INCLUSIVE REGIONAL GOVERNANCE



Regional District of Central Okanagan



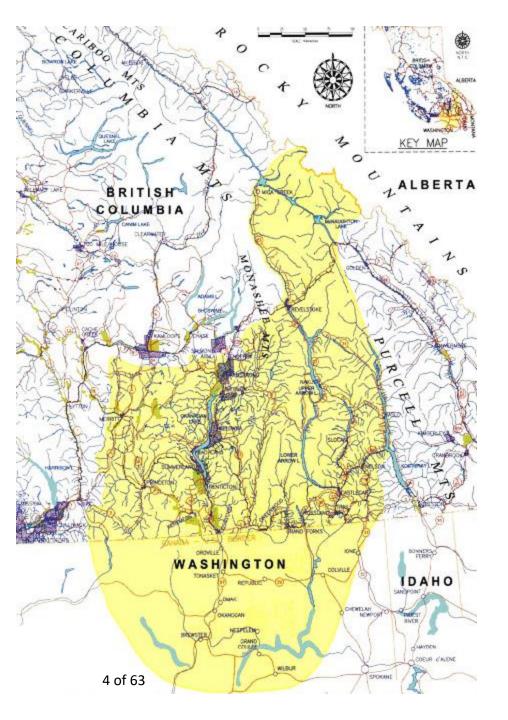
What we'll share:

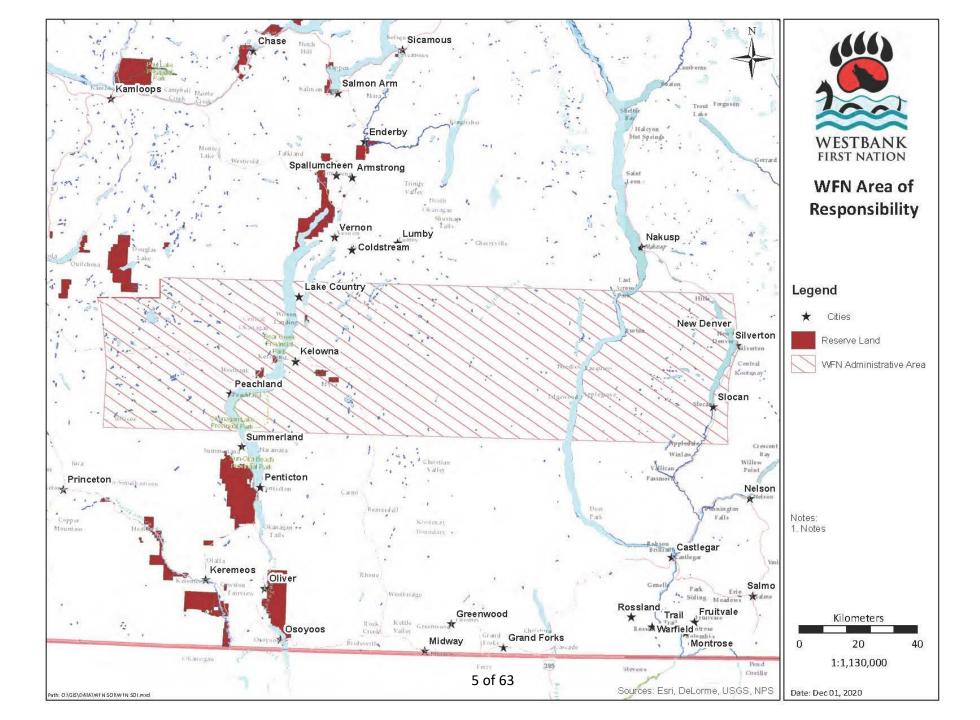
- Introductions
- Starting our journey
- Standing together
- Our next steps



WESTBANK FIRST NATION (WFN)

