

## **2021-2025 Financial Plan**

October 2020



**Metro Vancouver Districts  
2021 - 2025 Financial Plan Information**

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**METRO VANCOUVER DISTRICTS  
ESTIMATED HOUSEHOLD IMPACT  
2021-2025 FINANCIAL PLAN**

	2020	2021	%	2022	%	2023	%	2024	%	2025	%
	FINAL	BUDGET	CHANGE	FORECAST	CHANGE	FORECAST	CHANGE	FORECAST	CHANGE	FORECAST	CHANGE
<b>Vancouver Sewerage Area</b>											
Water Services	\$ 172	\$ 174	1.6%	\$ 182	4.1%	\$ 191	5.3%	\$ 207	8.0%	\$ 226	9.5%
Liquid Waste Services	308	320	3.9%	350	9.4%	369	5.6%	407	10.3%	451	10.7%
Solid Waste Services	61	61	0.0%	63	2.8%	65	3.5%	67	4.0%	70	4.2%
Metro Vancouver Regional District Services	63	70	10.6%	73	4.9%	77	5.3%	81	4.7%	82	1.6%
<b>Total Household Impact</b>	<b>\$ 604</b>	<b>\$ 625</b>	<b>3.6%</b>	<b>\$ 668</b>	<b>6.8%</b>	<b>\$ 702</b>	<b>5.3%</b>	<b>\$ 762</b>	<b>8.5%</b>	<b>\$ 829</b>	<b>8.8%</b>
<b>North Shore Sewerage Area</b>											
Water Services	\$ 172	\$ 174	1.6%	\$ 182	4.1%	\$ 191	5.3%	\$ 207	8.0%	\$ 226	9.5%
Liquid Waste Services	339	368	8.5%	435	18.3%	518	19.0%	607	17.2%	702	15.6%
Solid Waste Services	61	61	0.0%	63	2.8%	65	3.5%	67	4.0%	70	4.2%
Metro Vancouver Regional District Services	63	70	10.6%	73	4.9%	77	5.3%	81	4.7%	82	1.6%
<b>Total Household Impact</b>	<b>\$ 635</b>	<b>\$ 673</b>	<b>6.0%</b>	<b>\$ 753</b>	<b>11.9%</b>	<b>\$ 851</b>	<b>13.1%</b>	<b>\$ 962</b>	<b>13.0%</b>	<b>\$ 1,080</b>	<b>12.3%</b>
<b>Lulu Island West Sewerage Area</b>											
Water Services	\$ 172	\$ 174	1.6%	\$ 182	4.1%	\$ 191	5.3%	\$ 207	8.0%	\$ 226	9.5%
Liquid Waste Services	242	247	1.9%	272	10.2%	303	11.6%	325	7.2%	364	12.1%
Solid Waste Services	61	61	0.0%	63	2.8%	65	3.5%	67	4.0%	70	4.2%
Metro Vancouver Regional District Services	63	70	10.6%	73	4.9%	77	5.3%	81	4.7%	82	1.6%
<b>Total Household Impact</b>	<b>\$ 538</b>	<b>\$ 552</b>	<b>2.6%</b>	<b>\$ 590</b>	<b>6.8%</b>	<b>\$ 636</b>	<b>8.0%</b>	<b>\$ 680</b>	<b>6.8%</b>	<b>\$ 742</b>	<b>9.3%</b>
<b>Fraser Sewerage Area</b>											
Water Services	\$ 172	\$ 174	1.6%	\$ 182	4.1%	\$ 191	5.3%	\$ 207	8.0%	\$ 226	9.5%
Liquid Waste Services	235	239	2.0%	256	6.9%	282	10.4%	310	9.9%	360	16.0%
Solid Waste Services	61	61	0.0%	63	2.8%	65	3.5%	67	4.0%	70	4.2%
Metro Vancouver Regional District Services	63	70	10.6%	73	4.9%	77	5.3%	81	4.7%	82	1.6%
<b>Total Household Impact</b>	<b>\$ 531</b>	<b>\$ 544</b>	<b>2.7%</b>	<b>\$ 574</b>	<b>5.3%</b>	<b>\$ 615</b>	<b>7.4%</b>	<b>\$ 665</b>	<b>8.1%</b>	<b>\$ 738</b>	<b>11.0%</b>
<b>Metro Vancouver Average</b>											
	2020	2021		2022		2023		2024		2025	
	Final	Prior Year Forecast	Current Year Forecast	Prior Year Forecast	Current Year Forecast	Prior Year Forecast	Current Year Forecast	Prior Year Forecast	Current Year Forecast	Prior Year Forecast	Current Year Forecast
Water Services	\$ 172	\$ 179	\$ 174	\$ 193	\$ 182	\$ 210	\$ 191	\$ 229	\$ 207	N/A	\$ 226
Liquid Waste Services	264	290	272	323	297	352	326	373	361	N/A	411
Solid Waste Services	61	64	61	66	63	68	65	71	67	N/A	70
Metro Vancouver Regional District Services	63	69	70	73	73	78	77	82	81	N/A	82
<b>Total Household Impact</b>	<b>\$ 560</b>	<b>\$ 602</b>	<b>\$ 577</b>	<b>\$ 655</b>	<b>\$ 615</b>	<b>\$ 708</b>	<b>\$ 659</b>	<b>\$ 755</b>	<b>\$ 716</b>	<b>N/A</b>	<b>\$ 789</b>
<b>% Change Total</b>			<b>3.2%</b>		<b>6.4%</b>		<b>7.3%</b>		<b>8.5%</b>		<b>10.4%</b>

**METRO VANCOUVER DISTRICTS  
REVENUE AND EXPENDITURE SUMMARY  
2021-2025 FINANCIAL PLAN**

	2020 BUDGET	2021 BUDGET	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE
<b>REVENUES</b>											
Water Sales	\$ 307,175,053	\$ 316,341,192	3.0%	\$ 333,002,653	5.3%	\$ 354,421,887	6.4%	\$ 387,720,817	9.4%	\$ 430,609,768	11.1%
Liquid Waste Services Levy	274,237,112	288,225,540	5.1%	319,960,015	11.0%	357,836,615	11.8%	402,644,254	12.5%	467,016,401	16.0%
Solid Waste Tipping Fees	105,822,892	108,516,645	2.5%	112,961,596	4.1%	118,233,412	4.7%	124,343,566	5.2%	131,328,614	5.6%
Metro Vancouver Regional District Requisitions	71,779,890	80,939,658	12.8%	86,385,178	6.7%	92,715,620	7.3%	98,731,159	6.5%	101,958,338	3.3%
Compensation Services Revenue	483,893	484,531	0.1%	492,157	1.6%	505,829	2.8%	513,689	1.6%	523,498	1.9%
Collective Bargaining Services Revenue	887,536	900,427	1.5%	912,825	1.4%	928,833	1.8%	952,942	2.6%	971,033	1.9%
Housing Rents	40,392,325	41,303,421	2.3%	41,812,776	1.2%	44,361,315	6.1%	44,752,648	0.9%	47,398,800	5.9%
Liquid Waste Industrial Charges	11,201,217	11,756,424	5.0%	12,026,821	2.3%	12,303,439	2.3%	12,586,418	2.3%	12,875,906	2.3%
Energy Sales	5,681,540	6,239,530	9.8%	6,401,758	2.6%	6,568,204	2.6%	6,738,977	2.6%	6,914,190	2.6%
Transfer from DCC Reserves	34,172,083	43,145,119	26.3%	53,536,875	24.1%	69,782,765	30.3%	83,666,018	19.9%	94,707,923	13.2%
User Fees	5,288,054	5,184,946	(1.9%)	5,316,631	2.5%	5,343,821	0.5%	5,412,927	1.3%	5,480,086	1.2%
Housing Mortgage Subsidies	2,103,014	2,099,058	(0.2%)	2,147,785	2.3%	1,890,957	(12.0%)	1,934,029	2.3%	1,977,969	2.3%
Non-Road Diesel Permit Fees	1,760,000	1,365,000	(22.4%)	1,365,000	0.0%	1,365,000	0.0%	1,365,000	0.0%	1,365,000	0.0%
Regional Global Positioning System User Fees	292,221	288,091	(1.4%)	291,655	1.2%	287,103	(1.6%)	292,844	2.0%	298,508	1.9%
Electoral Area Requisition	376,943	389,401	3.3%	401,335	3.1%	404,654	0.8%	424,205	4.8%	443,327	4.5%
Love Food Hate Waste	406,800	492,000	20.9%	492,000	0.0%	452,000	(8.1%)	452,000	0.0%	346,000	(23.5%)
Zero Waste Conference	230,000	325,000	41.3%	337,000	3.7%	350,500	4.0%	366,200	4.5%	366,200	0.0%
Other External Revenues	9,213,671	11,537,524	25.2%	13,243,451	14.8%	14,385,966	8.6%	14,511,275	0.9%	13,520,316	(6.8%)
Transfer from Sustainability Innovation Fund Reserve	5,173,589	2,102,001	(59.4%)	1,082,001	(48.5%)	697,001	(35.6%)	442,000	(36.6%)	-	(100.0%)
Transfer from Reserves	17,650,939	17,852,993	1.1%	14,825,427	(17.0%)	14,137,436	(4.6%)	12,177,944	(13.9%)	12,760,030	4.8%
<b>TOTAL REVENUES</b>	<b>\$ 894,328,772</b>	<b>\$ 939,488,501</b>	<b>5.0%</b>	<b>\$ 1,006,994,939</b>	<b>7.2%</b>	<b>\$ 1,096,972,357</b>	<b>8.9%</b>	<b>\$ 1,200,028,912</b>	<b>9.4%</b>	<b>\$ 1,330,861,907</b>	<b>10.9%</b>
<b>EXPENDITURES</b>											
Operating Programs:											
Greater Vancouver Water District	\$ 310,426,734	\$ 318,631,748	2.6%	\$ 334,918,209	5.1%	\$ 356,327,856	6.4%	\$ 389,642,315	9.3%	\$ 431,491,440	10.7%
Greater Vancouver Sewerage & Drainage District:											
Liquid Waste	330,200,194	353,356,111	7.0%	393,867,015	11.5%	447,312,853	13.6%	503,828,549	12.6%	578,908,562	14.9%
Solid Waste	114,088,624	118,512,571	3.9%	124,657,028	5.2%	131,118,607	5.2%	137,455,691	4.8%	144,666,779	5.2%
Metro Vancouver Housing Corporation	52,289,752	53,692,021	2.7%	54,676,141	1.8%	57,551,666	5.3%	58,402,255	1.5%	62,112,882	6.4%
Metro Vancouver Regional District											
Air Quality	11,858,732	11,683,020	(1.5%)	11,562,719	(1.0%)	11,507,291	(0.5%)	11,940,897	3.8%	12,244,950	2.5%
E911 Emergency Telephone Service	4,521,227	4,633,573	2.5%	4,748,693	2.5%	4,866,654	2.5%	4,987,528	2.5%	5,111,386	2.5%
Electoral Area Service	808,417	678,891	(16.0%)	763,003	12.4%	676,322	(11.4%)	691,288	2.2%	698,410	1.0%
General Government Administration	5,879,900	5,681,876	(3.4%)	5,911,994	4.1%	5,975,895	1.1%	6,049,999	1.2%	6,118,636	1.1%
General Government-Zero Waste Collaboration Initiatives	1,679,923	1,660,020	(1.2%)	1,650,208	(0.6%)	1,623,868	(1.6%)	1,641,101	1.1%	1,538,185	(6.3%)
Housing Planning and Policy	6,093,504	6,221,486	2.1%	6,064,759	(2.5%)	6,079,659	0.2%	6,170,999	1.5%	6,197,799	0.4%
Regional Economic Prosperity	1,020,000	1,530,000	50.0%	2,040,000	33.3%	2,550,000	25.0%	2,550,000	0.0%	2,550,000	0.0%
Regional Emergency Management	237,868	228,945	(3.8%)	201,745	(11.9%)	189,162	(6.2%)	178,579	(5.6%)	178,635	0.0%
Regional Employer Services	3,164,558	3,102,235	(2.0%)	3,253,149	4.9%	2,999,503	(7.8%)	2,994,075	(0.2%)	2,997,621	0.1%
Regional Global Positioning System	328,849	324,719	(1.3%)	328,283	1.1%	323,731	(1.4%)	330,314	2.0%	336,840	2.0%
Regional Parks	46,873,308	54,561,963	16.4%	57,926,755	6.2%	63,137,878	9.0%	68,354,979	8.3%	70,742,766	3.5%
Regional Planning	3,913,393	3,855,768	(1.5%)	3,886,340	0.8%	4,044,061	4.1%	4,114,430	1.7%	4,262,366	3.6%
Sasamat Fire Protection Service	943,789	1,133,554	20.1%	538,898	(52.5%)	687,351	27.5%	695,913	1.2%	704,650	1.3%
	87,323,468	95,296,050	9.1%	98,876,546	3.8%	104,661,375	5.9%	110,700,102	5.8%	113,682,244	2.7%
<b>TOTAL EXPENDITURES</b>	<b>\$ 894,328,772</b>	<b>\$ 939,488,501</b>	<b>5.0%</b>	<b>\$ 1,006,994,939</b>	<b>7.2%</b>	<b>\$ 1,096,972,357</b>	<b>8.9%</b>	<b>\$ 1,200,028,912</b>	<b>9.4%</b>	<b>\$ 1,330,861,907</b>	<b>10.9%</b>

**GREATER VANCOUVER WATER DISTRICT**  
**WATER**  
**2021-2025 FINANCIAL PLAN**

	2020 BUDGET	2021 BUDGET	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE
<b>REVENUES</b>											
Water Sales	\$ 307,175,053	\$ 316,341,192	3.0%	\$ 333,002,653	5.3%	\$ 354,421,887	6.4%	\$ 387,720,817	9.4%	\$ 430,609,768	11.1%
Other External Revenues	1,652,712	1,674,556		1,806,556		1,905,969		1,921,498		881,672	
Transfer from Sustainability Innovation Fund Reserve	1,507,969	520,000		100,000		-		-		-	
Transfer from Reserves	91,000	96,000		9,000		-		-		-	
<b>TOTAL REVENUES</b>	<b>\$ 310,426,734</b>	<b>\$ 318,631,748</b>	<b>2.6%</b>	<b>\$ 334,918,209</b>	<b>5.1%</b>	<b>\$ 356,327,856</b>	<b>6.4%</b>	<b>\$ 389,642,315</b>	<b>9.3%</b>	<b>\$ 431,491,440</b>	<b>10.7%</b>
<b>EXPENDITURES</b>											
Operating Programs:											
Policy Planning and Analysis											
Contribution to Sustainability Innovation Reserve	\$ 723,000	\$ 723,000		\$ 723,000		\$ 723,000		\$ 723,000		\$ 723,000	
Research and Innovation	766,814	588,600		588,445		589,580		602,319		626,435	
Utility Analysis and Infrastructure	1,627,545	1,626,994		1,625,614		1,629,740		1,686,277		1,726,510	
Utility Policy and Planning	1,747,420	1,017,380		1,017,983		1,017,129		1,018,619		1,040,897	
	4,864,779	3,955,974	(18.7%)	3,955,042	0.0%	3,959,449	0.1%	4,030,215	1.8%	4,116,842	2.1%
Engineering and Construction											
Minor Capital Projects	10,486,537	8,542,892		8,666,254		8,776,243		9,027,390		9,282,647	
Dispatch	127,172	129,772		132,342		134,966		138,068		141,244	
	10,613,709	8,672,664	(18.3%)	8,798,596	1.5%	8,911,209	1.3%	9,165,458	2.9%	9,423,891	2.8%
Management Systems and Utility Services											
Engineers in Training	403,690	325,547		331,922		338,430		346,883		355,134	
Management Systems Utility Services	150,000	318,377		202,144		205,987		210,704		215,530	
Minor Capital Projects	915,963	812,108		823,835		834,290		858,165		882,430	
Records Management	107,704	109,200		111,196		113,232		115,946		118,724	
	1,577,357	1,565,232	(0.8%)	1,469,096	(6.1%)	1,491,939	1.6%	1,531,698	2.7%	1,571,818	2.6%
Watershed and Environmental Management											
Watershed and Environmental Management	12,209,812	12,411,660		12,416,468		12,430,085		12,559,668		12,808,809	
	12,209,812	12,411,660	1.7%	12,416,468	0.0%	12,430,085	0.1%	12,559,668	1.0%	12,808,809	2.0%
Operations and Maintenance											
Drinking Water Residuals	986,682	1,002,120		1,022,954		1,044,261		1,066,514		1,089,280	
Lake City Operations	999,649	955,508		967,219		979,167		1,001,695		1,024,739	
Maintenance	9,384,035	9,173,510		9,711,140		10,028,594		10,574,168		10,944,082	
SCADA Control Systems	5,330,421	5,487,404		5,576,486		5,667,384		5,812,353		5,940,804	
Secondary Disinfection	1,845,431	1,438,767		1,454,880		1,524,685		1,629,865		1,666,892	
Seymour Capilano Filtration Plant	8,960,728	9,421,163		9,481,653		9,650,700		9,888,027		10,130,559	
Coquitlam Water Treatment Plant	5,136,483	6,430,751		6,386,449		6,486,834		6,772,380		6,953,977	
Infrastructure Operations Support	1,441,854	1,462,536		1,487,161		1,502,528		1,571,764		1,667,433	
Utility Voice Radio	123,175	124,754		126,217		127,705		131,195		134,557	
Water Supply	19,055,252	19,148,229		19,676,537		20,287,978		21,197,354		21,748,424	
	53,263,710	54,644,742	2.6%	55,890,695	2.3%	57,299,836	2.5%	59,645,314	4.1%	61,300,747	2.8%
Interagency Projects and Quality Control											
Drinking Water Quality Control	2,775,624	2,840,813		2,903,181		2,911,881		2,929,192		3,055,057	
Energy Management	122,423	122,421		122,423		122,423		126,647		130,982	
Interagency Projects	393,493	552,535		552,535		552,535		755,636		772,532	
Contribution to Reserve	46,000	25,519		-		-		-		-	
	3,337,540	3,541,288	6.1%	3,578,139	1.0%	3,586,839	0.2%	3,811,475	6.3%	3,958,571	3.9%
Administration and Department Support											
Administration and Department Support	2,180,659	2,158,078	(1.0%)	2,196,100	1.8%	2,219,424	1.1%	2,271,710	2.4%	2,325,212	2.4%
Communications Program											
Communications Program	450,000	440,000	(2.2%)	440,000	0.0%	440,000	0.0%	440,000	0.0%	440,000	0.0%
Allocation of Centralized Support											
Allocation of Centralized Support	24,993,939	26,052,630	4.2%	26,552,857	1.9%	26,198,398	(1.3%)	26,917,222	2.7%	27,691,505	2.9%
Total Operating Programs	113,491,505	113,442,268	0.0%	115,296,994	1.6%	116,537,179	1.1%	120,372,761	3.3%	123,637,394	2.7%
Allocation of Project Delivery											
Allocation of Project Delivery	2,288,735	2,889,566	26.3%	2,891,768	0.1%	2,518,273	(12.9%)	2,526,479	0.3%	2,575,070	1.9%
Debt Service											
Debt Service	67,582,784	71,324,155	5.5%	85,460,303	19.8%	102,956,115	20.5%	120,299,503	16.8%	135,431,617	12.6%
Contribution to Capital											
Contribution to Capital	127,063,710	130,975,759	3.1%	131,269,144	0.2%	134,316,289	2.3%	146,443,572	9.0%	169,847,359	16.0%
<b>TOTAL EXPENDITURES</b>	<b>\$ 310,426,734</b>	<b>\$ 318,631,748</b>	<b>2.6%</b>	<b>\$ 334,918,209</b>	<b>5.1%</b>	<b>\$ 356,327,856</b>	<b>6.4%</b>	<b>\$ 389,642,315</b>	<b>9.3%</b>	<b>\$ 431,491,440</b>	<b>10.7%</b>

**GREATER VANCOUVER WATER DISTRICT  
CAPITAL PROGRAMS & PROJECT TOTALS  
WATER SERVICES  
2021 - 2025 CAPITAL PLAN**

	2021 CAPITAL BUDGET	2022 CAPITAL PLAN	2023 CAPITAL PLAN	2024 CAPITAL PLAN	2025 CAPITAL PLAN	2021 TO 2025 TOTAL
<b>CAPITAL EXPENDITURES</b>						
<b>Water Infrastructure Growth Capital</b>						
Annacis Main No. 5	\$ 69,700,000	\$ 73,100,000	\$ 93,900,000	\$ 115,200,000	\$ 115,200,000	\$ 467,100,000
Cape Horn Pump Station No. 3	1,000,000	2,100,000	6,250,000	43,250,000	43,250,000	95,850,000
Coquitlam Intake No. 2 (Tunnel & Treatment)	8,500,000	11,000,000	18,500,000	30,000,000	31,000,000	99,000,000
Coquitlam Main No. 4	11,400,000	41,600,000	60,300,000	58,800,000	136,300,000	308,400,000
Fleetwood Reservoir	16,500,000	12,000,000	4,000,000	-	-	32,500,000
Grandview Reservoir Unit No. 2	-	-	-	400,000	800,000	1,200,000
Haney Main No. 4 (West Section)	800,000	400,000	350,000	-	-	1,550,000
Hellings Tank No. 2	14,000,000	8,000,000	-	-	-	22,000,000
Jericho Reservoir No. 1	1,000,000	-	-	-	-	1,000,000
Kennedy Newton Main	34,750,000	32,450,000	21,450,000	10,600,000	4,500,000	103,750,000
Newton Pump Station No. 2	1,800,000	17,600,000	16,500,000	6,800,000	4,000,000	46,700,000
Port Mann Main No. 2 (South)	3,300,000	-	-	-	-	3,300,000
South Surrey Main No. 2	600,000	1,000,000	1,000,000	3,500,000	3,500,000	9,600,000
South Surrey Main No. 2 Nickomekl Dam Prebuild	1,000,000	500,000	500,000	-	-	2,000,000
Whalley Kennedy Main No. 2	-	-	1,000,000	1,300,000	1,300,000	3,600,000
Whalley Main	3,200,000	-	-	-	-	3,200,000
	<b>\$ 167,550,000</b>	<b>\$ 199,750,000</b>	<b>\$ 223,750,000</b>	<b>\$ 269,850,000</b>	<b>\$ 339,850,000</b>	<b>\$ 1,200,750,000</b>
<b>Water Infrastructure Maintenance Capital</b>						
Annacis Main No. 2 - Queensborough Crossover Improvement	\$ 400,000	\$ 100,000	\$ -	\$ -	\$ -	\$ 500,000
Annacis Main No. 3 BHP Potash Facility Pipe Protection	450,000	100,000	-	-	-	550,000
Beach Yard Facility - Site Redevelopment	-	-	-	-	500,000	500,000
Boundary Road Main No. 2 & No. 3 Decommissioning	600,000	600,000	-	-	-	1,200,000
Burnaby Mountain Main No. 2	-	300,000	300,000	1,300,000	2,100,000	4,000,000
Burnaby Mountain Pump Station No. 2	100,000	800,000	1,100,000	800,000	9,000,000	11,800,000
Cape Horn Reservoir Condition Assessment and Structural Repair	-	350,000	-	1,200,000	-	1,550,000
Capilano Main No. 5 (South Shaft to Lost Lagoon)	10,500,000	43,500,000	45,000,000	50,000,000	45,000,000	194,000,000



