	13,000,000	–	–	–	–	13,000,000	Construction	Maintenance
Total Collections	\$ 1,286,200,000	\$ 198,344,000	\$ 194,111,000	\$ 231,310,000	\$ 267,361,000	\$ 187,425,000	\$ 1,078,551,000		
Treatment Plants									
AIWWTP Ammonia Removal – Sidestream	\$ 6,300,000	\$ 700,000	\$ 1,500,000	\$ 3,000,000	\$ 2,550,000	\$ 13,100,000	\$ 20,850,000	Design	Upgrade
AIWWTP Bar Screen #1 Refurbishment	300,000	300,000	1,000,000	–	–	–	1,300,000	Design	Maintenance
AIWWTP Centrifuge Schwing HPU Replacement	1,650,000	1,000,000	450,000	–	–	–	1,450,000	Construction	Maintenance
AIWWTP Chemical Lab UPS System Replacement	900,000	150,000	–	–	–	–	150,000	Construction	Maintenance
AIWWTP Cogeneration Backup Power	81,150,000	200,000	–	–	–	–	200,000	Construction	Resilience
AIWWTP Digester No. 5*	12,900,000	4,000,000	7,887,000	12,500,000	13,600,000	33,200,000	71,187,000	Design	Growth
AIWWTP Electrical Distribution System Protection Control and Monitoring	2,650,000	100,000	300,000	–	–	–	400,000	Construction	Upgrade
AIWWTP Hydrothermal Processing Pilot	39,350,000	14,500,000	3,900,000	1,450,000	–	–	19,850,000	Construction	Opportunity

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AIWWTP ICS Replacement Program	14,350,000	1,500,000	2,250,000	2,500,000	2,000,000	1,750,000	10,000,000	Construction	Maintenance
AIWWTP Influent System Remediation	86,200,000	1,395,000	750,000	9,600,000	9,200,000	400,000	21,345,000	Construction	Maintenance
AIWWTP IPS Pump Building Roof Replacement Phase 2	1,150,000	1,000,000	50,000	-	-	-	1,050,000	Construction	Maintenance
AIWWTP Lubrication Storage Facility Conversion	1,500,000	1,150,000	200,000	-	-	-	1,350,000	Construction	Maintenance
AIWWTP O&M Building Refurbishment	1,500,000	300,000	1,200,000	3,100,000	1,800,000	1,700,000	8,100,000	Design	Maintenance
AIWWTP Outfall Repair	250,000	250,000	1,150,000	400,000	-	-	1,800,000	Design	Maintenance
AIWWTP Process Waste Drain Line Refurbishment	2,350,000	1,900,000	200,000	-	-	-	2,100,000	Construction	Maintenance
AIWWTP Replacement of Protective Relays	2,550,000	50,000	-	-	-	-	50,000	Construction	Maintenance
AIWWTP Scum Pump Replacement	400,000	250,000	500,000	500,000	-	-	1,250,000	Design	Maintenance
AIWWTP Secondary Clarifier Corrosion Repair	36,300,000	600,000	1,070,000	465,000	465,000	-	2,600,000	Construction	Maintenance
AIWWTP Sludge Control Building Electrical Room HVAC Upgrade	1,600,000	900,000	185,000	34,000	-	-	1,119,000	Construction	Maintenance
AIWWTP Stage 5 Expansion*	1,004,350,000	64,400,000	83,500,000	71,000,000	82,900,000	41,200,000	343,000,000	Multiple	Growth
AIWWTP Station Battery Replacement	1,250,000	50,000	-	-	-	-	50,000	Construction	Maintenance
AIWWTP Trickling Filter Media & Distributor Arms & Ducting Replacement	90,700,000	3,520,000	8,800,000	150,000	-	-	12,470,000	Construction	Maintenance
AIWWTP UPS Condition Monitoring System	550,000	50,000	100,000	200,000	200,000	-	550,000	Construction	Resilience
Annacis Influent System Surge Control Refurbishment	22,000,000	2,200,000	1,789,000	1,789,000	1,789,000	-	7,567,000	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	26,999,000	480,000	-	-	-	27,479,000	Construction	Growth
IIWWTP - Biogas Lines Relocation	4,450,000	50,000	-	-	-	-	50,000	Construction	Resilience
IIWWTP Biosolids Dewatering Facility	61,300,000	25,000	25,000	-	-	-	50,000	Construction	Upgrade
IIWWTP CEPT Polymer Line Replacement	3,300,000	250,000	-	-	-	-	250,000	Construction	Maintenance
IIWWTP CEPT Winterization	1,500,000	325,000	-	-	-	-	325,000	Construction	Maintenance
IIWWTP ICS IPS Control Replacement	1,750,000	350,000	-	-	-	-	350,000	Construction	Maintenance
IIWWTP ICS Migration Program	4,000,000	500,000	3,000,000	4,000,000	3,000,000	1,500,000	12,000,000	Design	Maintenance
IIWWTP ICS Replacement Program	750,000	200,000	100,000	-	-	-	300,000	Construction	Maintenance
IIWWTP IPS Drive Remediation	2,300,000	570,000	700,000	250,000	550,000	-	2,070,000	Construction	Maintenance
IIWWTP MCC/Power Distribution Assess/Replace - Phase 2	1,000,000	50,000	300,000	-	-	-	350,000	Construction	Maintenance
IIWWTP Medium Pressure Sludge Gas Blowers 3 & 4 Power Supply	950,000	600,000	200,000	120,000	-	-	920,000	Construction	Resilience
IIWWTP Non-Domestic Trucked Liquid Waste Alternative	800,000	520,000	150,000	-	-	-	670,000	Construction	Maintenance
IIWWTP Outfall Refurbishment*	20,000,000	2,500,000	3,000,000	3,350,000	63,000,000	73,000,000	144,850,000	Design	Maintenance
IIWWTP PA Tanks Improvement	7,500,000	1,000,000	1,650,000	1,600,000	1,600,000	1,450,000	7,300,000	Construction	Maintenance
IIWWTP PA-Sed Tank & Gallery Wall Refurbishment	950,000	200,000	290,000	190,000	170,000	-	850,000	Construction	Maintenance
IIWWTP Replacement of CoGen Control System	2,500,000	125,000	450,000	-	-	-	575,000	Construction	Maintenance

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IWWTP Siphon Chamber Refurbishment	2,150,000	50,000	50,000	1,800,000	-	-	1,900,000	Construction	Maintenance
IWWTP Solids Handling Refurbishment	64,850,000	100,000	2,180,000	2,180,000	2,180,000	-	6,640,000	Construction	Maintenance
IWWTP Standby Diesel Generators	2,000,000	100,000	800,000	1,200,000	1,100,000	1,000,000	4,200,000	Design	Resilience
IWWTP Surge Mitigation	250,000	200,000	250,000	650,000	650,000	250,000	2,000,000	Design	Maintenance
IWWTP Waste Gas Burner Redundancy	1,250,000	1,050,000	150,000	-	-	-	1,200,000	Construction	Maintenance
Iona Island Control & Instrumentation Replacement 2011	2,750,000	200,000	-	-	-	-	200,000	Construction	Maintenance
Iona Island Wastewater Treatment Plant*	1,060,000,000	147,588,000	211,382,000	305,677,000	400,664,000	404,154,000	1,469,465,000	Construction	Upgrade
LIWWTP Admin Dewatering Building Roof Repair	800,000	675,000	75,000	-	-	-	750,000	Construction	Maintenance
LIWWTP Biogas Clean-up Project	12,950,000	50,000	-	-	-	-	50,000	Construction	Opportunity
LIWWTP Effluent Heat Recovery Project	10,000,000	5,000,000	4,300,000	-	-	-	9,300,000	Construction	Opportunity
LIWWTP Gravity Thickener Redundancy	2,650,000	150,000	2,075,000	5,000,000	8,000,000	5,650,000	20,875,000	Design	Maintenance
LIWWTP Ground Fault Detection System Replacement	2,050,000	600,000	550,000	600,000	-	-	1,750,000	Construction	Maintenance
LIWWTP High Efficiency Boiler	1,300,000	500,000	150,000	-	-	-	650,000	Construction	Maintenance
LIWWTP ICS Electrical Distribution System Migration Program	2,250,000	1,500,000	4,000,000	1,500,000	-	-	7,000,000	Design	Maintenance
LIWWTP ICS Replacement Program	6,750,000	2,000,000	400,000	-	-	-	2,400,000	Construction	Maintenance
LIWWTP PA Tank Odour Control System	250,000	75,000	175,000	1,500,000	1,800,000	1,150,000	4,700,000	Design	Upgrade
LIWWTP PA-Sed Tank Refurbishment	3,950,000	310,000	3,010,000	7,000	-	-	3,327,000	Construction	Maintenance
LIWWTP Pilot Digestion Optimization Facility	6,200,000	200,000	1,550,000	50,000	-	-	1,800,000	Construction	Opportunity
LIWWTP Power Distribution Center Replacements	750,000	50,000	500,000	300,000	3,000,000	3,000,000	6,850,000	Design	Maintenance
LIWWTP Power Reliability	12,400,000	2,017,000	4,136,000	1,120,000	-	-	7,273,000	Construction	Resilience
LIWWTP SCL Refurbishment	2,850,000	500,000	1,125,000	1,025,000	100,000	10,000,000	12,750,000	Design	Maintenance
LIWWTP Trickling Filter Refurbishment	54,450,000	716,000	13,350,000	13,000,000	13,000,000	13,000,000	53,066,000	Construction	Maintenance
NLWWTP 25 kV Substation Replacement	10,100,000	150,000	-	-	-	-	150,000	Construction	Maintenance
NLWWTP Standby Diesel Generator	1,000,000	300,000	150,000	-	-	-	450,000	Construction	Resilience
North Shore WWTP Secondary Upgrade, Conveyance and Decommissioning*	3,854,900,000	454,825,000	578,678,000	658,898,000	544,667,000	381,942,000	2,619,010,000	Construction	Upgrade
Northwest Langley Wastewater Treatment Program*	2,280,650,000	55,743,000	61,683,000	53,860,000	262,879,000	480,996,000	915,161,000	Multiple	Growth
Regional Biosolids Dryer – AIWWTP*	24,950,000	2,500,000	3,000,000	11,000,000	18,090,000	63,500,000	98,090,000	Design	Opportunity
WWTPs Electrical System Studies & Upgrades	1,900,000	150,000	150,000	250,000	650,000	-	1,200,000	Construction	Resilience
Total Treatment Plants	\$ 9,310,500,000	\$ 812,078,000	\$1,021,545,000	\$1,175,815,000	\$1,439,604,000	\$1,531,942,000	\$5,980,984,000		
TOTAL CAPITAL EXPENDITURES	\$10,596,700,000	\$1,010,422,000	\$1,215,656,000	\$1,407,125,000	\$1,706,965,000	\$1,719,367,000	\$7,059,535,000		

