

2020-2024 Financial Plan

October 2019



**Metro Vancouver Districts
2020 - 2024 Financial Plan Information**

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**METRO VANCOUVER DISTRICTS
ESTIMATED HOUSEHOLD IMPACT
2020-2024 FINANCIAL PLAN**

	2019 FINAL	2020 BUDGET	% CHANGE	2021 FORECAST	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE
Vancouver Sewerage Area											
Water Services	\$ 172	\$ 178	3.0%	\$ 186	4.9%	\$ 201	7.7%	\$ 218	8.8%	\$ 239	9.3%
Liquid Waste Services	293	310	5.6%	331	7.0%	353	6.5%	371	5.2%	384	3.6%
Solid Waste Services	58	62	6.6%	65	5.3%	68	3.7%	70	3.5%	73	4.1%
Metro Vancouver Regional District Services	55	64	15.5%	69	9.0%	74	7.3%	79	6.3%	84	6.0%
Total Household Impact	\$ 578	\$ 614	5.9%	\$ 651	6.4%	\$ 696	6.6%	\$ 738	6.2%	\$ 780	5.6%
North Shore Sewerage Area											
Water Services	\$ 172	\$ 178	3.0%	\$ 186	4.9%	\$ 201	7.7%	\$ 218	8.8%	\$ 239	9.3%
Liquid Waste Services	304	340	11.8%	376	10.6%	440	17.1%	493	12.1%	558	13.1%
Solid Waste Services	58	62	6.6%	65	5.3%	68	3.7%	70	3.5%	73	4.1%
Metro Vancouver Regional District Services	55	64	15.5%	69	9.0%	74	7.3%	79	6.3%	84	6.0%
Total Household Impact	\$ 589	\$ 644	9.0%	\$ 696	8.4%	\$ 783	12.4%	\$ 860	9.9%	\$ 954	10.7%
Lulu Island West Sewerage Area											
Water Services	\$ 172	\$ 178	3.0%	\$ 186	4.9%	\$ 201	7.7%	\$ 218	8.8%	\$ 239	9.3%
Liquid Waste Services	214	239	11.8%	269	12.2%	300	11.6%	329	9.8%	347	5.5%
Solid Waste Services	58	62	6.6%	65	5.3%	68	3.7%	70	3.5%	73	4.1%
Metro Vancouver Regional District Services	55	64	15.5%	69	9.0%	74	7.3%	79	6.3%	84	6.0%
Total Household Impact	\$ 499	\$ 543	8.6%	\$ 589	8.6%	\$ 643	9.0%	\$ 696	8.4%	\$ 743	6.6%
Fraser Sewerage Area											
Water Services	\$ 172	\$ 178	3.0%	\$ 186	4.9%	\$ 201	7.7%	\$ 218	8.8%	\$ 239	9.3%
Liquid Waste Services	226	234	3.2%	260	11.1%	294	13.1%	326	10.9%	344	5.7%
Solid Waste Services	58	62	6.6%	65	5.3%	68	3.7%	70	3.5%	73	4.1%
Metro Vancouver Regional District Services	55	64	15.5%	69	9.0%	74	7.3%	79	6.3%	84	6.0%
Total Household Impact	\$ 511	\$ 538	4.8%	\$ 580	8.1%	\$ 637	9.6%	\$ 693	8.9%	\$ 740	6.7%
Metro Vancouver Average											
	2019 Final	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		2024 Prior Year Forecast Current Year Forecast	
Water Services	\$ 172	\$ 189	\$ 178	\$ 207	\$ 186	\$ 229	\$ 201	\$ 253	\$ 218	N/A	\$ 239
Liquid Waste Services	250	271	264	298	290	328	322	343	352	N/A	372
Solid Waste Services	58	60	62	62	65	64	68	67	70	N/A	73
Metro Vancouver Regional District Services	55	56	64	58	69	59	74	60	79	N/A	84
Total Household Impact	\$ 535	\$ 576	\$ 568	\$ 625	\$ 610	\$ 680	\$ 665	\$ 723	\$ 719	N/A	\$ 768

**METRO VANCOUVER DISTRICTS
REVENUE AND EXPENDITURE SUMMARY
2020-2024 FINANCIAL PLAN**

	2019 BUDGET	2020 BUDGET	% CHANGE	2021 FORECAST	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE
REVENUES											
Water Sales	\$ 286,908,565	\$ 307,175,053	7.1%	\$ 326,712,080	6.4%	\$ 357,309,593	9.4%	\$ 394,526,146	10.4%	\$ 437,378,545	10.9%
Liquid Waste Services Levy	255,810,755	274,237,112	7.2%	306,762,144	11.9%	347,617,635	13.3%	386,541,738	11.2%	416,276,434	7.7%
Solid Waste Tipping Fees	98,362,329	105,822,892	7.6%	112,531,210	6.3%	117,787,451	4.7%	125,918,930	6.9%	130,900,548	4.0%
Metro Vancouver Regional District Requisitions	61,188,452	71,779,890	17.3%	79,456,410	10.7%	86,572,835	9.0%	93,397,733	7.9%	100,374,202	7.5%
Compensation Services Revenue	478,280	483,893	1.2%	502,980	3.9%	503,373	0.1%	509,285	1.2%	516,934	1.5%
Collective Bargaining Services Revenue	867,558	887,536	2.3%	922,506	3.9%	924,552	0.2%	936,360	1.3%	951,277	1.6%
Housing Rents	39,309,579	40,392,325	2.8%	41,544,306	2.9%	45,130,135	8.6%	46,338,026	2.7%	50,049,662	8.0%
Liquid Waste Industrial Charges	11,022,967	11,201,217	1.6%	11,425,241	2.0%	11,653,747	2.0%	11,886,822	2.0%	12,124,559	2.0%
Energy Sales	5,927,304	5,681,540	(4.1%)	6,239,530	9.8%	6,401,758	2.6%	6,568,204	2.6%	6,738,977	2.6%
Transfer from DCC Reserves	31,665,173	34,172,083	7.9%	44,631,226	30.6%	59,373,050	33.0%	71,596,693	20.6%	86,697,664	21.1%
User Fees	5,257,010	5,288,054	0.6%	5,331,694	0.8%	5,390,855	1.1%	5,456,097	1.2%	5,510,326	1.0%
Housing Mortgage Subsidies	1,088,554	2,103,014	93.2%	2,099,058	(0.2%)	2,153,023	2.6%	1,901,688	(11.7%)	1,950,519	2.6%
Non-Road Diesel Permit Fees	2,450,000	1,760,000	(28.2%)	1,710,000	(2.8%)	1,615,000	(5.6%)	1,565,000	(3.1%)	1,465,000	(6.4%)
Regional Global Positioning System User Fees	314,180	292,221	(7.0%)	294,175	0.7%	299,252	1.7%	303,846	1.5%	309,310	1.8%
Electoral Area Requisition	366,510	376,943	2.8%	398,979	5.8%	425,310	6.6%	443,219	4.2%	458,992	3.6%
Love Food Hate Waste	556,000	406,800	(26.8%)	499,500	22.8%	547,200	9.5%	502,200	(8.2%)	502,200	0.0%
Zero Waste Conference	180,000	230,000	27.8%	325,000	41.3%	337,000	3.7%	350,500	4.0%	366,200	4.5%
Other External Revenues	9,311,422	9,213,671	(1.0%)	10,128,494	9.9%	10,121,552	(0.1%)	10,205,368	0.8%	10,304,943	1.0%
Transfer from Sustainability Innovation Fund Reserve	3,249,082	895,000	(72.5%)	265,000	(70.4%)	155,000	(41.5%)	-	(100.0%)	-	0.0%
Transfer from Reserves	22,068,080	17,650,939	(20.0%)	15,691,594	(11.1%)	13,255,576	(15.5%)	12,333,614	(7.0%)	9,755,579	(20.9%)
TOTAL REVENUES	\$ 836,381,800	\$ 890,050,183	6.4%	\$ 967,471,127	8.7%	\$ 1,067,573,897	10.3%	\$ 1,171,281,469	9.7%	\$ 1,272,631,871	8.7%
EXPENDITURES											
Operating Programs:											
Greater Vancouver Water District	\$ 290,674,105	\$ 309,148,765	6.4%	\$ 328,462,949	6.2%	\$ 358,973,462	9.3%	\$ 396,181,015	10.4%	\$ 439,048,943	10.8%
Greater Vancouver Sewerage & Drainage District:											
Liquid Waste	310,869,528	328,262,814	5.6%	371,272,678	13.1%	425,298,327	14.6%	475,810,549	11.9%	518,415,299	9.0%
Solid Waste	107,157,767	114,088,624	6.5%	122,263,419	7.2%	127,769,111	4.5%	136,141,409	6.6%	141,370,775	3.8%
Metro Vancouver Housing Corporation	51,269,461	52,289,752	2.0%	53,477,886	2.3%	57,051,348	6.7%	58,008,008	1.7%	61,767,011	6.5%
Metro Vancouver Regional District											
Affordable Housing	1,839,479	5,833,504	220.0%	5,847,990	0.2%	5,859,978	0.2%	5,870,428	0.2%	5,870,445	0.0%
Air Quality	11,147,867	11,258,492	1.0%	10,888,637	(3.3%)	10,959,742	0.7%	11,100,594	1.3%	11,394,762	2.7%
E911 Emergency Telephone Service	4,411,585	4,521,227	2.5%	4,643,773	2.7%	4,774,193	2.8%	4,927,854	3.2%	5,074,228	3.0%
Electoral Area Service	1,230,484	808,417	(34.3%)	678,453	(16.1%)	732,784	8.0%	648,693	(11.5%)	652,466	0.6%
General Government Administration	5,548,594	5,879,900	6.0%	5,925,061	0.8%	6,019,674	1.6%	6,066,192	0.8%	6,138,863	1.2%
General Government Zero Waste Collaboration Initiatives	1,445,409	1,679,923	16.2%	1,897,152	12.9%	1,975,718	4.1%	1,904,399	(3.6%)	1,913,618	0.5%
Labour Relations	2,849,713	3,164,558	11.0%	2,860,674	(9.6%)	2,872,976	0.4%	2,912,142	1.4%	2,959,956	1.6%
Regional Economic Prosperity	484,500	1,020,000	110.0%	1,530,000	50.0%	2,040,000	33.3%	2,550,000	25.0%	2,550,000	0.0%
Regional Emergency Management	228,104	237,868	4.3%	222,945	(6.3%)	198,745	(10.9%)	189,162	(4.8%)	178,579	(5.6%)
Regional Global Positioning System	549,880	328,849	(40.2%)	381,792	16.1%	337,885	(11.5%)	343,522	1.7%	350,057	1.9%
Regional Parks	42,679,709	46,820,308	9.7%	52,817,157	12.8%	58,513,760	10.8%	64,229,903	9.8%	70,529,644	9.8%
Regional Planning	3,656,687	3,763,393	2.9%	3,951,867	5.0%	3,842,497	(2.8%)	3,895,795	1.4%	3,907,212	0.3%
Sasamat Fire Protection Service	338,928	943,789	180.0%	348,694	(63.1%)	353,697	1.4%	501,804	41.9%	510,013	1.6%
	76,410,939	86,260,228	12.9%	91,994,195	6.6%	98,481,649	7.1%	105,140,488	6.8%	112,029,843	6.6%
TOTAL EXPENDITURES	\$ 836,381,800	\$ 890,050,183	6.4%	\$ 967,471,127	8.7%	\$ 1,067,573,897	10.3%	\$ 1,171,281,469	9.7%	\$ 1,272,631,871	8.7%

**GREATER VANCOUVER WATER DISTRICT
WATER SERVICES
2020-2024 FINANCIAL PLAN**

	2019 BUDGET	2020 BUDGET	% CHANGE	2021 FORECAST	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE
REVENUES											
Water Sales	\$ 286,908,565	\$ 307,175,053	7.1%	\$ 326,712,080	6.4%	\$ 357,309,593	9.4%	\$ 394,526,146	10.4%	\$ 437,378,545	10.9%
Other External Revenues	1,596,366	1,652,712		1,654,869		1,654,869		1,654,869		1,670,398	
Transfer from Sustainability Innovation Fund Reserve	704,174	230,000		-		-		-		-	
Transfer from Reserves	1,465,000	91,000		96,000		9,000		-		-	
TOTAL REVENUES	\$ 290,674,105	\$ 309,148,765	6.4%	\$ 328,462,949	6.2%	\$ 358,973,462	9.3%	\$ 396,181,015	10.4%	\$ 439,048,943	10.8%
EXPENDITURES											
Operating Programs:											
Policy Planning and Analysis											
Utility Analysis and Infrastructure	\$ 1,540,418	\$ 1,627,545		\$ 1,658,661		\$ 1,692,569		\$ 1,733,363		\$ 1,762,118	
Utility Policy and Planning	1,589,199	1,247,420		1,034,722		1,055,683		1,080,233		1,098,438	
	<u>3,129,617</u>	<u>2,874,965</u>	(8.1%)	<u>2,693,383</u>	(6.3%)	<u>2,748,252</u>	2.0%	<u>2,813,596</u>	2.4%	<u>2,860,556</u>	1.7%
Engineering and Construction											
Minor Capital Projects	9,840,909	10,486,537		10,791,811		11,106,211		11,419,169		11,743,709	
Dispatch	129,736	127,172		129,797		132,468		135,200		137,994	
Public Involvement	1,147,432	1,175,828		1,325,747		1,355,090		1,385,130		1,415,874	
	<u>11,118,077</u>	<u>11,789,537</u>	6.0%	<u>12,247,355</u>	3.9%	<u>12,593,768</u>	2.8%	<u>12,939,499</u>	2.7%	<u>13,297,576</u>	2.8%
Major Projects, Management Systems and Utility Services											
Department Technical Training	566,644	568,207		571,040		570,892		572,274		573,685	
Engineering Standards	118,520	116,256		118,647		121,077		123,558		126,104	
Engineers in Training	588,263	403,690		411,836		420,104		428,553		437,180	
Management Systems Utility Services	1,604,183	1,592,355		1,623,662		1,655,345		1,856,446		1,893,364	
Minor Capital Projects	873,316	915,963		942,627		970,089		997,425		1,025,772	
Records Management	109,800	107,704		109,919		112,171		114,471		116,862	
	<u>3,860,726</u>	<u>3,704,175</u>	(4.1%)	<u>3,777,731</u>	2.0%	<u>3,849,677</u>	1.9%	<u>4,092,727</u>	6.3%	<u>4,172,967</u>	2.0%
Watershed and Environmental Management											
Watershed and Environmental Management	12,691,419	12,061,843		12,226,881		12,160,574		12,101,162		12,272,073	
	<u>12,691,419</u>	<u>12,061,843</u>	(5.0%)	<u>12,226,881</u>	1.4%	<u>12,160,574</u>	(0.5%)	<u>12,101,162</u>	(0.5%)	<u>12,272,073</u>	1.4%
Operations and Maintenance											
Drinking Water Residuals	1,014,608	986,682		1,005,152		1,030,219		1,055,824		1,082,913	
Lake City Operations	965,126	999,649		1,020,474		1,040,761		1,064,104		1,100,508	
Maintenance	9,340,499	9,384,035		9,715,353		10,136,213		10,534,634		11,053,323	
SCADA Control Systems	5,251,889	5,330,421		5,500,313		5,607,120		5,750,710		5,988,905	
Secondary Disinfection	1,664,588	1,845,431		1,953,133		1,987,842		2,029,530		2,146,163	
Seymour Capilano Filtration Plant	9,001,545	8,760,728		9,256,619		9,698,177		10,103,266		10,350,869	
Coquitlam Water Treatment Plant	4,886,545	4,986,483		5,514,464		5,925,624		6,275,209		6,553,548	
Infrastructure Operations Support	1,499,628	1,441,854		1,518,804		1,620,614		1,651,045		1,735,050	
Utility Voice Radio	122,149	123,175		125,236		126,770		128,378		131,719	
Water Supply	19,180,503	18,925,252		19,538,182		20,402,995		21,305,134		22,561,934	
	<u>52,927,080</u>	<u>52,783,710</u>	(0.3%)	<u>55,147,729</u>	4.5%	<u>57,576,335</u>	4.4%	<u>59,897,834</u>	4.0%	<u>62,704,931</u>	4.7%
Interagency Projects and Quality Control											
Contribution to Sustainability Innovation Fund Reserve	723,000	723,000		723,000		723,000		723,000		723,000	
Drinking Water Quality Control	2,637,574	2,775,624		2,905,751		2,895,903		2,941,264		2,981,649	
Energy Management	105,748	122,423		125,680		128,987		132,364		135,814	
Research and Innovation	744,758	766,814		794,523		823,477		853,809		885,834	
Interagency Projects	367,242	393,493		545,840		724,004		736,762		749,792	
Contribution to Reserve	46,000	46,000		46,000		46,000		46,000		46,000	
	<u>4,624,322</u>	<u>4,827,354</u>	4.4%	<u>5,140,794</u>	6.5%	<u>5,341,371</u>	3.9%	<u>5,433,199</u>	1.7%	<u>5,522,089</u>	1.6%
Administration and Department Support											
	2,117,455	2,180,659	3.0%	2,226,047	2.1%	2,271,732	2.1%	2,318,668	2.1%	2,366,966	2.1%
Communications Program											
	520,287	450,000	(13.5%)	450,000	0.0%	450,000	0.0%	450,000	0.0%	450,000	0.0%
Allocation of Centralized Support Costs											
	23,857,580	23,818,111	(0.2%)	24,792,994	4.1%	24,654,199	(0.6%)	24,516,670	(0.6%)	25,445,718	3.8%
Total Operating Programs	114,846,563	114,490,354	(0.3%)	118,702,914	3.7%	121,645,908	2.5%	124,563,354	2.4%	129,092,876	3.6%
Debt Service											
	72,683,912	67,582,784	(7.0%)	76,784,276	13.6%	96,058,410	25.1%	117,301,372	22.1%	140,512,495	19.8%
Contribution to Capital											
	103,143,631	127,075,627	23.2%	132,975,759	4.6%	141,269,144	6.2%	154,316,289	9.2%	169,443,572	9.8%
TOTAL EXPENDITURES	\$ 290,674,105	\$ 309,148,765	6.4%	\$ 328,462,949	6.2%	\$ 358,973,462	9.3%	\$ 396,181,015	10.4%	\$ 439,048,943	10.8%

**GREATER VANCOUVER WATER DISTRICT
CAPITAL PROGRAMS AND PROJECT TOTALS
WATER SERVICES
2020-2024 CAPITAL PLAN**

	2020 CAPITAL BUDGET	2021 CAPITAL PLAN	2022 CAPITAL PLAN	2023 CAPITAL PLAN	2024 CAPITAL PLAN	2020 TO 2024 TOTAL	TOTAL PROJECT COSTS
CAPITAL EXPENDITURES							
Water Infrastructure Growth Capital							
Annacis Main No. 5							
Annacis Main No. 5 (Marine Crossing)	\$ 21,250,000	\$ 55,000,000	\$ 55,000,000	\$ 60,000,000	\$ 70,000,000	\$ 261,250,000	\$ 488,000,000
Annacis Main No. 5 (North)	1,550,000	1,150,000	9,400,000	15,500,000	15,500,000	43,100,000	51,500,000
Annacis Main No. 5 (South)	1,000,000	300,000	-	8,400,000	16,700,000	26,400,000	56,400,000
Cape Horn Pump Station No. 3							
Cape Horn Pump Station No. 3	1,500,000	1,450,000	13,400,000	15,000,000	12,000,000	43,350,000	56,950,000
Coquitlam Intake No. 2 (Tunnel & Treatment)							
Coquitlam Intake No. 2 & Tunnel	1,500,000	10,500,000	21,500,000	30,000,000	30,500,000	94,000,000	1,369,230,000
Coquitlam Intake No. 2 (Water Treatment)	500,000	6,000,000	10,000,000	11,000,000	17,500,000	45,000,000	957,000,000
Coquitlam Main No. 4							
Coquitlam Main No. 4 (Cape Horn)	2,500,000	2,500,000	10,500,000	22,850,000	29,000,000	67,350,000	149,600,000
Coquitlam Main No. 4 (Central Section)	3,000,000	8,700,000	40,700,000	42,100,000	50,000,000	144,500,000	297,470,000
Coquitlam Main No. 4 (South Section)	2,500,000	4,000,000	20,400,000	38,000,000	50,000,000	114,900,000	227,650,000
Fleetwood Reservoir							
Fleetwood Reservoir	16,000,000	16,000,000	5,950,000	-	-	37,950,000	43,367,000
Grandview Reservoir Unit No. 2							
Grandview Reservoir Unit No. 2	-	-	-	-	400,000	400,000	26,000,000
Haney Main No. 4 (West Section)							
Haney Main No. 4 (West Section)	1,200,000	1,700,000	900,000	-	-	3,800,000	74,050,000
Hellings Tank No. 2							
Hellings Tank No. 2	8,100,000	11,000,000	4,500,000	-	-	23,600,000	29,411,000
Jericho Reservoir No. 1							
Jericho Reservoir No. 1	15,000,000	4,800,000	-	-	-	19,800,000	38,065,000
Kennedy Newton Main							
Kennedy Newton Main	31,250,000	40,400,000	27,850,000	20,900,000	7,600,000	128,000,000	164,300,000
Newton Reservoir Connection	-	450,000	1,100,000	4,500,000	8,000,000	14,050,000	27,050,000
Newton Pump Station No. 2							
Newton Pump Station No. 2	1,600,000	7,600,000	15,400,000	12,500,000	7,000,000	44,100,000	50,800,000

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Port Mann Main No. 2 (South)							
Port Mann Main No. 2 (South)	10,000,000	7,500,000	8,000,000	-	-	25,500,000	44,800,000
South Surrey Main No. 2							
South Surrey Main No. 2	750,000	1,000,000	500,000	-	1,500,000	3,750,000	145,700,000
Whalley Kennedy Main No. 2							
Whalley Kennedy Main No. 2	-	-	-	1,000,000	1,300,000	2,300,000	96,000,000
Whalley Main							
Whalley Main	10,500,000	10,000,000	-	-	-	20,500,000	33,300,000
	\$ 129,700,000	\$ 190,050,000	\$ 245,100,000	\$ 281,750,000	\$ 317,000,000	\$ 1,163,600,000	\$ 4,426,643,000
Water Infrastructure Maintenance Capital							
Annacis Main No. 2 - Queensborough Crossover Improvement							
Annacis Main No. 2 - Queensborough Crossover Improvement	\$ 500,000	\$ 400,000	\$ 100,000	\$ -	\$ -	1,000,000	\$ 1,200,000
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	300,000	-	-	-	-	300,000	600,000
Boundary Road Main No. 2 & No. 3 Decommissioning							
Boundary Road Main No. 2 & No. 3 Decommissioning	600,000	300,000	-	-	-	900,000	1,500,000
Burnaby Mountain Main No. 2							
Burnaby Mountain Main No. 2	-	-	300,000	300,000	1,300,000	1,900,000	10,200,000
Burnaby Mountain Pump Station No. 2							
Burnaby Mountain Pump Station No. 2	-	1,000,000	1,600,000	2,700,000	9,400,000	14,700,000	23,000,000
Capilano Main No. 4 Abandoning							
Capilano Main No. 4 Abandoning	50,000	-	-	-	-	50,000	700,000
Capilano Main No. 5 (South Shaft to Lost Lagoon)							
Capilano Main No.5 (South Shaft to Lost Lagoon)	3,000,000	9,400,000	40,000,000	45,000,000	45,000,000	142,400,000	249,000,000
Capilano Main No. 7 Line Valve & Swing Connection							
Capilano Main No. 7 Line Valve & Swing Connection	600,000	1,000,000	300,000	-	-	1,900,000	2,100,000