**GREATER VANCOUVER WATER DISTRICT  
CAPITAL PROGRAMS & PROJECT TOTALS  
WATER SERVICES  
2021 - 2025 CAPITAL PLAN**

	<b>2021 CAPITAL BUDGET</b>	<b>2022 CAPITAL PLAN</b>	<b>2023 CAPITAL PLAN</b>	<b>2024 CAPITAL PLAN</b>	<b>2025 CAPITAL PLAN</b>	<b>2021 TO 2025 TOTAL</b>
Capilano Main No. 7 Line Valve & Swing Connection	1,000,000	300,000	-	-	-	1,300,000
Capilano Raw Water Pump Station Bypass PRV Upgrades	700,000	500,000	-	-	-	1,200,000
Capilano Watershed Security Gatehouse	1,200,000	500,000	-	-	-	1,700,000
Central Park Main No. 2 (10th Ave to Westburnco)	900,000	1,200,000	6,800,000	7,000,000	8,000,000	23,900,000
Central Park Main No. 2 (Patterson to 10th Ave)	16,700,000	26,500,000	18,600,000	11,500,000	-	73,300,000
Central Park Reservoir Structural Improvements	-	-	-	300,000	1,100,000	1,400,000
Central Park WPS Starters Replacement	5,000,000	1,550,000	-	-	-	6,550,000
CLD & SFD Fasteners Replacement & Coating Repairs	800,000	400,000	-	-	-	1,200,000
Cleveland Dam - Lower Outlet HBV Rehabilitation	2,900,000	1,000,000	-	-	-	3,900,000
Cleveland Dam Drumgate Seal Replacement	-	-	500,000	500,000	-	1,000,000
Coquitlam Pipeline Road Remediation	900,000	-	-	-	-	900,000
CWTP Ozone Sidestream Pipe Heat Trace and Insulation	700,000	200,000	-	-	-	900,000
CWTP Ozone Sidestream Pump VFD Replacement	750,000	500,000	-	-	-	1,250,000
CWTP pH, Alkalinity Upgrades	50,000	-	-	-	-	50,000
Dechlorination for Reservoir Overflow and Underdrain Discharges	400,000	1,000,000	1,000,000	300,000	-	2,700,000
Douglas Road Main No. 2 - Kincaid Section	250,000	300,000	1,000,000	1,000,000	-	2,550,000
Douglas Road Main No. 2 (Vancouver Heights Section)	400,000	-	-	-	-	400,000
Douglas Road Main No. 2 Still Creek	13,100,000	13,600,000	14,000,000	13,500,000	-	54,200,000
Douglas Road Main Protection	100,000	900,000	500,000	-	-	1,500,000
E2 Shaft Phase 3	800,000	-	-	-	-	800,000
First Narrows Tunnel Isolation Chamber Improvements	2,800,000	3,000,000	-	-	-	5,800,000
Improvements to Capilano Mains No. 4 and 5	1,000,000	450,000	-	-	-	1,450,000
Kersland Reservoir No. 1 Structural Improvements	2,700,000	1,500,000	1,500,000	-	-	5,700,000
Little Mountain Reservoir Roof Upgrades	2,200,000	1,000,000	-	-	-	3,200,000
Lulu Island - Delta Main - Scour Protection Phase 2	250,000	2,500,000	800,000	-	-	3,550,000
Lulu Island - Delta Main No. 2 (Marine Crossing)	-	-	5,000,000	5,000,000	5,000,000	15,000,000
Maple Ridge Main West Lining Repairs	500,000	1,500,000	800,000	-	-	2,800,000
Newton Rechlorination Station No. 2	-	400,000	600,000	1,500,000	1,500,000	4,000,000
Port Mann Main No. 1 (Fraser River Crossing Removal)	500,000	250,000	5,000,000	7,000,000	5,000,000	17,750,000

**GREATER VANCOUVER WATER DISTRICT  
CAPITAL PROGRAMS & PROJECT TOTALS  
WATER SERVICES  
2021 - 2025 CAPITAL PLAN**

	<b>2021 CAPITAL BUDGET</b>	<b>2022 CAPITAL PLAN</b>	<b>2023 CAPITAL PLAN</b>	<b>2024 CAPITAL PLAN</b>	<b>2025 CAPITAL PLAN</b>	<b>2021 TO 2025 TOTAL</b>
Port Moody Main No. 1 Christmas Way Relocation	1,900,000	350,000	-	-	-	2,250,000
Port Moody Main No. 3 Dewdney Trunk Rd Relocation	900,000	-	-	-	-	900,000
Port Moody Main No. 3 Scott Creek Section	450,000	3,500,000	3,000,000	2,000,000	2,500,000	11,450,000
Queensborough Main Royal Avenue Relocation	3,500,000	2,000,000	300,000	-	-	5,800,000
Rechlorination Station SHS Storage Tank Replacement	800,000	-	-	-	-	800,000
Rechlorination Station Upgrades	300,000	-	1,000,000	2,000,000	6,000,000	9,300,000
Rehabilitation of AN2 on Queensborough Bridge	800,000	-	-	-	-	800,000
Relocation and Protection for MOTI Expansion Project Broadway	3,150,000	1,500,000	500,000	500,000	500,000	6,150,000
Relocation and Protection for MOTI George Massey Crossing Replacement	-	200,000	650,000	600,000	500,000	1,950,000
Relocation and Protection for Translink Expansion Project Surrey Langley SkyTrain	350,000	2,300,000	2,200,000	1,000,000	750,000	6,600,000
Sapperton Main No. 2 North Road Relocation and Protection	400,000	2,250,000	2,250,000	1,600,000	-	6,500,000
SCFP Centralized Compressed Air System	200,000	550,000	150,000	-	-	900,000
SCFP Clearwell Membrane Replacement	200,000	1,200,000	5,500,000	5,500,000	5,000,000	17,400,000
SCFP Concrete Coatings	150,000	-	-	-	-	150,000
SCFP OMC Building Expansion	1,050,000	1,000,000	-	-	-	2,050,000
SCFP Polymer System Upgrade	1,550,000	-	-	-	-	1,550,000
SCFP SCADA/ICS Controller Upgrade	-	-	700,000	700,000	-	1,400,000
South Delta Main No. 1 - Ferry Road Check Valve Replacement	500,000	-	-	-	-	500,000
South Surrey Main No. 1 Nickomekl Dam Relocation	1,800,000	3,000,000	2,100,000	-	-	6,900,000
South Surrey Supply Main (Serpentine River) Bridge Support Modification	300,000	-	-	-	-	300,000
Sunnyside Reservoir Unit 1 Upgrades	800,000	-	-	-	-	800,000
Tilbury Main North Fraser Way Valve Addition	800,000	1,500,000	400,000	-	-	2,700,000
Water Chamber Improvements and Repairs	1,000,000	1,000,000	-	-	-	2,000,000
Westburnco Pump Station No. 2 VFD Replacements	1,650,000	300,000	-	-	-	1,950,000
	<b>\$ 91,200,000</b>	<b>\$ 125,450,000</b>	<b>\$ 121,250,000</b>	<b>\$ 114,800,000</b>	<b>\$ 92,450,000</b>	<b>\$ 545,150,000</b>
<b>Water Infrastructure Resilience Capital</b>						
Barnston/Maple Ridge Pump Station - Back-up Power	\$ 1,050,000	\$ 1,000,000	\$ -	\$ -	\$ 2,000,000	\$ 4,050,000

**GREATER VANCOUVER WATER DISTRICT  
CAPITAL PROGRAMS & PROJECT TOTALS  
WATER SERVICES  
2021 - 2025 CAPITAL PLAN**

	2021 CAPITAL BUDGET	2022 CAPITAL PLAN	2023 CAPITAL PLAN	2024 CAPITAL PLAN	2025 CAPITAL PLAN	2021 TO 2025 TOTAL
Burnaby Mountain Tank No. 2	2,300,000	500,000	1,000,000	13,000,000	4,000,000	20,800,000
Burnaby Mountain Tank No. 3	1,300,000	1,100,000	1,700,000	13,000,000	4,000,000	21,100,000
Cambie Richmond Main No. 3 (Marine Crossing)	31,000,000	18,000,000	6,000,000	10,000,000	6,000,000	71,000,000
Cape Horn Pump Station 2 - Back-Up Power	650,000	1,100,000	1,100,000	1,250,000	1,250,000	5,350,000
Capilano Raw Water Pump Station - Back-up Power	17,000,000	8,000,000	-	-	-	25,000,000
Clayton Langley Main No. 2	400,000	600,000	700,000	3,200,000	9,000,000	13,900,000
Cleveland Dam Power Resiliency Improvements	700,000	500,000	-	-	-	1,200,000
Cleveland Dam Seismic Stability Evaluation	800,000	-	-	-	-	800,000
Coquitlam Intake Tower Seismic Upgrade	500,000	7,000,000	10,000,000	7,000,000	-	24,500,000
Critical Control Sites - Back-Up Power	-	200,000	300,000	400,000	500,000	1,400,000
CWTP Ozone Back-up Power	-	-	500,000	1,450,000	4,000,000	5,950,000
Emergency Power Strategy for Regional Water Facilities	200,000	-	-	-	-	200,000
Grandview Pump Station Improvements	1,950,000	50,000	-	-	-	2,000,000
Haney Main No. 4 (Marine Crossing)	-	5,000,000	20,000,000	-	-	25,000,000
Mackay Creek Debris Flow Mitigation	300,000	-	-	-	-	300,000
Pebble Hill Pump Station Seismic Upgrade	-	300,000	1,000,000	500,000	-	1,800,000
Pebble Hill Reservoir No. 3 Seismic Upgrade	-	-	5,000,000	4,000,000	-	9,000,000
Pebble Hill Reservoir Seismic Upgrade	5,400,000	4,000,000	-	-	-	9,400,000
Reservoir Isolation Valve Automation	250,000	1,000,000	1,000,000	1,000,000	1,000,000	4,250,000
Scour Protection Assessments and Construction General	1,500,000	500,000	-	-	-	2,000,000
Second Narrows Crossing (Tunnel)	75,000,000	65,000,000	60,000,000	50,000,000	20,600,000	270,600,000
Seymour Main No. 2 Joint Improvements	1,200,000	900,000	-	1,000,000	1,000,000	4,100,000
Seymour Main No. 5 III ( North )	2,400,000	800,000	-	-	-	3,200,000
Seymour Reservoir Mid-Lake Debris Boom	700,000	-	-	-	-	700,000
Sunnyside Reservoir Units 1 and 2 Seismic Upgrade	550,000	3,000,000	7,200,000	-	-	10,750,000
Vancouver Heights System Resiliency Improvements	350,000	500,000	500,000	-	-	1,350,000
Westburnco Pump Station - Back-up Power	10,100,000	9,500,000	-	-	-	19,600,000
	\$ 155,600,000	\$ 128,550,000	\$ 116,000,000	\$ 105,800,000	\$ 53,350,000	\$ 559,300,000

**GREATER VANCOUVER WATER DISTRICT  
CAPITAL PROGRAMS & PROJECT TOTALS  
WATER SERVICES  
2021 - 2025 CAPITAL PLAN**

	2021 CAPITAL BUDGET	2022 CAPITAL PLAN	2023 CAPITAL PLAN	2024 CAPITAL PLAN	2025 CAPITAL PLAN	2021 TO 2025 TOTAL
<b>Water Infrastructure Upgrade Capital</b>						
CWTP Ozone Generation Upgrades for Units 2 & 3	\$ 2,050,000	\$ 1,500,000	\$ -	\$ -	\$ -	3,550,000
Lower Seymour Conservation Reserve Learning Lodge Replacement	2,400,000	-	-	-	-	2,400,000
Online Chlorine Monitoring Stations	-	-	-	-	450,000	450,000
Sapperton Main No. 1 New Line Valve and Chamber	1,000,000	1,100,000	-	-	-	2,100,000
South Delta Main No. 1 - 28 Ave to 34B Ave	3,000,000	-	-	-	-	3,000,000
South Delta Mains - 28 Ave Crossover	500,000	-	-	-	-	500,000
Tilbury Junction Chamber Valves Replacement with Actuators	900,000	-	-	-	-	900,000
Water Meter Upgrades	2,700,000	2,700,000	3,000,000	3,000,000	3,000,000	14,400,000
Water Optimization - Flow Meters (Non-billing) Phase 1	-	1,500,000	2,000,000	3,000,000	4,000,000	10,500,000
Water Optimization - Flow Meters (Non-billing) Phase 2	-	250,000	1,500,000	750,000	2,000,000	4,500,000
Water Optimization - Instrumentation	250,000	750,000	2,000,000	2,500,000	2,500,000	8,000,000
Water Optimization Automation & Instrumentation	2,100,000	300,000	-	-	-	2,400,000
	<b>\$ 14,900,000</b>	<b>\$ 8,100,000</b>	<b>\$ 8,500,000</b>	<b>\$ 9,250,000</b>	<b>\$ 11,950,000</b>	<b>\$ 52,700,000</b>
<b>Water Opportunity Capital</b>						
Capilano Hydropower	\$ 2,000,000	\$ 750,000	\$ -	\$ -	\$ -	\$ 2,750,000
	<b>\$ 2,000,000</b>	<b>\$ 750,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,750,000</b>
<b>TOTAL CAPITAL EXPENDITURES</b>	<b>\$ 431,250,000</b>	<b>\$ 462,600,000</b>	<b>\$ 469,500,000</b>	<b>\$ 499,700,000</b>	<b>\$ 497,600,000</b>	<b>\$ 2,360,650,000</b>

GREATER VANCOUVER WATER DISTRICT  
 CAPITAL PROGRAMS & PROJECT TOTALS  
 WATER SERVICES  
 2021 - 2025 CAPITAL PLAN

	2021 CAPITAL BUDGET	2022 CAPITAL PLAN	2023 CAPITAL PLAN	2024 CAPITAL PLAN	2025 CAPITAL PLAN	2021 TO 2025 TOTAL
<b>2021 - 2025 CAPITAL FUNDING</b>						
New External Borrowing	\$ 288,250,000	\$ 315,600,000	\$ 303,500,000	\$ 314,700,000	\$ 280,600,000	\$ 1,502,650,000
Contribution to Capital	131,000,000	131,000,000	134,000,000	146,000,000	170,000,000	712,000,000
Development Cost Charges	-	-	20,000,000	30,000,000	40,000,000	90,000,000
Reserves	-	5,000,000	5,000,000	5,000,000	5,000,000	20,000,000
External Funding - Interagency	12,000,000	11,000,000	7,000,000	4,000,000	2,000,000	36,000,000
<b>Total</b>	<b>\$ 431,250,000</b>	<b>\$ 462,600,000</b>	<b>\$ 469,500,000</b>	<b>\$ 499,700,000</b>	<b>\$ 497,600,000</b>	<b>\$ 2,360,650,000</b>

<b>2021 - 2025 DEBT SERVICING TOTALS/RATIO</b>						
Operations	\$ 117,000,000	\$ 118,000,000	\$ 119,000,000	\$ 123,000,000	\$ 126,000,000	\$ 603,000,000
Debt Service - Existing	68,000,000	67,000,000	79,000,000	96,000,000	110,000,000	420,000,000
Debt Service - New	3,000,000	19,000,000	24,000,000	25,000,000	25,000,000	96,000,000
Contribution to Capital	131,000,000	131,000,000	134,000,000	146,000,000	170,000,000	712,000,000
<b>Total</b>	<b>\$ 319,000,000</b>	<b>\$ 335,000,000</b>	<b>\$ 356,000,000</b>	<b>\$ 390,000,000</b>	<b>\$ 431,000,000</b>	<b>\$ 1,831,000,000</b>
% Debt Service	<b>22%</b>	<b>26%</b>	<b>29%</b>	<b>31%</b>	<b>31%</b>	<b>28%</b>

**GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT  
LIQUID WASTE  
2021-2025 FINANCIAL PLAN**

	2020 BUDGET	2021 BUDGET	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE
<b>REVENUES</b>											
Liquid Waste Services Levy	\$ 274,237,112	\$ 288,225,540	5.1%	\$ 319,960,015	11.0%	\$ 357,836,615	11.8%	\$ 402,644,254	12.5%	\$ 467,016,401	16.0%
User Fees	2,540,468	2,562,238		2,615,472		2,669,581		2,724,859		2,781,332	
Transfer from DCC Reserves	34,172,083	43,145,119		53,536,875		69,782,765		83,666,018		94,707,923	
BOD/TSS Industrial Charges	11,201,217	11,756,424		12,026,821		12,303,439		12,586,418		12,875,906	
Other External Revenues	540,000	1,400,000		1,411,000		1,423,000		1,435,000		1,447,000	
Transfer from Sustainability Innovation Fund Reserve	2,492,380	1,157,001		947,001		697,001		442,000			
Transfer from Reserves	5,016,934	5,109,789		3,369,831		2,600,452		330,000		80,000	
<b>TOTAL REVENUES</b>	<b>\$ 330,200,194</b>	<b>\$ 353,356,111</b>	<b>7.0%</b>	<b>\$ 393,867,015</b>	<b>11.5%</b>	<b>\$ 447,312,853</b>	<b>13.6%</b>	<b>\$ 503,828,549</b>	<b>12.6%</b>	<b>\$ 578,908,562</b>	<b>14.9%</b>
<b>EXPENDITURES</b>											
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	2,612,298	3,217,893		3,350,280		3,413,406		3,477,333		3,542,368	
Utility Policy and Planning	2,657,094	3,063,269		3,109,678		2,990,793		3,201,239		3,257,971	
Wastewater Research and Innovation	3,589,737	2,191,630		2,106,821		1,882,284		1,811,503		1,399,123	
	9,986,129	9,599,792	(3.9%)	9,693,779	1.0%	9,413,483	(2.9%)	9,617,075	2.2%	9,326,462	(3.0%)
Management Systems and Utility Services											
Annacis Research Centre	511,467	489,001		489,001		489,002		489,000		489,001	
Dispatch	136,616	137,689		140,416		143,200		146,491		149,861	
Energy Management	285,653	285,649		285,653		285,654		295,510		305,623	
Engineers in Training	565,166	499,947		509,737		519,731		532,714		545,382	
Liquid Waste Residuals	29,178,967	33,291,360		34,351,079		35,681,246		32,099,026		21,556,687	
Management Systems Utility Services	385,731	989,560		997,046		1,004,684		1,015,086		1,024,747	
Records Management	115,703	115,862		117,979		120,140		123,019		125,967	
Utility Voice Radio	160,747	162,808		164,715		166,658		171,214		175,601	
	31,340,050	35,971,876	14.8%	37,055,626	3.0%	38,410,315	3.7%	34,872,060	(9.2%)	24,372,869	(30.1%)
Environmental Management and Quality Control											
Environmental Management and Quality Control	12,098,012	12,290,197		12,341,224		12,838,241		12,903,929		13,438,187	
Source Compliance Monitoring	413,611	410,963		413,055		413,611		423,124		432,856	
Contribution to Reserve	99,854	101,285		101,285		101,285		104,803		105,482	
	12,611,477	12,802,445	1.5%	12,855,564	0.4%	13,353,137	3.9%	13,431,856	0.6%	13,976,525	4.1%
Engineering Design and Construction											
Minor Capital Projects	8,542,930	8,915,484		9,124,386		9,172,958		9,390,470		9,616,265	
	8,542,930	8,915,484	4.4%	9,124,386	2.3%	9,172,958	0.5%	9,390,470	2.4%	9,616,265	2.4%
Operations and Maintenance											
Lake City Operations	999,648	955,508		967,218		979,166		1,001,694		1,024,738	
Maintenance	30,246,927	31,165,529		31,962,498		33,399,033		34,753,032		36,021,950	
SCADA Control Systems	1,055,781	1,065,995		1,081,836		1,097,994		1,134,329		1,158,568	
Urban Drainage	1,109,596	1,157,299		1,059,692		1,081,475		1,105,781		1,130,642	
Wastewater Collection	15,802,522	15,702,716		15,930,347		16,051,452		16,415,260		16,785,528	
Wastewater Treatment	40,585,187	45,473,059		47,001,921		51,460,421		52,950,300		55,833,575	
	89,799,661	95,520,106	6.4%	98,003,512	2.6%	104,069,541	6.2%	107,360,396	3.2%	111,955,001	4.3%
Administration and Department Support											
	2,299,047	2,156,200	(6.2%)	2,189,435	1.5%	2,200,682	0.5%	2,316,186	5.2%	2,372,152	2.4%
Communication and Outreach											
	450,000	450,000	0.0%	450,000	0.0%	450,000	0.0%	450,000	0.0%	450,000	0.0%
Environmental Regulation and Enforcement											
	2,041,734	2,041,164	0.0%	2,041,713	0.0%	2,041,427	0.0%	2,095,385	2.6%	2,144,355	2.3%
Allocation of Centralized Support											
Total Operating Programs	26,632,893	27,044,682	1.5%	28,571,309	5.6%	29,832,750	4.4%	32,432,257	8.7%	34,283,769	5.7%
	183,703,921	194,501,749	5.9%	199,985,324	2.8%	208,944,293	4.5%	211,965,685	1.4%	208,497,398	(1.6%)
Allocation of Project Delivery											
	3,433,102	5,082,413	48.0%	5,050,316	(0.6%)	4,357,824	(13.7%)	4,375,652	0.4%	4,445,364	1.6%
Debt Service											
	57,211,522	73,703,813	28.8%	109,325,880	48.3%	153,237,032	40.2%	198,755,821	29.7%	252,006,542	26.8%
Contribution to Capital											
	85,851,649	80,068,136	(6.7%)	79,505,495	(0.7%)	80,773,704	1.6%	88,731,391	9.9%	113,959,258	28.4%
<b>TOTAL EXPENDITURES</b>	<b>\$ 330,200,194</b>	<b>\$ 353,356,111</b>	<b>7.0%</b>	<b>\$ 393,867,015</b>	<b>11.5%</b>	<b>\$ 447,312,853</b>	<b>13.6%</b>	<b>\$ 503,828,549</b>	<b>12.6%</b>	<b>\$ 578,908,562</b>	<b>14.9%</b>

**GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT**  
**LIQUID WASTE**  
**2021-2025 FINANCIAL PLAN**  
**VANCOUVER SEWERAGE AREA**

	2020 BUDGET	2021 BUDGET	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE
<b>REVENUES</b>											
Liquid Waste Services Levy	\$ 85,463,155	\$ 90,050,125	5.4%	\$ 99,798,610	10.8%	\$ 106,905,631	7.1%	\$ 119,637,931	11.9%	\$ 134,375,274	12.3%
User Fees	582,962	652,388		666,275		680,200		694,440		709,003	
Transfer from DCC Reserves	4,292,957	5,094,257		5,995,790		7,111,497		6,930,330		6,921,177	
BOD/TSS Industrial Charges	2,919,742	3,148,010		3,220,414		3,294,484		3,370,257		3,447,773	
Other External Revenues	81,940	165,775		165,775		165,775		165,775		165,775	
Transfer from Sustainability Innovation Fund Reserve	991,968	443,247		362,796		267,021		169,330		-	
Transfer from Reserves	4,810,136	5,029,789		3,289,831		2,520,452		92,134		-	
<b>TOTAL REVENUES</b>	<b>\$ 99,142,860</b>	<b>\$ 104,583,591</b>	<b>5.5%</b>	<b>\$ 113,499,491</b>	<b>8.5%</b>	<b>\$ 120,945,060</b>	<b>6.6%</b>	<b>\$ 131,060,197</b>	<b>8.4%</b>	<b>\$ 145,619,002</b>	<b>11.1%</b>
<b>EXPENDITURES</b>											
<b>Operating Programs:</b>											
<b>Policy Planning and Analysis</b>											
Contribution to Sustainability Innovation Fund Reserve	\$ 448,546	\$ 448,546		\$ 448,546		\$ 448,546		\$ 448,546		\$ 448,546	
Utility Analysis and Infrastructure	984,124	1,207,896		1,258,307		1,282,179		1,306,286		1,330,809	
Utility Policy and Planning	1,029,326	1,146,347		1,164,004		1,118,334		1,198,804		1,220,381	
Wastewater Research and Innovation	1,428,716	839,613		807,123		721,103		693,987		536,004	
	<u>3,890,712</u>	<u>3,642,402</u>	(6.4%)	<u>3,677,980</u>	1.0%	<u>3,570,162</u>	(2.9%)	<u>3,647,623</u>	2.2%	<u>3,535,740</u>	(3.1%)
<b>Management Systems and Utility Services</b>											
Annacis Research Centre	203,564	194,622		194,622		194,622		194,622		194,622	
Dispatch	40,402	41,173		41,988		42,821		42,805		44,813	
Energy Management	84,480	85,417		85,418		85,419		88,366		91,390	
Engineers in Training	224,913	191,526		195,277		199,105		204,079		208,932	
Liquid Waste Residuals	16,124,206	19,784,445		21,079,393		20,496,403		18,338,671		7,158,355	
Management Systems Utility Services	114,076	295,908		298,147		300,431		303,541		306,430	
Records Management	34,217	34,646		35,279		35,925		36,786		37,668	
Utility Voice Radio	57,716	58,456		59,141		59,839		61,474		63,050	
	<u>16,883,574</u>	<u>20,686,193</u>	22.5%	<u>21,989,265</u>	6.3%	<u>21,414,565</u>	(2.6%)	<u>19,271,344</u>	(10.0%)	<u>8,105,260</u>	(57.9%)
<b>Environmental Management and Quality Control</b>											
Environmental Management and Quality Control	4,694,233	4,529,371		4,548,924		4,739,330		4,754,657		4,958,502	
Source Compliance Monitoring	164,617	163,563		164,396		164,617		168,403		172,277	
Contribution to Reserve	38,745	37,327		37,327		37,327		38,624		38,874	
	<u>4,897,595</u>	<u>4,730,261</u>	(3.4%)	<u>4,750,647</u>	0.4%	<u>4,941,274</u>	4.0%	<u>4,961,684</u>	0.4%	<u>5,169,653</u>	4.2%
<b>Engineering Design and Construction</b>											
Minor Capital Projects	2,960,643	2,869,331		2,917,110		2,932,150		3,001,731		3,074,042	
	<u>2,960,643</u>	<u>2,869,331</u>	(3.1%)	<u>2,917,110</u>	1.7%	<u>2,932,150</u>	0.5%	<u>3,001,731</u>	2.4%	<u>3,074,042</u>	2.4%
<b>Operations and Maintenance</b>											
Lake City Operations	397,861	366,055		370,541		375,119		383,749		392,577	
Maintenance	8,033,121	8,157,588		8,381,249		8,520,948		8,859,660		9,159,988	
SCADA Control Systems	303,023	293,653		298,016		302,467		312,476		319,154	
Wastewater Collection	4,126,385	4,133,838		4,169,808		4,104,506		4,127,262		4,290,434	
Wastewater Treatment	10,639,750	12,958,525		14,072,248		14,660,275		15,146,106		15,477,963	
	<u>23,500,140</u>	<u>25,909,659</u>	10.3%	<u>27,291,862</u>	5.3%	<u>27,963,315</u>	2.5%	<u>28,829,253</u>	3.1%	<u>29,640,116</u>	2.8%
<b>Administration and Department Support</b>											
	679,920	644,768	(5.2%)	654,708	1.5%	658,071	0.5%	692,609	5.2%	709,343	2.4%
<b>Communication and Outreach</b>											
	179,100	172,395	(3.7%)	172,395	0.0%	172,395	0.0%	172,395	0.0%	172,395	0.0%
<b>Environmental Regulation and Enforcement</b>											
	380,375	363,123	(4.5%)	363,221	0.0%	363,170	0.0%	372,769	2.6%	381,481	2.3%
<b>Allocation of Centralized Support</b>											
	7,900,981	8,137,092	3.0%	8,494,213	4.4%	8,631,897	1.6%	8,780,571	1.7%	8,959,600	2.0%
<b>Total Operating Programs</b>	<u>61,273,040</u>	<u>67,155,224</u>	9.6%	<u>70,311,401</u>	4.7%	<u>70,646,999</u>	0.5%	<u>69,729,979</u>	(1.3%)	<u>59,747,630</u>	(14.3%)
<b>Allocation of Project Delivery</b>											
	1,109,214	1,211,306	9.2%	1,217,797	0.5%	1,071,988	(12.0%)	1,076,654	0.4%	1,091,605	1.4%
<b>Debt Service</b>											
	7,131,201	9,186,351	28.8%	13,784,047	50.0%	20,490,289	48.7%	29,421,207	43.6%	40,147,160	36.5%
<b>Contribution to Capital</b>											
	29,629,405	27,030,710	(8.8%)	28,186,246	4.3%	28,735,784	1.9%	30,832,357	7.3%	44,632,607	44.8%
<b>TOTAL EXPENDITURES</b>	<b>\$ 99,142,860</b>	<b>\$ 104,583,591</b>	<b>5.5%</b>	<b>\$ 113,499,491</b>	<b>8.5%</b>	<b>\$ 120,945,060</b>	<b>6.6%</b>	<b>\$ 131,060,197</b>	<b>8.4%</b>	<b>\$ 145,619,002</b>	<b>11.1%</b>

**GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT**  
**LIQUID WASTE**  
**2021-2025 FINANCIAL PLAN**  
**NORTH SHORE SEWERAGE AREA**

	2020 BUDGET	2021 BUDGET	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE
<b>REVENUES</b>											
Liquid Waste Services Levy	\$ 26,051,249	\$ 28,612,631	9.8%	\$ 34,255,190	19.7%	\$ 41,300,408	20.6%	\$ 48,975,733	18.6%	\$ 57,300,813	17.0%
User Fees	74,232	71,039		72,352		73,691		75,057		76,450	
Transfer from DCC Reserves	1,549,664	1,748,354		1,786,857		2,447,960		2,189,833		1,828,082	
BOD/TSS Industrial Charges	765,271	861,405		881,217		901,485		922,219		943,430	
Other External Revenues	1,989	16,900		16,900		16,900		16,900		16,900	
Transfer from Sustainability Innovation Fund Reserve	165,246	78,213		64,017		47,117		29,879		-	
Transfer from Reserves	11,210	-		-		-		18,835		-	
<b>TOTAL REVENUES</b>	<b>\$ 28,618,861</b>	<b>\$ 31,388,542</b>	<b>9.7%</b>	<b>\$ 37,076,533</b>	<b>18.1%</b>	<b>\$ 44,787,561</b>	<b>20.8%</b>	<b>\$ 52,228,456</b>	<b>16.6%</b>	<b>\$ 60,165,675</b>	<b>15.2%</b>
<b>EXPENDITURES</b>											
<b>Operating Programs:</b>											
<b>Policy Planning and Analysis</b>											
Contribution to Sustainability Innovation Fund Reserve	\$ 74,720	\$ 74,720		\$ 74,720		\$ 74,720		\$ 74,720		\$ 74,720	
Utility Analysis and Infrastructure	163,938	213,139		222,035		226,247		230,501		234,828	
Utility Policy and Planning	171,468	202,279		205,395		197,336		211,535		215,343	
Wastewater Research and Innovation	238,000	148,154		142,421		127,242		122,457		94,581	
	648,126	638,292	(1.5%)	644,571	1.0%	625,545	(3.0%)	639,213	2.2%	619,472	(3.1%)
<b>Management Systems and Utility Services</b>											
Annacis Research Centre	33,910	32,421		32,421		32,421		32,421		32,421	
Dispatch	11,145	12,017		12,255		12,498		12,785		13,079	
Energy Management	23,301	24,929		24,929		24,929		25,790		26,672	
Engineers in Training	37,486	33,799		34,461		35,136		36,014		36,870	
Liquid Waste Residuals	799,980	849,489		813,020		1,018,520		1,875,859		1,947,367	
Management Systems Utility Services	31,464	86,359		87,012		87,679		88,587		89,430	
Records Management	9,439	10,112		10,297		10,485		10,737		10,994	
Utility Voice Radio	15,301	15,497		15,678		15,863		16,297		16,714	
	962,026	1,064,623	10.7%	1,030,073	(3.2%)	1,237,531	20.1%	2,098,490	69.6%	2,173,547	3.6%
<b>Environmental Management and Quality Control</b>											
Environmental Management and Quality Control	904,095	925,963		929,408		963,004		972,679		1,009,231	
Source Compliance Monitoring	27,422	27,247		27,386		27,422		28,053		28,698	
Contribution to Reserve	7,462	7,631		7,631		7,631		7,896		7,947	
	938,979	960,841	2.3%	964,425	0.4%	998,057	3.5%	1,008,628	1.1%	1,045,876	3.7%
<b>Engineering Design and Construction</b>											
<b>Minor Capital Projects</b>											
	532,271	545,939		551,479		554,779		567,970		581,279	
	532,271	545,939	2.6%	551,479	1.0%	554,779	0.6%	567,970	2.4%	581,279	2.3%
<b>Operations and Maintenance</b>											
Lake City Operations	66,276	64,593		65,384		66,191		67,715		69,272	
Maintenance	3,233,529	3,281,647		3,370,315		4,176,725		4,327,999		4,485,773	
SCADA Control Systems	151,738	152,669		154,938		157,252		162,456		165,927	
Wastewater Collection	2,570,342	2,539,123		2,545,582		2,490,712		2,633,801		2,701,894	
Wastewater Treatment	5,887,287	6,221,673		6,318,034		6,671,663		7,570,324		10,366,809	
	11,909,172	12,259,705	2.9%	12,454,253	1.6%	13,562,543	8.9%	14,762,295	8.8%	17,789,675	20.5%
<b>Administration and Department Support</b>											
	187,533	188,172	0.3%	191,072	1.5%	192,054	0.5%	202,134	5.2%	207,018	2.4%
<b>Communication and Outreach</b>											
	29,835	30,420	2.0%	30,420	0.0%	30,420	0.0%	30,420	0.0%	30,420	0.0%
<b>Environmental Regulation and Enforcement</b>											
	121,075	119,816	(1.0%)	119,849	0.0%	119,832	0.0%	122,999	2.6%	125,874	2.3%
<b>Allocation of Centralized Support</b>											
	2,166,117	2,352,724	8.6%	2,518,842	7.1%	2,794,366	10.9%	3,234,085	15.7%	3,532,266	9.2%
<b>Total Operating Programs</b>	<b>17,495,134</b>	<b>18,160,532</b>	<b>3.8%</b>	<b>18,504,984</b>	<b>1.9%</b>	<b>20,115,127</b>	<b>8.7%</b>	<b>22,666,234</b>	<b>12.7%</b>	<b>26,105,427</b>	<b>15.2%</b>
<b>Allocation of Project Delivery</b>											
	231,769	643,067	180.0%	627,450	(2.4%)	552,604	(11.9%)	544,318	(1.5%)	550,246	1.1%
<b>Debt Service</b>											
	3,251,337	4,913,012	51.1%	12,172,791	150.0%	17,815,947	46.4%	22,778,078	27.9%	25,685,496	12.8%
<b>Contribution to Capital</b>											
	7,640,621	7,671,931	0.4%	5,771,308	(24.8%)	6,303,883	9.2%	6,239,826	(1.0%)	7,824,506	25.4%
<b>TOTAL EXPENDITURES</b>	<b>\$ 28,618,861</b>	<b>\$ 31,388,542</b>	<b>9.7%</b>	<b>\$ 37,076,533</b>	<b>18.1%</b>	<b>\$ 44,787,561</b>	<b>20.8%</b>	<b>\$ 52,228,456</b>	<b>16.6%</b>	<b>\$ 60,165,675</b>	<b>15.2%</b>



**GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT**  
**LIQUID WASTE**  
**2021-2025 FINANCIAL PLAN**  
**LULU ISLAND WEST SEWERAGE AREA**

	2020 BUDGET	2021 BUDGET	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE
<b>REVENUES</b>											
Liquid Waste Services Levy	\$ 24,688,980	\$ 25,619,792	3.8%	\$ 28,738,087	12.2%	\$ 32,598,274	13.4%	\$ 35,489,503	8.9%	\$ 40,400,320	13.8%
User Fees	143,359	136,691		139,314		141,989		144,718		147,501	
Transfer from DCC Reserves	1,523,267	1,630,909		1,603,936		2,298,581		2,203,999		2,212,907	
BOD/TSS Industrial Charges	854,993	755,482		772,858		790,634		808,819		827,422	
Other External Revenues	2,112	657,350		668,350		680,350		692,350		704,350	
Transfer from Sustainability Innovation Fund Reserve	175,464	80,296		65,722		48,372		30,675		-	
Transfer from Reserves	10,973	-		-		-		18,317		-	
<b>TOTAL REVENUES</b>	<b>\$ 27,399,148</b>	<b>\$ 28,880,520</b>	<b>5.4%</b>	<b>\$ 31,988,267</b>	<b>10.8%</b>	<b>\$ 36,558,200</b>	<b>14.3%</b>	<b>\$ 39,388,381</b>	<b>7.7%</b>	<b>\$ 44,292,500</b>	<b>12.5%</b>
<b>EXPENDITURES</b>											
Operating Programs:											
Policy Planning and Analysis											
Contribution to Sustainability Innovation Fund Reserve	\$ 79,341	\$ 79,341		\$ 79,341		\$ 79,341		\$ 79,341		\$ 79,341	
Utility Analysis and Infrastructure	174,076	218,815		227,947		232,271		236,639		241,081	
Utility Policy and Planning	182,072	207,665		210,864		202,591		217,168		221,077	
Wastewater Research and Innovation	252,718	152,099		146,214		130,631		125,719		97,099	
	<u>688,207</u>	<u>657,920</u>	(4.4%)	<u>664,366</u>	1.0%	<u>644,834</u>	(2.9%)	<u>658,867</u>	2.2%	<u>638,598</u>	(3.1%)
Management Systems and Utility Services											
Annacis Research Centre	36,007	34,426		34,426		34,426		34,426		34,426	
Dispatch	10,143	11,538		11,767		12,000		12,276		12,558	
Energy Management	21,208	23,933		23,934		23,934		24,760		25,607	
Engineers in Training	39,792	34,694		35,373		36,067		36,968		37,847	
Liquid Waste Residuals	1,602,414	1,736,066		1,695,979		1,910,402		1,663,499		1,730,184	
Management Systems Utility Services	28,637	82,915		83,542		84,182		85,054		85,864	
Records Management	8,590	9,709		9,887		10,068		10,309		10,556	
Utility Voice Radio	13,466	13,639		13,798		13,961		14,343		14,710	
	<u>1,760,257</u>	<u>1,946,920</u>	10.6%	<u>1,908,706</u>	(2.0%)	<u>2,125,040</u>	11.3%	<u>1,881,635</u>	(11.5%)	<u>1,951,752</u>	3.7%
Environmental Management and Quality Control											
Environmental Management and Quality Control	885,036	900,489		904,034		938,528		945,693		982,998	
Source Compliance Monitoring	29,118	28,932		29,079		29,118		29,788		30,473	
Contribution to Reserve	7,305	7,421		7,421		7,421		7,679		7,729	
	<u>921,459</u>	<u>936,842</u>	1.7%	<u>940,534</u>	0.4%	<u>975,067</u>	3.7%	<u>983,160</u>	0.8%	<u>1,021,200</u>	3.9%
Engineering Design and Construction											
Minor Capital Projects	1,388,789	1,147,833		1,152,731		1,155,232		1,182,504		1,209,608	
	<u>1,388,789</u>	<u>1,147,833</u>	(17.4%)	<u>1,152,731</u>	0.4%	<u>1,155,232</u>	0.2%	<u>1,182,504</u>	2.4%	<u>1,209,608</u>	2.3%
Operations and Maintenance											
Lake City Operations	70,375	66,312		67,125		67,953		69,518		71,117	
Maintenance	2,670,287	2,702,049		2,723,586		2,767,637		2,998,259		3,101,424	
SCADA Control Systems	29,342	31,880		32,353		32,837		33,924		34,650	
Wastewater Collection	787,070	628,285		630,504		632,271		654,694		650,130	
Wastewater Treatment	5,353,598	5,410,890		5,532,305		5,667,893		5,975,846		6,098,518	
	<u>8,910,672</u>	<u>8,839,416</u>	(0.8%)	<u>8,985,873</u>	1.7%	<u>9,168,591</u>	2.0%	<u>9,732,241</u>	6.1%	<u>9,955,839</u>	2.3%
Administration and Department Support											
	170,681	180,668	5.9%	183,452	1.5%	184,395	0.5%	194,074	5.2%	198,763	2.4%
Communication and Outreach											
	31,680	31,230	(1.4%)	31,230	0.0%	31,230	0.0%	31,230	0.0%	31,230	0.0%
Environmental Regulation and Enforcement											
	196,211	190,849	(2.7%)	190,900	0.0%	190,873	0.0%	195,918	2.6%	200,497	2.3%
Allocation of Centralized Support											
	1,976,271	2,260,778	14.4%	2,342,177	3.6%	2,431,963	3.8%	2,661,396	9.4%	2,684,510	0.9%
<b>Total Operating Programs</b>	<b>16,044,227</b>	<b>16,192,456</b>	<b>0.9%</b>	<b>16,399,969</b>	<b>1.3%</b>	<b>16,907,225</b>	<b>3.1%</b>	<b>17,521,025</b>	<b>3.6%</b>	<b>17,891,997</b>	<b>2.1%</b>
Allocation of Project Delivery											
	194,760	275,720	41.6%	274,904	(0.3%)	232,605	(15.4%)	235,740	1.3%	240,308	1.9%
Debt Service											
	3,888,777	5,110,522	31.4%	9,480,526	85.5%	13,553,835	43.0%	14,726,078	8.6%	16,676,618	13.2%
Contribution to Capital											
	7,271,384	7,301,822	0.4%	5,832,868	(20.1%)	5,864,535	0.5%	6,905,538	17.8%	9,483,577	37.3%
<b>TOTAL EXPENDITURES</b>	<b>\$ 27,399,148</b>	<b>\$ 28,880,520</b>	<b>5.4%</b>	<b>\$ 31,988,267</b>	<b>10.8%</b>	<b>\$ 36,558,200</b>	<b>14.3%</b>	<b>\$ 39,388,381</b>	<b>7.7%</b>	<b>\$ 44,292,500</b>	<b>12.5%</b>

**GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT**  
**LIQUID WASTE**  
**2021-2025 FINANCIAL PLAN**  
**FRASER SEWERAGE AREA**

	2020 BUDGET	2021 BUDGET	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE
<b>REVENUES</b>											
Liquid Waste Services Levy	\$ 135,919,069	\$ 141,735,174	4.3%	\$ 155,014,117	9.4%	\$ 174,860,128	12.8%	\$ 196,326,044	12.3%	\$ 232,683,537	18.5%
User Fees	1,739,915	1,702,120		1,737,531		1,773,701		1,810,644		1,848,378	
Transfer from DCC Reserves	26,806,195	34,671,599		44,150,292		57,924,727		72,341,856		83,745,757	
BOD/TSS Industrial Charges	6,661,211	6,991,527		7,152,332		7,316,836		7,485,123		7,657,281	
Other External Revenues	453,959	559,975		559,975		559,975		559,975		559,975	
Transfer from Sustainability Innovation Fund Reserve	1,159,702	555,245		454,466		334,491		212,116		-	
Transfer from Reserves	69,615	-		-		-		120,714		-	
<b>TOTAL REVENUES</b>	<b>\$ 172,809,666</b>	<b>\$ 186,215,640</b>	<b>7.8%</b>	<b>\$ 209,068,713</b>	<b>12.3%</b>	<b>\$ 242,769,858</b>	<b>16.1%</b>	<b>\$ 278,856,472</b>	<b>14.9%</b>	<b>\$ 326,494,928</b>	<b>17.1%</b>
<b>EXPENDITURES</b>											
Operating Programs:											
Policy Planning and Analysis											
Contribution to Sustainability Innovation Fund Reserve	\$ 524,393	\$ 524,393		\$ 524,393		\$ 524,393		\$ 524,393		\$ 524,393	
Utility Analysis and Infrastructure	1,150,536	1,513,101		1,576,250		1,606,154		1,636,352		1,667,072	
Utility Policy and Planning	1,203,380	1,436,002		1,458,119		1,400,910		1,501,712		1,528,740	
Wastewater Research and Innovation	1,670,303	1,051,764		1,011,063		903,308		869,340		671,439	
	4,548,612	4,525,260	(0.5%)	4,569,825	1.0%	4,434,765	(3.0%)	4,531,797	2.2%	4,391,644	(3.1%)
Management Systems and Utility Services											
Annacis Research Centre	237,986	227,532		227,532		227,533		227,531		227,532	
Dispatch	73,776	71,880		73,304		74,757		76,476		78,234	
Energy Management	154,253	149,125		149,127		149,128		154,273		159,553	
Engineers in Training	262,975	239,928		244,626		249,423		255,653		261,733	
Liquid Waste Residuals	10,652,367	10,921,360		10,762,687		12,255,921		10,220,997		10,720,781	
Management Systems Utility Services	208,307	516,610		520,505		524,505		529,936		534,980	
Records Management	62,482	60,485		61,591		62,719		64,222		65,761	
Utility Voice Radio	74,264	75,216		76,098		76,995		79,100		81,127	
	11,726,410	12,262,136	4.6%	12,115,483	(1.2%)	13,620,981	12.4%	11,608,188	(14.8%)	12,129,701	4.5%
Environmental Management and Quality Control											
Environmental Management and Quality Control	5,614,648	5,934,374		5,958,858		6,197,379		6,230,900		6,487,456	
Source Compliance Monitoring	192,454	191,221		192,454		192,454		196,880		201,408	
Contribution to Reserve	46,342	48,906		48,906		48,906		50,604		50,932	
	5,853,444	6,174,501	5.5%	6,199,958	0.4%	6,438,739	3.9%	6,478,384	0.6%	6,739,796	4.0%
Engineering Design and Construction											
Minor Capital Projects											
	3,339,854	3,872,930	16.0%	3,998,449	3.2%	4,022,886	0.6%	4,118,473	2.4%	4,219,957	2.5%
Operations and Maintenance											
Lake City Operations	465,136	458,548		464,168		469,903		480,712		491,772	
Maintenance	16,090,428	16,858,101		17,319,175		17,759,718		18,388,055		19,081,178	
SCADA Control Systems	549,682	566,287		574,703		583,286		602,589		615,462	
Wastewater Collection	8,236,131	8,282,322		8,458,610		8,695,718		8,868,311		9,017,543	
Wastewater Treatment	18,704,552	20,881,971		21,079,334		24,460,590		24,258,024		23,890,285	
	44,045,929	47,047,229	6.8%	47,895,990	1.8%	51,969,215	8.5%	52,597,691	1.2%	53,096,240	0.9%
Administration and Department Support											
	1,241,554	1,125,665	(9.3%)	1,143,017	1.5%	1,148,887	0.5%	1,209,187	5.2%	1,238,407	2.4%
Communication and Outreach											
	209,385	215,955	3.1%	215,955	0.0%	215,955	0.0%	215,955	0.0%	215,955	0.0%
Environmental Regulation and Enforcement											
	1,344,073	1,367,376	1.7%	1,367,743	0.0%	1,367,552	0.0%	1,403,699	2.6%	1,436,503	2.3%
Allocation of Centralized Support											
	14,352,600	14,114,667	(1.7%)	15,028,539	6.5%	15,803,788	5.2%	17,590,030	11.3%	18,947,684	7.7%
Total Operating Programs	86,661,861	90,705,719	4.7%	92,534,959	2.0%	99,022,768	7.0%	99,753,404	0.7%	102,415,887	2.7%
Allocation of Project Delivery											
	1,897,359	2,952,320	55.6%	2,930,165	(0.8%)	2,500,627	(14.7%)	2,518,940	0.7%	2,563,205	1.8%
Debt Service											
	42,940,207	54,493,928	26.9%	73,888,516	35.6%	101,376,961	37.2%	131,830,458	30.0%	169,497,268	28.6%
Contribution to Capital											
	41,310,239	38,063,673	(7.9%)	39,715,073	4.3%	39,869,502	0.4%	44,753,670	12.3%	52,018,568	16.2%
<b>TOTAL EXPENDITURES</b>	<b>\$ 172,809,666</b>	<b>\$ 186,215,640</b>	<b>7.8%</b>	<b>\$ 209,068,713</b>	<b>12.3%</b>	<b>\$ 242,769,858</b>	<b>16.1%</b>	<b>\$ 278,856,472</b>	<b>14.9%</b>	<b>\$ 326,494,928</b>	<b>17.1%</b>

**GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT  
LIQUID WASTE  
2021-2025 FINANCIAL PLAN  
DRAINAGE**

	2020 BUDGET	2021 BUDGET	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE
<b>REVENUES</b>											
Liquid Waste Services Levy	\$ 2,114,659	\$ 2,207,818	4.4%	\$ 2,154,011	(2.4%)	\$ 2,172,174	0.8%	\$ 2,215,043	2.0%	\$ 2,256,457	1.9%
Reserves	115,000	80,000		80,000		80,000		80,000		80,000	
<b>TOTAL REVENUES</b>	<b>\$ 2,229,659</b>	<b>\$ 2,287,818</b>	<b>2.6%</b>	<b>\$ 2,234,011</b>	<b>(2.4%)</b>	<b>\$ 2,252,174</b>	<b>0.8%</b>	<b>\$ 2,295,043</b>	<b>1.9%</b>	<b>\$ 2,336,457</b>	<b>1.8%</b>
<b>EXPENDITURES</b>											
Operating Programs:											
Policy Planning and Analysis											
Utility Analysis and Infrastructure	\$ 139,624	\$ 64,942		\$ 65,741		\$ 66,555		\$ 67,555		\$ 68,578	
Utility Policy and Planning	70,848	70,976		71,296		71,622		72,020		72,430	
	<u>210,472</u>	<u>135,918</u>	(35.4%)	<u>137,037</u>	0.8%	<u>138,177</u>	0.8%	<u>139,575</u>	1.0%	<u>141,008</u>	1.0%
Management Systems and Utility Services											
Dispatch	1,150	1,081		1,102		1,124		1,149		1,177	
Energy Management	2,411	2,245		2,245		2,244		2,321		2,401	
Management Systems Utility Services	3,247	7,768		7,827		7,887		7,968		8,043	
Records Management	975	910		925		943		965		988	
	<u>7,783</u>	<u>12,004</u>	54.2%	<u>12,099</u>	0.8%	<u>12,198</u>	0.8%	<u>12,403</u>	1.7%	<u>12,609</u>	1.7%
Engineering Design and Construction											
Minor Capital Projects	321,373	479,451		504,617		507,911		519,792		531,379	
	<u>321,373</u>	<u>479,451</u>	49.2%	<u>504,617</u>	5.2%	<u>507,911</u>	0.7%	<u>519,792</u>	2.3%	<u>531,379</u>	2.2%
Operations and Maintenance											
Maintenance	219,562	166,144		168,173		174,005		179,059		193,587	8.1%
SCADA Control Systems	21,996	21,506		21,826		22,152		22,884		23,375	2.1%
Urban Drainage	1,109,596	1,157,299		1,059,692		1,081,475		1,105,781		1,130,642	2.2%
Wastewater Collection	82,594	119,148		125,843		128,245		131,192		125,527	(4.3%)
	<u>1,433,748</u>	<u>1,464,097</u>	2.1%	<u>1,375,534</u>	(6.0%)	<u>1,405,877</u>	2.2%	<u>1,438,916</u>	2.4%	<u>1,473,131</u>	2.4%
Administration and Department Support											
	19,359	16,927	(12.6%)	17,186	1.5%	17,275	0.5%	18,182	5.3%	18,621	2.4%
Allocation of Centralized Support											
	236,924	179,421	(24.3%)	187,538	4.5%	170,736	(9.0%)	166,175	(2.7%)	159,709	(3.9%)
<b>TOTAL EXPENDITURES</b>	<b>\$ 2,229,659</b>	<b>\$ 2,287,818</b>	<b>2.6%</b>	<b>\$ 2,234,011</b>	<b>(2.4%)</b>	<b>\$ 2,252,174</b>	<b>0.8%</b>	<b>\$ 2,295,043</b>	<b>1.9%</b>	<b>\$ 2,336,457</b>	<b>1.8%</b>

**GREATER VANCOUVER SEWERAGE & DRAINAGE DISTRICT  
CAPITAL PROGRAMS & PROJECT TOTALS  
LIQUID WASTE SERVICES  
2021 - 2025 CAPITAL PLAN**

	2021 CAPITAL BUDGET	2022 CAPITAL PLAN	2023 CAPITAL PLAN	2024 CAPITAL PLAN	2025 CAPITAL PLAN	2021 TO 2025 TOTAL
<b>CAPITAL EXPENDITURES</b>						
<b>SD Infrastructure Growth Capital</b>						
AIWWTP Site Construction Layout	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	1,000,000
AIWWTP Stage 5 Expansion & Outfall System	109,750,000	106,050,000	87,750,000	149,900,000	109,300,000	562,750,000
Albert Street Trunk Sewer	600,000	-	-	-	-	600,000
Burnaby Lake North Interceptor	50,000,000	37,100,000	10,800,000	1,700,000	15,500,000	115,100,000
Burnaby South Slope Interceptor	-	250,000	750,000	650,000	3,500,000	5,150,000
Cloverdale Pump Station Capacity Upgrade	350,000	900,000	900,000	15,900,000	5,000,000	23,050,000
Cloverdale Trunk Sewer Capacity Upgrade	-	300,000	1,050,000	1,200,000	8,400,000	10,950,000
Glenbrook Combined Trunk Kingsway Sanitary Section	400,000	6,000,000	500,000	-	-	6,900,000
Hastings Sanitary Trunk Sewer	150,000	-	-	-	-	150,000
Hastings-Cassiar Intake Connection	1,900,000	350,000	-	-	-	2,250,000
LIWWTP Digester No 3	200,000	150,000	1,300,000	1,350,000	1,000,000	4,000,000
Lozells Sanitary Trunk Golf Course Section	-	-	-	-	50,000	50,000
Marshend Pump Station	1,800,000	1,300,000	6,800,000	2,850,000	-	12,750,000
North Road Trunk Sewer	3,100,000	5,050,000	3,700,000	100,000	-	11,950,000
North Vancouver Interceptor - Lynn Branch Pre-build	50,000	-	-	-	-	50,000
Northwest Langley Wastewater Treatment Projects	86,500,000	139,000,000	169,250,000	333,350,000	321,300,000	1,049,400,000
NSI 104th Ave Extension	-	-	6,500,000	1,500,000	-	8,000,000
NSI Flow Management	3,000,000	13,000,000	30,000,000	42,950,000	-	88,950,000
Port Moody Pump Station Capacity Upgrade	500,000	1,050,000	4,500,000	3,800,000	-	9,850,000
Port Moody South Interceptor Capacity Upgrade	-	150,000	350,000	1,000,000	1,000,000	2,500,000
Rosemary Heights Pressure Sewer Capacity Upgrade	-	150,000	500,000	650,000	4,800,000	6,100,000
Sapperton Pump Station	1,000,000	-	-	-	-	1,000,000
South Surrey Interceptor Twinning	10,500,000	11,500,000	12,500,000	500,000	-	35,000,000
	<b>\$ 270,800,000</b>	<b>\$ 322,300,000</b>	<b>\$ 337,150,000</b>	<b>\$ 557,400,000</b>	<b>\$ 469,850,000</b>	<b>\$ 1,957,500,000</b>

**GREATER VANCOUVER SEWERAGE & DRAINAGE DISTRICT  
CAPITAL PROGRAMS & PROJECT TOTALS  
LIQUID WASTE SERVICES  
2021 - 2025 CAPITAL PLAN**

	2021 CAPITAL BUDGET	2022 CAPITAL PLAN	2023 CAPITAL PLAN	2024 CAPITAL PLAN	2025 CAPITAL PLAN	2021 TO 2025 TOTAL
<b>SD Infrastructure Maintenance Capital</b>						
AIWWTP Chemical Lab UPS System Replacement	\$ 550,000	\$ 50,000	\$ -	\$ -	\$ -	600,000
AIWWTP Cogen Building Refurbishment	100,000	1,200,000	200,000	-	-	1,500,000
AIWWTP Fibre Optic Infrastructure	150,000	-	-	-	-	150,000
AIWWTP ICS Replacement Program	1,700,000	1,650,000	1,650,000	1,600,000	2,200,000	8,800,000
AIWWTP Influent System Remediation	1,300,000	1,600,000	14,700,000	20,700,000	14,000,000	52,300,000
AIWWTP IPS Pump Building Roof Replacement Phase 2	-	-	-	100,000	500,000	600,000
AIWWTP Outfall Repair	800,000	750,000	-	-	-	1,550,000
AIWWTP Replacement of ICS Equipment	750,000	200,000	200,000	-	-	1,150,000
AIWWTP Scheduled 64kV Potential & Current Transformer Replacements	200,000	500,000	-	-	-	700,000
AIWWTP Scum Pump Replacement	-	-	-	200,000	150,000	350,000
AIWWTP Secondary Clarifier Corrosion Repair	7,600,000	3,500,000	7,250,000	10,800,000	5,000,000	34,150,000
AIWWTP Secondary Effluent Discharge Flowmeter Replacement	150,000	100,000	-	-	-	250,000
AIWWTP Spare Trickling Filter Pump & Motor Purchase	1,950,000	-	-	-	-	1,950,000
AIWWTP Station Battery Replacement	150,000	100,000	-	-	-	250,000
AIWWTP Trickling Filter Media & Distributor Arms & Ducting Replacement	25,250,000	22,600,000	20,000,000	-	-	67,850,000
Annacis MCC 80 051, 80 070, 80 071 Replacement	400,000	200,000	150,000	-	-	750,000
Big Bend Forcemain - Gate Replacement	-	-	-	600,000	650,000	1,250,000
Cambie Trunk Sewer Relocation for Broadway Subway Project	2,000,000	-	-	-	-	2,000,000
Combined Sewer Overflow Sampling Station Enhancements	650,000	450,000	-	-	-	1,100,000
Crescent Beach FM - Replacement	12,000,000	-	-	-	-	12,000,000
English Bay/Balclava Outfalls Improvement	-	250,000	500,000	150,000	-	900,000
FSA Flow Metering Program	900,000	800,000	300,000	-	-	2,000,000
FSA Statutory Right of Way Acquisitions Phase 1	9,000,000	6,000,000	9,000,000	-	-	24,000,000
Gilbert/Brighthouse Trunk Pressure Sewer	45,100,000	37,500,000	600,000	3,000,000	10,000,000	96,200,000
Glen Eagles Forcemain Replacement	2,100,000	2,500,000	2,500,000	-	-	7,100,000
Glen Eagles Pump Stations	5,700,000	5,150,000	6,200,000	6,000,000	1,000,000	24,050,000
Harbour Pump Station Discharge Header Repair and Valve Replacements	1,000,000	500,000	-	-	-	1,500,000

**GREATER VANCOUVER SEWERAGE & DRAINAGE DISTRICT  
CAPITAL PROGRAMS & PROJECT TOTALS  
LIQUID WASTE SERVICES  
2021 - 2025 CAPITAL PLAN**

	2021 CAPITAL BUDGET	2022 CAPITAL PLAN	2023 CAPITAL PLAN	2024 CAPITAL PLAN	2025 CAPITAL PLAN	2021 TO 2025 TOTAL
Harbour Pump Station Power Distribution Equipment Replacement	400,000	1,200,000	1,300,000	400,000	-	3,300,000
Harbour West & East Interceptors Reloc & Protect	6,700,000	-	-	-	-	6,700,000
Highbury Interceptor Diversion Junction Chamber Wall Rehabilitation	500,000	5,500,000	-	-	-	6,000,000
IWWTP ICS IPS Control Replacement	650,000	-	-	-	-	650,000
IWWTP ICS Replacement Program	300,000	100,000	-	-	-	400,000
IWWTP Influent Gate Refurbishment	350,000	300,000	150,000	-	-	800,000
IWWTP IPS Drive Remediation	600,000	500,000	200,000	-	-	1,300,000
IWWTP MCC/Power Distribution Assess/Replace - Phase 2	100,000	200,000	-	-	-	300,000
IWWTP PA-Sed Tank & Gallery Wall Refurbishment	300,000	-	-	-	-	300,000
IWWTP Replacement of CoGen Control System	450,000	150,000	-	-	-	600,000
IWWTP Siphon Chamber Refurbishment	850,000	450,000	-	-	-	1,300,000
IWWTP Solids Handling Refurbishment	1,150,000	3,000,000	3,200,000	-	-	7,350,000
Iona Island Control & Instrumentation Replacement 2011	350,000	100,000	-	-	-	450,000
Jervis Pump Station 25kV Voltage Conversion	250,000	750,000	300,000	-	-	1,300,000
Kent Pump Station High Voltage Switchgear Replacement	-	650,000	1,000,000	350,000	-	2,000,000
LIWWTP CCT Isolation Gates	500,000	600,000	450,000	-	-	1,550,000
LIWWTP High Efficiency Boiler	850,000	250,000	100,000	-	-	1,200,000
LIWWTP ICS Component Replacement	50,000	-	-	-	-	50,000
LIWWTP ICS Replacement Program	1,650,000	1,300,000	1,000,000	1,100,000	300,000	5,350,000
LIWWTP PA-Sed Tank Refurbishment	1,050,000	1,000,000	1,000,000	900,000	-	3,950,000
LSA Flow Metering Program	50,000	50,000	50,000	-	-	150,000
Marshend PS Rehab	150,000	1,000,000	4,000,000	1,000,000	-	6,150,000
New West Interceptor - Annacis Section 2	3,100,000	4,100,000	5,600,000	5,600,000	5,700,000	24,100,000
New West Interceptor Grit Chamber	850,000	3,450,000	4,500,000	-	-	8,800,000
New Westminster Interceptor Repair Columbia St. Section	20,250,000	10,000,000	1,000,000	-	-	31,250,000
NLWWTP Screw Pump Replacement	400,000	100,000	-	-	-	500,000
North Surrey Interceptor Annieville Channel Crossing Scour Protection	450,000	-	-	-	-	450,000
NSA Flow Metering Program	300,000	200,000	-	-	-	500,000

**GREATER VANCOUVER SEWERAGE & DRAINAGE DISTRICT  
CAPITAL PROGRAMS & PROJECT TOTALS  
LIQUID WASTE SERVICES  
2021 - 2025 CAPITAL PLAN**

	2021 CAPITAL BUDGET	2022 CAPITAL PLAN	2023 CAPITAL PLAN	2024 CAPITAL PLAN	2025 CAPITAL PLAN	2021 TO 2025 TOTAL
NSA Scour Protection Upgrades	-	550,000	1,200,000	500,000	-	2,250,000
NSI Rehab or Replacement	5,100,000	22,950,000	11,450,000	3,050,000	-	42,550,000
NWL WWTP 25 kV Substation Replacement	1,000,000	500,000	1,200,000	-	-	2,700,000
Ocean Park Trunk Crescent Section (OPC) Pipe Rehabilitation/Replacement	3,000,000	-	-	-	-	3,000,000
Ocean Park Trunk Manholes Lining	-	400,000	150,000	-	-	550,000
Port Coquitlam Pump Station Refurbishment	300,000	250,000	700,000	2,000,000	4,000,000	7,250,000
Port Moody Storm Drain Rehabilitation	-	50,000	400,000	600,000	600,000	1,650,000
Royal Ave PS Rehabilitation	1,000,000	2,000,000	2,000,000	450,000	-	5,450,000
Sewer Relocations and Protections at Fraser Surrey Docks	5,050,000	10,000,000	10,000,000	-	-	25,050,000
Sewer Relocations and Protections for Pattullo Bridge Replacement Project	5,300,000	500,000	250,000	-	-	6,050,000
SSI Influent Control Chamber Repair and Replace Gates	50,000	700,000	-	-	-	750,000
Surrey Corrosion Control Facility Replacement	1,200,000	-	-	-	-	1,200,000
VSA Flow Metering Program	2,000,000	2,000,000	900,000	-	-	4,900,000
Westridge FM Replacement	2,000,000	-	-	-	-	2,000,000
Westridge Pump Stations 1 & 2 Refurbishment	500,000	8,000,000	6,000,000	650,000	-	15,150,000
White Rock Forcemain Rehabilitation	450,000	500,000	7,750,000	-	-	8,700,000
Works Yard	4,000,000	-	-	-	-	4,000,000
	<b>\$ 193,050,000</b>	<b>\$ 168,950,000</b>	<b>\$ 129,100,000</b>	<b>\$ 59,750,000</b>	<b>\$ 44,100,000</b>	<b>\$ 594,950,000</b>
<b>SD Infrastructure Resilience Capital</b>						
AIWWTP Automation of Influent Gates	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000
AIWWTP Cogeneration Backup Power	7,600,000	1,000,000	-	-	-	8,600,000
AIWWTP PST Area Walkway & Column Remediation	100,000	-	-	-	-	100,000
AIWWTP UPS Condition Monitoring System	400,000	100,000	-	-	-	500,000
Highbury Interceptor North Arm Crossing - Upgrade of Siphons	500,000	400,000	-	-	-	900,000
IIWWTP - Biogas Lines Relocation	1,450,000	-	-	-	-	1,450,000
IIWWTP Standby Diesel Generators	900,000	1,150,000	1,200,000	1,000,000	500,000	4,750,000
LIWWTP Power Reliability	2,300,000	-	-	-	-	2,300,000

**GREATER VANCOUVER SEWERAGE & DRAINAGE DISTRICT**  
**CAPITAL PROGRAMS & PROJECT TOTALS**  
**LIQUID WASTE SERVICES**  
**2021 - 2025 CAPITAL PLAN**

	2021 CAPITAL BUDGET	2022 CAPITAL PLAN	2023 CAPITAL PLAN	2024 CAPITAL PLAN	2025 CAPITAL PLAN	2021 TO 2025 TOTAL
SSI Sulfide Odour and Corrosion Control	3,700,000	-	-	-	-	3,700,000
VSA Emergency Backup Power	4,500,000	4,500,000	2,000,000	1,300,000	-	12,300,000
	<b>\$ 21,500,000</b>	<b>\$ 7,150,000</b>	<b>\$ 3,200,000</b>	<b>\$ 2,300,000</b>	<b>\$ 500,000</b>	<b>\$ 34,650,000</b>
<b>SD Infrastructure Upgrade Capital</b>						
AIWWTP Ammonia Removal – Sidestream	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ 150,000
AIWWTP Electrical Distribution System Protection Control and Monitoring	1,200,000	700,000	250,000	100,000	-	2,250,000
AIWWTP Replacement of Protective Relays	500,000	250,000	200,000	200,000	-	1,150,000
All WWTPs Power Quality Monitoring & Outage Alarming Network	600,000	200,000	-	-	-	800,000
Biosolids Dryer	2,500,000	-	10,000,000	39,000,000	59,000,000	110,500,000
Ferguson Road Paving Refurbishment	-	850,000	-	-	-	850,000
Glenbrook Combined Trunk Sewer Separation	100,000	-	-	-	-	100,000
IIWWTP Biosolids Dewatering Facility	6,250,000	3,250,000	-	-	-	9,500,000
IIWWTP Sludge Lagoons Dewatering Facility	1,650,000	-	-	-	-	1,650,000
LIWWTP Effluent Heat Recovery Project	1,800,000	4,300,000	2,400,000	1,500,000	-	10,000,000
New CSO Management Gates for New Westminster Interceptor	100,000	700,000	2,300,000	2,750,000	-	5,850,000
Ocean Park Trunk Sewer - Air Management Facility	2,000,000	750,000	2,500,000	2,500,000	-	7,750,000
WWTPs Electrical System Studies & Upgrades	250,000	500,000	300,000	400,000	250,000	1,700,000
	<b>\$ 16,950,000</b>	<b>\$ 11,650,000</b>	<b>\$ 17,950,000</b>	<b>\$ 46,450,000</b>	<b>\$ 59,250,000</b>	<b>\$ 152,250,000</b>
<b>SD Infrastructure Upgrade: Wastewater Treatment Capital</b>						
Iona Secondary Wastewater Treatment - Phase 1	\$ 30,000,000	\$ 65,000,000	\$ 110,000,000	\$ 215,000,000	\$ 330,000,000	\$ 750,000,000
North Shore WWTP Secondary Upgrade, Conveyance and Decommissioning	396,278,000	106,637,000	137,415,000	37,986,000	8,013,000	686,329,000
	<b>\$ 426,278,000</b>	<b>\$ 171,637,000</b>	<b>\$ 247,415,000</b>	<b>\$ 252,986,000</b>	<b>\$ 338,013,000</b>	<b>\$ 1,436,329,000</b>
<b>SD Opportunity Capital</b>						
AIWWTP Hydrothermal Processing Pilot	\$ 2,700,000	\$ 9,250,000	\$ 3,800,000	\$ 2,100,000	\$ 500,000	\$ 18,350,000
Fraser Sewerage Area Integrated Resource Recovery (IRR) Study	100,000	150,000	500,000	450,000	-	1,200,000



**GREATER VANCOUVER SEWERAGE & DRAINAGE DISTRICT**  
**CAPITAL PROGRAMS & PROJECT TOTALS**  
**LIQUID WASTE SERVICES**  
**2021 - 2025 CAPITAL PLAN**

	2021 CAPITAL BUDGET	2022 CAPITAL PLAN	2023 CAPITAL PLAN	2024 CAPITAL PLAN	2025 CAPITAL PLAN	2021 TO 2025 TOTAL
LIWWTP Biogas Clean-up Project	1,000,000	500,000	-	-	-	1,500,000
LIWWTP Pilot Digestion Optimization Facility	1,150,000	200,000	-	-	-	1,350,000
North Surrey Interceptor - Port Mann Section - Odour Control	1,000,000	1,100,000	2,000,000	3,050,000	-	7,150,000
	\$ 5,950,000	\$ 11,200,000	\$ 6,300,000	\$ 5,600,000	\$ 500,000	\$ 29,550,000
<b>TOTAL CAPITAL EXPENDITURES</b>	\$ <b>934,528,000</b>	\$ <b>692,887,000</b>	\$ <b>741,115,000</b>	\$ <b>924,486,000</b>	\$ <b>912,213,000</b>	\$ <b>4,205,229,000</b>

<b>2021 - 2025 CAPITAL FUNDING</b>						
New External Borrowing	\$ 557,528,000	\$ 519,887,000	\$ 581,115,000	\$ 648,486,000	\$ 628,213,000	\$ 2,935,229,000
Contribution to Capital	80,000,000	80,000,000	81,000,000	89,000,000	114,000,000	444,000,000
Development Cost Charges	45,000,000	56,000,000	60,000,000	51,000,000	-	212,000,000
Reserves	47,000,000	9,000,000	7,000,000	6,000,000	5,000,000	74,000,000
External Funding - Interagency	205,000,000	28,000,000	12,000,000	130,000,000	165,000,000	540,000,000
<b>Total</b>	\$ <b>934,528,000</b>	\$ <b>692,887,000</b>	\$ <b>741,115,000</b>	\$ <b>924,486,000</b>	\$ <b>912,213,000</b>	\$ <b>4,205,229,000</b>

<b>2021 - 2025 DEBT SERVICING TOTALS/RATIO</b>						
Operations	\$ 199,000,000	\$ 205,000,000	\$ 213,000,000	\$ 216,000,000	\$ 213,000,000	\$ 1,046,000,000
Debt Service - Existing	69,000,000	72,000,000	109,000,000	152,000,000	198,000,000	600,000,000
Debt Service - New	5,000,000	37,000,000	44,000,000	47,000,000	54,000,000	187,000,000
Contribution to Capital	80,000,000	80,000,000	81,000,000	89,000,000	114,000,000	444,000,000
<b>Total</b>	\$ <b>353,000,000</b>	\$ <b>394,000,000</b>	\$ <b>447,000,000</b>	\$ <b>504,000,000</b>	\$ <b>579,000,000</b>	\$ <b>2,277,000,000</b>
% Debt Service	<b>21%</b>	<b>28%</b>	<b>34%</b>	<b>39%</b>	<b>44%</b>	<b>35%</b>

**GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT  
SOLID WASTE  
2021-2025 FINANCIAL PLAN**

	2020 BUDGET	2021 BUDGET	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE
<b>REVENUES</b>											
Solid Waste Tipping Fees	\$ 105,822,892	\$ 108,516,645	2.5%	\$ 112,961,596	4.1%	\$ 118,233,412	4.7%	\$ 124,343,566	5.2%	\$ 131,328,614	5.6%
Energy Sales	5,681,540	6,239,530		6,401,758		6,568,204		6,738,977		6,914,190	
Other External Revenues	2,584,192	3,756,396		5,293,674		6,316,991		6,373,148		6,423,975	
<b>TOTAL REVENUES</b>	<b>\$ 114,088,624</b>	<b>\$ 118,512,571</b>	<b>3.9%</b>	<b>\$ 124,657,028</b>	<b>5.2%</b>	<b>\$ 131,118,607</b>	<b>5.2%</b>	<b>\$ 137,455,691</b>	<b>4.8%</b>	<b>\$ 144,666,779</b>	<b>5.2%</b>
<b>EXPENDITURES</b>											
Operating Programs:											
Solid Waste Operations											
Allocated Quality Control	\$ 19,032	\$ 18,494		\$ 20,030		\$ 20,392		\$ 18,681		\$ 21,646	
Ashcroft Ranch	515,127	724,267		510,625		517,122		524,259		531,562	
Engineers in Training	103,806	93,013		94,835		96,694		99,109		101,467	
Landfills	33,342,259	34,180,437		32,477,814		33,146,101		33,720,538		35,571,181	
Transfer Station System	35,599,324	37,423,463		38,668,762		38,972,840		39,932,064		40,976,029	
Waste to Energy Facility	23,615,873	24,350,996		24,811,624		26,203,705		26,776,621		27,364,621	
	<u>93,195,421</u>	<u>96,790,670</u>	3.9%	<u>96,583,690</u>	(0.2%)	<u>98,956,854</u>	2.5%	<u>101,071,272</u>	2.1%	<u>104,566,506</u>	3.5%
Solid Waste Planning											
Policy and Facility Development	726,126	700,979		713,317		725,904		766,305		782,067	
Zero Waste Implementation	2,559,193	2,182,351		2,208,217		1,734,603		1,596,386		1,555,601	
Programs and Public Involvement	695,157	803,627		816,459		828,921		644,010		659,448	
	<u>3,980,476</u>	<u>3,686,957</u>	(7.4%)	<u>3,737,993</u>	1.4%	<u>3,289,428</u>	(12.0%)	<u>3,006,701</u>	(8.6%)	<u>2,997,116</u>	(0.3%)
Administration and Department Support	637,780	649,291	1.8%	660,741	1.8%	672,422	1.8%	680,307	1.2%	663,691	(2.4%)
Environmental Regulation and Enforcement	958,874	934,630	(2.5%)	933,668	(0.1%)	933,091	(0.1%)	955,686	2.4%	977,295	2.3%
Allocation of Centralized Support	4,690,785	4,740,158	1.1%	4,571,852	(3.6%)	4,798,518	5.0%	4,973,089	3.6%	5,000,574	0.6%
Total Operating Programs	<u>103,463,336</u>	<u>106,801,706</u>	3.2%	<u>106,487,944</u>	(0.3%)	<u>108,650,313</u>	2.0%	<u>110,687,055</u>	1.9%	<u>114,205,182</u>	3.2%
Allocation of Project Delivery	-	327,502	0.0%	326,533	(0.3%)	276,290	(15.4%)	280,014	1.3%	285,437	1.9%
Debt Service	4,837,308	6,946,790	43.6%	15,227,286	120.0%	19,916,504	30.8%	23,903,976	20.0%	25,206,089	5.4%
Contribution to Capital	5,787,980	4,436,573	(23.3%)	2,615,265	(41.1%)	2,275,500	(13.0%)	2,584,646	13.6%	4,970,071	92.3%
<b>TOTAL EXPENDITURES</b>	<b>\$ 114,088,624</b>	<b>\$ 118,512,571</b>	<b>3.9%</b>	<b>\$ 124,657,028</b>	<b>5.2%</b>	<b>\$ 131,118,607</b>	<b>5.2%</b>	<b>\$ 137,455,691</b>	<b>4.8%</b>	<b>\$ 144,666,779</b>	<b>5.2%</b>