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2025 CAPITAL BUDGET AND 2025 - 2029 CAPITAL PLAN**

	CAPITAL BUDGET FOR APPROVAL	2025 CAPITAL CASH FLOW	2026 CAPITAL CASH FLOW	2027 CAPITAL CASH FLOW	2028 CAPITAL CASH FLOW	2029 CAPITAL CASH FLOW	2025 TO 2029 TOTAL CAPITAL CASH FLOW	ACTIVE PHASE	PRIMARY DRIVER
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CAPITAL FUNDING									
New External Borrowing funded by Levy	\$ 5,854,451,000	\$ 583,149,000	\$ 674,211,000	\$ 838,202,000	\$ 984,089,000	\$ 820,592,000	\$3,900,243,000		
New Borrowing funded by DCC	2,757,429,000	166,763,000	258,701,000	250,296,000	493,038,000	668,205,000	1,837,003,000		
Direct DCC Application	60,734,000	40,461,000	-	-	-	-	40,461,000		
Contribution to Capital from LWS Levy	1,156,190,000	131,459,000	146,244,000	162,102,000	165,225,000	165,225,000	770,255,000		
Reserve	414,833,000	26,614,000	64,202,000	76,918,000	64,613,000	44,015,000	276,362,000		
External Funding - Interagency	353,063,000	61,976,000	72,298,000	79,607,000	-	21,330,000	235,211,000		
Total	\$10,596,700,000	\$1,010,422,000	\$1,215,656,000	\$1,407,125,000	\$1,706,965,000	\$1,719,367,000	\$7,059,535,000		

SUMMARY BY DRIVER									
Growth	\$ 4,088,000,000	\$ 195,638,000	\$ 207,470,000	\$ 186,214,000	\$ 425,778,000	\$ 615,946,000	\$1,631,046,000		
Maintenance	1,145,800,000	149,581,000	152,781,000	161,376,000	226,951,000	198,070,000	888,759,000		
Resilience	141,950,000	10,612,000	10,166,000	3,250,000	8,600,000	4,000,000	36,628,000		
Upgrade	5,067,800,000	617,112,000	815,539,000	1,033,985,000	1,015,496,000	822,151,000	4,304,283,000		
Opportunity	153,150,000	37,479,000	29,700,000	22,300,000	30,140,000	79,200,000	198,819,000		
Total	\$10,596,700,000	\$1,010,422,000	\$1,215,656,000	\$1,407,125,000	\$1,706,965,000	\$1,719,367,000	\$7,059,535,000		

* 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 provides 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 policy development, planning for utility resilience, and technology innovation, to comply with provincial and federal legislation. The Division undertakes utility infrastructure analysis to inform growth planning with members, facility modeling and planning, scenario analysis, and scope development for capital projects. The divisional mandate includes source control activities that protect receiving environments, ensure health and safety and protect infrastructure; maintain liquid waste regulatory bylaws; expand public awareness and education; and develop strategic action on contaminants. The portfolio also includes innovation management, which plans for the utility of the future through technology evaluations and pilots, resource recovery assessments, 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	2025 Performance objective
Annual number of wet-weather related sanitary sewer overflow (SSO) events from Metro Vancouver sewers	MV 3-year average: 45 2023: 17 2022: 42 2021: 76	17	0

Indicator	Historical and/or industry benchmark	Current performance	2025 Performance objective
Annual CSO Volume (ML)	MV 3-year average: 29,300 2023: 20,200 2022: 29,100 2021: 38,500	20,200	29,000
Percentage of Assets not Meeting Capacity or Regulation within 10 Years	MV 3-year average: 22% 2023: 22% 2022: 22% 2021: 22%	22%	22%

2025 Key Actions

- Complete the review and update of the Liquid Waste Management Plan in accordance with provincial direction.
- Develop and maintain short- and long-range servicing plans for the collection system and each wastewater treatment plant that lay out 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.
- Develop a policy with drainage area members to clarify jurisdictional roles within the GVS&DD mandated drainage areas.
- Refresh terms of reference of the Stormwater Interagency Liaison Group as a sub-committee under the Regional Engineer's Advisory Committee (REAC) and coordinate region-wide rainwater management.
- Strengthen source control capabilities through regulatory improvements, public awareness, and stakeholder collaboration.
- Review and update sewer use bylaws to modernize them and achieve full cost recovery.
- Continue implementing the testing plan for the Lulu Island Pilot Digestion Optimization Facility (PDOF) and finalize detailed design of the pilot-scale SEED Reactor to be tested at the PDOF.
- Initiate preliminary design of a hydrogen pilot at Lulu Island WWTP to recover ammonia and convert it to low-carbon hydrogen.
- Continue to lead the research program for the Hydrothermal Processing Demonstration Facility and begin managing the third-party operations and maintenance contract.
- Initiate a Facility Plan for Annacis Island WWTP.
- 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

- 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 ¹

Indicator	Historical and/or industry Benchmark	Current performance ²	2025 Performance objective
Percent of Capital Program Expenditures Achieved (Projects >\$90M) (7 Projects – \$72M)	3-year average: 60% 2023: 81% 2022: 59% 2021: 39%	29%	95%
Percent of Capital Program Expenditures Achieved (Projects \$20M - \$90M) (30 Projects – \$53M)	3-year average: 62% 2023: 85% 2022: 54% 2021: 47%	29%	90%

Indicator	Historical and/or industry Benchmark	Current performance ²	2025 Performance objective
Percent of Capital Program Expenditures Achieved (Projects \$5M - \$20M (36 Projects – \$57M))	3-year average: 35% 2023: 20% 2022: 25% 2021: 59%	6%	75%
Percent of Capital Program Expenditures Achieved Projects < \$5M (54 Projects – \$26M)	3-year average: 34% 2023: 32% 2022: 36% 2021: 34%	10%	75%
Percent of Minor Capital Program Expenditures (Total Budget - \$10M)	3-year average: 86% 2023: 109% 2022: 78% 2021: 70%	29%	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

2025 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 Wastewater 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:
 - Sapperton PS Emergency Backup Power (New Westminster)
 - White Rock Forcemain Replacement and Rehabilitation (White Rock)
 - NWI West Branch and Columbia Extension Rehabilitation (New West)
 - South Surrey Interceptor-Delta Section (SSD) Twin Sewers Rehabilitation (Surrey)
 - Stoney Creek Trunk Sewer Upgrade (Burnaby Section)
 - Burnaby Lake North Interceptor Sperling Section (Burnaby)
 - Standby Diesel Generator Recommissioning at AIWWTP (Delta)
- Substantially complete:
 - North Road Trunk Sewer – Phase 2 (Burnaby and Coquitlam)
 - Gleneagles Pump Stations 4 and 5 Rehabilitation (West Vancouver)
 - Jervis Pump Station Voltage Conversion (Vancouver)
 - Burnaby Lake North Interceptor No.2 – Winston St Section Phase 2 (Burnaby)
 - Cloverdale Ferrous Chloride Dosing Facility (Surrey)
 - Gilbert Trunk Sewer No. 2 Central Section
 - Gleneagles Forcemains Replacement (West Vancouver)

- Permanent Backup Power at Jervis Pump Station (Vancouver) Westridge Forcemain Replacement and Pump Station 2 Refurbishment (Burnaby)
- Stoney Creek Trunk Sewer Upgrade (Coquitlam Section)
- Permanent Backup Power at Jervis Pump Station (Vancouver)
- Harbour PS Power Distribution System Replacement (Vancouver)
- Sludge Control Building Electrical Room HVAC Replacement at AIWWTP (Delta)

- Initiate construction:

- Last section of the South Surrey Interceptor Twinning (SSJ2 Phase IV, Surrey)
- LIWWTP Power Reliability – SDG and Building (Richmond)
- NSI SSO Storage Tank – NSI Re-alignment (Surrey)
- North Road Trunk Sewer No. 2 – Phase 1B
- NSI Manson Road Phase 1 Twinning (Surrey)
- NSI Roebuck Section Replacement 112B Ave (Surrey)
- FSA Flow Meter Program
- NSA Flow Meter Program
- VSA Flow Meter Program
- Kent PS Power Distribution System and High Voltage Switchgear Replacement (Vancouver)
- WWTP Electrical System Studies & Upgrades at AIWWTP (Delta)
- North Cogen Building Conversion to Lubrication Storage at AIWWTP (Delta)
- LIWWTP Ground Fault Detection System and Protection Relay Replacement (Richmond)
- Sludge Control Building HVAC Upgrade at AIWWTP (Delta)
- Effluent Heat Recovery and Boiler Project at LIWWTP (Richmond)
- Pre-aeration and Primary Sedimentation Tanks Refurbishment at IAWWTP (Richmond)
- Cogeneration Oil Tank Replacement at IWWTP (Richmond)

