

**METRO VANCOUVER REGIONAL DISTRICT
FINANCE COMMITTEE**

REGULAR MEETING

Thursday, October 13, 2022

1:00 pm

Meeting conducted electronically/in-person pursuant to the Procedure Bylaw

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

Webstream available at <http://www.metrovancover.org>

A G E N D A¹

1. ADOPTION OF THE AGENDA

1.1 October 13, 2022 Regular Meeting Agenda

That the Finance Committee adopt the agenda for its regular meeting scheduled for October 13, 2022 as circulated.

2. ADOPTION OF THE MINUTES

2.1 September 8, 2022 Regular Meeting Minutes

That the Finance Committee adopt the minutes of its regular meeting held September 8, 2022 as circulated.

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3. DELEGATIONS

4. INVITED PRESENTATIONS

4.1 Olga Kuznetsova, Vice President, Finance, TransLink

Subject: 2023 Application for Federal Gas Tax Funding from the Greater Vancouver Regional Fund

5. REPORTS FROM COMMITTEE OR STAFF

5.1 TransLink Application for Federal Gas Tax Funding for 2023 Fleet Replacement

That the MVRD Board approve \$475.84 million in funding from the Greater Vancouver Regional Fund for the following transit projects proposed by TransLink in its Application for Federal Gas Tax Funding as attached to the report dated October 5, 2022, titled "TransLink Application for Federal Gas Tax Funding for 2023 Fleet Replacement":

- a) 188 Conventional Trolley Bus Replacements and
- b) 84 Conventional Renewable Natural Gas Bus Replacements.

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¹ Note: Recommendation is shown under each item, where applicable.

5.2 2023-2027 Financial Plan Overview

Verbal Update

Designated Speakers: Jerry W. Dobrovolsky, Commissioner/Chief Administrative Officer, and Dean Rear, Chief Finance Officer/General Manager, Financial Services

5.3 2023-2027 Financial Plan – Allocated Programs

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That the Finance Committee endorse the 2023 - 2027 Financial Plan for the Allocated Programs as presented in the report dated October 5, 2022, titled "2023 - 2027 Financial Plan – Allocated Programs", and forward it to the Metro Vancouver Board Budget Workshop on October 19, 2022 for consideration.

5.4 2023-2027 Financial Plan – Regional District Service Areas

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That the Finance Committee endorse the 2023 - 2027 Financial Plan for the Regional District Service Areas as presented in the report dated October 5, 2022, titled "2023 - 2027 Financial Plan – Regional District Service Areas", and forward it to the Metro Vancouver Board Budget Workshop on October 19, 2022 for consideration.

5.5 Manager's Report

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That the Finance Committee receive for information the report dated September 21, 2022 titled "Manager's Report."

6. INFORMATION ITEMS

7. OTHER BUSINESS

8. BUSINESS ARISING FROM DELEGATIONS

9. RESOLUTION TO CLOSE MEETING

Note: The Committee must state by resolution the basis under section 90 of the Community Charter on which the meeting is being closed. If a member wishes to add an item, the basis must be included below.

10. ADJOURNMENT/CONCLUSION

That the Finance Committee adjourn/conclude its regular meeting of October 13, 2022.

Membership:

Dhaliwal, Sav (C) – Burnaby

Buchanan, Linda (VC) – North Vancouver City

Booth, Mary-Ann – West Vancouver

Brodie, Malcolm – Richmond

Carr, Adriane – Vancouver

Coté, Jonathan – New Westminster

Dingwall, Bill – Pitt Meadows

Froese, Jack – Langley Township

Harvie, George – Delta

Hurley, Mike – Burnaby

McCallum, Doug – Surrey

McCutcheon, Jen – Electoral Area A

McEwen, John – Anmore

Stewart, Richard – Coquitlam

West, Brad – Port Coquitlam

**METRO VANCOUVER REGIONAL DISTRICT
FINANCE COMMITTEE**

Minutes of the Regular Meeting of the Metro Vancouver Regional District (MVRD) Finance Committee held at 1:07 p.m. on Thursday, September 8, 2022 in the 28th Floor Committee Room, 4515 Central Boulevard, Burnaby, British Columbia.

MEMBERS PRESENT:

Chair, Councillor Sav Dhalliwal, Burnaby
 Vice Chair, Mayor Linda Buchanan*, North Vancouver City
 Mayor Mary-Ann Booth*, West Vancouver
 Mayor Malcolm Brodie*, Richmond
 Councillor Adriane Carr*, Vancouver
 Mayor Jonathan Côté*, New Westminster
 Mayor Bill Dingwall*, Pitt Meadows
 Mayor Jack Froese*, Langley Township
 Director Jen McCutcheon*, Electoral Area A
 Mayor John McEwen*, Anmore
 Mayor Richard Stewart*, Coquitlam
 Mayor Brad West*, Port Coquitlam (arrived at 1:13 p.m.)

MEMBERS ABSENT:

Mayor George Harvie, Delta
 Mayor Mike Hurley, Burnaby
 Mayor Doug McCallum, Surrey

STAFF PRESENT:

Jerry W. Dobrovolny, Chief Administrative Officer
 Morgan Mackenzie, Legislative Services Coordinator, Board and Information Services

1. ADOPTION OF THE AGENDA

1.1 September 8, 2022 Regular Meeting Agenda

It was MOVED and SECONDED

That the Finance Committee adopt the agenda for its regular meeting scheduled for September 8, 2022 as circulated.

CARRIED

*denotes electronic meeting participation as authorized by Section 3.6.2 of the *Procedure Bylaw*

2. ADOPTION OF THE MINUTES

2.1 July 14, 2022 Regular Meeting Minutes

It was MOVED and SECONDED

That the Finance Committee adopt the minutes of its regular meeting held July 14, 2022 as circulated.

CARRIED

3. DELEGATIONS

No items presented.

4. INVITED PRESENTATIONS

No items presented.

5. REPORTS FROM COMMITTEE OR STAFF

5.1 TransLink's Response to the MVRD Board's July 29, 2022 Request for Information

Report dated August 22, 2022, from Mark Seinen, Senior Planner, Regional Planning and Housing Services, providing the MVRD Board with the response from TransLink regarding Metro Vancouver's request for additional information on carbon-neutral propulsion options for bus projects.

It was MOVED and SECONDED

That the MVRD Board receive for information the report dated August 22, 2022, titled "TransLink's Response to the MVRD Board's Request for Additional Information".

CARRIED

5.2 GVS&DD and GVWD Request for Bylaw Notice Authority

Report dated September 6, 2022, from Jerry W. Dobrovolsky, Commissioner, seeking GVS&DD and GVWD Boards' direction for staff to work with Ministry of Attorney General staff to request Bylaw Notice authority.

1:13 p.m. Mayor West joined the meeting.

It was MOVED and SECONDED

That the GVS&DD Board direct staff to work with the Ministry of the Attorney General to request that the Lieutenant Governor in Council of the Province of British Columbia enact a Regulation under Section 29 of the *Local Government Bylaw Notice Enforcement Act*, applying the Act to the Greater Vancouver Sewerage and Drainage District.

CARRIED

It was MOVED and SECONDED

That the GVWD Board direct staff to work with the Ministry of the Attorney General to request that the Lieutenant Governor in Council of the Province of British Columbia enact a Regulation under Section 29 of the *Local Government Bylaw Notice Enforcement Act*, applying the Act to the Greater Vancouver Water District.

CARRIED

5.3 Manager's Report

Report dated July 25, 2022 from Jerry W. Dobrovolny, Chief Administrative Officer, providing the Finance Committee with the Committee's Work Plan for 2022.

It was MOVED and SECONDED

That the Finance Committee receive for information the report dated July 25, 2022 titled "Manager's Report."

CARRIED

6. INFORMATION ITEMS

No items presented.

7. OTHER BUSINESS

No items presented.

8. BUSINESS ARISING FROM DELEGATIONS

No items presented.

9. RESOLUTION TO CLOSE MEETING

It was MOVED and SECONDED

That the Finance Committee close its regular meeting scheduled for September 8, 2022 pursuant to the *Community Charter* provisions, Section 90 (1) (c) as follows:

"90 (1) A part of the meeting may be closed to the public if the subject matter being considered relates to or is one or more of the following:
(c) labour relations or other employee relations."

CARRIED

10. ADJOURNMENT/CONCLUSION

It was MOVED and SECONDED

That the Finance Committee adjourn its regular meeting of September 8, 2022.

CARRIED

(Time: 1:17 p.m.)

Morgan Mackenzie,
Legislative Services Coordinator

Sav Dhaliwal, Chair

55090544 FINAL

To: Finance Committee

From: Mark Seinen, Senior Planner, Regional Planning and Housing Services

Date: October 5, 2022 Meeting Date: October 13, 2022

Subject: **TransLink Application for Federal Gas Tax Funding for 2023 Fleet Replacement**

RECOMMENDATION

That the MVRD Board approve \$475.84 million in funding from the Greater Vancouver Regional Fund for the following transit projects proposed by TransLink in its Application for Federal Gas Tax Funding as attached to the report dated October 5, 2022, titled “TransLink Application for Federal Gas Tax Funding for 2023 Fleet Replacement”:

- a) 188 Conventional Trolley Bus Replacements and
- b) 84 Conventional Renewable Natural Gas Bus Replacements.

EXECUTIVE SUMMARY

TransLink is requesting the approval of two projects for Federal Gas Tax funding from the Greater Vancouver Regional Fund (GVRF) totaling \$475.84 million. The majority of the funding (i.e. \$414.6 million) would be used to replace 188 conventional trolley buses with new trolley buses capable of In-Motion Charging, with the remaining \$77.8 million being used to procure 84 conventional Renewable Natural Gas buses to replace existing diesel-fuelled buses.

This application is broadly consistent with the MVRD Board’s policies on regional growth management, air quality, and climate protection, along with the Board’s interest in economic prosperity. While this request is large, requiring 98 percent of remaining available funding, the GVRF has a growing balance thanks to one-time doubling of Canada Community-Building Funds in both the 2019 and 2021 federal budgets. This application is also consistent with TransLink’s commitment that, going forward, it will not seek GVRF funding for vehicle types other than electric or Renewable Natural Gas.

PURPOSE

To present for MVRD Board consideration TransLink’s application for funding from the GVRF under Metro Vancouver’s *Federal Gas Tax Fund Expenditures Policy* (GVRF Policy) (Reference 1).

BACKGROUND

On October 4, 2022, Metro Vancouver received an application from TransLink for GVRF funding (Attachment 1). With this application, TransLink is seeking approval of two projects for Federal Gas Tax Funding from the GVRF for transit fleet replacement.

The MVRD Board has approval authority over TransLink requests for GVRF funding. The Union of British Columbia Municipalities holds the federal gas tax funds and transfers the funds to TransLink upon formal notification by the MVRD Board of its approval of applications per the GVRF Policy.

The GVRF Policy sets out the application process, information requirements, and evaluation criteria that are to be used to evaluate and respond to TransLink’s request for GVRF funding. TransLink’s proposed projects were evaluated under these guidelines, which include requirements for projects to quantify emissions reduction benefits and demonstrate alignment with *Metro Vancouver 2040: Shaping our Future (Metro 2040)*, the regional growth strategy.

Project eligibility for GVRF funding is determined by the *Administrative Agreement on the Federal Gas Tax Fund in British Columbia* (Reference 2). Public transit is an eligible project category, including expenditures associated with procurement, planning, design, construction, or renovation of capital assets.

Since the GVRF program began in 2005, TransLink has received \$1,970.3 million through the fund to expand and modernize the region’s transit network. Currently, there is a balance of \$486.9 million available to TransLink.¹ Interest earned on funds received, which must be used for approved GVRF projects, totalled \$62.7 million at December 31, 2021.

In June 2021, the Federal Gas Tax Fund was renamed to the Canada Community-Building Fund. This administrative change does not affect the terms of the GVRF Policy.

THE FUNDING REQUEST

TransLink is now seeking approval of GVRF funding for two projects totaling \$475.84 million. This is the largest gas tax funding request TransLink has made to date under the current gas tax agreement. It will require 98 percent of the available GVRF funds, leaving a balance of approximately \$11.1 million.

Larger GVRF investments in recent years have been enabled, in part, by a growing Canada Community-Building Fund; the Federal Government’s 2019 and 2021 budgets each included a one-time doubling of funds, resulting in an additional \$2.2 billion transferred to Canadian communities. Table 1 shows the requests from previous years, which have ranged from \$120 to \$360 million.

Table 1 – Previous GVRF Funding Requests

Finance Committee Meeting Date	GVRF Funding Approved (\$ millions)
September 23, 2016	127.18
April 28, 2017	121.28
October 27, 2017	121.15
October 26, 2018	142.10
October 16, 2019	149.10
January 20, 2021	154.13
October 13, 2021	358.48
October 13, 2022	475.84

¹ Available funding includes the \$70.4 million returned to the GVRF in July 2022 as part of an approved scope change by the MVRD Board (Reference 3).

Proposed Projects

The project descriptions, including costs and GVRF funding requests, are set out in Table 2. Both projects are for replacement of existing fleet and are part of TransLink's 2022 Investment Plan.

With respect to Project 1, TransLink's application notes that conventional trolley buses have a life expectancy of 20 years or 1,000,000 km. The new conventional trolley buses proposed with this application would retire the 40-foot trolley fleet purchased in 2006-2007 that are currently based out of the Vancouver Transit Centre, replacing them on a one-for-one basis between 2024 and 2027.

Project 2 involves the replacement of diesel buses, which have a life expectancy of 17 years or 1,000,000 km. The proposed project would replace 126 40-foot diesel buses from service year 2007 with 84 40-foot RNG buses. TransLink notes the reason for the reduced number of replacement buses is that there has been an increase in 60-foot buses in the transit fleet, including several of the bus routes served by this proposed fleet replacement.

Table 2 – Project Descriptions

Project	Scope	Units	(\$ millions)	
			Cost	GVRF Funding Request
1. Conventional Trolley Bus – Replacement	40-foot trolley buses	188	414.6	400.6
2. Conventional Bus – Replacement	40-foot RNG buses	84	77.8	75.3
Totals		272	492.4	475.9

Project Locations

The projects are to be deployed in the following geographic locations:

- Trolley bus replacements will operate out of Vancouver Transit Centre and will serve the Burrard Peninsula sub-region; and
- Renewable Natural Gas (RNG) bus replacements will operate out of the Port Coquitlam, Hamilton and Surrey Transit Centres, which together serve multiple sub-regions.

Project Timelines

TransLink's applications for GVRF funding are typically made about two years in advance of initiation of the project or service. The current application includes projects that would be purchased in 2023 and begin service in 2024.

METRO VANCOUVER ANALYSIS

A summary of analysis based on the prescribed evaluation criteria contained in the *Federal Gas Tax Fund – Greater Vancouver Regional Fund Application Guide* is presented below.

Screening Criteria – TransLink's application is complete and meets the screening criteria for eligibility, consistency with regional plans and alignment with TransLink's corporate policies. The projects

represent a significant contribution towards the transit service expansion, state of good repair, and electrification commitments set out in TransLink's 2022 Investment Plan.

Integrated Criteria – The projects score “good” or better on integrated criteria relating to the policies of *Metro 2040*, Transportation Performance, Regional Environmental Objectives, and Economic Development.

Assessment of Evaluation Criteria – Table 3 assesses the two projects in TransLink's application as a whole. Individual projects might score higher or lower if they were assessed separately. For example, Project 2 will significantly reduce greenhouse gases (GHGs) by replacing diesel buses with RNG buses, while Project 1 will result in less of a GHG benefit since it is largely a like-for-like replacement of existing trolley fleet. Overall, the Regional Environmental Objectives criteria have been assessed as “good.”

Table 3 – Assessment of Evaluation Criteria

Criterion	Description	MV Staff Assessment
Screening Criteria		
Eligible Project Category	Local roads and bridges, including active transportation, OR public transit.	Meets criterion. All public transit infrastructure is eligible.
Eligible Expenses	As set out in the 2014 Administrative Agreement.	Meets criterion. All scope elements qualify as Eligible Expenditures.
Plan Consistency	Projects must be consistent with TransLink's Capital Plan, <i>10-Year Investment Plan</i> , the <i>Regional Growth Strategy</i> , and the <i>Regional Transportation Strategy</i> .	Meets criterion. The projects are identified in TransLink's 2022 Investment Plan and are consistent with long-range regional plans.
Corporate Policies	Projects must be consistent with applicable TransLink policies such as sustainability, environmental responsibility, emissions, and infrastructure.	Meets criterion.
Integrated Criteria: Regional Growth Strategy		
Supports the Regional Growth Strategy	The degree to which the project assists in achieving the goals in the <i>Regional Growth Strategy</i> and directions set out in the <i>Metro Vancouver Board Strategic Plan</i> .	Good. The projects will support a compact urban form and benefit growing neighbourhoods and sub-regions.
Urban Centres and Frequent Transit Development Areas	Where applicable, the project is located in, or demonstrates tangible benefits to, the overall performance of Urban Centres and Frequent Transit Development Areas.	Good. The replacement buses will serve five sub-regions (Burrard Peninsula, Northeast, Ridge Meadows, South of Fraser – West and South of Fraser – East).

Integrated Criteria: Transportation Performance		
Headline Targets	Demonstrates tangible beneficial effects on vehicle kilometres travelled (VKT) and /or walk / cycle / transit / multiple occupancy vehicle mode share.	Poor. Replacement buses support a state of good repair and improve customer experience, but do not significantly reduce VKT or increase transit mode share.
Other Transportation Outcomes	Demonstrates tangible beneficial effects on vehicle congestion, transit passenger congestion, transit ridership, transportation safety, and / or goods movement for the duration of the project.	Good. These projects support a state of good repair, which enhances passenger safety. In-Motion Charging technology adds flexibility and resilience to the trolley bus system.
Project Type	Demonstrated value of the project type.	Excellent. Both projects involve replacement of existing assets. Upgrading assets at the end of their service life is an essential investment in safety and system cost-effectiveness.
Integrated Criteria: Regional Environmental Objectives		
Supports the <i>Climate 2050 Strategic Framework</i> and <i>Clean Air Plan</i>	Contributes to the achievement of regional climate action and air quality goals, including directions set out in the <i>Metro Vancouver Board Strategic Plan</i> , the <i>Regional Growth Strategy</i> , <i>Climate 2050</i> , and the <i>Clean Air Plan</i>	<p>Good. The electric trolley replacement is a slight improvement over a like-for-like replacement as the In-Motion Charging technology reduces a small amount of emissions from backup diesel use.</p> <p>Replacement of diesel buses with buses fuelled by RNG aligns with the strategies in the <i>Clean Air Plan</i> and <i>Climate 2050</i>. Ensuring that the buses are fuelled by RNG as opposed to the traditional Compressed Natural Gas (CNG) is critical to the success of this project.</p>
Quantifiable Emissions Impacts	Achieves quantifiable beneficial impacts on GHG and common air contaminant emissions relative to baseline transit vehicles, and lowers the emissions profile of the transit fleet.	<p>Good. There is a small but measurable reduction in emissions from the trolley bus replacement.</p> <p>There is a more notable reduction in emissions from the use of CNG buses fuelled by RNG. However, the magnitude of emissions reductions is strongly dependent on the use of RNG rather than</p>

		<p>fossil CNG, and the lifecycle emissions of the RNG used.</p> <p>TransLink estimates that RNG technology reduces GHG emissions by 85% compared to diesel. By using RNG, TransLink also earns Carbon Credits under the BC Low Carbon Fuel Standard (\$5.2 million in 2021).</p> <p>As described in the project application, TransLink's partnership with FortisBC secures RNG for 100% of the CNG fleet (by 2024), along with a commitment to increase RNG volumes through 2029.</p>
Integrated Criteria: Economic Development		
Supports Regional Prosperity	Contributes to a regional transportation system that moves people and goods and aligns with regional prosperity.	The projects modernize the transit system, reduce energy costs and improve reliability.

Summary of the Evaluation

The proposed projects meet all of the Screening Criteria, and score mixed results on the integrated Criteria.

- *Regional Growth Strategy* – since the projects are primarily replacement, rather than expansion, they make only minor contributions to the regional growth objectives of *Metro 2040*.
- *Transportation Performance* – while the projects support a state of good repair, service reliability and safety, they do not expand service, so there will be minimal benefits for congestion, ridership, goods movement, VKT or mode share.
- *Regional Environmental Objectives* – the projects will contribute to small but measurable emissions reductions, particularly for the replacement of diesel buses with RNG buses.

ALTERNATIVES

1. That the MVRD Board approve \$475.84 million in funding from the Greater Vancouver Regional Fund for the following transit projects proposed by TransLink in its Application for Federal Gas Tax Funding as attached to the report dated October 5, 2022, titled "TransLink Application for Federal Gas Tax Funding for 2023 Fleet Replacement":
 - a) 188 Conventional Trolley Bus Replacements,
 - b) 84 Conventional Renewable Natural Gas Bus Replacements.

2. That the MVRD Board endorse, in principle, the report dated October 5, 2022, titled “TransLink Application for Federal Gas Tax Funding for 2023 Fleet Replacement” and refer it to the Mayors’ Council on Regional Transportation for comment prior to final consideration by the MVRD Board.

FINANCIAL IMPLICATIONS

Each of TransLink’s proposed projects includes a risk assessment that identifies potential risk factors and mitigation approaches. Generally, the continued use of deferred retirement vehicles would pose a risk to reliability, while increasing maintenance cost and GHG emissions.

If the MVRD Board approves Alternative 1, the Union of British Columbia Municipalities will be notified of the Board’s decision to approve \$475.84 million in GVRF funding for all of the projects in TransLink’s application. This alternative would leave approximately \$11.1 million in unallocated GVRF funds. Given that the Canada Community-Building Fund is ongoing, additional funds will be contributed to the GVRF in 2023, although that amount is currently unknown.

If the MVRD Board approves Alternative 2, the Metro Vancouver staff report and recommendations, along with the TransLink application, would be forwarded to the Mayors’ Council on Regional Transportation for consideration and comment prior to final consideration by the MVRD Board.

CONCLUSION

TransLink is requesting approval of two projects for Federal Gas Tax funding from the Greater Vancouver Regional Fund totaling \$475.84 million. \$414.6 million of the funding would be used to replace 188 conventional trolley buses with new trolley buses capable of In-Motion Charging, while the remaining \$77.8 million would be used to procure 84 conventional RNG buses to replace existing diesel-fuelled buses. After evaluation the application is broadly consistent with the MVRD Board’s policies on regional growth management, air quality, and climate protection, along with the Board’s interest in economic prosperity.

Attachments

1. TransLink, *Application for Federal Gas Tax Funding*, dated October 4, 2022

References

1. [Federal Gas Tax Fund Expenditures Policy \(GVRF Policy\)](#)
2. [Administrative Agreement on the Federal Gas Tax Fund in British Columbia](#)
3. Finance Committee report dated June 17, 2022, titled “[Greater Vancouver Regional Fund – 2021 Annual Report and Application for Scope Change to Previously Approved Projects](#)”

To: Jerry Dobrovolsky, Chief Administrative Officer, Metro Vancouver

From: Christine Dacre, Chief Financial Officer, TransLink
Sarah Ross, Vice President, Transportation Planning and Policy, TransLink

Date: October 4, 2022

Subject: 2023 Application for Canada Community-Building Funding from the Greater Vancouver Regional Fund

PURPOSE

TransLink is requesting the Metro Vancouver Regional District (Metro Vancouver) approve \$475.84 million in Canada Community-Building Funds (CCBF) from Greater Vancouver Regional Fund (GVRF). This application includes funding requests for the replacement of 188 Conventional Trolley Buses with 188 new Trolley Buses capable of In-Motion Charging (IMC), and the replacement of 126 Diesel Conventional Buses with 84 Compressed Natural Gas (CNG) Conventional Buses to be fueled with Renewable Natural Gas (RNG). These replacement vehicles are critical to ensuring TransLink meets its 45% by 2030 GHG Emissions reduction goal, that the transit fleet remains in a state of good repair and the reliability of the transit system is maintained.

The funding requests for projects detailed in this application are consistent with the 2022 Investment Plan (2022 Plan) and Low Carbon Fleet Strategy (LCFS), approved by TransLink's Board of Directors (the Board) and endorsed by the Mayors' Council. The 2022 Plan and LCFS advance the goals identified in TransLink's Regional Transportation Strategy (T2050), TransLink's Corporate Climate Action Plan, Metro Vancouver's Regional Growth Strategy and Metro Vancouver's new Climate 2050 and Clean Air Plan goals.

This application is the administrative process to access the funding outlined per the Administrative Agreement on Federal Gas Tax Fund in British Columbia approved in 2014 and Metro Vancouver's *GVRF Policy* approved in 2016 (and revised in 2020).

This request will support the region's environmental policies, specifically:

- Metro Vancouver's *Clean Air Plan* strategies:
 - Strategy 1.1: Reduce driving through active transportation and public transport; and
 - Strategy 1.3: Reduce heavy truck emissions and support early adoption of zero emission heavy trucks.
- *Metro Vancouver 2040: Shaping Our Future (Metro 2040)* actions to encourage transportation infrastructure that reduces energy consumption and greenhouse gas emissions and improves air quality:
 - Action 3.3.6 – That TransLink pursue reductions of common air contaminants and greenhouse gas emissions from on-road transportation sources in support of regional air quality objectives and greenhouse gas reduction targets; and

- Action 3.3.7 – That TransLink manage its transit fleet and operations with the goal of increasing fuel efficiency and reducing common air contaminants and greenhouse gas emissions over time, in support of the Regional Growth Strategy and Air Quality Management Plan.
- *Metro Vancouver's Climate 2050 goals* to ensure our infrastructure, ecosystems, and communities are resilient to the impacts of climate change and pursue a carbon neutral region by 2050.
- *TransLink's Regional Transportation Strategy's (T2050)* goal to bring carbon-free transportation choices to everyone by eliminating carbon pollution from transport altogether by 2050:
 - Strategy 5.1 Reduce the energy requirements of the transport system,
 - Strategy 5.2 Transition to zero-emissions vehicles; and
 - Strategy 5.4 Account for and reduce upstream and downstream emissions in the transportation system.
- *TransLink's Corporate Climate Action Strategy (2022)* and the goals to reduce TransLink's fleet and facility GHG emissions by 45% by 2030 and achieve net-zero by 2050.

BACKGROUND

Since the GVRF program began in 2005, TransLink has received \$1,970.3 million in funding to expand and modernise the transit network. Interest earned on funds received, which must be used for approved GVRF projects, totalled \$62.7 million at December 31, 2021. Currently, there is \$486.9 million in funds available to TransLink. Metro Vancouver Regional District and its member municipalities have specified that their 95% portion of GVRF funding go to public transportation, with a small amount going to the Community Works Fund. A summary of the funds and usage is provided below:

Greater Vancouver Regional Fund

(as of December 31, 2021)

In millions

Approved GVRF Funds	1,970.3
Interest earned on funds received	62.7
Unapproved GVRF Funds	548.1
Total Gas Tax Funds	2,581.1
Less	
Funds applied to completed projects ¹	(1,015.5)
Funds applied to active and approved in principle projects ²	(935.2)
Interest allocated to completed projects	(14.5)
Funds Available for use as of December 31, 2021	615.9
Add	
2022 Program Allocation	146.4
2020 Approved Application for Scope Change	70.4
Forecasted interest earned on funds received ³	12.7
Less	
Funds applied to 2022 application ⁴	(358.5)
Funds Available for use	486.9
Proposed Project Funding⁵	(475.9)
Funds Remaining	11.0

¹ This figure is exclusive of unused funds remaining from projects which have completed their approved scope. Any such remaining funds are to be made available for proposed projects in this application.

² See Table 4a for Active projects and 4b for Approved in Principle projects that have previously received GVRF funding up to December 31, 2021. These tables are located in Appendix B.

³ Forecasted interest earned is an estimation of interest to be collected in 2022 determined by calculating the interest earned for Q3 & Q4 2022 by using Q1 & Q2 2022 as the basis for estimate.

⁴ On November 10, 2021, TransLink's 2022 application for \$358.5M of GVRF funding was approved by the Metro Vancouver Board of Directors. However, the funds were not transferred until January 2022. As such, the Unapproved GVRF Funds per December 31, 2021 does not include the 2022 application.

⁵ See Table 1 for Projects requesting GVRF funding in this application.

As required in this application process, Appendix A includes a summary of TransLink’s strategic plan, the 2022 Investment Plan, including the projects funded or anticipated to be funded by the GVRF as well as other funding anticipated in the 2022 Plan.

Appendix B contains a list of all Active and Approved in Principle projects funded by the GVRF.

PROPOSED PROJECTS AND FUNDING

This application is requesting \$475.9 million for two projects, as shown in Table 1. The projects are consistent with the 2022 Investment Plan.

Table 1: Summary of Projects, Total Costs, and Gas Tax Funding Request

Projects	Scope	Total Project Budget (\$ millions)	Requested Gas Tax Funding (\$ millions)
#1 Conventional Trolley Bus Replacement	188 40’ Conventional Trolley Buses	414.6	400.6
#2 Conventional Bus Replacement	84 40’ Conventional CNG Buses	77.8	75.3
Total	272 vehicles	492.4	475.9

Fleet Propulsion Selection

All vehicle projects are evaluated based on vehicle purchase cost, fuel and maintenance cost, life-cycle cost, GHG emissions, NOx, Hydrocarbon and particulate matter (PM), aspects of vehicle performance and customer and driver environment such as noise and ride quality. Route characteristics such as topography and average route speed (based on bus stop spacing and traffic conditions) can affect the performance of different technologies. Fuel infrastructure and depot space are considerations in fleet deployment. TransLink considers all these factors in identifying the most advantageous propulsion technology for different vehicle projects, consistent with financial and environmental goals and policies.

Fleet procurement projects are brought to an internal steering committee to ensure alignment with the Investment Plan and Regional Transportation Strategy, consider operational aspects to fleet deployment, prioritize projects, and submit business cases and project financials. Projects are then reviewed by TransLink’s Senior Executive team to ensure that the business cases and financials are sound, and to evaluate the projects against TransLink’s affordability criteria. The final list of recommended capital projects is submitted to the Board of Directors for approval within the Annual Capital Budget.

The LCFS (2020) and current policy direction (above) indicates that diesel propulsion is no longer a preferred option for TransLink’s fleet operations. The LCFS outlined two main pathways for aggressive decarbonization of TransLink’s bus fleet: zero-emissions battery-electric buses and the expansion of the CNG fleet fueled by RNG. The Corporate Climate Action Plan (2022) commits TransLink to find innovative low-carbon technologies/fuels based on optimum total cost of ownership and life cycle environmental impact to achieve its climate goals.

Selection of propulsion technology for the 84 40' Conventional CNG Buses in this application considers the following:

- TransLink began operating CNG buses in 2006 (50 40' buses). When using fossil-fuel derived natural gas, they have 20% fewer GHG emissions, 50% lower fuel costs compared to diesel and produce fewer atmospheric pollutants (i.e., common air contaminants) which helps to improve regional air quality. CNG buses have proved to be a critical, and economically viable alternative over diesel.
- Today, TransLink's current CNG fleet (299 40' buses) comprises roughly a fifth of TransLink's overall bus fleet with dedicated fueling stations, operations and maintenance at the Hamilton, Surrey and Port Coquitlam Transit Centres.
- During the development of the LCFS, TransLink identified that GHG emissions from the CNG fleet could be reduced further by fueling them with RNG. RNG is produced by capturing and processing bio-methane from landfill and agricultural wastes and reduces GHG emissions by 80% versus fossil fuel derived natural gas (and 85% versus diesel). As a result, TransLink identified the opportunity to expand the CNG fleet to 383 buses by replacing 126 diesel buses with 84 CNG buses and integrated this into the 2022 Investment Plan (2022 Plan) and now led to this application.
- In 2019 Translink announced its partnership with FortisBC to source RNG for 100% of its CNG fleet by 2024. TransLink's current contract with FortisBC (extending to 2029) specifies increasing volume to meet TransLink's commitment to 100% RNG by 2024 through 2029.
- Fossil fuel derived natural gas and RNG are recognized as low carbon fuels under the BC Low Carbon Fuel Standard (BC-LCFS). Under BC-LCFS, TransLink's use of these fuels enables it to earn revenue from Carbon Credits (\$5.2 million in 2021). The BC-LCFS has been one of the Province's most successful emission reductions policies, achieving significant reductions in air pollution from the transportation sector. TransLink's Carbon Credit revenue, in combination with its long-term contract with FortisBC, will continue to make RNG an economically viable alternative.
- TransLink assessed the possibility of replacing the 126 diesel buses with zero-emission Battery Electric buses, however due to the required charging infrastructure not coming on-line until 2025/2026, this option was deemed not viable. Deferring the replacement of these buses past their service life was also assessed to be too high of a risk to service reliability and safety.

