AGENDA

FINANCE COMMITTEE
REGULAR MEETING

Thursday, October 15, 2009
9:00 a.m.
2nd Floor Boardroom
4330 Kingsway, Burnaby, BC

Committee Members:
Chair, Director Malcolm Brodie, Richmond
Vice Chair, Director Colleen Jordan, Burnaby
Director Ralph Drew, Belcarra
Director Rick Green, Langley Township
Councillor Robin Hicks, North Vancouver District
Director Marvin Hunt, Surrey
Councillor Craig Keating, North Vancouver City
Councillor Michael Lewis, West Vancouver
Director Raymond Louie, Vancouver
Director Don MacLean, Pitt Meadows
Director Gayle Martin, Langley City

Please advise Winnia Chan at (604) 432-6249 if you are unable to attend.
NOTICE TO THE GVRD
FINANCE COMMITTEE

9:00 a.m.
Thursday, October 15, 2009
2nd Floor Boardroom, 4330 Kingsway, Burnaby, British Columbia.

A G E N D A

1. ADOPTION OF THE AGENDA

1.1 October 15, 2009 Regular Meeting Agenda
   Staff Recommendation:
   That the Finance Committee adopt the agenda for its regular meeting
   scheduled for October 15, 2009 as circulated.

2. ADOPTION OF THE MINUTES

2.1 July 16, 2009 Regular Meeting Minutes
   Staff Recommendation:
   That the Finance Committee adopt the minutes of its regular meeting held
   July 16, 2009 as circulated.

2.2 July 17, 2009 Joint Finance Committee and Water Committee Special
      Meeting Minutes
   Staff Recommendation:
   That the Finance Committee adopt the minutes of its Joint Finance
   Committee and Water Committee special meeting held July 17, 2009 as
   circulated.

3. DELEGATIONS
   No items presented.

4. INVITED PRESENTATIONS
   No items presented.

5. REPORTS FROM COMMITTEE OR STAFF

5.1 2010 Programs and Priorities for the Finance Committee
   Designated Speaker: Jim Rusnak
   Recommendation:
   That the Finance Committee endorse the proposed programs and priorities,
   as outlined in the report dated September 17, 2009, titled “2010 Programs
   and Priorities of Finance Committee”, as the basis for the budget to be
   considered at the Board budget workshop in October 2009.
5.2 **2010 Funding to External Organizations**  
*Designated Speaker: Delia Laglagaron and Jim Rusnak*  
*Recommendation:*  
That the Board approve the inclusion of the external contributions, as outlined in the report dated September 25, 2009 titled “2010 Funding to External Organizations”, in the 2010 Budget.

5.3 **Draft Metro Vancouver Districts’ 2010 Budget**  
*Designated Speaker: Delia Laglagaron and Jim Rusnak*  
*Recommendation:*  
That the Finance Committee recommend that the draft budget be endorsed as the primary workshop material for consideration at the Board Budget Workshop scheduled for October 14, 2009, with the appropriate recommendation for adoption of the budgets by the Board.

5.4 **GVRD Financial Plan Bylaw No. 1116, 2009**  
*Designated Speaker: Phil Trotzuk*  
*Recommendation:*  
a) That the Board give leave to introduce “Greater Vancouver Regional District Financial Plan Bylaw No. 1116, 2009” and that it be read a first, second and third time; and  
b) That the Board reconsider, pass and finally adopt “Greater Vancouver Regional District Financial Plan Bylaw No. 1116, 2009”.

5.5 **GVRD Temporary Borrowing Authority – Bylaw No. 1114, 2009**  
*Designated Speaker: Phil Trotzuk*  
*Recommendation:*  
a) That “Greater Vancouver Regional District Temporary Loan Bylaw 1114, 2009” which authorizes the borrowing from the District’s Banker or others in the course of the calendar year 2010 in anticipation of the collection of its revenue, of a sum or sums of money, the outstanding total of which shall not exceed $12 million at any one time, by the issue of promissory notes or by such other means as are appropriate, be introduced and read a first, second and third time; and  
b) That “Greater Vancouver Regional District Temporary Loan Bylaw 1114, 2009” be reconsidered, passed and finally adopted.

5.6 **GVWD Temporary Borrowing Authority**  
*Designated Speaker: Phil Trotzuk*  
*Recommendation:*  
That the GVWD Administration Board authorize the borrowing from the District’s Banker or others in the course of the calendar year 2010 in anticipation of the collection of its revenue, of a sum or sums of money, the outstanding total of which shall not exceed $12 million at any one time, by the issue of promissory notes or by such other means as are appropriate.
5.7 **GVS&DD Temporary Borrowing Authority**  
*Designated Speaker: Phil Trotzuk*  
*Recommendation:*  
That the GVS&DD Administration Board authorize the borrowing from the District’s Banker or others in the course of the calendar year 2010 in anticipation of the collection of its revenue, of a sum or sums of money, the outstanding total of which shall not exceed $12 million at any one time, by the issue of promissory notes or by such other means as are appropriate.

5.8 **GVRD Geospatial Reference System Fees and Charges Bylaw No. 1115, 2009**  
*Designated Speaker: Phil Trotzuk*  
*Recommendation:*  
a) That the Board give leave to introduce “Greater Vancouver Regional District Geospatial Reference System Fees and Charges Bylaw No. 1115, 2009” and that it be read a first, second and third time; and  
b) That the Board reconsider, pass and finally adopt “Greater Vancouver Regional District Geospatial Reference System Fees and Charges Bylaw No. 1115, 2009”.

5.9 **Greater Vancouver Sewerage and Drainage District 2010 Cost Apportionment Bylaw 251, 2009**  
*Designated Speaker: Phil Trotzuk*  
*Recommendation:*  
a) That the Board give leave to introduce “Greater Vancouver Sewerage and Drainage District 2010 Cost Apportionment Bylaw No. 251, 2009”, being a bylaw governing the distribution of the GVS&DD tax levy for 2010, and that it be read a first, second and third time; and  
b) That the Board reconsider, pass and finally adopt “Greater Vancouver Sewerage and Drainage District 2010 Cost Apportionment Bylaw No. 251, 2009”.

5.10 **2010 Tipping Fee Bylaw No. 250, 2009**  
*Designated Speaker: Carol de la Franier*  
*Recommendation:*  
a) Introduce and give first, second and third reading to “Greater Vancouver Sewerage and Drainage District Tipping Fee and Solid Waste Disposal Regulation Bylaw No. 250, 2009”;

b) Reconsider, pass and finally adopt “Greater Vancouver Sewerage and Drainage District Tipping Fee and Solid Waste Disposal Regulation Bylaw No. 250, 2009”.

5.11 **GVS&DD/Wastech Comprehensive Agreement – 2008 Financial Results**  
*Designated Speaker: Carol de la Franier*  
*Recommendation:*  
That the GVS&DD Board receive for information the report dated September 8, 2009 titled “GVS&DD/Wastech Comprehensive Agreement – 2008 Financial Results”.

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5.12 Financial Performance Report to August 31, 2009  
Designated Speaker: Phil Trotzuk  
Recommendation:  
That the Finance Committee receive the report titled “Financial Performance Report as of August 2009” dated October 2, 2009 for information.

5.13 Floating Rate Exposure May to August, 2009  
Designated Speaker: Phil Trotzuk  
Recommendation:  
That the Finance Committee receive the report titled “Floating Rate Exposure - May to August 2009” dated September 10, 2009 for information.

5.14 Status of Utilities Capital Expenditures to August 31, 2009  
Designated Speaker: Phil Trotzuk  
Recommendation:  
That the Committee receive the report titled “Status of Utilities Capital Expenditures to August 31, 2009” dated September 22, 2009 for information.

5.15 Investment Position and Returns – May 1 - August 31, 2009  
Designated Speaker: Gord Nicol  
Recommendation:  
That the Finance Committee receive the report titled “Investment Position and Returns – May 1, 2009 to August 31, 2009” dated September 10, 2009 for information.

5.16 Semi-Annual Report on GVS&DD Development Cost Charges  
Designated Speaker: Phil Trotzuk  
Recommendation:  

5.17 Tender/Contract Award Information – June, July & August 2009  
Designated Speaker: Tracey Husoy  
Recommendation:  
That the Finance Committee receive the report dated September 28, 2009 titled “Tender/Contract Award Information – June, July & August 2009” for information.

5.18 Manager’s Report  
5.18.1 MFA Fall Issue Report

6. INFORMATION ITEMS

6.1 Recreational Infrastructure Canada Grants & Trees for Tomorrow Grant  
That the Finance Committee receive for information the report titled “Recreational Infrastructure Canada Grants & Trees for Tomorrow Grant” dated August 10, 2009.

7. OTHER BUSINESS  
No items presented.
8. **RESOLUTION TO CLOSE MEETING**  
*Staff Recommendation:*  
That the Finance Committee close its regular meeting scheduled for October 15, 2009 pursuant to the *Community Charter* provisions, Section 90 (1) (d) as follows:

“90 (1) A part of a committee meeting may be closed to the public if the subject matter being considered relates to or is one or more of the following:  
(d) the security of the property of the regional district;

9. **ADJOURNMENT**  
*Staff Recommendation:*  
That the Finance Committee conclude its regular meeting of October 15, 2009.
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GREATER VANCOUVER REGIONAL DISTRICT
FINANCE COMMITTEE

Minutes of the Regular Meeting of the Greater Vancouver Regional District (GVRD) Finance Committee held at 8:59 a.m. on Thursday, July 16, 2009 in the 2nd Floor Boardroom, 4330 Kingsway, Burnaby, British Columbia.

PRESENT:
Chair, Director Malcolm Brodie, Richmond
Councillor Robin Hicks, North Vancouver District
Director Marvin Hunt, Surrey
Councillor Craig Keating, North Vancouver City (arrived at 9:00 a.m.)
Councillor Michael Lewis, West Vancouver
Director Raymond Louie, Vancouver
Director Gayle Martin, Langley City

ABSENT:
Vice Chair, Director Colleen Jordan, Burnaby
Director Ralph Drew, Belcarra
Director Rick Green, Langley Township
Director Don MacLean, Pitt Meadows

OTHERS PRESENT:
Director Lois Jackson, Chair, GVRD Board

STAFF:
Johnny Carline, Commissioner/Chief Administrative Officer
Jim Rusnak, Chief Financial Officer
Priya Rai, Assistant to Regional Committees, Corporate Secretary’s Department

1. ADOPTION OF THE AGENDA

1.1 July 16, 2009 Regular Meeting Agenda

It was MOVED and SECONDED
That the Finance Committee:
   a) amend the agenda for its regular meeting scheduled for July 16, 2009 by:
      i. adding on-table Item 5.1 Replacement page 45: Financial Indicators
      ii. adding on-table item 5.2 Financial Challenges Facing the Region
      iii. varying the order of the agenda to consider Item 7.1: Board and Committee Remuneration before Item 5.1: Financial Projections for 2010 to 2014; and
   b) adopt the agenda as amended.

CARRIED
Minutes of the Regular Meeting of the GVRD Finance Committee
held on Thursday, July 16, 2009       Page 2 of 6

9:00 a.m.
Director Keating arrived at the meeting.

2.  ADOPTION OF THE MINUTES

2.1  June 11, 2009 Regular Meeting Minutes

It was MOVED and SECONDED
That the Finance Committee adopt the minutes of its regular meeting held
June 11, 2009 as circulated.

CARRIED

2.2  June 11, 2009 Special Meeting Minutes

It was MOVED and SECONDED
That the Finance Committee adopt the minutes of a special meeting held
June 11, 2009 as circulated.

CARRIED

3.  DELEGATIONS
No items presented.

4.  INVITED PRESENTATIONS
No items presented.

Agenda Varied
Pursuant to Item 1.1, the order of the agenda varied to consider Item 7.1 prior to Item 5.1.

7.1  Board and Committee Remuneration (verbal report)
Lois Jackson, Chair, GVRD Board, provided a verbal presentation to the
Finance Committee regarding the review of stipends and remuneration.

Discussion ensued on:
• Metro Vancouver’s alignment with similar companies such as BC Ferries
• public perception of stipends

It was MOVED and SECONDED
That the Finance Committee direct staff to produce a comparative review of
the level of director stipends.

CARRIED

Agenda Order Resumed
The order of the agenda resumed with Item 5.1 being before the Committee.
5. REPORTS FROM COMMITTEE OR STAFF

5.1 Financial Projections for 2010 to 2014
Report dated June 30, 2009 from Johnny Carline, Chief Administrative Officer/Commissioner, Delia Laglagaron, Deputy Commissioner/Deputy Chief Administrative Officer, and Jim Rusnak, Chief Financial Officer, providing details of the 2010 Program Planning and Budget Process.

Discussion ensued on the following:
- actions to decrease costs such as deferral of programmes
- achievement of value engineering award that provides recognition of projects that improve in-house and contractor productivity
- presentation of the report at a municipal level to provide consolidated data
- review of taxation
- low and mixed household income variability

Request of Staff
Staff was requested to produce for the Board a graph with the Gross Debt Per Capita for Metro Vancouver.

It was MOVED and SECONDED
That the Board endorse the five year financial framework for 2010-2014 for budget and long range planning purposes as outlined in the report titled “Financial Projections for 2010 to 2014” dated June 30, 2009.

CARRIED

On-table replacement page 45, dated June 30, 2009 titled “Financial Indicators” was distributed to members and is retained with the July 16, 2009 Finance Committee agenda.

5.2 Financial Challenges Facing the Region
Presentation dated July 16, 2009 from Jim Rusnak, Chief Financial Officer, Finance and Administration Department, providing a report on the following:
- information on long-term financial implications of major cost drivers
- strategic options for consideration
- information on potential funding from the Provincial and Federal Governments
- basis to continue to broaden discussion on financial sustainability with municipalities and other interested public and organizations

Jim Rusnak elaborated on the optimistic, moderate and pessimistic scenarios of Metro Vancouver’s projected expenditure to the year 2030, impacts on households and TransLink.

Discussion ensued on the following:
- 4% growth in income of households
- concern regarding the impact of the report when presented to the Federal Government due to the figures in slide 23 “Summary of Regional Impact, Total Regional Expenditures”
Concerns were expressed on the following:
- misrepresentation of a ‘moderate scenario’
- need for a better knowledge reference point when looking at figures
- use of the report as a base case for senior funding

The Finance Committee requested that the report be sent to the Board, for receipt and action, with an amendment to the scenarios in slide 23 “Summary of Regional Impact Total Regional Expenditures”.

**It was MOVED and SECONDED**
That the Finance Committee:
1. Authorize the use of these projections in advancing the financial case for senior government funding participation in significant Metro Vancouver utility projects.
2. Direct staff to report back the feasibility and desirability of:
   a) Replacing current “levy as you go” strategy with a pre-levy, or “rate smoothing” strategy.
   b) Replacing the current policy of 15 year debt amortization with a longer term amortization; and
3. Direct staff to use this report as the financial basis for ongoing dialogue and discussion with member municipalities and interested groups within the Metro Vancouver region.

**CARRIED**
Councillor Hicks absent from vote.

Presentation material dated July 16, 2009 titled “Financial Challenges Facing the Region” was distributed at the meeting and is retained with the July 16, 2009 Finance Committee agenda.

**5.3 2009 Financial Performance Report as of May 2009**

**It was MOVED and SECONDED**

**CARRIED**

**5.4 Summary of Internal Audit Report: Vehicle Fleet Management**
Report dated June 25, 2009 from Jennifer Rosen, Internal Auditor, Finance and Administration Department, providing an overview of the results from an internal audit completed of Vehicle Fleet Management.
It was MOVED and SECONDED

CARRIED

5.5 Tender/Contract Award Information – May 2009
Report dated June 25, 2009 from Tracey S. Husoy, Purchasing and Risk Division Manager, Finance and Administration Department, providing information regarding the contracts valued at or estimated at more than $250,000.00.

It was MOVED and SECONDED

CARRIED

5.6 Manager’s Report (verbal)
No items presented.

6. INFORMATION ITEMS

It was MOVED and SECONDED
That the Finance Committee receive for information the following items:
6.1 Correspondence from United Steelworkers, Local 1-1937 dated June 3, 2009.
6.2 Correspondence from TransLink dated June 29, 2009.

CARRIED

7. OTHER BUSINESS

7.2 Chair Lois Jackson, Board and Committee Remuneration (verbal report)
This item was previously considered.

8. RESOLUTION TO CLOSE MEETING

It was MOVED and SECONDED
That the Finance Committee close its regular meeting scheduled for July 16, 2009 pursuant to the Community Charter provisions, Section 90 (1) (d) and (g) as follows:
“90 (1) A part of a committee meeting may be closed to the public if the subject matter being considered relates to or is one or more of the following:
(d) the security of the property of the regional district.
(g) litigation or potential litigation affecting the regional district.

CARRIED
9. ADJOURNMENT

It was MOVED and SECONDED
That the Finance Committee conclude its regular meeting of July 16, 2009.
CARRIED
(Time: 10:46 a.m.)

_____________________________________ ________________________________
Priya Rai, Malcolm Brodie, Chair
Assistant to Regional Committees
GREATER VANCOUVER REGIONAL DISTRICT
JOINT FINANCE AND WATER COMMITTEE

Minutes of the Special Joint Meeting of the Greater Vancouver Regional District (GVRD) Finance Committee and Water Committee held at 8:59 a.m. on Friday, July 17, 2009 in the 2nd Floor Boardroom, 4330 Kingsway, Burnaby, British Columbia.

MEMBERS PRESENT (Finance Committee):
Co-Chair, Director Malcolm Brodie, Richmond
Vice Chair, Director Colleen Jordan, Burnaby
Director Rick Green, Langley Township*
Councillor Robin Hicks, North Vancouver District
Director Marvin Hunt, Surrey
Councillor Craig Keating, North Vancouver City*
Councillor Michael Lewis, West Vancouver
Director Raymond Louie, Vancouver

MEMBERS PRESENT (Water Committee)
Co-Chair, Director Tim Stevenson, Vancouver
Vice Chair, Director Mae Reid, Coquitlam
Director Derek Corrigan, Burnaby
Director Rick Green, Langley Township*
Councillor Craig Keating, North Vancouver City*
Director Greg Moore, Port Coquitlam
Councillor Alan Nixon, North Vancouver District
Councillor Karen Rockwell, Port Moody

MEMBERS ABSENT (Finance Committee)
Director Ralph Drew, Belcarra
Director Don MacLean, Pitt Meadows
Director Gayle Martin, Langley City

MEMBERS ABSENT (Water Committee)
Councillor Linda Barnes, Richmond
Councillor Barbara Steele, Surrey
Director Hal Weinberg, Anmore

* serves on both Finance and Water Committees

STAFF PRESENT:
Johnny Carline, Commissioner/Chief Administrative Officer
Jim Rusnak, Chief Financial Officer, Finance and Administration Department
Janis Olsen, Assistant to Regional Committees, Corporate Secretary’s Department
1. ADOPTION OF THE AGENDA

1.1 July 17, 2009 Special Meeting Agenda

It was MOVED and SECONDED
That the Finance Committee and Water Committee adopt the agenda for the special meeting scheduled for July 17, 2009 as circulated.

CARRIED

2. REPORTS FROM COMMITTEE OR STAFF

No items presented.

3. RESOLUTION TO CLOSE MEETING

It was MOVED and SECONDED
That the Finance Committee and Water Committee close its special joint meeting scheduled for July 17, 2009 pursuant to the Community Charter provision, Section 90(1) (e) as follows:

“90 (1) A part of a committee meeting may be closed to the public if the subject matter being considered relates to one or more of the following:

e) the acquisition, disposition or expropriation of land or improvements, if the board or committee considers that disclosure could reasonably be expected to harm the interests of the regional district.”

CARRIED

4. ADJOURNMENT

It was MOVED and SECONDED
That the Finance Committee and Water Committee conclude its special meeting of July 17, 2009.

CARRIED

(Time:  9:00 a.m.)

_____________________________________ ________________________________
Janis Olsen, Malcolm Brodie, Chair
Assistant to Regional Committees

____________________________
Tim Stevenson, Co-Chair

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TO: Finance Committee

FROM: Jim Rusnak, Chief Financial Officer, Finance & Administration

DATE: September 17, 2009

RE: 2010 Programs and Priorities of Finance Committee

Recommendation:
That the Finance Committee endorse the proposed programs and priorities, as outlined in the report dated September 17, 2009, titled “2010 Programs and Priorities of Finance Committee”, as the basis for the budget to be considered at the Board budget workshop in October 2009.

1. PURPOSE

To present the 2010 programs and priorities under the purview of the Finance Committee for discussion and/or amendment for Board consideration at the Board budget workshop. Note that for 2010, the Finance Committee’s purview includes an array of programs that were considered last year by the now defunct Corporate Administration Committee.

2. CONTEXT

To develop the programs, priorities and budget for 2010, this phase of the process focuses on determining programs and priorities to be undertaken in 2010, subject to final budget considerations. Deliberations on all Metro Vancouver budgets will be the subject of the Finance Committee meeting and the Board Workshop, both scheduled in October.

The conclusions of the Committee deliberations will provide an update of Metro Vancouver’s strategies and priorities to achieve targets in the Board adopted Sustainability Framework document.

Strategies and priorities for Finance Committee are here presented as:

- Strategic priorities which include related implementation priorities (in other words those actions that are important elements for implementation of the strategic priorities).
- Operational priorities (those priorities that are important to our operations, but of lesser strategic importance).
- Longer term priorities.
3. DISCUSSION

Metro Vancouver’s Finance Committee provides oversight to the Finance and Administration department which comprises five broad areas: Financial Planning and Operations, Properties, Purchasing and Risk Management, Financial Policy and Research and Internal Audit. Financial Planning and Operations ensures that proper and adequate internal controls operate effectively. Managing all regular accounting operations, producing timely and accurate financial reports, overseeing the budget process and the treasury function are all key responsibilities. The Properties division manages Metro Vancouver’s interest in thousands of properties, and provides land acquisition services, rights of way management and administers a comprehensive database of property interests. Purchasing and Risk Management deliver the procurement of goods, services and construction by way of an equitable and transparent competitive process. Financial Policy and Research deliver support in helping to secure senior government participation in major infrastructure projects, as well as business case analysis on energy generation and energy recovery opportunities. Internal Audit reviews and recommends changes in practices and procedures on the basis of ongoing operational audits.

In addition, the Finance Committee deals with those elements of corporate administration which require political oversight and which are not dealt with by the standing committees with specific functional mandates. The Committee considers issues related to Board and Committee governance, corporate structure and processes. Matters that require political direction and which relate to the Board, member municipalities, or the region at large are also dealt with.

A key accomplishment for the Finance Committee in 2009 has been to clearly establish Metro Vancouver as the leader in advancing the discussion and debate around financial sustainability for local government, Metro Vancouver and other regional authorities. Specifically, the broad discussion flowing from the “Financial Challenges” report endorsed by the Committee last year, and updated in 2009 has helped focus attention on the financial implications around key, major decisions facing the region. This has helped to build an acute awareness of the significance of pending decisions, and the inter-relationships between Metro Vancouver, member municipalities, TransLink, the Municipal Finance Authority and other agencies.

As well, throughout 2009 the Committee provided guidance and leadership as Metro Vancouver navigated its way through a time of unprecedented economic challenge and uncertainty. The Committee was instrumental in providing direction to shape Metro Vancouver’s 2010 Budget approach, and worked closely with other Committees in developing and advancing a very compelling suite of “Shovel-ready” stimulus projects.

The Finance Committee also successfully oversaw and completed several key accomplishments with Corporate Services Department. The largest of which included the successful negotiation and purchase of the adjacent building. This will provide the needed room for growth and will provide a revenue stream to help offset the cost of facility management. At our main head office build, we introduced several innovations in sustainable building management, including solar powered domestic hot water and high efficiency pumps and air make up units. Also within Corporate Services, we continued to upgrade our IT capacity in an economically efficient manner. Including new low energy servers and network switches. All this was accomplished while we steadily upgraded our corporate security system in a manner sensitive to staff concerns, and we maintained an excellent health and safety record. Persevering and increasing Metro Vancouver’s WorkSafeBC “merit discount” under the earned rating assessment system (ERA)
The role of the Human Resources function is to execute HR strategies and services that position Metro Vancouver to compete for and retain the talent necessary to meet changing business demands and, in the process, help to build a vital and sustainable organization. Key achievements in 2009 were: 1) the implementation of strategic recruitment initiatives that facilitated 500 recruitment by end of August and a 50% reduction in the position vacancy rate and: 2) the successful negotiation of two new collective agreements with no resulting labour disruption.

3.1 Finance Strategic Priorities and Related Initiatives for 2010

- Continue leadership role on financial sustainability for Metro Vancouver region
  - Update the “Financial Challenges” report in 2010, and continue to use it as a focal point for discussion at many levels
  - Support and direct the upcoming Commission examining regional “Funding, Cost Allocation and Financing Alternatives”
  - Oversee the development of a formal “Financial Strategy” document, as part of the integration of all of Metro Vancouver’s management plans

- Maintain focus on intergovernmental key issues
  - Continue to monitor TransLink’s plans and financial issues
  - Leadership role with the MFA through Metro Vancouver trustees and members
  - Leadership role in liaison with Province and Canada, particular emphasis on major infrastructure financing going forward

Corporate Services Strategic Priorities and Related Initiatives for 2010

- Continue to work on increasing the Sustainability and Eco-Efficiency of Corporate Services
  - Install Energy Saving Digital Control System in the new building
  - Continue to develop Zero Waste Corporate Operations
  - Continue to leverage technology and other tools to support more efficient use of the Corporate fleet.

Human Resources Strategic Priorities and Related Initiatives for 2010

- Continue to build organizational capacity
- Continue to build an engaged and motivated workforce

3.2 Finance Operational Priorities

- Provide input as LWMP and SWMP move forward, with particular focus on fiscal tools and financing strategies
- Oversee transition to new reporting standards required by PSAB 3150, which will change financial statement presentation format considerably in 2010
- Encourage the continued development of meaningful Asset Management strategies
- Acquire insight and strategic knowledge from Partnerships BC, and P3 Canada Inc. to help shape future infrastructure funding applications
**Corporate Services Operational Priorities**

- **Application Updates**
  - Work with both HR and Finance to begin the upgrade/replacement of PeopleSoft. Phase 1 (2010) will be PeopleSoft HRMS. Phase 2 (2011) will be PeopleSoft Finance.
  - Complete the Enterprise Asset Management tool used by Operations and Maintenance to support their capital asset managed maintenance program.
  - Support the “Experience the Fraser” project via GIS and other land use tools.

- **Technology Infrastructure Updates**
  - Move the Corporate Data Centre to a location with redundant HVAC and power. Leverage that redundant power and HVAC to support the corporate EOC.
  - Begin the upgrade of the Corporate Desktop to Microsoft Windows 7.
  - Upgrade the Corporate network and network hardware to support video conferencing and other new bandwidth intensive technologies.

**Human Resources Operational Priorities**

- Deliver phase 2 of the Engineers in Training program
- Oversee Apprenticeship program and corporate Mentoring program
- Deliver new collective agreement training for supervisory ranks
- Provide stewardship for union/management standing committees
- Implement business improvements emanating from business process review
- Implement internal communication efforts, including employee access to benefit plan information

**3.3 Finance Longer Term Priorities**

- Ensure that Metro Vancouver has done everything possible to secure senior government participation in upcoming major infrastructure projects
- Provide direction and input to ensure that appropriate business/deal structures are negotiated on these key projects

**Corporate Services Longer Term Priorities**

- Establish a balance between “owner occupancy” and “revenue tenants” in both head office buildings
- Build alignment between IT and Engineering computing systems

**Human Resources Longer Term Priorities**

- Implement attraction and retention strategies designed to secure talent
- Foster effective working relationships between management and unions
- Support clients in strategic planning and organizational effectiveness efforts.
3.4 Program Summaries

Complete program descriptions and level of resources are summarized in the Grey book. Attached are the Program Summaries under the purview of this Committee.

4. CONCLUSION

The programs proposed for 2010 are presented here for the Committee’s consideration. Amendments, additions, deletions, or adjustments to program scope and priorities might be considered separately as a direction to staff.

JR/eb
Attachment: Program Summary for Finance Committee
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Greater Vancouver Districts

Program Summaries

Finance
## Metro Vancouver
### 2010 Draft Budget
#### Finance Committee - 2010 Programs

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<td>Duplicating Services</td>
<td>385,262</td>
<td>394,197</td>
<td>2.3%</td>
<td>17</td>
</tr>
<tr>
<td>Finance-Administration</td>
<td>342,186</td>
<td>356,993</td>
<td>4.3%</td>
<td>18</td>
</tr>
<tr>
<td>Finance-Department Support</td>
<td>165,553</td>
<td>119,615</td>
<td>(27.7)%</td>
<td>19</td>
</tr>
<tr>
<td>Financial Planning &amp; Analysis</td>
<td>1,002,911</td>
<td>1,069,286</td>
<td>6.6%</td>
<td>20</td>
</tr>
<tr>
<td>Financial Policy &amp; Research</td>
<td>415,996</td>
<td>267,637</td>
<td>(35.7)%</td>
<td>22</td>
</tr>
<tr>
<td>Financial Processes &amp; Systems</td>
<td>426,879</td>
<td>458,833</td>
<td>7.5%</td>
<td>23</td>
</tr>
<tr>
<td>Internal Audit</td>
<td>297,553</td>
<td>425,699</td>
<td>43.1%</td>
<td>24</td>
</tr>
<tr>
<td>Mail &amp; Courier Services</td>
<td>274,983</td>
<td>283,450</td>
<td>3.1%</td>
<td>25</td>
</tr>
<tr>
<td>Materials Management</td>
<td>631,737</td>
<td>649,718</td>
<td>2.8%</td>
<td>26</td>
</tr>
<tr>
<td>Payroll Operations</td>
<td>261,349</td>
<td>280,602</td>
<td>7.4%</td>
<td>28</td>
</tr>
<tr>
<td>Property-Division Support</td>
<td>381,838</td>
<td>396,060</td>
<td>3.7%</td>
<td>30</td>
</tr>
<tr>
<td>Property-Land &amp; Right of Way Management</td>
<td>296,706</td>
<td>359,746</td>
<td>21.2%</td>
<td>31</td>
</tr>
<tr>
<td>Property-Land Acquisition for New Projects</td>
<td>479,835</td>
<td>494,662</td>
<td>3.1%</td>
<td>33</td>
</tr>
<tr>
<td>Property-Outstanding Right of Way Acquisition</td>
<td>295,704</td>
<td>286,759</td>
<td>(3.0)%</td>
<td>34</td>
</tr>
<tr>
<td>Purchasing</td>
<td>1,252,925</td>
<td>1,272,854</td>
<td>1.6%</td>
<td>36</td>
</tr>
<tr>
<td>Risk Management</td>
<td>125,441</td>
<td>116,386</td>
<td>(7.2)%</td>
<td>38</td>
</tr>
<tr>
<td>Treasury</td>
<td>268,672</td>
<td>277,186</td>
<td>3.2%</td>
<td>39</td>
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</table>
### Metro Vancouver 2010 Draft Budget
Finance Committee - 2010 Programs

<table>
<thead>
<tr>
<th>Program</th>
<th>2009</th>
<th>2010</th>
<th>%</th>
<th>Page Number</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Finance Committee</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CAO's Office</td>
<td>974,690</td>
<td>1,002,984</td>
<td>2.9%</td>
<td>40</td>
</tr>
<tr>
<td>CAO-Chair Administrative Support</td>
<td>296,207</td>
<td>317,927</td>
<td>7.3%</td>
<td>41</td>
</tr>
<tr>
<td>Community Team</td>
<td>19,500</td>
<td>19,500</td>
<td>0.0%</td>
<td>42</td>
</tr>
<tr>
<td>Corporate Library</td>
<td>229,623</td>
<td>242,508</td>
<td>5.6%</td>
<td>44</td>
</tr>
<tr>
<td>Corporate Records &amp; Information Management</td>
<td>304,475</td>
<td>343,371</td>
<td>12.8%</td>
<td>45</td>
</tr>
<tr>
<td>Corporate Safety-Accident Prevention Services</td>
<td>782,743</td>
<td>810,509</td>
<td>3.5%</td>
<td>47</td>
</tr>
<tr>
<td>Corporate Security &amp; Emergency Management</td>
<td>211,820</td>
<td>177,460</td>
<td>(16.2)%</td>
<td>49</td>
</tr>
<tr>
<td>Corporate Security-Contracted Security Services</td>
<td>1,204,658</td>
<td>1,284,658</td>
<td>6.6%</td>
<td>51</td>
</tr>
<tr>
<td>Employee Training, Learning &amp; Development</td>
<td>512,532</td>
<td>523,373</td>
<td>2.1%</td>
<td>53</td>
</tr>
<tr>
<td>Head Office-Building Operations</td>
<td>2,949,701</td>
<td>3,305,855</td>
<td>12.1%</td>
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<tr>
<td>Human Resources-Administration</td>
<td>217,995</td>
<td>238,368</td>
<td>9.3%</td>
<td>56</td>
</tr>
<tr>
<td>Human Resources-Department Support</td>
<td>171,710</td>
<td>178,116</td>
<td>3.7%</td>
<td>58</td>
</tr>
<tr>
<td>Human Resources-Employee Attendance Support</td>
<td>212,097</td>
<td>226,453</td>
<td>6.8%</td>
<td>60</td>
</tr>
<tr>
<td>Human Resources-Employee Benefits Program</td>
<td>183,798</td>
<td>195,837</td>
<td>6.6%</td>
<td>62</td>
</tr>
<tr>
<td>Human Resources-Employee Programs</td>
<td>172,904</td>
<td>168,981</td>
<td>(2.3)%</td>
<td>64</td>
</tr>
<tr>
<td>Human Resources-Employee Selection &amp; Recruitment</td>
<td>986,348</td>
<td>976,424</td>
<td>(1.0)%</td>
<td>66</td>
</tr>
<tr>
<td>Human Resources-Job Evaluation Services</td>
<td>50,864</td>
<td>52,313</td>
<td>2.8%</td>
<td>67</td>
</tr>
<tr>
<td>Human Resources-Labour Relations Issues</td>
<td>204,709</td>
<td>234,020</td>
<td>14.3%</td>
<td>68</td>
</tr>
<tr>
<td>Human Resources-Processes &amp; Systems</td>
<td>388,764</td>
<td>399,737</td>
<td>2.8%</td>
<td>70</td>
</tr>
<tr>
<td>In House Legal</td>
<td>915,727</td>
<td>1,053,823</td>
<td>15.1%</td>
<td>72</td>
</tr>
<tr>
<td>Information Centre</td>
<td>249,589</td>
<td>226,950</td>
<td>(9.1)%</td>
<td>73</td>
</tr>
<tr>
<td>Information Technology and Corporate Services Admin</td>
<td>325,250</td>
<td>331,975</td>
<td>2.1%</td>
<td>74</td>
</tr>
<tr>
<td>Information Technology-Application Services</td>
<td>6,433,471</td>
<td>4,847,589</td>
<td>(24.7)%</td>
<td>75</td>
</tr>
<tr>
<td>Information Technology-Corporate Telecomm Services</td>
<td>613,153</td>
<td>623,442</td>
<td>1.7%</td>
<td>76</td>
</tr>
<tr>
<td>Information Technology-Database Administration</td>
<td>270,099</td>
<td>277,861</td>
<td>2.9%</td>
<td>77</td>
</tr>
<tr>
<td>Information Technology-Department Support</td>
<td>183,202</td>
<td>231,633</td>
<td>26.4%</td>
<td>78</td>
</tr>
<tr>
<td>Information Technology-Desktop Management &amp; Support</td>
<td>2,949,214</td>
<td>2,276,770</td>
<td>(22.8)%</td>
<td>79</td>
</tr>
<tr>
<td>Information Technology-Geographic Info System Services</td>
<td>854,033</td>
<td>786,198</td>
<td>(7.9)%</td>
<td>81</td>
</tr>
</tbody>
</table>
## Finance Committee - 2010 Programs

<table>
<thead>
<tr>
<th>Program</th>
<th>2009</th>
<th>2010</th>
<th>%</th>
<th>Page Number</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Finance Committee</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Information Technology-Infrastructure Mgmt Services</td>
<td>2,944,181</td>
<td>2,607,056</td>
<td>(11.5)%</td>
<td>83</td>
</tr>
<tr>
<td>Information Technology-Project Management &amp; Planning</td>
<td>534,739</td>
<td>555,259</td>
<td>3.8%</td>
<td>85</td>
</tr>
<tr>
<td>Metro Vancouver Employee Trip Reduction Program</td>
<td>238,264</td>
<td>246,520</td>
<td>3.5%</td>
<td>86</td>
</tr>
<tr>
<td>Organization Development</td>
<td>507,841</td>
<td>502,446</td>
<td>(1.1)%</td>
<td>87</td>
</tr>
<tr>
<td>P&amp;P-Administration</td>
<td>545,887</td>
<td>561,928</td>
<td>2.9%</td>
<td>90</td>
</tr>
<tr>
<td>P&amp;P-Department Support</td>
<td>1,082,236</td>
<td>1,134,491</td>
<td>4.8%</td>
<td>91</td>
</tr>
<tr>
<td>Public Consultation &amp; Community Relations</td>
<td>1,661,339</td>
<td>1,539,500</td>
<td>(7.3)%</td>
<td>93</td>
</tr>
<tr>
<td>SSEM Regulatory Training</td>
<td>989,625</td>
<td>949,760</td>
<td>(4.0)%</td>
<td>95</td>
</tr>
<tr>
<td>WNV Corporate Integrated Prevention</td>
<td>135,197</td>
<td>120,469</td>
<td>(10.9)%</td>
<td>97</td>
</tr>
<tr>
<td>Head Office-Debt Program</td>
<td>978,787</td>
<td>1,484,204</td>
<td>51.6%</td>
<td></td>
</tr>
<tr>
<td>Corporate Vehicles &amp; Equipment-Acquisitions-Capital</td>
<td>2,100,000</td>
<td>2,000,000</td>
<td>(4.8)%</td>
<td>99</td>
</tr>
<tr>
<td>Head Office-Capital</td>
<td>1,129,763</td>
<td>825,000</td>
<td>(27.0)%</td>
<td>102</td>
</tr>
</tbody>
</table>
Program: 9-1-1 Emergency Telephone Service
Department: Corporate Services
Committee: Finance

Description
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 the E-Comm Corp. "Regional" call-takers at E-Comm screen the calls for services required, then confirm the municipality and hand off 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.

Purpose
To provide 9-1-1 emergency access to all telephones in the service area through a contract with E-Comm Corp.

Outputs
Establish Regional 911 policies
Maintain 911 network
Manage 911 outsourcing vendor
Support Regional 911 communication and public training

Milestones / Performance Targets
Replace Algo (911 telephone switch) for Richmond RCMP

Outcomes
All residents have access to 9-1-1 emergency services.

<table>
<thead>
<tr>
<th>2010 Staffing</th>
<th>Total Expenditure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regular Full Time</td>
<td>9-1-1 Emergency Telephone Service $3,530,000</td>
</tr>
<tr>
<td>Regular Part Time</td>
<td>$3,530,000</td>
</tr>
<tr>
<td>Temporary Full Time</td>
<td></td>
</tr>
<tr>
<td>Temporary Part Time/Auxiliary</td>
<td></td>
</tr>
<tr>
<td>Total Staffing (FTE)</td>
<td>0.00</td>
</tr>
</tbody>
</table>
Description

There are three main areas of general expenses for Metro Vancouver:

1) audit fees;
2) general legal expenses such as Municipal Act review, delegation of authority, annual report, annual general meeting, contract review committee, legislative amendments, and GST issues; and
3) insurance expense for Metro Vancouver's portion of insurance policies covering crime, registered mail, accidental death and dismemberment, office contents, comprehensive general liability, and the self-insurance fund.

The audit and legal expenses are dependent upon the amount of audit and legal work done. The general insurance expense is dependent upon the type of policy written.

Purpose

To capture audit, legal, and insurance costs for all Metro Vancouver departments.

Outcomes

Funds are requisitioned to pay audit, legal and insurance costs.

<table>
<thead>
<tr>
<th>2010 Staffing</th>
<th>Total Expenditure</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Audit, Legal &amp; Insurance</td>
</tr>
<tr>
<td>Regular Full Time</td>
<td></td>
</tr>
<tr>
<td>Regular Part Time</td>
<td></td>
</tr>
<tr>
<td>Temporary Full Time</td>
<td></td>
</tr>
<tr>
<td>Temporary Part Time/Auxiliary</td>
<td></td>
</tr>
<tr>
<td>Total Staffing (FTE)</td>
<td></td>
</tr>
</tbody>
</table>
Program: Board & Committees Remuneration
Department: Corporate Secretary
Committee: Finance

Description
Policies and decisions for Metro Vancouver's numerous functions are made at meetings of four independent boards: Greater Vancouver Regional District, Greater Vancouver Water District, Greater Vancouver Sewerage and Drainage District, and Metro Vancouver Housing Corporation. To assist in the process standing committees are established annually by the Board Chair, and select committees are established by the Board as required. The Remuneration Bylaw authorizes payment of board and committee members for attendance at qualifying meetings and events on the business of Metro Vancouver, and for associated expenses. The Program provides for compensation of board and committee members.

Purpose
To remunerate board and committee members for attendance at meetings and other events, and for associated expenses.

Outputs
Payment is made to board and committee members for serving on boards and committees.

Milestones / Performance Targets
Payment is processed within two weeks.

Outcomes
Timely and legitimate remuneration to appointed members serving on boards and committees.
Accurate accounting of board and committee expenses and costs.

<table>
<thead>
<tr>
<th>2010 Staffing</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Regular Full Time</td>
<td>0.00</td>
<td></td>
</tr>
<tr>
<td>Regular Part Time</td>
<td>0.00</td>
<td></td>
</tr>
<tr>
<td>Temporary Full Time</td>
<td>0.00</td>
<td></td>
</tr>
<tr>
<td>Temporary Part Time/Auxiliary</td>
<td>0.00</td>
<td></td>
</tr>
<tr>
<td>Total Staffing (FTE)</td>
<td>0.00</td>
<td></td>
</tr>
</tbody>
</table>

Total Expenditure
Board & Committees Remuneration $1,873,000
Program: External Contributions
Department: Finance & Administration
Committee: Finance

Description
This program provides financial contributions to external agencies and regional cultural organizations which meet eligibility requirements established by the Board and help to advance regional objectives, including the Lower Mainland Treaty Advisory Committee (LMTAC), the Seymour Salmonid Society, the Fraser River Estuary Management Program (FREMP) and Burrard Inlet Environmental Action Plan (BIEAP), and the Fraser Basin Council.

Purpose
To provide financial support to external agencies which help to advance Metro Vancouver objectives and provide funding assistance to regional cultural organizations that meet eligibility requirements established by the Board and whose eligibility the Board has specifically designated.

Outputs
The output of this program includes the reports, conferences and initiatives of the funded agencies, and Metro Vancouver participation in these activities.

Outcomes
This program results in policies, plans, actions and information that support the achievement of Metro Vancouver objectives.

<table>
<thead>
<tr>
<th>2010 Staffing</th>
<th>Total Expenditure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regular Full Time</td>
<td>0.00</td>
</tr>
<tr>
<td>Regular Part Time</td>
<td>0.00</td>
</tr>
<tr>
<td>Temporary Full Time</td>
<td>0.00</td>
</tr>
<tr>
<td>Temporary Part Time/Auxiliary</td>
<td>0.00</td>
</tr>
<tr>
<td><strong>Total Staffing (FTE)</strong></td>
<td><strong>0.00</strong></td>
</tr>
</tbody>
</table>

Milestones / Performance Targets

Date

2009-10-06 10:49:48AM
FIN - 32
Description
The Program is responsible for compliance with the Freedom of Information and Protection of Privacy Act, managing inquiries or complaints from the Ombudsman's Office, and ensuring Metro Vancouver is represented in mediation and reviews by the Information and Privacy Commissioner.

Purpose
To manage all corporate activities related to the Freedom of Information and Protection of Privacy Act and the provincial Ombudsman's Office.

Outputs
Access requests under the Act are processed
Advice regarding compliance with the Act is provided to staff
Corporate policies and procedures are developed and implemented.
Privacy assessments are conducted to ensure protection of personal information
Training in privacy and access provisions of the Act is provided to staff.

Milestones / Performance Targets
Process every access request received within legislative time lines. 2010-12-31
Within one week or sooner. 2010-12-31
As required. 2010-12-31
Once per year. 2010-12-31
2 sessions are offered per year. 2010-11-30

Outcomes
Access to information is enhanced fostering a greater spirit of openness, and privacy provisions are put in place to protect personal information in the custody of Metro Vancouver.

<table>
<thead>
<tr>
<th>2010 Staffing</th>
<th>Total Expenditure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regular Full Time</td>
<td>0.30</td>
</tr>
<tr>
<td>Regular Part Time</td>
<td>0.00</td>
</tr>
<tr>
<td>Temporary Full Time</td>
<td>0.00</td>
</tr>
<tr>
<td>Temporary Part Time/Auxiliary</td>
<td>0.00</td>
</tr>
<tr>
<td>Total Staffing (FTE)</td>
<td>0.30</td>
</tr>
</tbody>
</table>
Description
The District is authorized under bylaw 848 to provide Mosquito Control Services to Surrey, Langley, Pitt Meadows and Maple Ridge. The District provides these services under an agreement with a contractor. The entire cost of the program is shared by the participants receiving this service. Mosquito habitats in the Fraser Valley have the capacity to produce extreme levels of widespread annoyance. As residential development and associated outdoor sports and recreation increases, so does the importance of effective mosquito control. Program emphasis is pro-active and concentrates on surveying, monitoring and timely control of larval mosquito populations before they become an annoyance problem to residents.

Purpose
To provide Mosquito Control services on behalf of Metro Vancouver Regional Parks, Surrey, Langley, Pitt Meadows and Maple Ridge.

Outputs
General management of mosquito control services.

Monthly invoices, progress and research reports are provided to participating municipalities.
Aerial spraying and local ground applications of larvicide in participating municipalities during Spring & Summer.

Outcomes
Timely and effective control of larval mosquito populations before they become an annoyance problem to residents.

Milestones / Performance Targets
Timely control of mosquito larva resulting in reduced populations of adult mosquitoes and minimal complaints.

<table>
<thead>
<tr>
<th>2010 Staffing</th>
<th>Total Expenditure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regular Full Time</td>
<td>Mosquito Control Contract</td>
</tr>
<tr>
<td>0.00</td>
<td>$130,000</td>
</tr>
<tr>
<td>Regular Part Time</td>
<td></td>
</tr>
<tr>
<td>0.00</td>
<td></td>
</tr>
<tr>
<td>Temporary Full Time</td>
<td></td>
</tr>
<tr>
<td>0.00</td>
<td></td>
</tr>
<tr>
<td>Temporary Part Time/Auxiliary</td>
<td></td>
</tr>
<tr>
<td>0.00</td>
<td></td>
</tr>
<tr>
<td>Total Staffing (FTE)</td>
<td></td>
</tr>
<tr>
<td>0.00</td>
<td></td>
</tr>
</tbody>
</table>
The Sasamat Volunteer Fire Department (SVFD) has two halls, five trucks, and is staffed by trained volunteers. In addition to providing emergency response services, SVFD also provides fire inspection services to the Village of Anmore and issues burning permits for both municipalities. The Program relies on the Port Moody Police/Fire Dispatch Centre to dispatch the SVFD to emergency calls.

The SVFD finances all of its major purchases from the equipment replacement reserve fund.

**Purpose**

To provide fire protection service to the Villages of Anmore and Belcarra.

**Outputs**

- Burning permits
- Community 911 training and support
- Emergency response
- Fire inspections

**Outcomes**

Fire response and inspection services exist for the villages of Anmore and Belcarra.

### 2010 Staffing

<table>
<thead>
<tr>
<th>Staffing Type</th>
<th>FTE</th>
</tr>
</thead>
<tbody>
<tr>
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<td>0.00</td>
</tr>
<tr>
<td>Regular Part Time</td>
<td>0.00</td>
</tr>
<tr>
<td>Temporary Full Time</td>
<td>0.00</td>
</tr>
<tr>
<td>Temporary Part Time/Auxiliary</td>
<td>0.00</td>
</tr>
<tr>
<td><strong>Total Staffing (FTE)</strong></td>
<td><strong>0.00</strong></td>
</tr>
</tbody>
</table>

### Total Expenditure

- **Sasamat Volunteer Fire Department**
  - **$198,000**

**Date**

**Milestones / Performance Targets**

- **Date**
  - **$198,000**
## Description

The Program provides overall strategic leadership, management, and administrative services to the Corporate Secretary Department programs comprising Boards and Committees, Information and Privacy, Information Centre, Corporate Library, Secretariat, and Records and Information Management. This includes representation on the Senior Management Committee, liaison with other corporate departments on corporate issues, managing program budgets, developing policy, ensuring for effective governance framework, providing procedural advice and support to the regional boards and committees, and as Chief Election Officer, managing elections for Electoral Area A Director, and other voting such as referendums and alternative approvals as required.

## Purpose

To carry out the statutory responsibilities of the Corporate Officer pursuant to the Local Government Act; to set standards for board and committee meeting processes; to provide advice, information and direction to board and committee members, the public, corporate departments, and other stakeholders.

## Outputs

<table>
<thead>
<tr>
<th>Outputs</th>
<th>Milestones / Performance Targets</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board and Committee agendas and minutes</td>
<td>Agendas produced and made public 1 week before meeting; minutes produced within 3 days following meeting</td>
<td></td>
</tr>
<tr>
<td>Board Extranet</td>
<td>Posting of board agendas one week prior to meeting</td>
<td></td>
</tr>
<tr>
<td>Board orientation</td>
<td>In year following general local election, and on an as requested basis</td>
<td>2012-01-30</td>
</tr>
<tr>
<td>Bylaws</td>
<td>Required Provincial approvals sought within legislative time lines; bylaws processed within 1 week following adoption</td>
<td></td>
</tr>
<tr>
<td>Corporate policies</td>
<td>As required</td>
<td></td>
</tr>
<tr>
<td>Elections and other voting</td>
<td>Election of Electoral Area A Director held in 2011; referendums, and alternative approvals conducted as required</td>
<td>2011-11-30</td>
</tr>
<tr>
<td>Legislative and procedural advice to Board and Committee members, staff, the public and delegates</td>
<td>Response made at first contact wherever possible, or within one business day. Consistent interpretation and application of rules of procedure. Notice and conduct of public hearings held pursuant to legislative requirements; delegation requests to appear at committees and boards processed within procedure bylaw requirements; timely notice of meetings and access to agendas.</td>
<td></td>
</tr>
<tr>
<td>Public involvement in and knowledge of the board decision making process</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Remuneration paid to board and committee members according to policy</td>
<td>Payment processed within 2 weeks</td>
<td></td>
</tr>
<tr>
<td>Training in corporate standards and procedures applied in a decentralized model</td>
<td>1 training session and minimum 3 meetings held for staff responsible for producing committee agendas</td>
<td>2010-12-06</td>
</tr>
</tbody>
</table>
Outcomes
Election process is discharged within legislative requirements resulting in proper election of an Electoral Area A Director.

The Regional Boards and Committees exercise their responsibilities in accordance with statutes and sound procedural principles.

<table>
<thead>
<tr>
<th>2010 Staffing</th>
<th>Regular Full Time</th>
<th>5.70</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regular Part Time</td>
<td>0.00</td>
<td></td>
</tr>
<tr>
<td>Temporary Full Time</td>
<td>0.00</td>
<td></td>
</tr>
<tr>
<td>Temporary Part Time/Auxiliary</td>
<td>0.00</td>
<td></td>
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</tbody>
</table>

**Total Staffing (FTE)**

<table>
<thead>
<tr>
<th>Total Expenditure</th>
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</thead>
<tbody>
<tr>
<td>Secretary’s Office</td>
</tr>
</tbody>
</table>

$657,000
Description

The Program includes several key elements:

1) maintaining the general ledger;

2) developing, maintaining, and monitoring corporate financial policies and controls;

3) compiling and reporting monthly, quarterly, annually, ad hoc, and statutory financial information;

4) ensuring the integrity of financial transactions via reconciliation, reasonableness, and authorization checks;

5) ensuring that statutory tax filing requirements are met; and

6) preparing and issuing invoices for goods and services provided to members and third parties.

