



**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, April 9, 2025

9:00 am

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

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

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

A G E N D A

A. ADOPTION OF THE AGENDA

1. April 9, 2025 Special Meeting Agenda

That the MVRD, MVHC, GVWD, and GVS&DD Boards adopt the agenda for their special meeting scheduled for Wednesday, April 9, 2025 as circulated.

B. REPORTS FROM COMMITTEE OR COMMISSIONER/CHIEF ADMINISTRATIVE OFFICER

1. 2026 Budget and 2026-2030 Financial Plan Incorporating Potential Cost Savings for Consideration

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Executive Summary

On November 1, 2024, the Board directed staff to report back with potential operational savings by department to be considered as input in the 2026 Budget and 2026-2030 Financial Plan to address concerns around regional affordability and financial sustainability. The Board met three times in the first quarter of 2025 to review and finalize external contributions, and scope and service levels for the MVRD functions. This report identifies potential costs savings by department for all four legal entities. The framework and methodology used to complete the identification of potential cost savings by department was reviewed and confirmed by KPMG and aligns to leading practices for cost savings.

The potential cost savings over the four years of the current Five-Year Financial Plan are as follows:

- **2026-2029 Potential Operating Costs Savings of \$364M; an average of \$91M/year:**
 - \$32M Reductions
 - \$36M Adjusted Workplans
 - \$143M Resource Optimization & Efficiencies
 - \$153M Reduced Debt Servicing Costs
- **2026-2029 Potential Capital Expenditure Net Reductions of \$1.1B over the next 4 years:**
 - \$799M Liquid Waste Services
 - \$249M Water Services
 - \$83M in Solid Waste Services
 - No change in Regional Parks
 - \$17M increase in Metro Vancouver Housing (funded through grants)

Staff have found efficiencies, for example, a reduction in consulting and business support costs, a transition of more work in-house and by adjusting capital projects timing. In addition, the potential operating cost savings include adjustments in the timing of capital delivery to better align to the current challenges, such as market capacity, permitting, engagement, and overall complexity. The reduction in capital program drives significant savings in debt servicing and overall resourcing to deliver the plan.

The current 2025-2029 Five-Year Financial Plan was endorsed by the Board on November 1, 2024 and proposed an annual increase to the average household by 5% each year. As a result of the potential costs savings, the proposed 2026-2030 Five-Year Financial Plan estimates annual increases to the average household as follows:

- 2026 HHI increase 2.5%
- 2027 HHI increase 3.0%
- 2028-2030 HHI increase of 5% per year.

Recommendation

That the MVRD, MVHC, GVWD, and GVS&DD Boards:

- a) direct staff to prepare the 2026 Budget and 2026-2030 Financial Plan by implementing the potential operational cost savings outlined in the report “2026 Budget and 2025-2030 Financial Plan Incorporating Potential Cost Savings for Consideration” dated April 2, 2025; and,
- b) proceed through the 2026 budget cycle with household impact targets as follows: 2026 at 2.5%, 2027 at 3.0%, 2028 at 5.0%, 2029 at 5.0%, and 2030 at 5.0%.

C. ADJOURNMENT

That the MVRD, MVHC, GVWD, and GVS&DD Boards adjourn their special joint meeting of Wednesday, April 9, 2025.



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

From: Jerry W. Dobrovolny, Commissioner/Chief Administrative Officer
 Harji Varn, CFO and General Manager of Financial Services

Date: April 2, 2025 Meeting Date: April 9, 2025

Subject: **2026 Budget and 2026-2030 Financial Plan Incorporating Potential Cost Savings for Consideration**

RECOMMENDATION

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- b) proceed through the 2026 budget cycle with household impact targets as follows: 2026 at 2.5%, 2027 at 3.0%, 2028 at 5.0%, 2029 at 5.0%, and 2030 at 5.0%.

EXECUTIVE SUMMARY

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- 2026 HHI increase 2.5%
- 2027 HHI increase 3.0%
- 2028-2030 HHI increase of 5% per year.

PURPOSE

To consider the potential cost savings by department, and for the MVRD / MVHC / GVWD / GVS&DD Board to provide staff direction in preparing the 2026 Budget and 2026-2030 Financial Plan.

BACKGROUND

In November 2024, the Board passed the following resolution:

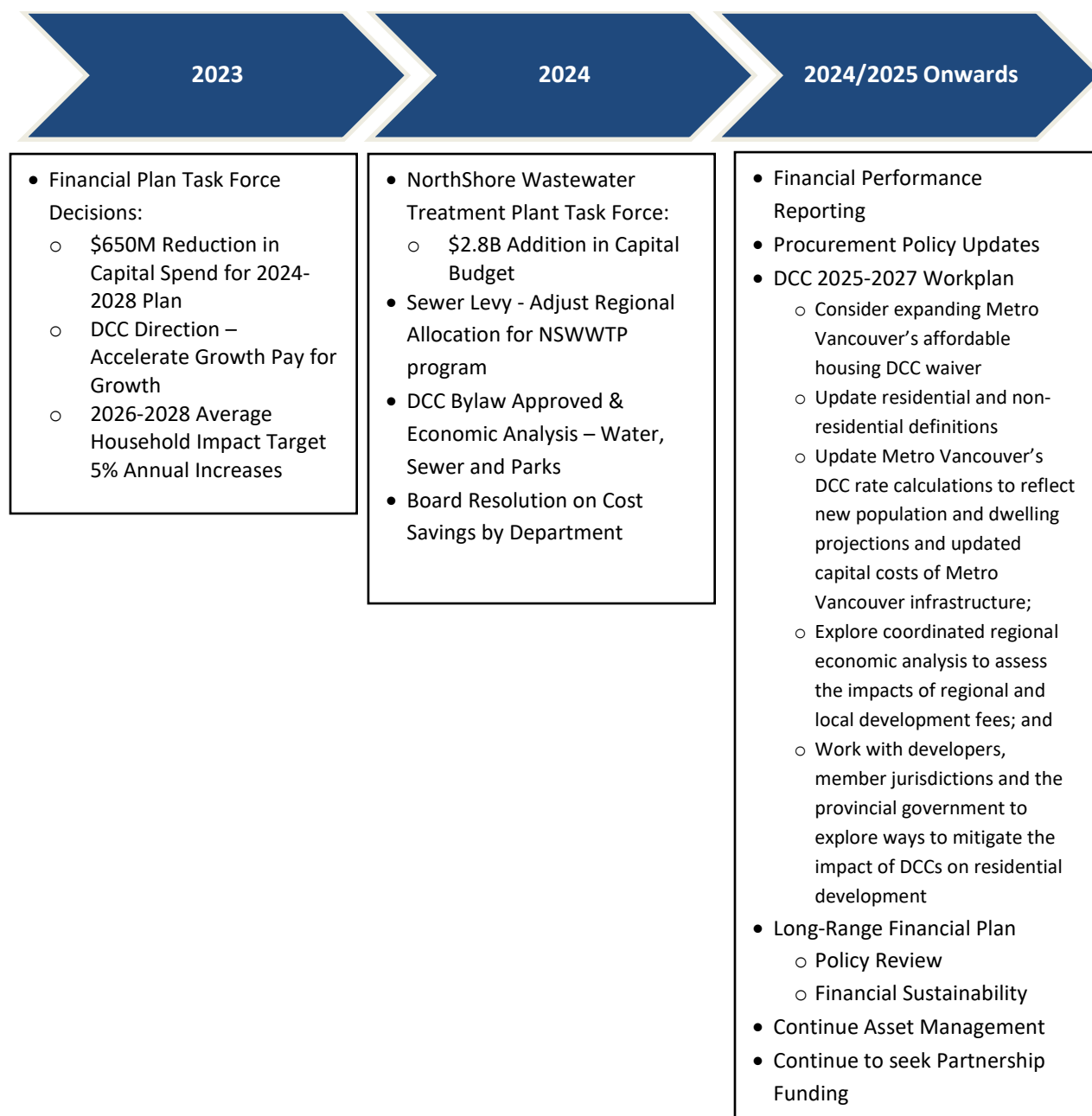
That the MVRD Board direct staff to report back in Q1 of 2025 with potential operational cost savings by department, including details of financial and service implications for any potential service revisions, to be considered as input into the 2026 budget and 2026-2030 financial plan.

In response to the Board resolution, three special Board Meetings were held on January 23, 2025, February 21, 2025, and February 28, 2025, which focused on reviewing external contributions and the scope and service levels of the MVRD functions. The decision from the three Board meetings was to maintain external contributions with the exception for the Fraser Basin Council starting in 2026. The review also confirmed the regional services and service levels for Regional Parkland Acquisition, Housing Development Fund, Invest Vancouver, Regional Climate Policy Coordination, Regional Employer Services, E-911 Call Transfer Service, and Zero Waste Collaboration Initiatives.

This report considers the remainder of the November Board resolution — identifying potential cost savings by department for the MVRD, MVHC, GVWD, and GVS&DD.

PAST BOARD DIRECTION

The following section illustrates the work undertaken by the Board since the beginning of its term to identify budget savings.



In early 2023, the Board struck a Financial Plan Task Force with the objective of reducing the annual household impact (HHI) that had been projected in the 2023-2027 Financial Plan. This work included reviewing approximately 300 projects in Metro Vancouver’s capital program through a risk lens, looking for opportunities for savings and deferrals. It also included modelling to identify other means to reduce the projected HHI including the acceleration of the Development Cost Charge (DCC) program advancing existing Board policy that growth pay for growth.

As a result of this work, the Board was able to defer \$650 million in low to medium risk projects from the 2024-2028 Financial Plan, from the Water Services Capital Program and Liquid Waste Services Capital Program. The Board directed staff not to defer any higher risk projects. The final task force meeting was held on March 22, 2023.

The plan also necessitated that the liquid waste, water, and new parkland acquisition DCCs reach a 1% assist factor within the Five-Year Financial Plan window. This direction was reconfirmed at the spring 2024 Board Budget Workshops with direction to proceed through the 2025 budget cycle targeting 5% HHI for 2026–2029. DCC revenue is an essential component to meeting the HHI targets and is substantiated by the fact that a significant portion of both the water and liquid waste capital expenditures in the Five-Year Financial Plan are growth driven.

In addition, a North Shore Wastewater Treatment Program Task Force was established to review the project and contributing factors which resulted in an project budget update to \$3.86 billion. Further, in 2024, there were three Board Budget Workshops that examined the cost apportionment of the incremental increase to the budget, and the Board directed staff to adjust the cost apportionment bylaw to have more of the costs regionally spread as well as establish a reserve to smooth the household impacts from the NSWWT Program.

PUBLIC ENGAGEMENT

From February 14 to March 30, Metro Vancouver invited residents to provide input for consideration for the development of the 2026 Budget and Five-Year Financial Plan. Engagement materials provided information on Metro Vancouver's budget and process, and shared the projection of the 5% HHI increase projected for the 2026 Budget. The opportunity was promoted through social media, a news release, media pitching, paid digital and print media placements. Overall, Metro Vancouver received over 1,100 responses to the online survey, 900 comments through the online survey, and 25 emails to the email inbox.

Common themes within comments included concerns about affordability, spending, costs, and project management and support for continued and increased services, with repeated comments citing climate action, air quality, water conservation, and housing. Staff will continue to provide opportunities for public input as the 2026 budget development progresses and report back to the Board. Refer to Appendix 4 in the attachments for further details.

OPERATIONAL AND CAPITAL SAVINGS FRAMEWORK

To complete the comprehensive cost savings review, staff outlined a framework to ensure a consistent approach with budget evaluations applied to all departments within Metro Vancouver. Further, Metro Vancouver requested KPMG to evaluate and review the cost savings framework. KPMG's review found that the Metro Vancouver framework design to be aligned with leading practices for cost savings, given the timeline made available to staff to conduct this analysis. Metro Vancouver is currently undertaking a governance review, while it is a small portion of the overall budget, further savings may be identified and brought forward to the Board for consideration in the fall.