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Capilano Main No. 7 MOTI Hwy 1 Main / Dollarton Interchange Pipe Protection							
Capilano Main No. 7 MOTI Hwy 1 Main / Dollarton Interchange Pipe Protection	350,000	150,000	-	-	-	500,000	500,000
Capilano Raw Water Pump Station Bypass PRV Upgrades							
Capilano Raw Water Pump Station Bypass PRV Upgrades	300,000	700,000	200,000	-	-	1,200,000	1,200,000
Capilano Watershed Security Gatehouse							
Capilano Watershed Security Gatehouse	1,450,000	500,000	-	-	-	1,950,000	2,300,000
Central Park Main No. 2 (10th Ave to Westburnco)							
Central Park Main No. 2 (10th Ave to Westburnco)	100,000	1,300,000	1,200,000	6,300,000	7,000,000	15,900,000	28,350,000
Central Park Main No. 2 (Patterson to 10th Ave)							
Central Park Main No. 2 (Patterson to 10th Ave)	13,200,000	17,700,000	22,800,000	16,400,000	5,200,000	75,300,000	84,400,000
Central Park PS Seismic Upgrade							
Central Park PS Seismic Upgrade	50,000	-	-	-	-	50,000	3,700,000
Central Park Reservoir Structural Improvements							
Central Park Reservoir Structural Improvements	-	-	-	-	300,000	300,000	1,900,000
Central Park WPS Starters Replacement							
Central Park WPS Starters Replacement	4,000,000	2,550,000	-	-	-	6,550,000	8,000,000
CLD & SFD Fasteners Replacement & Coating Repairs							
CLD & SFD Fasteners Replacement & Coating Repairs	250,000	-	-	-	-	250,000	900,000
Cleveland Dam - Lower Outlet HBV Rehabilitation							
Cleveland Dam - Lower Outlet HBV Rehabilitation	2,550,000	1,950,000	-	-	-	4,500,000	5,900,000
Cleveland Dam - Spillway Concrete Repairs							
Cleveland Dam - Spillway Concrete Repairs	50,000	-	-	-	-	50,000	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	100,000	-	-	-	-	100,000	500,000
Coquitlam Pipeline Road Remediation							
Coquitlam Pipeline Road Remediation	1,000,000	-	-	-	-	1,000,000	2,000,000
CWTP Ozone Sidestream Pump VFD Replacement							
CWTP Ozone Sidestream Pump VFD Replacement	200,000	700,000	500,000	-	-	1,400,000	1,400,000

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CWTP pH, Alkalinity Upgrades							
CWTP pH, Alkalinity Upgrades	1,050,000	-	-	-	-	1,050,000	1,700,000
Douglas Road Main No. 2 - Kincaid Section							
Douglas Road Main No. 2 - Kincaid Section	1,250,000	1,300,000	-	-	-	2,550,000	12,300,000
Douglas Road Main No. 2 (Vancouver Heights Section)							
Douglas Road Main No. 2 (Vancouver Heights Section)	12,000,000	3,500,000	-	-	-	15,500,000	28,486,000
Douglas Road Main No. 2 Still Creek							
Douglas Road Main No. 2 Still Creek	6,200,000	17,450,000	11,250,000	12,000,000	13,500,000	60,400,000	63,100,000
Douglas Road Main Protection							
Douglas Road Main Protection	-	100,000	900,000	500,000	-	1,500,000	1,500,000
E2 Shaft Phase 3							
E2 Shaft Phase 3	2,000,000	-	-	-	-	2,000,000	16,500,000
First Narrows Tunnel Isolation Chamber Improvements							
First Narrows Tunnel Isolation Chamber Improvements	2,800,000	2,450,000	-	-	-	5,250,000	7,000,000
Improvements to Capilano Mains No. 4 and 5							
Improvements to Capilano Mains No. 4 and 5	1,000,000	500,000	-	-	-	1,500,000	1,700,000
Kersland Reservoir No. 1 Structural Improvements							
Kersland Reservoir No. 1 Structural Improvements	-	2,000,000	2,500,000	500,000	-	5,000,000	5,750,000
Little Mountain Reservoir Roof Upgrades							
Little Mountain Reservoir Roof Upgrades	1,100,000	200,000	-	-	-	1,300,000	1,500,000
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	10,000,000	370,000,000
Maple Ridge Main West Lining Repairs							
Maple Ridge Main West Lining Repairs	800,000	1,600,000	1,000,000	-	-	3,400,000	3,500,000
Newton Rechlorination Station No. 2							
Newton Rechlorination Station No. 2	-	-	400,000	600,000	1,500,000	2,500,000	5,000,000
Port Mann Main No. 1 (Fraser River Crossing Removal)							
Port Mann Main No. 1 (Fraser River Crossing Removal)	900,000	2,000,000	5,000,000	5,000,000	-	12,900,000	13,500,000

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Port Moody Main No. 1 Christmas Way Relocation							
Port Moody Main No. 1 Christmas Way Relocation	250,000	1,750,000	350,000	-	-	2,350,000	2,350,000
Port Moody Main No. 3 Dewdney Trunk Rd Relocation							
Port Moody Main No. 3 Dewdney Trunk Rd Relocation	-	1,800,000	900,000	-	-	2,700,000	2,700,000
Port Moody Main No. 3 Scott Creek Section							
Port Moody Main No. 3 Scott Creek Section	200,000	1,400,000	2,000,000	700,000	-	4,300,000	4,750,000
Queensborough Main Royal Avenue Relocation							
Queensborough Main Royal Avenue Relocation	1,600,000	3,500,000	2,300,000	-	-	7,400,000	7,500,000
Rechlorination Station SHS Storage Tank Replacement							
Rechlorination Station SHS Storage Tank Replacement	400,000	800,000	-	-	-	1,200,000	1,200,000
Rechlorination Station Upgrades							
Rechlorination Station Upgrades	900,000	1,000,000	1,400,000	6,000,000	4,700,000	14,000,000	14,200,000
Rehabilitation of AN2 on Queensborough Bridge							
Rehabilitation of AN2 on Queensborough Bridge	1,700,000	800,000	-	-	-	2,500,000	2,500,000
Relocation and Protection for MOTI Expansion Project Broadway							
Relocation and Protection for MOTI Expansion Project Broadway	2,700,000	4,000,000	2,000,000	-	-	8,700,000	8,900,000
Relocation and Protection for MOTI George Massey Crossing Replacement							
Relocation and Protection for MOTI George Massey Crossing Replacement	-	-	200,000	650,000	600,000	1,450,000	2,450,000
Relocation and Protection for Translink Expansion Project Surrey Langley SkyTrain							
Relocation and Protection for Translink Expansion Project Surrey Langley SkyTrain	300,000	1,300,000	2,000,000	2,000,000	1,000,000	6,600,000	6,600,000
Sasamat Reservoir Joint Upgrades							
Sasamat Reservoir Joint Upgrades	100,000	-	-	-	-	100,000	700,000
SCFP Clearwell Membrane Replacement							
SCFP Clearwell Membrane Replacement	-	200,000	1,200,000	5,500,000	5,500,000	12,400,000	17,400,000
SCFP Concrete Coatings							
SCFP Concrete Coatings	600,000	600,000	-	-	-	1,200,000	6,500,000
SCFP Filter Underdrain Repairs							
SCFP Filter Underdrain Repairs	8,000,000	8,000,000	4,500,000	-	-	20,500,000	29,000,000

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SCFP OMC Building Expansion							
SCFP OMC Building Expansion	500,000	1,750,000	100,000	-	-	2,350,000	2,450,000
SCFP Polymer System Upgrade							
SCFP Polymer System Upgrade	1,550,000	850,000	-	-	-	2,400,000	2,950,000
Second Narrows Crossing 1 & 2 (Burrard Inlet Crossing Removal)							
Second Narrows Crossing 1 & 2 (Burrard Inlet Crossing Removal)	-	-	-	-	750,000	750,000	21,500,000
South Delta Main No. 1 - Ferry Road Check Valve Replacement							
South Delta Main No. 1 - Ferry Road Check Valve Replacement	200,000	-	-	-	-	200,000	600,000
South Fraser Works Yard							
South Fraser Works Yard	32,000,000	-	-	-	-	32,000,000	32,000,000
South Surrey Main No. 2 Nickomekl Dam Relocation							
South Surrey Main No. 1 Nickomekl Dam Relocation	500,000	1,500,000	3,000,000	2,100,000	-	7,100,000	7,100,000
Sunnyside Reservoir Unit 1 Upgrades							
Sunnyside Reservoir Unit 1 Upgrades	3,000,000	2,500,000	-	-	-	5,500,000	8,050,000
Tilbury Main North Fraser Way Valve Addition							
Tilbury Main North Fraser Way Valve Addition	800,000	1,500,000	400,000	-	-	2,700,000	3,100,000
Westburnco Pump Station No. 2 VFD Replacements							
Westburnco Pump Station No. 2 VFD Replacements	2,050,000	300,000	-	-	-	2,350,000	2,550,000
	\$ 115,150,000	\$ 103,500,000	\$ 111,500,000	\$ 112,050,000	\$ 100,750,000	\$ 542,950,000	\$ 1,158,836,000
Water Infrastructure Resilience Capital							
Barnston/Maple Ridge Pump Station - Back-up Power							
Barnston/Maple Ridge Pump Station - Back-up Power	\$ 150,000	\$ 1,000,000	\$ 3,000,000	\$ 2,700,000	\$ 1,800,000	\$ 8,650,000	\$ 9,000,000
Burnaby Mountain Tank No. 2							
Burnaby Mountain Tank No. 2	2,600,000	1,150,000	12,000,000	5,000,000	-	20,750,000	21,650,000
Burnaby Mountain Tank No. 3							
Burnaby Mountain Tank No. 3	800,000	1,500,000	1,100,000	-	-	3,400,000	21,400,000
Cambie Richmond Main No. 3 (Marine Crossing)							
Cambie Richmond Main No. 3 (Marine Crossing)	2,000,000	6,000,000	5,000,000	25,000,000	30,000,000	68,000,000	405,250,000

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Cape Horn Pump Station 2 - Back-Up Power							
Cape Horn Pump Station 2 - Back-Up Power	500,000	1,650,000	750,000	1,500,000	2,000,000	6,400,000	8,000,000
Capilano Mid-Lake Debris Boom							
Capilano Mid-Lake Debris Boom	500,000	-	-	-	-	500,000	750,000
Capilano Raw Water Pump Station - Back-up Power							
Capilano Raw Water Pump Station - Back-up Power	16,900,000	8,000,000	-	-	-	24,900,000	33,000,000
Capilano Reservoir Boat Wharf							
Capilano Reservoir Boat Wharf	650,000	-	-	-	-	650,000	850,000
Clayton Langley Main No. 2							
Clayton Langley Main No. 2	-	700,000	1,400,000	800,000	6,000,000	8,900,000	36,400,000
Cleveland Dam Power Resiliency Improvements							
Cleveland Dam Power Resiliency Improvements	800,000	400,000	500,000	-	-	1,700,000	1,700,000
Coquitlam Intake Tower Seismic Upgrade							
Coquitlam Intake Tower Seismic Upgrade	600,000	7,000,000	12,000,000	5,000,000	-	24,600,000	25,500,000
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	200,000	200,000	-	-	-	400,000	400,000
Grandview Pump Station Improvements							
Grandview Pump Station Improvements	950,000	1,500,000	-	-	-	2,450,000	2,600,000
Mackay Creek Debris Flow Mitigation							
Mackay Creek Debris Flow Mitigation	3,400,000	-	-	-	-	3,400,000	9,700,000
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	100,000	5,000,000	3,400,000	-	-	8,500,000	8,900,000
Pebble Hill Reservoir Seismic Upgrade							
Pebble Hill Reservoir Seismic Upgrade	7,000,000	3,400,000	-	-	-	10,400,000	14,800,000

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Reservoir Isolation Valve Automation							
Reservoir Isolation Valve Automation	1,000,000	2,150,000	1,300,000	-	-	4,450,000	6,450,000
SCFP UPS Reconfiguration							
SCFP UPS Reconfiguration	100,000	-	-	-	-	100,000	1,270,000
Second Narrows Crossing (Tunnel)							
Second Narrows Crossing (Tunnel)	75,000,000	75,000,000	70,000,000	70,000,000	75,600,000	365,600,000	468,550,000
Seymour Falls Boat Wharf							
Seymour Falls Boat Wharf	700,000	-	-	-	-	700,000	800,000
Seymour Lake Debris Boom							
Seymour Lake Debris Boom	400,000	-	-	-	-	400,000	800,000
Seymour Main No. 2 Joint Improvements							
Seymour Main No. 2 Joint Improvements	900,000	1,000,000	750,000	-	-	2,650,000	3,252,000
Seymour Main No. 5 III (North)							
Seymour Main No. 5 III (North)	1,650,000	2,400,000	-	-	-	4,050,000	236,900,000
Seymour Reservoir Mid-Lake Debris Boom							
Seymour Reservoir Mid-Lake Debris Boom	1,400,000	500,000	-	-	-	1,900,000	2,300,000
Sunnyside Reservoir Units 1 and 2 Seismic Upgrade							
Sunnyside Reservoir	5,100,000	3,400,000	4,000,000	2,200,000	-	14,700,000	17,300,000
System Seismic Upgrade							
System Seismic Upgrade	-	600,000	600,000	600,000	600,000	2,400,000	116,400,000
Vancouver Heights System Resiliency Improvements							
Vancouver Heights System Resiliency Improvements	500,000	400,000	500,000	100,000	-	1,500,000	1,500,000
Westburnco Pump Station - Back-up Power							
Westburnco Pump Station - Back-up Power	8,650,000	9,500,000	3,500,000	-	-	21,650,000	27,000,000
	\$ 132,550,000	\$ 133,400,000	\$ 122,450,000	\$ 117,600,000	\$ 118,200,000	\$ 624,200,000	\$ 1,493,322,000
Water Infrastructure Upgrade Capital							
Burwell Alpine Reservoir Valve Improvements							
Burwell Alpine Reservoir Valve Improvements	\$ 250,000	\$ -	\$ -	\$ -	\$ -	250,000	\$ 650,000
Cleveland Dam East Abutment Additional GV Series Pump Wells							
Cleveland Dam East Abutment Additional GV Series Pump Wells	100,000	-	-	-	-	100,000	750,000

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CWTP Ozone Generation Upgrades for Units 2 & 3							
CWTP Ozone Generation Upgrades for Units 2 & 3	2,300,000	600,000	-	-	-	2,900,000	12,000,000
Lower Seymour Conservation Reserve Learning Lodge Replacement							
Lower Seymour Conservation Reserve Learning Lodge Replacement	2,000,000	600,000	-	-	-	2,600,000	5,000,000
Online Chlorine Monitoring Stations							
Online Chlorine Monitoring Stations	-	350,000	600,000	850,000	850,000	2,650,000	3,600,000
Sapperton Main No. 1 New Line Valve and Chamber							
Sapperton Main No. 1 New Line Valve and Chamber	600,000	500,000	-	-	-	1,100,000	3,800,000
SCFP Interior Lighting Efficiency Upgrade							
SCFP Interior Lighting Efficiency Upgrade	50,000	-	-	-	-	50,000	500,000
South Delta Main No. 1 - 28 Ave to 34B Ave							
South Delta Main No. 1 - 28 Ave to 34B Ave	4,150,000	-	-	-	-	4,150,000	19,650,000
South Delta Mains - 28 Ave Crossover							
South Delta Mains - 28 Ave Crossover	1,650,000	1,500,000	-	-	-	3,150,000	10,500,000
Water Meter Upgrades							
Water Meter Upgrades	5,000,000	6,900,000	5,000,000	1,800,000	-	18,700,000	22,400,000
Water Optimization - Flow Meters (Non-billing) Phase 1							
Water Optimization - Flow Meters (Non-billing) Phase 1	-	4,000,000	6,900,000	5,600,000	-	16,500,000	16,500,000
Water Optimization - Flow Meters (Non-billing) Phase 2							
Water Optimization - Flow Meters (Non-billing) Phase 2	-	-	-	1,500,000	4,000,000	5,500,000	18,000,000
Water Optimization - Instrumentation							
Water Optimization - Instrumentation	-	4,200,000	4,200,000	1,500,000	-	9,900,000	9,900,000
Water Optimization Automation & Instrumentation							
Water Optimization Automation & Instrumentation	3,000,000	2,100,000	-	-	-	5,100,000	9,540,000
	\$ 19,100,000	\$ 20,750,000	\$ 16,700,000	\$ 11,250,000	\$ 4,850,000	\$ 72,650,000	\$ 132,790,000
Water Opportunity Capital							
Capilano Hydropower							
Capilano Hydropower	\$ 1,000,000	\$ 2,000,000	\$ 750,000	\$ -	\$ -	\$ 3,750,000	\$ 99,250,000
	\$ 1,000,000	\$ 2,000,000	\$ 750,000	\$ -	\$ -	\$ 3,750,000	\$ 99,250,000

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TOTAL CAPITAL EXPENDITURES	\$ 397,500,000	\$ 449,700,000	\$ 496,500,000	\$ 522,650,000	\$ 540,800,000	\$ 2,407,150,000	\$ 7,310,841,000

CAPITAL FUNDING							
New External Borrowing	\$ 181,010,000	\$ 293,500,000	\$ 341,150,000	\$ 359,860,000	\$ 364,800,000	\$ 1,540,320,000	
Contribution to Capital	127,100,000	133,000,000	141,300,000	154,300,000	169,400,000	725,100,000	
Reserves/Surplus from Prior Year	68,990,000	5,000,000	5,000,000	5,000,000	5,000,000	88,990,000	
External Funding - Interagency	20,400,000	18,200,000	9,050,000	3,490,000	1,600,000	52,740,000	
Total	\$ 397,500,000	\$ 449,700,000	\$ 496,500,000	\$ 522,650,000	\$ 540,800,000	\$ 2,407,150,000	

DEBT SERVICING TOTALS/RATIO							
Operating Programs - Water Services	\$ 114,500,000	\$ 118,700,000	\$ 121,600,000	\$ 124,600,000	\$ 129,100,000	\$ 608,500,000	
Debt Service - Existing	66,700,000	65,800,000	72,600,000	89,600,000	110,700,000	405,400,000	
Debt Service - New	900,000	11,000,000	23,500,000	27,700,000	29,800,000	92,900,000	
Contribution to Capital	127,100,000	133,000,000	141,300,000	154,300,000	169,400,000	725,100,000	
Total	\$ 309,200,000	\$ 328,500,000	\$ 359,000,000	\$ 396,200,000	\$ 439,000,000	\$ 1,831,900,000	
% Debt Service	22%	23%	27%	30%	32%	27%	

**GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT
LIQUID WASTE SERVICES
2020-2024 FINANCIAL PLAN**

	2019 BUDGET	2020 BUDGET	% CHANGE	2021 FORECAST	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE
REVENUES											
Liquid Waste Services Levy	\$ 255,810,755	\$ 274,237,112	7.2%	\$ 306,762,144	11.9%	\$ 347,617,635	13.3%	\$ 386,541,738	11.2%	\$ 416,276,434	7.7%
User Fees	2,403,269	2,540,468		2,594,278		2,644,064		2,699,844		2,751,642	
Transfer from DCC Reserves	31,665,173	34,172,083		44,631,226		59,373,050		71,596,693		86,697,664	
Liquid Waste Industrial Charges	11,022,967	11,201,217		11,425,241		11,653,747		11,886,822		12,124,559	
Other External Revenues	540,000	540,000		540,000		540,000		540,000		540,000	
Transfer from Sustainability Innovation Fund Reserve	1,946,403	555,000		265,000		155,000		-		-	
Transfer from Reserves	7,480,961	5,016,934		5,054,789		3,314,831		2,545,452		25,000	
TOTAL REVENUES	\$ 310,869,528	\$ 328,262,814	5.6%	\$ 371,272,678	13.1%	\$ 425,298,327	14.6%	\$ 475,810,549	11.9%	\$ 518,415,299	9.0%
EXPENDITURES											
Operating Programs:											
Policy Planning and Analysis											
Contribution to Sustainability Innovation Fund Reserve	\$ 1,127,000	\$ 1,127,000		\$ 1,127,000		\$ 1,127,000		\$ 1,127,000		\$ 1,127,000	
Utility Analysis and Infrastructure	2,092,283	2,612,298		2,762,691		2,644,159		2,754,962		2,896,591	
Utility Policy and Planning	1,844,851	2,657,094		2,708,552		2,214,320		2,208,045		2,234,223	
	5,064,134	6,396,392	26.3%	6,598,243	3.2%	5,985,479	(9.3%)	6,090,007	1.7%	6,257,814	2.8%
Management Systems and Utility Services											
Annacis Research Centre	513,674	511,467		467,287		477,292		451,376		467,745	
Department Technical Training	566,644	568,206		571,039		570,891		572,273		573,683	
Dispatch	127,983	136,616		139,436		142,304		145,240		148,242	
Energy Management	246,744	285,653		293,253		300,968		308,850		316,899	
Engineers in Training	588,263	565,166		576,571		588,145		599,973		612,051	
Engineering Standards	116,919	124,890		127,457		130,068		132,734		135,468	
Liquid Waste Residuals	28,392,006	29,178,967		32,402,152		33,886,754		38,112,141		23,474,745	
Management Systems Utility Services	2,025,917	2,182,654		2,396,132		2,575,567		2,616,536		2,657,508	
Records Management	108,318	115,703		118,082		120,501		122,972		125,538	
Utility Voice Radio	159,409	160,747		163,437		165,439		167,539		171,898	
Wastewater Research and Innovation	2,853,862	1,828,063		1,419,775		1,444,232		1,464,560		1,493,758	
	35,699,739	35,658,132	(0.1%)	38,674,621	8.5%	40,402,161	4.5%	44,694,194	10.6%	30,177,535	(32.5%)
Environmental Management and Quality Control											
Environmental Management and Quality Control	11,529,370	12,098,012		12,852,598		13,180,648		13,424,296		13,335,760	
Source Compliance Monitoring	420,620	413,611		408,603		416,750		425,073		433,569	
Contribution to Reserve	97,800	99,854		101,951		104,092		106,243		106,952	
	12,047,790	12,611,477	4.7%	13,363,152	6.0%	13,701,490	2.5%	13,955,612	1.9%	13,876,281	(0.6%)
Project Delivery											
Minor Capital Projects	8,380,514	8,542,930		8,827,286		9,282,844		9,681,186		9,921,719	
Public Involvement	1,207,174	1,450,933		1,475,142		1,259,751		1,284,879		1,310,552	
	9,587,688	9,993,863	4.2%	10,302,428	3.1%	10,542,595	2.3%	10,966,065	4.0%	11,232,271	2.4%
Operations and Maintenance											
Lake City Operations	965,125	999,648		1,020,475		1,040,760		1,064,105		1,100,508	
Maintenance	29,390,556	30,246,927		31,362,364		33,324,974		34,234,935		35,990,072	
SCADA Control Systems	984,573	1,055,781		1,078,815		1,096,944		1,115,995		1,156,364	
Urban Drainage	1,048,272	1,109,596		1,105,853		1,103,942		1,128,837		1,152,760	
Wastewater Collection	15,242,385	15,626,816		16,071,414		16,239,363		16,492,428		17,073,562	
Wastewater Treatment	40,229,560	40,585,187		45,271,017		46,635,475		47,845,594		51,348,245	
	87,860,471	89,623,955	2.0%	95,909,938	7.0%	99,441,458	3.7%	101,881,894	2.5%	107,821,511	5.8%
Administration and Department Support											
	2,126,503	2,299,047	8.1%	2,335,896	1.6%	2,383,146	2.0%	2,381,070	(0.1%)	2,442,060	2.6%
Communication and Outreach											
	400,000	450,000	12.5%	450,000	0.0%	450,000	0.0%	450,000	0.0%	450,000	0.0%
Environmental Regulation and Enforcement											
	1,899,700	2,041,734	7.5%	2,083,088	2.0%	2,125,127	2.0%	2,168,112	2.0%	2,212,033	2.0%
Allocation of Centralized Support Costs											
Total Operating Programs	177,874,453	184,240,951	3.6%	195,610,497	6.2%	202,433,842	3.5%	211,077,871	4.3%	204,379,267	(3.2%)
Debt Service											
	54,340,894	57,211,522	5.3%	81,594,045	42.6%	117,858,990	44.4%	149,458,974	26.8%	185,304,641	24.0%
Contribution to Capital											
	78,654,181	86,810,341	10.4%	94,068,136	8.4%	105,005,495	11.6%	115,273,704	9.8%	128,731,391	11.7%
TOTAL EXPENDITURES	\$ 310,869,528	\$ 328,262,814	5.6%	\$ 371,272,678	13.1%	\$ 425,298,327	14.6%	\$ 475,810,549	11.9%	\$ 518,415,299	9.0%

**GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT
LIQUID WASTE SERVICES REGULATION
2020-2024 FINANCIAL PLAN**

	2019 BUDGET	2020 BUDGET	% CHANGE	2021 FORECAST	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE
REVENUES											
Liquid Waste Revenues	\$ 1,899,700	\$ 2,041,734	7.5%	\$ 2,083,088	2.0%	\$ 2,125,127	2.0%	\$ 2,168,112	2.0%	\$ 2,212,033	2.0%
TOTAL REVENUES	<u>\$ 1,899,700</u>	<u>\$ 2,041,734</u>	7.5%	<u>\$ 2,083,088</u>	2.0%	<u>\$ 2,125,127</u>	2.0%	<u>\$ 2,168,112</u>	2.0%	<u>\$ 2,212,033</u>	2.0%
EXPENDITURES											
Operating Programs:											
Environmental Regulation and Enforcement	\$ 1,765,868	\$ 1,798,609		\$ 1,835,012		\$ 1,872,015		\$ 1,909,849		\$ 1,948,509	
Administration and Department Support	<u>133,832</u>	<u>243,125</u>		<u>248,076</u>		<u>253,112</u>		<u>258,263</u>		<u>263,524</u>	
TOTAL EXPENDITURES	<u>\$ 1,899,700</u>	<u>\$ 2,041,734</u>	7.5%	<u>\$ 2,083,088</u>	2.0%	<u>\$ 2,125,127</u>	2.0%	<u>\$ 2,168,112</u>	2.0%	<u>\$ 2,212,033</u>	2.0%

**GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT
LIQUID WASTE SERVICES
VANCOUVER SEWERAGE AREA
2020-2024 FINANCIAL PLAN**

	2019 BUDGET	2020 BUDGET	% CHANGE	2021 FORECAST	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE
REVENUES											
Liquid Waste Services Levy	\$ 79,609,908	\$ 85,463,155	7.4%	\$ 92,578,059	8.3%	\$ 99,794,688	7.8%	\$ 106,525,478	6.7%	\$ 111,396,738	4.6%
User Fees	579,307	582,962		595,574		606,409		619,450		630,723	
Transfer from DCC Reserves	3,096,988	4,292,957		5,354,504		6,163,919		6,935,706		8,159,481	
Liquid Waste Industrial Charges	2,849,111	2,919,742		2,978,137		3,037,700		3,098,454		3,160,423	
Other External Revenues	82,120	81,940		81,940		81,940		81,940		81,940	
Transfer from Sustainability Innovation Fund Reserve	786,347	220,890		105,470		61,690		-		-	
Transfer from Reserves	5,251,461	4,810,136		5,029,789		3,289,831		2,520,452		-	
TOTAL REVENUES	\$ 92,255,242	\$ 98,371,782	6.6%	\$ 106,723,473	8.5%	\$ 113,036,177	5.9%	\$ 119,781,480	6.0%	\$ 123,429,305	3.0%
EXPENDITURES											
Operating Programs:											
Policy Planning and Analysis											
Contribution to Sustainability Innovation Fund Reserve	\$ 455,308	\$ 448,546		\$ 448,546		\$ 448,546		\$ 448,546		\$ 448,546	
Utility Analysis and Infrastructure	779,150	984,124		1,073,514		1,026,018		1,069,789		1,125,823	
Utility Policy and Planning	718,868	1,029,326		1,049,680		852,846		850,218		860,503	
	<u>1,953,326</u>	<u>2,461,996</u>	26.0%	<u>2,571,740</u>	4.5%	<u>2,327,410</u>	(9.5%)	<u>2,368,553</u>	1.8%	<u>2,434,872</u>	2.8%
Management Systems and Utility Services											
Annacis Research Centre	207,524	203,564		185,980		189,962		179,648		186,163	
Department Technical Training	174,436	168,041		168,879		168,836		169,244		169,661	
Dispatch	39,398	40,402		41,236		42,084		42,952		43,840	
Energy Management	75,955	84,480		86,728		89,009		91,340		93,721	
Engineers in Training	237,658	224,913		229,452		234,058		238,765		243,572	
Engineering Standards	35,992	36,934		37,693		38,465		39,254		40,063	
Liquid Waste Residuals	13,663,231	16,124,206		19,160,842		20,046,770		21,877,418		8,625,934	
Management Systems Utility Services	635,071	664,625		728,055		781,416		793,848		806,274	
Records Management	33,344	34,217		34,921		35,636		36,367		37,126	
Utility Voice Radio	57,236	57,716		58,682		59,401		60,155		61,720	
Wastewater Research and Innovation	1,152,960	727,569		565,070		574,804		582,895		594,516	
	<u>16,312,805</u>	<u>18,366,667</u>	12.6%	<u>21,297,538</u>	16.0%	<u>22,260,441</u>	4.5%	<u>24,111,886</u>	8.3%	<u>10,902,590</u>	(54.8%)
Environmental Management and Quality Control											
Environmental Management and Quality Control	4,476,506	4,694,233		5,005,002		5,127,560		5,220,009		5,183,130	
Source Compliance Monitoring	169,930	164,617		162,624		165,867		169,179		172,560	
Contribution to Reserve	39,922	38,745		39,559		40,389		41,224		41,499	
	<u>4,686,358</u>	<u>4,897,595</u>	4.5%	<u>5,207,185</u>	6.3%	<u>5,333,816</u>	2.4%	<u>5,430,412</u>	1.8%	<u>5,397,189</u>	(0.6%)
Project Delivery											
Minor Capital Projects	3,531,455	2,960,643		3,065,227		3,246,985		3,400,943		3,484,384	
Public Involvement	371,604	429,099		436,258		372,559		379,990		387,582	
	<u>3,903,059</u>	<u>3,389,742</u>	(13.2%)	<u>3,501,485</u>	3.3%	<u>3,619,544</u>	3.4%	<u>3,780,933</u>	4.5%	<u>3,871,966</u>	2.4%
Operations and Maintenance											
Lake City Operations	389,910	397,861		406,149		414,222		423,513		438,002	
Maintenance	7,638,781	8,033,121		8,311,911		8,553,784		8,747,491		9,238,136	
SCADA Control Systems	294,561	303,023		309,635		314,838		320,305		331,892	
Wastewater Collection	3,963,328	4,056,455		3,943,161		3,983,513		3,936,605		4,372,980	
Wastewater Treatment	10,178,730	10,639,750		12,097,170		13,046,131		13,343,911		13,912,861	
	<u>22,465,310</u>	<u>23,430,210</u>	4.3%	<u>25,068,026</u>	7.0%	<u>26,312,488</u>	5.0%	<u>26,771,825</u>	1.7%	<u>28,293,871</u>	5.7%
Administration and Department Support											
	654,601	679,920	3.9%	690,818	1.6%	704,792	2.0%	704,179	(0.1%)	722,213	2.6%
Communication and Outreach											
	161,600	179,100	10.8%	179,100	0.0%	179,100	0.0%	179,100	0.0%	179,100	0.0%
Environmental Regulation and Enforcement											
	353,914	380,375	7.5%	388,079	2.0%	395,911	2.0%	403,919	2.0%	412,102	2.0%
Allocation of Centralized Support Costs											
	7,166,850	7,471,881	4.3%	7,785,865	4.2%	7,857,141	0.9%	7,541,981	(4.0%)	7,518,110	(0.3%)
Total Operating Programs	<u>57,657,823</u>	<u>61,257,486</u>	6.2%	<u>66,689,836</u>	8.9%	<u>68,990,643</u>	3.5%	<u>71,292,788</u>	3.3%	<u>59,732,013</u>	(16.2%)
Debt Service											
	5,864,427	7,131,201	21.6%	10,002,927	40.3%	13,359,288	33.6%	17,752,908	32.9%	24,864,935	40.1%
Contribution to Capital											
	28,732,992	29,983,095	4.4%	30,030,710	0.2%	30,686,246	2.2%	30,735,784	0.2%	38,832,357	26.3%
TOTAL EXPENDITURES	\$ 92,255,242	\$ 98,371,782	6.6%	\$ 106,723,473	8.5%	\$ 113,036,177	5.9%	\$ 119,781,480	6.0%	\$ 123,429,305	3.0%

**GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT
LIQUID WASTE SERVICES
NORTH SHORE SEWERAGE AREA
2020-2024 FINANCIAL PLAN**

	2019 BUDGET	2020 BUDGET	% CHANGE	2021 FORECAST	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE
REVENUES											
Liquid Waste Services Levy	\$ 23,045,180	\$ 26,051,249	13.0%	\$ 29,236,996	12.2%	\$ 34,559,724	18.2%	\$ 39,078,775	13.1%	\$ 44,589,848	14.1%
User Fees	71,525	74,232		75,943		77,349		79,114		80,577	
Transfer from DCC Reserves	1,409,438	1,549,664		1,622,266		2,136,243		2,253,475		2,657,667	
Liquid Waste Industrial Charges	759,135	765,271		780,576		796,188		812,112		828,354	
Other External Revenues	2,016	1,989		1,989		1,989		1,989		1,989	
Transfer from Sustainability Innovation Fund Reserve	130,798	36,797		17,570		10,277		-		-	
Transfer from Reserves	462,500	11,210		-		-		-		-	
TOTAL REVENUES	\$ 25,880,592	\$ 28,490,412	10.1%	\$ 31,735,340	11.4%	\$ 37,581,770	18.4%	\$ 42,225,465	12.4%	\$ 48,158,435	14.1%
EXPENDITURES											
Operating Programs:											
Policy Planning and Analysis											
Contribution to Sustainability Innovation Fund Reserve	\$ 75,734	\$ 74,720		\$ 74,720		\$ 74,720		\$ 74,720		\$ 74,720	
Utility Analysis and Infrastructure	129,601	163,938		178,829		170,917		178,209		187,543	
Utility Policy and Planning	119,574	171,468		174,859		142,070		141,632		143,345	
	<u>324,909</u>	<u>410,126</u>	26.2%	<u>428,408</u>	4.5%	<u>387,707</u>	(9.5%)	<u>394,561</u>	1.8%	<u>405,608</u>	2.8%
Management Systems and Utility Services											
Annacis Research Centre	34,519	33,910		30,981		31,644		29,926		31,011	
Department Technical Training	50,522	46,354		46,585		46,573		46,686		46,801	
Dispatch	11,409	11,145		11,375		11,609		11,849		12,093	
Energy Management	21,999	23,301		23,921		24,550		25,193		25,850	
Engineers in Training	39,531	37,486		38,242		39,010		39,794		40,595	
Engineering Standards	10,423	10,188		10,398		10,611		10,828		11,051	
Liquid Waste Residuals	676,565	799,980		860,671		899,906		2,229,388		2,082,303	
Management Systems Utility Services	204,437	206,691		224,548		239,626		243,442		247,244	
Records Management	9,656	9,439		9,633		9,830		10,032		10,241	
Utility Voice Radio	15,173	15,301		15,557		15,747		15,947		16,362	
Wastewater Research and Innovation	191,779	121,201		94,131		95,753		97,100		99,036	
	<u>1,266,013</u>	<u>1,314,996</u>	3.9%	<u>1,366,042</u>	3.9%	<u>1,424,859</u>	4.3%	<u>2,760,185</u>	93.7%	<u>2,622,587</u>	(5.0%)
Environmental Management and Quality Control											
Environmental Management and Quality Control	870,020	904,095		956,076		983,072		1,001,757		997,436	
Source Compliance Monitoring	28,266	27,422		27,090		27,631		28,182		28,746	
Contribution to Reserve	6,729	7,462		7,619		7,779		7,940		7,993	
	<u>905,015</u>	<u>938,979</u>	3.8%	<u>990,785</u>	5.5%	<u>1,018,482</u>	2.8%	<u>1,037,879</u>	1.9%	<u>1,034,175</u>	(0.4%)
Project Delivery											
Minor Capital Projects	244,254	532,271		548,942		577,145		601,755		616,645	
Public Involvement	107,620	118,353		120,327		102,758		104,808		106,902	
	<u>351,874</u>	<u>650,624</u>	84.9%	<u>669,269</u>	2.9%	<u>679,903</u>	1.6%	<u>706,563</u>	3.9%	<u>723,547</u>	2.4%
Operations and Maintenance											
Lake City Operations	64,857	66,276		67,658		69,002		70,551		72,964	
Maintenance	3,190,153	3,233,529		3,383,566		4,233,583		4,351,024		4,498,409	
SCADA Control Systems	114,795	151,738		155,047		157,653		160,392		166,193	
Wastewater Collection	2,489,925	2,558,692		2,544,381		2,651,985		2,898,390		2,833,524	
Wastewater Treatment	5,788,201	5,887,287		6,489,394		6,781,781		6,734,854		9,003,860	
	<u>11,647,931</u>	<u>11,897,522</u>	2.1%	<u>12,640,046</u>	6.2%	<u>13,894,004</u>	9.9%	<u>14,215,211</u>	2.3%	<u>16,574,950</u>	16.6%
Administration and Department Support											
	189,577	187,533	(1.1%)	190,539	1.6%	194,393	2.0%	194,223	(0.1%)	199,199	2.6%
Communication and Outreach											
	26,880	29,835	11.0%	29,835	0.0%	29,835	0.0%	29,835	0.0%	29,835	0.0%
Environmental Regulation and Enforcement											
	112,652	121,075	7.5%	123,527	2.0%	126,020	2.0%	128,569	2.0%	131,174	2.0%
Allocation of Centralized Support Costs											
Total Operating Programs	16,887,983	17,598,454	4.2%	18,692,835	6.2%	20,092,778	7.5%	21,988,643	9.4%	24,373,508	10.8%
Debt Service											
	3,082,684	3,251,337	5.5%	5,370,574	65.2%	9,717,684	80.9%	12,432,939	27.9%	15,545,101	25.0%
Contribution to Capital											
	5,909,925	7,640,621	29.3%	7,671,931	0.4%	7,771,308	1.3%	7,803,883	0.4%	8,239,826	5.6%
TOTAL EXPENDITURES	\$ 25,880,592	\$ 28,490,412	10.1%	\$ 31,735,340	11.4%	\$ 37,581,770	18.4%	\$ 42,225,465	12.4%	\$ 48,158,435	14.1%

GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT
LIQUID WASTE SERVICES
LULU ISLAND WEST SEWERAGE AREA
2020-2024 FINANCIAL PLAN

	2019 BUDGET	2020 BUDGET	% CHANGE	2021 FORECAST	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE
REVENUES											
Liquid Waste Services Levy	\$ 21,446,956	\$ 24,688,980	15.1%	\$ 28,075,752	13.7%	\$ 32,168,092	14.6%	\$ 35,776,868	11.2%	\$ 38,713,844	8.2%
User Fees	138,058	143,359		146,466		149,276		152,494		155,417	
Transfer from DCC Reserves	519,742	1,523,267		1,476,943		2,230,907		2,209,234		2,857,410	
Liquid Waste Industrial Charges	907,497	854,993		872,093		889,535		907,326		925,473	
Other External Revenues	2,160	2,112		2,112		2,112		2,112		2,112	
Transfer from Sustainability Innovation Fund Reserve	140,141	39,072		18,656		10,912		-		-	
Transfer from Reserves	-	10,973		-		-		-		-	
TOTAL REVENUES	\$ 23,154,554	\$ 27,262,756	17.7%	\$ 30,592,022	12.2%	\$ 35,450,834	15.9%	\$ 39,048,034	10.1%	\$ 42,654,256	9.2%
EXPENDITURES											
Operating Programs:											
Policy Planning and Analysis											
Contribution to Sustainability Innovation Fund Reserve	\$ 81,144	\$ 79,341		\$ 79,341		\$ 79,341		\$ 79,341		\$ 79,341	
Utility Analysis and Infrastructure	138,858	174,076		189,888		181,487		189,229		199,140	
Utility Policy and Planning	128,115	182,072		185,672		150,855		150,390		152,210	
	<u>348,117</u>	<u>435,489</u>	25.1%	<u>454,901</u>	4.5%	<u>411,683</u>	(9.5%)	<u>418,960</u>	1.8%	<u>430,691</u>	2.8%
Management Systems and Utility Services											
Annacis Research Centre	36,985	36,007		32,897		33,601		31,777		32,929	
Department Technical Training	45,218	42,184		42,394		42,383		42,486		42,590	
Dispatch	10,211	10,143		10,352		10,565		10,783		11,006	
Energy Management	19,687	21,208		21,772		22,345		22,930		23,527	
Engineers in Training	42,355	39,792		40,595		41,410		42,243		43,093	
Engineering Standards	9,328	9,272		9,463		9,656		9,854		10,057	
Liquid Waste Residuals	1,585,445	1,602,414		1,690,652		1,768,056		1,883,934		1,751,305	
Management Systems Utility Services	168,017	171,941		187,943		201,417		204,622		207,823	
Records Management	8,642	8,590		8,767		8,946		9,130		9,320	
Utility Voice Radio	13,354	13,466		13,691		13,859		14,035		14,400	
Wastewater Research and Innovation	205,478	128,696		99,952		101,674		103,105		105,161	
	<u>2,144,720</u>	<u>2,083,713</u>	(2.8%)	<u>2,158,478</u>	3.6%	<u>2,253,912</u>	4.4%	<u>2,374,899</u>	5.4%	<u>2,251,211</u>	(5.2%)
Environmental Management and Quality Control											
Environmental Management and Quality Control	871,860	885,036		936,262		961,428		979,712		973,947	
Source Compliance Monitoring	30,285	29,118		28,766		29,339		29,925		30,523	
Contribution to Reserve	6,924	7,305		7,458		7,615		7,772		7,824	
	<u>909,069</u>	<u>921,459</u>	1.4%	<u>972,486</u>	5.5%	<u>998,382</u>	2.7%	<u>1,017,409</u>	1.9%	<u>1,012,294</u>	(0.5%)
Project Delivery											
Minor Capital Projects	1,096,710	1,388,789		1,449,505		1,502,357		1,551,853		1,591,709	
Public Involvement	96,320	107,717		109,515		93,524		95,389		97,295	
	<u>1,193,030</u>	<u>1,496,506</u>	25.4%	<u>1,559,020</u>	4.2%	<u>1,595,881</u>	2.4%	<u>1,647,242</u>	3.2%	<u>1,689,004</u>	2.5%
Operations and Maintenance											
Lake City Operations	69,489	70,375		71,841		73,270		74,913		77,476	
Maintenance	2,575,095	2,670,287		2,741,291		2,820,876		2,896,348		3,156,841	
SCADA Control Systems	25,094	29,342		29,982		30,486		31,016		32,137	
Wastewater Collection	762,108	774,700		794,774		743,393		824,214		835,338	
Wastewater Treatment	5,084,096	5,353,598		5,655,436		5,804,544		5,961,852		6,105,374	
	<u>8,515,882</u>	<u>8,898,302</u>	4.5%	<u>9,293,324</u>	4.4%	<u>9,472,569</u>	1.9%	<u>9,788,343</u>	3.3%	<u>10,207,166</u>	4.3%
Administration and Department Support											
	169,674	170,681	0.6%	173,417	1.6%	176,925	2.0%	176,771	(0.1%)	181,299	2.6%
Communication and Outreach											
	28,800	31,680	10.0%	31,680	0.0%	31,680	0.0%	31,680	0.0%	31,680	0.0%
Environmental Regulation and Enforcement											
	182,562	196,211	7.5%	200,185	2.0%	204,225	2.0%	208,356	2.0%	212,576	2.0%
Allocation of Centralized Support Costs											
	1,850,124	1,868,554	1.0%	2,166,529	15.9%	2,254,434	4.1%	2,375,887	5.4%	2,450,959	3.2%
Total Operating Programs	<u>15,341,978</u>	<u>16,102,595</u>	5.0%	<u>17,010,020</u>	5.6%	<u>17,399,691</u>	2.3%	<u>18,039,547</u>	3.7%	<u>18,466,880</u>	2.4%
Debt Service											
	1,571,032	3,888,777	150.0%	6,280,180	61.5%	10,718,275	70.7%	13,143,952	22.6%	14,281,838	8.7%
Contribution to Capital											
	6,241,544	7,271,384	16.5%	7,301,822	0.4%	7,332,868	0.4%	7,864,535	7.3%	9,905,538	26.0%
TOTAL EXPENDITURES	\$ 23,154,554	\$ 27,262,756	17.7%	\$ 30,592,022	12.2%	\$ 35,450,834	15.9%	\$ 39,048,034	10.1%	\$ 42,654,256	9.2%

**GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT
LIQUID WASTE SERVICES
FRASER SEWERAGE AREA
2020-2024 FINANCIAL PLAN**

	2019 BUDGET	2020 BUDGET	% CHANGE	2021 FORECAST	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE
REVENUES											
Liquid Waste Services Levy	\$ 129,540,876	\$ 135,919,069	4.9%	\$ 154,793,415	13.9%	\$ 179,010,442	15.6%	\$ 203,018,003	13.4%	\$ 219,404,502	8.1%
User Fees	1,614,379	1,739,915		1,776,296		1,811,031		1,848,786		1,884,925	
Transfer from DCC Reserves	26,639,005	26,806,195		36,177,513		48,841,981		60,198,278		73,023,106	
Liquid Waste Industrial Charges	6,507,224	6,661,211		6,794,435		6,930,324		7,068,930		7,210,309	
Other External Revenues	453,704	453,959		453,959		453,959		453,959		453,959	
Transfer from Sustainability Innovation Fund Reserve	889,117	258,241		123,304		72,121		-		-	
Transfer from Reserves	950,000	69,615		-		-		-		-	
TOTAL REVENUES	\$ 166,594,305	\$ 171,908,205	3.2%	\$ 200,118,922	16.4%	\$ 237,119,858	18.5%	\$ 272,587,956	15.0%	\$ 301,976,801	10.8%
EXPENDITURES											
Operating Programs:											
Policy Planning and Analysis											
Contribution to Sustainability Innovation Fund Reserve	\$ 514,814	\$ 524,393		\$ 524,393		\$ 524,393		\$ 524,393		\$ 524,393	
Utility Analysis and Infrastructure	880,981	1,150,536		1,255,041		1,199,512		1,250,686		1,316,194	
Utility Policy and Planning	812,818	1,203,380		1,227,175		997,059		993,987		1,006,009	
	<u>2,208,613</u>	<u>2,878,309</u>	30.3%	<u>3,006,609</u>	4.5%	<u>2,720,964</u>	(9.5%)	<u>2,769,066</u>	1.8%	<u>2,846,596</u>	2.8%
Management Systems and Utility Services											
Annacis Research Centre	234,646	237,986		217,429		222,085		210,025		217,642	
Department Technical Training	290,201	306,843		308,373		308,293		309,039		309,801	
Dispatch	65,553	73,776		75,299		76,848		78,433		80,054	
Energy Management	126,378	154,253		158,356		162,523		166,780		171,125	
Engineers in Training	268,719	262,975		268,282		273,667		279,171		284,791	
Engineering Standards	59,886	67,444		68,830		70,240		71,680		73,157	
Liquid Waste Residuals	12,466,765	10,652,367		10,689,987		11,172,022		12,121,401		11,015,203	
Management Systems Utility Services	1,003,037	1,126,377		1,240,852		1,336,945		1,358,205		1,379,488	
Records Management	55,480	62,482		63,767		65,074		66,408		67,795	
Utility Voice Radio	73,646	74,264		75,507		76,432		77,402		79,416	
Wastewater Research and Innovation	1,303,645	850,597		660,622		672,001		681,460		695,045	
	<u>15,947,956</u>	<u>13,869,364</u>	(13.0%)	<u>13,827,304</u>	(0.3%)	<u>14,436,130</u>	4.4%	<u>15,420,004</u>	6.8%	<u>14,373,517</u>	(6.8%)
Environmental Management and Quality Control											
Environmental Management and Quality Control	5,310,984	5,614,648		5,955,258		6,108,588		6,222,818		6,181,247	
Source Compliance Monitoring	192,139	192,454		190,123		193,913		197,787		201,740	
Contribution to Reserve	44,225	46,342		47,315		48,309		49,307		49,636	
	<u>5,547,348</u>	<u>5,853,444</u>	5.5%	<u>6,192,696</u>	5.8%	<u>6,350,810</u>	2.6%	<u>6,469,912</u>	1.9%	<u>6,432,623</u>	(0.6%)
Project Delivery											
Minor Capital Projects	2,414,466	3,339,854		3,449,037		3,634,279		3,795,100		3,889,537	
Public Involvement	618,290	783,547		796,621		680,303		693,874		707,738	
	<u>3,032,756</u>	<u>4,123,401</u>	36.0%	<u>4,245,658</u>	3.0%	<u>4,314,582</u>	1.6%	<u>4,488,974</u>	4.0%	<u>4,597,275</u>	2.4%
Operations and Maintenance											
Lake City Operations	440,869	465,136		474,827		484,266		495,128		512,066	
Maintenance	15,781,764	16,090,428		16,698,311		17,472,886		17,980,187		18,840,055	
SCADA Control Systems	526,847	549,682		561,676		571,114		581,032		602,051	
Wastewater Collection	7,946,296	8,154,375		8,721,499		8,791,589		8,745,772		8,942,588	
Wastewater Treatment	19,178,533	18,704,552		21,029,017		21,003,019		21,804,977		22,326,150	
	<u>43,874,309</u>	<u>43,964,173</u>	0.2%	<u>47,485,330</u>	8.0%	<u>48,322,874</u>	1.8%	<u>49,607,096</u>	2.7%	<u>51,222,910</u>	3.3%
Administration and Department Support											
	1,089,153	1,241,554	14.0%	1,261,454	1.6%	1,286,969	2.0%	1,285,849	(0.1%)	1,318,786	2.6%
Communication and Outreach											
	182,720	209,385	14.6%	209,385	0.0%	209,385	0.0%	209,385	0.0%	209,385	0.0%
Environmental Regulation and Enforcement											
	1,250,572	1,344,073	7.5%	1,371,297	2.0%	1,398,971	2.0%	1,427,268	2.0%	1,456,181	2.0%
Allocation of Centralized Support Costs											
	11,868,408	13,569,054	14.3%	13,515,152	(0.4%)	14,800,357	9.5%	15,911,725	7.5%	17,153,091	7.8%
Total Operating Programs	85,001,835	87,052,757	2.4%	91,114,885	4.7%	93,841,042	3.0%	97,589,279	4.0%	99,610,364	2.1%
Debt Service											
	43,822,751	42,940,207	(2.0%)	59,940,364	39.6%	84,063,743	40.2%	106,129,175	26.2%	130,612,767	23.1%
Contribution to Capital											
	37,769,719	41,915,241	11.0%	49,063,673	17.1%	59,215,073	20.7%	68,869,502	16.3%	71,753,670	4.2%
TOTAL EXPENDITURES	\$ 166,594,305	\$ 171,908,205	3.2%	\$ 200,118,922	16.4%	\$ 237,119,858	18.5%	\$ 272,587,956	15.0%	\$ 301,976,801	10.8%

**GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT
LIQUID WASTE SERVICES
DRAINAGE SEWERAGE AREA
2020-2024 FINANCIAL PLAN**

	2019 BUDGET	2020 BUDGET	% CHANGE	2021 FORECAST	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE
REVENUES											
Liquid Waste Services Levy	\$ 2,167,834	\$ 2,114,659	(2.5%)	\$ 2,077,921	(1.7%)	\$ 2,084,688	0.3%	\$ 2,142,614	2.8%	\$ 2,171,502	1.3%
Transfer from Reserves	817,000	115,000		25,000		25,000		25,000		25,000	
TOTAL REVENUES	\$ 2,984,834	\$ 2,229,659	(25.3%)	\$ 2,102,921	(5.7%)	\$ 2,109,688	0.3%	\$ 2,167,614	2.7%	\$ 2,196,502	1.3%
EXPENDITURES											
Operating Programs:											
Policy Planning and Analysis											
Utility Analysis and Infrastructure	\$ 163,693	\$ 139,624		\$ 65,419		\$ 66,225		\$ 67,049		\$ 67,891	
Utility Policy and Planning	65,476	70,848		71,166		71,490		71,818		72,156	
	229,169	210,472	(8.2%)	136,585	(35.1%)	137,715	0.8%	138,867	0.8%	140,047	0.8%
Management Systems and Utility Services											
Department Technical Training	6,267	4,784		4,808		4,806		4,818		4,830	
Dispatch	1,412	1,150		1,174		1,198		1,223		1,249	
Energy Management	2,725	2,411		2,476		2,541		2,607		2,676	
Engineering Standards	1,290	1,052		1,073		1,096		1,118		1,140	
Management Systems Utility Services	15,355	13,020		14,734		16,163		16,419		16,679	
Records Management	1,196	975		994		1,015		1,035		1,056	
	28,245	23,392	(17.2%)	25,259	8.0%	26,819	6.2%	27,220	1.5%	27,630	1.5%
Project Delivery											
Minor Capital Projects	1,093,629	321,373		314,575		322,078		331,535		339,444	
Public Involvement	13,340	12,217		12,421		10,607		10,818		11,035	
	1,106,969	333,590	(69.9%)	326,996	(2.0%)	332,685	1.7%	342,353	2.9%	350,479	2.4%
Operations and Maintenance											
Maintenance	204,763	219,562		227,285		243,845		259,885		256,631	
SCADA Control Systems	23,276	21,996		22,475		22,853		23,250		24,091	
Urban Drainage	1,048,272	1,109,596		1,105,853		1,103,942		1,128,837		1,152,760	
Wastewater Collection	80,728	82,594		67,599		68,883		87,447		89,132	
	1,357,039	1,433,748	5.7%	1,423,212	(0.7%)	1,439,523	1.1%	1,499,419	4.2%	1,522,614	1.5%
Administration and Department Support											
	23,498	19,359	(17.6%)	19,668	1.6%	20,067	2.0%	20,048	(0.1%)	20,563	2.6%
Allocation of Centralized Support Costs											
	239,914	209,098	(12.8%)	171,201	(18.1%)	152,879	(10.7%)	139,707	(8.6%)	135,169	(3.2%)
TOTAL EXPENDITURES	\$ 2,984,834	\$ 2,229,659	(25.3%)	\$ 2,102,921	(5.7%)	\$ 2,109,688	0.3%	\$ 2,167,614	2.7%	\$ 2,196,502	1.3%

**GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT
CAPITAL PROGRAMS AND PROJECT TOTALS
LIQUID WASTE SERVICES
2020-2024 CAPITAL PLAN**

	2020 CAPITAL BUDGET	2021 CAPITAL PLAN	2022 CAPITAL PLAN	2023 CAPITAL PLAN	2024 CAPITAL PLAN	2020 TO 2024 TOTAL	TOTAL PROJECT COSTS
CAPITAL EXPENDITURES							
SD Infrastructure Growth Capital							
AIWWTP Site Construction Layout							
AIWWTP Site Construction Layout	\$ 150,000	\$ 150,000	\$ -	\$ -	\$ -	300,000	\$ 600,000
AIWWTP Stage 5 Expansion & Outfall System							
Annacis Outfall System	89,000,000	47,200,000	28,000,000	55,000,000	56,050,000	275,250,000	378,000,000
Annacis Stage 5 Expansion Phase 1 T1 & T2	16,000,000	3,000,000	-	-	-	19,000,000	243,500,000
Annacis Stage 5 Expansion Phase 2	4,650,000	2,200,000	150,000	-	-	7,000,000	22,000,000
Annacis Stage 5 Expansion Phase 2a	21,000,000	16,000,000	-	-	-	37,000,000	180,000,000
Annacis Stage 5 Expansion Phase 2b	22,000,000	31,000,000	36,000,000	40,250,000	15,750,000	145,000,000	150,000,000
Annacis Stage 5 Expansion Phase 2c	-	-	1,000,000	35,000,000	40,000,000	76,000,000	90,000,000
Albert Street Trunk Sewer							
Albert Street Trunk Sewer	150,000	1,550,000	1,500,000	100,000	-	3,300,000	5,550,000
Burnaby Lake North Interceptor							
Burnaby Lake North Interceptor Cariboo Section	1,050,000	1,800,000	500,000	15,000,000	10,500,000	28,850,000	41,000,000
Burnaby Lake North Interceptor Winston Section	21,150,000	50,000,000	26,600,000	10,000,000	-	107,750,000	116,950,000
Burnaby South Slope Interceptor							
Burnaby South Slope Interceptor West Branch Extension	-	250,000	750,000	650,000	3,500,000	5,150,000	13,200,000
Cloverdale Pump Station Capacity Upgrade							
Cloverdale Pump Station Capacity Upgrade	450,000	1,500,000	1,200,000	8,000,000	8,000,000	19,150,000	36,400,000
Cloverdale Trunk Sewer Capacity Upgrade							
Cloverdale Trunk Sewer Capacity Upgrade	-	-	300,000	1,050,000	1,200,000	2,550,000	29,000,000
Glenbrook Combined Trunk Kingsway Sanitary Section							
Glenbrook Combined Trunk Kingsway Sanitary Section	100,000	200,000	2,000,000	2,000,000	-	4,300,000	4,500,000
Hastings Sanitary Trunk Sewer							
Hastings Sanitary Trunk Sewer	3,000,000	-	-	-	-	3,000,000	15,031,000
Hastings Sanitary Trunk Sewer No. 2	6,100,000	550,000	-	-	-	6,650,000	20,000,000
Hastings-Cassiar Intake Connection							
Hastings-Cassiar Intake Connection	2,100,000	100,000	-	-	-	2,200,000	2,350,000
LIWWTP Digester No 3							
Lulu Island WWTP Digester No 3	300,000	50,000	-	-	100,000	450,000	53,300,000

**GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT
CAPITAL PROGRAMS AND PROJECT TOTALS
LIQUID WASTE SERVICES
2020-2024 CAPITAL PLAN**

	2020 CAPITAL BUDGET	2021 CAPITAL PLAN	2022 CAPITAL PLAN	2023 CAPITAL PLAN	2024 CAPITAL PLAN	2020 TO 2024 TOTAL	TOTAL PROJECT COSTS
Marshend Pump Station							
Marshend Pump Station Capacity Upgrade	1,400,000	5,200,000	3,000,000	3,000,000	650,000	13,250,000	13,775,000
North Road Trunk Sewer							
North Road Trunk Sewer	4,600,000	1,500,000	200,000	-	-	6,300,000	11,675,000
North Road Trunk Sewer Phase 2	100,000	100,000	4,050,000	3,400,000	100,000	7,750,000	8,438,000
North Vancouver Interceptor - Lynn Branch Pre-build							
North Vancouver Interceptor - Lynn Branch Pre-build	50,000	-	-	-	-	50,000	3,950,000
Northwest Langley Wastewater Treatment Projects							
Golden Ears Forcemain and River Crossing	2,100,000	31,000,000	38,900,000	6,000,000	-	78,000,000	86,000,000
Golden Ears Pump Station	11,650,000	15,000,000	7,100,000	100,000	200,000	34,050,000	50,200,000
Golden Ears SSO Storage	16,000,000	3,000,000	10,000,000	-	-	29,000,000	51,500,000
NLWWTP Ground Improvements	22,000,000	3,000,000	-	15,000,000	9,000,000	49,000,000	83,000,000
NLWWTP Outfall	1,500,000	6,500,000	4,000,000	3,000,000	50,000,000	65,000,000	159,000,000
NLWWTP Property Purchase	-	12,000,000	-	-	-	12,000,000	12,000,000
NLWWTP Stage 1	12,000,000	27,000,000	53,000,000	150,000,000	196,000,000	438,000,000	889,000,000
NSI 104th Ave Extension							
NSI 104th Ave Extension	150,000	50,000	50,000	50,000	1,600,000	1,900,000	6,800,000
NSI Flow Management							
NSI Flow Management	6,100,000	30,000,000	20,000,000	350,000	350,000	56,800,000	63,200,000
Port Moody Pump Station Capacity Upgrade							
Port Moody Pump Station Capacity Upgrade	1,100,000	750,000	4,500,000	3,800,000	-	10,150,000	10,550,000
Port Moody South Interceptor Capacity Upgrade							
Port Moody South Interceptor Capacity Upgrade	-	150,000	350,000	1,000,000	1,000,000	2,500,000	3,450,000
Rosemary Heights Pressure Sewer Capacity Upgrade							
Rosemary Heights Pressure Sewer Capacity Upgrade	-	150,000	500,000	650,000	4,800,000	6,100,000	10,750,000
Sapperton Pump Station							
Sapperton Pump Station	8,000,000	11,400,000	-	-	-	19,400,000	82,003,000
South Surrey Interceptor Twinning							
South Surrey Interceptor Johnston Section	17,000,000	10,000,000	-	-	-	27,000,000	84,026,000
SSI - King George Section - Odor Control Facility (OCF) and Grit Chamber	3,500,000	500,000	-	-	-	4,000,000	19,500,000
Sperling Pump Station							
Sperling PS Increase Pump Capacity	100,000	-	-	-	-	100,000	3,150,000

**GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT
CAPITAL PROGRAMS AND PROJECT TOTALS
LIQUID WASTE SERVICES
2020-2024 CAPITAL PLAN**

	2020 CAPITAL BUDGET	2021 CAPITAL PLAN	2022 CAPITAL PLAN	2023 CAPITAL PLAN	2024 CAPITAL PLAN	2020 TO 2024 TOTAL	TOTAL PROJECT COSTS
	\$ 294,550,000	\$ 312,850,000	\$ 243,650,000	\$ 353,400,000	\$ 398,800,000	\$ 1,603,250,000	\$ 3,053,348,000
SD Infrastructure Maintenance Capital							
AIWWTP CDACS Replacement Program							
AIWWTP CDACS Replacement Program	\$ 1,100,000	\$ 1,700,000	\$ 1,650,000	\$ 1,650,000	\$ 1,600,000	\$ 7,700,000	\$ 14,350,000
AIWWTP Cogen Building Refurbishment							
AIWWTP Cogen Building Refurbishment	1,500,000	-	-	-	-	1,500,000	1,500,000
AIWWTP Fibre Optic Infrastructure							
AIWWTP Fibre Optic Infrastructure	100,000	-	-	-	-	100,000	1,500,000
AIWWTP Influent System Remediation							
AIWWTP Influent System Remediation	500,000	600,000	13,000,000	18,000,000	20,000,000	52,100,000	82,600,000
AIWWTP IPS Pump Building Roof Replacement Phase 2							
AIWWTP IPS Pump Building Roof Replacement Phase 2	-	-	-	-	800,000	800,000	830,000
AIWWTP Outfall Repair							
AIWWTP Outfall Repair	150,000	800,000	750,000	-	-	1,700,000	1,800,000
AIWWTP Replacement of CDAC Equipment							
AIWWTP Replacement of CDAC Equipment in Galleries	750,000	300,000	100,000	-	-	1,150,000	2,895,000
AIWWTP Scheduled 64kV Potential & Current Transformer Replacements							
AIWWTP Scheduled 64kV Potential & Current Transformer Replacements	350,000	100,000	-	-	-	450,000	800,000
AIWWTP Scum Pump Replacement							
AIWWTP Scum Pump Replacement	-	-	-	-	200,000	200,000	1,350,000
AIWWTP Secondary Clarifier Corrosion Repair							
AIWWTP SCL Flow Balancing	100,000	-	1,350,000	-	-	1,450,000	2,450,000
AIWWTP SCL Flow Control	6,000,000	6,000,000	6,000,000	2,700,000	10,000,000	30,700,000	31,500,000
Annacis Secondary Clarifier Corrosion Repair and Leveling Phase 2	1,150,000	1,000,000	1,000,000	750,000	10,400,000	14,300,000	22,000,000
AIWWTP Secondary Effluent Discharge Flowmeter Replacement							
AIWWTP Secondary Effluent Discharge Flowmeter Replacement	200,000	50,000	-	-	-	250,000	400,000
AIWWTP Spare Trickling Filter Pump & Motor Purchase							
AIWWTP Spare Trickling Filter Pump & Motor Purchase	300,000	-	-	-	-	300,000	1,950,000
AIWWTP Station Battery Replacement							
AIWWTP Station Battery Replacement - PHASE 2	300,000	-	-	-	-	300,000	400,000

**GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT
CAPITAL PROGRAMS AND PROJECT TOTALS
LIQUID WASTE SERVICES
2020-2024 CAPITAL PLAN**

	2020 CAPITAL BUDGET	2021 CAPITAL PLAN	2022 CAPITAL PLAN	2023 CAPITAL PLAN	2024 CAPITAL PLAN	2020 TO 2024 TOTAL	TOTAL PROJECT COSTS
AIWWTP Trickling Filter Media & Distributor Arms & Ducting Replacement							
AIWWTP Trickling Filter Media & Distributor Arms & Ducting Replacement	22,350,000	23,250,000	22,100,000	20,000,000	-	87,700,000	90,700,000
Annacis MCC 80 051, 80 070, 80 071 Replacement							
Annacis MCC 80 051, 80 070, 80 071 Replacement	850,000	150,000	100,000	-	-	1,100,000	2,844,000
Big Bend Forcemain - Gate Replacement							
Big Bend Forcemain - Gate Replacement	-	-	-	-	600,000	600,000	2,680,000
Cambie Trunk Sewer Relocation for Broadway Subway Project							
Cambie Trunk Sewer Relocation for Broadway Subway Project	2,000,000	1,500,000	-	-	-	3,500,000	4,500,000
Combined Sewer Overflow Sampling Station Enhancements							
Combined Sewer Overflow Sampling Station Enhancements	400,000	500,000	400,000	-	-	1,300,000	1,900,000
Cost Allocation Billing Network (Combined 96 F4)							
Cost Allocation Billing Network (Combined 96 F4)	50,000	-	-	-	-	50,000	5,230,000
Crescent Beach FM - Replacement							
Crescent Beach FM - Replacement	6,300,000	6,000,000	-	-	-	12,300,000	25,570,000
English Bay/Balacava Outfalls Improvement							
English Bay/Balacava Outfalls Improvement	-	250,000	500,000	150,000	-	900,000	900,000
FSA Flow Metering Program							
FSA Flow Metering Program	800,000	900,000	800,000	300,000	-	2,800,000	3,500,000
Gilbert/Brighthouse Trunk Pressure Sewer							
Gilbert/Brighthouse Trunk Pressure Sewer Rehab Phase 5	-	-	-	200,000	3,000,000	3,200,000	23,200,000
Gilbert/Brighthouse Trunk Pressure Sewer Twinning Phase 2	9,500,000	-	-	-	-	9,500,000	50,501,000
Gilbert/Brighthouse Trunk Pressure Sewer Twinning Phase 3	50,000	23,300,000	20,000,000	-	-	43,350,000	44,400,000
Gilbert/Brighthouse Trunk Pressure Sewer Twinning Phase 4	10,400,000	25,000,000	5,400,000	-	-	40,800,000	41,400,000
Glen Eagles Forcemain Replacement							
Glen Eagles Forcemains Replacement Phase 2	250,000	2,150,000	2,500,000	2,500,000	-	7,400,000	7,750,000
Glen Eagles Pump Stations							
Glen Eagles Pump Stations Phase 1	1,300,000	6,300,000	3,750,000	5,500,000	5,000,000	21,850,000	22,500,000
Glen Eagles Pump Stations Phase 2	-	-	200,000	1,000,000	1,000,000	2,200,000	5,000,000
Harbour West & East Interceptors Reloc & Protect							
Harbour West & East Interceptors Reloc & Protect	9,750,000	5,300,000	-	-	-	15,050,000	19,500,000

**GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT
CAPITAL PROGRAMS AND PROJECT TOTALS
LIQUID WASTE SERVICES
2020-2024 CAPITAL PLAN**

	2020 CAPITAL BUDGET	2021 CAPITAL PLAN	2022 CAPITAL PLAN	2023 CAPITAL PLAN	2024 CAPITAL PLAN	2020 TO 2024 TOTAL	TOTAL PROJECT COSTS
IWWTP CDAC IPS Control Replacement							
IWWTP CDAC IPS Control Replacement	950,000	-	-	-	-	950,000	1,750,000
IWWTP CDACS Replacement Program							
IWWTP CDACS Replacement Program	350,000	300,000	100,000	-	-	750,000	750,000
IWWTP Influent Gate Refurbishment							
IWWTP Influent Gate Refurbishment	350,000	350,000	250,000	-	-	950,000	1,350,000
IWWTP IPS Drive Remediation							
IWWTP IPS Drive Remediation	500,000	150,000	150,000	-	-	800,000	800,000
IWWTP MCC/Power Distribution Assess/Replace - Phase 2							
IWWTP MCC/Power Distribution Assess/Replace - Phase 2	200,000	-	-	-	-	200,000	1,000,000
IWWTP PA-Sed Tank & Gallery Wall Refurbishment							
IWWTP PA-Sed Tank & Gallery Wall Refurbishment	500,000	300,000	-	-	-	800,000	1,375,000
IWWTP Replacement of CoGen Control System							
IWWTP Replacement of CoGen Control System	800,000	300,000	-	-	-	1,100,000	2,470,000
IWWTP Siphon Chamber Refurbishment							
IWWTP Siphon Chamber Refurbishment	850,000	850,000	450,000	-	-	2,150,000	2,200,000
IWWTP Solids Handling Refurbishment							
IWWTP Digester 4 Roof Replacement & Mixing Replacement	4,750,000	1,000,000	2,500,000	2,700,000	-	10,950,000	24,800,000
IWWTP Grit System Refurbishment	50,000	500,000	-	-	-	550,000	8,100,000
IWWTP Solids Handling Refurbishment	300,000	-	-	-	-	300,000	30,500,000
Iona Island Control & Instrumentation Replacement 2011							
Iona Island Control & Instrumentation Replacement 2011	450,000	-	-	-	-	450,000	2,750,000
LIWWTP CCT Isolation Gates							
LIWWTP CCT Isolation Gates	350,000	550,000	600,000	450,000	-	1,950,000	2,050,000
LIWWTP CDACS Replacement Program							
LIWWTP CDACS Replacement Program	1,400,000	1,650,000	1,300,000	1,000,000	1,100,000	6,450,000	6,750,000
LIWWTP High Efficiency Boiler							
LIWWTP High Efficiency Boiler	100,000	-	800,000	250,000	100,000	1,250,000	1,330,000
LIWWTP PA-Sed Tank Refurbishment							
LIWWTP PA-Sed Tank Refurbishment	1,050,000	1,050,000	900,000	-	-	3,000,000	4,115,000
LSA Flow Metering Program							
LSA Flow Metering Program	50,000	50,000	50,000	50,000	-	200,000	300,000

**GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT
CAPITAL PROGRAMS AND PROJECT TOTALS
LIQUID WASTE SERVICES
2020-2024 CAPITAL PLAN**

	2020 CAPITAL BUDGET	2021 CAPITAL PLAN	2022 CAPITAL PLAN	2023 CAPITAL PLAN	2024 CAPITAL PLAN	2020 TO 2024 TOTAL	TOTAL PROJECT COSTS
Marshend PS Rehab							
Marshend PS Rehab	-	2,200,000	2,000,000	1,950,000	-	6,150,000	7,000,000
New West Interceptor - Annacis Section 2							
NWI - Annacis Section 2 Improvement	1,500,000	10,200,000	16,300,000	16,000,000	-	44,000,000	45,000,000
New West Interceptor Grit Chamber							
New West Interceptor Grit Chamber	-	3,000,000	5,000,000	-	-	8,000,000	8,250,000
New Westminster Interceptor Repair Columbia St. Section							
New Westminster Interceptor Repair Columbia St. Section	3,300,000	5,150,000	1,100,000	-	-	9,550,000	10,882,000
NLWWTP Screw Pump Replacement							
NLWWTP Screw Pump Replacement	500,000	500,000	450,000	-	-	1,450,000	1,550,000
NSA Flow Metering Program							
NSA Flow Metering Program	250,000	300,000	200,000	-	-	750,000	900,000
NSI Rehab or Replacement							
NSI Rehab or Replacement	9,150,000	20,750,000	11,200,000	1,500,000	3,000,000	45,600,000	46,950,000
NWL WWTP 25 kV Substation Replacement							
NWL WWTP 25 kV Substation Replacement	2,500,000	1,000,000	1,000,000	-	-	4,500,000	10,025,000
Ocean Park Trunk Crescent Section (OPC) Pipe Rehabilitation/Replacement							
Ocean Park Trunk Crescent Section (OPC) Pipe Rehabilitation/Replacement	2,150,000	1,050,000	-	-	-	3,200,000	4,953,000
Ocean Park Trunk Manholes Lining							
Ocean Park Trunk Manholes Lining	-	50,000	350,000	150,000	-	550,000	550,000
Port Coquitlam Pump Station Refurbishment							
Port Coquitlam Pump Station Refurbishment	-	250,000	1,000,000	2,000,000	4,000,000	7,250,000	9,250,000
Royal Ave PS Rehabilitation							
Royal Ave PS Rehabilitation	2,000,000	2,000,000	1,500,000	-	-	5,500,000	7,238,000
Sewer Relocations and Protections at Fraser Surrey Docks							
Sewer Relocations and Protections at Fraser Surrey Docks	750,000	15,000,000	5,000,000	3,200,000	-	23,950,000	25,800,000
Sewer Relocations and Protections for Pattullo Bridge Replacement Project							
Sewer Relocations and Protections for Pattullo Bridge Replacement Project	750,000	5,250,000	500,000	250,000	-	6,750,000	7,000,000
SSI Influent Control Chamber Repair and Replace Gates							
SSI Influent Control Chamber Repair and Replace Gates	750,000	-	-	-	-	750,000	1,305,000

**GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT
CAPITAL PROGRAMS AND PROJECT TOTALS
LIQUID WASTE SERVICES
2020-2024 CAPITAL PLAN**

	2020 CAPITAL BUDGET	2021 CAPITAL PLAN	2022 CAPITAL PLAN	2023 CAPITAL PLAN	2024 CAPITAL PLAN	2020 TO 2024 TOTAL	TOTAL PROJECT COSTS
Surrey Corrosion Control Facility Replacement							
Surrey Corrosion Control Facility Replacement	1,200,000	1,200,000	-	-	-	2,400,000	2,900,000
VSA Flow Metering Program							
VSA Flow Metering Program	900,000	1,600,000	1,650,000	900,000	-	5,050,000	5,800,000
Westridge FM Replacement							
Westridge FM Replacement	2,050,000	700,000	300,000	-	-	3,050,000	3,650,000
Westridge Pump Stations 1 & 2 Refurbishment							
Westridge Pump Stations 1 & 2 Refurbishment	1,000,000	5,300,000	5,000,000	3,000,000	1,650,000	15,950,000	16,250,000
Works Yard							
Works Yard	32,000,000	-	-	-	-	32,000,000	32,000,000
	\$ 150,250,000	\$ 187,700,000	\$ 139,250,000	\$ 86,150,000	\$ 62,450,000	\$ 625,800,000	\$ 858,043,000
SD Infrastructure Resilience Capital							
AIWWTP Cogeneration Backup Power							
AIWWTP 69 kV Substation Modifications	\$ 2,550,000	\$ 2,700,000	\$ 1,750,000	\$ -	\$ -	7,000,000	\$ 8,500,000
AIWWTP Cogeneration Backup Power	3,000,000	4,150,000	-	-	-	7,150,000	75,003,000
AIWWTP PST Area Walkway & Column Remediation							
AIWWTP PST Area Walkway & Column Remediation	500,000	100,000	-	-	-	600,000	3,100,000
AIWWTP UPS Condition Monitoring System							
AIWWTP UPS Condition Monitoring System	300,000	100,000	150,000	-	-	550,000	550,000
IIWWTP - Biogas Lines Relocation							
IIWWTP - Biogas Lines Relocation	550,000	-	-	-	-	550,000	5,780,000
IIWWTP Standby Diesel Generators							
IIWWTP Standby Diesel Generators	250,000	850,000	1,900,000	1,000,000	700,000	4,700,000	5,000,000
LIWWTP Power Reliability							
LIWWTP Power Reliability	4,700,000	2,300,000	-	-	-	7,000,000	8,202,000
SSI Sulfide Odour and Corrosion Control							
SSI Sulfide Odour and Corrosion Control	4,300,000	2,300,000	-	-	-	6,600,000	7,700,000
VSA Emergency Backup Power							
VSA Emergency Backup Power	8,550,000	8,100,000	-	-	-	16,650,000	24,310,000
	\$ 24,700,000	\$ 20,600,000	\$ 3,800,000	\$ 1,000,000	\$ 700,000	\$ 50,800,000	\$ 138,145,000

**GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT
CAPITAL PROGRAMS AND PROJECT TOTALS
LIQUID WASTE SERVICES
2020-2024 CAPITAL PLAN**

	2020 CAPITAL BUDGET	2021 CAPITAL PLAN	2022 CAPITAL PLAN	2023 CAPITAL PLAN	2024 CAPITAL PLAN	2020 TO 2024 TOTAL	TOTAL PROJECT COSTS
SD Infrastructure Upgrade Capital							
AIWWTP Ammonia Removal – Sidestream							
AIWWTP Ammonia Removal – Sidestream	\$ -	\$ -	\$ 150,000	\$ -	\$ -	\$ 150,000	\$ 125,900,000
AIWWTP DAF Polymer Building Replacement							
AIWWTP DAF Polymer Building Replacement	50,000	-	-	-	-	50,000	550,000
AIWWTP Electrical Distribution System Protection Control and Monitoring							
AIWWTP Electrical Distribution System Protection Control and Monitoring	600,000	900,000	450,000	400,000	-	2,350,000	2,650,000
AIWWTP Replacement of Protective Relays							
AIWWTP Replacement of Protective Relays	1,000,000	-	-	-	-	1,000,000	3,258,000
All WWTPs Power Quality Monitoring & Outage Alarming Network							
All WWTPs Power Quality Monitoring & Outage Alarming Network	550,000	400,000	150,000	-	-	1,100,000	2,870,000
Biosolids Dryer							
Biosolids Dryer	7,700,000	2,000,000	-	-	-	9,700,000	14,700,000
IWWTP Biosolids Dewatering Facility							
IWWTP Biosolids Dewatering Facility	36,550,000	6,250,000	2,000,000	-	-	44,800,000	61,300,000
IWWTP Sludge Lagoons Dewatering Facility							
IWWTP Sludge Lagoons Dewatering Facility	2,350,000	500,000	-	-	-	2,850,000	2,850,000
New CSO Management Gates for New Westminster Interceptor							
New CSO Management Gates for New Westminster Interceptor	200,000	600,000	800,000	2,000,000	2,200,000	5,800,000	5,925,000
WWTPs Electrical System Studies & Upgrades							
WWTPs Electrical System Studies & Upgrades	200,000	450,000	400,000	500,000	250,000	1,800,000	1,900,000
	\$ 49,200,000	\$ 11,100,000	\$ 3,950,000	\$ 2,900,000	\$ 2,450,000	\$ 69,600,000	\$ 221,903,000
SD Infrastructure Treatment Upgrade Capital							
Iona Wastewater Treatment							
Iona Treatment Upgrade	\$ 7,400,000	\$ 13,000,000	\$ 60,000,000	\$ 100,000,000	\$ 155,000,000	\$ 335,400,000	\$ 1,904,500,000
North Shore WWTP Upgrade and Conveyance							
North Shore WWTP Upgrade and Conveyance	345,470,000	207,240,000	75,210,000	72,320,000	11,600,000	711,840,000	881,900,000
	\$ 352,870,000	\$ 220,240,000	\$ 135,210,000	\$ 172,320,000	\$ 166,600,000	\$ 1,047,240,000	\$ 2,786,400,000

**GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT
CAPITAL PROGRAMS AND PROJECT TOTALS
LIQUID WASTE SERVICES
2020-2024 CAPITAL PLAN**

	2020 CAPITAL BUDGET	2021 CAPITAL PLAN	2022 CAPITAL PLAN	2023 CAPITAL PLAN	2024 CAPITAL PLAN	2020 TO 2024 TOTAL	TOTAL PROJECT COSTS
SD Opportunity Capital							
AIWWTP Hydrothermal Processing Pilot							
AIWWTP Hydrothermal Processing Pilot	\$ 1,750,000	\$ 4,500,000	\$ 2,000,000	\$ -	\$ -	\$ 8,250,000	\$ 8,980,000
Fraser Sewerage Area Integrated Resource Recovery (IRR) Study							
Fraser Sewerage Area Integrated Resource Recovery (IRR) Study	100,000	500,000	500,000	-	-	1,100,000	1,200,000
LIWWTP Biogas Clean-up Project							
LIWWTP Biogas Clean-up Project	7,800,000	1,300,000	-	-	-	9,100,000	13,800,000
LIWWTP Pilot Digestion Optimization Facility							
LIWWTP Pilot Digestion Optimization Facility	2,000,000	100,000	-	-	-	2,100,000	3,100,000
North Surrey Interceptor - Port Mann Section - Odour Control							
North Surrey Interceptor - Port Mann Section - Odour Control	200,000	1,000,000	1,100,000	2,000,000	3,050,000	7,350,000	7,500,000
	\$ 11,850,000	\$ 7,400,000	\$ 3,600,000	\$ 2,000,000	\$ 3,050,000	\$ 27,900,000	\$ 34,580,000
TOTAL CAPITAL EXPENDITURES	\$ 883,420,000	\$ 759,890,000	\$ 529,460,000	\$ 617,770,000	\$ 634,050,000	\$ 3,424,590,000	\$ 7,092,419,000

CAPITAL FUNDING							
New External Borrowing	\$ 552,270,000	\$ 474,990,000	\$ 356,860,000	\$ 437,870,000	\$ 459,950,000	\$ 2,281,940,000	
Contribution to Capital	86,800,000	94,100,000	105,000,000	115,300,000	128,700,000	529,900,000	
Reserves/ DCC/Surplus from Prior Year	55,950,000	49,600,000	39,400,000	56,300,000	45,400,000	246,650,000	
External Funding - Interagency	188,400,000	141,200,000	28,200,000	8,300,000	-	366,100,000	
Total	\$ 883,420,000	\$ 759,890,000	\$ 529,460,000	\$ 617,770,000	\$ 634,050,000	\$ 3,424,590,000	

DEBT SERVICING TOTALS/RATIO							
Operating Programs - Liquid Waste Services	\$ 184,200,000	\$ 195,600,000	\$ 202,400,000	\$ 211,100,000	\$ 204,400,000	\$ 997,700,000	
Debt Service - Existing	55,500,000	57,000,000	80,800,000	117,800,000	148,300,000	459,400,000	
Debt Service - New	1,700,000	24,600,000	37,100,000	31,700,000	37,000,000	132,100,000	
Contribution to Capital	86,800,000	94,100,000	105,000,000	115,300,000	128,700,000	529,900,000	
Total	\$ 328,200,000	\$ 371,300,000	\$ 425,300,000	\$ 475,900,000	\$ 518,400,000	\$ 2,119,100,000	
% Debt Service	17%	22%	28%	31%	36%	28%	

**GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT
SOLID WASTE SERVICES
2020-2024 FINANCIAL PLAN**

	2019 BUDGET	2020 BUDGET	% CHANGE	2021 FORECAST	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE
REVENUES											
Solid Waste Tipping Fees	\$ 98,362,329	\$ 105,822,892	7.6%	\$ 112,531,210	6.3%	\$ 117,787,451	4.7%	\$ 125,918,930	6.9%	\$ 130,900,548	4.0%
Energy Sales	5,927,304	5,681,540		6,239,530		6,401,758		6,568,204		6,738,977	
Other External Revenues	2,868,134	2,584,192		3,492,679		3,579,902		3,654,275		3,731,250	
TOTAL REVENUES	\$ 107,157,767	\$ 114,088,624	6.5%	\$ 122,263,419	7.2%	\$ 127,769,111	4.5%	\$ 136,141,409	6.6%	\$ 141,370,775	3.8%
EXPENDITURES											
Operating Programs:											
Solid Waste Operations											
Allocated Quality Control	\$ 26,437	\$ 19,032		\$ 19,777		\$ 20,271		\$ 20,376		\$ 20,670	
Ashcroft Ranch	587,543	515,127		372,485		380,013		387,733		395,646	
Engineers in Training	130,725	103,806		105,901		108,027		110,199		112,418	
Landfills	33,507,835	33,342,259		31,396,072		31,480,313		33,692,586		31,905,257	
Transfer Station System	34,391,750	35,599,324		39,022,009		38,421,465		39,395,572		40,443,566	
Waste to Energy Facility	22,646,504	23,615,873		24,220,370		24,952,707		26,346,839		27,009,931	
	91,290,794	93,195,421	2.1%	95,136,614	2.1%	95,362,796	0.2%	99,953,305	4.8%	99,887,488	(0.1%)
Solid Waste Planning											
Policy and Facility Development	836,841	726,126		738,728		751,521		756,594		769,957	
Zero Waste Implementation	1,741,398	2,559,193		2,600,003		2,640,582		1,882,137		1,932,723	
Programs and Public Involvement	369,758	695,157		704,792		714,582		524,594		534,823	
	2,947,997	3,980,476	35.0%	4,043,523	1.6%	4,106,685	1.6%	3,163,325	(23.0%)	3,237,503	2.3%
Administration and Department Support	657,069	637,780	(2.9%)	649,108	1.8%	660,604	1.8%	672,348	1.8%	677,829	0.8%
Environmental Regulation and Enforcement	962,853	958,874	(0.4%)	978,013	2.0%	997,119	2.0%	1,016,636	2.0%	1,036,790	2.0%
Allocation of Centralized Support Costs	4,674,251	4,690,785	0.4%	4,642,345	(1.0%)	4,808,758	3.6%	4,711,392	(2.0%)	4,792,076	1.7%
Total Operating Programs	100,532,964	103,463,336	2.9%	105,449,603	1.9%	105,935,962	0.5%	109,517,006	3.4%	109,631,686	0.1%
Debt Service	2,494,949	4,837,308	93.9%	11,366,161	130.0%	17,761,696	56.3%	21,337,485	20.1%	23,537,606	10.3%
Total Contribution to Capital	4,129,854	5,787,980	40.1%	5,447,655	(5.9%)	4,071,453	(25.3%)	5,286,918	29.9%	8,201,483	55.1%
TOTAL EXPENDITURES	\$ 107,157,767	\$ 114,088,624	6.5%	\$ 122,263,419	7.2%	\$ 127,769,111	4.5%	\$ 136,141,409	6.6%	\$ 141,370,775	3.8%

**GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT
SOLID WASTE SERVICES REGULATION
2020-2024 FINANCIAL PLAN**

	2019 BUDGET	2020 BUDGET	% CHANGE	2021 FORECAST	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE
REVENUES											
Solid Waste Revenues	\$ 962,853	\$ 958,874	(0.4%)	\$ 978,013	2.0%	\$ 997,119	2.0%	\$ 1,016,636	2.0%	\$ 1,036,790	2.0%
TOTAL REVENUES	<u>\$ 962,853</u>	<u>\$ 958,874</u>	(0.4%)	<u>\$ 978,013</u>	2.0%	<u>\$ 997,119</u>	2.0%	<u>\$ 1,016,636</u>	2.0%	<u>\$ 1,036,790</u>	2.0%
EXPENDITURES											
Operating Programs:											
Environmental Regulation and Enforcement	\$ 901,103	\$ 834,503		\$ 851,109		\$ 867,638		\$ 884,521		\$ 901,982	
Administration and Department Support	61,750	124,371		126,904		129,481		132,115		134,808	
TOTAL EXPENDITURES	<u>\$ 962,853</u>	<u>\$ 958,874</u>	(0.4%)	<u>\$ 978,013</u>	2.0%	<u>\$ 997,119</u>	2.0%	<u>\$ 1,016,636</u>	2.0%	<u>\$ 1,036,790</u>	2.0%

**GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT
CAPITAL PROGRAMS AND PROJECT TOTALS
SOLID WASTE SERVICES
2020-2024 CAPITAL PLAN**

	2020 CAPITAL BUDGET	2021 CAPITAL PLAN	2022 CAPITAL PLAN	2023 CAPITAL PLAN	2024 CAPITAL PLAN	2020 TO 2024 TOTAL	TOTAL PROJECT COSTS
CAPITAL EXPENDITURES							
SW Landfills Capital							
Alternative Fuel and Recyclables Recovery Centre							
Alternative Fuel and Recyclables Recovery	\$ -	\$ -	\$ 1,500,000	\$ 15,000,000	\$ 33,500,000	\$ 50,000,000	\$ 60,000,000
Centre Coquitlam Landfill Closure							
Coquitlam Landfill Closure	3,000,000	-	-	-	-	3,000,000	5,000,000
Coquitlam Landfill East Closure							
Coquitlam Landfill East Closure	-	-	400,000	3,500,000	1,100,000	5,000,000	5,000,000
Coquitlam Landfill Fly Ash Cell 2 Closure Final Cover							
Coquitlam Landfill Fly Ash Cell 2 Closure Final Cover	1,820,000	-	-	-	-	1,820,000	3,200,000
Coquitlam Landfill Gas Collection Upgrades							
Coquitlam Landfill Gas Collection Upgrades	100,000	-	-	-	-	100,000	3,100,000
Coquitlam Landfill Gas Collection Upgrades Phase II	2,380,000	-	-	-	-	2,380,000	3,600,000
Coquitlam Landfill Lot 3 Development							
Coquitlam Landfill Lot 3 Development	4,000,000	1,000,000	-	-	-	5,000,000	5,000,000
Coquitlam Landfill Pump Station Upgrade							
Coquitlam Landfill Pump Station Upgrade	400,000	-	-	-	-	400,000	600,000
Coquitlam Landfill: Leachate Collection System Grade Realignment							
Coquitlam Landfill: Leachate Collection System Grade Realignment	550,000	300,000	-	-	-	850,000	1,000,000
	\$ 12,250,000	\$ 1,300,000	\$ 1,900,000	\$ 18,500,000	\$ 34,600,000	\$ 68,550,000	\$ 86,500,000
SW Opportunity Capital							
WTE Facility District Heating Opportunities							
WTE Facility District Heating Opportunities	\$ 2,250,000	\$ -	\$ -	\$ -	\$ -	\$ 2,250,000	\$ 2,300,000
	\$ 2,250,000	\$ -	\$ -	\$ -	\$ -	\$ 2,250,000	\$ 2,300,000
SW Transfer Stations Capital							
Coquitlam Transfer Station Compactor Replacement							
Coquitlam Transfer Station Compactor Replacement	\$ 2,500,000	\$ -	\$ -	\$ -	\$ -	\$ 2,500,000	\$ 2,500,000
Coquitlam Transfer Station Replacement							
Coquitlam Transfer Station Replacement	35,000,000	15,000,000	-	-	-	50,000,000	77,600,000

**GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT
CAPITAL PROGRAMS AND PROJECT TOTALS
SOLID WASTE SERVICES
2020-2024 CAPITAL PLAN**

	2020 CAPITAL BUDGET	2021 CAPITAL PLAN	2022 CAPITAL PLAN	2023 CAPITAL PLAN	2024 CAPITAL PLAN	2020 TO 2024 TOTAL	TOTAL PROJECT COSTS
Maple Ridge Transfer Station Upgrades							
Maple Ridge Transfer Station Upgrades	-	2,000,000	-	-	-	2,000,000	2,000,000
North Shore Transfer Station Compactor Replacement							
North Shore Transfer Station Compactor Replacement	-	-	-	-	2,500,000	2,500,000	2,500,000
Surrey Recycling and Waste Drop-Off							
Surrey Recycling and Waste Drop-Off	20,300,000	18,000,000	10,000,000	-	-	48,300,000	62,300,000
Surrey Transfer Station Compactor Replacement							
Surrey Transfer Station Compactor Replacement	-	-	2,500,000	-	-	2,500,000	2,500,000
	\$ 57,800,000	\$ 35,000,000	\$ 12,500,000	\$ -	\$ 2,500,000	\$ 107,800,000	\$ 149,400,000
SW Waste to Energy Facility Capital							
Acid Gas Reduction							
Acid Gas Reduction	\$ 2,800,000	\$ 17,750,000	\$ 20,000,000	\$ -	\$ -	\$ 40,550,000	\$ 41,000,000
Biosolids Processing							
Biosolids Processing	400,000	10,000,000	10,000,000	-	-	20,400,000	20,500,000
Boiler Grate and Feed Table Supports Replacement							
Boiler Grate and Feed Table Supports Replacement	-	-	-	-	4,500,000	4,500,000	4,500,000
Bottom Ash Crane Replacement							
Bottom Ash Crane Replacement	-	1,500,000	-	-	-	1,500,000	1,500,000
Carbon Silo Replacement							
Carbon Silo Replacement	-	1,200,000	1,200,000	-	-	2,400,000	2,400,000
Feed Hopper/Chute							
Feed Hopper/Chute	1,800,000	-	-	-	-	1,800,000	2,600,000
Feedwater Pump Replacement							
Feedwater Pump Replacement	720,000	-	-	-	-	720,000	1,000,000
Generation Bank Replacement							
Generation Bank Replacement	-	6,000,000	3,000,000	-	-	9,000,000	9,000,000
Lime Silo Replacement							
Lime Silo Replacement	-	1,800,000	1,800,000	-	-	3,600,000	3,600,000
Primary Economizer Replacement							
Primary Economizer Replacement	2,000,000	3,000,000	-	-	-	5,000,000	5,000,000

**GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT
CAPITAL PROGRAMS AND PROJECT TOTALS
SOLID WASTE SERVICES
2020-2024 CAPITAL PLAN**

	2020 CAPITAL BUDGET	2021 CAPITAL PLAN	2022 CAPITAL PLAN	2023 CAPITAL PLAN	2024 CAPITAL PLAN	2020 TO 2024 TOTAL	TOTAL PROJECT COSTS
Refuse Crane							
Refuse Crane	7,000,000	-	-	-	-	7,000,000	7,000,000
Second Pass Superheater Replacement							
Second Pass Superheater Replacement	1,500,000	-	-	-	-	1,500,000	5,500,000
Secondary Economizers Replacement							
Secondary Economizers Replacement	-	4,000,000	2,000,000	-	-	6,000,000	6,000,000
Stack Refurbishment							
Stack Refurbishment	-	-	-	350,000	-	350,000	350,000
	\$ 16,220,000	\$ 45,250,000	\$ 38,000,000	\$ 350,000	\$ 4,500,000	\$ 104,320,000	\$ 109,950,000
TOTAL CAPITAL EXPENDITURES	\$ 88,520,000	\$ 81,550,000	\$ 52,400,000	\$ 18,850,000	\$ 41,600,000	\$ 282,920,000	\$ 348,150,000

CAPITAL FUNDING							
New External Borrowing Surplus	\$ 84,060,000	\$ 78,250,000	\$ 49,400,000	\$ 17,150,000	\$ 38,700,000	\$ 267,560,000	
Reserves/Surplus from Prior Year	4,460,000	3,300,000	3,000,000	1,700,000	2,900,000	15,360,000	
Total	\$ 88,520,000	\$ 81,550,000	\$ 52,400,000	\$ 18,850,000	\$ 41,600,000	\$ 282,920,000	

DEBT SERVICING TOTALS/RATIO							
Operating Programs - Solid Waste Services	\$ 103,500,000	\$ 105,400,000	\$ 105,900,000	\$ 109,500,000	\$ 109,600,000	\$ 533,900,000	
Debt Service - Existing	4,100,000	4,800,000	11,400,000	17,800,000	21,300,000	59,400,000	
Debt Service - New	700,000	6,600,000	6,400,000	3,500,000	2,200,000	19,400,000	
Contribution to Capital	5,800,000	5,400,000	4,100,000	5,300,000	8,200,000	28,800,000	
Total	\$ 114,100,000	\$ 122,200,000	\$ 127,800,000	\$ 136,100,000	\$ 141,300,000	\$ 641,500,000	
% Debt Service	4%	9%	14%	16%	17%	12%	