In addition, this Program provides base level financial support and information for other Metro Vancouver programs. Transaction volumes are directly correlated with the level of activity in other Metro Vancouver programs. Success factors are the timeliness and accuracy of information sent in by departments and the dependability of computer systems.

Purpose

To maintain the general ledger, process financial transactions, and provide financial reporting for all departments.

Outputs

a) Corporate accounting and financial policies.

b) Audited financial statements and tax filings.

c) Over 3,300 financial reports are produced per year on a monthly and ad hoc basis.

d) Over 2,000 invoices are sent annually to members and third parties.

e) Approximately 2,000 expenses reports and 5,000 purchase requisitions are reviewed for authorization, reasonableness, and accuracy.

f) Reconciliations and back-up working papers support the preparation of audited financial statements.

Milestones / Performance Targets

<table>
<thead>
<tr>
<th>Milestones / Performance Targets</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>PSAB Local Government Model. Complete implementation of PSAB's Local Government reporting model requirements.</td>
<td></td>
</tr>
<tr>
<td>PSAB Fixed Assets. As part of PSAB 3150 Tangible Capital Asset Requirements, develop processes and procedures for collection of capital asset information.</td>
<td></td>
</tr>
<tr>
<td>Progress Pay Form. Re-design and implement a new progress pay form for construction projects.</td>
<td></td>
</tr>
<tr>
<td>Fixed Asset System for vehicles and equipment. Investigate possible solutions for tracking corporate vehicles and equipment and recording related depreciation. Currently Finance is using the FAS system, which needs to be upgraded.</td>
<td></td>
</tr>
</tbody>
</table>
Outcomes
Legislative reporting (audited financial statements) and filing (GST & PST) requirements are met by the organization. The integrity of the general ledger, financial transactions, and enforcement of corporate policies is maintained. A base level of financial support is provided to other departments to ensure the effective management of programs.

<table>
<thead>
<tr>
<th>2010 Staffing</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Regular Full Time</td>
<td>10.00</td>
</tr>
<tr>
<td>Regular Part Time</td>
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<tr>
<td>Temporary Full Time</td>
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<tr>
<td>Temporary Part Time/Auxiliary</td>
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Total Staffing (FTE) 10.30

<table>
<thead>
<tr>
<th>Total Expenditure</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounting Operations</td>
<td>$1,009,000</td>
</tr>
</tbody>
</table>
Program: Accounts Payable
Department: Finance & Administration
Committee: Finance

Description

Suppliers' invoices are matched to receiving documents and to contract documents. Payments are made to vendors within contracted payment terms and financial information is recorded in the general ledger. The volume of activity directly correlates to the level of activity in other Metro Vancouver programs.

Purpose

To make payments to vendors and suppliers on behalf of the Greater Vancouver Districts and departments.

Outputs

a) Annually, 40,000 invoices are matched to receivings and processed for payments.
b) 22,000 cheques are produced and issued, totalling $1.3 billion.
c) Transactions are created and passed on to the general ledger.
d) Vendor inquiries are handled.

Outcomes

Vendors and suppliers are paid on a timely basis, according to the terms of contracts. Proper support exists for all payments, and resulting liabilities and/or payments are properly recorded in the general ledger.

<table>
<thead>
<tr>
<th>2010 Staffing</th>
<th>Total Expenditure</th>
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</thead>
<tbody>
<tr>
<td>Regular Full Time</td>
<td>Accounts Payable</td>
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<tr>
<td>Regular Part Time</td>
<td></td>
</tr>
<tr>
<td>Temporary Full Time</td>
<td></td>
</tr>
<tr>
<td>Temporary Part Time/Auxiliary</td>
<td></td>
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<tr>
<td>Total Staffing (FTE)</td>
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</table>

Milestones / Performance Targets

Date

<table>
<thead>
<tr>
<th>Milestones / Performance Targets</th>
<th>Date</th>
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</thead>
</table>

2009-10-06 10:49:48AM
FIN - 40
Page 16 of 102
The Print Room processes high volume black & white and colour duplicating, collating, and binding services for client departments for a variety of applications, including committee agendas, maps, reports, charts, brochures, forms and contract documents. Scanning services are also available to assist in the electronic handling of documents.

To provide high volume duplicating services, plus assembly of printed materials and converting hardcopies to electronic files for Metro Vancouver staff.

Provides high volume, black & white and colour printing services.
Copies files onto CD-ROM & DVD discs.
Scans a variety of documents for electronic access by requestors.
Provides collating, binding and mounting services.
Produces scratch pads from obsolete stock.

Departments, Board and a various committees are provided with duplicating reprographic and scanning services.

<table>
<thead>
<tr>
<th>Staffing</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regular Full Time</td>
<td>2.55</td>
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<tr>
<td>Regular Part Time</td>
<td>0.00</td>
</tr>
<tr>
<td>Temporary Full Time</td>
<td>0.00</td>
</tr>
<tr>
<td>Temporary Part Time/Auxiliary</td>
<td>0.00</td>
</tr>
<tr>
<td>Total Staffing (FTE)</td>
<td>2.55</td>
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</table>

<table>
<thead>
<tr>
<th>Total Expenditure</th>
<th>2010-12-31</th>
</tr>
</thead>
<tbody>
<tr>
<td>Duplicating Services</td>
<td>$394,000</td>
</tr>
</tbody>
</table>
Description
The key responsibilities of the Treasurer (Chief Financial Officer or Manager of Finance) are to provide advice on financial matters, maintain corporate financial records, invest and borrow long- and short-term funds, and to ensure that expenditures are authorized. The detailed processes are carried out by other programs of the Finance and Administration Department.

Purpose
To carry out the statutory responsibilities of the Treasurer for Metro Vancouver. To provide management and administrative direction to the Finance and Administration Department of Metro Vancouver.

Outputs
Advice is provided to Metro Vancouver. Management guidance and direction is provided to staff.

Outcomes
The statutory responsibilities of the Regional District Treasurer are met. Finance and Administration programs are delivered to meet the Boards' and corporate objectives.

<table>
<thead>
<tr>
<th>2010 Staffing</th>
<th>Total Expenditure</th>
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</thead>
<tbody>
<tr>
<td>Regular Full Time</td>
<td>2.00</td>
</tr>
<tr>
<td>Regular Part Time</td>
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<td>Temporary Full Time</td>
<td>0.00</td>
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<tr>
<td>Temporary Part Time/Auxiliary</td>
<td>0.00</td>
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<table>
<thead>
<tr>
<th>Milestones / Performance Targets</th>
<th>Date</th>
</tr>
</thead>
</table>

$357,000
Program: Finance-Department Support
Department: Finance & Administration
Committee: Finance

Description
The Program provides reception and administrative support, and maintains an inventory of supplies and equipment for the Department. Other functions include secretarial/clerical support for Division Managers, preparing committee agendas, and coordinating and preparing for meetings. Assistance also provided to Payroll and LMTAC.

Purpose
To provide reception and administrative support to the Finance Department.

Outputs
a) Prepare and coordinate agendas and reports for political committee meetings, including Finance Committee, Regional Financial Advisory Committee, other committees, subcommittees and Board.
b) Office management, reception and clerical support services including maintenance of office equipment and department supplies inventory.
c) Records management
d) Maintenance of the Finance Department intranet and internet sites.
e) PIP coordination and budget support

Outcomes
Effective administration of the department.

<table>
<thead>
<tr>
<th>2010 Staffing</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Regular Full Time</td>
<td>1.00</td>
<td></td>
</tr>
<tr>
<td>Regular Part Time</td>
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<td></td>
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<tr>
<td>Temporary Full Time</td>
<td>0.00</td>
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<tr>
<td>Temporary Part Time/Auxiliary</td>
<td>0.00</td>
<td></td>
</tr>
<tr>
<td>Total Staffing (FTE)</td>
<td>1.00</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Total Expenditure</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Finance-Department Support</td>
<td>$120,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Milestones / Performance Targets</th>
<th>Date</th>
</tr>
</thead>
</table>

Description

The Program consists of four key elements:

1) Financial Planning: Working with client departments who prepare their own program budgets, an annual 10-year budget and long range plan is summarized and presented to the Metro Vancouver Board and other Metro Vancouver committees. This information is used to prepare the municipal levy and user fees which allocate costs to member municipalities. The long-term focus includes the development of a comprehensive corporate financial plan.

2) Monitoring: Variance analysis and year-end financial reports are prepared to ensure compliance with corporate policies, relevant legislation, and standard accounting principles.

3) Management Reporting: Financial reports are provided on a on-going basis to help monitor expenditures and to provide level of performance reporting. This includes performing variance analysis and identifying major discrepancies.

4) Financial Advice: Financial information and advice is provided to non-Finance staff including advice on commodity taxation or other relevant tax legislation, and internal reports specific to the client needs.

Purpose

To coordinate the annual budget processes, and provide management reporting, performance analysis and financial advice to all departments and to the corporation.

Outputs

a) Budget and long range plan

b) Financial advice is provided to client departments on taxation, interpretation of financial information, and client specific reports

c) Financial analysis

d) Management Reports including Capital and Operating Expenditure

e) Reports and reports to enhance management of business operations.

Milestones / Performance Targets

Year-end debt reconciliations. Streamline accounting and year-end reconciliation processes for MFA long-term debt among Districts and member municipalities.

Outcomes

Budgets and financial reports are produced to ensure provincial legislation requirements are met and the organization is managed on a sound and informed financial basis.
<table>
<thead>
<tr>
<th>2010 Staffing</th>
<th></th>
<th>Total Expenditure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regular Full Time</td>
<td>10.00</td>
<td>Financial Planning &amp; Analysis</td>
</tr>
<tr>
<td>Regular Part Time</td>
<td>0.00</td>
<td>$1,069,000</td>
</tr>
<tr>
<td>Temporary Full Time</td>
<td>0.00</td>
<td></td>
</tr>
<tr>
<td>Temporary Part Time/Auxiliary</td>
<td>0.00</td>
<td></td>
</tr>
<tr>
<td>Total Staffing (FTE)</td>
<td>10.00</td>
<td>$1,069,000</td>
</tr>
</tbody>
</table>
Description
This program provides research and policy direction on corporate financial policy, economic modeling related to pricing mechanisms, price analysis and forecasts, economic analyses, or other economic tools and appropriate business applications within the District. The program will be involved with the consideration and evaluation of energy recovery projects, or other non core opportunities. This program will develop policies and strategies around taxation and funding programs between Federal, Provincial and Municipal/Regional governments, and establish meaningful contacts within other orders of government.

Purpose
To review and improve our existing practices and financial policies as well as to develop new metrics/models related to pricing, carbon taxes, carbon trading and performance measurement. To facilitate a process that will generate and evaluate creative business opportunities/uses for existing Metro Vancouver assets, including energy recovery and energy efficiency opportunities.

Outputs
a) develop a detailed, proactive knowledge of applicable funding programs that may be beneficial to Metro Vancouver.
b) evaluation and analyses of proposed energy generation or energy recovery opportunities
c) research and assist in implementation of utility pricing mechanisms such as those reflecting sustainability practices or demand management strategies
d) develop more accurate capital modeling and reporting tools for use in both performance metrics and debt forecasting
e) develop and monitor performance metrics
f) Tabulate annual energy use and energy purchases, and calculate associated greenhouse gas emissions.
g) Monitor ongoing developments of the Western Climate Initiative concerning GHG reduction requirements and GHG trading opportunities.

<table>
<thead>
<tr>
<th>2010 Staffing</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Regular Full Time</td>
<td>2.00</td>
</tr>
<tr>
<td>Regular Part Time</td>
<td>0.00</td>
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<tr>
<td>Temporary Full Time</td>
<td>0.00</td>
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<tr>
<td>Temporary Part Time/Auxiliary</td>
<td>0.00</td>
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<tr>
<td>Total Staffing (FTE)</td>
<td>2.00</td>
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</table>

Milestones / Performance Targets

<table>
<thead>
<tr>
<th>Total Expenditure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Policy &amp; Research</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>
Description

Financial software is upgraded, patched, fixed, tested.
Enhancements to existing financial processes including redesign of business processes and procedures are planned and tested.
Training and support is provided to end users.
Complex queries and reports are developed for Metro Vancouver management and staff based on business needs.

The primary focus of the Program is on enhancing the functionality of the new corporate financial information system (PeopleSoft).

Purpose

To provide on-going financial system support, enhance system functionality, plan and implement upgrades to financial system modules for General Ledger, Accounts Payable and Purchasing. To recommend and implement improvements in financial and administrative processes and systems where required.

Outputs

a) Data and reports related to financial matters
b) Enhanced processes
c) Enhanced use of existing software
d) Staff are trained on how to use improvements to the software
e) New financial software or upgraded versions of existing software.

Milestones / Performance Targets

EAM Project. Investigate whether functionality exists in the EAM system regarding asset condition reporting requirements under PSAB.
Mileage Form. Design, develop and implement an on-line mileage form and approval so accounts payable vouchers are automatically created within Peoplesoft. This will eliminate the need to enter the vouchers.

Outcomes

The financial tools, training, support, and information required for clients to carry out their roles in Metro Vancouver. Existing processes are streamlined or eliminated, saving time and effort and improving service regarding the stewardship of financial transactions and matters.

<table>
<thead>
<tr>
<th>2010 Staffing</th>
<th>Total Expenditure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regular Full Time</td>
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<tr>
<td>Temporary Part Time/Auxiliary</td>
<td>0.00</td>
</tr>
<tr>
<td><strong>Total Staffing (FTE)</strong></td>
<td><strong>4.00</strong></td>
</tr>
</tbody>
</table>
**Program:** Internal Audit  
**Department:** Finance & Administration  
**Committee:** Finance

**Description**
Changes in practices and procedures are recommended to senior management and reported to the Finance Committee, on the basis of operational audits of various programs. Internal Audit conducts special assignments on an as-required basis.

**Purpose**
To assist management staff and the Board of Directors in the effective discharge of their responsibilities for internal control systems. To assess programs for the effective use of corporate resources.

**Outputs**
- a) Annual audit plan prepared that identifies significant areas for review.
- b) Audit reports containing an independent review of internal control and current business practices are provided to senior management and the Board of Directors

**Outcomes**
Internal control and better use of corporate assets.

---

**Milestones / Performance Targets**

<table>
<thead>
<tr>
<th>2010</th>
<th>Staffing</th>
<th>2010</th>
<th>Staffing</th>
<th>2010</th>
<th>Staffing</th>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Internal Audit</td>
<td>2010</td>
<td>Staffing</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>$426,000</td>
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<td></td>
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<td></td>
<td>$426,000</td>
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</table>

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<table>
<thead>
<tr>
<th>2010</th>
<th>Staffing</th>
<th>2010</th>
<th>Staffing</th>
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<tr>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Total Staffing (FTE)</td>
</tr>
</tbody>
</table>
Program: Mail & Courier Services
Department: Finance & Administration
Committee: Finance

Description
Mail and Courier Service includes postal mail services and inter-office mail pick up and delivery from all departments and remote sites.Courier services are also arranged, including computer processing, pick up, and delivery.

Audio visual equipment is available on loan for all meetings.

These services are provided through a one stop service center.

Purpose
To provide Metro Vancouver staff with corporate mail, courier, and audio visual equipment.

 Outputs
Collects, sorts, prepares, pick-up, and delivers mail.
Handles incoming and outgoing courier services.
Manages audio visual equipment.

 Milestones / Performance Targets
Reduce cost of postage, courier services and vehicle emissions by combining deliveries. Work ongoing throughout the year.

Date
2010-12-31

Outcomes
An effective and efficient internal mail, courier and audio-visual equipment service.

<table>
<thead>
<tr>
<th>2010 Staffing</th>
<th>Total Expenditure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regular Full Time</td>
<td>$283,000</td>
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<td>Regular Part Time</td>
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<td>0.00</td>
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<td>Temporary Part Time/Auxiliary</td>
<td>0.00</td>
</tr>
<tr>
<td>Total Staffing (FTE)</td>
<td>3.65</td>
</tr>
</tbody>
</table>

| Mail & Courier Services | $283,000 |
Description

The strategic objective of the program is to oversee and support the complete cycle of materials flow from recognition of needs to planning, ordering, warehousing, shipping and distribution of the MRO items for O&M, Parks and MV construction activities.

The scope includes:
- Replenishment of the current inventories at Lake City and Annacis (WWTP) and possible future store in the Seymour Capilano Filtration Plant (SCFP)
- Managing the contract with suppliers for VMI and JIT inventory.
- Monitoring the BMO purchase for repetitive MRO items to include them in the program
- Managing the logistics and flow of materials between Metro Vancouver's warehouses and sites.
- Providing guidelines for shipping & receiving of goods to and from other countries and monitoring customs & shipping cost for warranty & repair items.
- Monitoring program efficiencies, acceptance and efficiencies to continuously improve the process

Purpose

To provide materials management and logistic services to all departments. To consolidate and stage materials for the Water District's and the Sewerage and Drainage District's operational and construction programs and to act as a recycling depot for designated materials.

<table>
<thead>
<tr>
<th>Outputs</th>
<th>Milestones / Performance Targets</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provides central receiving and cross docking to supply materials,</td>
<td>Develop procedures for establishing new items in inventory.</td>
<td>2010-03-31</td>
</tr>
<tr>
<td>supplies and equipment for operations, parks and construction projects.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supports clients on materials management and logistics services.</td>
<td>Implementation of Infor, the EAM system.</td>
<td>2010-04-30</td>
</tr>
<tr>
<td>Receives and safely stores materials and supplies</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recycles designated materials.</td>
<td>Identify obsolete inventory and dispose of same.</td>
<td>2010-03-31</td>
</tr>
<tr>
<td>Provides financial information to EAM and financial systems.</td>
<td>Standardize catalogue naming convention.</td>
<td>2010-06-30</td>
</tr>
<tr>
<td></td>
<td>Complete the review and develop business plan for central stores/distribution facility.</td>
<td>2010-06-30</td>
</tr>
<tr>
<td></td>
<td>Inventory catalogue reviewed and updated.</td>
<td>2010-10-31</td>
</tr>
<tr>
<td></td>
<td>Commence development of Bill of Material Process. Work ongoing throughout the year.</td>
<td>2010-12-31</td>
</tr>
<tr>
<td></td>
<td>Automate inventory replenishment process.</td>
<td>2010-06-30</td>
</tr>
</tbody>
</table>
Outcomes
Communication protocols are known and used by all staff
Investment in materials and utilization of resources is optimized
Materials are safeguarded and costs recorded accurately to programs
Roles are understood by staff and clients
Use of materials management function is optimized

<table>
<thead>
<tr>
<th>2010 Staffing</th>
<th>Total Expenditure</th>
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</thead>
<tbody>
<tr>
<td>Regular Full Time</td>
<td>6.70</td>
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<td>Regular Part Time</td>
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<td>Temporary Part Time/Auxiliary</td>
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<tr>
<td>Total Staffing (FTE)</td>
<td>6.70</td>
</tr>
</tbody>
</table>

Allocation | $650,000
Program: Payroll Operations
Department: Finance & Administration
Committee: Finance

Description
The program processes payments to employees, directors and third parties. This involves: Administering statutory deductions and reporting for Canada Customs and Revenue Agency (CCRA), Human Resources Development Canada (HRDC) and WCB. Inputting authorized time reporting data, additional pays, deductions and other related items. Maintaining and distributing management information generated from employee data and time reporting. Identifying enhancements to existing payroll processes including redesign of business processes and procedures. Providing training and support to clients.

Purpose
To pay employees accurately and on time.
To ensure confidentiality of payroll information.
To calculate, report and process government and third party remittances.
To input authorized data provided into the HR/Payroll system and ensure accuracy, timeliness and maintenance.
To ensure leave balances are correct based on the employee's employment status.

Outputs
a) Accurate and timely paycheques/statements are distributed to approximately 1400 employees totaling 30,500 statements/cheques at $60 million per year.
b) 1600 payments to directors per year totaling $400,000.
c) Payroll Direct deposit and Canada Savings Plan transmittal data to appropriate accounts.
d) Approximately 1600 T4s and 300 Record of Employment documents are issued each year.
e) Bi-weekly schedule information.
f) Provide information to internal Metro Vancouver staff and authorized outside government agencies.
g) Produce and distribute the Leave Report.
h) Provide information regarding time reporting as it relates to the collective agreements.
i) Develop queries for Metro Vancouver management and staff based on business requirements.

Milestones / Performance Targets
ERP Replacement. Complete the PeopleSoft Time and Labour & Payroll replacement project.
Pay Statements. Turn off paper pay statements for all employees to enable only on-line review.

Outcomes
Employees are paid accurately and on time.
Government and third party deductions, remittances and reporting are made on time.
<table>
<thead>
<tr>
<th>2010 Staffing</th>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Regular Full Time</td>
<td></td>
<td>3.00</td>
</tr>
<tr>
<td>Regular Part Time</td>
<td></td>
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<tr>
<td>Temporary Full Time</td>
<td></td>
<td>0.00</td>
</tr>
<tr>
<td>Temporary Part Time/Auxiliary</td>
<td>0.40</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Total Staffing (FTE)</th>
<th></th>
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<tbody>
<tr>
<td></td>
<td>3.40</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Total Expenditure</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Payroll Operations</td>
<td></td>
</tr>
<tr>
<td></td>
<td>$281,000</td>
</tr>
<tr>
<td></td>
<td></td>
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</tbody>
</table>
Description
The Program provides management, direction and administrative services to the Property Division.

Purpose
To ensure an effectively administered corporate property function.

Outputs
Advice, direction and administrative support to Property Division staff and contractors.

Outcomes
Property Division programs including Land Acquisition, Outstanding Right of Way, and Land & Right of Way Management are supported to meet corporate objectives.

<table>
<thead>
<tr>
<th>2010 Staffing</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Regular Full Time</td>
<td>3.25</td>
</tr>
<tr>
<td>Regular Part Time</td>
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<tr>
<td>Temporary Full Time</td>
<td>0.25</td>
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<tr>
<td>Temporary Part Time/Auxiliary</td>
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<tr>
<td><strong>Total Staffing (FTE)</strong></td>
<td><strong>3.50</strong></td>
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</table>

Milestones / Performance Targets

<table>
<thead>
<tr>
<th>Date</th>
<th>Milestone Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010-10-31</td>
<td>Work with CSC Central Records Division to determine the feasibility of a pilot project to digitize Property Inventory files and commence project.</td>
</tr>
<tr>
<td>2010-11-30</td>
<td>Work with CSV Small System Development to modify the Property Inventory Database to provide hyperlinks to digitized plans and documents.</td>
</tr>
<tr>
<td>2010-06-30</td>
<td>Complete update of Property Division Procedure Manual and ensure it is available electronically to all Metro Vancouver staff.</td>
</tr>
</tbody>
</table>

Total Expenditure

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Property-Division Support</td>
<td><strong>$396,000</strong></td>
</tr>
</tbody>
</table>
Program: Property-Land & Right of Way Management
Department: Finance & Administration
Committee: Finance

Description
Property acquisition creates on-going property management obligations. Under this program Property Division staff carry out the obligations that arise out of owning land or rights of way; and occupying land by lease, license or permit.

Purpose
To manage Metro Vancouver interests in land to minimize cost and risk and maximize revenue.

Outputs
- Property Management for approximately 8000 Metro Vancouver interests in land including fee ownership, leases, licenses, statutory rights of way, and permits.
- maintain a database of all Metro Vancouver interests in land
- advise on the status of Metro Vancouver interests in land
- renew Metro Vancouver leases, licenses and permits on other parties’ lands
- initiate payments for leases and licenses
- grant leases, licenses, rights of way and permits to non-Metro Vancouver parties
- review approximately 1,750 property assessments and coordinate 650 property tax payments
- develop, sell or lease surplus land

Milestones / Performance Targets

<table>
<thead>
<tr>
<th>Date</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010-04-30</td>
<td>Clarify Metro Vancouver rights to obtain tenure on railway lands and determine appropriate compensation for those rights.</td>
</tr>
<tr>
<td>2010-12-31</td>
<td>Create standard agreements for farm leases and licences in Regional Parks and replace existing agreements as they expire.</td>
</tr>
<tr>
<td>2010-10-31</td>
<td>Work with other government agencies to consolidate or cancel recurring payments of $10 or less for leases, licences and permits.</td>
</tr>
</tbody>
</table>
Outcomes
Central coordination of Metro Vancouver land holdings using a database
Improved relationships with private property owners
Leases and licenses are granted and renewed using market rents with regular rent reviews
Metro Vancouver's real estate obligations are met, including timely payment of taxes and rents, tenure renewal, and revenue collection
Standard documentation including consistent environmental and risk management provisions
Surplus lands are reviewed prior to lease or sale to maximize revenue
Value of Metro Vancouver interest in land is sustained

<table>
<thead>
<tr>
<th>2010 Staffing</th>
<th>3.75</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regular Full Time</td>
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<td>Temporary Full Time</td>
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<td>Temporary Part Time/Auxiliary</td>
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<tr>
<td>Total Staffing (FTE)</td>
<td>3.75</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Total Expenditure</th>
<th>$360,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Property-Land &amp; Right of Way Management</td>
<td>$360,000</td>
</tr>
</tbody>
</table>
Description
Client departments need to acquire interests in land for new or expanded facilities. Property Division acquires fee simple title, leases, statutory rights-of-way, licenses, and permits under this program.

Purpose
To acquire interests in land for new and expanded GVRD, GVS&DD, GVWD and MVHC facilities.

Outputs
Approximately 100 interests in land per year are acquired for Park, Housing and Utility projects.

Outcomes
Suitable interests in land are acquired on time and for the appropriate price.

<table>
<thead>
<tr>
<th>2010 Staffing</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Regular Full Time</td>
<td>4.25</td>
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<tr>
<td>Regular Part Time</td>
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<tr>
<td>Temporary Full Time</td>
<td>0.00</td>
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<tr>
<td>Temporary Part Time/Auxiliary</td>
<td>0.00</td>
</tr>
<tr>
<td>Total Staffing (FTE)</td>
<td>4.75</td>
</tr>
</tbody>
</table>

Milestones / Performance Targets
Complete land acquisition for both phases of the South Surrey Interceptor - Trites Road Section twinning.

Date
2010-12-31

Total Expenditure
Property-Land Acquisition for New Projects $495,000

Total $495,000
Description

The Property Division works with Operations & Maintenance to determine if existing rights of way for previously constructed works provide enough protection. Since this program's inception, in 1991 the Division identified 1,300 properties with inadequate rights of way for sewer, water, and drainage works. Numerous properties have been added and removed from the program. Approximately 440 rights of way remain to be acquired.

Inadequacies include:
- no SRWs
- SRWs that are too narrow or allow property owners to place or remove fill and construct improvements over facilities
- SRWs that do not provide adequate access
- existing SRWs create contingent liability for Metro Vancouver to construct protective works

O&M and Property Division assign priority based on the risk of damage to works, the increasing future costs to acquire SRW, and the urgency of access for maintenance. Some rights of way are secured through the municipal development approval process.

Property Division staff coordinate these projects, review and acquire rights, estimate costs, prioritize work with client departments, and prepare project plans. Client departments provide funding to acquire SRW and also determine what protection is required.

Purpose

To acquire statutory rights of way (SRW) to protect and provide access to previously constructed GVS&DD and GVWD works.

Outputs

Milestones / Performance Targets

Date

Create an inventory of flow meters, flow monitoring stations, rain gauges and air quality monitoring stations that require land tenure agreements and commence tenure acquisition.

2010-12-31

Complete acquisition of 15 remaining water SRW's on municipally owned properties in the District of North Vancouver, Richmond and Surrey.

2010-12-31

Complete acquisition of 15 remaining sewer SRW's on land owned by the City of Vancouver.

2010-12-31

Acquisition of approximately 440 SRWs to protect previously constructed facilities for Drainage, Water and the Fraser, Vancouver and North Shore Sewerage Areas in accordance with the terms of the annual project plans.
Outcomes
All previously constructed works have:
- adequate access to facilities
- reduced risk of damage to works
- protection against claims for trespass or constructive expropriation

<table>
<thead>
<tr>
<th>2010 Staffing</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Regular Full Time</td>
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<tr>
<td>Regular Part Time</td>
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<tr>
<td>Temporary Full Time</td>
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<tr>
<td>Temporary Part Time/Auxiliary</td>
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<tr>
<td>Total Staffing (FTE)</td>
<td>2.75</td>
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</table>

<table>
<thead>
<tr>
<th>Total Expenditure</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Property-Outstanding Right of Way Acquisition</td>
<td>$287,000</td>
</tr>
</tbody>
</table>
Description
The program provides direction and leadership to the organization regarding procurement and contracting practices. The primary objective is to procure goods, services and construction maximizing the value for money, using processes that are transparent, non-discriminatory and supports the Corporation's commitment to sustainability. The program's level of activity depends on other Metro Vancouver departments.

The program also manages the BMO Pcard program and the Head Office pool vehicle fleet.

Purpose
To procure goods, services and construction on behalf of the organization, develop and maintain procurement and contracting procedures consistent with corporate policies and public procurement practices in a manner that is responsive to the needs of the organization.

Outputs
Issues and administers numerous competitive selection processes.

Milestones / Performance Targets
Advance the sustainable practices of our contractors and suppliers through debriefings and other outreach activities. Work ongoing throughout the year. 2010-12-31

Issues approximately 10,000 Purchase Orders/Contracts each year.

Apply for the 2010 Leadership in Green Procurement Award sponsored by Summit Magazine. 2010-06-30

Provides advice to clients, management and the board on competitive selection and contracting matters.

Reduce the administrative processing time for formal competitive selection processes through better use of technology and effective communication with client groups. 2010-03-31

Provides financial information to Accounts Payable and Accounting Operations.

Buyers to schedule more trips to MV facilities to exchange information regarding each other's needs, limitations and expectations resulting in better working relationships between the Buyers and their clients. Work ongoing throughout the year. 2010-12-31

Leads a task force on Green Procurement.

Develop more green procurement specifications. Work ongoing throughout the year. 2010-12-31

Manages the BMO Pcard program.

Automate inventory replenishment process. 2010-06-30

Manages the pool car vehicles.
Outcomes
Contract award decisions consistent with corporate policies and procedures that balances value for money with the contractor's sustainable practices and the organization's requirements.

Procurement and contracting processes that demonstrate an appropriate level of diligence and rigor.

A variety of green standards/specifications for use throughout the organization.

A Pcard program that balances the needs of the cardholders with appropriate financial controls for the organization.

The availability of pool cars while ensuring the appropriate controls are in place for the organization.

<table>
<thead>
<tr>
<th>2010 Staffing</th>
<th>Total Expenditure</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Purchasing</td>
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<td>Temporary Full Time</td>
<td>0.00</td>
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<tr>
<td>Temporary Part Time/Auxiliary</td>
<td>0.00</td>
</tr>
<tr>
<td><strong>Total Staffing (FTE)</strong></td>
<td><strong>14.10</strong></td>
</tr>
<tr>
<td><strong>Total Expenditure (FTE)</strong></td>
<td><strong>$1,273,000</strong></td>
</tr>
</tbody>
</table>

Allocation
The Program investigates, monitors, quantifies and processes claims made against Metro Vancouver and claims made by Metro Vancouver against others, including our insurers. The majority of the claims adjusting and investigation is contracted out to private independent adjusters or assigned to adjusters directly by our Insurers.

The Program administers the Metro Vancouver fleet insurance and license program as well as maintains the records of the Driver's Licenses of Metro Vancouver employees and maintains a file of drivers records in accordance with the requirements of the National Safety Code.

Purpose
To manage the insurance portfolio and claims. To identify and analyze risks and methods of reducing, eliminating, and controlling accidental claims.

Outputs
Acquires and maintains insurance.
Investigates and processes claims.
Identifies risks and implements mitigation strategies.

Milestones / Performance Targets
Review sessions with Parks and Housing staff to discuss liability identification issues. There are 3 Parks areas and 4 Housing areas involved. Work ongoing throughout the year. 2010-12-31
Investigate and implement the electronic receipt of insurance certificate documentation to reduce paper usage and files. 2010-06-30
Investigate and implement the electronic receipt of adjusters reports for claims files to reduce paper usage and files handled under our self-insured general liability insurance retention. 2010-06-30

Outcomes
Risks are managed and claims settled to the financial benefit of the organization.

Total Expenditure
Risk Management $116,000

2010 Staffing
Regular Full Time 1.00
Regular Part Time 0.00
Temporary Full Time 0.00
Temporary Part Time/Auxiliary 0.00
Total Staffing (FTE) 1.00
Program: Treasury
Department: Finance & Administration
Committee: Finance

Description
The cash management of the four regional entities are managed, including banking, investing, and financing. Financing includes the administering of a regional development cost charge (DCC) to pay for some sewer capital works, short-term financing and securing of long-term debt when required.

Capital financing includes three partnerships:
1) collection of regional development cost charges is handled by member municipalities.
2) long term financing issuance is done by the Municipal Finance Authority of BC (MFA).

This program also provides centralized accounts receivable management for most of the regional functions, balancing effective collection and the needs of operating departments.

Challenges arise from the volatile nature of the Canadian capital markets, and the differing requirements of the corporate entities.

Purpose
To manage and develop financial borrowing and investing strategies and requirements for the Greater Vancouver Districts.

Outputs
a) Deposits
b) Investments made
c) Accounts receivable collection
d) GVS&DD DCC queries answered
e) Analysis and reports on a wide range of questions, as requested by Treasurer
f) Short and long term financing
g) Cash and long-term debt management

Milestones / Performance Targets
Treasury System. Investigate replacement or alternate to the Treasury Management System for cash and long-term debt management.

Outcomes
Active management of cashflows provides rates 1 to 2% better than a passive structure.

<table>
<thead>
<tr>
<th>2010 Staffing</th>
<th>Total Expenditure</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Treasury</td>
</tr>
<tr>
<td>2010 Staffing</td>
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<td>Temporary Full Time</td>
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<tr>
<td>Temporary Part Time/Auxiliary</td>
<td>0.00</td>
</tr>
<tr>
<td>Total Staffing (FTE)</td>
<td>3.00</td>
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</tbody>
</table>

2010-10-06 10:49:48AM
Description
The primary responsibilities of this program include leading the organization in the continual process of setting, revising, and achieving its goals. The Program ensures consultation with partners through its liaison role with member municipalities. The Program develops and coordinates a) the implementation of corporate strategies and policies that optimize Metro Vancouver effectiveness and efficiency and b) the integration of the Sustainable Region Initiative into corporate functions and mandates.

Purpose
To provide organizational management and leadership. To carry out the statutory responsibilities of Chief Administrative Officer (CAO), Commissioner of Water District, and Commissioner of Sewerage and Drainage District, Deputy CAO, Deputy Commissioner of Water District and Deputy Commissioner of Sewerage and Drainage District. These include overall management of the operation of the Regional District, Water District and Sewerage and Drainage District development of policies and directions, and execution, delivery of contracts and agreements.

Outputs
Advice to Board and Committees
Good communication with external contacts
Guidance and direction to staff

Outcomes
Alignment of staff work with political priorities.
Cohesive frameworks for organizational effectiveness and efficiency.
External contact network.
Overall effectiveness of the organization is maintained through leadership and coordination of regional programs.

Milestones / Performance Targets
Completion and approval of management plans: LWMP, SWMP, RGS
Final draft of Metro Vancouver Compendium of Plans

Date
2010-12-31
2010-12-31

2010 Staffing

<table>
<thead>
<tr>
<th>Position</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regular Full Time</td>
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<td>Regular Part Time</td>
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<td>Temporary Full Time</td>
<td>0.00</td>
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<tr>
<td>Temporary Part Time/Auxiliary</td>
<td>0.00</td>
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<tr>
<td>Total Staffing (FTE)</td>
<td>3.00</td>
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</table>

Total Expenditure

<table>
<thead>
<tr>
<th>Department</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>CAO's Office</td>
<td>$1,003,000</td>
</tr>
</tbody>
</table>
Program: CAO-Chair Administrative Support
Department: CAO
Committee: Finance

Description
The Program manages all aspects of office administration for the CAO's office. This includes:
- preparing and managing correspondence and reports;
- scheduling meetings and appointments;
- coordinating and administering political, advisory and management committees;
- managing and monitoring budget accounts for the CAO's office;
- managing other activities initiated by the CAO;
- providing policy advice and responding to information requests as required; and
- liaising with internal departments, external organizations, the public and other levels of government.

Purpose
To provide daily administrative and business support to the Metro Vancouver Board Chair and CAO's office. This includes tasks and responsibilities to ensure smooth communication between the Chair, CAO and departments.

Outcomes
Administrative support that facilitate Chair/CAO's office to carry out their responsibilities.

<table>
<thead>
<tr>
<th>Outputs</th>
<th>Milestones / Performance Targets</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Schedule meetings/appointments</td>
<td>File management transition</td>
<td>2010-03-31</td>
</tr>
<tr>
<td>Information and advice</td>
<td>Review corporate process standards</td>
<td>2010-12-31</td>
</tr>
<tr>
<td>Correspondence, reports</td>
<td>Review/update policies</td>
<td>2010-12-31</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2010 Staffing</th>
<th>Total Expenditure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regular Full Time</td>
<td>CAO-Chair Administrative Support $318,000</td>
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<tr>
<td>Regular Part Time</td>
<td>$318,000</td>
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<td>Temporary Full Time</td>
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<tr>
<td>Temporary Part Time/Auxiliary</td>
<td></td>
</tr>
<tr>
<td>Total Staffing (FTE)</td>
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</tbody>
</table>
Description

The Program provides a budget and other resources such as e-mail access, meeting rooms, and printing supplies, to support various community and fundraising activities undertaken by employees.

Measures of success include volume of employee participation and total dollars raised for a variety of charitable organizations.

Purpose

To support Metro Vancouver employee participation in community fundraising initiatives and to coordinate such events.

Outputs

Metro Vancouver employee and management participation in community and charitable events.

Milestones / Performance Targets

<table>
<thead>
<tr>
<th>Milestones / Performance Targets</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provision of funding and support for the Sun Run.</td>
<td>2010-04-30</td>
</tr>
<tr>
<td>Provision of funding and support for 24-Hour Relay</td>
<td>2010-06-30</td>
</tr>
<tr>
<td>Provision of funding and support for the Dragon Boat Team</td>
<td>2010-06-30</td>
</tr>
<tr>
<td>Provision of funding and support for the United Way Campaign.</td>
<td>2010-11-30</td>
</tr>
<tr>
<td>Provision of funding and support for the Run for the Cure.</td>
<td>2010-10-29</td>
</tr>
<tr>
<td>Provision of funding and support for the Christmas Kids Show.</td>
<td>2010-12-31</td>
</tr>
<tr>
<td>Provision of funding and support for Stair Climb for Clean Air.</td>
<td>2010-02-26</td>
</tr>
<tr>
<td>Provision of funding and support for the MS Carnation Campaign and Jeans Day</td>
<td>2010-05-28</td>
</tr>
<tr>
<td>Organizing and celebrating a Multicultural Day event in partnership with MetroFit.</td>
<td>2010-08-31</td>
</tr>
</tbody>
</table>

Funds raised for charitable organizations in the community.

Outcomes

Support of various community charities and events.

Active corporate support for the community initiatives in which Metro Vancouver employees are personally involved.

Recognition of Metro Vancouver’s role as a responsible corporate citizen.

Increased employee camaraderie and engagement.

Fostering of social capital as part of the broader Metro Vancouver community.
<table>
<thead>
<tr>
<th>Program:</th>
<th>Community Team</th>
<th>Allocation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Department:</td>
<td>Human Resources</td>
<td></td>
</tr>
<tr>
<td>Committee:</td>
<td>Finance</td>
<td></td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>2010 Staffing</th>
<th></th>
<th>Total Expenditure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regular Full Time</td>
<td>0.00</td>
<td>Community Team $20,000</td>
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<tr>
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<tr>
<td>Temporary Full Time</td>
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<tr>
<td>Temporary Part Time/Auxiliary</td>
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<td></td>
</tr>
<tr>
<td>Total Staffing (FTE)</td>
<td>0.00</td>
<td></td>
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</tbody>
</table>
Description
This program provides Metro Vancouver staff and stakeholders with customized research and information services, as well as a central service for selecting, ordering, managing, and promoting a collection of materials in all formats. The Library also builds and maintains capacity to tap into external networks and sources in order to provide information on-demand. The collection consists of materials generated internally as well as from outside publishers and agencies.

Purpose
To support and enhance the work of Metro Vancouver staff and stakeholders by providing specialized information and research services.

Outputs
Centralized catalogue of materials held by Metro Vancouver
Fulfillment of information requests, literature, searches, and targeted alerts for staff
Training of users, both individual and group

Milestones / Performance Targets
Users can find pertinent information quickly and efficiently
Users are satisfied that information provided is relevant, complete, and received in a timely manner
Usage statistics confirm nature and volume of requests
Individual training is conducted as requested
4 to 6 training sessions to be done in 2010 either as part of divisional meetings or lunch and learns

Date
2010-11-30

Outcomes
Availability and timely sharing of information relevant to the work of Metro Vancouver
Cost efficiencies realized through centralized information management and resource sharing, both internal (e.g. partnerships such as Infomart), and external (e.g. inter-library loans)
Increased "information literacy" of users

<table>
<thead>
<tr>
<th>2010 Staffing</th>
<th>Total Expenditure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regular Full Time</td>
<td>Corporate Library</td>
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<tr>
<td>Temporary Part Time/Auxiliary</td>
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</tr>
<tr>
<td>Total Staffing (FTE)</td>
<td>2.40</td>
</tr>
</tbody>
</table>
Description
This program develops, implements, maintains and supports corporate records and information management related initiatives including records classification design, electronic record-keeping and document management, records retention monitoring, vital records protection, archives administration, policy development, and records management systems support for Metro Vancouver.

Purpose
The purpose of this program is to coordinate the establishment and implementation of practices and standards to manage Metro Vancouver records and information, regardless of media, and to provide on-going operations and support to the users of the program.

Outputs
- Administration of the Records Management Systems technology
- Advice, support and guidance regarding compliance with record keeping policies and standards
- Departmental maintenance of the records management systems and solutions
- Replacement of One (1) Records Management and Two (2) Document Management Systems
- Standards, procedures and policies developed for records and information management
- Training in records and information management standards and procedures

Milestones / Performance Targets
- The system is maintained to corporate standards.
- Ongoing meetings with Office Managers and Records Custodians
- Systems implemented including records migration, user training, and user guides, policies and procedures updated
- Documentation updated
- 12 training sessions for regular users; 3 for Office Managers and Records Custodians

Date
2010-12-31
2010-12-31
2010-06-30
2010-06-30
2010-12-31

Outcomes
Metro Vancouver records are managed in accordance with appropriate standards and practices and meet the following objectives:
* are compliant with legislated and regulatory requirements
* are reliable and authentic to ensure that they serve as trustworthy evidence
* are easily accessible in a timely fashion for decision making
* are preserved if they have long term value, and discarded if they are no longer necessary
* are managed with a view to reducing duplication and record keeping costs
<table>
<thead>
<tr>
<th>Year</th>
<th>Staffing</th>
<th>Total Expenditure</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>Regular Full Time</td>
<td>$343,000</td>
</tr>
<tr>
<td></td>
<td>Regular Part Time</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Temporary Full Time</td>
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<tr>
<td></td>
<td>Temporary Part Time/Auxiliary</td>
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<tr>
<td></td>
<td>Total Staffing (FTE)</td>
<td>2.00</td>
</tr>
<tr>
<td></td>
<td></td>
<td>$343,000</td>
</tr>
</tbody>
</table>
Description

Corporate policy and the WSBC require that the employer maintain an occupational health and safety program that meets or exceeds all regulatory requirements. The Program fulfills accident prevention requirements through the development, implementation and maintenance of Metro Vancouver's Safety Management System including areas such as: safety policy, standards and procedures, inspections, audits and workplace monitoring, safety committees and safety communications, first aid services, and analysis of accidents.

Through effective claims management, requirements are met to maintain records of accidents, investigate accidents, and assist workers to return to pre-injury employment through rehabilitation or early safe return to work programs.

This Program provides expertise and identification of regulatory safety training requirements to be met through the Corporate Services: Safety, Security and/or Emergency Management Regulatory Training Program.

Purpose

To provide accident prevention services by advising on routine safety issues and exceptions, interpreting and applying WSBC and related OH&S Regulations, evaluating occupational health hazards, researching safety equipment and industry best-practices, and conducting safety audits.

To provide WSBC claims management by assessing and filing WSBC claims for injured employees, ensuring accident investigations are carried out, encouraging rehabilitation and early safe return to work, maintaining accident statistics, conducting trend analysis, and monitoring costs.

To identify and coordinate delivery of required occupational health & safety training for Metro Vancouver employees.

Outputs

- Facilitate and audit Safety Management System & Departmental Programs.
- Manage WSBC claims and costs.
- Research safety equipment, safety procedures and work practices.
- Safe working environment and regulatory compliance.

Milestones / Performance Targets

<table>
<thead>
<tr>
<th>Milestones / Performance Targets</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conduct WSBC Certificate of Recognition Audit of Metro Vancouver's Safety Management System.</td>
<td>2010-09-30</td>
</tr>
<tr>
<td>Continuous improvement in MV's WSBC Assessment Rates and Merit Discount.</td>
<td>2010-12-31</td>
</tr>
<tr>
<td>Benchmark a minimum of two other utilities's safety systems in 2010.</td>
<td>2010-09-30</td>
</tr>
<tr>
<td>Continuous reduction, year over year in WSBC Inspection Report Orders issued to MV.</td>
<td>2010-12-31</td>
</tr>
<tr>
<td>Program:</td>
<td>Corporate Safety-Accident Prevention Services</td>
</tr>
<tr>
<td>---------</td>
<td>---------------------------------------------</td>
</tr>
<tr>
<td>Department:</td>
<td>Corporate Services</td>
</tr>
<tr>
<td>Committee:</td>
<td>Finance</td>
</tr>
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</table>

<table>
<thead>
<tr>
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<tbody>
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<td><strong>Total Staffing (FTE)</strong></td>
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</table>

<table>
<thead>
<tr>
<th>Total Expenditure</th>
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</thead>
<tbody>
<tr>
<td>Corporate Safety-Accident Prevention Services</td>
<td>$811,000</td>
</tr>
</tbody>
</table>

**Total:** $811,000
Description
This Program provides the 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 to disaster prevention, mitigation and recovery from emergencies or disasters.

This Program also ensures the equipping, and operation of Departmental Emergency Response Teams, emergency supplies, the Corporate Emergency Operations Centre (EOC), secondary DOC centres and the mobile Incident Command Post.

Purpose
To ensure that Metro Vancouver exercises its due diligence obligations in crisis or disaster management of assets and protection of staff and operations so that it is prepared and able to both respond to and recover from any internal or external emergency, disaster or criminal activity that impacts on Metro Vancouver's ability to deliver safe and secured service to the region. Also, to fulfill Metro Vancouver's responsibilities under the Emergency Program Act for residents of Electoral Area A.

Outputs
Review, revise and test Emergency Management Plans at the facility, department and corporate levels.
Review Regional emergency plan for Electoral Area A.
Review and revise Corporate Security Plan.
JELC/IPREM support

Coordinate Security Services for Metro Vancouver.

Conduct Security Assessments and HRVA's for all areas/departments.

Milestones / Performance Targets
Conduct a minimum of one Corporate Emergency Exercise in 2010 and one Electoral Area A Emergency Exercise in 2010.
Review and update MV's Corporate Emergency Plan in 2010.
Fulfill MV's roles and responsibilities in supporting JELC and/or IPREM as directed. Ongoing.
Meet all business unit's security services requirements with minimal/no exceptions noted in 2010.
Conduct Security Assessments for MV's Kathleen Street Building, follow-up assessment of SCFP, and ongoing corporate assessments.

Outcomes
A fully integrated, sustainable Corporate Emergency Management Program that ensures Corporate Prevention, Preparedness, Response capability and Recovery capacity for Metro Vancouver facilities and staff, and residents of Electoral Area A when faced with major emergencies or disasters.

Continuing corporate quality assurance in threat identification and the ongoing development of a fully integrated Emergency program for all business units in Metro Vancouver.
Emergency Management
<table>
<thead>
<tr>
<th>2010 Staffing</th>
<th>Total Expenditure</th>
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</thead>
<tbody>
<tr>
<td>Regular Full Time</td>
<td>Corporate Security &amp; Emergency Management</td>
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<tr>
<td>1.00</td>
<td>$177,000</td>
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<td>Temporary Full Time</td>
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<tr>
<td>Temporary Part Time/Auxiliary</td>
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<tr>
<td>Total Staffing (FTE)</td>
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<td>1.00</td>
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</tbody>
</table>

Operating
Program: Corporate Security & Emergency Management
Department: Corporate Services
Committee: Finance
Description
The work shall include the following services required by various business units within Metro Vancouver to ensure the safety and security of its assets, premises, employees, tenants, visitors and the general public:
on-site guard services at various and extensive Metro Vancouver locations;
mobile patrols at specified locations;
alarm monitoring and response at specified locations;
tenant on-scene emergency response at specified locations;
lone worker monitoring services;
work site first aid attendant services;
general assessment of site safety or unsafe conditions at all locations
other related security services, such as provision of stationary guards or specialty protective services as, if and when required, and;
recommendations to resolve security threats or issues anticipated or encountered by the Corporation.

Purpose
To centralize contract security services to increase consistency, efficiency and effective use of security services across Metro Vancouver.

Outputs
Coordinate provision of contracted services
Manage contract for security services
Quarterly reporting of services provided and funds expended
Year end reporting of services provided and funds expended

Milestones / Performance Targets
Meet with business units bi-annually to assess their security requirements and delivery of SSEM security services.
No exceptions noted by operating departments.
Provide report to Security Steering Committee quarterly.
Provide annual Security Report to all business units.

Date
2010-06-30
2010-12-31
2010-03-31
2010-12-15

Outcomes
Continuing corporate quality assurance in providing security services the ongoing development of a fully integrated security program for all business units in Metro Vancouver.
Sustainable security program that ensures the safety and security of Metro staff, visitors and infrastructure.
<table>
<thead>
<tr>
<th>Program:</th>
<th>Corporate Security-Contracted Security Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Department:</td>
<td>Corporate Services</td>
</tr>
<tr>
<td>Committee:</td>
<td>Finance</td>
</tr>
<tr>
<td><strong>2010 Staffing</strong></td>
<td></td>
</tr>
<tr>
<td>Regular Full Time</td>
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<tr>
<td>Regular Part Time</td>
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<tr>
<td>Temporary Full Time</td>
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<tr>
<td>Temporary Part Time/Auxiliary</td>
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<tr>
<td><strong>Total Staffing (FTE)</strong></td>
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</tbody>
</table>

| **Total Expenditure**    |                                                                                        |
| Corporate Security-Contracted Security Services | **$1,285,000**                       |

**Total Expenditure** | **$1,285,000**
Description
The Program provides strategic direction and operational support for employee training and leadership development. Organizational needs are assessed annually through the department training plan process, and continuously through surveys, course feedback, and in response to evolving business needs. The Program offers a full slate of leadership development and training courses to employees, delivered by a blend of staff and contracted facilitators. It supports corporate initiatives by offering tailored training and information sessions that support the achievement of organizational goals. Individual employees access the Program for career coaching, to develop learning plans, and to request financial support for continuing education and professional development. The Program also maintains records of internal and external training, and monitors training costs and completions to ensure effective use of resources.