Selection of propulsion technology for the 188 40' Conventional Trolley Buses in this application considers the following:

- The existing Trolley Buses have reached the end of their useful life.
- The Trolley Overhead System serves Burnaby and Vancouver, with 315 km of overhead network allows thousands of customers to travel with zero tailpipe emissions every day.
- The next generation of Trolley Buses is In-Motion Charging (IMC) capable. IMC-equipped trolley buses are capable of being automatically de-wired and re-wired from the overhead

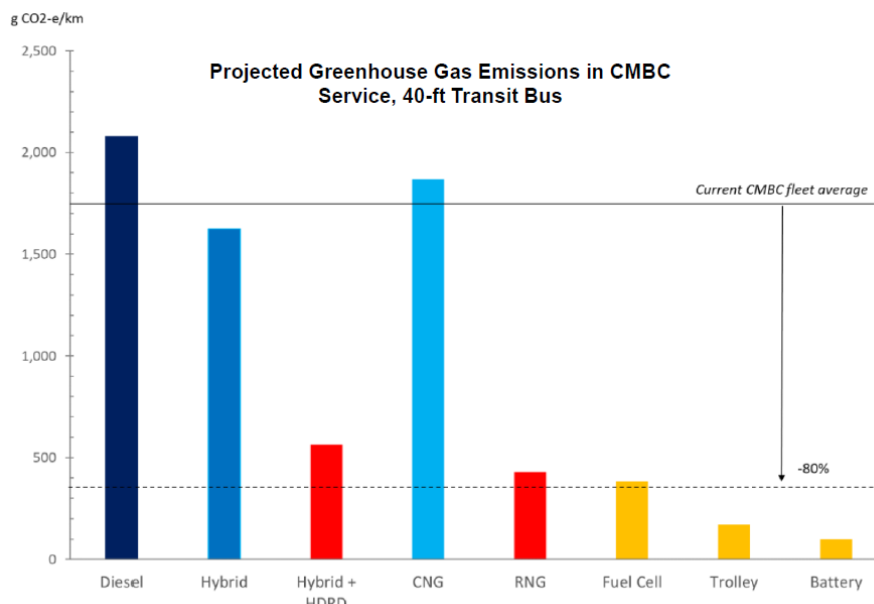
network. This significantly reduces the need to deploy pole pullers, reducing risk to operators, and improving system efficiency.

- The IMC-equipped trolley buses also have batteries with a published max range of 35km, allowing them to operate away from the overhead network. This will allow Coast Mountain Bus Company (CMBC) to:
 - Discontinue the need to maintain a “dieselization” backup fleet to support service during reroutes, construction, and other events that would normally require trolleys to deviate from the overhead network.
 - Expand system coverage using zero-emissions technology without the requirement to expand the overhead network, and further eliminate the use of diesel buses on some routes. Further study on this capability is planned to commence in 2023.
 - Further reduce GHG emissions, common air contaminants and improve air quality in the region.

To meet our target of 45% reduction in GHG emissions by 2030 against our 2010 baseline, we will continue our investment in zero-emissions, battery electric buses and their supporting charging infrastructure. However, the climate emergency calls on us to maximize the opportunity and innovation potential of our existing fleet and infrastructure to achieve our goals. By expanding the CNG fleet and fueling it with RNG, and replacing our existing trolleys with state of the art, IMC-equipped trolley buses, we are leveraging:

- A CNG-RNG technology that TransLink has been operating and maintaining for years, utilizes three existing fueling stations (Hamilton, Port Coquitlam, Surrey), and can be rapidly deployed.
- The existing Trolley Overhead System’s potential to further eliminate diesel buses and increase the routes being served with zero-emissions technology.

Figure 1: Emission profiles of various propulsion types



Note, low carbon and zero-emissions propulsion technology is not currently feasible or available for Community Shuttle, HandyDart, 60' articulated buses and highway routes. Gasoline and diesel propulsion will continue to be used for these specific applications until the technology matures and becomes financially feasibility. This is anticipated for the 2025-2030 timeframe. TransLink continues to track and evaluate low carbon, zero-emissions fleet propulsion technology and is currently planning to develop a detailed Zero-Emissions Fleet Transition Plan in 2023 that will supersede the LCFS.

Project Summaries

#1 Conventional Trolley Bus Replacement: Replace the 188 - 40' Conventional Trolley Buses which entered service in 2006-2007 with all new in-motion charged (IMC) capable Trolley Buses.

#2 Conventional Bus Replacement: Purchase 84 - 40' CNG buses fueled by RNG to replace 126 existing 40' diesel buses due for retirement in 2024. The reduction in replacements is a result of continual optimization of routes, several of which are now being serviced by 60' buses.

Deployment of Proposed Projects

Replacement vehicles will service areas as set out in Table 2 below.

Table 2: Deployment of Proposed Replacement Vehicle Projects

Project Type	# of Replacement Vehicles for 2023/24 (Current Application)	Service Areas for 2023/24 Vehicles
#1 Conventional Trolley Bus Replacement	188	West Sector*
#2 Conventional Bus Replacement	84	NE Sector*

*Trolley buses are limited to operating within the existing Trolley Overhead Network in Vancouver and Burnaby; Trolley buses are maintained from the Vancouver Transit Center.

**RNG fueled buses are limited to garages that have RNG fuelling capability: Hamilton, Port Coquitlam and Surrey.

BENEFITS

The replacement of 188 Conventional Trolley Buses with 188 new Trolley Buses capable of In-Motion Charging (IMC), and the replacement of 126 Diesel Conventional Buses with 84 Compressed Natural Gas (CNG) Conventional Buses to be fueled with Renewable Natural Gas (RNG) have the following benefits:

- Reduces GHG, NOx and Particulate Matter emissions (Table 3);
- Improves service quality, transit system reliability and customer comfort;
- Maintains transit fleet in state of good repair;
- Contributes to meeting TransLink's, Metro Vancouver's and the Province of BC's climate and transportation goals and policy objectives;
- Builds upon and leverages past investments and operational experience in CNG-RNG technology; and
- Leverages the past investment and innovation potential of the Trolley Overhead System to further eliminate diesel buses.

Emissions Reduction

Table 3: Emissions Reductions from Vehicles Relative to Baseline Diesel Projects

Projects	Propulsion	GHG Approx. Impact	NOx Approx. Impact	PM Approx. Impact
#1 Conventional Trolley Bus Replacement	IMC-equipped electric trolley (replaces conventional trolleys)	209 t/yr* reduction	0.57 t/yr* reduction	0.004 t/yr * reduction
#2 Conventional Bus Replacement	CNG buses fueled by RNG (replaces diesel buses)	8,980 t/yr reduction (85%)**	18.4 t/yr reduction (97%)**	0.1 t/yr reduction (66%)**

*Based on eliminating the need for temporarily scheduled diesels in 2021 to go around areas where overhead trolley lines are unavailable (191,482km).

**Based on the replacement of 126 Diesel Conventional Buses with 84 Compressed Natural Gas (CNG) Conventional Buses to be fueled with Renewable Natural Gas (RNG).

The impacts noted in Table 3 are estimated to reduce TransLink's fleet and facilities GHG emissions by 6% against its 2010 GHG baseline. This is a significant contribution towards TransLink's 45% by 2030 GHG reduction goal.

RISKS

This request for GVRF funding will allow TransLink to begin the procurement process for vehicle projects by early 2023 to ensure deliveries in the 2024 to 2028 timeframe.

If funding is not received in time:

- TransLink's 45% by 2030 GHG reduction goal would be at risk. TransLink would be required to find alternative technologies – many of which are currently not available or financially feasible – to achieve the estimated 6% reduction in GHG emissions. This would also mean TransLink would need to deviate from the aggressive decarbonization CNG-RNG pathway determined by the LCFS.
- TransLink would miss the opportunity to earn approximately \$1.6 million in annual revenue from Carbon Credits earned under the BC Low Carbon Fuel Standard.
- TransLink will have to continue to rely on deferred retirement vehicles. This would result in higher greenhouse gas (GHG) and common air contaminant emissions than new vehicles.
- TransLink would be required to continue the use of deferred retirement vehicles, posing a risk to system reliability. TransLink may lose credibility among customers and the public if service is not reliable.
- TransLink would incur further costs due to continued maintenance and additional equipment costs to keep the deferred retirement vehicles in service.

If the supply or cost of RNG changes:

- TransLink works with FortisBC under the current long term RNG contract to manage the risk and ensure supply can meet demand for 100% RNG by 2024 and beyond.
- FortisBC has applied for a rate review for RNG to the BC Utilities Commission (i.e., BCUC - FEI BERC Rate Methodology and Review of Revised RNG Program). TransLink's analysis of the currently proposed rates, in combination with BC-LCFS Carbon Credits, indicate that RNG will continue to be economically viable. TransLink continues to monitor the rate review process and if this will affect its contract with FortisBC.

CONCLUSION

TransLink relies on the CCBF, made available through the GVRF, to be able to construct key infrastructure and modernize our vehicles that have reached the end of their useful life. This funding is also vital to ensure TransLink's revenue vehicle fleets are in a state of good repair, avoiding increased maintenance costs and protecting the reliability of the transit system. This application is aligned with Metro Vancouver's *Metro 2040* supporting urban centres and frequent transit development areas and encouraging transportation choices. Finally, CCBF funding from the GVRF is critical for TransLink to continue to implement the LCFS, meet its own climate goals through GHG and common air contaminant emission reductions and support the environmental goals of Metro Vancouver's *Clean Air Plan* and *Metro 2040, Climate 2050* goals and policy objectives.

Appendix A

TransLink 2022 Investment Plan: Projects funded by GVRF

A7F: PROJECTS FUNDED BY GREATER VANCOUVER REGIONAL FUND (GVRF)			
BUS FLEET		SEABUS	
Program Year	Project Name	Program Year	Project Name
2018	2019 Community Shuttle Vehicle Replacement	2022	Next Generation SeaBus Design
2019	2020 Conventional Bus Replacement 2020 Conventional Bus Expansion 2020 HandyDART Vehicle Replacement 2020 HandyDART Vehicle Expansion 2020 Community Shuttle Vehicle Expansion	BUS INFRASTRUCTURE	
2020	2021 Conventional Bus Expansion 2021 HandyDART Vehicle Replacement 2021 HandyDART Vehicle Expansion 2021 Community Shuttle Vehicle Replacement 2021 Community Shuttle Vehicle Expansion	2021	Port Coquitlam Transit Centre - Infrastructure to Support Battery Electric Buses
2021	2022 Community Shuttle Vehicle Replacement 2022 HandyDART Vehicle Replacement 2023 Conventional Bus Replacement	2022	Marpole Transit Centre – Implementation (Phase 4)
2022	2023 Community Shuttle Vehicle Replacement 2023 Conventional Bus Replacement 2023 HandyDART Vehicle Replacement	RAIL INFRASTRUCTURE	
2023	2024 Conventional Bus Replacement 2024-2028 Conventional Bus Replacement - Trolleys	2021	Elevating Devices Asset Renewal Program - Elevators Elevating Devices Asset Renewal Program - Escalators
2024	2026 Conventional Bus Replacement 2025-2029 Conventional Bus Replacement - Trolleys	BUS SERVICE SUPPORT VEHICLES	
2027	2029 Conventional Bus Replacement	2021	Service Support Vehicles Replacement
2029	2031 Conventional Bus Replacement	2023-2027	Service Support Vehicles Replacement
RAIL FLEET		2028-2031	Service Support Vehicles Replacement
2011	100-400 Series MK I Refurbishment Project	RAIL SERVICE SUPPORT VEHICLES	
2020	MKI Refurbishment (500-800 series was 30 years old in 2021)	2021	Rail Service Support Vehicle Replacement
		2023-2027	Rail Service Support Vehicle Replacement
		2028-2031	Rail Service Support Vehicle Replacement
		POLICE SERVICE SUPPORT VEHICLES	
		2028	Transit Police Non-Revenue Vehicles Replacement
		2029	Transit Police Non-Revenue Vehicles Replacement

Appendix B

Projects with GVRF Funding: Active and Approved in Principle

Active Projects

Table 4a below shows the status of active projects with GVRF funding. The total forecasted project cost for active projects is \$432.0 million, with \$475.5 million in GVRF funds approved for these projects. At December 31, 2021, project costs incurred totalled \$184.8 million, with \$162.4 million in GVRF funds spent.

Table 4a: Active Projects

Active Projects with GVRF Funding (\$ millions)	Budget	Expenditures to Dec 31, 2021	Final Forecast Cost	Budget to Forecast Variance	Approved Funding	Funding spent to Dec 31, 2021	Total Forecast Funding	Funding Variance
SkyTrain Mark I Vehicle Refurbishment	28.0	26.3	28.0	-	24.4	14.9	24.4	-
2018 Conventional Bus - Replacement	65.8	65.0	65.1	0.7	61.9	61.9	61.9	-
Electric Battery Bus Purchases - Pilot	10.0	8.9	9.6	0.4	6.9	6.9	6.9	-
2019 Conventional Bus – Replacement	33.9	32.0	32.6	1.3	30.0	30.0	30.0	-
2019 Community Shuttle Vehicles - Replacement	12.6	10.3	10.3	2.3	10.8	10.0	10.0	0.8
2020 Conventional Bus - Replacement	32.5	12.5	32.4	0.1	31.6	11.8	31.6	-
2020 Conventional Bus - Expansion	100.7	16.5	100.6	0.1	97.8	14.8	97.8	-
2020 HandyDART Vehicles - Replacement	6.3	0.1	6.3	-	6.1	-	6.1	-
2020 HandyDART Vehicles - Expansion	1.6	-	1.6	-	1.6	-	1.6	-
2020 Community Shuttle Vehicles - Expansion	2.5	-	2.5	-	2.4	-	2.4	-
2021 Conventional Bus - Expansion	46.8	0.1	46.8	-	107.8	-	46.8	61.0
2021 HandyDART Vehicles - Replacement	6.5	0.1	6.5	-	6.4	-	6.4	-
2021 Community Shuttle Vehicles - Replacement	14.1	11.7	14.1	-	13.7	10.9	13.7	-
Mark 1 500-800 Refurbishment	10.0	1.2	10.4	(0.4)	17.2	1.1	10.3	6.9
2022 Community Shuttle Vehicles - Replacement	15.9	-	15.9	-	15.3	-	15.3	-
2022 HandyDART Vehicles - Replacement	6.8	-	6.8	-	6.5	-	6.5	-
2021 CMBC Service Support Vehicles - Replacement	1.3	-	1.2	0.1	1.4	-	1.2	0.2

Active Projects with GVRF Funding (\$ millions)	Budget	Expenditures to Dec 31, 2021	Final Forecast Cost	Budget to Forecast Variance	Approved Funding	Funding spent to Dec 31, 2021	Total Forecast Funding	Funding Variance
Port Coquitlam Transit Centre Infrastructure (LCFS)	30.6	0.1	30.6	-	27.8	0.1	27.8	-
2021 BCRTC Service Support Vehicles - Replacement	0.3	-	0.4	(0.1)	0.4	-	0.4	-
BCRTC Elevating Devices Escalators Replacement	10.5	-	10.3	0.2	5.5	-	5.5	-
Total	436.7	184.8	432.0	4.7	475.5	162.4	406.6	68.9

Approved in Principle Projects

Table 4b below shows the projects with GVRF funding which are approved in principle as at December 31, 2021. The total forecasted project cost for approved in principle projects is \$474.0 million, with \$459.7 million in GVRF funds approved for these projects.

Table 4b: Approved in Principle Projects

Active Projects with GVRF Funding (\$ millions)	Budget	Expenditures to Dec 31, 2021	Final Forecast Cost	Forecast to Budget Variance	Approved Funding	Funding spent to Dec 31, 2021	Total Forecast Funding	Funding Variance
2021 HandyDART Vehicles – Expansion	1.6	-	1.6	-	1.6	-	1.6	-
2021 Community Shuttle Vehicles - Expansion	0.9	-	0.9	-	2.4	-	0.9	1.5
Next Generation SeaBus Design	2.7	-	2.7	-	2.5	-	2.5	-
2023 Conventional Bus (Electric) - Replacement	88.7	-	88.7	-	86.1	-	86.1	-
BCRTC Elevating Devices Elevators Replacement	11.8	-	11.8	-	11.2	-	11.2	-
2023 Community Shuttle Vehicles - Replacement	6.9	-	6.9	-	6.7	-	6.7	-
2023 Conventional Bus (CNG) - Replacement	46.0	-	46.1	(0.1)	44.4	-	44.4	-
2023 HandyDART Vehicles - Replacement	7.0	-	7.0	-	6.8	-	6.8	-
Marpole Transit Centre	308.3	-	308.3	-	298.0	-	298.0	-
Total	473.9	-	474.0	(0.1)	459.7	-	458.2	1.5

**APPLICATION FOR FUNDING FROM THE
GREATER VANCOUVER REGIONAL FUND
FOR CANADA COMMUNITY-BUILDING FUNDS**

Project 1 2024 Conventional Trolley Bus Replacement
(Ref# 262004)

A. 10-YEAR INVESTMENT PLAN

Please describe how the project fits within, and provides support to, the 10-Year Investment Plan

This is a state of good repair project identified for GVRP funding included in the 2022 Investment Plan.

B. PROJECT DESCRIPTION

Please complete the following for each project proposed for expenditure from the GVRP.

1. Executive Summary (not to exceed two pages)

Project Overview

This project replaces one hundred and eighty-eight (188) Conventional Trolley Buses with one hundred and eighty-eight (188) 40' in-motion charged (IMC) capable Trolley Buses. Conventional trolley buses have a life expectancy of 20 years/1,000,000 km. For this reason, the retiring 2006-2007 service year 40' Conventional Trolley buses currently based out of Vancouver Transit Center will be replaced on a one-for-one basis between 2025 and 2028. The new buses will operate out of Vancouver Transit Center, utilize the existing trolley overhead network and serve thousands of passengers every day using zero-emissions technology.

One of TransLink's corporate priorities is to ensure a state of good repair. The purchase of one hundred and eighty-eight new in-motion charged (IMC) capable Trolley buses to replace retiring Conventional Trolley buses is in alignment with this goal. The main benefit will be to continue reducing GHGs across TransLink's fleet, providing more reliable service with new buses, avoiding downtime, and reducing maintenance costs associated with aging vehicles. This next generation of Trolley Bus is in-motion charging (IMC) capable, with a published maximum range of 35km, allowing Trolley Buses to operate away from the overhead network. IMC capability allows trolleys to work around disruptions and reroutes without the need to maintain a diesel backup fleet.

Criteria for identifying vehicles due for retirement are based on a number of factors, including:

- Age (life expectancy of 20 years);
- Mileage (generally 1,000,000 km);
- State of repair/condition;
- Severity of service duty cycle; and
- GHG and common air contaminant emissions reduction potential.

This project is consistent with the 2022 Investment Plan, approved in May 2022 by the Mayors' Council and the TransLink's Board of Directors.

TransLink strives to optimize resources by matching service to passenger demand, including allocating vehicles of an appropriate size to serve the demand on a route. This allocation is optimized through continuous review and planning to distribute resources where they are most needed. This service allocation is based on ridership data, which has been substantially enhanced with the deployment of Compass system. TransLink has also undertaken recent work to determine optimal fleet propulsion technology on each route, which is interdependent with vehicle size.

Tangible Benefits and Outcomes

The new vehicles will allow CMBC to maintain existing service, reduce downtime, and avoid incremental operating and maintenance costs. The new electric trolley buses will enable TransLink to continue providing zero-emissions transportation to thousands of customers every day in Vancouver and Burnaby.

IMC will allow CMBC to discontinue the need to maintain a diesel back-up fleet to support service during reroutes, construction, and other events that would normally require trolleys to deviate from the overhead network. IMC equipped trolley buses are also capable of being automatically de-wired and re-wired, significantly reducing the need to deploy pole pullers, reducing risk to operators and improving system efficiency.

The new IMC-equipped trolley buses also have the potential to expand system coverage using zero-emissions technology without the requirement to expand the overhead network. They have the potential to further accelerate the elimination of diesel buses and contribute to TransLink's goal of 45% reduction of fleet and facilities GHG emissions by 2030. The full potential of this is currently being explored by TransLink.

Project Budget, Expenses, and GVRF Funding Request

The project budget is \$414,600,000 with a Greater Vancouver Regional Fund (GVRF) request of \$400,576,890. Expenses covered by this budget primarily include vehicle procurement, ancillary on-board equipment, labour and other miscellaneous project costs. The funding requested in this application will be applied towards expenses considered eligible per the terms of the Administrative Agreement dated April 2014. Due to limited demand in North America, manufacturers of Trolley Buses cannot reach the economies of scale in production. Therefore, the cost per bus for trolleys is higher than CNG or other propulsion technologies. This is offset by the benefits of long life expectancy, zero tailpipe GHG emissions and air pollutants and reduced bus maintenance.

Steps taken by TransLink to identify, evaluate, and prioritize the proposed project for inclusion in the Application.

This project was identified for GVRF funding in the 2022 Investment Plan. State of good repair projects are prioritized through the annual capital planning process for inclusion in the GVRF Applications.

2. Project Name

Conventional Trolley Bus Replacement (Ref# 262004)

3. Project Need and Location

The objectives are to maintain high-quality customer service while minimizing maintenance and operating costs through continued provision of reliable, fully-accessible transit vehicles that are appropriate for routes on which they operate. The criteria for achieving these objectives are: avoidance of incremental maintenance and operating costs, reduced vehicle breakdowns, less vehicle downtime, and improved accessibility.

One hundred eighty-eight in-motion charged (IMC) capable Trolley Buses will replace one hundred eighty-eight existing Conventional Trolley buses due for retirement. All 188 new Trolley Buses will operate out of Vancouver Transit Centres as deemed optimal per the service plan.

4. Project Eligibility (check one):

- ☐ Local Roads and Bridges, including active transportation
- ☒ Public Transit

5. Project Purpose (check one):

- ☐ **Expansion:** Expands the carrying capacity of people and/or goods movement.
- ☒ **State of Good Repair:** Replaces or modernizes assets to keep the regional transportation system in a state of good repair.
- ☐ **Operational Efficiency/Effectiveness:** Improves the efficiency or effectiveness of the regional transportation system.
- ☐ **Refurbishment:** Extend the useful life of assets to maximize the utility of the regional investment in the transportation system.
- ☐ **Other (please specify : _____)**

6. Project Type (check one):

- ☐ Growth
- ☐ Upgrade
- ☐ Risk (Resilience)
- ☒ Maintenance
- ☐ Opportunity

7. Project Staging:

Year(s) of Acquisition or Start of Construction	Year of Completion of Construction	Year of Service Initialization	Year(s) of Renewal	Year(s) of End of Service
2024	2028	2028	N/A	2047

8. Has the project previously received funding through GVRF? Please explain.

No. This is the first application for GVRF funding for this project.

9. Was GVRF funding previously declined for the project? Please explain.

No. This is the first application for GVRF funding for this project.

10. Is the project anticipated to require additional future GVRF funding? If so, please explain.

No. TransLink is planning to complete this project within budget.

11. Project Cost + Funding**11.a Budget & Expenditures**

Budget	Expenditures to Date	Forecast to Complete	Final Forecasted Cost	Variance (budget – final forecasted cost)
\$414,600,000	\$0	\$414,600,000	\$414,600,000	\$0

11.b Project Funding

Prior Approved GVRF Funding	Current Year GVRF Funding Request	Other Funding – Specify source and whether confirmed/pending
\$0	\$400,576,890	N/A

11.c Project Budget Schedule

Item	2023	2024	2025	2026	2027	2028	2029
GVRF-funded Project Budget	\$50,000	\$100,000	\$2,460,000	\$73,800,000	\$305,466,890	\$11,220,000	\$7,480,000
Total Project Budget	\$108,130	\$268,590	\$3,509,150	\$76,968,370	\$314,671,760	\$11,444,400	\$7,629,600

12. Project Budget Rationale

Describe the types of proposed project expenses to be funded by the Greater Vancouver Regional Fund

a. Explain how the project reflects the intent of the GVRF

This project ensures TransLink's assets are maintained in a state of good repair, allowing TransLink to efficiently and effectively provide transit service to the general public.

b. In the absence of GVRF funding, can the project proceed with other funding sources? What risks do the other funding sources present to the project?

No. TransLink relies on GVRF funding for replacement of its revenue vehicle fleets and plans its annual budgets accordingly.

Other source of funding available to TransLink is the Investing in Canada Infrastructure Program (ICIP) and the Zero Emission Transit Fund. The ICIP funding program is focused on infrastructure improvement relating to capacity, quality and safety or, access to public transit systems. The ZETF program is focused on funding diesel to electric replacements, accordingly, this project is not eligible for this funding. The projects chosen by TransLink for GVRF funding are better suited compared to the other sources of funding.

In the absence of GVRF funding, TransLink would be required to borrow funds externally to fund the replacement of these assets, which is not a feasible option given current debt limit restrictions facing TransLink.

c. Identify potential risks – corporate and regional – of this project that could result in this project not being completed or being unsuccessful. Describe possible mitigation strategies to address these risks.

TransLink requires these vehicles to be in service between 2025 and 2028 in order to retire vehicles reaching the end of their useful service lives. There is an approximate lead time of 12 to 18 months between TransLink ordering the vehicles and those vehicles entering service. This lead time is extended to approximately 24 months in this submission as a pilot bus and additional testing will be required. As such, it is important to have the funding in place to ensure the timely retirement of vehicles before they reach the end of their useful service lives.

If funding is not received in time, TransLink will have to rely on deferred retirement vehicles to deliver transit service. Continued use of deferred retirement vehicles poses a risk to reliability, as well as results in incremental maintenance costs to keep them in service. This may result in lost opportunities to realize goals of reduced congestion, maintain peak hour service and frequency.

d. How may the project cost vary as a result of changing external factors, such as interest rates and currency exchange rates?

Project costs may vary due to foreign exchange fluctuations (as vehicles are procured from the USA) and vendor pricing. These uncertainties are mitigated with a sufficient contingency allowance to absorb price and foreign exchange fluctuations.

e. How may foreseeable changes in investment, regulation, or policies from other orders of government affect the project?

Due to recent increases in senior government funding for public transit projects, many suppliers are experiencing larger demands to order vehicles. This may create a backlog with vendors, and if procurement is not initiated soon, could result in further delay in ordering and receiving vehicles.

f. How may foreseeable changes in technology affect the project?

This application is based on the all new in-motion charged (IMC) capable Trolley Buses. Trolley Technology is well established and will not likely see any major changes other than the addition of in motion charging (IMC). IMC uses the existing trolley systems and a Lithium Ion Battery to enable the off overhead network capabilities. Advancements in Battery technology will continue to improve off network range. Automation of pole pulling and setting is also expected.

g. What other corporate or external factors could alter the project need, scope, budget, or timeline for project delivery?

Project timeline may be affected by manufacturer's capacity and schedules, availability of parts and/or time for vehicle delivery from the manufacturer. Budget may fluctuate due to parts pricing and/or foreign exchange.

h. Describe how the project lowers the emissions profile of the transit fleet, for both greenhouse gas and common air contaminant emissions and advances the fleet towards the region's greenhouse gas emissions reduction targets.

IMC capabilities may further allow CMBC to expand system coverage with zero-emission vehicles from the existing trolley overhead network. Further study on IMC capability is planned to commence in 2023. At a minimum, IMC will allow CMBC to discontinue the need to maintain a diesel back-up fleet to support service during reroutes, construction, and other events that would normally require trolleys to deviate from the overhead network. In 2021, diesel buses were temporarily scheduled in this manner, and drove a total of 191,428km. This translated to 209 t/yr in GHG, 0.57 t/yr in NOx, and 0.004t/yr in PM, all of which can be eliminated with IMC capabilities.

C. EVALUATION CRITERIA

Please describe how project achieves or works towards each criterion by identifying and reporting on relevant performance measures. Where appropriate, present quantitative information. Please do not exceed 10 pages per project.

Two types of evaluation criteria are identified: Screening Criteria, which represent requirements that are mandatory for any project for which GVRF funding is requested; and Criteria, which allow for a qualitative assessment of proposed projects based on high priority objectives that reflect the intent of the Canada Community-Building Fund, of Metro Vancouver goals, and of the Mayors' Council Vision.

