

2019-2023 Financial Plan

October 2018



**Metro Vancouver Districts
2019 - 2023 Financial Plan Information**

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**METRO VANCOUVER DISTRICTS
ESTIMATED HOUSEHOLD IMPACT
2019-2023 FINANCIAL PLAN**

	2018 FINAL	2019 BUDGET	% CHANGE	2020 FORECAST	% CHANGE	2021 FORECAST	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE
Vancouver Sewerage Area											
Water Services	\$ 165	\$ 172	4.5%	\$ 189	10.0%	\$ 207	9.5%	\$ 229	10.5%	\$ 253	10.5%
Liquid Waste Services	274	293	7.0%	307	4.8%	314	2.1%	325	3.8%	329	1.0%
Solid Waste Services	56	57	1.1%	58	2.4%	61	3.9%	63	3.6%	65	3.6%
Metro Vancouver Regional District Services	54	55	2.6%	56	2.3%	58	2.6%	59	2.1%	61	2.7%
Total Household Impact	\$ 549	\$ 577	5.2%	\$ 610	5.9%	\$ 640	4.6%	\$ 676	5.8%	\$ 708	4.6%
North Shore Sewerage Area											
Water Services	\$ 165	\$ 172	4.5%	\$ 189	10.0%	\$ 207	9.5%	\$ 229	10.5%	\$ 253	10.5%
Liquid Waste Services	292	304	4.1%	366	20.3%	460	25.9%	571	24.1%	605	5.9%
Solid Waste Services	56	57	1.1%	58	2.4%	61	3.9%	63	3.6%	65	3.6%
Metro Vancouver Regional District Services	54	55	2.6%	56	2.3%	58	2.6%	59	2.1%	61	2.7%
Total Household Impact	\$ 567	\$ 588	3.8%	\$ 669	13.9%	\$ 786	17.4%	\$ 922	17.3%	\$ 984	6.7%
Lulu Island West Sewerage Area											
Water Services	\$ 165	\$ 172	4.5%	\$ 189	10.0%	\$ 207	9.5%	\$ 229	10.5%	\$ 253	10.5%
Liquid Waste Services	205	214	4.7%	249	16.2%	293	17.9%	326	11.2%	333	2.2%
Solid Waste Services	56	57	1.1%	58	2.4%	61	3.9%	63	3.6%	65	3.6%
Metro Vancouver Regional District Services	54	55	2.6%	56	2.3%	58	2.6%	59	2.1%	61	2.7%
Total Household Impact	\$ 480	\$ 498	4.0%	\$ 552	10.9%	\$ 619	12.0%	\$ 677	9.4%	\$ 712	5.2%
Fraser Sewerage Area											
Water Services	\$ 165	\$ 172	4.5%	\$ 189	10.0%	\$ 207	9.5%	\$ 229	10.5%	\$ 253	10.5%
Liquid Waste Services	205	226	10.5%	243	7.1%	268	10.4%	296	10.6%	315	6.5%
Solid Waste Services	56	57	1.1%	58	2.4%	61	3.9%	63	3.6%	65	3.6%
Metro Vancouver Regional District Services	54	55	2.6%	56	2.3%	58	2.6%	59	2.1%	61	2.7%
Total Household Impact	\$ 480	\$ 510	6.5%	\$ 546	7.0%	\$ 594	8.6%	\$ 647	9.0%	\$ 694	7.3%
Metro Vancouver Average											
	2018 Final	2019 Prior Year Forecast Current Year Forecast		2020 Prior Year Forecast Current Year Forecast		2021 Prior Year Forecast Current Year Forecast		2022 Prior Year Forecast Current Year Forecast		2023 Prior Year Forecast Current Year Forecast	
Water Services	\$ 165	\$ 172	\$ 172	\$ 184	\$ 189	\$ 196	\$ 207	\$ 209	\$ 229	NA	\$ 253
Liquid Waste Services	231	250	250	265	271	287	298	305	328	NA	343
Solid Waste Services	56	55	57	55	58	55	61	55	63	NA	65
Metro Vancouver Regional District Services	54	56	55	56	56	57	58	58	59	NA	61
Total Household Impact	\$ 506	\$ 533	\$ 534	\$ 560	\$ 574	\$ 595	\$ 624	\$ 627	\$ 679	NA	\$ 722

**METRO VANCOUVER DISTRICTS
REVENUE AND EXPENDITURE SUMMARY
2019-2023 FINANCIAL PLAN**

	2018 BUDGET	2019 BUDGET	% CHANGE	2020 FORECAST	% CHANGE	2021 FORECAST	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE
REVENUES											
Water Sales	\$ 269,801,873	\$ 286,908,565	6.3%	\$ 321,208,276	12.0%	\$ 357,746,737	11.4%	\$ 401,957,112	12.4%	\$ 451,327,489	12.3%
GVS&DD Levy	232,134,204	255,810,755	10.2%	281,802,260	10.2%	315,510,004	12.0%	353,685,470	12.1%	376,133,640	6.3%
Tipping Fees	93,451,819	98,362,329	5.3%	103,180,526	4.9%	108,758,157	5.4%	114,321,470	5.1%	119,945,930	4.9%
MVRD Requisitions	58,792,185	61,188,452	4.1%	63,535,339	3.8%	66,130,496	4.1%	68,505,500	3.6%	71,379,058	4.2%
Compensation Services Revenue	359,960	478,280	32.9%	491,233	2.7%	494,184	0.6%	499,683	1.1%	505,722	1.2%
Collective Bargaining Services Revenue	763,645	867,558	13.6%	891,547	2.8%	898,424	0.8%	909,852	1.3%	922,287	1.4%
Housing Rents	38,839,322	39,309,579	1.2%	40,750,068	3.7%	42,125,813	3.4%	43,166,756	2.5%	44,244,519	2.5%
BOD/TSS Industrial Charges	10,144,566	11,022,967	8.7%	10,870,331	(1.4%)	11,087,737	2.0%	11,309,491	2.0%	11,535,681	2.0%
Energy Sales	5,777,099	5,927,304	2.6%	5,681,540	(4.1%)	6,239,530	9.8%	6,401,758	2.6%	6,568,204	2.6%
Transfer from DCC Reserves	12,926,848	31,665,173	145.0%	42,233,468	33.4%	58,294,850	38.0%	75,879,458	30.2%	91,550,576	20.7%
User Fees	5,382,659	5,257,010	(2.3%)	5,396,487	2.7%	5,566,491	3.2%	5,732,831	3.0%	5,902,742	3.0%
Housing Subsidies	2,045,617	1,088,554	(46.8%)	1,109,749	1.9%	1,137,159	2.5%	1,165,283	2.5%	835,744	(28.3%)
Non-Road Diesel Permit Fees	2,365,000	2,450,000	3.6%	2,350,000	(4.1%)	2,150,000	(8.5%)	2,150,000	0.0%	2,050,000	(4.7%)
GPS User Fees	310,688	314,180	1.1%	319,729	1.8%	324,686	1.6%	329,481	1.5%	334,533	1.5%
Electoral Area Requisition	382,424	366,510	(4.2%)	410,768	12.1%	417,873	1.7%	433,328	3.7%	442,870	2.2%
Love Food Hate Waste	184,000	556,000	202.2%	790,000	42.1%	1,090,000	38.0%	1,090,000	0.0%	1,026,000	(5.9%)
Zero Waste Conference	105,000	180,000	71.4%	189,375	5.2%	295,000	55.8%	331,250	12.3%	380,000	14.7%
Other External Revenues	8,370,209	9,311,421	11.2%	10,030,508	7.7%	10,167,866	1.4%	10,236,468	0.7%	10,041,227	(1.9%)
Sustainability Reserves	2,979,019	1,045,000	(64.9%)	520,000	(50.2%)	-	(100.0%)	-	0.0%	-	0.0%
Reserves	20,750,413	19,292,080	(7.0%)	15,649,250	(18.9%)	15,462,118	(1.2%)	16,401,506	6.1%	15,230,914	(7.1%)
TOTAL REVENUES	\$ 765,866,551	\$ 831,401,717	8.6%	\$ 907,410,454	9.1%	\$ 1,003,897,125	10.6%	\$ 1,114,506,697	11.0%	\$ 1,210,357,136	8.6%
EXPENDITURES											
Operating Programs:											
Greater Vancouver Water District	\$ 272,856,286	\$ 289,119,931	6.0%	\$ 323,153,642	11.8%	\$ 359,466,183	11.2%	\$ 403,680,720	12.3%	\$ 453,015,342	12.2%
Greater Vancouver Sewerage & Drainage District:											
Liquid Waste	266,909,919	308,580,625	15.6%	341,968,367	10.8%	390,558,658	14.2%	445,539,128	14.1%	482,398,030	8.3%
Solid Waste	101,551,671	107,157,767	5.5%	112,465,157	5.0%	118,660,359	5.5%	124,446,545	4.9%	130,049,829	4.5%
Metro Vancouver Housing Corporation	50,737,005	51,269,461	1.0%	52,733,983	2.9%	55,562,006	5.4%	58,738,992	5.7%	59,886,864	2.0%
Metro Vancouver Regional District											
Affordable Housing	2,040,909	1,839,479	(9.9%)	1,831,675	(0.4%)	1,843,014	0.6%	1,853,850	0.6%	1,865,284	0.6%
Air Quality	11,112,108	10,748,317	(3.3%)	10,680,394	(0.6%)	10,880,847	1.9%	11,140,655	2.4%	11,288,786	1.3%
E911 Emergency Telephone Service	4,304,583	4,411,585	2.5%	4,521,227	2.5%	4,633,573	2.5%	4,748,693	2.5%	4,866,654	2.5%
Electoral Area Service	701,098	621,984	(11.3%)	607,242	(2.4%)	649,347	6.9%	704,802	8.5%	624,344	(11.4%)
General Government	6,522,714	6,994,003	7.2%	7,239,963	3.5%	7,687,935	6.2%	7,715,317	0.4%	7,899,688	2.4%
Labour Relations	2,665,731	2,849,713	6.9%	2,775,342	(2.6%)	2,833,381	2.1%	2,903,547	2.5%	2,960,322	2.0%
Regional Emergency Management	202,331	228,104	12.7%	237,868	4.3%	222,944	(6.3%)	176,170	(21.0%)	182,547	3.6%
Regional Global Positioning System	345,688	549,880	59.1%	356,357	(35.2%)	362,266	1.7%	368,038	1.6%	374,092	1.6%
Regional Parks	42,065,706	42,679,709	1.5%	43,355,440	1.6%	45,077,762	4.0%	46,526,512	3.2%	48,241,885	3.7%
Regional Planning	3,173,263	3,527,732	11.2%	3,520,079	(0.2%)	3,580,243	1.7%	3,570,135	(0.3%)	3,651,786	2.3%
Regional Prosperity Initiative	281,382	484,500	72.2%	1,020,000	110.5%	1,530,000	50.0%	2,040,000	33.3%	2,550,000	25.0%
Sasamat Fire Protection Service	396,157	338,928	(14.4%)	943,718	178.4%	348,607	(63.1%)	353,593	1.4%	501,683	41.9%
	73,811,670	75,273,934	2.0%	77,089,305	2.4%	79,649,919	3.3%	82,101,312	3.1%	85,007,071	3.5%
TOTAL EXPENDITURES	\$ 765,866,551	\$ 831,401,717	8.6%	\$ 907,410,454	9.1%	\$ 1,003,897,125	10.6%	\$ 1,114,506,697	11.0%	\$ 1,210,357,136	8.6%

**GREATER VANCOUVER WATER DISTRICT
WATER SERVICES
2019-2023 FINANCIAL PLAN**

	2018 BUDGET	2019 BUDGET	% CHANGE	2020 FORECAST	% CHANGE	2021 FORECAST	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE
REVENUES											
Water Sales	\$ 269,801,873	\$ 286,908,565	6.3%	\$ 321,208,276	12.0%	\$ 357,746,737	11.4%	\$ 401,957,112	12.4%	\$ 451,327,489	12.3%
Other External Revenues	1,192,881	1,596,366		1,600,366		1,604,446		1,608,608		1,572,853	
Sustainability Reserve Funds	346,532	500,000		230,000		-		-		-	
Reserves	1,515,000	115,000		115,000		115,000		115,000		115,000	
TOTAL REVENUES	\$ 272,856,286	\$ 289,119,931	6.0%	\$ 323,153,642	11.8%	\$ 359,466,183	11.2%	\$ 403,680,720	12.3%	\$ 453,015,342	12.2%
EXPENDITURES											
Operating Programs:											
Policy Planning and Analysis											
Utility Analysis and Infrastructure	\$ 1,513,672	\$ 1,540,418		\$ 1,762,668		\$ 1,797,470		\$ 1,832,827		\$ 1,869,625	
Utility Policy and Planning	1,209,207	1,520,388		1,272,983		1,064,337		1,085,911		1,106,798	
	2,722,878	3,060,806	12.4%	3,035,651	(0.8%)	2,861,807	(5.7%)	2,918,738	2.0%	2,976,423	2.0%
Engineering and Construction											
Minor Capital Projects	9,052,888	9,840,909		10,238,680		10,510,116		10,780,987		11,074,940	
Dispatch	132,121	129,736		132,791		135,506		138,268		141,093	
Public Involvement	986,526	1,147,432		1,175,828		1,201,852		1,228,380		1,255,529	
	10,171,536	11,118,076	9.3%	11,547,299	3.9%	11,847,474	2.6%	12,147,635	2.5%	12,471,563	2.7%
Major Projects, Management Systems and Utility Services											
Department Technical Training	935,688	566,644		568,207		571,040		570,892		571,524	
Engineering Standards	121,794	118,520		121,393		123,889		126,426		129,017	
Engineers in Training	575,439	588,263		602,380		614,462		626,720		639,247	
Management Systems Utility Services	1,319,234	2,038,165		2,069,981		2,108,406		2,147,540		2,355,762	
Minor Capital Projects	907,381	873,316		908,616		932,704		956,742		982,829	
Records Management	112,778	109,800		112,463		114,776		117,127		119,529	
	3,972,313	4,294,709	8.1%	4,383,039	2.1%	4,465,276	1.9%	4,545,448	1.8%	4,797,908	5.6%
Watershed and Environmental Management											
Watershed and Environmental Management	12,087,392	12,621,419		12,480,074		12,666,917		12,752,441		12,830,911	
	12,087,392	12,621,419	4.4%	12,480,074	(1.1%)	12,666,917	1.5%	12,752,441	0.7%	12,830,911	0.6%
Operations and Maintenance											
Drinking Water Residuals	995,752	1,014,608		998,153		1,026,247		1,052,913		1,080,184	
Lake City Operations	957,644	965,126		1,033,884		1,047,911		1,066,235		1,084,949	
Maintenance	9,360,982	9,340,499		9,871,506		10,182,644		10,568,493		10,962,038	
SCADA Control Systems	5,256,746	5,251,889		5,371,683		5,381,024		5,482,854		5,663,158	
Secondary Disinfection	1,078,395	1,664,588		1,693,202		1,795,893		1,834,618		1,940,193	
Seymour Capilano Filtration Plant	9,065,017	9,001,545		9,574,978		10,105,409		10,611,816		10,948,465	
Coquitlam Water Treatment Plant	5,402,998	4,886,545		5,324,555		5,872,781		6,350,577		6,686,766	
Technical Support	1,248,644	1,499,628		1,636,793		1,665,585		1,795,705		1,828,059	
Utility Voice Radio	135,064	122,149		123,398		124,531		125,682		126,857	
Water Supply	18,822,973	17,830,503		18,277,037		18,959,669		19,695,748		20,620,354	
	52,324,215	51,577,079	(1.4%)	53,905,189	4.5%	56,161,694	4.2%	58,584,641	4.3%	60,941,023	4.0%
Interagency Projects and Quality Control											
Sustainability Fund	723,000	723,000		723,000		723,000		723,000		723,000	
Drinking Water Quality Control	2,592,084	2,637,574		2,721,043		2,820,195		2,872,676		2,919,549	
Energy Management	104,993	105,748		111,453		111,098		117,497		117,252	
Research and Innovation	745,203	744,758		771,839		799,523		828,477		858,809	
Interagency Projects	371,527	367,242		517,434		526,175		703,946		716,304	
Contribution to Reserve	46,000	46,000		46,000		46,000		46,000		46,000	
	4,582,807	4,624,322	0.9%	4,890,769	5.8%	5,025,991	2.8%	5,291,596	5.3%	5,380,914	1.7%
Administration and Department Support	1,956,661	2,117,455	8.2%	2,168,613	2.4%	2,213,529	2.1%	2,259,200	2.1%	2,305,886	2.1%
Communications Program	465,287	490,000	5.3%	440,000	(10.2%)	440,000	0.0%	440,000	0.0%	440,000	0.0%
Allocation of Centralized Costs	25,084,563	23,388,522	(6.8%)	23,441,182	0.2%	24,245,766	3.4%	24,528,040	1.2%	25,031,876	2.1%
Total Operating Programs	113,367,651	113,292,388	(0.1%)	116,291,816	2.6%	119,928,453	3.1%	123,467,738	3.0%	127,176,503	3.0%
Debt Service	90,996,415	72,683,912	(20.1%)	74,786,198	2.9%	94,561,971	26.4%	116,943,838	23.7%	139,522,550	19.3%
Contribution to Capital	68,492,220	103,143,631	50.6%	132,075,627	28.1%	144,975,759	9.8%	163,269,144	12.6%	186,316,289	14.1%
TOTAL EXPENDITURES	\$ 272,856,286	\$ 289,119,931	6.0%	\$ 323,153,642	11.8%	\$ 359,466,183	11.2%	\$ 403,680,720	12.3%	\$ 453,015,342	12.2%

**GREATER VANCOUVER WATER DISTRICT
CAPITAL PROGRAMS AND PROJECT TOTALS
WATER SERVICES
2019 - 2023 CAPITAL PLAN**

	2019 CAPITAL BUDGET	2020 CAPITAL PLAN	2021 CAPITAL PLAN	2022 CAPITAL PLAN	2023 CAPITAL PLAN	2019 TO 2023 TOTAL	TOTAL PROJECT COSTS
CAPITAL EXPENDITURES							
Water Infrastructure Growth Capital							
Annacis Main No. 5							
Annacis Main No. 5 (Marine Crossing)	\$ 7,000,000	\$ 25,000,000	\$ 55,000,000	\$ 65,000,000	\$ 65,000,000	\$ 217,000,000	\$ 448,000,000
Annacis Main No. 5 (North)	1,000,000	750,000	5,000,000	12,000,000	12,000,000	30,750,000	44,900,000
Annacis Main No. 5 (South)	650,000	-	-	-	9,000,000	9,650,000	48,100,000
Burnaby Mountain Pump Station No. 2							
Burnaby Mountain Pump Station No. 2	-	200,000	800,000	1,700,000	9,000,000	11,700,000	23,000,000
Cape Horn Pump Station No. 3							
Cape Horn Pump Station No. 3	500,000	1,600,000	2,150,000	12,400,000	15,000,000	31,650,000	56,950,000
Coquitlam Intake No. 2 (Tunnel & Treatment)							
Coquitlam Intake No. 2 & Tunnel	2,000,000	3,000,000	10,500,000	21,500,000	32,000,000	69,000,000	1,369,230,000
Coquitlam Intake No. 2 (Water Treatment)	-	2,000,000	6,000,000	10,000,000	13,000,000	31,000,000	957,000,000
Coquitlam Main No. 4							
Coquitlam Main No. 4 (Cape Horn)	2,000,000	2,500,000	2,500,000	4,100,000	22,500,000	33,600,000	130,600,000
Coquitlam Main No. 4 (Central Section)	3,000,000	8,500,000	30,500,000	32,000,000	30,000,000	104,000,000	200,470,000
Coquitlam Main No. 4 (South Section)	3,000,000	11,500,000	19,800,000	34,000,000	30,000,000	98,300,000	153,650,000
Fleetwood Reservoir							
Fleetwood Reservoir	2,550,000	16,000,000	7,000,000	4,800,000	-	30,350,000	43,367,000
Grandview Reservoir Unit No. 2							
Grandview Reservoir Unit No. 2	-	-	-	400,000	800,000	1,200,000	26,000,000
Haney Main No. 4 (West Section)							
Haney Main No. 4 (West Section) Westwood to Dominion	1,100,000	1,500,000	5,700,000	15,000,000	14,600,000	37,900,000	93,000,000
Hellings Tank No. 2							
Hellings Tank No. 2	3,350,000	12,000,000	8,000,000	2,000,000	-	25,350,000	29,411,000
Jericho Reservoir No. 1							
Jericho Reservoir No. 1 Construction	11,000,000	15,000,000	4,400,000	-	-	30,400,000	38,065,000
Kennedy Newton Main							
Kennedy Newton Main (72 Ave to Newton)	-	-	8,100,000	16,200,000	9,600,000	33,900,000	39,600,000
Kennedy Newton Main (84 Ave to 72 Ave)	4,700,000	22,200,000	22,700,000	20,200,000	-	69,800,000	69,800,000
Kennedy Newton Main (Kennedy to 84 Ave)	-	5,000,000	10,000,000	5,000,000	4,000,000	24,000,000	24,000,000
Kennedy Newton Main - Design	750,000	3,350,000	-	-	-	4,100,000	8,500,000