Measures of success include the annual number of successful graduates from leadership and supervisory development programs, the number of employees completing in-house training programs or being supported in scholastic development, the number of employees being trained in theoretical and practical sustainability concepts, and the completion feedback forms from course participants.

Purpose
To develop, implement and monitor corporate learning strategies that support employees in: understanding sustainability principles; achieving corporate objectives and individual business unit goals; meeting changing work demands; and developing individual career potential.

Outputs
Leadership Development Program.
Supervisory Development Program.
Division Manager Development Curriculum.
Sustainability Curriculum.
In-house training programs and workshops.

Milestones / Performance Targets
Implementation of phase 2 development for existing LDP graduates 2010-04-30
Implementation of 2nd level supervisory development curriculum 2010-06-30
Complete first phase of the Division Managers’ curriculum 2010-12-31
Implementation of sustainability education curriculum 2010-06-30
Expansion of LDP curriculum elements to front line personnel 2010-06-30

Employee development and career planning.

Corporate Employee Orientation program.
Corporate Development Fund.
Annual department training plans.
Training, learning and development resources, including an annual training calendar, corporate intranet site, books and videos in partnership with the Harry Lash Library.
Training program monitoring and assessment, and training completions and expenditures reporting.

Revision/update of the intranet employee orientation 2010-06-30
Development of intranet accessible change management tools 2010-09-30
Implementation of T & D programs performance scorecard 2010-12-31
**Program:** Employee Training, Learning & Development  
**Department:** Human Resources  
**Committee:** Finance

**Outcomes**
Knowledgeable, capable, and productive workforce.
Increased employee morale and engagement.
Improved work group performance and workforce retention.

<table>
<thead>
<tr>
<th>2010 Staffing</th>
<th>Total Expenditure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regular Full Time</td>
<td>2.00</td>
</tr>
<tr>
<td>Regular Part Time</td>
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<tr>
<td>Temporary Full Time</td>
<td>0.00</td>
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<tr>
<td>Temporary Part Time/Auxiliary</td>
<td>0.00</td>
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</tbody>
</table>

**Total Staffing (FTE)**  
2.00
Program: Head Office-Building Operations
Department: Corporate Services
Committee: Finance

Description
Building Operations is responsible for managing the interests of 4330 Kingsway and 5945 Kathleen Avenue. The program manages, operates and maintains the day-to-day building related operations, including the running of the infrastructure systems and the management of both internal tenants (Metro Vancouver departments) and external tenants.

Purpose
To operate and manage all systems at 4330 Kingsway and 5945 Kathleen Avenue in order to provide a safe and efficient building for Metro Vancouver staff and third party tenants.

Outputs
Completing non-capital repairs and upgrades as needed to the physical plant
Maintain the Fire & Safety plan
Promote sustainability and environmental stewardship in Facility Management
Support Corporate Solid Waste Management and Recycling
To implement a Management Plan and incorporate the Owner's goals and objectives for 4330 Kingsway and 5945 Kathleen Avenue

Outcomes
To ensure that all of the Owner's requirements are met or exceeded. The results will stabilize the income base, reduce variances, and rationalize occupancy grids, thus providing an accurate market value of the 4330 Kingsway and 5945 Kathleen building.

Milestones / Performance Targets

<table>
<thead>
<tr>
<th>Date</th>
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</table>

<table>
<thead>
<tr>
<th>2010 Staffing</th>
<th>Total Expenditure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regular Full Time</td>
<td>$959,000</td>
</tr>
<tr>
<td>Regular Part Time</td>
<td>$2,347,000</td>
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<tr>
<td>Temporary Full Time</td>
<td>$3,306,000</td>
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<tr>
<td>Temporary Part Time/Auxiliary</td>
<td></td>
</tr>
<tr>
<td>Total Staffing (FTE)</td>
<td>6.00</td>
</tr>
</tbody>
</table>
Description

The Program is responsible for the strategic direction and management of Metro Vancouver's Human Resources activities. This includes overseeing the delivery of programs that provide Metro Vancouver's business units and employees with the following HR services: talent recruitment; labour relations; job evaluation; employee benefits; employee attendance & disability support; training and development; organization development; HR business processes and systems activities; internal communications; employee health & wellness; employee-based community fundraising; and HR administrative support.

Measurements of success include the level of staff retention within the Human Resources department, assessment of Manager's performance by the CAO, and client department feedback on HR services rendered.

Purpose

To provide leadership and guidance for the Human Resources programs, and to provide HR advice to the Board and management. The Human Resources function is guided by the following strategic goals: building organizational capacity; fostering an engaged organization; strategic partnering on business objectives with client departments; and measuring the performance of HR services. In meeting these goals, the HR function contributes to the sustainability and vitality of Metro Vancouver.

Outputs

HR-related recommendations to the Committees of the Board and the Board of Directors.

Strategic and tactical HR advice to the CAO, Management Committee, and Metro Vancouver business units.

Leadership and direction for HR departmental staff.

Planning and budgeting for corporate HR initiatives.

Chairmanship of Standing Committees and Joint Corporate Leadership Initiatives.

HR department representation on corporate committees and project groups.

Partnering with municipal HR counterparts on items of joint interest.

Employee-related issues management & pursuit of innovative and best practice HR programs and policies.

Employee coaching.

Milestones / Performance Targets

Date

2009-10-06 10:49:48AM
Outcomes

A Board of Directors that is presented with sound HR-related recommendations.

A Management Committee that is knowledgable about, and prepared for, corporate HR issues and opportunities.

A focused, engaged, and effective Human Resources department.

Improved relations with labour unions, and joint labour/management leadership on corporate HR initiatives.

Increased organizational engagement, capacity and resiliency.

Joint learning with municipal colleagues.

<table>
<thead>
<tr>
<th>2010 Staffing</th>
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<tbody>
<tr>
<td>Regular Full Time</td>
<td>1.00</td>
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<tr>
<td>Regular Part Time</td>
<td>0.00</td>
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<tr>
<td>Temporary Full Time</td>
<td>0.00</td>
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<tr>
<td>Temporary Part Time/Auxiliary</td>
<td>0.00</td>
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</table>

| Total Staffing (FTE) | 1.00 |

<table>
<thead>
<tr>
<th>Total Expenditure</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Human Resources-Administration</td>
<td>$238,000</td>
</tr>
</tbody>
</table>

<p>| | |</p>
<table>
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<tr>
<th></th>
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<tbody>
<tr>
<td></td>
<td>$238,000</td>
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</tbody>
</table>
Description

The Program provides office management, administrative support, and reception services to staff engaged in the planning and delivery of HR services. The Program is responsible for the day-to-day administration of core HR services such as recruitment and selection, labour relations, job evaluation, training and development, HR systems and other office administrative functions. The Program also manages the contract for temporary administrative support from outside agencies, recruitment and assignment of the Floater Pool for line departments, and liaises with departmental clients on implementation of corporate initiatives. The Program administers Position Management and operates as an associated work team with Finance. Detailed Human Resources Management Systems (HRMS) input and reporting, and overseeing of the Careers Section of the Metro Vancouver Internet site are also responsibilities of the Program.

Measurements of success include the feedback from client departments on services rendered, and feedback from HR Advisors and hiring supervisors on the efficacy of the candidate management system.

Purpose

To provide administrative support to the HR department and to service client departments by delivering core HR administrative work relating to job functions, positions & classifications, and wages & salaries. To ensure alignment between budget approvals and staffing, timely production of HR data to Payroll, and accurate employee data for HRMS and other client information. To manage candidate-related activity generated from the Metro Vancouver Internet site and employee-related activity for the intranet site, and act as a departmental liaison to the Corporate Administrative Committee.

Outputs

- Input of employee and payroll data to Payroll system.
- Employee hires as per conditions of Position Management control.
- PeopleSoft employee updates; processing of changes to employee status.
- Recruitment competition process; opening and closing of postings, maintaining applicant data.
- Enhancement and maintenance of HR internet/intranet career sites.
- Maintenance of auxiliary and temporary clerical staff pool.
- HR Records management.
- Administrative support for HR department staff.
- HR reception service, and scheduling of interviews.
- Responding to HR requests from client departments.
- Continue with the implementation of Candidate Management.

Milestones / Performance Targets

<table>
<thead>
<tr>
<th>Milestones / Performance Targets</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Client departments will be managing their candidate resumes on-line.</td>
<td>2010-12-31</td>
</tr>
</tbody>
</table>
Outcomes
Accurate HRMS employee records & related Payroll data.
Adherence to Position Management controls.
Maintenance of accurate job classifications.
Efficient administrative operations of the HR department.
Timely response to employee HR queries.
Efficient customer-service interface with external and internal candidates.
Meeting client department HR-related business needs.

<table>
<thead>
<tr>
<th>2010 Staffing</th>
<th>Total Expenditure</th>
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</thead>
<tbody>
<tr>
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<td>Temporary Part Time/Auxiliary</td>
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</tr>
<tr>
<td><strong>Total Staffing (FTE)</strong></td>
<td><strong>15.75</strong></td>
</tr>
</tbody>
</table>
**Program:** Human Resources-Employee Attendance Support Program  
**Department:** Human Resources  
**Committee:** Finance

**Description**
The Program works with supervisors and employees in supporting workplace attendance, and outlines a clear process for how disability (short term, long term, and workers compensation claims) and attendance management issues are to be effectively managed. The process is based on a collaborative approach that includes employees, supervisors, union executives, relevant outside agencies, medical authorities, and Human Resources staff. In addition to corporate policy, the Program conforms to Human Rights legislation, Work Safe BC regulations, and collective agreement clauses.

Measurements of success include feedback on the effectiveness of supervisory communication and education programs, and supervisory feedback on improved reporting tools.

**Purpose**
To improve employee attendance at Metro Vancouver by ensuring a caring and consistent approach to disability and attendance management issues, provision of support and transitional work opportunities for employees to allow for early and safe return to work, reduction in costs of absenteeism, and application of corporate policy consistent with collective agreements, Human Rights legislation and other regulations.

**Outputs**

- Program referrals - Disability/Attendance advice (approx. 30 cases/month).
- Management of employee disability (short term, long term, and Work Safe BC) claims.
- Facilitation of employee attendance management issues in accordance with collective agreements and corporate policies.
- Provide education to promote a greater understanding of disability management and how it supports the employee, supervisor, and organization.
- Provide education to promote understanding of the legal obligations surrounding return to work.
- Implementation of improved reporting tools.
- Provide updated guidelines/procedures to enhance the existing process.
- Program referrals - Disability/Attendance advice (approx. 30 cases per month).

**Milestones / Performance Targets**

<table>
<thead>
<tr>
<th>Milestones / Performance Targets</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee awareness information sessions for all employees</td>
<td>2010-12-31</td>
</tr>
<tr>
<td>Delivery of Disability /Attendance Management Training (supervisors) (including legal obligations - human rights, duty to accommodate)</td>
<td>2010-10-31</td>
</tr>
<tr>
<td>Provide program statistics to support client needs, through improved reporting tools.</td>
<td>2010-06-30</td>
</tr>
<tr>
<td>Provide an updated comprehensive EASP manual for supervisors and employees.</td>
<td>2010-07-31</td>
</tr>
</tbody>
</table>
Outcomes
An organization that works collaboratively and inclusively in providing services to employees and supervisors in the area of attendance support.

Opportunities provided to employees to perform valuable & productive work while safely returning to full duties.

A healthy attendance culture.

Reduced absenteeism costs.

Adherence to Human Rights legislation and other applicable regulations.

<table>
<thead>
<tr>
<th>2010 Staffing</th>
<th>Total Expenditure</th>
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</thead>
<tbody>
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<tr>
<td>Temporary Part Time/Auxiliary</td>
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<tr>
<td>Total Staffing (FTE)</td>
<td>1.90</td>
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</tbody>
</table>
**Program:** Human Resources-Employee Benefits Program  
**Department:** Human Resources  
**Committee:** Finance

### Description

The Program provides effective management and administration of the benefit plan by negotiating provider and carrier contracts and conducting periodic market surveys to ensure competitive pricing. It compares Metro Vancouver programs and benefits to market trends and industry best practices and identifies opportunities for change. The Program ensures that administrative processes, including enrolments, terminations, changes of record, payroll deductions, carrier invoice reconciliation and reporting are carried out in compliance with collective agreements and corporate policy. The Program fosters employee engagement by communicating employee benefits through a variety of media to ensure that employees are aware of the scope and value of the plans in which they participate. The Program also provides benefit and pension related information to help employees make more informed decisions.

Measures of success include trending in plan costs, ongoing audit and reconciliation results, use of plan management tools by employees, employee satisfaction results.

### Purpose

To foster employee engagement and retention, and to meet our collective agreement, policy and legislative obligations through the effective management, administration and communication of employee health, insurance, pension and other benefits for all Metro Vancouver staff.

### Outputs

Program costs are contained through effective negotiation and contract management with carriers.

Accurate records are maintained related to benefit enrolments.

Benefits are administered and payroll deductions are taken in accordance with collective agreements and corporate policies.

Employees are enrolled in benefit plans for which they are eligible and are provided with accurate and timely information regarding the plans in which they participate.

Employees and their dependents are knowledgeable about their benefits and the options available to them, allowing for more effective and informed financial, health and life decisions.

Employees are assisted with pension plan non-contributory and/or arrears purchases.

Employees planning an extended absence (disability, maternity, parental, personal) receive information and assistance on maintaining cost-effective coverage while on leave.

### Milestones / Performance Targets

<table>
<thead>
<tr>
<th>Date</th>
<th>Implementation of an extranet that makes benefit plan and wellness program information and resources available to employees and their dependents from their home computers.</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010-06-30</td>
<td></td>
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</tbody>
</table>
Outcomes
Effectively managed liability to Metro Vancouver due to consistent and effective administration of benefits.

Cost-effective corporate benefit programs operated with appropriate carrier accountability and service expectations in place.

Benefits that are well understood and valued contribute to overall employee satisfaction, engagement and retention.

<table>
<thead>
<tr>
<th>2010 Staffing</th>
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<tbody>
<tr>
<td>Regular Full Time</td>
<td>2.25</td>
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<tr>
<td>Regular Part Time</td>
<td>0.00</td>
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<tr>
<td>Temporary Full Time</td>
<td>0.00</td>
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<tr>
<td>Temporary Part Time/Auxiliary</td>
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<tr>
<td>Total Staffing (FTE)</td>
<td>2.25</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Total Expenditure</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Human Resources-Employee Benefits Program</td>
<td>$196,000</td>
</tr>
</tbody>
</table>
Program: Human Resources-Employee Programs
Department: Human Resources
Committee: Finance

Description

The Program fosters staff engagement, promotes and encourages healthy lifestyle options among employees and dependents, and supports staff attraction and retention, organizational wellness and overall morale by:

- providing staff in all areas of the organization with opportunities to participate in activities and events that promote health, wellness, social interaction and personal development;
- supporting employee-driven initiatives with similar goals; and
- providing health and wellness information and education opportunities to employees and their families.

The Program integrates with the Employee Benefits and EASP programs to ensure an integrated approach to employee health and wellness, supported by objective data. It also partners with other stakeholders and groups on activities that include or support an employee health and wellness message. Staff initiatives are guided by a representative steering committee.

Measurements of success include overall program and event participation trends, trends in health risk indicators, employee satisfaction results.

Purpose

To foster employee engagement and preserve and develop social capital by supporting programs that promote employee and organizational health and wellness. To build organizational capacity by enhancing Metro Vancouver's reputation as an employer of choice in the labour market.

Outputs

Year-round calendar of employee activities and events that promote staff engagement and employee wellness.

Targeted programs that engage employees and their dependents in healthy activities and that promote improved health outcomes.

On-line health and wellness resource centre.

Information and education initiatives for employees and their dependents that integrate with the employee benefits program.

Milestones / Performance Targets

<table>
<thead>
<tr>
<th>Milestones / Performance Targets</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implement participation measures in all facets of the MetroFit program, with a target of 60% of employees participating in at least one MetroFit initiative annually by 2011.</td>
<td>2011-12-31</td>
</tr>
<tr>
<td>Implementation of an extranet that makes benefit plan and wellness program information and resources available to employees and their dependents from their home computers.</td>
<td>2010-06-30</td>
</tr>
</tbody>
</table>
Program: Human Resources-Employee Programs
Department: Human Resources
Committee: Finance

Outcomes
Social capital is preserved and developed through staff engagement, improved morale, proactive health and stress management and enhanced productivity.

Metro Vancouver's reputation as an employer of choice is enhanced.

Employees and dependents are informed about healthy lifestyle options through education and opportunities to participate in associated initiatives.

Over time, the trend in employee benefit costs relating to preventable diseases and health conditions will lessen or stabilize.

<table>
<thead>
<tr>
<th>2010 Staffing</th>
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<tbody>
<tr>
<td>Regular Full Time</td>
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<tr>
<td>Regular Part Time</td>
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<td>Temporary Full Time</td>
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<tr>
<td>Temporary Part Time/Auxiliary</td>
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<tr>
<td>Total Staffing (FTE)</td>
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</tbody>
</table>

Total Expenditure
Human Resources-Employee Programs $169,000

$169,000
Description

Human Resources staff work with line department staff to identify suitable candidates and undertake the attraction, recruitment and hiring process. An employee base of 1,500 employees (full time regular, temporary and auxiliary complement) is covered. The Program includes:

a) posting & advertising positions;
b) identifying qualified candidates;
c) developing a candidate management database;
d) resolving labour relations issues (e.g. selection grievances);
e) conducting exit interviews;
f) supervisory selection and recruitment skills training focused on helping supervisors interview candidates with independence;
g) working with line management to develop enhanced market recruitment/search approaches; and
h) participating in selected recruitment events such as professional conferences and at post secondary institutions to ensure marketing and visibility to a reliable, skilled labour supply.

Measurements of success include annual posted and filled vacancies, timeliness of candidate search, quality of hire, and Website Hit data.

Purpose

To facilitate the cost effective attraction, recruitment, selection, and retention of talented candidates/employees.

Outputs

Sourcing of qualified candidates from competitive markets and educational institutions.
An estimated 700 annual competitions.
Introduction of new 'short list candidate' information package in 2010.

Outcomes

Quality candidate pool for vacancies.
Effective and timely employee selection.
Reduced selection grievances.
Increased organizational capacity.
Improved labour market awareness.

<table>
<thead>
<tr>
<th>2010 Staffing</th>
<th>Milestones / Performance Targets Date</th>
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<tbody>
<tr>
<td>Regular Full Time</td>
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<tr>
<td>Total Staffing (FTE)</td>
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<td>8.55</td>
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</table>

Total Expenditure

Human Resources-Employee Selection & Recruitment

$976,000
Description

The Program provides job description, classification, and compensation assessment to departments for each employee group: Exempt; Teamsters; and GVRDEU. In addition, the Program provides organizational/structural review of business units as they pertain to job evaluation. Classification and or job survey work resulting from decisions made within union Standing Committees is also managed through resourcing in this program, or monies budge here in.

Measurements of success include length of time required to complete job classifications, classification appeals received and resolved, and ability to attract and retain talent using total compensation metrics.

Purpose

To provide job evaluation, classification and related organizational reviews, as requested by client departments and unions. Related work must be consistent with wages bargained via collective agreement negotiation processes and corporate policy.

Outputs

Advice provided on organizational change initiatives.

Classification reviews processed for Teamsters, GVRDEU, and Exempt staff.

Outcomes

Salary and benefit competitiveness and consequent reduced staff turnover.

Job description development and employee compensation decisions that are internally consistent and externally competitive.

<table>
<thead>
<tr>
<th>2010 Staffing</th>
<th>Milestones / Performance Targets</th>
<th>Date</th>
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</thead>
<tbody>
<tr>
<td>Regular Full Time</td>
<td>0.35</td>
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<tr>
<td>Regular Part Time</td>
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<tr>
<td>Temporary Full Time</td>
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<tr>
<td>Temporary Part Time/Auxiliary</td>
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<tr>
<td><strong>Total Staffing (FTE)</strong></td>
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</table>

**Total Expenditure**

<table>
<thead>
<tr>
<th>Human Resources-Job Evaluation Services</th>
<th>$52,000</th>
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<tbody>
<tr>
<td><strong>Total</strong></td>
<td><strong>$52,000</strong></td>
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</tbody>
</table>
**Program:** Human Resources-Labour Relations Issues  
**Department:** Human Resources  
**Committee:** Finance

**Description**

The Program includes all aspects of collective agreement advice to supervisory staff and employees, including grievance resolution (both formal and informal), collective agreement interpretation, and managerial advice. General managerial counsel on labour management matters, such as exclusion from bargaining units, use of contractors versus use of employees, grievance handling negotiation, and collective bargaining participation is also provided. There will be an additional focus in late 2009 and 2010 on the administration of, and training of staff in their orientation to recently negotiated collective agreements.

Measurements of success include number of achievements resulting from Standing Committee processes, grievances filed over a defined period of time, ratio of arbitrations to initial grievances, arbitration success rate.

**Purpose**

To provide broad collective agreement administration and contract negotiation. To provide counselling and training to supervisors and employees on labour relations issues, and approaches to resolution. To provide labour relations oversight role on Labour and Employee Relations matters. To assume a stewardship responsibility for Standing Committee functions for both the GVRDEU and Teamsters, and encourage collaborative employee relations.

**Outputs**

Labour relations advice to supervisory and management staff.

Standing Committee meetings to encourage more creative resolutions of LR/ER issues, and identification of union/management opportunities.

Process grievances to resolution or arbitration on behalf of the employer.

Lead and finalize the negotiation of collective agreements for both union groups, while maintaining a constructive labour relations climate.

Conduct labour relations training courses for employees.

**Milestones / Performance Targets**

<table>
<thead>
<tr>
<th>Milestones / Performance Targets</th>
<th>Date</th>
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</thead>
<tbody>
<tr>
<td>the completion of labour relations training for over 50 supervisors in both collective agreements.</td>
<td>2010-12-31</td>
</tr>
</tbody>
</table>

**Outcomes**

Informed & consistent labour relations and employee relations decision-making.

Reduction in number of issues referred to legal counsel or remedied externally.

Enhanced working relationships between management and unions.

Collective agreements that provide a consistent and jointly beneficial labour management framework.
<table>
<thead>
<tr>
<th>2010 Staffing</th>
<th>Total Expenditure</th>
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</thead>
<tbody>
<tr>
<td>Regular Full Time</td>
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<tr>
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<td>Temporary Full Time</td>
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<td>Temporary Part Time/Auxiliary</td>
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<tr>
<td>Total Staffing (FTE)</td>
<td>1.15</td>
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<td>$234,000</td>
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</table>
Description

The Program recommends and implements improvements to Human Resource related business processes and procedures. It leverages the functionality of the HRMS to improve business practices and provides the organization (HR, management and employees) with timely and effective HR information. It responds to the emerging informational and functional requirements of the organization, and develops reports and processes to support these. The Program ensures that the corporate HRMS is updated to support: payroll; time & labour; recruitment & selection; position management; salary administration; benefits administration; the corporate attendance program; and training administration. The Program also provides operational support to all staff in the effective use of the HRMS, and in troubleshooting and resolving functional issues.

Measurements of success include on-time delivery of system updates and enhancements, usage trends in self-service functionality and reporting.

Purpose

To build organizational capacity and enhance effectiveness through the use of automated human resource management tools and well-designed human resource processes.

Outputs

- Enhanced HRMS and related business processes that meet evolving organizational business needs.
- Improved and documented HR business processes.
- Accurate and useful HR-related information for informed decision-making.
- Accurately maintained HRMS software and related data.
- Tested and approved tax and software updates for migration to the production HRMS.
- Relevant just-in-time management information for supervisors and managers through continually enhanced manager-self-service reporting and functionality.
- Training and on-going support for end users of the HRMS.
- Cross-functional teamwork with Corporate Services-IT and Finance-Payroll on day-to-day system support, problem resolution and short and long-term system and resource planning.

Milestones / Performance Targets

In partnership with Corporate Services/IT and Finance/Payroll complete the replacement of the PeopleSoft HRMS (HR, Time & Labour and Payroll) by the end of 2010.

Date

2010-12-31
Outcomes
Streamlined business processes that increase the effectiveness and efficiency of Human Resources and the organization.

Enhanced effectiveness of the human resources function through the use of appropriate automated human resource tools.

Maximized investment of HRMS technology through the implementation and use of new functionality such as self-service, single sign-on and time entry.

Enhanced management decision-making ability based on current, accurate and proactive HR data and reporting.

Timely and effective information is collected from and provided to employees through the use of self-service tools and on-line processes.

<table>
<thead>
<tr>
<th>2010 Staffing</th>
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<tbody>
<tr>
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<table>
<thead>
<tr>
<th>Total Expenditure</th>
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<tbody>
<tr>
<td>Human Resources-Processes &amp; Systems</td>
<td>$400,000</td>
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<td></td>
<td><strong>$400,000</strong></td>
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</tbody>
</table>
Program: In House Legal
Department: Corporate Solicitor
Committee: Finance

Description
The Corporate Solicitor manages all Metro Vancouver legal service requests to ensure quality, to uphold corporate interests and to monitor costs.

The Corporate Solicitor also determines which legal services can be provided more economically in-house, and participates in major strategic issues planning where legal perspective adds value.

Purpose
To provide strategic legal perspective on major processes, manage the delivery of external and internal legal services, and deal with routine legal matters.

<table>
<thead>
<tr>
<th>Outputs</th>
<th>Milestones / Performance Targets</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Response to legal service requests</td>
<td></td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Outcomes</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>The interests of Metro Vancouver are protected from a legal perspective.</td>
<td></td>
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<table>
<thead>
<tr>
<th>2010 Staffing</th>
<th>Total Expenditure</th>
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<tbody>
<tr>
<td>Regular Full Time</td>
<td>In House Legal</td>
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<tr>
<td>5.00</td>
<td>$1,054,000</td>
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<tr>
<td>Regular Part Time</td>
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<td>0.00</td>
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<td>Temporary Full Time</td>
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<td>Temporary Part Time/Auxiliary</td>
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<tr>
<td>Total Staffing (FTE)</td>
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<td>5.00</td>
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</table>

$1,054,000
Program: Information Centre  
Department: Corporate Secretary  
Committee: Finance

Description
This program manages an Information Centre (IC) that serves as the first point of contact for the public wanting information about or access to Metro Vancouver services and programs. Its mandate is to maximize the convenience of citizens served by Metro Vancouver. A related objective is to support the departments in their communications with the public. With an emphasis on excellent customer service, information services and high first contact resolution as well as social sustainability, corporate ambassadors respond to public and internal enquiries which are received in person, by telephone and via the web.

Purpose
To provide single window service to the general public making non-specialized inquiries about Metro Vancouver programs and services.

Outputs
Availability of general information through an interactive voice response system in emergency situations.
Report detailing citizen perception of service quality at Metro Vancouver.
Timely and correct information about Metro Vancouver services to internal and external customer queries.
Timely response to requests for publications.
Translation services through in-language subscriptions for citizens as required.

Milestones / Performance Targets
Systematic approach and guidelines produced for IVR implementation in emergency situations.
Baseline citizen satisfaction information.
Ongoing maintenance of internal Expertise Locator tool.
Availability on demand.
Availability on demand.

Outcomes
Positive, consistent, public experience in interaction with Metro Vancouver as measured by citizen satisfaction research and other feedback mechanisms.
Satisfaction among departments that their communication needs with the general public are supported in and through the Information Centre.

<table>
<thead>
<tr>
<th>2010 Staffing</th>
<th>Total Expenditure</th>
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<tbody>
<tr>
<td>Regular Full Time</td>
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<td>$227,000</td>
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<td>1.00</td>
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<td>Temporary Full Time</td>
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<tr>
<td>Temporary Part Time/Auxiliary</td>
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<td>1.00</td>
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<tr>
<td><strong>Total Staffing (FTE)</strong></td>
<td><strong>$227,000</strong></td>
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</tbody>
</table>
Description
The program provides the role of the overall direction and management of Information Technology, Corporate Safety, Security and Emergency Management and Building Operations.

The program provides strategic management and provides direction for the Corporate Services department. This includes the Information Technology, E-Comm 911 Service, Corporate Safety & Security, Corporate Emergency Planning, Regional Emergency Planning (JELC), and Building Operations.

Purpose
To provide management leadership for the Corporate Services team and to provide customer service excellence to the supported department and to the residents impacted by the E-Comm or Emergency management programs.

To coordinate and support the various requirements of the Corporate Services team. Internally this ranges from Janitorial Staff to Safety Engineers to IT Professionals to Facility crews. All of whom are critical to the success of Corporate Services and all of whom have special and different needs. Externally this requires understanding the needs of the supported departments and ensuring that those needs are supported in the most efficient, effective and sustainable way possible.

The Administration program ensures the efficient and effective operation of the Corporate Services department by facilitating productive team work and providing clarity on corporate policies and direction.

Outputs
Advice to Board of Directors and Committees
Direction to departmental staff
Planning of corporate IT initiatives.
Represents the department on corporate committees

Milestones / Performance Targets
Maintains Request Tracker system detail by inputting data into to update Committees, Directors, Councillors and Employees.

Date

Outcomes
Overall effectiveness of Information Technology services provided to Metro Vancouver businesses.
Provides leadership and direction to the department.

<table>
<thead>
<tr>
<th></th>
<th>2010 Staffing</th>
<th>Total Expenditure</th>
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</thead>
<tbody>
<tr>
<td>Regular Full Time</td>
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<td>Information Technology and Corporate Services Administration</td>
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<td>$332,000</td>
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<td>Temporary Full Time</td>
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<tr>
<td>Temporary Part Time/Auxiliary</td>
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</table>
Description
The Application Services Program provides business solutions and support of corporate applications to clients. This includes planning, managing, and coordinating all activities involved in developing, implementing, and supporting IT business systems ranging from customized software to standardized packaged systems. Services provided include evaluation, analysis, design, planning, coordination, development, and management services in an enterprise wide environment.

Key Items:
a) resolves clients’ day-to-day support needs for approximately 140 application systems;
b) develops software application enhancement, upgrade, obsolescence, retirement and/or replacement with clients and development staff;
c) facilitates product knowledge to transition new software applications into the environment and
d) provides business solutions to clients

Purpose
To provide a full range of business solutions to clients through existing and new business applications. The provision of these services will facilitate smooth and continuous operation of software applications for the various client departments.

<table>
<thead>
<tr>
<th>Outputs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business solutions that meet client departments' needs</td>
</tr>
<tr>
<td>Large enhancements and upgrades to existing applications to address capacity, performance, obsolescence and client functionality concerns;</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Milestones / Performance Targets</th>
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<tbody>
<tr>
<td>Date</td>
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<tr>
<td>Implement Payroll Application</td>
</tr>
<tr>
<td>Implement Capital Asset Management Reporting Application</td>
</tr>
<tr>
<td>Implement Phase 2 - O&amp;M Enterprise Asset Management Application</td>
</tr>
<tr>
<td>Implement Phase 2 - P&amp;P Regulations &amp; Enforcement Integrated Application</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Application solutions that provide desired client functionality and adhere to established standards and practices.</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>2010 Staffing</th>
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<tr>
<td>Regular Full Time</td>
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<td>Regular Part Time</td>
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<td>Temporary Part Time/Auxiliary</td>
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<td><strong>Total Staffing (FTE)</strong></td>
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<th>Total Expenditure</th>
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<tbody>
<tr>
<td>Information Technology-Application Services</td>
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</tbody>
</table>

$4,848,000
Description

The Corporate Telecommunications Services program oversees the planning and the delivery of telephone services to Metro Vancouver staff. These services include basic telephone, voice mail, voice processing, fax, modem and cellular and paging. This includes managing resources (internal and external) to provide the following services:

a) user training and support;
b) facilitating the moves, additions and changes of telephone equipment;
c) telephone system maintenance and support;
d) planning for and implementing improvements of and replacement of existing systems; and

e) designing, implementing and supporting custom voice processing applications
f) support and operation of the audio, visual and computer based systems in the Metro Vancouver corporate boardroom.
g) arranging for cellular and paging services.

Purpose

To plan, implement and support telephone, voice mail and data line services to Metro Vancouver staff.

Outputs

Installations, upgrades and replacement of telephone, voice mail, fax, modem lines

Provide after hours support with an IVR system in addition to the current Metro Vancouver web site.
Respond to and restore client trouble calls, queries and requests.

Outcomes

Reliable and consistent telecommunications service.

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<tr>
<th>2010 Staffing</th>
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<tbody>
<tr>
<td>Regular Full Time</td>
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<tr>
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<td>Temporary Part Time/Auxiliary</td>
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<td>Total Staffing (FTE)</td>
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Milestones / Performance Targets

<table>
<thead>
<tr>
<th>Date</th>
<th>Milestones / Performance Targets</th>
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<tbody>
<tr>
<td>Replace telephone switches at Annacis</td>
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<tr>
<td>Replace telephone switches at Head Office</td>
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<tr>
<td>Replace telephone switches at LCOC</td>
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</tbody>
</table>

Total Expenditure

| Information Technology-Corporate Telecommunications Services | $623,000 |
| $623,000 |
Description
The Database Administration Program focuses on the planning, managing and developing of activities involved in database administration. This includes:

a) Setting corporate standards and direction for Database Management Systems;
b) developing database upgrade, version control, obsolescence, retirement and/or replacement strategy;
c) developing strategy and methodology for promotion of databases from development through to test and production environments;
d) developing housekeeping methodology (backup, restore, transaction logging, etc...); and
e) providing database design, development and implementation to application development and support staff.

Purpose
To assess departmental and client database needs and to implement appropriate solutions.

Outputs
Enhancements and upgrades to existing database systems to meet performance and functionality
New systems which deliver the desired client functionality
Standardized database management platforms

Outcomes
Appropriate database system solutions that support client, departmental and corporate requirements.

<table>
<thead>
<tr>
<th>2010 Staffing</th>
<th>2010 Staffing (FTE)</th>
<th>Total Expenditure</th>
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<tbody>
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<td>Temporary Part Time/Auxiliary</td>
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<tr>
<td><strong>Total Staffing (FTE)</strong></td>
<td><strong>2.25</strong></td>
<td><strong>Total Expenditure</strong></td>
</tr>
</tbody>
</table>
Program: Information Technology-Department Support
Department: Corporate Services
Committee: Finance

Description
The program provides administrative support, reception, records management services and maintains an inventory of supplies and equipment for the department. The program maintains the division and department Intranet sites. The program also provides assistance in the acquisitions and tracking services of IT equipment purchased for the corporation. It encompasses general department administration costs such as materials, leases, postage, etc.

Purpose
To provide administrative support, acquisitions services, and reception to the Corporate Services department and to capture administrative costs that are common to all programs of the department.

Outputs
Assists with acquisitions process of computer equipment and software for the corporation
Business processes for administrative procedures for department
Ensure all departmental programs are fully using the corporate records management system for their records.
Implement PeopleSoft Data entry for all SSEM Regulatory Training detail.
Maintains an Intranet site for the department
Reception Services for the department

Milestones / Performance Targets

<table>
<thead>
<tr>
<th>Date</th>
<th>Milestone</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010-01-25</td>
<td>Assimilate 5945 Kathleen building into administrative business processes</td>
</tr>
<tr>
<td>2010-01-04</td>
<td>Transfer SSEM documents from IEDMS and the Network over to the new OpenText system</td>
</tr>
<tr>
<td>2010-01-04</td>
<td>Transfer all Emergency Mgmt and Security documents over to the new OpenText system</td>
</tr>
<tr>
<td>2010-01-04</td>
<td>Put all hard copy records from SSEM (as needed) into the corporate records system</td>
</tr>
<tr>
<td>2010-02-02</td>
<td>Provide training sessions and produce instruction manuals for data entry to Peoplesoft of all Regulatory Safety Training records</td>
</tr>
<tr>
<td></td>
<td>Update the current SSEM website to Sharepoint</td>
</tr>
</tbody>
</table>

Outcomes
Improves efficiency through central provision of administrative support, purchasing services, records management, reception services, supplies and travel arrangements that are common to all Programs in the Corporate Services department.

<table>
<thead>
<tr>
<th>2010 Staffing</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Regular Full Time</td>
<td>2.00</td>
</tr>
<tr>
<td>Regular Part Time</td>
<td>0.00</td>
</tr>
<tr>
<td>Temporary Full Time</td>
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<tr>
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</tr>
<tr>
<td>Total Staffing (FTE)</td>
<td>3.00</td>
</tr>
</tbody>
</table>

Total Expenditure
Information Technology-Department Support $232,000

$232,000
Program: Information Technology-Desktop Management & Support
Department: Corporate Services
Committee: Finance

Description
The Program manages, supports, and maintains Metro Vancouver desktop systems through the provision of client support services, including:
a) provision of Help Desk;
b) user deskside support;
c) hardware break-fix;
d) maintenance of standards;
e) review of change agents and identification of impact against the current desktop systems;
f) provision of acquisition services and asset management for hardware and software;
g) operational policies, procedures and recommendations to support standards and facilitate business understanding;
h) continuation of annual replacement program for desktop and peripheral hardware; and
j) management of software licensing.

Purpose
To manage desktop systems and client support so as to enable corporate computing and achieve operational and maintenance efficiency.

Outputs
Desktop Operations Manual
Initiation and tracking of asset acquisitions, relocations, and retirements
Installation and relocation of desktop and peripheral equipment

Milestones / Performance Targets

<table>
<thead>
<tr>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<td></td>
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<tr>
<td></td>
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</tbody>
</table>

IT policies and procedures
Maintenance and replacement of failing and obsolete desktop and peripheral equipment
Response to and resolution of client trouble calls, queries and requests

Outcomes
Cost-effective IT support for Metro Vancouver
staff; reliable desktop systems and peripherals;
end-users with proper equipment to perform their work.
<table>
<thead>
<tr>
<th></th>
<th>2010 Staffing</th>
<th>Total Expenditure</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Regular Full Time</td>
<td>$2,277,000</td>
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<tr>
<td></td>
<td>Regular Part Time</td>
<td>$2,277,000</td>
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<td>Temporary Full Time</td>
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<td></td>
<td>Temporary Part Time/Auxiliary</td>
<td>$2,277,000</td>
</tr>
<tr>
<td><strong>Total Staffing (FTE)</strong></td>
<td>10.25</td>
<td>$2,277,000</td>
</tr>
</tbody>
</table>
Description

The Program has three main functions

a) Manage spatial data

The focus of the Program is the development of the spatial dimension of information. New data is defined by business requirements. GIS staff then act as project managers and data technicians to design data models and build the data sets. Data maintenance is coordinated across different Metro Vancouver functions.

b) Develop Applications

In response to users needs, applications are developed to allow for basic query, analysis and decision making to solve business problems.

c) Provide technical services

Provide information and deliverables as requested by client departments. This involves carrying out analyses and preparing maps, reports and presentation material.

Purpose

To provide Corporate Geographic Information System Services (GIS) to all Metro Vancouver businesses. This includes compiling, storing and managing spatial data, developing applications which use spatial data in solving business problems, educating Metro Vancouver staff in GIS technology, and preparing analyses, maps and reports in response to clients' requests.

Outputs

Build and maintain Corporate and Departmental GIS based Applications

Corporate GIS Services

Outcomes

A centralized source of spatial data integrated or interfaced with related non-spatial data for user query, analysis, and decision making.

Milestones / Performance Targets


Expand on GIS functionality to support the linear asset management now tightly integrated with the O&M Enterprise Asset Management System.
<table>
<thead>
<tr>
<th>2010 Staffing</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Regular Full Time</td>
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</table>

<table>
<thead>
<tr>
<th>Total Expenditure</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Information Technology-Geographic Information System Services</td>
<td><strong>$786,000</strong></td>
</tr>
</tbody>
</table>

**Allocation**
Description
This Program provides installation, enhancement, support and maintenance of the network (local-area and wide-area), servers, storage devices, and data center that constitute the Information Technology Infrastructure.
This involves:

a) monitoring and upgrading the infrastructure as required to ensure operational efficiency and minimize the potential for systems failure;

b) exploring cost-effective and regulated distribution of the corporate infrastructure;

c) providing expertise to identify and resolve issues arising from change;

d) maintaining standards and compliance with IT policies;

e) operational policies and procedures related to infrastructure support and security;

f) contracts management;

g) infrastructure hardware break/fix;

h) management of the Metro Vancouver data center.

Purpose
The provision, operation, and maintenance of the Information Technology Infrastructure ensuring system reliability, availability and performance to meet the technology-dependant business functions of Metro Vancouver.

<table>
<thead>
<tr>
<th>Outputs</th>
<th>Milestones / Performance Targets</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Infrastructure upgrades and enhancements</td>
<td>Move Data Centre</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Upgrade Core switches</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Upgrade/Replace Honeywell system</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Support Apps team with Time and Labour project</td>
<td></td>
</tr>
<tr>
<td>Network and server monitoring</td>
<td>Support data growth</td>
<td></td>
</tr>
<tr>
<td>Policies and procedures</td>
<td>Support CDAC conversion to IT network</td>
<td></td>
</tr>
<tr>
<td>Server and storage optimization</td>
<td>Replace Spam filter</td>
<td></td>
</tr>
</tbody>
</table>

Outcomes
Stable, high performance data network;
well-managed servers and storage devices.
<table>
<thead>
<tr>
<th>2010 Staffing</th>
<th>2010 Total Expenditure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regular Full Time</td>
<td>Information Technology-Infrastructure Management Services</td>
</tr>
<tr>
<td>12.25</td>
<td>$2,607,000</td>
</tr>
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<td>Regular Part Time</td>
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<td>0.00</td>
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<tr>
<td>Temporary Full Time</td>
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<tr>
<td>0.00</td>
<td></td>
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<tr>
<td>Temporary Part Time/Auxiliary</td>
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<td></td>
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<tr>
<td>Total Staffing (FTE)</td>
<td></td>
</tr>
<tr>
<td>12.25</td>
<td></td>
</tr>
</tbody>
</table>
**Program:** Information Technology-Project Management and Planning

**Department:** Corporate Services

**Committee:** Finance

**Description**
This program's focus is to identify, prioritize and plan IT initiatives that will significantly contribute to achieving corporate business objectives. This program consists of a small team of IT professionals who will participate with the various departments' strategic, tactical and operational planners to translate business requirements into IT initiatives. Program staff will provide tactical and strategic planning for corporate applications and will establish, implement, develop and control standards and practices to facilitate Project Management, Application Development and Application Support activities and decision-making.

**Purpose**
To optimize the effectiveness and efficiency of IT solution delivery by aligning technology direction with business needs.

**Outputs**
Project Management, Business Analysis and Development staff trained in the use of standard methodology and tools.

- Project reports published tri-weekly containing project progress updates.
- Client Satisfaction effectively measured and managed.
- Effective technology plans developed, published and implemented.

- Project and Application portfolio management systems implemented and maintained.

**Milestones / Performance Targets**

<table>
<thead>
<tr>
<th>Date</th>
<th>Target Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010-12-31</td>
<td>Introduce a Client Satisfaction Survey to Bus Sys Team Site</td>
</tr>
<tr>
<td>2010-12-31</td>
<td>Develop a Technical Data Integration Strategy</td>
</tr>
<tr>
<td>2010-12-31</td>
<td>Develop a Business Intelligence Strategy</td>
</tr>
</tbody>
</table>

**Outcomes**
- Improved quality and timeliness of business technical plans (including strategic, tactical and operational plans)
- Increased Client satisfaction through consistency of project initiation and pro-active management of customer expectations.
- Integration of IT programs with Corporate strategy and business direction

**2010 Staffing**

<table>
<thead>
<tr>
<th>Employment Type</th>
<th>FTE</th>
</tr>
</thead>
<tbody>
<tr>
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<tr>
<td>Regular Part Time</td>
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<td>Temporary Full Time</td>
<td>0.00</td>
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<tr>
<td>Temporary Part Time/Auxiliary</td>
<td>0.00</td>
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<tr>
<td><strong>Total Staffing (FTE)</strong></td>
<td><strong>4.50</strong></td>
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</tbody>
</table>

**Total Expenditure**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Information Technology-Project Management and Planning</td>
<td>$555,000</td>
</tr>
</tbody>
</table>

$555,000
**Program:** Metro Vancouver Employee Trip Reduction Program

**Department:** Corporate Services

**Committee:** Finance

### Description

The Employee Trip Reduction Program provides incentives and coordination services to encourage employees to choose transportation alternatives to single occupant vehicles. The program serves as a model for other businesses and corporations interested in promoting more sustainable transportation choices for their employees.

### Purpose

To promote and support the use of transportation alternatives to the single occupant vehicle by Metro Vancouver employees.

### Outputs

The Program includes cycling safety and maintenance workshops, bi-annual Clean Air Awareness days, faresaver tickets for business use and transit incentives.

A process to increase employee participation in the program

### Milestones / Performance Targets

Communicate out to staff about program

### Outcomes

The program provides an increasing number of Metro Vancouver employees with cost-effective alternatives to driving single occupant vehicles. Benefits include increased employee satisfaction and reductions in: pollution, commuting costs, traffic, and stress. Nearly 40% of Head Office employees participate in trip reduction programs with increasing participation from outside sites.

### 2010 Staffing

<table>
<thead>
<tr>
<th>Staffing Type</th>
<th>FTE</th>
</tr>
</thead>
<tbody>
<tr>
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<tr>
<td>Regular Part Time</td>
<td>0.00</td>
</tr>
<tr>
<td>Temporary Full Time</td>
<td>0.00</td>
</tr>
<tr>
<td>Temporary Part Time/Auxiliary</td>
<td>0.00</td>
</tr>
<tr>
<td><strong>Total Staffing (FTE)</strong></td>
<td>0.00</td>
</tr>
</tbody>
</table>

### Total Expenditure

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Metro Vancouver Employee Trip Reduction Program</td>
<td>$247,000</td>
</tr>
</tbody>
</table>
Program: Organization Development
Department: Human Resources
Committee: Finance

Description
The Program provides employees and management with organization development services and initiatives designed to assist in the achievement of strategic goals and business unit objectives. The Program includes services addressing change management, team dynamics and facilitation, succession management, employee involvement & recognition, employee coaching, internal communications, conflict resolution, workplace harassment and Human Rights complaints, as well as research, analysis, and monitoring of future business and technology trends impacting organizational development. The Employee and Family Assistance Program is also administered under the Program.

Measures of success for this program include number of employees who have completed the Managing Effective Working Relationships program, length of time from assessment to resolution for conflict situations, the number of workforce planning workshops that are delivered to client departments, participant feedback from strategic planning, facilitation and succession management sessions, participation levels for 2-way internal communications tools, and levels of employee engagement.

Purpose
To improve organizational effectiveness in delivering on business unit goals and corporate objectives, improve internal communications, and build capacity and resiliency amongst employees for dealing with change, managing disputes, problem-solving creatively, thinking strategically, and innovating.
<table>
<thead>
<tr>
<th>Outputs</th>
<th>Milestones / Performance Targets</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coordination of succession management programs, including processes</td>
<td>expansion of mentoring program beyond EIT program</td>
<td>2010-09-30</td>
</tr>
<tr>
<td>relating to: retirement; retention; knowledge management; and</td>
<td>implementation of knowledge transfer tool</td>
<td>2010-03-30</td>
</tr>
<tr>
<td>workforce planning.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Workshops to facilitate organizational reviews, strategic planning,</td>
<td>completion of Maintaining Effective Working Relationships program; all</td>
<td>2010-12-31</td>
</tr>
<tr>
<td>team dynamics, and leadership development.</td>
<td>employees to have attended</td>
<td></td>
</tr>
<tr>
<td>Development of strategies to address issues such as managing change</td>
<td></td>
<td></td>
</tr>
<tr>
<td>and workplace conflict.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>One-on-one sessions to identify development opportunities, to provide</td>
<td></td>
<td></td>
</tr>
<tr>
<td>employee and management coaching, and to provide strategies to deal</td>
<td></td>
<td></td>
</tr>
<tr>
<td>with stress management.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Performance Management Program.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Building Effective Working Relationships Program.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dispute resolution and mediation services.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Workplace Harassment and Human Rights Complaint investigations.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Risk assessments and containment strategies.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organizational diagnosis.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provision of Employee and Family Assistance Program and coordination</td>
<td>internal communication target; reach 70% of employees; track through</td>
<td></td>
</tr>
<tr>
<td>of employee recognition initiatives.</td>
<td>number of stories submitted, website hits, discussion forum/blog</td>
<td></td>
</tr>
<tr>
<td>Best practice internal communication strategies and initiatives through</td>
<td>participation</td>
<td></td>
</tr>
<tr>
<td>the use of the intranet, newsletters, bulletins and other formats.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Oversight of Apprenticeship, Engineer in Training and Mentoring</td>
<td></td>
<td></td>
</tr>
<tr>
<td>programs.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Outcomes

Employees who are informed and engaged around the objectives of the organization including the Sustainable Region Initiative, and the goals of individual business units.

Improved attraction and retention of staff through the provision of initiatives designed to develop interpersonal skills and foster effective working relationships.

A vital and sustainable organization that reflects a high level of staff morale and involvement, provides support for employees in increasing their effectiveness in their day-to-day work, and fosters a culture of innovation, resiliency and agility.

Strengthened working relationships as a result of effective conflict resolution interventions and processes.

<table>
<thead>
<tr>
<th>2010 Staffing</th>
<th>Total Expenditure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regular Full Time</td>
<td>Organization Development</td>
</tr>
<tr>
<td>Regular Part Time</td>
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</tr>
<tr>
<td>Temporary Full Time</td>
<td></td>
</tr>
<tr>
<td>Temporary Part Time/Auxiliary</td>
<td></td>
</tr>
</tbody>
</table>

| Total Staffing (FTE)   | 2.80               | $502,000 |

Program: P&P-Administration
Department: Policy & Planning
Committee: Finance

Description
The Program provides senior level management and administrative services required by all programs within P&P. Key to the successful implementation of all P&P programs is the role of this Program in supporting the Metro Vancouver Board and its committees and liaising with municipal partners, municipal staff, and Provincial officials. The Program also includes representation on the Metro Vancouver Management Committee and liaison with other departments on corporate issues.

Purpose
To manage and administer P&P programs.

Outputs
The Program provides advice to the committees and Board, and direction to staff.

Outcomes
The management and administration of P&P programs.

Milestones / Performance Targets
Incorporate Metro Vancouver's sustainability principles into all departmental initiatives and projects and integrate all management plans into Metro Vancouver's Comprehensive Plan.

Date: 2010-12-31

<table>
<thead>
<tr>
<th>2010 Staffing</th>
<th></th>
<th>Total Expenditure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regular Full Time</td>
<td>2.90</td>
<td>P&amp;P-Administration</td>
</tr>
<tr>
<td>Regular Part Time</td>
<td>0.00</td>
<td></td>
</tr>
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<td>Temporary Full Time</td>
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<tr>
<td>Temporary Part Time/Auxiliary</td>
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<td></td>
</tr>
<tr>
<td>Total Staffing (FTE)</td>
<td>2.90</td>
<td></td>
</tr>
</tbody>
</table>
Description
The Program provides administrative support, secretarial, and office management services to staff engaged in the planning and delivery of P&P programs. The program provides agenda coordinators for Metro Vancouver Board, political and advisory committees.

Purpose
To provide day-to-day administrative and business support to staff engaged in the planning and delivery of the P&P programs.

Outputs
Program staff deliver clerical support services, records management, and production of various political and advisory committee agendas and Board reports.

Milestones / Performance Targets
Admin Support Team will develop guidelines to ensure all P&P floors are working towards a "greener/cleaner office environment". 2010-12-31

Admin Support Team to coordinate a spring session in 2010 to review current office procedures and develop efficiencies. 2010-12-31

Admin Support team to participate in at least one training session relevant to the types of duties and responsibilities of administrative support staff. 2010-12-31

Update the current Policy and Planning intranet website to reflect department project integration (project matrix) as well as current practices, guidelines, forms/templates, and divisions (staffing matrix). 2010-12-31

Outcomes
The Program prevents duplication of effort and improves efficiency by supplying clerical support and supplies that are common to all programs in the Policy and Planning Department.