**GREATER VANCOUVER SEWERAGE & DRAINAGE DISTRICT**  
**CAPITAL PROGRAMS & PROJECT TOTALS**  
**SOLID WASTE**  
**2021 - 2025 CAPITAL PLAN**

	2021 CAPITAL BUDGET	2022 CAPITAL PLAN	2023 CAPITAL PLAN	2024 CAPITAL PLAN	2025 CAPITAL PLAN	2021 TO 2025 TOTAL
<b>CAPITAL EXPENDITURES</b>						
<b>SW Landfills Capital</b>						
Alternative Fuel and Recyclables Recovery Centre	\$ -	\$ -	\$ -	\$ 1,500,000	\$ 20,000,000	\$ 21,500,000
Coquitlam Landfill Closure	1,000,000	-	-	-	-	1,000,000
Coquitlam Landfill East Closure	-	400,000	3,500,000	1,100,000	-	5,000,000
Coquitlam Landfill Fly Ash Cell 2 Closure Final Cover	650,000	-	-	-	-	650,000
Coquitlam Landfill Gas Collection Upgrades	800,000	-	-	-	-	800,000
Coquitlam Landfill Lot 3 Development	4,000,000	-	-	-	-	4,000,000
Coquitlam Landfill Pump Station Upgrade	400,000	-	-	-	-	400,000
Coquitlam Landfill: Leachate Collection System Grade Realignment	550,000	300,000	-	-	-	850,000
	<b>\$ 7,400,000</b>	<b>\$ 700,000</b>	<b>\$ 3,500,000</b>	<b>\$ 2,600,000</b>	<b>\$ 20,000,000</b>	<b>\$ 34,200,000</b>
<b>SW Opportunity Capital</b>						
WTE Facility District Heating Opportunities	\$ 2,050,000	\$ -	\$ -	\$ -	\$ -	\$ 2,050,000
	<b>\$ 2,050,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,050,000</b>
<b>SW Transfer Stations Capital</b>						
Coquitlam Transfer Station Compactor Replacement	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ 300,000
Coquitlam Transfer Station Replacement	19,000,000	-	-	-	-	19,000,000
Langley Transfer Station Recycling Depot Expansion	250,000	3,000,000	2,250,000	-	-	5,500,000
Maple Ridge Transfer Station Upgrades	2,000,000	-	-	-	-	2,000,000
North Shore Transfer Station Compactor Replacement	-	-	-	-	2,500,000	2,500,000
Surrey Recycling and Waste Drop-Off	21,000,000	18,000,000	-	-	-	39,000,000
Surrey Transfer Station Compactor Replacement	-	2,500,000	-	-	-	2,500,000
Surrey Transfer Station Recycling Depot Expansion	20,250,000	3,000,000	2,250,000	-	-	25,500,000
Western Region Transfer Station Replacement	-	-	-	-	5,000,000	5,000,000
	<b>\$ 62,800,000</b>	<b>\$ 26,500,000</b>	<b>\$ 4,500,000</b>	<b>\$ -</b>	<b>\$ 7,500,000</b>	<b>\$ 101,300,000</b>

**GREATER VANCOUVER SEWERAGE & DRAINAGE DISTRICT  
CAPITAL PROGRAMS & PROJECT TOTALS  
SOLID WASTE  
2021 - 2025 CAPITAL PLAN**

	2021 CAPITAL BUDGET	2022 CAPITAL PLAN	2023 CAPITAL PLAN	2024 CAPITAL PLAN	2025 CAPITAL PLAN	2021 TO 2025 TOTAL
<b>SW Waste to Energy Facility Capital</b>						
Acid Gas Reduction	\$ 2,800,000	\$ 17,750,000	\$ 20,000,000	\$ -	\$ -	40,550,000
Biosolids Processing	10,100,000	10,000,000	-	-	-	20,100,000
Bottom Ash Crane Replacement	250,000	750,000	500,000	-	-	1,500,000
Bottom Ash Processing	600,000	-	-	-	-	600,000
Carbon Silo Replacement	-	1,200,000	1,200,000	-	-	2,400,000
Compressed Air System Replacement	100,000	1,400,000	1,500,000	-	-	3,000,000
Electrical Transformers Replacement	-	200,000	4,500,000	300,000	-	5,000,000
Fabric Filter Hopper and Pulse Header Refurbishment	250,000	500,000	1,500,000	-	-	2,250,000
Feed Hopper/Chute	1,000,000	-	-	-	-	1,000,000
Fly Ash Silo Refurbishment	-	100,000	500,000	400,000	-	1,000,000
Generation Bank Replacement	-	-	6,000,000	3,000,000	-	9,000,000
Lime Silo Replacement	-	1,800,000	1,800,000	-	-	3,600,000
Primary Economizer Replacement	4,000,000	-	-	-	-	4,000,000
Primary Superheaters Replacement	-	100,000	2,000,000	1,000,000	900,000	4,000,000
Programmable Logic Controllers Replacement	-	500,000	500,000	500,000	500,000	2,000,000
Pug Mill Enclosure Ventilation System Replacement	-	500,000	500,000	-	-	1,000,000
Refuse Crane	3,900,000	5,000,000	5,000,000	-	-	13,900,000
Secondary Economizers Replacement	-	250,000	1,750,000	3,000,000	1,000,000	6,000,000
Stack Refurbishment	-	-	350,000	-	-	350,000
WTE Facility District Heating	1,000,000	9,000,000	10,000,000	20,000,000	-	40,000,000
	<b>\$ 24,000,000</b>	<b>\$ 49,050,000</b>	<b>\$ 57,600,000</b>	<b>\$ 28,200,000</b>	<b>\$ 2,400,000</b>	<b>\$ 161,250,000</b>
<b>TOTAL CAPITAL EXPENDITURES</b>	<b>\$ 96,250,000</b>	<b>\$ 76,250,000</b>	<b>\$ 65,600,000</b>	<b>\$ 30,800,000</b>	<b>\$ 29,900,000</b>	<b>\$ 298,800,000</b>

GREATER VANCOUVER SEWERAGE & DRAINAGE DISTRICT  
 CAPITAL PROGRAMS & PROJECT TOTALS  
 SOLID WASTE  
 2021 - 2025 CAPITAL PLAN

	2021 CAPITAL BUDGET	2022 CAPITAL PLAN	2023 CAPITAL PLAN	2024 CAPITAL PLAN	2025 CAPITAL PLAN	2021 TO 2025 TOTAL
<b>2021 - 2025 CAPITAL FUNDING</b>						
New External Borrowing	\$ 95,250,000	\$ 63,250,000	\$ 52,600,000	\$ 8,800,000	\$ 26,900,000	\$ 246,800,000
Reserves	-	4,000,000	3,000,000	2,000,000	3,000,000	12,000,000
External Funding - Interagency	1,000,000	9,000,000	10,000,000	20,000,000	-	40,000,000
<b>Total</b>	<b>\$ 96,250,000</b>	<b>\$ 76,250,000</b>	<b>\$ 65,600,000</b>	<b>\$ 30,800,000</b>	<b>\$ 29,900,000</b>	<b>\$ 298,800,000</b>
<b>2021 - 2025 DEBT SERVICING TOTALS/RATIO</b>						
Operations	\$ 107,000,000	\$ 107,000,000	\$ 109,000,000	\$ 111,000,000	\$ 114,000,000	\$ 548,000,000
Debt Service - Existing	5,000,000	7,000,000	15,000,000	20,000,000	24,000,000	71,000,000
Debt Service - New	2,000,000	8,000,000	5,000,000	4,000,000	1,000,000	20,000,000
Contribution to Capital	4,000,000	3,000,000	2,000,000	3,000,000	5,000,000	17,000,000
<b>Total</b>	<b>\$ 118,000,000</b>	<b>\$ 125,000,000</b>	<b>\$ 131,000,000</b>	<b>\$ 138,000,000</b>	<b>\$ 144,000,000</b>	<b>\$ 656,000,000</b>
% Debt Service	6%	12%	15%	17%	17%	14%

**METRO VANCOUVER HOUSING CORPORATION**  
**HOUSING**  
**2021-2025 FINANCIAL PLAN**

	2020 BUDGET	2021 BUDGET	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE
<b>REVENUES</b>											
Housing Rents	\$ 40,392,325	\$ 41,303,421	2.3%	\$ 41,812,776	1.2%	\$ 44,361,315	6.1%	\$ 44,752,648	0.9%	\$ 47,398,800	5.9%
Housing Mortgage and Rental Subsidies	2,103,014	2,099,058		2,147,785		1,890,957		1,934,029		1,977,969	
Other External Revenues	794,413	801,468		741,862		745,572		751,874		755,165	
Transfer from Reserves	9,000,000	9,488,074		9,973,718		10,553,822		10,963,704		11,980,948	
<b>TOTAL REVENUES</b>	<b>\$ 52,289,752</b>	<b>\$ 53,692,021</b>	<b>2.7%</b>	<b>\$ 54,676,141</b>	<b>1.8%</b>	<b>\$ 57,551,666</b>	<b>5.3%</b>	<b>\$ 58,402,255</b>	<b>1.5%</b>	<b>\$ 62,112,882</b>	<b>6.4%</b>
<b>EXPENDITURES</b>											
Operating Programs:											
Property Operations	\$ 18,023,965	\$ 19,715,819		\$ 19,895,456		\$ 20,582,442		\$ 21,064,263		\$ 21,944,378	
Maintenance	1,166,883	912,592		932,854		968,267		990,479		1,013,217	
Housing Finance Operations	671,410	945,735		963,583		981,343		1,004,785		1,030,481	
Tenant Program and Services	732,273	412,897		372,386		379,385		387,868		396,552	
Site Administration	1,868,170	2,052,399		2,068,916		2,110,863		2,162,867		2,210,009	
Engineers in Training	11,534	11,627		11,854		12,087		12,389		12,683	
Administration and Department Support	1,190,329	1,407,505		1,436,634		1,469,360		1,504,046		1,539,533	
	23,664,564	25,458,574	7.6%	25,681,683	0.9%	26,503,747	3.2%	27,126,697	2.4%	28,146,853	3.8%
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	2,071,404	2,082,758	0.5%	2,238,598	7.5%	2,104,476	(6.0%)	2,095,050	(0.4%)	2,004,999	(4.3%)
Total Operating Programs	25,775,968	27,581,332	7.0%	27,960,281	1.4%	28,648,223	2.5%	29,261,747	2.1%	30,191,852	3.2%
Allocation of Project Delivery	-	388,442	0.0%	387,293	(0.3%)	327,701	(15.4%)	332,117	1.3%	338,552	1.9%
Asset Maintenance and Replacement	9,000,000	9,488,074	5.4%	9,973,718	5.1%	10,553,822	5.8%	10,963,704	3.9%	11,980,948	9.3%
Debt Service	5,333,392	5,154,165	(3.4%)	5,135,889	(0.4%)	6,256,187	21.8%	6,225,930	(0.5%)	7,388,878	18.7%
Contribution to Capital Replacement Reserve	1,720,546	1,720,546	0.0%	1,721,030	0.0%	1,833,525	6.5%	1,836,987	0.2%	1,906,301	3.8%
Contribution to Reserve	10,459,846	9,359,462	(10.5%)	9,497,930	1.5%	9,932,208	4.6%	9,781,770	(1.5%)	10,306,351	5.4%
<b>TOTAL EXPENDITURES</b>	<b>\$ 52,289,752</b>	<b>\$ 53,692,021</b>	<b>2.7%</b>	<b>\$ 54,676,141</b>	<b>1.8%</b>	<b>\$ 57,551,666</b>	<b>5.3%</b>	<b>\$ 58,402,255</b>	<b>1.5%</b>	<b>\$ 62,112,882</b>	<b>6.4%</b>

**METRO VANCOUVER HOUSING CORPORATION**  
**CAPITAL PROGRAMS AND PROJECT DETAILS**  
**HOUSING DEVELOPMENT**  
**2021 - 2025 CAPITAL PLAN**

	2021 CAPITAL BUDGET	2022 CAPITAL PLAN	2023 CAPITAL PLAN	2024 CAPITAL PLAN	2025 CAPITAL PLAN	2021 TO 2025 TOTAL
<b>CAPITAL EXPENDITURES</b>						
<b>Housing Development - Capital</b>						
Heather Place - Building B	\$ 2,000,000	\$ 22,000,000	\$ 13,200,000	\$ -	\$ -	\$ 37,200,000
Kingston Gardens - Phase 1	17,600,000	15,300,000	-	-	-	32,900,000
Welcher Ave.	17,500,000	12,500,000	-	-	-	30,000,000
Projects in Planning	2,500,000	11,500,000	96,060,000	96,060,000	48,180,000	254,300,000
<b>TOTAL CAPITAL EXPENDITURES</b>	<b>\$ 39,600,000</b>	<b>\$ 61,300,000</b>	<b>\$ 109,260,000</b>	<b>\$ 96,060,000</b>	<b>\$ 48,180,000</b>	<b>\$ 354,400,000</b>
<b>CAPITAL FUNDING</b>						
Reserves *	\$ 6,700,000	\$ 4,800,000	\$ 4,000,000	\$ 7,620,000	\$ 42,480,000	\$ 65,600,000
Grant/Forigivable Loan	8,500,000	7,925,000	-	72,600,000	5,700,000	94,725,000
Construction Financing and Mortgage Proceeds	24,400,000	48,575,000	105,260,000	15,840,000	-	194,075,000
	<b>\$ 39,600,000</b>	<b>\$ 61,300,000</b>	<b>\$ 109,260,000</b>	<b>\$ 96,060,000</b>	<b>\$ 48,180,000</b>	<b>\$ 354,400,000</b>

\* 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  
2021-2025 FINANCIAL PLAN**

	2020 BUDGET	2021 BUDGET	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE
<b>REVENUES</b>											
Metro Vancouver Regional District Requisitions	\$ 71,779,890	\$ 80,939,658	12.8%	\$ 86,385,178	6.7%	\$ 92,715,620	7.3%	\$ 98,731,159	6.5%	\$ 101,958,338	3.3%
Compensation Services Revenue	483,893	484,531	0.1%	492,157	1.6%	505,829	2.8%	513,689	1.6%	523,498	1.9%
Collective Bargaining Services Revenue	887,536	900,427	1.5%	912,825	1.4%	928,833	1.8%	952,942	2.6%	971,033	1.9%
Electoral Area Requisition	376,943	389,401	3.3%	401,335	3.1%	404,654	0.8%	424,205	4.8%	443,327	4.5%
GPS User Fees	292,221	288,091	(1.4%)	291,655	1.2%	287,103	(1.6%)	292,844	2.0%	298,508	1.9%
User Fees	2,747,586	2,622,708	(4.5%)	2,701,159	3.0%	2,674,240	(1.0%)	2,688,068	0.5%	2,698,754	0.4%
Non-Road Diesel Permit Fees	1,760,000	1,365,000	(22.4%)	1,365,000	0.0%	1,365,000	0.0%	1,365,000	0.0%	1,365,000	0.0%
Love Food Hate Waste	406,800	492,000	20.9%	492,000	0.0%	452,000	(8.1%)	452,000	0.0%	346,000	(23.5%)
Zero Waste Conference	230,000	325,000	41.3%	337,000	3.7%	350,500	4.0%	366,200	4.5%	366,200	0.0%
Other External Revenues	3,642,354	3,905,104	7.2%	3,990,359	2.2%	3,994,434	0.1%	4,029,755	0.9%	4,012,504	(0.4%)
Transfer from Sustainability Innovation Fund Reserve	1,173,240	425,000	(63.8%)	35,000	(91.8%)	-	(100.0%)	-	0.0%	-	0.0%
Transfer from Reserves	3,543,005	3,159,130	(10.8%)	1,472,878	(53.4%)	983,162	(33.2%)	884,240	(10.1%)	699,082	(20.9%)
<b>TOTAL REVENUES</b>	<b>\$ 87,323,468</b>	<b>\$ 95,296,050</b>	<b>9.1%</b>	<b>\$ 98,876,546</b>	<b>3.8%</b>	<b>\$ 104,661,375</b>	<b>5.9%</b>	<b>\$ 110,700,102</b>	<b>5.8%</b>	<b>\$ 113,682,244</b>	<b>2.7%</b>
<b>EXPENDITURES</b>											
Metro Vancouver Regional District											
Air Quality	\$ 11,858,732	\$ 11,683,020	(1.5%)	\$ 11,562,719	(1.0%)	\$ 11,507,291	(0.5%)	\$ 11,940,897	3.8%	\$ 12,244,950	2.5%
E911 Emergency Telephone Service	4,521,227	4,633,573	2.5%	4,748,693	2.5%	4,866,654	2.5%	4,987,528	2.5%	5,111,386	2.5%
Electoral Area Service	808,417	678,891	(16.0%)	763,003	12.4%	676,322	(11.4%)	691,288	2.2%	698,410	1.0%
General Government Administration	5,879,900	5,681,876	(3.4%)	5,911,994	4.1%	5,975,895	1.1%	6,049,999	1.2%	6,118,636	1.1%
General Government Zero Waste Collaboration Initiatives	1,679,923	1,660,020	(1.2%)	1,650,208	(0.6%)	1,623,868	(1.6%)	1,641,101	1.1%	1,538,185	(6.3%)
Housing Planning and Policy	6,093,504	6,221,486	2.1%	6,064,759	(2.5%)	6,079,659	0.2%	6,170,999	1.5%	6,197,799	0.4%
Regional Economic Prosperity	1,020,000	1,530,000	50.0%	2,040,000	33.3%	2,550,000	25.0%	2,550,000	0.0%	2,550,000	0.0%
Regional Emergency Management	237,868	228,945	(3.8%)	201,745	(11.9%)	189,162	(6.2%)	178,579	(5.6%)	178,635	0.0%
Regional Employer Services	3,164,558	3,102,235	(2.0%)	3,253,149	4.9%	2,999,503	(7.8%)	2,994,075	(0.2%)	2,997,621	0.1%
Regional Global Positioning System	328,849	324,719	(1.3%)	328,283	1.1%	323,731	(1.4%)	330,314	2.0%	336,840	2.0%
Regional Parks	46,873,308	54,561,963	16.4%	57,926,755	6.2%	63,137,878	9.0%	68,354,979	8.3%	70,742,766	3.5%
Regional Planning	3,913,393	3,855,768	(1.5%)	3,886,340	0.8%	4,044,061	4.1%	4,114,430	1.7%	4,262,366	3.6%
Sasamat Fire Protection Service	943,789	1,133,554	20.1%	538,898	(52.5%)	687,351	27.5%	695,913	1.2%	704,650	1.3%
<b>TOTAL EXPENDITURES</b>	<b>\$ 87,323,468</b>	<b>\$ 95,296,050</b>	<b>9.1%</b>	<b>\$ 98,876,546</b>	<b>3.8%</b>	<b>\$ 104,661,375</b>	<b>5.9%</b>	<b>\$ 110,700,102</b>	<b>5.8%</b>	<b>\$ 113,682,244</b>	<b>2.7%</b>



**METRO VANCOUVER REGIONAL DISTRICT  
AIR QUALITY  
2021-2025 FINANCIAL PLAN**

	2020 BUDGET	2021 BUDGET	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE
<b>REVENUES</b>											
Metro Vancouver Regional District Requisitions	\$ 5,567,235	\$ 6,482,642	16.4%	\$ 7,349,504	13.4%	\$ 7,371,202	0.3%	\$ 7,831,235	6.2%	\$ 8,231,551	5.1%
User Fees	1,900,000	1,715,000		1,715,000		1,715,000		1,715,000		1,715,000	
Non-Road Diesel Permit Fees	1,760,000	1,365,000		1,365,000		1,365,000		1,365,000		1,365,000	
Other External Revenues	649,271	635,378		552,215		549,089		546,001		542,952	
Transfer from Sustainability Innovation Fund Reserves	710,240	155,000		-		-		-		-	
Transfer from Reserves	1,271,986	1,330,000		581,000		507,000		483,661		390,447	
<b>TOTAL REVENUES</b>	<b>\$ 11,858,732</b>	<b>\$ 11,683,020</b>	<b>(1.5%)</b>	<b>\$ 11,562,719</b>	<b>(1.0%)</b>	<b>\$ 11,507,291</b>	<b>(0.5%)</b>	<b>\$ 11,940,897</b>	<b>3.8%</b>	<b>\$ 12,244,950</b>	<b>2.5%</b>
<b>EXPENDITURES</b>											
Operating Programs:											
Ambient Air Quality Monitoring	\$ 2,209,366	\$ 2,227,265		\$ 2,184,770		\$ 2,226,026		\$ 2,245,247		\$ 2,296,280	
Air Quality and Climate Change Policy	2,359,552	2,650,389		2,607,955		2,513,128		2,590,656		2,625,888	
Air Quality Bylaw and Regulation Development	1,185,883	1,284,572		1,264,772		1,240,873		1,267,852		1,295,622	
Engineers in Training	34,602	34,880		35,563		36,260		37,166		38,050	
Regional Sustainability Initiatives	710,240	155,000		-		-		-		-	
Administration and Department Support	618,228	580,973		589,112		598,585		614,205		628,662	
	7,117,871	6,933,079	(2.6%)	6,682,172	(3.6%)	6,614,872	(1.0%)	6,755,126	2.1%	6,884,502	1.9%
Communications Program	158,000	150,000	(5.1%)	150,000	0.0%	150,000	0.0%	180,000	20.0%	180,000	0.0%
Environmental Regulation and Enforcement	3,525,618	3,484,723		3,512,317		3,523,563		3,715,279		3,803,859	
Contribution to Reserve	250,000	257,500		326,500		405,000		515,000		625,000	
	3,775,618	3,742,223	(0.9%)	3,838,817	2.6%	3,928,563	2.3%	4,230,279	7.7%	4,428,859	4.7%
Allocation of Centralized Support	807,243	857,718	6.3%	891,730	4.0%	813,856	(8.7%)	775,492	(4.7%)	751,589	(3.1%)
<b>TOTAL EXPENDITURES</b>	<b>\$ 11,858,732</b>	<b>\$ 11,683,020</b>	<b>(1.5%)</b>	<b>\$ 11,562,719</b>	<b>(1.0%)</b>	<b>\$ 11,507,291</b>	<b>(0.5%)</b>	<b>\$ 11,940,897</b>	<b>3.8%</b>	<b>\$ 12,244,950</b>	<b>2.5%</b>