The Evaluation Process

Throughout January to March staff performed a thorough review of each department's operating and capital budgets, reviewing historical actual spending and cost drivers of each program including benefits of continuous improvement projects. Financial Services and senior staff met with each department to review budget and actual expenditure details to better understand the prioritization of operating programs and the deliverability of capital projects. The main goal was to identify achievable and potential cost savings for 2026-2029 as identified within the current Financial Plan. Through these dialogues, staff actioned budget reductions by departments and explored continuous improvement activities.

Categorization of Savings

After meeting with each department and identifying potential cost savings, the following savings were categorized into the following areas:

- **Reductions:** Focusing on finding operational cost reductions;
- **Resource Optimization and Efficiencies:** Focusing on adjusting resources and continuous improvement initiatives;
- **Adjusted Workplans:** Reprioritizing work to reflect the adjusted capital plan deliverability and operating programs; and
- **Reduced Debt Servicing:** Adjusting the capital plan which reflects lower debt servicing.
- **Capital Expenditure Reductions:** Reductions to capital program to adapt to market conditions and external factors.

Cost Savings Results

The total identified savings are proposed as a combined annual reduction to the 2026-2029 operating and capital forecast.

- Total Identified Savings:
 - \$364M operating expenditure savings
 - \$1.1B capital expenditure savings
- Total projected 2026 HHI Impact: 2.5% HHI increase (as compared to 5% in current Financial Plan)

The total potential cost savings are categorized in the table below.

Table 1: Potential Cost Savings by Category

	2026 – 2029 Overall Savings
Reductions	\$32M
Adjusted Workplans	\$36M
Resource Optimization and Efficiencies	\$143M
Reduced Debt Servicing	\$153M
Total Operating	\$364M
Total Capital Expenditure Reductions	\$1.1B

The total potential operating cost savings are \$364 million and over \$1.1 billion in capital expenditures reductions over the four years in 2026-2029. For the operating budget, the \$32 million in reductions are through consulting services, materials and supplies, and some contracted services. A further \$36 million is a result of adjusted workplans to reflect deliverability of operating and capital program activities. In addition, there is a \$143 million in resource optimization and efficiencies which includes adjustments to resources to reflect the adjusted capital plan as well as efficiencies found through optimizing resources and bringing more work in-house. Lastly, there are potential cost savings resulting from capital adjustments of approximately \$153 million in debt service savings. Refer to Appendix 1 and Appendix 2 in the attachments for further details.

GVWD: Water Services

Table 2: Water Services Potential Cost Savings

	2026 – 2029 Overall Savings
Reductions	\$4M
Resource Optimization and Efficiencies	\$21M
Reduced Debt Servicing	\$25M
Total Operating	\$50M
Total Capital Expenditure Reductions	\$249M

The total potential operating cost savings for Water Services is \$50 million over the 4 years from 2026-2029. There are \$4 million in reductions in consulting services, materials and supplies, and contract services, and \$21 million in resource optimization and efficiencies, which includes adjusted resourcing to reflect the capital plan and transitioning more work in-house. Planned work will be reprioritized to ensure critical activities related to operating and capital programs are completed to mitigate risk of impacts to the supply of drinking water. There is also \$25 million in reduced debt servicing costs resulting from the adjusted capital plan.

The potential capital expenditure reductions for Water Services are \$249 million. The majority of the capital spending reductions are a result of delays in the delivery of the growth projects for a total of \$207 million, which is mostly comprised of Coquitlam Lake Water Supply and Coquitlam Water Main. The impact of delays in completion of these large growth projects can be partially mitigated through enhanced education and enforcement activities at the local level to reduce both the total volume of water needed for the summer as well as the peak water demands. More stringent summer water use restrictions might also be required during drought conditions. There are further proposed capital expenditure adjustments for resilience projects of \$61 million, which are mostly attributable to delays in Cambie Richmond Water Supply Tunnel and Seymour Main No. 5. Refer to Appendix 1 and Appendix 2 in the attachments for further details.

GVS&DD: Liquid Waste Services

Table 3: Liquid Waste Services Potential Cost Savings

	2026 – 2029 Overall Savings
Reductions	\$8M
Adjusted Workplans	\$35M
Resource Optimization and Efficiencies	\$56M

Reduced Debt Servicing	\$111M
Total Operating	\$211M
Total Capital Expenditure Reductions	\$799M

The total potential operating cost savings for Liquid Waste Services is \$211 million over the 4 years in 2026-2029. There are \$8 million in reductions in consulting services and not pursuing hydrogen trucks. There are also further \$35 million in adjusted workplans such as extending the timing of the lagoon dewatering at Iona, as well as adjusting the timeline of the Hydrothermal Liquefaction Project by two years. Another category of potential cost savings is in the resource optimization and efficiencies, which is \$56 million, and which includes adjusted resources to reflect the capital plan and transitioning more work in house. There is also \$111 million in reduced debt servicing costs resulting from the adjusted capital plan.

The potential capital expenditure reductions for Liquid Waste Services are \$799 million. The majority of capital spending reductions are a result of delays in the upgrade projects in the amount of \$531 million, which is mostly attributable to the GVS&DD Board directed review of the Iona Island Wastewater Treatment Plant Project to undertake a phased delivery approach to address cost affordability concerns. There are further proposed capital expenditure adjustments for growth projects of \$189 million, which are mostly attributable to regulatory and engagement delays in Northwest Langley Wastewater Treatment Program and design delays in the Annacis Wastewater Treatment Plant Stage 5 expansion. There is an additional \$114 million reduction in opportunity projects which is mostly comprised of Regional Biosolids Dryer at the Annacis Island WWTP and Sewer Heat Projects as a result of adjustments to a more realistic delivery timeline and delays in member jurisdictions capital programs. Staff are working with wastewater treatment plant operations to ensure that these delays have minimal impact to the operation of the existing wastewater treatment processes and that contingency measures are in place to address any service gaps that may occur prior to the completion of the projects. Refer to Appendix 1 and Appendix 2 in the attachments for further details.

GVS&DD: Solid Waste Services

Table 4: Solid Waste Services Potential Cost Savings

	2026 – 2029 Overall Savings
Reductions	\$4M
Resource Optimization and Efficiencies	\$1M
Reduced Debt Servicing	\$16M
Total Operating	\$21M
Total Capital Expenditure Reductions	\$83M

The total potential operating cost savings for Solid Waste Services is \$21 million over the 4 years from 2026-2029. There are \$4 million in reductions which are mostly comprised of reductions in the Ashcroft Ranch Program and consulting and legal costs. There is also a further \$1 million in resource optimization and efficiencies due to savings in consulting with the completion of the Solid Waste Management Plan. There is also \$16 million in reduced debt servicing costs resulting from the

adjusted capital plan. Zero Waste Collaboration Initiatives currently included in the MVRD budget are most appropriately funded through the Solid Waste Services Budget, and will be included for consideration in the 2026-2030 Solid Waste Services Financial Plan.

The potential \$83 million reduction in Solid Waste Services capital spending over the 4 years is largely driven by delays in delivering the Waste-to-Energy Facility District Energy project which equals \$61 million. There are further proposed capital expenditure adjustments for maintenance and major rehabilitation projects of \$22 million, which are mostly attributable to projects at the Waste-to-Energy Facility. Refer to Appendix 1 and Appendix 2 in the attachments for further details. Operational Certificate requirements with respect to acid gas reduction have not yet been determined and incorporated into the 2026-2030 Financial Plan. Adjustments to the 2026-2030 Financial Plan will be brought forward to the Board as more information becomes available.

MVRD

Table 5: MVRD Potential Cost Savings

	2026 – 2029 Overall Savings
Reductions	\$7M
Resource Optimization and Efficiencies	\$9M
Total Operating	\$16M
Total Capital Expenditure Reductions	\$0M

The total potential operating cost savings for MVRD is \$16 million over the 4 years from 2026-2029. There are \$7 million in reductions which are mostly a result of reduced spending on consulting and contract services throughout the departments in the MVRD. There is also a further \$9M in resource optimization and efficiencies which is mostly comprised of transitioning more work in-house and centralization of activities leading to efficiencies such as planning in Regional Parks.

The overall capital plan remains the same as the previous plan for Regional Parks as most of the projects are proceeding and are ready for procurement of construction and design activities over the next five years. Refer to Appendix 1 and Appendix 2 in the attachments for further details.

MVHC

Table 6: MVHC Potential Cost Savings

	2026 – 2029 Overall Savings
Resource Optimization and Efficiencies	\$3M
Total Operating	\$3M
Total Capital Expenditure Increase	\$17M

The total potential operating cost savings for Metro Vancouver Housing is \$3 million over the 4 years from 2026-2029. These potential cost savings are a result of \$3M in resource optimization and efficiencies, which is comprised of adjusting resourcing to reflect operating plan capital

expenditures. Metro Vancouver Housing's operations are fully funded from rents, grants and revenues generated on site and do not impact HHI.

The overall capital plan increase of \$17M is a result of catching up to underspending from prior years and not due to a growth in the capital plan. Refer to Appendix 1 and Appendix 2 in the attachments for further details.

Allocated Programs

Table 6: Allocated Programs Potential Cost Savings

	2026 – 2029 Overall Savings
Adjusted Workplans	\$1M
Reductions	\$9M
Resource Optimization and Efficiencies	\$53M
Total Operating	\$63M

The total potential operating cost savings for Allocated Programs is \$63 million over the 4 years from 2026-2029. There is \$1 million in adjusted workplans, which includes extending the implementation of green fleet program to reflect the market conditions and availability of green fleet assets. There is \$9 million in reductions, mostly a result of reduced spending on consulting and contract services. There is \$53 million in resource optimization and efficiencies which is comprised of transitioning more work in-house, adjusting resourcing to reflect the capital plan and extending the useful life of existing systems in Corporate Services. Refer to Appendix 1 and Appendix 2 in the attachments for further details.

Financial Planning Environment

Affordability remains a top concern amongst residents of the Metro Vancouver region, and this is a trend throughout North America. Although interest rates have softened over the past year, there are still lasting inflationary pressures on the cost of delivering infrastructure, supply chains and scarcity of resources. Further, global uncertainty due to the US tariffs is a major factor impacting the financial planning environment.

To mitigate these challenges, Metro Vancouver has initiated a lower level Emergency Operations Centre referred to as a DOC in response to the tariff threat, and has been engaging with member jurisdictions and the Province on an approach to respond to tariffs. To mitigate the impacts of inflation and interest rates, Metro Vancouver is consistently reviewing project timing and project escalations as well as using short term borrowing and locking in long-term rates when appropriate. Metro Vancouver remains committed to cost efficiency while continuing to deliver the services and programs that are needed by the region.

Proposed 2026-2030 Financial Plan

As a result of the potential cost savings identified, the impact to the 2026-2030 Financial Plan is summarized in Table 7 and 8 below. As part of the budget process, staff will be working throughout the year to update the Financial Plan to include 2030. It is proposed that for 2030 that the household impact would be targeted at 5%, and staff will commence the work necessary to prepare the Financial Plan to be considered by the Board during the fall budget deliberations.

