

**METRO VANCOUVER REGIONAL DISTRICT
FINANCIAL PLAN TASK FORCE**

MEETING

Thursday, February 23, 2023

1:00 pm

**Meeting conducted electronically/in-person pursuant to the Procedure Bylaw
28th Floor Committee Room, 4515 Central Boulevard, Burnaby, British Columbia**

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

A G E N D A¹

1. ADOPTION OF THE AGENDA

1.1 February 23, 2023 Meeting Agenda

That the Financial Plan Task Force adopt the agenda for its meeting scheduled for February 23 as circulated.

2. ADOPTION OF THE MINUTES

3. DELEGATIONS

4. INVITED PRESENTATIONS

5. REPORTS FROM COMMITTEE OR STAFF

5.1 Assessing Opportunities for 5-Year Financial Plan Amendments

That the Financial Plan Task Force receive for information the report dated February 16, 2023, titled "Assessing Opportunities for 5-Year Financial Plan Amendments".

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6. INFORMATION ITEMS

7. OTHER BUSINESS

8. BUSINESS ARISING FROM DELEGATIONS

9. RESOLUTION TO CLOSE MEETING

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

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

10. ADJOURNMENT/CONCLUSION

That the Financial Plan Task Force adjourn/conclude its meeting of February 23, 2023.

Membership:

Harvie, George V. (C) – Delta
McEwen, John (VC) – Anmore
Brodie, Malcolm – Richmond
Buchanan, Linda – North Vancouver City

Dominato, Lisa – Vancouver
Hurley, Mike – Burnaby
Kooner, Pardeep – Surrey

Sager, Mark – West Vancouver
West, Brad – Port Coquitlam
Woodward, Eric – Langley Township

To: Financial Plan Task Force

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

Date: February 16, 2023

Meeting Date: February 23, 2023

Subject: **Assessing Opportunities for 5-Year Financial Plan Amendments**

FINANCIAL PLAN TASK FORCE RECOMMENDATION

That the Financial Plan Task Force receive for information the report dated February 16, 2023, titled "Assessing Opportunities for 5-Year Financial Plan Amendments".

At its February 16, 2023 meeting, the Financial Plan Task Force requested additional information on the anticipated growth for upcoming years, construction challenges, the status and implications of DCC rates on member jurisdictions, and a list that categorizes the prioritization of the ~300 current projects.

Attachments

1. Presentation titled "Assessing Opportunities for 5-Year Financial Plan Amendments" dated February 21, 2023 (*Materials to be provided on table*)
2. 2023-2027 Financial Plan
3. Memorandum: Fact Sheet on Contribution to Capital Program
4. Memorandum: Development Cost Charges Rate Development

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2023-2027 Financial Plan

October 2022



Metro Vancouver Districts
2023 - 2027 Financial Plan Information

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**METRO VANCOUVER DISTRICTS
ESTIMATED HOUSEHOLD IMPACT
2023-2027 FINANCIAL PLAN**

	2022 FINAL	2023 BUDGET	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE
Vancouver Sewerage Area											
Water Services	\$ 175	\$ 177	1.4%	\$ 191	8.1%	\$ 215	12.3%	\$ 240	11.6%	\$ 270	12.6%
Liquid Waste Services	333	345	3.5%	420	21.8%	521	24.1%	609	16.9%	674	10.6%
Solid Waste Services	63	65	3.8%	68	4.4%	71	4.5%	74	4.3%	78	4.8%
Metro Vancouver Regional District Services	76	83	9.2%	90	8.7%	91	1.1%	93	2.0%	94	0.6%
Total Household Impact	\$ 647	\$ 670	3.6%	\$ 769	14.8%	\$ 898	16.8%	\$ 1,016	13.1%	\$ 1,116	9.7%
North Shore Sewerage Area											
Water Services	\$ 175	\$ 177	1.4%	\$ 191	8.1%	\$ 215	12.3%	\$ 240	11.6%	\$ 270	12.6%
Liquid Waste Services	381	427	12.0%	494	15.7%	655	32.6%	759	15.9%	826	8.9%
Solid Waste Services	63	65	3.8%	68	4.4%	71	4.5%	74	4.3%	78	4.8%
Metro Vancouver Regional District Services	76	83	9.2%	90	8.7%	91	1.1%	93	2.0%	94	0.6%
Total Household Impact	\$ 695	\$ 752	8.3%	\$ 843	12.2%	\$ 1,032	22.3%	\$ 1,166	13.0%	\$ 1,268	8.7%
Lulu Island West Sewerage Area											
Water Services	\$ 175	\$ 177	1.4%	\$ 191	8.1%	\$ 215	12.3%	\$ 240	11.6%	\$ 270	12.6%
Liquid Waste Services	256	274	7.2%	308	12.5%	382	24.0%	428	12.0%	467	9.2%
Solid Waste Services	63	65	3.8%	68	4.4%	71	4.5%	74	4.3%	78	4.8%
Metro Vancouver Regional District Services	76	83	9.2%	90	8.7%	91	1.1%	93	2.0%	94	0.6%
Total Household Impact	\$ 570	\$ 599	5.3%	\$ 657	9.8%	\$ 759	15.5%	\$ 835	10.0%	\$ 909	8.8%
Fraser Sewerage Area											
Water Services	\$ 175	\$ 177	1.4%	\$ 191	8.1%	\$ 215	12.3%	\$ 240	11.6%	\$ 270	12.6%
Liquid Waste Services	244	256	5.1%	321	25.0%	368	14.8%	431	17.0%	518	20.4%
Solid Waste Services	63	65	3.8%	68	4.4%	71	4.5%	74	4.3%	78	4.8%
Metro Vancouver Regional District Services	76	83	9.2%	90	8.7%	91	1.1%	93	2.0%	94	0.6%
Total Household Impact	\$ 558	\$ 581	4.4%	\$ 670	15.2%	\$ 745	11.2%	\$ 838	12.4%	\$ 960	14.6%

	2022	2023		2024		2025		2026		2027	
	Final	Prior Year Forecast	Current Year Forecast	Prior Year Forecast	Current Year Forecast	Prior Year Forecast	Current Year Forecast	Prior Year Forecast	Current Year Forecast	Prior Year Forecast	Current Year Forecast
Metro Vancouver Average											
Water Services	\$ 175	\$ 183	\$ 177	\$ 201	\$ 191	\$ 221	\$ 215	\$ 244	\$ 240	N/A	\$ 270
Liquid Waste Services	280	321	295	374	360	445	432	540	503	N/A	579
Solid Waste Services	63	65	65	68	68	71	71	74	74	N/A	78
Metro Vancouver Regional District Services	76	84	83	88	90	89	91	91	93	N/A	94
Total Household Impact	\$ 594	\$ 653	\$ 620	\$ 731	\$ 709	\$ 826	\$ 809	\$ 949	\$ 910	N/A	\$ 1,021
% Change Total		4.5%		14.3%		14.1%		12.4%		12.1%	

METRO VANCOUVER DISTRICTS
REVENUE AND EXPENDITURE SUMMARY
2023-2027 FINANCIAL PLAN

	2022 BUDGET	2023 BUDGET	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE
REVENUES											
Water Sales	\$ 329,365,517	\$ 338,337,102	2.7%	\$ 373,205,406	10.3%	\$ 425,239,222	13.9%	\$ 480,853,802	13.1%	\$ 548,965,816	14.2%
Liquid Waste Services Levy	301,424,687	324,265,595	7.6%	403,777,026	24.5%	492,474,707	22.0%	581,272,842	18.0%	678,672,079	16.8%
Solid Waste Tipping Fees	112,909,870	121,921,930	8.0%	129,029,184	5.8%	137,969,863	6.9%	146,011,531	5.8%	153,818,262	5.3%
Metro Vancouver Regional District Requisitions	89,868,576	100,621,354	12.0%	111,106,475	10.4%	113,923,688	2.5%	117,788,031	3.4%	120,131,118	2.0%
Compensation Services Revenue	503,691	537,759	6.8%	560,207	4.2%	568,902	1.6%	578,295	1.7%	589,590	2.0%
Collective Bargaining Services Revenue	934,437	982,987	5.2%	1,028,147	4.6%	1,042,611	1.4%	1,059,311	1.6%	1,078,487	1.8%
Housing Rents	42,110,363	43,776,981	4.0%	47,786,671	9.2%	51,169,123	7.1%	59,741,420	16.8%	62,385,099	4.4%
Liquid Waste Industrial Charges	12,262,636	12,495,626	1.9%	13,169,057	5.4%	13,655,992	3.7%	14,044,413	2.8%	14,465,746	3.0%
Energy Sales	6,401,758	5,900,000	(7.8%)	6,254,000	6.0%	6,504,160	4.0%	6,699,285	3.0%	6,900,263	3.0%
Transfer from DCC Reserves	60,751,328	63,572,619	4.6%	69,571,672	9.4%	79,429,974	14.2%	92,963,737	17.0%	113,739,505	22.3%
User Fees	5,977,543	7,898,030	32.1%	9,420,719	19.3%	11,031,103	17.1%	11,951,292	8.3%	12,715,175	6.4%
Housing Mortgage and Rental Subsidies	1,885,840	1,254,011	(33.5%)	1,291,631	3.0%	1,330,380	3.0%	1,370,292	3.0%	1,376,041	0.4%
Non-Road Diesel Fees	1,070,000	1,197,500	11.9%	1,656,250	38.3%	2,410,000	45.5%	2,692,500	11.7%	3,315,000	23.1%
Regional Global Positioning System User Fees	287,366	284,426	(1.0%)	306,332	7.7%	317,803	3.7%	327,586	3.1%	335,763	2.5%
Electoral Area Requisition	400,973	407,458	1.6%	430,053	5.5%	446,108	3.7%	456,376	2.3%	457,389	0.2%
Love Food Hate Waste	400,000	375,000	(6.3%)	375,000	0.0%	375,000	0.0%	375,000	0.0%	375,000	0.0%
Zero Waste Conference	337,000	240,000	(28.8%)	260,000	8.3%	280,000	7.7%	300,000	7.1%	320,000	6.7%
Other External Revenues	11,768,988	15,210,939	29.2%	16,713,388	9.9%	16,885,459	1.0%	17,086,061	1.2%	16,238,297	(5.0%)
Financing Proceeds	5,820,000	5,325,000	(8.5%)	12,600,000	140.0%	12,725,000	1.0%	11,000,000	(13.6%)	5,000,000	(54.5%)
Transfer from Sustainability Innovation Fund Reserves	10,236,355	3,092,000	(69.8%)	1,567,000	(49.3%)	75,000	(95.2%)	-	(100.0%)	-	0.0%
Transfer from Reserves	30,740,225	34,096,562	10.9%	20,648,451	(39.4%)	19,354,199	(6.3%)	20,558,274	6.2%	20,751,665	0.9%
TOTAL REVENUES	\$ 1,025,457,153	\$ 1,081,792,879	5.5%	\$ 1,220,756,669	12.8%	\$ 1,387,208,294	13.6%	\$ 1,567,130,048	13.0%	\$ 1,761,630,295	12.4%
EXPENDITURES											
Operating Programs:											
Greater Vancouver Water District	\$ 338,434,642	\$ 342,499,784	1.2%	\$ 376,733,297	10.0%	\$ 428,073,298	13.6%	\$ 483,622,380	13.0%	\$ 551,454,054	14.0%
Greater Vancouver Sewerage and Drainage District:											
Liquid Waste Services	392,967,276	418,834,586	6.6%	496,470,981	18.5%	594,295,145	19.7%	697,597,032	17.4%	815,795,204	16.9%
Solid Waste Services	122,991,007	133,391,739	8.5%	142,466,373	6.8%	151,856,553	6.6%	160,257,498	5.5%	168,434,633	5.1%
Metro Vancouver Housing Corporation	54,798,873	60,474,373	10.4%	72,072,906	19.2%	76,148,004	5.7%	83,598,840	9.8%	80,738,056	(3.4%)
Metro Vancouver Regional District											
Air Quality	14,275,068	14,193,563	(0.6%)	14,919,715	5.1%	14,670,984	(1.7%)	15,412,800	5.1%	15,356,938	(0.4%)
E911 Emergency Telephone Service	4,748,693	5,772,500	21.6%	6,116,870	6.0%	6,360,523	4.0%	6,550,801	3.0%	6,746,755	3.0%
Electoral Area Service	797,641	729,126	(8.6%)	727,136	(0.3%)	731,191	0.6%	831,459	13.7%	742,472	(10.7%)
General Government Administration	6,799,517	7,599,517	11.8%	7,927,505	4.3%	8,133,807	2.6%	8,199,594	0.8%	8,299,279	1.2%
General Government-Zero Waste Collaboration Initiative	1,606,945	1,494,777	(7.0%)	1,513,236	1.2%	1,535,346	1.5%	1,556,582	1.4%	1,579,174	1.5%
Housing Planning and Policy	6,743,628	6,280,995	(6.9%)	8,330,722	32.6%	8,361,356	0.4%	8,385,720	0.3%	8,499,157	1.4%
Invest Vancouver	2,785,217	3,791,644	36.1%	3,979,296	4.9%	4,050,950	1.8%	4,114,712	1.6%	4,184,132	1.7%
Regional Emergency Management	233,731	232,479	(0.5%)	233,653	0.5%	216,292	(7.4%)	211,527	(2.2%)	218,749	3.4%
Regional Employers Services	3,057,423	3,461,129	13.2%	3,373,130	(2.5%)	3,341,068	(1.0%)	3,394,507	1.6%	3,459,111	1.9%
Regional Global Positioning System	337,366	354,426	5.1%	379,932	7.2%	393,948	3.7%	405,716	3.0%	415,938	2.5%
Regional Parks	68,990,462	76,540,552	10.9%	79,791,223	4.2%	83,112,490	4.2%	86,922,886	4.6%	89,538,785	3.0%
Regional Planning	4,621,365	4,616,025	(0.1%)	4,774,988	3.4%	4,965,258	4.0%	5,092,192	2.6%	5,177,956	1.7%
Sasamat Fire Protection Service	1,268,299	1,525,664	20.3%	945,706	(38.0%)	962,081	1.7%	975,802	1.4%	989,902	1.4%
	116,265,355	126,592,397	8.9%	133,013,112	5.1%	136,835,294	2.9%	142,054,298	3.8%	145,208,348	2.2%
TOTAL EXPENDITURES	\$ 1,025,457,153	\$ 1,081,792,879	5.5%	\$ 1,220,756,669	12.8%	\$ 1,387,208,294	13.6%	\$ 1,567,130,048	13.0%	\$ 1,761,630,295	12.4%