syilx / Okanagan Nation



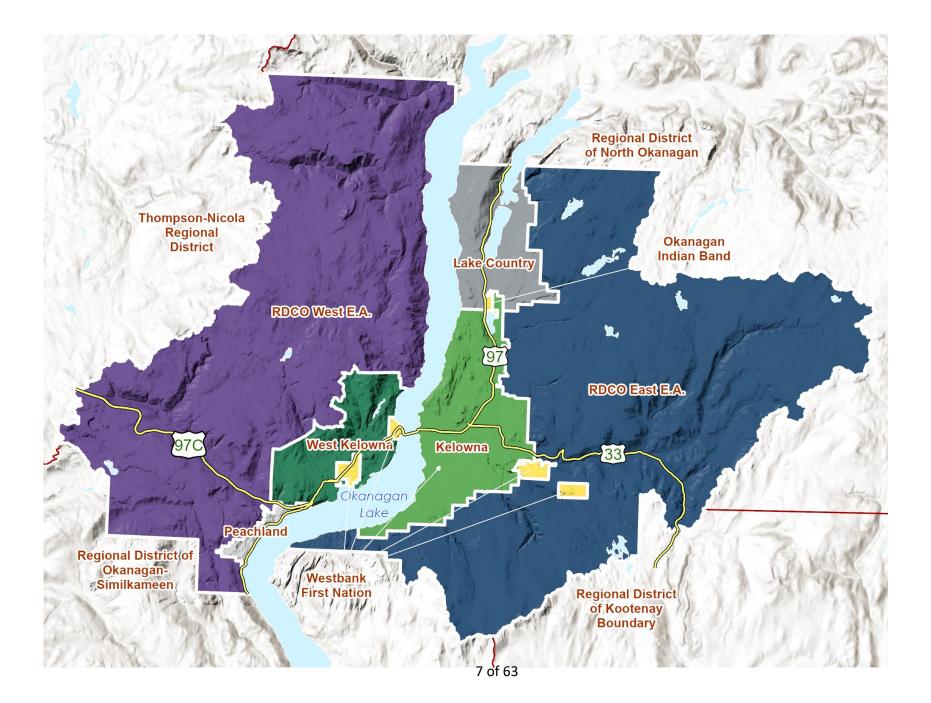


STARTING OUR JOURNEY

skemxis

What's Shakin' in the Nation?

ntytyix



Building Government to Government Relationship



- Local Services Agreement
- Non-voting member of the RDCO Board
- Parks co-management agreement and MOU

Commitment to Reconciliation Actions



- Board priority
- Dedicated resources and stable funding
- Organizational readiness
- Sharing funding
- Regional emergency
 program

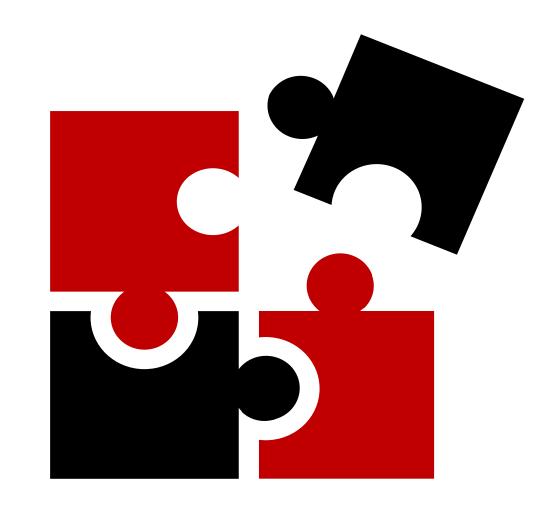
STANDING TOGETHER

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Inclusive Regional Governance

- Puzzle pieces:
 - Regional Board
 priority
 - WFN Comprehensive Community Plan and request to work together
 - Grant from the Province



Research

- Jointly hired JWR Business Group
- Reviewed governance arrangements between local governments and selfgoverning nations
- Provided 5 potential models
- Presented to RDCO and WFN



Inclusive Governance Models

Model One: continue WFN participation through the WFN/RDCO Local Services Agreement.

Model Two: participate as a non-voting Member through a mechanism separate and apart from the Local Services Agreement.

Model Three: WFN to become a full member of the RDCO and for this purpose be deemed a "Municipality" like a Treaty First Nation under the Local Government Act.

Model Four: the establishment of a separate WFN (Local) Government District as a quasi-municipal government to participate fully in the RDCO. Model Five: WFN to become a full member of the RDCO and to participate as a "Municipality" through new arrangements to be negotiated with BC.

Discussion areas

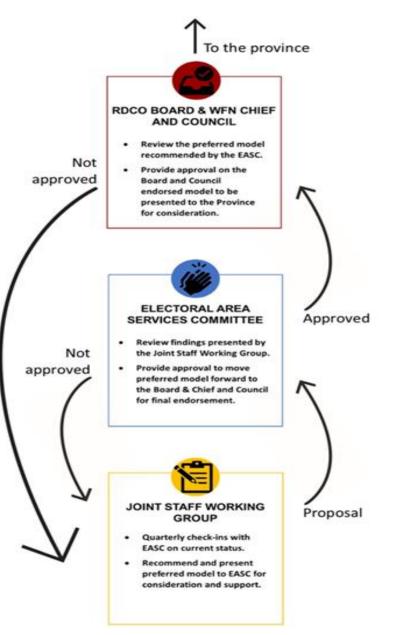


- Joint planning and collaboration
- Further model exploration
- Key considerations going forward



OUR NEXT STEPS

Next steps





QUESTIONS?