Criterion	Description	Assessment								
SCREENING CRITERIA										
Eligible Project Category	<input type="checkbox"/> Local roads and bridges, including active transportation <input checked="" type="checkbox"/> Public transit	Required								
Eligible Expenses	As set out in the 2014 Administrative Agreement (Schedule C) <table><tr><td><u>Eligible Item</u></td><td><u>Expenditure¹</u></td></tr><tr><td>Conventional Bus Replacement</td><td>\$396,366,890</td></tr><tr><td>On-board equipment</td><td>4,210,000</td></tr><tr><td>Total</td><td>\$400,576,890</td></tr></table> ¹ Per Schedule C, Section 1.1, Part a)	<u>Eligible Item</u>	<u>Expenditure¹</u>	Conventional Bus Replacement	\$396,366,890	On-board equipment	4,210,000	Total	\$400,576,890	Required
<u>Eligible Item</u>	<u>Expenditure¹</u>									
Conventional Bus Replacement	\$396,366,890									
On-board equipment	4,210,000									
Total	\$400,576,890									
Plan Consistency	Projects must be consistent with TransLink’s Capital Plan, 10-Year Investment Plan, the Regional Growth Strategy and the Regional Transportation Strategy. <input checked="" type="checkbox"/> 10-Year Investment Plan <input checked="" type="checkbox"/> Mayors’ Council Transportation and Transit Plan <input checked="" type="checkbox"/> Metro 2040: Shaping our Future <input checked="" type="checkbox"/> Regional Transportation Strategy	Required								
Corporate Policies	Projects must be consistent with applicable TransLink policies such as sustainability, environmental responsibility, emissions and infrastructure. <input checked="" type="checkbox"/> Sustainability policy <input checked="" type="checkbox"/> Environmental policy <input checked="" type="checkbox"/> Emissions policy <input type="checkbox"/> Infrastructure policy – n/a	Required								

Criterion	Description	Assessment
INTEGRATED CRITERIA		
Regional Growth Strategy		
Supports the Regional Growth Strategy	<p><i>The degree to which the project assists in achieving the goals in the Regional Growth Strategy and directions set out in the Metro Vancouver Board Strategic Plan.</i></p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Create a Compact Urban Area <input checked="" type="checkbox"/> Support a Sustainable Economy <input checked="" type="checkbox"/> Protect Environment and Respond to Climate Change Impacts <input checked="" type="checkbox"/> Develop Complete Communities <input checked="" type="checkbox"/> Support Sustainable Transportation Choices <p>Trolley Buses provide services to Vancouver and Burnaby communities within TransLink's transportation service region, offer an environmentally responsible, zero-emissions and sustainable transportation alternative to single occupant vehicle travel.</p>	Poor/Good/ Excellent
Urban Centres and Frequent Transit Development Areas	<p><i>Where applicable, the project is located in, or demonstrates tangible benefits to the overall performance of Urban Centres and Frequent Transit Development Areas.</i></p> <p>Trolley bus routes out of VTC directly serve 6 Urban Centres & FTDA's in the West Sector</p> <ul style="list-style-type: none"> - Urban Centres: Metro Core, Oakridge MTC, Metrotown RCC - FTDA's: UBC, Cambie North, Cambie South <p>Buses provide services to Metro Vancouver communities within TransLink's transportation service region and offer an environmentally responsible and sustainable transportation alternative to single occupant vehicle travel. They link communities with business, institutional and social hubs and destinations, and facilitate the creation and expansion of Transit Oriented Developments (TODs). They also provide collector and distribution services to Expo, Millennium, Evergreen and Canada Lines, West Coast Express and SeaBus.</p>	Poor/Good/ Excellent
Transportation Performance		
Headline Targets	<p><i>Demonstrates tangible beneficial effects on vehicle kilometres travelled and/or walk/cycle/transit/multiple occupancy vehicle mode share</i></p> <p>This is a like-for-like vehicle fleet replacement project with no change in service provided (i.e. incremental</p>	Poor/Good/ Excellent

Criterion	Description	Assessment
	vehicle kilometers travelled or shift to walk/cycle/transit/multiple occupancy vehicles mode share).	
Other Transportation Outcomes	<p><i>Demonstrates tangible beneficial effects on vehicle congestion, transit passenger congestion, transit ridership, transportation safety and/or goods movement for the duration of the project.</i></p> <p>This is a like-for-like vehicle fleet replacement project with no change in service provided. As such, there are no incremental benefits for vehicle congestion, transit passenger congestion, transit ridership and/or transportation safety.</p>	Poor/Good/ Excellent
Project Type	<p><i>Demonstrated value of the project type (refer to section 6).</i></p> <p>By maintaining TransLink's assets in good repair, vehicles will have fewer breakdowns and service disruptions, and operating costs will not increase. Additionally, with a diesel back-up fleet no longer required, replacement of those vehicles can be avoided.</p> <p>IMC equipped trolley buses are also capable of being automatically de-wired and re-wired, significantly reducing the need to deploy pole pullers, reducing risk to operators and improving system efficiency.</p>	Poor/Good/ Excellent
Regional Environmental Objectives		
Supports the Climate 2050 Strategic Framework and Clean Air Plan	<p><i>Contributes to the achievement of regional climate action and air quality goals, including directions set out in the Metro Vancouver Board Strategic Plan, the Regional Growth Strategy, Climate 2050, and the Clean Air Plan.</i></p> <p>The purchase of IMC-capable trolley buses to replace retired trolley buses supports the Clean Air Plan's: Strategy 1.1: Reduce driving through active transportation and public transport; and Strategy 1.3: Reduce heavy truck emissions and support early adoption of zero emission heavy trucks.</p> <p>Periodically, an existing trolley bus route needs to be served by diesel buses. This is usually due to road construction where the overhead trolley wires are not accessible by electric trolley buses. Diesel buses are temporarily scheduled to service such routes, causing GHG and Criteria Air Contaminant (CAC) emissions to increase along this route. In 2021, diesel buses were</p>	Poor/Good/ Excellent

Criterion	Description	Assessment
	<p>temporarily scheduled in this manner, and driven a total of 191,428km.</p> <p>The new IMC capable buses utilize larger batteries than existing, end-of-life trolley buses. These are charged while the bus is connected to overhead wires and enable the bus to have extended range while detached from the overhead wires. IMC buses are capable of being automatically de-wired and re-wired and require limited changes to catenary infrastructure. These new capabilities allow IMC buses to be used on routes with construction zones, avoiding the need for temporarily scheduling polluting diesels, and the associated GHG and CAC emissions. These capabilities also provide opportunities to expand system coverage with zero-emission vehicles from the existing trolley overhead network. Further study on IMC capability is planned in 2023.</p>	
Quantifiable Emissions Impacts	<p><i>Achieves quantifiable beneficial impacts on greenhouse gas and common air contaminant emissions relative to baseline transit vehicles and lowers the emissions profile of the transit fleet. The information requirement for this criterion is fulfilled as follows:</i></p> <p><i>1. For each transit vehicle project, provide a comparison of the emissions of the project versus the baseline vehicle. For the application in aggregate, provide the:</i></p> <ul style="list-style-type: none"> <i>Annualized transit fleet emissions in the current year; Plus, incremental changes in transit fleet emissions with full deployment of any proposed expansion, modernized, or refurbished vehicles.</i> <p>As discussed above, a diesel back-up fleet is maintained to support the Trolley Overhead routes during reroutes, construction, or other events that would normally require trolleys to deviate from the overhead network. In 2021, diesel buses that were temporarily scheduled in this manner drove a total of 191,428km. This translated to 209 t/yr in GHG, 0.57 t/yr in NOx, and 0.004 t/yr in PM, all of which can be eliminated with IMC capabilities.</p>	Poor/Good/ Excellent
Economic Development		
Supports regional prosperity	<p><i>Contributes to a regional transportation system that moves people and goods and aligns with regional prosperity.</i></p> <p>Replacement of trolley buses will provide improved reliability of the fleet, resulting in improved reliability to</p>	Poor/Good/ Excellent

Criterion	Description	Assessment
	the regional transportation system. Passengers will continue to have reliable access to populous destinations for work and/or leisure activities, which would avoid otherwise having to rely on single occupant vehicle travel.	

APPLICATION FOR FUNDING FROM THE GREATER VANCOUVER REGIONAL FUND FOR CANADA COMMUNITY-BUILDING FUNDS

Project 2 2024 Conventional Bus Replacement (84 40' CNG(RNG) Buses)
(Ref# 222073)

A. 10-YEAR INVESTMENT PLAN

Please describe how the project fits within, and provides support to, the 10-Year Investment Plan

This is a state of good repair project identified for GVRF funding included in the 2022 Investment Plan.

B. PROJECT DESCRIPTION

Please complete the following for each project proposed for expenditure from the GVRF.

1. Executive Summary (not to exceed two pages)

Project Overview

This project replaces one hundred twenty-six (126) 40' retiring diesel buses with eighty-four (84) 40' CNG (RNG) buses. Conventional buses have a life expectancy of 17 years/1,000,000 km. For this reason, the retiring 2007 service year 40' conventional diesel buses currently based out of several Transit Centres (Burnaby, Vancouver, Richmond) will be replaced in 2024. It is being proposed to purchase only 84 replacement buses due to an overall increase in the number of 60' buses in the Fleet. Also, there have been several routes that are now being serviced by 60' buses rather than 40' buses. The new buses will operate out of various Transit Centres (Hamilton, Port Coquitlam, Surrey) which already have operating CNG fueling stations and maintenance facilities.

These replacement vehicles are critical to ensuring TransLink meets its 45% by 2030 GHG Emissions reduction goal, that the transit fleet remains in a state of good repair and the reliability of the transit system is maintained. The purchase of eighty-four new CNG buses, replacing retiring 126 diesel buses is in alignment with these priorities. The main benefits will be reducing GHGs, improving regional air quality, better fuel economy, providing more reliable service with new buses, avoiding the downtime, and avoiding increasing maintenance costs associated with aging vehicles.

Criteria for identifying vehicles due for retirement are based on a number of factors, including:

- Age (life expectancy of 17 years);
- Mileage (generally 1,000,000 km);
- State of repair/condition;
- Severity of service duty cycle; and
- GHG and common air contaminant emissions reductions.

This project is consistent with the 2022 Investment Plan (2022 Plan), approved in May 2022 by the Mayors' Council and the TransLink's Board of Directors. It also supports the continued implementation of TransLink's Low Carbon Fleet Strategy (LCFS), approved by TransLink's Board of Directors (the Board) and endorsed by the Mayors' Council in 2020. The 2022 Plan and LCFS advance the goals identified in TransLink's Regional Transportation Strategy (T2050), TransLink's

Corporate Climate Action Plan, Metro Vancouver's Regional Growth Strategy and Metro Vancouver's new Climate 2050 and Clean Air Plan goals.

TransLink strives to optimize resources by matching service to passenger demand, including allocating vehicles of an appropriate size to serve the demand on a route. This allocation is optimized through continuous review and planning to distribute resources where they are most needed. This allocation is based on ridership data, which has been substantially enhanced with the deployment of Compass system. TransLink has also undertaken recent work to determine optimal fleet propulsion technology on each route, which is interdependent with vehicle size.

Tangible Benefits and Outcomes

The LCFS and current policy direction (above) indicates that diesel propulsion is no longer a preferred option for TransLink's fleet operations. The replacement of 126 retiring diesel buses with eighty-four new CNG buses (fueled by Renewable Natural Gas (RNG)), is a critical part of continued implementation of the LCFS, aggressive decarbonization of its fleet, meeting TransLink's interim climate goal of reducing its fleet and facility emissions by 45% by 2030 and improving air quality in the region by reducing common air contaminants. The replacement of 126 retiring diesel buses with eighty-four new CNG buses (fueled by Renewable Natural Gas (RNG)) is estimated to achieve a 6% reduction in TransLink's overall fleet and facility GHG emissions against its 2010 baseline.

In addition, the new vehicles will also allow CMBC to maintain existing service, reduce downtime, avoid incremental operating and maintenance costs.

TransLink's choice of the low carbon intensive RNG supports Metro Vancouver's *Clean Air Plan*, *Climate 2050*, TransLink's *Regional Transportation Strategy (T2050)* and TransLink's efforts to reduce its own emissions under its *Corporate Climate Action Plan (2022)* and *Low Carbon Fleet Strategy (LCFS)*. TransLink's use of RNG also supports the CleanBC Roadmap to 2030 which committed to developing increased production capacity for made-in-B.C. renewable fuels to 1.3 billion litres per year by 2030. TransLink has committed to fueling its entire CNG fleet with 100% RNG by 2024.

TransLink's use of fossil fuel derived natural gas and RNG are recognized as low carbon fuels under the BC Ministry of Energy, Mines and Low Carbon Innovation's Low Carbon Fuel Standard. TransLink is required report its use of these fuels under the Standard, entitling it to annually earn Carbon Credits (\$5.2 million in 2020).

Project Budget, Expenses, and GVRF Funding Request

The project budget is \$77,814,100 with a Greater Vancouver Regional Fund (GVRF) request of \$75,264,000. Expenses covered by this budget primarily include vehicle procurement, ancillary on-board equipment, labour and other miscellaneous project costs. The funding requested in this application will be applied towards expenses considered eligible per the terms of the Administrative Agreement dated April 2014.

Steps taken by TransLink to identify, evaluate, and prioritize the proposed project for inclusion in the Application.

This project was identified for GVRF funding in the 2022 Investment Plan. State of good repair projects are prioritized through the annual capital planning process for inclusion in the GVRF Applications.

During the development of the LCFS, TransLink identified the opportunity that it's CNG fleet, fueled by RNG could play a significant role in reducing its GHG emissions and improving air quality in the region. As a result, the LCFS implementation plan outlined the expansion of the CNG fleet to 383 buses by replacing 126 diesel buses with 84 CNG buses. Through 2021 and 2022, this was integrated into the 2022 Investment Plan (2022 Plan) and in turn led to this GVRF application.

2. Project Name

2024 Conventional Bus Replacement (84 CNG(RNG) Buses) (Ref# 222073)

3. Project Need and Location

The LCFS (2020) and current policy direction indicates that diesel propulsion is no longer a preferred option for TransLink's fleet operations. This project fulfills the need to reduce GHG emissions and common air contaminants in the region and meet Metro Vancouver and TransLink's climate goals.

The project also meets the need to maintain high-quality customer service while minimizing maintenance and operating costs through continued provision of reliable, fully-accessible transit vehicles that are appropriate for routes on which they operate.

The criteria for achieving these objectives are: avoidance of incremental maintenance and operating costs, reduced vehicle breakdowns, less vehicle downtime, and improved accessibility.

All 84 new 40' CNG buses will operate out of the Hamilton, Port Coquitlam, and Surrey Transit Centres as deemed optimal per the service plan.

4. Project Eligibility (check one):

- ☐ Local Roads and Bridges, including active transportation
- ☒ Public Transit

5. Project Purpose (check one):

- ☐ **Expansion:** Expands the carrying capacity of people and/or goods movement.
- ☒ **State of Good Repair:** Replaces or modernizes assets to keep the regional transportation system in a state of good repair.
- ☐ **Operational Efficiency/Effectiveness:** Improves the efficiency or effectiveness of the regional transportation system.

- ☐ **Refurbishment:** Extend the useful life of assets to maximize the utility of the regional investment in the transportation system.
- ☐ **Other (please specify : _____)**

6. Project Type (check one):

- ☐ **Growth**
- ☐ **Upgrade**
- ☐ **Risk (Resilience)**
- ☒ **Maintenance**
- ☐ **Opportunity**

7. Project Staging:

Year(s) of Acquisition or Start of Construction	Year of Completion of Construction	Year of Service Initialization	Year(s) of Renewal	Year(s) of End of Service
2024	2025	2025	N/A	2042

8. Has the project previously received funding through GVRF? Please explain.

No. This is the first application for GVRF funding for this project.

9. Was GVRF funding previously declined for the project? Please explain.

No. This is the first application for GVRF funding for this project.

10. Is the project anticipated to require additional future GVRF funding? If so, please explain.

No. TransLink is planning to complete this project within budget.

11. Project Cost + Funding

11.a Budget & Expenditures

Budget	Expenditures to Date	Forecast to Complete	Final Forecasted Cost	Variance (budget – final forecasted cost)
\$77,814,100	\$0	\$77,814,100	\$77,814,100	\$0

11.b Project Funding

Prior Approved GVRF Funding	Current Year GVRF Funding Request	Other Funding – Specify source and whether confirmed/pending
\$0	\$75,264,000	N/A

11.c Project Budget Schedule

Item	2023	2024	2025	2026	2027	2028
GVRF-funded Project Budget		\$75,104,000	\$160,000			
Total Project Budget		\$77,140,900	\$673,200			

12. Project Budget Rationale

Describe the types of proposed project expenses to be funded by the Greater Vancouver Regional Fund

a. Explain how the project reflects the intent of the GVRF

This project ensures TransLink's assets are maintained in a state of good repair, allowing TransLink to efficiently and effectively provide transit service to the general public. Replacing diesel buses with CNG buses fueled by RNG contributes to lowering the fleet's GHG, NOx and particulate matter emissions which aligns with Metro Vancouver's *Clean Air Plan* and *Climate 2050* and TransLink's Corporate Climate Action Plan goals and continued implementation of the LCFS.

b. In the absence of GVRF funding, can the project proceed with other funding sources? What risks do the other funding sources present to the project?

No. TransLink relies on GVRF funding for replacement of its revenue vehicle fleet and plans its annual budgets accordingly.

Other source of funding available to TransLink is the Investing in Canada Infrastructure Program (ICIP). The ICIP funding program is focused on infrastructure improvement relating to capacity, quality and safety or, access to public transit systems. The projects chosen by TransLink for GVRF funding are better suited compared to the other sources of funding.

In the absence of GVRF funding, TransLink would be required to borrow funds externally to fund the replacement of these assets, which is not a feasible option given current debt limit restrictions facing TransLink.

c. Identify potential risks – corporate and regional – of this project that could result in this project not being completed or being unsuccessful. Describe possible mitigation strategies to address these risks.

TransLink requires these vehicles to be in service for 2024 in order to retire vehicles reaching the end of their useful service lives. There is an approximate lead time of 12 to 18 months between TransLink ordering the vehicles and those vehicles entering service. As such, it is important to have the funding in place to ensure the timely retirement of vehicles before they reach the end of their useful service lives.

If funding is not received in time:

- TransLink's 45% by 2030 GHG reduction goal would be at risk. TransLink would be required to find alternative technologies – many of which are currently not available or financially feasible – to achieve an estimated 6% reduction in GHG emissions. This would also mean TransLink would need to deviate from the aggressive decarbonization CNG-RNG pathway determined by the LCFS.
- TransLink would miss the opportunity to earn approximately \$1.6 million in annual revenue from Carbon Credits earned under the BC Low Carbon Fuel Standard.
- TransLink will have to rely on deferred retirement vehicles to deliver transit service. Continued use of deferred retirement vehicles poses a risk to reliability, as well as results in incremental maintenance costs and additional equipment costs to keep them in service. This may result in lost opportunities to realize goals of reduced congestion, maintain peak hour service and frequency.
- TransLink will have to continue to rely on deferred retirement vehicles. This would result in higher greenhouse gas (GHG) and common air contaminant emissions than new vehicles. It would also pose a risk to system reliability. TransLink may lose credibility among customers and the public if service is not reliable.

If the supply or cost of RNG changes:

- TransLink's current contract with FortisBC (extending to 2029) specifies increasing volume to meet TransLink's commitment to source 100% RNG for the CNG fleet by 2024 through 2029.
- TransLink works meets with FortisBC on a monthly basis, and amongst other topics, works to to manage the risk and ensure supply can meet demand for 100% RNG by 2024 and beyond.
- FortisBC has applied for a rate review for RNG to the BC Utilities Commission (i.e., BCUC - FEI BERC Rate Methodology and Review of Revised RNG Program). TransLink's analysis of the currently proposed rates, in combination with BC-LCFS Carbon Credits, indicate that RNG will continue to be economically viable. TransLink continues to monitor the rate review process and if this will affect its contract with FortisBC.

d. How may the project cost vary as a result of changing external factors, such as interest rates and currency exchange rates?

Project costs may vary due to foreign exchange fluctuations (as vehicles are procured from the USA) and vendor pricing. These uncertainties are mitigated with a sufficient contingency allowance to absorb price and foreign exchange fluctuations.

It should be noted that TransLink's long-term RNG contract with FortisBC extends to 2029. TransLink earns Carbon Credits under the BC Low Carbon Fuel Standard for its fueling and use of CNG and RNG. The revenue derived from these credits varies year to year and is dependent upon the carbon intensity of RNG production and fluctuations in the carbon markets.

e. How may foreseeable changes in investment, regulation, or policies from other orders of government affect the project?

Due to recent increases in senior government funding for public transit projects, many suppliers are experiencing larger demands to order vehicles. This may create a backlog with vendors, and if procurement is not initiated soon, could result in further delay in ordering and receiving vehicles.

f. How may foreseeable changes in technology affect the project?

This application is based on the new vehicles being powered by Compressed Natural Gas engines, to be fueled by Renewable Natural Gas. Advances in Renewable Natural Gas (RNG) production bio-methane continues to help reduce Provincial GHG emissions by capturing methane (a greenhouse gas 25 times more effective than carbon dioxide at trapping heat in the atmosphere) and processing it into RNG.

As FortisBC continues to bring additional RNG producers on line to meet growing demand and meet its GHG reduction commitments to the Province of British Columbia, the carbon intensity of RNG is expected to vary from year to year. This may affect the amount of carbon credit revenue TransLink receives as well as the amount of GHG emissions reductions achieved. Under the BC-LCFS, suppliers of RNG (and other low carbon fuels) have the carbon intensity verified by the Low Carbon Fuels Branch of the BC Ministry of Energy, Mines and Low Carbon Innovation. This verification supports TransLink's disclosure of annual GHG emissions and claimed emissions reductions.

Alternative technology allowing significant reduction in GHG and emissions, and achieving the goals of LCFS and other regional strategies are battery-electric buses. However, TransLink does not currently have the charging infrastructure capacity to support replacing these 84 conventional buses with battery-electric buses before the completion of our Marpole Transit Centre in 2025.

g. What other corporate or external factors could alter the project need, scope, budget, or timeline for project delivery?

Project timeline may be affected by manufacturer's capacity and schedules, availability of parts and/or time for vehicle delivery from the manufacturer. The global COVID-19 pandemic has adversely affected supply chain needed to manufacture the vehicles. Budget may fluctuate due to parts pricing and/or foreign exchange.

- h. Describe how the project lowers the emissions profile of the transit fleet, for both greenhouse gas and common air contaminant emissions and advances the fleet towards the region's greenhouse gas emissions reduction targets.**

To reduce GHG emissions and improve air quality in the region, TransLink began operating compressed natural gas (CNG) buses in 2006 (50 40' buses). Today CNG buses comprise roughly a fifth of TransLink's overall fleet (299 40' buses). When fueled by fossil fuel derived natural gas, these vehicles have approximately 20% fewer GHG emissions and 50% lower fuel costs versus diesel. They also significantly reduce emissions of common air contaminants (NOx and particulate matter) compared to diesel, which helps to improve air quality of the region. CNG buses have proven to be reliable, financially viable and a cleaner alternative to diesel.

As part of the implementation of the LCFS, Translink began using RNG in 2019. It has committed to source RNG for 100% of its CNG fleet by 2024. RNG reduces GHG emissions by approximately 85% compared to diesel and 80% compared to fossil fuel derived natural gas. RNG is produced by capturing bio-methane (CH₄) from landfills or agricultural wastes, which is then processed into RNG. RNG is molecularly equivalent to fossil fuel derived natural gas and is delivered to customers via the natural gas pipeline. A significant portion of RNG purchased by TransLink is produced locally in British Columbia, the Lower Mainland and within the jurisdiction of some Metro Vancouver municipalities. TransLink's purchasing of RNG also helps agricultural and landfill operations reduce methane emissions, a short-lived greenhouse gas that is 25 times more effective than carbon dioxide at trapping heat in the atmosphere.

In comparison to the diesel, the replacement of 126 Diesel Conventional Buses with 84 Compressed Natural Gas (CNG) Conventional Buses to be fueled with Renewable Natural Gas (RNG) are estimated to have the following emissions impacts:

- 8,980t/yr reduction in GHG
- 18.4 t/yr reduction in NOx
- 0.1t/yr reduction in PM

This is approximately an 8% reduction of TransLink's revenue fleet GHG emissions or a 6% reduction across all fleet and facilities against a 2010 baseline. This is a significant contribution towards TransLink's 45% by 2030 GHG reduction goal and improvement of air quality in the region.

C. EVALUATION CRITERIA

Please describe how project achieves or works towards each criterion by identifying and reporting on relevant performance measures. Where appropriate, present quantitative information. Please do not exceed 10 pages per project.

Two types of evaluation criteria are identified: Screening Criteria, which represent requirements that are mandatory for any project for which GVRF funding is requested; and Integrated Criteria, which allow for a qualitative assessment of proposed projects based on high priority objectives that reflect the intent of the Canada Community Building Fund, of Metro Vancouver goals, and of the Mayors' Council Vision.

Criterion	Description	Assessment								
SCREENING CRITERIA										
Eligible Project Category	<input type="checkbox"/> Local roads and bridges, including active transportation <input checked="" type="checkbox"/> Public transit	Required								
Eligible Expenses	As set out in the 2014 Administrative Agreement (Schedule C) <table><tr><td><u>Eligible Item</u></td><td><u>Expenditure¹</u></td></tr><tr><td>Conventional Bus Replacement</td><td>\$73,904,000</td></tr><tr><td>On-board equipment</td><td>1,360,000</td></tr><tr><td>Total</td><td>\$75,264,000</td></tr></table> ¹ Per Schedule C, Section 1.1, Part a)	<u>Eligible Item</u>	<u>Expenditure¹</u>	Conventional Bus Replacement	\$73,904,000	On-board equipment	1,360,000	Total	\$75,264,000	Required
<u>Eligible Item</u>	<u>Expenditure¹</u>									
Conventional Bus Replacement	\$73,904,000									
On-board equipment	1,360,000									
Total	\$75,264,000									
Plan Consistency	Projects must be consistent with TransLink’s Capital Plan, 10-Year Investment Plan, the Regional Growth Strategy and the Regional Transportation Strategy. <input checked="" type="checkbox"/> 10-Year Investment Plan <input checked="" type="checkbox"/> Mayors’ Council Transportation and Transit Plan <input checked="" type="checkbox"/> Metro 2040: Shaping our Future <input checked="" type="checkbox"/> Regional Transportation Strategy	Required								
Corporate Policies	Projects must be consistent with applicable TransLink policies such as sustainability, environmental responsibility, emissions and infrastructure. <input checked="" type="checkbox"/> Sustainability policy <input checked="" type="checkbox"/> Environmental policy <input checked="" type="checkbox"/> Emissions policy <input type="checkbox"/> Infrastructure policy – n/a	Required								
INTEGRATED CRITERIA										
Regional Growth Strategy										
Supports the Regional Growth Strategy	<i>The degree to which the project assists in achieving the goals in the Regional Growth Strategy and directions set out in the Metro Vancouver Board Strategic Plan.</i> <input checked="" type="checkbox"/> Create a Compact Urban Area <input type="checkbox"/> Support a Sustainable Economy <input checked="" type="checkbox"/> Protect Environment and Respond to Climate Change Impacts <input checked="" type="checkbox"/> Develop Complete Communities <input checked="" type="checkbox"/> Support Sustainable Transportation ChoicesThe new CNG buses will provide services to New Westminster, Surrey, Port Coquitlam, Coquitlam, Port Moody, Pitt Meadows and Maple Ridge communities within TransLink’s transportation service region. They offer an	Poor/Good/ Excellent								

Criterion	Description	Assessment
	environmentally responsible, low-carbon and sustainable transportation alternative to single occupant vehicle travel.	
Urban Centres and Frequent Transit Development Areas	<p><i>Where applicable, the project is located in, or demonstrates tangible benefits to the overall performance of Urban Centres and Frequent Transit Development Areas.</i></p> <p>Buses provide services to Metro Vancouver communities within TransLink's transportation service region and offer an environmentally responsible and sustainable transportation alternative to single occupant vehicle travel. They link communities with business, institutional and social hubs and destinations, and facilitate the creation and expansion of Transit Oriented Developments (TODs). They also provide collector and distribution services to Expo, Millennium, Evergreen and Canada Lines, West Coast Express and SeaBus.</p> <p>The new CNG buses out of HTC, PTC and STC will provide services to the following 29 Urban Centres (Regional City Centre (RCC), Municipal Town Centre (MTC) and Frequent Transit Development Areas (FTDA):</p> <ul style="list-style-type: none"> • Richmond City Centre RCC • Cambie Corridor South FTDA • Metrotown RCC • Brentwood MTC • Edmonds MTC • 22nd Street FTDA • New Westminster Downtown RCC • Braid Station FTDA • Lougheed MTC • Burquitlam FTDA • Moody FTDA • Inlet Centre MTC • Coquitlam Town Centre RCC • Port Coquitlam MTC • Pitt Meadows MTC • Maple Ridge Town Centre RCC • 104th Ave FTDA • Cloverdale MTC • East Clayton FTDA • Fleetwood MTC • Fleetwood West FTDA • Guildford MTC • Newton MTC 	Poor/Good/ Excellent

Criterion	Description	Assessment
	<ul style="list-style-type: none"> • Semiahmoo MTC • Surrey Metro Centre RCC • Carvolth FTDA • Willoughby MTC • Langley Town Centre RCC • Aldergrove MTC 	
Transportation Performance		
Headline Targets	<p><i>Demonstrates tangible beneficial effects on vehicle kilometres travelled and/or walk/cycle/transit/multiple occupancy vehicle mode share</i></p> <p>As a result of TransLink's continual efforts to optimize resources to match demand on routes, this project will be replacing 126 diesel 40' buses with only 84 40' CNG buses fueled by RNG. Other than the number of buses being replaced, this is a like-for-like vehicle fleet replacement project with no change in service provided (i.e. incremental vehicle kilometers travelled or shift to walk/cycle/transit/multiple occupancy vehicles mode share).</p>	Poor/Good/ Excellent
Other Transportation Outcomes	<p><i>Demonstrates tangible beneficial effects on vehicle congestion, transit passenger congestion, transit ridership, transportation safety and/or goods movement for the duration of the project.</i></p> <p>As a result of TransLink's continual efforts to optimize resources to match demand on routes, this project will be replacing 126 diesel 40' buses with only 84 40' CNG buses fueled by RNG. Other than the number of buses being replaced, this is a like-for-like vehicle fleet replacement project with no change in service provided. As such, there are no incremental benefits for vehicle congestion, transit passenger congestion, transit ridership and/or transportation safety.</p>	Poor/Good/ Excellent
Project Type	<p><i>Demonstrated value of the project type (refer to section 6).</i></p> <p>By maintaining TransLink's assets in good repair, vehicles will have fewer breakdowns and service disruptions, operating costs will not increase, and pollutant emissions will be reduced.</p>	Poor/Good/ Excellent
Regional Environmental Objectives		

Criterion	Description	Assessment
Supports the Climate 2050 Strategic Framework and Clean Air Plan	<p><i>Contributes to the achievement of regional climate action and air quality goals, including directions set out in the Metro Vancouver Board Strategic Plan, the Regional Growth Strategy, Climate 2050, and the Clean Air Plan.</i></p> <p>The purchase of new compressed natural gas buses to replace retiring diesel buses supports the Clean Air Plan's: Strategy 1.1: Reduce driving through active transportation and public transport; and Strategy 1.3: Reduce heavy truck emissions and support early adoption of zero emission heavy trucks.</p> <p>TransLink's CNG bus fleet and the use of Renewable Natural Gas (RNG) is a critical strategy to helping reduce regional transportation emissions and improving air quality in the region. CNG buses significantly reduce NOx and Particulate Matter emissions as compared to conventional diesel.</p> <p>RNG is a biogas collected from landfills, wastewater treatment plants and manure digesters that is captured, purified, and injected into the natural gas supply. A significant portion of RNG purchased by TransLink is produced locally in the Lower Mainland and British Columbia. This helps regional agricultural and landfill operations reduce methane emissions, a short-lived greenhouse gas that is 25 times more effective than carbon dioxide at trapping heat in the atmosphere. Our investment in RNG also supports the Province of British Columbia's Clean BC Roadmap to 2030 and the renewable fuel industry in Canada.</p>	Poor/Good/ Excellent
Quantifiable Emissions Impacts	<p><i>Achieves quantifiable beneficial impacts on greenhouse gas and common air contaminant emissions relative to baseline transit vehicles and lowers the emissions profile of the transit fleet. The information requirement for this criterion is fulfilled as follows:</i></p> <p><i>1. For each transit vehicle project, provide a comparison of the emissions of the project versus the baseline vehicle. For the application in aggregate, provide the:</i></p> <ul style="list-style-type: none"> <i>Annualized transit fleet emissions in the current year; Plus, incremental changes in transit fleet emissions with full deployment of any proposed expansion, modernized, or refurbished vehicles.</i> <p>As noted above, the replacement of 126 Diesel Conventional Buses with 84 Compressed Natural Gas</p>	Poor/Good/ Excellent

Criterion	Description	Assessment
	<p>(CNG) Conventional Buses to be fueled with Renewable Natural Gas (RNG) are estimated to have the following emissions impacts (compared to diesel):</p> <ul style="list-style-type: none"> - 8,980t/yr reduction in GHG - 18.4 t/yr reduction in NOx - 0.1t/yr reduction in PM <p>This is approximately an 8% reduction of TransLink's revenue fleet GHG emissions or a 6% reduction across all fleet and facilities against a 2010 baseline. This is a significant contribution towards TransLink's 45% by 2030 GHG reduction goal and improvement of air quality in the region.</p>	
Economic Development		
Supports regional prosperity	<p><i>Contributes to a regional transportation system that moves people and goods and aligns with regional prosperity.</i></p> <p>Replacement of buses will provide improved reliability of the fleet, resulting in improved reliability to the regional transportation system. Passengers will continue to have reliable access to populous destinations for work and/or leisure activities, which would avoid otherwise having to rely on single occupant vehicle travel.</p>	Poor/Good/ Excellent

To: Finance Committee

From: Jerry Dobrovolsky, Commissioner/Chief Administrative Officer
Dean Rear, General Manager, Financial Services/Chief Financial Officer

Date: October 5, 2022 Meeting Date: October 13, 2022

Subject: **2023 - 2027 Financial Plan – Allocated Programs**

RECOMMENDATION

That the Finance Committee endorse the 2023 - 2027 Financial Plan for the Allocated Programs as presented in the report dated October 5, 2022, titled “2023 - 2027 Financial Plan – Allocated Programs”, and forward it to the Metro Vancouver Board Budget Workshop on October 19, 2022 for consideration.