P&P "green guidelines" posted on the department intranet site for easy referral.

Procedures manual updated and link made available on department site for easy referral.

Support staff all gains same knowledge allowing for greater efficiencies for each division/department.

Easy retrievable, relevant information on current projects/programs, department staff contacts, information and processes.
<table>
<thead>
<tr>
<th>Program</th>
<th>P&amp;P-Department Support</th>
</tr>
</thead>
<tbody>
<tr>
<td>Department</td>
<td>Policy &amp; Planning</td>
</tr>
<tr>
<td>Committee</td>
<td>Finance</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>2010 Staffing</th>
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<tbody>
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</table>

<table>
<thead>
<tr>
<th>Total Expenditure</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>P&amp;P-Department Support</td>
<td>$1,134,000</td>
</tr>
</tbody>
</table>

$1,134,000
Program: Public Consultation & Community Relations
Department: Engineering & Construction
Committee: Finance

Description
The program provides public involvement opportunities to gather input on Metro Vancouver plans, programs, and projects. The program provides public consultation and community relations planning, facilitation, management of public meetings, contact with community organizations, and development and distribution of communications materials.

Purpose
To obtain public input for consideration by the Board and its committees and to build long-term relationships with local communities that have a significant interest in, or that are affected by, Metro Vancouver initiatives.

Outputs
Public consultation and community relations services for other programs as identified throughout the year (e.g. other utility construction projects, management of solid and liquid waste facilities).
Public consultation and community relations support for Metro Vancouver plans, programs and projects requiring Board review.
Reports to standing committees, summaries of input received at public meetings, and communications materials (e.g. fact sheets, displays, signs etc.).

Milestones / Performance Targets
Complete consultation and community relations support for construction of Metro Vancouver sewer utility projects throughout the Lower Mainland. 2010-12-31
Complete consultation and community relations support for Air Quality Management Plan initiatives throughout the Lower Mainland. 2010-12-31
Complete consultation and community relations support for air quality, liquid and solid waste regulation and bylaw development and for site specific Metro Vancouver permitted facilities. 2010-12-31
Complete consultation and community relations support for solid waste facilities. 2010-12-31
Complete consultation and community relations program for the Board approved actions in the Solid Waste Management Plan. 2010-12-31
Complete consultation and community relations support for construction of Metro Vancouver water utility projects throughout the Lower Mainland. 2010-12-31
Complete consultation and community relations support for Metro Vancouver operations and maintenance projects and activities throughout the Lower Mainland. 2010-12-31
Complete consultation and community relations program for Board approved actions within the Liquid Waste Management Plan. 2010-12-31
Outcomes
The program established effective relationships with organizations and individuals in the community, built consensus and reduced conflict during the process of planning and implementing projects and initiatives.

<table>
<thead>
<tr>
<th>2010 Staffing</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
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<table>
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<th>Total Expenditure</th>
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<tbody>
<tr>
<td>Public Consultation &amp; Community Relations</td>
<td>$1,539,000</td>
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</table>
Description

Regulatory requirements for Safety, Security and/or Emergency Management “SSEM Regulatory Training” are met through job-, Division-, Department- or Corporate-specific SSEM hazard identification and risk exposures and/or vulnerabilities evaluation.

This program provides training in Safety, Security, and Emergency Management requirements: identification of regulatory training requirements; design of SSEM training programs; coordination of training deliveries, evaluation of training effectiveness, and operation of the Safety Training Centre consisting of a dedicated classroom and confined space entry, fall protection and underground utility location facilities.

SSEM Regulatory Training includes participant-specific Fundamental, Advanced and Specialty sessions using adult education principles and methodologies which include web-based information & training, Instructor-led theoretical and technical classroom sessions, and practical field exercises based on SSEM Standards and Programs.

Purpose

To ensure that Metro Vancouver exercises its due diligence obligations for protecting employees from identified Safety, Security, Emergency Management hazards, risks and vulnerabilities so they are able to effectively identify, mitigate, avoid and/or respond to their workplace situations safely, securely and effectively.

Outputs

- Consultation services for departments and divisions on the need, methodology, implementation, and assessment of SSEM training.
- Ensure the required public list is maintained in an accurate and timely manner.
- Training that meets legislated and regulatory obligations, mainly the Workers’ Compensation Act and WorkSafeBC requirements, Business unit Requirements and worker expectations utilizing a combination of internally delivered training, outsourced training and user accessed internal web based tools.

Milestones / Performance Targets

- Confirm 2010 projections quarterly
- Bi-annual meetings with operating supervisors to assess ongoing training requirements.
- Quarterly reports provided to Finance.
- Evaluate and audit training deliveries and worker evaluation sheets.
- Ongoing.

Outcomes

A fully integrated, sustainable corporate Safety, Security & Emergency Management Regulatory Training program which provides for organizational regulatory compliance by ensuring that employees' capabilities for hazard, risk and vulnerabilities identification, mitigation, avoidance and/or response are effectively identified, supported, tracked and evaluated.

Ongoing corporate quality assurance in SSEM regulatory training for identified risk areas.
<table>
<thead>
<tr>
<th>Program:</th>
<th>SSEM Regulatory Training</th>
</tr>
</thead>
<tbody>
<tr>
<td>Department:</td>
<td>Corporate Services</td>
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<tr>
<td>Committee:</td>
<td>Finance</td>
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<table>
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<tr>
<td><strong>SSEM Regulatory Training</strong></td>
<td><strong>$950,000</strong></td>
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</table>
Description
The Integrated Mosquito Management Program maps, monitors and assesses Metro Vancouver corporate lands for the presence of West Nile Virus-vector mosquitoes to determine if they pose a risk as a breeding site of high concern. It also recommends permanent or temporary management solutions to eliminate the presence of these mosquitoes. Specific management issues are assessed and strategies developed and implemented to ensure that management is undertaken in a sustainable manner. Local community knowledge, expertise of staff and other agencies assist in development of corporate policies and strategies. A cooperative approach to regional coordination of all WNV management initiatives by all jurisdictions is undertaken to develop regional policies, guidelines and best practices that are adopted by the jurisdictions and the Metro Vancouver Board. Specific management issues are assessed leading to development and implementation of sustainable programs.

Purpose
To provide regional coordination of member municipalities in preventing an outbreak of West Nile Virus and to ensure that Metro Vancouver lands do not pose a risk to the region by monitoring and eliminating problem levels of WNV species mosquitoes.

Outputs
Coordination of the detection, control, data recording and elimination of habitat for WNV mosquitoes on MV lands.

Milestones / Performance Targets
Identify the breeding grounds of WNV mosquitoes and measures to reduce their habitat.
Oversee their control by a consultant and provide up-to-date data on the results through a web viewer to land managers.

Outcomes
Fulfillment of public expectations for protection from WNV outbreak.
WNV mosquito populations significantly reduced
Fulfillment of statutory and regulatory obligations.
Pesticide applied in a targeted and sustainable manner.
The need for application of adulticide is avoided.
Protection of critical habitats, water quality and species-at-risk.
Positive public consensus on approach to management of mosquitoes on Metro Vancouver lands.
Initiation of permanent reduction of WNV mosquito habitats on Metro Vancouver lands.
Costs are reduced while public and environmental protection remains high.
<table>
<thead>
<tr>
<th>Program: WNV Corporate Integrated Prevention</th>
<th>Allocation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Department: Parks</td>
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<tr>
<td>Committee: Finance</td>
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Description

The Program is responsible for the fleet vehicle and equipment requirements of all Metro Vancouver departments, including pool vehicles and the small- and heavy-duty equipment requirements of the Construction and Operations Divisions. Functions include acquisition, outfitting, inspection, maintenance, repair and disposal of the District’s vehicle and equipment fleet, and overall coordination of fleet management issues.

Metro Vancouver owns approximately 600 vehicles, primarily pick-up trucks, vans, cars, marine vessels and heavy-duty trucks. In addition the District owns, operates and maintains an inventory of small equipment (pumps, compressors, generators, saws, hoists, blowers, etc.) and a small fleet of specialized heavy construction equipment (shovels, loaders, backhoes, graders, etc.).

Maintenance Division’s Fleet Services, which is based at the Lake City Operations Centre and included in this Program, is responsible for regular maintenance of Metro Vancouver’s vehicle and equipment fleet on an on-going basis. Fleet Services also assists Purchasing in the annual acquisition and disposal of units to/from the District’s fleet.

Purpose

To acquire, maintain and dispose of the Regional District’s vehicle and equipment fleet.

Outputs

Procurement of road vehicles and motorized mobile equipment within all applicable regulatory standards, meeting the business requirements of the Corporation at the lowest achievable life cycle cost.

Procurement will include the investigation of new more sustainable technologies.

All fleet operating expenditures to be recorded in one financial program to determine the full cost of vehicle fleet operations. Total program costs should be compared to budget. provided to staff with recording duties.

Milestones / Performance Targets

Develop a three year capital acquisition plan for vehicle and equipment replacement requirements.

Date: 2010-10-31

Develop guidelines that will be used to identify optimal vehicle and equipment selection based on anticipated annual work requirements.

Date: 2010-10-31

Develop a process for identifying optimal vehicle requirements based on actual vehicle use.

Date: 2010-10-31
Outcomes
Procurement, repair, and maintenance of road vehicles and motorized, mobile equipment are conducted within all applicable regulatory standards.

2010 procurement plans include the acquisition of an all electric vehicle, deployed with a user group.

Fleet Services to capture all vehicles related expenditures in the Fleet Pro management program. These expenditures will include overhead expenditures, cross charges, operating expenses charged to home accounts and miscellaneous vehicle expenses assigned to other account groups.

<table>
<thead>
<tr>
<th>2010 Staffing</th>
<th>Total Expenditure</th>
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<tr>
<th>Program Capital Costs</th>
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<tr>
<td>Capital Costs 2010 to 2019</td>
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<tr>
<td>Capital Costs After 2019</td>
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<tr>
<td><strong>Total Capital Costs</strong></td>
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<tr>
<td>Project Name</td>
<td>Cost</td>
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<td>--------------------------------------------------</td>
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</table>
| Corporate Vehicles & Equipment-Acquisitions-Capital | 2,000,000 | 1) +$1,500,000. The Metro Vancouver fleet requires $1,500,000 per year in capital replacement to maintain the functionality of the current fleet.\ ONE-TIME  
2) +$750,000. New vehicle acquisitions as per requests received through PIP Department Dependencies. \ Cut of $250,000 per admin review |

**Total Cost** 2,000,000
Description
Building Operations is responsible for managing the interests of the GVWD, as they pertain to 4330 Kingsway and 5945 Kathleen Avenue. The program manages, operates and maintains the capital improvements of the buildings.

Purpose
To increase the value and the likelihood of 100 percent occupancy through capital improvements at 4330 Kingsway and 5945 Kathleen Avenue. To provide a safe and efficient building for Metro Vancouver staff and visitors.

Outputs
Capital Improvements to 4330 Kingsway and 5945 Kathleen Avenue

Outcomes
A more comfortable building for staff and visitors.
A more marketable building for tenants.

<table>
<thead>
<tr>
<th>2010 Staffing</th>
<th>Total Expenditure</th>
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<tbody>
<tr>
<td>Regular Full Time</td>
<td>Head Office-Capital Kathleen</td>
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<tr>
<td>Regular Part Time</td>
<td>Head Office-Capital Kingsway</td>
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<tr>
<td>Temporary Full Time</td>
<td></td>
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<tr>
<td>Temporary Part Time/Auxiliary</td>
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<tr>
<td>Total Staffing (FTE)</td>
<td>Total Expenditure</td>
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To: Finance Committee

From: Delia Laglagaron, Deputy Chief Administrative Officer
      Jim Rusnak, Chief Financial Officer, Finance & Administration

Date: September 25, 2009

Subject: 2010 Funding to External Organizations

Recommendation:
That the Board approve the inclusion of the external contributions, as outlined in the report dated September 25, 2009 titled “2010 Funding to External Organizations”, in the 2010 Budget.

1. PURPOSE

For the GVRD Board to review the contributions provided to external organizations and provide amendments if required as part of the budget process.

2. CONTEXT

For the last several years Metro Vancouver has included as part of its GVRD budget, contributions to external organizations whose work provides a level of benefit to the community or to Metro Vancouver related responsibilities. The organizations and 2010 proposed funding levels are noted below as well as a short summary of the function they provide.

Cultural Grants Annual Contribution $100,000
(2009 - $100,000)

This contribution is shown separately within this function. Each year annual grants are made to a variety of cultural organizations within the region. The funding for this function comes from the annual interest income earned on the Cultural Grant Reserve.

Fraser Basin Council Annual Contribution $310,000
(2009 - $310,000)

The Fraser Basin Council (FBC) is an organization that is focused on advancing sustainability throughout the entire Fraser River Basin. The long-term vision of the FBC is to ensure that the Fraser Basin is a place where social well-being is supported by a vibrant economy and sustained by a healthy environment. Since it was established in 1997, the FBC has played a leadership role in helping to resolve conflicts, educate the public about sustainability and take advantage of opportunities to advance sustainability throughout the Fraser River Basin. The FBC and its partners have tackled a wide range of sustainability issues. Today, the FBC is actively involved in resolving issues that affect the well-being of people who live in the Basin.

BIEAP:FREMP Annual Contribution $25,625 each
The Burrard Inlet Environmental Action Program (BIEAP) and Fraser River Estuary Management Program (FREMP) are inter-governmental partnerships established to coordinate the environmental management of these two significant aquatic ecosystems in the Lower Mainland of British Columbia. The FBC has a Memorandum of Understanding with BIEAP/FREMP that provides a framework for complementary actions in support of the sustainability of these ecosystems.

**Lower Mainland Treaty Advisory Committee**

Annual Contribution $312,125

(2009 - $300,120)

The Lower Mainland Treaty Advisory Committee (LMTAC) coordinates and represents the collective interests of local governments, in defining and building relationships between First Nations and other orders of government.

LMTAC has established the following priority roles. To:

2. Advise and update LMTAC members regarding local government interests in Aboriginal issues and in treaty negotiations.
3. Monitor and, where necessary, respond to non-treaty aboriginal issues that may impact the collective local government interest.
4. Facilitate the development of effective working relationships between local governments and First Nations.

LMTAC has requested a $12,005 (4%) increase in funding for the 2010 fiscal year.

**30+ Plus Network**

Annual Contribution $4,500

(2009 - $4,500)

30+ is a network of cities and communities sharing learning on integrated long-term planning for sustainability. The purpose of the 30+ Network is to catalyze action on urban sustainability through integrated long-term planning and demonstration projects in cities around the world.

**Seymour Salmonid Society**

Annual Contribution $100,000

(2009 - $100,000)

Since 1996 Metro Vancouver has partnered with the Department of Fisheries and Oceans (DFO) to provide annual funding to assist with salmon hatchery programs. The hatchery is located immediately south of the Seymour Dam. In addition, the Seymour Salmonid Society partners with Metro Vancouver on natural resource education and awareness programs within the Lower Seymour Conservation Reserve.

The 2010 contribution is consistent with approvals in prior years. An equivalent annual contribution is provided by the DFO.
<table>
<thead>
<tr>
<th>Organization</th>
<th>Annual Contribution</th>
</tr>
</thead>
<tbody>
<tr>
<td>SmartGrowth Conference</td>
<td>$5,000 (2009 - $5,000)</td>
</tr>
<tr>
<td>SmartGrowth is a non-profit organization with a focus on growth development. The $5,000 contribution in 2009 is for support towards the annual SmartGrowth conference which is attended by 200 to 300 people from municipalities across British Columbia. In the past, Metro Vancouver has been both a contributor and participant in this conference.</td>
<td></td>
</tr>
<tr>
<td>Agricultural Agencies</td>
<td>$30,000 (2009 - $25,000)</td>
</tr>
<tr>
<td>Metro Vancouver has supported agriculture awareness activities since 1994 under the guidance of the Agriculture Advisory Committee (AAC). In the last few years, funds were provided to non-profit organizations to help educate the public about local food production. In 2009, $25,000 was distributed to BC Agriculture in the Classroom Foundation, the Centre of Sustainable Food Systems at UBC Farm, FarmFolk / CityFolk Society and the Vancouver Area Cycling Coalition to educate students, teachers and the public about the value of agriculture in the Metro Vancouver region. The specific projects for funding are based on recommendations from Metro Vancouver's AAC to be determined early in the year.</td>
<td></td>
</tr>
<tr>
<td>BC Search and Rescue Association</td>
<td>$5,000 (2009 - $5,000)</td>
</tr>
<tr>
<td>Volunteer BC Search and Rescue teams provide an essential emergency service to all Metro Vancouver residents and visitors especially those using our parks and watershed areas. These teams have very limited funding from all levels of government relying primarily on donations and in-kind contributions to allow them to deliver their service.</td>
<td></td>
</tr>
<tr>
<td>Parks Partnerships</td>
<td>$38,500 (2009 - $38,500)</td>
</tr>
<tr>
<td>Capacity-building grants support park associations in their efforts to help preserve, protect and enhance regional parks while advocating for greater public appreciation and enjoyment of natural features and outdoor recreational opportunities. Grants are provided to Pacific Spirit Park Society, Burnaby Lake Park Association and Kanaka Educational and Environmental Partnership Society to help them coordinate and sustain community engagement through in-park educational opportunities and stewardship projects delivered through volunteerism. In 2009, these three societies alone contributed almost 1,100 volunteers and in excess of 45,000 volunteer hours to Metro Vancouver’s regional parks program.</td>
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<tr>
<td>Pacific Parklands Foundation</td>
<td>$175,000 (2009 - $175,000)</td>
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<tr>
<td>The foundation raises funds to improve and expand Metro Vancouver’s regional park system by helping to fund special projects that provide more outdoor recreational opportunities and foster greater public awareness of parks and ecological health of the region. Current level of funding was approved by Board in 2007; this enables the foundation to pay operating expenses so the Foundation can concentrate on encouraging philanthropy through bequests, fundraising and promoting the donation of land to enhance our system of regional parks.</td>
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<tr>
<td>UBC – CALP (Collaborative for Advanced FIN - 129)</td>
<td>$25,000</td>
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</table>
Landscape Planning) Climate Change Visualization  
(2009 - $25,000)

This organization provides support for improving regional climate change visualizations and outcomes. 2010 would be the third of a three year program. The program has the following deliverables: Further development of assessments (i.e. coastal areas in Delta and the North Shore mountains) to reduce climate change / energy risk to utilities and communities and the assessment of the most recent information on climate / energy risks mitigation, facilitating early integration of the latest scientific information and data (i.e. sea level risk, snowpack and greenhouse gas emissions).

Catching the Spirit Youth Society  
Annual contribution: $70,000  
(2009 - $70,000)

Catching the Spirit is an environmental stewardship and leadership program operating in Metro Vancouver regional parks, targeted to youth aged 12-18 years. Participants are engaged in projects intended to raise environmental awareness, promote participation in outdoor recreation, develop an ethic of social responsibility, foster leadership and install a spirit of volunteerism. Participation is free and open to youth from all member municipalities. In 2009, the program operated in four regional parks drawing 483 participating youth who contributed in excess of 7,300 volunteer hours to projects ranging from ‘spirit patrols,’ and invasive species removal to building nest-boxes. The requested grant represents a portion of Metro Vancouver’s contribution to this shared program; additional support is in the form of in-kind support through park staff. The Pacific Parklands Foundation fundraises an additional $100,000 annually for project expenses and scholarships to participants.

Recycling Council of BC  
Annual contribution: $60,000  
(2009 - $60,000)

The Recycling Council of BC operates a recycling information hotline and on-line recyclepedia of which usage by Metro Vancouver residents has increased dramatically in recent years. Metro Vancouver’s funding relationship dates back to 1991 with the start of the hotline. This service provides effective and consistent information to residents of the region which has been supported by the Board in the past.

3. ALTERNATIVES

a) As part of the 2010 Budget the Board may include the funding as proposed;  
b) Individual funding may be reduced or increased as the Board feels is appropriate.

4. CONCLUSION

Under the Local Government Act section 176(1)(c) the Regional District can provide a grant to organizations who provide a benefit to the community as a whole. Though we provide a grant, we generally do not have a role as to the direction or the work done by these organizations.

The current draft 2010 budget reflects the amounts noted above. These can be amended as required.
Finance Committee Meeting: October 15, 2009

TO: Finance Committee

FROM: Delia Laglagaron, Deputy CAO  
Jim Rusnak, Chief Financial Officer  
On behalf of the Senior Management Team

DATE: October 14, 2009

SUBJECT: Draft Metro Vancouver Districts’ 2010 Budget

Recommendation:  
That the Finance Committee recommend that the draft budget be endorsed as the primary workshop material for consideration at the Board Budget Workshop scheduled for October 14, 2009, with the appropriate recommendation for adoption of the budgets by the Board.

1. PURPOSE

To provide the Committee the draft 2010 budget for consideration.

2. CONTEXT

Overall, the budget as presented is up 4.1%, which is less than projections previously endorsed by the Board. The majority of this increase relates to the continuation of the filtration project in Water.

In July, the Board was provided with five-year financial projections - from 2010-2014. These projections reflect the expected increase to the average assessed household. Setting the projections involved consideration of affordability, economic issues and the major cost drivers for the Metro Vancouver Districts as known at the time. Inflation is included and we have assumed 1.5% annual growth in the region. For 2010 particular attention was paid to the current economic climate and as a result, previously presented projections were tightened to reflect an appropriate level of restraint. This is particularly evident in Liquid Waste and the Regional District where annual growth in the region was absorbed and the projections reduced by 1.5 percent.

Prior to the Board adopting these budget projections, an increased level of consultation was undertaken with the Regional Treasurers (RFAC), Regional Engineers (REAC) and the Finance Committee.

The annual Administrative Review in September examined all proposed program costs in detail. This review resulted in nearly $3 million in program cuts from original budget submissions. We examined priorities, phased out, or cancelled some programs and assessed the appropriate staff complement, all within the context of the principles and priorities contained in the Sustainability Framework as approved by the Board.

During September and October, all programs included in the 2010 Program Planning and Budget Process will be thoroughly reviewed by the appropriate committees.
The annual budget consultation process included, through early October, discussions at five sub-regional sessions with elected officials and staff, as well as presentations at three public information sessions. In addition, Metro Vancouver staff has been engaged in multiple presentations / discussions regarding the longer term financial challenges facing the region.

The Board Budget Workshop to be held on October 21, 2009 will include, along with the 2010 Draft Budget, any committee recommendations for changes as well as a summary of feedback received from the consultation sessions.

The current phase of the budget process is focused on the 2010 Draft Budget program implications, and ensuring that the level of expenditure is within the budget projections previously endorsed by the Board.

3. DISCUSSION

3.1 Significant 2010 Budget Drivers

The 2010 Metro Vancouver Budget was developed based on the defined roles (Service Delivery, Planning Policy and Regulation, Political Leadership) of the organization as outlined in our Board approved Sustainability Framework. The budget represents the resources required in 2010 to fulfill those roles. The main budget drivers/issues, other than inflationary impacts, are discussed in terms of these roles.

**Service Delivery:**

Metro Vancouver has long been known for delivery of its core services to member municipalities and to the public. The related budget drivers are as follows:

- **Improvement of Drinking Water Quality** – The Seymour Capilano filtration plant and twin tunnels project continues. The overall project is approximately 68% complete. The filtration plant component is set to become operational in late 2009 with the tunnel construction continuing forward. The 2010 budget includes annual debt service associated with the project along with operating impacts.

- **Infrastructure Maintenance and Upgrade** – Our water and sewer infrastructure is aging. Two of our wastewater treatment plants are in excess of 40 years old and even the more recent plants require increasing maintenance. In addition, many of our pumping and linear assets require increasing maintenance. We have addressed this directly in this budget, however, the tightening of the projections for 2010 has required that these expenditures be limited to only those critical repairs. This increasing need is reflected in increasing projection for 2011 and beyond.

- **Asset Management / System Optimization** – Initiatives related to asset management and system optimization in water and sewer continue in 2010, to more effectively use our existing systems and assets as well as to help extend their useful lives.

- **Risk Management** – Work continues with significant upgrades to the water system in order to meet new seismic standards and ensure that the system will remain functional should a major seismic event occur.
• Parks and Greenway Management Plan (PGMP) – 2010 is the fourth year of a ten year phase-in to fund the initiatives of the plan approved by the Board in 2006.

Planning, Policy and Regulation:

These activities establish the policy foundation for service delivery and the regulation/encouragement of external bodies in accordance with the vision and the principles of the overall Sustainability Framework. In 2010 the main objectives will be to bring to a successful conclusion the review and consultation process of the regional growth strategy and the solid and liquid waste management plans and to obtain final approval for the three new plans. The Solid Waste Management Plan, in particular, contains significant subprograms including the Zero Waste Challenge, organics recovery, and a replacement for the Cache Creek landfill.

Leadership, Advocacy and Education:

This role involves outreach to the community, other government agencies and business regarding issues affecting the region. Provisions have been made in the 2010 budget to enhance Metro Vancouver’s ability to fill this role. Existing resources have been enhanced to better position the organization for this outreach and communication role. Programs from 2009, for communication and Media Relations have been enhanced, along with creation of a new program for involvement in Pan Municipal Affairs.

3.2 2010 Budget and Projected Expenditures/Requisitions

The proposed increases are all within the 2010 projections endorsed by the Board in July. The overall impact on a theoretical average household in the region (assessed value of $600,000) will be an increase of $37, for a total of $469.

Overall the total operating budget for all Districts has increased by $22.4 million to $565.8 million. This is an increase of 4.13%.

GVRD

2010 Projection: 4.0% tax rate increase (approx. $2 per average household)
Proposed: 3.8% (approx. $2 per average household)

The majority (57%) of this budget funds the Regional Parks function, with the remainder going to several smaller functions ranging from Air Quality to Electoral Areas. The total property tax on the average household to fund all the GVRD functions and programs will increase to $37.

The expenditure budget here is down by 1.5% or $776,000 primarily due to a reduction in Regional Parks expenditures required as a result of the more restrictive projections for 2010 and the impact of declining Air Quality permit revenues.
Sewerage and Drainage District: Liquid Waste

2010 Projection: 2.5% ($4 per average household)
Proposed: 2.5% ($4 per average household)

In Liquid Waste, the proposed household levy is up by $4, to $162 on average (individual sewerage area levies vary considerably). This is consistent with our projection. In review, this year we have continued to focus on the key driver which is aging infrastructure. The sewerage collection system and two treatment plants in Vancouver and the North Shore are aging and require increasing maintenance. In 2010, the focus for this required maintenance has been on critical repairs only due to the reduced increase achieved. Other cost drivers in 2010 include completion of the Liquid Waste Management Plan, implementation of the Biosolids Management Plan, planning for secondary treatment upgrades as well as an increased investment in asset management initiatives. The expenditure budget is up approximately $7.5 million over the prior year.

Sewerage and Drainage District: Solid Waste

2010 Projection: Increase the regional tipping fee $11 to $82.
Proposed: As above

The tipping fee will increase to $82 per tonne. The tipping fee is $11 higher than 2009. This is largely the result of erosion of economies of scale, where increased system costs are no longer offset by increasing waste volumes. In addition, approximately $4 of this increase is due to the recovery of the projected function deficit in 2009. This is only a partial recovery of the deficit with the remainder projected to be recovered in 2011.

The forecasting of future waste flows is imprecise, as they can fluctuate significantly on a yearly basis, making revenue/expenditure predictions difficult. This budget assumes a drop in waste coming into our system due in part to the initiatives under the Zero Waste Challenge. As a result of the reduced waste flows, the overall Solid Waste budget is down $4.4 million.

While overall expenditures are dropping, the unit cost of processing waste is increasing due to inflationary contract impacts and the recovery of the 2009 projected deficit. As a result, an increase in the tipping fee is required in order to achieve the legislative requirement of a break-even budget.

Short term inflationary impacts, finding an alternative for the Cache Creek Landfill along with the Board’s direction to pursue waste diversion initiatives, have all placed significant upward pressure on the tipping fee. The Solid Waste Management Plan (SWMP), currently in the consultation process, is considering system options and sensitivities as well as the implications of the Zero Waste Challenge. To be prudent, our longer term planning forecasts will need to be refined based upon the new SWMP.
Water

2010 Projection: An increase in average water rate to $.4972 per cubic metre
Proposed: $.4955 per cubic metre ($21 per average household)

The average water rate meets the projection, for an increase of approximately $21 per household. Total estimated cost per average household for 2010 is $190. Debt and operating costs related to the water filtration project continue to be the main drivers for these increases; however, declining water consumption also has an upward impact on the water rate. Overall the budget is up close to $20.0 million while projected consumption is down 0.4%. In 2010, two-tiered pricing is in the second year in full effect after a three year phase-in (water rate 1.25 times higher in the peak months). These split rates are revenue neutral to the average rate referred to above.

This year’s proposed water rate continues to assume a certain amount of risk in terms of water consumption. Swings in weather can have a significant impact on water sales, particularly in the summer months. With the Filtration Plant expected to be operational for 2010, the issue of turbidity that has been a concern in the past should not be an issue moving forward. As the tunnel construction component of the Seymour-Capilano Filtration project continues in 2010 with filtration at the Seymour source expected, the budget, along with the related debt service costs, includes some operating and maintenance costs associated with the filtration process.

Regional Housing

MVHC is a non profit corporation, and operates on a near to break-even basis.

In the proposed 2009 budget, total expenditures are up $0.17 million mainly due to increased operating and maintenance costs for aging wood structures.

On the capital side we continue to work on the water ingress issues that must be addressed over the next several years. Total repairs are estimated, in today’s dollars, at $27.0 million, of which $17 million is expected to be spent by the end of 2009. Funding of these repairs continues to be a concern. Staff is working on developing alternative funding strategies.

In 2010, MVHC is budgeting to spend $3.8 million in capital replacement and $3.1 on water ingress repairs.

Corporate

Overall corporate programs (CAO, HR, IT, Finance etc) are down by approximately $1.0 million, (2.2%) primarily due to reductions in Information Technology services related to application services and desktop management. There are some increases in Corporate Relations to enhance communications and media relations.
The costs within corporate programs are allocated to the different legal functions on a fixed percentage based largely upon the operating budget.

### 3.1.2 Budget Impact to Average Household

The impact of the proposed 2009 budget to the average household is as follows:

<table>
<thead>
<tr>
<th>GVRD Average Cost per Household:</th>
<th>2009</th>
<th>2010 Board Projection</th>
<th>2010 Budget Presented</th>
</tr>
</thead>
<tbody>
<tr>
<td>GVRD</td>
<td>$35</td>
<td>$37</td>
<td>$37</td>
</tr>
<tr>
<td>Liquid Waste</td>
<td>$158</td>
<td>$162</td>
<td>$162</td>
</tr>
<tr>
<td>Solid Waste</td>
<td>$70</td>
<td>$80</td>
<td>$80</td>
</tr>
<tr>
<td>GVWD</td>
<td>$169</td>
<td>$190</td>
<td>$190</td>
</tr>
<tr>
<td>Total</td>
<td>$432</td>
<td>$469</td>
<td>$469</td>
</tr>
</tbody>
</table>

| Total Increase                   |       | $37                    | $37*                  |

*$37.00 is for an average assessment of approximately $600,000 (or $6.17 per $100,000 of assessed value)

### 3.1.3 Capital Programs

- **Capital Planning**

The capital work in water and liquid waste, pertaining to maintenance, upgrade, growth and seismic work has decreased slightly, to $182.3 million ($184.3 million in 2009). This includes the capital necessary for the District’s infrastructure relocation activities related to Provincial road improvement projects.

Other projected capital expenditures (not included above) are:

- $11.0 million in Parks, without debt financing.
- $81.6 million in Solid Waste, largely debt financed.
- $181.6 million on Drinking Water Treatment, partially debt/grant financed.
- $11.6 million in Liquid Waste for Sustainability Opportunity projects
- $6.9 million in Housing, funded from reserve.

Total forecast capital work will be $475.1 million this year. Capital work is increasing due to the increasing demands of maintaining and upgrading aging infrastructure as well as meeting the growth demands of the region and higher seismic standards. In the future, we anticipate debt related to capital expenditures to increase substantially as the filtration project is completed and other significant capital works in solid and liquid waste commence.
3.1.4 Operating Reserves

Required minimum reserve balances are met for each function for 2010 with the exception of Solid Waste where there is a projected shortfall of approximately $3.0 million due to the unrecovered portion of a projected 2009 operating deficit. In the utilities where the balances are the largest, reserves in excess of requirements are applied to retire existing debt where possible or to fund future capital works to reduce future levels of debt. In the regional functions there is little capital work, or where there is, it is funded on a ‘pay as you go’ basis. In functions where reserves exceed the minimum requirement, a portion may be applied to one time expenditures.

3.1.5 Long Range Financial Implications

While this report seeks approval of the 2010 Budget, it is incumbent upon us to continue to acknowledge that Metro Vancouver will face significant financial decisions in the medium to longer term. Capital projects that are contemplated in sewer, solid waste and water, are in excess of $5 billion over the next 10 years. The discussions regarding the implications of these large capital works continues with the objective of developing appropriate financial strategies.

4. CONCLUSION

The Metro Vancouver Districts’ 2010 Budget is presented for the Committee’s consideration. The total projected household increases fall within the 2010 financial projections supported by the Board in July. Staff recommends that the draft budget be endorsed as the primary workshop material for consideration at the Board Budget Workshop scheduled for October 21, 2009, with the appropriate recommendation for adoption of the budgets and the related bylaws by the Board on October 30th.

Attachments:
Schedules A1, A4
Appendix 1, 2010 Draft Budget In Brief (separately bound)
Appendix 2, Draft 2010 Financial Information (separately bound, blue book)
# METRO VANCOUVER DISTRICTS

## REVENUE AND EXPENDITURE SUMMARY

### 2010 BUDGET

<table>
<thead>
<tr>
<th>Expenditures</th>
<th>2009 Budget</th>
<th>2010 Budget</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Metro Vancouver Housing Corporation</td>
<td>$35,746,832</td>
<td>$35,918,840</td>
<td>0.48%</td>
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<tr>
<td>Greater Vancouver Regional District</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9-1-1 Emergency Telephone Service</td>
<td>3,625,644</td>
<td>3,600,227</td>
<td>(0.70%)</td>
</tr>
<tr>
<td>Air Quality</td>
<td>5,544,948</td>
<td>5,718,319</td>
<td>3.13%</td>
</tr>
<tr>
<td>General Government</td>
<td>5,216,412</td>
<td>5,492,307</td>
<td>5.29%</td>
</tr>
<tr>
<td>Labour Relations</td>
<td>2,597,189</td>
<td>2,672,969</td>
<td>2.92%</td>
</tr>
<tr>
<td>Regional Parks</td>
<td>29,391,400</td>
<td>28,304,656</td>
<td>(3.70%)</td>
</tr>
<tr>
<td>Strategic Planning</td>
<td>2,672,686</td>
<td>2,523,028</td>
<td>(5.60%)</td>
</tr>
<tr>
<td>West Nile Virus</td>
<td>111,622</td>
<td>83,513</td>
<td>(25.18%)</td>
</tr>
<tr>
<td>Electoral Areas</td>
<td>396,931</td>
<td>376,570</td>
<td>(5.13%)</td>
</tr>
<tr>
<td>Sasamat Volunteer Fire Department</td>
<td>198,023</td>
<td>202,230</td>
<td>2.12%</td>
</tr>
<tr>
<td>Regional Global Positioning System</td>
<td>563,919</td>
<td>568,505</td>
<td>0.81%</td>
</tr>
<tr>
<td>Total Regional District</td>
<td>49,754,855</td>
<td>48,973,819</td>
<td>(1.57%)</td>
</tr>
<tr>
<td>Greater Vancouver Sewerage &amp; Drainage District</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Liquid Waste</td>
<td>173,342,693</td>
<td>180,780,305</td>
<td>4.29%</td>
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<tr>
<td>Solid Waste</td>
<td>104,169,895</td>
<td>99,810,665</td>
<td>(4.18%)</td>
</tr>
<tr>
<td>Total Sewerage &amp; Drainage District</td>
<td>277,512,588</td>
<td>280,590,970</td>
<td>1.11%</td>
</tr>
<tr>
<td>Greater Vancouver Water District</td>
<td>179,778,869</td>
<td>199,745,855</td>
<td>11.11%</td>
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<tr>
<td>TOTAL EXPENDITURES</td>
<td>$543,357,063</td>
<td>$565,797,989</td>
<td>4.13%</td>
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</table>

<table>
<thead>
<tr>
<th>Revenues</th>
<th>2009 Budget</th>
<th>2010 Budget</th>
<th>% Change</th>
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</thead>
<tbody>
<tr>
<td>GVRD Municipal Levy</td>
<td>$39,633,544</td>
<td>$41,755,456</td>
<td>5.35%</td>
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<tr>
<td>GVS&amp;DD Levy</td>
<td>151,431,254</td>
<td>157,488,504</td>
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<td>Electoral Area Levy</td>
<td>225,575</td>
<td>261,581</td>
<td>15.96%</td>
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<td>GPS User Fees</td>
<td>543,919</td>
<td>548,505</td>
<td>0.84%</td>
</tr>
<tr>
<td>User Fees</td>
<td>124,390,710</td>
<td>124,269,989</td>
<td>(0.10%)</td>
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<tr>
<td>Water Sales</td>
<td>176,189,922</td>
<td>196,326,592</td>
<td>11.43%</td>
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<tr>
<td>Transfer from DCC Reserves</td>
<td>6,839,758</td>
<td>8,309,868</td>
<td>21.49%</td>
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<tr>
<td>BOD/TSS Industrial Charges</td>
<td>7,184,949</td>
<td>7,403,696</td>
<td>3.04%</td>
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<tr>
<td>Other External Revenues</td>
<td>26,662,174</td>
<td>24,572,094</td>
<td>(7.84%)</td>
</tr>
<tr>
<td>Other Funds / Reserves / Surplus</td>
<td>10,537,226</td>
<td>9,021,595</td>
<td>(14.38%)</td>
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<tr>
<td>Solid Waste Net (Income) Loss</td>
<td>-</td>
<td>(3,921,385)</td>
<td></td>
</tr>
<tr>
<td>Housing Net (Income) Loss</td>
<td>(281,968)</td>
<td>(238,506)</td>
<td>(15.41%)</td>
</tr>
<tr>
<td>TOTAL REVENUES</td>
<td>$543,357,063</td>
<td>$565,797,989</td>
<td>4.13%</td>
</tr>
</tbody>
</table>
### METRO VANCOUVER DISTRICTS
#### 2010 Budget - Proposed Application of Reserves (To Be Approved by the Board in October 2009)

<table>
<thead>
<tr>
<th>Function</th>
<th>Application</th>
<th>Operating Reserves</th>
<th>Designated Reserves</th>
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</thead>
<tbody>
<tr>
<td><strong>MVHC</strong></td>
<td>Fund Property Portfolio Activities</td>
<td>$265,853</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Fund Capital Replacement &amp; Water Ingress activities</td>
<td>$6,529,538</td>
<td></td>
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<tr>
<td></td>
<td>Fund MVHC Property Portfolio, Capital Replacement activities &amp; Other items</td>
<td>$373,776</td>
<td></td>
</tr>
<tr>
<td><strong>GVRD</strong></td>
<td>Parks, Fund Heritage Parkland Acquisitions</td>
<td>5,000,000</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Fund Capital Replacement Projects</td>
<td>1,726,150</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Fund Basic Facilities Projects</td>
<td>4,142,000</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Fund Aldergrove Bowl Amenities project</td>
<td>50,000</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Fund Capital Maintenance Work at Delta Heritage Airpark</td>
<td>73,850</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Fund Filming Consulting Project</td>
<td>20,000</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Fund Kanaka Creek Fundraising Project</td>
<td>100,000</td>
<td></td>
</tr>
<tr>
<td><strong>General Government</strong></td>
<td>Fund Cultural grant</td>
<td></td>
<td>100,000</td>
</tr>
<tr>
<td></td>
<td>Contribution to Regional District Sustainability Innovation Fund</td>
<td>163,875</td>
<td></td>
</tr>
<tr>
<td><strong>Labour Relations</strong></td>
<td>Application of Excess Reserves</td>
<td></td>
<td>260,000</td>
</tr>
<tr>
<td><strong>Human Resources</strong></td>
<td>Fund legal costs</td>
<td></td>
<td>140,000</td>
</tr>
<tr>
<td></td>
<td>Fund software development projects</td>
<td>1,400,000</td>
<td></td>
</tr>
<tr>
<td><strong>Information Technology</strong></td>
<td>Fund computer replacements</td>
<td></td>
<td>1,442,035</td>
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<tr>
<td><strong>Corporate Relations</strong></td>
<td>Fund production / communication equipment</td>
<td></td>
<td>200,000</td>
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<tr>
<td><strong>Building Operations</strong></td>
<td>Head Office building renovations - 4330 Kingsway and 5945 Kathleen Ave</td>
<td>825,000</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Fund BC Hydro Optimization program work - 4330 Kingsway / 5945 Kathleen Ave</td>
<td>125,000</td>
<td></td>
</tr>
<tr>
<td><strong>Air Quality</strong></td>
<td>Fund Air Quality Equipment Purchases</td>
<td>212,560</td>
<td></td>
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<tr>
<td><strong>Strategic Planning</strong></td>
<td>Application of Excess Reserves</td>
<td></td>
<td>52,000</td>
</tr>
<tr>
<td></td>
<td>Fund Future Sustainability Reserve</td>
<td>105,883</td>
<td></td>
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<tr>
<td><strong>911 Telephone</strong></td>
<td>Fund Equipment purchase</td>
<td>50,000</td>
<td></td>
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<tr>
<td><strong>GVWD</strong></td>
<td>Lab equipment purchases</td>
<td>75,000</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Fund Infrastructure Upgrades - Computerized Maintenance Management System</td>
<td>300,000</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Fund Capital / Reduce debt or paydown existing debt</td>
<td>15,361,077</td>
<td></td>
</tr>
<tr>
<td><strong>GVS &amp; DD</strong></td>
<td>Solid Waste</td>
<td>650,000</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Fund Environmental Improvement Projects</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Fund Equipment Purchases</td>
<td>3,000,000</td>
<td></td>
</tr>
<tr>
<td><strong>Sewerage &amp; Drainage</strong></td>
<td>Fund Movement of Biosolids from prior years' stockpiles at Iona</td>
<td>2,000,000</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Fund Lulu Island Wastewater Collection Project Work</td>
<td>770,000</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Fund Infrastructure Upgrades - Computerized Maintenance Management System</td>
<td>300,000</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Fund Capital / Reduce debt or paydown existing debt</td>
<td>9,010,572</td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL RESERVE APPLICATION</strong></td>
<td></td>
<td>$26,341,407</td>
<td>$28,482,762</td>
</tr>
</tbody>
</table>
TO: Finance Committee

FROM: Phil Trotzuk, Financial Planning and Operations Division Manager, Finance and Administration

DATE: September 15, 2009

SUBJECT: GVRD Financial Plan Bylaw No. 1116, 2009

Staff Recommendation:
a) That the Board give leave to introduce “Greater Vancouver Regional District Financial Plan Bylaw No. 1116, 2009” and that it be read a first, second and third time; and
b) That the Board reconsider, pass and finally adopt “Greater Vancouver Regional District Financial Plan Bylaw No. 1116, 2009”.

1. PURPOSE

To approve the Greater Vancouver Regional District Financial Plan Bylaw No. 1116, 2009.

2. CONTEXT

The Local Government Act includes a requirement that the board adopt a five-year financial plan by Bylaw and that a process of public consultation be undertaken regarding the financial plan prior to its adoption. This year, in addition to Committee meetings, the Board Budget Workshop and municipal consultation, Metro Vancouver staff held a series of three public budget presentations throughout the region.

The Five Year Financial Plan contained in Schedule 1 includes proposed expenditures and funding sources covering the years 2010 to 2014.

This package includes, in addition to this report;

Attachment A GVRD Financial Plan Bylaw 1116, 2009
Schedule 1 Revenue and Expenditure Summary

3. ALTERNATIVES

N/A

4. CONCLUSION

Adoption of this bylaw concludes the administrative process required for the 2010 GVRD Budget and Five Year Financial Plan.
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GREATER VANCOUVER REGIONAL DISTRICT

BYLAW NO. 1116, 2009

A BYLAW TO ADOPT THE FINANCIAL PLAN FOR THE YEARS 2010-2014

The Greater Vancouver Regional District Board of Directors, in open meeting assembled, ENACTS as follows:

1. This bylaw may be cited as the “Greater Vancouver Regional District Financial Plan Bylaw No. 1116, 2009”.

2. The Five-Year Financial Plan for the Greater Vancouver Regional District attached hereto as Schedule 1, is hereby adopted for the period 2010 to 2014 inclusive.

3. The Greater Vancouver Regional District Financial Plan Bylaw No. 1101, 2008 be and is hereby repealed effective at 12:01 am on January 1, 2010.

Read a first time this 30th day of October, 2009.

Read a second time this 30th day of October, 2009.

Read a third time this 30th day of October, 2009.

Reconsidered, passed and finally adopted this 30th day of October, 2009.

__________________________
Lois E. Jackson, Chair

__________________________
Paulette Vetleson, Secretary
<table>
<thead>
<tr>
<th>EXPENDITURES</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Functional Department</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Air Quality</td>
<td>5,718,319</td>
<td>5,964,477</td>
<td>6,109,772</td>
<td>6,267,585</td>
<td>6,455,131</td>
</tr>
<tr>
<td>Regional Global Positioning System</td>
<td>568,505</td>
<td>753,511</td>
<td>606,652</td>
<td>624,800</td>
<td>643,491</td>
</tr>
<tr>
<td>Labour Relations</td>
<td>2,072,069</td>
<td>2,757,957</td>
<td>2,828,832</td>
<td>2,913,455</td>
<td>3,000,614</td>
</tr>
<tr>
<td>Regional Parks</td>
<td>28,304,656</td>
<td>30,627,128</td>
<td>33,035,918</td>
<td>34,878,183</td>
<td>36,748,503</td>
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<tr>
<td>Strategic Planning</td>
<td>2,523,026</td>
<td>2,478,687</td>
<td>2,542,550</td>
<td>2,619,424</td>
<td>2,698,603</td>
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<tr>
<td>West Nile Virus</td>
<td>83,513</td>
<td>86,224</td>
<td>88,319</td>
<td>90,958</td>
<td>93,677</td>
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<tr>
<td>Electoral Areas</td>
<td>376,570</td>
<td>401,069</td>
<td>411,123</td>
<td>423,416</td>
<td>436,079</td>
</tr>
<tr>
<td>Sasamat Volunteer Fire Department</td>
<td>202,230</td>
<td>208,297</td>
<td>214,546</td>
<td>220,983</td>
<td>227,612</td>
</tr>
<tr>
<td>TOTAL EXPENDITURES</td>
<td>$49,542,324</td>
<td>$52,437,580</td>
<td>$55,238,634</td>
<td>$57,710,855</td>
<td>$60,255,025</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>REVENUES</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>GVRD Municipal Levy by Assessment</td>
<td>$41,755,456</td>
<td>$44,656,938</td>
<td>$47,762,924</td>
<td>$50,172,070</td>
<td>$52,680,673</td>
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<tr>
<td>Electoral Area Levy by Assessment</td>
<td>261,581</td>
<td>238,893</td>
<td>289,167</td>
<td>296,246</td>
<td>307,604</td>
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<tr>
<td>GPS User Fees</td>
<td>548,505</td>
<td>566,511</td>
<td>586,652</td>
<td>604,800</td>
<td>623,491</td>
</tr>
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<td>User Fees</td>
<td>2,696,298</td>
<td>2,744,298</td>
<td>2,793,738</td>
<td>2,844,661</td>
<td>2,897,112</td>
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<tr>
<td>Other External Revenues</td>
<td>3,085,276</td>
<td>2,952,688</td>
<td>2,957,466</td>
<td>2,962,389</td>
<td>2,917,456</td>
</tr>
<tr>
<td>Other Funds / Reserves / Surplus</td>
<td>1,155,208</td>
<td>1,278,252</td>
<td>826,687</td>
<td>826,687</td>
<td>826,687</td>
</tr>
<tr>
<td>TOTAL REVENUES</td>
<td>$49,542,324</td>
<td>$52,437,580</td>
<td>$55,238,634</td>
<td>$57,710,855</td>
<td>$60,255,025</td>
</tr>
</tbody>
</table>

(1) Debt / Capital included in above:

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interest</td>
<td>$811,783</td>
<td>$811,783</td>
<td>$408,700</td>
<td>$268,143</td>
<td>$137,643</td>
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<tr>
<td>Principal</td>
<td>404,304</td>
<td>404,304</td>
<td>268,212</td>
<td>170,982</td>
<td>92,352</td>
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<tr>
<td></td>
<td>$1,552,324</td>
<td>$1,552,324</td>
<td>$676,912</td>
<td>$439,125</td>
<td>$229,995</td>
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</table>

Capital Expenditures

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$10,992,000</td>
<td>$11,825,000</td>
<td>$11,825,000</td>
<td>$11,825,000</td>
<td>$11,825,000</td>
</tr>
</tbody>
</table>
TO: Finance Committee
FROM: Phil Trotzuk, Financial Planning & Operations Manager, Finance & Administration
DATE: September 14, 2009
SUBJECT: GVRD Temporary Borrowing Authority – Bylaw No. 1114, 2009

Recommendation:

a) That “Greater Vancouver Regional District Temporary Loan Bylaw 1114, 2009” which authorizes the borrowing from the District’s Banker or others in the course of the calendar year 2010 in anticipation of the collection of its revenue, of a sum or sums of money, the outstanding total of which shall not exceed $12 million at any one time, by the issue of promissory notes or by such other means as are appropriate, be introduced and read a first, second and third time;

b) That “Greater Vancouver Regional District Temporary Loan Bylaw 1114, 2009” be reconsidered, passed and finally adopted.

1. PURPOSE

To renew the authority for 2010 which permits temporary borrowing, should it be required, in anticipation of revenues during the year.

2. CONTEXT

The bylaw is a standard one brought forward each year, and authorizes temporary borrowing in the event operating expenditures and debt charges exceed monies available to cover such at any time during the year. This authority bridges the gap between the incurring of expenditures and the receipt of revenues. The limit of $12 million remains unchanged from previous years.
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GREATER VANCOUVER REGIONAL DISTRICT

BYLAW NO. 1114, 2009

A Bylaw providing for the borrowing of such sums of money as may be requisite to meet the current lawful expenditures of the Regional Board.

WHEREAS by Section 821(1) of the Local Government Act of the Province of British Columbia a Regional Board may, in anticipation of the collection of its revenue for the current year, provide for the borrowing of such sums of money as may be required to meet the current lawful expenditures of the Regional Board.

NOW THEREFORE the Regional Board of the Greater Vancouver Regional District hereby enacts as follows:

1. It shall be lawful for the said Regional Board to borrow upon its credit from the Bank of Montreal or others from time to time a sum or sums of money, the outstanding total of which shall not exceed twelve million dollars ($12,000,000.00) at any one time, to meet the current lawful expenditures of the said Board, in such amount and at such times as the same may be required.

2. The form of obligation or obligations to be given as an acknowledgement of the liability shall be a Promissory Note or Notes bearing the corporate seal of the Regional District and signed by the officials authorized by Bylaw to sign such obligations, or by such other means as are appropriate.

3. There is hereby set aside as security for the liability hereby authorized $12,000,000.00 of the current revenues of the Regional Board, being the part of such current revenues deemed expedient as security for such liability.
4. This Bylaw may be cited as “Greater Vancouver Regional District Temporary Loan Bylaw 1114, 2009”.