- Initiate and complete construction:

- New Westminster Interceptor Upper Sapperton Connection Rehabilitation (New Westminster)
- Crescent Beach Forcemain Serpentine River Crossing Scour Protection (Surrey)
- North Shore Scour Protection (North Vancouver)
- Port Moody Storm Drain Rehabilitation (Port Moody)
- SSI Johnston Section Phase 4
- Process Waste Drain Line Replacement at AIWWTP (Delta)
- LIWWTP Admin & Dewatering Building Roof Repair (Richmond)
- Warehouse HVAC Replacement at AIWWTP (Delta)
- C1 & C2 Line Replacement at LIWWTP (Richmond)

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.
- 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	2025 Performance Objective
Number of reported events of sanitary sewer overflows (SSOs): non-weather related	MV 3-year average: 12 2023: 16 2022: 14 2021: 6	13	0

Indicator	Historical and/or Industry Benchmark	Current Performance	2025 Performance Objective
Number of odour complaints received	MV 3-year average: 9.3 2023: 11 2022: 4 2021: 13	8	10

2025 Key actions

- Develop digital checklists for Field Services preventive maintenance work orders
- Continued development of construction crew and expansion of scope and breadth of technical work including pipeline construction
- Perform analysis of Field Services staff driving time and distances.
- Expand self-serve LWS sewer/rainfall datasets available to member municipalities
- Inspect 5% of sewer collection system
- Create PM templates for electrical and pressure vessel assets.
- Complete asset remediation pilot project of WWTP asset documentation.

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 many 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

- 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.
- Provide un-interrupted service for the continuous removal of residuals from Metro Vancouver's wastewater treatment plants (WWTP) and the drinking water treatment plant.
- Find the highest and best beneficial use for the region's residuals while striving to reduce overall costs and GHG impacts.

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	2025 Performance objective
Volume treated per year (ML)	MV 3-year average: 438,242 2023: 427,816 2022: 435,178 2021: 451,732	465,900	434,000
Percent of digester gas used at the Wastewater Treatment Plants	MV 3-year average: 62% *2023: 55% 2022: 71% 2021: 61%	66%	70%
Compliance with treatment plant Operational Certificates (%)	MV 3-year average: 99.99% 2023: 99.99% 2022: 99.99% 2021: 99.99%	99.99%	100%
Percent of biosolids beneficially used	MV 3-year average: 100% 2023: 100% 2022: 100% 2021: 100%	100%	100%
Percent of biosolids beneficially used in-region	MV 3-year average: 14.7% 2023: 11.9% 2022: 14.4% 2021: 17.9%	11%	15%

*In 2023, Annacis Cogens were out of service from Jun 16, 2023 to December 11, 2023 due to mechanical failure of two of the units, Maintenance/Finning advised Ops to shut down the other two units to prevent similar damage.

2025 Key actions

New Initiatives

- Assume ownership of WWT Maintenance laptops and incorporate them into the ICS Cybersecurity Program
- Complete Trucked Liquid Waste (TLW) Infrastructure and Capacity Report.
- Complete design of new waste gas burner at Iona.
- Establish a service contract for the maintenance of Iona Causeway.
- Perform market sounding for Digital Twinning Program for WWTP and other divisions.
- Award a new “Reduced Emissions Residuals Hauling” contract
- Establish UBC study for biosolids use in green roofs for potential use at new WWTPs.
- Create a process to convert/create digital checklists for all PMs, improving the tracking of individual tasks and recording them to specific equipment. If feasible, commence pilot at one plant.
- Support Maintenance Engineering Reliability Team with the Asset Remediation Project, improving safety, efficiency, and documentation records at each site. Pilot to commence in 2024 to determine length of project and goals for 2025.
- Create Maintenance Service Agreements to improve planning and procurement of goods and services.

Ongoing Initiatives

- Testing and Commissioning of two (2) pilot plants at Iona Island WWTP.
- Primary Effluent Reuse in the Iona Island Solids Handling Facility
- Phase 1 of Process Safety Management System.
- Testing and Commissioning of the new Annacis Island WWTP outfall.
- Strategic procurement for commodities, chemicals and service contracts.
- Commissioning and testing of new centrifuge polymer system at Lulu Island WWTP.
- Pilot testing of the Lions Gate Nanobubbles system.
- Review and update critical operations, maintenance and safety documents related to plant process, operating and maintenance procedures for the wastewater treatment plants.
- Enhanced ICS Operations Cybersecurity Program by implementing recommendations from cybersecurity audit
- Continue dredging the northeast lagoon at Iona Island WWTP.

Resiliency Upgrade Projects

- Annacis centrate piping work to divert centrate to process waste drain rather than primary effluent.
- Annacis DAFT polymer system
- Assessment of the Annacis Digester gas system HAZOP recommendations
- ICS Input/Output (I/O) migration project to move existing I/O points to new system
- Assessment to address obsolete TF pumps at Northwest Langley.
- Implementation of improvement projects at Lulu - TF and Secondary Clarifiers refurbishment works.
- Construct biosolids storage area at the Iona Island WWTP biosolids dewatering building to manage loads that cannot immediately leave the WWTP.

Optimization Works

- Annacis alarm rationalization work to review, validate and justify ICS alarms.
- Implement the plan to clean digesters at Iona and Annacis
- Work to establish a new Fraser Valley location for a soil mixing facility

Project Support Works

- Participate as stakeholders and subject matter experts in the technical discussion, review meetings and works led by EDC and PDE.
- Field support on the Iona Existing Facility Upgrade
- Support PDE in procurement of regional biosolids drying facility – RFQ for consulting services (project management and engineering).
- Support SWS for the procurement of a biosolids feed system for the Waste-to-Energy Facility.

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:

- Enhance the management of the liquid waste system with a commitment to innovative approaches to protect the health of the public and the environment.
- Ensure the long-term resilience of the regional sewage and drainage system to withstand natural hazards, climate change and other significant disruptions.
- Develop and implement financial plans and policies that reflect a commitment to sound financial management and long-term planning, in consideration of current and future ratepayers.
- Strengthen awareness and engagement with the public, members, other orders of government, and key stakeholders on a range of initiatives that will ensure that the regional liquid waste system protects public health and the environment, now and into the future.

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	2025 Performance objective
Number of days between May 1 st and September 30 th swimming advisories posted by the Health Authorities (combined totals for all beaches in region)	MV 3-year average: 28 2023: 5 2022: 52 2021: 26	2024 ¹ : 23	33
Fraser River water quality index ²	MV historical 3-year averages ³ : 2020-2022: 82 2019-2021: 69 2018-2020: 77	2021-2023 ³ : 85	85

Indicator	Historical and/or industry benchmark	Current performance	2025 Performance objective
Burrard Inlet water quality index ²	MV historical 3-year average ³ : 2019-2021: 84 2018-2020: 76 2017-2019: 82	2020-2022 ³ : 78	78
Sturgeon Bank water quality index ²	MV historical 3-year average ³ : 2019-2021: 88 2018-2020: 91 2017-2019: 96	2020-2022 ³ : 80	80

¹ As of September 13, 2023

² 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)

³ The reported WQI value represents the 3-year rolling average ending in the year of most recent data, based on data collection and reporting timelines

2025 Key actions

- Produce the 2024 GVS&DD Environmental Management & Quality Control Annual Report.
- Complete and submit 2024 National Pollution Release Inventory (NPRI) Report to Environment Canada.
- Perform False Creek water quality monitoring and assessment in collaboration with Friends of False Creek, Raincoast Conservation Foundation and the City of Vancouver.
- Continue scenario modelling to optimize the operation of the collection system to reduce human health and ecological impacts of combined and sanitary sewer overflows (CSOs and SSOs).
- Update the SSO Rapid Risk Ranking Tool for all SSOs for the 5-year interval of 2020-2024.
- Continue monitoring the concentrations of 6PPD-Quinone in Metro Vancouver CSOs, and characterize Metro Vancouver CSO discharges to determine the sanitary loading contribution from the Metro Vancouver CSOs into regional waterbodies.
- Continue scenario modelling and now-casting to support regulatory reporting of wastewater treatment plant (WWTP) process upsets.
- Conduct Annacis Island WWTP dye tracer study.
- Continue collaborative work with BCCDC to develop molecular methods for recreational water quality monitoring.
- Continue the collaborative work on advancing the use of wastewater based epidemiology for the protection of public health.
- Continue collaboration with SFU on development of genomics solutions for understanding impacts of WWTP discharges on Fraser River salmon.
- Continue water and wastewater analyses for Perfluoroalkyl and Polyfluoroalkyl (PFAS) substances and wastewater analyses for pharmaceuticals and personal care products (PPCPs).
- Develop and accredit analytical methods for testing of PPCPs in marine water, and for testing of non-ionic and cationic surfactants in wastewater.
- Perform Canadian Association for Laboratory Accreditation (CALA) bi-annual site assessment to maintain the accreditation of the Chemistry and Wastewater Treatment Process Control Laboratories.

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; department support services; capital budget planning; strategic asset management; performance management and the Annacis Research Centre.