**GREATER VANCOUVER WATER DISTRICT
CAPITAL PROGRAMS AND PROJECT TOTALS
WATER SERVICES
2019 - 2023 CAPITAL PLAN**

	2019 CAPITAL BUDGET	2020 CAPITAL PLAN	2021 CAPITAL PLAN	2022 CAPITAL PLAN	2023 CAPITAL PLAN	2019 TO 2023 TOTAL	TOTAL PROJECT COSTS
Newton Pump Station No. 2							
Newton Pump Station No. 2	1,850,000	7,000,000	7,900,000	5,400,000	3,600,000	25,750,000	28,800,000
Port Mann Main No. 2 (South)							
Port Mann Main No. 2 (South)	9,000,000	15,000,000	10,000,000	-	-	34,000,000	44,800,000
South Delta Main No. 1 Upgrade							
South Delta Main No. 1 Upgrade	150,000	-	-	-	-	150,000	16,150,000
South Surrey Main No. 2							
South Surrey Main No. 2	250,000	250,000	-	-	-	500,000	108,400,000
Whalley Kennedy Main No. 2							
Whalley Kennedy Main No. 2	-	-	500,000	1,700,000	1,900,000	4,100,000	61,800,000
Whalley Main							
Whalley Main	7,000,000	8,500,000	1,700,000	6,300,000	-	23,500,000	33,300,000
	\$ 60,850,000	\$ 160,850,000	\$ 218,250,000	\$ 269,700,000	\$ 272,000,000	\$ 981,650,000	\$ 4,096,893,000
Water Infrastructure Maintenance Capital							
Annacis Main No. 2 - Queensborough Crossover Improvement							
Annacis Main No. 2 - Queensborough Crossover Improvement	\$ 300,000	\$ 800,000	\$ 100,000	\$ -	\$ -	\$ 1,200,000	\$ 1,200,000
Annacis Main No. 2 (River Crossing Removal)							
Annacis Main No. 2 (River Crossing Removal)	-	-	-	-	400,000	400,000	10,400,000
Annacis Main No. 3 BHP Potash Facility Pipe Protection							
Annacis Main No. 3 BHP Potash Facility Pipe Protection	-	50,000	450,000	100,000	-	600,000	600,000
Annacis Main No. 3 Fraser Grain Terminal Pipe Relocation and Protection							
Annacis Main No. 3 Fraser Grain Terminal Pipe Relocation and Protection	600,000	-	-	-	-	600,000	600,000
Boundary Road Main No. 2 & No. 3 Decommissioning							
Boundary Road Main No. 2 & No. 3 Decommissioning	500,000	500,000	300,000	-	-	1,300,000	1,500,000
Capilano Main No. 4 Abandoning							
Capilano Main No. 4 Abandoning	600,000	100,000	-	-	-	700,000	700,000
Capilano Main No. 5 (South Shaft to Lost Lagoon)							
Capilano Main No.5 (South Shaft to Lost Lagoon)	1,950,000	3,500,000	8,500,000	25,500,000	32,000,000	71,450,000	139,000,000
Capilano Main No. 7 Line Valve & Swing Connection							
Capilano Main No. 7 Line Valve & Swing Connection	300,000	1,500,000	300,000	-	-	2,100,000	2,100,000

**GREATER VANCOUVER WATER DISTRICT
CAPITAL PROGRAMS AND PROJECT TOTALS
WATER SERVICES
2019 - 2023 CAPITAL PLAN**

	2019 CAPITAL BUDGET	2020 CAPITAL PLAN	2021 CAPITAL PLAN	2022 CAPITAL PLAN	2023 CAPITAL PLAN	2019 TO 2023 TOTAL	TOTAL PROJECT COSTS
Capilano Raw Water Pump Station Bypass PRV Upgrades							
Capilano Raw Water Pump Station Bypass PRV Upgrades	-	-	-	-	200,000	200,000	900,000
Capilano Watershed Security Gatehouse							
Capilano Watershed Security Gatehouse	400,000	1,000,000	500,000	-	-	1,900,000	2,300,000
Central Park Main Replacement (10th Ave to Westburnco)							
Central Park Main Replacement (10th Ave to Westburnco)	-	-	1,300,000	1,200,000	6,300,000	8,800,000	28,350,000
Central Park Main Replacement (Patterson to 10th Ave)							
Central Park Main Replacement (Patterson to 10th Ave)	4,400,000	7,100,000	14,000,000	14,000,000	12,700,000	52,200,000	66,100,000
Central Park PS Seismic Upgrade							
Central Park PS Seismic Upgrade	1,000,000	1,650,000	-	-	-	2,650,000	3,700,000
Central Park WPS Starters Replacement							
Central Park WPS Starters Replacement	1,800,000	1,750,000	-	-	-	3,550,000	5,300,000
CLD & SFD Fasteners Replacement & Coating Repairs							
CLD & SFD Fasteners Replacement & Coating Repairs	650,000	250,000	-	-	-	900,000	900,000
Cleveland Dam - Lower Outlet HBV Rehabilitation							
Cleveland Dam - Lower Outlet HBV Rehabilitation	1,000,000	1,700,000	700,000	800,000	-	4,200,000	4,600,000
Cleveland Dam - Spillway Concrete Repairs							
Cleveland Dam - Spillway Concrete Repairs	2,700,000	-	-	-	-	2,700,000	5,500,000
Cleveland Dam Drumgate Seal Replacement							
Cleveland Dam Drumgate Seal Replacement	-	-	500,000	500,000	-	1,000,000	1,250,000
Cleveland Dam Elevator Decommissioning and Ladder Replacement							
Cleveland Dam Elevator Decommissioning and Ladder Replacement	400,000	100,000	-	-	-	500,000	500,000
Coquitlam Pipeline Road Remediation							
Coquitlam Pipeline Road Remediation	2,000,000	-	-	-	-	2,000,000	2,000,000
CWTP pH, Alkalinity Upgrades							
CWTP pH, Alkalinity Upgrades	700,000	1,000,000	-	-	-	1,700,000	1,700,000
Douglas Road Main No. 2 - Kincaid Section							
Douglas Road Main No. 2 - Kincaid Section	600,000	1,300,000	-	-	-	1,900,000	12,300,000
Douglas Road Main No. 2 (Vancouver Heights Section)							
Douglas Road Main No. 2 (Vancouver Heights Section)	8,150,000	6,700,000	5,300,000	-	-	20,150,000	28,486,000
Douglas Road Main No. 2 Still Creek							
Douglas Road Main No. 2 Still Creek	3,550,000	16,800,000	15,200,000	9,000,000	15,250,000	59,800,000	63,100,000

**GREATER VANCOUVER WATER DISTRICT
CAPITAL PROGRAMS AND PROJECT TOTALS
WATER SERVICES
2019 - 2023 CAPITAL PLAN**

	2019 CAPITAL BUDGET	2020 CAPITAL PLAN	2021 CAPITAL PLAN	2022 CAPITAL PLAN	2023 CAPITAL PLAN	2019 TO 2023 TOTAL	TOTAL PROJECT COSTS
E2 Shaft Phase 3							
E2 Shaft Phase 3 Production Well	2,400,000	-	-	-	-	2,400,000	16,500,000
First Narrows Tunnel Isolation Chamber Improvements							
First Narrows Tunnel Isolation Chamber Improvements	2,500,000	1,500,000	1,000,000	2,000,000	-	7,000,000	7,000,000
Improvements to Capilano Mains No. 4 and 5							
Improvements to Capilano Mains No. 4 and 5	800,000	550,000	350,000	-	-	1,700,000	1,700,000
Kersland Reservoir No. 1 Structural Improvements							
Kersland Reservoir No. 1 Structural Improvements	450,000	1,800,000	700,000	500,000	-	3,450,000	3,750,000
Little Mountain Reservoir Roof Upgrades							
Little Mountain Reservoir Roof Upgrades	200,000	700,000	200,000	-	-	1,100,000	1,100,000
Lulu Island - Delta Main - Bridgeport Road Relocation							
Lulu Island - Delta Main - Bridgeport Road Relocation	450,000	1,450,000	2,000,000	1,600,000	2,000,000	7,500,000	7,500,000
Lulu Island - Delta Main - Scour Protection Phase 2							
Lulu Island - Delta Main - Scour Protection Phase 2	-	250,000	2,500,000	800,000	-	3,550,000	3,550,000
Lulu Island - Delta Main No. 2 (Marine Crossing)							
Lulu Island - Delta Main No. 2 (Marine Crossing)	-	-	-	-	5,000,000	5,000,000	370,000,000
Maple Ridge Main West Lining Repairs							
Maple Ridge Main West Lining Repairs	550,000	300,000	-	-	-	850,000	1,350,000
Maple Ridge Pump Station Decommissioning							
Maple Ridge Pump Station Decommissioning	200,000	-	-	-	-	200,000	800,000
Port Mann Main No. 1 (Fraser River Crossing Removal)							
Port Mann Main No. 1 (Fraser River Crossing Removal) Phase 2	1,000,000	-	2,000,000	5,000,000	5,000,000	13,000,000	13,500,000
Port Moody Main No. 3 Dewdney Trunk Rd Relocation							
Port Moody Main No. 3 Dewdney Trunk Rd Relocation	-	1,800,000	300,000	-	-	2,100,000	2,100,000
Port Moody Main No. 3 Scott Creek Section							
Port Moody Main No. 3 Scott Creek Section	400,000	1,400,000	2,000,000	700,000	-	4,500,000	4,750,000
Queensborough Main Royal Avenue Relocation							
Queensborough Main Royal Avenue Relocation	100,000	3,400,000	2,400,000	1,500,000	-	7,400,000	7,500,000
Rechlorination Station SHS Storage Tank Replacement							
Rechlorination Station SHS Storage Tank Replacement	-	400,000	400,000	-	-	800,000	800,000
Rechlorination Station Upgrades							
Rechlorination Station Upgrades	100,000	700,000	1,200,000	6,000,000	4,700,000	12,700,000	12,900,000

**GREATER VANCOUVER WATER DISTRICT
CAPITAL PROGRAMS AND PROJECT TOTALS
WATER SERVICES
2019 - 2023 CAPITAL PLAN**

	2019 CAPITAL BUDGET	2020 CAPITAL PLAN	2021 CAPITAL PLAN	2022 CAPITAL PLAN	2023 CAPITAL PLAN	2019 TO 2023 TOTAL	TOTAL PROJECT COSTS
Relocation and Protection for Translink Exp Projects							
Relocation and Protection for Translink Exp Projects South of Fraser Ph. 1	100,000	3,700,000	5,000,000	2,000,000	-	10,800,000	22,900,000
River Road West Main Hwy 99 Crossing Relocation							
River Road West Main Hwy 99 Crossing Relocation	-	100,000	500,000	500,000	100,000	1,200,000	1,200,000
Sasamat Reservoir Joint Upgrades							
Sasamat Reservoir Joint Upgrades	50,000	450,000	100,000	-	-	600,000	700,000
SCFP Clearwell Membrane Replacement							
SCFP Clearwell Membrane Replacement	-	200,000	800,000	11,000,000	5,000,000	17,000,000	17,000,000
SCFP Concrete Coatings							
SCFP Concrete Coatings	600,000	200,000	-	-	-	800,000	6,500,000
SCFP Filter Underdrain Repairs							
SCFP Filter Underdrain Repairs	7,200,000	7,000,000	7,000,000	4,500,000	-	25,700,000	29,000,000
SCFP OMC Building Expansion							
SCFP OMC Building Expansion	150,000	350,000	800,000	100,000	-	1,400,000	1,400,000
SCFP Polymer System Upgrade							
SCFP Polymer System Upgrade	2,000,000	500,000	-	-	-	2,500,000	2,950,000
Seymour Falls Dam-Relief Wells Inspection & Rehab							
Seymour Falls Dam-Relief Wells Inspection & Rehab	100,000	-	-	-	-	100,000	350,000
South Delta Main No. 1 - Ferry Road Check Valve Replacement							
South Delta Main No. 1 - Ferry Road Check Valve Replacement	400,000	200,000	-	-	-	600,000	600,000
South Surrey Supply Main (Serpentine River) Bridge Support Modification							
South Surrey Supply Main (Serpentine River) Bridge Support Modification	200,000	-	-	-	-	200,000	400,000
Tilbury Main North Fraser Way Valve Addition							
Tilbury Main North Fraser Way Valve Addition	400,000	1,000,000	500,000	-	-	1,900,000	1,900,000
Westburnco #1 Water PS Main Transformer and MCC Replacement							
Westburnco #1 Water PS Main Transformer and MCC Replacement	100,000	-	-	-	-	100,000	943,000
Westburnco Pump Station No. 2 VFD Replacements							
Westburnco Pump Station No. 2 VFD Replacements	300,000	1,950,000	300,000	-	-	2,550,000	2,550,000
Whalley Clayton Main Fraser Highway Relocation							
Whalley Clayton Main Fraser Highway Relocation	100,000	-	-	-	-	100,000	650,000
	\$ 52,450,000	\$ 75,700,000	\$ 77,200,000	\$ 87,300,000	\$ 88,650,000	\$ 381,300,000	\$ 926,929,000

**GREATER VANCOUVER WATER DISTRICT
CAPITAL PROGRAMS AND PROJECT TOTALS
WATER SERVICES
2019 - 2023 CAPITAL PLAN**

	2019 CAPITAL BUDGET	2020 CAPITAL PLAN	2021 CAPITAL PLAN	2022 CAPITAL PLAN	2023 CAPITAL PLAN	2019 TO 2023 TOTAL	TOTAL PROJECT COSTS
Water Infrastructure Resilience Capital							
Barnston/Maple Ridge Pump Station - Back-up Power							
Barnston/Maple Ridge Pump Station - Back-up Power	\$ 300,000	\$ 200,000	\$ 1,000,000	\$ 3,000,000	\$ 2,700,000	\$ 7,200,000	\$ 9,000,000
Burnaby Mountain Reservoir Seismic Upgrade							
Burnaby Mountain Reservoir Seismic Upgrade	400,000	-	-	-	-	400,000	5,300,000
Burnaby Mountain Tank Upgrades							
Burnaby Mountain Tank Upgrades	2,750,000	6,200,000	9,000,000	3,000,000	-	20,950,000	21,350,000
Cambie Richmond Main (Marine Crossing)							
Cambie Richmond Main (Marine Crossing)	5,000,000	5,000,000	5,000,000	10,000,000	10,000,000	35,000,000	370,250,000
Cape Horn PS 1 & 2 Seismic Upgrade							
Cape Horn PS 1 & 2 Seismic Upgrade	300,000	-	-	-	-	300,000	2,300,000
Cape Horn Pump Station 2 - Back-Up Power							
Cape Horn Pump Station 2 - Back-Up Power	50,000	650,000	450,000	2,000,000	3,500,000	6,650,000	8,150,000
Capilano Raw Water Pump Station - Back-up Power							
Capilano Raw Water Pump Station - Back-up Power	8,000,000	14,900,000	8,000,000	-	-	30,900,000	33,000,000
Clayton Langley Main Alternate Supply							
Clayton Langley Main Alternate Supply	-	-	600,000	1,300,000	500,000	2,400,000	30,300,000
Cleveland Dam Pump House Seismic Upgrade							
Cleveland Dam Pump House Seismic Upgrade Construction	200,000	-	-	-	-	200,000	2,800,000
Coquitlam Intake Tower Seismic Upgrade							
Coquitlam Intake Tower Seismic Upgrade	100,000	2,000,000	8,500,000	5,100,000	-	15,700,000	16,600,000
Critical Control Sites - Back-Up Power							
Critical Control Sites - Back-Up Power	-	200,000	100,000	400,000	700,000	1,400,000	1,800,000
CWTP Ozone Back-up Power							
CWTP Ozone Back-up Power	-	500,000	1,450,000	4,000,000	1,500,000	7,450,000	7,450,000
Emergency Power Strategy for Regional Water Facilities							
Emergency Power Strategy for Regional Water Facilities	300,000	-	-	-	-	300,000	400,000
Grandview Pump Station Improvements							
Grandview Pump Station Improvements	150,000	1,350,000	700,000	-	-	2,200,000	2,200,000
Haney Main No 4 (Marine Crossing)							
Haney Main No. 4 (Marine Crossing)	-	-	5,000,000	5,000,000	5,000,000	15,000,000	370,250,000

**GREATER VANCOUVER WATER DISTRICT
CAPITAL PROGRAMS AND PROJECT TOTALS
WATER SERVICES
2019 - 2023 CAPITAL PLAN**

	2019 CAPITAL BUDGET	2020 CAPITAL PLAN	2021 CAPITAL PLAN	2022 CAPITAL PLAN	2023 CAPITAL PLAN	2019 TO 2023 TOTAL	TOTAL PROJECT COSTS
Mackay Creek Debris Flow Mitigation							
Mackay Creek Debris Flow Mitigation	3,000,000	-	-	-	-	3,000,000	9,000,000
Pebble Hill Pump Station Seismic Upgrade							
Pebble Hill Pump Station Seismic Upgrade	-	250,000	1,100,000	300,000	-	1,650,000	1,650,000
Pebble Hill Reservoir No. 3 Seismic Upgrade							
Pebble Hill Reservoir No. 3 Seismic Upgrade	300,000	6,700,000	1,900,000	-	-	8,900,000	8,900,000
Pebble Hill Reservoir Seismic Upgrade							
Pebble Hill Reservoir Seismic Upgrade Unit 1	4,200,000	3,000,000	-	-	-	7,200,000	7,400,000
Pebble Hill Reservoir Seismic Upgrade Unit 2	4,200,000	3,000,000	-	-	-	7,200,000	7,400,000
Reservoir Isolation Valve Automation							
Reservoir Isolation Valve Automation	2,000,000	2,150,000	1,000,000	-	-	5,150,000	6,450,000
SCFP UPS Reconfiguration							
SCFP UPS Reconfiguration	100,000	-	-	-	-	100,000	1,270,000
Second Narrows Crossing (Tunnel)							
Second Narrows Crossing (Tunnel)	51,000,000	75,000,000	75,000,000	75,000,000	75,000,000	351,000,000	468,550,000
Seymour Main No. 2 Joint Improvements							
Seymour Main No. 2 Joint Improvements	50,000	50,000	300,000	-	-	400,000	827,000
Seymour Main No. 5 III (North)							
Seymour Main No. 5 III (North)	2,000,000	2,000,000	1,900,000	-	-	5,900,000	198,000,000
Seymour Reservoir Mid-Lake Debris Boom							
Seymour Reservoir Mid-Lake Debris Boom	700,000	200,000	-	-	-	900,000	1,200,000
South Delta Main No. 3 - 12th Ave to Pebble Hill							
South Delta Main No. 3 - 12th Ave to Pebble Hill	200,000	-	-	-	-	200,000	18,200,000
Sunnyside Reservoir Unit 1 Upgrades							
Sunnyside Reservoir Unit 1 Upgrades	2,000,000	150,000	-	-	-	2,150,000	8,050,000
Sunnyside Reservoir Units 1 and 2 Seismic Upgrade							
Sunnyside Reservoir Unit 1 Seismic Upgrade	3,300,000	2,200,000	-	-	-	5,500,000	8,500,000
Sunnyside Reservoir Unit 2 Seismic Upgrade	-	2,000,000	3,000,000	3,200,000	-	8,200,000	8,200,000
Sunnyside Reservoir Units 1 and 2 Seismic Upgrade	200,000	-	-	-	-	200,000	600,000
System Seismic Upgrade							
System Seismic Upgrade	-	-	600,000	600,000	7,600,000	8,800,000	122,800,000

**GREATER VANCOUVER WATER DISTRICT
CAPITAL PROGRAMS AND PROJECT TOTALS
WATER SERVICES
2019 - 2023 CAPITAL PLAN**

	2019 CAPITAL BUDGET	2020 CAPITAL PLAN	2021 CAPITAL PLAN	2022 CAPITAL PLAN	2023 CAPITAL PLAN	2019 TO 2023 TOTAL	TOTAL PROJECT COSTS
Westburnco Pump Station - Back-up Power							
Westburnco Pump Station - Back-up Power	2,000,000	11,000,000	3,000,000	-	-	16,000,000	19,000,000
	<u>\$ 92,800,000</u>	<u>\$ 138,700,000</u>	<u>\$ 127,600,000</u>	<u>\$ 112,900,000</u>	<u>\$ 106,500,000</u>	<u>\$ 578,500,000</u>	<u>\$ 1,777,147,000</u>
Water Infrastructure Upgrade Capital							
Burwell Alpine Reservoir Valve Improvements							
Burwell Alpine Reservoir Valve Improvements	\$ 100,000	\$ -	\$ -	\$ -	\$ -	100,000	\$ 650,000
Cleveland Dam East Abutment Additional GV Series Pump Wells							
Cleveland Dam East Abutment Additional GV Series Pump Wells	150,000	50,000	-	-	-	200,000	750,000
Coquitlam Communication Improvements							
Coquitlam Communication Improvements	900,000	-	-	-	-	900,000	1,801,000
CWTP Ozone Generation Upgrades for Units 2 & 3							
CWTP Ozone Generation Upgrades for Units 2 & 3	3,200,000	1,000,000	-	-	-	4,200,000	12,000,000
Haney Main No. 2 Valve Chamber Upgrade - Abernethy Way and 232nd St							
Haney Main No. 2 Valve Chamber Upgrade - Abernethy Way and 232nd St	700,000	-	-	-	-	700,000	1,600,000
Infrastructure Upgrade Allowance - Water							
Infrastructure Upgrade Allowance - Water	-	-	-	-	1,400,000	1,400,000	134,900,000
LCOC Metal Shop Expansion and Dry Storage Development							
LCOC Metal Shop Expansion and Dry Storage Development	500,000	2,200,000	1,000,000	-	-	3,700,000	3,820,000
Lower Seymour Conservation Reserve Learning Lodge Replacement							
Lower Seymour Conservation Reserve Learning Lodge Replacement	2,000,000	2,600,000	-	-	-	4,600,000	5,000,000
Sapperton Main No. 1 New Line Valve and Chamber							
Sapperton Main No. 1 New Line Valve and Chamber	1,250,000	-	-	-	-	1,250,000	3,800,000
SCFP Interior Lighting Efficiency Upgrade							
SCFP Interior Lighting Efficiency Upgrade	450,000	50,000	-	-	-	500,000	500,000
South Delta Main No. 1 - 28 Ave to 34B Ave							
South Delta Main No. 1 - 28 Ave to 34B Ave	6,500,000	3,500,000	-	-	-	10,000,000	18,050,000
South Delta Mains - 28 Ave Crossover							
South Delta Mains - 28 Ave Crossover	2,500,000	-	-	-	-	2,500,000	8,500,000
Tilbury Junction Chamber Valves Replacement with Actuators							
Tilbury Junction Chamber Valves Replacement with Actuators	1,600,000	-	-	-	-	1,600,000	4,700,000
Water Meter Upgrades							
Water Meter Upgrades	2,750,000	4,750,000	6,100,000	5,000,000	-	18,600,000	22,400,000