METRO VANCOUVER REGIONAL DISTRICT  
E911 EMERGENCY TELEPHONE SERVICE  
2021-2025 FINANCIAL PLAN

	2020 BUDGET	2021 BUDGET	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE
<b>REVENUES</b>											
Metro Vancouver Regional District Requisitions	\$ 4,446,846	\$ 4,555,802	2.5%	\$ 4,668,959	2.5%	\$ 4,784,910	2.5%	\$ 4,904,355	2.5%	\$ 5,026,984	2.5%
Other External Revenues	74,381	77,771		79,734		81,744		83,173		84,402	
<b>TOTAL REVENUES</b>	<b>\$ 4,521,227</b>	<b>\$ 4,633,573</b>	<b>2.5%</b>	<b>\$ 4,748,693</b>	<b>2.5%</b>	<b>\$ 4,866,654</b>	<b>2.5%</b>	<b>\$ 4,987,528</b>	<b>2.5%</b>	<b>\$ 5,111,386</b>	<b>2.5%</b>
<b>EXPENDITURES</b>											
Operating Programs:											
Emergency Telephone Service	\$ 4,432,575	\$ 4,542,719		\$ 4,655,581		\$ 4,771,229		\$ 4,889,733		\$ 5,011,163	
Allocation of Centralized Support	88,652	90,854		93,112		95,425		97,795		100,223	
<b>TOTAL EXPENDITURES</b>	<b>\$ 4,521,227</b>	<b>\$ 4,633,573</b>	<b>2.5%</b>	<b>\$ 4,748,693</b>	<b>2.5%</b>	<b>\$ 4,866,654</b>	<b>2.5%</b>	<b>\$ 4,987,528</b>	<b>2.5%</b>	<b>\$ 5,111,386</b>	<b>2.5%</b>

**METRO VANCOUVER REGIONAL DISTRICT  
ELECTORAL AREA SERVICE  
2021-2025 FINANCIAL PLAN**

	<b>2020 BUDGET</b>	<b>2021 BUDGET</b>	<b>% CHANGE</b>	<b>2022 FORECAST</b>	<b>% CHANGE</b>	<b>2023 FORECAST</b>	<b>% CHANGE</b>	<b>2024 FORECAST</b>	<b>% CHANGE</b>	<b>2025 FORECAST</b>	<b>% CHANGE</b>
<b>REVENUES</b>											
Electoral Area Requisition	\$ 376,943	\$ 389,401	3.3%	\$ 401,335	3.1%	\$ 404,654	0.8%	\$ 424,205	4.8%	\$ 443,327	4.5%
User Fees	10,000	10,000		11,000		11,000		12,000		12,000	
Other External Revenues	171,474	180,490		186,668		186,668		193,083		193,083	
Transfer from Reserves	250,000	99,000		164,000		74,000		62,000		50,000	
<b>TOTAL REVENUES</b>	<b>\$ 808,417</b>	<b>\$ 678,891</b>	<b>(16.0%)</b>	<b>\$ 763,003</b>	<b>12.4%</b>	<b>\$ 676,322</b>	<b>(11.4%)</b>	<b>\$ 691,288</b>	<b>2.2%</b>	<b>\$ 698,410</b>	<b>1.0%</b>
<b>EXPENDITURES</b>											
Operating Programs:											
Community Planning	\$ 339,443	\$ 324,907		\$ 331,298		\$ 337,832		\$ 346,748		\$ 354,911	
Electoral Area Projects and Studies	190,000	75,000		50,000		50,000		50,000		50,000	
Building Inspections	22,104	16,341		16,604		16,871		17,222		17,578	
Local Government Election	-	-		121,549		-		-		-	
Fraser Valley Library Services	2,067	2,067		2,067		2,067		2,067		2,067	
Emergency Planning	18,000	18,000		18,000		20,000		20,000		20,000	
	571,614	436,315	(23.7%)	539,518	23.7%	426,770	(20.9%)	436,037	2.2%	444,556	2.0%
Contribution to Election Reserve	30,000	30,000		-		30,000		30,000		30,000	
Contribution to Reserve	171,474	180,490		186,668	(11.3%)	186,668	16.1%	193,083	3.0%	193,083	0.0%
	201,474	210,490	4.5%	186,668	(11.3%)	216,668	16.1%	223,083	3.0%	223,083	0.0%
Allocation of Centralized Support	35,329	32,086	(9.2%)	36,817	14.7%	32,884	(10.7%)	32,168	(2.2%)	30,771	(4.3%)
<b>TOTAL EXPENDITURES</b>	<b>\$ 808,417</b>	<b>\$ 678,891</b>	<b>(16.0%)</b>	<b>\$ 763,003</b>	<b>12.4%</b>	<b>\$ 676,322</b>	<b>(11.4%)</b>	<b>\$ 691,288</b>	<b>2.2%</b>	<b>\$ 698,410</b>	<b>1.0%</b>

**METRO VANCOUVER REGIONAL DISTRICT  
GENERAL GOVERNMENT ADMINISTRATION  
2021-2025 FINANCIAL PLAN**

	2020 BUDGET	2021 BUDGET	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE
<b>REVENUES</b>											
Metro Vancouver Regional District Requisitions	\$ 4,440,990	\$ 4,456,508	0.3%	\$ 4,783,743	7.3%	\$ 4,844,694	1.3%	\$ 4,895,780	1.1%	\$ 4,981,330	1.7%
Other External Revenues	972,910	975,368		978,251		981,201		1,004,219		987,306	
Transfer from Reserves	466,000	250,000		150,000		150,000		150,000		150,000	
<b>TOTAL REVENUES</b>	<b>\$ 5,879,900</b>	<b>\$ 5,681,876</b>	<b>(3.4%)</b>	<b>\$ 5,911,994</b>	<b>4.1%</b>	<b>\$ 5,975,895</b>	<b>1.1%</b>	<b>\$ 6,049,999</b>	<b>1.2%</b>	<b>\$ 6,118,636</b>	<b>1.1%</b>
<b>EXPENDITURES</b>											
Operating Programs:											
Audit and Insurance	\$ 69,680	\$ 69,295		\$ 75,829		\$ 71,600		\$ 72,811		\$ 74,129	
Board Administrative Services	2,828,319	2,990,446		3,055,052		3,121,056		3,194,384		3,269,410	
External Contributions	445,000	455,000		455,000		455,000		455,000		455,000	
Leadership and Engagement	502,498	307,643		479,601		486,839		494,243		501,818	
Mosquito Control Contract	117,810	120,166		122,930		125,757		128,650		131,609	
Regional Culture	36,825	35,079		35,721		36,376		37,179		38,000	
Contribution to Sustainability Innovation Fund Reserve	347,000	347,000		347,000		347,000		347,000		347,000	
	4,347,132	4,324,629	(0.5%)	4,571,133	5.7%	4,643,628	1.6%	4,729,267	1.8%	4,816,966	1.9%
Communications Program	1,117,000	927,000	(17.0%)	927,000	0.0%	927,000	0.0%	927,000	0.0%	927,000	0.0%
Allocation of Centralized Support	415,768	430,247	3.5%	413,861	(3.8%)	405,267	(2.1%)	393,732	(2.8%)	374,670	(4.8%)
<b>TOTAL EXPENDITURES</b>	<b>\$ 5,879,900</b>	<b>\$ 5,681,876</b>	<b>(3.4%)</b>	<b>\$ 5,911,994</b>	<b>4.1%</b>	<b>\$ 5,975,895</b>	<b>1.1%</b>	<b>\$ 6,049,999</b>	<b>1.2%</b>	<b>\$ 6,118,636</b>	<b>1.1%</b>

**METRO VANCOUVER REGIONAL DISTRICT  
GENERAL GOVERNMENT ZERO WASTE COLLABORATION INITIATIVES  
2021-2025 FINANCIAL PLAN**

	2020 BUDGET	2021 BUDGET	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE
<b>REVENUES</b>											
Metro Vancouver Regional District Requisitions	\$ 797,923	\$ 768,020	(3.7%)	\$ 746,208	(2.8%)	\$ 746,368	0.0%	\$ 747,901	0.2%	\$ 750,985	0.4%
Other External Revenues	245,200	75,000		75,000		75,000		75,000		75,000	
Love Food Hate Waste	406,800	492,000		492,000		452,000		452,000		346,000	
Zero Waste Conference	230,000	325,000		337,000		350,500		366,200		366,200	
<b>TOTAL REVENUES</b>	<b>\$ 1,679,923</b>	<b>\$ 1,660,020</b>	<b>(1.2%)</b>	<b>\$ 1,650,208</b>	<b>(0.6%)</b>	<b>\$ 1,623,868</b>	<b>(1.6%)</b>	<b>\$ 1,641,101</b>	<b>1.1%</b>	<b>\$ 1,538,185</b>	<b>(6.3%)</b>
<b>EXPENDITURES</b>											
Operating Programs:											
National Zero Waste Council	\$ 365,900	\$ 195,700		\$ 195,700		\$ 195,700		\$ 195,700		\$ 195,700	
Love Food Hate Waste	406,800	492,000		492,000		452,000		452,000		346,000	
Zero Waste Conference	442,000	537,000		549,000		562,500		578,200		578,200	
Circular Economy	32,500	-		-		-		-		-	
Coordination and Project Development	313,654	-		-		-		-		-	
	1,560,854	1,224,700	(21.5%)	1,236,700	1.0%	1,210,200	(2.1%)	1,225,900	1.3%	1,119,900	(8.6%)
Allocation of Centralized Support	119,069	435,320	270.0%	413,508	(5.0%)	413,668	0.0%	415,201	0.4%	418,285	0.7%
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,679,923</b>	<b>\$ 1,660,020</b>	<b>(1.2%)</b>	<b>\$ 1,650,208</b>	<b>(0.6%)</b>	<b>\$ 1,623,868</b>	<b>(1.6%)</b>	<b>\$ 1,641,101</b>	<b>1.1%</b>	<b>\$ 1,538,185</b>	<b>(6.3%)</b>

**METRO VANCOUVER REGIONAL DISTRICT  
HOUSING PLANNING AND POLICY  
2021-2025 FINANCIAL PLAN**

	2020 BUDGET	2021 BUDGET	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE
<b>REVENUES</b>											
Metro Vancouver Regional District Requisitions	\$ 5,833,504	\$ 6,031,486	3.4%	\$ 6,064,759	0.6%	\$ 6,079,659	0.2%	\$ 6,170,999	1.5%	\$ 6,197,799	0.4%
Transfer from Sustainability Innovation Fund Reserves	260,000	190,000		-		-		-		-	
<b>TOTAL REVENUES</b>	<b>\$ 6,093,504</b>	<b>\$ 6,221,486</b>	<b>2.1%</b>	<b>\$ 6,064,759</b>	<b>(2.5%)</b>	<b>\$ 6,079,659</b>	<b>0.2%</b>	<b>\$ 6,170,999</b>	<b>1.5%</b>	<b>\$ 6,197,799</b>	<b>0.4%</b>
<b>EXPENDITURES</b>											
Operating Programs:											
Housing Planning and Policy	\$ 1,003,031	\$ 1,131,910		\$ 958,169		\$ 977,308		\$ 1,070,450		\$ 1,095,494	
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		4,000,000	
	6,003,031	6,131,910	2.1%	5,958,169	(2.8%)	5,977,308	0.3%	6,070,450	1.6%	6,095,494	0.4%
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	65,473	64,576	(1.4%)	81,590	26.3%	77,351	(5.2%)	75,549	(2.3%)	77,305	2.3%
<b>TOTAL EXPENDITURES</b>	<b>\$ 6,093,504</b>	<b>\$ 6,221,486</b>	<b>2.1%</b>	<b>\$ 6,064,759</b>	<b>(2.5%)</b>	<b>\$ 6,079,659</b>	<b>0.2%</b>	<b>\$ 6,170,999</b>	<b>1.5%</b>	<b>\$ 6,197,799</b>	<b>0.4%</b>

**METRO VANCOUVER REGIONAL DISTRICT  
REGIONAL ECONOMIC PROSPERITY  
2021-2025 FINANCIAL PLAN**

	2020 BUDGET	2021 BUDGET	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE
<b>REVENUES</b>											
Metro Vancouver Regional District Requisitions	\$ 1,020,000	\$ 1,530,000	50.0%	\$ 2,040,000	33.3%	\$ 2,550,000	25.0%	\$ 2,550,000	0.0%	\$ 2,550,000	0.0%
<b>TOTAL REVENUES</b>	<b><u>\$ 1,020,000</u></b>	<b><u>\$ 1,530,000</u></b>	<b>50.0%</b>	<b><u>\$ 2,040,000</u></b>	<b>33.3%</b>	<b><u>\$ 2,550,000</u></b>	<b>25.0%</b>	<b><u>\$ 2,550,000</u></b>	<b>0.0%</b>	<b><u>\$ 2,550,000</u></b>	<b>0.0%</b>
<b>EXPENDITURES</b>											
Operating Programs:											
Collaboration	\$ -	\$ 200,000		\$ 200,000		\$ 200,000		\$ 200,000		\$ 200,000	
Regional Data Collection and Research	200,000	200,000		400,000		400,000		400,000		400,000	
Attracting Investment	400,000	700,000		1,000,000		1,500,000		1,500,000		1,500,000	
Leadership and Administration	400,000	400,000		400,000		400,000		400,000		400,000	
	<u>1,000,000</u>	<u>1,500,000</u>	50.0%	<u>2,000,000</u>	33.3%	<u>2,500,000</u>	25.0%	<u>2,500,000</u>	0.0%	<u>2,500,000</u>	0.0%
Allocation of Centralized Support	20,000	30,000	50.0%	40,000	33.3%	50,000	25.0%	50,000	0.0%	50,000	0.0%
<b>TOTAL EXPENDITURES</b>	<b><u>\$ 1,020,000</u></b>	<b><u>\$ 1,530,000</u></b>	<b>50.0%</b>	<b><u>\$ 2,040,000</u></b>	<b>33.3%</b>	<b><u>\$ 2,550,000</u></b>	<b>25.0%</b>	<b><u>\$ 2,550,000</u></b>	<b>0.0%</b>	<b><u>\$ 2,550,000</u></b>	<b>0.0%</b>

**METRO VANCOUVER REGIONAL DISTRICT  
REGIONAL EMERGENCY MANAGEMENT  
2021-2025 FINANCIAL PLAN**

	2020 BUDGET	2021 BUDGET	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE
<b>REVENUES</b>											
Metro Vancouver Regional District Requisitions	\$ 163,000	\$ 173,000	6.1%	\$ 173,000	0.0%	\$ 173,000	0.0%	\$ 176,000	1.7%	\$ 176,000	0.0%
Transfer from Reserves	74,868	55,945		28,745		16,162		2,579		2,635	
<b>TOTAL REVENUES</b>	<b><u>\$ 237,868</u></b>	<b><u>\$ 228,945</u></b>	<b>(3.8%)</b>	<b><u>\$ 201,745</u></b>	<b>(11.9%)</b>	<b><u>\$ 189,162</u></b>	<b>(6.2%)</b>	<b><u>\$ 178,579</u></b>	<b>(5.6%)</b>	<b><u>\$ 178,635</u></b>	<b>0.0%</b>
<b>EXPENDITURES</b>											
Operating Programs:											
Regional Emergency Management	\$ 226,541	\$ 218,043		\$ 192,138		\$ 180,154		\$ 170,075		\$ 170,129	
Allocation of Centralized Support	11,327	10,902		9,607		9,008		8,504		8,506	
<b>TOTAL EXPENDITURES</b>	<b><u>\$ 237,868</u></b>	<b><u>\$ 228,945</u></b>	<b>(3.8%)</b>	<b><u>\$ 201,745</u></b>	<b>(11.9%)</b>	<b><u>\$ 189,162</u></b>	<b>(6.2%)</b>	<b><u>\$ 178,579</u></b>	<b>(5.6%)</b>	<b><u>\$ 178,635</u></b>	<b>0.0%</b>



**METRO VANCOUVER REGIONAL DISTRICT  
REGIONAL EMPLOYER SERVICES  
2021-2025 FINANCIAL PLAN**

	2020 BUDGET	2021 BUDGET	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE
<b>REVENUES</b>											
Metro Vancouver Regional District Requisitions	\$ 986,140	\$ 1,038,343	5.3%	\$ 1,059,506	2.0%	\$ 1,062,763	0.3%	\$ 1,068,455	0.5%	\$ 1,086,773	1.7%
Compensation Services Revenue	483,893	484,531		492,157		505,829		513,689		523,498	
Collective Bargaining Services Revenue	887,536	900,427		912,825		928,833		952,942		971,033	
Other External Revenues	430,270	388,609		395,528		402,078		408,989		416,317	
Transfer from Reserves	376,719	290,325		393,133		100,000		50,000		-	
<b>TOTAL REVENUES</b>	<b>\$ 3,164,558</b>	<b>\$ 3,102,235</b>	<b>(2.0%)</b>	<b>\$ 3,253,149</b>	<b>4.9%</b>	<b>\$ 2,999,503</b>	<b>(7.8%)</b>	<b>\$ 2,994,075</b>	<b>(0.2%)</b>	<b>\$ 2,997,621</b>	<b>0.1%</b>
<b>EXPENDITURES</b>											
Operating Programs:											
Information and Advisory Services	\$ 1,469,529	\$ 1,398,879		\$ 1,525,748		\$ 1,255,925		\$ 1,232,908		\$ 1,210,892	
Compensation Services	530,507	520,080		531,418		542,088		555,120		568,454	
Collective Bargaining	935,251	936,478		955,036		964,504		997,822		1,021,680	
	2,935,287	2,855,437	(2.7%)	3,012,202	5.5%	2,762,517	(8.3%)	2,785,850	0.8%	2,801,026	0.5%
Allocation of Centralized Support	229,271	246,798	7.6%	240,947	(2.4%)	236,986	(1.6%)	208,225	(12.1%)	196,595	(5.6%)
<b>TOTAL EXPENDITURES</b>	<b>\$ 3,164,558</b>	<b>\$ 3,102,235</b>	<b>(2.0%)</b>	<b>\$ 3,253,149</b>	<b>4.9%</b>	<b>\$ 2,999,503</b>	<b>(7.8%)</b>	<b>\$ 2,994,075</b>	<b>(0.2%)</b>	<b>\$ 2,997,621</b>	<b>0.1%</b>

METRO VANCOUVER REGIONAL DISTRICT  
REGIONAL GLOBAL POSITIONING SYSTEM  
2021-2025 FINANCIAL PLAN

	2020 BUDGET	2021 BUDGET	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE
<b>REVENUES</b>											
Regional Global Positioning System User Fees	\$ 292,221	\$ 288,091	(1.4%)	\$ 291,655	1.2%	\$ 287,103	(1.6%)	\$ 292,844	2.0%	\$ 298,508	1.9%
Other External Revenues	36,628	36,628		36,628		36,628		37,470		38,332	
<b>TOTAL REVENUES</b>	<b>\$ 328,849</b>	<b>\$ 324,719</b>	<b>(1.3%)</b>	<b>\$ 328,283</b>	<b>1.1%</b>	<b>\$ 323,731</b>	<b>(1.4%)</b>	<b>\$ 330,314</b>	<b>2.0%</b>	<b>\$ 336,840</b>	<b>2.0%</b>
<b>EXPENDITURES</b>											
Operating Programs:											
Regional Global Positioning System	\$ 250,848	\$ 292,184		\$ 255,524		\$ 258,927		\$ 265,068		\$ 271,353	
Contribution to Reserve	52,780	11,444		48,104		44,701		45,729		46,781	
Allocation of Centralized Support	25,221	21,091		24,655		20,103		19,517		18,706	
<b>TOTAL EXPENDITURES</b>	<b>\$ 328,849</b>	<b>\$ 324,719</b>	<b>(1.3%)</b>	<b>\$ 328,283</b>	<b>1.1%</b>	<b>\$ 323,731</b>	<b>(1.4%)</b>	<b>\$ 330,314</b>	<b>2.0%</b>	<b>\$ 336,840</b>	<b>2.0%</b>

**METRO VANCOUVER REGIONAL DISTRICT  
REGIONAL PARKS  
2021-2025 FINANCIAL PLAN**

	2020 BUDGET	2021 BUDGET	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE
<b>REVENUES</b>											
Metro Vancouver Regional District Requisitions	\$ 44,842,070	\$ 51,869,535	15.7%	\$ 55,219,261	6.5%	\$ 60,461,612	9.5%	\$ 65,666,091	8.6%	\$ 68,049,900	3.6%
User Fees	837,586	897,708		975,159		948,240		961,068		971,754	
Other External Revenues	1,052,220	1,525,860		1,676,335		1,672,026		1,671,820		1,665,112	
Transfer from Sustainability Innovation Fund Reserves	53,000	15,000		-		-		-		-	
Transfer from Reserves	88,432	253,860		56,000		56,000		56,000		56,000	
<b>TOTAL REVENUES</b>	<b>\$ 46,873,308</b>	<b>\$ 54,561,963</b>	<b>16.4%</b>	<b>\$ 57,926,755</b>	<b>6.2%</b>	<b>\$ 63,137,878</b>	<b>9.0%</b>	<b>\$ 68,354,979</b>	<b>8.3%</b>	<b>\$ 70,742,766</b>	<b>3.5%</b>
<b>EXPENDITURES</b>											
Operating Programs:											
Systems Planning, Design and Development Services											
Planning and Resource Management	\$ 1,923,466	\$ 2,041,787		\$ 2,127,060		\$ 2,062,024		\$ 2,166,633		\$ 2,161,154	
Design and Development	1,331,710	1,357,013		1,382,382		1,404,817		1,441,456		1,591,480	
Engineers in Training	11,534	11,627		11,854		12,087		12,389		12,683	
	<u>3,266,710</u>	<u>3,410,427</u>	4.4%	<u>3,521,296</u>	3.3%	<u>3,478,928</u>	(1.2%)	<u>3,620,478</u>	4.1%	<u>3,765,317</u>	4.0%
Systems Visitor and Operations Services											
Visitor Services	1,487,643	1,388,491		1,476,789		1,491,746		1,509,634		1,551,706	
Operations Services	2,322,375	1,810,639		1,919,176		1,999,965		2,031,485		2,063,805	
	<u>3,810,018</u>	<u>3,199,130</u>	(16.0%)	<u>3,395,965</u>	6.2%	<u>3,491,711</u>	2.8%	<u>3,541,119</u>	1.4%	<u>3,615,511</u>	2.1%
Central Area Services											
Operations and Maintenance	5,091,071	6,066,609		5,909,549		6,285,322		6,388,571		6,494,972	
Area Visitor Services	587,941	576,457		601,976		617,709		655,061		711,214	
Area Management and Administration	664,277	2,888,763		599,980		611,423		627,449		641,805	
Area Planning	156,992	156,801		159,263		161,774		166,034		169,188	
Burns Bog Ecological Conservancy Area	385,089	421,863		418,882		422,984		479,822		485,939	
Contribution to Reserve	23,000	23,000		23,000		23,000		23,000		23,000	
	<u>6,908,370</u>	<u>10,133,493</u>	46.7%	<u>7,712,650</u>	(23.9%)	<u>8,122,212</u>	5.3%	<u>8,339,937</u>	2.7%	<u>8,526,118</u>	2.2%
East Area Services											
Operations and Maintenance	4,272,463	4,435,927		4,465,393		4,509,437		4,583,034		4,745,496	
Area Visitor Services	625,382	557,073		625,553		632,280		645,122		655,662	
Area Management and Administration	673,314	673,451		679,112		691,237		708,078		724,291	
Area Planning	153,962	153,370		153,370		153,370		156,451		159,605	
	<u>5,725,121</u>	<u>5,819,821</u>	1.7%	<u>5,923,428</u>	1.8%	<u>5,986,324</u>	1.1%	<u>6,092,685</u>	1.8%	<u>6,285,054</u>	3.2%
West Area Services											
Operations and Maintenance	4,047,668	4,268,606		4,269,774		4,270,972		4,389,554		4,507,813	
Area Visitor Services	689,289	579,319		612,112		609,729		624,277		656,943	
Area Management and Administration	942,647	929,561		929,561		929,561		951,637		974,226	
Area Planning	152,592	152,592		152,592		152,592		156,237		159,967	
	<u>5,832,196</u>	<u>5,930,078</u>	1.7%	<u>5,964,039</u>	0.6%	<u>5,962,854</u>	0.0%	<u>6,121,705</u>	2.7%	<u>6,298,949</u>	2.9%
Administration and Department Support											
	1,221,577	1,398,761	14.5%	1,416,117	1.2%	1,434,319	1.3%	1,488,936	3.8%	1,513,422	1.6%
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											
	82,997	84,060	1.3%	85,048	1.2%	86,050	1.2%	88,400	2.7%	90,667	2.6%
Quality Control Allocated											
	53,591	53,591	0.0%	53,591	0.0%	53,591	0.0%	55,445	3.5%	56,777	2.4%
Allocation of Centralized Support											
	3,610,728	3,503,795	(3.0%)	3,826,308	9.2%	3,519,166	(8.0%)	3,501,654	(0.5%)	3,383,568	(3.4%)
Total Operating Programs	30,621,308	33,643,156	9.9%	32,008,442	(4.9%)	32,245,155	0.7%	32,960,359	2.2%	33,645,383	2.1%
Allocation of Project Delivery											
	-	166,807	0.0%	166,313	(0.3%)	140,723	(15.4%)	142,620	1.3%	145,383	1.9%
Debt Service											
	-	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Contribution to Capital Infrastructure Reserve											
	4,682,000	5,182,000		6,182,000		7,182,000		7,682,000		9,382,000	
Contribution to Parkland Acquisition and Development Reserve											
	11,570,000	15,570,000		19,570,000		23,570,000		27,570,000		27,570,000	
	<u>16,252,000</u>	<u>20,752,000</u>	27.7%	<u>25,752,000</u>	24.1%	<u>30,752,000</u>	19.4%	<u>35,252,000</u>	14.6%	<u>36,952,000</u>	4.8%
<b>TOTAL EXPENDITURES</b>	<b>\$ 46,873,308</b>	<b>\$ 54,561,963</b>	<b>16.4%</b>	<b>\$ 57,926,755</b>	<b>6.2%</b>	<b>\$ 63,137,878</b>	<b>9.0%</b>	<b>\$ 68,354,979</b>	<b>8.3%</b>	<b>\$ 70,742,766</b>	<b>3.5%</b>