GREATER VANCOUVER WATER DISTRICT
WATER SERVICES
2023-2027 FINANCIAL PLAN

	2022 BUDGET	2023 BUDGET	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE
REVENUES											
Water Sales	\$ 329,365,517	\$ 338,337,102	2.7%	\$ 373,205,406	10.3%	\$ 425,239,222	13.9%	\$ 480,853,802	13.1%	\$ 548,965,816	14.2%
Other External Revenues	1,657,055	2,576,682		2,706,891		2,663,076		2,672,578		2,392,238	
Transfer from Sustainability Innovation Fund Reserves	3,916,070	1,490,000		725,000		75,000		-		-	
Transfer from Reserves	3,496,000	96,000		96,000		96,000		96,000		96,000	
TOTAL REVENUES	\$ 338,434,642	\$ 342,499,784	1.2%	\$ 376,733,297	10.0%	\$ 428,073,298	13.6%	\$ 483,622,380	13.0%	\$ 551,454,054	14.0%
EXPENDITURES											
Operating Programs:											
Policy Planning and Analysis											
Contribution to Sustainability Innovation Reserve	\$ 723,000	\$ 723,000		\$ 723,000		\$ 723,000		\$ 723,000		\$ 723,000	
Research and Innovation	588,445	514,855		537,577		561,764		587,540		615,224	
Utility Modeling and Data Analytics	2,101,727	2,083,847		2,693,060		2,863,999		2,829,698		2,918,821	
Utility Policy and Planning	3,154,654	3,070,575		2,558,490		1,698,999		1,625,097		1,657,206	
	6,567,826	6,392,277	(2.7%)	6,512,127	1.9%	5,847,762	(10.2%)	5,765,335	(1.4%)	5,914,251	2.6%
Engineering and Construction											
Minor Capital Projects	9,416,652	9,992,975		10,342,345		10,623,538		10,900,666		11,229,806	
Infrastructure Operations Support	2,025,714	2,304,108		2,815,558		2,873,052		3,046,133		3,260,934	
Dispatch	131,424	133,312		137,874		141,816		145,600		149,488	
	11,573,790	12,430,395	7.4%	13,295,777	7.0%	13,638,406	2.6%	14,092,399	3.3%	14,640,228	3.9%
Shared and Support Services											
Engineers in Training	434,233	377,784		388,896		399,333		410,023		421,005	
Business & Shared Services Support	732,088	1,520,112		1,700,026		1,749,675		1,961,787		2,015,721	
Shared & Utility Services	1,026,571	183,271		188,878		194,071		199,335		204,743	
Minor Capital Projects	1,016,387	885,627		916,590		941,511		966,071		995,241	
Records Management	111,408	112,920		119,566		119,855		123,128		126,489	
	3,320,687	3,079,714	(7.3%)	3,310,956	7.5%	3,404,445	2.8%	3,660,344	7.5%	3,763,199	2.8%
Watershed and Environmental Management											
Watershed and Environmental Management	13,135,271	13,323,399		13,577,381		13,835,132		14,331,110		14,921,712	
	13,135,271	13,323,399	1.4%	13,577,381	1.9%	13,835,132	1.9%	14,331,110	3.6%	14,921,712	4.1%
Operations and Maintenance											
Drinking Water Residuals	1,108,925	1,260,654		1,331,660		1,356,109		1,399,487		1,444,494	
Lake City Operations	966,185	1,027,080		1,112,994		1,195,418		1,228,508		1,333,682	
Maintenance	9,263,780	9,372,262		10,227,768		10,633,552		11,244,100		11,883,489	
SCADA Control Systems	5,873,474	6,075,523		6,460,171		6,622,264		6,967,950		7,440,712	
Secondary Disinfection	1,225,831	1,251,732		1,332,709		1,413,696		1,499,626		1,546,793	
Seymour Capilano Filtration Plant	9,895,748	10,713,657		11,266,433		11,707,881		12,285,173		12,757,625	
Coquitlam Water Treatment Plant	6,973,765	7,070,138		7,526,625		8,043,870		8,591,485		9,043,026	
Energy Management	210,569	138,594		180,065		186,023		192,140		198,429	
Utility Voice Radio	122,467	103,802		111,026		114,013		116,486		122,382	
Water Supply	21,171,403	21,394,770		22,508,375		23,389,569		24,330,926		25,139,860	
	56,812,147	58,408,212	2.8%	62,057,826	6.2%	64,662,395	4.2%	67,855,881	4.9%	70,910,492	4.5%
Interagency Projects and Quality Control											
Drinking Water Quality Control	2,964,943	3,150,929		3,105,215		3,273,173		3,452,949		3,521,060	
Interagency Projects	562,330	581,688		796,542		816,372		853,997		874,905	
	3,527,273	3,732,617	5.8%	3,901,757	4.5%	4,089,545	4.8%	4,306,946	5.3%	4,395,965	2.1%
Administration and Department Support	2,126,039	2,701,727	27.1%	2,787,276	3.2%	2,865,045	2.8%	2,942,787	2.7%	3,022,649	2.7%
Communications Program	448,360	508,879	13.5%	524,146	3.0%	539,871	3.0%	556,066	3.0%	572,748	3.0%
Allocation of Centralized Support Costs	29,040,339	30,462,293	4.9%	30,923,491	1.5%	31,102,718	0.6%	31,738,492	2.0%	32,264,526	1.7%
Total Operating Programs	126,551,732	131,039,513	3.5%	136,890,737	4.5%	139,985,319	2.3%	145,249,360	3.8%	150,405,770	3.6%
Allocation of Project Delivery Cost	3,939,069	3,810,519	(3.3%)	4,143,816	8.7%	4,381,476	5.7%	4,525,808	3.3%	4,571,565	1.0%
Debt Service	84,174,697	83,880,609	(0.3%)	95,255,172	13.6%	119,859,145	25.8%	141,754,796	18.3%	172,060,238	21.4%
Contribution to Capital	123,769,144	123,769,143	0.0%	140,443,572	13.5%	163,847,358	16.7%	192,092,416	17.2%	224,416,481	16.8%
TOTAL EXPENDITURES	\$ 338,434,642	\$ 342,499,784	1.2%	\$ 376,733,297	10.0%	\$ 428,073,298	13.6%	\$ 483,622,380	13.0%	\$ 551,454,054	14.0%

GREATER VANCOUVER WATER DISTRICT
CAPITAL PORTFOLIO
WATER SERVICES
2023 CAPITAL BUDGET AND 2023-2027 CAPITAL PLAN

	APPROVED CAPITAL BUDGET	2023 CAPITAL CASH FLOW	2024 CAPITAL CASH FLOW	2025 CAPITAL CASH FLOW	2026 CAPITAL CASH FLOW	2027 CAPITAL CASH FLOW	2023 TO 2027 TOTAL CAPITAL CASH FLOW	ACTIVE PHASE	PRIMARY DRIVER
CAPITAL EXPENDITURES									
Water Mains									
Angus Drive Main	\$ 30,700,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	50,000	Construction	Growth
Annacis Main No. 2 - Queensborough Crossover Improvement	1,200,000	150,000	50,000	-	-	-	200,000	Construction	Maintenance
Annacis Main No. 2 and Barnston Island Main Online Chlorine and pH Analyzers	750,000	500,000	-	-	-	-	500,000	Construction	Upgrade
Annacis Main No. 3 Annieville Channel Crossing Scour Protection	850,000	400,000	-	-	-	-	400,000	Construction	Maintenance
Annacis Main No. 3 BHP Potash Facility Pipe Protection	600,000	200,000	200,000	200,000	-	-	600,000	Construction	Maintenance
Annacis Main No. 5 (North)	69,100,000	600,000	16,750,000	15,750,000	10,000,000	4,900,000	48,000,000	Construction	Growth
Annacis Main No. 5 (South)	12,350,000	300,000	-	1,000,000	14,000,000	14,000,000	29,300,000	Construction	Growth
Annacis Water Supply Tunnel*	482,100,000	74,600,000	80,000,000	65,000,000	50,000,000	51,000,000	320,600,000	Construction	Growth
Boundary Road Main No. 2 & No. 3 Decommissioning	1,250,000	50,000	-	-	-	-	50,000	Construction	Maintenance
Burnaby Mountain Main No. 2	600,000	300,000	600,000	600,000	2,600,000	5,000,000	9,100,000	Design	Maintenance
Cambie-Richmond Water Supply Tunnel*	62,800,000	5,500,000	5,500,000	10,000,000	13,000,000	16,500,000	50,500,000	Design	Resilience
Central Park Main No. 2 (10th Ave to Westburnco)	4,750,000	1,460,000	3,300,000	11,000,000	6,000,000	5,600,000	27,360,000	Construction	Maintenance
Central Park Main No. 2 (Patterson to 10th Ave)	109,100,000	7,100,000	15,500,000	14,000,000	10,000,000	4,000,000	50,600,000	Construction	Maintenance
Clayton Langley Main No. 2	1,900,000	600,000	700,000	200,000	3,000,000	9,000,000	13,500,000	Design	Resilience
Coquitlam Water Main*	293,700,000	64,000,000	116,700,000	134,000,000	159,000,000	156,000,000	629,700,000	Multiple	Growth
Douglas Road Main No. 2 (Flow Meter 169) Replacement	2,000,000	750,000	750,000	-	-	-	1,500,000	Construction	Maintenance
Douglas Road Main No. 2 (Vancouver Heights Section)	21,450,000	600,000	700,000	-	-	-	1,300,000	Construction	Maintenance
Douglas Road Main No. 2 Still Creek	60,000,000	10,250,000	8,000,000	5,000,000	9,400,000	-	32,650,000	Construction	Maintenance
Douglas Road Main Protection	1,500,000	790,000	510,000	150,000	-	-	1,450,000	Construction	Maintenance
Haney Main No. 4 (West Section)	1,900,000	900,000	1,650,000	1,200,000	7,550,000	16,850,000	28,150,000	Multiple	Growth
Haney Water Supply Tunnel*	25,250,000	2,000,000	2,500,000	6,000,000	16,000,000	27,500,000	54,000,000	DEFINITION	Resilience
Improvements to Capilano Mains No. 4 and 5	1,700,000	750,000	750,000	-	-	-	1,500,000	Construction	Maintenance
Kennedy Newton Main	140,450,000	19,300,000	21,000,000	10,000,000	10,000,000	9,500,000	69,800,000	Construction	Growth
Lulu Island - Delta Main - Scour Protection Phase 2	3,550,000	10,000	10,000	2,600,000	890,000	20,000	3,530,000	Construction	Maintenance
Lulu-Delta Water Supply Tunnel*	5,000,000	500,000	1,500,000	5,000,000	5,500,000	54,500,000	67,000,000	DEFINITION	Maintenance
Lynn Valley Road Main, Seymour Main No. 3 & Seymour Main No. 4 Aerial Crossings Rehabilitation	4,200,000	1,930,000	2,270,000	-	-	-	4,200,000	Construction	Maintenance
Maple Ridge Main West Lining Repairs	3,500,000	500,000	1,500,000	1,300,000	-	-	3,300,000	Construction	Maintenance
Newton Reservoir Connection	850,000	450,000	1,100,000	2,500,000	5,000,000	6,000,000	15,050,000	Design	Growth
Palisade Outlet Works Rehabilitation	400,000	400,000	800,000	5,000,000	3,000,000	2,000,000	11,200,000	Design	Maintenance
Port Mann Main No. 2 (South)	33,600,000	550,000	-	-	-	-	550,000	Multiple	Growth
Port Mann No. 1 South Section Decommissioning	850,000	750,000	-	-	-	-	750,000	Construction	Maintenance
Port Moody Main No. 1 Christmas Way Relocation	2,350,000	450,000	-	-	-	-	450,000	Construction	Maintenance
Port Moody Main No. 3 Dewdney Trunk Rd Relocation	2,700,000	50,000	-	-	-	-	50,000	Construction	Maintenance
Port Moody Main No. 3 Scott Creek Section	2,450,000	800,000	3,400,000	12,000,000	12,500,000	-	28,700,000	Design	Maintenance
Queensborough Main Royal Avenue Relocation	7,500,000	2,200,000	2,200,000	750,000	-	-	5,150,000	Construction	Maintenance
Rehabilitation of AN2 on Queensborough Bridge	3,850,000	850,000	470,000	-	-	-	1,320,000	Construction	Maintenance
Relocation and Protection for MOTI Expansion Project Broadway	8,900,000	1,600,000	580,000	575,000	575,000	-	3,330,000	Construction	Maintenance
Relocation and Protection for MOTI George Massey Crossing Replacement	450,000	25,000	-	-	700,000	700,000	1,425,000	Design	Maintenance
Relocation and Protection for Translink Expansion Project Surrey Langley SkyTrain	600,000	50,000	2,025,000	2,525,000	525,000	525,000	5,650,000	Design	Maintenance
Sapperton Main No. 1 New Line Valve and Chamber	3,850,000	500,000	1,000,000	-	-	-	1,500,000	Construction	Upgrade
Sapperton Main No. 2 North Road Relocation and Protection	6,500,000	2,650,000	-	-	-	-	2,650,000	Construction	Maintenance
Scour Protection Assessments and Construction General	4,000,000	800,000	150,000	1,000,000	-	650,000	2,600,000	Construction	Resilience
Second Narrows Crossing 1 & 2 (Burrard Inlet Crossing Removal)*	2,000,000	750,000	1,000,000	1,200,000	12,000,000	12,000,000	26,950,000	Design	Maintenance
Second Narrows Water Supply Tunnel*	468,550,000	40,000,000	30,000,000	20,000,000	45,000,000	600,000	135,600,000	Construction	Resilience
Seymour Main No. 2 Joint Improvements	3,300,000	1,000,000	750,000	1,000,000	1,000,000	-	3,750,000	Construction	Resilience
Seymour Main No. 5 III (North)	7,900,000	500,000	-	-	100,000	500,000	1,100,000	Design	Resilience
South Delta Main No. 1 - Ferry Road Check Valve Replacement	600,000	100,000	-	-	-	-	100,000	Construction	Maintenance
South Surrey Main No. 1 Nickomekl Dam Relocation	7,100,000	400,000	3,600,000	2,100,000	1,000,000	-	7,100,000	Construction	Maintenance