Strategic Directions and High Level Goals Supported

Board Strategic Plan

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- 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	2025 Performance objective
Operating cost per million litres collected and treated (\$/ML)	MV 3-year average: \$441 2023: \$548 2022: \$472 2021: \$408	\$573	\$612

Indicator	Historical and/or industry benchmark	Current performance	2025 Performance objective
Total LWS energy consumption (GJ/ML)	MV 3-year average: 2.21 2023: 2.21 2022: 2.24 2021: 2.17	2.21	2.30
Total Greenhouse gas emissions from energy and direct emissions (kg CO ₂ e/ML)	MV 3-year average: 18.8 2023: 20.5 2022: 19.2 2021: 18.7	18.8	21.0
Energy Savings Realized (kWh/y)	MV 3-year average: 1,037,186 2023: 963,600 2022: 273,000 2021: 3,300,000	1,000,000	1,000,000

2025 Key Actions

- 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.
- Improve the management of departmental performance monitoring data using enterprise tools such as Metrolytics.
- Optimize administration processes associated with the Professional Governance Act.

2025 to 2029 – 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
2025		
Annacis Island WWTP Outfall	Complete construction of the outfall system.	Regional Growth
Annacis Island WWTP Stage 5 Expansion	Complete Solids Contact Tank modifications under the Gravity Thickeners #4 and #5 project. Commence preliminary design of Digester No. 5.	Regional Growth
Biosolids Dryer	Commence preliminary design of the regional Biosolids Dryer.	Opportunity
Burnaby Lake North Interceptor	Complete construction of the tunneled section of the Burnaby Lake North Interceptor.	Regional Growth
Climate Adaptation Plan – Vancouver Sewerage Area	Complete a detailed climate and vulnerability assessment and develop an adaptation plan to protect regional assets in the VSA from climate change impacts.	Environmental Sustainability/ System Stewardship
Gleneagles Forcemain	Complete construction of the Gleneagles Forcemain replacement, the last section to connect to Hollyburn Interceptor.	System Stewardship
Growth Plan	Complete plan identifying and addressing regional liquid waste infrastructure needs and priorities to support future growth.	Environmental Sustainability/ System Stewardship
Iona Island WWTP Secondary Upgrade	Complete Phasing Options Assessment and PDR re-validation of the IWWTP Upgrade. Commence preliminary design of the IWWTP Upgrade. Pilot secondary/treatment technology.	Regulatory and Legislative Environment
North Shore WWTP	Substantial construction activities ramp-up and transfer of major equipment packages.	Regulatory and Legislative Environment
Northwest Langley WWTP Expansion	Complete detailed design of the WWTP.	Regional Growth
Vancouver Sewerage Area (VSA) Pump Station Backup Power	Install permanent generators at Jarvis Pump Station. Complete VSA Pump Station Backup Power Program.	System Stewardship
2026		
Annacis Island WWTP Stage 5 Expansion	Commence ground improvements for Trickling Filters #5 and #6.	Regional Growth
Annacis Island WWTP Trickling Filters	Complete replacement of media, distributor arms and foul air ducting.	System Stewardship
Gilbert Trunk Sewer	Complete twinning of Gilbert Trunk Sewer to improve system reliability and resiliency.	System Stewardship

Initiative	Description	Theme
Climate Adaptation Plan - Fraser Sewerage Area	Complete detailed climate and vulnerability assessment and develop an adaptation plan to protect regional assets in the FSA from climate change impacts.	Environmental Sustainability/ System Stewardship
Iona Island WWTP Secondary Upgrade	Construct early works including Causeway, barge berth, early electrical, ground improvement pre-load works.	Regulatory and Legislative Environment
LIWWTP Effluent Heat Recovery and High Efficiency Boiler	Completion of construction of facility to increase volume of Renewable Nature Gas available for sale.	Opportunity
North Shore WWTP	Substantial construction activities underway for all disciplines.	Regulatory and Legislative Environment
Wet Weather Plan	Complete plan for eliminating wet weather overflows.	Environmental Sustainability
2027		
Annacis Island WWTP Hydrothermal Processing (HTP) Demonstration Facility	Commence operation of facility to demonstrate production of biocrude oil from sewage sludge.	Environmental Sustainability
Annacis Island WWTP Stage 5 Expansion	Commence detailed design of Digester No. 5 and Regional Biosolids Dryer.	Regional Growth and Opportunity
Annacis Island WWTP Stage 5 Expansion	Commence construction of Trickling Filters #5 and #6, Trickling Filter Pump Station, Centrifuges, and Maintenance Workshop Building.	Regional Growth
Climate Adaptation Plan – North Shore Sewerage Area	Complete a detailed climate and vulnerability assessment and develop an adaptation plan to protect regional assets in the NSSA from climate change impacts.	Environmental Sustainability / System Stewardship
Cloverdale Pump Station	Complete construction of the first phase of the project to meet the current capacity.	System Stewardship
Iona Island WWTP Secondary Upgrade	Complete preliminary design and procurement of design detailed design packages of WWTP. Commence ground improvements stone columns and seismic barriers. Complete secondary/treatment technology pilot testing.	Regulatory and Legislative Environment
Marshend Pump Station	Complete replacement of the pump station to meet current safety and seismic regulations, and to expand the capacity.	System Stewardship
New Westminster Interceptor	Complete rehabilitation for West Branch and Columbia Street Extension.	System Stewardship
North Surrey Interceptor Odour Control	Complete construction of odor control system.	System Stewardship

Initiative	Description	Theme
South Surrey Interceptor	Complete construction of the South Surrey Interceptor – Johnson Road Section, the last part of the system to be twinned.	Regional Growth
Update Liquid Waste Treatment Fees for Industrial and Commercial Users	Update fees for industrial and commercial users to improve cost recovery and create better incentives for demand side management.	Financial Sustainability
Westridge Pump Station	Complete rehabilitation of Westridge Pump Station 2 and upgrade of Westridge Pump Station 1 to meet current safety regulations and expand station capacity.	System Stewardship
2028		
Annacis Island WWTP Hydrothermal Processing (HTP) Demonstration Facility	Complete performance evaluation of the production of biocrude oil from sewage sludge at demonstration scale.	Environmental Sustainability
Climate Adaptation Plan – Lulu Island Sewerage Area	Complete a detailed climate and vulnerability assessment and develop an adaptation plan to protect regional assets in the Lulu Sewerage Area from climate change impacts.	Environmental Sustainability/ System Stewardship
Iona Island WWTP Secondary Upgrade	Commence detailed design of WWTP Upgrade.	Regulatory and Legislative Environment
North Shore WWTP	Commence functional testing and clean water testing of WWT plant processes.	Regulatory and Legislative Environment
Northwest Langley WWTP	Commence WWTP and outfall construction.	Regional Growth
Stoney Creek Trunk Sewer	Complete construction of the upgrade of Stoney Creek Trunk to mitigate overflow into the Stoney Creek and increase capacity	Regional Growth and System Stewardship
2029		
Annacis Island WWTP Stage 5 Expansion	Commence construction of Digester No. 5 and Regional Biosolids Dryer	Opportunity
North Shore WWTP	Commence WWT Plant commissioning, conveyance final works construction.	Regulatory and Legislative Environment

METRO VANCOUVER DISTRICTS
2025 - 2029 PROJECTED RESERVES - LIQUID WASTE

OPERATING RESERVES

	2024 ENDING BALANCE	2025 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE	2028 ENDING BALANCE	2029 ENDING BALANCE
Liquid Waste Services	\$ 44,340,196	\$ 44,340,196	\$ -	\$ -	\$ 1,108,505	\$ 45,448,701	\$ 46,584,919	\$ 47,749,542	\$ 48,943,281	\$ 50,166,863

DISCRETIONARY RESERVES

	2024 ENDING BALANCE	2025 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE	2028 ENDING BALANCE	2029 ENDING BALANCE
Liquid Waste Services										
Biosolids Inventory Reserve	\$ 104,074	\$ 104,074	\$ -	\$ (104,074)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Liquid Waste General Debt Reserve Fund	3,099,015	3,099,015	-	-	77,475	3,176,490	3,255,902	3,337,300	3,420,733	3,506,251
Lions Gate Contingency	1,632,297	1,632,297	-	-	40,807	1,673,104	1,714,932	1,757,805	1,801,750	1,846,794
Drainage General Reserve	5,062,568	5,062,568	-	(1,775,000)	104,377	3,391,945	2,287,056	744,482	580,844	458,678
North Shore WWTP Reserve	-	-	121,165,617	(27,825,404)	1,166,753	94,506,966	118,068,769	103,090,476	77,414,378	60,770,589
Total	\$ 9,897,954	\$ 9,897,954	\$ 121,165,617	\$ (29,704,478)	\$ 1,389,412	\$102,748,505	\$125,326,659	\$108,930,063	\$ 83,217,705	\$ 66,582,312

STATUTORY RESERVES

	2024 ENDING BALANCE	2025 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE	2028 ENDING BALANCE	2029 ENDING BALANCE
Liquid Waste Services										
Liquid Waste Laboratory Equipment Reserve	\$ 693,241	\$ 693,241	\$ 109,835	\$ -	\$ 18,704	\$ 821,780	\$ 501,175	\$ 631,422	\$ 363,202	\$ 499,327
Liquid Waste Sustainability Innovation Fund Reserve	4,629,333	4,629,333	1,127,000	-	129,821	5,886,154	7,174,395	8,494,842	9,848,301	11,235,596
Total	\$ 5,322,574	\$ 5,322,574	\$ 1,236,835	\$ -	\$ 148,525	\$ 6,707,934	\$ 7,675,570	\$ 9,126,264	\$ 10,211,503	\$ 11,734,923

E2

Howe Sound / Salish Sea

2025 – 2029 FINANCIAL PLAN

LIQUID WASTE SERVICES

Peter Navratil, P.Eng, MPA
General Manager, Liquid Waste Services

Liquid Waste Committee – October 10, 2024
68633643

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LWS Construction Team
LIWWTP Primary Tank Refurbishment