EXECUTIVE SUMMARY

The 2023 - 2027 Metro Vancouver Financial Plan has been prepared following direction received at the April 14, 2022 Metro Vancouver Board Budget Workshop. This has resulted in a plan that maintains the goals and objectives of Metro Vancouver while removing the use of financial levers that were put in place during the COVID-19 pandemic. Further, this budget represents a pause to assess the implications of the rapidly evolving macro economic environment and to undertake strategic planning with the incoming Board of Directors. The increase in Metro Vancouver’s overall consolidated household impact for 2023 is projected to be 4.5%, down from the 10.1% projected for 2023 in the prior financial planning cycle.

Allocated Programs are comprised of two areas: Centralized Support and Project Delivery.

The Centralized Support Programs support all business activities for the four Metro Vancouver legal entities. Expenditures are proposed to increase \$8.2 million for a total of \$123.5 million with the allocation to the Metro Vancouver functions, net of other recoveries and reserve applications, increasing \$6.7 million (8.8%). In recognizing the impact of the growing capital program on the provision of support services, a portion of the Centralized Support Program costs will be allocated to the capital projects that use the services in 2023.

The Project Delivery program supports Metro Vancouver functions with capital and infrastructure responsibilities including asset management. Total expenditures for 2023 are estimated at \$32.6 million with \$21.8 million to be charged directly to manage \$5.2B of the planned capital projects over the next five years. The balance is allocated to Water Services, Liquid Waste Services, and Solid Waste Services for 2023.

As the Allocated Program expenditures are apportioned to the Metro Vancouver entities and functions, they are therefore included in the financial impacts therein. The overall impact is a 4.5% (\$26) overall increase in the Household Impact for 2023.

PURPOSE

To present the 2023 - 2027 Financial Plans for the allocated programs - Centralized Support - including Corporate Services, External Relations, Financial Services, Human Resources, Indigenous Relations, Legislative Services, Procurement & Real Estate Services and Project Delivery for consideration by the Finance Committee.

BACKGROUND

Metro Vancouver's annual budget process includes the development of detailed annual budgets and the updating of five-year financial plans for each of the four Metro Vancouver legal entities (Metro Vancouver Regional District, Metro Vancouver Housing Corporation, Greater Vancouver Water District and Greater Vancouver Sewerage and Drainage District).

On April 14, 2022 a Metro Vancouver Board Budget Workshop was held with the objective to seek direction for the preparation of the 2023 - 2027 Financial Plan. The workshop outlined the principles that guide the work of Metro Vancouver as an organization, the current 2022 - 2026 Financial Plan, the implications of the COVID-19 pandemic, the tools that can be used to make budget adjustments, and a proposed approach for the 2023 - 2027 Financial Plan.

Given the challenges being observed coming out of the Covid-19 pandemic, this budget represents a pause for Metro Vancouver and focuses on maintaining the existing goals and objectives of Metro Vancouver. Staff will undertake strategic planning with the incoming Board of Directors, evaluate current plans under this leadership, and assess the implications of the rapidly evolving macro environment.

Key highlights of the overall Metro Vancouver 2023 proposed budget are as follows:

- A reduction of \$22 million of the total 2023 Metro Vancouver proposed operating budget compared to that previously projected for 2023
- Maintained or increased contribution to capital and reserves for key functions
- Reduced capital cash flow for 2023 and 2024
- Reduction of household impact, \$33 less than that previously projected for 2023

This report focuses on Allocated Programs and presents the 2023 annual budget and the updated five-year plan for the years 2023 to 2027 for Committee consideration.

ALLOCATED PROGRAMS

Centralized Support

Centralized Support Program services support all business activities for the four Metro Vancouver legal entities. These budgets are allocated across the organization and supported by the revenue sources of each function in accordance with the Board *Corporate Allocation Policy* which provides the basis for allocating the Centralized Support Program Services budgets to the benefitting Metro Vancouver service in an equitable, consistent and transparent manner.

The Centralized Support Programs are comprised of the following service areas:

- Corporate Services
- External Relations
- Financial Services
- Human Resources
- Indigenous Relations
- Legislative Services
- Procurement & Real Estate Services

The Centralized Support Program services are guided by the *Board Strategic Plan* with a primary focus on the following strategic directions:

- Continue to engage with members on processes and initiatives that contribute to an effective and well-functioning organization;
- Build resilience in communities to prepare for and adapt to changing physical and environmental conditions;
- Develop and implement financial plans and policies that reflect a commitment to sound financial management and long-term planning, in consideration of current and future ratepayers; and
- Enhance relationships between Metro Vancouver and other orders of government, First Nations, adjacent regional districts, and key stakeholders.

As the Centralized Support Program service areas support all business activities of Metro Vancouver entities and functions, the Centralized Support Program therefore supports the pursuit of all goals and objectives of those functions.

Project Delivery

The Project Delivery Department was created to deliver the highest value, consequence and risk projects for Liquid Waste and Water Services (funded through Liquid Waste and Water capital budgets), as well as lead the creation and implementation of centers of expertise for project management, organizational quality management and asset management across Metro Vancouver (funded through allocation to Liquid Waste, Water Services, and Solid Waste Services operating budgets for 2023). This support relates especially to improvement areas identified in the independent review completed in 2020 by KPMG.

WORK PLAN PERFORMANCE INDICATORS

High level performance indicators have been developed across the organization to evaluate trends, determine key actions for the coming year, and to assist in long-term planning. Work plans for both the Centralized Support Program and the Project Delivery Program are presented in this report.

Centralized Support

34 qualitative and quantitative performance indicators have been developed and are being tracked. These include:

- Savings (% and dollars) derived through Procurement Activities;
- % and/or dollars of contracts competitively bid;
- Completion of outstanding statutory right of way agreements;
- Percentage of Information technology (IT) operating expenditures as a percent of total corporate operating expenditures;
- Percentage of IT staff compared to staff supported;
- Time loss incidents;
- Percentage of workforce receiving training;
- Number of Metro Vancouver Emergency Exercises;
- Corporate Fleet Greenhouse Gas Emissions
- Number of Metro Vancouver Video Views;
- Number of Metro Vancouver Facebook followers;
- Number of job applicants;
- Number of completed requests for Indigenous Relations; and
- Number of bilateral meetings with First Nations.

Project Delivery

8 performance indicators have been developed and are being tracked. These include:

- Number of Assets Added to Metro Vancouver's Asset Register;
- Number of Internal Quality Audits Performed on Metro Vancouver capital projects (HVRC and others); and
- Number of Highest Value, Consequence and Risk (HVCR) Projects Implementing Stage Gate Reviews.

CONTINUOUS IMPROVEMENT

Centralized Support

Some of the continuous improvement initiatives for Centralized Support which have been identified for 2023 include:

- Strengthen the security and resiliency of corporate IT systems;
- Implement foundational systems to enable the secure use of Cloud-based systems;
- Strengthen collaboration between local and provincial governments and key stakeholder organizations for emergencies;
- Implement a heavy duty mechanic apprenticeship program to retain work in-house, and develop team skills;
- Enhanced Intergovernment Relations Outreach and Engagement Strategy;
- Implement the Multimedia Studio at Annacis Research Centre for effective online engagement;
- Create the first Long Term Financial Plan for Metro Vancouver;
- Automate the Metro Vancouver Budget Book;
- Further embed Diversity, Equity and Inclusion Strategy;

- Continue partnerships with colleges/universities to create a talent pipeline for hard-to-fill positions/tasks;
- Develop video modules for archaeological Chance Find protocol training for staff and work crews;
- Develop a web-based portal for the processing of project referrals to First Nations;
- Implement key Procurement, Warehousing and Facilities processes and structural changes to enhance overall service delivery and value; and
- Advance Emergency Management Mutual Aid agreement for the benefit of all member jurisdictions.

Further, Centralized Support services support the organization and focus on processes, systems and procedures which enhance the business activities of all Metro Vancouver service areas. Some of those enhancements include the following:

- Improve Safety Management System documentation;
- Prevention Initiatives for Workers and Supervisors;
- Strengthen the corporate security centre; and
- Implement a supplier segmentation analysis and a supplier management strategy.

Project Delivery

The impetus of the Project Delivery Program is largely for the purpose of continuous improvement, focusing on best practices in project management, asset management and project controls. Specific continuous improvement initiatives for Project Delivery for 2023 include:

- Continue the implementation of documented resource plans for highest value, consequence and risk projects including project controls and regulatory subject matter experts;
- Develop a Project Management Framework for all Metro Vancouver capital projects;
- Increase in-house Project Management and Field Quality Control / Assurance on all Metro Vancouver capital projects; and,
- Continue existing best practices in Asset Management and develop a Corporate-wide Asset Management Strategy utilizing those best practices.

2023 BUDGET AND 2023 - 2027 FINANCIAL PLAN

The five-year financial plans for this cycle have been updated to address five central themes identified by the Metro Vancouver Board in its Strategic Plan to guide the development of plans and budgets. The five themes are as follows:

- Financial Sustainability;
- Environmental Sustainability;
- System Stewardship;
- Regulatory and Legislative Environment; and,
- Regional Growth.

Each Metro Vancouver function has an Annual Work Plan that includes strategic directions, performance indicators and key actions to guide the work for the coming year. Also, a “What’s Happening” summary has been provided that highlights the program highlights for the next five years.

The 2023 - 2027 Financial Plans for the Allocated Program service areas are included as Attachment 1. The 2023 Annual Work Plans for the Centralized Support Program service areas presented in this report are included in Attachment 2, and the “What’s Happening” highlights for the years 2023 - 2027 are included in Attachment 3.

Operating Budget Highlights

Centralized Support

In 2023, the Centralized Support Program expenditures are increasing \$8.2 million for total expenditures of \$123.5 million (Attachment 1). This increase is primarily due to an adjustment for resources necessary to support the growing capital program.

The Centralized Support Program costs are adjusted for external recoveries, funding from the capital program and reserve applications, and allocated to the functional departments. The direct allocation of Centralized Support Program costs is increasing by \$6.7 million (8.8%). This increase is impacted by reduced estimates for third-party revenue and partially offset by reserve funding for projects meeting the criteria for funding in accordance with the *Operating, Statutory and Discretionary Reserves Policy*.

Over the next five years of the plan, the total expenditures of the Centralized Support Programs are projected to increase on average 2.9%. Also for 2023, in recognizing the impact of the magnitude of the capital program on the provision of support services, a portion of the Centralized Support Program costs will be allocated to the capital projects that use the services. For 2023, this is projected to be \$11.4 million.

Project Delivery

Project Delivery has been created with a transfer of resources from other Metro Vancouver areas and provided with additional resources to meet program requirements. Total expenditures for 2023 are estimated at \$32.6 million with \$21.8 million to be charged directly to manage \$5.2B of the planned capital projects over the next five years. The balance is allocated to Water Services, Liquid Waste Services, and Solid Waste Services for 2023.

Over the next five years of the plan, as the Project Delivery Program is fully developed, total expenditures are projected to increase to approximately \$43.6 million in 2027 as the capital program increases over the same time frame. A significant portion continues to be allocated directly to the major capital projects being managed by the group.

Reserve Funds

Reserve usage through the Centralized Support Programs include one-time expenditures for information technology improvements, equipment purchases, as well as one-time initiatives which are delivered through contract services in accordance with the Board approved *Operating, Statutory and Discretionary Reserves Policy*.

In 2023, \$5.8 million in reserve funding will be applied in the Centralized Support Programs. The 2023 - 2027 Projected Reserves for the Centralized Support Programs are included in Attachment 4.

APPROVAL PROCESS

The proposed 2023 - 2027 Financial Plans and Annual Work Plans are presented for consideration and endorsement before being forwarded to the Board for consideration. The next steps of the process are:

- The 2023 - 2027 Financial Plan and Annual Work Plan will be presented at the Metro Vancouver Board Budget Workshop on October 19, 2022.
- The Board will consider adoption of the 2023 Budget and endorsement of the 2023 - 2027 Financial Plan on October 28, 2022.

ALTERNATIVES

1. That the Finance Committee endorse the 2023 - 2027 Financial Plan for the Allocated Programs as presented in the report dated October 5, 2022, titled “2023 - 2027 Financial Plan – Allocated Programs”, and forward it to the Metro Vancouver Board Budget Workshop on October 19, 2022 for consideration.
2. That the Finance Committee make recommendations and endorse an amended 2023 - 2027 Financial Plan for the Allocated Programs and forward the amended Financial Plan to the Metro Vancouver Board Budget Workshop on October 19, 2022 for consideration.

FINANCIAL IMPLICATIONS

If the MVRD Board endorses the 2023 - 2027 Financial Plan for the Allocated Programs, as presented under Alternative 1, in 2023 total expenditures for the Centralized Support Programs are proposed to increase \$8.2 million for total expenditures of \$123.5 million with the allocation to the Metro Vancouver entities and functions, net of other recoveries and reserve applications, increasing \$6.7 million (8.8%). For Project Delivery, total expenditures for 2023 are estimated at \$32.6 million with \$21.8 million to be charged directly to capital projects and the balance allocated to Water Services, Liquid Waste Services, and Solid Waste Services for 2023.

As the Allocated Program expenditures are apportioned to the Metro Vancouver entities and functions, they are therefore included in the financial impacts therein. The overall impact is a 4.5% (\$26) overall increase in the Household Impact for 2023.

Under Alternative 2, the Committee may wish to consider recommending amendments to the five-year financial plan for consideration at the Metro Vancouver Board Budget Workshop. Any changes to the plan may have an impact on the overall financial plan as Allocated Program costs are apportioned to all Metro Vancouver entities and functions.

SUMMARY / CONCLUSION

The 2023 - 2027 Financial Plans for the Allocated Programs have been prepared following direction received at the April 14, 2022 Metro Vancouver Board Budget Workshop and to respond to direction provided in the *Board Strategic Plan*. It is presented to Committee and Board members to provide overview information on activities and financial impacts for the years 2023 to 2027 for the Centralized Support Programs - comprised of Corporate Services, External Relations, Financial Services, Human

Resources, Indigenous Relations, Legislative Services, Procurement & Real Estate Services and the Project Delivery program.

The presentation of this year's five-year financial plans for the Allocated Programs provides the opportunity for Metro Vancouver to share with its member jurisdictions the proposed planning related initiatives over the next five years. It is intended to be used as a guiding document for member jurisdictions in the development of their five-year financial plans and includes projections on household impact to demonstrate how the plan will remain affordable for Metro Vancouver residents while keeping pace with our critical requirements.

Staff recommend endorsing the 2023 - 2027 Financial Plans for the Allocated Programs as presented under alternative one.

Attachments:

1. 2023 - 2027 Financial Plans
 - Centralized Support Programs Summary
 - Corporate Services
 - External Relations
 - Financial Services
 - Human Resources
 - Indigenous Relations
 - Legislative Services
 - Procurement & Real Estate Services
 - Project Delivery
2. 2023 Work Plans
3. 2023 - 2027 "What's Happening"
4. 2023 - 2027 Projected Reserves – Centralized Support Programs

METRO VANCOUVER DISTRICTS
CENTRALIZED SUPPORT PROGRAM SUMMARY
2023 BUDGET REVIEW
2023-2027 FINANCIAL PLAN

	2022 BUDGET	2023 BUDGET	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE
REVENUES											
Allocated to Functional Departments (net)	\$ 75,844,033	\$ 82,515,496	8.8%	\$ 85,878,579	4.1%	\$ 88,370,748	2.9%	\$ 90,675,601	2.6%	\$ 92,847,147	2.4%
Allocated to Functional Departments - Fleet	12,616,934	13,143,965	4.2%	13,757,182	4.7%	14,179,563	3.1%	14,510,465	2.3%	14,517,889	0.1%
Other External Revenues	6,275,666	5,954,974	(5.1%)	6,029,168	1.2%	6,103,372	1.2%	6,193,185	1.5%	6,272,921	1.3%
Transfer from Capital	9,538,647	11,418,511	19.7%	11,608,144	1.7%	11,439,545	(1.5%)	9,675,464	(15.4%)	9,919,346	2.5%
Transfer from Reserves	11,082,735	10,477,928	(5.5%)	11,258,025	7.4%	10,517,642	(6.6%)	8,981,005	(14.6%)	9,023,506	0.5%
TOTAL REVENUES	<u>\$ 115,358,015</u>	<u>\$ 123,510,874</u>	<u>7.1%</u>	<u>\$ 128,531,098</u>	<u>4.1%</u>	<u>\$ 130,610,870</u>	<u>1.6%</u>	<u>\$ 130,035,720</u>	<u>(0.4%)</u>	<u>\$ 132,580,809</u>	<u>2.0%</u>
EXPENDITURES											
Corporate Services	\$ 49,559,247	\$ 52,323,155	5.6%	\$ 55,065,492	5.2%	\$ 55,904,015	1.5%	\$ 54,111,321	(3.2%)	\$ 55,294,059	2.2%
External Relations	13,687,734	13,989,851	2.2%	14,297,113	2.2%	14,742,245	3.1%	15,082,008	2.3%	15,427,537	2.3%
Financial Services	8,334,042	10,128,639	21.5%	10,481,169	3.5%	10,902,805	4.0%	11,190,805	2.6%	11,468,705	2.5%
Human Resources	7,438,681	8,181,901	10.0%	8,426,723	3.0%	8,616,878	2.3%	8,881,973	3.1%	9,029,747	1.7%
Indigenous Relations	1,383,577	1,684,460	21.7%	1,757,701	4.3%	1,842,650	4.8%	1,928,236	4.6%	1,975,056	2.4%
Legislative Services	5,329,007	5,659,084	6.2%	6,066,030	7.2%	6,229,415	2.7%	6,391,959	2.6%	6,558,916	2.6%
Procurement and Real Estate Services	29,625,727	31,543,784	6.5%	32,436,870	2.8%	32,372,862	(0.2%)	32,449,418	0.2%	32,826,789	1.2%
TOTAL EXPENDITURES	<u>\$ 115,358,015</u>	<u>\$ 123,510,874</u>	<u>7.1%</u>	<u>\$ 128,531,098</u>	<u>4.1%</u>	<u>\$ 130,610,870</u>	<u>1.6%</u>	<u>\$ 130,035,720</u>	<u>(0.4%)</u>	<u>\$ 132,580,809</u>	<u>2.0%</u>
ALLOCATED TO FUNCTIONAL DEPARTMENTS											
Water Services	\$ 29,040,339	\$ 30,462,293	4.9%	\$ 30,923,491	1.5%	\$ 31,102,718	0.6%	\$ 31,738,492	2.0%	\$ 32,264,526	1.7%
Liquid Waste Services	31,423,500	34,321,573	9.2%	36,395,879	6.0%	39,468,965	8.4%	42,225,062	7.0%	44,461,990	5.3%
Solid Waste Services	5,056,849	5,693,279	12.6%	6,266,161	10.1%	6,109,564	(2.5%)	5,774,325	(5.5%)	5,593,346	(3.1%)
Housing	2,401,739	2,352,769	(2.0%)	2,475,030	5.2%	2,425,419	(2.0%)	2,294,932	(5.4%)	2,321,942	1.2%
Air Quality	1,189,850	1,064,189	(10.6%)	1,202,646	13.0%	1,136,785	(5.5%)	995,182	(12.5%)	944,564	(5.1%)
E911 Emergency Telephone Service	93,112	113,186	21.6%	119,937	6.0%	124,713	4.0%	128,446	3.0%	132,290	3.0%
Electoral Area Service	39,500	41,391	4.8%	43,147	4.2%	38,201	(11.5%)	34,553	(9.5%)	31,388	(9.2%)
General Government Administration	444,022	554,019	24.8%	613,583	10.8%	577,374	(5.9%)	530,114	(8.2%)	479,737	(9.5%)
General Government-Zero Waste Collaboration Initiatives	437,245	447,077	2.2%	445,536	(0.3%)	447,646	0.5%	448,882	0.3%	451,474	0.6%
Housing Planning and Policy	87,536	116,735	33.4%	106,647	(8.6%)	101,445	(4.9%)	92,641	(8.7%)	84,715	(8.6%)
Project Delivery	731,907	1,793,034	140.0%	1,451,995	(19.0%)	1,569,869	8.1%	1,469,207	(6.4%)	1,373,989	(6.5%)
Invest Vancouver	135,797	244,288	79.9%	324,938	33.0%	302,851	(6.8%)	275,605	(9.0%)	251,514	(8.7%)
Regional Emergency Management	11,130	11,069	(0.5%)	11,129	0.5%	10,299	(7.5%)	10,072	(2.2%)	10,414	3.4%
Regional Employers Services	258,506	258,072	(0.2%)	293,398	13.7%	255,229	(13.0%)	226,904	(11.1%)	207,521	(8.5%)
Regional Global Positioning System	26,452	24,517	(7.3%)	27,381	11.7%	25,733	(6.0%)	23,546	(8.5%)	21,562	(8.4%)
Regional Parks	4,115,924	4,606,908	11.9%	4,742,524	2.9%	4,263,032	(10.1%)	4,020,580	(5.7%)	3,854,765	(4.1%)
Regional Planning	322,592	366,973	13.8%	389,208	6.1%	363,471	(6.6%)	338,377	(6.9%)	311,445	(8.0%)
Sasamat Fire Protection Service	28,033	44,124	57.4%	45,949	4.1%	47,434	3.2%	48,681	2.6%	49,965	2.6%
	<u>\$ 75,844,033</u>	<u>\$ 82,515,496</u>	<u>8.8%</u>	<u>\$ 85,878,579</u>	<u>4.1%</u>	<u>\$ 88,370,748</u>	<u>2.9%</u>	<u>\$ 90,675,601</u>	<u>2.6%</u>	<u>\$ 92,847,147</u>	<u>2.4%</u>

METRO VANCOUVER DISTRICTS
CORPORATE SERVICES
2023 BUDGET REVIEW
2023-2027 FINANCIAL PLAN

	2022 BUDGET	2023 BUDGET	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE
REVENUES											
Allocated to Functional Departments (net)	\$ 23,637,892	\$ 27,106,792	14.7%	\$ 28,147,153	3.8%	\$ 29,347,436	4.3%	\$ 30,817,130	5.0%	\$ 31,867,714	3.4%
Allocated to Functional Departments - Fleet	12,616,934	13,143,965		13,757,182		14,179,563		14,510,465		14,517,889	
Transfer from Capital	3,211,686	3,228,198		3,043,132		2,509,374		520,721		534,950	
Transfer from Reserves	10,092,735	8,844,200		10,118,025		9,867,642		8,263,005		8,373,506	
TOTAL REVENUES	\$ 49,559,247	\$ 52,323,155	5.6%	\$ 55,065,492	5.2%	\$ 55,904,015	1.5%	\$ 54,111,321	(3.2%)	\$ 55,294,059	2.2%
EXPENDITURES											
Operating Programs:											
Information Technology											
Technical Services	\$ 8,736,715	\$ 9,790,758		\$ 9,698,080		\$ 9,920,344		\$ 10,199,323		\$ 10,397,979	
Business Systems	7,410,919	7,994,137		8,393,949		8,734,519		9,100,216		9,335,330	
Digital Strategy and Project Management	7,978,193	9,026,553		10,264,384		10,177,622		8,143,760		8,559,906	
	24,125,827	26,811,448	11.1%	28,356,413	5.8%	28,832,485	1.7%	27,443,299	(4.8%)	28,293,215	3.1%
Corporate Safety	4,646,093	4,489,561	(3.4%)	4,641,285	3.4%	4,792,857	3.3%	4,934,077	2.9%	5,086,434	3.1%
Security and Emergency Management	1,817,899	2,589,950	42.5%	2,730,162	5.4%	2,833,946	3.8%	2,918,537	3.0%	3,001,689	2.8%
Fleet Services	18,116,934	17,833,965	(1.6%)	18,721,507	5.0%	18,811,085	0.5%	18,164,465	(3.4%)	18,244,009	0.4%
Administration and Department Support	852,494	598,231	(29.8%)	616,125	3.0%	633,642	2.8%	650,943	2.7%	668,712	2.7%
TOTAL EXPENDITURES	\$ 49,559,247	\$ 52,323,155	5.6%	\$ 55,065,492	5.2%	\$ 55,904,015	1.5%	\$ 54,111,321	(3.2%)	\$ 55,294,059	2.2%

METRO VANCOUVER DISTRICTS
EXTERNAL RELATIONS
2023 BUDGET REVIEW
2023-2027 FINANCIAL PLAN

	2022 BUDGET	2023 BUDGET	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE
REVENUES											
Allocated to Functional Departments	\$ 11,218,453	\$ 11,628,403	3.7%	\$ 11,859,935	2.0%	\$ 12,240,266	3.2%	\$ 12,518,350	2.3%	\$ 12,800,495	2.3%
Other External Revenues	100,000	-		-		-		-		-	
Transfer from Capital	2,369,281	2,361,448		2,437,178		2,501,979		2,563,658		2,627,042	
TOTAL REVENUES	\$ 13,687,734	\$ 13,989,851	2.2%	\$ 14,297,113	2.2%	\$ 14,742,245	3.1%	\$ 15,082,008	2.3%	\$ 15,427,537	2.3%
EXPENDITURES											
Operating Programs:											
Corporate Communications	\$ 1,318,416	\$ 1,480,511		\$ 1,519,930		\$ 1,556,947		\$ 1,594,859		\$ 1,633,789	
Media Relations and Issues Management	694,366	716,436		739,449		760,014		780,307		801,149	
Multi-Media Services	3,569,840	3,944,327		4,022,184		4,095,283		4,170,172		4,243,571	
Community Engagement	4,939,993	4,497,338		4,569,384		4,795,445		4,912,131		5,032,083	
Collaboration and Engagement	1,360,006	1,447,635		1,486,800		1,523,702		1,561,593		1,600,498	
Intergovernmental Relations	558,296	545,461		561,833		576,641		591,389		606,537	
Administration and Department Support	1,246,817	1,358,143		1,397,533		1,434,213		1,471,557		1,509,910	
TOTAL EXPENDITURES	\$ 13,687,734	\$ 13,989,851	2.2%	\$ 14,297,113	2.2%	\$ 14,742,245	3.1%	\$ 15,082,008	2.3%	\$ 15,427,537	2.3%

METRO VANCOUVER DISTRICTS
FINANCIAL SERVICES
2023 BUDGET REVIEW
2023-2027 FINANCIAL PLAN

	2022 BUDGET	2023 BUDGET	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE
REVENUES											
Allocated to Functional Departments	\$ 7,500,538	\$ 8,087,110	7.8%	\$ 8,329,346	3.0%	\$ 8,553,158	2.7%	\$ 8,784,470	2.7%	\$ 9,005,161	2.5%
Transfer from Capital	583,504	1,801,529		2,001,823		2,199,647		2,256,335		2,313,544	
Transfer from Reserves	250,000	240,000		150,000		150,000		150,000		150,000	
TOTAL REVENUES	<u>\$ 8,334,042</u>	<u>\$ 10,128,639</u>	21.5%	<u>\$ 10,481,169</u>	3.5%	<u>\$ 10,902,805</u>	4.0%	<u>\$ 11,190,805</u>	2.6%	<u>\$ 11,468,705</u>	2.5%
EXPENDITURES											
Operating Programs:											
Financial Planning and Operations	\$ 6,973,189	\$ 8,297,709		\$ 8,654,061		\$ 9,025,807		\$ 9,266,507		\$ 9,495,800	
Administration and Department Support	1,360,853	1,830,930		1,827,108		1,876,998		1,924,298		1,972,905	
TOTAL EXPENDITURES	<u>\$ 8,334,042</u>	<u>\$ 10,128,639</u>	21.5%	<u>\$ 10,481,169</u>	3.5%	<u>\$ 10,902,805</u>	4.0%	<u>\$ 11,190,805</u>	2.6%	<u>\$ 11,468,705</u>	2.5%

METRO VANCOUVER DISTRICTS
HUMAN RESOURCES
2023 BUDGET REVIEW
2023-2027 FINANCIAL PLAN

	2022 BUDGET	2023 BUDGET	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE
REVENUES											
Allocated to Functional Departments	\$ 6,630,112	\$ 7,103,705	7.1%	\$ 7,639,411	7.5%	\$ 7,850,508	2.8%	\$ 8,026,905	2.2%	\$ 8,221,425	2.4%
Transfer from Capital	718,569	724,468		747,312		766,370		787,068		808,322	
Transfer from Reserves	90,000	353,728		40,000		-		68,000		-	
TOTAL REVENUES	<u>\$ 7,438,681</u>	<u>\$ 8,181,901</u>	10.0%	<u>\$ 8,426,723</u>	3.0%	<u>\$ 8,616,878</u>	2.3%	<u>\$ 8,881,973</u>	3.1%	<u>\$ 9,029,747</u>	1.7%
EXPENDITURES											
Operating Programs:											
Employee and Labour Relations	\$ 1,838,634	\$ 1,898,394		\$ 1,968,164		\$ 2,019,159		\$ 2,070,533		\$ 2,124,405	
Talent Management and Organization Development	3,242,006	3,576,528		3,708,145		3,770,894		3,876,418		3,931,334	
Systems and Processes	1,413,479	1,683,885		1,696,051		1,739,901		1,822,884		1,832,075	
Administration and Department Support	944,562	1,023,094		1,054,363		1,086,924		1,112,138		1,141,933	
TOTAL EXPENDITURES	<u>\$ 7,438,681</u>	<u>\$ 8,181,901</u>	10.0%	<u>\$ 8,426,723</u>	3.0%	<u>\$ 8,616,878</u>	2.3%	<u>\$ 8,881,973</u>	3.1%	<u>\$ 9,029,747</u>	1.7%

METRO VANCOUVER DISTRICTS
INDIGENOUS RELATIONS
2023 BUDGET REVIEW
2023-2027 FINANCIAL PLAN

	2022 BUDGET	2023 BUDGET	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE
REVENUES											
Allocated to Functional Departments	\$ 907,578	\$ 1,196,120	31.8%	\$ 1,268,151	6.0%	\$ 1,339,767	5.6%	\$ 1,411,746	5.4%	\$ 1,444,593	2.3%
Transfer from Capital	475,999	488,340		489,550		502,883	2.7%	516,490	2.7%	530,463	2.7%
TOTAL REVENUES	\$ 1,383,577	\$ 1,684,460	21.7%	\$ 1,757,701	4.3%	\$ 1,842,650	4.8%	\$ 1,928,236	4.6%	\$ 1,975,056	2.4%
EXPENDITURES											
Operating Programs: Indigenous Relations	\$ 1,383,577	\$ 1,684,460		\$ 1,757,701		\$ 1,842,650		\$ 1,928,236		\$ 1,975,056	
TOTAL EXPENDITURES	\$ 1,383,577	\$ 1,684,460	21.7%	\$ 1,757,701	4.3%	\$ 1,842,650	4.8%	\$ 1,928,236	4.6%	\$ 1,975,056	2.4%