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	APPROVED CAPITAL BUDGET	2023 CAPITAL CASH FLOW	2024 CAPITAL CASH FLOW	2025 CAPITAL CASH FLOW	2026 CAPITAL CASH FLOW	2027 CAPITAL CASH FLOW	2023 TO 2027 TOTAL CAPITAL CASH FLOW	ACTIVE PHASE	PRIMARY DRIVER
South Surrey Main No. 2	2,000,000	800,000	900,000	2,000,000	5,000,000	6,900,000	15,600,000	Design	Growth
South Surrey Main No. 2 Nickomekl Dam Prebuild	2,000,000	500,000	1,000,000	500,000	-	-	2,000,000	Construction	Growth
South Surrey Supply Main (Serpentine River) Bridge Support Modification	1,350,000	250,000	-	-	-	-	250,000	Construction	Maintenance
Stanley Park Water Supply Tunnel*	340,000,000	7,400,000	33,000,000	42,000,000	55,000,000	50,000,000	187,400,000	Construction	Maintenance
Tilbury Junction Chamber Valves Replacement with Actuators	5,600,000	200,000	-	-	-	-	200,000	Construction	Upgrade
Tilbury Main North Fraser Way Valve Addition	3,100,000	1,000,000	1,500,000	-	-	-	2,500,000	Construction	Maintenance
Water Chamber Improvements and Repairs	2,000,000	205,000	205,000	200,000	-	-	610,000	Construction	Maintenance
Water Meter Upgrades	22,400,000	2,450,000	2,500,000	2,500,000	2,500,000	2,400,000	12,350,000	Construction	Upgrade
Water Optimization - Flow Meters (Non-billing) Phase 1	-	-	1,500,000	2,000,000	3,000,000	4,000,000	10,500,000	Not Started	Upgrade
Water Optimization - Flow Meters (Non-billing) Phase 2	3,000,000	250,000	1,500,000	750,000	2,000,000	3,000,000	7,500,000	Design	Upgrade
Water Optimization - Instrumentation	1,500,000	600,000	2,150,000	2,500,000	2,500,000	2,500,000	10,250,000	Design	Upgrade
Water Optimization Automation & Instrumentation	9,550,000	900,000	-	-	-	-	900,000	Construction	Upgrade
Whalley Kennedy Main No. 2	2,900,000	300,000	1,300,000	2,000,000	2,000,000	2,000,000	7,600,000	Design	Growth
Whalley Main	31,800,000	50,000	-	-	-	-	50,000	Construction	Growth
Total Water Mains	\$ 2,337,750,000	\$ 263,870,000	\$ 373,070,000	\$ 386,100,000	\$ 470,340,000	\$ 468,145,000	\$ 1,961,525,000		
Pump Stations									
Barnston/Maple Ridge Pump Station - Back-up Power	14,000,000	8,100,000	-	-	500,000	2,100,000	10,700,000	Construction	Resilience
Burnaby Mountain Pump Station No. 2	1,300,000	100,000	900,000	1,000,000	700,000	9,000,000	11,700,000	Design	Maintenance
Cape Horn Pump Station No. 3	29,050,000	1,600,000	4,500,000	5,100,000	5,000,000	17,000,000	33,200,000	Design	Growth
Capilano Raw Water Pump Station - Back-up Power	55,000,000	18,000,000	16,050,000	2,000,000	-	-	36,050,000	Construction	Resilience
Capilano Raw Water Pump Station Bypass PRV Upgrades	3,200,000	1,600,000	700,000	-	-	-	2,300,000	Construction	Maintenance
Central Park WPS Starters Replacement	11,000,000	2,550,000	5,400,000	1,000,000	-	-	8,950,000	Construction	Maintenance
Grandview Pump Station Improvements	3,500,000	1,550,000	500,000	-	-	-	2,050,000	Construction	Resilience
Newton Pump Station No. 2	72,550,000	11,100,000	21,000,000	12,400,000	2,000,000	3,000,000	49,500,000	Construction	Growth
Pebble Hill Pump Station Seismic Upgrade	-	-	150,000	650,000	1,000,000	-	1,800,000	Not Started	Resilience
Westburnco Pump Station - Back-up Power	24,500,000	250,000	1,500,000	7,050,000	6,500,000	4,800,000	20,100,000	Construction	Resilience
Westburnco Pump Station No. 2 VFD Replacements	2,550,000	700,000	-	-	-	-	700,000	Construction	Maintenance
Total Pump Stations	\$ 216,650,000	\$ 45,550,000	\$ 50,700,000	\$ 29,200,000	\$ 15,700,000	\$ 35,900,000	\$ 177,050,000		
Reservoirs									
Burnaby Mountain Tank No. 2	3,350,000	450,000	950,000	1,200,000	500,000	7,000,000	10,100,000	Design	Resilience
Burnaby Mountain Tank No. 3	3,400,000	650,000	1,200,000	1,200,000	450,000	7,000,000	10,500,000	Design	Resilience
Cape Horn Reservoir Condition Assessment and Structural Repair	500,000	150,000	250,000	1,300,000	-	-	1,700,000	Design	Maintenance
Capilano Energy Recovery Facility 66" PRV Replacement	-	-	1,450,000	50,000	3,500,000	2,000,000	7,000,000	Not Started	Maintenance
Capilano Energy Recovery Facility Operational Upgrades	1,800,000	300,000	750,000	450,000	300,000	-	1,800,000	Construction	Maintenance
Central Park Reservoir Structural Improvements	-	-	100,000	200,000	1,300,000	500,000	2,100,000	Not Started	Maintenance
Clayton Reservoir	25,750,000	50,000	-	-	-	-	50,000	Construction	Resilience
Dechlorination for Reservoir Overflow and Underdrain Discharges	2,700,000	1,700,000	300,000	-	-	-	2,000,000	Construction	Maintenance
Fleetwood Reservoir	56,550,000	17,000,000	13,000,000	9,650,000	-	-	39,650,000	Construction	Growth
Grandview Reservoir Unit No. 2	-	-	400,000	800,000	1,400,000	1,000,000	3,600,000	Not Started	Growth
Hellings Tank No. 2	43,900,000	9,000,000	11,500,000	9,000,000	7,650,000	-	37,150,000	Construction	Growth
Kersland Reservoir No. 1 Structural Improvements	5,500,000	500,000	-	-	-	-	500,000	Construction	Maintenance
Pebble Hill Reservoir No. 3 Seismic Upgrade	500,000	50,000	-	-	-	5,000,000	5,050,000	Design	Resilience
Pebble Hill Reservoir Seismic Upgrade	12,350,000	2,600,000	2,600,000	-	-	-	5,200,000	Construction	Resilience
Reservoir Isolation Valve Automation	6,450,000	1,050,000	1,500,000	1,250,000	1,150,000	-	4,950,000	Construction	Resilience
Reservoir Sampling Kiosks - Multi Location	500,000	350,000	650,000	300,000	-	-	1,300,000	Design	Upgrade
Reservoir Structural Preliminary Assessments	3,200,000	500,000	1,200,000	1,500,000	-	-	3,200,000	Definition	Maintenance
Sasamat Reservoir Refurbishment	400,000	150,000	650,000	700,000	-	-	1,500,000	Design	Maintenance
Sunnyside Reservoir Units 1 and 2 Seismic Upgrade	8,000,000	100,000	2,000,000	7,200,000	1,000,000	-	10,300,000	Construction	Resilience
Vancouver Heights System Resiliency Improvements	2,500,000	700,000	1,000,000	500,000	-	-	2,200,000	Construction	Resilience

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	APPROVED CAPITAL BUDGET	2023 CAPITAL CASH FLOW	2024 CAPITAL CASH FLOW	2025 CAPITAL CASH FLOW	2026 CAPITAL CASH FLOW	2027 CAPITAL CASH FLOW	2023 TO 2027 TOTAL CAPITAL CASH FLOW	ACTIVE PHASE	PRIMARY DRIVER
Total Reservoirs	\$ 177,350,000	\$ 35,300,000	\$ 39,500,000	\$ 35,300,000	\$ 17,250,000	\$ 22,500,000	\$ 149,850,000		
Treatment Plants									
Coquitlam Intake Tower Seismic Upgrade	2,500,000	250,000	250,000	5,000,000	14,000,000	5,000,000	24,500,000	Design	Resilience
Coquitlam Lake Water Supply*	160,750,000	15,000,000	16,000,000	30,000,000	50,000,000	108,000,000	219,000,000	Multiple	Growth
Critical Control Sites - Back-Up Power	-	-	200,000	300,000	400,000	500,000	1,400,000	Not Started	Resilience
CWTP CO2 System Improvements	-	-	500,000	1,750,000	1,500,000	-	3,750,000	Not Started	Maintenance
CWTP Mobile Disinfection System	750,000	400,000	1,350,000	1,000,000	-	-	2,750,000	Design	Upgrade
CWTP Ozone Back-up Power	-	-	500,000	1,450,000	4,000,000	1,500,000	7,450,000	Not Started	Resilience
CWTP Ozone Generation Upgrades for Units 2 & 3	7,500,000	2,050,000	50,000	-	-	-	2,100,000	Construction	Upgrade
CWTP Ozone Sidestream Pipe Heat Trace and Insulation	900,000	50,000	-	-	-	-	50,000	Construction	Maintenance
CWTP Ozone Sidestream Pump VFD Replacement	1,400,000	490,000	300,000	-	-	-	790,000	Construction	Maintenance
CWTP Temporary Water Supply	2,000,000	1,300,000	250,000	-	-	-	1,550,000	Construction	Maintenance
Online Chlorine and pH Analyzers	2,500,000	400,000	1,400,000	1,200,000	1,500,000	1,500,000	6,000,000	Multiple	Upgrade
SCFP Additional Pre-Treatment	-	-	-	-	1,000,000	7,300,000	8,300,000	Not Started	Upgrade
SCFP Centralized Compressed Air System	1,900,000	1,225,000	250,000	-	-	-	1,475,000	Construction	Maintenance
SCFP Clearwell Baffle Replacement	600,000	250,000	1,350,000	500,000	-	1,000,000	3,100,000	Multiple	Maintenance
SCFP Clearwell Membrane Replacement	600,000	200,000	600,000	800,000	5,700,000	5,500,000	12,800,000	Design	Maintenance
SCFP Floc Tank Baffle Replacement and Ladder Installation to Improve Accessibility	800,000	700,000	100,000	6,000,000	2,000,000	1,000,000	9,800,000	Design	Maintenance
SCFP OMC Building Expansion	800,000	300,000	250,000	1,550,000	500,000	-	2,600,000	Design	Maintenance
SCFP Polymer System Upgrade	4,650,000	700,000	-	-	-	-	700,000	Construction	Maintenance
SCFP SCADA/ICS Controller Replacement	1,400,000	700,000	700,000	-	-	-	1,400,000	Design	Maintenance
Total Treatment Plants	\$ 189,050,000	\$ 24,015,000	\$ 24,050,000	\$ 49,550,000	\$ 80,600,000	\$ 131,300,000	\$ 309,515,000		
Others									
Beach Yard Facility - Site Redevelopment	-	-	-	500,000	1,000,000	1,500,000	3,000,000	Not Started	Maintenance
Capilano Hydropower	4,250,000	-	-	-	1,750,000	2,000,000	3,750,000	Design	Opportunity
Capilano Mid-Lake Debris Boom	750,000	50,000	-	-	-	-	50,000	Construction	Resilience
Capilano Raw Water Pump Station VFD Upgrades	1,800,000	1,800,000	500,000	-	-	-	2,300,000	Construction	Maintenance
Capilano Reservoir and Seymour Reservoir Dam Safety Boom Replacement	3,700,000	3,050,000	500,000	-	-	-	3,550,000	Construction	Maintenance
Capilano Reservoir Boat Wharf	850,000	100,000	-	-	-	-	100,000	Construction	Resilience
Capilano Watershed Bridge Replacements - Crown Creek and Capilano River	-	-	-	-	95,000	200,000	295,000	Not Started	Maintenance
Capilano Watershed Security Gatehouse	4,700,000	2,950,000	400,000	-	-	-	3,350,000	Construction	Maintenance
CLD & SFD Fasteners Replacement & Coating Repairs	2,350,000	350,000	-	-	-	-	350,000	Construction	Maintenance
Cleveland Dam - Lower Outlet HBV Rehabilitation	4,900,000	200,000	1,000,000	-	-	-	1,200,000	Construction	Maintenance
Cleveland Dam Drumgate Seal Replacement	300,000	-	500,000	500,000	-	-	1,000,000	Design	Maintenance
Cleveland Dam East Abutment Additional GV Series Pump Wells	750,000	50,000	-	-	-	-	50,000	Construction	Upgrade
Cleveland Dam Lower Outlet Trashrack Replacement and Debris Removal	-	-	-	-	500,000	500,000	1,000,000	Not Started	Maintenance
Cleveland Dam Power Resiliency Improvements	1,700,000	1,300,000	250,000	-	-	-	1,550,000	Construction	Resilience
Cleveland Dam Public Warning System and Enhancements	10,000,000	2,000,000	2,000,000	3,000,000	-	-	7,000,000	Construction	Maintenance
Cleveland Dam Seismic Stability Evaluation	800,000	400,000	-	-	-	-	400,000	Design	Resilience
Cleveland Dam Spillway Resurfacing	-	-	-	-	400,000	1,000,000	1,400,000	Not Started	Maintenance
Facilities O&M Documentation Development	2,000,000	500,000	1,000,000	500,000	-	-	2,000,000	Design	Resilience
Lake City HVAC Upgrade	900,000	900,000	200,000	-	-	-	1,100,000	Construction	Resilience
Lower Seymour Conservation Reserve Learning Lodge Replacement	5,050,000	50,000	-	-	-	-	50,000	Construction	Upgrade
Microbiology Laboratory Expansion	-	-	150,000	200,000	1,400,000	3,000,000	4,750,000	Not Started	Maintenance
Newton Rechlorination Station No. 2	-	-	400,000	900,000	1,900,000	1,500,000	4,700,000	Not Started	Maintenance
Pitt River Rechlorination Station Reconstruction	-	-	-	500,000	1,000,000	1,500,000	3,000,000	Not Started	Maintenance
Rechlorination Station SHS Storage Tank Replacement	1,200,000	250,000	-	-	-	-	250,000	Construction	Maintenance
Rechlorination Station Upgrades	5,000,000	2,050,000	1,500,000	1,000,000	6,000,000	6,000,000	16,550,000	Design	Maintenance
Rice Lake Dams Rehabilitation	3,000,000	600,000	1,200,000	600,000	600,000	-	3,000,000	Construction	Maintenance