METRO VANCOUVER HOUSING CORPORATION
HOUSING
2020-2024 FINANCIAL PLAN

	2019 BUDGET	2020 BUDGET	% CHANGE	2021 FORECAST	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE
REVENUES											
Housing Rents	\$ 39,309,579	\$ 40,392,325	2.8%	\$ 41,544,306	2.9%	\$ 45,130,135	8.6%	\$ 46,338,026	2.7%	\$ 50,049,662	8.0%
Housing Mortgage Subsidies	1,088,554	2,103,014		2,099,058		2,153,023		1,901,688		1,950,519	
Other External Revenues	870,086	794,413		834,522		768,190		768,294		766,830	
Transfer from Reserves	10,001,242	9,000,000		9,000,000		9,000,000		9,000,000		9,000,000	
TOTAL REVENUES	\$ 51,269,461	\$ 52,289,752	2.0%	\$ 53,477,886	2.3%	\$ 57,051,348	6.7%	\$ 58,008,008	1.7%	\$ 61,767,011	6.5%
EXPENDITURES											
Operating Programs:											
Property Operations	\$ 17,243,436	\$ 18,023,965		\$ 18,590,645		\$ 19,430,849		\$ 20,525,164		\$ 22,296,624	
Maintenance	1,265,069	1,166,883		1,201,431		1,224,889		1,248,681		1,273,055	
Housing Finance Operations	670,587	671,410		690,313		698,609		712,617		733,730	
Tenant Program and Services	578,388	732,273		674,698		688,781		703,184		717,951	
Site Administration	1,474,480	1,868,170		1,905,468		1,943,433		1,982,271		2,022,000	
Engineers in Training	-	11,534		11,767		12,003		12,244		12,491	
Administration and Department Support	1,210,353	1,190,329		1,215,360		1,240,757		1,267,154		1,293,744	
	22,442,313	23,664,564	5.4%	24,289,682	2.6%	25,239,321	3.9%	26,451,315	4.8%	28,349,595	7.2%
Communications Program	40,000	40,000	0.0%	40,000	0.0%	40,000	0.0%	40,000	0.0%	40,000	0.0%
Allocation of Centralized Support Costs	2,119,752	2,071,404	(2.3%)	2,098,851	1.3%	2,006,987	(4.4%)	1,891,093	(5.8%)	1,855,652	(1.9%)
Total Operating Programs	24,602,065	25,775,968	4.8%	26,428,533	2.5%	27,286,308	3.2%	28,382,408	4.0%	30,245,247	6.6%
Asset Maintenance and Replacement	10,001,242	9,000,000	(10.0%)	9,000,000	0.0%	9,000,000	0.0%	9,000,000	0.0%	9,000,000	0.0%
Debt Service	6,201,762	5,333,392	(14.0%)	5,149,561	(3.4%)	6,041,513	17.3%	6,742,393	11.6%	8,393,865	24.5%
Contribution to Capital Replacement Reserve	1,720,636	1,720,546	0.0%	1,720,546	0.0%	1,720,546	0.0%	1,720,546	0.0%	1,720,546	0.0%
Contribution to Reserve	8,743,756	10,459,846	19.6%	11,179,246	6.9%	13,002,981	16.3%	12,162,661	(6.5%)	12,407,353	2.0%
TOTAL EXPENDITURES	\$ 51,269,461	\$ 52,289,752	2.0%	\$ 53,477,886	2.3%	\$ 57,051,348	6.7%	\$ 58,008,008	1.7%	\$ 61,767,011	6.5%

**METRO VANCOUVER HOUSING CORPORATION
CAPITAL PROGRAMS AND PROJECT DETAILS
HOUSING DEVELOPMENT
2020-2024 CAPITAL PLAN**

	2020 CAPITAL BUDGET	2021 CAPITAL PLAN	2022 CAPITAL PLAN	2023 CAPITAL PLAN	2024 CAPITAL PLAN	2020 TO 2024 TOTAL	TOTAL PROJECT COSTS
CAPITAL EXPENDITURES							
Housing Development-Capital							
Heather Place - Building A	\$ 2,500,000	\$ -	\$ -	\$ -	\$ -	2,500,000	\$ 28,500,000
Heather Place - Building B	2,000,000	10,000,000	19,100,000	6,600,000	-	37,700,000	37,700,000
Kingston Gardens - Phase 1	14,828,342	12,250,000	-	-	-	27,078,342	29,000,000
Welcher Ave.	6,015,500	9,234,500	-	-	-	15,250,000	16,000,000
TOTAL CAPITAL EXPENDITURES	\$ 25,343,842	\$ 31,484,500	\$ 19,100,000	\$ 6,600,000	\$ -	82,528,342	\$ 111,200,000

CAPITAL FUNDING							
Reserve Funding *	\$ -	\$ 1,491,641	\$ -	\$ 4,000,000	\$ -	5,491,641	
Grant	8,500,000	-	-	-	-	8,500,000	
Mortgage Proceeds	16,843,842	29,992,859	19,100,000	2,600,000	-	68,536,701	
	\$ 25,343,842	\$ 31,484,500	\$ 19,100,000	\$ 6,600,000	\$ -	82,528,342	

* Reserves are currently funded by a combination of annual surplus in excess of the capital maintenance and operating requirements and MVRD tax requisition.

**METRO VANCOUVER DISTRICTS
REGIONAL DISTRICT SUMMARY
2020-2024 FINANCIAL PLAN**

	2019 BUDGET	2020 BUDGET	% CHANGE	2021 FORECAST	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE
REVENUES											
Metro Vancouver Regional District Requisitions	\$ 61,188,452	\$ 71,779,890	17.3%	\$ 79,456,410	10.7%	\$ 86,572,835	9.0%	\$ 93,397,733	7.9%	\$ 100,374,202	7.5%
Compensation Services Revenue	478,280	483,893	1.2%	502,980	3.9%	503,373	0.1%	509,285	1.2%	516,934	1.5%
Collective Bargaining Services Revenue	867,558	887,536	2.3%	922,506	3.9%	924,552	0.2%	936,360	1.3%	951,277	1.6%
Electoral Area Requisition	366,510	376,943	2.8%	398,979	5.8%	425,310	6.6%	443,219	4.2%	458,992	3.6%
Regional Global Positioning System User Fees	314,180	292,221	(7.0%)	294,175	0.7%	299,252	1.7%	303,846	1.5%	309,310	1.8%
User Fees	2,853,741	2,747,586	(3.7%)	2,737,416	(0.4%)	2,746,791	0.3%	2,756,253	0.3%	2,758,684	0.1%
Non-Road Diesel Permit Fees	2,450,000	1,760,000	(28.2%)	1,710,000	(2.8%)	1,615,000	(5.6%)	1,565,000	(3.1%)	1,465,000	(6.4%)
Love Food Hate Waste	556,000	406,800	(26.8%)	499,500	22.8%	547,200	9.5%	502,200	(8.2%)	502,200	0.0%
Zero Waste Conference	180,000	230,000	27.8%	325,000	41.3%	337,000	3.7%	350,500	4.0%	366,200	4.5%
Other External Revenues	3,436,836	3,642,354	6.0%	3,606,424	(1.0%)	3,578,591	(0.8%)	3,587,930	0.3%	3,596,465	0.2%
Transfer from Sustainability Innovation Fund Reserves	598,505	110,000	(81.6%)	-	(100.0%)	-	0.0%	-	0.0%	-	0.0%
Transfer from Reserves	3,120,877	3,543,005	13.5%	1,540,805	(56.5%)	931,745	(39.5%)	788,162	(15.4%)	730,579	(7.3%)
TOTAL REVENUES	\$ 76,410,939	\$ 86,260,228	12.9%	\$ 91,994,195	6.6%	\$ 98,481,649	7.1%	\$ 105,140,488	6.8%	\$ 112,029,843	6.6%
EXPENDITURES											
Metro Vancouver Regional District											
Affordable Housing	\$ 1,839,479	\$ 5,833,504	217.1%	\$ 5,847,990	0.2%	\$ 5,859,978	0.2%	\$ 5,870,428	0.2%	\$ 5,870,445	0.0%
Air Quality	11,147,867	11,258,492	1.0%	10,888,637	(3.3%)	10,959,742	0.7%	11,100,594	1.3%	11,394,762	2.7%
E911 Emergency Telephone Service	4,411,585	4,521,227	2.5%	4,643,773	2.7%	4,774,193	2.8%	4,927,854	3.2%	5,074,228	3.0%
Electoral Area Service	1,230,484	808,417	(34.3%)	678,453	(16.1%)	732,784	8.0%	648,693	(11.5%)	652,466	0.6%
General Government Administration	5,548,594	5,879,900	6.0%	5,925,061	0.8%	6,019,674	1.6%	6,066,192	0.8%	6,138,863	1.2%
General Government Zero Waste Collaboration Initiatives	1,445,409	1,679,923	16.2%	1,897,152	12.9%	1,975,718	4.1%	1,904,399	(3.6%)	1,913,618	0.5%
Labour Relations	2,849,713	3,164,558	11.0%	2,860,674	(9.6%)	2,872,976	0.4%	2,912,142	1.4%	2,959,956	1.6%
Regional Economic Prosperity	484,500	1,020,000	110.5%	1,530,000	50.0%	2,040,000	33.3%	2,550,000	25.0%	2,550,000	0.0%
Regional Emergency Management	228,104	237,868	4.3%	222,945	(6.3%)	198,745	(10.9%)	189,162	(4.8%)	178,579	(5.6%)
Regional Global Positioning System	549,880	328,849	(40.2%)	381,792	16.1%	337,885	(11.5%)	343,522	1.7%	350,057	1.9%
Regional Parks	42,679,709	46,820,308	9.7%	52,817,157	12.8%	58,513,760	10.8%	64,229,903	9.8%	70,529,644	9.8%
Regional Planning	3,656,687	3,763,393	2.9%	3,951,867	5.0%	3,842,497	(2.8%)	3,895,795	1.4%	3,907,212	0.3%
Sasamat Fire Protection Service	338,928	943,789	178.5%	348,694	(63.1%)	353,697	1.4%	501,804	41.9%	510,013	1.6%
TOTAL EXPENDITURES	\$ 76,410,939	\$ 86,260,228	12.9%	\$ 91,994,195	6.6%	\$ 98,481,649	7.1%	\$ 105,140,488	6.8%	\$ 112,029,843	6.6%

**METRO VANCOUVER REGIONAL DISTRICT
AFFORDABLE HOUSING
2020-2024 FINANCIAL PLAN**

	2019 BUDGET	2020 BUDGET	%	2021 FORECAST	%	2022 FORECAST	%	2023 FORECAST	%	2024 FORECAST	%
			CHANGE								
REVENUES											
Metro Vancouver Regional District Requisitions	\$ 1,839,479	\$ 5,833,504	217.1%	\$ 5,847,990	0.2%	\$ 5,859,978	0.2%	\$ 5,870,428	0.2%	\$ 5,870,445	0.0%
TOTAL REVENUES	\$ 1,839,479	\$ 5,833,504	217.1%	\$ 5,847,990	0.2%	\$ 5,859,978	0.2%	\$ 5,870,428	0.2%	\$ 5,870,445	0.0%
EXPENDITURES											
Operating Programs:											
Housing Policy and Planning	\$ 724,823	\$ 743,031		\$ 757,915		\$ 773,017		\$ 788,453		\$ 791,225	
Contribution to Affordable Housing Re-development Reserve	1,000,000	1,000,000		1,000,000		1,000,000		1,000,000		1,000,000	
Contribution to Affordable Housing Development Reserve	-	4,000,000		4,000,000		4,000,000		4,000,000		4,000,000	
	<u>1,724,823</u>	<u>5,743,031</u>	233.0%	<u>5,757,915</u>	0.3%	<u>5,773,017</u>	0.3%	<u>5,788,453</u>	0.3%	<u>5,791,225</u>	0.0%
Communications Program	25,000	25,000	0.0%	25,000	0.0%	25,000	0.0%	25,000	0.0%	25,000	0.0%
Allocation of Centralized Support Costs	89,656	65,473	(27.0%)	65,075	(0.6%)	61,961	(4.8%)	56,975	(8.0%)	54,220	(4.8%)
TOTAL EXPENDITURES	\$ 1,839,479	\$ 5,833,504	217.1%	\$ 5,847,990	0.2%	\$ 5,859,978	0.2%	\$ 5,870,428	0.2%	\$ 5,870,445	0.0%

**METRO VANCOUVER REGIONAL DISTRICT
AIR QUALITY
2020-2024 FINANCIAL PLAN**

	2019 BUDGET	2020 BUDGET	% CHANGE	2021 FORECAST	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE
REVENUES											
Metro Vancouver Regional District Requisitions	\$ 4,878,970	\$ 5,567,235	14.1%	\$ 6,187,551	11.1%	\$ 6,475,804	4.7%	\$ 6,638,767	2.5%	\$ 7,033,009	5.9%
User Fees	1,800,000	1,900,000		1,900,000		1,900,000		1,900,000		1,900,000	
Non-Road Diesel Permit Fees	2,450,000	1,760,000		1,710,000		1,615,000		1,565,000		1,465,000	
Other External Revenues	517,400	649,271		656,086		602,938		604,827		601,753	
Transfer from Sustainability Innovation Fund Reserve	469,550	110,000		-		-		-		-	
Transfer from Reserves	1,031,947	1,271,986		435,000		366,000		392,000		395,000	
TOTAL REVENUES	\$ 11,147,867	\$ 11,258,492	1.0%	\$ 10,888,637	(3.3%)	\$ 10,959,742	0.7%	\$ 11,100,594	1.3%	\$ 11,394,762	2.7%
EXPENDITURES											
Operating Programs:											
Ambient Air Quality Monitoring	\$ 2,186,944	\$ 2,209,366		\$ 2,103,425		\$ 2,141,084		\$ 2,179,520		\$ 2,220,743	
Air Quality and Climate Change Policy	1,637,057	2,359,552		2,307,897		2,317,934		2,382,893		2,418,861	
Air Quality Bylaw and Regulation Development	1,786,193	1,185,883		1,136,054		1,161,524		1,182,439		1,203,884	
Engineers in Training	-	34,602		35,300		36,009		36,733		37,473	
Regional Sustainability Initiatives	469,550	110,000		-		-		-		-	
Administration and Department Support	425,330	618,228		630,528		643,037		655,820		668,880	
	6,505,074	6,517,631	0.2%	6,213,204	(4.7%)	6,299,588	1.4%	6,437,405	2.2%	6,549,841	1.7%
Communications Program	106,000	158,000	49.1%	138,000	(12.7%)	138,000	0.0%	138,000	0.0%	168,000	21.7%
Environmental Regulation and Enforcement	3,033,392	3,525,618		3,423,088		3,498,605		3,565,791		3,750,963	
Contribution to Non-Road Diesel Reserve	625,000	250,000		250,000		250,000		250,000		250,000	
	3,658,392	3,775,618	3.2%	3,673,088	(2.7%)	3,748,605	2.1%	3,815,791	1.8%	4,000,963	4.9%
Allocation of Centralized Support Costs	878,401	807,243	(8.1%)	864,345	7.1%	773,549	(10.5%)	709,398	(8.3%)	675,958	(4.7%)
TOTAL EXPENDITURES	\$ 11,147,867	\$ 11,258,492	1.0%	\$ 10,888,637	(3.3%)	\$ 10,959,742	0.7%	\$ 11,100,594	1.3%	\$ 11,394,762	2.7%

**METRO VANCOUVER REGIONAL DISTRICT
AIR QUALITY REGULATION
2020-2024 FINANCIAL PLAN**

	2019 BUDGET	2020 BUDGET	% CHANGE	2021 FORECAST	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE
REVENUES											
Air Quality Revenues	\$ 3,658,392	\$ 3,775,618	3.2%	\$ 3,673,088	(2.7%)	\$ 3,748,605	2.1%	\$ 3,815,791	1.8%	\$ 4,000,963	4.9%
TOTAL REVENUES	<u>\$ 3,658,392</u>	<u>\$ 3,775,618</u>	3.2%	<u>\$ 3,673,088</u>	(2.7%)	<u>\$ 3,748,605</u>	2.1%	<u>\$ 3,815,791</u>	1.8%	<u>\$ 4,000,963</u>	4.9%
EXPENDITURES											
Operating Programs:											
Environmental Regulation and Enforcement	\$ 2,836,160	\$ 3,207,872		\$ 3,098,871		\$ 3,167,804		\$ 3,228,260		\$ 3,406,553	
Non Road Diesel Provision	625,000	250,000		250,000		250,000		250,000		250,000	
Administration and Department Support	197,232	317,746		324,217		330,801		337,531		344,410	
TOTAL EXPENDITURES	<u>\$ 3,658,392</u>	<u>\$ 3,775,618</u>	3.2%	<u>\$ 3,673,088</u>	(2.7%)	<u>\$ 3,748,605</u>	2.1%	<u>\$ 3,815,791</u>	1.8%	<u>\$ 4,000,963</u>	4.9%

**METRO VANCOUVER REGIONAL DISTRICT
E911 EMERGENCY TELEPHONE SERVICE
2020-2024 FINANCIAL PLAN**

	2019 BUDGET	2020 BUDGET	% CHANGE	2021 FORECAST	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE
REVENUES											
Metro Vancouver Regional District Requisitions	\$ 4,344,017	\$ 4,446,846	2.4%	\$ 4,567,380	2.7%	\$ 4,695,565	2.8%	\$ 4,847,491	3.2%	\$ 4,991,943	3.0%
Other External Revenues	67,568	74,381		76,393		78,628		80,363		82,285	
TOTAL REVENUES	\$ 4,411,585	\$ 4,521,227	2.5%	\$ 4,643,773	2.7%	\$ 4,774,193	2.8%	\$ 4,927,854	3.2%	\$ 5,074,228	3.0%
EXPENDITURES											
Operating Programs:											
Emergency Telephone Service	\$ 4,325,083	\$ 4,432,575		\$ 4,552,719		\$ 4,680,581		\$ 4,831,229		\$ 4,974,733	
Allocation of Centralized Support Costs	86,502	88,652		91,054		93,612		96,625		99,495	
TOTAL EXPENDITURES	\$ 4,411,585	\$ 4,521,227	2.5%	\$ 4,643,773	2.7%	\$ 4,774,193	2.8%	\$ 4,927,854	3.2%	\$ 5,074,228	3.0%

**METRO VANCOUVER REGIONAL DISTRICT
ELECTORAL AREA SERVICE
2020-2024 FINANCIAL PLAN**

	2019 BUDGET	2020 BUDGET	% CHANGE	2021 FORECAST	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE
REVENUES											
Electoral Area Requisition	\$ 366,510	\$ 376,943	2.8%	\$ 398,979	5.8%	\$ 425,310	6.6%	\$ 443,219	4.2%	\$ 458,992	3.6%
User Fees	10,000	10,000		10,000		10,000		10,000		10,000	
Other External Revenues	171,474	171,474		171,474		171,474		171,474		171,474	
Transfer from Reserves	682,500	250,000		98,000		126,000		24,000		12,000	
TOTAL REVENUES	\$ 1,230,484	\$ 808,417	(34.3%)	\$ 678,453	(16.1%)	\$ 732,784	8.0%	\$ 648,693	(11.5%)	\$ 652,466	0.6%
EXPENDITURES											
Operating Programs:											
Community Planning	\$ 295,634	\$ 339,443		\$ 346,098		\$ 353,006		\$ 360,492		\$ 367,599	
Electoral Area Projects and Studies	637,500	190,000		50,000		-		-		-	
Building Inspection	20,966	22,104		22,480		22,863		23,241		23,611	
Local Government Election	45,000	-		-		122,141		-		-	
Fraser Valley Library Services	2,000	2,067		2,067		2,067		2,067		2,067	
Emergency Planning	12,000	18,000		24,000		30,000		30,000		30,000	
	1,013,100	571,614	(43.6%)	444,645	(22.2%)	530,077	19.2%	415,800	(21.6%)	423,277	1.8%
Contribution to Election Reserve	-	30,000		30,000		-		30,000		30,000	
Contribution to Reserve	171,474	171,474		171,474		171,474	(14.9%)	171,474	17.5%	171,474	0.0%
	171,474	201,474	17.5%	201,474	0.0%	171,474	(14.9%)	201,474	17.5%	201,474	0.0%
Allocation of Centralized Support Costs	45,910	35,329	(23.0%)	32,334	(8.5%)	31,233	(3.4%)	31,419	0.6%	27,715	(11.8%)
TOTAL EXPENDITURES	\$ 1,230,484	\$ 808,417	(34.3%)	\$ 678,453	(16.1%)	\$ 732,784	8.0%	\$ 648,693	(11.5%)	\$ 652,466	0.6%

**METRO VANCOUVER REGIONAL DISTRICT
GENERAL GOVERNMENT ADMINISTRATION
2020-2024 FINANCIAL PLAN**

	2019 BUDGET	2020 BUDGET	% CHANGE	2021 FORECAST	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE
REVENUES											
Metro Vancouver Regional District Requisitions	\$ 4,233,594	\$ 4,440,990	4.9%	\$ 4,659,693	4.9%	\$ 4,786,799	2.7%	\$ 4,865,759	1.6%	\$ 4,950,822	1.7%
Other External Revenues	1,010,000	972,910		975,368		977,875		980,433		1,003,041	
Transfer from Reserves	305,000	466,000		290,000		255,000		220,000		185,000	
TOTAL REVENUES	\$ 5,548,594	\$ 5,879,900	6.0%	\$ 5,925,061	0.8%	\$ 6,019,674	1.6%	\$ 6,066,192	0.8%	\$ 6,138,863	1.2%
EXPENDITURES											
Operating Programs:											
Audit and Insurance	\$ 110,929	\$ 69,680		\$ 70,670		\$ 77,098		\$ 72,760		\$ 73,860	
Board Administrative Services	2,524,121	2,828,319		2,771,556		2,842,354		2,914,931		2,989,314	
External Contributions	435,000	445,000		455,000		455,000		455,000		455,000	
Leadership and Engagement	488,440	502,498		520,134		533,401		539,772		553,568	
Mosquito Control Contract	135,000	117,810		120,166		122,569		125,021		127,519	
Regional Culture	36,077	36,825		37,464		38,111		38,773		39,449	
Contribution to Sustainability Innovation Fund Reserve	347,000	347,000		347,000		347,000		347,000		347,000	
	4,076,567	4,347,132	6.6%	4,321,990	(0.6%)	4,415,533	2.2%	4,493,257	1.8%	4,585,710	2.1%
Communications Program	1,032,000	1,117,000	8.2%	1,169,500	4.7%	1,197,000	2.4%	1,197,000	0.0%	1,197,000	0.0%
Allocation of Centralized Support Costs	440,027	415,768	(5.5%)	433,571	4.3%	407,141	(6.1%)	375,935	(7.7%)	356,153	(5.3%)
TOTAL EXPENDITURES	\$ 5,548,594	\$ 5,879,900	6.0%	\$ 5,925,061	0.8%	\$ 6,019,674	1.6%	\$ 6,066,192	0.8%	\$ 6,138,863	1.2%

**METRO VANCOUVER REGIONAL DISTRICT
GENERAL GOVERNMENT ZERO WASTE COLLABORATION INITIATIVES
2020-2024 FINANCIAL PLAN**

	2019 BUDGET	2020 BUDGET	% CHANGE	2021 FORECAST	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE
REVENUES											
Metro Vancouver Regional District Requisitions	\$ 709,409	\$ 797,923	12.5%	\$ 817,152	2.4%	\$ 830,718	1.7%	\$ 795,899	(4.2%)	\$ 789,418	(0.8%)
Other External Revenues	-	245,200		255,500		260,800		255,800		255,800	
Love Food Hate Waste	556,000	406,800		499,500		547,200		502,200		502,200	
Zero Waste Conference	180,000	230,000		325,000		337,000		350,500		366,200	
TOTAL REVENUES	\$ 1,445,409	\$ 1,679,923	16.2%	\$ 1,897,152	12.9%	\$ 1,975,718	4.1%	\$ 1,904,399	(3.6%)	\$ 1,913,618	0.5%
EXPENDITURES											
Operating Programs:											
National Zero Waste Council	\$ 120,700	\$ 365,900		\$ 376,200		\$ 381,500		\$ 376,500		\$ 376,500	
Love Food Hate Waste	556,000	406,800		499,500		547,200		502,200		502,200	
Zero Waste Conference	392,000	442,000		537,000		549,000		562,500		578,200	
Circular Economy	32,500	32,500		32,500		32,500		-		-	
Coordination and Project Development	262,428	313,654		319,702		325,842		332,114		338,518	
	1,363,628	1,560,854	14.5%	1,764,902	13.1%	1,836,042	4.0%	1,773,314	(3.4%)	1,795,418	1.2%
Allocation of Centralized Support Costs	81,781	119,069	45.6%	132,250	11.1%	139,676	5.6%	131,085	(6.2%)	118,200	(9.8%)
TOTAL EXPENDITURES	\$ 1,445,409	\$ 1,679,923	16.2%	\$ 1,897,152	12.9%	\$ 1,975,718	4.1%	\$ 1,904,399	(3.6%)	\$ 1,913,618	0.5%