2026 Budget and 2026-2030 Financial Plan Incorporating Potential Cost Savings for Consideration

Board Budget Workshop: April 9, 2025

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Table 7: Current 2025-2029 Financial Plan (Average Household Impacts)

	2026	2027	2028	2029	2030
Water Services	\$211	\$215	\$218	\$218	
Liquid Waste Services	\$549	\$587	\$627	\$672	
Solid Waste Services	\$74	\$78	\$82	\$86	
Regional District	\$84	\$85	\$86	\$87	
Total	\$918	\$965	\$1,013	\$1,063	
% Change	5.0%	5.0%	5.0%	5.0%	5.0%

Table 8: Proposed 2026-2029 Financial Plan (Average Household Impacts)

	2026	2027	2028	2029	2030
Water Services	\$206	\$210	\$212	\$212	
Liquid Waste Services	\$534	\$553	\$592	\$636	
Solid Waste Services	\$74	\$78	\$82	\$86	
Regional District	\$82	\$83	\$83	\$84	
Total	\$896	\$924	\$969	\$1,018	
% Change	2.5%	3.0%	5.0%	5.0%	5.0%

ALTERNATIVES

1. That the MVRD, MVHC, GVWD, and GVS&DD Boards:
 - a) direct staff to prepare the 2026 Budget and 2026-2030 Financial Plan by implementing the potential operational cost savings outlined in the report “2026 Budget and 2026-2030 Financial Plan Incorporating Potential Cost Savings for Consideration” dated April 2, 2025; and,
 - b) proceed through the 2026 budget cycle with household impact targets as follows: 2026 at 2.5%, 2027 at 3.0%, 2028 at 5.0%, 2029 at 5.0%, and 2030 at 5.0%.
2. That the MVRD, MVHC, GVWD, and GVS&DD Boards receive for information the report dated April 2, 2025, titled “2026 Budget and 2026-2030 Financial Plan Incorporating Potential Cost Savings for Consideration”.

FINANCIAL IMPLICATIONS

The potential cost savings by department are outlined in the report and include a total of \$364 million in operating budget savings and \$1.1 billion in capital expenditures reductions over four years. The result of the potential cost savings identified results in a proposed household impact targets of 2.5% for 2026, 3.0% for 2027, 5.0% for 2028, 5.0% for 2029 and 5% for 2030. Should the Board endorse the recommendations, staff will bring back the 2026 Budget and the proposed 2026-2030 Financial Plan in the fall for approval and endorsement respectively.

CONCLUSION

This report includes the potential cost savings by department as was directed by the Board in November 2024. Staff are recommending potential cost savings of \$364 million in operating budget

and \$1.1 billion in capital expenditure reductions, which would adjust the household impact targets for 2026 – 2030 to the following: 2026 – 2.5%, 2027 – 3.0%, 2028 – 5.0%, 2029 – 5.0%, 2030 – 5.0%.

ATTACHMENTS

1. Appendix 1 – Potential Operating Costs Savings by Department.
2. Appendix 2 – Potential Capital Expenditure Savings by Department.
3. Appendix 3 – 2025-2029 Financial Plan.
4. Appendix 4 – Public Engagement on Metro Vancouver's 2026 Budget.
5. Appendix 5 – Presentation re: Metro Vancouver Potential Cost Savings by Department.

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Potential Operating Savings by Department					
(\$ millions)					
	Total	2026	2027	2028	2029
Greater Vancouver Water District (GVWD) - Water Services					
Reductions					
Consulting Costs	\$ (1.9)	\$ (0.5)	\$ (0.5)	\$ (0.5)	\$ (0.5)
Materials and Supplies	(0.8)	(0.2)	(0.2)	(0.2)	(0.2)
Contracting services in operating programs	(1.6)	(0.4)	(0.4)	(0.4)	(0.4)
	\$ (4.3)	\$ (1.1)	\$ (1.1)	\$ (1.1)	\$ (1.1)
Resource optimization and Efficiencies					
Transition more work in-house	\$ (0.6)	\$ (0.2)	\$ (0.2)	\$ (0.2)	\$ (0.2)
Adjusting resourcing to reflect operating and capital plan	(20.0)	(3.1)	(4.7)	(6.1)	(6.1)
	\$ (20.6)	\$ (3.2)	\$ (4.9)	\$ (6.2)	\$ (6.2)
Reduced Debt servicing					
	\$ (25.4)	\$ (1.1)	\$ (5.2)	\$ (6.1)	\$ (13.1)
Total Water Services	\$ (50.3)	\$ (5.4)	\$ (11.1)	\$ (13.4)	\$ (20.4)
Greater Vancouver Sewerage and Drainage District (GVS&DD) - Liquid Waste					
Adjusted workplans					
Consulting	\$ (1.0)	\$ (0.3)	\$ (0.3)	\$ (0.3)	\$ (0.3)
Not pursuing zero emission vehicles	(17.1)	(4.3)	(4.3)	(4.3)	(4.3)
Slower phasing of Lagoon dewatering at Iona	(17.3)	(4.3)	(4.3)	(4.3)	(4.3)
	\$ (35.5)	\$ (8.9)	\$ (8.9)	\$ (8.9)	\$ (8.9)
Reductions					
Deferring Hydrothermal Liquefaction by two years (2025 and 2026)	\$ (3.3)	\$ (3.3)	\$ -	\$ -	\$ -
Consulting and other reductions	(4.8)	(1.2)	(1.2)	(1.2)	(1.2)
	\$ (8.0)	\$ (4.5)	\$ (1.2)	\$ (1.2)	\$ (1.2)
Resource optimization and Efficiencies					
Adjusting resourcing to reflect operating and capital plan	\$ (51.9)	\$ (7.1)	\$ (11.8)	\$ (14.6)	\$ (18.4)
Consulting	(0.6)	(0.2)	(0.2)	(0.2)	(0.2)
Transition more work in-house	(3.7)	(0.9)	(0.9)	(0.9)	(0.9)
	\$ (56.3)	\$ (8.2)	\$ (12.9)	\$ (15.7)	\$ (19.5)
Reduced Debt servicing					
	\$ (111.1)	\$ (4.4)	\$ (16.9)	\$ (30.4)	\$ (59.5)
Total Liquid Waste	\$ (210.9)	\$ (25.9)	\$ (39.9)	\$ (56.1)	\$ (89.0)
Greater Vancouver Sewerage and Drainage District (GVS&DD) - Solid Waste					
Reductions					
-Reduction in Ashcroft Ranch program (0.4M)					
-Reduction in consulting and legal costs (0.5M)	\$ (3.70)	\$ (0.90)	\$ (0.90)	\$ (0.90)	\$ (0.90)
	\$ (3.7)	\$ (0.9)	\$ (0.9)	\$ (0.9)	\$ (0.9)
Resource optimization and Efficiencies					
Reduction in consulting expenditures with the completion of the solid waste management plan	\$ (1.00)	\$ (0.20)	\$ (0.20)	\$ (0.20)	\$ (0.20)
	\$ (1.0)	\$ (0.2)	\$ (0.2)	\$ (0.2)	\$ (0.2)
Reduced Debt servicing					
	\$ (16.4)	\$ (0.6)	\$ (3.3)	\$ (5.0)	\$ (7.3)
Total Solid Waste	\$ (21.1)	\$ (1.7)	\$ (4.4)	\$ (6.1)	\$ (8.4)

	Total	2026	2027	2028	2029
Metro Vancouver Regional District (MVRD)					
Reductions					
Air Quality and Climate Action	\$ (1.4)	\$ (0.36)	\$ (0.36)	\$ (0.36)	\$ (0.36)
Invest Vancouver	\$ (0.6)	\$ (0.15)	\$ (0.15)	\$ (0.15)	\$ (0.15)
Regional Planning	\$ (0.9)	\$ (0.23)	\$ (0.23)	\$ (0.23)	\$ (0.23)
Housing Policy and Planning	\$ (0.2)	\$ (0.05)	\$ (0.05)	\$ (0.05)	\$ (0.05)
Regional Parks	\$ (1.3)	\$ (0.31)	\$ (0.31)	\$ (0.31)	\$ (0.31)
Reduction in business support costs	\$ (2.8)	\$ (0.69)	\$ (0.69)	\$ (0.69)	\$ (0.69)
	\$ (7.2)	\$ (1.80)	\$ (1.80)	\$ (1.80)	\$ (1.80)
Resource optimization and Efficiencies					
Adjusting resourcing to reflect operating and capital plan	\$ (9.0)	\$ (1.30)	\$ (2.27)	\$ (2.61)	\$ (2.80)
Centralization of activities leading to efficiencies	\$ (0.2)	\$ (0.05)	\$ (0.05)	\$ (0.05)	\$ (0.05)
	\$ (9.2)	\$ (1.35)	\$ (2.32)	\$ (2.66)	\$ (2.85)
Total Metro Vancouver Regional District	\$ (16.4)	\$ (3.2)	\$ (4.1)	\$ (4.5)	\$ (4.7)
Allocated Programs					
Adjusted workplans					
External Relations	\$ (1.0)	\$ (0.3)	\$ (0.3)	\$ (0.3)	\$ (0.3)
	\$ (1.0)	\$ (0.3)	\$ (0.3)	\$ (0.3)	\$ (0.3)
Reductions					
Financial Services	(1.6)	(0.4)	(0.4)	(0.4)	(0.4)
Human Resources	(0.8)	(0.2)	(0.2)	(0.2)	(0.2)
Indigenous Relations	(0.2)	(0.1)	(0.1)	(0.1)	(0.1)
Legislative Services	(0.3)	(0.1)	(0.1)	(0.1)	(0.1)
Procurement and Real Estate Services	(1.5)	(0.4)	(0.4)	(0.4)	(0.4)
Project Delivery	(3.2)	(0.8)	(0.8)	(0.8)	(0.8)
Other	(1.2)	(0.3)	(0.3)	(0.3)	(0.3)
	(8.8)	(2.2)	(2.2)	(2.2)	(2.2)
Resource optimization and Efficiencies					
Consulting budgets within Corporate Services - IT	\$ (2.40)	\$ (0.60)	\$ (0.60)	\$ (0.60)	\$ (0.60)
Extending life of low risk digital assets and consulting reductions	(6.0)	(1.5)	(1.5)	(1.5)	(1.5)
Project Delivery consulting and PMO	(44.3)	(8.4)	(11.1)	(12.2)	(12.5)
	\$ (52.7)	\$ (10.5)	\$ (13.2)	\$ (14.3)	\$ (14.6)
Total Allocated Programs	\$ (62.5)	\$ (13.0)	\$ (15.7)	\$ (16.8)	\$ (17.1)
Metro Vancouver Housing Corporation (MVHC) - Housing					
Resource optimization and Efficiencies					
Adjusted resourcing to reflect operating and capital plan	\$ (3.3)	\$ (0.21)	\$ (1.04)	\$ (1.04)	\$ (1.04)
Total Housing	\$ (3.3)	\$ (0.2)	\$ (1.0)	\$ (1.0)	\$ (1.0)
<i>Note: All figures are rounded to the nearest \$0.1 million. As a result, totals may not sum precisely due to rounding.</i>					