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	APPROVED CAPITAL BUDGET	2023 CAPITAL CASH FLOW	2024 CAPITAL CASH FLOW	2025 CAPITAL CASH FLOW	2026 CAPITAL CASH FLOW	2027 CAPITAL CASH FLOW	2023 TO 2027 TOTAL CAPITAL CASH FLOW	ACTIVE PHASE	PRIMARY DRIVER
Scour Protection - General	2,000,000	100,000	-	-	-	-	100,000	Construction	Maintenance
Seymour Falls Boat Wharf	800,000	50,000	-	-	-	-	50,000	Construction	Resilience
Seymour Falls Dam Public Warning System	10,000,000	500,000	2,500,000	4,000,000	3,000,000	-	10,000,000	Construction	Maintenance
Seymour Falls Dam Seismic Stability Assessment	1,800,000	800,000	1,000,000	1,000,000	1,000,000	2,500,000	6,300,000	Definition	Resilience
Seymour Lake Debris Boom	800,000	50,000	-	-	-	-	50,000	Construction	Resilience
Seymour Reservoir Mid-Lake Debris Boom	2,300,000	100,000	-	-	-	-	100,000	Construction	Resilience
South Fraser Works Yard	71,000,000	13,000,000	2,500,000	500,000	-	-	16,000,000	Design	Maintenance
Total Others	\$ 142,700,000	\$ 31,200,000	\$ 15,600,000	\$ 13,200,000	\$ 18,645,000	\$ 19,700,000	\$ 98,345,000		
TOTAL CAPITAL EXPENDITURES	\$ 3,063,500,000	\$ 399,935,000	\$ 502,920,000	\$ 513,350,000	\$ 602,535,000	\$ 677,545,000	\$ 2,696,285,000		

CAPITAL FUNDING									
New External Borrowing	\$ 1,697,307,000	\$ 262,605,000	\$ 290,360,000	\$ 255,840,000	\$ 321,645,000	\$ 363,405,000	\$ 1,493,855,000		
DCCs	346,812,000	-	60,030,000	81,870,000	80,840,000	82,500,000	305,240,000		
Contribution to Capital	959,594,000	123,770,000	140,440,000	163,850,000	192,090,000	224,420,000	844,570,000		
Reserve	28,405,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	25,000,000		
External Funding - Interagency	31,382,000	8,560,000	7,090,000	6,790,000	2,960,000	2,220,000	27,620,000		
Total	\$ 3,063,500,000	\$ 399,935,000	\$ 502,920,000	\$ 513,350,000	\$ 602,535,000	\$ 677,545,000	\$ 2,696,285,000		

SUMMARY BY DRIVER									
Growth	\$ 1,466,250,000	\$ 216,100,000	\$ 306,800,000	\$ 300,900,000	\$ 328,600,000	\$ 396,150,000	\$ 1,548,550,000		
Maintenance	781,100,000	86,685,000	113,570,000	134,700,000	151,085,000	168,545,000	654,585,000		
Resilience	748,200,000	88,450,000	70,450,000	67,500,000	108,600,000	90,150,000	425,150,000		
Upgrade	63,700,000	8,700,000	12,100,000	10,250,000	12,500,000	20,700,000	64,250,000		
Opportunity	4,250,000	-	-	-	1,750,000	2,000,000	3,750,000		
Total	\$ 3,063,500,000	\$ 399,935,000	\$ 502,920,000	\$ 513,350,000	\$ 602,535,000	\$ 677,545,000	\$ 2,696,285,000		

* Project is part of Metro Vancouver's formal stage gate framework. Detailed project report will be brought forward as part of the stage gate review process.

GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT
LIQUID WASTE SERVICES
2023-2027 FINANCIAL PLAN

	2022	2023	%	2024	%	2025	%	2026	%	2027	%
	BUDGET	BUDGET	CHANGE	FORECAST	CHANGE	FORECAST	CHANGE	FORECAST	CHANGE	FORECAST	CHANGE
REVENUES											
Liquid Waste Services Levy	\$ 301,424,687	\$ 324,265,595	7.6%	\$ 403,777,026	24.5%	\$ 492,474,707	22.0%	\$ 581,272,842	18.0%	\$ 678,672,079	16.8%
User Fees	3,370,229	4,331,703		5,454,337		6,677,424		7,200,972		7,604,991	
Transfer from DCC Reserves	60,751,328	63,572,619		69,571,672		79,429,974		92,963,737		113,739,505	
Liquid Waste Industrial Charges	12,262,636	12,495,626		13,169,057		13,655,992		14,044,413		14,465,746	
Other External Revenues	1,414,821	1,793,792		1,805,882		1,817,974		1,830,068		1,177,883	
Transfer from Sustainability Innovation Fund Reserves	2,698,067	757,000		442,000		-		-		-	
Transfer from Reserves	11,045,508	11,618,251		2,251,007		239,074		285,000		135,000	
TOTAL REVENUES	\$ 392,967,276	\$ 418,834,586	6.6%	\$ 496,470,981	18.5%	\$ 594,295,145	19.7%	\$ 697,597,032	17.4%	\$ 815,795,204	16.9%
EXPENDITURES											
Operating Programs:											
Policy Planning and Analysis											
Contribution to Sustainability Innovation Fund Reserve	\$ 1,127,000	\$ 1,127,000		\$ 1,127,000		\$ 1,127,000		\$ 1,127,000		\$ 1,127,000	
Utility Analysis and Infrastructure	2,977,326	2,954,604		3,532,831		4,652,842		4,187,129		4,296,582	
Utility Policy and Planning	3,563,541	3,712,150		3,774,646		3,634,017		3,704,185		3,807,982	
Wastewater Research and Innovation	3,610,080	2,051,836		1,989,764		1,589,038		1,629,864		1,668,064	
Wastewater Facilities Planning	-	560,402		1,122,530		1,112,628		1,344,004		1,364,169	
	11,277,947	10,405,992	(7.7%)	11,546,771	11.0%	12,115,525	4.9%	11,992,182	(1.0%)	12,263,797	2.3%
Management Systems and Utility Services											
Annacis Research Centre	492,843	502,112		510,353		518,724		527,453		535,410	
Dispatch	145,550	155,180		160,490		165,079		169,483		174,008	
Energy Management	210,568	323,386		420,151		434,052		448,328		463,000	
Engineers in Training	666,857	589,460		606,800		623,084		639,764		656,899	
Management Systems Utility Services	1,013,613	1,219,885		1,247,100		1,274,421		1,302,432		1,331,194	
Records Management	123,383	131,443		135,686		139,515		143,326		147,238	
Utility Voice Radio	159,823	135,465		144,894		148,792		152,017		159,714	
	2,812,637	3,056,931	8.7%	3,225,474	5.5%	3,303,667	2.4%	3,382,803	2.4%	3,467,463	2.5%
Environmental Management and Quality Control											
Environmental Management and Quality Control	12,823,690	13,445,222		15,244,391		15,974,660		16,731,156		16,381,584	
Source Compliance Monitoring	419,306	412,888		426,240		437,940		598,369		459,429	
Contribution to Reserve	101,285	106,282		108,399		109,834		113,061		116,264	
	13,344,281	13,964,392	4.6%	15,779,030	13.0%	16,522,434	4.7%	17,442,586	5.6%	16,957,277	(2.8%)
Project Delivery											
Minor Capital Projects	9,225,154	7,170,828		9,707,735		9,927,346		10,088,180		10,378,088	
	9,225,154	7,170,828	(22.3%)	9,707,735	35.4%	9,927,346	2.3%	10,088,180	1.6%	10,378,088	2.9%
Operations and Maintenance											
Lake City Operations	966,184	1,027,079		1,112,993		1,195,417		1,228,507		1,333,682	
Liquid Waste Residuals	34,406,220	28,874,666		38,596,109		41,293,327		44,161,861		44,864,374	
Maintenance	32,496,440	36,063,178		38,107,341		40,387,840		42,810,064		44,932,255	
SCADA Control Systems	1,097,380	1,126,131		1,201,876		1,218,609		1,279,212		1,352,867	
Urban Drainage	1,263,704	1,406,189		1,564,007		1,718,492		1,785,930		1,851,455	
Wastewater Collection	17,102,791	17,365,872		18,238,017		19,202,472		20,514,963		21,180,131	
Wastewater Treatment	49,626,692	55,069,772		63,960,391		63,713,166		67,185,178		70,097,116	
	136,959,411	140,932,887	2.9%	162,780,734	15.5%	168,729,323	3.7%	178,965,715	6.1%	185,611,880	3.7%
Administration and Department Support	2,593,267	2,882,626	11.2%	3,202,263	11.1%	3,674,566	14.7%	3,757,442	2.3%	3,874,716	3.1%
Communications Program	475,001	475,000	0.0%	503,500	6.0%	523,640	4.0%	539,350	3.0%	555,531	3.0%
Environmental Regulation and Enforcement	2,169,508	2,278,451	5.0%	2,348,492	3.1%	2,414,820	2.8%	2,483,539	2.8%	2,548,174	2.6%
Allocation of Centralized Support Costs	31,423,500	34,321,573	9.2%	36,395,879	6.0%	39,468,965	8.4%	42,225,062	7.0%	44,461,990	5.3%
Total Operating Programs	210,280,706	215,488,680	2.5%	245,489,878	13.9%	256,680,286	4.6%	270,876,859	5.5%	280,118,916	3.4%
Allocation of Project Delivery Cost	7,340,267	6,684,840	(8.9%)	7,269,546	8.7%	7,686,479	5.7%	7,939,684	3.3%	8,019,953	1.0%
Debt Service	98,990,808	116,305,572	17.5%	149,580,165	28.6%	210,569,122	40.8%	283,136,607	34.5%	374,354,506	32.2%
Contribution to Capital	76,355,495	80,355,494	5.2%	94,131,392	17.1%	119,359,258	26.8%	135,643,882	13.6%	153,301,829	13.0%
TOTAL EXPENDITURES	\$ 392,967,276	\$ 418,834,586	6.6%	\$ 496,470,981	18.5%	\$ 594,295,145	19.7%	\$ 697,597,032	17.4%	\$ 815,795,204	16.9%

GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT
LIQUID WASTE SERVICES
2023-2027 FINANCIAL PLAN
VANCOUVER SEWERAGE AREA