METRO VANCOUVER DISTRICTS
LEGISLATIVE SERVICES
2023 BUDGET REVIEW
2023-2027 FINANCIAL PLAN

	2022 BUDGET	2023 BUDGET	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE
REVENUES											
Allocated to Functional Departments	\$ 4,886,634	\$ 5,187,696	6.2%	\$ 5,580,389	7.6%	\$ 5,730,501	2.7%	\$ 5,879,539	2.6%	\$ 6,040,745	2.7%
Other External Revenues	7,133	7,354		7,538		7,726		7,919		-	
Transfer from Capital	435,240	464,034		478,103		491,188		504,501		518,171	
TOTAL REVENUES	\$ 5,329,007	\$ 5,659,084	6.2%	\$ 6,066,030	7.2%	\$ 6,229,415	2.7%	\$ 6,391,959	2.6%	\$ 6,558,916	2.6%
EXPENDITURES											
Operating Programs:											
Corporate Planning	\$ 1,039,569	\$ 1,117,940		\$ 1,147,069		\$ 1,174,511		\$ 1,202,688		\$ 1,231,625	
Legal Services	2,812,026	2,958,850		3,283,389		3,373,958		3,465,317		3,559,140	
Information Management	1,477,412	1,582,294		1,635,572		1,680,946		1,723,954		1,768,151	
TOTAL EXPENDITURES	\$ 5,329,007	\$ 5,659,084	6.2%	\$ 6,066,030	7.2%	\$ 6,229,415	2.7%	\$ 6,391,959	2.6%	\$ 6,558,916	2.6%

METRO VANCOUVER DISTRICTS
PROCUREMENT AND REAL ESTATE SERVICES
2023 BUDGET REVIEW
2023-2027 FINANCIAL PLAN

	2022 BUDGET	2023 BUDGET	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE
REVENUES											
Allocated to Functional Departments	\$ 21,062,826	\$ 22,205,670	5.4%	\$ 23,054,194	3.8%	\$ 23,309,112	1.1%	\$ 23,237,461	(0.3%)	\$ 23,467,014	1.0%
Other External Revenues	6,168,533	5,947,620		6,021,630		6,095,646		6,185,266		6,272,921	
Transfer from Capital	1,744,368	2,350,494		2,411,046		2,468,104		2,526,691		2,586,854	
Transfer from Reserves	650,000	1,040,000		950,000		500,000		500,000		500,000	
TOTAL REVENUES	\$ 29,625,727	\$ 31,543,784	6.5%	\$ 32,436,870	2.8%	\$ 32,372,862	(0.2%)	\$ 32,449,418	0.2%	\$ 32,826,789	1.2%
EXPENDITURES											
Operating Programs:											
Corporate Projects and Facilities	\$ 6,803,464	\$ 7,160,948		\$ 7,145,161		\$ 7,248,191		\$ 7,383,885		\$ 7,480,322	
Procurement	4,966,226	5,705,675		6,177,646		6,356,358		6,213,986		6,375,744	
Real Estate Services	2,879,970	3,339,516		3,638,592		3,668,421		3,777,358		3,871,644	
Administration and Department Support	-	683,744		861,570		885,991		910,288		935,178	
Total Operating Programs	14,649,660	16,889,883	15.3%	17,822,969	5.5%	18,158,961	1.9%	18,285,517	0.7%	18,662,888	2.1%
Debt Service	14,226,067	13,638,901	(4.1%)	13,638,901	0.0%	13,638,901	0.0%	13,638,901	0.0%	13,638,901	0.0%
Head Office Capital	750,000	1,015,000	35.3%	975,000	(3.9%)	575,000	(41.0%)	525,000	(8.7%)	525,000	0.0%
TOTAL EXPENDITURES	\$ 29,625,727	\$ 31,543,784	6.5%	\$ 32,436,870	2.8%	\$ 32,372,862	(0.2%)	\$ 32,449,418	0.2%	\$ 32,826,789	1.2%

METRO VANCOUVER REGIONAL DISTRICT
PROJECT DELIVERY
2023 BUDGET REVIEW
2023-2027 FINANCIAL PLAN

	2022 BUDGET	2023 BUDGET	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE
REVENUES											
Recover from Capital Programs	\$ 20,769,909	\$ 21,789,444	4.9%	\$ 25,432,261	16.7%	\$ 27,248,766	7.1%	\$ 29,059,268	6.6%	\$ 29,774,384	2.5%
Allocated to Functional Departments	11,704,426	10,840,828		12,573,328		13,294,452		13,732,391		13,871,225	
TOTAL REVENUES	\$ 32,474,335	\$ 32,630,272	0.5%	\$ 38,005,589	16.5%	\$ 40,543,218	6.7%	\$ 42,791,659	5.5%	\$ 43,645,609	2.0%
EXPENDITURES											
Operating Programs:											
High Value, Risk and Consequence Projects											
Annacis WWTP Digester No.5	\$ -	\$ 18,900		\$ 175,020		\$ 179,239		\$ 183,572		\$ 188,020	
Annacis WWTP Stage 5 Expansion	1,657,626	1,562,030		1,901,544		1,935,521		1,970,596		2,005,890	
Biosolids Dryer	17,200	20,200		176,420		180,939		185,472		189,920	
Coquitlam Water Supply Project	1,523,331	1,970,559		2,210,512		2,457,242		2,860,258		2,932,678	
Iona Island WWTP	2,675,342	2,707,021		3,873,409		4,691,181		5,346,802		5,484,640	
North Shore WWTP	1,649,883	3,065,589		3,156,910		3,268,354		3,357,649		3,472,539	
Northwest Langley WWTP	2,263,474	2,428,860		2,500,254		2,568,003		2,636,621		2,706,047	
Tunneling Projects	2,908,408	3,212,609		3,616,621		3,711,751		3,809,415		3,909,072	
	12,695,264	14,985,768	18.0%	17,610,690	17.5%	18,992,230	7.8%	20,350,385	7.2%	20,888,806	2.6%
Project Controls and Commercial	6,875,949	5,297,326	(23.0%)	6,108,439	15.3%	6,221,846	1.9%	6,338,288	1.9%	6,457,329	1.9%
Regulatory	1,198,696	1,506,350	25.7%	1,713,132	13.7%	2,034,690	18.8%	2,370,595	16.5%	2,428,249	2.4%
Project Management Office											
Integrated Asset Management	3,811,069	2,870,381		3,371,125		3,553,496		3,624,871		3,699,682	
Project and Portfolio Management	3,502,644	2,686,727		3,566,644		3,922,033		4,294,343		4,383,248	
Quality Management	1,584,482	1,424,548		2,074,027		2,099,652		2,151,633		2,180,008	
Administration and Support	984,987	638,891		651,734		662,741		676,169		687,829	
	9,883,182	7,620,547	(22.9%)	9,663,530	26.8%	10,237,922	5.9%	10,747,016	5.0%	10,950,767	1.9%
Administration and Department Support	1,089,337	1,427,247	31.0%	1,457,803	2.1%	1,486,661	2.0%	1,516,168	2.0%	1,546,469	2.0%
Allocation of Centralized Support Costs	731,907	1,793,034	140.0%	1,451,995	(19.0%)	1,569,869	8.1%	1,469,207	(6.4%)	1,373,989	(6.5%)
TOTAL EXPENDITURES	\$ 32,474,335	\$ 32,630,272	0.5%	\$ 38,005,589	16.5%	\$ 40,543,218	6.7%	\$ 42,791,659	5.5%	\$ 43,645,609	2.0%
ALLOCATED TO FUNCTIONAL DEPARTMENTS											
Water Services	\$ 3,939,069	\$ 3,810,519	(3.3%)	\$ 4,143,816	8.7%	\$ 4,381,476	5.7%	\$ 4,525,808	3.3%	\$ 4,571,565	1.0%
Liquid Waste Services	7,340,267	6,684,840	(8.9%)	7,269,546	8.7%	7,686,479	5.7%	7,939,684	3.3%	8,019,953	1.0%
Solid Waste Services	425,090	345,469	(18.7%)	375,687	8.7%	397,231	5.7%	410,318	3.3%	414,466	1.0%
Housing	-	-	N/A	640,051	N/A	676,768	5.7%	699,058	3.3%	706,126	1.0%
Regional Parks	-	-	N/A	144,228	N/A	152,498	5.7%	157,523	3.3%	159,115	1.0%
	\$ 11,704,426	\$ 10,840,828	(7.4%)	\$ 12,573,328	16.0%	\$ 13,294,452	5.7%	\$ 13,732,391	3.3%	\$ 13,871,225	1.0%

INFORMATION TECHNOLOGY

Description of Services

Information Technology is centralized service providing support to all business activities of Metro Vancouver's entities. This service includes management and operations of the Corporate Data Center, the network environment, cyber-security and management of digital assets. The team is also responsible for the management and technical oversight of software programs required to provide core services to the region.

Strategic Directions and High Level Goals Supported

Information Technology supports the *Board Strategic Plan's* direction to strengthen the *Regional Federation* by providing organization-wide support services for both Metro Vancouver the region and organization. This includes delivering Information Technology Planning, Systems and Infrastructure.

Performance Indicators

Indicator	Historical and/or Industry Benchmark	Current Performance	2023 Performance Objective
Information technology (IT) expenditures (operating) as a percent of total corporate expenditures	Gartner Group: 2022 Benchmark for Local Government: 4.9% 2021: 2.5	2022 projected: 2.5%	3.3%
IT staff as % of staff supported	Gartner Group: 2022 Benchmark for Local Government: 4.4% 2021: 3.8	2022 projected: 3.9%	4.3%

2023 Key Actions

- Strengthen the security and resiliency of corporate IT systems.
- Implement foundational systems to enable the secure use of Cloud-based systems.
- Develop an integration platform to enable improved data integration between systems on-prem and in the cloud.
- Implement PowerBI dashboards and continue to add datasets to as part of the MetroLytics and Data Warehouse initiatives.
- Continue to work with business partners on the improvement of the enterprise asset and work (EAM) management system and asset data quality.
- Utilize Metro Cloud to enable enterprise systems for use in the field with mobile devices.
- Continue to implement a corporate Project Management Information System to support capital projects.
- Implement Service Request software to manage corporate work planning.
- Transition to a unified, on-going IT work planning and prioritization process.
- Implement a Document Discovery tool to streamline searching and collection of corporate documents.
- Develop a data-sharing platform as part of a corporate open-data initiative

- Supporting the new solid waste system including the addition of features including license plate readers in unattended stations.
- Support Metro Vancouver's Bylaw work by enhancing REIA, and NRDE software systems.
- Implement software to manage Cannabis Regulation within the Air Quality Regulatory Program.
- Implement a data management system to support new regional regulatory program for building emissions.
- Continue the migration of systems to the Metro Cloud private cloud including GIS, and Asset Management.

CORPORATE SAFETY

Description of Services

Corporate Safety is responsible for the strategic direction and management oversight of Metro Vancouver's workplace health and safety program. This includes overseeing the delivery of Metro Vancouver's health and safety training and development, safety prevention efforts, safety investigations, OHS regulatory compliance, acting as the health and safety resource for Metro Vancouver's business units, providing guidance and direction in the areas of safety management systems, providing industrial hygiene, ergonomics, risk assessment, and WorksafeBC claims management.

Strategic Directions and High-Level Goals Supported

Corporate Safety supports the *Board Strategic Plan's* direction to strengthen the *Regional Federation* by providing organization-wide support services for Metro Vancouver. This includes delivering safety programs and support through ongoing safety guidance and training, continuous improvement of the Safety Management System, and promotion of a strong safety culture in an effort to reduce injury and illness in the workplace.

Performance Indicators

Indicator	Historical and/or Industry Benchmark	Current Performance	2023 Performance Objective
Certificate of Recognition (COR) audit score	MV 3-year average (2019-2021): 90.6% 2021: 91% 2020: 90% 2019: 91%	2022 Audit commences	100% (80% is pass)
Average hours per employee of safety training (TFR & FTR)	MV 3-year average (2019-2021): 12.6 2021: 13.5 2020: 9.2 2019: 15.1	YTD: 3.4 Objective: >16	> 16
Percentage of workforce receiving safety training (FTR)	MV 3-year average (2019-2021): 67% 2021: 55% 2020: 90 %* 2019: 55% *[Note: COVID-19 training]	YTD: 27% Objective: 100%	100%
Time-loss incidents	MV 3-year average (2019-2021): 28 2021: 23 2020: 32 2019: 29	YTD: 6	0
MV-All Safety Communications	>12/year	YTD: 20	>24/year

2023 Key Actions**Improve Safety Management System Documentation**

- Enhanced Shoring/Excavation Mandatory Training Initiative
- Ongoing improvement to Metro Vancouver's incident reporting and investigation system documentation and tracking of corrective actions.
- Ongoing enhancement to Corporate Safety's learning management system and increased tracking of employee onboarding.
- MV wide audit of tailboard forms and confined space entries.
- Revise existing key Corporate Safety Management System Standards.

Prevention Initiatives for Workers and Supervisors

- Enhancement of new employee safety onboarding – training, documentation and follow-up.
- MV Staff 2-day confined space focus day.
- Expand worker development training in the area of safety.
- Expand the offerings of Corporate Safety refresher training courses.

Promote Safe Work Culture

- MV COR safety audit and implement appropriate improvements based on audit.
- Modernize safety communications and outreach through new approaches such as video, texts, etc...

SECURITY AND EMERGENCY MANAGEMENT

Description of Services

Security and Emergency Management is a centralized service providing leadership, strategic planning and support to Metro Vancouver. The Security Program provides Corporate level security services for Metro Vancouver. The Emergency Management Program provides threat identification, risk assessments, vulnerability analyses, policies, plans and procedures to ensure the preparedness and business recovery of all Metro Vancouver facilities and staff in response to major emergencies. This also includes identification of the Security and Emergency Management regulatory training required for disaster prevention, mitigation and recovery from emergencies or disasters.

Strategic Directions and High-Level Goals Supported

Security and Emergency Management supports the *Board Strategic Plan's* direction to strengthen the *Regional Federation* by providing organization-wide support services for Metro Vancouver. This includes delivering Regional, Corporate and Electoral Area A emergency management and Corporate security.

Performance Indicators

Security and Emergency Management have historically not provided performance indicators.

Indicator	Industry Benchmark	Current Performance	2023 Performance Objective
MV Emergency Exercise Program	As Required	2022 YTD: 6	6 Exercises
Update Emergency Management Plans and support MV Operating Departments updating their EMP/ERP	As Required	2022 YTD: 4	5 Updates
Corporate Security-Provide formalized Security Awareness Training to MV Departments	As Required	New Program for 2023	6 Training Sessions

2023 Key Actions

- Oversee security for Metro Vancouver and ensure security posture is aligned to risk levels.
- Review and revise Corporate Security and Corporate Emergency Management Plans.
- EOC Exercise - Coastal Response 2023 (EMBC Led Exercise).
- Emergency Program Act Legislative changes (EM Modernization-2023) – Communicate legislative changes to MV Operating Departments.
- Complete implementation of Emergency Alerting System (Alertable) and include operational messaging from MV departments (Early 2023).
- Strengthen working relationships with Emergency Program Coordinators throughout the region.
- Through strategic and risk based engagements, the corporate security program will continue to support the protection of people, property, and the reputation of MV, through services including risk assessments, security consultations and incident response.
- Formalize security awareness training and deliver training sessions to MV operating departments.

METROFLEET

Description of Services

MetroFleet is a centralized service that provides lifecycle management of fleet assets and fleet support to all Metro Vancouver entities. The responsibilities of MetroFleet include fleet lifecycle asset management, regulatory compliance, development and implementation of green fleet initiatives, procurement and disposal, leasing and rentals, maintenance, warranty recovery, insurance and fuel management, and vehicle charge out rate allocation

Strategic Directions and High Level Goals Supported

MetroFleet supports the *Board Strategic Plan's* strategic direction to strengthen the *Regional Federation* by providing organization-wide support services as well as to take leadership on *Air Quality and Climate Change*. This includes ensuring staff and leaders have the resources and assets they require in order to deliver on goals, while looking for opportunities to reduce our impact on the environment in accordance with the Board Strategic Plan.

Board Strategic Plan – Regional Federation

Strengthening Our Livable Region

- Continue to promote regional approach on climate action to all Metro Vancouver functions, including both mitigation and adaptation, through Climate 2050.

Ensuring Financial Sustainability

- Develop and implement a financial framework that serves as the foundation for affordable service provision.

Air Quality and Climate Change

- Include actions that will facilitate the transition to clean, renewable sources of fuel in transportation and in energy provision.
- Expand opportunities for greater use of zero-emission vehicles in the corporate fleet.
- Ensure that Metro Vancouver asset management policies incorporate climate change adaptation actions.

Performance Indicators

Indicator	Historical Performance*	Current Performance	2023 Performance Objective
Corporate Fleet Greenhouse Gas (GHG) Emissions	2,700 to 3,200 tonnes CO ₂ e	2,614 tonnes CO ₂ e	2,700 tonnes CO ₂ e

2023 Key Actions

Improve Vehicle Uptime and Reduce Maintenance Backlog

- Plan and schedule service appointments for fleet partners to reduce downtime and improve productivity
- Run two teams with one focused on planned maintenance work and the second focused on unplanned emergency work to optimize garage space and reduce downtime
- Implement a heavy duty mechanic apprenticeship program to retain work in-house and develop team skills.

Improve customer service and support and financial transparency

- Streamline monthly department billing reports
- Optimize billing function with IT MetroLytics support.

Explore GHG Reduction Initiatives

- Further enhance and implement the Green Fleet Plan

EXTERNAL RELATIONS

Description of Services

External Relations is a centralized support department that provides support to all business activities of the Metro Vancouver entities. This support includes intergovernment relations, media relations, issues management, strategic communications, community engagement, brand management, multi-media asset development, website development and management, event management and development of communication campaigns to support key corporate areas (such as water conservation and waste reduction).

In addition to communications and engagement initiatives, the External Relations department leads and administers various initiatives under the General Government function, including Zero Waste collaboration (National Zero Waste Council and Zero Waste Conference), the Leadership and Engagement International Program, and Regional Culture.

The support and leadership provided by External Relations is guided by four key objectives:

- Increase public awareness, understanding, and alignment with Metro Vancouver services and policies
- Enhance communication, engagement, and collaboration with member jurisdictions
- Develop and implement engagement strategies for infrastructure projects and regional policy and planning initiatives
- Engage other orders of government and their agencies in support of regional priorities

Strategic Directions and High Level Goals Supported

Fostering collaboration and engagement

- Continue to enhance and build effective working relationships between Metro Vancouver and other orders of government, First Nations, adjacent regional districts and key stakeholders on a range of initiatives that will ensure a livable, prosperous, and resilient region
- Improve public and media understanding of the role of local government
- Facilitate collaboration among member jurisdictions to create efficiencies and improve alignment between local government policies and actions with those of Metro Vancouver
- Exercise Metro Vancouver's role as convenor to bring government (local and other orders of government), businesses and their associations, community, and academic experts together to share ideas and solutions on regional priorities and initiatives
- Advance initiatives aligned with a transformation to a circular economy

Increasing public awareness, understanding and alignment with Metro Vancouver services and policies

- Research, develop, and implement social marketing and behavior change campaigns to meet resource management objectives related to waste management and achieving zero waste, water conservation, and liquid waste management and source control.

- Engage and connect with residents and stakeholders to support the development and implementation of long-term management plans, including Metro 2050, Climate 2050, Regional Parks Plan, Metro Vancouver's 10 Year Housing Plan, Integrated Liquid Waste and Resource Management Plan, Integrated Solid Waste and Resource Management Plan, and Drinking Water Management Plan.
- Support the acceleration of actions to address climate change through education and engagement with the public on the science of climate change, its implications on the Metro Vancouver region, and the scope of actions required to reduce greenhouse gas emissions and adapt to the changes already triggered by climate change.
- Develop and implement communication and engagement strategies, including the hosting of critical events / forums, to foster understanding and facilitate input from stakeholders and residents on Metro Vancouver policies and plans across all service areas to advance resilience of built and natural infrastructure and to improve our institutional capacity to manage shocks and stresses.
- Advance initiatives aligned with a transformation to a circular economy;
 - Encourage innovation in the delivery of Metro Vancouver services that will contribute to the region's resilience and prosperity through clean technology and circular economy solutions
 - Work with members, the provincial government, and the federal government on strategies to reduce single-use items and other consumer products
 - Use the National Zero Waste Council and the annual Zero Waste Conference to promote the importance of waste prevention and the value of transitioning to a circular economy
 - Facilitate cross-sector collaboration to design waste out of products and packaging and to harmonize policies across Canadian jurisdictions that will both reduce waste and create economies of scale in remanufacturing opportunities
- Research, develop, produce and promote social media and videos about Metro Vancouver's work to deliver services and solutions to the region in order to build broad public awareness and support for the organization's projects, policies, and initiatives.

Intergovernment Relations

- Pursue partnership funding for investments in critical infrastructure projects with regional benefit
- Continue to work with provincial and federal governments to access programs that will generate new affordable housing and support upgrading existing rental units to be more energy efficient
- Engage with provincial and federal governments and First Nations on specific actions to reduce greenhouse gas emissions and adapt to and mitigate climate change
- Pursue partnerships with other orders of government to fund innovative projects that will generate clean, renewable sources of energy from Metro Vancouver utilities
- Maintain and create venues for sharing information on funding applications and the consideration of regional priorities

Performance Indicators

Indicator	Historical and/or industry benchmark	Current performance	2023 performance objective
Number of website page visits Metro Vancouver website	2021: 5,102,498 2020: 4,361,143 2019: 4,145,216	Projected for 2022: 5,553,950 (8.85% increase) July 2022: 2,776,975	5,831,750 (5% increase)
Number of video views (YouTube, Facebook, Metro Vancouver website – Vimeo)	2021: 6,775,650 2020: 4,153,800 2019: 3,970,419	Projected for 2022: 7,635,556 (12.69 % increase) July 2022: 3,817,778	8,017,900 (5% increase)
Number of mailing lists subscribers – 26 lists (2018), 32 lists (2019), 43 lists (2020), 32 lists (2021 – due to consolidation)	2021: 51,446 2020: 46,507 2019: 46,420	July 2022: 55,700 (8.27% increase)	58,490 (5% increase)
Number of Metro Vancouver followers on Twitter	2021: 36,100 2020: 31,234 2019: 30,000	July 2022: 36,250 (0.4% increase)	38,063 (5% increase)
Number of Metro Vancouver followers on Facebook	2021: 42,043 2020: 30,687 2019: 18,329	July 2022: 49,400 (17.49% increase)	51,870 (5% increase)

2023 Key Actions

- Engage with the public, business communities and other orders of government on Metro Vancouver strategic priorities through proactive media engagement, intuitive and accessible web and social media presence, brand promotion, and email newsletters and the hosting of virtual and in-person events
- Implement and continue to refine Metro Vancouver’s intergovernment relations strategy to ensure effective relationships with federal/provincial/local government and other stakeholders in support of Metro Vancouver priorities and interagency issues
- Increase awareness of the urgent need for water conservation and the quality and source of Metro Vancouver water, including lawn watering regulations and through communications activities such as the We Love Water, Water Wagon and Grow Green campaigns
- Educate and build awareness and behavior change around liquid waste management through regional campaigns focused on source control and contaminants of emerging concern (including Unflushables, Wipe It Green Bin It, Microfibres) and continue strategic communications around biosolids, surfactants, and inflow and infiltration
- Champion waste reduction and prevention through zero waste communications and behavior change campaigns (including Create Memories Not Garbage, Superhabits (single-use items); Waste in its Place (illegal dumping), Think Thrice (textiles), More than Meets the Eyes (electronics recycling), Food Isn’t Garbage, Love Food Hate Waste;
- Provide leadership and secretariat to National Zero Waste Council, 2023 Zero Waste Conference, Love Food Hate Waste Canada

- Develop and deliver communications and engagement strategies in support of service area priorities and programs, including project delivery, liquid waste, water, solid waste, climate change, air quality, regional parks, housing. Key engagement priorities over 2023 include Climate 2050, regional planning, Integrated Liquid Waste and Resource Management Plan, Integrated Solid Waste and Resource Management Plan, Drinking Water Management Plan, Invest Vancouver and DCCs to fund growth-driven regional water and liquid waste infrastructure.
- Develop and deliver communications and engagement strategies in support of Metro Vancouver's infrastructure projects, including major projects like the North Shore Wastewater Treatment Plant, Langley Wastewater Treatment Plant, Coquitlam Water Main, Coquitlam Intake Number 2, Stanley Park Water Tunnel, and Iona Island Wastewater Treatment Plant projects
- Support the delivery of existing plans through communications and ongoing engagement, such as the 10-Year Housing Plan, Clean Air Plan, Metro 2050, Regional Parks Plan, and Invest Vancouver
- Deliver and enhance K-12 program activities in alignment with Metro Vancouver priorities and initiatives
- Produce and distribute video content and programming and distribute to community television stations, through social media, and provision of materials to local media outlets.
- Provide leadership to the Metro Vancouver brand through web development, graphic design, signage, sub-branding, video production, etc.)
- Advance and support regional culture through the regional culture grants program
- Continue to build and advance Metro Vancouver's international engagement strategy
- Host regional Council of Councils on key Metro Vancouver priorities
- Host major events and forums in support of and to advance Metro Vancouver priorities
- Host Metro Vancouver presence at the 2023 Pacific National Exhibition

FINANCIAL SERVICES

Description of Services

Financial Services is responsible for providing support services pertaining to accounting, payroll, financial planning, capital planning, cash and debt management, and risk management as well as process reviews which assists departments in achieving their capital and operational objectives.

The department has a fiduciary/stewardship responsibility regarding developing and maintaining appropriate financial policies, processes and procedures to ensure the overall financial sustainability of the Metro Vancouver Districts and Housing Corporation, safeguarding of the corporation's assets and compliance with ongoing finance related statutory requirements and corporate policies.

Strategic Directions and High Level Goals Supported

Use value for service to guide Metro Vancouver operations and service provisions.

- Develop fiscal policy using equity and affordability criteria.
- Ensure that opportunities for increased efficiencies are evaluated and implemented

Financial Goals:

- Ensure the long-term financial sustainability of the Metro Vancouver Districts and Housing Corporation.
- Safeguard/steward the corporation's assets.
- Provide and enhance service to both internal and external customers.
- Provide support to Metro Vancouver operations in achieving their management plan goals.

Performance Indicators

Indicator	Historical and/or Industry Benchmark	Current Performance	2023 Performance Objective
Current ratio (current assets / current liabilities)	Historical average for BC municipalities 3.8 to 1	2021 Year End: 3.2 to 1	Minimum 3.8 to 1
Debt service costs / total revenue	Province of BC threshold 25%	Projected 2022: 20%	<20%
Operating Surplus Ratio (operating surplus as a % of own source revenues)	0 - 15%	Projected 2022: 2.3%	<5%

2023 Key Actions

Financial Planning

- Working with the new Board to deliver a Long Term Financial Plan that will guide operational and capital decision making.
- Build processes to obtain the GFOA budget award.
- Continue to enhance modelling capacity to support the increasing needs of the organization, in particular the Utilities and Project Delivery.
- Continue with review of Financial Planning policy suite, looking to better align policies with the evolving needs of an increasing capital program and associated costs.
- Complete KPI work started in 2021, including measuring identified KPI's and reporting on these to CPC, establishing a baseline for monitoring and management.
- Enhance capital planning processes and fiscal controls for all Departments that have capital programs.
- Work with partners Utilities and Project Delivery to evolve from project planning to capital planning with fiscal parameters.

Financial Operations

- Drive the automation projects leveraging a financial reporting system to create efficiencies in the processes and reporting that require significant manual intervention.
- Provide resourcing and expertise to Corporate Services on the Enterprise Asset Management assessment project (EAM), Project Management Information system (PMIS) implementation, PeopleSoft HR/Payroll system requirements and evaluation project and Metrolytics reporting project. Review Financial Operation policies for modernization and efficiencies.
- Complete work to implement Asset Retirement Obligation (PS3280) and Financial Instruments (PS3450) reporting for the 2023 annual financial statements.
- Continue to work with regulators and experts to understand and prepare for Environmental, Social, and Governance (ESG) reporting requirements.

Risk Management

- Continue with implementation and evolution of the Enterprise Risk Management program.
- Evaluate automation solutions for assessing enterprise risks and implement the system organization wide.
- Complete feasibility study of implementing a captive insurance programs to enhance coverage and reduce related costs.
- Review claims handling process to define roles and responsibilities for claims made against Metro Vancouver

HUMAN RESOURCES

Description of Services

Human Resources is a corporate service providing support to all business activities of Metro Vancouver's entities. The support provided through Human Resources is two-fold: it develops and delivers programs that support both Metro Vancouver's high level goals; and it works with client departments to effectively manage, attract, develop and retain capacity in the achievement of their goals and objectives. There are three components within HR that deliver day-to-day services to support the operations of the organization, along with strategic initiatives to address emerging trends, and business opportunities: Talent Management and Organization Development, Employee and Labour Relations, and HR Systems, Benefits & Metrics.

Strategic Directions and High-Level Goals Supported

Human Resources supports the *Board Strategic Plan's* direction to strengthen the *Regional Federation* by providing organization-wide support services for Metro Vancouver. This includes ensuring staff and leaders have the talent, resources, knowledge and skills, they require in order to deliver on goals in accordance with the Board Strategic Plan.

Performance Indicators

Indicator	Historical and/or industry benchmark	Current Performance	2023 Performance Objective
Number of External Applicants ¹	MV 3-year average (2019-21): 7,774 2021: 10,337 2020: 7,008 2019: 5,976	2022 YTD: 3,771 Objective: 11,000	11,000
Percentage of workforce receiving training (FTR, excludes safety training)	MV 3-year average (2019-21): 69% 2021: 74% 2020: 65% 2019: 68%	2022 YTD: 50% Objective 70%	70%
Participation in MetroFit Health and Wellness Programs ²	MV 3-year average (2019-21): 2,434 2021: 3,457 2020: 1,992 2019: 1,851	2022 YTD: 2,194 Objective: 2,500	2,500

¹ One applicant may apply for multiple vacancies over the course of a year. Formerly referenced as "unique" job applicants.

² Employees are able to participate/register for multiple programs.

2023 Key Actions

- Further enhance and support a comprehensive, organization-wide Diversity, Equity and Inclusion Strategy
- Review and deliver enhanced Labour Relations, Return-to-Work/Accommodation and Performance Management training to Exempt Supervisors
- Continue Collective Bargaining
- Continue partnerships with colleges/universities to create a talent pipeline and continue to expand on a Water and Wastewater Operator Certificate/Diploma program in partnership with BCIT and EOCP
- Implement enhanced HR analytics and metrics for enhanced decision-making
- Support People Plan for the organization to support talent pipelines and staff growth and development, as well as Operating and Capital plans
- Support strategic and workforce planning; revitalize Succession Planning practices for leaders

LEGAL SERVICES AND INDIGENOUS RELATIONS

Indigenous Relations 2023 WORK PLAN

Description of Services

Indigenous Relations provides information, advice and support to Metro Vancouver on First Nations' interests and issues, and analyzes how such First Nations' interests and issues may affect corporate programs, processes and projects. Indigenous Relations also responds to pan-municipal First Nation issues and represents and supports Metro Vancouver local government interests at treaty negotiation tables as well as at provincial and federal venues.

Strategic Directions and High-Level Goals Supported

Board Strategic Plan, 2019-2022:

Fostering Collaboration and Engagement

- Enhance relationships between Metro Vancouver and other orders of government, First Nations, adjacent regional districts, and key stakeholders.
- 4.2 Strengthen relationships with First Nations by exploring new pathways to reconciliation, such as increased engagement, dialogue, and collaboration between Metro Vancouver and First Nations in the region.