Potential Capital Adjustments by Department								
(\$ millions)	2026 - 2029				Potential Adjustments by Year			
	Previous Plan	Potential	Total Adjusted		2026	2027	2028	2029
Greater Vancouver Water District (GVWD) - Water Services								
Growth								
Coquitlam Water Main	\$ 628.4	\$ 563.7	\$ (64.7)		\$ (36.5)	\$ (18.7)	\$ (6.5)	\$ (3.0)
Coquitlam Lake Water Supply	205.1	101.3	(103.8)		(14.3)	(14.4)	(36.2)	(38.9)
Other Growth	767.8	729.2	(38.6)		(3.7)	(3.0)	21.1	(53.0)
Total Growth	1,601.2	1,394.2	(207.0)		(54.4)	(36.1)	(21.6)	(94.9)
Maintenance/Major Rehabilitation								
Stanley Park Water Supply Tunnel	245.1	274.7	29.6		17.6	20.0	-	(8.0)
Other Maintenance/Major Rehabilitation	590.5	578.6	(11.9)		(11.6)	12.4	(32.8)	20.1
Total Maintenance/Major Rehabilitation	835.6	853.3	17.7		6.0	32.4	(32.8)	12.1
Upgrade								
Total Upgrade	106.9	108.2	1.4		1.5	(0.3)	1.8	(1.6)
Resilience								
Seymour Main No. 5 III (North)	103.8	72.0	(31.8)		(2.0)	(0.5)	(4.0)	(25.3)
Cambie-Richmond Water Supply Tunnel	57.0	37.4	(19.6)		0.5	(1.0)	(0.5)	(18.6)
Other Resilience	314.4	304.6	(9.9)		(6.1)	7.5	1.1	(12.3)
Total Resilience	475.2	413.9	(61.3)		(7.6)	6.0	(3.5)	(56.3)
Opportunity								
Total Opportunity	2.8	2.8	-		-	-	-	-
Total Water Services	\$ 3,021.7	\$ 2,772.4	\$ (249.3)		\$ (54.6)	\$ 2.1	\$ (56.1)	\$ (140.7)
Greater Vancouver Sewerage and Drainage District (GVS&DD) - Liquid Waste								
Growth								
Northwest Langley Wastewater Treatment Program	\$ 859.4	\$ 663.9	\$ (195.5)		\$ 0.8	\$ 22.0	\$ (94.5)	\$ (123.9)
AIWWTP Stage 5 Expansion	278.6	247.6	(31.0)		(48.1)	0.2	(12.4)	29.3
Other Growth	297.4	335.1	37.7		(14.8)	31.0	(10.1)	31.6
Total Growth	1,435.4	1,246.6	(188.8)		(62.0)	53.2	(117.0)	(63.0)
Maintenance/Major Rehabilitation								
Total Maintenance/Major Rehabilitation	739.2	774.8	35.6		(7.0)	20.8	(0.7)	22.5
Upgrade								
Iona Island Wastewater Treatment Plant	1,321.9	660.9	(661.0)		(94.2)	(170.8)	(237.8)	(158.2)
Other Upgrade	2,365.3	2,495.7	130.4		13.2	46.1	48.1	23.0
Total Upgrade	3,687.2	3,156.5	(530.7)		(80.9)	(124.8)	(189.7)	(135.2)
Resilience								
Total Resilience	26.0	25.1	(0.9)		(0.3)	1.6	(3.4)	1.2
Opportunity								
Regional Biosolids Dryer – AIWWTP	95.6	21.6	(74.0)		(1.0)	(8.0)	(13.5)	(51.5)
Sewer Heat Projects	52.1	0.6	(51.5)		(16.0)	(8.9)	(11.4)	(15.3)
Other Opportunity	13.7	25.0	11.3		8.2	0.6	2.2	0.4
Total Opportunity	161.3	47.2	(114.2)		(8.8)	(16.4)	(22.6)	(66.4)
Total Liquid Waste	\$ 6,049.1	\$ 5,250.2	\$ (798.9)		\$ (159.1)	\$ (65.5)	\$ (333.5)	\$ (240.9)
Greater Vancouver Sewerage and Drainage District (GVS&DD) - Solid Waste								
Maintenance/Major Rehabilitation								
Waste-to-Energy Facility Maintenance	\$ 57.1	\$ 27.4	\$ (29.7)		\$ (18.7)	\$ (9.7)	\$ 1.7	\$ (3.0)
Other Maintenance/Major Rehabilitation	9.4	16.6	7.2		3.7	3.5	-	-
Total Maintenance/Major Rehabilitation	66.5	44.0	(22.5)		(15.0)	(6.2)	1.7	(3.0)
Upgrade								
Total Upgrade	41.9	41.9	-		-	-	-	-

	Previous Plan	Potential	Total Adjusted		2026	2027	2028	2029
Resilience								
Waste to Energy Facility District Energy Ph 1 and 2	\$ 125.0	\$ 70.0	\$ (55.0)		\$ (14.5)	\$ (13.0)	\$ (32.5)	\$ 5.0
Other Resilience	64.0	58.4	(5.6)		(2.0)	3.0	3.4	(10.0)
Total Resilience	189.0	128.4	(60.6)		(16.5)	(10.0)	(29.1)	(5.0)
Total Solid Waste	\$ 297.4	\$ 214.3	\$ (83.1)		\$ (31.5)	\$ (16.2)	\$ (27.5)	\$ (8.0)
Metro Vancouver Housing Corporation (MVHC) - Housing								
Expand/Member Partnerships	86.5	91.8	5.3		2.1	3.3	(0.1)	-
Expand/Re-develop	774.3	778.6	4.3		(12.8)	(12.9)	42.3	(12.3)
Preserve	-	-	7.5		7.8	-	-	(0.3)
Total Housing	\$ 901.5	\$ 918.6	\$ 17.1		\$ (2.9)	\$ (9.6)	\$ 42.2	\$ (12.6)
Metro Vancouver Regional District (MVRD) - Regional Parks								
Capacity, Growth & Ecological Resilience	39.2	39.2	0.1		(1.7)	2.9	1.9	(3.0)
Connected Network	10.0	14.4	4.4		1.4	0.5	1.5	1.0
Facility Replacement & Asset Management	10.9	6.2	(4.7)		0.1	(1.0)	(2.5)	(1.4)
Land Acquisition	80.0	80.0	-		-	-	-	-
Total Regional Parks	\$ 140.1	\$ 139.8	\$ (0.3)		\$ (0.3)	\$ 2.5	\$ 0.9	\$ (3.4)
<i>Note: All figures are rounded to the nearest \$0.1 million. As a result, totals may not sum precisely due to rounding.</i>								



2025 - 2029 Financial Plan



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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												
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 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%
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%	467,725	(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	<u>\$1,216,027,609</u>	<u>\$1,463,662,696</u>	20.4%	<u>\$1,639,778,376</u>	12.0%	<u>\$1,824,182,326</u>	11.2%	<u>\$2,016,220,513</u>	10.5%	<u>\$2,239,480,855</u>	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	<u>\$1,216,027,609</u>	<u>\$1,463,662,696</u>	20.4%	<u>\$1,639,778,376</u>	12.0%	<u>\$1,824,182,326</u>	11.2%	<u>\$2,016,220,513</u>	10.5%	<u>\$2,239,480,855</u>	11.1%

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	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%
Communications Program	644,158	563,469	(12.5%)	574,739	2.0%	586,234	2.0%	597,959	2.0%	609,919	2.0%
Allocation of Centralized Support Costs	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%
Total Operating Programs	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%

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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
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

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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		

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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

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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
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		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
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.

GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT
LIQUID 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											
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	
	12,897,478	10,840,120	(16.0%)	12,601,490	16.2%	13,509,723	7.2%	13,559,063	0.4%	14,069,289	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	
	3,525,883	3,775,973	7.1%	3,859,384	2.2%	3,975,879	3.0%	4,093,551	3.0%	4,224,169	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	
	16,120,656	18,579,587	15.3%	19,602,100	5.5%	19,610,663	0.0%	21,779,673	11.1%	21,690,078	(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	
	9,706,543	9,900,367	2.0%	10,292,324	4.0%	10,514,000	2.2%	10,812,815	2.8%	11,053,101	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	
	167,031,942	177,852,805	6.5%	192,522,975	8.2%	195,533,226	1.6%	202,189,054	3.4%	214,957,771	6.3%
Administration and Department Support	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%
Communications Program	503,500	527,064	4.7%	537,606	2.0%	548,359	2.0%	559,326	2.0%	570,513	2.0%
Environmental Regulation and Enforcement	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%
Allocation of Centralized Support Costs	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%
Total Operating Programs	255,112,397	271,890,424	6.6%	293,941,121	8.1%	303,198,809	3.1%	316,146,146	4.3%	333,472,455	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 - 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	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%
Communications Program	193,445	201,444	4.1%	205,473	2.0%	209,583	2.0%	213,774	2.0%	218,050	2.0%
Environmental Regulation and Enforcement	456,916	478,804	4.8%	504,204	5.3%	516,860	2.5%	532,697	3.1%	549,981	3.2%
Allocation of Centralized Support Costs	11,703,180	13,011,078	11.2%	14,093,389	8.3%	15,089,333	7.1%	16,138,167	7.0%	17,029,252	5.5%
Total Operating Programs	<u>87,053,061</u>	<u>89,563,438</u>	2.9%	<u>95,454,726</u>	6.6%	<u>99,922,652</u>	4.7%	<u>104,328,526</u>	4.4%	<u>108,537,903</u>	4.0%
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											
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 - 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	242,463	235,784	(2.8%)	253,128	7.4%	276,640	9.3%	295,940	7.0%	331,236	11.9%
Communications Program	34,792	37,474	7.7%	38,224	2.0%	38,988	2.0%	39,768	2.0%	40,563	2.0%
Environmental Regulation and Enforcement	240,867	240,912	0.0%	253,693	5.3%	260,060	2.5%	268,029	3.1%	276,725	3.2%
Allocation of Centralized Support Costs	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	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 BUDGET	2025 BUDGET	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE	2029 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	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	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%
Allocation of Project Delivery Cost	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%
Debt Service	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 - 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	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	243,378	282,393	16.0%	287,121	1.7%	272,595	(5.1%)	267,629	(1.8%)	246,973	(7.7%)
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
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	
	115,773,387	127,578,205	10.2%	128,133,883	0.4%	135,583,735	5.8%	141,047,777	4.0%	146,795,086	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	
	4,340,689	4,930,227	13.6%	4,896,994	(0.7%)	4,951,433	1.1%	5,092,541	2.8%	5,238,052	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	128,216,636	140,709,516	9.7%	141,389,160	0.5%	148,378,969	4.9%	154,195,193	3.9%	160,263,710	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	\$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%
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	
	11,086,001	9,870,550	(11.0%)	9,903,296	0.3%	10,017,497	1.2%	10,071,356	0.5%	10,482,071	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	\$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%

**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><u>\$ 6,469,826</u></u>	<u><u>\$ 7,276,404</u></u>	12.5%	<u><u>\$ 7,421,931</u></u>	2.0%	<u><u>\$ 7,570,370</u></u>	2.0%	<u><u>\$ 7,721,777</u></u>	2.0%	<u><u>\$ 7,876,214</u></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><u>\$ 6,469,826</u></u>	<u><u>\$ 7,276,404</u></u>	12.5%	<u><u>\$ 7,421,931</u></u>	2.0%	<u><u>\$ 7,570,370</u></u>	2.0%	<u><u>\$ 7,721,777</u></u>	2.0%	<u><u>\$ 7,876,214</u></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 Hourse 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	\$ 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%
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	\$ 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%

**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%

**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

APPENDIX 4: PUBLIC ENGAGEMENT SUMMARY**Public Engagement on Metro Vancouver's 2026 Budget**

April 1, 2025

EXECUTIVE SUMMARY

From February 14 to March 30, Metro Vancouver invited residents to provide input for consideration for the development of the 2026 Budget and Five-Year Financial Plan. Engagement materials provided information on Metro Vancouver's budget and process and shared the projection of the 5% Household Impact (HHI) / \$43 increase projected for the 2026 Budget. The opportunity was promoted through social media, a news release, media pitching, paid digital and print media placements. Metro Vancouver received over 1,100 responses to the online survey, 900 comments through the online survey, and 28 emails.

Common themes included concerns about affordability, spending, and management/governance of large infrastructure projects. There were also suggestions for improving services and support for continued and increased services, including repeated comments of support for services provided by Metro Vancouver in addition to water / liquid waste / and solid waste such as climate action, air quality, water conservation, and housing. Staff will continue to provide opportunities for public input as the 2026 budget development progresses and report back to the Board.

BACKGROUND

In 2024, the Board expressed interest in increasing education on Metro Vancouver's budget and creating opportunities for residents to provide input through a public engagement period. Through the 2025 budgeting process (implemented in 2024), the Board also expressed interest in hearing input from residents earlier in the year to help inform their decision making. The objectives of engagement were to share information about the projected budget for Metro Vancouver's services in 2026 and to collect feedback from the public for consideration in developing the 2026 Budget.

ENGAGEMENT PROCESS

The online survey was open from February 14 to March 30, 2025, with promotions running through the same period. Metro Vancouver promoted the opportunity to provide feedback via email newsletters, social media (including boosted YouTube video), media release, and paid promotions both via digital and print in local news outlets. Metro Vancouver also provided the opportunity to member jurisdictions to promote at municipal service counters and/or the option to amplify Metro Vancouver posts on social. Additional media and newsletters promoted the engagement opportunity to their readers.

Residents were able to provide feedback through an online feedback form, dedicated email, and by phone. We received over 1,100 responses to the online survey, 900 comments through the online survey, and 28 emails.