**GREATER VANCOUVER WATER DISTRICT
CAPITAL PROGRAMS AND PROJECT TOTALS
WATER SERVICES
2019 - 2023 CAPITAL PLAN**

	2019 CAPITAL BUDGET	2020 CAPITAL PLAN	2021 CAPITAL PLAN	2022 CAPITAL PLAN	2023 CAPITAL PLAN	2019 TO 2023 TOTAL	TOTAL PROJECT COSTS
Water Optimization - Flow Meters (Non-billing) Phase 1							
Water Optimization - Flow Meters (Non-billing) Phase 1	-	1,500,000	4,000,000	6,900,000	5,600,000	18,000,000	18,000,000
Water Optimization - Flow Meters (Non-billing) Phase 2							
Water Optimization - Flow Meters (Non-billing) Phase 2	-	-	-	-	1,500,000	1,500,000	18,000,000
Water Optimization - Instrumentation							
Water Optimization - Instrumentation	-	800,000	4,200,000	4,200,000	1,500,000	10,700,000	10,700,000
Water Optimization Automation & Instrumentation							
Water Optimization Automation & Instrumentation	2,000,000	2,000,000	1,500,000	-	-	5,500,000	9,540,000
	\$ 24,600,000	\$ 18,450,000	\$ 16,800,000	\$ 16,100,000	\$ 10,000,000	\$ 85,950,000	\$ 274,711,000
Water Opportunity Capital							
Capilano Hydropower							
Capilano Hydropower	700,000	2,000,000	1,000,000	-	-	3,700,000	99,250,000
	\$ 700,000	\$ 2,000,000	\$ 1,000,000	\$ -	\$ -	\$ 3,700,000	\$ 99,250,000
TOTAL CAPITAL EXPENDITURES	\$ 231,400,000	\$ 395,700,000	\$ 440,850,000	\$ 486,000,000	\$ 477,150,000	\$ 2,031,100,000	\$ 7,174,930,000
CAPITAL FUNDING							
New External Borrowing	\$ 74,150,000	\$ 247,100,000	\$ 279,900,000	\$ 312,000,000	\$ 283,750,000	\$ 1,196,900,000	
Contribution to Capital	103,100,000	132,100,000	145,000,000	163,300,000	186,300,000	729,800,000	
Surplus from Prior Year	52,500,000	6,000,000	5,500,000	5,000,000	5,000,000	74,000,000	
External Funding - Interagency	1,650,000	10,500,000	10,450,000	5,700,000	2,100,000	30,400,000	
	\$ 231,400,000	\$ 395,700,000	\$ 440,850,000	\$ 486,000,000	\$ 477,150,000	\$ 2,031,100,000	
DEBT SERVICING							
Debt Servicing - Existing	\$ 72,600,000	\$ 72,700,000	\$ 74,800,000	\$ 94,600,000	\$ 116,900,000	\$ 431,600,000	
Debt Servicing - From New Borrowing	100,000	2,100,000	19,800,000	22,300,000	22,600,000	66,900,000	
	\$ 72,700,000	\$ 74,800,000	\$ 94,600,000	\$ 116,900,000	\$ 139,500,000	\$ 498,500,000	

**GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT
LIQUID WASTE SERVICES
2019-2023 FINANCIAL PLAN**

	2018 BUDGET	2019 BUDGET	% CHANGE	2020 FORECAST	% CHANGE	2021 FORECAST	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE
REVENUES											
GVS&DD Levy	\$ 232,134,204	\$ 255,810,755	10.2%	\$ 281,802,260	10.2%	\$ 315,510,004	12.0%	\$ 353,685,470	12.1%	\$ 376,133,640	6.3%
User Fees	2,537,546	2,403,269		2,449,334		2,501,321		2,549,248		2,603,133	
Transfer from DCC Reserves	12,926,848	31,665,173		42,233,468		58,294,850		75,879,458		91,550,576	
BOD/TSS Industrial Charges	10,144,566	11,022,967		10,870,331		11,087,737		11,309,491		11,535,681	
Other External Revenues	150,000	540,000		545,000		545,000		550,000		550,000	
Sustainability Reserve Funds	2,034,818	475,000		290,000		-		-		-	
Reserves	6,981,936	6,663,461		3,777,974		2,619,746		1,565,461		25,000	
TOTAL REVENUES	\$ 266,909,919	\$ 308,580,625	15.6%	\$ 341,968,367	10.8%	\$ 390,558,658	14.2%	\$ 445,539,128	14.1%	\$ 482,398,030	8.3%
EXPENDITURES											
Operating Programs:											
Policy Planning and Analysis											
Sustainability Fund	\$ 1,127,000	\$ 1,127,000		\$ 1,127,000		\$ 1,127,000		\$ 1,127,000		\$ 1,127,000	
Utility Analysis and Infrastructure	1,591,433	1,992,283		1,769,335		1,796,819		1,749,680		1,628,120	
Utility Policy and Planning	1,656,183	1,844,851		2,469,096		2,514,693		1,851,642		2,006,266	
	<u>4,374,616</u>	<u>4,964,134</u>	13.5%	<u>5,365,431</u>	8.1%	<u>5,438,512</u>	1.4%	<u>4,728,322</u>	(13.1%)	<u>4,761,386</u>	0.7%
Management Systems and Utility Services											
Annacis Research Centre	484,596	513,674		480,038		518,293		520,910		503,514	
Department Technical Training	935,688	566,644		568,206		571,040		570,892		571,524	
Dispatch	117,352	127,983		130,997		133,676		136,401		139,188	
Energy Management	244,983	246,745		260,058		259,229		274,159		273,587	
Engineers in Training	575,440	588,263		602,380		614,461		626,721		639,247	
Engineering Standards	108,180	116,919		119,753		122,215		124,717		127,274	
Liquid Waste Residuals	23,501,906	28,392,006		28,023,839		27,595,480		28,454,971		20,743,327	
Management Systems Utility Services	1,559,041	2,457,172		2,488,642		2,715,432		2,894,269		2,938,776	
Records Management	100,171	108,318		110,944		113,225		115,544		117,914	
Utility Voice Radio	146,803	159,409		161,038		162,517		164,019		165,553	
Wastewater Research and Innovation	3,245,620	1,747,459		1,689,563		1,419,275		1,443,732		1,464,060	
	<u>31,019,780</u>	<u>35,024,592</u>	12.9%	<u>34,635,458</u>	(1.1%)	<u>34,224,843</u>	(1.2%)	<u>35,326,335</u>	3.2%	<u>27,683,964</u>	(21.6%)
Environmental Management and Quality Control											
Environmental Management and Quality Control	11,199,616	11,529,370		12,141,095		12,708,201		12,846,497		13,111,851	
Source Compliance Monitoring	417,302	420,620		428,845		437,382		446,005		454,813	
Contribution to Reserve	95,788	97,800		99,854		101,950		104,092		106,278	
	<u>11,712,706</u>	<u>12,047,790</u>	2.9%	<u>12,669,794</u>	5.2%	<u>13,247,533</u>	4.6%	<u>13,396,594</u>	1.1%	<u>13,672,942</u>	2.1%
Project Delivery											
Minor Capital Projects	7,053,192	8,025,514		7,333,155		7,375,916		7,552,186		7,712,447	
Public Involvement	1,180,470	1,207,174		1,234,458		1,259,139		1,284,227		1,309,845	
	<u>8,233,662</u>	<u>9,232,688</u>	12.1%	<u>8,567,613</u>	(7.2%)	<u>8,635,055</u>	0.8%	<u>8,836,413</u>	2.3%	<u>9,022,292</u>	2.1%
Operations and Maintenance											
Lake City Operations	957,645	965,125		1,033,884		1,047,912		1,066,235		1,084,949	
Maintenance	30,398,028	29,390,556		30,457,633		31,695,203		32,652,957		33,439,799	
SCADA Control Systems	976,099	984,573		1,003,169		994,751		1,010,854		1,027,364	
Urban Drainage	1,141,794	1,048,272		1,073,950		1,097,908		1,122,551		1,147,701	
Wastewater Collection	12,889,510	14,977,385		15,772,916		16,085,750		16,081,459		16,523,770	
Wastewater Treatment	38,568,317	39,767,060		40,239,393		41,640,383		45,261,448		46,401,029	
	<u>84,931,393</u>	<u>87,132,971</u>	2.6%	<u>89,580,945</u>	2.8%	<u>92,561,907</u>	3.3%	<u>97,195,504</u>	5.0%	<u>99,624,612</u>	2.5%
Administration and Department Support	2,058,772	2,126,503	3.3%	2,176,016	2.3%	2,219,405	2.0%	2,263,891	2.0%	2,308,794	2.0%
Communication and Outreach	400,000	400,000	0.0%	400,000	0.0%	400,000	0.0%	400,000	0.0%	400,000	0.0%
Environmental Regulation and Enforcement	1,770,679	1,899,700	7.3%	1,944,520	2.4%	1,983,672	2.0%	2,023,465	2.0%	2,062,778	1.9%
Allocation of Centralized Costs	22,094,123	22,757,172	3.0%	24,802,642	9.0%	25,249,240	1.8%	26,290,962	4.1%	27,218,862	3.5%
Total Operating Programs	166,595,731	175,585,550	5.4%	180,142,419	2.6%	183,960,167	2.1%	190,461,486	3.5%	186,755,630	(1.9%)
Debt Service	25,611,895	54,340,894	112.2%	80,015,606	47.2%	124,530,355	55.6%	172,072,147	38.2%	212,368,696	23.4%
Contribution to Capital	74,702,292	78,654,181	5.3%	81,810,342	4.0%	82,068,136	0.3%	83,005,495	1.1%	83,273,704	0.3%
TOTAL EXPENDITURES	\$ 266,909,919	\$ 308,580,625	15.6%	\$ 341,968,367	10.8%	\$ 390,558,658	14.2%	\$ 445,539,128	14.1%	\$ 482,398,030	8.3%

**GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT
LIQUID WASTE REGULATION
2019-2023 FINANCIAL PLAN**

	2018 BUDGET	2019 BUDGET	% CHANGE	2020 FORECAST	% CHANGE	2021 FORECAST	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE
REVENUES											
Liquid Waste Revenues	\$ 1,770,679	\$ 1,899,700	7.3%	\$ 1,944,520	2.4%	\$ 1,983,672	2.0%	\$ 2,023,465	2.0%	\$ 2,062,778	1.9%
TOTAL REVENUES	<u>\$ 1,770,679</u>	<u>\$ 1,899,700</u>	7.3%	<u>\$ 1,944,520</u>	2.4%	<u>\$ 1,983,672</u>	2.0%	<u>\$ 2,023,465</u>	2.0%	<u>\$ 2,062,778</u>	1.9%
EXPENDITURES											
Operating Programs:											
Environmental Regulation and Enforcement	\$ 1,596,829	\$ 1,765,868		\$ 1,807,555		\$ 1,843,997		\$ 1,881,038		\$ 1,918,903	
Administration and Department Support	173,850	133,832		136,965		139,675		142,427		143,875	
TOTAL EXPENDITURES	<u>\$ 1,770,679</u>	<u>\$ 1,899,700</u>	7.3%	<u>\$ 1,944,520</u>	2.4%	<u>\$ 1,983,672</u>	2.0%	<u>\$ 2,023,465</u>	2.0%	<u>\$ 2,062,778</u>	1.9%

**GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT
LIQUID WASTE SERVICES
VANCOUVER SEWERAGE AREA
2019-2023 FINANCIAL PLAN**

	2018 BUDGET	2019 BUDGET	%	2020 FORECAST	%	2021 FORECAST	%	2022 FORECAST	%	2023 FORECAST	%
			CHANGE								
REVENUES											
GVS&DD Levy	\$ 73,438,596	\$ 79,609,908	8.4%	\$ 84,363,446	6.0%	\$ 87,186,345	3.3%	\$ 91,543,201	5.0%	\$ 93,770,955	2.4%
User Fees	523,302	579,307		589,847		602,618		613,584		626,789	
Transfer from DCC Reserves	1,814,366	3,096,988		4,654,003		6,176,219		7,665,751		8,781,541	
BOD/TSS Industrial Charges	2,912,153	2,849,111		2,532,998		2,583,658		2,635,331		2,688,038	
Other External Revenues	-	82,120		84,140		84,140		86,160		86,160	
Sustainability Reserve Funds	834,886	191,900		117,160		-		-		-	
Reserves	2,693,075	5,251,461		3,661,251		2,594,746		1,540,461		-	
TOTAL REVENUES	\$ 82,216,378	\$ 91,660,795	11.5%	\$ 96,002,845	4.7%	\$ 99,227,726	3.4%	\$ 104,084,488	4.9%	\$ 105,953,483	1.8%
EXPENDITURES											
Operating Programs:											
Policy Planning and Analysis	\$ 1,701,400	\$ 1,912,926		\$ 2,112,903		\$ 2,141,979		\$ 1,854,605		\$ 1,867,498	
Management Systems and Utility Services	13,433,319	15,998,571		15,200,583		15,264,184		15,801,815		12,043,280	
Environmental Management and Quality Control	4,619,952	4,686,358		4,928,398		5,160,415		5,216,268		5,322,804	
Project Delivery	2,935,190	3,903,059		3,082,348		3,095,486		3,166,274		3,225,961	
Operations and Maintenance	21,905,116	22,358,251		23,541,683		23,252,307		24,247,665		25,288,780	
Administration and Department Support	624,755	654,601		669,843		683,199		696,896		710,715	
Communications Program	164,120	161,600		161,600		161,600		161,600		161,600	
Environmental Regulation and Enforcement	337,137	353,913		362,264		369,558		376,972		384,296	
Allocation of Centralized Support Costs	6,704,683	7,034,097		7,371,257		7,090,265		6,675,780		6,377,675	
Total Operating Programs	52,425,671	57,063,376	8.8%	57,430,879	0.6%	57,218,993	(0.4%)	58,197,875	1.7%	55,382,609	(4.8%)
Debt Service	4,103,480	5,864,427	42.9%	8,588,871	46.5%	11,978,023	39.5%	15,200,367	26.9%	19,835,090	30.5%
Contribution to Capital	25,687,227	28,732,992	11.9%	29,983,096	4.4%	30,030,710	0.2%	30,686,246	2.2%	30,735,784	0.2%
TOTAL EXPENDITURES	\$ 82,216,378	\$ 91,660,795	11.5%	\$ 96,002,845	4.7%	\$ 99,227,726	3.4%	\$ 104,084,488	4.9%	\$ 105,953,483	1.8%

**GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT
LIQUID WASTE SERVICES
NORTH SHORE SEWERAGE AREA
2019-2023 FINANCIAL PLAN**

	2018 BUDGET	2019 BUDGET	%	2020 FORECAST	%	2021 FORECAST	%	2022 FORECAST	%	2023 FORECAST	%
			CHANGE		CHANGE		CHANGE		CHANGE		CHANGE
REVENUES											
GVS&DD Levy	\$ 21,950,741	\$ 23,045,180	5.0%	\$ 28,011,091	21.5%	\$ 35,609,579	27.1%	\$ 44,624,178	25.3%	\$ 47,730,794	7.0%
User Fees	85,585	71,525		72,848		74,533		75,909		77,649	
Transfer from DCC Reserves	963,543	1,409,438		1,563,300		2,227,516		2,327,883		2,901,370	
BOD/TSS Industrial Charges	667,407	759,135		774,318		789,804		805,600		821,712	
Other External Revenues	-	2,016		2,352		2,352		2,688		2,688	
Sustainability Reserve Funds	141,827	31,920		19,488		-		-		-	
Reserves	-	-		11,305		-		-		-	
TOTAL REVENUES	\$ 23,809,103	\$ 25,319,214	6.3%	\$ 30,454,702	20.3%	\$ 38,703,784	27.1%	\$ 47,836,258	23.6%	\$ 51,534,213	7.7%
EXPENDITURES											
Operating Programs:											
Policy Planning and Analysis	\$ 289,027	\$ 318,189		\$ 351,453		\$ 356,289		\$ 308,488		\$ 310,633	
Management Systems and Utility Services	1,135,070	1,230,109		1,207,369		1,203,084		1,246,956		1,067,686	
Environmental Management and Quality Control	903,032	905,015		951,972		992,338		1,004,743		1,025,722	
Project Delivery	376,467	351,874		361,852		362,455		370,620		378,559	
Operations and Maintenance	10,540,446	11,167,622		12,222,511		11,688,692		14,723,931		14,730,390	
Administration and Department Support	186,833	189,577		193,992		197,860		201,826		205,829	
Communications Program	27,880	26,880		26,880		26,880		26,880		26,880	
Environmental Regulation and Enforcement	109,959	112,653		115,310		117,632		119,991		122,323	
Allocation of Centralized Support Costs	2,005,042	2,024,686		2,019,066		2,258,200		2,613,858		2,923,571	
Total Operating Programs	15,573,756	16,326,605	4.8%	17,450,405	6.9%	17,203,430	(1.4%)	20,617,293	19.8%	20,791,593	0.8%
Debt Service	2,855,516	3,082,684	8.0%	5,363,676	74.0%	13,828,423	157.8%	19,447,657	40.6%	22,938,737	18.0%
Contribution to Capital	5,379,831	5,909,925	9.9%	7,640,621	29.3%	7,671,931	0.4%	7,771,308	1.3%	7,803,883	0.4%
TOTAL EXPENDITURES	\$ 23,809,103	\$ 25,319,214	6.3%	\$ 30,454,702	20.3%	\$ 38,703,784	27.1%	\$ 47,836,258	23.6%	\$ 51,534,213	7.7%

**GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT
LIQUID WASTE SERVICES
LULU ISLAND WEST SEWERAGE AREA
2019-2023 FINANCIAL PLAN**

	2018 BUDGET	2019 BUDGET	%	2020 FORECAST	%	2021 FORECAST	%	2022 FORECAST	%	2023 FORECAST	%
			CHANGE								
REVENUES											
GVS&DD Levy	\$ 19,914,895	\$ 21,446,956	7.7%	\$ 25,352,615	18.2%	\$ 30,452,492	20.1%	\$ 34,514,489	13.3%	\$ 35,946,461	4.1%
User Fees	174,622	138,058		140,704		143,763		146,516		149,684	
Transfer from DCC Reserves	438,017	519,742		1,115,863		1,804,863		2,677,196		3,423,625	
BOD/TSS Industrial Charges	744,778	907,497		925,647		944,160		963,043		982,304	
Other External Revenues	-	2,160		2,520		2,520		2,880		2,880	
Sustainability Reserve Funds	142,844	34,200		20,880		-		-		-	
Reserves	-	-		11,334		-		-		-	
TOTAL REVENUES	\$ 21,415,155	\$ 23,048,613	7.6%	\$ 27,569,563	19.6%	\$ 33,347,798	21.0%	\$ 38,304,124	14.9%	\$ 40,504,954	5.7%
EXPENDITURES											
Operating Programs:											
Policy Planning and Analysis	\$ 291,099	\$ 340,917		\$ 376,557		\$ 381,739		\$ 330,524		\$ 332,821	
Management Systems and Utility Services	2,124,573	2,099,468		2,213,803		2,068,791		2,142,769		1,779,545	
Environmental Management and Quality Control	865,651	909,069		955,963		997,827		1,009,558		1,030,648	
Project Delivery	1,178,910	1,193,030		1,224,842		1,252,115		1,283,631		1,315,756	
Operations and Maintenance	8,188,276	8,496,802		8,919,301		9,178,693		9,366,929		9,566,056	
Administration and Department Support	175,922	169,674		173,624		177,086		180,636		184,219	
Communications Program	28,080	28,800		28,800		28,800		28,800		28,800	
Environmental Regulation and Enforcement	185,744	182,562		186,868		190,631		194,455		198,233	
Allocation of Centralized Support Costs	1,887,943	1,815,715		1,841,801		2,045,467		2,248,497		2,336,176	
Total Operating Programs	14,926,198	15,236,037	2.1%	15,921,559	4.5%	16,321,149	2.5%	16,785,799	2.8%	16,772,254	(0.1%)
Debt Service	876,668	1,571,032	79.2%	5,376,619	242.2%	10,724,826	99.5%	15,185,456	41.6%	17,368,165	14.4%
Contribution to Capital	5,612,289	6,241,544	11.2%	6,271,385	0.5%	6,301,822	0.5%	6,332,868	0.5%	6,364,535	0.5%
TOTAL EXPENDITURES	\$ 21,415,155	\$ 23,048,613	7.6%	\$ 27,569,563	19.6%	\$ 33,347,798	21.0%	\$ 38,304,124	14.9%	\$ 40,504,954	5.7%

**GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT
LIQUID WASTE SERVICES
FRASER SEWERAGE AREA
2019-2023 FINANCIAL PLAN**

	2018 BUDGET	2019 BUDGET	% CHANGE	2020 FORECAST	% CHANGE	2021 FORECAST	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE
REVENUES											
GVS&DD Levy	\$ 114,012,490	\$ 129,540,876	13.6%	\$ 141,543,616	9.3%	\$ 159,715,732	12.8%	\$ 180,414,821	13.0%	\$ 196,035,860	8.7%
User Fees	1,754,037	1,614,379		1,645,935		1,680,407		1,713,239		1,749,011	
Transfer from DCC Reserves	9,710,923	26,639,005		34,900,302		48,086,252		63,208,628		76,444,040	
BOD/TSS Industrial Charges	5,820,228	6,507,224		6,637,368		6,770,115		6,905,517		7,043,627	
Other External Revenues	150,000	453,704		455,988		455,988		458,272		458,272	
Sustainability Reserve Funds	915,261	216,980		132,472		-		-		-	
Reserves	4,140,000	950,000		69,084		-		-		-	
TOTAL REVENUES	\$ 136,502,939	\$ 165,922,168	21.6%	\$ 185,384,765	11.7%	\$ 216,708,494	16.9%	\$ 252,700,477	16.6%	\$ 281,730,810	11.5%
EXPENDITURES											
Operating Programs:											
Policy Planning and Analysis	\$ 1,865,196	\$ 2,162,933		\$ 2,389,046		\$ 2,421,920		\$ 2,096,990		\$ 2,111,567	
Management Systems and Utility Services	14,288,979	15,663,432		15,980,095		15,652,678		16,096,577		12,754,772	
Environmental Management and Quality Control	5,324,071	5,547,348		5,833,461		6,096,953		6,166,025		6,293,768	
Project Delivery	3,225,356	3,032,756		3,122,558		3,130,995		3,203,515		3,271,827	
Operations and Maintenance	42,763,661	43,753,257		43,515,645		47,047,602		47,426,214		48,554,836	
Administration and Department Support	1,045,569	1,089,153		1,114,512		1,136,735		1,159,519		1,182,518	
Communications Program	179,920	182,720		182,720		182,720		182,720		182,720	
Environmental Regulation and Enforcement	1,137,839	1,250,572		1,280,078		1,305,851		1,332,047		1,357,926	
Allocation of Centralized Support Costs	11,220,721	11,647,527		13,364,969		13,670,285		14,583,130		15,424,670	
Total Operating Programs	81,051,312	84,329,698	4.0%	86,783,084	2.9%	90,645,739	4.5%	92,246,737	1.8%	91,134,604	(1.2%)
Debt Service	17,824,576	43,822,751	145.9%	60,686,441	38.5%	87,999,082	45.0%	122,238,666	38.9%	152,226,704	24.5%
Contribution to Capital	37,627,051	37,769,719	0.4%	37,915,241	0.4%	38,063,673	0.4%	38,215,073	0.4%	38,369,502	0.4%
TOTAL EXPENDITURES	\$ 136,502,939	\$ 165,922,168	21.6%	\$ 185,384,765	11.7%	\$ 216,708,494	16.9%	\$ 252,700,477	16.6%	\$ 281,730,810	11.5%

**GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT
LIQUID WASTE SERVICES
DRAINAGE
2019-2023 FINANCIAL PLAN**

	2018 BUDGET	2019 BUDGET	%	2020 FORECAST	%	2021 FORECAST	%	2022 FORECAST	%	2023 FORECAST	%
			CHANGE		CHANGE		CHANGE		CHANGE		CHANGE
REVENUES											
GVS&DD Levy	\$ 2,866,240	\$ 2,167,834	(24.4%)	\$ 2,531,492	16.8%	\$ 2,545,856	0.6%	\$ 2,588,781	1.7%	\$ 2,649,570	2.3%
Other External Revenues	-	-		-		-		-		-	
Reserves	148,861	462,000		25,000		25,000		25,000		25,000	
TOTAL REVENUES	\$ 3,015,101	2,629,834	(12.8%)	\$ 2,556,492	(2.8%)	\$ 2,570,856	0.6%	\$ 2,613,781	1.7%	\$ 2,674,570	2.3%
EXPENDITURES											
Operating Programs:											
Policy Planning and Analysis	\$ 227,894	\$ 229,169		\$ 135,472		\$ 136,585		\$ 137,715		\$ 138,867	
Management Systems and Utility Services	38,252	33,012		33,608		36,106		38,218		38,681	
Project Delivery	517,739	751,969		776,013		794,004		812,373		830,189	
Operations and Maintenance	1,533,894	1,357,039		1,381,805		1,394,613		1,430,764		1,484,550	
Administration and Department Support	25,693	23,498		24,045		24,525		25,014		25,513	
Allocation of Centralized Support Costs	275,735	235,147		205,549		185,023		169,697		156,770	
Total Operating Programs	2,619,207	2,629,834	0.4%	2,556,492	(2.8%)	2,570,856	0.6%	2,613,781	1.7%	2,674,570	2.3%
Contribution to Capital	395,894	-	(100.0%)	-	0.0%	-	0.0%	-	0.0%	-	0.0%
TOTAL EXPENDITURES	\$ 3,015,101	\$ 2,629,834	(12.8%)	\$ 2,556,492	(2.8%)	\$ 2,570,856	0.6%	\$ 2,613,781	1.7%	\$ 2,674,570	2.3%

**GREATER VANCOUVER SEWERAGE DRAINAGE DISTRICT
CAPITAL PROGRAMS PROJECT TOTALS
LIQUID WASTE SERVICES
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	2019 CAPITAL BUDGET	2020 CAPITAL PLAN	2021 CAPITAL PLAN	2022 CAPITAL PLAN	2023 CAPITAL PLAN	2019 TO 2023 TOTAL	TOTAL PROJECT COSTS
CAPITAL EXPENDITURES							
SD Infrastructure Growth Capital							
AIWWTP Site Construction Layout							
FSA - AIWWTP Site Construction Layout	\$ 450,000	\$ -	\$ -	\$ -	\$ -	450,000	\$ 600,000
AIWWTP Stage 5 Expansion & Outfall System							
FSA - Annacis Outfall System	28,600,000	81,000,000	83,000,000	76,000,000	57,950,000	326,550,000	378,000,000
FSA - Annacis Stage 5 Expansion Phase 1 T1 & T2	34,000,000	2,200,000	-	-	-	36,200,000	243,500,000
FSA - Annacis Stage 5 Expansion Phase 2	550,000	3,000,000	3,000,000	5,100,000	-	11,650,000	22,000,000
FSA - Annacis Stage 5 Expansion Phase 2a	35,500,000	35,000,000	8,000,000	6,400,000	-	84,900,000	180,000,000
FSA - Annacis Stage 5 Expansion Phase 2b	10,000,000	15,000,000	15,000,000	10,500,000	18,500,000	69,000,000	150,000,000
FSA - Annacis Stage 5 Expansion Phase 2c	-	-	-	5,000,000	5,000,000	10,000,000	90,000,000
Albert Street Trunk Sewer							
FSA - Albert Street Trunk Sewer	2,700,000	600,000	1,500,000	300,000	-	5,100,000	5,550,000
Burnaby Lake North Interceptor							
FSA - Burnaby Lake North Interceptor Cariboo Section	1,200,000	2,300,000	15,000,000	10,500,000	12,000,000	41,000,000	41,000,000
FSA - Burnaby Lake North Interceptor Winston Section	1,900,000	25,000,000	40,000,000	29,600,000	16,950,000	113,450,000	116,950,000
Burnaby South Slope Interceptor							
FSA - Burnaby South Slope Interceptor Main Branch	-	150,000	550,000	450,000	3,450,000	4,600,000	9,500,000
FSA - Burnaby South Slope Interceptor West Branch Extension	-	-	-	250,000	750,000	1,000,000	13,200,000
Cloverdale PS Upgrade							
FSA - Cloverdale PS Upgrade	500,000	1,200,000	750,000	10,000,000	10,500,000	22,950,000	31,100,000
Cloverdale Trunk Sewer Upgrade							
FSA - Cloverdale Trunk Sewer Upgrade	-	300,000	1,050,000	1,200,000	8,400,000	10,950,000	29,000,000
Collingwood Trunk Sewer							
VSA - Collingwood Trunk Sewer	100,000	-	-	-	-	100,000	5,415,000
Glenbrook Combined Trunk Kingsway Sanitary Section							
FSA - Glenbrook Combined Trunk Kingsway Sanitary Section	150,000	200,000	2,000,000	500,000	-	2,850,000	3,000,000
Hastings Sanitary Trunk Sewer							
VSA - Hastings Sanitary Trunk Sewer	6,000,000	1,050,000	-	-	-	7,050,000	15,031,000
VSA - Hastings Sanitary Trunk Sewer No. 2	9,000,000	3,300,000	4,000,000	-	-	16,300,000	20,000,000
Hastings-Cassiar Intake Connection							
VSA - Hastings-Cassiar Intake Connection	300,000	200,000	-	-	-	500,000	750,000

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LIWWTP Digester No 3							
LSA - Lulu Island WWTP Digester No 3	2,250,000	2,350,000	10,100,000	12,000,000	10,000,000	36,700,000	53,300,000
Lozells Sanitary Trunk Golf Course Section							
FSA - Lozells Sanitary Trunk Golf Course Section	-	-	-	1,000,000	1,000,000	2,000,000	27,650,000
Marshend Pump Station							
FSA - Marshend Pump Station Capacity Upgrade	600,000	750,000	4,000,000	1,000,000	3,000,000	9,350,000	10,025,000
NLWWTP Clarifiers							
FSA - NLWWTP Clarifiers	2,000,000	2,000,000	2,000,000	2,000,000	1,800,000	9,800,000	64,300,000
North Road Trunk Sewer							
FSA - North Road Trunk Sewer	3,000,000	2,000,000	1,500,000	-	-	6,500,000	7,675,000
FSA - North Road Trunk Sewer Phase 2	300,000	500,000	500,000	2,000,000	500,000	3,800,000	3,938,000
North Vancouver Interceptor - Lynn Branch Pre-build							
NSA - North Vancouver Interceptor - Lynn Branch Pre-build	100,000	-	-	-	-	100,000	3,950,000
Northwest Langley Wastewater Treatment Projects							
FSA - Golden Ears Forcemain and River Crossing	6,500,000	8,500,000	40,000,000	30,000,000	-	85,000,000	86,000,000
FSA - Golden Ears Pump Station	5,700,000	12,200,000	15,000,000	7,100,000	100,000	40,100,000	50,200,000
FSA - NLWWTP Ground Improvements	18,000,000	22,000,000	3,000,000	-	15,000,000	58,000,000	83,000,000
FSA - NLWWTP Outfall	-	1,500,000	6,500,000	4,000,000	22,000,000	34,000,000	159,000,000
FSA - NLWWTP Stage 1	12,000,000	35,000,000	39,000,000	40,000,000	146,000,000	272,000,000	901,000,000
NSI Flow Management							
FSA - NSI Flow Management	3,800,000	15,000,000	15,000,000	5,000,000	-	38,800,000	42,500,000
Port Moody PS Upgrade							
FSA - Port Moody PS Upgrade	400,000	50,000	4,500,000	3,800,000	-	8,750,000	9,755,000
Port Moody South Interceptor Upgrade							
FSA - Port Moody South Interceptor Upgrade	-	150,000	350,000	1,000,000	1,000,000	2,500,000	3,450,000
Rosemary Heights Pressure Sewer Upgrade							
FSA - Rosemary Heights Pressure Sewer Upgrade	-	150,000	500,000	650,000	4,800,000	6,100,000	10,750,000
Sapperton Pump Station							
FSA - Sapperton Forcemain Pump Station Connections	500,000	-	-	-	-	500,000	10,000,000
FSA - Sapperton Pump Station	10,000,000	8,000,000	15,000,000	-	-	33,000,000	82,003,000
South Surrey Interceptor Twinning							
FSA - South Surrey Interceptor Johnston Section	20,000,000	10,000,000	4,750,000	-	-	34,750,000	66,176,000
FSA - SSI - King George Section - Odor Control Facility (OCF) and Grit Chamber	6,500,000	3,500,000	500,000	-	-	10,500,000	19,500,000

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	2019 CAPITAL BUDGET	2020 CAPITAL PLAN	2021 CAPITAL PLAN	2022 CAPITAL PLAN	2023 CAPITAL PLAN	2019 TO 2023 TOTAL	TOTAL PROJECT COSTS
Sperling Pump Station							
FSA - Sperling PS Increase Pump Capacity	750,000	400,000	-	-	-	1,150,000	3,150,000
Surrey Central Valley Upgrade							
FSA - Surrey Central Valley Upgrade	-	-	150,000	450,000	1,000,000	1,600,000	60,800,000
	\$ 223,350,000	\$ 294,550,000	\$ 336,200,000	\$ 265,800,000	\$ 339,700,000	\$ 1,459,600,000	\$ 3,112,718,000
SD Infrastructure Maintenance Capital							
AIWWTP Fibre Optic Infrastructure							
FSA - AIWWTP Fibre Optic Infrastructure	\$ 950,000	\$ 100,000	\$ -	\$ -	\$ -	1,050,000	\$ 1,500,000
AIWWTP Gravity Thickner and DAF Steel Repair and Recoating							
FSA - AIWWTP Gravity Thickner and DAF Steel Repair and Recoating	150,000	-	-	-	-	150,000	2,000,000
AIWWTP IPS Pump Building Roof Replacement Phase 2							
FSA - AIWWTP IPS Pump Building Roof Replacement Phase 2	100,000	700,000	-	-	-	800,000	830,000
AIWWTP Outfall Repair							
FSA - AIWWTP Outfall Repair	250,000	600,000	550,000	450,000	450,000	2,300,000	2,300,000
AIWWTP Replacement of CDAC Equipment							
FSA - AIWWTP Replacement of CDAC Equipment in Galleries	600,000	1,050,000	350,000	100,000	-	2,100,000	2,895,000
FSA - Annacis Island WWTP - CDAC Component Replacement and Upgrade Program	100,000	-	-	-	-	100,000	1,500,000
AIWWTP Scheduled 64kV Potential & Current Transformer Replacements							
FSA - AIWWTP Scheduled 64kV Potential & Current Transformer Replacements	400,000	300,000	100,000	-	-	800,000	800,000
AIWWTP Secondary Clarifier Corrosion Repair							
FSA - AIWWTP SCL Flow Balancing	-	600,000	900,000	250,000	50,000	1,800,000	2,450,000
FSA - AIWWTP SCL Flow Control	1,050,000	8,000,000	14,000,000	11,000,000	16,000,000	50,050,000	63,500,000
FSA - Annacis Secondary Clarifier Corrosion Repair	50,000	-	-	-	-	50,000	2,534,000
FSA - Annacis Secondary Clarifier Corrosion Repair and Leveling Phase 2	400,000	4,000,000	3,700,000	5,800,000	-	13,900,000	22,000,000
AIWWTP Secondary Effluent Discharge Flowmeter Replacement							
FSA - AIWWTP Secondary Effluent Discharge Flowmeter Replacement	150,000	150,000	100,000	-	-	400,000	400,000
AIWWTP Spare Trickling Filter Pump & Motor Purchase							
FSA - AIWWTP Spare Trickling Filter Pump & Motor Purchase	1,650,000	300,000	-	-	-	1,950,000	1,950,000
AIWWTP Station Battery Replacement							
FSA - AIWWTP Station Battery Replacement - PHASE 2	150,000	100,000	50,000	-	-	300,000	400,000
AIWWTP Trickling Filter Media & Distributor Arms & Ducting Replacement							
FSA - AIWWTP Trickling Filter Media & Distributor Arms & Ducting Replacement	4,750,000	12,000,000	11,900,000	11,200,000	11,200,000	51,050,000	57,900,000

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Annacis MCC 80 051, 80 070, 80 071 Replacement							
FSA - Annacis MCC 80 051, 80 070, 80 071 Replacement	600,000	750,000	150,000	100,000	-	1,600,000	2,844,000
Cambie Trunk Sewer Relocation for Translink Millennium Broadway Extension							
VSA - Cambie Trunk Sewer Relocation for Translink Millennium Broadway Extensior	3,500,000	1,000,000	-	-	-	4,500,000	4,500,000
Cost Allocation Billing Network (Combined 96 F4)							
FSA - Cost Allocation Billing Network (Combined 96 F4)	50,000	-	-	-	-	50,000	5,230,000
Crescent Beach FM - Replacement							
FSA - Crescent Beach FM - Replacement	800,000	7,350,000	1,500,000	-	-	9,650,000	21,515,000
English Bay/Balaclava Outfalls Improvement							
VSA - English Bay/Balaclava Outfalls Improvement	-	-	250,000	500,000	150,000	900,000	900,000
Gilbert/Brighthouse Trunk Pressure Sewer							
LSA - Gilbert/Brighthouse Trunk Pressure Sewer Rehab Phase 5	-	-	-	-	200,000	200,000	23,200,000
LSA - Gilbert/Brighthouse Trunk Pressure Sewer Twinning Phase 2	21,000,000	9,500,000	-	-	-	30,500,000	50,501,000
LSA - Gilbert/Brighthouse Trunk Pressure Sewer Twinning Phase 3	-	20,000,000	23,400,000	-	-	43,400,000	44,400,000
LSA - Gilbert/Brighthouse Trunk Pressure Sewer Twinning Phase 4	10,000,000	15,000,000	10,000,000	5,400,000	-	40,400,000	41,400,000
Glen Eagles Forcemain Replacement							
NSA - Glen Eagles Forcemains Replacement Phase 2	-	250,000	2,300,000	2,500,000	2,500,000	7,550,000	7,750,000
Glen Eagles Pump Stations							
NSA - Glen Eagles Pump Stations Phase 1	1,500,000	600,000	5,000,000	5,000,000	4,900,000	17,000,000	17,500,000
NSA - Glen Eagles Pump Stations Phase 2	-	1,500,000	2,500,000	6,000,000	5,000,000	15,000,000	25,000,000
Golden Ears SSO Storage							
FSA - Golden Ears SSO Storage	4,500,000	19,000,000	15,000,000	10,000,000	-	48,500,000	51,500,000
Harbour West & East Interceptors Reloc & Protect							
VSA - Harbour West & East Interceptors Reloc & Protect	3,050,000	3,000,000	-	-	-	6,050,000	19,500,000
IWWTP CDAC IPS Control Replacement							
VSA - IWWTP CDAC IPS Control Replacement	800,000	950,000	-	-	-	1,750,000	1,750,000
IWWTP HVAC upgrade							
VSA - IWWTP HVAC upgrade	50,000	-	-	-	-	50,000	2,095,000
IWWTP Influent Gate Refurbishment							
VSA - IWWTP Influent Gate Refurbishment	500,000	250,000	250,000	250,000	-	1,250,000	1,350,000
IWWTP Maintenance and Administration Building HVAC							
VSA - IWWTP Maintenance and Administration Building HVAC	150,000	-	-	-	-	150,000	550,000

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IWWTP MCC/Power Distribution Assess/Replace - Phase 2							
VSA - IWWTP MCC/Power Distribution Assess/Replace - Phase 2	200,000	100,000	-	-	-	300,000	1,000,000
IWWTP PA-Sed Tank & Gallery Wall Refurbishment							
VSA - IWWTP PA-Sed Tank & Gallery Wall Refurbishment	550,000	450,000	300,000	-	-	1,300,000	1,375,000
IWWTP Replacement of CoGen Control System							
VSA - IWWTP Replacement of CoGen Control System	1,350,000	250,000	-	-	-	1,600,000	2,470,000
IWWTP Sedimentation Tank							
VSA - IWWTP Sed Tank Trough Replacement	50,000	-	-	-	-	50,000	1,600,000
IWWTP Siphon Chamber Refurbishment							
VSA - IWWTP Siphon Chamber Refurbishment	250,000	750,000	750,000	450,000	-	2,200,000	2,200,000
IWWTP Water Supply							
VSA - IWWTP Water Supply	150,000	650,000	2,000,000	2,500,000	1,000,000	6,300,000	6,500,000
Iona Island Control & Instrumentation Replacement 2011							
VSA - Iona Island Control & Instrumentation Replacement 2011	950,000	200,000	-	-	-	1,150,000	2,750,000
Iona MCC/Power Distribution Assess/Replace							
VSA - Iona MCC/Power Distribution Assess/Replace	400,000	200,000	-	-	-	600,000	2,918,000
Iona Solids Handling Upgrade Project							
VSA - IWWTP Digester 4 Roof Replacement & Mixing Upgrade	3,550,000	5,900,000	3,200,000	2,600,000	-	15,250,000	24,800,000
VSA - Iona Grit System Upgrade	250,000	250,000	250,000	-	-	750,000	8,100,000
VSA - Iona Solids Handling Upgrade Project	1,050,000	500,000	-	-	-	1,550,000	30,500,000
Lions Gate Control and Instrumentation Replacement							
NSA - Lions Gate Control and Instrumentation Replacement 2011	50,000	50,000	50,000	-	-	150,000	600,000
LIWWTP - Process Waste Drainage (PWD) Replacement							
LSA - LIWWTP - Process Waste Drainage (PWD) Replacement	50,000	-	-	-	-	50,000	600,000
LIWWTP CCT Isolation Gates							
LSA - LIWWTP CCT Isolation Gates	100,000	400,000	500,000	600,000	450,000	2,050,000	2,050,000
LIWWTP CDAC Component Upgrade							
LSA - LIWWTP CDAC Component Upgrade	150,000	50,000	-	-	-	200,000	360,000
LIWWTP Fibre Optic Infrastructure							
LSA - LIWWTP Fibre Optic Infrastructure	200,000	-	-	-	-	200,000	600,000
LIWWTP High Efficiency Boiler							
LSA - LIWWTP High Efficiency Boiler	-	400,000	150,000	-	-	550,000	730,000