READ A FIRST TIME this 30th day of October, 2009.
READ A SECOND TIME this 30th day of October, 2009.
READ A THIRD TIME this 30th day of October, 2009.

RECONSIDERED, PASSED AND FINALLY ADOPTED this 30th day of October, 2009.

________________________________________
Lois E. Jackson, Chair

________________________________________
Paulette Vetleson, Secretary
Finance Committee Meeting: October 15, 2009

TO: Finance Committee

FROM: Phil Trotzuk, Financial Planning & Operations Manager, Finance & Administration

DATE: September 14, 2009

SUBJECT: GVWD Temporary Borrowing Authority

Recommendation:
That the GVWD Administration Board authorize the borrowing from the District’s Banker or others in the course of the calendar year 2010 in anticipation of the collection of its revenue, of a sum or sums of money, the outstanding total of which shall not exceed $12 million at any one time, by the issue of promissory notes or by such other means as are appropriate.

1. PURPOSE

To renew the authority for 2010 which permits temporary borrowing, should it be required, in anticipation of revenues during the year.

2. CONTEXT

The resolution is a standard one brought forward each year, and authorizes temporary borrowing in the event operating expenditures and debt charges exceed monies available to cover such at any time during the year. While borrowing is not normally needed, the Water District cash flow requirements can vary month to month. The limit of $12 million is been increased from $10 million in previous years to be consistent with the Regional and Sewer Districts.
Finance Committee Meeting: October 15, 2009

TO: Finance Committee

FROM: Phil Trotzuk, Financial Planning & Operations Manager, Finance & Administration

DATE: September 14, 2009

SUBJECT: GVS&DD Temporary Borrowing Authority

Recommendation: That the GVS&DD Administration Board authorize the borrowing from the District’s Banker or others in the course of the calendar year 2010 in anticipation of the collection of its revenue, of a sum or sums of money, the outstanding total of which shall not exceed $12 million at any one time, by the issue of promissory notes or by such other means as are appropriate.

1. PURPOSE

To renew the authority for 2010 which permits temporary borrowing, should it be required, in anticipation of revenues during the year.

2. CONTEXT

The resolution is a standard one brought forward each year, and authorizes temporary borrowing in the event operating expenditures and debt charges exceed monies available to cover such at any time during the year. This authority bridges the gap between the incurring of expenditures and the receipt of revenues, the majority of which are received in August. The limit of $12 million is unchanged from previous years.

GN/wc
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Finance Committee Meeting Date: October 15, 2009

TO: Finance Committee

FROM: Phil Trotzuk, Financial Planning & Operations Manager, Finance & Administration

DATE: September 15, 2009

SUBJECT: GVRD Geospatial Reference System Fees and Charges Bylaw No. 1115, 2009

Recommendation:

a) That the Board give leave to introduce “Greater Vancouver Regional District Geospatial Reference System Fees and Charges Bylaw No. 1115, 2009” and that it be read a first, second and third time; and

b) That the Board reconsider, pass and finally adopt “Greater Vancouver Regional District Geospatial Reference System Fees and Charges Bylaw No. 1115, 2009”.

1. PURPOSE

That the Board approve the bylaw for the Regional Geospatial Reference System (GPS) outlining the allocation of net service costs and fees charged for private sector usage. The bylaw must be approved annually by the Board.

2. CONTEXT

In September 2005 the Board approved the establishing bylaw for the GPS function. This was a service function requested by our members intended to provide the GVRD and its members with a geo-reference system that provides a highly accurate and consistent three-dimensional geo-reference infrastructure in the region.

The proposed 2010 Budget includes the costs for the function and shows the recovery of these costs as external revenues. While the default allocation mechanism for regional functions is usually by property assessment, in this case, allocation is by population for costs net of revenues from third parties. This more closely reflects the usage and a ‘fees and charges’ billing mechanism then allows the participating members the flexibility to apply the costs appropriately within their own municipality (to water, sewer, other functions where they may use the service). This service is now being marketed to private sector users.

This bylaw includes a mechanism for allocation of net costs to member municipalities as well as a fee structure for private sector users. Net costs are allocated on a per capita basis at a set rate of $0.244 (no change from 2009 per capita rate) and private sector users of the service will be charged $2,400 for an annual subscription or $250 on a per month basis.
3. ALTERNATIVES

1) That the Board approve the bylaw as presented.

2) The Board could amend the bylaw, but this may require subsequent changes to the 2010 Budget previously approved.

4. CONCLUSION

The approval of the bylaw as presented would be consistent with the process outlined in the 2010 Budget.
GREATER VANCOUVER REGIONAL DISTRICT

BYLAW NO. 1115, 2009

A Bylaw to Impose Fees and Other Charges for Use of the Regional Geospatial Reference System

WHEREAS:

A. Under the Greater Vancouver Regional District Geospatial Reference System Service Establishment Bylaw No. 1030, 2005 (the “Bylaw”), the Greater Vancouver Regional District (“GVRD”) established a regional geospatial reference system service (the “Service”);

B. The Bylaw authorizes the annual costs for the Service to be recovered by one or more of the following:
   (a) the imposition of fees and other charges that may be fixed by a separate bylaw;
   (b) property value taxes imposed in accordance with Division 4.3 of the Local Government Act;
   (c) revenues raised by other means authorized under the Local Government Act or another Act; or
   (d) revenues received by way of agreement, enterprise, gift, grant or otherwise.

C. The board of the GVRD (the “Board”) wishes to enact a separate bylaw to impose fees and other charges for the use of the Service pursuant to sections 363 and 803(1) of the Local Government Act.

NOW THEREFORE the Board in open meeting assembled enacts as follows:

User Fee

1. Each municipal participating area that uses the Service (the “Municipal Users”) shall pay to the GVRD an annual fee that is calculated for the annual period beginning January 1st and ending December 31st by multiplying the rate set out in Schedule A by the population for that Municipal User as determined in accordance with the most recent British Columbia population statistics available on January 1st from BC Stats within the Ministry of Labour and Citizens’ Services, or its successor, (the “Annual Municipal Fee”).

2. The GVRD will invoice Municipal Users for the Annual Municipal Fee by April 10th each year and such invoice is due and payable on or before August 1st.

3. Subscribers to the Service other than Municipal Users (“Other Subscribers”) will be charged the following fees:
   a. an annual fee of $2,400 (the “Annual Regular Fee”); or
   b. a monthly fee of $250 (the “Monthly Regular Fee”).
4. Other Subscribers may subscribe to the Service at any time during the year. The Annual Regular Fee or Monthly Regular Fee is due and payable prior to the Service being made available to the Other Subscriber.

Effective Date

5. The effective date of this bylaw is January 1, 2010.

Citation

6. This Bylaw may be cited as the “Greater Vancouver Regional District Geospatial Reference System Fees and Charges Bylaw No. 1115, 2009”.

READ A FIRST TIME this 30th day of October, 2009.

READ A SECOND TIME this 30th day of October, 2009.

READ A THIRD TIME this 30th day of October, 2009.

RECONSIDERED AND FINALLY ADOPTED by an affirmative vote this 30th day of October, 2009.

________________________________________
Lois E. Jackson, Chair

________________________________________
Paulette Vetleson, Secretary
SCHEDULE ‘A’

Greater Vancouver Regional District
Geospatial Reference System Fees and Charges
Bylaw No. 1115, 2009

Rate to be applied for purposes of calculating the annual fee in section 1: $0.244
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To: Finance Committee

From: Phil Trotzuk, Financial Planning & Operations Manager, Finance & Administration

Date: September 15, 2009

Subject: Greater Vancouver Sewerage and Drainage District 2010 Cost Apportionment Bylaw 251, 2009

Recommendation:

a) That the Board give leave to introduce “Greater Vancouver Sewerage and Drainage District 2010 Cost Apportionment Bylaw No. 251, 2009”, being a bylaw governing the distribution of the GVS&DD tax levy for 2010, and that it be read a first, second and third time; and

b) That the Board reconsider, pass and finally adopt “Greater Vancouver Sewerage and Drainage District 2010 Cost Apportionment Bylaw No. 251, 2009”.

1. PURPOSE

To seek approval of the Cost Apportionment Bylaw 251, 2009.

2. CONTEXT

In 1993 the Board agreed to principles on the allocation of liquid waste costs among the member municipalities. In 1994, it further approved the procedures developed by a RAAC task force to implement those principles. That Board approval remains the foundation of cost allocation as outlined in the current bylaw. The Bylaw allocates the sewer costs in an approved budget out to member municipalities primarily using sewer flows. The costs are as reflected in the 2010 Budget as presented to the Board earlier in the agenda package, which was reviewed at the Board Budget workshop on October 21, 2009.

3. ALTERNATIVES

N/A

4. CONCLUSION

The approval of the bylaw is largely an administrative issue for the Board. The bylaw is required under provincial legislation to apportion the District’s 2010 Budget.
WHEREAS:

A. Section 55(2) of the Greater Vancouver Sewerage and Drainage District Act (the "Act") provides that the amount for annual expenditures of a sewerage area that is entirely within a municipality shall be apportioned to that municipality, unless a bylaw under section 55(4) applies;

B. Section 55(3) of the Act provides that the amount for annual expenditures of a sewerage area that includes two or more municipalities shall be apportioned among them on the basis of the converted value of land and improvements, unless a bylaw under section 55(4) applies; and

C. Section 55(4) of the Act authorizes the Administration Board by bylaw to establish a different method of apportionment of costs among the member municipalities;

NOW THEREFORE the Administration Board of the Greater Vancouver Sewerage and Drainage District in open meeting assembled of which and for the purpose of which due notice was given, enacts as follows:

1. Definitions

In this bylaw:

(a) "Assessed Value" as applied in any calendar year in respect of any particular area, means the aggregate ‘converted value of land and improvements’ (as that term is defined in the Community Charter) within such area for the immediately preceding calendar year, as provided by the assessment commissioner of the British Columbia Assessment Authority pursuant to section 804.2 of the Local Government Act;

(b) "Corporation" means the Greater Vancouver Sewerage and Drainage District;

(c) "Dry Weather Flow" in respect of any 12 month period means

(i) for a Sewerage Area, the 25th percentile of the average daily flows of sewage and wastewater, as determined by the Corporation, measured at whichever (one or more) of the Corporation’s five wastewater treatment plants (being Annacis Island, Iona, Lions Gate, Lulu Island and North-West Langley) providing service to that Sewerage Area,

(ii) for a member municipality of the Fraser Sewerage Area for the purposes of sections 3.1 and 7.4(d), (e), (f), (g) and (h), the 25th percentile of the average daily flows of sewage and wastewater discharged from that member municipality as measured at the flow metering stations for that member municipality, or where there is insufficient data from flow...
metering stations, as determined by the Corporation, based on (A) discharge rates applicable to land use, land area and population data based on the design criteria for wastewater discharges in the Rawn Report of September 1953, as updated by the Corporation from time to time, (B) temporary flow monitoring from mobile meters, (C) data from pump stations or, (D) such other data deemed appropriate by the Corporation for making such determination;

(d) "East Langley" means that part of the Township of Langley, east of 256th Street, which is serviced by the sewerage and wastewater facilities of the City of Abbotsford;

(e) "Growth Component" means, together, the Tier I Growth Component and the Tier II Growth Component;

(f) "Industrial Assessed Value" in respect of any particular area, means the aggregate of the Assessed Values attributed by the Corporation to all lands and improvements within such area which are the subject of an Industrial Permit or Industrial Permits;

(g) "Industrial Flows" in respect of any 12 month period, for a Sewerage Area or any member municipality thereof, means the average daily flows of sewage and wastewater discharged within the Sewerage Area or member municipality during such 12 month period under an Industrial Permit or Industrial Permits, as determined by the Corporation;

(h) "Industrial Permit" means a permit issued by the Corporation under Greater Vancouver Sewerage and Drainage District Sewer Use Bylaw No. 164, 1990, as amended by Greater Vancouver Sewerage and Drainage District Sewer Use Amending Bylaw No. 167, 1991 and by Greater Vancouver Sewerage and Drainage District Sewer Use Amending Bylaw No. 214, 2000 (and any subsequent amendments or replacements) and "Industrial Permittee" means a person holding a valid Industrial Permit;

(i) "Non-Growth Component" for any 12-month period, means the aggregate of those capital expenditures for Tier I Projects and Tier II Projects not constituting the Growth Component;

(j) "Non-Growth Financing" for any 12-month period, means the aggregate amount of principal and interest payments (except where specifically excluded) and other financing costs in respect of monies borrowed by the Corporation to pay for the Non-Growth Component;

(k) "Regional Share" means 70% of Non-Growth Financing;

(l) "Sewerage Area" means any of the Fraser Sewerage Area, the Lulu Island West Sewerage Area, the North Shore Sewerage Area and the Vancouver Sewerage Area, being respectively the sewerage areas established by the Corporation under the Act;
(m) "Sewerage Area Share" for any Sewerage Area, means 30% of Non-Growth Financing incurred by the Corporation with respect to the provision of sewerage services in such Sewerage Area;

(n) "Tier I Growth Component" means all of the capital expenditures incurred by the Corporation on or after January 1, 1995 for Tier I Projects that are primarily "growth" projects, as provided for in the applicable annual budgets of the Corporation or in the supporting documentation to such annual budgets;

(o) "Tier I Growth Component Payments" means the payments of principal and interest due and payable in each year in respect of the Tier I Growth Component (excluding interest payable on any borrowing that has a term in excess of 12 months);

(p) "Tier I Project" means any new capital project provided for in the 1995 annual budget or any later annual budget of the Corporation or in the supporting documentation to any such annual budgets, other than a Tier II Project;

(q) "Tier II Growth Component" means the amount that is equal to the aggregate of all the capital expenditures incurred by the Corporation on or after January 1, 1995 in relation to Tier II Projects;

(r) "Tier II Growth Component Payments" means the payments of principal and interest due and payable in each year in respect of the Tier II Growth Component (excluding interest payable on any borrowing that has a term in excess of 12 months);

(s) "Tier II Project" means the Corporation’s projects that are designed to provide sewage or wastewater treatment beyond the primary level of treatment;

(t) "Total Dry Weather Flows" means the aggregate of the Dry Weather Flows for all five of the Corporation’s wastewater treatment plants;

(u) "UEL Dry Weather Flow" in respect of any 12 month period means the 25th percentile of the average daily flows of sewage and wastewater, as determined by the Corporation, and based upon:

(i) temporary flow monitoring by mobile flow meters for the University Endowment Lands, and

(ii) such other data deemed relevant by the Corporation for making such determination; and

(v) "University Endowment Lands" means the area of the University Endowment Lands (as referred to in section 5(2) of the Act).

2. **Gleneagles Facilities**

2.1 All payments of principal and interest and all other financing costs relating to the Gleneagles facilities will be apportioned to the Corporation of the District of West Vancouver.
3. Pitt Meadows and Maple Ridge Facilities

3.1 All payments of principal and interest and all other financing costs relating to the Pitt Meadows and Maple Ridge facilities will be apportioned between the City of Pitt Meadows ("Pitt Meadows") and the Corporation of the District of Maple Ridge ("Maple Ridge") in the proportion that 100% of the Dry Weather Flow for each of Pitt Meadows and Maple Ridge during the twelve month period ending June 30, 2009, less 100% of the Industrial Flows for Pitt Meadows and Maple Ridge respectively, bears to the aggregate of the Dry Weather Flow, less 100% of the Industrial Flows for both Pitt Meadows and Maple Ridge, during the same period.

4. Apportionment of Growth Costs

4.1 The Corporation will, by way of borrowing, raise sufficient monies to pay the Growth Component in each year, as capital expenditures are incurred.

4.2 The Corporation will apportion to each Sewerage Area 100% of the Tier I Growth Component Payments and 30% of the Tier II Growth Component Payments that are attributable to that Sewerage Area.

4.3 The Corporation will apply the development cost charge monies (the "DCC Monies") received under Greater Vancouver Sewerage and Drainage District Development Cost Charge Bylaw No. 187, 1997, (and any subsequent amendments or replacements) in any year and apportioned to a particular Sewerage Area to pay up to 99% of the Tier I Growth Component Payments and Tier II Growth Component Payments apportioned to that Sewerage Area pursuant to section 4.2.

4.4 The Corporation will apportion to each Sewerage Area the total of:

(a) the interest payable on any borrowing having a term of more than 12 months, incurred in respect of

(i) the Tier I Growth Component, and

(ii) 30% of the Tier II Growth Component, attributable to that Sewerage Area, and

(b) 1% of the amount (but excluding from such amount any interest payable on any borrowing that has a term of more than 12 months) that is equal to the aggregate of

(i) the Tier I Growth Component Payments, and

(ii) the Tier II Growth Component Payments

that have been apportioned to that Sewerage Area under section 4.2 and thereafter will further apportion such apportionment among the member municipalities of that Sewerage Area under section 4.8.
4.5 The Corporation will apportion among the Sewerage Areas in accordance with the formula set out in section 4.7 the total of:

(a) the interest payable on any borrowing for 70% of Tier II Growth Component that has a term of more than 12 months, and

(b) 1% of the amount (but excluding from such amount any interest payable on any borrowing that has a term of more than 12 months) that is equal to the payments due and payable in each year in respect of 70% of the Tier II Growth Component.

4.6 After complying with sections 4.2, 4.3, 4.4 and 4.5 above, the Corporation will apply the DCC Monies to pay the unapportioned balances of the Tier I Growth Component Payments and the Tier II Growth Component Payments.

4.7 The Corporation will apportion among the Sewerage Areas the amounts set out in section 4.5, on the basis of the following formula:

\[
\frac{\text{Sewerage Area Population Growth}}{\text{District Population Growth}} \times \frac{\text{Amount to be apportioned among}}{\text{Sewerage Areas}}
\]

4.8 The Corporation will further apportion among the member municipalities within each Sewerage Area (including, in the case of the Vancouver Sewerage Area, the University Endowment Lands) any apportionment under section 4.4 or sections 4.5 and 4.7 on the basis of the following formula:

\[
\frac{\text{Member Population Growth}}{\text{Sewerage Area Population Growth}} \times \frac{\text{Amount to be apportioned among}}{\text{member municipalities of the Sewerage Area}}
\]

4.9 For the purposes of the formulae set out in sections 4.7 and 4.8, the Member Population Growth, the Sewerage Area Population Growth and the District Population Growth will be the applicable (rolling) average annual population growth (as published in the most recent edition, as determined by the Corporation, of British Columbia Municipal and Regional District Population Estimates of the Population Section of BC STATS, Ministry of Labour and Citizens’ Services of the Government of the Province of British Columbia) in each respective area for the five-year period that precedes and ends on December 31 of the calendar year that is two years prior to December 31 of the calendar year in respect of which the calculation is made. Despite the foregoing, the population growth in East Langley (as estimated by the Corporation on the basis of the Member Population Growth for the Township of Langley) will be excluded from the Member Population Growth for the Township of Langley and the Member Population Growth for the University Endowment Lands will be deemed to be equal to 0.9% of the Member Population Growth for the City of Vancouver.

5. Apportionment of Municipal Industrial Treatment Costs

5.1 All of the costs (the "Industrial Treatment Costs") incurred by the Corporation to treat and dispose of Industrial Flows within the boundaries of a member municipality (such costs to be calculated by the Corporation) will be apportioned to that member municipality. The
Corporation will provide each member municipality with a statement setting out the Industrial Treatment Costs apportioned to that member municipality, the name of each Industrial Permittee within that member municipality and the quantity, composition and any other information the Corporation considers relevant concerning the effluent discharged by each Industrial Permittee within that member municipality under an Industrial Permit or Industrial Permits.

5.2 For the purpose of section 7.1, all Assessed Values will be reduced by an amount equal to the Industrial Assessed Value within each relevant area.

6. **Apportionment of Non-Growth Costs**

6.1 Except as otherwise provided in this bylaw, the Regional Share and all other costs to be apportioned among the Sewerage Areas will be apportioned among the Sewerage Areas in the same proportion that the Dry Weather Flow for each Sewerage Area during the twelve month period ending June 30, 2009 bears to the Total Dry Weather Flows during that same period.

6.2 The Sewerage Area Share attributed to any Sewerage Area under this bylaw will be apportioned to that Sewerage Area.

7. **Apportionment of Non-Growth Costs Among Member Municipalities**

7.1 Except as otherwise provided in this bylaw, the total of:

(a) the portion of the Regional Share apportioned to the Vancouver Sewerage Area under section 6.1,

(b) the Sewerage Area Share apportioned to the Vancouver Sewerage Area under section 6.2, and

(c) all other costs apportioned to the Vancouver Sewerage Area pursuant to sections 9.1 and 9.2, except for the amount apportioned under section 8.1;

less the Industrial Treatment Costs for the Vancouver Sewerage Area, will be further apportioned among the member municipalities within the Vancouver Sewerage Area in the same proportion that the Assessed Value (as adjusted in accordance with section 5.2) of the lands of each member municipality within the Vancouver Sewerage Area bears to the Assessed Value (as adjusted in accordance with section 5.2) of all lands within the Vancouver Sewerage Area.

7.2 Except as otherwise provided in this bylaw, the total of:

(a) the portion of the Regional Share apportioned to the Lulu Island West Sewerage Area under section 6.1,

(b) the Sewerage Area Share apportioned to the Lulu Island West Sewerage Area under section 6.2, and

(c) all other costs apportioned to the Lulu Island West Sewerage Area pursuant to sections 9.1 and 9.2;
less the Industrial Treatment Costs for the Lulu Island West Sewerage Area, will be further apportioned entirely to the City of Richmond, being the sole member municipality within that Sewerage Area.

7.3 Except as otherwise provided in this bylaw, the total of:

(a) the portion of the Regional Share apportioned to the North Shore Sewerage Area under section 6.1,

(b) the Sewerage Area Share apportioned to the North Shore Sewerage Area under section 6.2, and

(c) all other costs apportioned to the North Shore Sewerage Area pursuant to sections 9.1 and 9.2;

less the Industrial Treatment Costs for the North Shore Sewerage Area, will be further apportioned among the member municipalities within the North Shore Sewerage Area as follows:

- The Corporation of the District of West Vancouver: 30%
- The Corporation of the District of North Vancouver: 45%
- City of North Vancouver: 25%

7.4 Except as otherwise provided in this bylaw, the total of:

(a) the portion of the Regional Share apportioned to the Fraser Sewerage Area under section 6.1,

(b) the Sewerage Area Share apportioned to the Fraser Sewerage Area under section 6.2, and

(c) all other costs apportioned to the Fraser Sewerage Area pursuant to sections 9.1 and 9.2;

less the Industrial Treatment Costs for the Fraser Sewerage Area (such net total is hereinafter called the "Fraser Sewerage Area Costs"), will be apportioned among the member municipalities of the Fraser Sewerage Area as follows:

(d) as to 20% of the Fraser Sewerage Area Costs, in the proportion that 100% of the Dry Weather Flow for each member municipality within the Fraser Sewerage Area during the twelve month period ending June 30, 2005, less 100% of the Industrial Flows for each such member bears to 100% of the Dry Weather Flow, less 100% of the Industrial Flows for the Fraser Sewerage Area, during the same period;

(e) as to 20% of the Fraser Sewerage Area Costs, in the proportion that 100% of the Dry Weather flow for each member municipality within the Fraser Sewerage Area during the twelve month period ending June 30, 2006, less 100% of the Industrial
Flows for each such member bears to 100% of the Dry Weather Flow, less 100% of the Industrial Flows for the Fraser Sewerage Area, during the same period;

(f) as to 20% of the Fraser Sewerage Area Costs, in the proportion that 100% of the Dry Weather Flow for each member municipality within the Fraser Sewerage Area during the twelve month period ending June 30, 2007, less 100% of the Industrial Flows for each such member bears to 100% of the Dry Weather Flow, less 100% of the Industrial Flows for the Fraser Sewerage Area, during the same period;

(g) as to 20% of the Fraser Sewerage Area Costs, in the proportion that 100% of the Dry Weather Flow for each member municipality within the Fraser Sewerage Area during the twelve month period ending June 30, 2008, less 100% of the Industrial Flows for each such member bears to 100% of the Dry Weather Flow, less 100% of the Industrial Flows for the Fraser Sewerage Area, during the same period; and

(h) as to 20% of the Fraser Sewerage Area Costs, in the proportion that 100% of the Dry Weather Flow for each member municipality within the Fraser Sewerage Area during the twelve month period ending June 30, 2009, less 100% of the Industrial Flows for each such member bears to 100% of the Dry Weather Flow, less 100% of the Industrial Flows for the Fraser Sewerage Area, during the same period.

8. Special Apportionment for Vancouver Sewerage Area

8.1 For the purpose of further apportioning costs apportioned to the Vancouver Sewerage Area, under section 7.1, the amount to be apportioned to the University Endowment Lands in respect of the University Endowment Lands and the area of the University of British Columbia will be equal to the aggregate of

(a) $1,173,569 and

(b) that portion of the costs apportioned to the Vancouver Sewerage Area that the UEL Dry Weather Flow bears to 100% of the Dry Weather Flow for the Vancouver Sewerage Area, less 100% of the Industrial Flows for the Vancouver Sewerage Area, during the 12 month period ending June 30, 2009.

9. Apportionment of Operation and Maintenance and Previously Unapportioned Capital Costs

9.1 The costs of operation and maintenance (excluding costs referred to in section 10.1) to be incurred by the Corporation as set out in the 2010 annual budget of the Corporation will be apportioned among the Sewerage Areas on the basis set out in section 6.1 and further apportioned among the member municipalities within each Sewerage Area on the basis set out in sections 7.1, 7.2, 7.3 and 7.4.

9.2 All principal, interest and other financing costs (excluding costs referred to in section 10.1) arising out of capital expenditures which have not already been apportioned pursuant to any other section of this bylaw and can equitably be apportioned (in the sole discretion of the Corporation) to a single Sewerage Area will be apportioned entirely to that Sewerage Area and
further apportioned among the member municipalities of that Sewerage Area on the basis set out in sections 7.1, 7.2, 7.3 and 7.4. If any principal, interest and other financing costs (excluding costs referred to in section 10.1) arising out of capital expenditures which have not already been apportioned pursuant to any other section of this bylaw cannot equitably be attributed to a single Sewerage Area, such costs will be apportioned among the Sewerage Areas on the basis set out in section 6.1 and further apportioned among the member municipalities within each Sewerage Area on the basis set out in sections 7.1, 7.2, 7.3 and 7.4.

10. Apportionment of Drainage Area Costs

10.1 Despite any other section of this bylaw, all costs relating to the three drainage areas of the Corporation, being the Still Creek/Brunette River Drainage Area, the Port Moody/Coquitlam Drainage Area, and University Drainage Area, will be apportioned among the member municipalities in the same proportion that the Assessed Value within each member municipality bears to the total Assessed Value within all member municipalities.

This bylaw shall take effect on the 1st day of January, 2010.

This bylaw may be cited for all purposes as "Greater Vancouver Sewerage and Drainage District 2010 Cost Apportionment Bylaw No. 251, 2009".

Read a first, second and third time this 30th day of October, 2009.

Reconsidered, passed and finally adopted by the Administration Board this 30th day of October, 2009.

_________________________________________

Lois E. Jackson, Chair

[SEAL]

_________________________________________

Paulette Vetleson, Secretary
To: Waste Management Committee  
Finance Committee  

From: Carol De La Franier, Senior Engineer, Engineering and Construction Department  

Date: September 30, 2009  

Subject: 2010 Tipping Fee Bylaw No. 250, 2009  

Recommendation:  

That the Board:  

a) Introduce and give first, second and third reading to “Greater Vancouver Sewerage and Drainage District Tipping Fee and Solid Waste Disposal Regulation Bylaw No. 250, 2009”;  
b) Reconsider, pass and finally adopt “Greater Vancouver Sewerage and Drainage District Tipping Fee and Solid Waste Disposal Regulation Bylaw No. 250, 2009”.  

1. PURPOSE  

To obtain GVS&DD Board authorization to adopt the Tipping Fee and Solid Waste Disposal Regulation Bylaw No. 250, 2009 which outlines the tipping fees for 2010.  

2. CONTEXT  

The 2009 Tipping Fee Bylaw was approved by the Board on April 24, 2009. A report on Financial Projections for 2010 to 2014 was presented at the Board on July 31, 2009. The 2010 Tipping Fee has been determined to be $82/tonne for regional garbage disposal. Tipping Fee Bylaw Schedule “B” has been amended to reflect this increase. Other Tipping Fee Bylaw changes are as follows:  

- The Green Waste Tipping Fee will increase by $3/tonne to $59/tonne. Based on the new Regional Tipping Fee of $82/tonne, there will be a $23/tonne financial incentive to separate yard and garden waste from garbage waste.  
- To keep minimum fees the same as those in the 2009 Tipping Fee Bylaw, all references to a minimum weight have been removed and a statement added that a minimum (flat) fee or unit rate will be charged whichever is greater. This would apply to the $10 per load minimum fee for garbage, $20 per load minimum fee for peak periods, $6 per load minimum fee for Green Waste, $15 per load minimum fee for Gypsum and $50 per load minimum fee for International Waste.  
- Gypsum is defined in the existing bylaw as a Prohibited Material if received in quantities greater than one tonne per load and a Banned Material for quantities less than a tonne. This is in conflict with the restrictions at the Vancouver Landfill and the Waste to Energy
Facility that prohibit gypsum. Under the new bylaw, gypsum is removed from the Banned Recyclable Material list (Schedule D) and added to the Prohibited Material List (Schedule C). This change will result in garbage loads containing any gypsum being charged a $50 Surcharge (plus the cost of removal, clean-up or remediation) adding further incentive for residential customers prone to mixing gypsum with their garbage to separate these items.

- On September 11, 2009, the Fraser Valley Regional District confirmed that there will be an increase in the FVRD Levy from $1.00 per tonne to $1.10 or $1.20 per tonne effective January 1, 2010. This increase in levy will be passed onto customers at Matsqui Transfer Station only.
- The implementation date of the amended Bylaw will be January 2, 2010 providing two months timeframe to inform Metro Vancouver customers.

All other items in the Bylaw will remain the same.

3. ALTERNATIVES

1. The Board can:
   - Introduce and give first, second and third reading to Greater Vancouver Sewerage and Drainage District Bylaw No. 250, 2009 Tipping Fee and Solid Waste Disposal Bylaw;
   - Reconsider, pass and finally adopt Greater Vancouver Sewerage and Drainage District Bylaw No. 250, 2009 Tipping Fee and Solid Waste Disposal Regulation Bylaw.

   This alternative recovers the costs of the Solid Waste Function and provides increased incentive for recycling in the region through the increase in the tipping fee from $71/tonne to $82/tonne and the increase in the incentive to recycle organic waste from $15/tonne to $23/tonne. Minimum rates are proposed to remain the same in 2010 and to accommodate this minimum weights has been removed and to better align Metro Vancouver and the City of Vancouver operating requirements Gypsum is prohibited and not banned.

2. The Board can direct staff to modify provisions of the bylaw.

Alternative 1 is recommended.

4. CONCLUSION

Following the implementation of a communications strategy in November and December to inform haulers of the increases, the bylaw would then take effect January 2, 2010.

ATTACHMENT

GVS&DD Tipping Fee and Solid Waste Disposal Regulation Bylaw No. 250, 2009
WHEREAS:

A. Pursuant to the Greater Vancouver Sewerage and Drainage District Act the objects of the Greater Vancouver Sewerage and Drainage District (“the Corporation”) include the disposal of all types of waste and the operation and administration of facilities for the disposal of all types of waste;

B. Section 7A(5)(b) of the Act empowers the Corporation to establish the uses to which its waste disposal facilities may be put and by whom they may be used;

C. Section 7A(5)(g) of the Act empowers the Corporation to establish scales of charges for services rendered by the Corporation and for the use of any of the Corporation’s waste disposal facilities;

D. Pursuant to section 14 of the Act, the Board of the Greater Vancouver Sewerage and Drainage District may proceed by bylaw, resolution or order.

NOW THEREFORE the Board of the Greater Vancouver Sewerage and Drainage District in open meeting assembled enacts as follows:

1.0 Repeal of Bylaw

1.1 Greater Vancouver Sewerage and Drainage District Tipping Fee and Solid Waste Disposal Regulation Bylaw No. 249, 2009 is hereby repealed.

2.0 Citation

2.1 The official citation for this bylaw is “Greater Vancouver Sewerage and Drainage District Tipping Fee and Solid Waste Disposal Regulation Bylaw No. 250, 2009”.

2.2 This Bylaw may be cited as the “2010 Tipping Fee Bylaw No. 250”.

3.0 Definitions

3.1 In this Bylaw:

(a) “Agricultural Waste” means Refuse that originates from an agricultural operation as defined pursuant to the Environmental Management Act and includes manure, used mushroom medium and agricultural vegetation waste;
(b) “Banned Recyclable Material” means Refuse listed under Schedule “D”;

(c) “Banned Recyclable Plastic” means polyethylene terephthalate (number 1 PET plastic), high density polyethylene (number 2 HDPE plastic), low density polyethylene (number 4 LDPE plastic) or polypropylene (number 5 PP);

(d) “Biomedical Waste” means Refuse defined as biomedical waste pursuant to the Environmental Management Act;

(e) “Board” means the Board of the Greater Vancouver Sewerage and Drainage District;

(f) “Contaminated Recyclable Paper” means Recyclable Paper that has been contaminated with grease, oil, food residue or other material that renders the paper Unmarketable;

(g) “Corrugated Cardboard” means Recyclable Paper that consists of a fluted corrugated sheet and one or two flat linerboards;

(h) “Disposal Site” means any of the Municipal Solid Waste disposal facilities listed in Schedule A;

(i) “Emergency” means a present or imminent event or circumstance that:

(i) is caused by accident, fire, explosion, technical failure, labour strike or the forces of nature, and

(ii) requires prompt coordination of action or special regulation of persons or property to protect the health, safety or welfare of a person or to limit damage to property;

(j) “Environmental Management Act” means the Environmental Management Act S.B.C. 2003 c. 53;

(k) “FVRD Levy” means the solid waste levy that is charged by the Fraser Valley Regional District pursuant to the Fraser Valley Regional District Bylaw No. 0327, 1999, as amended or replaced from time to time;

(l) “Greater Vancouver Sewerage and Drainage District Act” or “the Act” means the Greater Vancouver Sewerage and Drainage District Act S.B.C. 1956 c. 59;

(m) “Green Waste” means Municipal Solid Waste that comprises vegetative matter resulting from gardening, landscaping or land clearing that is capable of being composted and includes grass, shrub and tree branches, grass sod, flowers, weeds, leaves, vegetable stalks, brush and tree stumps with a maximum diameter of 30 centimetres and maximum length of 120 centimetres, but excludes food waste and Agricultural Waste;
(n) "Gypsum" means Municipal Solid Waste that comprises board made of several plies of fiberboard, paper or felt bonded to a hardened gypsum plaster core that is also known as drywall and includes gypsum board that has been painted or covered in wallpaper and removed during renovation and demolition;

(o) "Hazardous Waste" means

(i) dangerous goods if they

(1) are no longer used for their original purpose, and

(2) meet the criteria for Class 2, 3, 4, 5, 6, 8 or 9 of the federal dangerous goods regulations,

including those that are recycled, treated, abandoned, stored or disposed of, intended for recycling, treatment or disposal or in storage or transit before recycling, treatment or disposal,

(ii) PCB wastes,

(iii) wastes containing dioxin,

(iv) waste oil,

(v) waste asbestos,

(vi) waste pest control product containers and wastes containing pest control products, including wastes produced in the production of treated wood products using pest control products,

(vii) leachable toxic waste,

(viii) waste containing tetrachloroethylene,

(ix) wastes listed in Schedule 7 to the Hazardous Waste Regulation B.C. Reg. 63/88, as amended or replaced from time to time; and

(x) waste containing polycyclic aromatic hydrocarbon;

(p) "International Waste" means Municipal Solid Waste traveling or originating from outside Canada but does not include Refuse from cruise ships from the United States;

(q) "Load" means the quantity of Municipal Solid Waste material that is or was contained within a single vehicle attending at a Disposal Site;
(r) “Manager” means the person appointed to the position of Division Manager, Contracted Services from time to time by the Corporation and includes any person appointed or designated to act in his or her place;

(s) “Municipal Solid Waste” means Refuse that originates from residential, commercial, institutional, demolition, land clearing or construction sources or Refuse specified to be included in the Corporation’s waste management plan pursuant to the Environmental Management Act;

(t) “Occupational Health and Safety Regulation” means the Occupational Health and Safety Regulation B.C. Reg. 296/97 enacted pursuant to the Workers Compensation Act;

(u) “Peak Hours” means from 10:00 am to 2:00 pm on Monday through Friday inclusive;

(v) “Prohibited Material” means Refuse listed under Schedule “C”;

(w) “Radioactive Waste” means waste defined as radioactive waste pursuant to the Environmental Management Act;

(x) “Reactive Waste” means waste defined as reactive waste pursuant to the Environmental Management Act;

(y) “Recyclable Paper” means Refuse manufactured from thin sheets from wood pulp or other fibrous substances that may be converted into reusable materials and includes newspapers and inserts, magazines, telephone directories, catalogues, office papers, envelopes, boxboard, paper bags and mail; but excludes photographic paper, carbon paper, tissue paper, paper napkins or towels, paper that is adhered to plastic or metal, composite paper products such as tetrapak containers, gable-top paper containers such as milk cartons, or paper that is covered or infused with wax;

(z) “Recycling Area” means those parts of a Disposal Site designated for Gypsum, Green Waste and the specific materials, substances and objects that comprise Source Separated Recyclable Loads;

(aa) “Recycling Regulation” means the Recycling Regulation, B.C. Reg. 449/2004 enacted pursuant to the Environmental Management Act;

(bb) “Refuse” means discarded or abandoned materials, substances or objects;

(cc) “Source-Separated Recyclable Load” means a Load or part of a Load that has been sorted by material, substance or object and that satisfies at least one of the following criteria:

(i) is managed as a marketable commodity with an established market by the owner or operator of the Disposal Site, including Recyclable Paper, Corrugated Cardboard, glass and metal;
(ii) is being used in the manufacture of a new product that has an established market or is being processed as an intermediate stage of an existing manufacturing process; or

(iii) has been identified as a recyclable material in the Corporation’s waste management plan;

but does not include Green Waste or Gypsum;

(dd) “Surcharge” means the cost charged by the Corporation, in addition to the applicable Tipping Fee, for depositing Banned Recyclable Materials or Prohibited Materials at Disposal Sites;

(ee) “Tipping Fee” means the cost charged by the Corporation for depositing Municipal Solid Waste at Disposal Sites;

(ff) “Treasurer” means the person appointed to the position of Treasurer from time to time by the Corporation and includes any person appointed or designated to act in his or her place;

(gg) “Unmarketable” means a material, substance or object that cannot be sold or otherwise disposed of through an existing recycling program or a commercial market; and

(hh) “Wood Waste” means Municipal Solid Waste that comprises unpainted, unstained and untreated solid wood with a maximum diameter of 30 centimetres and a maximum length of 120 centimetres.

4.0 Restriction and Prohibitions

4.1 No person shall dispose of any material, substance or object at a Disposal Site except in accordance with this Bylaw.

4.2 No person shall dispose of any Prohibited Material at a Disposal Site.

4.3 No person shall dispose of any Loads that emit odours, fumes or particulate matter (such as dust) that causes or is capable of causing material discomfort to a person at a Disposal Site.

4.4 No person shall dispose of any Loads dominated by oily materials, substances or objects at a Disposal Site.

4.5 Despite sections 2.3 and 2.4, the Manager may authorize Loads:

(a) that emit odours, fumes or particulate matter (such as dust) that causes or is capable of causing material discomfort to a person; or

(b) dominated by oily materials, substances or objects to be accepted at the Waste-to-Energy facility.
4.6 No person shall dispose of any Gypsum at a Disposal Site:

(a) except at a Recycling Area designated for Gypsum; and

(b) unless the Load of Gypsum weighs one tonne or less.

4.7 No person shall dispose of any Gypsum at the Waste to Energy Facility.

4.8 No person shall deposit or dispose of Municipal Solid Waste at a Disposal Site unless it originates from within the boundaries of the Greater Vancouver Regional District.

4.9 Despite section 2.8, the Board may authorize the Manager to accept Municipal Solid Waste at a Disposal Site, including International Waste, that originates from outside the boundaries of the Corporation’s members.

4.10 No person shall enter a Disposal Site with a Load unless the Load is tied, tarped, covered or otherwise secured to prevent any Municipal Solid Waste from escaping while the vehicle is in motion or at a standstill.

4.11 The Manager may prohibit a person who contravenes this Bylaw from depositing Municipal Solid Waste at any Disposal Site for such period as the Manager may determine.

5.0 **Tipping Fees and Surcharges**

5.1 Every person depositing Municipal Solid Waste at a Disposal Site must pay to the Corporation the applicable Tipping Fees and Surcharges in the amounts set out in Schedule “B” of this Bylaw.

5.2 If a person attends a Disposal Site with a Load that contains Source-Separated Recyclable Load, Green Waste, Gypsum and/or other Municipal Solid Waste and the person chooses not to weigh-out after depositing each part of the Load, namely the Source-Separated Recyclables, Green Waste, Gypsum and/or other Municipal Solid Waste, at the designated Recycling Areas, then the person must pay to the Corporation a Tipping Fee for the entire Load that is based on the highest fee payable for any part of the Load, as set out in Schedule “B” of this Bylaw, together with any applicable Surcharges.

5.3 In addition to the Tipping Fees and Surcharges set out in Schedule “B” of this Bylaw, every person who deposits a Load at a Disposal Site located within the Fraser Valley Regional District must pay the applicable FVRD Levy at the time of the deposit of a Load;

5.4 Except in cases of Emergency, every person who deposits a Load at a Disposal Site that contains a quantity of Banned Recyclable Materials that exceeds either 5% of the total weight of the Load or 5% of the total volume of the Load must pay a Surcharge in accordance with Schedule “B” of this Bylaw.
5.5 Except in cases of Emergency, every person who deposits a Load at a Disposal Site that contains Contaminated Recyclable Paper that exceeds either 5% of the total weight of the Load or 5% of the total volume of the Load must pay a Surcharge in accordance with Schedule “B” of this Bylaw.

5.6 All Tipping Fees and Surcharges payable pursuant to this Bylaw must be paid to the Greater Vancouver Sewerage and Drainage District before the person leaves the Disposal Site.

5.7 Despite section 5.6 of this Bylaw, a person who deposits Municipal Solid Waste at a Disposal Site on a regular basis may apply to the Corporation for a customer charge account in accordance with Schedule “E” to this Bylaw.

6.0 Interpretation

6.1 If a portion of this Bylaw is held to be invalid it shall be severed and the remainder of the Bylaw shall remain in effect.

6.2 Schedules “A”, “B”, “C”, “D” and “E” are attached to and form part of this Bylaw.

7.0 Effective Date

5.1 This Bylaw comes into force and takes effect on January 2, 2010.

Read a first, second and third time this _____ day of _____________________2009.

Reconsidered, passed and finally adopted this _____ day of _________________2009.

__________________________________________
Lois E. Jackson, Chair

__________________________________________
Paulette A. Vetleson, Secretary
SCHEDULE “A”

DISPOSAL SITES

- Coquitlam Resource Recovery Plant located at 1200 United Boulevard, Coquitlam
- North Shore Transfer Station located at 30 Riverside Drive, North Vancouver
- Surrey Transfer Station located at 9770 192nd Street, Surrey
- Langley Residential Transfer Station located at 1070 272 Street, Langley
- Maple Ridge Residential Transfer Station located at 10092 236 Street, Maple Ridge
- Matsqui Transfer Station located at 33621 Valley Road, Abbotsford
- Waste-to-Energy Facility located at 5150 Riverbend Drive, Burnaby
SCHEDULE “B”

2010 TIPPING FEES AND SURCHARGES*

Tipping Fee for Loads originating from the District of Maple Ridge:
$10.00 flat fee or $0.86 per 10 kilograms or $86.00 per tonne, whichever is greater

Tipping Fee for Loads deposited at Coquitlam Resource Recovery Plant, North Shore Transfer Station and Surrey Transfer Station during Peak Hours:
$20.00 flat fee or $0.82 per 10 kilograms or $82.00 per tonne, whichever is greater

Tipping Fee for Loads of Green Waste deposited at Recycling Areas designated for Green Waste:
$6.00 flat fee or $0.59 per 10 kilograms or $59.00 per tonne, whichever is greater

Tipping Fee for Loads of Gypsum comprising two 4’ x 8’ (1.22 metres x 2.44 metres) sheets or less deposited at a Recycling Area designated for Gypsum:
$10.00 flat fee or $0.82 per 10 kilograms or $82.00 per tonne, whichever is greater

Tipping Fee for all other Loads of Gypsum deposited at a Recycling Area designated for Gypsum:
$15.00 flat fee or $1.50 per 10 kilograms or $150.00 per tonne, whichever is greater

Tipping Fee for Loads of International Waste:
$50.00 flat fee or $2.00 per 10 kilograms or $200.00 per tonne, whichever is greater

Tipping Fee for Source-Separated Recyclable Loads deposited at Recycling Areas designated for such materials, substances and objects:
No Charge

Tipping Fee for all other Loads:
$10.00 flat fee or $0.82 per 10 kilograms or $82.00 per tonne, whichever is greater

Surcharge for Loads containing Prohibited Material:
$50 Surcharge plus the cost of removal, clean-up or remediation

**Surcharge for Loads containing a quantity of Banned Recyclable Materials that exceeds either 5% of the total weight of the Load or 5% of the total volume of the Load:**

50% of the applicable Tipping Fee

**Surcharge for Loads containing a quantity of Contaminated Recyclable Paper that exceeds either 5% of the total weight of the Load or 5% of the total volume of the Load:**

50% of applicable Tipping Fee

*Note: in addition to the Tipping Fees and Surcharges set out in this Schedule, every person depositing a Load at a Disposal Site located within the Fraser Valley Regional District must pay the applicable FVRD Levy at the time of the deposit of a Load.*
SCHEDULE “C”

PROHIBITED MATERIALS

(a) Agricultural Waste;
(b) automobile parts and bodies;
(c) Biomedical Waste;
(d) Refuse that is on fire, smouldering, flammable or explosive;
(e) empty oil containers identified in “Schedule 2 — Residual Product Categories” to the Recycling Regulation;
(f) oil filters identified in “Schedule 2 — Residual Product Categories” to the Recycling Regulation;
(g) paint products identified in “Schedule 2 — Residual Product Categories” to the Recycling Regulation;
(h) pesticide products identified in “Schedule 2 — Residual Product Categories” to the Recycling Regulation;
(i) pharmaceutical products identified in “Schedule 2 — Residual Product Categories” to the Recycling Regulation;
(j) solvents and flammable liquids identified in “Schedule 2 — Residual Product Categories” to the Recycling Regulation;
(k) electronic and electrical products identified in “Schedule 3 — Electronic and Electrical Product Category” to the Recycling Regulation;
(l) tires identified in “Schedule 4 — Tire Product Category” to the Recycling Regulation;
(m) Hazardous Waste;
(n) inert fill material including soil, sod, gravel, concrete and asphalt in quantities exceeding 0.5 cubic metres per load;
(o) lead acid batteries;
(p) liquids;
(q) sludges;
(r) metal household or commercial appliances;
(s) dead animals;
(t) excrement;
(u) 45 gallon or larger barrels or drums, whether full or empty,
(v) Radioactive Waste;
(w) Reactive Waste;
(x) any single object weighing more than 100 kilograms or measuring more than 2 metres in size in any direction;
(y) Gypsum commingled with other Municipal Solid Waste;
(z) Refuse that would cause undue risk of injury or occupational disease to any person at the Disposal Site or that would otherwise contravene the Occupational Health and Safety Regulation;
(aa) any other Refuse that the Manager considers unsuitable for handling at a Disposal Site.
BANNED RECYCLABLE MATERIALS

(a) beverage containers identified in “Schedule 1 — Beverage Container Product Category” to the Recycling Regulation;

(b) containers made of metal, glass or Banned Recyclable Plastic;

(c) Corrugated Cardboard;

(d) Recyclable Paper;

(e) Green Waste.
CUSTOMER CHARGE ACCOUNTS

1) Any person wishing to establish a customer charge account with the Corporation must complete the Corporation’s application for credit (“Application for Credit”).

2) The Treasurer may approve the Application for Credit on behalf of the Corporation and establish a commercial charge account for up to one million dollars ($1,000,000).

3) Any two of the Chief Administrative Officer, Deputy Chief Administrative Officer and Treasurer may approve the Application for Credit on behalf of the Corporation and establish a commercial charge account for up to two million dollars ($2,000,000).

4) If the Corporation approves a person’s Application for Credit and establishes a commercial charge account, then:
   a) the person may leave the Disposal Site before paying the applicable Tipping Fees and Surcharges; and
   b) the Corporation will generate invoices for Tipping Fees and Surcharges on a monthly basis for up to the established commercial charge account limit, which invoices are payable on receipt.

5) Where a person fails or refuses to pay an invoice for Tipping Fees and Surcharges within thirty-five (35) days, then the Treasurer may rescind their customer charge account and the person must:
   a) pay interest on the Tipping Fee or Surcharge at the rate of 1.25% per month (15% per year) compounded monthly and calculated daily on all amounts overdue, including all overdue interest from the date the charge was due to the date of payment; and
   b) not dispose of any Municipal Solid Waste at a Disposal Site until any outstanding invoice has been paid in full.
To: Waste Management Committee  
    Finance Committee  

From: Carol De La Franier, Senior Engineer, Engineering and Construction Department  

Date: September 8, 2009  

Subject: GVS&DD/Wastech Comprehensive Agreement – 2008 Financial Results  

Recommendation:  

That the GVS&DD Board receive for information the report dated September 8, 2009, titled “GVS&DD/Wastech Comprehensive Agreement – 2008 Financial Results”.  

1. PURPOSE  

To provide the 2008 financial results for the GVS&DD/Wastech Comprehensive Agreement to the Waste Management and Finance Committees, and the Board.  

2. CONTEXT  

On December 20, 1996, the GVS&DD executed a 20-year Comprehensive Agreement with Wastech Services Ltd. that combined three fixed price contracts between the GVS&DD and Wastech into a single agreement. The Comprehensive Agreement includes operation of the Coquitlam Transfer Station, North Shore Transfer Station, Matsqui Transfer Station, Surrey Transfer Station and the Cache Creek Landfill.  

The Comprehensive Agreement allocates risks to the party best able to manage them. On this basis, Wastech took on the responsibility for the operations of the above facilities based on service levels set by the GVS&DD. To achieve the goal of sharing risks and benefits, a target Operating Ratio (ratio of eligible operating expenses over total revenues) approach was implemented as this provides incentive for both parties to work cooperatively and seek new efficiencies and economies on an ongoing basis. The target Operating Ratio was set at 0.89 on the basis of the net income margin that was earned by Wastech in the fixed price contracts prior to the Comprehensive Agreement, as well as industry standards in similar waste management agreements.  

Under this agreement, the GVS&DD receives secure long term waste management services, economies resulting from any increase in waste volumes and efficiencies from integration of multiple facility operations into one agreement. Wastech receives compensation for Eligible Operating Expenses (adjusted by the target Operating Ratio) related to receiving, transferring and disposal of waste, and resource recovery and
recycling. Excess revenues or expenditures are shared 50/50 between the GVS&DD and Wastech and are referred to in the Agreement as the Carry-Over Variance. The Comprehensive Agreement base rates were established in 2000 following a three year transition period (1997-1999) from the fixed price contracts. These rates are adjusted annually in accordance with the terms and conditions of the Agreement.