SURVEY RESULTS

Residents responded to multiple choice questions in the survey with these results:

- About 60% of respondents described themselves as *familiar* or *somewhat familiar* with Metro Vancouver's services and the costs to deliver those services (where "familiar" meant they felt they could describe it in general to a friend).
- When asked how they would suggest Metro Vancouver look to reduce costs, over 60% of respondents preferred that Metro Vancouver offer the *same services, but look for cost savings*. The next most commonly selected suggestions were to move towards more user-fees (14%), cut programs (10%), and move programs to another organization (10%).
- When asked about the projected 5% / \$43 increase in average fees paid by households for Metro Vancouver services in 2026, about 21% of respondents were *comfortable (seems a reasonable increase to meet these goals)*, 11% of respondents were *neutral (not concerned, haven't really thought about it)*, and 21% were *uncomfortable (not sure if it's necessary)*, and 38% were *not comfortable (don't agree it's necessary)*.

KEY THEMES FROM FEEDBACK

The next question was open-ended, asking: *What else would you like Metro Vancouver to consider as we work to manage overall estimated costs related to our services for 2026?* From the 900+ responses to this question, as well as emails and comments on the social media postings, staff identified themes in the public input.

Overall, key themes and feedback from the February 14 to March 30, 2025 engagement period were similar in nature to feedback received in the 2024 public engagement period.

- **Affordability and livability:** Many comments express concern about the impact of rate increases on residents, particularly those who are already struggling financially. Within this category of comments, there are requests for Metro Vancouver to find ways to reduce costs without raising rates.
- **Concerns about wasteful spending and governance:** This selection of comments identified perceived wasteful spending by Metro Vancouver, and cite travel, salaries, and events. There are calls for greater transparency and accountability in spending.
- **Suggestions for ways to reduce costs or generate other income:** Numerous comments suggest ways to reduce costs, such as reducing administration, reducing salaries, eliminating programs, and improving efficiency in project management.
- **North Shore Wastewater Treatment Plant Program and other large projects:** Several comments identified the North Shore Wastewater Treatment Plant as an example of significant infrastructure they are familiar with. This category of comments included interest in seeing better oversight and accountability in project management and expressed concern about the cost increase of the project.
- **Suggestions for improved services:** Some comments offer suggestions for improving services, such as water metering or re-use policies, increased investment in climate action and environmental protection. Several comments were received calling for improved public transportation, although that service is not provided by Metro Vancouver.
- **Support for existing services:** A variety of comments focused on what was important to them on top of water, liquid waste, or solid waste, including protection of parks and climate programs, and in-park safety, as well as support for education, campaigns, and providing

residents with solutions. 13 of 28 emails received were part of a letter writing campaign regarding support for Metro Vancouver's climate action activities. Two emails came from non-profits ZEIC and Zero Waste BC with suggestions, questions, and support for Metro Vancouver's work.

Samples from 900+ comments:

- "Supporting the people who deliver core services is key to maintaining quality and long-term sustainability."
- "I would like to see more investment in housing directly offered by Metro (with assist from province?). I would like to see greater work on air quality monitoring, reporting, and regulation particularly in relation to port traffic and support for active transportation infrastructure."
- "Though it is a small fraction of the budget, air quality, and regional parks upkeep is essential to maintain."
- "Everything is so expensive. It [would] be nice if Metro Van said we'll keep the rates the same or better yet, lower them by a bit per household."
- "Please keep the increase to the cost of inflation or lower."

CONCLUSION

Common themes and concerns heard during public engagement on the 2026 Budget were similar to what was heard in the engagement for the 2025 Budget. The number of people who completed the survey and provided comment in the 2026 engagement was more than double in 2025 (over 1,100 in 2025, compared to 422 in 2026).

Metro Vancouver has been in the news frequently in recent months, and often through the subject matter of three current reviews: the Governance Review, the Services and Cost Efficiencies Review, and the North Shore Wastewater Treatment Plant Independent Review. Many concerns raised in the comments align with recent coverage of Metro Vancouver in the media. At the same time, many of the positive comments align with what staff hear through other survey findings which is support for Metro Vancouver to continue to provide services that ensure a livable region. This dichotomy is likely best reflected in the questionnaire response where 60% of respondents prefer that Metro Vancouver *offer the same services, but look for cost savings*.



Metro Vancouver Potential Cost Savings by Department

SPRING BOARD BUDGET WORKSHOP

Jerry W. Dobrovolsky
Commissioner, CAO
April 9, 2025

Harji Varn
CFO, GM of Financial Services

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AGENDA

1. Cost Savings Review:

- Board Resolution – November 2024
- Metro Vancouver Overview & Board Direction 2021-2024
- Public Engagement on 2026 Budget
- Operational Savings Framework and Timeline / KPMG Advisory Support
- Potential Cost Savings

2. 2026-2030 Proposed Five-Year Financial Plan

- Current Financial Planning Environment
- Current 2025-2029 Financial Plan
- Proposed 2026-2030 Financial Plan
- Seek Board Direction 2026 Budget and 2026-2030 Financial Plan

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BOARD RESOLUTION FROM NOVEMBER 2024

“That the MVRD Board direct staff to report back in Q1 of 2025 with potential operational cost savings by department, including details of financial and service implications for any potential service revisions, to be considered as input into the 2026 budget and 2026-2030 financial plan.”

METRO VANCOUVER OVERVIEW

Metro Vancouver plans for and delivers regional public and utility services. It is a regional federation of 21 municipalities, Tsawwassen First Nation, and Electoral Area A.



Water



Liquid Waste



Solid Waste

Regional
Planning

Air Quality

Regional
Parks

Housing

Invest
Vancouver

CHALLENGES FOR SERVICE DELIVERY

aging infrastructure service demand
affordability market conditions
 global uncertainty regulatory requirements

PUBLIC ENGAGEMENT

February 14 – March 30, 2025

Promotions

- Media, social, advertising, newsletters

Responses

- 1,100+ survey responses; 900 comments; 28 emails

Themes

- Affordability
- Concerns on spending and governance
- Suggestions for ways to reduce costs
- North Shore Wastewater Treatment Plant costs
- Suggestions for improved services
- Support for parks, climate action, housing

Over 60% of respondents preferred that Metro Vancouver offer the *same services but look for cost savings*.

Metro Vancouver's 2026 Budgeting Process is Underway

We Want to Hear from You



We are now planning our budget for 2026 and our five-year financial plan — and we want to hear from you.



Provide your feedback by March 30, 2025 at:
www.metrovancouver.org/about-us/budgets-and-financial-plans

Currently, all of Metro Vancouver's services cost \$875 on average per household (about \$73/month).

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Cost Savings Review

Pitt River Greenway

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BOARD DIRECTION TO DATE

2023

- Financial Plan Task Force Decisions:
 - \$650M Reduction in Capital Spending 2024-2028 Plan
 - DCC Direction to Staff - Growth Pay for Growth
 - 2026-2028 Average Household Target 5% Annual Increases

2024

- NorthShore Wastewater Treatment Plant Task Force:
 - \$2.8B Addition in Capital Budget
- Sewer Levy - Adjust Regional Allocation for NSWWTP
- DCC Bylaw Approved & Economic Analysis – Water, Sewer and Parks
- Board Resolution on Cost Savings by Department

2024/2025 Onwards

- Financial Performance Reporting
- Procurement Policy Updates
- DCC 2025-2027 Workplan: (waivers, definitions, update projections, economic impact & impact mitigation strategies)
- Drafting Long-Range Financial Plan
 - Policy Review
 - Financial Sustainability
- Continuing Asset Management
- Continue to seek Partnership Funding

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KPMG ADVISORY SUPPORT

Achieving Financial Sustainability is a Journey

Government entities, especially capital-intensive organizations, of all levels are increasingly focused on fiscal prudence and reviewing both costs and revenues to achieve greater financial sustainability and resilience.



Operational cost savings

- Immediate **operating cost** reductions
- Cost **deferrals and cashflow** management
- **Resource** optimization
- Eliminate and consolidate **duplicate functions**
- **Asset optimization**
- Automation or **technology** enablement

Optimize current operations



Transparent planning & monitoring

- Operational **improvement monitoring**
- **Service levels** and budgeting
- **Cost of service** benchmarking
- Capital budget **governance, monitoring and contingency** management
- **Asset portfolio** rationalization

Foundation for the future



Revenue generation & equitable cost recovery

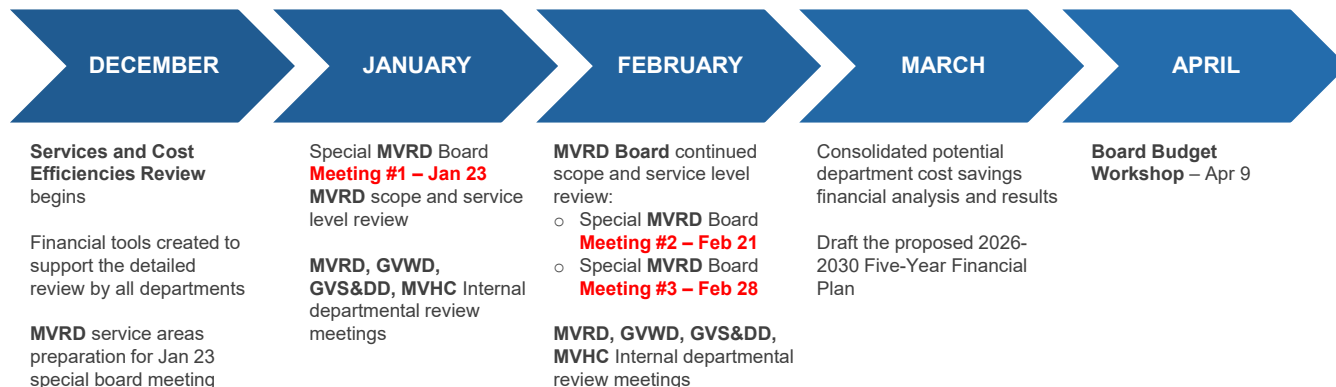
- **Policy** tools
- Cost **allocation and cost recovery** approaches
- Innovative **partnerships**
- **Risk-based** selection of alternate delivery structures

Enhancing financial sustainability

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POTENTIAL COST SAVINGS BY DEPARTMENT TIMELINE 2024-2025



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OPERATIONAL SAVINGS FRAMEWORK

- Maintain focus on responsibility to rate payers and continue to advance Board Strategic Plan
- Maintain services and assets in state of good repair
- Adhere to financial principles and practices
- Continue culture of continuous improvement



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OPERATIONAL SAVINGS FRAMEWORK

- Analyze historical trends (actuals) against the 2025 Budget and 2026 Forecast and examined opportunities for reductions
- Analyze financial implications from continuous improvement projects
- Identify major cost drivers
- Identify continued and forecasted future financial risks – market capacity, etc.
- Prioritize and organize data and evaluate as follows:
 - Operating programs: resource optimization, debt savings, other reductions/adjustments
 - Capital projects refine cash flow timing needs vs market capacity
 - In construction phases
 - In design/planning phases
 - In the five-year plan – projects not started

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METRO VANCOUVER OVERALL: POTENTIAL COST SAVINGS

Highlights of Cost Saving Review:

- Major cost driver short- and long-term is capital
- Aging infrastructure
- Growing population
- Cost inflation on materials, equipment, and labor

Opportunities Identified for 2026-2029:

- ~\$364M in operating budget savings
- ~\$1.1B in capital expenditure reduction in spending

The image displays two screenshots of Metro Vancouver's financial planning documents. The top screenshot is titled 'GREATER VANCOUVER WATER DISTRICT CAPITAL BUDGET AND 2024 - 2029 CAPITAL PLAN'. It shows a table with columns for 'Project Name', 'Location', 'Start Year', 'End Year', and 'Cost'. The bottom screenshot is titled 'GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT CAPITAL BUDGET AND 2024 - 2029 CAPITAL PLAN'. It also shows a table with columns for 'Project Name', 'Location', 'Start Year', 'End Year', and 'Cost'. Both tables list numerous projects and their associated costs.