Performance Indicators

Indicator	Historical and/or industry benchmark	Current performance	2023 performance objective
Number of bilateral meetings between Metro Vancouver and the nine area First Nations with lands	MV 5-year average (2017-2021) 37	Projected 2022: 90	 125
Total requests for information or advice related to First Nations and/or Indigenous Relations	MV 5-year average (2017-2021) 1,900	Projected 2022: 4,000	 5,000
Number of attendees at Indigenous Relations Training Sessions	MV 5-year average (2017-2021) 150	Projected 2022: 300	 400
Number of events/attendees at Special Indigenous Relations Events (e.g. Community to Community Forums, workshops, lunch and learns)	MV 5-year average (2017-2021) 3/450	Projected 2022: 11/900	 12/1,000

2023 Key Actions

- Support ongoing First Nation engagement efforts (including agreements) on major Metro Vancouver capital and construction projects such as North West Langley Wastewater Treatment Plant upgrade, Iona Island Wastewater Treatment Plant upgrade, Coquitlam Lake Water Supply project, Coquitlam Main Water project, and Widgeon Marsh Regional Park development.
- Respond to the increasing number of internal requests: including the provision of advice on information sharing and engagement with First Nations; the identification of First Nation economic and procurement opportunities; as well as the coordination of, and participation in, meetings with First Nations involving staff from across the Metro Vancouver organization.
- Host a Regional Gathering involving members of the Indigenous Relations Committee, MVRD Board, and respective First Nation Chiefs and Councils from the 10 First Nation communities in the region.
- Provide ongoing training sessions for Metro Vancouver staff on various Indigenous Relations issues, including corporate policy related to sharing information and engagement with First Nations, as well as the Board's procurement policy that includes economic opportunities for First Nations and more use of their services (e.g. archaeological) on Metro Vancouver projects.

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PROCUREMENT AND REAL ESTATE SERVICES

Description of Services

Procurement and Real Estate Services is responsible for providing strategic and operational support services pertaining to property rights for all business activities of Metro Vancouver's entities, acquisition and lifecycle management of third party goods and services for Metro Vancouver's operations and capital works, and the overall management of Metro Vancouver's Head Office, MetroTower III. Real Estate Services collaborates with departments to ensure value for the organization is obtained and risk is mitigated when engaging in the acquisition and/or disposition of statutory rights of way, fee simple and other property interests and the management of over 6,500 property interests. Procurement collaborates with departments across the organization to ensure that the organization is receiving value for money through the development of appropriate strategies to engage the market place, contract management and overall risk mitigations plans. Operational departments also rely on Procurement to apply leading practices in the management of physical materials and parts inventory and oversight of warehouses ensuring that the right supplies are available and delivered as needed in the most sustainable and cost-efficient way. Corporate Facilities manages MetroTower III tenants, building systems maintenance, security, parking, janitorial, cafeteria oversight and other ancillary services to ensure that MV's asset is well maintained and optimally performing.

Strategic Directions and High-Level Goals Supported

Real Estate Services Goals:

Real Estate Services supports Metro Vancouver's Board Strategic Plan to strengthen the Regional Federation by providing organization-wide support services which strive to meet objectives that deliver financial, environmental sustainability and system stewardship for the organization.

Procurement Goals:

Procurement supports Metro Vancouver's Board Strategic Plan to strengthen the Regional Federation by providing organization-wide support services which strive to meet objectives that deliver financial, environmental sustainability and system stewardship for the organization.

Corporate Facilities Goals:

Corporate Facilities supports Metro Vancouver's Board Strategic Plan to strengthen the Regional Federation by providing essential support services; safe and reliable spaces for MV staff to perform their work which in turn delivers key core services to the region's ratepayers.

Performance Indicators

Indicator	Historical and/or Industry Benchmark	Current Performance	2023 Performance Objective
Outstanding Rights of Way *	2022: <ul style="list-style-type: none"> 3 transactions completed 12 in active expropriation proceedings (one owner) 	Acquire rights to 10 - 15 high priority sites	
Building Operations MTIII Energy Star rating (overall building efficiency: electricity, water & gas – minimum 90% to meet Leed Platinum Building status).	2021 92%	2022 YTD 87%	>=90%

* MV originally had ~1,500 rights of way in this program, with ~350 still needing to be improved/acquired to ensure adequate rights and protections for MV infrastructure. Program progress is limited by capital funding, staffing levels, negotiation timing and legal processes.

The following are a subset of operational metrics the PRS department will be developing in 2023 to support data driven decision-making

Indicator	2023 Performance Objective
Savings (% on awarded procurements against budget and negotiated savings where applicable)	<ul style="list-style-type: none"> - Develop metric and appropriate targets (%) - Report out annually starting (2023 baseline)
Contracts Competitively Bid (% awarded contracts resulting from competitive market event as per policy)	<ul style="list-style-type: none"> - Develop metric and appropriate targets (%) - Report out annually starting (2023 baseline)
Average Time Procurement Cycle (# of days from requisition to contract award)	<ul style="list-style-type: none"> - Develop metric and appropriate targets (%) - Report out annually starting (2023 baseline)

2023 Key Actions

Real Estate Services

- Obtain Board approval on updated organization Real Estate policy.
- Review processes and implement changes necessary for GVWD/GVS&DD to provide consent to third parties in order to perform proximal works near its infrastructure or use of rights of way held by GVWD/GVS&DD.
- Organization wide strategy for the acquisition of land interests specific to various MV entity requirements.
- Explore options within the existing legislative framework to establish a mechanism which would provide MV a portfolio of lands for purposes of aiding in the strategy for land for organization wide purposes as above.

- Establish performance measurement (metrics, KPIs, dashboards) to support operational decision-making and management reporting.
- Undertake Continuous Improvement (CI) initiatives focused on streamlining processes and automating routine work:
 - Technology / system optimization review (identify and implement changes to current systems to better support operational work); and
 - Implementation of new legal contract templates.

Procurement

- Obtain Board approval on updated organization Procurement Policy.
- Establish performance measurement (metrics, KPIs, dashboards) to support operational decision-making and management reporting.
- Establish annual Board reporting outlining Metro Vancouver's procurement activity.
- Undertake Continuous Improvement (CI) initiatives focused on streamlining processes and automating routine work:
 - Core process reviews (contracting, bidding, spend analytics etc.);
 - Technology / system optimization review (identify and implement changes to current systems to better support operational work; and
 - Complete review of all legal tools and templates and implement changes (bid and contract documents).
- Continue to enhance internal customer engagement and collaboration supporting capital program.
- Conduct review of warehousing and material management practices to further standardize processes across the organization.
- Identify and execute quick win sourcing opportunities to derive savings and operational improvements.
- Develop a framework for formally incorporating social and environmental sustainability into our procurement process. Develop some measures (qualitative/quantitative) in 2023 and pilot some opportunities with the new framework.

Corporate Facilities

- Undertake Continuous Improvement (CI) initiatives focused on streamlining processes and automating routine work:
 - Implement an automated work order/requisitioning system to better allow for work coordination; and
 - Review & update internal policies relating to Facilities Management including space planning standards, guidelines and practices.
- Develop an energy roadmap to further implement energy reduction opportunities and align with MV's net zero plan.
- Undertake building envelope inspection and perform remedial repairs. Inspection will inform longer term building work and investments.
- Parking Review – undertake review of physical parking spaces in MT complex as well as determine future needs (return to office) and implement policy changes.

PROJECT DELIVERY

Operating Budget (PMO)

Description of services

Metro Vancouver provides critical services to the Metro Vancouver region through all four of its legal entities. The Majority of these services rely on the existence and functionality of capital infrastructure assets to perform adequately. The Project Delivery Department is responsible for delivering the highest value, consequence and risk projects for Water and Liquid Waste Services (funded through Liquid Waste and Water capital budgets) as well as leading the creation, evolution, development and implementation of centers of expertise for project management, organizational quality management and asset management across Metro Vancouver (allocated through operating budgets as centralized support).

- **Project and Portfolio Management** – A centralized Project Management group has a mandate that includes the development and implementation of a corporate project management framework, a capital project stage gate framework, designing and delivering PMO related training and development, and expert advisory services, to support Metro Vancouver's >\$7B five-year capital plan. The mandate also includes supporting development, implementation and oversight of Project Management related IT systems to enable data-driven decision making.
- **Quality Management** – A centralized organizational quality management team that is responsible for developing and implementing a corporate Quality Management System to comply with the Province of BC's new Professional Governance Act and new requirements for regulation of firms that are engaged in the practice of professional engineering and geoscience, including reporting regularly to the CAO and GMs on compliance, audit-readiness and liability exposure. The team actively collaborates with local governments and other peer organizations in BC and throughout North America to enable best practices, continuous improvement and benchmarking.
- **Integrated Asset Management** – With one of the largest and most complex asset portfolios in Canada, Metro Vancouver has been progressing its asset management practices for over ten years with support and guidance from industry experts and comparable large utilities across the globe to enable best practice day-to-day asset management and long term capital investment decision making. This work was recently centralized to better enable the advancement of this work consistent with corporate asset management policies.

Working alongside staff across all MV departments, the Project Management Office will report regularly to senior staff and executive management as well as MV Boards and Committees on progress, especially as related to improvement areas identified in the independent review completed by KPMG in 2020.

Strategic directions and high level goals supported

Board Strategic Plan

- Ensure the long-term financial sustainability of the Metro Vancouver Districts and Housing Corporation.
- Safeguard/steward the corporation's assets.
- Provide and enhance service to both internal and external customers.
- Provide support to Metro Vancouver operations in achieving their management plan goals.
- Ensure value for money in providing asset management knowledge and standards for engineering services and capital delivery.

Performance indicators

Indicator	Historical and/or industry benchmark	Current performance (as at July, 2022)	2023 performance objective
Project Management Knowledge Transfer Sessions*	New	8 PM Training sessions (200 participants) 5 PM Lessons Learned sessions	Stage Gate Framework Training delivered to 80% of PDE staff Project Governance Framework delivered to 50% MV project managers
Projects using insourced PM enabling technologies (e.g. cost, schedule, risk, document ctrls, reporting)	New	New for 2023	100% of HVRC** projects 20% of non-HVRC projects
Stage Gate Reviews	New	Iona Project successfully completed Stage Gate 1	100% of HVRC** Projects
QMS Training Delivered	2022 Target: 90% attendance	Delivered 9 Webinars - PGA Compliance (~ 67% attendance as of July 2022)	> 5
Internal Quality Audits Performed	2022 Target: 7	~ 3 Quality Audits completed	<i>New Indicator:</i> Annual Quality Audit Program implemented (100% by the end of the year)
Conformance to PGA and QMS Requirements from internal audits (~10% of projects sampled)	2022 Target: ≥ 80%	On-going (will be available by end of September 2022)	<i>New Indicator:</i> Timely completion of actions related to audit findings (≥ 80% on time)
Number of assets added to MV asset register	New	1400	3000
Number of staff attending Asset Management training/knowledge transfer sessions	New	200	350

*Includes in-person and virtual training sessions as well as lessons learned presentations

** HVRC- High Value, Risk, Consequence Projects

2023 key actions

Project & Portfolio Management

Project Management Framework

- Progress the Project Management Framework to align with outcomes from the organization-wide Project Management Maturity Assessment and the Discovery Phase of the Project Management Information System project, including:
 - Continue to implement the Stage Gate Framework for all HVRC projects to enable transparent, well-informed, standardized and efficient decision making
 - Implement the Project Governance Framework – including project classification, standard project lifecycle, and defined project roles and responsibilities – to ensure effective approval and oversight over different classes of capital infrastructure projects
 - Update, develop, publish and train staff on project management standard practices, procedures, guidelines and templates.
 - Implement priority components of a Project Management Information System that supports the Project Management Framework – including centralized data, standard workflows, reporting (KPIs) and dashboards – to improve consistency in project delivery and data-driven decision making on projects, programs and portfolios

Technical Knowledge Management and Expert Advisory Services

- Conduct lessons learned sessions to transfer knowledge on capital project delivery
- Procure and sustain External Expert Advisory Panel –panel of independent experts who provide impartial expert advice related to capital infrastructure projects delivered by Project Delivery Department
- Retain specialized project advisory services to enable improved planning and delivery of capital infrastructure projects

Quality Management (QM)

- Progress implementation of a Quality Management System (QMS) that meets PGA, EGBC and ISO 9001:2015 requirements.
- Develop, implement and sustain an Annual Internal Quality Audit Program supported by a pool of Quality Auditors across MV in preparation for a potential EGBC Registered Firm Compliance Audit.
- Implement Digital Authentication of Engineering/Geoscience Documents (Other than Drawings)
- Develop, manage and sustain updates and improvements to Metro Vancouver engineering technical specifications and standards.
- Sustain benchmarking initiatives with utilities across North America and globally through AWWA and the WEF WISE Program.
- Lead and promote continual improvement as related to the PGA aligned with QMS tools and processes and Lean Six Sigma

Integrated Asset Management

Asset Management Strategies and Services

- Progress improvements identified in the 2022 Corporate Asset Management Strategy.
- Partner with Finance in development of Long Range Financial Plan.
- Publish corporate and departmental asset management dashboards.
- Provision of asset management expert advisory services, training, knowledge transfer and support across Metro Vancouver.

Asset Management Systems and Processes

- Work with operating and capital project teams to add or update assets in the inventory and improve asset data integrity and coverage.
- Update, develop, publish and train staff on asset management procedures, standards and specifications.
- Continue to progress operationalizing asset management enabling technologies such as Metro Asset Tool (MAT), linear asset risk assessment tool (in GIS), linear asset replacement cost model (in GIS), etc.
- Continue to provide daily oversight, management, technical expertise, and continuous improvement to ensure uninterrupted availability of the asset and work management system (EAM) to utilities O&M staff and others.
- Partner with IT to complete Proof of Concept related to re-implementation of EAM system.

PROJECT DELIVERY

Project Controls & Commercial

Description of Services

Metro Vancouver provides critical services to the Metro Vancouver region through all four of its legal entities. The majority of these services rely on the existence and functionality of infrastructure assets to perform adequately. To deliver project excellence consistently, Metro Vancouver needs to have:

- 1) Best in Class standardized procedures to establish expectations
- 2) Knowledgeable and skilled workforce to effectively implement them

The Project Controls & Commercial Division of Project Delivery is the center of expertise created within the Project Delivery department in Q2 2021 (date of first hire) for project controls as well as contract and claim management.

Drawing from experience and industry best practices, the Project Controls Division within Project Delivery will help support the delivery of competitive and predictable planning and execution of all its major projects in the following areas of expertise:

- Cost Estimating
- Planning and Scheduling
- Cost and Schedule Control
- Risk Management
- Project Benchmarking
- Contract and claim management

Working alongside project managers within Project Delivery, the Project Controls & Commercial Division will implement best practice procedures to deliver improved oversight on major projects, ensuring alignment of contractors' practices with Metro Vancouver's best practices.

Strategic Directions and High Level Goals Supported

Ensure value for money for Metro Vancouver by:

- Ensuring long-term financial sustainability for Metro Vancouver by creating a robust and transparent process in developing risk-adjusted project cost estimates and schedules.
- Developing and implementing best practice procedures and tools for project oversight in the area of cost control, schedule and risk management as well as contract and claim management.
- Enabling confident and effective decision-making, by providing timely and high quality cost, schedule, and risk data.
- Realizing significant cost savings through in-sourcing of Project Controls specialized expertise on major projects and the reduction of external Project Controls consulting services.
- Building Metro Vancouver's capability through training and coaching of staff on Project Controls best practices.
- Encouraging and facilitating continuous improvement through data capture and advanced analytics of project information.

Performance Indicators

Indicator	Historical and/or industry benchmark	Current performance (as at July, 2022)	2023 performance objective
Cost Estimating Framework deployment to HVRC Projects.	New Measure	Deployed to 3 major projects	100%
Complete Project Controls digitalization pilot on one program. Roll-out of Primavera P6, Acumen Suite, Cost Control system, and Power BI Project Controls dashboard.	New Measure	In progress	100%
Embedded project controls resources in HVRC Projects	New Measure	Deployed to 3 major projects	Deployed to 5 major projects

2023 Key Actions

Technical Excellence:

- Continued roll-out of best practice project controls procedures on NW Langley, North Shore, and Iona in the area of Cost Estimating, Planning & Scheduling, Cost & Schedule Control, and Risk Management.
 - Cost Estimating – focus will be to assist HVRC Projects with development of robust, realistic and well documented cost estimates. This includes a transparent development of contingency and risk reserves, to reach a P80 level of funding.
 - Project Planning & Scheduling – focus will be to ensure integration of project stakeholders and that proper logic, interdependencies, durations, resources and constraints are incorporated.
 - Cost and Schedule Control – focus will be on clear establishment of cost and schedule baselines, stringent management of project changes, formal contingency drawdown process, and accurate forecasting of cost and schedule to project completion.
 - Risk Management – focus will be on active and continuous risk and opportunities management, to help the HVRC Projects successfully manage project delivery and protect / enhance project value.

Continuous improvement:

- Internal project benchmarking – Initiate the development of an internal cost and schedule benchmarking database, to assess HVRC Project performance against past MV projects of similar scope. Build database of useful cost and schedule metrics to assist in the Cost Estimating and Planning & Scheduling processes.
- External benchmarking – drive top-quartile performance on HVRC Projects by applying independent, high grade verification that major project costs and schedules are realistic when benchmarked against similar external projects of similar scope.

Direct Project Support:

- Direct participation on key PDE programs - NW Langley, Iona, North Shore, Coquitlam Lake Water Supply, and Annacis Stage 5, in order to effectively implement Project Controls best practices. This will ensure accountability and predictability of the project cost and schedule.

Knowledge Transfer and Internal Capability Development:

- Knowledge Transfer - Engage and coach PDE staff on Project Controls best practices by conducting in person and online training programs.
- Internal Capability Development – Implement career progression model for Project Controls, to help provide transparency of opportunities for advancement to MV employees. Build Project Controls capability within Project Delivery by cross-training individuals in various Project Controls disciplines and ensuring key project positions are staffed with MV employees.

Digitalization:

- Leverage digitalization for advanced analytics to enable more effective decision making on major programs.
- Shortlist, select, and configure cost management software.
- Lead Power BI integration and mapping so that IT could have a strategic view on how Project Controls systems will integrated with Power BI
- Start building out Power BI reports to provide transparency and availability of quality data to management. Standardize Project Controls KPIs and dashboards.

Allocated Programs**2023 to 2027 – WHAT’S HAPPENING**

Below is a summary of some of the significant initiatives to be undertaken by the Centralized Support Program over the next 5 years.

Initiative	Description	Theme
2023 - 2027		
CORPORATE SERVICES		
Asset Management System	Reconfigure the Enterprise Asset Management system to better facilitate field work and analyze asset lifecycle costing as part of the corporate Asset Management Framework.	System Stewardship
Cyber Resilience	Enhance security and architecture team and procure software to proactively mitigate the risks posed by cyber security threats.	System Stewardship
Metrolytics Data Warehouse and Reporting	Continued development and expansion of a corporate data warehouse and dashboard reporting systems.	System Stewardship
MetroFleet	Further electrify the fleet and implement a comprehensive electric vehicle charging infrastructure plan.	System Stewardship
Corporate Safety, Security, and Emergency Management	Enhancement of new employee safety onboarding – training, documentation and follow-up.	System Stewardship
Corporate Safety, Security, and Emergency Management	Expand worker development training in the area of safety.	System Stewardship
Corporate Safety, Security, and Emergency Management	Complete implementation of Emergency Alerting System (Alertable) and include operational messaging from MV departments.	System Stewardship
Corporate Safety, Security, and Emergency Management	Formalize enhanced security awareness training and deliver training sessions to MV operating departments.	System Stewardship

EXTERNAL RELATIONS		
Community and Stakeholder Engagement and Collaboration	Effective leadership of community engagement for LWS, WS and PDE capital projects and management plans; significant stakeholder engagement to ensure meaningful development of Metro 2050 and Climate 2050 in addition to Regional Parks, MVHC projects, air quality initiatives; PNE event management; leadership to National Zero Waste Council / Zero Waste Conference and other Zero Waste Collaboration Initiatives; support to Invest Vancouver.	System Stewardship Regulatory and Legislative Environment Regional Growth Environmental Sustainability Financial Sustainability
Intergovernment Relations and Leadership Engagement	Build and maintain effective relationships with federal, provincial and local governments and other stakeholders in support of Metro Vancouver priorities and interagency issues, in particular the Iona Island Wastewater Treatment Plant projects, affordable housing and climate action. Convene and build relationships with other government agencies and international government bodies, to build networks of collaboration and best practices.	System Stewardship Regulatory and Legislative Environment Environmental Sustainability Financial Sustainability
Behaviour Change Campaigns and Communications Planning	Campaigns and education/awareness building efforts in support of water conservation, zero waste, source control, surfactants and I&Is, regional parks, and air quality/climate change. Critical research, focus group testing and developing and implementing communications strategies across all departments. Convene and build relationships with member jurisdictions so they can successfully engage and collaborate on regional campaigns and priorities. Engagement of youth, including K-12 schools program in support of MV priorities and BC curriculum. Enforcement of strong messaging for bylaw development on residential wood burning and NRDE.	Environmental Sustainability System Stewardship Regulatory and Legislative Environment
Media Relations and Issues Management	Proactive issues management, media engagement and social media presence engaging public, business communities and government on Metro Vancouver strategic priorities.	Environmental Sustainability System Stewardship

EXTERNAL RELATIONS (continued)		
Brand Development and Awareness	Creation and distribution of video and community television shows, online distribution, television and other mechanisms about Metro Vancouver operations, issues, and policy. Enhancements in web environment and UX, ensuring on-line integration with in-person events and engagements, technical and graphic design support for campaigns, major events and conferences. PNE Activation. Development of 360 videos and online virtual walkthroughs and spaces.	System Stewardship Regulatory and Legislative Environment Regional Growth Environmental Sustainability Financial Sustainability
FINANCIAL SERVICES		
Long Term Financial Planning	With the Board, develop a Long Term Financial Plan to guide strategic and service level decisions and promote fiscal responsibility.	Financial Sustainability System Stewardship
Development Cost Charges (DCC)	Annual updates of the DCC program for Greater Vancouver Water District and the Greater Vancouver Sewerage and Drainage District in line with the planned consultation approaches.	Financial Sustainability
Automation of Key Financial Processes and Reports	Create efficiencies and reduce staff time to respond to emerging issues by reducing manual processing time where practice by strategic investment in processes.	Financial Sustainability
Decision Support	Increase modelling capacity to enhance financial analysis, projection and organizational decision support.	Financial Sustainability
HUMAN RESOURCES		
Diversity, Equity and Inclusion	Further enhance and support a comprehensive, organization-wide Diversity, Equity and Inclusion Strategy, including initiatives to support newcomers to Canada in employment opportunities	Regional Growth
Technology and Communications	Implement new software to support Talent and Learning Management; delivery of new training programs to support diversity and staff development	Regional growth

INDIGENOUS RELATIONS		
A Metro Vancouver-First Nations Regional Gathering	A forum to be co-hosted by the MVRD Board with 10 First Nation communities' elected leaders in the region; the first such meeting of its kind in the Metro Vancouver region	Environmental Sustainability
Capital and Construction Projects	Support ongoing First Nation engagement efforts on Metro Vancouver capital and construction projects	Regional Growth
First Nations Engagement	Track, analyze and make recommendations regarding Metro Vancouver's evolving obligations as implementation of the provincial Declaration on the Rights of Indigenous Peoples Act Action Plan progresses. Issues will include: "advancing First Nations participation in regional district boards" and "initiatives to advance collaborative stewardship of the environment, land and resources," among other things.	Regulatory and Legislative Environment
First Nations Engagement	Undertake a review of Metro Vancouver's engagement approach with First Nations	Regulatory and Legislative Environment
Climate 2050	Support First Nation engagement and participation in the implementation of the Climate 2050 issue area roadmaps	Environmental Sustainability
Policy Review	Review of existing policies, processes and practices for improving opportunities for engagement with First Nations based on the Board's commitment to reconciliation and First Nations' expectations	Environmental Sustainability
Project Data Portal	Development of a web-based platform for sharing project information and engaging with First Nations	Regional Growth
Archaeological Management	Collaborate with First Nations on a renewed Metro Vancouver approach and policy on archaeological management	Regulatory and Legislative Environment
Community to Community Forums with Individual First Nations	Forums to be co-hosted by Metro Vancouver Indigenous Relations Committee with individual First Nations	Environmental Sustainability
PROCUREMENT AND REAL ESTATE SERVICES		
Corporate Facilities	Develop a departmental energy roadmap to further implement energy reduction and net zero opportunities for MT3	Environmental Sustainability
Real Estate	Develop an organization wide strategy for the acquisition land interests specific to various MV entity requirements	Financial Sustainability

PROCUREMENT AND REAL ESTATE SERVICES (continued)		
Procurement	Enhance existing structure, processes and systems to provide continued strategic value-added services to our clients	Financial Sustainability
Real Estate/ Procurement	Update Procurement and Real Property Contracting Authority Policy for Board approval in 2023	Regulatory and Legislative
PROJECT DELIVERY		
Corporate Asset Management Framework	Continue to improve and consolidate asset management practices and improved systems to enable best practice day-to-day asset management and long term capital investment decision making.	System Stewardship Financial Sustainability
Project Management Framework	Development, implementation and delivery of improved and standardized project management processes, templates, reports and systems to be used on capital projects in Metro Vancouver.	Financial Sustainability
Quality Management System	Develop, implement and sustain an annual internal quality audit program supported by a pool of quality auditors across MV in preparation for a potential EGBC registered firm compliance audit.	Regulatory and Legislative
Highest Value, Risk, Consequence Projects	Continue to implement improved governance, oversight and controls for the organization's highest value, risk and consequence projects.	Financial Sustainability

METRO VANCOUVER DISTRICTS
2023-2027 PROJECTED RESERVES - CENTRALIZED SUPPORT SERVICES

DISCRETIONARY RESERVES

	2022	2023	2023	2023	2023	2023	2024	2025	2026	2027
	ENDING BALANCE	OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE
Centralized Support Reserve	\$ 20,748,245	\$ 20,748,245	\$ 2,248,073	\$ (5,787,928)	\$ 379,566	\$ 17,587,956	\$ 13,746,364	\$ 10,276,643	\$ 7,285,431	\$ 4,241,173

STATUTORY RESERVES

	2022	2023	2023	2023	2023	2023	2024	2025	2026	2027
	ENDING BALANCE	OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE
Corporate Self Insurance Reserve	\$ 1,212,218	\$ 1,212,218	\$ -	\$ -	\$ 24,244	\$ 1,236,462	\$ 1,261,192	\$ 1,286,416	\$ 1,312,144	\$ 1,338,387
Corporate Fleet Reserve	17,317,101	17,317,101	2,433,681	(4,690,000)	323,779	15,384,561	14,124,614	13,979,717	15,526,914	16,901,086
Total	\$ 18,529,319	\$ 18,529,319	\$ 2,433,681	\$ (4,690,000)	\$ 348,023	\$ 16,621,023	\$ 15,385,805	\$ 15,266,133	\$ 16,839,058	\$ 18,239,473

To: Finance Committee

From: Jerry Dobrovolsky, Commissioner/Chief Administrative Officer
Dean Rear, General Manager, Financial Services/Chief Financial Officer

Date: October 5, 2022 Meeting Date: October 13, 2022

Subject: **2023 - 2027 Financial Plan – Regional District Service Areas**

RECOMMENDATION

That the Finance Committee endorse the 2023 - 2027 Financial Plan for the Regional District Service Areas as presented in the report dated October 5, 2022, titled “2023 - 2027 Financial Plan – Regional District Service Areas”, and forward it to the Metro Vancouver Board Budget Workshop on October 19, 2022 for consideration.

EXECUTIVE SUMMARY

The 2023 - 2027 Metro Vancouver Financial Plan has been prepared following direction received at the April 14, 2022 Metro Vancouver Board Budget Workshop. This has resulted in a plan that maintains the goals and objectives of Metro Vancouver while removing the use of financial levers that were put in place during the COVID-19 pandemic. Further, this budget represents a pause to assess the implications of the rapidly evolving macro economic environment and to undertake strategic planning with the incoming Board of Directors. The increase in Metro Vancouver’s overall consolidated household impact for 2023 is projected to be 4.5%, down from the 10.1% projected for 2023 in the prior financial planning cycle.

In 2023, the requisitions for the Regional District service areas outlined in this report will increase by \$3.2 million and comprise part of the overall Metro Vancouver Regional District (MVRD) requisition, which is projected to be \$100.6 million in 2023. This overall requisition represents a \$7 increase (9.2%) to the average regional household for an annual cost of \$83.

These MVRD impacts are included in the overall Household Impact increase of 4.5% (\$26) for all Metro Vancouver services for 2023.

PURPOSE

To present the 2023 - 2027 Financial Plan for Regional District Service Areas of E911 Emergency Telephone Service, General Government Administration, General Government Zero Waste Collaboration Initiatives, Invest Vancouver, Regional Emergency Management, Regional Employers Services, Regional Global Positioning System (Regional GPS), and Sasamat Fire Protection Service for consideration by the Finance Committee.

BACKGROUND

Metro Vancouver’s annual budget process includes the development of detailed annual budgets and the updating of five-year financial plans for each of the four Metro Vancouver legal entities (Metro Vancouver Regional District, Metro Vancouver Housing Corporation, Greater Vancouver Water District and Greater Vancouver Sewerage and Drainage District).

On April 14, 2022 a Metro Vancouver Board Budget Workshop was held with the objective to seek direction for the preparation of the 2023 - 2027 Financial Plan. The workshop outlined the principles that guide the work of Metro Vancouver as an organization, the current 2022 - 2026 Financial Plan, the implications of the COVID-19 pandemic, the tools that can be used to make budget adjustments, and a proposed approach for the 2023 - 2027 Financial Plan.

Given the challenges being observed coming out of the Covid-19 pandemic, this budget represents a pause for Metro Vancouver and focuses on maintaining the existing goals and objectives of Metro Vancouver and Liquid Waste Services. Staff will undertake strategic planning with the incoming Board of Directors, evaluate current plans under this leadership, and assess the implications of the rapidly evolving macro environment.

Key highlights of the overall Metro Vancouver 2023 proposed budget are as follows:

- A reduction of \$22 million of the total 2023 Metro Vancouver proposed operating budget compared to that previously projected for 2023
- Maintained or increased contribution to capital and reserves for key functions
- Reduced capital cash flow for 2023 and 2024
- Reduction of HHI, \$33 less than that previously projected for 2023

This report focuses on the Regional District Service Areas and presents the 2023 provisional annual budget and the updated five-year plan for the years 2023 to 2027 for Committee consideration.

REGIONAL DISTRICT SERVICE AREAS

Regional District services within the MVRD represent functions that include either all 21 member municipalities, the Tsawwassen First Nation and Electoral Area A as participants, or alternatively include a portion of the MVRD members as participants in the service.

These service areas include the following functions:

- E911 Emergency Telephone Service;
- General Government Administration;
- General Government Zero Waste Collaboration Initiatives;
- Invest Vancouver;
- Regional Emergency Management;
- Regional Employers Services;
- Regional Global Positioning System; and
- Sasamat Fire Protection Service.

The financial plans for the Regional District Service Areas contribute to the overall projected MVRD Financial Plan and are combined with plans for the MVRD statutory functions of Air Quality, Housing Planning and Policy, Regional Parks, and Regional Planning. 2023 - 2027 Financial Plans for those functions have been presented separately to their respective Standing Committees, along with a presentation to the Electoral Area Standing Committee of the Electoral Area Service Financial Plan.

The regional district functions highlighted in this report are guided by direction provided in the *Board Strategic Plan*, specifically:

- Continue to engage with members on processes and initiatives that contribute to an effective and well-functioning organization;
- Build resilience in communities to prepare for and adapt to changing physical and environmental conditions;
- Develop and implement financial plans and policies that reflect a commitment to sound financial management and long-term planning, in consideration of current and future ratepayers; and
- Enhance relationships between Metro Vancouver and other orders of government, First Nations, adjacent regional districts, and key stakeholders.