Iona Island WWTP
Lagoon Decommissioning

AIWWTP Mixed Liquor
Stalked Ciliates



LIQUID WASTE OVERVIEW

- 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

2

2

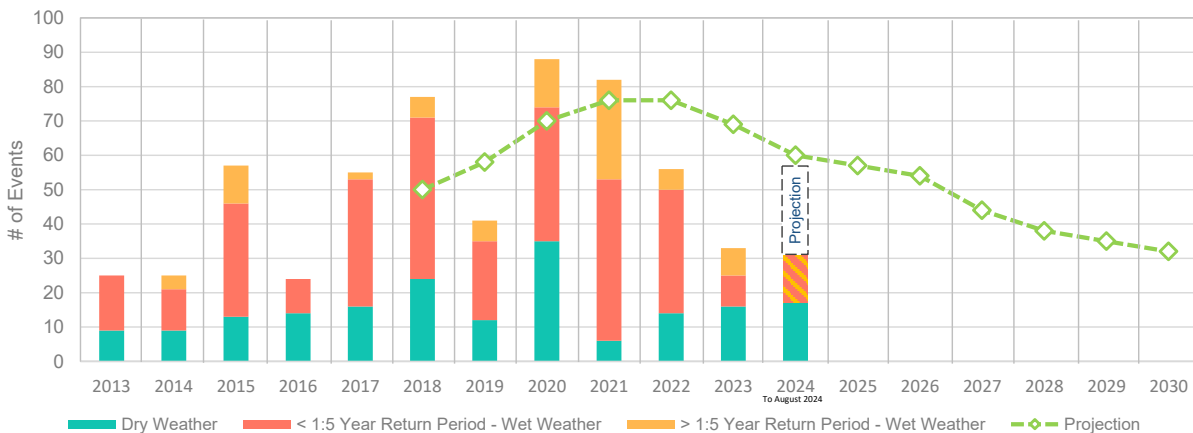
SERVICE OBJECTIVES

Service Objective	KPI Metric	Current (2023)	Target (2030)	Goal
Eliminate Overflows from the Sewer System	Sanitary Sewage Overflow (SSO) events (#)	33	32	0 (2040)
	Combined Sewage Overflow (CSO) volume (ML)	20,157	30,000	0 (2075)
	Rainfall derived inflow and infiltration (RDII) (ML)	30,700	30,000	10,000 (2040)
	Facilities not meeting basic service or regulations in next 10 years (%)	22%	15%	0% (2035)
Protect Public Health and the Environment – Authorized WWTP Discharges	Duration of events not in compliance with operational certificates (hrs)	18.25	0	0 (2030)
	Duration of events not in compliance with WSER (hrs)	8,760	0	0 (2040)
	Recreational water quality (% of tests not meeting criteria)	0.1%	1.5%	0 (2040)
Improve Environmental Stewardship	Biosolids beneficially used (%)	100%	100%	100% (2030)
	Net GHG emissions (kg of CO2 / ML treated)	20.5	(2.1)	0 (2050)
	Odour complaints (#)	11	10	0 (2035)
Minimize Timeline to Recover from a Major Event	Targeted assets resilient to seismic event (%)	Undefined	Defined	100% (2050)
	Targeted assets resilient to power outage event (%)	91%	100%	100% (2035)
	Targeted assets resilient to climate change event (%)	Undefined	Defined	100% (2100)

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SANITARY SEWER OVERFLOW TREND

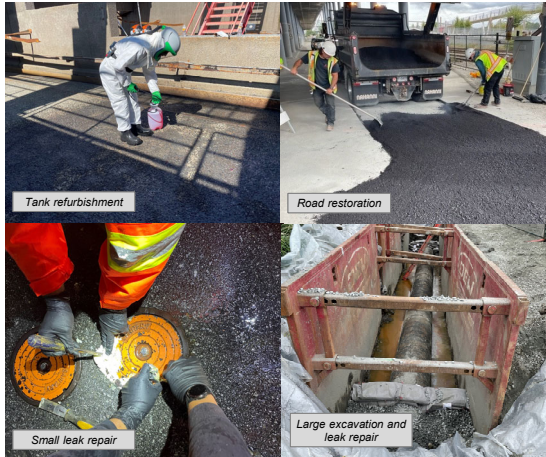
Demand Side Management is critical



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CONTINUOUS IMPROVEMENT - 2024

Contracted-in Construction Crew



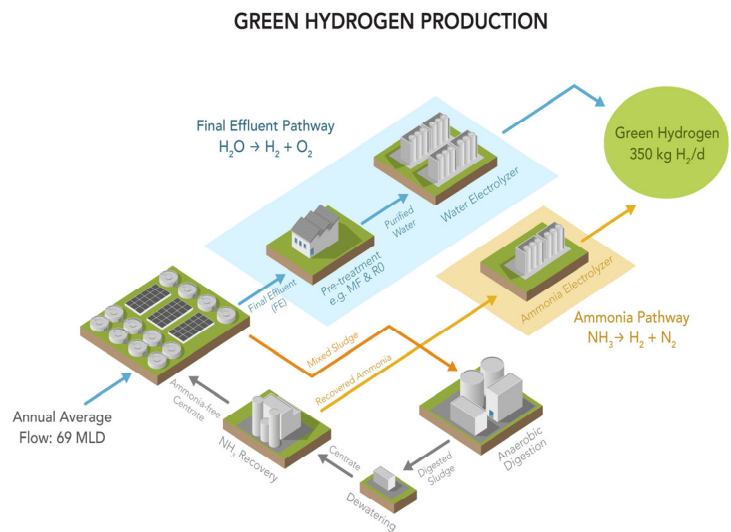
Benefits
Savings between 15-20% in labor costs
Reduced administration and procurement costs associated with tendering
Enhanced expertise within the department
Improved ability to adapt to changing construction scheduling demands and urgent emergency or high-priority projects
Reduced change orders

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INNOVATION – 2025

Lulu Island WWTP Hydrogen Pilot

- Nuisance ammonia capture for conversion to Hydrogen
- Export hydrogen as low carbon fuel
- Potential at LIWWTP for 128 tonnes of Hydrogen per year
- 2025 Workplan: Initiate preliminary design; selection of Hydrogen Production Unit; develop hydrogen off-take agreements



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CONTINUOUS IMPROVEMENT – 2024 ONGOING

Liquid Waste Services

Initiative	Outcomes
Conservation versus Infrastructure to manage excess rainwater	Work with members to provide and share tools, experiences, public communications to reduce I&I into private laterals
Science World activation	Interactive display that highlights the connection between household wastewater and our aquatic environment, focusing on the role of wastewater treatment, environmental monitoring, and actions that residents can take
Nano-Bubble Technology	First application of nano bubble aeration technology on primary effluent to improve overall effluent quality
On-line Project Controls Tool	Creation of on-line project tools to streamline project management processes, improve forecasting of project progress and provide up-to-date information on project status

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CONTINUOUS IMPROVEMENT – 2025 NEW

Liquid Waste Services

Initiative	Outcomes
Biosolids Hauling De-carbonization	Trials of low-carbon hauling vehicles (battery electric vehicles and hydrogen electric vehicles) for short to medium haul routes which could reduce hauling GHG emissions by 130 tonnes of CO ₂ e per year
Customer Service Excellence	Structured training for staff who work in public-serving and public-facing roles to improve skills for interacting with community members more effectively
Expanding Construction Crew	Continued development of construction crew and expansion of scope and breadth of technical work including pipeline construction
Incubator – Red Tape Resolution	Initiative lead by staff at positions throughout the department to identify processes that slows progress and to come up with solutions to improve productivity

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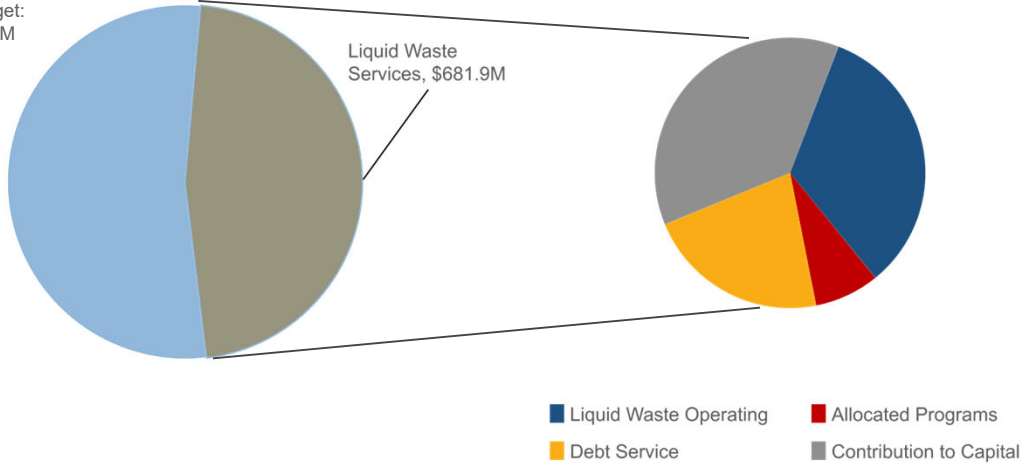
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BUDGET OVERVIEW

2025 Operating Budget Breakdown - Liquid Waste Services

Total 2025 MV Budget: \$1,463.7M



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OPERATING EXPENDITURES

Liquid Waste Services Financial Plan

Overview:

2024 Operating Budget: **\$487.9M**

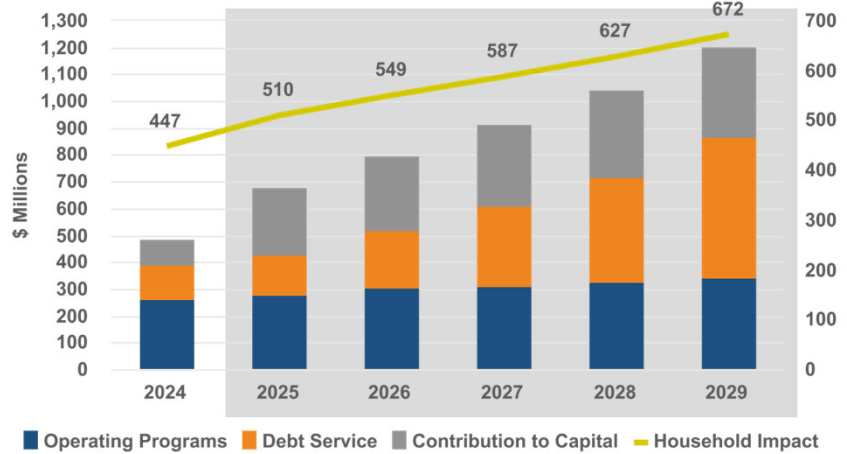
2025 Operating Budget: **\$681.9M**

39.8% increase

Drivers for Change:

- Increasing contribution to capital and debt service to fund capital program
- Operating programs are largely inflationary with some increases on chemical costs to maintain compliance with regulations

2025 - 2029 Liquid Waste Services Financial Plan



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OPERATING FUNDING

Liquid Waste Services Financial Plan

Overview:

2024 Operating Budget: **\$487.9M**

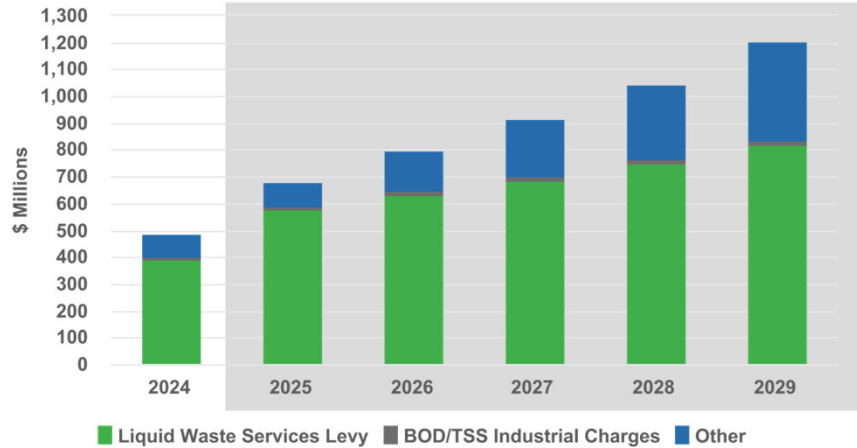
2025 Operating Budget: **\$681.9M**

39.8% increase

Drivers for Change:

- Growing capital program
- Increasing usage of DCCs to fund debt servicing

2025 - 2029 Liquid Waste Services Financial Plan



OPERATING HIGHLIGHTS – 2025

Liquid Waste Services

Division	
PPA	Complete update and provincial approval of the Liquid Waste Management Plan
ED&C	Provide structured training for project managers to improve skills for interacting with community members more effectively
O&M-WWT	Award a new “Reduced Emissions Residuals Hauling” contract
O&M-WWCD	Continued development of construction crew and expansion of scope and breadth of technical work including pipeline construction
EMQC	False Creek water quality monitoring and assessment in collaboration with Friends of False Creek, Raincoast Conservation Foundation and the City of Vancouver
SS&SI	Conduct on-site monitoring at Lulu Island WWTP to quantify GHG emissions from wastewater treatment process units

OPERATING HIGHLIGHTS – 2026-2029

Liquid Waste Services

Budget Year	Initiative	Description
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
2029	North Shore WWTP	Preparations for plant start-up including on-boarding of WWTP operating staff

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CAPITAL EXPENDITURES

Liquid Waste Services Capital Plan

Overview:

2024 Capital Cash Flow: **\$781.2M**

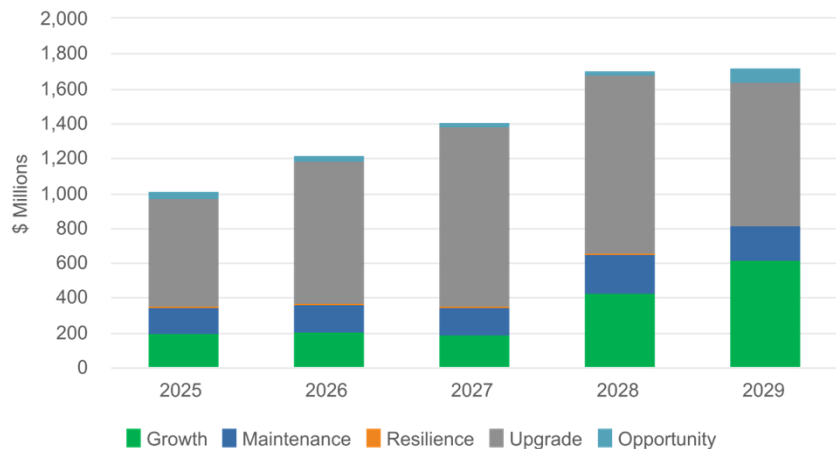
2025 Capital Cash Flow: **\$1,010.4M**

29.3% increase

Drivers for Change:

- North Shore WWTP Regulatory Upgrade
- Iona Island WWTP Regulatory Upgrade
- Northwest Langley WWTP Expansion
- Annacis Island WWTP Expansion
- Regional Biosolids Dryer
- Gilbert / Brighthouse Trunk Sewer

2025 – 2029 Liquid Waste Services Capital Cash Flow



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CAPITAL FUNDING

Liquid Waste Services Capital Plan

Overview:

2024 Capital Cash Flow: **\$781.2M**

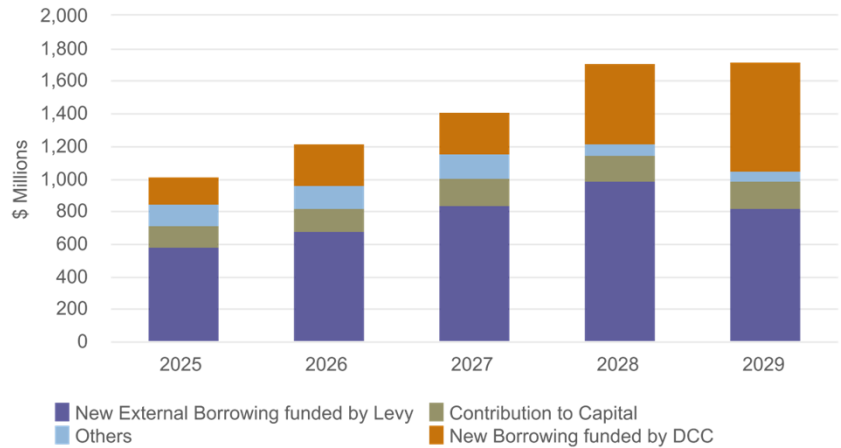
2025 Capital Cash Flow: **\$1,010.4M**

29.3% increase

Drivers for Change:

- Utilizing borrowing
- Increasing usage of Development Cost Charges
- Continuing to work with external partners for funding

2025 – 2029 Liquid Waste Services Capital Funding

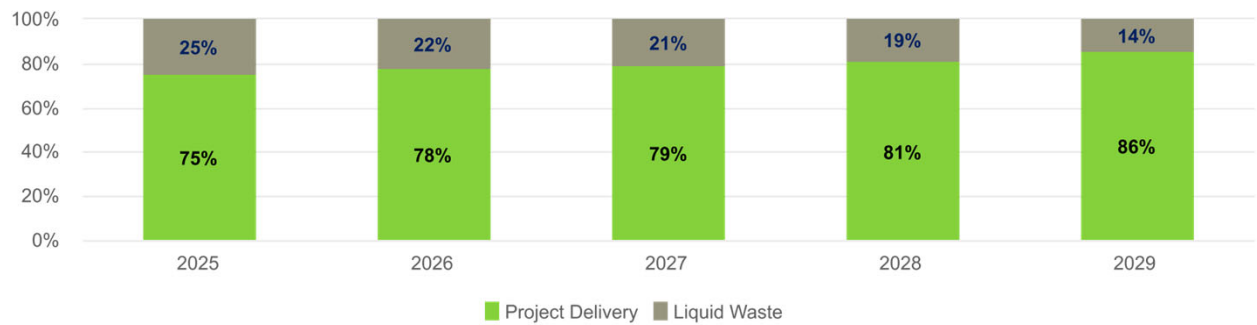


LIQUID WASTE 2025 - 2029 CAPITAL PLAN

	2025	2026	2027	2028	2029
Annual Capital Expenditures (millions)					
LWS	\$252	\$266	\$291	\$321	\$241
PD	\$759	\$950	\$1,116	\$1,386	\$1,478

Drivers:

- **LWS** - 143 projects in the 2025 - 2029 capital plan
- **Project Delivery** - 8 projects in the 2025 - 2029 capital plan



CAPITAL PROGRAM HIGHLIGHTS

Liquid Waste Services

Budget Year	Capital Project	Description
2025	Annacis Island WWTP	Outfall construction complete Commence design of Digester #5 and Biosolids Dryer
2026	Gilbert Trunk Sewer South Surrey Interceptor	Twinning of the trunk sewer complete Twinning of the Johnston Road section complete
2027	Annacis Island WWTP New Westminster Interceptor	Commence construction of Trickling Filter 5/6, TF Pump Station Complete rehabilitation of West Branch and Columbia St.
2028	Iona Island WWTP Northwest Langley WWTP	Commence detailed design Commence outfall construction
2029	Annacis Island WWTP	Commence construction of Digester #5 Commence construction of regional Biosolids Dryer