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LIWWTP PA-Sed Tank Refurbishment							
LSA - LIWWTP PA-Sed Tank Refurbishment	1,150,000	1,000,000	1,000,000	900,000	-	4,050,000	4,115,000
Marshend PS Rehab							
FSA - Marshend PS Rehab	100,000	100,000	2,200,000	2,000,000	1,800,000	6,200,000	7,000,000
New West Interceptor - Annacis Section 2							
FSA - NWI - Annacis Section 2 Improvement	2,400,000	3,400,000	8,000,000	15,000,000	16,000,000	44,800,000	45,000,000
New West Interceptor Grit Chamber							
FSA - New West Interceptor Grit Chamber	-	3,000,000	3,000,000	2,000,000	-	8,000,000	8,250,000
New Westminster Interceptor Repair Columbia St. Section							
FSA - New Westminster Interceptor Repair Columbia St. Section	200,000	400,000	4,300,000	2,600,000	2,450,000	9,950,000	10,882,000
NLWWTP Screw Pump Replacement							
FSA - NLWWTP Screw Pump Replacement	1,300,000	250,000	-	-	-	1,550,000	1,550,000
NSI Rehab or Replacement							
FSA - NSI Rehab or Replacement - Phase 2	2,500,000	11,450,000	5,000,000	5,000,000	-	23,950,000	24,750,000
NWL WWTP 25 kV Substation Replacement							
FSA - NWL WWTP 25 kV Substation Replacement	4,550,000	3,000,000	1,000,000	-	-	8,550,000	10,025,000
NWL WWTP CDAC System Hardware Upgrade							
FSA - NWL WWTP CDAC System Hardware Upgrade	200,000	-	-	-	-	200,000	1,500,000
Ocean Park Trunk Manholes Lining							
FSA - Ocean Park Trunk Manholes Lining	-	-	50,000	350,000	150,000	550,000	550,000
Royal Ave. Sewer Pump Station (RYA) Building Expansion & Electrical Upgrade							
FSA - Royal Ave. Sewer Pump Station (RYA) Building Expansion & Electrical Upgrade	1,500,000	1,300,000	-	-	-	2,800,000	4,218,000
Sewer Relocations and Protections at Fraser Surrey Docks							
FSA - Sewer Relocations and Protections at Fraser Surrey Docks	1,600,000	1,600,000	16,000,000	5,000,000	-	24,200,000	24,200,000
Sewer Relocations and Protections for Pattullo Bridge Replacement Project							
FSA - Sewer Relocations and Protections for Pattullo Bridge Replacement Project	1,000,000	4,500,000	1,500,000	-	-	7,000,000	7,000,000
South Surrey Interceptor Fraser River Crossing Scour Protection							
FSA - South Surrey Interceptor Fraser River Crossing Scour Protection	1,700,000	500,000	-	-	-	2,200,000	2,200,000
Surrey H2S Control Facility Replacement							
FSA - Surrey H2S Control Facility Replacement	100,000	1,550,000	1,200,000	-	-	2,850,000	2,900,000
West Ridge Pump Stations 1 and 2							
FSA - Westridge PS 1 & 2 Upgrades	150,000	500,000	6,500,000	6,300,000	1,500,000	14,950,000	15,950,000

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Westridge FM Replacement							
FSA - Westridge FM Replacement	500,000	2,000,000	600,000	-	-	3,100,000	3,650,000
WWTPs Electrical System Studies & Upgrades							
FSA - WWTPs Electrical System Studies & Upgrades	100,000	450,000	450,000	550,000	250,000	1,800,000	1,900,000
	\$ 85,600,000	\$ 152,200,000	\$ 150,000,000	\$ 104,400,000	\$ 64,050,000	\$ 556,250,000	\$ 749,237,000
SD Infrastructure Resilience Capital							
AIWWTP Automation of Influent Gates							
FSA - AIWWTP Automation of Influent Gates	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	1,000,000	\$ 3,700,000
AIWWTP Cogeneration Backup Power							
FSA - AIWWTP 69 kV Substation Modifications	600,000	2,550,000	2,950,000	2,150,000	-	8,250,000	8,500,000
FSA - AIWWTP Cogeneration Backup Power	16,300,000	3,100,000	750,000	-	-	20,150,000	75,003,000
AIWWTP Influent System Remediation							
FSA - AIWWTP Influent System Remediation	500,000	1,100,000	3,000,000	13,000,000	15,000,000	32,600,000	82,600,000
AIWWTP PST Area Walkway & Column Remediation							
FSA - AIWWTP PST Area Walkway & Column Remediation	1,300,000	350,000	300,000	300,000	-	2,250,000	3,100,000
FSA Easement Acquisition							
FSA - FSA Easement Acquisition Program	50,000	-	-	-	-	50,000	1,500,000
FSA Sewer Seismic Upgrades Implementation							
FSA - FSA Sewer Seismic Upgrades Implementation	100,000	-	-	-	-	100,000	187,100,000
Highbury Interceptor Air Treatment Facilities							
VSA - Highbury Interceptor Air Treatment Facilities	1,000,000	700,000	-	-	-	1,700,000	11,500,000
IWWTP Biogas Lines Relocation							
VSA - IWWTP - Biogas Lines Relocation	3,200,000	500,000	-	-	-	3,700,000	5,780,000
IWWTP Standby Diesel Generators							
VSA - IWWTP Standby Diesel Generators	500,000	600,000	1,600,000	2,300,000	2,000,000	7,000,000	8,500,000
New CSO Management Gates for New Westminster Interceptor							
FSA - New CSO Management Gates for New Westminster Interceptor	350,000	3,250,000	1,000,000	1,200,000	-	5,800,000	5,925,000
Ocean Park Trunk Crescent Section (OPC) Pipe Rehabilitation/Replacement							
FSA - Ocean Park Trunk Crescent Section (OPC) Pipe Rehabilitation/Replacement	100,000	1,500,000	2,000,000	500,000	500,000	4,600,000	4,953,000
SSI Sulfide Odour and Corrosion Control							
FSA - SSI Sulfide Odour and Corrosion Control	1,450,000	4,000,000	1,500,000	-	-	6,950,000	7,700,000

**GREATER VANCOUVER SEWERAGE DRAINAGE DISTRICT
CAPITAL PROGRAMS PROJECT TOTALS
LIQUID WASTE SERVICES
2019 - 2023 CAPITAL PLAN**

	2019 CAPITAL BUDGET	2020 CAPITAL PLAN	2021 CAPITAL PLAN	2022 CAPITAL PLAN	2023 CAPITAL PLAN	2019 TO 2023 TOTAL	TOTAL PROJECT COSTS
VSA Easement Acquisition Program							
VSA - VSA Easement Acquisition Program	50,000	-	-	-	-	50,000	670,000
VSA Emergency Backup Power							
VSA - VSA Emergency Backup Power	5,700,000	4,600,000	4,000,000	1,950,000	-	16,250,000	20,510,000
	\$ 32,200,000	\$ 22,250,000	\$ 17,100,000	\$ 21,400,000	\$ 17,500,000	\$ 110,450,000	\$ 427,041,000
SD Infrastructure Upgrade Capital							
8th Avenue Interceptor Air Treatment Facilities							
VSA - 8th Avenue Interceptor Air Treatment Facilities	\$ 650,000	\$ 500,000	\$ -	\$ -	\$ -	1,150,000	\$ 14,200,000
AIWWTP Ammonia Removal							
FSA - AIWWTP Ammonia Removal	100,000	-	-	-	-	100,000	112,900,000
AIWWTP Biosolids Dryer							
FSA - AIWWTP Biosolids Dryer	7,700,000	7,000,000	-	-	-	14,700,000	14,700,000
AIWWTP DAF Polymer Building Replacement							
FSA - AIWWTP DAF Polymer Building Replacement	300,000	200,000	50,000	-	-	550,000	550,000
AIWWTP Electrical Distribution System Protection Control and Monitoring							
FSA - AIWWTP Electrical Distribution System Protection Control and Monitoring	900,000	1,100,000	350,000	-	-	2,350,000	2,650,000
AIWWTP Replacement of Protective Relays							
FSA - AIWWTP Replacement of Protective Relays	750,000	500,000	400,000	-	-	1,650,000	3,258,000
AIWWTP Secondary Bypass							
FSA - AIWWTP Secondary Bypass	300,000	-	-	-	-	300,000	1,725,000
All WWTPs Power Quality Monitoring & Outage Alarming Network							
FSA - All WWTPs Power Quality Monitoring & Outage Alarming Network	850,000	400,000	300,000	100,000	-	1,650,000	2,870,000
Big Bend Forcemain - Gate Replacement							
FSA - Big Bend Forcemain - Gate Replacement	-	-	-	-	50,000	50,000	2,680,000
Combined Sewer Overflow Sampling Station Enhancements							
FSA - Combined Sewer Overflow Sampling Station Enhancements	600,000	400,000	500,000	400,000	-	1,900,000	1,900,000
FSA Flow Metering Program – Phase 1							
FSA - FSA Flow Metering Program – Phase 1	800,000	800,000	500,000	-	-	2,100,000	2,700,000
FSA Wastewater Meter Upgrades							
FSA - FSA Wastewater Meter Upgrades	50,000	-	-	-	-	50,000	600,000
Glenbrook Combined Trunk Sewer Separation							
FSA - Glenbrook Combined Trunk Sewer Separation	600,000	-	-	-	-	600,000	74,950,000

**GREATER VANCOUVER SEWERAGE DRAINAGE DISTRICT
CAPITAL PROGRAMS PROJECT TOTALS
LIQUID WASTE SERVICES
2019 - 2023 CAPITAL PLAN**

	2019 CAPITAL BUDGET	2020 CAPITAL PLAN	2021 CAPITAL PLAN	2022 CAPITAL PLAN	2023 CAPITAL PLAN	2019 TO 2023 TOTAL	TOTAL PROJECT COSTS
IWWTP Biosolids Dewatering Facility							
VSA - IWWTP Biosolids Dewatering Facility	14,700,000	36,550,000	6,250,000	2,000,000	-	59,500,000	61,300,000
IWWTP Provision of a Redundant 12.5 kV Feeder to Switch House							
VSA - IWWTP Provision of a Redundant 12.5 kV Feeder to Switch House	300,000	150,000	-	-	-	450,000	850,000
Lions Gate Sludge Thickener No. 2							
NSA - Lions Gate Sludge Thickener No. 2	50,000	-	-	-	-	50,000	3,380,000
LIWSA Wastewater Meter Upgrades							
LSA - LIWSA Wastewater Meter Upgrades	50,000	50,000	50,000	50,000	-	200,000	300,000
LIWWTP Ammonia Removal							
LSA - LIWWTP Ammonia Removal	150,000	150,000	100,000	-	-	400,000	600,000
LIWWTP Power Reliability							
LSA - LIWWTP Power Reliability	1,800,000	1,900,000	1,000,000	200,000	-	4,900,000	5,702,000
NSA Flow Metering Program – Phase 1							
NSA - NSA Flow Metering Program – Phase 1	50,000	-	-	-	-	50,000	300,000
NSSA Wastewater Meter Upgrades							
NSA - NSSA Wastewater Meter Upgrades	50,000	-	-	-	-	50,000	300,000
Sperling Pump Station Upgrade							
FSA - Sperling Pump Station Upgrade	300,000	-	-	-	-	300,000	7,500,000
SSI Influent Control Chamber Repair and Replace Gates							
FSA - SSI Influent Control Chamber Repair and Replace Gates	400,000	750,000	-	-	-	1,150,000	1,305,000
VSA Flow Metering Program – Phase 1							
VSA - VSA Flow Metering Program – Phase 1	500,000	800,000	800,000	850,000	-	2,950,000	3,200,000
VSA Wastewater Meter Upgrades							
VSA - VSA Wastewater Meter Upgrades	50,000	-	-	-	-	50,000	464,000
	\$ 32,000,000	\$ 51,250,000	\$ 10,300,000	\$ 3,600,000	\$ 50,000	\$ 97,200,000	\$ 320,884,000
SD Infrastructure Upgrade: Secondary Treatment Capital							
Iona Secondary Wastewater Treatment							
VSA - Iona Secondary Treatment Upgrade	6,000,000	3,000,000	10,000,000	60,000,000	100,000,000	179,000,000	1,904,500,000
North Shore WWTP Secondary Upgrade and Conveyance							
NSA - North Shore WWTP Secondary Upgrade and Conveyance	176,100,000	336,300,000	191,500,000	36,800,000	600,000	741,300,000	777,900,000
	\$ 182,100,000	\$ 339,300,000	\$ 201,500,000	\$ 96,800,000	\$ 100,600,000	\$ 920,300,000	\$ 2,682,400,000

**GREATER VANCOUVER SEWERAGE DRAINAGE DISTRICT
CAPITAL PROGRAMS PROJECT TOTALS
LIQUID WASTE SERVICES
2019 - 2023 CAPITAL PLAN**

	2019 CAPITAL BUDGET	2020 CAPITAL PLAN	2021 CAPITAL PLAN	2022 CAPITAL PLAN	2023 CAPITAL PLAN	2019 TO 2023 TOTAL	TOTAL PROJECT COSTS
SD Opportunity Capital							
AIWWTP Hydrothermal Processing Pilot							
FSA - AIWWTP Hydrothermal Processing Pilot	\$ 2,800,000	\$ 4,800,000	\$ 950,000	\$ 200,000	\$ -	\$ 8,750,000	\$ 8,980,000
Fraser Sewerage Area Integrated Resource Recovery (IRR) Study							
FSA - Fraser Sewerage Area Integrated Resource Recovery (IRR) Study	-	300,000	400,000	500,000	-	1,200,000	1,200,000
LIWWTP Biogas Clean-up Project							
LSA - LIWWTP Biogas Clean-up Project	5,000,000	2,000,000	500,000	-	-	7,500,000	10,400,000
LIWWTP Pilot Digestion Optimization Facility							
LSA - LIWWTP Pilot Digestion Optimization Facility	1,050,000	1,300,000	-	-	-	2,350,000	2,500,000
North Surrey Interceptor - Port Mann Section - Odour Control							
FSA - North Surrey Interceptor - Port Mann Section - Odour Control	750,000	5,100,000	1,600,000	-	-	7,450,000	7,500,000
	<u>\$ 9,600,000</u>	<u>\$ 13,500,000</u>	<u>\$ 3,450,000</u>	<u>\$ 700,000</u>	<u>\$ -</u>	<u>\$ 27,250,000</u>	<u>\$ 30,580,000</u>
TOTAL CAPITAL EXPENDITURES	<u>\$ 564,850,000</u>	<u>\$ 873,050,000</u>	<u>\$ 718,550,000</u>	<u>\$ 492,700,000</u>	<u>\$ 521,900,000</u>	<u>\$ 3,171,050,000</u>	<u>\$ 7,322,860,000</u>

CAPITAL FUNDING							
New External Borrowing	\$ 375,650,000	\$ 584,650,000	\$ 534,100,000	\$ 383,300,000	\$ 433,600,000	\$ 2,311,300,000	
Contribution to Capital	78,700,000	81,800,000	82,100,000	83,000,000	83,300,000	408,900,000	
Surplus from Prior Year/ Reserves	9,300,000	10,800,000	6,450,000	5,200,000	5,000,000	36,750,000	
External Funding - North Shore WWTP	96,700,000	190,300,000	94,400,000	21,200,000	-	402,600,000	
External Funding - Interagency	4,500,000	5,500,000	1,500,000	-	-	11,500,000	
	<u>\$ 564,850,000</u>	<u>\$ 873,050,000</u>	<u>\$ 718,550,000</u>	<u>\$ 492,700,000</u>	<u>\$ 521,900,000</u>	<u>\$ 3,171,050,000</u>	

DEBT SERVICING							
Debt Servicing - Existing	\$ 53,000,000	\$ 54,300,000	\$ 80,000,000	\$ 124,500,000	\$ 172,100,000	\$ 483,900,000	
Debt Servicing - From New Borrowing	1,300,000	25,700,000	44,500,000	47,600,000	40,300,000	159,400,000	
	<u>\$ 54,300,000</u>	<u>\$ 80,000,000</u>	<u>\$ 124,500,000</u>	<u>\$ 172,100,000</u>	<u>\$ 212,400,000</u>	<u>\$ 643,300,000</u>	

**GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT
SOLID WASTE SERVICES
2019-2023 FINANCIAL PLAN**

	2018 BUDGET	2019 BUDGET	% CHANGE	2020 FORECAST	% CHANGE	2021 FORECAST	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE
REVENUES											
Tipping Fees	\$ 93,451,819	\$ 98,362,329	5.3%	\$ 103,180,526	4.9%	\$ 108,758,157	5.4%	\$ 114,321,470	5.1%	\$ 119,945,930	4.9%
Energy Sales	5,777,099	5,927,304		5,681,540		6,239,530		6,401,758		6,568,204	
Other External Revenues	2,322,753	2,868,134		3,603,091		3,662,672		3,723,317		3,535,695	
TOTAL REVENUES	\$ 101,551,671	\$ 107,157,767	5.5%	\$ 112,465,157	5.0%	\$ 118,660,359	5.5%	\$ 124,446,545	4.9%	\$ 130,049,829	4.5%
EXPENDITURES											
Operating Programs:											
Solid Waste Operations											
Allocated Quality Control	\$ 25,917	\$ 26,437		\$ 30,919		\$ 32,120		\$ 33,081		\$ 32,754	
Ashcroft Ranch	1,149,289	587,543		364,995		372,166		379,495		387,005	
Engineers in Training	127,875	130,725		133,862		136,547		139,271		142,055	
Transfer Stations-Environmental Initiatives	6,379,410	6,303,746		6,332,422		6,662,568		6,837,184		7,005,687	
Landfills	31,098,048	33,507,835		32,662,871		34,328,439		34,921,414		34,880,040	
Transfer Station System	27,586,878	28,088,004		29,916,319		29,506,228		29,933,729		30,553,555	
Waste to Energy Facility	22,033,577	22,646,504		23,355,471		23,939,153		24,637,764		24,987,543	
	88,400,994	91,290,794	3.3%	92,796,859	1.6%	94,977,221	2.3%	96,881,938	2.0%	97,988,639	1.1%
Solid Waste Planning											
Policy and Facility Development	921,561	836,841		857,123		875,483		894,186		913,321	
Zero Waste Implementation	1,843,729	1,741,398		2,284,452		2,823,826		2,863,955		2,405,021	
Programs and Public Involvement	437,604	369,758		378,802		386,844		395,027		403,396	
	3,202,894	2,947,997	(8.0%)	3,520,377	19.4%	4,086,153	16.1%	4,153,168	1.6%	3,721,738	(10.4%)
Administration and Department Support											
	743,910	657,069	(11.7%)	672,320	2.3%	685,662	2.0%	699,216	2.0%	713,544	2.0%
Environmental Regulation and Enforcement											
	861,701	962,853	11.7%	985,400	2.3%	1,004,997	2.0%	1,024,799	2.0%	1,044,396	1.9%
Allocation of Centralized Costs											
	4,348,952	4,674,251	7.5%	4,257,786	(8.9%)	4,252,167	(0.1%)	4,306,798	1.3%	4,144,717	(3.8%)
Total Operating Programs	97,558,451	100,532,964	3.0%	102,232,742	1.7%	105,006,200	2.7%	107,065,919	2.0%	107,613,034	0.5%
Debt Service											
	1,041,891	2,494,949	139.5%	8,080,816	223.9%	13,283,977	64.4%	16,784,319	26.4%	19,094,831	13.8%
Contribution to Capital											
	2,951,329	4,129,854	39.9%	2,151,599	(47.9%)	370,182	(82.8%)	596,307	61.1%	3,341,964	460.4%
TOTAL EXPENDITURES	\$ 101,551,671	\$ 107,157,767	5.5%	\$ 112,465,157	5.0%	\$ 118,660,359	5.5%	\$ 124,446,545	4.9%	\$ 130,049,829	4.5%

**GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT
SOLID WASTE REGULATION
2019-2023 FINANCIAL PLAN**

	2018 BUDGET	2019 BUDGET	%	2020 FORECAST	%	2021 FORECAST	%	2022 FORECAST	%	2023 FORECAST	%
			CHANGE		CHANGE		CHANGE		CHANGE		CHANGE
REVENUES											
Solid Waste Revenues	\$ 861,701	\$ 962,853	11.7%	\$ 985,400	2.3%	\$ 1,004,997	2.0%	\$ 1,024,799	2.0%	\$ 1,044,396	1.9%
TOTAL REVENUES	\$ 861,701	\$ 962,853	11.7%	\$ 985,400	2.3%	\$ 1,004,997	2.0%	\$ 1,024,799	2.0%	\$ 1,044,396	1.9%
EXPENDITURES											
Operating Programs:											
Environmental Regulation and Enforcement	\$ 781,486	\$ 901,103		\$ 922,204		\$ 940,550		\$ 959,082		\$ 978,012	
Administration and Department Support	80,215	61,750		63,196		64,447		65,717		66,384	
TOTAL EXPENDITURES	\$ 861,701	\$ 962,853	11.7%	\$ 985,400	2.3%	\$ 1,004,997	2.0%	\$ 1,024,799	2.0%	\$ 1,044,396	1.9%

**GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT
CAPITAL PROGRAMS & PROJECT TOTALS
SOLID WASTE SERVICES
2019 - 2023 CAPITAL PLAN**

	2019 CAPITAL BUDGET	2020 CAPITAL PLAN	2021 CAPITAL PLAN	2022 CAPITAL PLAN	2023 CAPITAL PLAN	2019 TO 2023 TOTAL	TOTAL PROJECT COSTS
CAPITAL EXPENDITURES							
SW Landfills Capital							
Coquitlam Landfill Closure	\$ 4,500,000	\$ -	\$ -	\$ -	\$ -	4,500,000	\$ 5,000,000
Coquitlam Landfill East Closure	-	400,000	-	-	3,500,000	3,900,000	5,000,000
Coquitlam Landfill Fly Ash Cell 2 Closure Final Cover	3,200,000	-	-	-	-	3,200,000	3,200,000
Coquitlam Landfill Gas Collection Upgrades	1,000,000	-	-	-	-	1,000,000	3,300,000
Coquitlam Landfill Pump Station Upgrade	500,000	100,000	-	-	-	600,000	600,000
Coquitlam Landfill: Leachate Collection System Grade Realignment	200,000	480,000	320,000	-	-	1,000,000	1,000,000
	<u>\$ 9,400,000</u>	<u>\$ 980,000</u>	<u>\$ 320,000</u>	<u>\$ -</u>	<u>\$ 3,500,000</u>	<u>\$ 14,200,000</u>	<u>\$ 18,100,000</u>
SW Opportunity Capital							
WTE Facility District Heating Opportunities	210,000	2,090,000	-	-	-	2,300,000	2,300,000
	<u>\$ 210,000</u>	<u>\$ 2,090,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 2,300,000</u>	<u>\$ 2,300,000</u>
SW Transfer Stations Capital							
Coquitlam Transfer Station Replacement	\$ 40,000,000	\$ 23,000,000	\$ -	\$ -	\$ -	63,000,000	\$ 70,200,000
Maple Ridge Transfer Station Upgrades	-	-	2,000,000	-	-	2,000,000	2,000,000
North Shore Transfer Station Compactor Replacement	-	-	-	2,000,000	-	2,000,000	2,000,000
Surrey Recycling and Waste Drop-Off	22,000,000	12,800,000	7,500,000	-	-	42,300,000	42,300,000
Surrey Transfer Station Building Upgrades	1,000,000	-	-	-	-	1,000,000	1,000,000
Surrey Transfer Station Compactor Replacement	2,000,000	-	-	-	-	2,000,000	2,000,000
	<u>\$ 65,000,000</u>	<u>\$ 35,800,000</u>	<u>\$ 9,500,000</u>	<u>\$ 2,000,000</u>	<u>\$ -</u>	<u>\$ 112,300,000</u>	<u>\$ 119,500,000</u>
SW Waste to Energy Facility Capital							
Biosolids Processing	\$ 500,000	\$ -	\$ -	\$ -	\$ -	500,000	\$ 500,000
Bottom Ash Dischargers / Conveyors	500,000	-	-	-	-	500,000	1,700,000
Feed Hopper/Chute	2,300,000	-	-	-	-	2,300,000	2,600,000
Feedwater Pump Replacement	1,000,000	-	-	-	-	1,000,000	1,000,000
Furnace Liner Upgrade	800,000	-	-	-	-	800,000	2,500,000
Infrastructure Allowance	-	9,000,000	-	1,500,000	350,000	10,850,000	12,850,000
Primary Economizer Replacement	-	-	2,000,000	3,000,000	-	5,000,000	5,000,000
Refuse Crane	4,000,000	-	-	-	-	4,000,000	7,000,000
Scrubber	-	5,550,000	20,000,000	20,000,000	-	45,550,000	47,000,000
Second Pass Superheater Replacement	5,500,000	-	-	-	-	5,500,000	5,500,000
Secondary Economizers Replacement	-	4,000,000	2,000,000	-	-	6,000,000	6,000,000
	<u>\$ 14,600,000</u>	<u>\$ 18,550,000</u>	<u>\$ 24,000,000</u>	<u>\$ 24,500,000</u>	<u>\$ 350,000</u>	<u>\$ 82,000,000</u>	<u>\$ 91,650,000</u>
TOTAL CAPITAL EXPENDITURES	<u>\$ 89,210,000</u>	<u>\$ 57,420,000</u>	<u>\$ 33,820,000</u>	<u>\$ 26,500,000</u>	<u>\$ 3,850,000</u>	<u>\$ 210,800,000</u>	<u>\$ 231,550,000</u>

CAPITAL FUNDING							
New External Borrowing	\$ 86,010,000	\$ 53,320,000	\$ 31,620,000	\$ 26,100,000	\$ 3,250,000	\$ 200,300,000	
Surplus from Prior Year	3,200,000	4,100,000	2,200,000	400,000	600,000	10,500,000	
	<u>\$ 89,210,000</u>	<u>\$ 57,420,000</u>	<u>\$ 33,820,000</u>	<u>\$ 26,500,000</u>	<u>\$ 3,850,000</u>	<u>\$ 210,800,000</u>	

DEBT SERVICING							
Debt Servicing - Existing	\$ 1,800,000	\$ 2,500,000	\$ 8,100,000	\$ 13,300,000	\$ 16,800,000	\$ 42,500,000	
Debt Servicing - From New Borrowing	700,000	5,600,000	5,200,000	3,500,000	2,300,000	17,300,000	
	<u>\$ 2,500,000</u>	<u>\$ 8,100,000</u>	<u>\$ 13,300,000</u>	<u>\$ 16,800,000</u>	<u>\$ 19,100,000</u>	<u>\$ 59,800,000</u>	

**METRO VANCOUVER HOUSING CORPORATION
HOUSING
2019-2023 FINANCIAL PLAN**

	2018 BUDGET	2019 BUDGET	% CHANGE	2020 FORECAST	% CHANGE	2021 FORECAST	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE
REVENUES											
Housing Rents	\$ 38,839,322	\$ 39,309,579	1.2%	\$ 40,750,068	3.7%	\$ 42,125,813	3.4%	\$ 43,166,756	2.5%	\$ 44,244,519	2.5%
Housing Subsidies	2,045,617	1,088,554		1,109,749		1,137,159		1,165,283		835,744	
Other External Revenues	1,157,147	870,086		831,124		846,792		792,711		802,359	
Reserves	8,694,919	10,001,242		10,043,042		11,452,242		13,614,242		14,004,242	
TOTAL REVENUES	\$ 50,737,005	\$ 51,269,461	1.0%	\$ 52,733,983	2.9%	\$ 55,562,006	5.4%	\$ 58,738,992	5.7%	\$ 59,886,864	2.0%
EXPENDITURES											
Operating Programs:											
Property Operations	\$ 16,519,600	\$ 17,243,436		\$ 17,640,617		\$ 18,057,604		\$ 18,490,697		\$ 18,830,530	
Maintenance	1,093,831	1,265,069		1,293,025		1,318,315		1,344,092		1,370,249	
Financial Services	659,856	670,587		686,580		700,407		714,453		728,903	
Tenant Program and Services	565,035	578,388		591,911		603,907		616,098		628,553	
Site Administration	1,544,372	1,474,480		1,508,991		1,540,070		1,571,696		1,604,623	
Administration and Department Support	881,120	1,210,353		1,239,567		1,266,417		1,293,682		1,320,359	
	21,263,814	22,442,313	5.5%	22,960,691	2.3%	23,486,720	2.3%	24,030,718	2.3%	24,483,217	1.9%
Communications Program	20,000	40,000	100.0%	30,000	(25.0%)	30,000	0.0%	30,000	0.0%	30,000	0.0%
Allocation of Centralized Costs	2,417,680	2,119,752	(12.3%)	2,036,250	(3.9%)	1,885,709	(7.4%)	1,737,111	(7.9%)	1,601,237	(7.8%)
Total Operating Programs	23,701,494	24,602,065	3.8%	25,026,941	1.7%	25,402,429	1.5%	25,797,829	1.6%	26,114,454	1.2%
Capital Replacement	8,694,919	10,001,242	15.0%	10,043,042	0.4%	11,452,242	14.0%	13,614,242	18.9%	14,004,242	2.9%
Debt Service	8,163,506	6,201,762	(24.0%)	4,847,835	(21.8%)	4,529,937	(6.6%)	4,514,744	(0.3%)	4,322,551	(4.3%)
Contribution to Capital Replacement Reserve	1,719,289	1,720,636	0.1%	1,729,993	0.5%	1,739,550	0.6%	1,739,550	0.0%	1,739,550	0.0%
Contribution to Reserve	8,457,797	8,743,756	3.4%	11,086,172	26.8%	12,437,848	12.2%	13,072,627	5.1%	13,706,067	4.8%
TOTAL EXPENDITURES	\$ 50,737,005	\$ 51,269,461	1.0%	\$ 52,733,983	2.9%	\$ 55,562,006	5.4%	\$ 58,738,992	5.7%	\$ 59,886,864	2.0%

METRO VANCOUVER HOUSING CORPORATION
CAPITAL PROGRAMS AND PROJECT TOTALS
HOUSING
2019 - 2023 CAPITAL PLAN

	2019 CAPITAL BUDGET	2020 CAPITAL PLAN	2021 CAPITAL PLAN	2022 CAPITAL PLAN	2023 CAPITAL PLAN	2019 TO 2023 TOTAL	TOTAL PROJECT COSTS
CAPITAL EXPENDITURES							
Housing Development							
Heather Place - Building A	\$ 12,150,000	\$ 1,000,000	\$ -	\$ -	\$ -	\$ 13,150,000	\$ 28,500,000
Kingston Gardens - Phase 1	9,167,000	18,333,000	750,000	-	-	28,250,000	29,000,000
	<u>\$ 21,317,000</u>	<u>\$ 19,333,000</u>	<u>\$ 750,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 41,400,000</u>	<u>\$ 57,500,000</u>
CAPITAL FUNDING							
Reserve Funding	21,317,000	19,333,000	750,000	-	-	41,400,000	
	<u>\$ 21,317,000</u>	<u>\$ 19,333,000</u>	<u>\$ 750,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 41,400,000</u>	

**METRO VANCOUVER DISTRICTS
REGIONAL DISTRICT SUMMARY
2019-2023 FINANCIAL PLAN**

	2018 BUDGET	2019 BUDGET	% CHANGE	2020 FORECAST	% CHANGE	2021 FORECAST	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE
REVENUES											
MVRD Requisitions	\$ 58,792,185	\$ 61,188,452	4.1%	\$ 63,535,339	3.8%	\$ 66,130,496	4.1%	\$ 68,505,500	3.6%	\$ 71,379,058	4.2%
Compensation Services Revenue	359,960	478,280	32.9%	491,233	2.7%	494,184	0.6%	499,683	1.1%	505,722	1.2%
Collective Bargaining Services Revenue	763,645	867,558	13.6%	891,547	2.8%	898,424	0.8%	909,852	1.3%	922,287	1.4%
Electoral Area Requisition	382,424	366,510	(4.2%)	410,768	12.1%	417,873	1.7%	433,328	3.7%	442,870	2.2%
GPS User Fees	310,688	314,180	1.1%	319,729	1.8%	324,686	1.6%	329,481	1.5%	334,533	1.5%
User Fees	2,845,113	2,853,741	0.3%	2,947,153	3.3%	3,065,170	4.0%	3,183,583	3.9%	3,299,609	3.6%
Non-Road Diesel Permit Fees	2,365,000	2,450,000	3.6%	2,350,000	(4.1%)	2,150,000	(8.5%)	2,150,000	0.0%	2,050,000	(4.7%)
Love Food Hate Waste	184,000	556,000	202.2%	790,000	42.1%	1,090,000	38.0%	1,090,000	0.0%	1,026,000	(5.9%)
Zero Waste Conference	105,000	180,000	71.4%	189,375	5.2%	295,000	55.8%	331,250	12.3%	380,000	14.7%
Other External Revenues	3,547,428	3,436,836	(3.1%)	3,450,927	0.4%	3,508,956	1.7%	3,561,832	1.5%	3,580,320	0.5%
Sustainability Reserve Funds	597,669	70,000	(88.3%)	-	(100.0%)	-	0.0%	-	0.0%	-	0.0%
Reserves	3,558,558	2,512,377	(29.4%)	1,713,234	(31.8%)	1,275,130	(25.6%)	1,106,803	(13.2%)	1,086,672	(1.8%)
TOTAL REVENUES	\$ 73,811,670	\$ 75,273,934	2.0%	\$ 77,089,305	2.4%	\$ 79,649,919	3.3%	\$ 82,101,312	3.1%	\$ 85,007,071	3.5%
EXPENDITURES											
Metro Vancouver Regional District											
Affordable Housing	\$ 2,040,909	\$ 1,839,479	(9.9%)	\$ 1,831,675	(0.4%)	\$ 1,843,014	0.6%	\$ 1,853,850	0.6%	\$ 1,865,284	0.6%
Air Quality	11,112,108	10,748,317	(3.3%)	10,680,394	(0.6%)	10,880,847	1.9%	11,140,655	2.4%	11,288,786	1.3%
E911 Emergency Telephone Service	4,304,583	4,411,585	2.5%	4,521,227	2.5%	4,633,573	2.5%	4,748,693	2.5%	4,866,654	2.5%
Electoral Area Service	701,098	621,984	(11.3%)	607,242	(2.4%)	649,347	6.9%	704,802	8.5%	624,344	(11.4%)
General Government	6,522,714	6,994,003	7.2%	7,239,963	3.5%	7,687,935	6.2%	7,715,317	0.4%	7,899,688	2.4%
Labour Relations	2,665,731	2,849,713	6.9%	2,775,342	(2.6%)	2,833,381	2.1%	2,903,547	2.5%	2,960,322	2.0%
Regional Emergency Management	202,331	228,104	12.7%	237,868	4.3%	222,944	(6.3%)	176,170	(21.0%)	182,547	3.6%
Regional Global Positioning System	345,688	549,880	59.1%	356,357	(35.2%)	362,266	1.7%	368,038	1.6%	374,092	1.6%
Regional Parks	42,065,706	42,679,709	1.5%	43,355,440	1.6%	45,077,762	4.0%	46,526,512	3.2%	48,241,885	3.7%
Regional Planning	3,173,263	3,527,732	11.2%	3,520,079	(0.2%)	3,580,243	1.7%	3,570,135	(0.3%)	3,651,786	2.3%
Regional Prosperity Initiative	281,382	484,500	72.2%	1,020,000	110.5%	1,530,000	50.0%	2,040,000	33.3%	2,550,000	25.0%
Sasamat Fire Protection Service	396,157	338,928	(14.4%)	943,718	178.4%	348,607	(63.1%)	353,593	1.4%	501,683	41.9%
TOTAL EXPENDITURES	\$ 73,811,670	\$ 75,273,934	2.0%	\$ 77,089,305	2.4%	\$ 79,649,919	3.3%	\$ 82,101,312	3.1%	\$ 85,007,071	3.5%

**METRO VANCOUVER REGIONAL DISTRICT
AFFORDABLE HOUSING
2019-2023 FINANCIAL PLAN**

	2018 BUDGET	2019 BUDGET	% CHANGE	2020 FORECAST	% CHANGE	2021 FORECAST	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE
REVENUES											
MVRD Requisitions	\$ 2,018,817	\$ 1,839,479	(8.9%)	\$ 1,831,675	(0.4%)	\$ 1,843,014	0.6%	\$ 1,853,850	0.6%	\$ 1,865,284	0.6%
Other External Revenues	22,092	-		-		-		-		-	
TOTAL REVENUES	\$ 2,040,909	\$ 1,839,479	(9.9%)	\$ 1,831,675	(0.4%)	\$ 1,843,014	0.6%	\$ 1,853,850	0.6%	\$ 1,865,284	0.6%
EXPENDITURES											
Operating Programs:											
Housing Policy and Planning	\$ 969,271	\$ 724,823		\$ 742,313		\$ 757,625		\$ 773,184		\$ 789,086	
Contribution to Reserve	1,000,000	1,000,000		1,000,000		1,000,000		1,000,000		1,000,000	
	<u>\$ 1,969,271</u>	<u>\$ 1,724,823</u>	(12.4%)	<u>\$ 1,742,313</u>	1.0%	<u>\$ 1,757,625</u>	0.9%	<u>\$ 1,773,184</u>	0.9%	<u>\$ 1,789,086</u>	0.9%
Communications Program	-	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	71,638	89,656	25.2%	64,362	(28.2%)	60,389	(6.2%)	55,666	(7.8%)	51,198	(8.0%)
TOTAL EXPENDITURES	\$ 2,040,909	\$ 1,839,479	(9.9%)	\$ 1,831,675	(0.4%)	\$ 1,843,014	0.6%	\$ 1,853,850	0.6%	\$ 1,865,284	0.6%

**METRO VANCOUVER REGIONAL DISTRICT
AIR QUALITY
2019-2023 FINANCIAL PLAN**

	2018 BUDGET	2019 BUDGET	% CHANGE	2020 FORECAST	% CHANGE	2021 FORECAST	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE
REVENUES											
MVRD Requisitions	\$ 4,545,845	\$ 4,878,970	7.3%	\$ 5,411,008	10.9%	\$ 5,683,121	5.0%	\$ 5,778,622	1.7%	\$ 5,882,261	1.8%
User Fees	1,800,000	1,800,000		1,900,000		2,000,000		2,100,000		2,200,000	
Non-Road Diesel Permit Fees	2,365,000	2,450,000		2,350,000		2,150,000		2,150,000		2,050,000	
Other External Revenues	492,400	517,400		547,400		582,400		612,400		622,400	
Sustainability Reserve Funds	539,356	70,000		-		-		-		-	
Reserves	1,369,507	1,031,947		471,986		465,326		499,633		534,125	
TOTAL REVENUES	\$ 11,112,108	\$ 10,748,317	(3.3%)	\$ 10,680,394	(0.6%)	\$ 10,880,847	1.9%	\$ 11,140,655	2.4%	\$ 11,288,786	1.3%
EXPENDITURES											
Operating Programs:											
Ambient Air Quality Monitoring	\$ 2,037,931	\$ 2,186,944		\$ 2,081,628		\$ 2,122,782		\$ 2,209,656		\$ 2,262,416	
Air Quality and Climate Change Policy	1,795,233	1,637,057		1,689,762		1,761,459		1,844,555		1,885,171	
Air Quality Bylaw and Regulation Development	1,615,742	1,786,193		1,722,405		1,756,901		1,806,866		1,842,580	
Administration and Department Support	447,546	425,330		435,055		443,359		451,783		460,402	
Regional Sustainability Initiatives	539,356	70,000		-		-		-		-	
	6,435,808	6,105,524	(5.1%)	5,928,850	(2.9%)	6,084,501	2.6%	6,312,860	3.8%	6,450,569	2.2%
Communications Program	100,000	106,000	6.0%	118,000	11.3%	93,000	(21.2%)	93,000	0.0%	93,000	0.0%
Environmental Regulation and Enforcement	2,982,390	3,033,392		3,061,354		3,129,458		3,190,919		3,251,736	
Non Road Diesel Provision	640,000	625,000		725,000		800,000		825,000		825,000	
	3,622,390	3,658,392	1.0%	3,786,354	3.5%	3,929,458	3.8%	4,015,919	2.2%	4,076,736	1.5%
Allocation of Centralized Support Costs	953,910	878,401	(7.9%)	847,190	(3.6%)	773,888	(8.7%)	718,876	(7.1%)	668,481	(7.0%)
TOTAL EXPENDITURES	\$ 11,112,108	\$ 10,748,317	(3.3%)	\$ 10,680,394	(0.6%)	\$ 10,880,847	1.9%	\$ 11,140,655	2.4%	\$ 11,288,786	1.3%

**METRO VANCOUVER REGIONAL DISTRICT
AIR QUALITY REGULATION
2019-2023 FINANCIAL PLAN**

	2018 BUDGET	2019 BUDGET	% CHANGE	2020 FORECAST	% CHANGE	2021 FORECAST	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE
REVENUES											
Air Quality Revenues	\$ 3,622,390	\$ 3,658,392	1.0%	\$ 3,786,354	3.5%	\$ 3,929,458	3.8%	\$ 4,015,919	2.2%	\$ 4,076,736	1.5%
TOTAL REVENUES	<u>\$ 3,622,390</u>	<u>\$ 3,658,392</u>	1.0%	<u>\$ 3,786,354</u>	3.5%	<u>\$ 3,929,458</u>	3.8%	<u>\$ 4,015,919</u>	2.2%	<u>\$ 4,076,736</u>	1.5%
EXPENDITURES											
Operating Programs:											
Environmental Regulation and Enforcement	\$ 2,726,183	\$ 2,836,160		\$ 2,859,505		\$ 2,923,613		\$ 2,981,019		\$ 3,039,702	
Non Road Diesel Provision	640,000	625,000		725,000		800,000		825,000		825,000	
Administration and Department Support	256,207	197,232		201,849		205,845		209,900		212,034	
TOTAL EXPENDITURES	<u>\$ 3,622,390</u>	<u>\$ 3,658,392</u>	1.0%	<u>\$ 3,786,354</u>	3.5%	<u>\$ 3,929,458</u>	3.8%	<u>\$ 4,015,919</u>	2.2%	<u>\$ 4,076,736</u>	1.5%