WORK PLAN PERFORMANCE INDICATORS

High level qualitative and quantitative performance indicators have been developed across the organization to evaluate trends, determine key actions for the coming year, and to assist in long-term planning. The 2023 Regional District Service Area Work Plans for E911 Emergency Telephone Service, General Government Administration (Board and Legislative Services), General Government Zero Waste Collaboration Initiatives, Invest Vancouver, Regional Emergency Management, Regional Employers Services, Regional GPS, and Sasamat Fire Protection Service are presented in this report. Within these Work Plans, 18 performance indicators have been developed and are being tracked. These include:

E911 Emergency Telephone Service

- 95/5 Service level through each quarter

Regional Employers Services

- Number of page visits to RES website and myRES Portal

General Government Zero Waste Collaboration Initiatives

- Number of members in the National Zero Waste Council (NZWC)

Invest Vancouver

- Number of unique visitors to the Invest Vancouver website
- Number of reports published

Regional Emergency Management

- Conduct one region-wide emergency exercise per year

Regional Global Positioning System

- Percent of service uptime
- Post-mission data availability

Sasamat Fire Protection Service

- Ongoing training of volunteers

CONTINUOUS IMPROVEMENT

Some of the continuous improvement initiatives for Regional District Service Area which have been identified for 2023 include:

- Improved access to and security of board and committee materials for elected officials;
- Streamline workflow to onboard and orient new board and committee members;
- Zero Waste Conference - successful return to in-person event with virtual option;
- Establish investment protocol;

- Review and update the IPREM Exercise program to support the Metro Vancouver region in coordinating during emergencies;
- Initiate the development of a regional communications strategy to support coordination and interoperability during emergencies;
- Build and enhance RES services and delivery to respond to increasing client demand and growth;
- Stay current with user needs and Global Navigation Satellite Systems technology offerings; and
- Continue to evolve standards and guidelines with local government and federal/provincial partners.

2023 BUDGET AND 2023 - 2027 FINANCIAL PLAN

The five-year financial plans for this cycle have been updated to address five central themes identified by the Metro Vancouver Board in its Strategic Plan to guide the development of plans and budgets.

The five themes are as follows:

- Financial Sustainability;
- Environmental Sustainability;
- System Stewardship;
- Regulatory and Legislative Environment; and,
- Regional Growth.

Each Metro Vancouver function has an Annual Work Plan that includes strategic directions, performance indicators and key actions to guide the work for the coming year. Each function also has a “What’s Happening” summary that highlights the program highlights for the next five years.

The overall Regional District Summary for 2023 - 2027 are included as Attachment 1 and the 2023 - 2027 Financial Plans for the Regional District Service Areas presented in this report are included as Attachment 2. The 2023 Annual Work Plans for the Regional District Service Areas presented in this report are included in Attachment 3, and the summary of the Regional District Service Areas program highlights, 2023 - 2027 “What’s Happening”, is included under Attachment 4.

Regional District Summary

The Regional District Summary presented in Attachment 1 includes all thirteen regional district functions of which 11 services are apportioned to all MVRD members through the tax requisition and two services which are apportioned to either a single jurisdiction (Electoral Area A) or to two municipalities (Belcarra and Anmore – Sasamat Fire Protection Service). The MVRD functions are also funded through a variety of other sources including permit revenues and user fees. The thirteen regional district functions are as follows:

Air Quality	Regional Emergency Management
E911 Emergency Telephone Service	Regional Employers Services
Electoral Area Service	Regional Global Positioning System
General Government Administration	Regional Parks
General Government Zero Waste Collaboration Initiatives	Regional Planning
Housing Planning and Policy	Sasamat Fire Protection Service
Invest Vancouver	

The full MVRD 2023 - 2027 Financial Plan for the next five years is summarized below:

REGIONAL DISTRICT SERVICES FIVE-YEAR FINANCIAL PLAN OVERVIEW							
\$ Millions	2022	2023	2024	2025	2026	2027	5 Year Ave
Tax requisition	\$89.9	\$100.6	\$111.1	\$113.9	\$117.7	\$120.1	
% Change		11.9%	10.4%	2.5%	3.4%	2.0%	6.0%
Total Expenditures	\$116.3	\$126.6	\$133.0	\$136.8	\$142.1	\$145.2	
% Change		8.9%	5.1%	2.9%	3.8%	2.2%	4.6%
Total Capital Cash Flow	\$31.3	\$59.8	\$33.1	\$24.5	\$20.4	\$32.0	\$34.0
Household Impact (\$)	\$76	\$83	\$90	\$91	\$93	\$94	
% Change		9.6%	8.2%	1.1%	2.0%	0.6%	4.3%

The Regional District Service Areas, along with the statutory functions of Air Quality, Housing Planning and Policy, Regional Parks, and Regional Planning, form the MVRD which is primarily funded through tax requisitions. To support the Regional District for the years 2023 - 2027, MVRD tax requisitions are increasing \$30.2 million over the five-year period, from \$89.9 million in 2022 to \$120.1 million in 2027, representing an average annual increase of \$6 million. The majority of this change is driven by an increase to the Regional Parks function park acquisition reserve to support the expansion of new parks and greenways within the region and the full implementation of the new Invest Vancouver function which will be fully phased in by 2023.

Operating Budget Highlights

In 2023, total expenditures for the Regional District Service Areas not presented separately to other standing committees are proposed to increase \$3.4 million for total expenditures of \$24.2 million (Attachment 2).

Over the five-year plan, the projected expenditures for Regional District Service Areas are as follows:

Regional District Service Area	Total Expenditures 2023 - 2027 \$ Millions	Average Annual Expenditures \$ Millions	Average Annual Increase (Decrease)
911 Emergency Telephone Service	\$ 31.5	\$ 6.3	7.5%
General Government Administration	\$ 40.2	\$ 8.0	4.9%
General Government Zero Waste Collaboration Initiatives	\$ 7.7	\$1.5	(0.3%)
Invest Vancouver	\$ 20.1	\$ 4.0	9.2%
Regional Emergency Management	\$ 1.1	\$ 0.2	(1.2%)
Regional Employers Services	\$ 17.0	\$ 3.4	2.6%
Regional Global Positioning System	\$ 1.9	\$ 0.4	4.3%
Sasamat Fire Protection Service (*)	\$ 4.8	\$ 1.0	5.4%

(*) Adjusted for one-time equipment purchases funded from reserves

With the Regional District Service Areas noted above, the primary focus is one of stewardship in maintaining an established level of service. The Sasamat Fire Protection Service includes a carried forward project for the replacement of an apparatus with a one-time expenditure of \$600,000 funded through reserves and an increase in the annual provision for a Capital Facility Reserve.

Reserve Funds

Reserve usage within the Regional District Service Areas include one-time equipment purchases or upgrades, as well as one-time initiatives which are delivered through contract services in accordance with the Board approved *Operating, Statutory and Discretionary Reserves Policy*. In 2023, \$1.7 million in reserve funding has been applied in these Regional District Service Areas.

The 2023 - 2027 Projected Reserves for the Regional District Service Areas are included in Attachment 5.

APPROVAL PROCESS

The proposed 2023 - 2027 Financial Plan and Annual Work Plan is presented for consideration and endorsement before being forwarded to the Board for consideration. The next steps of the process are:

- The 2023 - 2027 Financial Plan and Annual Work Plan will be presented for consideration to the Finance Committee on October 13, 2022 and at the Metro Vancouver Board Budget Workshop on October 19, 2022.
- The Board will consider adoption of the 2023 Budget and endorsement of the 2023 - 2027 Financial Plan on October 28, 2022.

ALTERNATIVES

1. That the Finance Committee endorse the 2023 - 2027 Financial Plan for the Regional District Service Areas as presented in the report dated October 5, 2022, titled “2023 - 2027 Financial Plan – Regional District Service Areas”, and forward it to the Metro Vancouver Board Budget Workshop on October 19, 2022 for consideration.
2. That the Finance Committee make recommendations and endorse an amended 2023 - 2027 Financial Plan for the Regional District Service Areas and forward to the Metro Vancouver Board Budget Workshop on October 19, 2022 for consideration.

FINANCIAL IMPLICATIONS

If the MVRD Board endorses the 2023 - 2027 Financial Plan for the Regional District Service Areas, as presented under Alternative 1, in 2023 the requisitions for the service areas outlined in this report will increase by \$3.2 million comprising part of the overall MVRD requisition. The Regional District Service Area requisitions form part of the overall MVRD tax requisition which is projected to be \$100.6 million in 2023, representing a \$7 increase (9.2%) to the average regional household for an annual cost of \$83 after taking into account regional population growth.

Over the term of the five-year plan, the annual requisitions for the Regional District Service Areas outlined in this report are projected to increase by an average of \$1,184,311 per year. It is anticipated that the cost to the average regional household over the next five years for all MVRD services,

including these Regional District Service Areas, will rise from \$83 in 2023 to \$94 in 2027 representing an average annual increase of \$4.

Under Alternative 2, the Committee may wish to consider recommending amendments to the five-year financial plan for consideration at the Metro Vancouver Board Budget Workshop. Any changes to the plan may have an impact on the MVRD Financial Plan.

SUMMARY / CONCLUSION

The 2023 - 2027 Financial Plans for the Centralized Support Program have been prepared following direction received at the April 14, 2022 Metro Vancouver Board Budget Workshop and to respond to direction provided in the *Board Strategic Plan*. It is presented to Committee and Board members to provide overview information on activities and financial impacts for the years 2023 to 2027 for the Regional District Service Areas of E911 Emergency Telephone Service, General Government Administration, General Government Zero Waste Collaboration Initiatives, Invest Vancouver, Regional Emergency Management, Regional Employers Services, Regional GPS, and Sasamat Fire Protection Service.

The presentation of this year's five-year financial plans for the Regional District Service Areas provides the opportunity for Metro Vancouver to share with its member jurisdictions the proposed planning related initiatives over the next five years. It is intended to be used as a guiding document for member jurisdictions in the development of their five-year financial plans and includes projections on household impact to demonstrate how the plan will remain affordable for Metro Vancouver residents while keeping pace with our critical requirements.

Staff recommend endorsing the 2023 - 2027 Financial Plans for Regional District Service Areas as presented under alternative one.

Attachments:

1. 2023 - 2027 Financial Plans - Regional District Summary
2. 2023 - 2027 Financial Plans
 - E911 Emergency Telephone Service
 - General Government Administration
 - General Government Zero Waste Collaboration Initiatives
 - Invest Vancouver
 - Regional Emergency Management
 - Regional Employers Services
 - Regional Global Positioning System
 - Sasamat Fire Protection Service
3. 2023 Work Plans
4. 2023 - 2027 "What's Happening"
5. 2023 - 2027 Projected Reserves – Regional District

METRO VANCOUVER DISTRICTS
REGIONAL DISTRICT SUMMARY
2023 BUDGET REVIEW
2023-2027 FINANCIAL PLAN

	2022 BUDGET	2023 BUDGET	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE
REVENUES											
Metro Vancouver Regional District Requisitions	\$ 89,868,576	\$ 100,621,354	12.0%	\$ 111,106,475	10.4%	\$ 113,923,688	2.5%	\$ 117,788,031	3.4%	\$ 120,131,118	2.0%
Compensation Services Revenue	503,691	537,759	6.8%	560,207	4.2%	568,902	1.6%	578,295	1.7%	589,590	2.0%
Collective Bargaining Services Revenue	934,437	982,987	5.2%	1,028,147	4.6%	1,042,611	1.4%	1,059,311	1.6%	1,078,487	1.8%
Electoral Area Requisition	400,973	407,458	1.6%	430,053	5.5%	446,108	3.7%	456,376	2.3%	457,389	0.2%
Regional Global Positioning System User Fees	287,366	284,426	(1.0%)	306,332	7.7%	317,803	3.7%	327,586	3.1%	335,763	2.5%
User Fees	2,607,314	3,566,327	36.8%	3,966,382	11.2%	4,353,679	9.8%	4,750,320	9.1%	5,110,184	7.6%
Non-Road Diesel Fees	1,070,000	1,197,500	11.9%	1,656,250	38.3%	2,410,000	45.5%	2,692,500	11.7%	3,315,000	23.1%
Love Food Hate Waste	400,000	375,000	(6.3%)	375,000	0.0%	375,000	0.0%	375,000	0.0%	375,000	0.0%
Zero Waste Conference	337,000	240,000	(28.8%)	260,000	8.3%	280,000	7.7%	300,000	7.1%	320,000	6.7%
Other External Revenues	4,133,243	4,343,056	5.1%	4,076,251	(6.1%)	4,066,899	(0.2%)	4,067,712	0.0%	3,968,771	(2.4%)
Transfer from Sustainability Innovation Fund Reserves	3,622,218	845,000	(76.7%)	400,000	(52.7%)	-	(100.0%)	-	N/A	-	N/A
Transfer from Reserves	12,100,537	13,191,530	9.0%	8,848,015	(32.9%)	9,050,604	2.3%	9,659,167	6.7%	9,527,046	(1.4%)
TOTAL REVENUES	\$ 116,265,355	\$ 126,592,397	8.9%	\$ 133,013,112	5.1%	\$ 136,835,294	2.9%	\$ 142,054,298	3.8%	\$ 145,208,348	2.2%
EXPENDITURES											
Metro Vancouver Regional District											
Air Quality	\$ 14,275,068	\$ 14,193,563	(0.6%)	\$ 14,919,715	5.1%	\$ 14,670,984	(1.7%)	\$ 15,412,800	5.1%	\$ 15,356,938	(0.4%)
E911 Emergency Telephone Service	4,748,693	5,772,500	21.6%	6,116,870	6.0%	6,360,523	4.0%	6,550,801	3.0%	6,746,755	3.0%
Electoral Area Service	797,641	729,126	(8.6%)	727,136	(0.3%)	731,191	0.6%	831,459	13.7%	742,472	(10.7%)
General Government Administration	6,799,517	7,599,517	11.8%	7,927,505	4.3%	8,133,807	2.6%	8,199,594	0.8%	8,299,279	1.2%
General Government-Zero Waste Collaboration Initiatives	1,606,945	1,494,777	(7.0%)	1,513,236	1.2%	1,535,346	1.5%	1,556,582	1.4%	1,579,174	1.5%
Housing Planning and Policy	6,743,628	6,280,995	(6.9%)	8,330,722	32.6%	8,361,356	0.4%	8,385,720	0.3%	8,499,157	1.4%
Invest Vancouver	2,785,217	3,791,644	36.1%	3,979,296	4.9%	4,050,950	1.8%	4,114,712	1.6%	4,184,132	1.7%
Regional Emergency Management	233,731	232,479	(0.5%)	233,653	0.5%	216,292	(7.4%)	211,527	(2.2%)	218,749	3.4%
Regional Employers Services	3,057,423	3,461,129	13.2%	3,373,130	(2.5%)	3,341,068	(1.0%)	3,394,507	1.6%	3,459,111	1.9%
Regional Global Positioning System	337,366	354,426	5.1%	379,932	7.2%	393,948	3.7%	405,716	3.0%	415,938	2.5%
Regional Parks	68,990,462	76,540,552	10.9%	79,791,223	4.2%	83,112,490	4.2%	86,922,886	4.6%	89,538,785	3.0%
Regional Land Use Policy	4,621,365	4,616,025	(0.1%)	4,774,988	3.4%	4,965,258	4.0%	5,092,192	2.6%	5,177,956	1.7%
Sasamat Fire Protection Service	1,268,299	1,525,664	20.3%	945,706	(38.0%)	962,081	1.7%	975,802	1.4%	989,902	1.4%
TOTAL EXPENDITURES	\$ 116,265,355	\$ 126,592,397	8.9%	\$ 133,013,112	5.1%	\$ 136,835,294	2.9%	\$ 142,054,298	3.8%	\$ 145,208,348	2.2%

METRO VANCOUVER REGIONAL DISTRICT
E911 EMERGENCY TELEPHONE SERVICE
2023 BUDGET REVIEW
2023-2027 FINANCIAL PLAN

	2022 BUDGET	2023 BUDGET	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE
REVENUES											
Metro Vancouver Regional District Requisitions	\$ 4,670,236	\$ 5,679,678	21.6%	\$ 6,019,088	6.0%	\$ 6,259,146	4.0%	\$ 6,447,302	3.0%	\$ 6,640,202	3.0%
Other External Revenues	78,457	92,822		97,782		101,377		103,499		106,553	
TOTAL REVENUES	<u>\$ 4,748,693</u>	<u>\$ 5,772,500</u>	21.6%	<u>\$ 6,116,870</u>	6.0%	<u>\$ 6,360,523</u>	4.0%	<u>\$ 6,550,801</u>	3.0%	<u>\$ 6,746,755</u>	3.0%
EXPENDITURES											
Operating Programs:											
Emergency Telephone Service	\$ 4,655,581	\$ 5,659,314		\$ 5,996,933		\$ 6,235,810		\$ 6,422,355		\$ 6,614,465	
Allocation of Centralized Support	93,112	113,186		119,937		124,713		128,446		132,290	
TOTAL EXPENDITURES	<u>\$ 4,748,693</u>	<u>\$ 5,772,500</u>	21.6%	<u>\$ 6,116,870</u>	6.0%	<u>\$ 6,360,523</u>	4.0%	<u>\$ 6,550,801</u>	3.0%	<u>\$ 6,746,755</u>	3.0%

METRO VANCOUVER REGIONAL DISTRICT
GENERAL GOVERNMENT ADMINISTRATION
2023 BUDGET REVIEW
2023-2027 FINANCIAL PLAN

	2022 BUDGET	2023 BUDGET	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE
REVENUES											
Metro Vancouver Regional District Requisitions	\$ 5,671,266	\$ 6,468,829	14.1%	\$ 6,774,334	4.7%	\$ 6,998,106	3.3%	\$ 7,061,315	0.9%	\$ 7,159,279	1.4%
Other External Revenues	978,251	980,688		1,003,171		985,701		988,279		990,000	
Transfer from Reserves	150,000	150,000		150,000		150,000		150,000		150,000	
TOTAL REVENUES	\$ 6,799,517	\$ 7,599,517	11.8%	\$ 7,927,505	4.3%	\$ 8,133,807	2.6%	\$ 8,199,594	0.8%	\$ 8,299,279	1.2%
EXPENDITURES											
Operating Programs:											
Audit and Insurance	\$ 162,533	\$ 106,941		\$ 112,427		\$ 116,304		\$ 119,328		\$ 122,443	
Board Administrative Services	3,761,659	4,616,671		4,820,878		4,981,799		5,123,722		5,269,698	
External Contributions	455,000	455,000		455,000		455,000		455,000		455,000	
Leadership and Engagement	592,997	449,677		491,451		556,941		515,269		506,178	
Mosquito Control Contract	122,930	155,542		164,875		171,470		176,614		181,912	
Regional Culture	36,376	37,667		38,691		39,655		40,645		41,662	
Contribution to Sustainability Innovation Fund Reserve	347,000	347,000		347,000		347,000		347,000		347,000	
	5,478,495	6,168,498	12.6%	6,430,322	4.2%	6,668,169	3.7%	6,777,578	1.6%	6,923,893	2.2%
Communications Program	877,000	877,000	0.0%	883,600	0.8%	888,264	0.5%	891,902	0.4%	895,649	0.4%
Allocation of Centralized Support Costs	444,022	554,019	24.8%	613,583	10.8%	577,374	(5.9%)	530,114	(8.2%)	479,737	(9.5%)
TOTAL EXPENDITURES	\$ 6,799,517	\$ 7,599,517	11.8%	\$ 7,927,505	4.3%	\$ 8,133,807	2.6%	\$ 8,199,594	0.8%	\$ 8,299,279	1.2%

METRO VANCOUVER REGIONAL DISTRICT
GENERAL GOVERNMENT ZERO WASTE COLLABORATION INITIATIVES
2023 BUDGET REVIEW
2023-2027 FINANCIAL PLAN

	2022 BUDGET	2023 BUDGET	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE
REVENUES											
Metro Vancouver Regional District Requisitions	\$ 769,945	\$ 779,777	1.3%	\$ 778,236	(0.2%)	\$ 780,346	0.3%	\$ 781,582	0.2%	\$ 784,174	0.3%
Other External Revenues	100,000	100,000		100,000		100,000		100,000		100,000	
Love Food Hate Waste	400,000	375,000		375,000		375,000		375,000		375,000	
Zero Waste Conference	337,000	240,000		260,000		280,000		300,000		320,000	
TOTAL REVENUES	\$ 1,606,945	\$ 1,494,777	(7.0%)	\$ 1,513,236	1.2%	\$ 1,535,346	1.5%	\$ 1,556,582	1.4%	\$ 1,579,174	1.5%
EXPENDITURES											
Operating Programs:											
National Zero Waste Council	\$ 220,700	\$ 220,700		\$ 220,700		\$ 220,700		\$ 220,700		\$ 220,700	
Love Food Hate Waste	400,000	375,000		375,000		375,000		375,000		375,000	
Zero Waste Conference	549,000	452,000		472,000		492,000		512,000		532,000	
	1,169,700	1,047,700	(10.4%)	1,067,700	1.9%	1,087,700	1.9%	1,107,700	1.8%	1,127,700	1.8%
Allocation of Centralized Support Costs	437,245	447,077	2.2%	445,536	(0.3%)	447,646	0.5%	448,882	0.3%	451,474	0.6%
TOTAL EXPENDITURES	\$ 1,606,945	\$ 1,494,777	(7.0%)	\$ 1,513,236	1.2%	\$ 1,535,346	1.5%	\$ 1,556,582	1.4%	\$ 1,579,174	1.5%

METRO VANCOUVER REGIONAL DISTRICT
INVEST VANCOUVER
2023 BUDGET REVIEW
2023-2027 FINANCIAL PLAN

	2022 BUDGET	2023 BUDGET	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE
REVENUES											
Metro Vancouver Regional District Requisitions	\$ 2,185,217	\$ 3,291,644	50.6%	\$ 3,879,296	17.9%	\$ 4,050,950	4.4%	\$ 4,114,712	1.6%	\$ 4,184,132	1.7%
Transfer from Reserves	600,000	500,000		100,000		-		-		-	
TOTAL REVENUES	\$ 2,785,217	\$ 3,791,644	36.1%	\$ 3,979,296	4.9%	\$ 4,050,950	1.8%	\$ 4,114,712	1.6%	\$ 4,184,132	1.7%
EXPENDITURES											
Operating Programs:											
Collaboration	\$ 463,003	\$ 663,655		\$ 674,491		\$ 683,832		\$ 692,783		\$ 701,980	
Data, Research and Policy	539,491	707,695		728,728		747,796		766,825		786,370	
Strategic Investment	1,190,477	1,643,354		1,700,097		1,749,754		1,797,907		1,847,387	
Leadership and Administration	456,449	532,652		551,042		566,717		581,592		596,881	
	2,649,420	3,547,356	33.9%	3,654,358	3.0%	3,748,099	2.6%	3,839,107	2.4%	3,932,618	2.4%
Allocation of Centralized Support	135,797	244,288	79.9%	324,938	33.0%	302,851	(6.8%)	275,605	(9.0%)	251,514	(8.7%)
TOTAL EXPENDITURES	\$ 2,785,217	\$ 3,791,644	36.1%	\$ 3,979,296	4.9%	\$ 4,050,950	1.8%	\$ 4,114,712	1.6%	\$ 4,184,132	1.7%

METRO VANCOUVER REGIONAL DISTRICT
REGIONAL EMERGENCY MANAGEMENT
2023 BUDGET REVIEW
2023-2027 FINANCIAL PLAN

	2022 BUDGET	2023 BUDGET	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE
REVENUES											
Metro Vancouver Regional District Requisitions	\$ 173,194	\$ 171,949	(0.7%)	\$ 175,089	1.8%	\$ 178,715	2.1%	\$ 182,360	2.0%	\$ 186,703	2.4%
Transfer from Reserves	60,537	60,530		58,564		37,577		29,167		32,046	
TOTAL REVENUES	\$ 233,731	\$ 232,479	(0.5%)	\$ 233,653	0.5%	\$ 216,292	(7.4%)	\$ 211,527	(2.2%)	\$ 218,749	3.4%
EXPENDITURES											
Operating Programs:											
Regional Emergency Management	\$ 222,601	\$ 221,410		\$ 222,524		\$ 205,993		\$ 201,455		\$ 208,335	
Allocation of Centralized Support	11,130	11,069		11,129		10,299		10,072		10,414	
TOTAL EXPENDITURES	\$ 233,731	\$ 232,479	(0.5%)	\$ 233,653	0.5%	\$ 216,292	(7.4%)	\$ 211,527	(2.2%)	\$ 218,749	3.4%

METRO VANCOUVER REGIONAL DISTRICT
REGIONAL EMPLOYERS SERVICES
2023 BUDGET REVIEW
2023-2027 FINANCIAL PLAN

	2022 BUDGET	2023 BUDGET	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE
REVENUES											
Metro Vancouver Regional District Requisitions	\$ 1,109,664	\$ 1,167,186	5.2%	\$ 1,207,484	3.5%	\$ 1,221,761	1.2%	\$ 1,242,301	1.7%	\$ 1,268,087	2.1%
Compensation Services Revenue	503,691	537,759		560,207		568,902		578,295		589,590	
Collective Bargaining Services Revenue	934,437	982,987		1,028,147		1,042,611		1,059,311		1,078,487	
Other External Revenues	434,631	433,197		452,292		457,794		464,600		472,947	
Transfer from Reserves	75,000	340,000		125,000		50,000		50,000		50,000	
TOTAL REVENUES	\$ 3,057,423	\$ 3,461,129	13.2%	\$ 3,373,130	(2.5%)	\$ 3,341,068	(1.0%)	\$ 3,394,507	1.6%	\$ 3,459,111	1.9%
EXPENDITURES											
Operating Programs:											
Information and Advisory Services	\$ 1,279,160	\$ 1,608,661		\$ 1,436,792		\$ 1,399,613		\$ 1,436,364		\$ 1,474,125	
Compensation Services	543,566	561,908		577,509		593,275		609,304		625,766	
Collective Bargaining	976,191	1,032,488		1,065,431		1,092,951		1,121,935		1,151,699	
	2,798,917	3,203,057	14.4%	3,079,732	(3.9%)	3,085,839	0.2%	3,167,603	2.6%	3,251,590	2.7%
Allocation of Centralized Support	258,506	258,072	(0.2%)	293,398	13.7%	255,229	(13.0%)	226,904	(11.1%)	207,521	(8.5%)
TOTAL EXPENDITURES	\$ 3,057,423	\$ 3,461,129	13.2%	\$ 3,373,130	(2.5%)	\$ 3,341,068	(1.0%)	\$ 3,394,507	1.6%	\$ 3,459,111	1.9%

METRO VANCOUVER REGIONAL DISTRICT
REGIONAL GLOBAL POSITIONING SYSTEM
2023 BUDGET REVIEW
2023-2027 FINANCIAL PLAN

	2022 BUDGET	2023 BUDGET	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE
REVENUES											
Regional Global Positioning System User Fees	\$ 287,366	\$ 284,426	(1.0%)	\$ 306,332	7.7%	\$ 317,803	3.7%	\$ 327,586	3.1%	\$ 335,763	2.5%
Other External Revenues	50,000	70,000		73,600		76,145		78,130		80,175	
TOTAL REVENUES	<u>\$ 337,366</u>	<u>\$ 354,426</u>	5.1%	<u>\$ 379,932</u>	7.2%	<u>\$ 393,948</u>	3.7%	<u>\$ 405,716</u>	3.0%	<u>\$ 415,938</u>	2.5%
EXPENDITURES											
Operating Programs:											
Regional Global Positioning System	\$ 265,914	\$ 298,909		\$ 310,551		\$ 320,215		\$ 329,170		\$ 338,376	
Contribution to Reserve	45,000	31,000		42,000		48,000		53,000		56,000	
Allocation of Centralized Support	26,452	24,517		27,381		25,733		23,546		21,562	
TOTAL EXPENDITURES	<u>\$ 337,366</u>	<u>\$ 354,426</u>	5.1%	<u>\$ 379,932</u>	7.2%	<u>\$ 393,948</u>	3.7%	<u>\$ 405,716</u>	3.0%	<u>\$ 415,938</u>	2.5%

METRO VANCOUVER REGIONAL DISTRICT
SASAMAT FIRE PROTECTION SERVICE
2023 BUDGET REVIEW
2023-2027 FINANCIAL PLAN

	2022 BUDGET	2023 BUDGET	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE
REVENUES											
Metro Vancouver Regional District Requisitions	\$ 658,299	\$ 915,664	39.1%	\$ 935,706	2.2%	\$ 952,081	1.8%	\$ 965,802	1.4%	\$ 979,902	1.5%
Other External Revenues	10,000	10,000		10,000		10,000		10,000		10,000	
Transfer from Reserves	600,000	600,000		-		-		-		-	
TOTAL REVENUES	\$ 1,268,299	\$ 1,525,664	20.3%	\$ 945,706	(38.0%)	\$ 962,081	1.7%	\$ 975,802	1.4%	\$ 989,902	1.4%
EXPENDITURES											
Operating Programs:											
Sasamat Fire Protection Service	\$ 280,326	\$ 441,248		\$ 459,465		\$ 474,355		\$ 486,829		\$ 499,645	
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 Facilities Reserve	267,840	348,192		348,192		348,192		348,192		348,192	
	1,240,266	1,481,540	19.5%	899,757	(39.3%)	914,647	1.7%	927,121	1.4%	939,937	1.4%
Allocation of Centralized Support Costs	28,033	44,124	57.4%	45,949	4.1%	47,434	3.2%	48,681	2.6%	49,965	2.6%
TOTAL EXPENDITURES	\$ 1,268,299	\$ 1,525,664	20.3%	\$ 945,706	(38.0%)	\$ 962,081	1.7%	\$ 975,802	1.4%	\$ 989,902	1.4%

911 EMERGENCY TELEPHONE SERVICE

Description of services

9-1-1 Emergency Telephone Service is a Metro Vancouver Regional District function established to provide 9-1-1 emergency telephone service within the Metro Vancouver service area. All 9-1-1 calls placed within the region are answered at the Regional Control Centre which is operated for Metro Vancouver, under contract, by E-Comm. 'Regional' call-takers at E-Comm screen the calls for services required, then confirm the municipality and transfer the calls to the appropriate emergency agency. 9-1-1 service is also provided on contract to the Resort Community of Whistler and to the Sunshine Coast Regional District.

Strategic directions and high level goals supported

9-1-1 Emergency Telephone Service supports the Board Strategic Plan's direction to strengthen the Regional Federation by providing region wide support Emergency call answer services for Metro Vancouver.

Performance indicators

Indicator	Historical and/or Industry Benchmark	Current Performance	2023 Performance Objective
Number of quarters within the calendar year where the E-9-1-1 service failed to meet 95% of calls within 5 seconds standard	2018: 0 2019: 0 2020: 0 2021: 2	2022: 0	2023: 0

2023 Key Actions

- Continue to provide E-9-1-1 emergency telephone service to all callers in Metro Vancouver.
- Begin planning for transition to NextGen 911 with E-Comm and Telus - which will involve a migration of the current E-9-1-1 to a full digital network that will enable the E-9-1-1 via text and video and will add new location functions to the E-9-1-1 system via contract with Telus.

GENERAL GOVERNMENT ADMINISTRATION

Description of Services

Board Administrative Services is the largest component of the General Government Administration function of the Metro Vancouver Regional District. This service carries out: the statutory responsibilities for corporate administration under the *Local Government Act*; agenda/meeting management; elections and other voting; compliance with the provisions of the *Freedom of Information and Protection of Privacy Act*; board and committee remuneration; bylaw management; correspondence control; and policy management.