Under the terms of the Comprehensive Agreement, the parties conduct a review of the financial results of the operations for the immediately preceding operating year. For 2008, KPMG, under the direction of Metro Vancouver staff, completed a detailed audit of Wastech’s financial records and reports. The audit report produced by KPMG is presented as Attachment No. 1. The audit confirms, among other things: waste and recycling flows, revenues and expenditures, pass-through expenses, and capital expenses.

The 2008 Audit of the Comprehensive Agreement has confirmed the total waste and recycling flows handled by Wastech in 2008 decreased by 94,112 tonnes compared to 2007. In 2007, additional waste was received and transferred to the Cache Creek Landfill as a result of the labour disruptions at the Vancouver Landfill.

In 2008, revenues decreased by $93,698 compared to 2007. The reduction in revenue from lower waste flows was offset by increases backhaul and recycling revenues.

In 2008, total eligible operating expenses increased by $1,420,582 compared to 2007. The increase in expenses is attributed to the approximate 32% jump in the cost of fuel and for increased equipment costs from deferred maintenance that could not be completed during the 2007 labour disruptions.

Wastech’s actual Operating Ratio for 2008 was 0.887. This resulted in an operating surplus of $176,512, fifty percent of which, or $88,256, is payable to the GVS&DD as a Carry-Over Variance. The decrease in the Carry-Over Variance from 2007 is primarily due to reduced economies of scale resulting from decreased waste flows and the increases in fuel costs.

Pass-Through expenses are those items, pre-approved under the Comprehensive Agreement, that are not to be marked up such as property taxes, post closure trust fund payments, permit fees, etc. There is no pass-through expense adjustment for 2008.

Wastech also receives compensation for eligible capital expenses incurred. Capital payments are estimated at the start of the year based on the approved Wastech capital plan and GVS&DD budget. There was no capital expenditure adjustment for 2008.

Under the terms of the Agreement, a retroactive lump sum payment is made (without accrual of interest) which includes the Carry-Over Variance, the pass-through expense adjustment, and the capital expense adjustment. The adjustments resulting from the 2008 year end review total $88,256, payable from Wastech to the GVS&DD.

3. ALTERNATIVES

No alternatives presented.
4. CONCLUSION

The KPMG Audit of the Comprehensive Agreement for the year 2008 has confirmed that the net year end adjustment payable from Wastech to the GVS&DD is $88,256.

Attachment:
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Condensed Statement of Waste Flows, Revenue, Expenditures, and Carry-Over Variance of

GREATER VANCOUVER SEWERAGE & DRAINAGE DISTRICT
AND WASTECH SERVICES LTD. COMPREHENSIVE AGREEMENT

Year ended December 31, 2008
AUDITORS' REPORT

To the Greater Vancouver Sewerage & Drainage District and Wastech Services Ltd.

We have audited the Condensed Statement of Waste Flows, Revenue, Expenditures, and Carry-Over Variance as prepared pursuant to section 10.2 and Schedule E of the Comprehensive Agreement Respecting the Management of Municipal Solid Waste in the Greater Vancouver Regional District dated December 20, 1996 between the Greater Vancouver Sewerage & Drainage District and Wastech Services Ltd. for the year ended December 31, 2008. This Statement is the responsibility of Wastech Services Ltd.'s management. Our responsibility is to express an opinion on this Statement based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the Statement is free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the Statement. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall presentation of the Statement.

In our opinion, the Condensed Statement presents fairly, in all material respects, the Waste Flows, Revenue, Expenditures, and Carry-Over Variance for the year ended December 31, 2008 in accordance with the Agreement referred to above.

This report is intended solely for the information and use of the Greater Vancouver Sewerage & Drainage District and Wastech Services Ltd. in connection with the Agreement and should not be relied on for any other purpose.

KPMG LLP
Chartered Accountants

Vancouver, Canada
March 20, 2009
# Greater Vancouver Sewerage & Drainage District and Wastech Services Ltd. Comprehensive Agreement

Condensed Statement of Waste Flows, Revenue, Expenditures, and Carry-Over Variance

Year ended December 31, 2008, with comparative figures for 2007

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<td>Agreement Waste and Recycling Flows (stated in tonnes):</td>
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Revenue:

Greater Vancouver Sewerage & Drainage District payments
- eligible variable and fixed operating expenses $38,729,683 $40,271,640
  Backhaul and recycling revenue 12,331,230 10,882,971

51,060,913 51,154,611

Expenditures:

Eligible variable operating expenses (Section 14.1(n)):
- Transfer stations 17,320,605 15,925,252
- Cache Creek Landfill 28,910,958 28,734,989
- Recycling 2,170,579 1,581,602
- Administrative 1,765,316 1,561,011

Total eligible variable operating expenses 50,167,458 48,601,954

Total eligible fixed operating expenses (Section 14.1(j)) 716,943 661,865

Total eligible operating expenses (Section 14.1(a)) 50,884,401 49,463,819

Revenue in excess of expenditures 176,512 1,690,792

Carry-Over Variance (Section 14.19)
- payable to Greater Vancouver Sewerage & Drainage District $88,256 $845,396

Greater Vancouver Sewerage & Drainage District payments
- pass-through expenses $2,354,795 $2,081,491
Pass-through expenses (Section 14.1(y)) 2,354,795 2,081,491

Payable to (receivable from) Greater Vancouver Sewerage & Drainage District $ - $ -

Greater Vancouver Sewerage & Drainage District payments
- eligible capital expenses $2,500,683 $2,549,163
Eligible capital expenses (Section 14.1(l)) 2,500,683 2,549,163

Payable to (receivable from) Greater Vancouver Sewerage & Drainage District $ - $ -

GREATER VANCouver SEWERAGE & DRAINAGE DISTRICT
AND WASTECH SERVICES LTD. COMPREHENSIVE AGREEMENT

Notes to Condensed Statement of Waste Flows, Revenue, Expenditures, and Carry-Over Variance

Year ended December 31, 2008

Basis of presentation:

The Condensed Statement of Waste Flows, Revenue, Expenditures, and Carry-Over Variance is compiled in accordance with section 10.2 and Schedule E of the Comprehensive Agreement Respecting the Management of Municipal Solid Waste in the Greater Vancouver Regional District dated December 20, 1996 between the Greater Vancouver Sewerage & Drainage District and Wastech Services Ltd.

Total eligible variable and fixed operating expenses are adjusted by the target operating ratio of 0.890 referred to in Section 14.1(a)(g) of the Agreement.
To: Finance Committee

From: Phil Trotzuk, Financial Planning and Operations Manager, Finance & Administration

Date: October 2, 2009

Subject: Financial Performance Report as of August 2009

Recommendation:
That the Finance Committee receive the report titled “Financial Performance Report as of August 2009” dated October 2, 2009 for information.

1. PURPOSE

To present the Finance Committee with an update on financial performance to August 31, 2009 and provide a forecast for the year.

2. CONTEXT

This is the second in a series of three reports for 2009 on the financial performance of the Districts.

Year to date results as presented are based on the actual results of the first eight months of the year with the main focus then on the projections to year-end.

3. ALTERNATIVES

Not applicable

4. CONCLUSION

Overall the Districts are projecting a surplus of approximately $20.3 million for 2009. This is largely due to savings in debt service costs in Water and Liquid Waste.

All Districts are projecting a surplus for the year with the exception of Solid Waste. The decrease in regional waste flows which have accompanied the economic decline and the Zero Waste initiatives have resulted in a projected deficit of approximately $7.1 million. This will be funded from existing reserves; however, this will cause the reserve level to drop below the Board established minimum operating reserve and, by policy, must be replenished over a maximum two year period.

Attachment: 2009 Financial Performance as of August 2009
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Greater Vancouver Districts

2009 Financial Performance
As of August 2009
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  • Water District Summary ..................................................................................... 6
  • Sewerage & Drainage District Summaries
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Greater Vancouver Districts
Overview

Overall, the Districts and Housing Corporation are projecting a surplus of $20.3 million for the 2009 fiscal year. The overall surplus is mainly due to the deferral of some projects and lower than budgeted debt costs in both Water and Liquid Waste. We have made considerable progress throughout 2009 in reducing our overall staff vacancies. This is due to the soft economy, which has generated more qualified applicants, as well as the continuation of our recruitment and retention strategies.

The projected results for 2009, by district, are as follows:

<table>
<thead>
<tr>
<th>Surplus/(Deficit)</th>
<th>$ Millions</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Revenues</td>
</tr>
<tr>
<td>Regional District</td>
<td>$(0.5)</td>
</tr>
<tr>
<td>Water District</td>
<td>$1.6</td>
</tr>
<tr>
<td>Sewerage &amp; Drainage</td>
<td></td>
</tr>
<tr>
<td>Liquid Waste</td>
<td>(0.5)</td>
</tr>
<tr>
<td>Solid Waste</td>
<td>(15.0)</td>
</tr>
<tr>
<td>MV Housing Corporation</td>
<td>(0.7)</td>
</tr>
<tr>
<td></td>
<td>$(15.1)</td>
</tr>
</tbody>
</table>

The small operating surplus in the Regional District can be mainly attributed to savings resulting from deferred project costs in Labour Relations, Strategic Planning and Electoral Areas.

The Water District’s projected surplus is largely the result of lower than budgeted debt charges due to delays in capital spending compared to budget, delays in some maintenance projects and water treatment cost savings.

The Liquid Waste surplus projection for 2009 is primarily due to savings in debt service costs, delays in some maintenance projects and the expected savings of the operating contingency.

The Solid Waste deficit is primarily due to lower than expected waste flows in the system and lower than expected energy sales.

The Housing Corporation is projecting net income less than budget primarily due to a shortfall in net revenues.

In addition to the above surpluses, corporate programs are projecting a surplus for 2009 of approximately $500k.
### Greater Vancouver Districts

#### Statement of Surplus (Deficit)

For the period ending August 31, 2009

| DISTRICT / CORPORATION | Year to Date |  | Year End |  | Projected |  | % Variance to Budget |
|------------------------|--------------|------------------|----------|------------------|----------|---------------------|
|                        | Budget       | Actuals          | Variance | Annual* Budget   | Year End Forecast | Variance |                      |
| Regional District       |              |                  |          |                  |                      |         |
| Revenue                | 46,121,987   | 45,615,811       | (506,177)| 50,318,772       | 49,779,047        | (539,725) | (1.1%)              |
| Expenditure            | 34,173,845   | 31,430,954       | 2,742,892| 50,318,772       | 49,486,941        | 831,831  | 1.7%                |
| Surplus (Deficit)      | 11,948,142   | 14,184,857       | 2,236,715| -                | 292,106           | 292,106  | -                   |
| Water District         |              |                  |          |                  |                      |         |
| Revenue                | 123,360,433  | 124,661,196      | 1,300,763| 179,778,869      | 181,377,607       | 1,598,738 | 0.9%               |
| Expenditure            | 124,230,986  | 101,491,086      | 22,739,900| 179,778,869      | 164,837,182       | 14,941,687 | 8.3%               |
| Surplus (Deficit)      | (870,553)    | 23,170,110       | 24,040,663| -                | 16,540,425        | 16,540,425 | -                 |
| Sewerage and Drainage District | | | | | | |
| Liquid Waste           |              |                  |          |                  |                      |         |
| Revenue                | 162,642,730  | 161,201,319      | (1,441,411)| 173,342,693      | 172,825,670       | (517,023) | (0.3%)          |
| Expenditure            | 119,211,317  | 102,796,528      | 16,414,789| 173,342,693      | 162,082,981       | 11,259,712 | 6.5%               |
| Surplus (Deficit)      | 43,431,413   | 58,404,791       | 14,973,378| -                | 10,742,689        | 10,742,689 | -                 |
| Solid Waste            |              |                  |          |                  |                      |         |
| Revenue                | 69,446,597   | 57,381,501       | (12,065,096)| 104,169,895      | 89,186,064        | (14,983,831) | (14.4%)         |
| Expenditure            | 69,446,597   | 61,878,443       | 7,568,153 | 104,169,895      | 96,317,212        | 7,852,683 | 7.5%               |
| Surplus (Deficit)      | -            | (4,496,942)      | (4,496,942) | -                | (7,131,148)       | (7,131,148) | -                 |
| MV Housing Corporation |              |                  |          |                  |                      |         |
| Revenue                | 24,005,294   | 23,454,128       | (551,166) | 36,028,800       | 35,343,004        | (685,796) | (1.9%)          |
| Expenditure            | 23,775,174   | 22,808,452       | 966,722  | 35,746,832       | 35,224,391        | 522,441  | 1.5%             |
| Surplus (Deficit)      | 230,120      | 645,676          | 415,556  | 281,968          | 118,613           | (163,355) | -                 |
| Consolidated Surplus (Deficit) | 54,739,122  | 91,908,491       | 37,169,369| 281,968          | 20,562,686        | 20,280,718 | -                 |

* 2009 Budget includes reserve and surplus carry-forward applications as approved by the Board.
Greater Vancouver Districts
Regional Function’s Surplus (Deficit)
For the period ended August 31, 2009

<table>
<thead>
<tr>
<th>FUNCTION</th>
<th>Year to Date</th>
<th>Year End</th>
<th>Projected Year End</th>
<th>% Variance to Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Budget</td>
<td>Actuals</td>
<td>Variance</td>
<td>Budget</td>
</tr>
<tr>
<td>911 Emergency Telephone</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenue</td>
<td>3,425,644</td>
<td>3,409,739</td>
<td>(15,905)</td>
<td>3,625,644</td>
</tr>
<tr>
<td>Expenditure</td>
<td>2,686,703</td>
<td>2,573,048</td>
<td>113,655</td>
<td>3,625,644</td>
</tr>
<tr>
<td>Surplus (Deficit)</td>
<td>738,941</td>
<td>836,691</td>
<td>97,750</td>
<td>-</td>
</tr>
<tr>
<td>Air Quality</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenue</td>
<td>3,471,110</td>
<td>2,811,070</td>
<td>(660,040)</td>
<td>5,544,948</td>
</tr>
<tr>
<td>Expenditure</td>
<td>3,517,051</td>
<td>3,415,204</td>
<td>101,847</td>
<td>5,544,948</td>
</tr>
<tr>
<td>Surplus (Deficit)</td>
<td>(45,941)</td>
<td>(604,133)</td>
<td>(558,192)</td>
<td>-</td>
</tr>
<tr>
<td>General Government</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenue</td>
<td>4,698,518</td>
<td>4,630,388</td>
<td>(68,130)</td>
<td>5,216,412</td>
</tr>
<tr>
<td>Expenditure</td>
<td>3,591,991</td>
<td>2,620,333</td>
<td>971,658</td>
<td>5,216,412</td>
</tr>
<tr>
<td>Surplus (Deficit)</td>
<td>1,106,527</td>
<td>2,010,055</td>
<td>903,528</td>
<td>-</td>
</tr>
<tr>
<td>Labour Relations</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenue</td>
<td>2,459,797</td>
<td>2,467,667</td>
<td>7,870</td>
<td>2,597,189</td>
</tr>
<tr>
<td>Expenditure</td>
<td>1,712,785</td>
<td>1,321,514</td>
<td>391,271</td>
<td>2,597,189</td>
</tr>
<tr>
<td>Surplus (Deficit)</td>
<td>747,012</td>
<td>1,146,153</td>
<td>399,141</td>
<td>-</td>
</tr>
<tr>
<td>Regional GPS</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Revenue</td>
<td>557,252</td>
<td>557,251</td>
<td>(1)</td>
<td>563,919</td>
</tr>
<tr>
<td>Expenditure</td>
<td>375,964</td>
<td>182,685</td>
<td>193,279</td>
<td>563,919</td>
</tr>
<tr>
<td>Surplus (Deficit)</td>
<td>181,288</td>
<td>374,566</td>
<td>193,278</td>
<td>-</td>
</tr>
<tr>
<td>Regional Parks</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenue</td>
<td>28,625,419</td>
<td>28,816,609</td>
<td>191,190</td>
<td>29,391,400</td>
</tr>
<tr>
<td>Expenditure</td>
<td>20,023,690</td>
<td>19,454,234</td>
<td>569,456</td>
<td>29,391,400</td>
</tr>
<tr>
<td>Surplus (Deficit)</td>
<td>8,601,729</td>
<td>9,362,374</td>
<td>760,645</td>
<td>-</td>
</tr>
<tr>
<td>Strategic Planning</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenue</td>
<td>2,228,700</td>
<td>2,271,508</td>
<td>42,808</td>
<td>2,672,684</td>
</tr>
<tr>
<td>Expenditure</td>
<td>1,805,924</td>
<td>1,536,029</td>
<td>269,895</td>
<td>2,672,684</td>
</tr>
<tr>
<td>Surplus (Deficit)</td>
<td>422,776</td>
<td>735,479</td>
<td>312,703</td>
<td>-</td>
</tr>
<tr>
<td>West Nile Virus</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenue</td>
<td>111,622</td>
<td>111,622</td>
<td>-</td>
<td>111,622</td>
</tr>
<tr>
<td>Expenditure</td>
<td>73,912</td>
<td>47,052</td>
<td>26,861</td>
<td>111,622</td>
</tr>
<tr>
<td>Surplus (Deficit)</td>
<td>37,710</td>
<td>64,570</td>
<td>26,861</td>
<td>-</td>
</tr>
<tr>
<td>Electoral Area</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenue</td>
<td>349,399</td>
<td>344,099</td>
<td>(5,300)</td>
<td>396,931</td>
</tr>
<tr>
<td>Expenditure</td>
<td>253,784</td>
<td>165,088</td>
<td>88,696</td>
<td>396,931</td>
</tr>
<tr>
<td>Surplus (Deficit)</td>
<td>95,615</td>
<td>179,011</td>
<td>83,396</td>
<td>-</td>
</tr>
<tr>
<td>Sasamat Volunteer Fire Dept.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenue</td>
<td>194,526</td>
<td>195,856</td>
<td>1,330</td>
<td>198,023</td>
</tr>
<tr>
<td>Expenditure</td>
<td>132,041</td>
<td>115,766</td>
<td>16,275</td>
<td>198,023</td>
</tr>
<tr>
<td>Surplus (Deficit)</td>
<td>62,485</td>
<td>80,091</td>
<td>17,606</td>
<td>-</td>
</tr>
<tr>
<td>Regional Surplus (Deficit)</td>
<td>11,948,142</td>
<td>14,184,857</td>
<td>2,236,715</td>
<td>-</td>
</tr>
</tbody>
</table>

* 2009 Budget includes reserve and surplus carry-forward applications as approved by the Board.
Greater Vancouver Regional District

The Regional District at the end of August 2009 is in a surplus position of approximately $2.2 million. This surplus is due to the timing of actual expenditures being slower than budget, primarily in Regional Parks and Board & Committees, Labour Relations, Strategic Planning and Electoral Areas. It is anticipated that the majority of the delayed expenditures will be incurred by year-end and that the projected surplus for 2009 will be reduced to approximately $300,000.

- **911 Emergency Telephone**

E911 is currently in a surplus position of approximately $98,000 which is largely due to the delay in purchasing new telephone equipment. The anticipated savings from the deferral of the equipment upgrade is expected to be offset by an additional requirement for translation services and telephone charges. The program is projected to be on budget by year-end.

- **Air Quality**

Air Quality is currently in a deficit position of $558,000 primarily due to shortfall in permit fees. As permit fees are tied to air emissions, these improvements, as well as the decline in the economy, particularly the wood industry, it is expected that permit fees will be short of budget for the year. Discretionary expenditures will be reduced where possible; however, Air Quality is expected to be in a deficit position of approximately $423,000 for 2009. This deficit will be funded from existing reserves.

- **General Government**

General Government is in a surplus position of approximately $903,000 due to the occurrence of fewer than budgeted special Board meetings, some expenditure delayed until the latter part of the year, and unanticipated interest revenue. It is expected that some of the delayed expenditures will be incurred by year-end and that the General Government surplus will be reduced to approximately $228,000.

- **Labour Relations**

Labour Relations is in a surplus position of close to $400,000 at the end of August 2009. Savings in staffing costs and a reduced level of spending on consulting will result in an expected surplus of $250,000 at year-end.
Greater Vancouver Regional District (continued)

- **Regional Global Positioning System**

GPS is projected to have a surplus of $46,000 by year-end as a result of miscellaneous cost savings.

- **Regional Parks**

Regional Parks is in a surplus position at the end of August of approximately $761,000. Expenditures are under budget by close to $570,000 due primarily to the delay of some project related expenditures until the fall months, delay of some maintenance related to Parks rental houses and some delays in filling vacant positions within the department. Revenues to date are greater than budgeted by $191,000 mainly due to higher than expected revenue from fee for usage of park facilities.

Regional Parks is projecting to be on budget for the year.

- **Strategic Planning**

Strategic Planning is currently in a surplus position of close to $313,000 due to staff vacancies, and delays in the start of some consulting studies. It is expected that by the end of the year the consulting studies will be completed and the surplus will be reduced to approximately $99,000.

- **West Nile Virus**

West Nile Virus program is currently in a surplus position of approximately $27,000 as the required spraying has been less than anticipated. These savings are expected to result in a year-end surplus of $22,000.

- **Electoral Area**

The Electoral Area currently has a year-to-date surplus of approximately $83,000. As a staff vacancy has now been filled, it is expected that this surplus will drop to $70,000 by year end.

- **Sasamat Volunteer Fire Department**

Sasamat Volunteer Fire Department is currently in a surplus position of $18,000 due to timing of actual expenditures being slower than budget. As these expenditures are expected to be incurred by year-end, the program is expected to be on budget for the year.
Greater Vancouver Water District

The Water District is in a surplus position of approximately $24.0 million as at the end of August. The District, however, is projecting this surplus to drop to approximately $16.5 million by year-end.

Water District revenues are currently $1.3 million in excess of budget. The warmer and dryer weather for this year has resulted in water consumption for the first 7 months of 2009 being 4.4% above budget and 7.14% higher than the same period last year. Using information from the actual consumption through July along with updated estimates and projected weather impacts for the remainder of the year, it is estimated that we will have a surplus of $1.6 million by year-end.

Water District expenditures are currently $22.7 million below budget due primarily to lower debt service costs ($9.8 million) resulting from financing terms on long term borrowing being favourable to budget and slower than anticipated capital spending particularly with regard to the Seymour-Capilano Filtration Project. Delays in the commissioning of Seymour Capilano Filtration Plant (SCFP) project have resulted in operating cost savings ($3.2 million) due to deferment of hiring and training of staff in line with the commissioning schedule, and savings on purchases of materials, supplies and chemicals. An additional $2.4 million in cost savings relates to operating projects coming in under budget and anticipated pipe purchases and pump replacements deemed not required.

It is expected by year-end that some of the delayed SCFP operating expenditures will be incurred and as a result, the overall expenditure surplus will be reduced to approximately $14.9 million, largely the result of savings in debt service costs ($8.9 million) and cost savings due to delays in the SCFP commissioning.
**Greater Vancouver Sewerage and Drainage District**

- **Liquid Waste**

  Liquid Waste is anticipating a surplus of approximately $10.7 million primarily due to the projected savings or deferral of some operating costs and savings in debt service costs. The projected surplus can be split as follows: FSA - $3.9 million, LIWSA - $1.8 million, VSA - $3.7 million, NSSA - $1.2 million and Drainage - $0.1 million.

  Total revenue is projected to be approximately $0.5 million under budget. This is due primarily to less than anticipated reserves funding being required in 2009 as some expenditures have been delayed until 2010. This shortfall in revenue is offset by a corresponding reduction in expenditures, therefore there is no impact on the bottom line.

  Debt service costs are expected to be approximately $3.5 million under budget due to delays in some capital projects in both the latter part of 2008 and to date this year.

  Total operating expenditures are expected to be under budget by approximately $7.8 million for the year. Wastewater Collections is projecting a surplus of about $1.3 million due primarily to less than anticipated work being done on the Gilbert Trunk Sewer Project. This project is currently under review in terms of a longer term solution. Some staffing vacancies and fewer unplanned maintenance projects are expected to result in savings or deferral of $1.6 million. The Residuals management program is expecting to spend less than budget by $2.8 million due to the delay in the removal of the stockpiled Iona Biosolids, as well as a reduced requirement for long haul disposal of the grit and screenings. Other savings projected for 2009 include the delay of $600,000 for Sewer Security Enhancements due to some testing delays, less chemical usage and other materials in the wastewater treatment process ($425,000), savings of approximately $500,000 in miscellaneous operating costs is expected and the operating contingency is not expected to be needed.

- **Solid Waste**

  Currently the Solid Waste function is projecting an overall deficit of $7.1 million for 2009. The projected decline in Metro Vancouver’s waste flows is the main contributor to this deficit. This decline is consistent with the objectives of the Board’s zero waste challenge and related initiatives.

  Revenues for 2009 are projected to fall short by approximately $15.0 million of which $11.1 million is the result of a decrease in waste flows in the system, $1.1 million due to the delay in the implementation of residential drop off fee increases and the remainder is due to a $2.8 million shortfall in energy sales (reduced customer demand for steam) and other revenues.

  Total overall expenditures in 2009 are projected to be under by $7.9 million of which $8.2 million is due to lower processing costs resulting from the decrease in waste flows, $3.7 million savings in reduced debt costs due to some deferred capital work (including capital expenditures of our third party contractor) and $0.5 million in reduced payments under the terms of a steam share agreement. These savings are partially offset by $1.7 million higher than budget third party contract inflation and other costs.

  The projected 2009 deficit will be funded from reserves which will be replenished to their Board required minimum level over the next two years.
Metro Vancouver Housing Corporation

While overall financial results at August 31, 2009 show a significant net operating surplus of $646,000, expenses are understated as there is a significant amount work that is completed and in progress, but not paid. Once these financial commitments are taken into account, expenses are approximately on budget.

Revenues, net of subsidy expenses for the first 8 months of the year, are below budget by about $550,000. This is primarily because MVHC has exceeded its subsidy assistance targets to assist as many low income families as possible. External subsidy revenues, primarily in our Homes BC program, have also declined from what was expected.

Given revenues are below budget, expenditure targets to year end are being reduced to help mitigate the negative effect on the budgeted year end surplus. With planned reductions in expenditures, the net operating surplus at year end is expected to be about $119,000, approximately $163,000 lower than budget.

In 2009, the MVHC budgeted water ingress repairs and capital replacement expenditures totalled $9.1 million. As at August 31, 2009, $4.2 million had been spent. Many capital projects have been tendered and awarded, and work will be proceeding in the coming months. Total expected expenditures on capital and water ingress related work for 2009 is forecast to be approximately $8.3 million. These capital expenditures are funded from reserves and, therefore, have no impact on the operating surplus.
**Corporate Programs**

Overall, Corporate Programs are in a surplus position of approximately $1.7 million for the first eight months of 2009. This surplus is largely due to the timing of actual expenditures being slower than that anticipated in the budget. As the majority of the delayed expenditures are expected to be made by year-end, the overall Corporate Program surplus is projected to decline to approximately $500,000.

- **Chief Administrative Officer**

The CAO’s Office is essentially on budget to date and is expected to be such at the end of the year.

- **Corporate Relations**

Corporate Relations is currently in a surplus position of approximately $700,000 due mainly to staff positions that were vacant for part of the year, and delays of some communication initiatives related to the Zero Waste Challenge and the Regional Growth Strategy.

At this time, the vacant positions have been filled and the delayed initiatives are expected to be completed by year-end thus reducing the surplus to a projected level of $74,000 for the year.

- **Human Resources**

The Human Resources department is approximately $120,000 under budget to date. This surplus is expected to be reduced by year-end with the department having a small surplus of $80,000. Some staff savings from early in the year will be offset by some unanticipated system enhancements and legal costs associated with labour relations issues.

- **Finance and Administration**

The Finance and Administration department is in a surplus position of approximately $440,000 to the end of August 2009.

The surplus is expected to be reduced to $320,000 at year-end as some contracted services have been retained as a result of some of the staff vacancies, and challenges in filling certain positions.
Corporate Programs (continued)

- **Information Technology**

Information Technology is essentially on budget for the first eight months of 2009 and is projected to be on budget at the end of the year.

- **Other Corporate Services**

At the end of August 2009, other corporate services are in a surplus position of approximately $500,000. This is mainly due to the deferral of some head office maintenance projects, timing regarding the delivery of some corporate safety related programs, delay in security services for Seymour Filtration Plant until the plant has been commissioned later in the year. These savings have been somewhat offset by some additional unbudgeted costs associated with new office building purchased during the year.

It is anticipated that these delayed expenditures will proceed in the latter part of the year. As a result, the overall surplus for Other Corporate Services is expected to be reduced to approximately $20,000 by year end.
Greater Vancouver Districts
Financial Indicators

These ratios are intended to help indicate the Greater Vancouver District’s financial ability to continue to provide services to the region on a sustainable basis. This involves evaluating a number of factors, including the ongoing ability to ensure revenues meet expenditures, ability to meet debt obligations, and the flexibility to address unexpected contingencies. Forecast ratios can help to identify potential financial problems in advance.

1) Municipal Property Tax and Levies / Total Revenue

This ratio is a measure of the diversification of revenues. A high ratio indicates a reliance on property tax related levies / fees. A low ratio illustrates a greater range of revenues which is seen as beneficial. However, other revenue streams may not be sustainable or fluctuate more than tax requisitions.

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<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Total Property tax/levies</td>
<td>$173,509,345</td>
<td>$181,422,031</td>
<td>$189,898,996</td>
<td>$198,475,322</td>
<td>$198,475,322</td>
</tr>
<tr>
<td>Total Revenue**</td>
<td>$452,881,285</td>
<td>$479,594,860</td>
<td>$494,933,894</td>
<td>$543,639,031</td>
<td>$528,511,392</td>
</tr>
</tbody>
</table>

The GVRD has a reasonably well diversified revenue base. Some revenue streams are subject to fluctuations during the year. In particular, Solid Waste User Fees are projected to be down for 2009.

2) i) Debt Service Costs/ Total Revenue

This is the percentage of revenue committed to payment of interest and principal on temporary and long-term debt for the regional, sewer, solid waste and water operations. A high percentage indicates greater use of revenues for the repayment of debt, and less ability to adjust to unplanned events and changing circumstances.

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Debt Service Costs</td>
<td>$123,206,919</td>
<td>$130,963,502</td>
<td>$130,520,023</td>
<td>$153,617,572</td>
<td>$138,621,927</td>
</tr>
<tr>
<td>Total Revenue**</td>
<td>$452,881,285</td>
<td>$479,594,860</td>
<td>$494,933,894</td>
<td>$543,639,031</td>
<td>$528,511,392</td>
</tr>
</tbody>
</table>

** 2009 Budget includes reserve and surplus carry-forward applications as approved by the Board.
Financial Indicators (continued)

2) ii) Interest Costs/ Total Revenue

This is the percentage of revenue committed to payment of interest on temporary and long-term debt for the regional, sewer, solid waste and water operations. A high percentage indicates greater use of revenues for servicing interest on outstanding debt, and less ability to adjust to unplanned events and changing circumstances.

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Interest Costs</td>
<td>$64,666,569</td>
<td>$67,536,647</td>
<td>$66,442,009</td>
<td>$83,424,847</td>
<td>$70,152,820</td>
</tr>
<tr>
<td>Total Revenue**</td>
<td>$452,881,285</td>
<td>$479,594,860</td>
<td>$494,933,894</td>
<td>$543,639,031</td>
<td>$528,511,392</td>
</tr>
<tr>
<td></td>
<td>14.3%</td>
<td>14.1%</td>
<td>13.4%</td>
<td>15.3%</td>
<td>13.3%</td>
</tr>
</tbody>
</table>

Both debt service costs and interest costs as a percentage of revenue is down compared to budget indicating that less of our revenue is required to service outstanding debt (principal and interest) and more is available to fund current projects.

3) Operating Reserves/ Total Revenues

Reserve levels are an indicator of financial strength since they provide the ability to meet unforeseen expenditures or revenue losses.

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Operating Reserves</td>
<td>$57,531,437</td>
<td>$28,064,038</td>
<td>$65,349,084</td>
<td>$36,583,782</td>
<td>$57,611,242</td>
</tr>
<tr>
<td>Total Revenue**</td>
<td>$452,881,285</td>
<td>$479,594,860</td>
<td>$494,933,894</td>
<td>$543,639,031</td>
<td>$528,511,392</td>
</tr>
<tr>
<td></td>
<td>12.7%</td>
<td>5.9%</td>
<td>13.2%</td>
<td>6.7%</td>
<td>10.9%</td>
</tr>
</tbody>
</table>

Projected operating reserves are up from the prior year due to the projected surplus, however, the aggressive application of excess reserves to avoid debt will bring these reserves down to consistent levels. The level of operating reserves appears adequate to meet potential unexpected contingencies.

** 2009 Budget includes reserve and surplus carry-forward applications as approved by the Board.
Financial Indicators (continued)

4) Total Municipal Taxes, Water, Sewer and Solid Waste Charges / Per Capita

This indicator is a representation of the per capita cost impact of the region's taxpayer supported services. These costs are passed on to the taxpayer through our member municipalities. The 2009 population is assumed to increase at a rate of 1.5% over 2008.

<table>
<thead>
<tr>
<th></th>
<th>2006 Actual Per Capita</th>
<th>2007 Actual Per Capita</th>
<th>2008 Actual Per Capita</th>
<th>2009 Budget Per Capita</th>
<th>2009 Forecast Per Capita</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Tax Revenue ***</td>
<td>$367,229,493</td>
<td>$396,252,949</td>
<td>$411,960,926</td>
<td>$456,916,062</td>
<td>$445,929,975</td>
</tr>
<tr>
<td>Total Population ****</td>
<td>2,199,121</td>
<td>2,237,559</td>
<td>2,271,224</td>
<td>2,305,292</td>
<td>2,305,292</td>
</tr>
</tbody>
</table>

This increase in per capita cost is consistent with our budget increases in the cost of regional services, particularly water treatment and regional parks. The decrease in the forecast over budget is the result of the projected shortfall Solid Waste User Fees.

---

** 2009 Budget includes reserve and surplus carry-forward applications as approved by the Board.
*** Total Tax Revenue defined as Regional District tax requisition, Water Sales, Sewer & Drainage Levy and Solid Waste User Fees.
Finance Committee Meeting Date: October 15, 2009

To: Finance Committee

From: Phil Trotzuk, Financial Planning & Operations Manager, Finance & Administration

Date: September 10, 2009

Subject: Floating Rate Exposure - May to August 2009

Recommendation:
That the Finance Committee receive the report titled “Floating Rate Exposure - May to August 2009” dated September 10, 2009 for information.

1. PURPOSE

To report on the GVRD’s exposure to interest rate risk from floating rate debt, as required by policy.

2. CONTEXT

By Policy our exposure to floating rate debt is capped at a maximum of 20% of total debt. In the past it has been rare that we have reached or exceeded this limit and our current floating rate percentage is well below the maximum established.

The details of our fixed and floating rate debt are contained on the attached schedule.

3. ALTERNATIVES

Not applicable.

4. CONCLUSION

All Floating Rate Debt continues well below the 20% maximum allowable limit.

Attachment: Schedule 1 - Floating Rate Report
## FIXED DEBT & FLOATING RATE EXPOSURE

### 18-Sep-09

<table>
<thead>
<tr>
<th>January '09</th>
<th>February</th>
<th>March</th>
<th>April</th>
<th>May</th>
<th>June</th>
<th>July</th>
<th>August</th>
</tr>
</thead>
<tbody>
<tr>
<td>GVWD (30)</td>
<td></td>
<td></td>
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</tr>
<tr>
<td><strong>Capital Debt</strong></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Fixed Debt</td>
<td>$704,994,001</td>
<td>$704,994,001</td>
<td>$704,994,001</td>
<td>$764,994,001</td>
<td>$764,994,001</td>
<td>$764,994,001</td>
<td>$764,994,001</td>
</tr>
<tr>
<td>Weighted effective Fixed Rate</td>
<td>5.42%</td>
<td>5.42%</td>
<td>5.42%</td>
<td>5.32%</td>
<td>5.32%</td>
<td>5.32%</td>
<td>5.32%</td>
</tr>
<tr>
<td>Floating Rate Debt</td>
<td>15,354,942</td>
<td>20,619,468</td>
<td>35,769,337</td>
<td>668,165</td>
<td>10,013,858</td>
<td>14,607,508</td>
<td>29,124,723</td>
</tr>
<tr>
<td>Effective Floating Rate</td>
<td>3.14%</td>
<td>2.78%</td>
<td>2.71%</td>
<td>2.78%</td>
<td>2.63%</td>
<td>2.70%</td>
<td>2.90%</td>
</tr>
<tr>
<td><strong>Total Debt</strong></td>
<td>$720,348,943</td>
<td>$725,613,469</td>
<td>$740,763,338</td>
<td>$765,662,166</td>
<td>$775,007,859</td>
<td>$779,601,509</td>
<td>$794,118,724</td>
</tr>
<tr>
<td>Actual Floating Rate Debt</td>
<td>15,354,942</td>
<td>20,619,468</td>
<td>35,769,337</td>
<td>668,165</td>
<td>10,013,858</td>
<td>14,607,508</td>
<td>29,124,723</td>
</tr>
<tr>
<td>Actual Floating Rate Debt as a % of Total Debt</td>
<td>2.1%</td>
<td>2.8%</td>
<td>4.8%</td>
<td>0.1%</td>
<td>1.3%</td>
<td>1.9%</td>
<td>3.7%</td>
</tr>
<tr>
<td>Actual Fixed Debt as a % of Total Debt</td>
<td>97.9%</td>
<td>97.2%</td>
<td>95.2%</td>
<td>99.9%</td>
<td>98.7%</td>
<td>98.1%</td>
<td>96.3%</td>
</tr>
<tr>
<td>GVS&amp;DD - LIQUID WASTE (51)</td>
<td></td>
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<tr>
<td><strong>Capital Debt</strong></td>
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</tr>
<tr>
<td>Weighted effective Fixed Rate</td>
<td>5.82%</td>
<td>5.82%</td>
<td>5.82%</td>
<td>5.82%</td>
<td>5.82%</td>
<td>5.82%</td>
<td>5.82%</td>
</tr>
<tr>
<td>Floating Rate Debt</td>
<td>0</td>
<td>3,489,701</td>
<td>6,471,023</td>
<td>8,296,612</td>
<td>10,116,702</td>
<td>1,930,829</td>
<td>2,859,575</td>
</tr>
<tr>
<td>Effective Floating Rate</td>
<td>3.14%</td>
<td>2.78%</td>
<td>2.71%</td>
<td>2.78%</td>
<td>2.63%</td>
<td>2.70%</td>
<td>2.90%</td>
</tr>
<tr>
<td><strong>Total Debt</strong></td>
<td>$440,790,330</td>
<td>$444,280,031</td>
<td>$447,261,353</td>
<td>$449,086,942</td>
<td>$450,907,032</td>
<td>$442,721,159</td>
<td>$443,649,905</td>
</tr>
<tr>
<td>Max Permitted Floating Debt</td>
<td>110,197,583</td>
<td>110,197,583</td>
<td>110,197,583</td>
<td>110,197,583</td>
<td>110,197,583</td>
<td>110,197,583</td>
<td>110,197,583</td>
</tr>
<tr>
<td>Actual Floating Rate Debt</td>
<td>0</td>
<td>3,489,701</td>
<td>6,471,023</td>
<td>8,296,612</td>
<td>10,116,702</td>
<td>1,930,829</td>
<td>2,859,575</td>
</tr>
<tr>
<td>Actual Floating Rate Debt as a % of Total Debt</td>
<td>0.0%</td>
<td>0.8%</td>
<td>1.4%</td>
<td>1.8%</td>
<td>2.2%</td>
<td>0.4%</td>
<td>0.6%</td>
</tr>
<tr>
<td>Actual Fixed Debt as a % of Total Debt</td>
<td>100.0%</td>
<td>99.2%</td>
<td>98.6%</td>
<td>98.2%</td>
<td>97.8%</td>
<td>99.6%</td>
<td>99.4%</td>
</tr>
<tr>
<td>GVS&amp;DD - SOLID WASTE (60)</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td><strong>Capital Debt</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fixed Debt</td>
<td>$41,098,676</td>
<td>$41,098,676</td>
<td>$41,098,676</td>
<td>$41,098,676</td>
<td>$41,098,676</td>
<td>$41,098,676</td>
<td>$41,098,676</td>
</tr>
<tr>
<td>Weighted effective Fixed Rate</td>
<td>4.77%</td>
<td>4.77%</td>
<td>4.77%</td>
<td>4.77%</td>
<td>4.77%</td>
<td>4.77%</td>
<td>4.77%</td>
</tr>
<tr>
<td>Floating Rate Debt</td>
<td>286,827</td>
<td>345,417</td>
<td>342,627</td>
<td>342,627</td>
<td>342,627</td>
<td>342,627</td>
<td>342,627</td>
</tr>
<tr>
<td>Effective Floating Rate</td>
<td>3.14%</td>
<td>2.78%</td>
<td>2.71%</td>
<td>2.78%</td>
<td>2.63%</td>
<td>2.70%</td>
<td>2.90%</td>
</tr>
<tr>
<td><strong>Total Debt</strong></td>
<td>$41,385,503</td>
<td>$41,444,093</td>
<td>$41,441,303</td>
<td>$41,441,303</td>
<td>$41,441,303</td>
<td>$41,441,303</td>
<td>$41,441,303</td>
</tr>
<tr>
<td>Actual Floating Rate Debt</td>
<td>286,827</td>
<td>345,417</td>
<td>342,627</td>
<td>342,627</td>
<td>342,627</td>
<td>342,627</td>
<td>342,627</td>
</tr>
<tr>
<td>Actual Floating Rate Debt as a % of Total Debt</td>
<td>0.7%</td>
<td>0.8%</td>
<td>0.8%</td>
<td>0.8%</td>
<td>0.8%</td>
<td>0.8%</td>
<td>0.8%</td>
</tr>
<tr>
<td>Actual Fixed Debt as a % of Total Debt</td>
<td>99.3%</td>
<td>99.2%</td>
<td>99.2%</td>
<td>99.2%</td>
<td>99.2%</td>
<td>99.2%</td>
<td>99.2%</td>
</tr>
<tr>
<td><strong>Total Fixed Utility Debt (above)</strong></td>
<td>$1,186,883,007</td>
<td>$1,186,883,007</td>
<td>$1,186,883,007</td>
<td>$1,246,883,007</td>
<td>$1,246,883,007</td>
<td>$1,246,883,007</td>
<td>$1,246,883,007</td>
</tr>
<tr>
<td>Regional District Fixed (Park Debt)</td>
<td>$13,250,001</td>
<td>$13,250,001</td>
<td>$13,250,001</td>
<td>$13,250,001</td>
<td>$13,250,001</td>
<td>$12,015,000</td>
<td>$12,015,000</td>
</tr>
<tr>
<td>Direct Regional District Liability</td>
<td>$1,200,133,008</td>
<td>$1,200,133,008</td>
<td>$1,260,133,008</td>
<td>$1,260,133,008</td>
<td>$1,260,133,008</td>
<td>$1,258,898,007</td>
<td>$1,258,898,007</td>
</tr>
<tr>
<td><strong>Total Floating</strong></td>
<td>$15,641,769</td>
<td>$24,454,586</td>
<td>$42,582,987</td>
<td>$9,307,404</td>
<td>$20,473,187</td>
<td>$16,880,964</td>
<td>$32,326,925</td>
</tr>
<tr>
<td>Floating Percent of Total</td>
<td>1.30%</td>
<td>2.04%</td>
<td>3.55%</td>
<td>0.74%</td>
<td>1.62%</td>
<td>1.34%</td>
<td>2.57%</td>
</tr>
</tbody>
</table>

**Schedule 1**
To: Water Committee
   Waste Management Committee
   Finance Committee

From: Frank Huber, Division Manager, Engineering Support & Technical Services, Engineering & Construction
      Phil Trotzuk, Financial Planning and Operations Manager, Finance & Administration Department

Date: September 22, 2009

Subject: Status of Utilities Capital Expenditures to August 31, 2009

Recommendation:

That the Committee receive the report titled Status of Utilities Capital Expenditures to August 31, 2009, dated September 22, 2009, for information.

1. PURPOSE

To report to the Committees on the status of utilities capital expenditures.

2. CONTEXT

This is the second in a series of three reports on capital expenditures for 2009 which follows the Capital Expenditure reporting process as approved by the Board. This process provides for regular status reports on capital expenditures with interim reports sent to the Waste Management, Water and Finance Committees in June and October and a final year-end report to the Committees and Board in April.

In addition to this report, due to its size and complexity, separate detailed updates on the Seymour-Capilano Filtration Project are provided to the Water Committee and Board quarterly.

The capital projects are separated into two types: “Ongoing” and “Completed”. Narrative information is provided describing key aspects of specific projects and each project is presented in the context of Total Projected Project Costs to Completion as compared to the Total Approved Budget.

Appendix A contains summary information on “Ongoing Projects” and “Completed Projects”. The information presented is for Total Project Completion which will generally cover multiple years.
Ongoing Capital Projects:

The Water District is projecting a favourable variance of $59.36 million (3.9%) upon completion of ongoing projects.

The Sewerage and Drainage District is also projecting a favourable variance of $16.27 million (6.0%) upon completion of ongoing projects.

Completed Capital Projects:

These are projects that were completed during 2009, some of which extended over multiple years. Overall, the Water District and the Sewerage and Drainage District completed projects year-to-date are favourable by $2.55 million (9.8%) and $0.47 million (1.4%), respectively.

Narrative information for specific projects is presented in Appendix B with individual project financial information included as follows: Schedule 1 – Water and Schedule 2 – Sewerage and Drainage (both Liquid and Solid Waste).

Attachments:

Appendix A: Capital Expenditure Summary Information as at August 31, 2009
Schedule 1: Water District Capital Expenditures (eRIM # 004972499)
Schedule 2: Sewerage & Drainage District Capital Expenditures (eRIM # 004972481)
Appendix B: Capital Project Status Information as at August 31, 2009
## Capital Expenditure Summary Information
### As at August 31, 2009

### Ongoing Projects

<table>
<thead>
<tr>
<th></th>
<th>Total Projected Expenditures to Completion</th>
<th>ACE/ Total Budget</th>
<th>Projected Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Water</td>
<td>$1,471,578,320</td>
<td>$1,530,935,274</td>
<td>$59,356,954</td>
</tr>
<tr>
<td>Sewerage and Drainage</td>
<td>$253,559,201</td>
<td>$269,829,026</td>
<td>$16,269,825</td>
</tr>
<tr>
<td><strong>Total Ongoing Projects:</strong></td>
<td><strong>$1,725,137,521</strong></td>
<td><strong>$1,800,764,300</strong></td>
<td><strong>$75,626,779</strong></td>
</tr>
</tbody>
</table>

### 2009 Completed Projects

<table>
<thead>
<tr>
<th></th>
<th>Total Actual Expenditures</th>
<th>ACE/ Total Budget</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Water</td>
<td>$23,457,127</td>
<td>$26,011,000</td>
<td>$2,553,873</td>
</tr>
<tr>
<td>Sewerage and Drainage</td>
<td>$33,792,468</td>
<td>$34,263,000</td>
<td>$470,532</td>
</tr>
<tr>
<td><strong>Total Completed Projects:</strong></td>
<td><strong>$57,249,595</strong></td>
<td><strong>$60,274,000</strong></td>
<td><strong>$3,024,405</strong></td>
</tr>
</tbody>
</table>
THIS PAGE LEFT BLANK INTENTIONALLY.
1. **Greater Vancouver Water District**

   Major GVWD capital projects are generally proceeding on schedule and within budget. The following capital program items and exceptions are highlighted:

   i) **Drinking Water Treatment Program**

      - Construction of the Seymour-Capilano Filtration Project (SCFP) continues. As of the end of August 2009, twin tunnels completion is 55% and the balance of the project is at 97% overall completion. The filtration plant is substantially complete and commissioning of the plant is underway. The filtration plant is currently scheduled to start staged operation by the end of this year. The tunnel completion contractor mobilized in April 2009 and tunneling resumed in the treated and raw water tunnels in July and August, respectively.

      - Detailed design for the Coquitlam UV disinfection project including the new ultraviolet disinfection facility, operations and maintenance centre, and upgrades to the existing ozone generation facility is 60% complete. Specifications for the procurement of major equipment are being developed, with the request for proposals scheduled for the 4th quarter of 2009. Construction is scheduled for 2010 - 2011.

   ii) **Infrastructure Growth Program**

      - Construction of Capilano Main No. 5 was completed, between Selkirk Street and Kersland Reservoir in Queen Elizabeth Park, in summer 2008. Final tie-ins were completed this spring and the main was put into service prior to the peak demand season. This new facility will bring significant improvement to the water supply capability of the Little Mountain Reservoir and Pump Station.

      - Construction of 16th Ave Main No. 2, between Crown Street and Trafalgar Street, commenced in June 2009 and is 80% complete. Completion of this new facility will improve water supply capacity, system reliability and redundancy to the City of Vancouver as well as to the University Endowment Lands. Construction and final restoration are scheduled to be complete by December prior to the 2010 Winter Games.

      - An award for the preliminary and detailed design of Barnston/Maple Ridge Pump Station was made in August 2009. Completion of the design work is scheduled for the end of 2010 and construction of the new pump station by the end of 2012. Completion of the pump station will significantly increase water supply capacity to Langley, Surrey and Maple Ridge during the peak demand season.
iii) **Infrastructure Maintenance Program**

- The replacement of the Supervisory Control and Data Acquisition (SCADA) system for the water system and sewer collection system, including the associated system configuration and programming assignment, is complete. However, work continues on the new filtration plant control system.

- Installation of Douglas Road Main No. 2 – Stage 2 (Canada Way South Section) including final restoration has been fully completed.

- Installation of 25th Avenue Main No. 2 – Phase 1 (Cambie St. to Fraser St.) and Phase 2 (Fraser St. to Kingsway) has been fully completed. Construction of Phase 3 (Kingsway to Victoria Dr./22nd Ave.) is scheduled to commence in September and be completed before year end.

iv) **Infrastructure Risk Management Program**

- Preparation for a request for proposals for preliminary design of the proposed tunneled crossing of Burrard Inlet at 2nd Narrows is substantially complete and is expected to be issued in early Fall 2009. Preliminary discussions have been held with the affected municipalities on either side of the crossing. Port Metro Vancouver has expressed an interest in this project to enhance ship passage through the Second Narrows.

- Work on the Seymour Falls Dam Seismic Upgrade project is substantially complete. Tasks remaining include some replanting, installation of public amenities at the dam site, operations structure replacement, and mainline road repaving. It is anticipated that these ancillary tasks will be completed by late 2009.

- Detailed design for seismic upgrading of Capilano Main No. 5 (Capilano River pipe bridge crossing) is complete. Application for permits is underway. Site preparation is scheduled for late 2009 and construction of a new pipe crossing is tentatively scheduled for Spring 2010.

- Work on seismic upgrading of Capilano Mains No. 4 and 5 at the North Shaft of the 1st Narrows crossing has been delayed to coordinate with soil remediation being undertaken by Environment Canada (EC) at the Pacific Environmental Centre site at the south foot of Capilano Road in North Vancouver. A staged upgrade program has been developed and detailed design is substantially complete. There are indications that the remediation work by EC will take longer than anticipated.

- Design of the new tunneled crossing of the Fraser River at Port Mann is substantially complete. Design reviews are currently underway. Discussions continue with the Gateway Program to ensure that property and construction issues are coordinated, although delays in resolving these matters are impacting the project schedule. Permitting for the project also continues. The pre-qualification/tender process for construction is expected to commence in Fall 2009 once the property issue is resolved.

- Seismic upgrade of the Cambie-Richmond Mains (Fraser River North Arm crossing) is now complete, including both the ground densification contract and the contract for repairs to the mains attached to the underside of the Oak St. Bridge, as well as the final system tie-ins.
v) **Infrastructure Upgrade Program**

- A request for proposal is being prepared to assess the feasibility of generating hydroelectric power at Cleveland Dam and is expected to be issued in Fall 2009. The Province has confirmed that they are supportive of MV exploring this project. It is estimated that the power plant could generate between 16 and 20 megawatts of clean, sustainable power. This project is being coordinated with the Capilano/Seymour Water Use Planning process.