**METRO VANCOUVER REGIONAL DISTRICT
E911 EMERGENCY TELEPHONE SERVICE
2019-2023 FINANCIAL PLAN**

	2018 BUDGET	2019 BUDGET	% CHANGE	2020 FORECAST	% CHANGE	2021 FORECAST	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE
REVENUES											
MVRD Requisitions	\$ 4,236,501	\$ 4,344,017	2.5%	\$ 4,451,980	2.5%	\$ 4,562,606	2.5%	\$ 4,676,513	2.5%	\$ 4,792,680	2.5%
Other External Revenues	68,082	67,568		69,247		70,967		72,180		73,974	
TOTAL REVENUES	<u>\$ 4,304,583</u>	<u>\$ 4,411,585</u>	2.5%	<u>\$ 4,521,227</u>	2.5%	<u>\$ 4,633,573</u>	2.5%	<u>\$ 4,748,693</u>	2.5%	<u>\$ 4,866,654</u>	2.5%
EXPENDITURES											
Operating Programs:											
Emergency Telephone Service	\$ 4,220,179	\$ 4,325,083		\$ 4,432,575		\$ 4,542,719		\$ 4,655,581		\$ 4,771,229	
Allocation of Centralized Support Costs	84,404	86,502		88,652		90,854		93,112		95,425	
TOTAL EXPENDITURES	<u>\$ 4,304,583</u>	<u>\$ 4,411,585</u>	2.5%	<u>\$ 4,521,227</u>	2.5%	<u>\$ 4,633,573</u>	2.5%	<u>\$ 4,748,693</u>	2.5%	<u>\$ 4,866,654</u>	2.5%

**METRO VANCOUVER REGIONAL DISTRICT
ELECTORAL AREA SERVICE
2019-2023 FINANCIAL PLAN**

	2018 BUDGET	2019 BUDGET	% CHANGE	2020 FORECAST	% CHANGE	2021 FORECAST	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE
REVENUES											
Electoral Area Requisition	\$ 382,424	\$ 366,510	(4.2%)	\$ 410,768	12.1%	\$ 417,873	1.7%	\$ 433,328	3.7%	\$ 442,870	2.2%
User Fees	10,000	10,000		10,000		10,000		10,000		10,000	
Other External Revenues	165,834	171,474		171,474		171,474		171,474		171,474	
Reserves	142,840	74,000		15,000		50,000		90,000		-	
TOTAL REVENUES	\$ 701,098	\$ 621,984	(11.3%)	\$ 607,242	(2.4%)	\$ 649,347	6.9%	\$ 704,802	8.5%	\$ 624,344	(11.4%)
EXPENDITURES											
Operating Programs:											
Administration	\$ 339,946	\$ 369,634		\$ 329,635		\$ 370,892		\$ 327,245		\$ 341,803	
Building Inspections	30,544	20,966		21,404		21,780		22,163		22,541	
Local Government Election	117,840	-		-		-		122,141		-	
Fraser Valley Library Services	2,000	2,000		2,000		2,000		2,000		2,000	
Emergency Planning	6,000	12,000		18,000		24,000		30,000		30,000	
	496,330	404,600	(18.5%)	371,039	(8.3%)	418,672	12.8%	503,549	20.3%	396,344	(21.3%)
Contribution to Election Reserve	-	-		30,000		30,000		-		30,000	
Contribution to Reserve	165,834	171,474		171,474		171,474		171,474		171,474	
	165,834	171,474	3.4%	201,474	17.5%	201,474	0.0%	171,474	(14.9%)	201,474	17.5%
Allocation of Centralized Support Costs	38,934	45,910	17.9%	34,729	(24.4%)	29,201	(15.9%)	29,779	2.0%	26,526	(10.9%)
TOTAL EXPENDITURES	\$ 701,098	\$ 621,984	(11.3%)	\$ 607,242	(2.4%)	\$ 649,347	6.9%	\$ 704,802	8.5%	\$ 624,344	(11.4%)

**METRO VANCOUVER REGIONAL DISTRICT
GENERAL GOVERNMENT
2019-2023 FINANCIAL PLAN**

	2018 BUDGET	2019 BUDGET	% CHANGE	2020 FORECAST	% CHANGE	2021 FORECAST	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE
REVENUES											
MVRD Requisitions	\$ 4,848,214	\$ 4,943,003	2.0%	\$ 5,127,678	3.7%	\$ 5,157,567	0.6%	\$ 5,146,192	(0.2%)	\$ 5,343,255	3.8%
Love Food Hate Waste	184,000	556,000		790,000		1,090,000		1,090,000		1,026,000	
Zero Waste Conference	105,000	180,000		189,375		295,000		331,250		380,000	
Other External Revenues	990,500	1,010,000		992,910		995,368		997,875		1,000,433	
Reserves	395,000	305,000		140,000		150,000		150,000		150,000	
TOTAL REVENUES	\$ 6,522,714	\$ 6,994,003	7.2%	\$ 7,239,963	3.5%	\$ 7,687,935	6.2%	\$ 7,715,317	0.4%	\$ 7,899,688	2.4%
EXPENDITURES											
Operating Programs:											
Audit, Legal and Insurance	\$ 110,929	\$ 110,929		\$ 111,774		\$ 112,636		\$ 113,515		\$ 114,412	
Board and Legislative Services	2,464,286	2,524,121		2,548,478		2,599,602		2,656,755		2,890,128	
External Contributions	425,000	435,000		445,000		455,000		455,000		455,000	
Leadership and Engagement	604,541	488,440		495,313		502,330		509,494		516,807	
Mosquito Control Contract	115,500	135,000		117,810		120,166		122,569		125,021	
Regional Culture	35,345	36,077		36,825		37,464		38,111		38,773	
Sustainability Fund	347,000	347,000		347,000		347,000		347,000		347,000	
	4,102,601	4,076,567	(0.6%)	4,102,200	0.6%	4,174,198	1.8%	4,242,444	1.6%	4,487,141	5.8%
Communications Program	1,001,500	1,032,000	3.0%	1,007,000	(2.4%)	1,002,000	(0.5%)	972,000	(3.0%)	972,000	0.0%
Collaboration Initiatives											
National Zero Waste Council	383,128	383,128		383,128		383,128		383,128		383,128	
Love Food Hate Waste	184,000	556,000		790,000		1,090,000		1,090,000		1,026,000	
Zero Waste Conference	317,000	392,000		399,375		505,000		541,250		590,000	
Circular Economy	-	32,500		32,500		32,500		-		-	
	884,128	1,363,628	54.2%	1,605,003	17.7%	2,010,628	25.3%	2,014,378	0.2%	1,999,128	(0.8%)
Allocation of Centralized Support Costs	534,485	521,808	(2.4%)	525,760	0.8%	501,109	(4.7%)	486,495	(2.9%)	441,419	(9.3%)
TOTAL EXPENDITURES	\$ 6,522,714	\$ 6,994,003	7.2%	\$ 7,239,963	3.5%	\$ 7,687,935	6.2%	\$ 7,715,317	0.4%	\$ 7,899,688	2.4%

* Regional Prosperity Initiatives established as Statutory Function in 2017 and 2018

**METRO VANCOUVER REGIONAL DISTRICT
LABOUR RELATIONS
2019-2023 FINANCIAL PLAN**

	2018 BUDGET	2019 BUDGET	% CHANGE	2020 FORECAST	% CHANGE	2021 FORECAST	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE
REVENUES											
MVRD Requisitions	\$ 1,086,930	\$ 946,739	(12.9%)	\$ 986,728	4.2%	\$ 1,021,072	3.5%	\$ 1,060,269	3.8%	\$ 1,086,746	2.5%
Compensation Services Revenue	359,960	478,280		491,233		494,184		499,683		505,722	
Collective Bargaining Services Revenue	763,645	867,558		891,547		898,424		909,852		922,287	
Other External Revenues	405,196	391,190		405,834		419,701		433,743		445,567	
Reserves	50,000	165,946		-		-		-		-	
TOTAL REVENUES	\$ 2,665,731	\$ 2,849,713	6.9%	\$ 2,775,342	(2.6%)	\$ 2,833,381	2.1%	\$ 2,903,547	2.5%	\$ 2,960,322	2.0%
EXPENDITURES											
Operating Programs:											
Information & Advisory Services	\$ 1,076,864	\$ 1,199,104		\$ 1,088,812		\$ 1,141,476		\$ 1,194,526		\$ 1,233,094	
Compensation Services	424,847	516,329		528,793		539,499		550,368		561,476	
Collective Bargaining	919,952	910,279		932,357		951,720		971,398		991,522	
	2,421,663	2,625,712	8.4%	2,549,962	(2.9%)	2,632,695	3.2%	2,716,292	3.2%	2,786,092	2.6%
Allocation of Centralized Support Costs	244,068	224,001	(8.2%)	225,380	0.6%	200,686	(11.0%)	187,255	(6.7%)	174,230	(7.0%)
TOTAL EXPENDITURES	\$ 2,665,731	\$ 2,849,713	6.9%	\$ 2,775,342	(2.6%)	\$ 2,833,381	2.1%	\$ 2,903,547	2.5%	\$ 2,960,322	2.0%

**METRO VANCOUVER REGIONAL DISTRICT
REGIONAL EMERGENCY MANAGEMENT
2019-2023 FINANCIAL PLAN**

	2018 BUDGET	2019 BUDGET	% CHANGE	2020 FORECAST	% CHANGE	2021 FORECAST	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE
REVENUES											
MVRD Requisitions	\$ 155,000	\$ 159,000	2.6%	\$ 163,000	2.5%	\$ 167,000	2.5%	\$ 170,000	1.8%	\$ 173,000	1.8%
Other External Revenues	-	-		-		-		-		-	
Reserves	47,331	69,104		74,868		55,944		6,170		9,547	
TOTAL REVENUES	\$ 202,331	\$ 228,104	12.7%	\$ 237,868	4.3%	\$ 222,944	(6.3%)	\$ 176,170	(21.0%)	\$ 182,547	3.6%
EXPENDITURES											
Operating Programs:											
Regional Emergency Management	\$ 192,214	\$ 217,242		\$ 226,541		\$ 212,328		\$ 167,781		\$ 173,854	
Allocation of Centralized Support Costs	10,117	10,862		11,327		10,616		8,389		8,693	
TOTAL EXPENDITURES	\$ 202,331	\$ 228,104	12.7%	\$ 237,868	4.3%	\$ 222,944	(6.3%)	\$ 176,170	(21.0%)	\$ 182,547	3.6%

**METRO VANCOUVER REGIONAL DISTRICT
REGIONAL GLOBAL POSITIONING SYSTEM
2019-2023 FINANCIAL PLAN**

	2018 BUDGET	2019 BUDGET	% CHANGE	2020 FORECAST	% CHANGE	2021 FORECAST	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE
REVENUES											
User Fees	\$ 310,688	\$ 314,180	1.1%	\$ 319,729	1.8%	\$ 324,686	1.6%	\$ 329,481	1.5%	\$ 334,533	1.5%
Other External Revenues	35,000	35,700		36,628		37,580		38,557		39,559	
Reserves	-	200,000		-		-		-		-	
TOTAL REVENUES	<u>\$ 345,688</u>	<u>\$ 549,880</u>	59.1%	<u>\$ 356,357</u>	(35.2%)	<u>\$ 362,266</u>	1.7%	<u>\$ 368,038</u>	1.6%	<u>\$ 374,092</u>	1.6%
EXPENDITURES											
Operating Programs:											
Regional Global Positioning System	\$ 283,140	\$ 488,844		\$ 296,042		\$ 302,755		\$ 309,606		\$ 316,617	
Contribution to Reserve	31,323	31,949		32,780		33,632		34,506		35,403	
Allocation of Centralized Support Costs	31,225	29,087		27,535		25,879		23,926		22,072	
TOTAL EXPENDITURES	<u>\$ 345,688</u>	<u>\$ 549,880</u>	59.1%	<u>\$ 356,357</u>	(35.2%)	<u>\$ 362,266</u>	1.7%	<u>\$ 368,038</u>	1.6%	<u>\$ 374,092</u>	1.6%

**METRO VANCOUVER REGIONAL DISTRICT
REGIONAL PARKS
2019-2023 FINANCIAL PLAN**

	2018 BUDGET	2019 BUDGET	% CHANGE	2020 FORECAST	% CHANGE	2021 FORECAST	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE
REVENUES											
MVRD Requisitions	\$ 38,455,889	\$ 40,231,084	4.6%	\$ 41,029,473	2.0%	\$ 42,612,266	3.9%	\$ 44,171,326	3.7%	\$ 45,879,363	3.9%
User Fees	1,035,113	1,043,741		1,037,153		1,055,170		1,073,583		1,089,609	
Other External Revenues	1,358,324	1,233,504		1,217,434		1,221,466		1,225,603		1,216,913	
Reserves	1,216,380	171,380		71,380		188,860		56,000		56,000	
TOTAL REVENUES	\$ 42,065,706	\$ 42,679,709	1.5%	\$ 43,355,440	1.6%	\$ 45,077,762	4.0%	\$ 46,526,512	3.2%	\$ 48,241,885	3.7%
EXPENDITURES											
Operating Programs:											
Systems Planning and Engineering Services											
Planning and Research	\$ 1,117,385	\$ 1,123,834		\$ 1,092,682		\$ 1,111,023		\$ 1,262,079		\$ 1,283,737	
Engineering Services	1,198,596	1,303,096		1,329,770		1,352,527		1,375,618		1,398,709	
	2,315,981	2,426,930	4.8%	2,422,452	(0.2%)	2,463,550	1.7%	2,637,697	7.1%	2,682,446	1.7%
Systems Visitor and Operations Services											
Visitor Services	1,505,175	1,752,235		1,668,540		1,704,432		1,719,241		1,700,436	
Operations Services	2,147,145	2,313,319		2,395,876		2,500,042		2,603,539		2,716,674	
	3,652,320	4,065,554	11.3%	4,064,416	0.0%	4,204,474	3.4%	4,322,780	2.8%	4,417,110	2.2%
Central Area Services											
Operations and Maintenance	3,870,690	4,809,481		4,915,084		5,249,883		5,223,775		5,320,475	
Area Visitor Services	653,562	672,698		679,810		725,580		752,588		788,543	
Area Management and Administration	531,676	541,978		553,411		563,900		574,544		585,421	
Area Resource Management	237,521	261,334		264,689		269,043		273,461		318,559	
Area Planning	176,223	154,031		156,902		159,351		161,836		164,375	
Burns Bog Ecological Conservancy Area	403,368	353,124		361,311		367,809		384,388		391,219	
Contribution to Reserve	-	23,000		23,000		23,000		23,000		23,000	
	5,873,040	6,815,646	16.0%	6,954,207	2.0%	7,358,566	5.8%	7,393,592	0.5%	7,591,592	2.7%
East Area Services											
Operations and Maintenance	4,650,285	4,189,494		4,278,682		4,410,430		4,480,097		4,539,805	
Area Visitor Services	678,952	706,235		709,285		740,224		752,251		764,524	
Area Management and Administration	541,285	552,500		564,899		575,507		586,274		596,753	
Area Resource Management	225,330	247,393		252,498		256,852		261,270		306,368	
Area Planning	138,988	152,091		154,962		157,411		159,896		162,444	
	6,234,840	5,847,713	(6.2%)	5,960,326	1.9%	6,140,424	3.0%	6,239,788	1.6%	6,369,894	2.1%
West Area Services											
Operations and Maintenance	5,127,289	4,008,383		4,069,999		4,163,657		4,276,158		4,354,260	
Area Visitor Services	692,567	702,524		716,698		745,090		769,559		782,526	
Area Management and Administration	788,756	812,988		825,590		836,332		847,235		858,374	
Area Resource Management	245,606	269,739		274,844		279,198		283,616		328,714	
Area Planning	190,300	149,721		152,592		155,041		157,526		160,065	
Contribution to Reserve	23,000	-		-		-		-		-	
	7,067,518	5,943,355	(15.9%)	6,039,723	1.6%	6,179,318	2.3%	6,334,094	2.5%	6,483,939	2.4%
Administration and Department Support											
	1,529,388	1,532,352	0.2%	1,560,016	1.8%	1,583,638	1.5%	1,607,612	1.5%	1,886,735	17.4%
Communications Program											
	70,000	110,000	57.1%	110,000	0.0%	110,000	0.0%	110,000	0.0%	110,000	0.0%
Utility Voice Radio											
	77,154	82,306	6.7%	83,148	1.0%	83,911	0.9%	84,686	0.9%	85,478	0.9%
Quality Control Allocated											
	49,286	51,385	4.3%	53,437	4.0%	54,746	2.4%	56,013	2.3%	57,375	2.4%
Allocation of Centralized Support Costs											
	3,517,305	3,698,561	5.2%	3,555,715	(3.9%)	3,347,135	(5.9%)	3,188,250	(4.7%)	3,005,316	(5.7%)
Total Operating Programs	30,386,832	30,573,802	0.6%	30,803,440	0.8%	31,525,762	2.3%	31,974,512	1.4%	32,689,885	2.2%
Debt Service											
	126,874	53,907	(57.5%)	-	(100.0%)	-	0.0%	-	0.0%	-	0.0%
Contribution to Capital Infrastructure Reserve											
	3,982,000	4,482,000		4,982,000		5,982,000		6,982,000		7,982,000	
Contribution to Parkland Acquisition Reserve	7,570,000	7,570,000		7,570,000		7,570,000		7,570,000		7,570,000	
	11,552,000	12,052,000	4.3%	12,552,000	4.1%	13,552,000	8.0%	14,552,000	7.4%	15,552,000	6.9%
TOTAL EXPENDITURES	\$ 42,065,706	\$ 42,679,709	1.5%	\$ 43,355,440	1.6%	\$ 45,077,762	4.0%	\$ 46,526,512	3.2%	\$ 48,241,885	3.7%

**METRO VANCOUVER REGIONAL DISTRICT
CAPITAL PROGRAMS & PROJECT TOTALS
REGIONAL PARKS
2019 - 2023 CAPITAL PLAN**

	2019 CAPITAL BUDGET	2020 CAPITAL PLAN	2021 CAPITAL PLAN	2022 CAPITAL PLAN	2023 CAPITAL PLAN	2019 TO 2023 TOTAL	TOTAL PROJECT COSTS
CAPITAL EXPENDITURES							
Parks-Capital Replacement and Development							
Colony Farm - Sheep Paddocks Trail Rebuild	\$ 2,690,000	\$ 430,000	\$ 100,000	\$ 100,000	\$ -	\$ 3,320,000	\$ 3,320,000
Crippen - New Service yard	750,000	-	-	-	-	750,000	750,000
Aldergrove - Implement Management Plan	690,000	-	-	-	-	690,000	690,000
Capilano - New Service Yard	500,000	500,000	150,000	-	-	1,150,000	1,150,000
Colony Farm - Service Yard Building Replacement	230,000	-	-	-	-	230,000	230,000
Belcarra - South Picnic Area, Cabins	150,000	100,000	-	1,000,000	1,500,000	2,750,000	2,750,000
Belcarra - Septic System Replacements	50,000	300,000	-	-	-	350,000	350,000
Small Capital Replacement and Development Projects	50,000	-	-	100,000	-	150,000	150,000
Derby Reach - Full Service Washroom and Day Use Upgrades	-	600,000	500,000	-	-	1,100,000	1,100,000
Widgeon Marsh - Management Plan Implementation	-	500,000	3,000,000	3,000,000	-	6,500,000	6,500,000
Brunette Fraser Greenway - Sapperton Staging Area	-	200,000	200,000	200,000	200,000	800,000	800,000
Belcarra - Connection to Water	-	50,000	350,000	-	-	400,000	400,000
Burns Bog Delta Nature Reserve - Boardwalk Replacement	-	50,000	50,000	500,000	500,000	1,100,000	1,100,000
Crippen - Davies Orchard Cabins	-	-	1,000,000	1,000,000	-	2,000,000	2,000,000
Pacific Spirit - Service Yard Replacement	-	-	150,000	-	1,500,000	1,650,000	1,650,000
Campbell Valley - Nature House	-	-	-	200,000	-	200,000	200,000
Brunette Fraser Greenway - Coal House Repairs	-	-	-	160,000	-	160,000	160,000
Belcarra - Washroom Renovation / Replacement Picnic Area & White Pine	-	-	-	50,000	150,000	200,000	200,000
Grouse - Trailhead Development	-	-	-	-	250,000	250,000	250,000
	<u>\$ 5,110,000</u>	<u>\$ 2,730,000</u>	<u>\$ 5,500,000</u>	<u>\$ 6,310,000</u>	<u>\$ 4,100,000</u>	<u>\$ 23,750,000</u>	<u>\$ 23,750,000</u>
Regional Parks Land Acquisition							
Regional Parks Land Acquisition Projects	7,570,000	7,570,000	7,570,000	7,570,000	7,570,000	37,850,000	37,850,000
	<u>\$ 7,570,000</u>	<u>\$ 7,570,000</u>	<u>\$ 7,570,000</u>	<u>\$ 7,570,000</u>	<u>\$ 7,570,000</u>	<u>\$ 37,850,000</u>	<u>\$ 37,850,000</u>
Capital Maintenance Projects							
Capital Maintenance Projects	3,175,000	3,410,000	3,605,000	3,555,000	3,570,000	17,315,000	17,315,000
	<u>\$ 3,175,000</u>	<u>\$ 3,410,000</u>	<u>\$ 3,605,000</u>	<u>\$ 3,555,000</u>	<u>\$ 3,570,000</u>	<u>\$ 17,315,000</u>	<u>\$ 17,315,000</u>
TOTAL CAPITAL EXPENDITURES	<u>\$ 15,855,000</u>	<u>\$ 13,710,000</u>	<u>\$ 16,675,000</u>	<u>\$ 17,435,000</u>	<u>\$ 15,240,000</u>	<u>\$ 78,915,000</u>	<u>\$ 78,915,000</u>
CAPITAL FUNDING							
Reserve Funding	15,855,000	13,710,000	16,675,000	17,435,000	15,240,000	78,915,000	
	<u>\$ 15,855,000</u>	<u>\$ 13,710,000</u>	<u>\$ 16,675,000</u>	<u>\$ 17,435,000</u>	<u>\$ 15,240,000</u>	<u>\$ 78,915,000</u>	