Strategic Directions and High-Level Goals Supported

In support of the *Board Strategic Plan's* strategic direction to strengthen the *Regional Federation* (contributing to an effective and well-functioning organization) by providing legislative services, the following goals are supported:

- Perform the duties and functions associated with the Corporate Administration provisions in the *Local Government Act*, including those related to the boards and committees, as well as other statutory obligations.

Performance Indicators

Indicator	Historical and/or Industry Benchmark	Current Performance	2023 Performance Objective
Percentage of Board and Committee minutes produced without correction	5-year average: 99% correct	2022 YTD (July): 99% correct	2023: 100% correct
Percentage of regular Board meeting agendas published one week prior to meeting	5-year average: 100% on time	2022 YTD (July): 100% on time	2023: 100% on time
Number of Freedom of Information access requests delivered on time	5-year average: 67 requests/annual average with 79% on time.	2022 YTD (July) 39 requests with 72% on time.	2023 100% on time

2023 Key Actions

- Streamline boardroom technology and processes for the conduct of electronic board and committee meetings.
- Digitize old board and committee agendas, reports and minutes to make them accessible.
- Streamline agenda management processes, and publishing on website.
- Introduce improvements to overall bylaw management.

GENERAL GOVERNMENT – ZERO WASTE COLLABORATION INITIATIVES

Description of Services

Zero Waste Collaboration Initiatives advances the zero waste objectives of Metro Vancouver with a focus on waste prevention and the transition to a circular economy. Progress on waste prevention at the regional level involves national and even global cross-sectoral collaboration — driving innovation in the design, production, and use of goods in support of a circular economy, learning about best practices in policy development and aligning with important initiatives of global leaders, stimulating and supporting innovation in product design and packaging, and initiating behaviour change throughout the supply chain and among consumers. Metro Vancouver’s interest in the transition to a circular economy is related to advancing waste prevention and the opportunities to reduce greenhouse gas emissions.

Zero Waste Collaboration Initiatives include:

- National Zero Waste Council
- Annual Zero Waste Conference

Strategic Directions and High Level Goals Supported

- Advance initiatives aligned with waste prevention and a transformation to a circular economy
- Encourage innovation in the delivery of Metro Vancouver services that will contribute to the region’s resilience and prosperity through circular solutions
- Use the National Zero Waste Council and the annual Zero Waste Conference to promote the importance of waste prevention and the value of transitioning to a circular economy
- Facilitate cross-sector collaboration to design waste out of products and packaging and to harmonize policies across Canadian jurisdictions that will facilitate waste prevention and promote circular solutions at the local level and across Canada
- Continue to expand public education and behavior change campaigns consistent with the objectives of zero waste with a focus on household food waste.

Performance Indicators

Indicator	Historical and/or Industry Benchmark	Current Performance	2023 Performance Objective
Number of attendees at the Zero Waste Conference	2021: 443 attendees 2020: 501 attendees 2019: 530 attendees	Projected for 2022: 500 attendees	10% increase
Number of partnerships developed to expand the Love Food Hate Waste campaign	2021: 8 partnerships 2020: 11 partnerships 2019: 9 partnerships	Projected for 2022: 9 partnerships	2 new partnerships
Number of members in the National Zero Waste Council	2021: 176 members 2020: 150 members 2019: 147 members	Projected for 2022: 195 members	10% increase
Number of events organized by the National Zero Waste Council that enable knowledge sharing (workshops, webinars, forums)	2021: 18 events 2020: 8 events 2019: 8 events	Projected for 2022: 12 events	14 events

2022 Key Actions

- Ensure the work of the National Zero Waste Council supports and enhances the zero waste objectives of Metro Vancouver
- Continue to grow the scope and influence of the National Zero Waste Council by leveraging the ability to convene key stakeholders to work on emerging issues related to construction and demolition waste, reuse and the transition to a circular economy
- Continue to implement “A Food Loss and Waste Strategy for Canada” through initiatives reducing waste throughout the food supply chain and from households
- Continue to support a cohort of local governments across Canada interested in advancing circularity through the Circular Cities and Regions Initiative
- Contribute to the work of the Canada Plastics Pact and Circular Economy Leadership Canada as co-founders of these national initiatives / strategies
- Continue to build awareness of the economic benefits of waste prevention through the seminal report released by the Council, *Waste Prevention: The Environmental and Economic Benefits for Canada*
- Host a two-day 2023 Zero Waste Conference and continue to build its well-earned reputation as a program that demonstrates Metro Vancouver’s leadership while inspiring and challenging participants to create a future without waste

REGIONAL EMERGENCY MANAGEMENT

Description of Services

Regional Emergency Management is a Metro Vancouver Regional District function established to provide emergency management to the region. This service is delivered in partnership with the Province of BC through the Integrated Partnership for Regional Emergency Management (IPREM).

The service was established through Bylaw 1079, 2008 and provided for the creation of IPREM that would engage Provincial and local government officials in a joint endeavour to coordinate a seamless multi-level emergency management system for the Metro Vancouver area. The service does not replace municipal emergency planning, but assists where these plans impact neighbouring local governments or the region as a whole. IPREM is working with representatives from all levels of government, partners and the private sector determining regional emergency management planning priorities.

IPREM's current Strategic Plan includes the following strategies:

- Continue to identify, assess and prioritize current and emerging regional emergency management planning needs;
- Coordinate the establishment and revisions of regional emergency management plans, programs and processes to address priority planning needs;
- Support and promote processes and procedures for strengthening emergency management personnel within the region;
- Continue to validate IPREM's regional plans, programs, processes, and assure integration with other plans in the region;
- Engage municipal partners and Indigenous peoples in relevant opportunities that enhance the region's emergency preparedness;
- Continue to improve IPREM's internal processes, capacity, capabilities, and governance;
- Align IPREM resources to meet strategic goals and objectives; and
- Continue to strengthen partnerships and Indigenous relationships with IPREM activities.

Strategic Directions and High Level Goals Supported

Regional Emergency Management supports the *Board Strategic Plan's* direction to strengthen the Regional Federation by providing region-wide Emergency Management planning services for Metro Vancouver. This function provides a planning bridge between all of the member municipalities and other critical infrastructure providers to help deliver emergency response in a coordinated and mutually supportive manner. This is provided via an equal partnership with the Province of British Columbia.

Performance Indicators

Indicator	Historical and/or Industry Benchmark	Current Performance	2023 Performance Objective
Conduct one Region Wide Emergency Exercise per year	1	0	1 (planned)

2023 Key Actions

- Initiate the development of a regional communications strategy to support coordination and interoperability during emergencies
- Review and update the IPREM Exercise program to support the Metro Vancouver region in coordinating during emergencies
- Conduct a regional forum for the Metro Vancouver member communities on relevant topics related to emergency management
- Conduct a regional exercise with a focus on strengthening collaboration between local and provincial governments and key stakeholder organizations for emergencies

INVEST VANCOUVER

Description of Services

Invest Vancouver is the Metro Vancouver region's economic development leadership service with the mission to position the region for success in a rapidly evolving global economy. Providing the necessary regional scale and perspective to advance opportunity and shared prosperity for all of the region's 2.7 million residents, Invest Vancouver is a thought leader on economic development issues of regional importance, a regional convener, and a voice for the region on the global stage.

Launched in 2021, Invest Vancouver is framed around three functional areas: data, research and policy; collaboration; and strategic investment. These functional areas work synergistically to advance the strategic economic prosperity priorities for the region, identified through an extensive consultation and collaboration with partner organizations including leaders from industry, First Nations, labour, non-profit organizations, education and all levels of government.

Invest Vancouver's four strategic priorities are to:

1. invest in people to adaptively respond to the rapidly changing labour market needs of industry;
2. catalyze innovation to diversify and strengthen the productive advantages of established and new industries that drive societal change;
3. build capacity in our key export-oriented industries; and,
4. increase our global connectedness.

Strategic Directions and High-Level Goals Supported

Board Strategic Plan

- Promote a regional approach to advancing economic prosperity that complements and amplifies the economic development work of members.
- Encourage innovation in the delivery of Metro Vancouver services that will contribute to the region's resilience and prosperity through clean technology and circular economy solutions.

Performance Indicators

Indicator	Historical and/or Industry Benchmark	Current Performance	2023 Performance Objective
Increase in unique visits to the INVEST VANCOUVER website	N/A	6,000 unique visits*	10,000 unique visits
Number of partnerships developed and sustained to further investment attraction goals and support key industry clusters	N/A	9 partnerships	12 partnerships

* Unique visits from January 1 – August 1, 2022. 9,000 unique visits projected to occur by December 31, 2022.

2023 Key Actions

- Develop and activate a foreign direct investment outreach and engagement strategy.
- Establish a regional strategic investment retention program.
- Create and execute partnership opportunities for the purposes of growing regional economic opportunities and attracting strategic investment.
- Strengthen and expand regional workforce development initiatives such as the Technology Education and Career Hub (T.E.C.H.) initiative.
- Enhance and expand branding, marketing and strategic communications initiatives to increase the profile of Invest Vancouver and awareness of economic opportunities within the Metro Vancouver region globally.
- Undertake applied economic research and policy analysis to build the capacity in and provide support for key industry clusters in the region.
- Lead quantitative and qualitative research to strengthen key industries and inform economic development decision-making to further enhance strategic investment in the region.
- Undertake intelligence activation activities, including engagement initiatives to advance applied economic research and policy analysis for the region.
- Commence work on a regional strategic economic development plan.

REGIONAL EMPLOYERS SERVICES

Description of Services

Regional Employers Services (RES) provides a range of human resource, labour relations and workforce strategy services to support of Metro Vancouver's member jurisdictions under the authority of the Metro Vancouver Regional District Labour Relations function. As part of Metro Vancouver's regional services, RES provides a forum for local government employers to connect, share information and collaborate on issues of regional significance. RES also provides specialized support services to subscribing member jurisdictions in the areas of compensation and collective bargaining.

Three integrated RES service groups provide complete support to member jurisdictions in the following areas:

- **Information & Advisory Services:** provides in-depth research, advice and support for human resources, labour relations and workforce needs to all member jurisdictions, as well as provides a forum for members to pursue matters of regional significance.
- **Collective Bargaining:** provides strategic, responsive guidance and expertise on collective bargaining for all subscribing member jurisdictions and other fee for service clients.
- **Compensation Services:** provides advice related to job analysis, organizational design, and dispute resolution to subscribing member jurisdictions and other fee-for-service clients.

Strategic directions and high level goals supported

Regional Employers Services supports the *Board Strategic Plan's* direction to strengthen the *Regional Federation* by providing a range of human resource, labour relations, compensation and collective bargaining services to support of Metro Vancouver's member jurisdictions. This includes providing a forum for local government employers to connect, share information and collaborate on issues of regional significance with a specific focus on such issues in local government.

Performance Indicators

Indicator	Historical and/or industry benchmark	Current performance	2023 performance objective
Annual number of attendees at RES educational offerings	Average: 230 2019: 394 2020: 240* 2021: 55*	2022 YTD May: 47* Objective: 200 *Numbers Low due to COVID-19	230

Indicator	Historical and/or industry benchmark	Current performance	2023 performance objective
Total number of page visits to RES website and myRES portal	Average: 43,747 2019: 37,055 2020: 43,090 2021: 51,097	2022 YTD June 2: 18,520 Objective: 45,000	45,000
Collective agreements serviced	2019: 49 2020: 50 2021: 51	YTD: 51 Objective: 50	51

2023 Key Actions

- Continue with preparation, coordination, and ongoing bargaining for the 2022/2023 renewals of collective agreements for Inside/Outside, Fire, and Police collective agreements.
- Commence the development of a new RES database(s).
- Develop a forward looking strategic plan for RES.
- Build and enhance RES services and delivery to respond to increasing client demand and growth.
- Complete the integration and implementation of the new CR Online (Job Evaluation) system.
- Continue to enhance tools and templates in support of job evaluation process.
- Continue to develop and deliver regional events and outreach through virtual seminars, roundtables and online learning initiatives.
- Continue to develop and deliver the RES Learning Series, including Comp 101.
- Continue to maintain and enhance the reporting functionality of the Workforce Data Centre on myRES.
- Continue to add resources to the Diversity and Inclusion webpage.
- Maintain and enhance the Careers Landing Page (you-belonghere.ca).

REGIONAL GLOBAL POSITIONING SYSTEM

Description of Services

Regional Global Positioning System is a Metro Vancouver Regional District function established to provide an accurate and consistent engineering survey standard in the Metro Vancouver region. Through a High Precision Network (HPN) of approximately 350 survey control monuments, five (5) Active Control Points (ACPs), and a real-time broadcast service of Global Navigation Satellite Systems (GNSS) data, local government and private users (the latter for a fee) are able to efficiently locate and layout various infrastructure and related works, such as water and sewer lines, reservoirs, roadways, trails, rights-of-way, bathymetric surveys, and topography. By pooling resources, local governments are able to reduce their individual costs for maintaining a high-accuracy geospatial reference system while also ensuring consistent survey standards are maintained in the region.

Strategic Directions and High Level Goals Supported

Board Strategic Plan

- Maintain Metro Vancouver's world-class water system that provides clean, safe drinking water and ensure its capacity to meet future needs.
- Ensure the long-term resilience of the regional drinking water system to withstand natural hazards, climate change and other significant disruptions.
- Develop and implement financial plans and policies that reflect a commitment to sound financial management and long-term planning, in consideration of current and future ratepayers.
- Strengthen awareness and engagement with the public, members, other orders of government, and key stakeholders on a range of initiatives that will ensure the delivery of clean, safe drinking water, now and into the future.
- Continue to engage with members on processes and initiatives that contribute to an effective and well-functioning organization.
- Enhance relationships between Metro Vancouver and other orders of government, First Nations, adjacent regional districts and key stakeholders.

Performance Indicators

Indicator	Historical and/or Industry Benchmark	Current Performance (2022)	2023 Performance Objective
Percent of service uptime (business hours, 8am – 4pm, M-F): <ul style="list-style-type: none"> Real-time service to mobile surveyors 	MV 3-year average (2019-2021): 99% 2019 99% 2020 99% 2021 99%	99%	99%
Percent of service uptime (24 x 7, 365 days / year): Post-mission data availability through Provincial portal	MV 3-year average (2018-2020): 99% 2019 99% 2020 99% 2021 99%	99%	99%

2023 Key Actions

- With local government partners, continue the development implementation of the action plan for the long term (10-15 years) maintenance and enhancement of the High Precision Network (HPN) of control monuments and the Active Control Point (ACP) system, in accordance with the 2019-2023 GPS Program Strategic Plan.
- With local government partners, look for opportunities for further innovation and continuous improvement to enhance the utility of the HPN and ACPs for geo-spatial referencing applications.

SASAMAT FIRE PROTECTION SERVICE

Description of Services

Sasamat Fire Protection Service is a Metro Vancouver Regional District (MVRD) function established to provide fire protection service to the Villages of Anmore and Belcarra. The service has two fire halls and five trucks staffed by approximately 40 trained volunteers. In 2021, Sasamat Fire Protection Service responded to approximately 117 calls for service with this volume expected to increase as development continues in the service area.

Strategic Directions and High Level Goals Supported

The MVRD Board supports the function of fire protection with respect to Anmore and Belcarra, as conferred by authority provided through Supplementary *Letters Patent*.

Daily fire operations and long term planning for the fire service is the responsibility of a Board of Trustees which is comprised of members from both Villages and one member assigned by the MVRD Board.

MVRD supports the fire service with providing administration services.

2023 Sasamat Volunteer Fire Department Board of Trustees Key Actions

- Commence review of requirements and preparation of job description for possible full-time Fire Chief in 2023.
- Commission new Sasamat Volunteer Fire Department Fire Truck.
- Continue to provide safety training such as respiratory fit testing and audiometric testing. Review and update Operational Guidelines.

Regional District Service Area

2023 to 2027 – WHAT’S HAPPENING

Below is a summary of some of the significant initiatives to be undertaken by the Regional District Service Area over the next 5 years.

Service Area	Initiative	Description	Theme
2023 - 2027			
E911 Emergency Telephone Service	System Upgrade	Engage with Telus to commence implementation of Next Gen 911	System Stewardship
Regional Emergency Management	Emergency Preparedness	Complete implementation of Emergency Alerting System (Alertable) and include operational messaging from MV departments	System Stewardship
Regional Emergency Management	Emergency Preparedness	Strengthen working relationships with Emergency Program Coordinators throughout the Region	System Stewardship
Regional Emergency Management	Emergency Preparedness	Formalize enhanced security awareness training and deliver training sessions to MV operating departments	System Stewardship
Invest Vancouver	Regional Promotion	Promote and showcase the industry advantages and business opportunities the Metro Vancouver region has to offer to the world	Regional Growth
Invest Vancouver	Regional Collaboration	Create and execute partnership plans to amplify regional economic growth and investment attraction opportunities	Regional Growth
Invest Vancouver	Regional Workforce Development Initiatives	Strengthen and expand regional workforce development initiatives such as the Technology Education and Career Hub (T.E.C.H.) initiative	Regional Growth
Invest Vancouver	Data Analytics and Industry Intelligence	Inform economic develop decisions with cutting-edge data analytics and comprehensive industry intelligence	System Stewardship
Invest Vancouver	Applied Economic Research and Policy Analysis	Undertake applied economic research and policy analysis to build the capacity in and provide support for key industry clusters	System Stewardship
Invest Vancouver	Intelligence Activation	Undertake activities for capacity building and strategic policy recommendation	System Stewardship
Invest Vancouver	Strategic Investment Attraction	Build on industry intelligence and activation activities, undertake strategic investment outreach actions	Financial Sustainability

Service Area	Initiative	Description	Theme
2023 - 2027			
Invest Vancouver	Regional Economic Development Plan	Commence activities on regional economic development plan	Regional Growth
Invest Vancouver	Strategic Investment Events	Execute global industry-centric events and programs to promote and profile the region	Regional Growth
Invest Vancouver	Strategic Investment Attraction	Facilitate business investment and expansion into the region	Financial Sustainability
Invest Vancouver	Data Analytics and Industry Intelligence	Inform economic development decisions with cutting-edge data analytics and comprehensive industry intelligence	System Stewardship
Invest Vancouver	Applied Economic Research and Policy Analysis	Expand applied economic research and policy analysis to build the capacity in and provide support for key industry clusters	System Stewardship
Invest Vancouver	Intelligence Activation	Undertake activities to support building capacity for key industries including implementation of strategic policy recommendations	System Stewardship
Invest Vancouver	Member Driven Services	Develop technologies and tools to enable member jurisdictions to create and share relevant economic development resources	System Stewardship
Regional Employers Services	Collective Bargaining	Conduct and coordinate collective bargaining across all occupational groups.	Regional Growth & Financial Sustainability
Regional Employers Services	Regional Coordination	Consolidate and deliver regional events, making use of best practice for delivery including virtual platforms. Develop regional policy guidelines, templates, and tools, including subject-specific web pages, to support member jurisdictions with emerging issues of regional significance.	System Stewardship
Regional Employers Services	RES Strategic Plan	Develop a forward looking strategic plan for RES.	RES Strategic Plan
Regional Employers Services	Compensation	Complete the integration of new subscribers and commence the upgrade and integration of the new online Job Evaluation system	Regional Growth & Financial Sustainability

Service Area	Initiative	Description	Theme
2023 - 2027			
Regional Global Positioning System	Regional GPS 5-year (2019-2023) Strategic Plan	Begin implementation of, the action plan for the long term (10-15 years) maintenance and enhancement of the High Precision Network (HPN) of control monuments and the Active Control Point (ACP) system, in accordance with the 2019-2023 GPS Program Strategic Plan.	System Stewardship
Sasamat Fire Protection Service	Equipment Refresh	Receive and outfit new fire truck Begin plans to purchase a new fire truck after 2025	System Stewardship
Sasamat Fire Protection Service	Training	Ongoing training for volunteer firefighters	System Stewardship
Zero Waste Collaboration Initiatives	National Zero Waste Council	Continue to provide leadership and secretariat services to the National Zero Waste Council in support of Metro Vancouver's commitment to zero waste and the transition to a circular economy. Areas of focus include: food loss and waste in Canada, the built environment; Circular Cities and Regions; single use and the Canadian Plastics Pact.	Environmental Sustainability Regulated & Legislative Environment
Zero Waste Collaboration Initiatives	Love Food Hate Waste Canada Campaign	For the next three years, the National Zero Waste Council will continue to organize, manage and deliver <i>Love Food Hate Waste Canada</i> .	Environmental Sustainability
Zero Waste Collaboration Initiatives	Zero Waste Conference	The annual Zero Waste Conference, hosted by Metro Vancouver and the National Zero Waste Council, has been organized to support the first two goals of the <i>Integrated Solid Waste and Resource Management Plan</i> related to waste prevention.	Environmental Sustainability Regulated & Legislative Environment

METRO VANCOUVER DISTRICTS
2023-2027 PROJECTED RESERVES - E911 EMERGENCY TELEPHONE SERVICE

OPERATING RESERVES

	2022 ENDING BALANCE	2023 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2023 ENDING BALANCE	2024 ENDING BALANCE	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE
E911 Emergency Telephone Service	\$ 399,190	\$ 399,190	\$ -	\$ -	\$ 7,984	\$ 407,174	\$ 415,317	\$ 423,623	\$ 432,096	\$ 440,738

DISCRETIONARY RESERVES

	2022 ENDING BALANCE	2023 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2023 ENDING BALANCE	2024 ENDING BALANCE	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE
E911 General Reserve	\$ 612,528	\$ 612,528	\$ -	\$ -	\$ 12,251	\$ 624,778	\$ 637,274	\$ 650,019	\$ 663,020	\$ 676,280

METRO VANCOUVER DISTRICTS
2023-2027 PROJECTED RESERVES - GENERAL GOVERNMENT ADMINISTRATION

OPERATING RESERVES

	2022	2023				2023	2024	2025	2026	2027
	ENDING BALANCE	OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE
General Government Administration	\$ 6,156,333	\$ 6,156,333	\$ -	\$ -	\$ 123,127	\$ 6,279,460	\$ 6,405,049	\$ 6,533,150	\$ 6,663,813	\$ 6,797,089

DISCRETIONARY RESERVES

	2022	2023				2023	2024	2025	2026	2027
	ENDING BALANCE	OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE
General Government General Reserve	\$ 7,401,235	\$ 7,401,235	\$ -	\$ -	\$ 148,025	\$ 7,549,260	\$ 7,700,245	\$ 7,854,250	\$ 8,011,335	\$ 8,171,562

STATUTORY RESERVES

	2022	2023				2023	2024	2025	2026	2027
	ENDING BALANCE	OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE
General Government Administration										
MVRD Sustainability Innovation Fund Reserve	\$ 12,097,397	\$ 12,097,397	\$ 347,000	\$ (845,000)	\$ 236,968	\$ 11,836,365	\$ 12,019,563	\$ 12,610,424	\$ 13,213,102	\$ 13,827,834
Grants Reserve Fund	2,049,703	2,049,703	-	(150,000)	39,494	1,939,197	1,826,481	1,711,511	1,594,241	1,474,626
Total	\$ 14,147,101	\$ 14,147,101	\$ 347,000	\$ (995,000)	\$ 276,462	\$ 13,775,563	\$ 13,846,044	\$ 14,321,935	\$ 14,807,343	\$ 15,302,460

METRO VANCOUVER DISTRICTS
2023-2027 PROJECTED RESERVES - GENERAL GOVERNMENT ZERO WASTE COLLABORATION INITIATIVES

OPERATING RESERVES

	2022	2023				2023	2024	2025	2026	2027
	ENDING BALANCE	OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE
General Government Zero Waste Collaboration Initiative	\$ 83,831	\$ 83,831	\$ -	\$ -	\$ 1,677	\$ 85,508	\$ 87,218	\$ 88,962	\$ 90,741	\$ 92,556

METRO VANCOUVER DISTRICTS
2023-2027 PROJECTED RESERVES - INVEST VANCOUVER

OPERATING RESERVES

	2022	2023				2023	2024	2025	2026	2027
	ENDING BALANCE	OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE
Invest Vancouver	\$ 21,041	\$ 21,041	\$ -	\$ -	\$ 421	\$ 21,462	\$ 21,891	\$ 22,329	\$ 22,775	\$ 23,231

DISCRETIONARY RESERVES

	2022	2023				2023	2024	2025	2026	2027
	ENDING BALANCE	OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE
Invest Vancouver	\$ 708,157	\$ 708,157	\$ -	\$ (500,000)	\$ 9,163	\$ 217,320	\$ 120,666	\$ 123,080	\$ 125,541	\$ 128,052

METRO VANCOUVER DISTRICTS
2023-2027 PROJECTED RESERVES - REGIONAL EMERGENCY MANAGEMENT

OPERATING RESERVES

	2022 ENDING BALANCE	2023 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2023 ENDING BALANCE	2024 ENDING BALANCE	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE
Regional Emergency Management	\$ 202,782	\$ 202,782	\$ -	\$ -	\$ 4,056	\$ 206,837	\$ 210,974	\$ 215,194	\$ 219,497	\$ 223,887

DISCRETIONARY RESERVES

	2022 ENDING BALANCE	2023 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2023 ENDING BALANCE	2024 ENDING BALANCE	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE
REM General Reserve	\$ 283,403	\$ 283,403	\$ -	\$ (60,530)	\$ 5,063	\$ 227,936	\$ 173,345	\$ 138,859	\$ 112,178	\$ 82,055

METRO VANCOUVER DISTRICTS
2023-2027 PROJECTED RESERVES - REGIONAL EMPLOYER SERVICES

OPERATING RESERVES

	2022 ENDING BALANCE	2023 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2023 ENDING BALANCE	2024 ENDING BALANCE	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE
Regional Employers Services	\$ 472,757	\$ 472,757	\$ -	\$ -	\$ 9,455	\$ 482,212	\$ 491,857	\$ 501,694	\$ 511,728	\$ 521,962

DISCRETIONARY RESERVES

	2022 ENDING BALANCE	2023 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2023 ENDING BALANCE	2024 ENDING BALANCE	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE
Regional Employers Service General Reserve	\$ 2,293,466	\$ 2,293,466	\$ -	\$ (340,000)	\$ 42,469	\$ 1,995,935	\$ 1,909,604	\$ 1,897,296	\$ 1,884,742	\$ 1,871,937

METRO VANCOUVER DISTRICTS
2023-2027 PROJECTED RESERVES - REGIONAL GLOBAL POSITIONING SYSTEM

OPERATING RESERVES

	2022	2023				2023	2024	2025	2026	2027
	ENDING BALANCE	OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE
Regional Global Positioning System	\$ 231,859	\$ 231,859	\$ -	\$ -	\$ 4,637	\$ 236,497	\$ 241,227	\$ 246,051	\$ 250,972	\$ 255,992

STATUTORY RESERVES

	2022	2023				2023	2024	2025	2026	2027
	ENDING BALANCE	OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE
Regional Geospatial Reference System Reserve	\$ 1,160,245	\$ 1,160,245	\$ 31,000	\$ -	\$ 23,515	\$ 1,214,760	\$ 1,281,475	\$ 1,355,585	\$ 1,436,226	\$ 1,521,511

METRO VANCOUVER DISTRICTS
2023-2027 PROJECTED RESERVES - SASAMAT FIRE PROTECTION SERVICE

OPERATING RESERVES

	2022 ENDING BALANCE	2023 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2023 ENDING BALANCE	2024 ENDING BALANCE	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE
Sasamat Fire Protection Service	\$ 107,551	\$ 107,551	\$ -	\$ -	\$ 2,151	\$ 109,702	\$ 111,896	\$ 114,134	\$ 116,417	\$ 118,745

STATUTORY RESERVES

	2022 ENDING BALANCE	2023 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2023 ENDING BALANCE	2024 ENDING BALANCE	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE
Sasamat Fire Protection Service (SFPS)										
SFPS Capital Reserve Fund	\$ 1,085,207	\$ 1,085,207	\$ 92,100	\$ (600,000)	\$ 16,625	\$ 593,932	\$ 698,832	\$ 805,829	\$ 914,967	\$ 1,026,287
SFPS Communications Capital Reserve Fund	59,847	59,847	-	-	1,197	61,044	62,265	63,510	64,780	66,076
SFPS Emergency Equipment Reserve Fund	24,372	24,372	-	-	487	24,859	25,356	25,863	26,381	26,908
SFPS Capital Facility Reserve	442,161	442,161	348,192	-	12,325	802,678	1,170,406	1,545,488	1,928,071	2,318,307
Total	\$ 1,611,586	\$ 1,611,586	\$ 440,292	\$ (600,000)	\$ 30,635	\$ 1,482,513	\$ 1,956,858	\$ 2,440,690	\$ 2,934,199	\$ 3,437,578

To: Finance Committee

From: Jerry W. Dobrovolny, Commissioner/Chief Administrative Officer

Date: September 21, 2022

Meeting Date: October 13, 2022

Subject: **Manager's Report**

RECOMMENDATION

That the Finance Committee receive for information the report dated September 21, 2022 titled "Manager's Report."

Economic Opportunities/Social Enterprise

Metro Vancouver continues to create economic opportunities for social enterprises, non-profits and other equity deserving populations who have barriers to employment. Metro Vancouver strives to promote a regional approach to advancing economic prosperity that complements the economic development work of members, as outlined in the Board Strategic Plan.

Upon considering what economic opportunities exist and how to best engage groups when undertaking new projects in order to promote an inclusive local economy and prosperity for residents, Metro Vancouver has engaged social enterprises in various ways. Examples include, but are not limited to:

- Housing Services utilizing social enterprises for catering services and are considering piloting general housekeeping services within our Vancouver housing;
- Supporting workers by requiring a living wage for our operations contract at the Central Surrey Recycling and Waste Centre;
- Establishing a contract with organics processors with strong ties to First Nations;
- Supporting the non-profit Urban Repurpose for a pilot re-use project at the North Shore Recycling and Waste Centre to collect materials that would otherwise be sent for recycling or disposal; and
- Partnering with Mosaic and SUCCESS on 2 new programs aimed to lower barriers for internationally trained professionals to gain employment in their fields of study.

Long Term Financial Plan Update

The Long Term Financial Plan item which is on the Finance Committee Work Plan for 2022 has been worked on significantly throughout the year by Metro Vancouver staff. This work will come forward in 2023.

Finance Committee Work Plan

Attachment 2 to this report sets out the Committee's Work Plan for 2022. The status of the Committee's key priorities is shown as pending, in progress, or complete together with the quarter that is expected to be considered by the Committee.

Attachment

2022 Finance Committee Work Plan

Finance Committee 2022 Work Plan

Report Date: September 21, 2022

Priorities

1 st Quarter	Status
Authorization to Attend 2022 International Events	Complete
Authorization to Attend 2022 Standing Committee Events	Complete
External Agency Appointment Policy	Complete
Electronic Meeting Participation Policy	Complete
Compensation for Public Advisory Committee Members	Pending
Long Term Financial Plan	Complete
TransLink Federal Gas Tax Application	Complete
Sponsorship Policy	Complete
Development Cost Charge Update	Pending
2 nd Quarter	
2021 Statement of Financial Information	Complete
Wet Weather Pricing	Complete
Procurement and Real Property Contracting Authority	Pending
Long Term Financial Plan	Pending
Status of Reserves	Pending
Budget Workshop Review	Pending
3 rd Quarter	
Procedure Amendment Bylaw	Deferred
Long Term Financial Plan	Pending
TransLink Federal Gas Tax Report	In Progress
Environmental, Social, and Governance (ESG) and Socially Responsible Investment (SRI) Strategy Update	Pending
4 th Quarter	
Annual Budget and Five Year Financial Plan – Regional District Service Areas and Corporate Support	In Progress
Long Term Financial Plan	Pending