- Detailed design for the Central Park Distribution System Optimization is well under way and is scheduled for construction in early 2010. Completion of this project will provide increased flexibility for the operation of the water system at Central Park and increased water flows into the Tilbury Main for distribution to the southern municipalities of the region.

vi) **Infrastructure Boundary Road Main No. 5 Program**

- Phases 1 and 2 – Installation work is complete.

- Phase 3 - Construction of this phase has been divided into two sections. Pipe installation for the West Section located in Vancouver is complete. Installation for the East Section located in Burnaby was awarded in October 2008 and pipe installation and hydrostatic testing is complete. Final system tie-ins are expected to be complete in September 2009. The entire Boundary Road Main No. 5 (9.5 km in length) is expected to be commissioned and put into service by Fall 2009.

2. **Greater Vancouver Sewerage & Drainage District**

a) Liquid Waste

Major GVS&DD liquid waste capital projects are generally proceeding on schedule and within budget. The following capital program items and exceptions are highlighted:

i) **Infrastructure Growth Program**

- FSA – Annacis Island WWTP Stage 5 Trickling Filter Pump – Design is approximately 15% complete with construction scheduled for 2010.

- FSA – North Surrey Interceptor, 104th Avenue Section Extension – Pipe installation and chamber construction was completed in 2008. Final resolution of construction claims is underway.

- FSA – South Surrey Interceptor Twinning, King George Section – Detailed design is 75% complete and pipe tender is expected to be issued in November. Property acquisition and public consultation are underway.
ii) **Infrastructure Maintenance Program**

- VSA - Columbia Pump Station – Construction is complete and the station was put into service in August 2008. Final resolution of construction claims is underway.

- VSA/NSSA – Motor Control Centre (MCC) Replacement and Control/Instrumentation Programs – These projects continue to be behind schedule due to limited electrical engineering resources; however, schedule improvements continue to be made. The earlier phases of the program are anticipated to be complete by early 2010. The 2009 phases of MCC replacement are underway and expected to be complete by late 2010.

- FSA – Annacis Island WWTP Disinfection System – Tendering period has closed. All four pre-qualified contractors submitted a tender for the main construction work, which is scheduled to commence in October 2009.

- NSA – Lions Gate WWTP Digester No. 4 Refurbishment – Design is 60% complete with construction scheduled to commence in February 2010.

iii) **Infrastructure Risk Management Program**

- VSA - Jervis Forcemain - Tunneling under False Creek, by horizontal directional drilling has been completed. Installation work has started on the Planetarium Section (False Creek to 4th Ave. and Pine St). It is expected that construction will be complete by year end.

iv) **Infrastructure Upgrade Program**

- FSA - New Westminster CSO Storage Facility and Poplar Landing Sewer – Construction of all three major project components, including the CSO storage tank, the Poplar Landing sewer and the control building, is complete. Following testing, commissioning and correction of deficiencies, the facility will be put into service in Fall 2009. Resolution of construction claims arising from both the storage tank and sewer installation contracts is being coordinated with the City of New Westminster.

- FSA – Sapperton Pump Station – Design flows for the new pump station have now been finalized. Design will recommence once final resolution of design fees is reached with the engineering consultant. Construction is planned for 2010 - 2012.

- VSA – Jervis Forcemain Extension to 8th Ave interceptor – A construction contract has been awarded to a tunneling contractor. Construction is scheduled to commence in April 2010 following the 2010 Winter Games.

v) **Opportunity Program**

- LSA – Lulu Island WWTP Biogas Microsludge – Final external funding contributions for this project have been secured. Confirmation of scope and budget is underway. Anticipated construction completion is spring 2011.
b) Solid Waste

i) Landfills Program

- The Coquitlam Landfill Flyash Cell No. 2 cover construction is planned for the third quarter of 2009.

ii) Waste-to-Energy Facility Program

- The NOx Reduction Project is on hold pending funding decisions from senior levels of government.

- The Air Cooled Condenser design work is substantially completed.

- Detailed design work for the Seismic Upgrade is scheduled to begin in the third quarter of 2009.

- Clean Room Construction is scheduled for completion in the third quarter of 2009.
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### Schedule 1

#### On-going Grand Totals

**Project** | **Total Project** | **Total Project Budget** | **Total Project Variance** | **Percent Complete**<sup>(Y/N)</sup> | **Note** | **Comments**
--- | --- | --- | --- | --- | --- | ---
Seymour Capilano Filtration Project | 784,000,000 | 820,000,000 | 36,000,000 | (a)(h)(j) | 68% | N Twin tunnels behind schedule.
A0049 DWTP Ozone Primary Disinf Cons | 41,636,475 | 44,900,000 | 3,263,525 | (d) | 99% | Y
A0165 Coq UV Disinfect Detal Design | 5,750,000 | 5,750,000 | - | - | 60% | Y
A0163 Coq UV Disinfect Construction | 110,000,000 | 110,000,000 | - | - | 4% | Y
A0037 Sasamat Pump Station | 115,000 | 115,000 | - | - | 82% | Y
A0036 Maple Ridge Main Stage II | 780,000 | 780,000 | - | - | (b) | 69% | Y
A0035 Coq Main No 4 Slg 1 Intake | 1,100,000 | 1,100,000 | - | - | 13% | Y
A0034 Cape Horn Reservoir Unit 2 | 420,000 | 420,000 | - | - | - | 49% | Y
A0033 Barnston MR Pump Station | 200,000 | 200,000 | - | (c) | 99% | Y
#### Completed Grand Totals

Total Project | 23,457,127 | 26,011,000 | 2,553,873 |

---

**Infrastructure Upgrade Cap** | 2,438,000,000 | 2,438,000,000 | - | - | - | -

---

**Infrastructure Maintenance Cap** | 60,613,903 | 61,945,000 | 1,313,097 | 61% | Y

---

**Infrastructure Growth Cap** | 59,076,759 | 64,638,000 | 5,559,241 | 64% | Y

---

**Infrastructure Risk Mgmt Cap** | 301,769,694 | 312,740,000 | 10,970,306 | 104% | Y

---

**Drinking Water Treatment Cap** | 941,386,475 | 980,650,000 | 39,263,525 | 100% | Y

---

**Schedule 1**

### Water District Capital Expenditures

As of Aug 31, 2009

---

**Water District Capital Expenditures**

<table>
<thead>
<tr>
<th>Project ID</th>
<th>Project Description</th>
<th>Actuals</th>
<th>Budget</th>
<th>Variance</th>
<th>Note</th>
<th>Comments</th>
</tr>
</thead>
</table>
| A0002 | Des and Cons Remed E2 Shaft P1 | 1,500,000 | 1,500,000 | - | - | 95% | Y
| A0050 | SCADA Replacement Project | 3,000,000 | 3,000,000 | - | - | 95% | Y
| A0075 | Phase 2Rem Cons E2 Drain Cl Da | 850,000 | 850,000 | - | - | 95% | Y
| A0119 | SCADA Replacement Proj Des | 500,000 | 500,000 | - | - | 95% | Y
| A0134 | Douglas Road Main 2 Stage 1 | 12,500,000 | 12,500,000 | - | - | 99% | Y
| A0138 | 25th Ave Main RAV Project | 500,000 | 500,000 | - | - | 99% | Y
| A0146 | Douglas Rd Main 2 Stage II | 10,245,902 | 11,000,000 | 754,098 | (a)(d) | 99% | Y
| A0148 | 25th Ave Main No 2 Design | 500,000 | 500,000 | - | - | 99% | Y
| A0150 | Douglas Rd Mn2-13 Ave Sect Des | 700,000 | 700,000 | - | - | 90% | Y
| A0151 | 25th Ave Main 2 Constr | 7,194,857 | 12,000,000 | 4,805,143 | (a)(d) | 99% | Y
| A0156 | Tilbury Angus Scour Protection | 1,966,000 | 1,988,000 | - | - | 95% | Y
| A0168 | Cleveland Dam Elevator Replace | 1,600,000 | 1,600,000 | - | - | 1% | Y
| A0169 | DRMZ Royal Oak Prebuild | 2,000,000 | 2,000,000 | - | - | 0% | Y
| A0170 | DRMZ 13th Ave Section Pipes | 16,000,000 | 16,000,000 | - | - | 1% | Y
| A0014 | CD Fish Hatch Impact Mitig | 42,957,985 | 47,800,000 | 4,842,015 | (d)(e) | 97% | Y
| A0018 | Design Sec Narrows Tun Bur Inl | 850,000 | 850,000 | - | - | 99% | Y
| A0024 | Seymour Falls Dam Seismic Cons | 4,000,000 | 4,000,000 | - | - | 97% | Y
| A0026 | Van Hts Res Remedial Work | 5,750,000 | 5,750,000 | - | - | 90% | Y
| A0101 | Capilano Main 5 Seismic Upg Des | 1,550,000 | 1,550,000 | - | - | 95% | Y
| A0114 | Cap Main 1st Narw Seis Upg Des | 250,000 | 250,000 | - | - | 99% | N Coordinating with Environment Canada.
| A0116 | Seism Up Kers LMtn CenPk West | 230,000 | 230,000 | - | - | 67% | Y Complex geotechnical and structural conditions.
| A0130 | P Mann FR Xing No 2 Detail Des | 3,940,000 | 3,900,000 | (40,000) | (f) | 95% | N Project Complete. Minor on-going costs.
| A0135 | Cambie Richm Mains Seis Const | 6,760,000 | 6,760,000 | - | - | 99% | Y Project Complete. Minor on-going costs.
| A0145 | Whatley Reservoir Upgrade | 2,622,720 | 3,500,000 | 877,280 | (a)(d) | 95% | Y
| A0160 | Cleveland Dam ADAS Phase II | 800,000 | 800,000 | - | - | 32% | Y
| A0162 | P Mann Water Supply Tunnel Con | 199,000,000 | 199,000,000 | - | - | 0% | Y
| A0167 | Second Narrows Water Tunnel | 1,500,000 | 1,500,000 | - | - | 1% | N Pre-design not started due to resource limitations.
| A0172 | Newton Res Seismic Upg Design | 300,000 | 300,000 | - | - | 48% | Y Water supply scheme to South Delta under review.
| A0174 | South Delta Main No 3 | 300,000 | 300,000 | - | - | 0% | N
| A0177 | Seis Upg Design 4 Pump Station | 250,000 | 250,000 | - | - | 0% | Y
| A0158 | Water Meter Upgrades | 180,000 | 180,000 | - | - | 0% | Y Delayed pending confirmation of chamber location.
| A0159 | Pt Moody Connector Main Meter | 400,000 | 400,000 | - | - | 0% | Y
| A0161 | Capilano Power Feasibl Study | 250,000 | 250,000 | - | - | 0% | Y
| A0175 | Water Optimization Auto Intru | 1,608,000 | 1,608,000 | - | - | 15% | Y
| A0097 | Boundary Rd Main No 5 I North | 21,500,000 | 21,500,000 | - | - | 99% | Y
| A0142 | Boundary Road Main 5 Phase 2 | 19,500,000 | 19,500,000 | - | - | 98% | Y

---

### As of Aug 31, 2009

Water supply scheme to South Delta under limitations.

Delayed pending confirmation of chamber location.
# Water District Capital Expenditures
## As of Aug 31, 2009

### Total Project

<table>
<thead>
<tr>
<th>Program</th>
<th>Project ID</th>
<th>Project Description</th>
<th>Project Total</th>
<th>Project Complete</th>
<th>Project Schedule?</th>
</tr>
</thead>
<tbody>
<tr>
<td>8.8</td>
<td>A0143</td>
<td>Boundary Rd Main 5 South Desig</td>
<td>1,000,000</td>
<td>99%</td>
<td>Y</td>
</tr>
<tr>
<td>8.8</td>
<td>A0149</td>
<td>Boundary Rd Main No 5 Phase 3</td>
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<td>71%</td>
<td>Y</td>
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<tr>
<td>8.8</td>
<td>A0154</td>
<td>Boundary Rd Main No 5 BHPS</td>
<td>7,500,000</td>
<td>99%</td>
<td>Y</td>
</tr>
<tr>
<td><strong>Infrastructure Main 5 Cap</strong></td>
<td></td>
<td></td>
<td>88,500,000</td>
<td><strong>88,500,000</strong></td>
<td><strong>-</strong></td>
</tr>
<tr>
<td>8.8</td>
<td>A8000</td>
<td>South Fraser Perimeter Rd</td>
<td>304,079</td>
<td>1%</td>
<td>Y</td>
</tr>
<tr>
<td>8.8</td>
<td>A8001</td>
<td>Hwy 1 Widen and PM Bridge Twin</td>
<td>100,000</td>
<td>50%</td>
<td>Y</td>
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<tr>
<td>8.8</td>
<td>A8002</td>
<td>N Fraser Perimeter Pit R Brdg</td>
<td>2,861,195</td>
<td>24%</td>
<td>Y</td>
</tr>
<tr>
<td>8.8</td>
<td>A8003</td>
<td>N Fraser Perim Lougheed Pit M</td>
<td>10,000</td>
<td>44%</td>
<td>Y</td>
</tr>
<tr>
<td>8.8</td>
<td>A8004</td>
<td>Border Infrast Proj Waterworks</td>
<td>75,000</td>
<td>51%</td>
<td>Y</td>
</tr>
<tr>
<td><strong>Infrastructure Relocation Cap</strong></td>
<td></td>
<td></td>
<td>3,350,274</td>
<td><strong>3,350,274</strong></td>
<td><strong>-</strong></td>
</tr>
<tr>
<td>8.8</td>
<td>A0176</td>
<td>Kathleen Building Acquisition</td>
<td>14,443,215</td>
<td>99%</td>
<td>Y</td>
</tr>
<tr>
<td><strong>Infrastructure Opportunity Prgm Cap</strong></td>
<td></td>
<td></td>
<td>14,443,215</td>
<td><strong>16,676,000</strong></td>
<td><strong>2,232,785</strong></td>
</tr>
</tbody>
</table>

**Total Net Revenues and Expenditures of On-going Projects**  
1,471,578,320  
1,530,935,274  
59,356,954

### COMPLETED PROJECTS

<table>
<thead>
<tr>
<th>Program</th>
<th>Project ID</th>
<th>Project Description</th>
<th>Project Total</th>
<th>Project Complete</th>
<th>Project Schedule?</th>
</tr>
</thead>
<tbody>
<tr>
<td>8.8</td>
<td>A0052</td>
<td>GVWD Res Circ Program</td>
<td>741,440</td>
<td>100%</td>
<td></td>
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<tr>
<td>8.8</td>
<td>A0053</td>
<td>DWTP Second Disinfect Cons</td>
<td>9,757,047</td>
<td>(d) 100%</td>
<td></td>
</tr>
<tr>
<td>8.8</td>
<td>A0137</td>
<td>Coquitlam Ozone Generator</td>
<td>298,824</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td>8.8</td>
<td>A0113</td>
<td>Coquitlam Ozone Standby Power</td>
<td>157,296</td>
<td>(i) 100%</td>
<td></td>
</tr>
<tr>
<td>8.8</td>
<td>A0132</td>
<td>Coq UV Disinfection Predesign</td>
<td>999,769</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td><strong>Drinking Water Treatment Cap</strong></td>
<td></td>
<td></td>
<td>11,954,376</td>
<td><strong>12,461,000</strong></td>
<td><strong>506,624</strong></td>
</tr>
<tr>
<td>8.8</td>
<td>A0030</td>
<td>44th Ave Main Stg 1 Cons</td>
<td>5,436,197</td>
<td>(a)(d) 100%</td>
<td></td>
</tr>
<tr>
<td><strong>Infrastructure Growth Cap</strong></td>
<td></td>
<td></td>
<td>5,436,197</td>
<td><strong>7,000,000</strong></td>
<td><strong>1,563,803</strong></td>
</tr>
<tr>
<td>8.8</td>
<td>A0023</td>
<td>Seis Upgrade Kersland Res</td>
<td>3,041,672</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td>8.8</td>
<td>A0051</td>
<td>LS Conservation Res Access Imp</td>
<td>3,024,882</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td><strong>Infrastructure Risk Mgmt Cap</strong></td>
<td></td>
<td></td>
<td>6,066,554</td>
<td><strong>6,550,000</strong></td>
<td><strong>483,446</strong></td>
</tr>
</tbody>
</table>

**Total Net Revenues and Expenditures of Completed Projects**  
23,457,127  
26,011,000  
2,553,873

### Notes:

- (a) Competitive construction market resulted in a positive variance.
- (b) GVWD share - 59.80%. Maple Ridge share - 40.20% (37615 or A0036).
- (c) GVWD share - 39.18%. Maple Ridge share - 14.09% : Langley share - 46.73%. (37805 or A0032)
- (d) Full contingency not required.
- (e) Actual Expenditures are net of revenue.
- (f) Increased design engineering fees associated with complex geotechnical and structural conditions.
- (g) Allowance for additional fisheries impact mitigation not required.
- (h) Separate quarterly status reports for the Seymour-Capilano Filtration Project are being provided to the Water Committee and GVWD Board.
- (i) Under budget due to scope change.
- (j) Projected final cost of twin tunnels component will be dependant upon the results of future litigation.
### Sewerage and Drainage District Capital Expenditures

**As of Aug 31, 2009**

**Schedule 2**

<table>
<thead>
<tr>
<th>On-going Grand Totals</th>
<th>Completed Grand Totals</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>253,559,201</td>
<td>269,629,026</td>
<td>16,269,825</td>
<td></td>
</tr>
<tr>
<td>33,792,468</td>
<td>34,263,000</td>
<td>470,532</td>
<td></td>
</tr>
</tbody>
</table>

#### SD Infrastructure Growth

**SD Infrastructure Growth**

<table>
<thead>
<tr>
<th>Project</th>
<th>Current</th>
<th>Budget</th>
<th>Var</th>
<th>Y/N</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>N0001 Columbia St Pump Stn Uppr Con</td>
<td>10,650,000</td>
<td>10,650,000</td>
<td>-</td>
<td>96%</td>
<td>Y</td>
</tr>
<tr>
<td>N0046 Cost Alloc Billing Network</td>
<td>5,230,000</td>
<td>5,230,000</td>
<td>-</td>
<td>90%</td>
<td>Y</td>
</tr>
<tr>
<td>N0197 IWWTP 2004 Motor Cont Ctr Rep</td>
<td>625,000</td>
<td>625,000</td>
<td>-</td>
<td>98%</td>
<td>Y</td>
</tr>
<tr>
<td>N0191 Iona Outfall Jetty Repairs PH3</td>
<td>624,557</td>
<td>700,000</td>
<td>75,443 (2)</td>
<td>84%</td>
<td>Y</td>
</tr>
<tr>
<td>N0192 IWWTP Sed Tanks Struct Assess</td>
<td>200,000</td>
<td>200,000</td>
<td>-</td>
<td>90%</td>
<td>Y</td>
</tr>
<tr>
<td>N0193 Chilco Forcemain Replacement</td>
<td>1,083,831</td>
<td>1,430,000</td>
<td>346,169 (1)</td>
<td>99%</td>
<td>Y</td>
</tr>
<tr>
<td>N0213 LGWWTP Raw SewPump Eng Dr Rep</td>
<td>1,458,766</td>
<td>1,750,000</td>
<td>291,234 (4)</td>
<td>96%</td>
<td>N</td>
</tr>
<tr>
<td>N0214 LGWWTP Oper Bldg Ren Design</td>
<td>200,000</td>
<td>200,000</td>
<td>-</td>
<td>59%</td>
<td>Y</td>
</tr>
<tr>
<td>N0287 Iona Outfall Control Chamber</td>
<td>536,396</td>
<td>650,000</td>
<td>113,604 (2)</td>
<td>91%</td>
<td>Y</td>
</tr>
<tr>
<td>N0290 Iona Is WWTP Control and Ins</td>
<td>750,000</td>
<td>750,000</td>
<td>-</td>
<td>84%</td>
<td>Y</td>
</tr>
<tr>
<td>N0294 IWWTP 2005 MCC Replacement</td>
<td>600,000</td>
<td>600,000</td>
<td>-</td>
<td>99%</td>
<td>N</td>
</tr>
<tr>
<td>N0296 Glenegas PS 2 5 Rehab Design</td>
<td>400,000</td>
<td>400,000</td>
<td>-</td>
<td>21%</td>
<td>N</td>
</tr>
<tr>
<td>N0297 AIWWTP Liquid Disinfect System</td>
<td>1,390,000</td>
<td>1,390,000</td>
<td>-</td>
<td>99%</td>
<td>N</td>
</tr>
<tr>
<td>N0300 Glenegas PS3 Construction</td>
<td>900,000</td>
<td>900,000</td>
<td>-</td>
<td>88%</td>
<td>Y</td>
</tr>
<tr>
<td>N0303 Iona WWTP Control Instrument</td>
<td>750,000</td>
<td>750,000</td>
<td>-</td>
<td>83%</td>
<td>Y</td>
</tr>
<tr>
<td>N0304 Lions Gate Control Instrument</td>
<td>400,000</td>
<td>400,000</td>
<td>-</td>
<td>98%</td>
<td>Y</td>
</tr>
<tr>
<td>N0306 LGWWTP 2006 MCC Replacement</td>
<td>550,000</td>
<td>550,000</td>
<td>-</td>
<td>20%</td>
<td>N</td>
</tr>
<tr>
<td>N0307 Iona LGWWTP 2006 MCC Replacement</td>
<td>700,000</td>
<td>700,000</td>
<td>-</td>
<td>33%</td>
<td>N</td>
</tr>
<tr>
<td>N0309 LGWWTP Digest4 Refurbishment</td>
<td>580,000</td>
<td>580,000</td>
<td>-</td>
<td>60%</td>
<td>N</td>
</tr>
<tr>
<td>N0315 Marshend PS Design</td>
<td>800,000</td>
<td>800,000</td>
<td>-</td>
<td>52%</td>
<td>Y</td>
</tr>
<tr>
<td>N0318 FSA Sewer Repair</td>
<td>2,000,000</td>
<td>2,000,000</td>
<td>-</td>
<td>67%</td>
<td>N</td>
</tr>
<tr>
<td>N0321 LGWWTP Control Instrument 2008</td>
<td>300,000</td>
<td>300,000</td>
<td>-</td>
<td>11%</td>
<td>Y</td>
</tr>
<tr>
<td>N0322 IWWTP Control Instrument 2008</td>
<td>500,000</td>
<td>500,000</td>
<td>-</td>
<td>4%</td>
<td>Y</td>
</tr>
<tr>
<td>N0323 LGWWTP O&amp;M Facility Constr</td>
<td>300,000</td>
<td>300,000</td>
<td>-</td>
<td>0%</td>
<td>Y</td>
</tr>
<tr>
<td>N0325 Glenegas PS 1 Rehab</td>
<td>500,000</td>
<td>500,000</td>
<td>-</td>
<td>0%</td>
<td>N</td>
</tr>
<tr>
<td>N0326 IWWTP CEPT System Replacement</td>
<td>7,000,000</td>
<td>7,000,000</td>
<td>-</td>
<td>11%</td>
<td>N</td>
</tr>
<tr>
<td>N0328 Crescent Scour Protect</td>
<td>1,038,000</td>
<td>1,038,000</td>
<td>-</td>
<td>5%</td>
<td>Y</td>
</tr>
<tr>
<td>N0329 Highbury Scour Protect</td>
<td>236,500</td>
<td>236,500</td>
<td>-</td>
<td>0%</td>
<td>Y</td>
</tr>
<tr>
<td>N0330 IWWTP IPS Liner &amp; Grt Repair</td>
<td>267,000</td>
<td>267,000</td>
<td>-</td>
<td>2%</td>
<td>N</td>
</tr>
<tr>
<td>N0332 AIWWTP Disinfection Const.</td>
<td>13,000,000</td>
<td>13,000,000</td>
<td>-</td>
<td>10%</td>
<td>N</td>
</tr>
<tr>
<td>N0333 LGWWTP Dig 4 Refurbishment</td>
<td>7,360,000</td>
<td>7,360,000</td>
<td>-</td>
<td>4%</td>
<td>N</td>
</tr>
<tr>
<td>N0336 IWWTP 2009 MCC Replacement</td>
<td>1,375,000</td>
<td>1,375,000</td>
<td>-</td>
<td>5%</td>
<td>N</td>
</tr>
<tr>
<td>N0337 LGWWTP 2009 MCC Replacement</td>
<td>830,000</td>
<td>830,000</td>
<td>-</td>
<td>5%</td>
<td>N</td>
</tr>
<tr>
<td>N0340 Lions Gate Ctrl and Instr Rep</td>
<td>200,000</td>
<td>200,000</td>
<td>-</td>
<td>0%</td>
<td>Y</td>
</tr>
<tr>
<td>N0341 Iona Control and Instr Replace</td>
<td>500,000</td>
<td>500,000</td>
<td>-</td>
<td>0%</td>
<td>Y</td>
</tr>
<tr>
<td>N0342 Coquitlam Interceptor Repair</td>
<td>3,800,000</td>
<td>3,800,000</td>
<td>-</td>
<td>0%</td>
<td>Y</td>
</tr>
</tbody>
</table>

**SD Infrastructure Maint Cap**

<table>
<thead>
<tr>
<th>Project</th>
<th>Current</th>
<th>Budget</th>
<th>Var</th>
<th>Y/N</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>N0022 Sys Air Mgmt Odour Control</td>
<td>80,000</td>
<td>80,000</td>
<td>-</td>
<td>40%</td>
<td>Y</td>
</tr>
<tr>
<td>N0056 FSA Easement Acquisition Progr</td>
<td>1,500,000</td>
<td>1,500,000</td>
<td>-</td>
<td>32%</td>
<td>Y</td>
</tr>
<tr>
<td>N0067 South Surrey Inter Rehab Design</td>
<td>200,000</td>
<td>200,000</td>
<td>-</td>
<td>33%</td>
<td>Y</td>
</tr>
<tr>
<td>N0301 Jervis FM False Creek Crossing</td>
<td>6,000,000</td>
<td>6,000,000</td>
<td>-</td>
<td>86%</td>
<td>N</td>
</tr>
<tr>
<td>N0310 Jervis Force Main Planetarium</td>
<td>500,000</td>
<td>500,000</td>
<td>-</td>
<td>99%</td>
<td>Y</td>
</tr>
<tr>
<td>N0311 Highbury Int Siphon Upgrade</td>
<td>500,000</td>
<td>500,000</td>
<td>-</td>
<td>50%</td>
<td>Y</td>
</tr>
<tr>
<td>N0313 Coquitlam Interceptor Repair</td>
<td>150,000</td>
<td>150,000</td>
<td>-</td>
<td>49%</td>
<td>Y</td>
</tr>
<tr>
<td>N0319 Jervis Planetarium</td>
<td>9,000,000</td>
<td>9,000,000</td>
<td>-</td>
<td>18%</td>
<td>Y</td>
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<tr>
<td>N0327 LGWWTP REF of DSST1 Design</td>
<td>900,000</td>
<td>900,000</td>
<td>-</td>
<td>5%</td>
<td>Y</td>
</tr>
<tr>
<td>N0331 Highbury Siphon Repair Const</td>
<td>4,000,000</td>
<td>4,000,000</td>
<td>-</td>
<td>46%</td>
<td>N</td>
</tr>
<tr>
<td>N0338 LGWWTP SBS System Design</td>
<td>495,000</td>
<td>495,000</td>
<td>-</td>
<td>20%</td>
<td>Y</td>
</tr>
<tr>
<td>N0339 LGWWTP Second Influent Screen</td>
<td>820,000</td>
<td>820,000</td>
<td>-</td>
<td>22%</td>
<td>N</td>
</tr>
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</table>

**SD Infrastructure Risk Mgmt Cap**

<table>
<thead>
<tr>
<th>Project</th>
<th>Current</th>
<th>Budget</th>
<th>Var</th>
<th>Y/N</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>N0023 VSA Statutory Right of Way</td>
<td>670,000</td>
<td>670,000</td>
<td>-</td>
<td>63%</td>
<td>Y</td>
</tr>
<tr>
<td>N0027 8th Ave Interceptor Air Mgmt</td>
<td>100,000</td>
<td>100,000</td>
<td>-</td>
<td>14%</td>
<td>Y</td>
</tr>
<tr>
<td>Program</td>
<td>Total Projected Project Expenses (Actuals)</td>
<td>Total Projected Project Expenses (Projected Budget)</td>
<td>Projected ACE Variance</td>
<td>Percent Complete</td>
<td>Project on Schedule?</td>
</tr>
<tr>
<td>----------</td>
<td>----------------------------------------</td>
<td>-----------------------------------------------</td>
<td>-------------------------</td>
<td>----------------</td>
<td>----------------------</td>
</tr>
<tr>
<td>SD Infrastructural Risk Mgmt Cap</td>
<td>225,000</td>
<td>225,000</td>
<td>-</td>
<td>98%</td>
<td>N</td>
</tr>
<tr>
<td>SD Infrastructural Maint Cap</td>
<td>6,015,000</td>
<td>6,015,000</td>
<td>-</td>
<td>93%</td>
<td>Y</td>
</tr>
<tr>
<td>SD Infrastructural Growth</td>
<td>112,500</td>
<td>112,500</td>
<td>-</td>
<td>2%</td>
<td>Y</td>
</tr>
<tr>
<td>SD Infrastructural Upgrade Cap</td>
<td>4,450,000</td>
<td>4,450,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>SD Infrastructure Relocation Cap</td>
<td>789,215</td>
<td>789,215</td>
<td>-</td>
<td>75%</td>
<td>Y</td>
</tr>
<tr>
<td>SD Infrastructural Reopd Cap</td>
<td>6,500,000</td>
<td>6,500,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>SD Infrastructural Upg Cap</td>
<td>9,000,000</td>
<td>9,000,000</td>
<td>-</td>
<td>0%</td>
<td>Y</td>
</tr>
<tr>
<td>SD Infrastructural Upgrade Cap</td>
<td>3,763,824</td>
<td>3,763,824</td>
<td>-</td>
<td>14%</td>
<td>Y</td>
</tr>
<tr>
<td>SW Waste to Energy Fac Cap</td>
<td>1,050,000</td>
<td>1,050,000</td>
<td>-</td>
<td>8%</td>
<td>Y</td>
</tr>
</tbody>
</table>

**COMPLETED PROJECTS**

**SD Infrastructure Growth**

<table>
<thead>
<tr>
<th>Project</th>
<th>Description</th>
<th>Budget</th>
<th>Actuals</th>
<th>Variance</th>
<th>Percent Complete</th>
</tr>
</thead>
<tbody>
<tr>
<td>N0075</td>
<td>South Fraser Perimeter Rd</td>
<td>230,403</td>
<td>230,403</td>
<td>-</td>
<td>2%</td>
</tr>
<tr>
<td>N0033</td>
<td>Hwy 1 Widel and PM Bridge Twin</td>
<td>2,844,206</td>
<td>2,844,206</td>
<td>-</td>
<td>8%</td>
</tr>
<tr>
<td>N0050</td>
<td>Cloverdale Sew Relocate Design</td>
<td>100,000</td>
<td>100,000</td>
<td>-</td>
<td>28%</td>
</tr>
<tr>
<td>N0055</td>
<td>BIP CTS Relocation</td>
<td>589,215</td>
<td>589,215</td>
<td>-</td>
<td>7%</td>
</tr>
<tr>
<td>X0001</td>
<td>VSA IONA WWTP Upgrade Design</td>
<td>4,000,000</td>
<td>4,000,000</td>
<td>-</td>
<td>32%</td>
</tr>
<tr>
<td>X0002</td>
<td>NSA LG WWTP Upgrade Design</td>
<td>2,500,000</td>
<td>2,500,000</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td>X0004</td>
<td>Lulu Biogas Micosludge Design</td>
<td>400,000</td>
<td>400,000</td>
<td>-</td>
<td>9%</td>
</tr>
<tr>
<td>X0005</td>
<td>Lulu Biogas Micosludge Constr</td>
<td>8,600,000</td>
<td>8,600,000</td>
<td>-</td>
<td>4%</td>
</tr>
<tr>
<td>N0035</td>
<td>Annacis Codihibition</td>
<td>300,000</td>
<td>300,000</td>
<td>-</td>
<td>8%</td>
</tr>
<tr>
<td>L0022</td>
<td>COQ LF Flyhesh Cell 2 Design</td>
<td>200,000</td>
<td>200,000</td>
<td>-</td>
<td>24%</td>
</tr>
<tr>
<td>L0023</td>
<td>COQ LF Flyhesh Cell 2 Construct</td>
<td>700,000</td>
<td>700,000</td>
<td>-</td>
<td>5%</td>
</tr>
<tr>
<td>L0029</td>
<td>CLF LFG Upgrades Design</td>
<td>250,000</td>
<td>250,000</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td>L0030</td>
<td>CLF Leachate Upgrades</td>
<td>100,000</td>
<td>100,000</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td>L0020</td>
<td>NOx Reduction Project Design</td>
<td>900,000</td>
<td>900,000</td>
<td>-</td>
<td>14%</td>
</tr>
<tr>
<td>L0024</td>
<td>WTEF Fabric Filter Baghouse</td>
<td>200,000</td>
<td>200,000</td>
<td>-</td>
<td>36%</td>
</tr>
<tr>
<td>L0025</td>
<td>WTEF Air Cooled Condenser</td>
<td>150,000</td>
<td>150,000</td>
<td>-</td>
<td>80%</td>
</tr>
<tr>
<td>L0028</td>
<td>WTEF Seismic Detailed Design</td>
<td>1,000,000</td>
<td>1,000,000</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td>L0027</td>
<td>WTEF Clean Room Construction</td>
<td>1,150,000</td>
<td>1,150,000</td>
<td>-</td>
<td>34%</td>
</tr>
<tr>
<td>L0028</td>
<td>WTEF Feedwater Treatment Plant</td>
<td>1,050,000</td>
<td>1,050,000</td>
<td>-</td>
<td>8%</td>
</tr>
</tbody>
</table>

**Total Net Revenues and Expenditures of On-going Projects**

<table>
<thead>
<tr>
<th>Project</th>
<th>Description</th>
<th>Projected Budget</th>
<th>Actuals</th>
<th>Variance</th>
<th>Percent Complete</th>
</tr>
</thead>
<tbody>
<tr>
<td>Z0003</td>
<td>Lions Gate WWTP Fac Plan Upgd</td>
<td>240,489</td>
<td>250,000</td>
<td>9,502</td>
<td>100%</td>
</tr>
<tr>
<td>Z0045</td>
<td>LWSTP Staged Phase2 Exp</td>
<td>1,100,000</td>
<td>1,100,000</td>
<td>-</td>
<td>100%</td>
</tr>
<tr>
<td>SD Infrastructure Growth</td>
<td>2,080,357</td>
<td>2,100,000</td>
<td>19,643</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td>SD Infrastructure Maint Cap</td>
<td>6,500,000</td>
<td>6,500,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>SD Infrastructure Risk Mgmt Cap</td>
<td>463,963</td>
<td>463,963</td>
<td>(393)</td>
<td>100%</td>
<td></td>
</tr>
</tbody>
</table>
# Sewerage and Drainage District Capital Expenditures
## As of Aug 31, 2009

<table>
<thead>
<tr>
<th>Program</th>
<th>Project</th>
<th>Project Description</th>
<th>Total Projected Actuals</th>
<th>Total Projected Budget</th>
<th>Projected Percent Complete</th>
<th>Note</th>
<th>Project on Schedule?</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>N0024</td>
<td>Columbia Forcemain Install</td>
<td>2,900,000</td>
<td>2,900,000</td>
<td>-</td>
<td>100%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>N0025</td>
<td>Grit Chambers Upg Install</td>
<td>68,395</td>
<td>100,000</td>
<td>31,605 (1)</td>
<td>100%</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>N0060</td>
<td>FSA Odour Control Facilities</td>
<td>413,704</td>
<td>500,000</td>
<td>86,296 (1)</td>
<td>100%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>N0308</td>
<td>NW Langley WWTP Facility Plan</td>
<td>204,055</td>
<td>300,000</td>
<td>95,945 (1)</td>
<td>100%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>SD Infrastructure Upgrade Cap</strong></td>
<td>3,586,154</td>
<td>3,800,000</td>
<td>213,846</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>X0003</td>
<td>Site Purchase Lions Gate WWTP</td>
<td>14,998,042</td>
<td>15,000,000</td>
<td>1,958</td>
<td>100%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>SD Infr Sec Treat Upgrade Cap</strong></td>
<td>14,998,042</td>
<td>15,000,000</td>
<td>1,958</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>L0011</td>
<td>Matsqui TS Floor Slab Replacem</td>
<td>60,208</td>
<td>75,000</td>
<td>14,792 (4)</td>
<td>100%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>SW Transer Station System Cap</strong></td>
<td>60,208</td>
<td>75,000</td>
<td>14,792</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>L0018</td>
<td>Heat Rec Imp Waste to Energy</td>
<td>6,651,441</td>
<td>6,760,000</td>
<td>108,559 (1)</td>
<td>100%</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>L0021</td>
<td>Clean Room Project Design</td>
<td>49,860</td>
<td>50,000</td>
<td>140</td>
<td>100%</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td></td>
<td><strong>SW Waste to Energy Fac Cap</strong></td>
<td>6,701,301</td>
<td>6,810,000</td>
<td>108,699</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Total Net Revenues and Expenditures of Completed Projects</strong></td>
<td>33,792,468</td>
<td>34,263,000</td>
<td>470,532</td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

**Notes:**
1. Project will be completed under budget - savings due to competitive pricing.
2. Full contingency not required.
3. Soil conditions better than expected.
4. Reduction in scope.
5. Original estimate based on worst case routing and conditions.
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To: Finance Committee

From: Gord Nicol, Comptroller Treasury, Finance & Administration

Date: September 10, 2009

Subject: Investment Position and Returns – May 1, 2009 to August 31, 2009

Recommendation:
That the Finance Committee receive the report titled “Investment Position and Returns – May 1, 2009 to August 31, 2009” dated September 10, 2009 for information.

1. PURPOSE

To report the investment returns pursuant to the requirements of the Investment Policy.

2. CONTEXT

Policy requires that investment returns be reported to the Committee three times per year. This is the second report for 2009.

Regular cash demands as well as our conservative investment strategy require that we maintain a high degree of liquidity in our investment portfolio including both short and long term investments. Our short term investments, those with terms of less than one year and the highest degree of liquidity, are used to meet our working capital requirements. Short term investments normally include Canada Treasury Bills, Provincial debt instruments and Banker’s Acceptances.

Long term investments have terms of greater than one year. These investments normally include Canada, Provincial and Bank bonds, are less liquid than our short term investments and are held both to manage the risk of interest rate fluctuations and for funding requirements of a longer term perspective. Long term investments include those for the Cultural Grant Reserve where revenues from these investments fund the MetroVancouver’s annual contribution to cultural activities.
Investment Position and Returns – May 1, 2009 to August 31, 2009
Finance Committee Meeting Date: October 15, 2009
Page 2 of 10

Investment Returns

<table>
<thead>
<tr>
<th>PERIOD</th>
<th>SHORT TERM</th>
<th>LONG TERM</th>
<th>CULTURAL RES.</th>
</tr>
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<td>JAN '09</td>
<td>0.19%</td>
<td>0.35%</td>
<td>0.38%</td>
</tr>
<tr>
<td>FEB</td>
<td>0.12%</td>
<td>0.31%</td>
<td>0.34%</td>
</tr>
<tr>
<td>MAR</td>
<td>0.10%</td>
<td>0.33%</td>
<td>0.38%</td>
</tr>
<tr>
<td>APRIL</td>
<td>0.09%</td>
<td>0.32%</td>
<td>0.37%</td>
</tr>
<tr>
<td>JAN TO APRIL 2009</td>
<td>0.50%</td>
<td>1.31%</td>
<td>1.47%</td>
</tr>
<tr>
<td>MAY</td>
<td>0.06%</td>
<td>0.33%</td>
<td>0.38%</td>
</tr>
<tr>
<td>JUNE</td>
<td>0.04%</td>
<td>0.32%</td>
<td>0.38%</td>
</tr>
<tr>
<td>JUL</td>
<td>0.05%</td>
<td>0.33%</td>
<td>0.39%</td>
</tr>
<tr>
<td>AUG</td>
<td>0.03%</td>
<td>0.32%</td>
<td>0.36%</td>
</tr>
<tr>
<td>MAY TO AUG 2009</td>
<td>0.18%</td>
<td>1.30%</td>
<td>1.51%</td>
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<tr>
<td>ANNUALIZED (EST)</td>
<td>1.02%</td>
<td>3.92%</td>
<td>4.47%</td>
</tr>
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</table>

Table 1

Comparison to Benchmarks

Policy requires that we compare our actual performance against specific benchmark returns. The selected benchmarks for both short and long term investments are consistent from period to period and are meant to be indicative of and comparable to each of our portfolios on an ongoing basis.

Short Term Investment Performance

<table>
<thead>
<tr>
<th>SHORT TERM INVESTMENT PORTFOLIO - COMPARISON TO BENCHMARKS</th>
<th>JAN TO APRIL 2009</th>
<th>MAY TO AUGUST 2009</th>
<th>ESTIMATED ANNUAL RATE</th>
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</thead>
<tbody>
<tr>
<td>GVRD SHORT TERM</td>
<td>0.50%</td>
<td>0.18%</td>
<td>1.02%</td>
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<td>BENCHMARKS:</td>
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</tr>
<tr>
<td>(Source: Bank of Canada)</td>
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<tr>
<td>ONE MONTH B/A AVG IN PERIOD</td>
<td>0.25%</td>
<td>0.10%</td>
<td>0.53%</td>
</tr>
<tr>
<td>THREE MONTH B/A AVG IN PERIOD</td>
<td>0.24%</td>
<td>0.10%</td>
<td>0.51%</td>
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<tr>
<td>ONE MONTH TREAS. BILLS</td>
<td>0.15%</td>
<td>0.05%</td>
<td>0.30%</td>
</tr>
<tr>
<td>MFA MONEY MARKET FUND (MFA)</td>
<td>0.71%</td>
<td>0.22% (cal'd)</td>
<td>1.40%</td>
</tr>
</tbody>
</table>

Table 2
The benchmarks of one and three month Banker’s Acceptances as well as the one month Canada Treasury Bills are based on the average yield for the period as taken from the Bank of Canada website. As these are "annual" rates we divide by 3 to get an approximate four month return which we compare to our actual performance. In addition we compare our short term performance to the MFA Money Market Fund which is available on the MFA website soon after each period end.

Our short term portfolio performance exceeded three of our four benchmarks but fell short of the return earned by the MFA’s Money Market Fund by 4 basis points.

At August 31, 2009 our Short Term Portfolio held a total of $229.4 million dollars (at cost) representing approximately 55% of our total investments.

The weighted average term of this portfolio is 63 days (versus 31 days in our last reporting period) with a weighted average yield of .36% (versus .80% reported in April 09).

The sharp drop in short term investment rates are demonstrated in the following graph of three month Banker’s Acceptances. The rate on these investments decreased from approximately 1.40% on December 31, 2008 to .33% on August 31, 2009 (Bank of Canada) and have changed marginally since the beginning of May.

Schedule 1 following this report provides a listing of our short term investments as of August 31 2009.
Long Term Investment Performance

<table>
<thead>
<tr>
<th>PERIOD</th>
<th>LT PORTFOLIO</th>
<th>CULTURAL RES</th>
<th>MFA INTERMEDIATE BOND FUND</th>
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<tr>
<td>JAN TO APRIL 2009</td>
<td>1.31%</td>
<td>1.47%</td>
<td>2.03%</td>
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<td>MAY TO AUGUST 2009</td>
<td>1.30%</td>
<td>1.51%</td>
<td>1.24%</td>
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<tr>
<td>YEAR TO DATE NOT ANN.</td>
<td>2.61%</td>
<td>2.98%</td>
<td>3.27%</td>
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<td>ESTIMATED ANNUAL</td>
<td>3.92%</td>
<td>4.47%</td>
<td>4.90%</td>
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</table>

Table 3

Second period investment returns on both of our long term portfolios outperformed that of the MFA's Intermediate Bond Fund by 6 and 27 basis points respectively. However, on a year to date basis the MFA still has a sizeable lead.

The MFA's Intermediate Bond Fund takes into account changes in market value in determining their portfolio's performance. During periods of declining yields higher “at market” prices positively influence return calculations. The Regional District no longer calculates or records these unrealized gains and losses on our investments. Additionally our portfolios are thought to be more conservative than those of the MFA and of course the more conservative an investment the lower the yield.

At August 31, 2009 47% of this portfolio was comprised of Provincial (or like government) bonds with Canadian major banks representing the balance of our holdings at 53%.

The main long term portfolio has $185.3 million invested (at cost) representing 44% of our total investments. This portfolio has a weighted average term to maturity of 2.5 years and a weighted average yield of 3.72%.

The Cultural Reserve Fund has $2.4 million invested and has a weighted average term of 3.0 years and yield of 4.09%. The Cultural Reserve fund represents less than 1.0% of our total investments.

Schedules 2 and 3 following this report provide a listing of our Long Term and Cultural Reserve investments as of August 31, 2009.

GOING FORWARD

Canadian short rates

The historic low yields we are currently experiencing are expected to be with us according to the Bank of Canada until mid 2010. There is talk among economists that in fact the bank may continue this policy beyond mid 2010 as required by a slower than anticipated recovery. Short term investment rates will likely remain at or near current levels for the balance of this year and possibly next.
Longer term rates

We expect longer term interest rates to continue moving higher as we see in the graph below. The bond market moves in anticipation of increased economic activity the resulting demand in capital as well as the fear of inflation. We expect that such anticipation will continue to move longer term rates higher, at what we expect will be a slower pace as the current economic recovery gets re-examined. We remain comfortable with our current terms and still anticipate rolling each coming maturity into higher yields.

Gov’t of Canada Marketable Bonds
Average yield: 3 to 5 years
(Bank of Canada)

MFA:

At December 31, 2008 the MFA held $500.1 million (versus $423.3 million Dec 2007) in sinking fund investments for GVWD, GVS&DD and GVRD debt retirement. These investments are invested to earn returns such that the investments plus the income earned is sufficient to meet our future debt retirement obligations. These sinking fund balances are updated once a year only at year-end for financial statement purposes.

3. ALTERNATIVES

N/A

4. CONCLUSION

Overall, short and long term investment performance for the period was acceptable. Our investment portfolios maintain only quality investments and are favorably positioned given our market expectations.

Attachments:
Schedule 1
Schedule 2
Schedule 3

GN/wc
004971354
### GREATER VANCOUVER DISTRICTS
### SHORT TERM INVESTMENTS

**Aug 31, 09**

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<th>CONTROL NUMBER</th>
<th>MATURITY NUMBER</th>
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<th>DAYS TO MATURITY</th>
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**Average:**
- **WEIGHTED AVERAGE TERM:** 63 days
- **WEIGHTED AVERAGE YIELD:** 0.36%

---

**GRAND TOTAL**

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<th>COST</th>
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<th>MATURITY DATE</th>
<th>DAYS TO MATURITY</th>
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## GREATER VANCOUVER DISTRICTS
### REGIONAL LONG TERM POOL INVESTMENTS
#### AS AT AUGUST 31, 2009

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<th>ORGUNIT</th>
<th>MATURITY AMOUNT</th>
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<th>PURCHASE DATE</th>
<th>MATURITY DATE</th>
<th>DAYS O/S TO MATURITY</th>
<th>YIELD %</th>
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Weighted average term to maturity: 2.52 Years
Weighted average yield: 3.72 %
GREATER VANCOUVER DISTRICTS

CULTURAL GRANTS

Aug 31, 09

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<th>MATURITY DATE</th>
<th>DAYS TO MATURITY</th>
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2,450,000 2,496,937

Weighted average term to maturity 3.02 years
Weighted average yield 4.09 %
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To: Finance Committee

From: Phil Trotzuk, Financial Planning and Operations Manager, Finance & Administration Department

Date: August 7, 2009

Subject: Semi-Annual Report on GVS&DD Development Cost Charges

Recommendation:

1. PURPOSE

To report on the 2009 GVS&DD Development Cost Charge revenues and any implications on their adequacy, as required in the Board’s policy.

2. CONTEXT

Board policy requires that the adequacy of GVS&DD Development Cost Charge revenues be reported to the Committee on a semi-annual basis. This is the first of such reports for 2009.

The revenues for the period January 1 to June 30 of this year are down approximately $7.5 million (63.5%) over revenues for the same period in 2008. This is reflective of the slowing development in the Region over the last 12 months. The DCC revenues are shown below:

<table>
<thead>
<tr>
<th>($ millions)</th>
<th>Fraser</th>
<th>Lulu</th>
<th>N. Shore</th>
<th>Vancouver</th>
<th>Regional</th>
<th>Total</th>
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<td>2008 1st half</td>
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<td>.316</td>
<td>.167</td>
<td>.559</td>
<td>4.191</td>
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<td>2008 2nd half</td>
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<td>.053</td>
<td>.027</td>
<td>.569</td>
<td>1.720</td>
<td>4.318</td>
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The annual DCC revenues continue to be in excess of our annual actual DCC debt funding requirements which, for the year ended 2008, were calculated and reported as shown below:

<table>
<thead>
<tr>
<th>($ millions)</th>
<th>Fraser</th>
<th>Lulu</th>
<th>N. Shore</th>
<th>Vancouver</th>
<th>Regional</th>
<th>Total</th>
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<tbody>
<tr>
<td>2008 DCC’s Applied</td>
<td>4.265</td>
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<td>0.194</td>
<td>0.195</td>
<td>2.260</td>
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</table>

It is important to remember that capital projects for which DCC’s are received, are funded over a 15 year period (principal portion of long-term debt). The excess revenues are maintained as deferred revenues for future application as required.
3. ALTERNATIVES

N/A

4. CONCLUSION

The longer term adequacy of Development Cost Charge revenue to either directly or indirectly finance the growth capital program will always be somewhat sensitive to major fluctuations in the Liquid Waste capital program as it evolves. While DCC revenues continue to be substantial (though slowing somewhat due to the recent economic downturn in the region), so is the plan for future growth capital works.

The Liquid Waste Management Plan is currently under review. When this plan is completed, a detailed review of future DCC requirements and the adequacy of DCC rates will be undertaken. This review of adequacy will incorporate the requirements under the new plan as well as the impacts of recent legislative changes regarding social housing. In the medium term, current revenues appear adequate.
To: Finance Committee

From: Tracey S. Husoy, Purchasing & Risk Manager, Finance & Administration

Date: September 28, 2009

Subject: Tender/Contract Award Information – June, July & August 2009

Recommendation:

1. PURPOSE

To provide the Finance Committee information with regard to contracts valued at or estimated at more than $250,000.00.

2. CONTEXT

Information pertaining to the award of contracts and standing offer agreements valued at more than $250,000.00 is reported to the Committee monthly.

The following contracts were awarded during the months of June, July & August 2009:
Details attached as APPENDIX A

1. Statiflo Inc. $813,750.00 GVS&DD
   Annacis Island Wastewater Treatment Plant Disinfection Construction – In-Channel Static Mixers.

2. Four (4) Consultation and Community Relations Firms $600,000.00 GVRD
   Provision of Public Consultation and Community Relations Services on an “as and when required” basis for a period of two (2) years from July 1, 2009 to June 30, 2011.

3. Matcon Excavation & Shoring Ltd. $472,500.00 GVS&DD
   Highbury Siphon Jet-Grouted Access Chamber Construction.

4. Pedre Contractors Ltd. $2,716,035.00 GVWD
   Installation of 16th Avenue Main No. 2 – Crown Street to Trafalgar Street Section.