2025 – 2029 Financial Plan Overview

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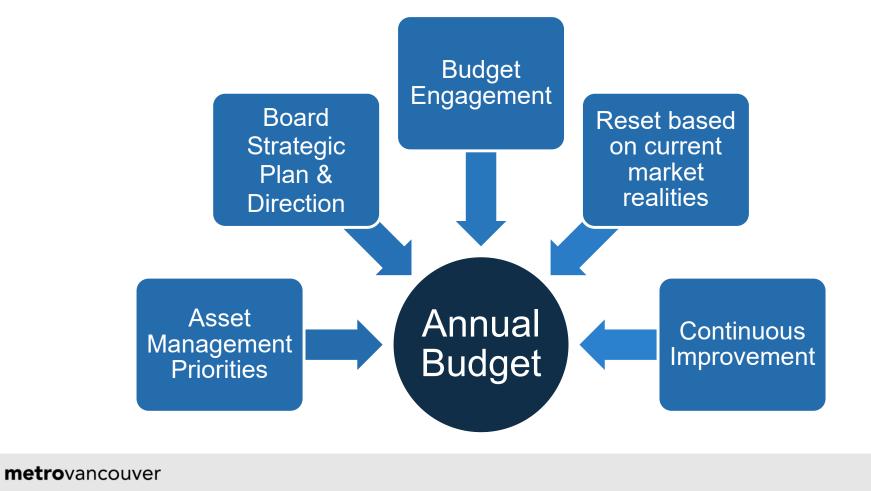
Jerry W. Dobrovolny, P. Eng, MBA

Commissioner / Chief Administrative Officer

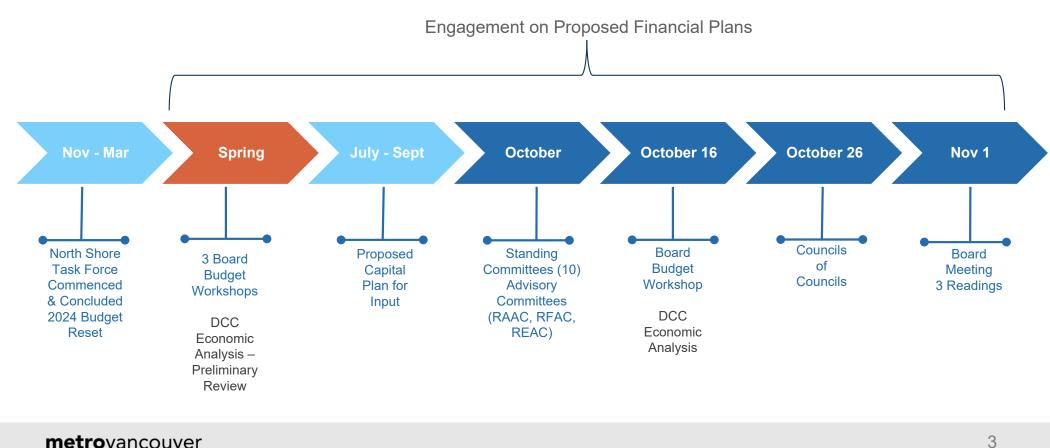
Harji Varn

GM Financial Services / Chief Finance Officer

METRO VANCOUVER BUDGET APPROACH



2025 BUDGET CYCLE TIMELINE



COMMUNICATIONS AND ENGAGEMENT

Public Engagement Period, July 31 – September 16

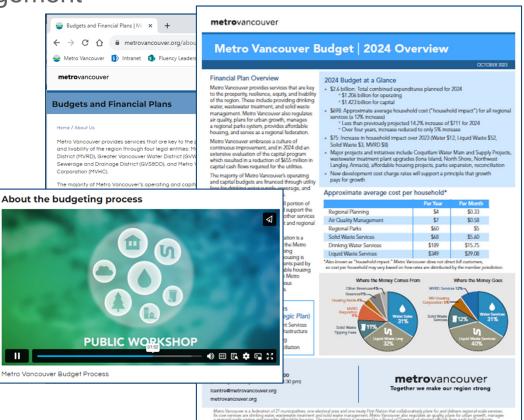
- 291,956+ budget video views
- 14 days at PNE (90,000 showcase visitors)
- 8,483 PNE budget game players
- 1,453 budget webpage visits
- 422 online survey responses
- 79 paper survey responses
- 36 promotional and educational posts on social



COMMUNICATIONS AND ENGAGEMENT

Overall Communications / Member Engagement

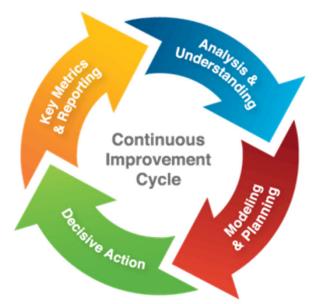
- Budget webpage with video
- Budget Overview one pager
- MetroUpdate newsletter article
- Live stream Committee and Board meetings
- Regional Advisory Committees
- Council of Council meetings
- Budget communications throughout the year



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COMMITMENT TO CONTINUOUS IMPROVEMENT