**METRO VANCOUVER REGIONAL DISTRICT  
CAPITAL PROGRAMS AND PROJECT TOTALS  
REGIONAL PARKS  
2021 - 2025 CAPITAL PLAN**

	2021 CAPITAL BUDGET	2022 CAPITAL PLAN	2023 CAPITAL PLAN	2024 CAPITAL PLAN	2025 CAPITAL PLAN	2021 TO 2025 TOTAL
<b>CAPITAL EXPENDITURES</b>						
<b>Parks-Capital Replacement and Development</b>						
Aldergrove - Rock'n Horse Trail Connector	\$ -	\$ -	\$ 360,000	\$ -	\$ -	\$ 360,000
Belcarra - Replace Floats at Wharf	-	-	-	30,000	250,000	280,000
Belcarra - South Picnic Area, Cabins	-	50,000	250,000	2,200,000	3,500,000	6,000,000
Belcarra - White Pine Parking Lot Redevelopment	-	-	-	-	100,000	100,000
Burnaby Lake - Service Yard Building Replacement	450,000	-	-	-	-	450,000
Burns Bog Delta Nature Reserve Development	-	150,000	1,000,000	1,000,000	-	2,150,000
Campbell Valley - Park Development - Perimeter Greenway Trail	600,000	2,000,000	2,000,000	1,500,000	-	6,100,000
Capilano - New Service Yard	750,000	-	-	-	-	750,000
Codd Wetland - Park Development	-	-	-	-	900,000	900,000
Colony Farm - Sheep Paddocks Trail Rebuild	100,000	-	-	-	-	100,000
Crippen - Davies Orchard Cabins	-	-	-	800,000	1,100,000	1,900,000
Deas Island - Floating Dock Replacement	-	-	-	100,000	-	100,000
Derby Reach - Full Service Washroom	290,000	1,560,000	-	-	-	1,850,000
Grouse - Grouse Grind & BCMC Trail	-	-	-	-	100,000	100,000
Grouse - Trail & Amenity Improvement (Grant Funded)	350,000	600,000	1,114,000	1,114,000	-	3,178,000
Kanaka Creek - Cliff Falls Staging Area	-	-	-	-	50,000	50,000
Pacific Spirit - Beach Access Improvements	-	-	-	100,000	500,000	600,000
Tynehead - Perimeter Trail Phase 2	-	-	-	-	150,000	150,000
Widgeon Marsh - New Park Development	4,500,000	4,600,000	4,500,000	-	-	13,600,000
	<b>\$ 7,040,000</b>	<b>\$ 8,960,000</b>	<b>\$ 9,224,000</b>	<b>\$ 6,844,000</b>	<b>\$ 6,650,000</b>	<b>\$ 38,718,000</b>
<b>Parks-Parkland Acquisition</b>						
Regional Parks Land Acquisition	\$ 12,000,000	\$ 15,000,000	\$ 15,000,000	\$ 21,000,000	\$ 22,000,000	\$ 85,000,000
	<b>\$ 12,000,000</b>	<b>\$ 15,000,000</b>	<b>\$ 15,000,000</b>	<b>\$ 21,000,000</b>	<b>\$ 22,000,000</b>	<b>\$ 85,000,000</b>
<b>Capital Maintenance Projects</b>						
Capital Maintenance Projects	\$ 4,030,000	\$ 4,485,000	\$ 6,445,000	\$ 6,400,000	\$ 7,110,000	\$ 28,470,000
	<b>\$ 4,030,000</b>	<b>\$ 4,485,000</b>	<b>\$ 6,445,000</b>	<b>\$ 6,400,000</b>	<b>\$ 7,110,000</b>	<b>\$ 28,470,000</b>
<b>TOTAL CAPITAL EXPENDITURES</b>	<b>\$ 23,070,000</b>	<b>\$ 28,445,000</b>	<b>\$ 30,669,000</b>	<b>\$ 34,244,000</b>	<b>\$ 35,760,000</b>	<b>\$ 152,188,000</b>
<b>CAPITAL FUNDING</b>						
Reserves	\$ 22,814,500	\$ 28,007,000	\$ 29,855,780	\$ 33,430,780	\$ 35,760,000	\$ 149,868,060
Investing in Canada Infrastructure Program	255,500	438,000	813,220	813,220	-	2,319,940
	<b>\$ 23,070,000</b>	<b>\$ 28,445,000</b>	<b>\$ 30,669,000</b>	<b>\$ 34,244,000</b>	<b>\$ 35,760,000</b>	<b>\$ 152,188,000</b>

**METRO VANCOUVER REGIONAL DISTRICT  
REGIONAL PLANNING  
2021-2025 FINANCIAL PLAN**

	2020 BUDGET	2021 BUDGET	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE
<b>REVENUES</b>											
Metro Vancouver Regional District Requisitions	\$ 3,348,393	\$ 3,510,768	4.8%	\$ 3,751,340	6.9%	\$ 3,964,061	5.7%	\$ 4,034,430	1.8%	\$ 4,212,366	4.4%
Transfer from Sustainability Innovation Fund Reserves	150,000	65,000		35,000		-		-		-	
Transfer from Reserves	415,000	280,000		100,000		80,000		80,000		50,000	
<b>TOTAL REVENUES</b>	<b>\$ 3,913,393</b>	<b>\$ 3,855,768</b>	<b>(1.5%)</b>	<b>\$ 3,886,340</b>	<b>0.8%</b>	<b>\$ 4,044,061</b>	<b>4.1%</b>	<b>\$ 4,114,430</b>	<b>1.7%</b>	<b>\$ 4,262,366</b>	<b>3.6%</b>
<b>EXPENDITURES</b>											
Operating Programs:											
Environment	\$ 981,329	\$ 980,136		\$ 964,424		\$ 933,996		\$ 938,048		\$ 945,542	
Growth Management and Transportation	1,297,824	1,073,916		1,089,092		1,273,925		1,310,882		1,318,426	
Planning Analytics	713,799	774,503		783,940		792,135		793,328		912,352	
Administration and Department Support	555,254	674,767		688,205		701,902		718,614		735,705	
	3,548,206	3,503,322	(1.3%)	3,525,661	0.6%	3,701,958	5.0%	3,760,872	1.6%	3,912,025	4.0%
Communications Program	80,000	60,000	(25.0%)	60,000	0.0%	60,000	0.0%	70,000	16.7%	80,000	14.3%
Allocation of Centralized Support	285,187	292,446	2.5%	300,679	2.8%	282,103	(6.2%)	283,558	0.5%	270,341	(4.7%)
<b>TOTAL EXPENDITURES</b>	<b>\$ 3,913,393</b>	<b>\$ 3,855,768</b>	<b>(1.5%)</b>	<b>\$ 3,886,340</b>	<b>0.8%</b>	<b>\$ 4,044,061</b>	<b>4.1%</b>	<b>\$ 4,114,430</b>	<b>1.7%</b>	<b>\$ 4,262,366</b>	<b>3.6%</b>

**METRO VANCOUVER REGIONAL DISTRICT  
SASAMAT FIRE PROTECTION SERVICE  
2021-2025 FINANCIAL PLAN**

	2020 BUDGET	2021 BUDGET	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE
<b>REVENUES</b>											
Metro Vancouver Regional District Requisitions	\$ 333,789	\$ 523,554	56.9%	\$ 528,898	1.0%	\$ 677,351	28.1%	\$ 685,913	1.3%	\$ 694,650	1.3%
Other External Revenues	10,000	10,000		10,000		10,000		10,000		10,000	
Transfer from Reserves	600,000	600,000		-		-		-		-	
<b>TOTAL REVENUES</b>	<b>\$ 943,789</b>	<b>\$ 1,133,554</b>	<b>20.1%</b>	<b>\$ 538,898</b>	<b>(52.5%)</b>	<b>\$ 687,351</b>	<b>27.5%</b>	<b>\$ 695,913</b>	<b>1.2%</b>	<b>\$ 704,650</b>	<b>1.3%</b>
<b>EXPENDITURES</b>											
Operating Programs:											
Sasamat Fire Protection Service	\$ 228,808	\$ 249,140		\$ 253,998		\$ 388,955		\$ 396,739		\$ 404,682	
Apparatus Acquisitions	600,000	600,000		-		-		-		-	
Contribution to Capital Reserve	92,100	92,100		92,100		92,100		92,100		92,100	
Contribution to Capital Facility Reserve	-	167,400		167,400		167,400		167,400		167,400	
	920,908	1,108,640	20.4%	513,498	(53.7%)	648,455	26.3%	656,239	1.2%	664,182	1.2%
Allocation of Centralized Support	22,881	24,914	8.9%	25,400	2.0%	38,896	53.1%	39,674	2.0%	40,468	2.0%
<b>TOTAL EXPENDITURES</b>	<b>\$ 943,789</b>	<b>\$ 1,133,554</b>	<b>20.1%</b>	<b>\$ 538,898</b>	<b>(52.5%)</b>	<b>\$ 687,351</b>	<b>27.5%</b>	<b>\$ 695,913</b>	<b>1.2%</b>	<b>\$ 704,650</b>	<b>1.3%</b>

**METRO VANCOUVER DISTRICTS  
CENTRALIZED SUPPORT PROGRAM SUMMARY  
2021-2025 FINANCIAL PLAN**

	2020 BUDGET	2021 BUDGET	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE
<b>REVENUES</b>											
Allocated to Functional Departments (net)	\$ 64,133,296	\$ 66,731,123	4.1%	\$ 69,015,021	3.4%	\$ 69,569,275	0.8%	\$ 72,844,835	4.7%	\$ 75,205,083	3.2%
Other External Revenues	7,465,575	6,994,794		7,046,572		7,098,389		7,151,714		7,235,099	
Transfer from Capital	-	4,517,291		4,936,842		2,988,722		3,053,473		3,119,784	
Transfer from Reserves	7,302,425	5,563,300		4,273,135		3,959,617		4,106,645		3,291,744	
<b>TOTAL REVENUES</b>	<b>\$ 78,901,296</b>	<b>\$ 83,806,508</b>	<b>6.2%</b>	<b>\$ 85,271,570</b>	<b>1.7%</b>	<b>\$ 83,616,003</b>	<b>(1.9%)</b>	<b>\$ 87,156,667</b>	<b>4.2%</b>	<b>\$ 88,851,710</b>	<b>1.9%</b>
<b>EXPENDITURES</b>											
Corporate Services	\$ 46,747,361	\$ 47,451,592	1.5%	\$ 47,462,327	0.0%	\$ 45,087,702	(5.0%)	\$ 47,831,398	6.1%	\$ 48,674,572	1.8%
External Relations	8,614,808	9,800,747	13.8%	9,761,225	(0.4%)	9,929,450	1.7%	10,053,288	1.2%	10,264,035	2.1%
Financial Services	12,960,688	14,194,036	9.5%	15,189,613	7.0%	15,494,131	2.0%	15,875,555	2.5%	16,235,342	2.3%
Human Resources	5,883,407	6,131,497	4.2%	6,197,662	1.1%	6,326,730	2.1%	6,476,105	2.4%	6,611,882	2.1%
Indigenous Relations	583,698	583,698	0.0%	594,529	1.9%	605,578	1.9%	620,108	2.4%	634,974	2.4%
Legislative Services	4,111,334	4,723,938	14.9%	4,761,794	0.8%	4,844,904	1.7%	4,949,155	2.2%	5,055,827	2.2%
Strategic Initiatives	-	921,000	100.0%	1,304,420	41.6%	1,327,508	1.8%	1,351,058	1.8%	1,375,078	1.8%
<b>TOTAL EXPENDITURES</b>	<b>\$ 78,901,296</b>	<b>\$ 83,806,508</b>	<b>6.2%</b>	<b>\$ 85,271,570</b>	<b>1.7%</b>	<b>\$ 83,616,003</b>	<b>(1.9%)</b>	<b>\$ 87,156,667</b>	<b>4.2%</b>	<b>\$ 88,851,710</b>	<b>1.9%</b>
<b>ALLOCATED TO FUNCTIONAL DEPARTMENTS</b>											
Water Services	\$ 24,993,939	\$ 26,052,630	4.2%	\$ 26,552,857	1.9%	\$ 26,198,398	(1.3%)	\$ 26,917,222	2.7%	\$ 27,691,505	2.9%
Liquid Waste Services	26,641,019	27,044,682	1.5%	28,571,309	5.6%	29,832,750	4.4%	32,432,257	8.7%	34,283,769	5.7%
Solid Waste Services	4,690,785	4,740,158	1.1%	4,571,852	(3.6%)	4,798,518	5.0%	4,973,089	3.6%	5,000,574	0.6%
Housing	2,071,404	2,082,758	0.5%	2,238,598	7.5%	2,104,476	(6.0%)	2,095,050	(0.4%)	2,004,999	(4.3%)
Air Quality	807,243	857,718	6.3%	891,730	4.0%	813,856	(8.7%)	775,492	(4.7%)	751,589	(3.1%)
E911 Emergency Telephone Service	88,652	90,854	2.5%	93,112	2.5%	95,425	2.5%	97,795	2.5%	100,223	2.5%
Electoral Area Service	35,329	32,086	(9.2%)	36,817	14.7%	32,884	(10.7%)	32,168	(2.2%)	30,771	(4.3%)
General Government Administration	415,768	430,247	3.5%	413,861	(3.8%)	405,267	(2.1%)	393,732	(2.8%)	374,670	(4.8%)
General Government-Zero Waste Collaboration Initiatives	119,069	435,320	270.0%	413,508	(5.0%)	413,668	0.0%	415,201	0.4%	418,285	0.7%
Housing Planning and Policy	65,473	64,576	(1.4%)	81,590	26.3%	77,351	(5.2%)	75,549	(2.3%)	77,305	2.3%
Project Delivery	-	770,148	100.0%	682,191	(11.4%)	640,420	(6.1%)	526,148	(17.8%)	503,209	(4.4%)
Regional Economic Prosperity	20,000	30,000	50.0%	40,000	33.3%	50,000	25.0%	50,000	0.0%	50,000	0.0%
Regional Emergency Management	11,327	10,902	(3.8%)	9,607	(11.9%)	9,008	(6.2%)	8,504	(5.6%)	8,506	0.0%
Regional Employer Services	229,271	246,798	7.6%	240,947	(2.4%)	236,986	(1.6%)	208,225	(12.1%)	196,595	(5.6%)
Regional Global Positioning System	25,221	21,091	(16.4%)	24,655	16.9%	20,103	(18.5%)	19,517	(2.9%)	18,706	(4.2%)
Regional Parks	3,610,728	3,503,795	(3.0%)	3,826,308	9.2%	3,519,166	(8.0%)	3,501,654	(0.5%)	3,383,568	(3.4%)
Regional Planning	285,187	292,446	2.5%	300,679	2.8%	282,103	(6.2%)	283,558	0.5%	270,341	(4.7%)
Sasamat Fire Protection Service	22,881	24,914	8.9%	25,400	2.0%	38,896	53.1%	39,674	2.0%	40,468	2.0%
	<b>\$ 64,133,296</b>	<b>\$ 66,731,123</b>	<b>4.1%</b>	<b>\$ 69,015,021</b>	<b>3.4%</b>	<b>\$ 69,569,275</b>	<b>0.8%</b>	<b>\$ 72,844,835</b>	<b>4.7%</b>	<b>\$ 75,205,083</b>	<b>3.2%</b>

METRO VANCOUVER REGIONAL DISTRICT  
CORPORATE SERVICES  
2021-2025 FINANCIAL PLAN

	2020 BUDGET	2021 BUDGET	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE
<b>REVENUES</b>											
Allocated to Functional Departments	\$ 32,862,575	\$ 33,212,674	1.1%	\$ 34,080,041	2.6%	\$ 33,981,858	(0.3%)	\$ 36,477,710	7.3%	\$ 38,064,728	4.4%
Other External Revenues	6,959,361	6,797,794		6,849,397		6,901,035		6,954,176		7,037,373	
Transfer from Capital	-	2,427,424		2,435,114		442,959		453,587		464,471	
Transfer from Reserves	6,925,425	5,013,700		4,097,775		3,761,850		3,945,925		3,108,000	
<b>TOTAL REVENUES</b>	<b>\$ 46,747,361</b>	<b>\$ 47,451,592</b>	<b>1.5%</b>	<b>\$ 47,462,327</b>	<b>0.0%</b>	<b>\$ 45,087,702</b>	<b>(5.0%)</b>	<b>\$ 47,831,398</b>	<b>6.1%</b>	<b>\$ 48,674,572</b>	<b>1.8%</b>
<b>EXPENDITURES</b>											
Operating Programs:											
Information Technology											
Technical Services	\$ 7,045,203	\$ 7,191,307		\$ 7,264,197		\$ 7,305,406		\$ 7,592,568		\$ 7,738,990	
Business Systems	7,053,453	6,106,844		6,189,761		6,206,241		6,345,537		6,529,613	
Digital Strategy and Project Management	3,293,212	5,964,682		5,981,453		4,044,148		5,638,720		6,254,698	
	17,391,868	19,262,833	10.8%	19,435,411	0.9%	17,555,795	(9.7%)	19,576,825	11.5%	20,523,301	4.8%
Corporate Projects and Facilities	6,618,456	6,628,586	0.2%	6,837,116	3.1%	7,015,120	2.6%	7,741,762	10.4%	7,497,429	(3.2%)
Corporate Safety	3,635,321	4,391,125	20.8%	4,012,780	(8.6%)	4,037,066	0.6%	4,132,087	2.4%	4,229,011	2.3%
Security and Emergency Management	1,605,468	1,554,192	(3.2%)	1,558,878	0.3%	1,602,890	2.8%	1,487,377	(7.2%)	1,514,925	1.9%
Administration and Department Support	552,681	731,289	32.3%	734,575	0.4%	737,930	0.5%	754,446	2.2%	771,005	2.2%
Total Operating Programs	29,803,794	32,568,025	9.3%	32,578,760	0.0%	30,948,801	(5.0%)	33,692,497	8.9%	34,535,671	2.5%
Debt Service	14,383,567	14,383,567	0.0%	14,383,567	0.0%	13,638,901	(5.2%)	13,638,901	0.0%	13,638,901	0.0%
Head Office Capital	2,560,000	500,000	(80.5%)	500,000	0.0%	500,000	0.0%	500,000	0.0%	500,000	0.0%
<b>TOTAL EXPENDITURES</b>	<b>\$ 46,747,361</b>	<b>\$ 47,451,592</b>	<b>1.5%</b>	<b>\$ 47,462,327</b>	<b>0.0%</b>	<b>\$ 45,087,702</b>	<b>(5.0%)</b>	<b>\$ 47,831,398</b>	<b>6.1%</b>	<b>\$ 48,674,572</b>	<b>1.8%</b>



METRO VANCOUVER REGIONAL DISTRICT  
EXTERNAL RELATIONS  
2021-2025 FINANCIAL PLAN

	2020 BUDGET	2021 BUDGET	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE
<b>REVENUES</b>											
Allocated to Functional Departments	\$ 8,614,808	\$ 9,356,118	8.6%	\$ 9,178,872	(1.9%)	\$ 9,335,450	1.7%	\$ 9,444,972	1.2%	\$ 9,641,059	2.1%
Transfer from Capital	-	444,629		582,353		594,000		608,316		622,976	
Other External Revenues	-	-		-		-		-		-	
<b>TOTAL REVENUES</b>	<b>\$ 8,614,808</b>	<b>\$ 9,800,747</b>	<b>13.8%</b>	<b>\$ 9,761,225</b>	<b>(0.4%)</b>	<b>\$ 9,929,450</b>	<b>1.7%</b>	<b>\$ 10,053,288</b>	<b>1.2%</b>	<b>\$ 10,264,035</b>	<b>2.1%</b>
<b>EXPENDITURES</b>											
Operating Programs:											
Corporate Communications	\$ 1,448,731	\$ 1,293,698		\$ 1,316,173		\$ 1,339,097		\$ 1,367,228		\$ 1,396,019	
Media Relations and Issues Government	939,447	662,135		673,587		685,266		699,599		714,269	
Multi-Media Services	2,144,507	2,831,987		2,549,962		2,588,687		2,636,194		2,684,816	
Public Involvement	2,650,496	2,525,524		2,689,065		2,732,025		2,710,517		2,770,487	
Stakeholder Engagement	-	-		-		-		-		-	
Collaboration and Engagement	614,008	1,069,420		1,089,375		1,115,731		1,140,712		1,166,278	
Intergovernmental Relations	-	387,938		393,987		400,156		407,728		415,477	
Administration and Department Support	817,619	1,030,045		1,049,076		1,068,488		1,091,310		1,116,689	
<b>TOTAL EXPENDITURES</b>	<b>\$ 8,614,808</b>	<b>\$ 9,800,747</b>	<b>13.8%</b>	<b>\$ 9,761,225</b>	<b>(0.4%)</b>	<b>\$ 9,929,450</b>	<b>1.7%</b>	<b>\$ 10,053,288</b>	<b>1.2%</b>	<b>\$ 10,264,035</b>	<b>2.1%</b>

METRO VANCOUVER REGIONAL DISTRICT  
FINANCIAL SERVICES  
2021-2025 FINANCIAL PLAN

	2020 BUDGET	2021 BUDGET	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE
<b>REVENUES</b>											
Allocated to Functional Departments	\$ 12,400,688	\$ 12,875,289	3.8%	\$ 13,918,659	8.1%	\$ 14,208,058	2.1%	\$ 14,570,905	2.6%	\$ 14,911,667	2.3%
Other External Revenues	190,000	190,000		190,000		190,000		190,000		190,000	
Transfer from Capital	-	680,747		935,594		948,306		963,930		979,931	
Transfer from Reserves	370,000	448,000		145,360		147,767		150,720		153,744	
<b>TOTAL REVENUES</b>	<b>\$ 12,960,688</b>	<b>\$ 14,194,036</b>	<b>9.5%</b>	<b>\$ 15,189,613</b>	<b>7.0%</b>	<b>\$ 15,494,131</b>	<b>2.0%</b>	<b>\$ 15,875,555</b>	<b>2.5%</b>	<b>\$ 16,235,342</b>	<b>2.3%</b>
<b>EXPENDITURES</b>											
Operating Programs:											
Purchasing and Risk Management	\$ 4,251,221	\$ 5,059,336		\$ 5,795,801		\$ 5,920,910		\$ 6,055,216		\$ 6,192,753	
Financial Planning and Operations	5,624,674	5,902,083		6,132,967		6,252,974		6,385,398		6,529,885	
Property Services	2,209,487	2,331,550		2,374,203		2,417,714		2,511,471		2,567,811	
Administration and Department Support	875,306	901,067		886,642		902,533		923,470		944,893	
<b>TOTAL EXPENDITURES</b>	<b>\$ 12,960,688</b>	<b>\$ 14,194,036</b>	<b>9.5%</b>	<b>\$ 15,189,613</b>	<b>7.0%</b>	<b>\$ 15,494,131</b>	<b>2.0%</b>	<b>\$ 15,875,555</b>	<b>2.5%</b>	<b>\$ 16,235,342</b>	<b>2.3%</b>