****Capital - over 300 projects – Appendix 3 of your package**

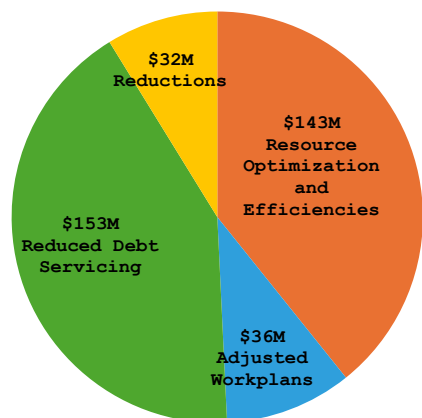
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METRO VANCOUVER OVERALL: POTENTIAL COST SAVINGS

Operating Costs

2026-2029 Operating Savings
\$364M



- **Reductions (\$32M):**
 - Reductions in consulting services and projects
 - Reductions in business support costs
 - Reductions in scope of activities in programs
- **Adjusted workplans (\$36M):**
 - Timing of biosolids removal at Iona
 - Adjusted implementation timing of Green Fleet Program
- **Resource optimization and efficiencies (\$143M):**
 - Transition more work in-house
 - Adjusted resourcing to reflect operating and capital plan
 - Optimizing resource activities leading to efficiencies
- **Reduced debt servicing (\$153M)**
 - Reduction in Capital Spending over the Five-Year Financial Plan \$1.114B

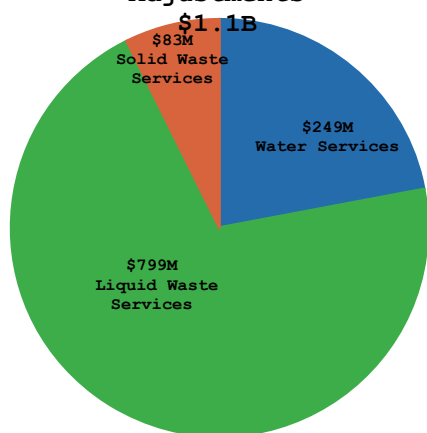
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METRO VANCOUVER OVERALL: POTENTIAL COST SAVINGS

Capital Cash Flow Adjusted for Deliverability & Market Conditions

2026-2029 Capital Expenditure
Adjustments



*Total net decrease includes \$17M increase in Housing Capital

- **Reduction in capital spending (\$1.1B):**
 - **Projects in planning and design phase:**
 - Iona Wastewater Treatment Plant (WWTP) (\$661M)
 - Coquitlam Lake Water Supply (\$104M)
 - Coquitlam Water Main (\$65M)
 - Waste-to-Energy District Energy (\$55M)
 - **Projects in construction phase reduce spends:**
 - Northwest Langley WWTP (\$195M)
 - Annacis Island WWTP Stage 5 Expansion (\$31M)
 - **Projects not started:**
 - Sewer Heat Projects (\$51M)
- **Reduction in debt borrowing requirements** – align to cash flow while stabilizing contribution to capital to assist in maintaining financial sustainability and Household Impact (HHI)

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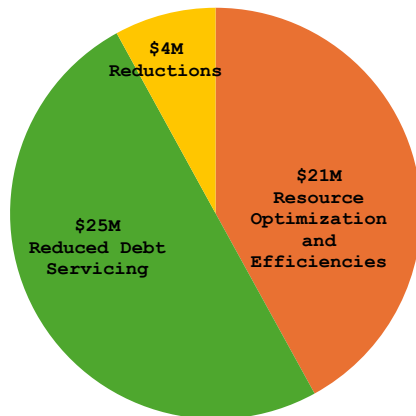
14

WATER SERVICES: POTENTIAL COST SAVINGS

Operating Costs



2026-2029 Operating Savings
\$50M



- **Reductions (\$4M):**
 - Reduced consulting, materials, and supplies
 - Reduced contracting services
- **Resource optimization and efficiencies (\$21M):**
 - Adjusted resourcing to reflect operating and capital plan
 - Transition more work in-house
- **Reduced debt servicing (\$25M)**

2026 projected average household impact reduction over previous 2026 forecast = (\$5)

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WATER SERVICES: POTENTIAL COST SAVINGS

Total Capital Adjustments 2026-2029: \$249M

153 Projects in the Capital Plan



Driver	Previous Financial Plan	Adjusted Financial Plan Forecast	\$ Change	Key Projects
Growth	\$1,601	\$ 1,394	\$ (207)	Coquitlam Lake Water Supply, Coquitlam Water Main
Maintenance/Major Rehabilitation	\$ 836	\$ 854	\$ 18	Stanley Park Water Supply Tunnel
Upgrade	\$ 107	\$ 108	\$ 1	-
Resilience	\$ 475	\$ 414	\$ (61)	Seymour Main No. 5 III (North), Cambie-Richmond Water Supply Tunnel
Opportunity	\$ 3	\$ 3	-	-
Total	\$ 3,022	\$ 2,773	\$ (249)	

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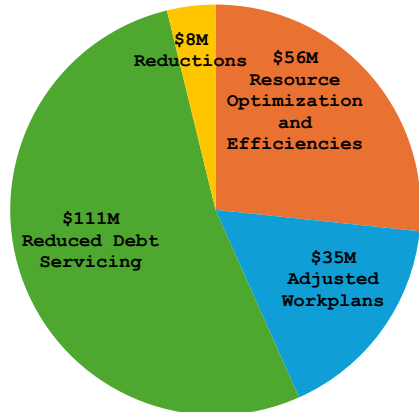
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LIQUID WASTE SERVICES: POTENTIAL COST SAVINGS



Operating Costs

**2026-2029 Operating Savings
\$211M**



- **Reductions (\$8M):**
 - Will not pursue hydrogen trucks
 - Reduction in consulting services
- **Adjusted workplans (\$35M) :**
 - Extending timing of lagoon dewatering at Iona WWTP
 - Adjusted timeline of hydrothermal liquefaction project by 2 years
 - Adjusted timing of Liquid Waste Management Plan implementation
- **Resource optimization and efficiencies (\$56M):**
 - Adjusted resourcing to reflect operating and capital plan
 - Transition more work in-house
- **Reduced debt servicing (\$111M)**

2026 projected household impact reduction over previous 2026 forecast = (\$15)

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LIQUID WASTE SERVICES: POTENTIAL COST SAVINGS



Total Capital Adjustments 2026-2029: \$799M

151 Projects in the Capital Plan

Driver	Previous Financial Plan	Adjusted Financial Plan Forecast	\$ Change	Key Projects
Growth	\$1,435	\$1,246	\$ (189)	Northwest Langley Wastewater Treatment Program, Annacis Island WWTP Stage 5 Expansion
Maintenance/Major Rehabilitation	\$ 739	\$ 775	\$ 36	-
Upgrade	\$ 3,687	\$ 3,156	\$ (531)	Iona Island Wastewater Treatment Plant (offset by increase for North Shore WWTP)
Resilience	\$ 26	\$ 25	\$ (1)	-
Opportunity	\$ 161	\$ 47	\$ (114)	Regional Biosolids Dryer – Annacis Island WWTP, Sewer Heat Projects
Total	\$ 6,049	\$ 5,249	\$ (799)	

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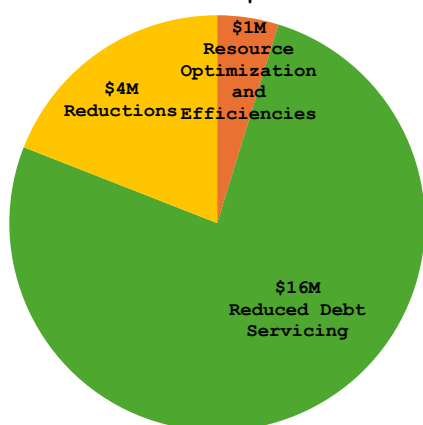
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SOLID WASTE SERVICES: POTENTIAL COST SAVINGS

Operating Costs



2026-2029 Operating Savings
\$21M



- **Resource optimization and efficiencies (\$1M)**
 - Reduction in consulting services with the completion of the solid waste management plan
- **Reductions (\$4M)**
 - Reduction in Ashcroft Ranch program
 - Reduction in consulting services
- **Reduced debt servicing (\$16M)**

2026 projected average household impact remains unchanged over previous 2026 forecast

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SOLID WASTE SERVICES: POTENTIAL COST SAVINGS

Total Capital Adjustments 2026-2029 : \$83M



11 Projects in the Capital Plan

Driver	Previous Financial Plan	Adjusted Financial Plan Forecast	\$ Change	Key Projects
Maintenance/Major Rehabilitation	\$ 66	\$ 44	\$ (22)	Waste-to-Energy Facility Maintenance
Upgrade	\$ 42	\$ 42	-	Recycling and Waste Centre Upgrades
Resilience	\$ 189	\$ 128	\$ (61)	Waste-to-Energy Facility District Energy
Total	\$ 297	\$ 214	\$ (83)	

Waste-to-Energy Facility operational certificate upgrade requirements to be incorporated into 2026-2030 financial plan as part of fall budget deliberations.

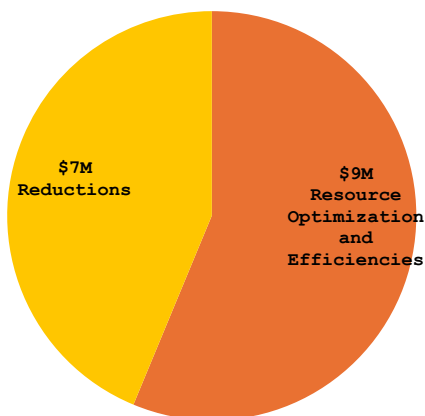
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REGIONAL DISTRICT: POTENTIAL COST SAVINGS

Operating Costs

2026-2029 Operating Savings
\$16M



- **Reductions (\$7M):**

- Reduced consulting services:
 - Air Quality and Climate Action
 - Invest Vancouver
 - Regional Planning
 - Housing Policy and Planning
 - Regional Parks
- Reductions in contract services

- **Resource optimization and efficiencies (\$9M):**

- Transition more work in-house
- Adjusted resourcing to reflect operating and capital plan
- Centralization of activities leading to efficiencies (eg. regional parks planning)

2026 projected average household impact reduction over previous 2026 forecast = (\$2)

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REGIONAL PARKS: POTENTIAL COST SAVINGS

Total Capital Adjustments 2026-2029: \$0M

24 Projects in the Capital Plan

Driver	Previous Financial Plan	Adjusted Financial Plan Forecast	\$ Change	Key Projects
Capacity, Growth & Ecological Resilience	\$ 39	\$ 39	\$ -	
Connected Network	\$ 10	\$ 14	\$ 4	Boundary Bay and Tynehead Perimeter Trail Development
Facility Replacement & Asset Management	\$ 11	\$ 6	\$ (4)	Regional Park Service Yard Replacement
Land Acquisition	\$ 80	\$ 80	-	
Total	\$ 140	\$ 140	\$ -	

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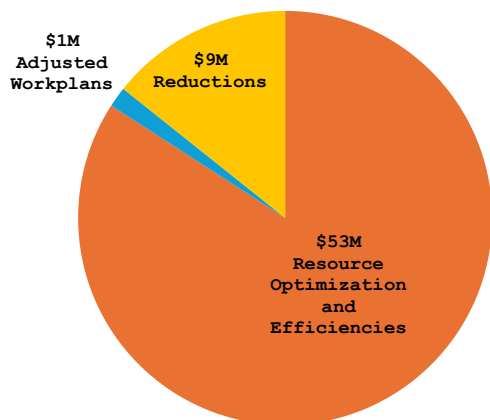
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ALLOCATED PROGRAMS: POTENTIAL COST SAVINGS

Operating Costs



2026–2029 Operating Savings
\$63M



- **Adjusted workplans (\$1M):**
 - Green Fleet Program - reflect market condition/availability
- **Reductions (\$9M):**
 - Reductions in consulting services:
 - Project Delivery
 - Corporate Services
 - Financial Services
 - Human Resources
 - External Relations
 - Procurement and Real Estate Services
 - Legislative Services
 - Indigenous Relations
- **Resource optimization and efficiencies (\$53M):**
 - Transition more work in-house
 - Adjusted resourcing to reflect operating and capital plan
 - Extending useful life of existing systems in Corporate Services

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METRO VANCOUVER HOUSING: POTENTIAL COST SAVINGS

Operations funded through rents: no cost to the taxpayer



49 sites housing nearly 10,000 people

- **Resource optimization and efficiencies (\$3M):**
 - Adjusted resourcing to reflect operating and capital plan cash flow
- **Revenue from increased rents, grants, loans:**
 - Any increases in operational costs due to opening new buildings paid for by new rents (3 buildings in construction, 3 about to start construction)

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METRO VANCOUVER HOUSING

Total Capital Adjustments 2026-2029: \$17M



17 Projects in the Capital Plan

Driver	Previous Financial Plan	Adjusted Financial Plan Forecast	\$ Change	Key Projects
Expand/Member Partnership	\$ 86	\$ 92	\$ 5	
Expand/Re-develop	\$ 774	\$ 778	\$ 4	
Maintenance/Major Rehabilitation	\$ 41	\$ 48	\$ 8	Le Chateau Place, Crown Manor
Total	\$ 901	\$ 918	\$ 17*	

*\$17M Adjustment is not a growth in the Capital Budget, it is an adjustment to the cashflow from previous years and does not impact the reduction in the HHI as MVH capital is funded from grants, loans and reserves.