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



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CONTINUOUS IMPROVEMENT – 2024 COMPLETED OR ONGOING

Initiative	Outcomes			
Cyber Resilience (CS)	 Improve cyber security and resilience to proactively mitigate the risks posed by evolving cyber security threats 			
Weigh Scale Software Upgrade Implementation (SWS)	 Range of new features: license plate readers, emailing bills, real-time customer feedback; system resilience. 			
Refined Environmental Management System (WS)	 Revised the review and approval process for regulatory reporting, which is freeing up time for our frontline, engineering, and legal teams 			

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CONTINUOUS IMPROVEMENT – 2025 NEW

Initiative	Outcomes		
Waste-to Energy District Energy (SWS)	 Up to 70,000 tonnes GHG per year emissions reduction. 		
Biosolids Hauling de-carbonization (LWS)	 Trials of low-carbon hauling vehicles (battery electric vehicles and hydrogen electric vehicles) for short to medium haul routes. 		
Project Quality Management (PD)	 Consistent implementation of Project Quality Management and reduction of quality related risks. Efficiencies due to risk avoidance and streamlined processes. 		

MAJOR DRIVERS – CAPITAL PROGRAM

WHAT WE ARE DOING

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



Fleetwood Reservoir Roof slab

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Annacis WWTP Digesters



Widgeon Marsh Development



Central Surrey Recycling and Waste

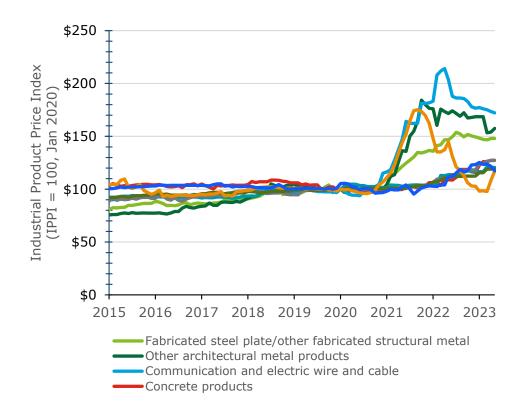
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MAJOR DRIVERS – INFLATION AND COST ESCALATION

WHAT WE ARE DOING

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

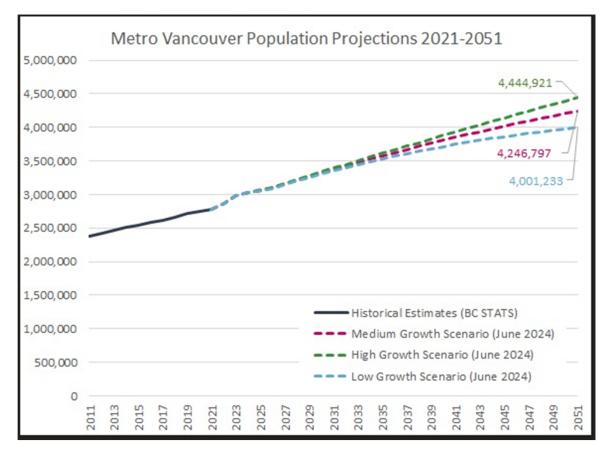


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MAJOR DRIVERS - POPULATION GROWTH

WHAT WE ARE DOING

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



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MAJOR DRIVERS - CLIMATE CHANGE AND RESILIENCE

WHAT WE ARE DOING

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



King tide in West Vancouver



Minnekhada fire



Climate Literacy Program



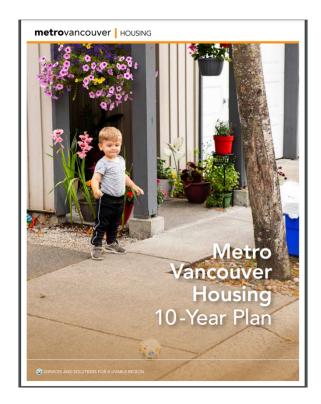
Smoky conditions in Metro Vancouver

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MAJOR DRIVERS – BELOW MARKET RENTAL HOUSING

WHAT WE ARE DOING

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



APRIL 2023 BOARD BUDGET WORKSHOP DIRECTION

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

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

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iii. Implementation of a Development Cost Charge for Regional Parks and move to a 1% assist factor within the 2024–2028 Financial Plan

MARCH 2024 BOARD MEETING

- The DCC Bylaws received Provincial Inspector Approval in February 2024
- On March 22, 2024, the MVRD/ GVS&DD/ GVWD Board had 4th reading and final adoption of the 3 DCC Bylaws
- The DCC Bylaws have a 3-year phase-in January 1, 2025; January 1, 2026; and January 1, 2027

SPRING 2024 BOARD BUDGET WORKSHOPS DIRECTION

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

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

BOARD BUDGET WORKSHOP DIRECTION

May 2024 Board Budget Workshop Resolution

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

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

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

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2025–2029 FINANCIAL PLAN OVERVIEW