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LIQUID WASTE SERVICES FINANCIAL PLAN SUMMARY

Liquid Waste Services Overall

	2024	NSWWTP Amended	2025	2026	2027	2028	2029
Total Expenditures (\$ Millions)	\$487.9	\$609.1*	\$681.9	\$797.0	\$915.3	\$1,042.6	\$1,202.9
% Change			12.0%	16.9%	14.8%	13.9%	15.4%
Liquid Waste Service Levy (\$ Millions)	\$389.5		\$575.6	\$630.7	\$687.3	\$748.6	\$817.8
Total Capital Cash Flow (\$ Million)	\$781.2		\$1,010.4	\$1,215.7	\$1,407.1	\$1,707.0	\$1,719.4
Household Impact (\$)	\$349	\$447*	\$510	\$549	\$587	\$627	\$672
% Change			14.0%	7.8%	6.8%	6.8%	7.2%
Prior Cycle Household Impact Change (%)			15.3%	9.1%	7.8%	7.4%	N/A

*Estimated based on amended NSWWTP budget

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LIQUID WASTE SERVICES FINANCIAL PLAN SUMMARY - VSA

Vancouver Sewerage Area

	2024	NSWWTP Amended	2025	2026	2027	2028	2029
Total Expenditures (\$ Millions)	\$141.3	\$185.3*	\$205.4	\$231.7	\$263.6	\$296.7	\$341.5
% Change			10.8%	12.8%	13.7%	12.6%	15.1%
Liquid Waste Service Levy (\$ Millions)	\$125.9		\$190.3	\$209.5	\$228.9	\$246.9	\$274.1
Total Capital Cash Flow (\$ Million)	\$141.1		\$184.9	\$244.2	\$329.6	\$487.8	\$490.8
Household Impact (\$)	\$432	\$582*	\$650	\$706	\$755	\$799	\$869
% Change			11.6%	8.7%	7.0%	5.7%	8.8%
Prior Cycle Household Impact Change (%)			13.9%	6.3%	10.0%	10.8%	N/A

*Estimated based on amended NSWWTP budget

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LIQUID WASTE SERVICES FINANCIAL PLAN SUMMARY - NSSA

North Shore Sewerage Area

	2024	NSWWTP Amended	2025	2026	2027	2028	2029
Total Expenditures (\$ Millions)	\$41.7	\$51.4*	\$69.4	\$94.4	\$122.5	\$152.6	\$181.4
% Change			35.1%	36.1%	29.7%	24.6%	18.9%
Liquid Waste Service Levy (\$ Millions)	\$38.0		\$64.3	\$81.4	\$94.7	\$108.0	\$121.7
Total Capital Cash Flow (\$ Million)	\$317.6		\$467.3	\$592.4	\$670.7	\$554.0	\$382.9
Household Impact (\$)	\$464	\$582*	\$782	\$980	\$1,123	\$1,262	\$1,401
% Change			34.5%	25.2%	14.7%	12.4%	11.0%
Prior Cycle Household Impact Change (%)			32.7%	34.4%	19.0%	9.8%	N/A

*Estimated based on amended NSWWTP budget

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LIQUID WASTE SERVICES FINANCIAL PLAN SUMMARY - LIWSA

Lulu Island West Sewerage Area

	2024	NSWWTP Amended	2025	2026	2027	2028	2029
Total Expenditures (\$ Millions)	\$36.7	\$45.5*	\$50.4	\$57.9	\$65.1	\$70.2	\$76.2
% Change			10.9%	14.9%	12.3%	7.9%	8.5%
Liquid Waste Service Levy (\$ Millions)	\$32.2		\$46.1	\$51.9	\$56.4	\$58.6	\$60.8
Total Capital Cash Flow (\$ Million)	\$47.4		\$57.3	\$53.0	\$26.5	\$26.5	\$35.2
Household Impact (\$)	\$295	\$375*	\$418	\$464	\$496	\$505	\$515
% Change			11.6%	11.1%	6.7%	2.0%	2.0%
Prior Cycle Household Impact Change (%)			16.8%	9.9%	6.5%	3.1%	N/A

**Estimated based on amended NSWWTP budget*

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LIQUID WASTE SERVICES FINANCIAL PLAN SUMMARY - FSA

Fraser Sewerage Area

	2024	NSWWTP Amended	2025	2026	2027	2028	2029
Total Expenditures (\$ Millions)	\$265.2	\$323.8*	\$353.1	\$409.3	\$460.4	\$519.2	\$599.8
% Change			9.0%	15.9%	12.5%	12.8%	15.5%
Liquid Waste Service Levy (\$ Millions)	\$190.5		\$271.5	\$284.4	\$303.6	\$331.3	\$357.4
Total Capital Cash Flow (\$ Million)	\$274.6		\$299.4	\$325.2	\$379.1	\$638.7	\$810.4
Household Impact (\$)	\$301	\$391*	\$421	\$434	\$454	\$485	\$512
% Change			7.7%	3.0%	4.5%	6.9%	5.7%
Prior Cycle Household Impact Change (%)			8.9%	4.9%	3.7%	4.9%	N/A

**Estimated based on amended NSWWTP budget*

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LIQUID WASTE SERVICES FINANCIAL PLAN SUMMARY Drainage

Drainage

	2024	2025	2026	2027	2028	2029
Total Expenditures (\$ Millions)	\$3.1	\$3.6	\$3.6	\$3.9	\$3.9	\$4.0
% Change		15.1%	2.5%	5.9%	—%	2.7%
Liquid Waste Service Levy (\$ Millions)	\$2.9	\$3.3	\$3.4	\$3.6	\$3.7	\$3.8
Total Capital Cash Flow (\$ Million)	\$0.5	\$1.6	\$1.0	\$1.4	\$0.1	\$-

BENCHMARK OF UTILITY COSTS

Liquid Waste (\$ CAD)

Liquid Waste (Average household rate)	
Metro Vancouver (2025 - Proposed)	\$510
Capital Region District (2024)	\$330
MV municipal regional average (MV 2025 + 2025 estimated municipal household rate)	$\$510 + \$525 = \$1,035$
Portland, OR (2024)	\$1,050
Seattle, WA (2024)	\$1,270
San Francisco, CA (2024)	\$1,300

Comparative sewer service rates are calculated based on the average water use for each community.

APPORTIONMENT AND RESERVE BYLAWS

Liquid Waste

GVS&DD Cost Apportionment Bylaw Amendment

- Establish apportionment for the North Shore program additional costs as directed by the Board at the Board Budget Workshop May 31, 2024.

North Shore WWTP Reserve Bylaw

- Establish reserves for each sewerage area to reflect the levy phasing directed by the Board at the Board Budget Workshop May 31, 2024.
- This will result in an estimated \$60 million in debt service savings over the next five years by reducing borrowing.



Annacis Island Wastewater Treatment Plant

Questions?

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To: Indigenous Relations Committee

From: Jessica Beverley, General Manager, Legal Services and Indigenous Relations

Date: September 27, 2024 Meeting Date: October 11, 2024

Subject: **2025 – 2029 Financial Plan – Indigenous Relations**

RECOMMENDATION

That the Indigenous Relations Committee endorse the 2025 - 2029 Financial Plan for Indigenous Relations as presented in the report dated September 27, 2024, titled “2025 - 2029 Financial Plan – Indigenous Relations”, and forward it to the Metro Vancouver Board Budget Workshop on October 16, 2024 for consideration.

EXECUTIVE SUMMARY

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

In 2025, the operating budget for Indigenous Relations is proposed to increase by \$0.2 million for a total of \$2.1 million. The allocation to functional departments is also proposed to increase \$0.2 million for a total of \$1.6 million.

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.

PURPOSE

To present the 2025 - 2029 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).

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

This report focuses on Metro Vancouver's Indigenous Relations program and presents the 2025 provisional annual budget and the updated five-year plan for the years 2025 to 2029 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 2024, Indigenous Relations staff responded to over 10,500 requests; the current trend for 2025 is 11,000 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 one active treaty negotiation table 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 2025 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 2024 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 2025 include:

- Updated First Nations Engagement Guidelines 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 2025 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.

2025 BUDGET AND 2025 - 2029 FINANCIAL PLAN

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

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

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

The 2025 - 2029 Indigenous Relations Financial Plan is included as Attachment 1. The 2025 Annual Work Plan for Indigenous Relations presented in this report is included in Attachment 2 and the “What’s Happening” highlights for the years 2025 - 2029 are included in Attachment 3.

Operating Budget Highlights

The Indigenous Relations operating budget is proposed to increase by \$244,239 for a total budget of \$2,130,146 in 2025 (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.

The 2025 operating budget includes the following 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.
- 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 \$514,935, which represents an annual average of \$102,987 or 5.0% per year.

APPROVAL PROCESS

The proposed 2025 - 2029 Financial Plan and Annual Work Plan is presented for consideration and endorsement before being forwarded to the Board for consideration.

The next steps of the process are:

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

ALTERNATIVES

1. That the Indigenous Relations Committee endorse the 2025 - 2029 Financial Plan for Indigenous Relations as presented in the report dated September 27, 2024, titled "2025 - 2029 Financial Plan – Indigenous Relations", and forward it to the Metro Vancouver Board Budget Workshop on October 16, 2024 for consideration.
2. That the Indigenous Relations Committee amend the 2025 - 2029 Financial Plan for Indigenous Relations as follows: _____; and forward the amended Financial Plan to the Metro Vancouver Board Budget Workshop on October 16, 2024 for consideration.