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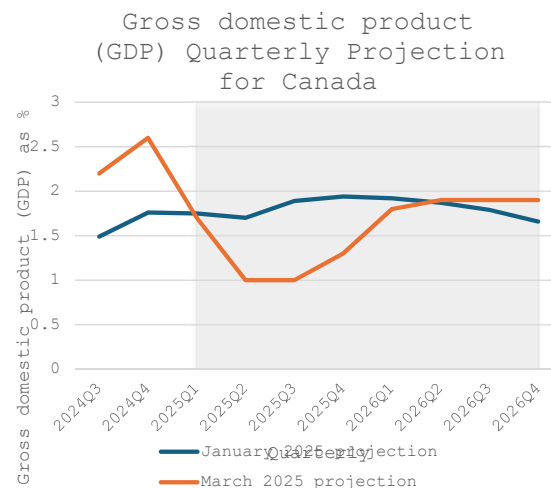
2026-2030 Proposed Five-Year Financial Plan

Pitt River Greenway

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CURRENT FINANCIAL PLANNING CONTEXT

- Global uncertainty due to threat of US tariffs
- Impact on inflation and supply chains
- Scarcity of resources
- Aging infrastructure
- Changing population growth
- Resilience and climate



Sources: Bank of Canada, Central 1 Credit Union

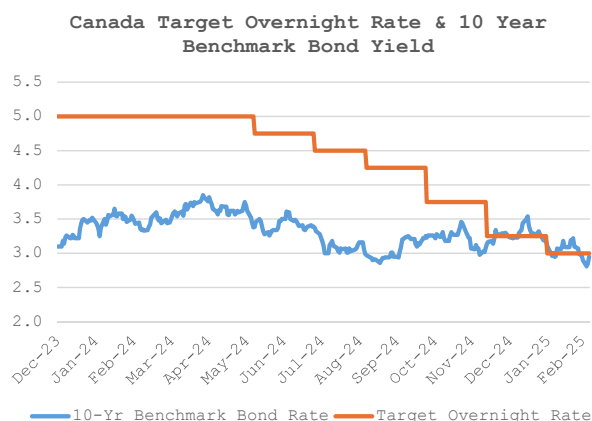
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CANADA OVERNIGHT RATE PROJECTION AND BENCHMARK BOND YIELD

Quarter	Overnight	3-month	2-year	5-year	10-year	30-year
7-Feb-25	3.00	2.88	2.69	2.75	3.07	3.24
Q1 2025	2.75	2.60	2.55	2.65	3.00	3.15
Q2 2025	2.50	2.35	2.35	2.50	2.85	3.05
Q3 2025	2.25	2.15	2.25	2.45	2.75	2.95
Q4 2025	2.25	2.20	2.20	2.40	2.70	2.90
Q1 2026	2.25	2.25	2.30	2.50	2.75	2.95
Q2 2026	2.25	2.35	2.45	2.60	2.85	3.00
Q3 2026	2.50	2.60	2.60	2.75	2.95	3.05
Q4 2026	2.75	2.70	2.75	2.85	3.00	3.10

Source: National Bank of Canada



Source: Bank of Canada

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MACRO-ECONOMIC FINANCIAL RISKS

Financial Risk	Mitigation Approach
US / Canada trade tariffs	<ul style="list-style-type: none"> • DOC activated to respond to tariffs • Engaging with member jurisdictions and Province on approach • Examining vendors and sources of goods and materials
Inflation (multiple sources)	<ul style="list-style-type: none"> • Review and examine project timing • Review escalation annually • Use pay-as-you-go
Interest rates	<ul style="list-style-type: none"> • Use short-term borrowing • Locking in long term rates when appropriate • Explore alternative investments through MFA

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METRO VANCOUVER OUTLOOK

Metro Vancouver's Revenue Sources:

- Water sales, sewer levies, tax requisition, solid waste tipping fees, housing rents relatively stable sources
- DCC, Provincial, and other third-party funding tend to be less predictable and impacted by economic risks
- Debt is contingent on maintaining stable revenue to avoid exceeding the 40% servicing ratio

Metro Vancouver Expenses Highlights:

- Increased costs to deliver operations and capital plan
- Contracting, materials, supplies, and equipment
- Global uncertainty

Looking Ahead – Metro Vancouver is preparing a Long-Range Financial Plan

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CURRENT ENDORSED 2025-2029 FINANCIAL PLAN

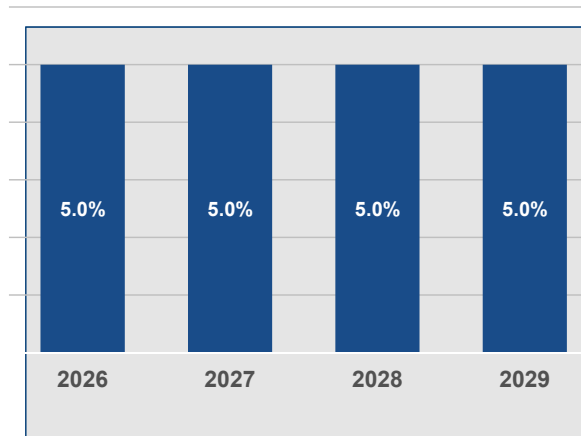
2026 Endorsed HHI increase = 5%; \$43 increase

2026 Key Cost Drivers:

- +\$39 increase in Liquid Waste Services
- +\$11 increase Water Services
- +\$3 increase in Solid Waste
- -\$10 reduction in MVRD

****2025 Approved Average HHI \$875/household**

Total Average HHI % Change



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PROPOSED 2026 – 2030 FINANCIAL PLAN

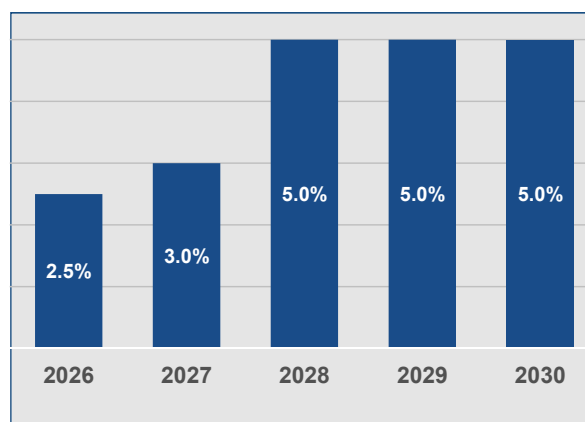
2026 Proposed HHI increase = 2.5%; \$21 increase

2026 Key Cost Drivers:

- +\$24 increase in Liquid Waste Services
- +\$6 increase Water Services
- +\$3 increase in Solid Waste
- -\$12 reduction in MVRD

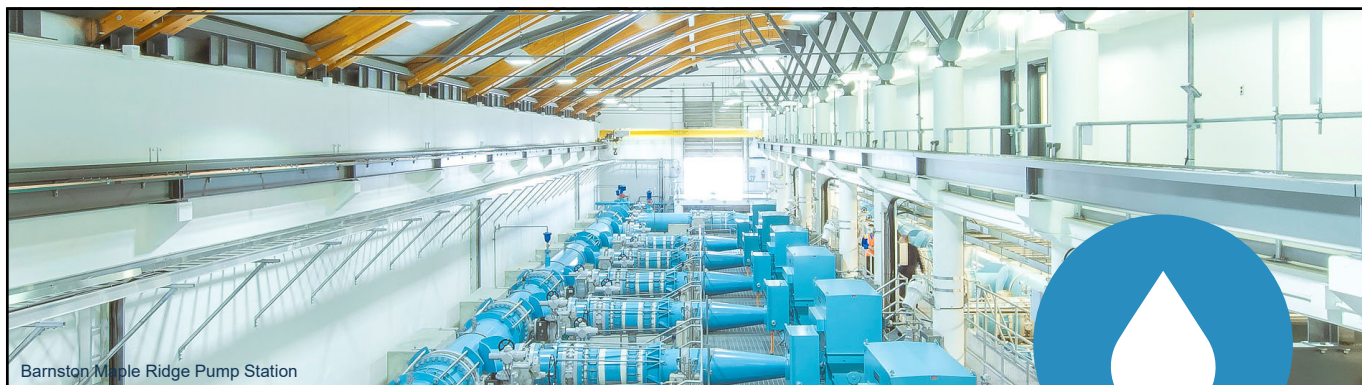
****2026 Proposed Average HHI \$896/household (\$75/mo)**

Total Average HHI % Change



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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.

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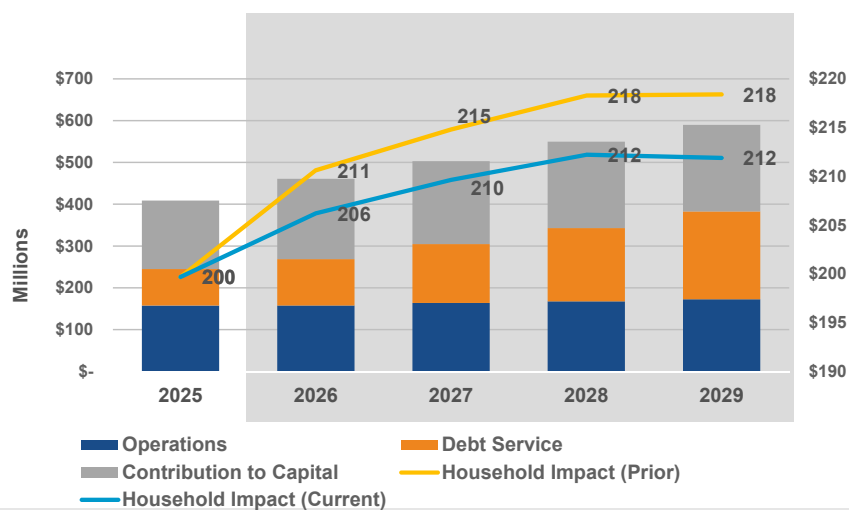
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WATER SERVICES FINANCIAL PLAN

Drivers

- Operating budget targeting stability over the 5-year plan
- Growing capital plan (Debt servicing and contribution to capital)
- DCC revenues funding growth program offsetting HHI impacts

Adjusted Water Services Financial Plan



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WATER SERVICES PROPOSED FINANCIAL PLAN