2025 Budget – Bottom Line

11.0%	Prior Projection for 2025
\$88	Increase for the average household in 2025 (Water: \$14, Liquid Waste: \$69, Solid Waste: \$3, MVRD: \$2)
\$884	Average annual cost for all Metro Vancouver services
0 00/	Proposed 2025 Budget
9.9%	Proposed 2025 Budget
9.9% \$79	Proposed 2025 Budget Increase for the average household in 2025 (Water: \$11, Liquid Waste: \$63, Solid Waste: \$3, MVRD: \$2)

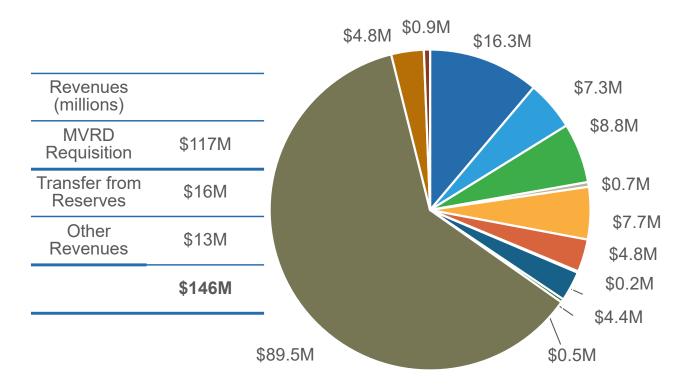
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OVERALL AVERAGE HOUSEHOLD IMPACT 2025–2029

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

BUDGET OVERVIEW

2025 MVRD Budget



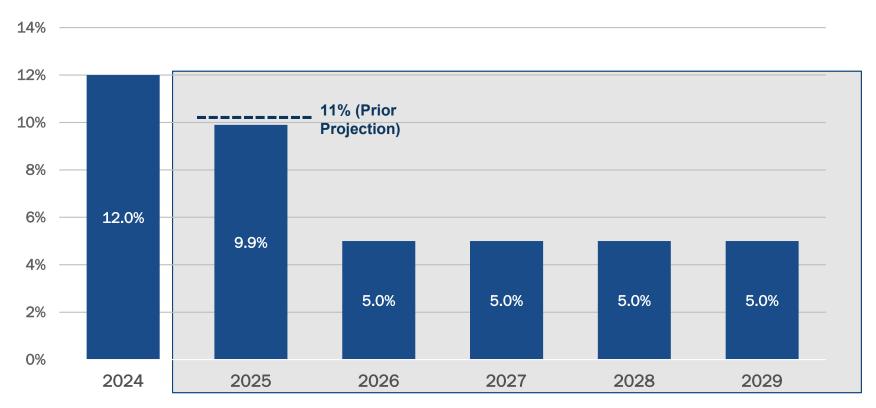
Expenditure by Department

- Air Quality and Climate Action (\$16.3M)
- E911 Emergency Telephone Service (\$7.3M)
- General Government Administration (\$8.8M)
- General Government-Zero Waste Collaboration Initiatives (\$700K) Housing Planning and Policy (\$7.7M)
- Invest Vancouver (\$4.8M)
- Regional Emergency Management (\$200K)
- Regional Employers Services (\$4.4M)
- Regional Global Positioning System (\$500K)
- Regional Parks (\$89.5M)
- Regional Land Use Policy (\$4.8M)
- Sasamat Fire Protection Service (\$900K)

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METRO VANCOUVER HOUSEHOLD IMPACT % CHANGE

Proposed 2025–2029 Financial Plan



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2025 -2029 Proposed Financial Plan

Metro Vancouver



METRO VANCOUVER OPERATING BUDGET

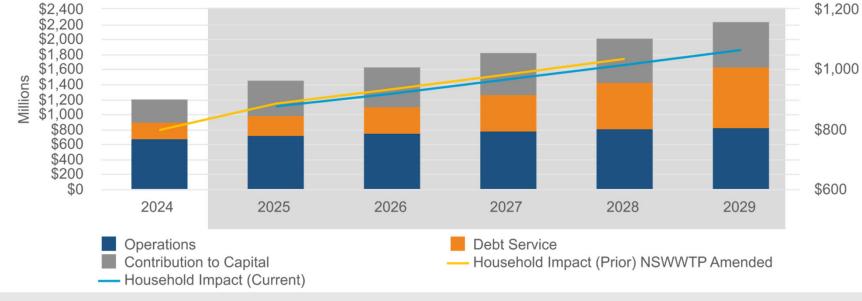
Expenditures

Overview:

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

Drivers:

- Operating Program is inflationary over the 5 years
- Funding capital program through debt service and contribution to capital in accordance with Board policy



METRO VANCOUVER OPERATING BUDGET

Revenues

Overview:

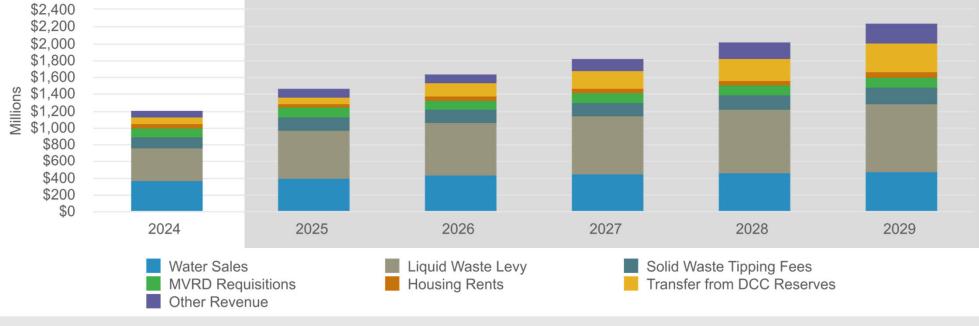
- Primary funding sources: water sales, sewer levy, tipping fees, rents, MVRD requisition
- Relative stability for primary sources

Drivers:

 Anticipated DCC revenues received and applied having downward pressure on HHI

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Continuously seeking partner funding for support



METRO VANCOUVER CAPITAL PLAN

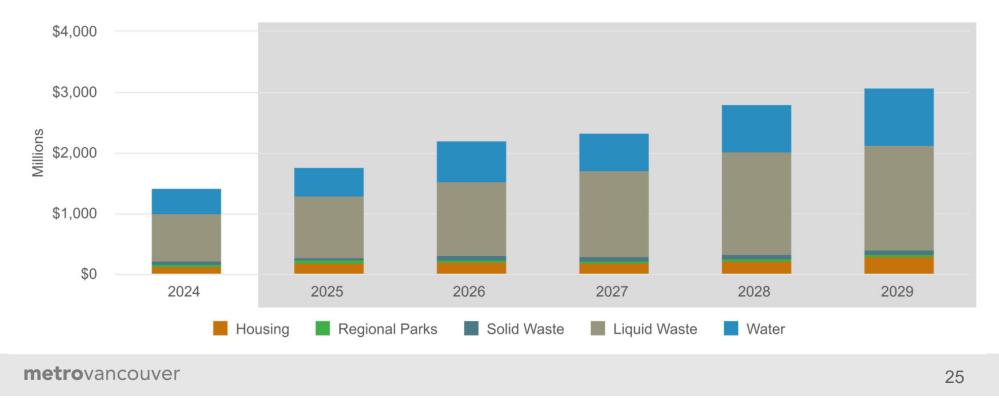
Expenditures

Overview:

- 2024 capital cash flow \$1.42B
- 2025 capital cash flow \$1.77B

Drivers:

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





Questions?

2025 – 2029 FINANCIAL PLAN INDIGENOUS RELATIONS

Jessica Beverley

General Manager, Legal Services & Indigenous Relations

Indigenous Relations Committee – October 11, 2024 68636942

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Artwork by dićəý (Katzie First Nation) artist Rain Pierre on the Golden Ears Pump Station, July 2023

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INDIGENOUS RELATIONS OVERVIEW

Regional Gathering, 2023

Indigenous Relations over the next five years

- A time of rapid change and transition in British Columbia
- Expectations are growing fast; effects on the regulatory atmosphere
- The legal environment is in flux and unpredictable; building relationships is key

BOARD STRATEGIC PLAN

Indigenous Relations Priorities: Underlying the entire organization's work

Reconciliation:

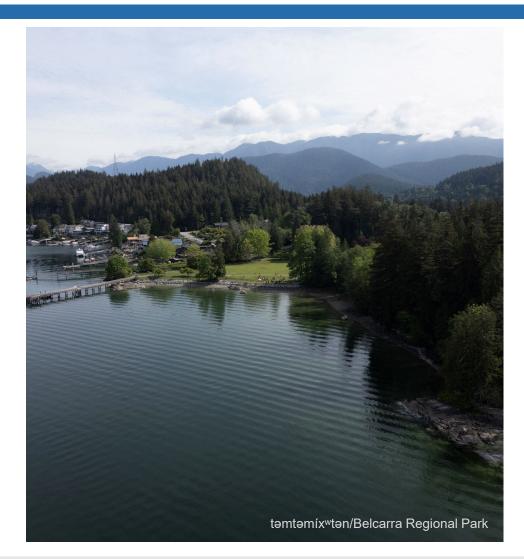
"Continuing to build and strengthen respectful and reciprocal relationships with local First Nations.... Continue to engage meaningfully with First Nations on plans, programs, and projects"

Strategic Plan objectives include working with First Nations to:

- develop collaborative environmental and parks management initiatives; name/rename regional parks
- incorporate Indigenous knowledge into policies on ecosystem preservation, restoration and adaptation measures
- support the restoration of fish populations in water supply areas
- advance economic reconciliation and Indigenous prosperity