**METRO VANCOUVER REGIONAL DISTRICT
LABOUR RELATIONS
2020-2024 FINANCIAL PLAN**

	2019 BUDGET	2020 BUDGET	% CHANGE	2021 FORECAST	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE
REVENUES											
Metro Vancouver Regional District Requisitions	\$ 946,739	\$ 986,140	4.2%	\$ 1,014,022	2.8%	\$ 1,010,228	(0.4%)	\$ 1,020,251	1.0%	\$ 1,048,491	2.8%
Compensation Services Revenue	478,280	483,893		502,980		503,373		509,285		516,934	
Collective Bargaining Services Revenue	867,558	887,536		922,506		924,552		936,360		951,277	
Other External Revenues	391,190	430,270		421,166		434,823		446,246		443,254	
Transfer from Reserves	165,946	376,719		-		-		-		-	
TOTAL REVENUES	\$ 2,849,713	\$ 3,164,558	11.0%	\$ 2,860,674	(9.6%)	\$ 2,872,976	0.4%	\$ 2,912,142	1.4%	\$ 2,959,956	1.6%
EXPENDITURES											
Operating Programs:											
Information and Advisory Services	\$ 1,199,104	\$ 1,469,529		\$ 1,115,803		\$ 1,139,195		\$ 1,163,124		\$ 1,187,588	
Compensation Services	516,329	530,507		541,280		552,215		563,391		574,807	
Collective Bargaining	910,279	935,251		954,886		974,852		995,268		1,016,141	
	2,625,712	2,935,287	11.8%	2,611,969	(11.0%)	2,666,262	2.1%	2,721,783	2.1%	2,778,536	2.1%
Allocation of Centralized Support Costs	224,001	229,271	2.4%	248,705	8.5%	206,714	(16.9%)	190,359	(7.9%)	181,420	(4.7%)
TOTAL EXPENDITURES	\$ 2,849,713	\$ 3,164,558	11.0%	\$ 2,860,674	(9.6%)	\$ 2,872,976	0.4%	\$ 2,912,142	1.4%	\$ 2,959,956	1.6%

**METRO VANCOUVER REGIONAL DISTRICT
REGIONAL ECONOMIC PROSPERITY
2020-2024 FINANCIAL PLAN**

	2019 BUDGET	2020 BUDGET	% CHANGE	2021 FORECAST	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE
REVENUES											
Metro Vancouver Regional District Requisitions	\$ 409,500	\$ 1,020,000	150.0%	\$ 1,530,000	50.0%	\$ 2,040,000	33.3%	\$ 2,550,000	25.0%	\$ 2,550,000	0.0%
Transfer from Reserves	75,000	-		-		-		-		-	
TOTAL REVENUES	\$ 484,500	\$ 1,020,000	110.0%	\$ 1,530,000	50.0%	\$ 2,040,000	33.3%	\$ 2,550,000	25.0%	\$ 2,550,000	0.0%
EXPENDITURES											
Operating Programs:											
Collaboration	\$ -	\$ -		\$ 200,000		\$ 200,000		\$ 200,000		\$ 200,000	
Regional Data Collection and Research	-	200,000		200,000		400,000		400,000		400,000	
Attracting Investment	-	400,000		700,000		1,000,000		1,500,000		1,500,000	
Leadership and Administration	400,000	400,000		400,000		400,000		400,000		400,000	
Transition	75,000	-		-		-		-		-	
	475,000	1,000,000	110.0%	1,500,000	50.0%	2,000,000	33.3%	2,500,000	25.0%	2,500,000	0.0%
Allocation of Centralized Support Costs	9,500	20,000	110.0%	30,000	50.0%	40,000	33.3%	50,000	25.0%	50,000	0.0%
TOTAL EXPENDITURES	\$ 484,500	\$ 1,020,000	110.0%	\$ 1,530,000	50.0%	\$ 2,040,000	33.3%	\$ 2,550,000	25.0%	\$ 2,550,000	0.0%

**METRO VANCOUVER REGIONAL DISTRICT
REGIONAL EMERGENCY MANAGEMENT
2020-2024 FINANCIAL PLAN**

	2019 BUDGET	2020 BUDGET	% CHANGE	2021 FORECAST	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE
REVENUES											
Metro Vancouver Regional District Requisitions	\$ 159,000	\$ 163,000	2.5%	\$ 167,000	2.5%	\$ 170,000	1.8%	\$ 173,000	1.8%	\$ 176,000	1.7%
Transfer from Reserves	69,104	74,868		55,945		28,745		16,162		2,579	
TOTAL REVENUES	<u>\$ 228,104</u>	<u>\$ 237,868</u>	4.3%	<u>\$ 222,945</u>	(6.3%)	<u>\$ 198,745</u>	(10.9%)	<u>\$ 189,162</u>	(4.8%)	<u>\$ 178,579</u>	(5.6%)
EXPENDITURES											
Operating Programs:											
Regional Emergency Management	\$ 217,242	\$ 226,541		\$ 212,329		\$ 189,281		\$ 180,154		\$ 170,075	
Allocation of Centralized Support Costs	10,862	11,327		10,616		9,464		9,008		8,504	
TOTAL EXPENDITURES	<u>\$ 228,104</u>	<u>\$ 237,868</u>	4.3%	<u>\$ 222,945</u>	(6.3%)	<u>\$ 198,745</u>	(10.9%)	<u>\$ 189,162</u>	(4.8%)	<u>\$ 178,579</u>	(5.6%)

**METRO VANCOUVER REGIONAL DISTRICT
REGIONAL GLOBAL POSITIONING SYSTEM
2020-2024 FINANCIAL PLAN**

	2019 BUDGET	2020 BUDGET	% CHANGE	2021 FORECAST	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE
REVENUES											
Regional Global Positioning System User Fees	\$ 314,180	\$ 292,221	(7.0%)	\$ 294,175	0.7%	\$ 299,252	1.7%	\$ 303,846	1.5%	\$ 309,310	1.8%
Other External Revenues	35,700	36,628		37,617		38,633		39,676		40,747	
Transfer from Reserves	200,000	-		50,000		-		-		-	
TOTAL REVENUES	<u>\$ 549,880</u>	<u>\$ 328,849</u>	(40.2%)	<u>\$ 381,792</u>	16.1%	<u>\$ 337,885</u>	(11.5%)	<u>\$ 343,522</u>	1.7%	<u>\$ 350,057</u>	1.9%
EXPENDITURES											
Operating Programs:											
Regional Global Positioning System	\$ 488,844	\$ 250,848		\$ 306,386		\$ 262,034		\$ 267,809		\$ 273,719	
Contribution to Reserve	31,949	52,780		54,152		55,560		57,005		58,487	
Allocation of Centralized Support Costs	29,087	25,221		21,254		20,291		18,708		17,851	
TOTAL EXPENDITURES	<u>\$ 549,880</u>	<u>\$ 328,849</u>	(40.2%)	<u>\$ 381,792</u>	16.1%	<u>\$ 337,885</u>	(11.5%)	<u>\$ 343,522</u>	1.7%	<u>\$ 350,057</u>	1.9%

**METRO VANCOUVER REGIONAL DISTRICT
REGIONAL PARKS
2020-2024 FINANCIAL PLAN**

	2019 BUDGET	2020 BUDGET	% CHANGE	2021 FORECAST	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE
REVENUES											
Metro Vancouver Regional District Requisitions	\$ 40,231,084	\$ 44,842,070	11.5%	\$ 50,798,061	13.3%	\$ 56,617,549	11.5%	\$ 62,328,539	10.1%	\$ 68,636,849	10.1%
User Fees	1,043,741	837,586		827,416		836,791		846,253		848,684	
Other External Revenues	1,233,504	1,052,220		1,002,820		1,003,420		999,111		988,111	
Transfer from Reserves	171,380	88,432		188,860		56,000		56,000		56,000	
TOTAL REVENUES	\$ 42,679,709	\$ 46,820,308	9.7%	\$ 52,817,157	12.8%	\$ 58,513,760	10.8%	\$ 64,229,903	9.8%	\$ 70,529,644	9.8%
EXPENDITURES											
Operating Programs:											
Systems Planning and Engineering Services											
Planning and Research	\$ 1,123,834	\$ 1,072,532		\$ 1,091,073		\$ 1,242,329		\$ 1,263,987		\$ 1,347,407	
Engineering Services	1,303,096	1,331,710		1,354,867		1,379,758		1,402,149		1,433,878	
Engineers in Training	-	11,534		11,767		12,003		12,244		12,491	
	<u>2,426,930</u>	<u>2,415,776</u>	(0.5%)	<u>2,457,707</u>	1.7%	<u>2,634,090</u>	7.2%	<u>2,678,380</u>	1.7%	<u>2,793,776</u>	4.3%
Systems Visitor and Operations Services											
Visitor Services	1,752,235	1,487,643		1,503,354		1,541,559		1,558,144		1,575,030	
Operations Services	2,113,664	2,322,375		2,359,997		2,464,183		2,568,863		2,414,427	
	<u>3,865,899</u>	<u>3,810,018</u>	(1.4%)	<u>3,863,351</u>	1.4%	<u>4,005,742</u>	3.7%	<u>4,127,007</u>	3.0%	<u>3,989,457</u>	(3.3%)
Central Area Services											
Operations and Maintenance	4,809,481	5,091,071		5,406,193		5,577,407		5,782,359		5,865,979	
Area Visitor Services	672,698	587,941		632,322		639,880		675,269		686,911	
Area Management and Administration	541,978	664,277		676,868		689,644		702,700		716,029	
Area Resource Management	261,334	267,057		269,693		274,311		279,626		284,235	
Area Planning	154,031	156,992		159,441		161,926		164,465		167,057	
Burns Bog Ecological Conservancy Area	353,124	385,089		374,539		381,100		390,248		396,984	
Contribution to Reserve	23,000	23,000		23,000		23,000		23,000		23,000	
	<u>6,815,646</u>	<u>7,175,427</u>	5.3%	<u>7,542,056</u>	5.1%	<u>7,747,268</u>	2.7%	<u>8,017,667</u>	3.5%	<u>8,140,195</u>	1.5%
East Area Services											
Operations and Maintenance	4,189,494	4,272,463		4,383,506		4,452,357		4,544,081		4,654,883	
Area Visitor Services	706,235	625,382		653,766		664,115		674,673		685,460	
Area Management and Administration	552,500	673,314		686,011		698,897		712,066		725,512	
Area Resource Management	247,393	252,498		256,852		261,270		265,785		270,394	
Area Planning	152,091	153,962		156,411		158,896		161,435		164,027	
	<u>5,847,713</u>	<u>5,977,619</u>	2.2%	<u>6,136,546</u>	2.7%	<u>6,235,535</u>	1.6%	<u>6,358,040</u>	2.0%	<u>6,500,276</u>	2.2%
West Area Services											
Operations and Maintenance	4,008,383	4,047,668		4,120,254		4,192,167		4,268,433		4,344,526	
Area Visitor Services	702,524	689,289		717,376		729,570		742,013		754,565	
Area Management and Administration	812,988	942,647		955,491		968,526		981,845		995,444	
Area Resource Management	269,739	278,379		282,252		286,941		291,730		296,616	
Area Planning	149,721	152,592		155,041		157,526		160,065		162,657	
Contribution to Reserve	-	-		-		-		-		-	
	<u>5,943,355</u>	<u>6,110,575</u>	2.8%	<u>6,230,414</u>	2.0%	<u>6,334,730</u>	1.7%	<u>6,444,086</u>	1.7%	<u>6,553,808</u>	1.7%
Administration and Department Support											
	1,532,352	1,221,577	(20.3%)	1,252,362	2.5%	1,268,375	1.3%	1,504,737	18.6%	1,521,444	1.1%
Communications Program											
	110,000	110,000	0.0%	110,000	0.0%	110,000	0.0%	110,000	0.0%	110,000	0.0%
Utility Voice Radio											
	82,306	82,997	0.8%	84,386	1.7%	85,420	1.2%	86,503	1.3%	88,754	2.6%
Quality Control Allocated											
	51,385	53,591	4.3%	54,901	2.4%	57,735	5.2%	59,127	2.4%	59,941	1.4%
Allocation of Centralized Support Costs											
	3,898,216	3,610,728	(7.4%)	3,533,434	(2.1%)	3,482,865	(1.4%)	3,292,356	(5.5%)	3,219,993	(2.2%)
Total Operating Programs	<u>30,573,802</u>	<u>30,568,308</u>	0.0%	<u>31,265,157</u>	2.3%	<u>31,961,760</u>	2.2%	<u>32,677,903</u>	2.2%	<u>32,977,644</u>	0.9%
Debt Service											
	53,907	-	(100.0%)	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Contribution to Capital Infrastructure Reserve											
	4,482,000	4,682,000		5,982,000		6,982,000		7,982,000		9,982,000	
Contribution to Parkland Acquisition Reserve											
	7,570,000	11,570,000		15,570,000		19,570,000		23,570,000		27,570,000	
	<u>12,052,000</u>	<u>16,252,000</u>	34.8%	<u>21,552,000</u>	32.6%	<u>26,552,000</u>	23.2%	<u>31,552,000</u>	18.8%	<u>37,552,000</u>	19.0%
TOTAL EXPENDITURES	\$ 42,679,709	\$ 46,820,308	9.7%	\$ 52,817,157	12.8%	\$ 58,513,760	10.8%	\$ 64,229,903	9.8%	\$ 70,529,644	9.8%

**METRO VANCOUVER REGIONAL DISTRICT
CAPITAL PROGRAMS AND PROJECT DETAILS
REGIONAL PARKS
2020-2024 FINANCIAL PLAN**

	2020 CAPITAL BUDGET	2021 CAPITAL PLAN	2022 CAPITAL PLAN	2023 CAPITAL PLAN	2024 CAPITAL PLAN	2020 TO 2024 TOTAL	TOTAL PROJECT COSTS
CAPITAL EXPENDITURES							
Parks-Capital Replacement and Development							
Widgeon Marsh - New Park Development	\$ 1,400,000	\$ 3,000,000	\$ 3,000,000	\$ 1,500,000	\$ -	\$ 8,900,000	\$ 9,000,000
Capilano - New Service Yard	1,000,000	-	-	-	-	1,000,000	1,500,000
Crippen - New Service yard	750,000	-	-	-	-	750,000	750,000
Burns Bog - DNR Boardwalk	500,000	-	-	-	-	500,000	500,000
Pacific Spirit - Service Yard Replacement	350,000	-	-	-	-	350,000	480,000
Grouse - BCMC Realignment + Improvement	100,000	100,000	100,000	100,000	100,000	500,000	1,400,000
Pacific Spirit - Geotechnical Risk Mitigation	100,000	100,000	100,000	100,000	100,000	500,000	500,000
Colony Farm - Sheep Paddocks Trail Rebuild	100,000	100,000	-	-	-	200,000	3,450,000
Belcarra - Connection to Water	40,000	400,000	-	-	-	440,000	440,000
Aldergrove - Rock'n Horse Trail Connector	-	350,000	-	-	-	350,000	350,000
Derby Reach - Full Service Washroom	-	280,000	1,540,000	-	-	1,820,000	1,820,000
Tynehead - Perimeter Trail Connection	-	50,000	400,000	-	-	450,000	450,000
Pacific Spirit - Foreshore Trail Development	-	50,000	-	200,000	200,000	450,000	450,000
Campbell Valley - Replacement of Little River Loop Boardwalk	-	40,000	-	400,000	-	440,000	440,000
Deas Island - Floating Dock Replacement	-	30,000	300,000	-	-	330,000	330,000
Campbell Valley - Vine Maple Trail Improvements	-	25,000	250,000	-	-	275,000	275,000
Burnaby Lake - Nature House	-	-	200,000	-	-	200,000	2,200,000
Burns Bog Delta Nature Reserve Development	-	-	150,000	750,000	750,000	1,650,000	1,650,000
Campbell Valley - Maintenance Storage Facility Replacement	-	-	20,000	200,000	-	220,000	220,000
Crippen - Davies Orchard Cabins	-	-	-	1,000,000	1,000,000	2,000,000	2,000,000
Belcarra - Washroom Renovation / Replacement Picnic Area & White Pine	-	-	-	200,000	-	200,000	1,400,000
Campbell Valley - Nature House	-	-	-	200,000	-	200,000	2,200,000
Belcarra - South Picnic Area, Cabins	-	-	-	100,000	1,000,000	1,100,000	4,600,000
Grouse - Trailhead Development	-	-	-	70,000	250,000	320,000	320,000
Boundary Bay - Service Yard Improvements	-	-	-	50,000	350,000	400,000	400,000
Service Yard Program	-	-	-	20,000	200,000	220,000	220,000
DHAP Day Use Area Improvements	-	-	-	10,000	100,000	110,000	110,000
Campbell Valley - Park Development	-	-	-	-	200,000	200,000	1,700,000
Kanaka Creek - Cliff Falls Staging Area	-	-	-	-	60,000	60,000	630,000
Aldergrove - Flush Washroom BG005 Refurbishment	-	-	-	-	50,000	50,000	300,000

**METRO VANCOUVER REGIONAL DISTRICT
CAPITAL PROGRAMS AND PROJECT DETAILS
REGIONAL PARKS
2020-2024 FINANCIAL PLAN**

	2020 CAPITAL BUDGET	2021 CAPITAL PLAN	2022 CAPITAL PLAN	2023 CAPITAL PLAN	2024 CAPITAL PLAN	2020 TO 2024 TOTAL	TOTAL PROJECT COSTS
Kanaka - Parkway trail	-	-	-	-	50,000	50,000	450,000
Lynn Headwaters - Parking and Access Improvements	-	-	-	-	50,000	50,000	300,000
Lynn Valley - Water Intake Repair and Interp	-	-	-	-	50,000	50,000	450,000
Burns Bog - Fire Restoration	-	-	-	-	25,000	25,000	275,000
Pacific Spirit - Spanish Creek Interpretive Boardwalk	-	-	-	-	20,000	20,000	170,000
	\$ 4,340,000	\$ 4,525,000	\$ 6,060,000	\$ 4,900,000	\$ 4,555,000	\$ 24,380,000	\$ 41,730,000
Regional Parks Land Acquisition							
Regional Parks Land Acquisition	\$ 11,570,000	\$ 15,570,000	\$ 19,570,000	\$ 23,570,000	\$ 27,570,000	\$ 97,850,000	\$ 97,850,000
	\$ 11,570,000	\$ 15,570,000	\$ 19,570,000	\$ 23,570,000	\$ 27,570,000	\$ 97,850,000	\$ 97,850,000
Capital Maintenance Projects							
Capital Maintenance Projects	\$ 3,960,000	\$ 3,760,000	\$ 3,760,000	\$ 3,760,000	\$ 5,210,000	\$ 20,450,000	\$ 20,450,000
	\$ 3,960,000	\$ 3,760,000	\$ 3,760,000	\$ 3,760,000	\$ 5,210,000	\$ 20,450,000	\$ 20,450,000
TOTAL CAPITAL EXPENDITURES	\$ 19,870,000	\$ 23,855,000	\$ 29,390,000	\$ 32,230,000	\$ 37,335,000	\$ 142,680,000	\$ 160,030,000
CAPITAL FUNDING							
Reserve Funding	\$ 19,870,000	\$ 23,855,000	\$ 29,390,000	\$ 32,230,000	\$ 37,335,000	\$ 142,680,000	
	\$ 19,870,000	\$ 23,855,000	\$ 29,390,000	\$ 32,230,000	\$ 37,335,000	\$ 142,680,000	

**METRO VANCOUVER REGIONAL DISTRICT
REGIONAL PLANNING
2020-2024 FINANCIAL PLAN**

	2019 BUDGET	2020 BUDGET	% CHANGE	2021 FORECAST	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE
REVENUES											
Metro Vancouver Regional District Requisitions	\$ 3,107,732	\$ 3,348,393	7.7%	\$ 3,528,867	5.4%	\$ 3,742,497	6.1%	\$ 3,815,795	2.0%	\$ 3,827,212	0.3%
Transfer from Sustainability Innovation Fund Reserve	128,955	-		-		-		-		-	
Transfer from Reserves	420,000	415,000		423,000		100,000		80,000		80,000	
TOTAL REVENUES	\$ 3,656,687	\$ 3,763,393	2.9%	\$ 3,951,867	5.0%	\$ 3,842,497	(2.8%)	\$ 3,895,795	1.4%	\$ 3,907,212	0.3%
EXPENDITURES											
Operating Programs:											
Environment	\$ 775,070	\$ 931,329		\$ 1,064,194		\$ 951,274		\$ 966,681		\$ 982,417	
Growth Management and Transportation	1,360,783	1,197,824		1,226,548		1,251,643		1,301,050		1,292,870	
Planning Analytics	538,966	713,799		719,946		702,271		714,863		717,722	
Regional Sustainability Initiatives	128,955	-		-		-		-		-	
Administration and Department Support	511,277	555,254		566,473		577,877		589,529		601,438	
	3,315,051	3,398,206	2.5%	3,577,161	5.3%	3,483,065	(2.6%)	3,572,123	2.6%	3,594,447	0.6%
Communications Program	80,000	80,000	0.0%	80,000	0.0%	70,000	(12.5%)	70,000	0.0%	70,000	0.0%
Allocation of Centralized Support Costs	261,636	285,187	9.0%	294,706	3.3%	289,432	(1.8%)	253,672	(12.4%)	242,765	(4.3%)
TOTAL EXPENDITURES	\$ 3,656,687	\$ 3,763,393	2.9%	\$ 3,951,867	5.0%	\$ 3,842,497	(2.8%)	\$ 3,895,795	1.4%	\$ 3,907,212	0.3%

**METRO VANCOUVER REGIONAL DISTRICT
SASAMAT FIRE PROTECTION SERVICE
2020-2024 FINANCIAL PLAN**

	2019 BUDGET	2020 BUDGET	% CHANGE	2021 FORECAST	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE
REVENUES											
Metro Vancouver Regional District Requisitions	\$ 328,928	\$ 333,789	1.5%	\$ 338,694	1.5%	\$ 343,697	1.5%	\$ 491,804	43.1%	\$ 500,013	1.7%
Other External Revenues	10,000	10,000		10,000		10,000		10,000		10,000	
Transfer from Reserves	-	600,000		-		-		-		-	
TOTAL REVENUES	\$ 338,928	\$ 943,789	178.5%	\$ 348,694	(63.1%)	\$ 353,697	1.4%	\$ 501,804	41.9%	\$ 510,013	1.6%
EXPENDITURES											
Operating Programs:											
Sasamat Fire Protection Service	\$ 224,389	\$ 228,808		\$ 233,267		\$ 237,815		\$ 372,458		\$ 379,921	
Apparatus Acquisitions	-	600,000		-		-		-		-	
Contribution to Reserves	92,100	92,100		92,100		92,100		92,100		92,100	
	316,489	920,908	190.0%	325,367	(64.7%)	329,915	1.4%	464,558	40.8%	472,021	1.6%
Allocation of Centralized Support Costs	22,439	22,881	2.0%	23,327	1.9%	23,782	2.0%	37,246	56.6%	37,992	2.0%
TOTAL EXPENDITURES	\$ 338,928	\$ 943,789	178.5%	\$ 348,694	(63.1%)	\$ 353,697	1.4%	\$ 501,804	41.9%	\$ 510,013	1.6%