5. Aquaproof Membrane Services Inc. $259,980.00 MVHC
   Roof Replacement at Crown Manor, New Westminster.

6. Keith Plumbing & Heating Co. Ltd. $356,895.00 GVS&DD
Lions Gate Wastewater Treatment Plant – Heat Transfer Project.

7. Brenntag Canada Inc. $12,003,107.00 GVRD, GVS&DD & GVWD
   (over 5 years)
   Supply & Delivery of Sodium Hypochlorite for the Wastewater, Water and Parks Facilities.

8. Flynn Canada Ltd. $260,068.20 MVHC
   Roof Replacement at Epsom Downs Housing Complex – Phase 3.

9. Delta Tug & Barge Ltd. $1,395,107.18 GVS&DD
   Supply and Installation of Scour Protection at Various Locations.

10. Five (5) Real Estate Appraisal Firms $400,000.00 GVRD
    Real Estate Appraisal Services for Metro Vancouver on an “as and when required” basis for a term of
    three (3) years, effective July 1, 2009 – June 30, 2012.

11. Five (5) Environmental Consulting Firms $920,000.00 GVRD
    Professional and Technical Services – Residuals Management Services for Metro Vancouver on an
    “as and when required” basis for a term of three (3) years, effective July 1, 2009 – June 30, 2012.

12. Michels Canada Co. $6,706,926.20 GVS&DD
    Installation of Jervis Forcemain No. 2 – Extension to Eighth Avenue.

13. Norpac Controls Ltd. $350,411.06 GVWD
    For the SCADA/SCFP CDAC Systems 2009 Annual Support Services.

14. Two (2) Exterior Grade Signage Firms $2,800,000.00 GVRD
    Provision of Planning and/or Production of Exterior Grade signage for Metro Vancouver for a term of
    two (2) years from July 20, 2009 to July 19, 2011. It is anticipated that the value of signs to be
    supplied in 2009 will not exceed $400,000. The balance of the Agreement is subject to budget
    approval by the Board in 2010 and 2011.

15. Hatch Mott MacDonald $13,429,500.00 GVWD
    Construction Management Services for the Port Mann Water Supply Tunnel – Professional
    Consulting Services (Pre-Construction Activities, Tendering, Construction Phase/Contract
    Administration, Post-Construction Activities, Optional Services and Disbursements).

16. Stuart Olson Constructors $525,000.00 GVWD
    Construction of Seymour-Capilano Filtration Plant Guardhouse.

17. IOTA Construction Ltd. $359,024.40 GVWD
    Twin Bridge Replacement – Lower Seymour Conservation Reserve.

18. Pedre Contractors Ltd. $855,685.95 GVWD
    25th Avenue Main Replacement Phase 3 – Dumfries Street to Victoria Drive.
19. Fraser Richmond Soil & Fibre Ltd. $31,814,283.01 GVS&DD

Processing of Source Separated Organics Using Composting and/or Bio-Fuel Technologies over a ten (10) year term, July 1, 2009 to June 30, 2019. The anticipated amount includes delivery of greenwaste from the North Shore, Maple Ridge, and Langley Transfer stations as well as operation and maintenance of the greenwaste area at the North Shore Transfer Station only and the construction of site improvements as approved by the Corporation to a maximum of $2,000,000 over the term of the contract. The contract allows participating municipalities to contract directly with Fraser Richmond Soil and Fibre Ltd. or through Metro Vancouver.

20. Merletti Construction (1999) $1,521,030.00 GVS&DD

Installation of Jervis Forcemain No. 2 – Sunset Beach Section.


Lions Gate Wastewater treatment Plant Administration Building Refurbishment.

22. Associated Engineering (B.C.) Ltd. $2,095,132.30 GVWD

Barnston/Maple Ridge Pump Station – Request for Consulting Engineering Services, Phase A (Preliminary Design), Phase B (Detailed Design) & Phase C (Construction & Post Construction)

23. Veolia Environment Services $619,369.80 GVS&DD

Cleaning and Lining of Digested Sludge Storage Tank (DSST)-Annacis Island Wastewater Treatment Plant.

24. Bio-Ag Technologies Inc. $1,685,617.50 GVRD

Biosolids Operations at Similco Mines over a three (3) year period, 2009 to the end of 2011.

25. Pedre Contractors Ltd. $3,033,859.50 GVS&DD

Installation of Jervis Forcemain No. 2 – Planetarium Section

26. ABM Janitorial Services $507,628.27 GVS&DD

Janitorial Services for Wastewater Treatment Plants and lake City Operations Centre over three (3) years, starting Sept 1, 2009 to August 31, 2012.

27. Brenntag Canada Inc. $1,986,940.48 GVRD, GVS&DD & GVWD

Supply and Delivery of Sodium Bisulphite Solution (38%) over a five (5) year period.

28. SCS Engineers $2,164,355.55 GVS&DD

Coquitlam Landfill – Request for Proposals for Comprehensive Engineering Consulting Services for a five (5) year term for Category I and Category II Projects.

The following not previously reported contracts were amended during the months of June, July & August 2009:
(Details attached as APPENDIX B)
<table>
<thead>
<tr>
<th>Original or Previously Amended Value</th>
<th>Value of Amendment(s)</th>
<th>Total Amended Value of Contract</th>
<th>Amendment Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. GBS Construction Manager Inc.</td>
<td>$249,301.50</td>
<td>$2,016.53</td>
<td>$251,318.03</td>
</tr>
<tr>
<td></td>
<td><strong>To cover additional site generated drywall and steel stud framing at Airport Square Facility, Parks West Area Office.</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Klohn Crippen Berger Ltd.</td>
<td>$199,182.48</td>
<td>$116,986.02</td>
<td>$316,168.51</td>
</tr>
<tr>
<td></td>
<td><strong>To cover additional work related to the completion of site investigation and design long-term remedial measures to mitigate the ongoing soil loss from the Cleveland Dam East Abutment Seep.</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The following *previously reported* contracts were *amended* during the months of **June, July & August 2009:**

(Details attached as APPENDIX C)

<table>
<thead>
<tr>
<th>Original or Previously Amended Value</th>
<th>Value of Amendment(s)</th>
<th>Total Amended Value of Contract</th>
<th>Amendment Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. AECOM Canada Ltd.</td>
<td>$363,239.60</td>
<td>$231,516.71</td>
<td>$594,756.31</td>
</tr>
<tr>
<td></td>
<td><strong>To cover additional costs to cover the completion of the Residual Solid Waste Management Study.</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Harvard Industries</td>
<td>$442,286.04</td>
<td>$105,586.95</td>
<td>$547,872.99</td>
</tr>
<tr>
<td></td>
<td><strong>To cover replacement of rotten and moldy roof sheathing and the installation of Hardie Board Facias to address significant peeling of pain on existing wood facia boards for the Roof Replacement at Knightsbridge I &amp; II.</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Sandwell Engineering</td>
<td>$724,652.25</td>
<td>$111,522.60</td>
<td>$836,174.85</td>
</tr>
<tr>
<td></td>
<td><strong>To cover additional services and design changes requested by the Corporation, and changes in site conditions at the Iona Wastewater Treatment Plant Chemically Enhanced Primary Treatment Project.</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Associated Engineering</td>
<td>$1,044,487.54</td>
<td>$367,185.00</td>
<td>$1,411,672.54</td>
</tr>
<tr>
<td></td>
<td><strong>To cover costs for detailed design changes and the award of construction phase engineering services contemplated in the original RFP for the Annacis Island Wastewater Treatment Plant SHS and SBS Disinfection System.</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. SSG Holdings Ltd.</td>
<td>$6,201,865.41</td>
<td>$7,700,000</td>
<td>$13,901,865.41</td>
</tr>
<tr>
<td></td>
<td><strong>(over 5 years)</strong></td>
<td><strong>(over 5 years)</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>(to 2014)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>The current contract expired August 31, 2009 and although it had an option for a five (5) year</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
extension, it was decided that an RFQ should be issued to determine if there were any other qualified contractors interested in this work. SSG Holdings Ltd. was the sole respondent. Therefore, the option to extend the contract for an additional five (5) years was exercised. Amendment No. 01 covers an additional five (5) year term with an option to extend for a further five (5) years based on proven performance in providing excellent service and competitive rates for the Operation and Maintenance of the Langley and Maple Ridge Transfer Stations.

6. Norpac Controls Ltd.  
$3,594,507.71  $492,912.78  $4,087,420.49  Additional Work  
Amendment No. 04 covers Change Orders related to the Seymour-Capilano Filtration Project (SCFP). Two of the Change Orders relate to control equipment and network modifications required to support process equipment additions and the final plant design. The remaining Change Orders relate to Integrated Systems Verification support services extended to July 2009, additional contract management costs, and technical services to address device network issues.

Attachments:

APPENDIX A: Detailed information with regard to newly awarded contracts

APPENDIX B: Contracts amended to a value of more than $250,000 but not previously reported to the Finance Committee

APPENDIX C: Contracts amended in value in accordance with Contracting Procedure No. 9 – Contract Amendments and previously reported to the Finance Committee

APPENDIX D: List of tenders and proposals received but not awarded (presently being reviewed)

APPENDIX E: List of current open tender/proposal calls for contracts anticipated to be valued at greater than $250,000
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AWARD OF CONTRACT
RFP NO. 09-051

1. A contract was awarded June 1, 2009 for the **GVS&DD**
   
   To: **Statiflo Inc.**

   in the total amount of **$813,750.00** for the Annacis Island Wastewater Treatment Plant
   Disinfection Construction – In-Channel Static Mixers

   This is a unit price contract.

   Original Estimate was $1,100,000.

2. Proposals were requested by MV & BC Bid web sites and private invitation on April 17, 2009.

   Closing Date: May 12, 2009

3. Proposal Received:

   Statiflo Inc. $868,000.00

4. Proposal reviewed and evaluated by:

   Contractual: Purchasing Division Staff

   Technical: Engineering & Construction Department Staff

5. Award was made to the sole responding bidder found technically and commercially compliant.

   *Award reflects tax adjustment.
AWARD OF CONTRACT

RFP NO. 09-044

1. Standing Offer Agreements were awarded June 2, 2009 for the GVRD To: *Four (4) Consultation and Community Relations Firms*

   in the amount of $600,000 (inclusive of GST) for the provision of Public Consultation and Community Relations Services on an “as and when required” basis for a period of two (2) years from July 1, 2009 to June 30, 2011.

   Cornerstone Planning Group   Delaney & Associates
   Context Research Ltd.        Bridge Communications

2. Proposals were requested by MV & BC Bid web sites and private invitation on March 23, 2009.

   Closing Date: April 9, 2009

3. Proposals Received:

   No. of proposals received = 7

   No. of proposals receiving the highest scores in the evaluation process = 4

4. Proposals reviewed and evaluated by:

   Contractual: Purchasing Division Staff

   Technical: Engineering & Construction Department Staff

5. SOA’s established with the four (4) firms receiving the highest scores in the proposals’ evaluation process.
1. A contract was awarded June 2, 2009 for the **GVS&DD**
   To: *Matcon Excavation & Shoring Ltd.*
   in the amount of **$472,500.00** for the Highbury Siphon Jet-Grouted Access Chamber Construction.
   Original Estimate was $242,000. Costs can be accommodated in the overall project budget.

2. Tenders were invited by MV by private invitation May 2009.
   Closing Date: May 21, 2009

3. Tenders received:
   - Matcon Excavating & Shoring Ltd.  **$472,500.00**
   - Southwest Contracting Ltd.  **$498,750.00**

4. Tender reviewed by:
   - Contractual: Purchasing Division Staff
   - Technical: Engineering & Construction Department Staff

5. Award was made to the lowest bidder.
AWARD OF CONTRACT
TENDER NO. 09-076

1. A contract was awarded June 3, 2009 for the GVWD
   To: Pedre Contractors Ltd.
   in the amount of $2,716,035.00 for the Installation of 16th Avenue Main No. 2 – Crown Street to Trafalgar Street Section
   Original Estimate was $3 Million.

2. Tenders were received from 5 firms who, as a result of RFQ No. 09-033, were short listed to bid on RFP 09-076.
   Closing Date: May 21, 2009.

3. Tenders received:
   Pedre Contractors Ltd $2,716,035.00
   Tyam Construction Ltd. $3,154,410.00
   Matcon Civil Constructors Inc. $3,695,553.70
   B. Cusano Contracting Inc. $3,911,250.00
   Sandpiper Contracting LLP $4,369,786.00

4. Tenders reviewed by:
   Contractual: Purchasing Division Staff
   Technical: Engineering & Construction Department Staff

5. Award was made to the lowest bidder.
AWARD OF CONTRACT

TENDER NO. 09-106

1. A contract was awarded June 8, 2009 for the MVHC

To: Aquaproof Membrane Services Inc.

in the amount of $259,980.00 for the Roof Replacement at Crown Manor, New Westminster

Original Estimate was $250,000. Costs can be accommodated in MVHC capital replacement reserves.

2. Tenders were invited by MV & BC Bid web sites and private invitation on May 8, 2009.

Closing Date: May 28, 2009. (extended)

3. Tenders received:

   Aquaproof Membrane Services Inc. $259,980.00
   Cambie Roofing and Drainage Contractors $288,750.00
   Flynn Canada Ltd. $375,322.50

4. Tenders reviewed by:

   Contractual: Purchasing Division Staff
   Technical: Metro Vancouver Housing Department Staff

5. Award was made to the lowest bidder.
AWARD OF CONTRACT

TENDER NO. 09-057

1. A contract was awarded June 12, 2009 for the GVS&DD
To: Keith Plumbing & Heating Co. Ltd.
in the amount of $356,895.00 for the Lions Gate Wastewater Treatment Plant – Heat Transfer Project
Original Estimate was $485,000.

2. Tenders were invited by MV & BC Bid web sites and private invitation on May 6, 2009.
Closing Date: May 28, 2009.

3. Tenders received:

   Keith Plumbing and Heating Co Ltd. $356,895.00
   Wellons Canada Corporation        $375,851.00
   Tritech Industries Ltd.           $399,913.50
   Gisborne Industrial Construction Ltd. $403,530.72

4. Tenders reviewed by:

   Contractual: Purchasing Division Staff
   Technical: Engineering & Construction Department Staff

5. Award was made to the lowest bidder.
AWARD OF CONTRACT

RFP NO. 09-078

1. A contract was awarded June 16, 2009 for the GVRD, GVS&DD and GVWD

To: Brenntag Canada Inc.

in the total anticipated amount of $12,003,107.00 for the Supply and Delivery of Sodium Hypochlorite over a five (5) year period.

A contract in the estimated amount of $7,689,332.00 was awarded for a three (3) year period. The contract allows for an extension of two (2) additional years and it is fully anticipated that upon satisfactory performance the contract will be extended to include the additional two (2) years.

This is a unit price contract.

2. Proposals were requested by MV & BC Bid web sites and private invitation on April 24, 2009.

Closing Date: May 14, 2009

3. Proposals Received:

<table>
<thead>
<tr>
<th>Supplier</th>
<th>3-Year (12% and 15% SHS)</th>
<th>3-Year (12% SHS ONLY)</th>
<th>5-Year (12% and 15% SHS)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brenntag Canada Inc.</td>
<td>$7,689,332.00</td>
<td>$3,511,887.75</td>
<td>$12,003,107.00</td>
</tr>
<tr>
<td>ClearTech Industrial Inc.</td>
<td>$9,558,721.20</td>
<td>$4,397,584.28</td>
<td>$14,479,935.75</td>
</tr>
<tr>
<td>NF Eco-Tech Inc.</td>
<td>$8,835,043.14</td>
<td>$5,351,432.63</td>
<td>N/A</td>
</tr>
<tr>
<td>Quadra Chemicals Ltd.</td>
<td>N/A</td>
<td>$5,883,281.25</td>
<td>N/A</td>
</tr>
</tbody>
</table>

Note 1: All pricing includes taxes.
Note 2: Quadra Chemicals Ltd. provided no pricing for 15% SHS and only a partial pricing for 12% SHS required for 3 years.

4. Proposals reviewed and evaluated by:

Contractual: Purchasing Division Staff

Technical: Operating & Maintenance Department Staff

5. Award was made to the lowest bidder providing proposals for both 12% and 15% SHS with the highest score in the evaluation process.
AWARD OF CONTRACT
TENDER NO. 09-105

1. A contract was awarded June 17, 2009 for the MVHC
   To:  *Flynn Canada Ltd.*

   in the amount of **$260,068.20** for the Roof Replacement at Epsom Downs Housing Complex – Phase 3

   Original Estimate was $300,000.

2. Tenders were invited by MV & BC Bid web sites and private invitation May 8, 2009.
   Closing Date: May 28, 2009.

3. Tenders received:

<table>
<thead>
<tr>
<th>Tenderer</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Flynn Canada Ltd.</td>
<td>$260,068.20</td>
</tr>
<tr>
<td>Harvard Industries Ltd.</td>
<td>$267,120.00</td>
</tr>
<tr>
<td>Aquaproof Membrane Services Inc.</td>
<td>$288,540.00</td>
</tr>
</tbody>
</table>

4. Tenders reviewed by:

   Contractual:  Purchasing Division Staff

   Technical:    Metro Vancouver Housing Corporation Staff

5. Award was made to the lowest compliant bidder.
AWARD OF CONTRACT
TENDER NO. 09-061

1. A contract was awarded June 19, 2009 for the **GVS&DD**
   To: **Delta Tug and Barge Ltd.**
   in the amount of **$1,395,107.18** for the Supply and Installation of Scour Protection at Various Locations
   Original Estimate was **$2,000,000**.

2. Tenders were invited by MV & BC Bid web sites and private invitation May 13, 2009.
   Closing Date: June 9, 2009 (extended).

3. Tenders received:
   - Delta Tug & Barge Ltd. $1,395,107.18
   - Fraser River Pile & Dredge Inc. $1,495,080.83
   - Vancouver Pile Driving Ltd. $1,655,619.00
   - JJM Construction Ltd. $1,657,320.00

4. Tenders reviewed by:
   - Contractual: Purchasing Division Staff
   - Technical: Operation and Maintenance Department Staff

5. Award was made to the lowest bidder.
1. Standing Offer Agreements were awarded June 19, 2009 for the GVRD

To: **Five (5) Real Estate Appraisal Firms**

in the total estimated amount of **$400,000** (exclusive of GST) for Real Estate Appraisal Services for Metro Vancouver on an “as and when required” basis for a term of three (3) years, effective July 1, 2009 – June 30, 2012.

Collingwood Appraisals Ltd.
Carmichael Wilson Property Consultants Ltd.
Hooker Craig Lum Garnett
Campbell & Pound Ltd.
Altus Group Ltd.

2. Proposals were requested by MV & BC Bid Web sites and private invitation on April 14, 2009.

Closing Date: April 30, 2009.

3. Proposals received:

No. of compliant bids = 9

4. Proposals reviewed by:

   Contractual:  Purchasing Division Staff

   Technical:  Properties Division Staff

5. Award made to the top 5 ranked firms base on the RFP evaluation process.
1. Standing Offer Agreements were awarded June 22, 2009 for the GVRD

To: Five (5) Environmental Consulting Firms

in the total estimated amount of $920,000 (exclusive of GST) for Professional and Technical Services – Residuals Management Services for Metro Vancouver on an “as and when required” basis for a term of three (3) years, effective July 1, 2009 – June 30, 2012.

Sylvis Environmental
   Category 1 – Biosolids Project Management
   Category 2 – Field Trials of Beneficial Use Options

Eveco Consultants Ltd.
   Category 1 – Biosolids Project Management
   Category 2 – Field Trials of Beneficial Use Options
   Category 3 – Materials Characterization
   Category 4 – Studies in Innovative Uses of Residuals

SNC-Lavalin Environment Inc.
   Category 3 – Materials Characterization

R. McDougall
   Category 1 – Biosolids Project Management
   Category 2 – Field Trials of Beneficial Use Options

Golder Associates Ltd.
   Category 4 – Studies in Innovative Uses of Residuals

2. Proposals were requested by MV & BC Bid Web sites and private invitation on February 17, 2009.

Closing Date: March 17, 2009 (extended)

3. Proposals received:

   No. of compliant bids = 12

4. Proposals reviewed by:

   Contractual: Purchasing Division Staff
   Technical: Policy & Planning Department Staff

5. Award made to the top 5 ranked firms base on the RFP evaluation process.
AWARD OF CONTRACT
RFP NO. 09-042

1. A contract was awarded June 26, 2009 for the GVS&DD
To: Michels Canada Co.
in the amount of $6,706,926.20 for the Installation of Jervis Forcemain No. 2 –
Extension to Eighth Avenue

Original Estimate was $6,000,000. Costs can be accommodated in the overall project
budget.

2. Proposals were received from 4 firms who, as a result of RFQ No. 08-109, were short
listed to bid on RFP 09-042.

Closing Date: May 7, 2009

3. Proposals Received:
Michels Canada Company $6,706,926.20
Westpro Constructors Group $8,679,678.90
Pedre Contractors Ltd. $9,986,400.32
Dibco Underground (declined to submit a proposal citing current workload)

4. Proposals reviewed and evaluated by:
Contractual: Purchasing Division Staff
Technical: Engineering & Construction Department Staff

5. Award was made to the highest ranked proponent based on the evaluation criteria
established in the RFP which coincidentally is the lowest cost.
AWARD OF CONTRACT

PURCHASE ORDER No. 109224

1. A sole source contract was awarded May 26, 2009 for the GVWD

To: Norpac Controls Ltd.

in the amount of $350,411.06 for the SCADA/SCFP CDAC Systems 2009 Annual Support Services.

Norpac is the only authorized supplier for this service and is the exclusive and only representative for the Emerson Delta V System in BC. These support services are required on an ongoing annual basis and funding has been established in the SCADA/SCFP CDACS support budget for this requirement.
AWARD OF CONTRACT

RFP NO. 09-005

1. Standing Offer Agreements were awarded July 14, 2009 for the **GVRD**

To: **Two (2) Exterior Grade Signage Firms**

in the total estimated amount of **$2,800,000** for the Provision of Planning and/or Production of Exterior Grade signage for Metro Vancouver for a term of two (2) years from July 20, 2009 to July 19, 2011. It is anticipated that the value of signs to be supplied in 2009 will not exceed $400,000. The balance of the Agreement is subject to budget approval by the Board in 2010 and 2011.

Scott Paragon Screenprinting and Signs Ltd.
Knight Signs

2. Proposals were requested by MV & BC Bid Web sites and private invitation on January 23, 2009.

Closing Date: February 12, 2009

3. Proposals received:

   No. of compliant bids = 11

4. Proposals reviewed by:

   Contractual: Purchasing Division Staff
   Technical: Corporate Relations Department Staff

5. Award made to the top 2 ranked firms base on the RFP evaluation process.
1. A phased contract was awarded July 15, 2009 for the GVWD

To: Hatch Mott MacDonald

in the total anticipated amount of $13,429,500 for Construction Management Services for the Port Mann Water Supply Tunnel – Professional Consulting Services (Pre-Construction Activities, Tendering, Construction Phase/Contract Administration, Post-Construction Activities, Optional Services and Disbursements).

A contract for Pre-Construction Activities and Tendering was awarded in the amount of $1,000,759.20 and it is fully anticipated that the Construction Phase/Contract Administration, Post-Construction Activities, Optional Services and Disbursements will be confirmed at a future date in the form of a change order to the contract documents.

2. In October 2008, the Corporation advertised a Request for Pre-Qualification (RFQ) for the provision of construction management services (RFQ 08-154). Three respondents submitted statements of qualification and upon review, only Hatch Mott MacDonald (HMM) was found qualified and subsequently invited to submit a proposal.

Proposal Submitted: April 17, 2009

3. Proposal Received:

<table>
<thead>
<tr>
<th>Total Anticipated Estimated Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hatch Mott MacDonald</td>
</tr>
</tbody>
</table>

4. Proposal reviewed and evaluated by:

Contractual: Purchasing Division Staff
Technical: Engineering & Construction Department Staff

5. Award was made to the sole proponent qualified to complete the work.
AWARD OF CONTRACT

TENDER NO. 09-103/C798

1. A contract was awarded July 15, 2009 for the GVWD
   To:  **Stuart Olson Constructors Inc.**
   in the amount of **$525,000.00** for the Construction of Seymour-Capilano Filtration Plant Guardhouse.
   Original Estimate was $400,000. Costs can be accommodated in the overall project budget.

2. Tenders were invited by MV & BC Bid web sites and private invitation on May 19, 2009.
   Closing Date: June 16, 2009

3. Tenders received:
   - Stuart Olson Constructors  $525,000.00
   - Smith Bros. & Wilson      $578,908.00
   - Tritan Construction       $582,195.00

4. Tenders reviewed by:
   - Contractual: Purchasing Division Staff
   - Technical: Engineering & Construction Department Staff

5. Award was made to the lowest bidder.
AWARD OF CONTRACT
TENDER NO. 09-118

1. A contract was awarded July 17, 2009 for the GVWD
   To: IOTA Construction Ltd.
   in the amount of $359,024.40 for the Twin Bridge Replacement – Lower Seymour Conservation Reserve
   Original Estimate was $500,000.

2. In June 2009, tenders were received from 5 firms who, as a result of RFQ 09-100, had previously been short listed to bid on Tender No. 09-118.
   Closing Date: June 30, 2009

3. Tenders received:
   IOTA Construction Ltd. $359,024.40
   Surespan Construction Ltd. $375,783.29
   Seismic 2000 Construction Ltd. $389,760.00
   Ruskin Construction Ltd. $524,879.25
   Kingston Construction Ltd. $712,817.70

4. Tenders reviewed by:
   Contractual: Purchasing Division Staff
   Technical: Operations & Maintenance Department Staff

5. Award was made to the lowest bidder.
AWARD OF CONTRACT
TENDER NO. 09-024

1. A contract was awarded July 21, 2009 for the GVWD

To: Pedre Contractors Ltd.

in the amount of $855,685.95 for 25th Avenue Main Replacement Phase 3 – Dumfries Street to Victoria Drive

Original Estimate was $1,250,000.

2. Tenders were received from 5 firms who, as a result of RFQ 09-094, had previously been short listed to bid on Tender No. 09-024.

Closing Date: July 9, 2009

3. Tenders received:

   Pedre Contractors Ltd. $855,685.95
   Tyam Construction Ltd. $906,990.00
   B. Cusano Contracting (2007) Inc. $1,052,100.00
   Sandpiper Contracting L.L.P. $1,091,277.60
   Merletti Construction (1999) Ltd. $1,416,009.00

4. Tenders reviewed by:

   Contractual: Purchasing Division Staff
   Technical: Engineering & Construction Department Staff

5. Award was made to the lowest bidder.
AWARD OF CONTRACT
RFP No. 08-150
PURCHASE ORDER No. 109679

1. A contract was awarded July 22, 2009 for the **GVS&DD**

To: **Fraser Richmond Soil & Fibre Ltd.**

in the total anticipated amount of **$31,814,283.01** for the Processing of Source Separated Organics Using Composting and/or Bio-Fuel Technologies over a ten (10) year term, July 1, 2009 to June 30, 2019. The anticipated amount includes delivery of greenwaste from the North Shore, Maple Ridge, and Langley Transfer stations as well as operation and maintenance of the greenwaste area at the North Shore Transfer Station only and the construction of site improvements as approved by the Corporation to a maximum of $2,000,000 over the term of the contract. The contract allows participating municipalities to contract directly with Fraser Richmond Soil and Fibre Ltd. or through Metro Vancouver.

2. In December 2008, proposals were received from 5 firms who, as a result of RFIQ No. CG052008, had previously been short-listed to bid on RFP No. 08-150.

Closing Date: December 15, 2008

3. Proposals received:

1) Yield Energy Inc.
2) Net Zero Waste Inc.
3) Cascade Renewable Carbon Corp.
4) R-Earth Group
5) Fraser Richmond Soil & Fibre Ltd.

Twenty-one (21) variations of proposals from 5 firms were submitted. The commercial component of the proposals included a variety of unit rates in combination with volume guarantees and/or capital investment.

4. Proposal were evaluated by:

Policy & Planning, Engineering & Construction and Purchasing Division Staff with assistance from Camp, Dresser & McKee Inc.

5. Award made to the highest ranked and subsequently lowest cost proponent. The contract does not require Metro Vancouver to guarantee volumes.
AWARD OF CONTRACT
TENDER NO. 09-031

1. A contract was awarded July 28, 2009 for the GVS&DD

To: Merletti Construction (1999) Ltd.

in the amount of $1,521,030 for the Installation of Jervis Forcemain No. 2 – Sunset Beach Section

Original Estimate was $1,350,000. Costs can be accommodated in the overall project budget.

2. Tenders were received from 3 firms who, as a result of RFQ 08-001, had previously been short listed to bid on Tender No. 09-031.

Closing Date: June 30, 2009

3. Tenders received:

   Merletti Construction (1999) Ltd. $1,521,030
   Pedre Contractors Ltd. $1,575,000   B.
   Cusano Contracting (2007) Inc. $3,144,750

4. Tenders reviewed by:

   Contractual: Purchasing Division Staff
   Technical: Engineering & Construction Department Staff

5. Award was made to the lowest bidder.
AWARD OF CONTRACT
TENDER NO. 09-098

1. A contract was awarded July 29, 2009 for the **GVS&DD**
   To: **Rogad Construction Co. (2006) Ltd.**
   in the amount of **$513,450.00** for the Lions Gate Wastewater Treatment Plant Administration Building Refurbishment
   Original Estimate was $410,000. Costs can be accommodated in the overall project.

2. Tenders were invited by MV & BC Bid web sites and private invitation on June 15, 2009.
   Closing Date: July 16, 2009 (extended)

3. Tenders received:
   - Rogad Construction Co. (2006) Ltd. $513,450.00
   - Willow Spring Construction $633,226.00
   - Tritan Construction Ltd. $649,340.00

4. Tenders reviewed by:
   - Contractual: Purchasing Division Staff
   - Technical: Operations & Maintenance Department Staff

5. Award was made to the lowest compliant bidder.
AWARD OF CONTRACT
RFP NO. 09-001

1. A contract was awarded August 6, 2009 for the GVWD
   To: Associated Engineering (B.C.) Ltd.
   in the anticipated amount of $2,095,132.20 for the Barnston/Maple Ridge Pump Station
   – Request for Consulting Engineering Services, Phase A (Preliminary Design), Phase B
   (Detailed Design), Phase C (Construction and Post-Construction Services).

   A contract for Phase A (Preliminary Design) & Phase B (Detailed Design)
   Engineering Services was awarded in the amount of $1,579,798.20 and it is fully
   anticipated, that upon satisfactory performance the construction and post-
   construction services will be added to the contract at a later date.

   Original Estimate was $1,650,000. (Phase A & B only)

2. Proposals were requested by MV & BC Bid web sites and private invitation on April 9,
   2009.

   Closing Date: May 14, 2009 (extended)

3. Proposals Received:

<table>
<thead>
<tr>
<th>Company</th>
<th>Anticipated Value for all Contemplated Engineering Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>AMEC Americas Ltd.</td>
<td>$1,284,184.65</td>
</tr>
<tr>
<td>Sandwell Engineering Inc.</td>
<td>$1,734,461.40</td>
</tr>
<tr>
<td>Associated Engineering (BC) Ltd.</td>
<td>$2,095,132.20</td>
</tr>
<tr>
<td>Dayton &amp; Knight Ltd.</td>
<td>$2,853,328.80</td>
</tr>
</tbody>
</table>

4. Proposals reviewed and evaluated by:

   Contractual: Purchasing Division Staff
   Technical: Engineering & Construction Department Staff

5. Award was made to the highest ranked proponent based on the evaluation criteria
   established in the RFP.
1. A contract was awarded August 11, 2009 for the **GVS&DD**
   
   To: *Veolia Environmental Services*
   
   in the amount of **$619,369.80** for the Cleaning and Lining of Digested Sludge Storage Tank (DSST)-Annacis Island Wastewater Treatment Plant
   
   Original Estimate was $600,000. Costs can be accommodated in the overall project budget.

2. Tenders were invited by MV & BC Bid web sites and private invitation on June 22, 2009.
   
   Closing Date: July 9, 2009 (extended)

3. Tender received:
   
   Veolia Environmental Services $619,369.80

4. Tender reviewed by:
   
   Contractual: Purchasing Division Staff
   
   Technical: Engineering & Construction Department Staff

5. Award was made to the only compliant bidder.
AWARD OF CONTRACT
RFP NO. 09-129

1. A contract was awarded August 11, 2009 for the **GVRD**

   To: **Bio-Ag Technologies Inc.**

   in the amount of **$1,685,617.50** for the Biosolids Operations at Similco Mines over a three (3) year period, 2009 to the end of 2011.

   A contract in the estimated amount of **$900,000** was awarded for a 3 month period, July to October 15, 2009. Metro Vancouver’s agreement with Similco Mines will expire on October 15, 2009 and if Metro Vancouver is successful in extending the agreement, Metro Vancouver may choose to amend the contract for a further period of time.

   Original Estimate was **$1,500,000**.

2. Proposals were invited by MV & BC Bid web sites and private invitation on June 11, 2009.

   Closing Date: July 14, 2009 (extended)

3. Proposals received:

   Concord Excavation & Contracting Ltd.   **$824,250.00**
   L & R Enterprises               **$891,502.50**
   Bio-Ag Technologies Inc.             **$1,685,617.50**

4. Proposals reviewed by:

   Contractual:   Purchasing Division Staff
   Technical:     Policy & Planning Department Staff

5. Award was made to the highest ranked proponent.
AWARD OF CONTRACT
TENDER NO. 09-030

1. A contract was awarded August 13, 2009 for the **GVS&DD**

   To:  **Pedre Contractors Ltd.**

   in the amount of $3,033,859.50 for the Installation of Jervis Forcemain No. 2 – Planetarium Section

   Original Estimate was $3.5 Million.

2. Tenders were received from 3 firms who, as a result of RFQ No. 08-001, were short listed to bid on Tender No. 09-030.

   Closing Date: July 30, 2009

3. Tenders received:

<table>
<thead>
<tr>
<th>Contractor</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pedre Contractors Ltd</td>
<td>$3,033,859.50</td>
</tr>
<tr>
<td>B. Cusano Contracting Inc.</td>
<td>$3,696,000.00</td>
</tr>
<tr>
<td>Sandpiper Contracting LLP</td>
<td>$5,230,504.65</td>
</tr>
</tbody>
</table>

4. Tenders reviewed by:

   Contractual: Purchasing Division Staff

   Technical: Engineering & Construction Department Staff

5. Award was made to the lowest bidder.
AWARD OF CONTRACT
RFP NO. 09-119

1. A contract was awarded August 13, 2009 for the GVS&DD
   To: ABM Janitorial Services
   in the amount of $507,628.27 for the Janitorial Services for Wastewater Treatment Plants and Lake City Operations Centre over three (3) years, starting Sept 1, 2009 to August 31, 2012.
   Original Estimate was $549,000.

2. In July 2009, proposals were received from 3 firms who, as a result of RFQ 09-072 were short listed to bid on RFP No. 09-119.
   Closing Date: July 21, 2009 (extended)

3. Proposal received:
   ABM Janitorial Services $507,628.27

4. Proposal reviewed by:
   Contractual: Purchasing Division Staff
   Technical: Operations & Maintenance Department Staff

5. Award was made to the only responsive proponent who also met the criteria established in the RFP.
1. A contract was awarded August 18, 2009 for the GVRD, GVS&DD and GVWD

To: Brenntag Canada Inc.

in the total anticipated amount of $1,986,940.48 for the Supply and Delivery of Sodium Bisulphite Solution (38%) over a five (5) year period.

A contract in the estimated amount of $987,900.38* was awarded for a three (3) year period. The contract allows for an extension of two (2) additional years and it is fully anticipated that upon satisfactory performance the contract will be extended to include the additional two (2) years.

This is a unit price contract.

2. Proposals were requested by MV & BC Bid web sites and private invitation on May 1, 2009.

Closing Date: May 21, 2009

3. Proposals Received:

<table>
<thead>
<tr>
<th>Supplier</th>
<th>3-Year Term (38% SBS)</th>
<th>5-Year Term (38% SBS)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brenntag Canada Inc.</td>
<td>$1,235,756.48</td>
<td>$1,986,940.48</td>
</tr>
<tr>
<td>Univar Canada Ltd.</td>
<td>$1,674,288.00</td>
<td>$2,570,568.00</td>
</tr>
</tbody>
</table>

4. Proposals reviewed and evaluated by:

Contractual: Purchasing Division Staff

Technical: Operating & Maintenance Department Staff

5. Award made to the lowest bidder with the highest score received in the evaluation process.

*Price adjustment reflects lower volume of SBS requirement in 2010.
AWARD OF CONTRACT

RFP NO. 09-097

1. A contract was awarded August 27, 2009 for the GVS&DD

   To: SCS Engineers

   in the total anticipated amount of $2,164,355.55 for the Coquitlam Landfill – Request for Proposals for Comprehensive Engineering Consulting Services for a five (5) year term for Category I and Category II Projects.

   Original Estimate was $2,150,000. Costs can be accommodated in the overall Coquitlam Landfill capital and operating budgets.

2. Proposals were requested by MV & BC Bid web sites and private invitation on May 21, 2009.

   Closing Date: June 11, 2009

3. Proposal Received:

   Conestoga Rovers Associates $984,990.30
   Golder Associates Ltd./GAIA $1,418,853.45
   CH2M Hill $1,556,461.20
   SCS Engineers/AECOM $2,164,355.55

4. Proposal reviewed and evaluated by:

   Contractual: Purchasing Division Staff
   Technical: Engineering & Construction Department Staff

5. Award was made to the highest ranked proponent based on the evaluation criteria established in the RFP.
CONTRACT AMENDED TO A VALUE OF
MORE THAN $250,000
BUT NOT PREVIOUSLY REPORTED TO THE
FINANCE COMMITTEE

PURCHASE ORDER NO. 108948

GBS Construction Managers Inc.

Tenant Improvements to the Airport Square Facility, Parks West Area Office
for the GVRD

1. Original Value of Contract: $249,301.50
2. Amendment Value: 01 - $2,016.53
3. Amendment Type: Additional Work
4. Total Amended Value of Contract: $251,318.03
5. Budget Status:
   This contract is to be funded within the operating budget for this program.
6. Reason for Amendment to Contract:
   Amendment No. 01 covers additional site generated drywall and steel stud framing.
CONTRACT AMENDED TO A VALUE OF MORE THAN $250,000 BUT NOT PREVIOUSLY REPORTED TO THE FINANCE COMMITTEE

PURCHASE ORDER NO. 099126 Klohn Crippen Berger Ltd.

Long-term Remediation of Seep S-43/03 – Cleveland Dam East Abutment for the GVWD

1. Original Value of Contract: $199,182.48

2. Amendment Value: 01 - $116,986.03

3. Amendment Type: Additional Work

4. Total Amended Value of Contract: $316,168.51

5. Budget Status:
   This contract is to be funded within the operating budget for this program.

6. Reason for Amendment to Contract:
   Amendment No. 01 covers additional work related to the completion of site investigation and design long-term remedial measures to mitigate the ongoing soil loss from the Cleveland Dam East Abutment Seep.
AMENDMENT TO A PREVIOUSLY REPORTED CONTRACT

PURCHASE ORDER NO. 104785

Residual Solid Waste Management Study
for the GVS&DD

1. Name of Contractor: AECOM Canada Ltd.

2. Date Contract Reported: June 2009

3. Original Value of Contract: $194,447.90

4. Amendment Numbers: 02 & 03

5. Value of Amendments:
   02 $161,924.70
   03 $69,592.01

6. Amendment Type: Additional Work

7. Total Amended Value of Contract: $594,756.31
   (includes value of previously reported Amendment No. 01 of $168,791.70)

8. Previous Amendment Explanation: (Reported to Finance Committee June 2009)

   Amendment No. 01 covered the Regional Utility Planning request to facilitate completion

9. Budget Status:

   This contract is to be funded through the Solid Waste Planning Budget.

10. Reason for Amendment to Contract:

    Amendment Nos. 02 & 03 cover additional costs for the completion of the Residual Solid
    Waste Management Study required due to the Regional Utility Planning request for
    scope changes to the 2009 Residual Solid Waste Management Study.
AMENDMENT TO A PREVIOUSLY REPORTED CONTRACT

RFP NO. 08-168
PURCHASE ORDER NO. 106667

Roof Replacement at Knightsbridge I & II
for the MVHC

1. Name of Contractor: Harvard Industries Ltd.
2. Date Contract Reported: February 2009
3. Original Reported Value of Contract: $442,286.04
4. Amendment Numbers: 01 & 02
5. Value of Amendments:
   01 $83,143.20
   02 $22,443.75
6. Amendment Type: Additional Work
7. Total Amended Value of Contract: $547,872.99
8. Budget Status:
   At the time of the Request for Proposal, it was not known what the extent of repair work would be and therefore funds were budgeted to cover any additional requirements.
9. Reason for Amendments to Contract:
   Amendment No. 1 covers the replacement of rotten and moldy roof sheathing.
   Amendment No. 2 covers the installation of Hardie Board Facias to address significant peeling of paint on existing wood facia boards.
AMENDMENT TO A PREVIOUSLY REPORTED CONTRACT

RFP NO. 08-058
PURCHASE ORDER NO. 104809

Professional Consulting Engineering Services for the Iona Wastewater Treatment Plant
Chemically Enhanced Primary Treatment (CEPT) Project, (Pre-design, Detailed design and
Construction/Post Construction Management)
for the GVS&DD

1. Name of Contractor: Sandwell Engineering Inc.
2. Date Contract Reported: October 2008
4. Amendment Number: 01
5. Value of Amendment: $111,522.60
6. Amendment Type: Additional Work
8. Budget Status:

   The total approved budget for this project is $7,000,000 of which this contract forms a part. The current commitments and expenditures to date are $1,874,776 and the estimated cost at completion is $7,000,000.
9. Reason for Amendment to Contract:

   Amendment No. 01 covers additional services and design changes requested by the Corporation and changes in site conditions.
AMENDMENT TO A PREVIOUSLY REPORTED CONTRACT

RFP NO. 07-057
PURCHASE ORDER NO. 099857

Annacis Island Wastewater Treatment Plant SHS and SBS Disinfection System – Engineering Services (Detailed Design, Construction and Post Construction) for the GVS&DD

1. Name of Contractor: Associated Engineering Ltd.
2. Date Contract Reported: October 2007
3. Original Anticipated Value of Contract: $1,044,487.54
4. Amendment Number: 01
5. Value of Amendment: $367,185.00
6. Amendment Type: Additional Work
7. Total Anticipated Amended Value of Contract: $1,411,672.54
8. Budget Status:

   The total approved budget for this project is $13,000,000 of which this contract forms a part. The current commitments and expenditures to date are $8,430,000 and the estimated cost at completion is $13,000,000.

9. Reason for Amendment to Contract:

   Amendment No. 01 covers costs for detailed design changes and the award of construction phase engineering services contemplated in the original RFP.
AMENDMENT TO A PREVIOUSLY REPORTED CONTRACT

TENDER NO. 04-058
PURCHASE ORDER NO. 083155

Operation and Maintenance of the Langley and Maple Ridge Transfer Stations
for the GVS&DD

1. Name of Contractor:    SSG Holdings Ltd.
2. Date Contract Reported:    October 2004
3. Original Anticipated Value of Contract:  $6,201,865.41 (over 5 years)
4. Amendment Number:    01
5. Anticipated Value of Amendment:  $7,700,000.00 (over 5 years - September 1, 2009 to August 31, 2014)
6. Amendment Type:    Additional Services
7. Total Anticipated Amended Value of Contract: $13,901,865.41 (to 2014)
8. Budget Status:    
This multi-year contract is funded within the operating budget for this program.

10. Reason for Amendment to Contract:

The current contract expired August 31, 2009 and although it had an option for a five (5) year extension, it was decided that an RFQ should be issued to determine if there were any other qualified contractors interested in this work. SSG Holdings Ltd. was the sole respondent. Therefore, the option to extend the contract for an additional five (5) years was exercised.

Amendment No. 01 covers an additional five (5) year term with an option to extend for a further five (5) years based on proven performance in providing excellent service and competitive rates.
AMENDMENT TO A PREVIOUSLY REPORTED CONTRACT

RFP No. 05-017
PURCHASE ORDER NO. 091137

Seymour-Capilano Filtration Plant CDACS and SCADA Master Station Replacement for the GVWD

1. Name of Contractor: Norpac Controls Ltd.

2. Date Contract Reported: April 2006

3. Original Anticipated Value of Contract: $2,908,198.00

4. Amendment Number: 04

5. Value of Amendment: $492,912.78

6. Amendment Type: Additional Work

7. Total Anticipated Amended Value of Contract: $4,087,420.49
   (includes values of previously reported Amendment Nos. 1 through 3 in the amount of $686,309.71)


   Amendments covered standardization and upgrade to the equipment and optional items that were requested in the RFP and in part, identified in the proposal but better suited to be done after the award.

9. Budget Status:

   The CDACS portion of this contract is funded within $820 Million Seymour-Capilano Filtration Project Budget and SCADA portion of this contract is funded within the $3.5 Million SCADA Master Replacement Project Budget. Both projects are currently projected to complete within their respective budgets.

10. Reason for Amendment to Contract:

    Amendment No. 04 covers Change Orders related to the Seymour-Capilano Filtration Project (SCFP). Two of the Change Orders relate to control equipment and network modifications required to support process equipment additions and the final plant design. The remaining Change Orders relate to Integrated Systems Verification support services extended to July 2009, additional contract management costs, and technical services to address device network issues.
Appendix D
As at September 28, 2009

Tenders/Proposals Received But Not Awarded
(Presently Being Reviewed)

<table>
<thead>
<tr>
<th>Tender/RFP</th>
<th>Date Closed</th>
<th>Estimated Value</th>
</tr>
</thead>
</table>
| RFP No. 08-018  
Request for Consulting Engineering Services to Upgrade Gleneagles Pump Stations | July 3, 2008 | $720,000 |
| RFP No. 09-110  
Internet Circuit  
(awarded at less than $250,000) | June 11, 2009 | $270,000 |
| RFP No. 09-036  
AIWWTP Stage 5 Expansion – Project Definition Report | June 23, 2009 | $1,500,000 |
| RFP No. 09-086  
Legal and Engineering Survey Services | July 9, 2009 | $300,000 |
| RFP No. 09-101  
Provision of Local, National, and International Courier Services for Metro Vancouver for a Four (4) Year Period | July 16, 2009 | $640,000 |
| RFP No. 09-143  
Waste Removal Services | August 18, 2009 | $550,000  
(over 3 years) |
| Tender No. 09-150  
Hugh Bird Residence Building Envelope Rehabilitation | August 25, 2009 | $2,200,000 |
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# Current Open Tender/Proposal Calls for Contracts Anticipated to be Valued at Greater than $250,000

<table>
<thead>
<tr>
<th>Tender/RFP</th>
<th>Closing Date</th>
<th>Estimated Value</th>
</tr>
</thead>
</table>
| Tender No. 09-160  
Supply and Delivery of Steel Pipe and Structural Steel for Capilano Main No. 5 Pipe Bridge Replacement | September 29, 2009 | $300,000 |
| Tender No. 09-177  
Supply and Delivery of Gate Valves | September 29, 2009 | $300,000 |
| Tender 09-115  
Installation of Douglas Road Main No. 2 – Phase 3, 13th Avenue Section and Royal Oak Avenue Pre-build Section | October 1, 2009 | $10,300,000 |
| RFP No. 09-178  
Provision and Maintenance of Digital Multifunction Copiers | October 1, 2009 | $1,200,000 |
| Tender No. 09-176  
Supply and Delivery of Butterfly Valves | October 6, 2009 | $335,000 |
| Tender No. 09-162  
Guildford Glen Housing Complex Building Envelope Remediation – Phase III | October 13, 2009 | $1,200,000 |
| Tender No. 09-114  
Iona Island Wastewater Treatment Plant CEPT System Construction | October 20, 2009 | $4,500,000 |
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To: Parks Committee

From: Ed Andrusiak, Parks Manager

Date: August 10, 2009

Subject: Recreational Infrastructure Canada Grants & Trees for Tomorrow Grant

Recommendation:
That the Board
a) accept the $1.0 million grant from the Federal Government and increase the 2009 contribution to the Parks Basic Facilities capital reserve by $1.0 million.
b) accept the $55,400 grant from the Federal Government and increase the 2009 contribution to the Parks Basic Facilities capital reserve by $55,400.
c) approve expenditure of the $1.0 million grant received on the construction of the Tynehead Perimeter Trail permitting expansion of the previously approved project in the following ways:
   i. Trail width to increase to 4.0m from 3.5m;
   ii. Trail to be paved for the entire 4.7km length;
   iii. Parking at the staging areas to increase by 20 stalls;
   iv. Parking area to be paved;
   v. Installation of root barrier along the trail as required; and
   vi. Add washroom capacity.
d) approve expenditure of $55,400 grant received on the construction of the Matsqui Trail Riverfront Extension Project for 630m of recreational trail (gravel, 2.4m width).

1. PURPOSE

To obtain Board approval to accept a $1.0 million grant from the Federal Government and authorization to expend the grant funds on the Tynehead Perimeter Trail by expanding the currently approved project.

To obtain Board approval to accept a $55,400 grant from the Federal Government and authorization to expend the grant funds on the Matsqui Trail Riverfront Extension project.

2. CONTEXT

In May 2009, the Federal Government introduced the Recreation Infrastructure Canada Program through Western Economic Diversification Canada. The Program would provide grant funding to eligible projects up to a maximum of 1/3 of project cost or $1.0 million. The Tynehead Perimeter trail project was approved by the Board in 2008. The approved budget to construct the trail and associated facilities was $2.9 million. When the program was announced, the Tynehead project was in the detailed design phase and met the eligibility requirements of the project. The project incorporated design principles of accessibility but the multi-use trail would be gravel surface due to financial considerations. The grant money applied...
for was to expand the Tynehead Perimeter Trail project by increasing the trail width from 3.5m to 4.0m, paving the trail and parking areas surface, expanding the parking capacity, expanding the washroom capacity and installing a root barrier along the trail in treed areas. The work described would not be accomplished without the grant funding. The expanded project would permit serving the public at a higher standard and permit greater access.

In February 2009, Metro Vancouver acquired a 19 acre parcel of land to be added to Matsqui Trail Regional Park. HPAF, the capital program and a private partner have funded basic land reclamation including stump removal, clearing, grubbing and grading to bring the site up to an acceptable park standard. Plans for the site included construction of a 630m riverfront recreational trail to connect with an existing trail and form a riverfront Trans Canada Trail option. When the federal government introduced the Recreation Infrastructure Program in May 2009, an application was submitted for the $55,400 required to complete trail construction including: excavation of base, aggregate delivery, compaction, grading and trail edge treatment. The proposed trail would create a looped trail system of interest to hikers, bicyclists, joggers and equestrian users, complete with access to open space, views to the Fraser River and surrounding mountains. Subject to approval of RInC funds, the proposed trail will be constructed in the fall of 2009 and immediately opened to public use. The trail construction would not be possible without the grant funding. Operation of the new trail asset can be accommodated with existing staffing and budgets.

3. ALTERNATIVES

Option 1: Adopt the recommendations as proposed.

The recommendations would allow completion expansion of the Tynehead Perimeter Trail and related facilities to a higher standard to be more accessible and serve a greater range of users. Recommendations would also allow the newly acquired Matsqui Trail property to advance to usable park space in a timely manner.

Option 2: Amend the recommendations.

4. CONCLUSION

Staff recommends Option 1. This option permits the expansion of a project previously approved by the Board. The expanded project provides a product constructed to a higher standard and makes a project designed with accessibility criteria, even more accessible. This option also adds a recreational layer to the Matsqui Trail Riverfront Extension project that will result in early access to new parkland and an enhanced park experience.

RV/JF/WD/EA/dm
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