ACHIEVEMENTS Highlights in FY 2024

- Co-hosted a Community to Community Forum with səlilwətał (Tsleil-Waututh Nation), on their traditional territory of Indian Arm
- Facilitated a cultural learning event in the qićaý First Nation longhouse for key Committees
- Produced a Cultural Safety training video with Indigenous trainers for MV contractors and staff
- Responded to ~10,000 queries from staff and First Nations
- Improving staff understanding of Indigenous issues to help them in their work
 - Revamped and expanded staff trainings
 - Provided new opportunities for staff to learn and understand Indigenous culture and protocol



PERFORMANCE METRICS

Indigenous Relations

Key Performance Indicator	2022	2023	2024 (Expected)	2025 (Expected)
Total Requests for Information and Advice Received	8000	9000	10,500	11,000
Indigenous Relations Training Sessions: Number and Participants	6 / 200	26 / 830	18 / 270	30 / 600
Special Indigenous Relations Events: Number and Participants	4 / 770	6 / 494	8 / 350	6 / 400

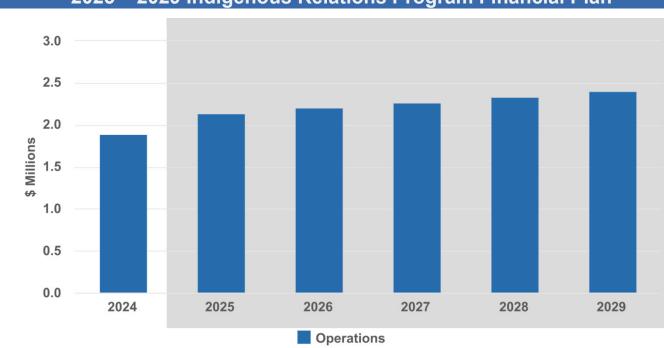
CONTINUOUS IMPROVEMENT — ONGOING AND NEW

Allocated Programs – Indigenous Relations

Initiative	Outcomes
Updating Metro Vancouver's First Nations Engagement Guidelines	 An updated First Nations Engagement Guidelines to guide staff will improve efficiencies, including a decision tree catered for each department's use
Finalizing a Referrals Portal for Metro Vancouver	 Improved efficiency in sending and tracking referrals to First Nations
Rolling out an Indigenous Cultural Sensitivity Training Video for MV crews and contractors	 To create a more inclusive and respectful environment when working with Indigenous monitors/technicians on construction sites

OPERATING EXPENDITURES

Indigenous Relations Financial Plan



2025 – 2029 Indigenous Relations Program Financial Plan

Overview:

2024Operating Budget:	\$1.9M	
2025Operating Budget:	\$2.1M	
13 0% i	13.0% increase	

Drivers for Change:

- Increasing regulatory expectations for deep engagement with First Nations before issuing permits/approvals
- Increasing number and complexity
 of staff and First Nations queries

OPERATING HIGHLIGHTS

Allocated Programs 2025 – 2029: Indigenous Relations

Budget Year	Initiative	Description
2025	Training Modules	Develop video modules for training Metro Vancouver staff on archaeological and chance find protocols.
2025 - 2029	Regional Gatherings and Community to Community Forums	Co-host annual forums with First Nation(s) for members of the Board and Indigenous Relations Committee with leaders of area First Nations.
2025 - 2029	Increased Engagement with First Nations	Continued discussions with local First Nations on meaningful engagement regarding capital and infrastructure projects, management plans and road maps.
2025- 2029	First Nations and Regional Governance	Liaise with provincial and federal governments, on DRIPA and UNDA respectively, about increasing Indigenous involvement in regional governance and decision-making opportunities.

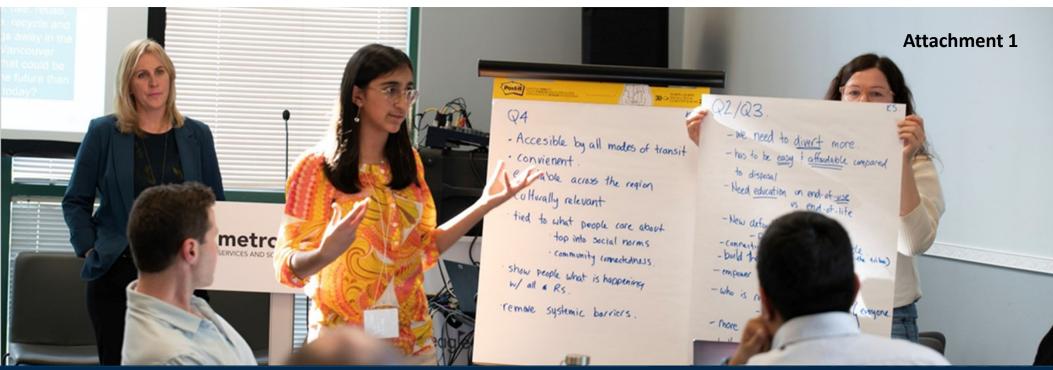
INDIGENOUS RELATIONS FINANCIAL PLAN SUMMARY

Indigenous Relations 2025 - 2029

	2024	2025	2026	2027	2028	2029
Total Expenditures (\$ Millions)	\$1.9	\$2.1	\$2.2	\$2.3	\$2.3	\$2.4
% Change		13.0%	3.2%	3.0%	3.0%	3.0%
Allocated to Functional Departments (\$ Millions)	\$1.4	\$1.6	\$1.7	\$1.7	\$1.8	\$1.8
Transfer from Capital (\$ Millions)	\$0.5	\$0.5	\$0.5	\$0.6	\$0.6	\$0.6
% Change		3.6%	3.2%	3.2%	3.2%	3.2%



Questions?