\$ million

	2025	2026	2027	2028	2029
Water Sales	\$399	\$424	\$439	\$455	\$458
Other Revenues	\$10	\$37	\$65	\$95	\$131
Total Revenues	\$409	\$461	\$504	\$550	\$589
Operating Expenditures	\$158	\$158	\$164	\$168	\$173
Debt Service	\$87	\$111	\$142	\$175	\$209
Contribution to Capital	\$164	\$192	\$198	\$207	\$207
Total Expenditures	\$409	\$461	\$504	\$550	\$589
Capital Expenditure Forecast	\$485	\$615	\$627	\$726	\$805
HHI Proposed (\$)	\$200	\$206	\$210	\$212	\$212
HHI 2025-2029 Financial Plan	\$200	\$211	\$215	\$218	\$218

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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

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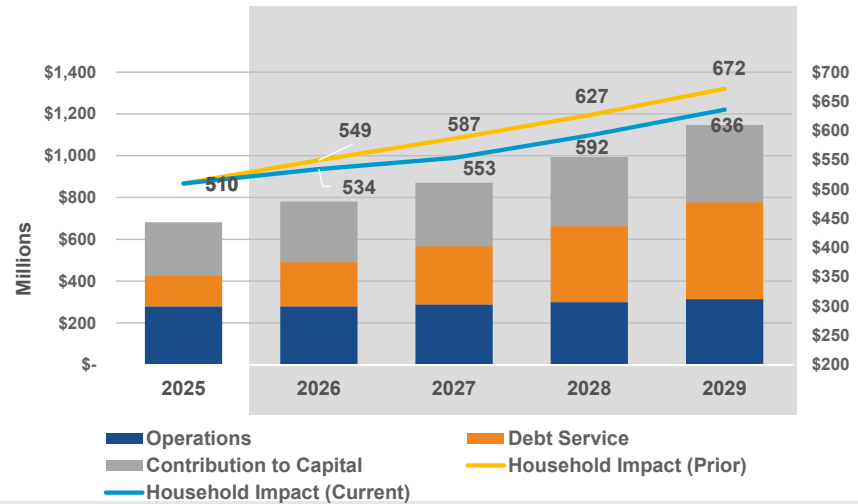
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LIQUID WASTE SERVICES FINANCIAL PLAN

Drivers

- Operating budget targeting stability over the 5-year plan
- Regulatory upgrades and growth capital plan is driver over 5-years
 - Debt servicing and contribution to capital
- DCC revenues funding growth program offsetting HHI impacts

Adjusted Liquid Waste Services Financial Plan



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LIQUID WASTE PROPOSED FINANCIAL PLAN

\$ million

	2025	2026	2027	2028	2029
Liquid Waste Services Levy	\$576	\$616	\$646	\$701	\$768
Other Revenues	\$106	\$165	\$225	\$293	\$378
Total Revenues	\$682	\$781	\$871	\$994	\$1,146
Operating Expenditures	\$280	\$280	\$289	\$300	\$314
Debt Service	\$149	\$211	\$279	\$363	\$463
Contribution to Capital	\$253	\$290	\$303	\$331	\$369
Total Expenditures	\$682	\$781	\$871	\$994	\$1,146
Capital Expenditure Forecast	\$1,010	\$1,057	\$1,342	\$1,374	\$1,478
HHI Proposed for 2026-2030 Financial Plan	\$510	\$534	\$553	\$592	\$636
Previous HHI Projected in 2025-2029 Financial Plan	\$510	\$549	\$587	\$627	\$672

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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.

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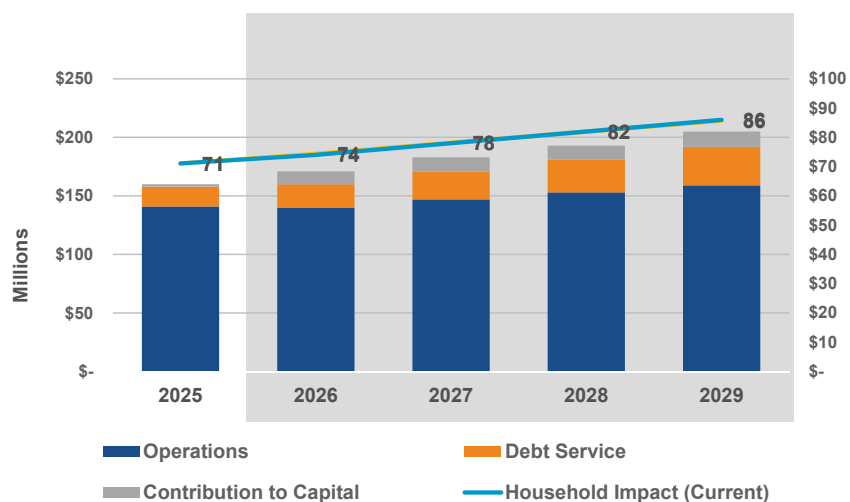
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SOLID WASTE SERVICES FINANCIAL PLAN

Drivers

- Operating budget targeting stability over the 5-year plan
- Waste-to-energy capital and district energy is driver over 5-years
 - Debt servicing
- Incorporating Zero Waste Collaboration Initiatives into Solid Waste Services 2026-2030 financial plan

Adjusted Solid Waste Services Financial Plan



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SOLID WASTE PROPOSED FINANCIAL PLAN

\$ million

	2025	2026	2027	2028	2029
Solid Waste Tipping Fees	\$149	\$159	\$169	\$179	\$189
Other Revenues	\$11	\$13	\$15	\$15	\$15
Total Revenues	\$160	\$172	\$184	\$194	\$204
Operating Expenditures	\$141	\$140	\$147	\$153	\$159
Debt Service	\$17	\$21	\$26	\$29	\$32
Contribution to Capital	\$2	\$11	\$11	\$12	\$13
Total Expenditures	\$160	\$172	\$184	\$194	\$204
Capital Expenditure Forecast	\$43	\$43	\$52	\$42	\$77
HHI Proposed for 2026-2030 Financial Plan	\$71	\$74	\$78	\$82	\$86
Previous HHI Projected in 2025-2029 Financial Plan	\$71	\$74	\$78	\$82	\$86

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MVRD OVERVIEW

- Housing Planning & Policy
- Regional Planning
- Electoral Area Services
- Regional Parks
- Air Quality and Climate Action
- 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

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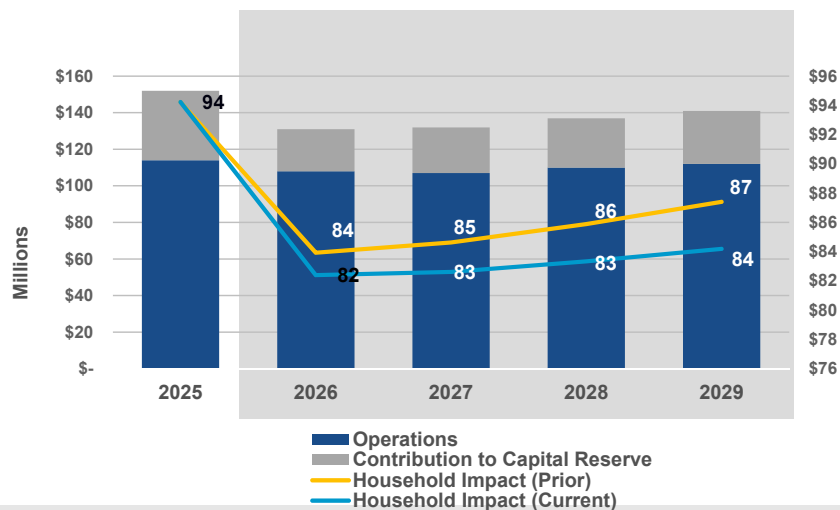
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MVRD FINANCIAL PLAN

Drivers

- Operating budget targeting stability over the 5-year plan
- Increase DCC revenue for parkland acquisition
- Reduction in contribution to reserve for parkland acquisition

Adjusted MVRD Financial Plan



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MVRD PROPOSED FINANCIAL PLAN

\$ million

	2025	2026	2027	2028	2029
MVRD Requisitions	\$117	\$102	\$104	\$107	\$111
Other Revenues	\$35	\$29	\$28	\$30	\$29
Total Revenues	\$152	\$131	\$132	\$137	\$140
Operating Expenditures	\$114	\$108	\$107	\$110	\$111
Contribution to Capital Reserves	\$38	\$23	\$25	\$27	\$29
Total Expenditures	\$152	\$131	\$132	\$137	\$140
Capital Expenditure Forecast	\$44	\$38	\$37	\$37	\$27
HHI Proposed for 2026-2030 Financial Plan	\$94	\$82	\$83	\$83	\$84
Previous HHI Projected in 2025-2029 Financial Plan	\$94	\$84	\$85	\$86	\$87

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METRO VANCOUVER HOUSING OVERVIEW

Guided by the Metro Vancouver Housing 10-Year Plan: Provide safe, inclusive, diverse and affordable homes in communities across 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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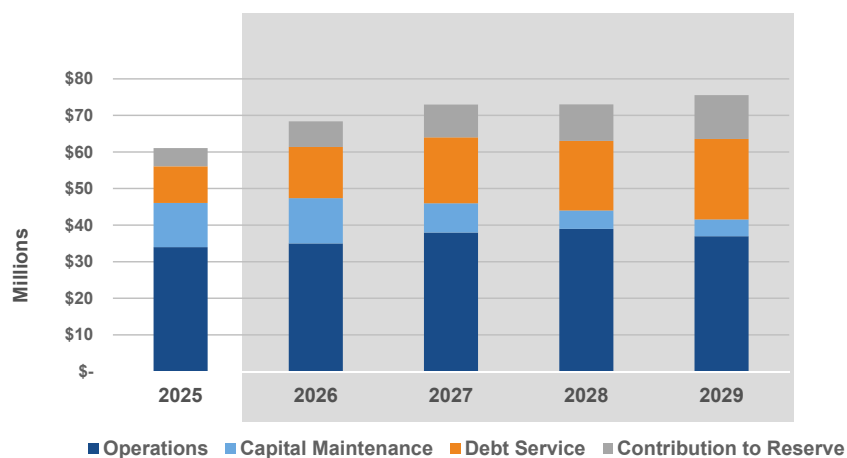
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METRO VANCOUVER HOUSING FINANCIAL PLAN

Drivers

- Operations inflationary over the 5-year plan
 - Adjustments for development projects
- Significant funding from grants (roughly 56% of capital program)
- Adding ~880 Units
- Mortgage debt servicing due to increased development and building rehabilitation

Adjusted MVHC Financial Plan



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METRO VANCOUVER HOUSING PROPOSED FINANCIAL PLAN

\$ millions

	2025	2026	2027	2028	2029
Housing Rents	\$45	\$51	\$58	\$61	\$62
Other Revenues	\$16	\$18	\$14	\$12	\$13
Total Revenues	\$61	\$69	\$72	\$73	\$75
Operating Expenditures	\$34	\$35	\$38	\$39	\$37
Capital Maintenance	\$12	\$12	\$8	\$5	\$5
Debt Service	\$10	\$14	\$19	\$19	\$22
Contribution to Reserve	\$5	\$8	\$7	\$10	\$11
Total Expenditures	\$61	\$69	\$72	\$73	\$75
Capital Expenditure Forecast	\$186	\$201	\$181	\$256	\$281
HHI Proposed for 2026-2030 Financial Plan	\$ -	\$ -	\$ -	\$ -	\$ -
Previous HHI Projected in 2025-2029 Financial Plan	\$ -	\$ -	\$ -	\$ -	\$ -

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BOARD CONSIDERATION

That the MVRD, MVHC, GVS&DD, and GVWD Boards:

- direct staff to prepare the 2026 Budget and 2026-2030 Financial Plan by implementing the potential operational cost savings; and*
- proceed through the 2026 budget cycle with household impact targets as follows: 2026 at 2.5%, 2027 at 3.0%, 2028 at 5.0%, 2029 at 5.0%, and 2030 at 5.0%.*

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First Nation Drum – Heather Place Opening

Thank You

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