FINANCIAL IMPLICATIONS

If the MVRD Board endorses the 2025 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 2025 - 2029 Financial Plan, if endorsed, will increase by \$514,935, or an average of \$102,987 (5.0%) 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 2025 Budget and Five-year Financial Plan for Indigenous Relations has been prepared following direction received at the May 31, 2024 Metro Vancouver Board Budget Workshop and to respond to direction provided in the *Board Strategic Plan* 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 2025 to 2029 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 2025 - 2029 Financial Plan for Indigenous Relations as presented under alternative one.

Attachments:

1. 2025 - 2029 Financial Plan
2. 2025 Work Plan
3. 2025 - 2029 "What's Happening"
4. Presentation re: 2025 - 2029 Financial Plan - Indigenous Relations

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

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

LEGAL SERVICES AND INDIGENOUS RELATIONS

Indigenous Relations

Description of Services

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

Strategic Directions and High-Level Goals Supported

Board Strategic Plan, 2022-2026:

Reconciliation:

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

Priority Actions:

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

Performance Indicators

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

2025 Key Actions

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

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Indigenous Relations

2025 to 2029 – WHAT’S HAPPENING

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

Initiative	Description	Theme
2025 - 2029		
INDIGENOUS RELATIONS		
Regional Gatherings, Community to Community Forums, and/ or other Special Events	Events to be co-hosted by Metro Vancouver Indigenous Relations Committee and Metro Vancouver Board with local area First Nations.	Reconciliation
First Nations Engagement	<ol style="list-style-type: none"> 1. Complete and implement an updated First Nations engagement approach; 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

Attachment 4




Artwork by ǵícéy (Katzie First Nation) artist Rain Pierre on the Golden Ears Pump Station, July 2023

2025 – 2029 FINANCIAL PLAN

INDIGENOUS RELATIONS

Jessica Beverley
General Manager, Legal Services & Indigenous Relations

Indigenous Relations Committee – October 11, 2024
68636942



Regional Gathering, 2023

INDIGENOUS RELATIONS OVERVIEW

Indigenous Relations over the next five years

- A time of rapid change and transition in British Columbia
- Expectations are growing fast; effects on the regulatory atmosphere
- The legal environment is in flux and unpredictable; building relationships is key

2

BOARD STRATEGIC PLAN

Indigenous Relations Priorities: Underlying the entire organization's work

Reconciliation:

“Continuing to build and strengthen respectful and reciprocal relationships with local First Nations....

Continue to engage meaningfully with First Nations on plans, programs, and projects”

Strategic Plan objectives include working with First Nations to:

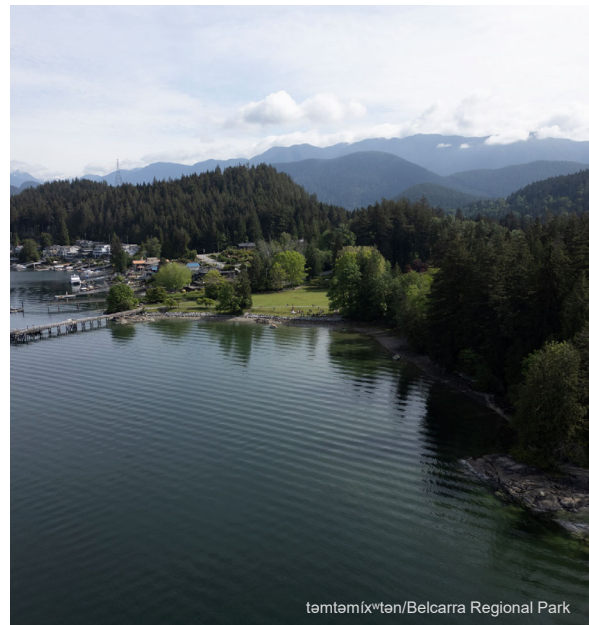
- develop collaborative environmental and parks management initiatives; name/rename regional parks
- incorporate Indigenous knowledge into policies on ecosystem preservation, restoration and adaptation measures
- support the restoration of fish populations in water supply areas
- advance economic reconciliation and Indigenous prosperity

3

ACHIEVEMENTS

Highlights in FY 2024

- Co-hosted a Community to Community Forum with səilwətał (Tsleil-Waututh Nation), on their traditional territory of Indian Arm
- Facilitated a cultural learning event in the ǰicəy First Nation longhouse for key Committees
- Produced a Cultural Safety training video with Indigenous trainers for MV contractors and staff
- Responded to ~10,000 queries from staff and First Nations
- Improving staff understanding of Indigenous issues to help them in their work
 - Revamped and expanded staff trainings
 - Provided new opportunities for staff to learn and understand Indigenous culture and protocol



təmtəmix*ten/Belcarra Regional Park

4

PERFORMANCE METRICS

Indigenous Relations

Key Performance Indicator	2022	2023	2024 (Expected)	2025 (Expected)
Total Requests for Information and Advice Received	8000	9000	10,500	11,000
Indigenous Relations Training Sessions: Number and Participants	6 / 200	26 / 830	18 / 270	30 / 600
Special Indigenous Relations Events: Number and Participants	4 / 770	6 / 494	8 / 350	6 / 400

5

CONTINUOUS IMPROVEMENT — ONGOING AND NEW

Allocated Programs – Indigenous Relations

Initiative	Outcomes
Updating Metro Vancouver's First Nations Engagement Guidelines	<ul style="list-style-type: none"> An updated First Nations Engagement Guidelines to guide staff will improve efficiencies, including a decision tree catered for each department's use
Developing a Referrals Portal for Metro Vancouver	<ul style="list-style-type: none"> Improved efficiency in sending and tracking referrals to First Nations
Rolling out an Indigenous Cultural Sensitivity Training Video for MV crews and contractors	<ul style="list-style-type: none"> To create a more inclusive and respectful environment when working with Indigenous monitors/technicians on construction sites

6

OPERATING EXPENDITURES

Indigenous Relations Financial Plan

Overview:

2024 Operating Budget: **\$1.9M**

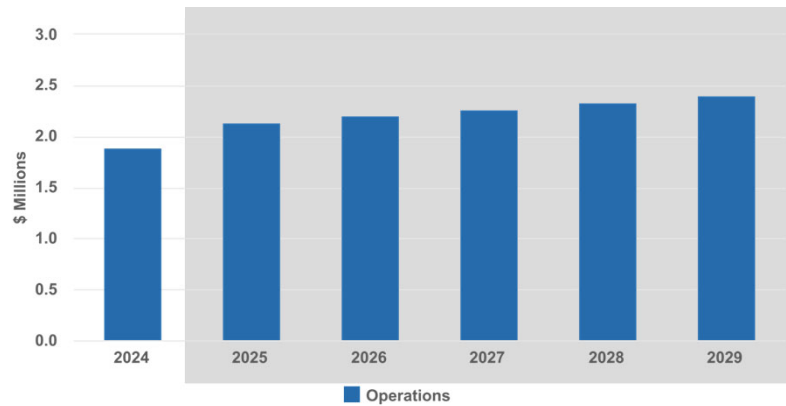
2025 Operating Budget: **\$2.1M**

13.0% increase

Drivers for Change:

- Increasing regulatory expectations for deep engagement with First Nations before issuing permits/approvals
- Increasing number and complexity of staff and First Nations queries

2025 – 2029 Indigenous Relations Program Financial Plan



OPERATING HIGHLIGHTS

Allocated Programs 2025 – 2029: Indigenous Relations

Budget Year	Initiative	Description
2025	Training Modules	Develop video modules for training Metro Vancouver staff on archaeological and chance find protocols.
2025 - 2029	Regional Gatherings and Community to Community Forums	Co-host annual forums with First Nation(s) for members of the Board and Indigenous Relations Committee with leaders of area First Nations.
2025 - 2029	Increased Engagement with First Nations	Continued discussions with local First Nations on meaningful engagement regarding capital and infrastructure projects, management plans and road maps.
2025- 2029	First Nations and Regional Governance	Liaise with provincial and federal governments, on DRIPA and UNDA respectively, about increasing Indigenous involvement in regional governance and decision-making opportunities.

INDIGENOUS RELATIONS FINANCIAL PLAN SUMMARY

Indigenous Relations 2025 - 2029

	2024	2025	2026	2027	2028	2029
Total Expenditures (\$ Millions)	\$1.9	\$2.1	\$2.2	\$2.3	\$2.3	\$2.4
% Change		13.0%	3.2%	3.0%	3.0%	3.0%
Allocated to Functional Departments (\$ Millions)	\$1.4	\$1.6	\$1.7	\$1.7	\$1.8	\$1.8
Transfer from Capital (\$ Millions)	\$0.5	\$0.5	\$0.5	\$0.6	\$0.6	\$0.6
% Change		3.6%	3.2%	3.2%	3.2%	3.2%

**TOGETHER
WE MAKE OUR REGION
STRONG**

Questions?

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10

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We want to hear from you Metro Vancouver 2025 Board Budget Workshop and Public Consultation Join us

Wednesday, October 16, 2024 at 9:00 am
Livestreamed online from Metro Vancouver, 28th Floor Boardroom, 4515 Central Boulevard, Burnaby, BC

The 2025 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 metrovancover.org to view Metro Vancouver's 2025 - 2029 Financial Plan and supporting information.

Comments can be sent to icentre@metrovancover.org or via mail to:
Financial Services, Metro Vancouver 26th FL, 4515 Central Boulevard, Burnaby, BC V5H 0C6

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