METRO VANCOUVER REGIONAL DISTRICT  
HUMAN RESOURCES  
2021-2025 FINANCIAL PLAN

	2020 BUDGET	2021 BUDGET	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE
<b>REVENUES</b>											
Allocated to Functional Departments	\$ 5,567,193	\$ 5,507,346	(1.1%)	\$ 5,610,588	1.9%	\$ 5,708,514	1.7%	\$ 5,884,195	3.1%	\$ 5,985,948	1.7%
Transfer from Capital	-	546,151		557,074		568,216		581,910		595,934	
Transfer from Reserves	316,214	78,000		30,000		50,000		10,000		30,000	
<b>TOTAL REVENUES</b>	<b>\$ 5,883,407</b>	<b>\$ 6,131,497</b>	<b>4.2%</b>	<b>\$ 6,197,662</b>	<b>1.1%</b>	<b>\$ 6,326,730</b>	<b>2.1%</b>	<b>\$ 6,476,105</b>	<b>2.4%</b>	<b>\$ 6,611,882</b>	<b>2.1%</b>
<b>EXPENDITURES</b>											
Operating Programs:											
Employee and Labour Relations	\$ 1,468,403	\$ 1,589,853		\$ 1,616,957		\$ 1,623,484		\$ 1,659,881		\$ 1,697,456	
Talent Management and Organization Development	2,390,396	2,446,149		2,479,863		2,562,573		2,586,679		2,671,175	
Systems and Processes	1,124,763	1,183,058		1,167,242		1,189,867		1,256,230		1,246,903	
Administration and Department Support	899,845	912,437		933,600		950,806		973,315		996,348	
<b>TOTAL EXPENDITURES</b>	<b>\$ 5,883,407</b>	<b>\$ 6,131,497</b>	<b>4.2%</b>	<b>\$ 6,197,662</b>	<b>1.1%</b>	<b>\$ 6,326,730</b>	<b>2.1%</b>	<b>\$ 6,476,105</b>	<b>2.4%</b>	<b>\$ 6,611,882</b>	<b>2.1%</b>

METRO VANCOUVER DISTRICTS  
INDIGENOUS RELATIONS  
2021-2025 FINANCIAL PLAN

	2020 BUDGET	2021 BUDGET	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE
<b>REVENUES</b>											
Allocated to Functional Departments	\$ 583,698	\$ 583,698	0.0%	\$ 594,529	1.9%	\$ 605,578	1.9%	\$ 620,108	2.4%	\$ 634,974	2.4%
<b>TOTAL REVENUES</b>	<b><u>\$ 583,698</u></b>	<b><u>\$ 583,698</u></b>	<b>0.0%</b>	<b><u>\$ 594,529</u></b>	<b>1.9%</b>	<b><u>\$ 605,578</u></b>	<b>1.9%</b>	<b><u>\$ 620,108</u></b>	<b>2.4%</b>	<b><u>\$ 634,974</u></b>	<b>2.4%</b>
<b>EXPENDITURES</b>											
Operating Programs: Indigenous Relations	\$ 583,698	\$ 583,698		\$ 594,529		\$ 605,578		\$ 620,108		\$ 634,974	
<b>TOTAL EXPENDITURES</b>	<b><u>\$ 583,698</u></b>	<b><u>\$ 583,698</u></b>	<b>0.0%</b>	<b><u>\$ 594,529</u></b>	<b>1.9%</b>	<b><u>\$ 605,578</u></b>	<b>1.9%</b>	<b><u>\$ 620,108</u></b>	<b>2.4%</b>	<b><u>\$ 634,974</u></b>	<b>2.4%</b>

METRO VANCOUVER REGIONAL DISTRICT  
LEGISLATIVE SERVICES  
2021-2025 FINANCIAL PLAN

	2020 BUDGET	2021 BUDGET	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE
<b>REVENUES</b>											
Allocated to Functional Departments	\$ 4,104,334	\$ 4,274,998	4.2%	\$ 4,327,912	1.2%	\$ 4,402,309	1.7%	\$ 4,495,887	2.1%	\$ 4,591,629	2.1%
Other External Revenues	7,000	7,000		7,175		7,354		7,538		7,726	
Transfer from Capital	-	418,340		426,707		435,241		445,730		456,472	
Transfer from Reserves	-	23,600		-		-		-		-	
<b>TOTAL REVENUES</b>	<b>\$ 4,111,334</b>	<b>\$ 4,723,938</b>	<b>14.9%</b>	<b>\$ 4,761,794</b>	<b>0.8%</b>	<b>\$ 4,844,904</b>	<b>1.7%</b>	<b>\$ 4,949,155</b>	<b>2.2%</b>	<b>\$ 5,055,827</b>	<b>2.2%</b>
<b>EXPENDITURES</b>											
Operating Programs:											
Corporate Planning	\$ 1,097,420	\$ 1,155,002		\$ 1,173,309		\$ 1,191,988		\$ 1,214,913		\$ 1,238,370	
Legal Services	1,713,309	2,237,816		2,258,970		2,300,951		2,355,563		2,411,442	
Information Management	1,300,605	1,331,120		1,329,515		1,351,965		1,378,679		1,406,015	
<b>TOTAL EXPENDITURES</b>	<b>\$ 4,111,334</b>	<b>\$ 4,723,938</b>	<b>14.9%</b>	<b>\$ 4,761,794</b>	<b>0.8%</b>	<b>\$ 4,844,904</b>	<b>1.7%</b>	<b>\$ 4,949,155</b>	<b>2.2%</b>	<b>\$ 5,055,827</b>	<b>2.2%</b>

METRO VANCOUVER REGIONAL DISTRICT  
STRATEGIC INITIATIVES  
2021-2025 FINANCIAL PLAN

	2020 BUDGET	2021 BUDGET	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE
<b>REVENUES</b>											
Allocated to Functional Departments	\$ -	\$ 921,000	100.0%	\$ 1,304,420	41.6%	\$ 1,327,508	1.8%	\$ 1,351,058	1.8%	\$ 1,375,078	1.8%
<b>TOTAL REVENUES</b>	<u>\$ -</u>	<u>\$ 921,000</u>	<u>100.0%</u>	<u>\$ 1,304,420</u>	<u>41.6%</u>	<u>\$ 1,327,508</u>	<u>1.8%</u>	<u>\$ 1,351,058</u>	<u>1.8%</u>	<u>\$ 1,375,078</u>	<u>1.8%</u>
<b>EXPENDITURES</b>											
Operating Programs:											
Administration	\$ -	\$ 403,000		\$ 411,060		\$ 419,281		\$ 427,667		\$ 436,220	
Projects	-	518,000		893,360		908,227		923,391		938,858	
<b>TOTAL EXPENDITURES</b>	<u>\$ -</u>	<u>\$ 921,000</u>	<u>100.0%</u>	<u>\$ 1,304,420</u>	<u>41.6%</u>	<u>\$ 1,327,508</u>	<u>1.8%</u>	<u>\$ 1,351,058</u>	<u>1.8%</u>	<u>\$ 1,375,078</u>	<u>1.8%</u>

**METRO VANCOUVER DISTRICTS  
ENVIRONMENTAL REGULATION AND ENFORCEMENT  
2021-2025 FINANCIAL PLAN**

	2020 BUDGET	2021 BUDGET	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE
<b>REVENUES</b>											
Allocated to Functional Departments	\$ 6,776,226	\$ 6,718,017	(0.9%)	\$ 6,814,198	1.4%	\$ 6,903,081	1.3%	\$ 7,281,350	5.5%	\$ 7,550,509	3.7%
<b>TOTAL REVENUES</b>	<u>\$ 6,776,226</u>	<u>\$ 6,718,017</u>	<u>(0.9%)</u>	<u>\$ 6,814,198</u>	<u>1.4%</u>	<u>\$ 6,903,081</u>	<u>1.3%</u>	<u>\$ 7,281,350</u>	<u>5.5%</u>	<u>\$ 7,550,509</u>	<u>3.7%</u>
<b>EXPENDITURES</b>											
Operating Programs:											
Environmental Regulation and Enforcement	\$ 5,840,984	\$ 5,924,863		\$ 5,947,476		\$ 5,950,584		\$ 6,205,481		\$ 6,351,269	
Contribution to Non-Road Diesel Reserve	250,000	257,500		326,500		405,000		515,000		625,000	
Administration and Department Support	685,242	535,654		540,222		547,497		560,869		574,240	
<b>TOTAL EXPENDITURES</b>	<u>\$ 6,776,226</u>	<u>\$ 6,718,017</u>	<u>(0.9%)</u>	<u>\$ 6,814,198</u>	<u>1.4%</u>	<u>\$ 6,903,081</u>	<u>1.3%</u>	<u>\$ 7,281,350</u>	<u>5.5%</u>	<u>\$ 7,550,509</u>	<u>3.7%</u>
<b>ALLOCATED TO FUNCTIONAL DEPARTMENTS</b>											
Liquid Waste Services	\$ 2,041,734	\$ 2,041,164	0.0%	\$ 2,041,713	0.0%	\$ 2,041,427	0.0%	\$ 2,095,385	2.6%	\$ 2,144,355	2.3%
Solid Waste Services	958,874	934,630	0.0%	933,668	(0.1%)	933,091	(0.1%)	955,686	2.4%	977,295	2.3%
Air Quality	3,775,618	3,742,223	0.0%	3,838,817	2.6%	3,928,563	2.3%	4,230,279	7.7%	4,428,859	4.7%
	<u>\$ 6,776,226</u>	<u>\$ 6,718,017</u>	<u>(0.9%)</u>	<u>\$ 6,814,198</u>	<u>1.4%</u>	<u>\$ 6,903,081</u>	<u>1.3%</u>	<u>\$ 7,281,350</u>	<u>5.5%</u>	<u>\$ 7,550,509</u>	<u>3.7%</u>

**METRO VANCOUVER REGIONAL DISTRICT  
PROJECT DELIVERY  
2021-2025 FINANCIAL PLAN**

	2020 BUDGET	2021 BUDGET	% CHANGE	2022 FORECAST	% CHANGE	2023 FORECAST	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE
<b>REVENUES</b>											
Allocated to Capital Programs	\$ 3,437,902	\$ 9,601,057	180.0%	\$ 10,687,352	11.3%	\$ 11,338,381	6.1%	\$ 11,953,300	5.4%	\$ 12,425,818	4.0%
Allocated to Functional Departments	5,721,837	8,854,730	54.8%	8,822,223	(0.4%)	7,620,811	(13.6%)	7,656,882	0.5%	7,789,806	1.7%
<b>TOTAL REVENUES</b>	<b>\$ 9,159,739</b>	<b>\$ 18,455,787</b>	<b>100.0%</b>	<b>\$ 19,509,575</b>	<b>5.7%</b>	<b>\$ 18,959,192</b>	<b>(2.8%)</b>	<b>\$ 19,610,182</b>	<b>3.4%</b>	<b>\$ 20,215,624</b>	<b>3.1%</b>
<b>EXPENDITURES</b>											
Operating Programs:											
Major Projects	\$ 4,392,902	\$ 8,887,557	100.0%	\$ 9,959,730	12.1%	\$ 10,721,250	7.6%	\$ 11,321,311	5.6%	\$ 11,778,734	4.0%
Project Management Office											
Asset Management	3,120,527	3,969,469		3,981,305		4,031,989		4,110,828		4,191,524	
Engineering Standards	1,646,310	1,314,466		1,313,575		1,312,296		1,346,110		1,380,609	
Administration and Department Support	-	1,475,170		1,490,786		400,548		409,280		420,232	
Project Controls	-	1,427,001		1,455,245		1,234,263		1,263,978		1,294,169	
	4,766,837	8,186,106	71.7%	8,240,911	0.7%	6,979,096	(15.3%)	7,130,196	2.2%	7,286,534	2.2%
Administration and Department Support	-	611,976	100.0%	626,743	2.4%	618,426	(1.3%)	632,527	2.3%	647,147	2.3%
Allocation of Centralized Support	-	770,148	100.0%	682,191	(11.4%)	640,420	(6.1%)	526,148	(17.8%)	503,209	(4.4%)
<b>TOTAL EXPENDITURES</b>	<b>\$ 9,159,739</b>	<b>\$ 18,455,787</b>	<b>100.0%</b>	<b>\$ 19,509,575</b>	<b>5.7%</b>	<b>\$ 18,959,192</b>	<b>(2.8%)</b>	<b>\$ 19,610,182</b>	<b>3.4%</b>	<b>\$ 20,215,624</b>	<b>3.1%</b>
<b>ALLOCATED TO FUNCTIONAL DEPARTMENTS</b>											
Water Services	\$ 2,288,735	\$ 2,889,566	26.3%	\$ 2,891,768	0.1%	\$ 2,518,273	(12.9%)	\$ 2,526,479	0.3%	\$ 2,575,070	1.9%
Liquid Waste Services	3,433,102	5,082,413	48.0%	5,050,316	(0.6%)	4,357,824	(13.7%)	4,375,652	0.4%	4,445,364	1.6%
Solid Waste Services	-	327,502	100.0%	326,533	(0.3%)	276,290	(15.4%)	280,014	1.3%	285,437	1.9%
Housing	-	388,442	100.0%	387,293	(0.3%)	327,701	(15.4%)	332,117	1.3%	338,552	1.9%
Regional Parks	-	166,807	100.0%	166,313	(0.3%)	140,723	(15.4%)	142,620	1.3%	145,383	1.9%
	<b>\$ 5,721,837</b>	<b>\$ 8,854,730</b>	<b>54.8%</b>	<b>\$ 8,822,223</b>	<b>(0.4%)</b>	<b>\$ 7,620,811</b>	<b>(13.6%)</b>	<b>\$ 7,656,882</b>	<b>0.5%</b>	<b>\$ 7,789,806</b>	<b>1.7%</b>



METRO VANCOUVER DISTRICTS  
2021-2025 PROJECTED RESERVES

OPERATING RESERVES

	2020	2021	CONTRIBUTION	WITHDRAWALS	INTEREST	2021	2022	2023	2024	2025
	ENDING BALANCE	OPENING BALANCE				ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE
<b>Water Services</b>	\$ 16,878,508	\$ 16,878,508	\$ -	\$ (301,170)	\$ 337,938	\$ 16,915,276	\$ 16,907,890	\$ 17,186,099	\$ 17,372,127	\$ 17,947,464
Liquid Waste Services	17,436,075	17,436,075	464,679	-	356,938	18,257,692	19,337,475	19,885,832	20,781,729	21,083,869
Solid Waste Services	7,212,936	7,212,936	8,079,240	-	227,324	15,539,500	16,006,256	15,973,192	16,397,547	16,603,058
Metro Vancouver Housing Corporation	2,460,207	2,460,207	67,012	-	50,378	2,577,597	2,758,133	2,796,028	2,864,822	2,926,175
Air Quality	506,166	506,166	63,405	-	10,866	580,437	571,276	561,811	555,115	571,295
E911 Emergency Telephone Service	220,579	220,579	1,016	-	4,466	226,061	231,679	237,435	243,333	249,376
Electoral Area Service	22,526	22,526	8,778	-	544	31,847	24,920	22,739	24,483	24,910
General Government Administration	260,080	260,080	11,198	-	5,367	276,645	266,744	278,250	281,445	285,150
General Government Zero Waste Collaboration Initiatives	72,270	72,270	10,163	-	1,563	83,996	83,001	82,510	81,193	82,955
Housing Planning and Policy	41,974	41,974	11,735	-	966	54,675	61,074	53,238	53,983	58,550
Regional Economic Prosperity	20,475	20,475	29,810	-	715	51,000	76,500	102,000	127,500	127,500
Regional Emergency Management	11,405	11,405	255	-	233	11,893	11,447	10,087	9,458	8,929
Regional Employer Services	142,486	142,486	12,735	-	3,007	158,228	155,112	162,657	149,975	149,704
Regional Global Positioning System	15,897	15,897	-	(2,390)	297	13,803	15,664	14,009	13,952	14,229
Regional Parks	1,527,540	1,527,540	-	(28,199)	30,575	1,529,915	1,681,008	1,599,272	1,611,108	1,646,868
Regional Planning	176,387	176,387	15,562	-	3,721	195,670	192,788	194,317	202,203	205,722
Sasamat Fire Protection Service	12,341	12,341	-	(6)	249	12,584	13,703	13,970	21,393	21,821
West Nile Virus	361,924	361,924	-	-	7,238	369,163	376,546	384,077	391,759	399,594
<b>Total</b>	\$ 47,379,776	\$ 47,379,776	\$ 8,775,589	\$ (331,766)	\$ 1,042,385	\$ 56,865,984	\$ 58,785,216	\$ 59,557,524	\$ 61,083,123	\$ 62,406,288

DISCRETIONARY RESERVES

	2020	2021	CONTRIBUTION	WITHDRAWALS	INTEREST	2021	2022	2023	2024	2025
	ENDING BALANCE	OPENING BALANCE				ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE
<b>Liquid Waste Services</b>										
Biosolids Inventory Reserve	\$ 10,128,024	\$ 10,128,024	\$ 13,789,515	\$ (18,819,304)	\$ 152,263	\$ 5,250,498	\$ 2,032,779	\$ 150,847	\$ 793,755	\$ 1,466,799
Liquid Waste General Debt Reserve Fund	2,101,536	2,101,536	-	-	42,031	2,143,567	2,186,438	2,230,167	2,274,770	2,320,266
Lions Gate Contingency	1,474,862	1,474,862	-	-	29,497	1,504,359	1,534,446	1,565,135	1,596,438	1,628,367
Drainage General Reserve	5,179,005	5,179,005	-	(80,000)	102,780	5,201,785	5,174,521	4,793,211	4,202,276	3,599,521
<b>Solid Waste Services</b>										
Solid Waste General Reserve	26,491,022	26,491,022	-	(8,079,240)	449,028	18,860,810	19,238,026	19,622,786	20,015,242	20,415,547
Landfill Post Closure Reserve	11,191,108	11,191,108	-	-	223,822	11,414,931	11,643,229	11,876,094	12,113,616	12,355,888
<b>Housing</b>										
MVHC Capital Replacement Reserve	5,260,267	5,260,267	9,106,682	(9,488,074)	101,391	4,980,267	4,986,624	4,986,896	4,992,518	4,996,736
MVHC Capital Development Reserve	9,900,302	9,900,302	10,473,326	(6,700,000)	235,739	13,909,367	18,694,746	16,352,132	83,064,695	47,907,842
<b>Air Quality</b>										
Air Quality General Reserve	1,539,369	1,539,369	257,500	(1,330,000)	20,062	486,931	239,625	141,397	175,778	416,294
<b>E911 Emergency Telephone Service</b>										
E911 General Reserve	595,407	595,407	-	-	11,908	607,315	619,461	631,850	644,487	657,377
<b>Electoral Area Service</b>										
Electoral Area General Reserve	1,636,748	1,636,748	50,000	(99,000)	32,245	1,619,993	1,597,853	1,605,570	1,625,562	1,658,073
<b>General Government Administration</b>										
General Government General Reserve	6,641,069	6,641,069	-	(100,000)	131,821	6,672,890	6,806,348	6,942,475	7,081,324	7,222,951
<b>Regional Economic Prosperity</b>										
Regional Economic Prosperity General Reserve	345,629	345,629	-	-	6,913	352,542	359,592	366,784	374,120	381,602
<b>Regional Emergency Management (REM)</b>										
REM General Reserve	258,811	258,811	-	(55,945)	4,617	207,483	182,600	169,929	170,723	171,476
<b>Regional Employer Services</b>										
Regional Employer Service General Reserve	1,922,718	1,922,718	-	(290,325)	35,551	1,667,944	1,304,238	1,229,323	1,203,410	1,227,478
<b>Regional Parks</b>										
Regional Parks General Reserve	202,000	202,000	-	-	4,040	206,040	210,161	214,364	218,651	223,024
<b>Regional Planning</b>										
Regional Planning General Reserve	2,431,212	2,431,212	-	(280,000)	45,824	2,197,037	2,139,977	2,101,977	2,063,216	2,053,981
<b>Centralized Support Reserve</b>										
Centralized Support Reserve	14,798,678	14,798,678	400,000	(5,563,300)	244,341	9,879,718	6,266,446	2,998,562	1,132,822	658,817
<b>Total</b>	\$ 102,097,767	\$ 102,097,767	\$ 34,077,023	\$ (50,885,188)	\$ 1,873,874	\$ 87,163,476	\$ 85,217,112	\$ 77,979,501	\$ 143,743,502	\$ 109,362,037

STATUTORY RESERVES

	2020	2021	CONTRIBUTION	WITHDRAWALS	INTEREST	2021	2022	2023	2024	2025
	ENDING BALANCE	OPENING BALANCE				ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE
<b>Water Services</b>										
Water Laboratory Equipment Reserve	\$ 659,399	\$ 659,399	\$ 25,519	\$ (96,000)	\$ 12,483	\$ 601,401	\$ 604,339	\$ 616,426	\$ 628,754	\$ 641,329
Water Sustainability Innovation Fund Reserve	12,591,105	12,591,105	723,000	(520,000)	253,852	13,047,957	13,938,146	14,947,139	15,976,312	17,026,068
<b>Liquid Waste Services</b>										
Liquid Waste Laboratory Equipment Reserve	498,386	498,386	101,285	-	10,981	610,651	725,162	841,963	712,153	832,933
Liquid Waste Sustainability Innovation Fund Reserve	14,093,966	14,093,966	1,127,000	(1,157,001)	281,579	14,345,545	14,814,255	15,544,839	16,547,585	18,016,602
<b>Electoral Area Service</b>										
Community Works Reserve	295,082	295,082	130,490	-	7,207	432,779	579,469	729,093	888,189	1,050,466
Electoral Area Election Reserve	30,300	30,300	30,000	-	906	61,206	1,830	32,167	63,110	94,672
<b>General Government Administration</b>										
MVRD Sustainability Innovation Fund Reserve	11,454,781	11,454,781	347,000	(425,000)	228,316	11,605,096	12,152,318	12,745,835	13,351,221	13,968,716
Grants Reserve Fund	2,174,533	2,174,533	-	(150,000)	41,991	2,066,524	1,956,355	1,843,982	1,729,361	1,612,449
<b>Housing Planning and Policy</b>										
Affordable Housing Re-development Reserve	3,113,156	3,113,156	1,000,000	-	72,263	4,185,419	5,279,127	6,394,710	7,532,604	8,693,256
Affordable Housing Development Reserve	4,040,000	4,040,000	4,000,000	-	120,800	8,160,800	12,364,016	16,651,296	21,024,322	25,484,809
<b>Regional Global Positioning System</b>										
Regional Geospatial Reference System Reserve	1,071,536	1,071,536	52,780	-	21,959	1,146,275	1,180,759	1,249,522	1,320,699	1,394,362
<b>Regional Parks</b>										
Regional Parks Infrastructure Reserve	1,146,279	1,146,279	5,437,500	(6,167,860)	15,622	431,541	414,922	500,203	460,939	492,378
Regional Parkland Acquisition Reserve Fund	65,899	65,899	-	-	1,318	67,216	68,561	69,932	71,331	72,757
Regional Parkland Acquisition and Development Reserve Fund	11,685,700	11,685,700	15,570,000	(17,100,000)	218,414	10,374,114	8,329,296	9,324,082	11,399,264	12,808,949
Delta Airpark Reserve	129,897	129,897	23,000	-	2,828	155,725	182,070	208,941	236,550	264,307
Regional Parks Legacy Fund	2,694,212	2,694,212	-	(56,000)	53,324	2,691,537	2,688,807	2,686,024	2,683,184	2,680,288
<b>Sasamat Fire Protection Service (SFPS)</b>										
SFPS Capital Reserve Fund	799,719	799,719	92,100	(600,000)	10,915	302,734	401,810	502,867	605,946	711,086
SFPS Communications Capital Reserve Fund	58,071	58,071	-	-	1,161	59,232	60,417	61,625	62,857	64,115
SFPS Emergency Equipment Reserve Fund	95,152	95,152	-	-	1,903	97,055	98,997	100,976	102,996	105,056
SFPS Capital Facility Reserve	-	-	167,400	-	-	167,400	341,529	517,434	696,857	879,868
<b>Corporate Self Insurance Reserve</b>										
Corporate Self Insurance Reserve	1,513,652	1,513,652	-	-	30,273	1,543,926	1,574,804	1,606,300	1,638,426	1,671,195
<b>Corporate Fleet Reserve</b>										
Corporate Fleet Reserve	14,681,067	14,681,067	4,307,472	(3,013,000)	306,566	16,382,105	17,085,669	17,864,135	18,544,787	19,235,519
<b>Total</b>	\$ 82,891,893	\$ 82,891,893	\$ 33,134,546	\$ (29,284,861)	\$ 1,696,335	\$ 88,437,913	\$ 94,845,657	\$ 105,039,880	\$ 116,277,248	\$ 127,692,384