	2022 BUDGET	2023 BUDGET	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE
REVENUES											
Liquid Waste Services Levy	\$ 94,622,591	\$ 99,429,756	5.1%	\$ 123,173,022	23.9%	\$ 154,398,830	25.4%	\$ 182,159,251	18.0%	\$ 203,382,487	11.7%
User Fees	914,177	1,243,538		1,545,383		1,947,265		2,149,184		2,331,142	
Transfer from DCC Reserves	6,320,559	7,005,177		6,797,418		6,763,564		6,809,710		6,784,863	
Liquid Waste Industrial Charges	3,135,617	3,195,194		3,386,906		3,522,382		3,628,053		3,736,895	
Other External Revenues	154,282	154,282		154,282		154,282		154,282		70,000	
Transfer from Sustainability Innovation Fund Reserves	1,020,678	296,214		172,955		-		-		-	
Transfer from Reserves	8,293,508	11,373,251		1,923,397		104,074		58,695		-	
TOTAL REVENUES	\$ 114,461,412	\$ 122,697,412	7.2%	\$ 137,153,363	11.8%	\$ 166,890,397	21.7%	\$ 194,959,175	16.8%	\$ 216,305,387	10.9%
EXPENDITURES											
Operating Programs:											
Policy Planning and Analysis											
Contribution to Sustainability Innovation Fund Reserve	\$ 426,344	\$ 440,995		\$ 440,995		\$ 440,995		\$ 440,995		\$ 440,995	
Utility Analysis and Infrastructure	1,097,950	1,087,659		1,283,491		1,719,872		1,535,708		1,576,555	
Utility Policy and Planning	1,320,993	1,425,173		1,449,628		1,398,512		1,425,970		1,466,585	
Wastewater Research and Innovation	1,365,693	802,884		778,595		621,790		637,766		652,713	
Wastewater Facilities Planning	-	219,285		439,246		435,371		525,909		533,799	
	4,210,980	3,975,996	(5.6%)	4,391,955	10.5%	4,616,540	5.1%	4,566,348	(1.1%)	4,670,647	2.3%
Management Systems and Utility Services											
Annacis Research Centre	186,443	196,476		199,701		202,977		206,392		209,506	
Dispatch	42,945	45,088		46,631		47,965		49,244		50,559	
Energy Management	62,129	93,962		122,077		126,117		130,266		134,528	
Engineers in Training	252,274	230,654		237,439		243,811		250,338		257,042	
Management Systems Utility Services	299,117	354,450		362,357		370,296		378,435		386,792	
Records Management	36,404	38,191		39,424		40,537		41,644		42,781	
Utility Voice Radio	57,383	48,639		52,025		53,424		54,581		57,346	
	936,695	1,007,460	7.6%	1,059,654	5.2%	1,085,127	2.4%	1,110,900	2.4%	1,138,554	2.5%
Environmental Management and Quality Control											
Environmental Management and Quality Control	4,678,167	5,049,905		5,749,243		6,028,292		6,318,159		6,175,880	
Source Compliance Monitoring	158,623	161,563		166,788		171,366		234,142		179,775	
Contribution to Reserve	38,316	41,588		42,417		42,978		44,241		45,494	
	4,875,106	5,253,056	7.8%	5,958,448	13.4%	6,242,636	4.8%	6,596,542	5.7%	6,401,149	(3.0%)
Project Delivery											
Minor Capital Projects	3,625,573	1,496,392		2,007,819		2,033,143		2,051,496		2,108,366	
	3,625,573	1,496,392	(58.7%)	2,007,819	34.2%	2,033,143	1.3%	2,051,496	0.9%	2,108,366	2.8%
Operations and Maintenance											
Lake City Operations	365,508	401,896		435,515		467,766		480,715		521,870	
Liquid Waste Residuals	19,977,101	17,569,473		22,688,862		23,925,480		25,255,703		13,652,067	
Maintenance	8,842,743	9,761,264		10,077,617		10,650,334		11,024,535		11,469,129	
SCADA Control Systems	315,205	310,583		331,474		336,090		352,802		373,117	
Wastewater Collection	4,119,149	4,662,071		4,893,199		5,096,542		5,487,533		5,642,810	
Wastewater Treatment	14,465,043	15,567,664		16,230,336		17,063,770		17,208,330		18,352,694	
	48,084,749	48,272,951	0.4%	54,657,003	13.2%	57,539,982	5.3%	59,809,618	3.9%	50,011,687	(16.4%)
Administration and Department Support											
	765,273	837,576	9.4%	930,450	11.1%	1,067,682	14.7%	1,091,762	2.3%	1,125,837	3.1%
Communications Program											
	179,693	185,868	3.4%	197,020	6.0%	204,900	4.0%	211,048	3.0%	217,379	3.0%
Environmental Regulation and Enforcement											
	382,701	439,741	14.9%	453,259	3.1%	466,060	2.8%	479,323	2.8%	491,798	2.6%
Allocation of Centralized Support Costs											
	9,295,808	9,984,775	7.4%	10,669,925	6.9%	10,877,530	1.9%	11,893,423	9.3%	12,444,076	4.6%
Total Operating Programs	72,356,578	71,453,815	(1.2%)	80,325,533	12.4%	84,133,600	4.7%	87,810,459	4.4%	78,609,493	(10.5%)
Allocation of Project Delivery Cost											
	1,948,909	1,868,051	(4.1%)	2,031,445	8.7%	2,147,957	5.7%	2,218,716	3.3%	2,241,142	1.0%
Debt Service											
	10,969,679	16,189,300	47.6%	19,963,743	23.3%	31,978,617	60.2%	48,247,207	50.9%	70,554,047	46.2%
Contribution to Capital											
	29,186,246	33,186,246	13.7%	34,832,642	5.0%	48,630,223	39.6%	56,682,793	16.6%	64,900,705	14.5%
TOTAL EXPENDITURES	\$ 114,461,412	\$ 122,697,412	7.2%	\$ 137,153,363	11.8%	\$ 166,890,397	21.7%	\$ 194,959,175	16.8%	\$ 216,305,387	10.9%

GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT
LIQUID WASTE SERVICES
2023-2027 FINANCIAL PLAN
NORTH SHORE SEWERAGE AREA

	2022 BUDGET	2023 BUDGET	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE
REVENUES											
Liquid Waste Services Levy	\$ 30,045,674	\$ 34,247,339	14.0%	\$ 40,415,146	18.0%	\$ 54,211,209	34.1%	\$ 63,597,604	17.3%	\$ 70,091,818	10.2%
User Fees	62,515	63,459		64,625		65,814		67,027		68,264	
Transfer from DCC Reserves	2,256,693	2,513,190		2,090,059		2,084,995		2,121,873		2,130,879	
Liquid Waste Industrial Charges	907,707	924,953		942,527		960,435		978,683		1,008,043	
Other External Revenues	18,693	18,781		18,871		18,963		19,057		-	
Transfer from Sustainability Innovation Fund Reserves	187,516	48,978		28,597		-		-		-	
Transfer from Reserves	915,000	-		19,410		-		9,705		-	
TOTAL REVENUES	\$ 34,393,798	\$ 37,816,700	10.0%	\$ 43,579,235	15.2%	\$ 57,341,416	31.6%	\$ 66,793,949	16.5%	\$ 73,299,004	9.7%
EXPENDITURES											
Operating Programs:											
Policy Planning and Analysis											
Contribution to Sustainability Innovation Fund Reserve	\$ 78,327	\$ 72,917		\$ 72,917		\$ 72,917		\$ 72,917		\$ 72,917	
Utility Analysis and Infrastructure	201,712	179,840		212,221		284,374		253,924		260,677	
Utility Policy and Planning	242,688	235,647		239,691		231,239		235,779		242,494	
Wastewater Research and Innovation	250,900	132,753		128,737		102,811		105,452		107,924	
Wastewater Facilities Planning	-	36,258		72,628		71,987		86,957		88,262	
	773,627	657,415	(15.0%)	726,194	10.5%	763,328	5.1%	755,029	(1.1%)	772,274	2.3%
Management Systems and Utility Services											
Annacis Research Centre	34,253	32,487		33,020		33,561		34,126		34,641	
Dispatch	12,968	13,601		14,065		14,467		14,854		15,249	
Energy Management	18,762	28,338		36,817		38,035		39,286		40,572	
Engineers in Training	46,354	38,131		39,253		40,306		41,385		42,494	
Management Systems Utility Services	90,313	106,899		109,283		111,678		114,132		116,653	
Records Management	10,993	11,519		11,891		12,227		12,561		12,903	
Utility Voice Radio	15,213	12,894		13,791		14,163		14,470		15,202	
	228,856	243,869	6.6%	258,120	5.8%	264,437	2.4%	270,814	2.4%	277,714	2.5%
Environmental Management and Quality Control											
Environmental Management and Quality Control	984,603	978,692		1,097,463		1,147,981		1,199,949		1,180,216	
Source Compliance Monitoring	29,142	26,714		27,578		28,335		38,714		29,725	
Contribution to Reserve	7,039	6,876		7,013		7,106		7,315		7,522	
	1,020,784	1,012,282	(0.8%)	1,132,054	11.8%	1,183,422	4.5%	1,245,978	5.3%	1,217,463	(2.3%)
Project Delivery											
Minor Capital Projects	114,978	373,392		392,280		407,437		418,976		430,891	
	114,978	373,392	220.0%	392,280	5.1%	407,437	3.9%	418,976	2.8%	430,891	2.8%
Operations and Maintenance											
Lake City Operations	67,150	66,452		72,011		77,343		79,484		86,289	
Liquid Waste Residuals	949,148	719,094		882,657		1,248,668		2,150,724		3,995,401	
Maintenance	3,505,038	3,972,973		4,217,074		5,219,455		5,243,661		5,488,558	
SCADA Control Systems	153,686	174,410		186,140		188,732		198,117		209,526	
Wastewater Collection	2,796,033	3,235,021		3,391,433		3,505,727		3,734,292		3,859,225	
Wastewater Treatment	6,519,751	7,023,825		7,182,421		10,601,904		13,077,026		12,962,441	
	13,990,806	15,191,775	8.6%	15,931,736	4.9%	20,841,829	30.8%	24,483,304	17.5%	26,601,440	8.7%
Administration and Department Support											
	231,060	252,605	9.3%	280,614	11.1%	322,002	14.7%	329,265	2.3%	339,541	3.1%
Communications Program											
	33,013	30,733	(6.9%)	32,576	6.0%	33,880	4.0%	34,896	3.0%	35,943	3.0%
Environmental Regulation and Enforcement											
	118,238	128,277	8.5%	132,220	3.1%	135,954	2.8%	139,823	2.8%	143,462	2.6%
Allocation of Centralized Support Costs											
	2,780,999	3,009,200	8.2%	3,301,676	9.7%	3,465,734	5.0%	4,096,458	18.2%	4,250,537	3.8%
Total Operating Programs	19,292,361	20,899,548	8.3%	22,187,470	6.2%	27,418,023	23.6%	31,774,543	15.9%	34,069,264	7.2%
Allocation of Project Delivery Cost											
	640,927	530,045	(17.3%)	576,407	8.7%	609,466	5.7%	629,543	3.3%	635,906	1.0%
Debt Service											
	5,689,202	7,615,799	33.9%	13,575,885	78.3%	20,488,362	50.9%	24,529,729	19.7%	27,706,716	13.0%
Contribution to Capital											
	8,771,308	8,771,308	0.0%	7,239,473	(17.5%)	8,825,565	21.9%	9,860,134	11.7%	10,887,118	10.4%
TOTAL EXPENDITURES	\$ 34,393,798	\$ 37,816,700	10.0%	\$ 43,579,235	15.2%	\$ 57,341,416	31.6%	\$ 66,793,949	16.5%	\$ 73,299,004	9.7%

GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT
LIQUID WASTE SERVICES
2023-2027 FINANCIAL PLAN
LULU ISLAND WEST SEWERAGE AREA

	2022 BUDGET	2023 BUDGET	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE
REVENUES											
Liquid Waste Services Levy	\$ 26,919,245	\$ 29,380,218	9.1%	\$ 33,763,357	14.9%	\$ 42,404,971	25.6%	\$ 48,079,429	13.4%	\$ 53,156,820	10.6%
User Fees	150,695	146,209		149,027		151,901		154,833		157,823	
Transfer from DCC Reserves	2,391,566	2,353,241		2,370,695		2,373,000		2,510,807		2,413,922	
Liquid Waste Industrial Charges	918,747	936,203		953,991		972,117		990,587		1,020,305	
Other External Revenues	666,268	678,268		690,268		702,268		714,268		711,000	
Transfer from Sustainability Innovation Fund Reserves	188,325	50,265		29,349		-		-		-	
Transfer from Reserves	1,000,000	-		19,920		-		9,960		-	
TOTAL REVENUES	\$ 32,234,846	\$ 33,544,404	4.1%	\$ 37,976,607	13.2%	\$ 46,604,257	22.7%	\$ 52,459,884	12.6%	\$ 57,459,870	9.5%
EXPENDITURES											
Operating Programs:											
Policy Planning and Analysis											
Contribution to Sustainability Innovation Fund Reserve	\$ 78,665	\$ 74,833		\$ 74,833		\$ 74,833		\$ 74,833		\$ 74,833	
Utility Analysis and Infrastructure	202,582	184,566		217,797		291,846		260,595		267,527	
Utility Policy and Planning	243,736	241,839		245,988		237,315		241,974		248,866	
Wastewater Research and Innovation	251,984	136,242		132,121		105,512		108,223		110,759	
Wastewater Facilities Planning	-	37,211		74,536		73,878		89,242		90,581	
	776,967	674,690	(13.2%)	745,275	10.5%	783,384	5.1%	774,867	(1.1%)	792,566	2.3%
Management Systems and Utility Services											
Annacis Research Centre	34,400	33,340		33,887		34,443		35,023		35,551	
Dispatch	11,882	12,838		13,277		13,657		14,021		14,396	
Energy Management	17,191	26,753		34,759		35,909		37,090		38,303	
Engineers in Training	46,540	39,145		40,297		41,378		42,486		43,624	
Management Systems Utility Services	82,711	100,921		103,173		105,433		107,750		110,130	
Records Management	10,073	10,874		11,225		11,542		11,857		12,181	
Utility Voice Radio	13,389	11,348		12,138		12,464		12,735		13,379	
	216,186	235,219	8.8%	248,756	5.8%	254,826	2.4%	260,962	2.4%	267,564	2.5%
Environmental Management and Quality Control											
Environmental Management and Quality Control	942,912	950,795		1,071,570		1,122,008		1,174,014		1,152,276	
Source Compliance Monitoring	29,268	27,416		28,302		29,079		39,732		30,506	
Contribution to Reserve	7,070	7,057		7,198		7,293		7,507		7,720	
	979,250	985,268	0.6%	1,107,070	12.4%	1,158,380	4.6%	1,221,253	5.4%	1,190,502	(2.5%)
Project Delivery											
Minor Capital Projects	1,739,157	827,092		819,902		843,845		853,203		877,169	
	1,739,157	827,092	(52.4%)	819,902	(0.9%)	843,845	2.9%	853,203	1.1%	877,169	2.8%
Operations and Maintenance											
Lake City Operations	67,439	68,197		73,901		79,376		81,573		88,556	
Liquid Waste Residuals	1,826,052	1,472,479		2,260,880		2,418,388		2,588,968		4,151,815	
Maintenance	2,732,955	3,504,307		3,557,469		3,425,008		3,515,394		3,626,275	
SCADA Control Systems	31,358	30,510		32,563		33,016		34,659		36,654	
Wastewater Collection	554,066	531,022		566,231		596,491		664,080		684,825	
Wastewater Treatment	5,915,085	6,701,565		6,987,373		7,189,863		7,678,020		7,791,629	
	11,126,955	12,308,080	10.6%	13,478,417	9.5%	13,742,142	2.0%	14,562,694	6.0%	16,379,754	12.5%
Administration and Department Support											
	211,611	238,480	12.7%	264,923	11.1%	303,997	14.7%	310,853	2.3%	320,555	3.1%
Communications Program											
	33,155	31,540	(4.9%)	33,432	6.0%	34,770	4.0%	35,813	3.0%	36,887	3.0%
Environmental Regulation and Enforcement											
	217,168	236,048	8.7%	243,304	3.1%	250,175	2.8%	257,295	2.8%	263,991	2.6%
Allocation of Centralized Support Costs											
	2,571,105	2,836,038	10.3%	2,924,450	3.1%	3,029,663	3.6%	3,334,949	10.1%	3,356,042	0.6%
Total Operating Programs	17,871,553	18,372,456	2.8%	19,865,528	8.1%	20,401,182	2.7%	21,611,889	5.9%	23,485,030	8.7%
Allocation of Project Delivery Cost											
	412,260	392,453	(4.8%)	426,780	8.7%	451,257	5.7%	466,123	3.3%	470,834	1.0%
Debt Service											
	6,268,165	7,096,627	13.2%	9,879,597	39.2%	15,368,674	55.6%	18,965,122	23.4%	21,320,076	12.4%
Contribution to Capital											
	7,682,868	7,682,868	0.0%	7,804,702	1.6%	10,383,144	33.0%	11,416,750	10.0%	12,183,930	6.7%
TOTAL EXPENDITURES	\$ 32,234,846	\$ 33,544,404	4.1%	\$ 37,976,607	13.2%	\$ 46,604,257	22.7%	\$ 52,459,884	12.6%	\$ 57,459,870	9.5%

GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT
LIQUID WASTE SERVICES
2023-2027 FINANCIAL PLAN
FRASER SEWERAGE AREA

	2022 BUDGET	2023 BUDGET	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE
REVENUES											
Liquid Waste Services Levy	\$ 147,917,480	\$ 158,960,909	7.5%	\$ 203,774,523	28.2%	\$ 238,623,308	17.1%	\$ 284,514,031	19.2%	\$ 349,041,008	22.7%
User Fees	2,242,842	2,878,497		3,695,302		4,512,444		4,829,928		5,047,762	
Transfer from DCC Reserves	49,782,510	51,701,011		58,313,500		68,208,415		81,521,347		102,409,841	
Liquid Waste Industrial Charges	7,300,565	7,439,276		7,885,633		8,201,058		8,447,090		8,700,503	
Other External Revenues	575,578	942,461		942,461		942,461		942,461		396,883	
Transfer from Sustainability Innovation Fund Reserves	1,301,548	361,543		211,099		-		-		-	
Transfer from Reserves	707,000	-		143,280		-		71,640		-	
TOTAL REVENUES	\$ 209,827,523	\$ 222,283,697	5.9%	\$ 274,965,798	23.7%	\$ 320,487,686	16.6%	\$ 380,326,497	18.7%	\$ 465,595,997	22.4%
EXPENDITURES											
Operating Programs:											
Policy Planning and Analysis											
Contribution to Sustainability Innovation Fund Reserve	\$ 543,664	\$ 538,255		\$ 538,255		\$ 538,255		\$ 538,255		\$ 538,255	
Utility Analysis and Infrastructure	1,400,082	1,327,539		1,566,561		2,099,184		1,874,403		1,924,259	
Utility Policy and Planning	1,684,502	1,739,491		1,769,339		1,706,951		1,740,462		1,790,037	
Wastewater Research and Innovation	1,741,503	979,957		950,311		758,925		778,423		796,668	
Wastewater Facilities Planning	-	267,648		536,120		531,391		641,896		651,527	
	5,369,751	4,852,890	(9.6%)	5,360,587	10.5%	5,634,706	5.1%	5,573,439	(1.1%)	5,700,746	2.3%
Management Systems and Utility Services											
Annacis Research Centre	237,747	239,809		243,745		247,743		251,912		255,712	
Dispatch	76,846	82,892		85,729		88,180		90,533		92,950	
Energy Management	111,168	172,748		224,439		231,865		239,490		247,328	
Engineers in Training	321,689	281,530		289,811		297,589		305,555		313,739	
Management Systems Utility Services	535,188	651,638		666,176		680,770		695,733		711,097	
Records Management	65,143	70,213		72,480		74,525		76,560		78,650	
Utility Voice Radio	73,838	62,584		66,940		68,741		70,231		73,787	
	1,421,619	1,561,414	9.8%	1,649,320	5.6%	1,689,413	2.4%	1,730,014	2.4%	1,773,263	2.5%
Environmental Management and Quality Control											
Environmental Management and Quality Control	6,218,008	6,465,830		7,326,115		7,676,379		8,039,034		7,873,212	
Source Compliance Monitoring	202,273	197,195		203,572		209,160		285,781		219,423	
Contribution to Reserve	48,860	50,761		51,771		52,457		53,998		55,528	
	6,469,141	6,713,786	3.8%	7,581,458	12.9%	7,937,996	4.7%	8,378,813	5.6%	8,148,163	(2.8%)
Project Delivery											
Minor Capital Projects	3,520,446	4,045,952		6,043,454		6,185,776		6,296,265		6,479,375	
	3,520,446	4,045,952	14.9%	6,043,454	49.4%	6,185,776	2.4%	6,296,265	1.8%	6,479,375	2.9%
Operations and Maintenance											
Lake City Operations	466,087	490,534		531,566		570,932		586,735		636,967	
Liquid Waste Residuals	11,653,919	9,113,620		12,763,710		13,700,791		14,166,466		23,065,091	
Maintenance	17,256,083	18,640,284		20,064,388		20,894,500		22,816,094		24,132,032	
SCADA Control Systems	576,324	589,227		628,859		637,613		669,324		707,860	
Wastewater Collection	9,633,543	8,937,758		9,387,154		10,003,712		10,629,058		10,993,271	
Wastewater Treatment	22,726,813	25,776,718		33,560,261		28,857,629		29,221,802		30,990,352	
	62,312,769	63,548,141	2.0%	76,935,938	21.1%	74,665,177	(3.0%)	78,089,479	4.6%	90,525,573	15.9%
Administration and Department Support											
	1,369,245	1,539,840	12.5%	1,710,585	11.1%	1,962,879	14.7%	2,007,151	2.3%	2,069,797	3.1%
Communications Program											
	229,140	226,859	(1.0%)	240,472	6.0%	250,090	4.0%	257,593	3.0%	265,322	3.0%
Environmental Regulation and Enforcement											
	1,451,401	1,474,385	1.6%	1,519,709	3.1%	1,562,631	2.8%	1,607,098	2.8%	1,648,923	2.6%
Allocation of Centralized Support Costs											
	16,570,811	18,309,694	10.5%	19,276,537	5.3%	21,870,268	13.5%	22,685,526	3.7%	24,211,988	6.7%
Total Operating Programs	98,714,323	102,272,961	3.6%	120,318,059	17.6%	121,758,936	1.2%	126,625,378	4.0%	140,823,150	11.2%
Allocation of Project Delivery Cost											
	4,334,365	3,891,818	(10.2%)	4,232,224	8.7%	4,474,955	5.7%	4,622,365	3.3%	4,669,104	1.0%
Debt Service											
	76,063,762	85,403,846	12.3%	106,160,940	24.3%	142,733,469	34.5%	191,394,549	34.1%	254,773,667	33.1%
Contribution to Capital											
	30,715,073	30,715,072	0.0%	44,254,575	44.1%	51,520,326	16.4%	57,684,205	12.0%	65,330,076	13.3%
TOTAL EXPENDITURES	\$ 209,827,523	\$ 222,283,697	5.9%	\$ 274,965,798	23.7%	\$ 320,487,686	16.6%	\$ 380,326,497	18.7%	\$ 465,595,997	22.4%

GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT
LIQUID WASTE SERVICES
2023-2027 FINANCIAL PLAN
DRAINAGE

	2022 BUDGET	2023 BUDGET	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE
REVENUES											
Liquid Waste Services Levy	\$ 1,919,697	\$ 2,247,373	17.1%	\$ 2,650,977	18.0%	\$ 2,836,389	7.0%	\$ 2,922,526	3.0%	\$ 2,999,946	2.6%
Transfer from Reserves	130,000	245,000		145,000		135,000		135,000		135,000	
TOTAL REVENUES	\$ 2,049,697	\$ 2,492,373	21.6%	\$ 2,795,977	12.2%	\$ 2,971,389	6.3%	\$ 3,057,526	2.9%	\$ 3,134,946	2.5%
EXPENDITURES											
Operating Programs:											
Policy Planning and Analysis											
Utility Analysis and Infrastructure	\$ 75,000	\$ 175,000		\$ 252,761		\$ 257,566		\$ 262,499		\$ 267,564	
Utility Policy and Planning	71,622	70,000		70,000		60,000		60,000		60,000	
	146,622	245,000	67.1%	322,761	31.7%	317,566	(1.6%)	322,499	1.6%	327,564	1.6%
Management Systems and Utility Services											
Dispatch	909	761		788		810		831		854	
Energy Management	1,318	1,585		2,059		2,126		2,196		2,269	
Management Systems Utility Services	6,284	5,977		6,111		6,245		6,382		6,523	
Records Management	770	646		666		684		704		723	
	9,281	8,969	(3.4%)	9,624	7.3%	9,865	2.5%	10,113	2.5%	10,369	2.5%
Project Delivery											
Minor Capital Projects	225,000	428,000		444,280		457,145		468,240		482,287	
	225,000	428,000	90.2%	444,280	3.8%	457,145	2.9%	468,240	2.4%	482,287	3.0%
Operations and Maintenance											
Maintenance	159,621	184,350		190,793		198,543		210,380		216,261	
SCADA Control Systems	20,807	21,401		22,840		23,158		24,310		25,710	
Urban Drainage	1,263,704	1,406,189		1,564,007		1,718,492		1,785,930		1,851,455	
	1,444,132	1,611,940	11.6%	1,777,640	10.3%	1,940,193	9.1%	2,020,620	4.1%	2,093,426	3.6%
Administration and Department Support											
	16,078	14,125	(12.1%)	15,691	11.1%	18,006	14.8%	18,411	2.2%	18,986	3.1%
Allocation of Centralized Support Costs											
	204,778	181,866	(11.2%)	223,291	22.8%	225,770	1.1%	214,706	(4.9%)	199,347	(7.2%)
Total Operating Programs	2,045,891	2,489,900	21.7%	2,793,287	12.2%	2,968,545	6.3%	3,054,589	2.9%	3,131,979	2.5%
Allocation of Project Delivery Cost											
	3,806	2,473	(35.0%)	2,690	8.8%	2,844	5.7%	2,937	3.3%	2,967	1.0%
TOTAL EXPENDITURES	\$ 2,049,697	\$ 2,492,373	21.6%	\$ 2,795,977	12.2%	\$ 2,971,389	6.3%	\$ 3,057,526	2.9%	\$ 3,134,946	2.5%

GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT
CAPITAL PORTFOLIO
LIQUID WASTE SERVICES
2023 CAPITAL BUDGET AND 2023-2027 CAPITAL PLAN