**METRO VANCOUVER REGIONAL DISTRICT
REGIONAL PLANNING
2019-2023 FINANCIAL PLAN**

	2018 BUDGET	2019 BUDGET	% CHANGE	2020 FORECAST	% CHANGE	2021 FORECAST	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE
REVENUES											
MVRD Requisitions	\$ 2,842,450	\$ 3,107,732	9.3%	\$ 3,180,079	2.3%	\$ 3,215,243	1.1%	\$ 3,265,135	1.6%	\$ 3,314,786	1.5%
Sustainability Reserve Funds	58,313	-		-		-		-		-	
Reserves	272,500	420,000		340,000		365,000		305,000		337,000	
TOTAL REVENUES	\$ 3,173,263	\$ 3,527,732	11.2%	\$ 3,520,079	(0.2%)	\$ 3,580,243	1.7%	\$ 3,570,135	(0.3%)	\$ 3,651,786	2.3%
EXPENDITURES											
Operating Programs:											
Growth Management and Transportation	\$ 1,352,460	\$ 1,360,783		\$ 1,332,159		\$ 1,300,898		\$ 1,346,982		\$ 1,403,838	
Planning Analytics	596,646	538,966		550,450		560,247		600,188		624,845	
Environment	498,562	775,070		753,919		850,734		782,722		794,970	
Administration and Department Support	364,180	511,277		523,204		533,392		543,727		554,306	
	2,811,848	3,186,096	13.3%	3,159,732	(0.8%)	3,245,271	2.7%	3,273,619	0.9%	3,377,959	3.2%
Communications Program	75,000	80,000	6.7%	80,000	0.0%	80,000	0.0%	60,000	(25.0%)	60,000	0.0%
Allocation of Centralized Support Costs	286,415	261,636	(8.7%)	280,347	7.2%	254,972	(9.1%)	236,516	(7.2%)	213,827	(9.6%)
TOTAL EXPENDITURES	\$ 3,173,263	\$ 3,527,732	11.2%	\$ 3,520,079	(0.2%)	\$ 3,580,243	1.7%	\$ 3,570,135	(0.3%)	\$ 3,651,786	2.3%

**METRO VANCOUVER REGIONAL DISTRICT
REGIONAL PROSPERITY ⁽¹⁾
2019-2023 FINANCIAL PLAN**

	2018 BUDGET	2019 BUDGET	% CHANGE	2020 FORECAST	% CHANGE	2021 FORECAST	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE
REVENUES											
MVRD Requisitions	\$ 281,382	\$ 409,500	45.5%	\$ 1,020,000	149.1%	\$ 1,530,000	50.0%	\$ 2,040,000	33.3%	\$ 2,550,000	25.0%
Reserves	-	75,000		-		-		-		-	
TOTAL REVENUES	\$ 281,382	\$ 484,500	72.2%	\$ 1,020,000	110.5%	\$ 1,530,000	50.0%	\$ 2,040,000	33.3%	\$ 2,550,000	25.0%
EXPENDITURES											
Operating Programs:											
Regional Prosperity Initiative	\$ 281,382	\$ 400,000		\$ 1,000,000		\$ 1,500,000		\$ 2,000,000		\$ 2,500,000	
Transition	-	75,000		-		-		-		-	
	281,382	475,000	68.8%	1,000,000	110.5%	1,500,000	50.0%	2,000,000	33.3%	2,500,000	25.0%
Allocation of Centralized Support Costs ⁽²⁾	-	9,500	0.0%	20,000	110.5%	30,000	50.0%	40,000	33.3%	50,000	25.0%
TOTAL EXPENDITURES	\$ 281,382	\$ 484,500	72.2%	\$ 1,020,000	110.5%	\$ 1,530,000	50.0%	\$ 2,040,000	33.3%	\$ 2,550,000	25.0%

(1) Included in the General Government function in 2017 and 2018

(2) Centralized Support Costs will be allocated in accordance with the Corporate Allocation Policy as an external service contract

**METRO VANCOUVER REGIONAL DISTRICT
SASAMAT FIRE PROTECTION SERVICE
2019-2023 FINANCIAL PLAN**

	2018 BUDGET	2019 BUDGET	% CHANGE	2020 FORECAST	% CHANGE	2021 FORECAST	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE
REVENUES											
MVRD Requisitions	\$ 321,157	\$ 328,928	2.4%	\$ 333,718	1.5%	\$ 338,607	1.5%	\$ 343,593	1.5%	\$ 491,683	43.1%
Other External Revenues	10,000	10,000		10,000		10,000		10,000		10,000	
Reserves	65,000	-		600,000		-		-		-	
TOTAL REVENUES	\$ 396,157	\$ 338,928	(14.4%)	\$ 943,718	178.4%	\$ 348,607	(63.1%)	\$ 353,593	1.4%	\$ 501,683	41.9%
EXPENDITURES											
Operating Programs:											
Sasamat Fire Protection Service	\$ 278,688	\$ 224,389		\$ 828,744		\$ 233,188		\$ 237,721		\$ 372,348	
Contribution to Reserves	92,100	92,100		92,100		92,100		92,100		92,100	
	370,788	316,489	(14.6%)	920,844	191.0%	325,288	(64.7%)	329,821	1.4%	464,448	40.8%
Allocation of Centralized Support Costs	25,369	22,439	(11.5%)	22,874	1.9%	23,319	1.9%	23,772	1.9%	37,235	56.6%
TOTAL EXPENDITURES	\$ 396,157	\$ 338,928	(14.4%)	\$ 943,718	178.4%	\$ 348,607	(63.1%)	\$ 353,593	1.4%	\$ 501,683	41.9%

**METRO VANCOUVER DISTRICTS
CENTRALIZED SUPPORT PROGRAM SUMMARY
2019-2023 FINANCIAL PLAN**

	2018 BUDGET	2019 BUDGET	% CHANGE	2020 FORECAST	% CHANGE	2021 FORECAST	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE
REVENUES											
Allocated to Functional Departments (net)	\$ 59,743,188	\$ 58,818,060	(1.5%)	\$ 60,241,731	2.4%	\$ 60,980,930	1.2%	\$ 61,954,947	1.6%	\$ 62,791,114	1.3%
Other External Revenues	6,349,433	7,179,160	13.1%	7,750,360	8.0%	7,859,119	1.4%	7,920,759	0.8%	7,967,515	0.6%
Reserves	4,412,415	6,778,309	53.6%	2,523,800	(62.8%)	2,160,000	(14.4%)	2,110,000	(2.3%)	1,930,000	(8.5%)
TOTAL REVENUES	\$ 70,505,036	\$ 72,775,529	3.2%	\$ 70,515,891	(3.1%)	\$ 71,000,049	0.7%	\$ 71,985,706	1.4%	\$ 72,688,629	1.0%
EXPENDITURES											
Corporate Services	43,481,528	44,459,211	2.2%	41,547,844	(6.5%)	41,590,008	0.1%	41,905,663	0.8%	42,062,197	0.4%
External Relations	5,950,596	6,106,370	2.6%	6,263,991	2.6%	6,379,873	1.8%	6,496,989	1.8%	6,613,601	1.8%
Financial Services	11,939,229	12,122,277	1.5%	12,512,224	3.2%	12,708,500	1.6%	13,061,482	2.8%	13,318,824	2.0%
Human Resources	4,905,451	5,466,732	11.4%	5,479,807	0.2%	5,523,226	0.8%	5,635,384	2.0%	5,718,163	1.5%
Legal and Legislative Services	4,228,232	4,620,939	9.3%	4,712,025	2.0%	4,798,442	1.8%	4,886,188	1.8%	4,975,844	1.8%
TOTAL EXPENDITURES	\$ 70,505,036	\$ 72,775,529	3.2%	\$ 70,515,891	(3.1%)	\$ 71,000,049	0.7%	\$ 71,985,706	1.4%	\$ 72,688,629	1.0%
ALLOCATED TO FUNCTIONAL DEPARTMENTS											
Water	\$ 25,084,563	\$ 23,388,522	(6.8%)	\$ 23,441,182	0.2%	\$ 24,245,766	3.4%	\$ 24,528,040	1.2%	\$ 25,031,876	2.1%
Liquid Waste	22,094,123	22,757,172	3.0%	24,802,642	9.0%	25,249,240	1.8%	26,290,962	4.1%	27,218,862	3.5%
Solid Waste	4,348,952	4,674,251	7.5%	4,257,786	(8.9%)	4,252,167	(0.1%)	4,306,798	1.3%	4,144,717	(3.8%)
Housing	2,417,680	2,119,752	(12.3%)	2,036,250	(3.9%)	1,885,709	(7.4%)	1,737,111	(7.9%)	1,601,237	(7.8%)
Affordable Housing	71,638	89,656	25.2%	64,362	(28.2%)	60,389	(6.2%)	55,666	(7.8%)	51,198	(8.0%)
Air Quality	953,910	878,401	(7.9%)	847,190	(3.6%)	773,888	(8.7%)	718,876	(7.1%)	668,481	(7.0%)
E911 Emergency Telephone Service	84,404	86,502	2.5%	88,652	2.5%	90,854	2.5%	93,112	2.5%	95,425	2.5%
Electoral Area Service	38,934	45,910	17.9%	34,729	(24.4%)	29,201	(15.9%)	29,779	2.0%	26,526	(10.9%)
General Government	534,485	521,808	(2.4%)	525,760	0.8%	501,109	(4.7%)	486,495	(2.9%)	441,419	(9.3%)
Labour Relations	244,068	224,001	(8.2%)	225,380	0.6%	200,686	(11.0%)	187,255	(6.7%)	174,230	(7.0%)
Regional Emergency Management	10,117	10,862	7.4%	11,327	4.3%	10,616	(6.3%)	8,389	(21.0%)	8,693	3.6%
Regional Global Positioning System	31,225	29,087	(6.8%)	27,535	(5.3%)	25,879	(6.0%)	23,926	(7.5%)	22,072	(7.7%)
Regional Parks	3,517,305	3,698,561	5.2%	3,555,715	(3.9%)	3,347,135	(5.9%)	3,188,250	(4.7%)	3,005,316	(5.7%)
Regional Planning	286,415	261,636	(8.7%)	280,347	7.2%	254,972	(9.1%)	236,516	(7.2%)	213,827	(9.6%)
Regional Prosperity Initiatives	-	9,500	0.0%	20,000	110.5%	30,000	50.0%	40,000	33.3%	50,000	25.0%
Sasamat Fire Protection Service	25,369	22,439	(11.5%)	22,874	1.9%	23,319	1.9%	23,772	1.9%	37,235	56.6%
	\$ 59,743,188	\$ 58,818,060	(1.5%)	\$ 60,241,731	2.4%	\$ 60,980,930	1.2%	\$ 61,954,947	1.6%	\$ 62,791,114	1.3%

**METRO VANCOUVER DISTRICTS
CORPORATE SERVICES
2019-2023 FINANCIAL PLAN**

	2018 BUDGET	2019 BUDGET	% CHANGE	2020 FORECAST	% CHANGE	2021 FORECAST	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE
REVENUES											
Allocated to Functional Departments	\$ 33,131,384	\$ 31,278,044	(5.6%)	\$ 31,851,612	1.8%	\$ 32,094,317	0.8%	\$ 32,368,332	0.9%	\$ 32,646,810	0.9%
Other External Revenues	6,062,729	6,804,152		7,345,432		7,400,691		7,462,331		7,520,387	
Reserves	4,287,415	6,377,015		2,350,800		2,095,000		2,075,000		1,895,000	
TOTAL REVENUES	\$ 43,481,528	\$ 44,459,211	2.2%	\$ 41,547,844	(6.5%)	\$ 41,590,008	0.1%	\$ 41,905,663	0.8%	\$ 42,062,197	0.4%
EXPENDITURES											
Operating Programs:											
Business Systems	\$ 9,714,023	\$ 9,012,414		\$ 10,023,355		\$ 9,579,386		\$ 9,616,018		\$ 10,001,665	
Corporate Projects and Facilities	6,994,725	7,302,169		6,718,432		6,847,784		6,989,177		7,141,612	
Safety Security and Emergency Management	3,932,950	3,931,957		3,737,238		3,845,410		3,957,146		4,072,746	
Technical Services	7,130,394	7,174,994		7,334,401		7,570,573		7,708,919		7,818,472	
Administration and Department Support	679,117	690,895		705,476		717,913		730,533		743,426	
	28,451,209	28,112,429	(1.2%)	28,518,902	1.4%	28,561,066	0.1%	29,001,793	1.5%	29,777,921	2.7%
Debt Service	14,685,319	13,976,782	(4.8%)	12,828,942	(8.2%)	12,828,942	0.0%	12,703,870	(1.0%)	12,084,276	(4.9%)
Capital	345,000	2,370,000	587.0%	200,000	(91.6%)	200,000	0.0%	200,000	0.0%	200,000	0.0%
TOTAL EXPENDITURES	\$ 43,481,528	\$ 44,459,211	2.2%	\$ 41,547,844	(6.5%)	\$ 41,590,008	0.1%	\$ 41,905,663	0.8%	\$ 42,062,197	0.4%

**METRO VANCOUVER DISTRICTS
EXTERNAL RELATIONS
2019-2023 FINANCIAL PLAN**

	2018 BUDGET	2019 BUDGET	% CHANGE	2020 FORECAST	% CHANGE	2021 FORECAST	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE
REVENUES											
Allocated to Functional Departments	\$ 5,688,168	\$ 5,743,742	1.0%	\$ 5,859,063	2.0%	\$ 5,921,445	1.1%	\$ 6,038,561	2.0%	\$ 6,166,473	2.1%
Other External Revenues	262,428	362,628		404,928		458,428		458,428		447,128	
TOTAL REVENUES	\$ 5,950,596	\$ 6,106,370	2.6%	\$ 6,263,991	2.6%	\$ 6,379,873	1.8%	\$ 6,496,989	1.8%	\$ 6,613,601	1.8%
EXPENDITURES											
Operating Programs:											
Corporate Communications	\$ 1,122,750	\$ 1,158,044		\$ 1,201,328		\$ 1,224,764		\$ 1,248,032		\$ 1,271,808	
Media Relations	616,347	624,434		638,801		651,279		663,916		676,797	
Multi-Media Services	1,988,817	2,032,018		2,073,670		2,109,542		2,146,372		2,183,259	
Stakeholder Engagement	853,806	881,898		897,840		911,440		925,238		939,337	
Administration and Department Support	771,321	787,858		804,765		819,187		833,821		848,772	
Collaboration Initiatives	597,555	622,118		647,587		663,661		679,610		693,628	
	5,950,596	6,106,370	2.6%	6,263,991	2.6%	6,379,873	1.8%	6,496,989	1.8%	6,613,601	1.8%
TOTAL EXPENDITURES	\$ 5,950,596	\$ 6,106,370	2.6%	\$ 6,263,991	2.6%	\$ 6,379,873	1.8%	\$ 6,496,989	1.8%	\$ 6,613,601	1.8%

**METRO VANCOUVER DISTRICTS
FINANCIAL SERVICES
2019-2023 FINANCIAL PLAN**

	2018 BUDGET	2019 BUDGET	% CHANGE	2020 FORECAST	% CHANGE	2021 FORECAST	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE
REVENUES											
Allocated to Functional Departments	\$ 11,814,229	\$ 12,022,277	1.8%	\$ 12,407,224	3.2%	\$ 12,643,500	1.9%	\$ 13,026,482	3.0%	\$ 13,283,824	2.0%
Other External Revenues	-	-		-		-		-		-	
Reserves	125,000	100,000		105,000		65,000		35,000		35,000	
TOTAL REVENUES	\$ 11,939,229	\$ 12,122,277	1.5%	\$ 12,512,224	3.2%	\$ 12,708,500	1.6%	\$ 13,061,482	2.8%	\$ 13,318,824	2.0%
EXPENDITURES											
Operating Programs:											
Purchasing and Risk Management	\$ 3,780,445	\$ 3,919,446		\$ 3,981,821		\$ 4,057,609		\$ 4,134,546		\$ 4,213,010	
Financial Planning and Operations	5,335,224	5,325,148		5,554,533		5,616,127		5,862,387		5,980,172	
Property Services	2,052,739	2,050,971		2,099,536		2,141,382		2,183,855		2,227,249	
Administration and Department Support	770,821	826,712		876,334		893,382		880,694		898,393	
TOTAL EXPENDITURES	\$ 11,939,229	\$ 12,122,277	1.5%	\$ 12,512,224	3.2%	\$ 12,708,500	1.6%	\$ 13,061,482	2.8%	\$ 13,318,824	2.0%

**METRO VANCOUVER DISTRICTS
HUMAN RESOURCES
2019-2023 FINANCIAL PLAN**

	2018 BUDGET	2019 BUDGET	% CHANGE	2020 FORECAST	% CHANGE	2021 FORECAST	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE
REVENUES											
Allocated to Functional Departments	\$ 4,905,451	\$ 5,165,438	5.3%	\$ 5,411,807	4.8%	\$ 5,523,226	2.1%	\$ 5,635,384	2.0%	\$ 5,718,163	1.5%
Reserves	-	301,294		68,000		-		-		-	
TOTAL REVENUES	<u>\$ 4,905,451</u>	<u>\$ 5,466,732</u>	11.4%	<u>\$ 5,479,807</u>	0.2%	<u>\$ 5,523,226</u>	0.8%	<u>\$ 5,635,384</u>	2.0%	<u>\$ 5,718,163</u>	1.5%
EXPENDITURES											
Operating Programs:											
Employee and Labour Relations	\$ 1,211,709	\$ 1,323,646		\$ 1,250,406		\$ 1,280,149		\$ 1,310,276		\$ 1,318,674	
Talent Management & Organization Development	1,975,454	2,264,283		2,218,171		2,230,008		2,272,537		2,315,958	
Systems and Processes	1,028,739	1,000,465		1,107,835		1,091,874		1,113,334		1,125,864	
Administration and Department Support	689,549	878,338		903,395		921,195		939,237		957,667	
TOTAL EXPENDITURES	<u>\$ 4,905,451</u>	<u>\$ 5,466,732</u>	11.4%	<u>\$ 5,479,807</u>	0.2%	<u>\$ 5,523,226</u>	0.8%	<u>\$ 5,635,384</u>	2.0%	<u>\$ 5,718,163</u>	1.5%

**METRO VANCOUVER DISTRICTS
LEGAL AND LEGISLATIVE SERVICES
2019-2023 FINANCIAL PLAN**

	2018 BUDGET	2019 BUDGET	% CHANGE	2020 FORECAST	% CHANGE	2021 FORECAST	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE
REVENUES											
Allocated to Functional Departments	\$ 4,228,232	\$ 4,620,939	9.3%	\$ 4,712,025	2.0%	\$ 4,798,442	1.8%	\$ 4,886,188	1.8%	\$ 4,975,844	1.8%
Other External Revenues	-	-		-		-		-		-	
TOTAL REVENUES	<u>\$ 4,228,232</u>	<u>\$ 4,620,939</u>	9.3%	<u>\$ 4,712,025</u>	2.0%	<u>\$ 4,798,442</u>	1.8%	<u>\$ 4,886,188</u>	1.8%	<u>\$ 4,975,844</u>	1.8%
EXPENDITURES											
Operating Programs:											
Aboriginal Relations	\$ 379,161	\$ 572,196		\$ 578,648		\$ 590,292		\$ 602,110		\$ 614,194	
Corporate Administration	722,620	979,030		996,095		1,010,652		1,025,425		1,040,516	
In House Legal	1,319,935	1,349,876		1,380,572		1,407,074		1,433,971		1,461,457	
Information Management	1,377,159	1,262,089		1,289,709		1,314,382		1,339,463		1,365,082	
Administration and Department Support	429,357	457,748		467,001		476,042		485,219		494,595	
TOTAL EXPENDITURES	<u>\$ 4,228,232</u>	<u>\$ 4,620,939</u>	9.3%	<u>\$ 4,712,025</u>	2.0%	<u>\$ 4,798,442</u>	1.8%	<u>\$ 4,886,188</u>	1.8%	<u>\$ 4,975,844</u>	1.8%