**METRO VANCOUVER DISTRICTS
CENTRALIZED SUPPORT PROGRAM SUMMARY
2020-2024 FINANCIAL PLAN**

	2019 BUDGET	2020 BUDGET	% CHANGE	2021 FORECAST	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE
REVENUES											
Allocated to Functional Departments (net)	\$ 59,918,029	\$ 61,482,800	2.6%	\$ 63,207,992	2.8%	\$ 64,452,050	2.0%	\$ 64,862,858	0.6%	\$ 67,093,474	3.4%
Other External Revenues	7,179,159	7,084,361	(1.3%)	7,251,952	2.4%	7,320,286	0.9%	7,381,485	0.8%	7,443,938	0.8%
Transfer from Reserves	6,778,309	7,683,639	13.4%	6,038,700	(21.4%)	5,672,775	(6.1%)	3,241,850	(42.9%)	3,320,925	2.4%
TOTAL REVENUES	\$ 73,875,497	\$ 76,250,800	3.2%	\$ 76,498,644	0.3%	\$ 77,445,111	1.2%	\$ 75,486,193	(2.5%)	\$ 77,858,337	3.1%
EXPENDITURES											
Corporate Services	42,408,872	43,112,040	1.7%	42,780,137	(0.8%)	43,166,340	0.9%	40,534,755	(6.1%)	42,241,633	4.2%
External Relations	6,106,370	5,964,312	(2.3%)	6,138,966	2.9%	6,252,617	1.9%	6,370,747	1.9%	6,489,320	1.9%
Financial Services	12,122,277	12,960,688	6.9%	13,267,143	2.4%	13,413,341	1.1%	13,681,878	2.0%	13,945,466	1.9%
Human Resources	8,617,039	9,518,728	10.5%	9,508,290	(0.1%)	9,716,997	2.2%	9,909,243	2.0%	10,096,549	1.9%
Indigenous Relations	572,196	583,698	2.0%	595,400	2.0%	607,283	2.0%	619,425	2.0%	631,822	2.0%
Legislative Services	4,048,743	4,111,334	1.5%	4,208,708	2.4%	4,288,533	1.9%	4,370,145	1.9%	4,453,547	1.9%
TOTAL EXPENDITURES	\$ 73,875,497	\$ 76,250,800	3.2%	\$ 76,498,644	0.3%	\$ 77,445,111	1.2%	\$ 75,486,193	(2.5%)	\$ 77,858,337	3.1%
ALLOCATED TO FUNCTIONAL DEPARTMENTS											
Water	\$ 23,857,580	\$ 23,818,111	(0.2%)	\$ 24,792,994	4.1%	\$ 24,654,199	(0.6%)	\$ 24,516,670	(0.6%)	\$ 25,445,718	3.8%
Liquid Waste	23,188,428	25,166,351	8.5%	25,893,131	2.9%	27,402,386	5.8%	28,490,917	4.0%	29,909,762	5.0%
Solid Waste	4,674,251	4,690,785	0.4%	4,642,345	(1.0%)	4,808,758	3.6%	4,711,392	(2.0%)	4,792,076	1.7%
Housing	2,119,752	2,071,404	(2.3%)	2,098,851	1.3%	2,006,987	(4.4%)	1,891,093	(5.8%)	1,855,652	(1.9%)
Affordable Housing	89,656	65,473	(27.0%)	65,075	(0.6%)	61,961	(4.8%)	56,975	(8.0%)	54,220	(4.8%)
Air Quality	878,401	807,243	(8.1%)	864,345	7.1%	773,549	(10.5%)	709,398	(8.3%)	675,958	(4.7%)
E911 Emergency Telephone Service	86,502	88,652	2.5%	91,054	2.7%	93,612	2.8%	96,625	3.2%	99,495	3.0%
Electoral Area Service	45,910	35,329	(23.0%)	32,334	(8.5%)	31,233	(3.4%)	31,419	0.6%	27,715	(11.8%)
General Government Administration	440,027	415,768	(5.5%)	433,571	4.3%	407,141	(6.1%)	375,935	(7.7%)	356,153	(5.3%)
General Government Zero Waste Collaboration Initiatives	81,781	119,069	45.6%	132,250	11.1%	139,676	5.6%	131,085	(6.2%)	118,200	(9.8%)
Labour Relations	224,001	229,271	2.4%	248,705	8.5%	206,714	(16.9%)	190,359	(7.9%)	181,420	(4.7%)
Regional Economic Prosperity	9,500	20,000	110.0%	30,000	50.0%	40,000	33.3%	50,000	25.0%	50,000	0.0%
Regional Emergency Management	10,862	11,327	4.3%	10,616	(6.3%)	9,464	(10.9%)	9,008	(4.8%)	8,504	(5.6%)
Regional Global Positioning System	29,087	25,221	(13.3%)	21,254	(15.7%)	20,291	(4.5%)	18,708	(7.8%)	17,851	(4.6%)
Regional Parks	3,898,216	3,610,728	(7.4%)	3,533,434	(2.1%)	3,482,865	(1.4%)	3,292,356	(5.5%)	3,219,993	(2.2%)
Regional Planning	261,636	285,187	9.0%	294,706	3.3%	289,432	(1.8%)	253,672	(12.4%)	242,765	(4.3%)
Sasamat Fire Protection Service	22,439	22,881	2.0%	23,327	1.9%	23,782	2.0%	37,246	56.6%	37,992	2.0%
	\$ 59,918,029	\$ 61,482,800	2.6%	\$ 63,207,992	2.8%	\$ 64,452,050	2.0%	\$ 64,862,858	0.6%	\$ 67,093,474	3.4%

**METRO VANCOUVER REGIONAL DISTRICT
CORPORATE SERVICES
2020-2024 FINANCIAL PLAN**

	2019 BUDGET	2020 BUDGET	% CHANGE	2021 FORECAST	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE
REVENUES											
Allocated to Functional Departments	\$ 29,227,705	\$ 29,299,254	0.2%	\$ 30,106,735	2.8%	\$ 30,580,779	1.6%	\$ 30,279,170	(1.0%)	\$ 31,864,770	5.2%
Other External Revenues	6,804,152	6,887,361		7,054,702		7,122,786		7,183,735		7,245,938	
Transfer from Reserves	6,377,015	6,925,425		5,618,700		5,462,775		3,071,850		3,130,925	
TOTAL REVENUES	\$ 42,408,872	\$ 43,112,040	1.7%	\$ 42,780,137	(0.8%)	\$ 43,166,340	0.9%	\$ 40,534,755	(6.1%)	\$ 42,241,633	4.2%
EXPENDITURES											
Operating Programs:											
Business Systems	\$ 9,012,414	\$ 7,053,453		\$ 7,329,859		\$ 7,899,161		\$ 7,611,936		\$ 7,946,372	
Corporate Projects and Facilities	7,302,169	6,618,456		6,763,685		6,970,326		7,234,790		8,062,127	
Digital Strategy and Project Management	-	3,293,212		4,655,795		4,271,561		2,263,688		2,307,221	
Security and Emergency Management	1,881,618	1,605,468		1,568,538		1,430,125		1,468,392		1,506,676	
Technical Services	7,174,994	7,045,203		7,266,452		7,389,657		7,485,194		7,638,360	
Administration and Department Support	690,895	552,681		562,241		571,943		581,854		591,976	
	26,062,090	26,168,473	0.4%	28,146,570	7.6%	28,532,773	1.4%	26,645,854	(6.6%)	28,052,732	5.3%
Debt Service	13,976,782	14,383,567	2.9%	14,383,567	0.0%	14,383,567	0.0%	13,638,901	(5.2%)	13,638,901	0.0%
Head Office Capital	2,370,000	2,560,000	8.0%	250,000	(90.2%)	250,000	0.0%	250,000	0.0%	550,000	120.0%
TOTAL EXPENDITURES	\$ 42,408,872	\$ 43,112,040	1.7%	\$ 42,780,137	(0.8%)	\$ 43,166,340	0.9%	\$ 40,534,755	(6.1%)	\$ 42,241,633	4.2%

**METRO VANCOUVER REGIONAL DISTRICT
EXTERNAL RELATIONS
2020-2024 FINANCIAL PLAN**

	2019 BUDGET	2020 BUDGET	% CHANGE	2021 FORECAST	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE
REVENUES											
Allocated to Functional Departments	\$ 5,743,742	\$ 5,964,312	3.8%	\$ 6,138,966	2.9%	\$ 6,252,617	1.9%	\$ 6,370,747	1.9%	\$ 6,489,320	1.9%
Other External Revenues	362,628	-		-		-		-		-	
TOTAL REVENUES	\$ 6,106,370	\$ 5,964,312	(2.3%)	\$ 6,138,966	2.9%	\$ 6,252,617	1.9%	\$ 6,370,747	1.9%	\$ 6,489,320	1.9%
EXPENDITURES											
Operating Programs:											
Corporate Communications	\$ 1,279,844	\$ 1,448,731		\$ 1,474,116		\$ 1,499,869		\$ 1,526,184		\$ 1,553,054	
Media Relations	624,434	939,447		958,041		976,882		996,193		1,015,771	
Multi-Media Services	2,032,018	2,144,507		2,248,828		2,291,146		2,336,345		2,380,590	
Stakeholder Engagement	760,098	-		-		-		-		-	
Collaboration Initiatives	622,118	614,008		625,111		636,382		647,898		659,665	
Administration and Department Support	787,858	817,619		832,870		848,338		864,127		880,240	
TOTAL EXPENDITURES	\$ 6,106,370	\$ 5,964,312	(2.3%)	\$ 6,138,966	2.9%	\$ 6,252,617	1.9%	\$ 6,370,747	1.9%	\$ 6,489,320	1.9%

**METRO VANCOUVER REGIONAL DISTRICT
FINANCIAL SERVICES
2020-2024 FINANCIAL PLAN**

	2019 BUDGET	2020 BUDGET	% CHANGE	2021 FORECAST	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE
REVENUES											
Allocated to Functional Departments	\$ 12,022,277	\$ 12,400,688	3.1%	\$ 12,697,143	2.4%	\$ 13,073,341	3.0%	\$ 13,341,878	2.1%	\$ 13,605,466	2.0%
Other External Revenues	-	190,000		190,000		190,000		190,000		190,000	
Transfer from Reserves	100,000	370,000		380,000		150,000		150,000		150,000	
TOTAL REVENUES	\$ 12,122,277	\$ 12,960,688	6.9%	\$ 13,267,143	2.4%	\$ 13,413,341	1.1%	\$ 13,681,878	2.0%	\$ 13,945,466	1.9%
EXPENDITURES											
Operating Programs:											
Purchasing and Risk Management	\$ 3,919,446	\$ 4,251,221		\$ 4,379,624		\$ 4,259,227		\$ 4,340,423		\$ 4,423,315	
Financial Planning and Operations	5,325,148	5,624,674		5,740,964		5,974,627		6,097,644		6,212,621	
Property Services	2,050,971	2,209,487		2,254,413		2,300,038		2,346,672		2,394,312	
Administration and Department Support	826,712	875,306		892,142		879,449		897,139		915,218	
TOTAL EXPENDITURES	\$ 12,122,277	\$ 12,960,688	6.9%	\$ 13,267,143	2.4%	\$ 13,413,341	1.1%	\$ 13,681,878	2.0%	\$ 13,945,466	1.9%

**METRO VANCOUVER REGIONAL DISTRICT
HUMAN RESOURCES
2020-2024 FINANCIAL PLAN**

	2019 BUDGET	2020 BUDGET	% CHANGE	2021 FORECAST	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE
REVENUES											
Allocated to Functional Departments	\$ 8,315,745	\$ 9,130,514	9.8%	\$ 9,468,290	3.7%	\$ 9,656,997	2.0%	\$ 9,889,243	2.4%	\$ 10,056,549	1.7%
Transfer from Reserves	301,294	388,214		40,000		60,000		20,000		40,000	
TOTAL REVENUES	\$ 8,617,039	\$ 9,518,728	10.5%	\$ 9,508,290	(0.1%)	\$ 9,716,997	2.2%	\$ 9,909,243	2.0%	\$ 10,096,549	1.9%
EXPENDITURES											
Operating Programs:											
Employee and Labour Relations	\$ 1,323,646	\$ 1,468,403		\$ 1,354,488		\$ 1,387,901		\$ 1,397,891		\$ 1,414,978	
Talent Management & Organization Development	2,264,283	2,390,396		2,398,466		2,449,525		2,466,644		2,544,961	
Corporate Safety	3,150,307	3,635,321		3,770,593		3,855,294		3,942,031		4,030,653	
Systems and Processes	1,000,465	1,124,763		1,068,592		1,089,738		1,149,342		1,133,409	
Administration and Department Support	878,338	899,845		916,151		934,539		953,335		972,548	
TOTAL EXPENDITURES	\$ 8,617,039	\$ 9,518,728	10.5%	\$ 9,508,290	(0.1%)	\$ 9,716,997	2.2%	\$ 9,909,243	2.0%	\$ 10,096,549	1.9%

**METRO VANCOUVER REGIONAL DISTRICT
INDIGENOUS RELATIONS
2020-2024 FINANCIAL PLAN**

	2019 BUDGET	2020 BUDGET	% CHANGE	2021 FORECAST	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE
REVENUES											
Allocated to Functional Departments	\$ 572,196	\$ 583,698	2.0%	\$ 595,400	2.0%	\$ 607,283	2.0%	\$ 619,425	2.0%	\$ 631,822	2.0%
TOTAL REVENUES	<u>\$ 572,196</u>	<u>\$ 583,698</u>	2.0%	<u>\$ 595,400</u>	2.0%	<u>\$ 607,283</u>	2.0%	<u>\$ 619,425</u>	2.0%	<u>\$ 631,822</u>	2.0%
EXPENDITURES											
Operating Programs:											
Indigenous Relations	\$ 572,196	\$ 583,698	2.0%	\$ 595,400	2.0%	\$ 607,283	2.0%	\$ 619,425	2.0%	\$ 631,822	2.0%
TOTAL EXPENDITURES	<u>\$ 572,196</u>	<u>\$ 583,698</u>	2.0%	<u>\$ 595,400</u>	2.0%	<u>\$ 607,283</u>	2.0%	<u>\$ 619,425</u>	2.0%	<u>\$ 631,822</u>	2.0%

**METRO VANCOUVER REGIONAL DISTRICT
LEGISLATIVE SERVICES
2020-2024 FINANCIAL PLAN**

	2019 BUDGET	2020 BUDGET	% CHANGE	2021 FORECAST	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE
REVENUES											
Allocated to Functional Departments	\$ 4,048,743	\$ 4,104,334	1.4%	\$ 4,201,458	2.4%	\$ 4,281,033	1.9%	\$ 4,362,395	1.9%	\$ 4,445,547	1.9%
Other External Revenues	-	7,000		7,250		7,500		7,750		8,000	
TOTAL REVENUES	<u>\$ 4,048,743</u>	<u>\$ 4,111,334</u>	1.5%	<u>\$ 4,208,708</u>	2.4%	<u>\$ 4,288,533</u>	1.9%	<u>\$ 4,370,145</u>	1.9%	<u>\$ 4,453,547</u>	1.9%
EXPENDITURES											
Operating Programs:											
Corporate Planning	\$ 979,030	\$ 1,097,420		\$ 1,113,969		\$ 1,130,762		\$ 1,147,920		\$ 1,165,440	
Legal Services	1,807,624	1,713,309		1,748,576		1,784,415		1,821,058		1,858,505	
Information Management	1,262,089	1,300,605		1,346,163		1,373,356		1,401,167		1,429,602	
TOTAL EXPENDITURES	<u>\$ 4,048,743</u>	<u>\$ 4,111,334</u>	1.5%	<u>\$ 4,208,708</u>	2.4%	<u>\$ 4,288,533</u>	1.9%	<u>\$ 4,370,145</u>	1.9%	<u>\$ 4,453,547</u>	1.9%

METRO VANCOUVER DISTRICTS
2020-2024 PROJECTED RESERVES

OPERATING RESERVES

	2019	2020			INTEREST	2020	2021	2022	2023	2024
	ENDING BALANCE	OPENING BALANCE	CONTRIBUTION	WITHDRAWALS		ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE
Water Services	\$ 16,889,798	\$ 16,889,798	\$ -	\$ (118,178)	\$ 340,014	\$ 17,111,634	\$ 17,058,203	\$ 17,690,087	\$ 18,131,536	\$ 18,569,153
Liquid Waste Services	16,537,336	16,537,336	785,607	-	342,023	17,064,965	18,301,410	19,438,155	20,120,275	20,984,463
Solid Waste Services	14,633,768	14,633,768	149,040	-	297,137	15,079,945	15,519,500	15,817,440	15,890,394	16,427,551
Metro Vancouver Housing Corporation	2,370,149	2,370,149	41,754	-	48,304	2,460,207	2,577,597	2,642,853	2,728,631	2,838,241
Affordable Housing	52,045	52,045	-	(11,011)	940	41,974	241,675	242,400	242,999	243,521
Air Quality	523,605	523,605	-	(7,960)	10,497	526,143	550,425	531,932	535,487	542,530
E911 Emergency Telephone Service	215,229	215,229	992	-	4,358	220,579	226,061	232,189	238,710	246,393
Electoral Area Service	26,763	26,763	25,390	-	797	52,951	31,847	25,349	28,066	23,861
General Government Administration	308,786	308,786	-	(54,395)	5,689	260,080	278,645	278,903	283,634	285,960
General Government Zero Waste Collaboration Initiatives	-	-	71,548	-	723	72,270	83,996	94,858	98,786	95,220
Labour Relations	130,787	130,787	752	-	2,650	134,188	139,392	143,034	143,649	145,607
Regional Economic Prosperity	14,069	14,069	6,060	-	345	20,475	51,000	76,500	102,000	127,500
Regional Emergency Management	10,117	10,117	1,073	-	215	11,405	11,893	11,147	9,937	9,458
Regional Global Positioning System	15,718	15,718	1,444	-	332	17,494	16,442	16,590	16,894	17,176
Regional Parks	1,518,192	1,518,192	-	(21,109)	30,457	1,527,540	1,527,265	1,562,108	1,596,938	1,632,745
Regional Planning	158,663	158,663	3,845	-	3,244	165,753	169,910	178,858	174,153	178,606
Sasamat Fire Protection Service	11,953	11,953	146	-	243	12,341	12,584	12,830	13,080	20,485
West Nile Virus	353,016	353,016	-	-	7,060	360,076	367,278	374,623	382,116	389,758
Total	\$ 53,769,992	\$ 53,769,992	\$ 1,087,651	\$ (212,652)	\$ 1,095,030	\$ 55,740,021	\$ 57,163,125	\$ 59,369,854	\$ 60,737,284	\$ 62,778,228

DISCRETIONARY RESERVES

	2019	2020			INTEREST	2020	2021	2022	2023	2024
	ENDING BALANCE	OPENING BALANCE	CONTRIBUTION	WITHDRAWALS		ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE
Liquid Waste Services										
Biosolids Inventory Reserve	\$ 15,755,598	\$ 15,755,598	\$ 12,748,967	\$ (17,500,901)	\$ 267,593	\$ 11,271,257	\$ 6,416,595	\$ 3,222,197	\$ 740,985	\$ 755,805
Liquid Waste General Debt Reserve Fund	584,913	584,913	-	-	11,698	596,611	608,543	620,714	633,129	645,791
Lions Gate Contingency	971,157	971,157	-	-	19,423	990,580	1,010,391	1,030,599	1,051,211	1,072,235
Drainage General Reserve	5,175,408	5,175,408	-	(115,000)	102,358	5,162,766	5,240,771	5,320,337	5,401,493	5,484,273
Solid Waste Services										
Solid Waste General Reserve	32,944,040	32,944,040	-	-	658,881	33,602,920	34,274,979	34,960,478	35,659,688	36,372,882
Landfill Post Closure Reserve	10,913,540	10,913,540	-	-	218,271	11,131,811	11,354,447	11,581,536	11,813,167	12,049,430
Housing										
MVHC Capital Replacement Reserve	2,779,911	2,779,911	11,220,089	(9,000,000)	77,799	5,077,800	5,100,778	5,101,008	5,101,010	5,101,010
MVHC Capital Development Reserve	456,200	456,200	960,303	-	18,727	1,435,231	3,974,746	9,936,789	11,129,581	16,633,371
Air Quality										
Air Quality General Reserve	1,601,340	1,601,340	250,000	(1,271,986)	21,807	601,161	426,334	317,701	180,635	37,797
Electoral Area Service										
Electoral Area General Reserve	1,450,660	1,450,660	50,000	(250,000)	27,013	1,277,673	1,254,747	1,264,692	1,316,246	1,380,951
Emergency 911 Telephone Service (E911)										
E911 General Reserve	719,031	719,031	-	-	14,381	733,412	748,080	763,042	778,303	793,869
General Government Administration										
General Government General Reserve	5,063,726	5,063,726	-	(326,000)	98,015	4,835,740	4,791,055	4,780,826	4,805,743	4,866,507
Labour Relations										
Labour Relations General Reserve	1,946,580	1,946,580	-	(376,719)	35,164	1,605,025	1,637,125	1,669,868	1,703,265	1,737,331
Regional Emergency Management (REM)										
REM General Reserve	246,085	246,085	-	(74,868)	4,173	175,390	122,393	95,808	81,401	80,424
Regional Planning										
Regional Planning General Reserve	3,444,709	3,444,709	-	(415,000)	64,744	3,094,454	2,729,113	2,682,695	2,655,549	2,627,860
Centralized Support Reserve										
Centralized Support Reserve	20,262,304	20,262,304	800,000	(7,683,639)	336,410	13,715,075	8,799,289	4,255,772	2,177,619	79,037
Total	\$ 104,315,202	\$ 104,315,202	\$ 26,029,359	\$ (37,014,113)	\$ 1,976,456	\$ 95,306,904	\$ 88,489,387	\$ 87,604,062	\$ 85,229,024	\$ 89,718,573

STATUTORY RESERVES

	2019	2020			INTEREST	2020	2021	2022	2023	2024
	ENDING BALANCE	OPENING BALANCE	CONTRIBUTION	WITHDRAWALS		ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE
Water Services										
Water Laboratory Equipment Reserve	\$ 571,339	\$ 571,339	\$ 46,000	\$ (91,000)	\$ 10,977	\$ 537,316	\$ 497,562	\$ 544,884	\$ 555,781	\$ 613,357
Water Sustainability Innovation Fund Reserve	12,396,296	12,396,296	723,000	(230,000)	252,856	13,142,152	14,135,225	15,148,160	16,181,353	17,235,210
Liquid Waste Services										
Liquid Waste Laboratory Equipment Reserve	683,420	683,420	99,854	(150,000)	13,167	646,440	762,340	882,720	1,007,679	1,135,854
Liquid Waste Sustainability Innovation Fund Reserve	16,125,078	16,125,078	1,127,000	(555,000)	328,222	17,025,300	18,236,426	19,582,874	21,112,802	22,673,328
Affordable Housing										
Affordable Housing Re-development Reserve	1,010,000	1,010,000	1,000,000	-	30,200	2,040,200	3,091,004	4,162,824	5,256,081	6,371,202
Affordable Housing Development Reserve	-	-	4,000,000	-	40,000	4,040,000	8,160,800	12,364,016	16,651,296	21,024,322
Electoral Area Service										
Community Works Reserve	166,660	166,660	121,474	-	288,134	416,586	547,606	681,247	817,561	952,059
Electoral Area Election Reserve	-	-	30,000	-	300	30,300	61,206	820	31,137	62,059
General Government Administration										
MVRD Sustainability Innovation Fund Reserve	11,504,105	11,504,105	347,000	(110,000)	232,452	11,973,558	12,563,499	13,165,239	13,779,013	14,405,064
Grants Reserve Fund	2,195,468	2,195,468	-	(140,000)	42,509	2,097,977	1,988,437	1,876,706	1,762,740	1,646,494
Regional Global Positioning System										
Regional Geospatial Reference System Reserve	865,752	865,752	52,780	-	17,843	936,375	959,296	1,034,597	1,112,864	1,194,193
Regional Parks										
Regional Parks Infrastructure Reserve	3,804,230	3,804,230	4,682,000	(8,332,432)	39,580	193,378	1,078,107	1,579,419	2,762,407	3,363,055
Regional Parkland Acquisition Reserve Fund	15,071,350	15,071,350	11,570,000	(11,570,000)	301,427	15,372,777	12,650,232	9,873,237	8,555,702	8,726,816
Delta Airpark Reserve	100,795	100,795	23,000	-	2,246	126,041	151,792	178,057	204,849	232,176
Regional Parks Legacy Fund	2,681,864	2,681,864	-	(56,000)	53,077	2,678,941	2,675,960	2,672,919	2,669,817	2,666,654
Sasamat Fire Protection Service (SFPS)										
SFPS Capital Reserve Fund	768,804	768,804	92,100	(600,000)	10,297	271,201	369,646	470,060	572,482	676,952
SFPS Communications Capital Reserve Fund	56,630	56,630	-	-	1,133	57,763	58,918	60,097	61,299	62,525
SFPS Emergency Equipment Reserve Fund	5,702	5,702	-	-	114	5,816	5,932	6,051	6,172	6,295
Corporate Self Insurance Reserve										
Corporate Self Insurance Reserve	2,570,273	2,570,273	-	-	51,405	2,621,678	2,674,112	2,727,594	2,782,146	2,837,789
Corporate Fleet Reserve										
Corporate Fleet Reserve	11,800,391	11,800,391	4,864,884	(4,867,000)	235,987	12,034,262	12,484,673	12,942,504	13,428,910	13,923,008
Total	\$ 82,378,156	\$ 82,378,156	\$ 28,779,092	\$ (26,701,432)	\$ 1,663,792	\$ 86,119,608	\$ 93,021,752	\$ 99,820,382	\$ 109,175,776	\$ 119,673,914