	APPROVED CAPITAL BUDGET	2023 CAPITAL CASH FLOW	2024 CAPITAL CASH FLOW	2025 CAPITAL CASH FLOW	2026 CAPITAL CASH FLOW	2027 CAPITAL CASH FLOW	2023 TO 2027 TOTAL CAPITAL CASH FLOW	ACTIVE PHASE	PRIMARY DRIVER
CAPITAL EXPENDITURES									
Collections									
8th Avenue Interceptor Air Treatment Facilities	\$ 500,000	\$ -	\$ -	\$ -	\$ 500,000	\$ 500,000	\$ 1,000,000	Definition	Upgrade
Albert Street Trunk Sewer	10,250,000	400,000	-	-	-	-	400,000	Construction	Growth
Big Bend Forcemain - Gate Replacement	200,000	80,000	-	-	600,000	650,000	1,330,000	Design	Maintenance
Burnaby Lake North Interceptor Cariboo Section	-	-	700,000	1,700,000	11,200,000	15,000,000	28,600,000	Not Started	Growth
Burnaby Lake North Interceptor Winston Section	116,950,000	33,450,000	24,150,000	5,000,000	5,000,000	5,000,000	72,600,000	Construction	Growth
Burnaby South Slope Interceptor	500,000	200,000	250,000	500,000	600,000	4,450,000	6,000,000	Multiple	Growth
Cloverdale Pump Station Capacity Upgrade	3,400,000	500,000	1,300,000	900,000	15,000,000	5,000,000	22,700,000	Design	Growth
Cloverdale Trunk Sewer Capacity Upgrade	1,200,000	250,000	450,000	1,800,000	900,000	8,150,000	11,550,000	Design	Growth
Combined Sewer Overflow Sampling Station Enhancements	1,900,000	350,000	250,000	-	-	-	600,000	Construction	Maintenance
Crescent Beach FM - Replacement	26,850,000	2,025,000	25,000	25,000	25,000	275,000	2,375,000	Construction	Maintenance
Eagle Creek (Lower Section) Channel Restoration	-	-	-	750,000	-	-	750,000	Not Started	Resilience
EMQC-Chemistry Laboratory	250,000	250,000	650,000	7,740,000	-	-	8,640,000	Definition	Upgrade
Fraser Sewerage Area Integrated Resource Recovery (IRR) Study	1,200,000	500,000	438,000	-	-	-	938,000	Design	Opportunity
Front Street Pressure Sewer Access Hatches Reinforcement	5,000,000	2,000,000	2,000,000	-	-	-	4,000,000	Construction	Maintenance
FSA Flow Metering Program	2,500,000	500,000	500,000	300,000	200,000	-	1,500,000	Design	Maintenance
FSA River Crossing Scour Protection Program - Phase 1	4,200,000	330,000	1,550,000	630,000	-	-	2,510,000	Construction	Maintenance
FSA Sewer Relocations and Protections	11,700,000	6,550,000	2,050,000	-	-	-	8,600,000	Construction	Maintenance
FSA Statutory Right of Way Acquisitions Phase 1	35,100,000	4,800,000	12,000,000	4,800,000	-	-	21,600,000	Design	Maintenance
Gilbert/Brighouse Trunk Pressure Sewer	169,650,000	34,600,000	40,100,000	18,450,000	100,000	600,000	93,850,000	Multiple	Maintenance
Glenbrook Combined Trunk Kingsway Sanitary Section	7,200,000	4,950,000	1,500,000	-	-	-	6,450,000	Construction	Growth
Glenbrook CSO Gate Replacement	5,150,000	3,075,000	1,550,000	-	-	-	4,625,000	Construction	Maintenance
Gleneagles Forcemain Replacement	15,850,000	2,250,000	5,750,000	3,250,000	-	-	11,250,000	Multiple	Maintenance
Gleneagles Pump Stations Improvements	33,300,000	7,280,000	11,120,000	3,400,000	4,700,000	4,500,000	31,000,000	Construction	Maintenance
Harbour Pump Station Discharge Header Repair and Valve Replacements	2,500,000	1,950,000	-	-	-	-	1,950,000	Construction	Maintenance
Harbour Pump Station Power Distribution Equipment Replacement	1,600,000	950,000	300,000	1,400,000	-	-	2,650,000	Design	Maintenance
Hastings-Cassiar Intake Connection	5,350,000	1,030,000	-	-	-	-	1,030,000	Construction	Growth
Highbury Interceptor Diversion Junction Chamber Wall Rehabilitation	500,000	300,000	200,000	-	5,500,000	-	6,000,000	Design	Maintenance
Highbury Interceptor North Arm Crossing - Upgrade of Siphons	12,500,000	50,000	-	-	-	-	50,000	Construction	Resilience
Jervis Pump Station 25kV Voltage Conversion	1,300,000	850,000	-	-	-	-	850,000	Construction	Maintenance
Kent Pump Station High Voltage Switchgear Replacement	1,150,000	850,000	500,000	350,000	-	-	1,700,000	Design	Maintenance
Lozells Sanitary Trunk Golf Course Section	-	-	-	50,000	400,000	200,000	650,000	Not Started	Growth
LSA Flow Metering Program	300,000	50,000	50,000	-	-	-	100,000	Construction	Maintenance
Manitoba Street Combined Trunk Sewer Separation	-	-	-	-	100,000	1,400,000	1,500,000	Not Started	Upgrade
Marshend Pump Station	10,500,000	1,150,000	1,600,000	9,800,000	6,675,000	-	19,225,000	Multiple	Growth
New CSO Management Gates for New Westminster Interceptor	3,250,000	1,950,000	425,000	-	-	-	2,375,000	Construction	Upgrade
New West Interceptor - Annacis Section 2	42,000,000	2,100,000	2,800,000	6,800,000	6,800,000	5,250,000	23,750,000	Construction	Maintenance
New West Interceptor Grit Chamber	1,250,000	300,000	400,000	250,000	4,000,000	4,000,000	8,950,000	Design	Maintenance
New Westminster Interceptor Repair Columbia St. Section	39,550,000	16,100,000	1,000,000	-	-	-	17,100,000	Construction	Maintenance
New Westminster Interceptor West Branch and Columbia Extension Rehabilitation	2,900,000	1,150,000	1,100,000	15,000,000	6,100,000	4,100,000	27,450,000	Design	Maintenance
North Road Trunk Sewer	11,700,000	2,300,000	1,200,000	1,200,000	-	-	4,700,000	Construction	Growth
North Road Trunk Sewer Phase 2	8,450,000	2,000,000	4,000,000	1,500,000	-	-	7,500,000	Construction	Growth
North Surrey Interceptor - Port Mann Section - Odour Control	5,050,000	2,850,000	1,400,000	-	-	5,000,000	9,250,000	Construction	Upgrade
North Surrey Interceptor Annieville Channel Crossing Scour Protection	4,350,000	2,400,000	-	-	-	-	2,400,000	Construction	Maintenance
North Surrey Interceptor Improvements	3,000,000	100,000	1,950,000	2,950,000	1,000,000	-	6,000,000	Multiple	Maintenance
North Surrey Interceptor Roebuck Section Replacement	1,600,000	500,000	1,450,000	1,000,000	10,000,000	5,000,000	17,950,000	Design	Maintenance
NSA Flow Metering Program	500,000	150,000	200,000	100,000	100,000	-	550,000	Design	Maintenance
NSA Scour Protection Upgrades	2,250,000	1,000,000	-	-	-	-	1,000,000	Construction	Maintenance

GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT
CAPITAL PORTFOLIO
LIQUID WASTE SERVICES
2023 CAPITAL BUDGET AND 2023-2027 CAPITAL PLAN

	APPROVED CAPITAL BUDGET	2023 CAPITAL CASH FLOW	2024 CAPITAL CASH FLOW	2025 CAPITAL CASH FLOW	2026 CAPITAL CASH FLOW	2027 CAPITAL CASH FLOW	2023 TO 2027 TOTAL CAPITAL CASH FLOW	ACTIVE PHASE	PRIMARY DRIVER
NSI 104th Ave Extension	12,950,000	-	-	6,500,000	1,500,000	-	8,000,000	Construction	Growth
NSI Flow Management	11,500,000	900,000	21,250,000	31,000,000	31,000,000	4,000,000	88,150,000	Design	Upgrade
NSI Rehab or Replacement	16,450,000	1,550,000	4,500,000	27,000,000	6,500,000	850,000	40,400,000	Construction	Maintenance
Ocean Park Trunk Manholes Lining	-	-	50,000	1,000,000	-	-	1,050,000	Not Started	Maintenance
Ocean Park Trunk Sewer - Air Management Facility	2,750,000	1,000,000	2,500,000	2,500,000	-	-	6,000,000	Design	Upgrade
Port Coquitlam Pump Station Refurbishment	5,950,000	3,350,000	1,500,000	23,100,000	25,100,000	4,500,000	57,550,000	Design	Maintenance
Port Moody Pump Station Capacity Upgrade	2,300,000	400,000	1,850,000	950,000	7,900,000	7,900,000	19,000,000	Design	Growth
Port Moody South Interceptor Capacity Upgrade	-	-	150,000	150,000	150,000	2,000,000	2,450,000	Not Started	Growth
Port Moody Storm Drain Rehabilitation	200,000	-	-	-	400,000	600,000	1,000,000	Design	Maintenance
Production Way Facility Access and Parking Improvements	4,850,000	1,100,000	1,000,000	-	-	-	2,100,000	Construction	Maintenance
Production Way Operation Center Design and Construction	31,000,000	1,050,000	6,000,000	15,000,000	8,910,000	-	30,960,000	Construction	Upgrade
Rosemary Heights Pressure Sewer Capacity Upgrade	-	-	-	350,000	500,000	700,000	1,550,000	Not Started	Growth
Royal Ave PS Rehabilitation	10,100,000	1,200,000	4,000,000	2,750,000	-	-	7,950,000	Construction	Maintenance
Sapperton Pump Station	97,500,000	1,400,000	3,600,000	500,000	-	-	5,500,000	Multiple	Growth
Sapperton Pump Station Emergency Backup Power	5,000,000	2,400,000	2,100,000	-	-	-	4,500,000	Construction	Resilience
Sewer Heat Projects	21,400,000	2,100,000	5,200,000	7,800,000	10,000,000	9,900,000	35,000,000	Construction	Opportunity
South Surrey Interceptor Johnston Section	84,050,000	9,345,000	7,300,000	15,950,000	-	-	32,595,000	Construction	Growth
South Surrey Interceptor Rehabilitation	1,800,000	900,000	2,500,000	21,450,000	30,000,000	10,640,000	65,490,000	Multiple	Maintenance
SSI - King George Section - Odor Control Facility (OCF) and Grit Chamber	19,550,000	1,150,000	-	-	-	-	1,150,000	Construction	Growth
SSI Influent Control Chamber Repair and Replace Gates	150,000	-	-	1,190,000	-	-	1,190,000	Design	Maintenance
SSI Sulfide Odour and Corrosion Control	9,550,000	2,750,000	1,000,000	-	-	-	3,750,000	Construction	Upgrade
Stoney Creek Sanitary Trunk	3,700,000	450,000	1,500,000	1,500,000	3,900,000	12,000,000	19,350,000	Design	Growth
Surrey Central Valley Capacity Upgrade	-	-	-	-	150,000	450,000	600,000	Not Started	Growth
Surrey Corrosion Control Facility Replacement	7,300,000	2,200,000	2,500,000	1,500,000	-	-	6,200,000	Construction	Maintenance
VSA Emergency Backup Power	24,300,000	3,050,000	3,200,000	2,550,000	1,200,000	-	10,000,000	Construction	Resilience
VSA Flow Metering Program	1,900,000	600,000	1,200,000	1,200,000	1,500,000	-	4,500,000	Design	Maintenance
VSA Grit Chamber Access Improvements	2,000,000	1,800,000	100,000	-	-	-	1,900,000	Construction	Maintenance
VSA Sewer Relocations and Protections	32,050,000	11,200,000	-	-	-	-	11,200,000	Construction	Maintenance
Westridge FM Replacement	7,600,000	5,550,000	900,000	-	-	-	6,450,000	Construction	Maintenance
Westridge Pump Stations 1 & 2 Refurbishment	2,800,000	1,550,000	1,100,000	7,500,000	4,950,000	-	15,100,000	Design	Maintenance
White Rock Forcemain Rehabilitation	1,200,000	650,000	10,300,000	3,300,000	-	-	14,250,000	Design	Maintenance
Works Yard	32,000,000	1,000,000	-	-	-	-	1,000,000	Design	Maintenance
Total Collections	\$ 1,066,300,000	\$ 203,065,000	\$ 210,208,000	\$ 264,385,000	\$ 213,160,000	\$ 122,615,000	\$ 1,013,433,000		
Treatment Plants									
AIWWTP Ammonia Removal – Sidestream	1,000,000	150,000	-	-	-	-	150,000	Design	Upgrade
AIWWTP Chemical Lab UPS System Replacement	600,000	400,000	50,000	-	-	-	450,000	Construction	Maintenance
AIWWTP Cogen Building Refurbishment	1,500,000	300,000	-	-	-	-	300,000	Construction	Maintenance
AIWWTP Cogeneration Backup Power	80,500,000	1,550,000	1,000,000	-	-	-	2,550,000	Multiple	Resilience
AIWWTP Digester No. 5*	6,900,000	500,000	3,500,000	3,387,000	4,000,000	4,500,000	15,887,000	Design	Growth
AIWWTP Electrical Distribution System Protection Control and Monitoring	2,650,000	700,000	250,000	600,000	-	-	1,550,000	Construction	Upgrade
AIWWTP Hydrothermal Processing Pilot	28,650,000	7,000,000	7,050,000	6,000,000	3,400,000	1,550,000	25,000,000	Construction	Opportunity
AIWWTP ICS Replacement Program	14,350,000	1,500,000	2,750,000	2,500,000	2,500,000	2,500,000	11,750,000	Construction	Maintenance
AIWWTP Influent System Remediation	2,400,000	500,000	800,000	1,050,000	14,500,000	20,700,000	37,550,000	Design	Maintenance
AIWWTP IPS Gates Replacements	700,000	250,000	400,000	-	-	-	650,000	Construction	Maintenance
AIWWTP IPS Pump Building Roof Replacement Phase 2	-	-	100,000	500,000	200,000	-	800,000	Not Started	Maintenance
AIWWTP Lubrication Storage Facility Conversion	500,000	500,000	-	-	-	-	500,000	Construction	Maintenance
AIWWTP O&M Building Refurbishment	-	-	100,000	1,200,000	3,100,000	1,800,000	6,200,000	Not Started	Maintenance
AIWWTP Outfall Repair	1,550,000	800,000	750,000	-	-	-	1,550,000	Construction	Maintenance

GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT
CAPITAL PORTFOLIO
LIQUID WASTE SERVICES
2023 CAPITAL BUDGET AND 2023-2027 CAPITAL PLAN