Vision and Guiding Principles Workshop

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Solid Waste Management Plan Update VISION AND GUIDING PRINCIPLES REPORT BACK

Stephanie Liu

Program Manager, Solid Waste Community Engagement

Indigenous Relations Committee, October 11, 2024

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PLAN TIMELINE



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DETAILED TIMELINE

2020	2021	2022	2023	2024
Engagement Panel forms	First Nations pre- engagement	Committee and engagement on vis		Board report on vision and guiding
	Pre-engagement report	Advisory Committee formation	guiding principles	principles
	report		F - F	Begin First
	Board approves		Initial feedback report to Zero	Nations engagement on
engagement program		Waste	idea generation	
			Committee	

FIRST NATIONS OUTREACH ON VISION AND GUIDING PRINCIPLES

February 2023

|--|

Letters describing project and offering engagement opportunities

Local First Nations and First Nations Located Outside of Region



March – May 2023



Held information sessions for feedback

7 Local First Nations participating



4

VISION AND GUIDING PRINCIPLES

"A thriving region where nothing is wasted and resources are valued."



Accountability from residents, businesses, and governments to prevent waste.



A solid waste system that is resilient to climate change and future challenges.



A solid waste and recycling system that is affordable, convenient, and consistent across the region.



Environmental stewardship and climate action.

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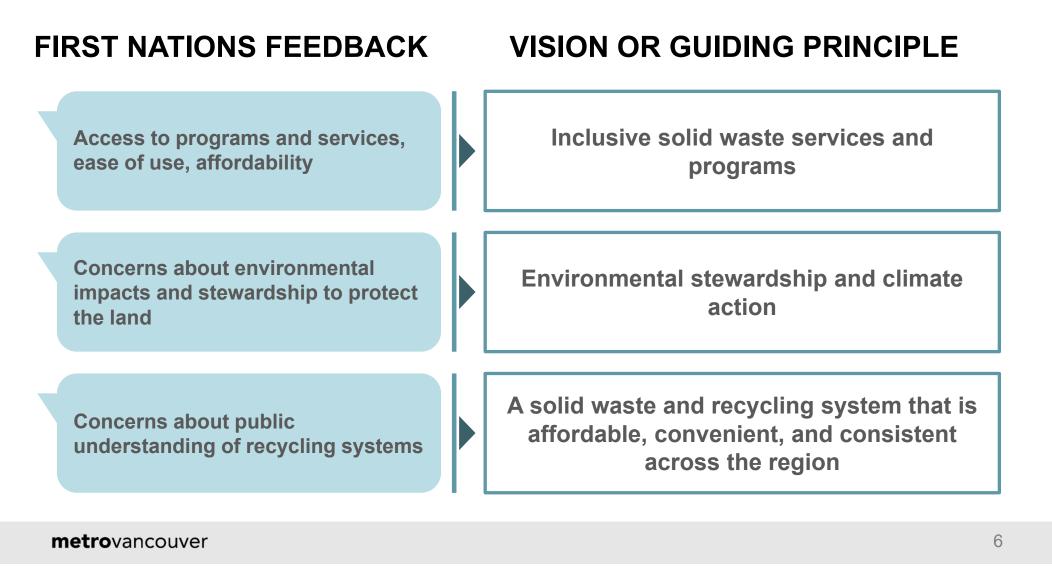
Inclusive solid waste services and programs.



Innovation and collaboration to support a vibrant regional economy that keeps products and materials in circulation.



Transparency about what happens to waste and recycling.



IDEA GENERATION



Develop a set of potential actions and strategies to include in an updated plan



Updated goals



Next phase: options analysis

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IDEA GENERATION ENGAGEMENT

Timeline

July to November 2024

- First Nations
- Member staff
- Adjacent regional districts
- Advisory Committees

Sept 16 to Nov 8 2024 Public Engagement

2025

• Zero Waste Committee / Climate Action Committee input

• Reporting

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APPROACH FOR IDEA GENERATION

Focus areas	 Provide a framework for prompting discussions on idea generation Focus area questions based on themes heard in previous phase
	Provide feedback on chosen focus area(s) for discussion
First Nations	
Key solid waste advisory committees	Work through chosen focus area(s) for discussion
Public engagement and collaborative engagement organizations	Online questionnaire and work through chosen focus area(s) for discussion

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Vancouver Skyline

Questions?