	APPROVED CAPITAL BUDGET	2023 CAPITAL CASH FLOW	2024 CAPITAL CASH FLOW	2025 CAPITAL CASH FLOW	2026 CAPITAL CASH FLOW	2027 CAPITAL CASH FLOW	2023 TO 2027 TOTAL CAPITAL CASH FLOW	ACTIVE PHASE	PRIMARY DRIVER
AIWWTP Replacement of ICS Equipment	4,450,000	100,000	250,000	-	-	-	350,000	Multiple	Maintenance
AIWWTP Replacement of Protective Relays	3,350,000	100,000	850,000	-	-	-	950,000	Construction	Maintenance
AIWWTP Scheduled 64kV Potential & Current Transformer Replacements	800,000	100,000	200,000	250,000	-	-	550,000	Construction	Maintenance
AIWWTP Scum Pump Replacement	-	-	200,000	150,000	500,000	500,000	1,350,000	Not Started	Maintenance
AIWWTP Secondary Clarifier Corrosion Repair	57,800,000	200,000	200,000	-	-	-	400,000	Multiple	Maintenance
AIWWTP Secondary Effluent Discharge Flowmeter Replacement	400,000	100,000	250,000	-	-	-	350,000	Construction	Maintenance
AIWWTP Sludge Control Building Electrical Room HVAC upgrade	850,000	850,000	-	-	-	-	850,000	Construction	Maintenance
AIWWTP Spare Trickling Filter Pump & Motor Purchase	1,950,000	90,000	-	-	-	-	90,000	Construction	Maintenance
AIWWTP Stage 5 Expansion*	944,100,000	31,800,000	40,000,000	52,000,000	105,000,000	131,000,000	359,800,000	Multiple	Growth
AIWWTP Station Battery Replacement	1,250,000	50,000	100,000	-	-	-	150,000	Multiple	Maintenance
AIWWTP Trickling Filter Media & Distributor Arms & Ducting Replacement	90,700,000	18,100,000	320,000	50,000	-	-	18,470,000	Construction	Maintenance
AIWWTP UPS Condition Monitoring System	-	-	400,000	150,000	-	-	550,000	Not Started	Resilience
All WWTPs Power Quality Monitoring & Outage Alarming Network	3,000,000	50,000	50,000	-	-	-	100,000	Construction	Upgrade
Annacis Influent System Surge Control Refurbishment	22,000,000	2,250,000	400,000	50,000	-	-	2,700,000	Construction	Growth
Annacis MCC 80 051, 80 070, 80 071 Replacement	2,850,000	50,000	550,000	-	-	-	600,000	Construction	Maintenance
Annacis Outfall System*	356,050,000	19,400,000	5,750,000	20,050,000	76,450,000	50,000	121,700,000	Construction	Growth
Biosolids Dryer*	22,700,000	1,500,000	13,400,000	43,400,000	76,500,000	109,500,000	244,300,000	Design	Opportunity
Ferguson Road Paving Refurbishment	2,100,000	1,500,000	-	-	-	-	1,500,000	Construction	Upgrade
IIWWTP - Biogas Lines Relocation	5,750,000	650,000	700,000	-	-	-	1,350,000	Construction	Resilience
IIWWTP Biosolids Dewatering Facility	61,300,000	510,000	750,000	-	-	-	1,260,000	Construction	Upgrade
IIWWTP CEPT Polymer Line Replacement	300,000	250,000	750,000	300,000	-	-	1,300,000	Design	Maintenance
IIWWTP CEPT Winterization	1,500,000	750,000	-	-	-	-	750,000	Construction	Maintenance
IIWWTP ICS IPS Control Replacement	1,750,000	550,000	-	-	-	-	550,000	Construction	Maintenance
IIWWTP ICS Migration Program	-	-	500,000	3,000,000	4,000,000	3,000,000	10,500,000	Not Started	Maintenance
IIWWTP ICS Replacement Program	750,000	200,000	200,000	200,000	-	-	600,000	Construction	Maintenance
IIWWTP Influent Gate Refurbishment	1,350,000	300,000	100,000	-	-	-	400,000	Construction	Maintenance
IIWWTP IPS Drive Remediation	1,400,000	350,000	500,000	350,000	150,000	-	1,350,000	Construction	Maintenance
IIWWTP MCC/Power Distribution Assess/Replace - Phase 2	1,000,000	50,000	250,000	-	-	-	300,000	Construction	Maintenance
IIWWTP Non-Domestic Trucked Liquid Waste Alternative	800,000	600,000	200,000	-	-	-	800,000	Construction	Maintenance
IIWWTP Outfall Refurbishment*	20,000,000	1,500,000	2,000,000	3,000,000	3,000,000	63,000,000	72,500,000	Design	Maintenance
IIWWTP PA Tanks Improvement	6,500,000	1,000,000	1,000,000	1,050,000	1,100,000	1,150,000	5,300,000	Construction	Maintenance
IIWWTP PA-Sed Tank & Gallery Wall Refurbishment	200,000	100,000	125,000	100,000	250,000	200,000	775,000	Design	Maintenance
IIWWTP Replacement of CoGen Control System	2,500,000	350,000	100,000	400,000	-	-	850,000	Construction	Maintenance
IIWWTP Siphon Chamber Refurbishment	200,000	100,000	110,000	730,000	900,000	300,000	2,140,000	Design	Maintenance
IIWWTP Solids Handling Refurbishment	64,850,000	200,000	150,000	-	-	-	350,000	Multiple	Maintenance
IIWWTP Standby Diesel Generators	2,000,000	100,000	650,000	750,000	950,000	750,000	3,200,000	Design	Resilience
IIWWTP Surge Mitigation	250,000	250,000	1,750,000	-	-	-	2,000,000	Design	Maintenance
Iona Island Control & Instrumentation Replacement 2011	2,750,000	100,000	-	-	-	-	100,000	Construction	Maintenance
Iona Island Wastewater Treatment Plant*	1,060,000,000	59,850,000	125,300,000	300,550,000	295,650,000	362,350,000	1,143,700,000	Construction	Upgrade
LIWWTP Admin Dewatering Building Roof Repair	100,000	90,000	700,000	-	-	-	790,000	Design	Maintenance
LIWWTP Biogas Clean-up Project	13,800,000	600,000	750,000	-	-	-	1,350,000	Construction	Opportunity
LIWWTP CCT Isolation Gates	2,050,000	500,000	400,000	400,000	-	-	1,300,000	Construction	Maintenance
LIWWTP Effluent Heat Recovery Project	10,000,000	1,000,000	2,000,000	3,000,000	2,000,000	2,000,000	10,000,000	Construction	Opportunity
LIWWTP Gravity Thickener Redundancy	500,000	75,000	425,000	2,125,000	18,750,000	-	21,375,000	Design	Maintenance
LIWWTP Ground Fault Detection System Replacement	1,550,000	300,000	300,000	750,000	150,000	-	1,500,000	Construction	Maintenance
LIWWTP High Efficiency Boiler	1,300,000	310,000	300,000	300,000	200,000	-	1,110,000	Construction	Maintenance
LIWWTP ICS Electrical Distribution System Migration Program	-	-	1,250,000	4,000,000	1,750,000	-	7,000,000	Not Started	Maintenance
LIWWTP ICS Replacement Program	6,750,000	2,000,000	1,600,000	650,000	-	-	4,250,000	Construction	Maintenance
LIWWTP PA-Sed Tank Refurbishment	4,150,000	1,000,000	1,000,000	1,000,000	-	-	3,000,000	Construction	Maintenance
LIWWTP Pilot Digestion Optimization Facility	4,850,000	650,000	650,000	550,000	350,000	-	2,200,000	Construction	Opportunity

GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT
CAPITAL PORTFOLIO
LIQUID WASTE SERVICES
2023 CAPITAL BUDGET AND 2023-2027 CAPITAL PLAN

	APPROVED CAPITAL BUDGET	2023 CAPITAL CASH FLOW	2024 CAPITAL CASH FLOW	2025 CAPITAL CASH FLOW	2026 CAPITAL CASH FLOW	2027 CAPITAL CASH FLOW	2023 TO 2027 TOTAL CAPITAL CASH FLOW	ACTIVE PHASE	PRIMARY DRIVER
LIWWTP Power Reliability	12,400,000	4,500,000	4,200,000	-	-	-	8,700,000	Construction	Resilience
LIWWTP SCL Refurbishment	850,000	50,000	500,000	800,000	1,150,000	10,350,000	12,850,000	Design	Maintenance
LIWWTP Trickling Filter Refurbishment	500,000	50,000	350,000	400,000	650,000	10,200,000	11,650,000	Design	Maintenance
NLWWTP 25 kV Substation Replacement	10,100,000	100,000	950,000	-	-	-	1,050,000	Construction	Maintenance
NLWWTP Screw Pump Replacement	1,550,000	100,000	100,000	-	-	-	200,000	Construction	Maintenance
NLWWTP Standby Diesel Generator	1,000,000	400,000	400,000	-	-	-	800,000	Construction	Resilience
North Shore WWTP Secondary Upgrade, Conveyance and Decommissioning*	1,057,900,000	193,755,000	187,818,000	63,883,000	14,579,000	6,612,000	466,647,000	Construction	Upgrade
Northwest Langley Wastewater Treatment Program*	2,280,650,000	114,800,000	59,350,000	150,150,000	272,100,000	453,250,000	1,049,650,000	Multiple	Growth
WWTPs Electrical System Studies & Upgrades	750,000	250,000	350,000	300,000	400,000	250,000	1,550,000	Design	Resilience
Total Treatment Plants	\$ 6,301,550,000	\$ 478,680,000	\$ 478,198,000	\$ 670,075,000	\$ 904,229,000	\$ 1,185,512,000	\$ 3,716,694,000		
TOTAL CAPITAL EXPENDITURES	\$ 7,367,850,000	\$ 681,745,000	\$ 688,406,000	\$ 934,460,000	\$ 1,117,389,000	\$ 1,308,127,000	\$ 4,730,127,000		

CAPITAL FUNDING								
New External Borrowing funded by Levy	\$ 4,274,047,000	\$ 381,831,000	\$ 302,254,000	\$ 434,956,000	\$ 482,035,000	\$ 1,142,843,000	\$ 2,743,919,000	
New Borrowing funded by DCC	1,363,084,000	117,732,000	169,058,000	218,593,000	369,711,000	-	875,094,000	
DCCs	167,584,000	28,716,000	45,279,000	17,017,000	14,583,000	1,993,000	107,588,000	
Contribution to Capital from LWS Levy	907,780,000	80,355,000	94,131,000	119,359,000	135,644,000	153,302,000	582,791,000	
Reserve	64,120,000	10,465,000	12,050,000	7,650,000	5,400,000	5,600,000	41,165,000	
External Funding - Interagency	591,235,000	62,646,000	65,634,000	136,885,000	110,016,000	4,389,000	379,570,000	
Total	\$ 7,367,850,000	\$ 681,745,000	\$ 688,406,000	\$ 934,460,000	\$ 1,117,389,000	\$ 1,308,127,000	\$ 4,730,127,000	

SUMMARY BY DRIVER								
Growth	\$ 4,005,250,000	\$ 227,725,000	\$ 158,550,000	\$ 273,987,000	\$ 511,425,000	\$ 649,650,000	\$ 1,821,337,000	
Maintenance	864,000,000	160,455,000	139,975,000	173,950,000	160,425,000	154,665,000	789,470,000	
Resilience	144,200,000	12,950,000	13,000,000	4,500,000	2,550,000	1,000,000	34,000,000	
Upgrade	2,251,800,000	267,265,000	347,393,000	421,273,000	350,739,000	379,862,000	1,766,532,000	
Opportunity	102,600,000	13,350,000	29,488,000	60,750,000	92,250,000	122,950,000	318,788,000	
Total	\$ 7,367,850,000	\$ 681,745,000	\$ 688,406,000	\$ 934,460,000	\$ 1,117,389,000	\$ 1,308,127,000	\$ 4,730,127,000	

* Project is part of Metro Vancouver’s formal stage gate framework. Detailed project report will be brought forward as part of the stage gate review process.

GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT
SOLID WASTE SERVICES
2023-2027 FINANCIAL PLAN

	2022 BUDGET	2023 BUDGET	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE
REVENUES											
Solid Waste Tipping Fees	\$ 112,909,870	\$ 121,921,930	8.0%	\$ 129,029,184	5.8%	\$ 137,969,863	6.9%	\$ 146,011,531	5.8%	\$ 153,818,262	5.3%
Energy Sales	6,401,758	5,900,000		6,254,000		6,504,160		6,699,285		6,900,263	
Other External Revenues	3,679,379	5,569,809		7,183,189		7,382,530		7,546,682		7,716,108	
TOTAL REVENUES	\$ 122,991,007	\$ 133,391,739	8.5%	\$ 142,466,373	6.8%	\$ 151,856,553	6.6%	\$ 160,257,498	5.5%	\$ 168,434,633	5.1%
EXPENDITURES											
Operating Programs:											
Solid Waste Operations											
Allocated Quality Control	\$ 17,582	\$ 20,107		\$ 20,946		\$ 23,259		\$ 25,189		\$ 25,179	
Ashcroft Ranch	862,263	862,425		428,125		408,426		326,075		245,093	
Engineers in Training	124,066	89,668		92,306		94,783		97,321		99,927	
Landfills	25,778,096	28,131,613		29,276,269		32,208,158		33,926,731		35,158,021	
Contribution to Reserve – Landfills	5,715,630	5,723,220		5,655,120		5,160,900		5,094,630		5,179,270	
Recycling and Waste Centre	39,877,587	44,524,742		47,154,032		49,867,644		52,104,018		54,490,126	
Waste to Energy Facility	24,897,642	26,251,301		28,924,926		31,941,703		32,805,694		33,665,020	
	<u>97,272,866</u>	<u>105,603,076</u>	8.6%	<u>111,551,724</u>	5.6%	<u>119,704,873</u>	7.3%	<u>124,379,658</u>	3.9%	<u>128,862,636</u>	3.6%
Solid Waste Planning											
Policy and Facility Development	624,289	591,574		607,098		621,590		636,373		651,554	
Zero Waste Implementation	2,308,441	2,455,259		2,184,302		2,228,792		2,273,202		2,318,816	
Programs and Public Involvement	764,836	828,368		847,429		695,184		713,260		731,712	
	<u>3,697,566</u>	<u>3,875,201</u>	4.8%	<u>3,638,829</u>	(6.1%)	<u>3,545,566</u>	(2.6%)	<u>3,622,835</u>	2.2%	<u>3,702,082</u>	2.2%
Administration and Department Support	656,133	703,540	7.2%	724,744	3.0%	743,201	2.5%	762,989	2.7%	781,763	2.5%
Environmental Regulation and Enforcement	1,418,683	1,631,268	15.0%	1,687,587	3.5%	1,728,965	2.5%	1,643,729	(4.9%)	1,683,554	2.4%
Allocation of Centralized Support Costs	5,056,849	5,693,279	12.6%	6,266,161	10.1%	6,109,564	(2.5%)	5,774,325	(5.5%)	5,593,346	(3.1%)
Total Operating Programs	<u>108,102,097</u>	<u>117,506,364</u>	8.7%	<u>123,869,045</u>	5.4%	<u>131,832,169</u>	6.4%	<u>136,183,536</u>	3.3%	<u>140,623,381</u>	3.3%
Allocation of Project Delivery Cost	425,090	345,469	(18.7%)	375,687	8.7%	397,231	5.7%	410,318	3.3%	414,466	1.0%
Debt Service	10,440,429	10,819,361	3.6%	14,573,009	34.7%	19,392,101	33.1%	22,506,570	16.1%	25,941,031	15.3%
Contribution to Reserve	4,023,391	4,720,545	17.3%	3,648,632	(22.7%)	235,052	(93.6%)	1,157,074	390.0%	1,455,755	25.8%
TOTAL EXPENDITURES	\$ 122,991,007	\$ 133,391,739	8.5%	\$ 142,466,373	6.8%	\$ 151,856,553	6.6%	\$ 160,257,498	5.5%	\$ 168,434,633	5.1%

**GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT
CAPITAL PORTFOLIO
SOLID WASTE SERVICES
2023 CAPITAL BUDGET AND 2023-2027 CAPITAL PLAN**

	APPROVED CAPITAL BUDGET	2023 CAPITAL CASH FLOW	2024 CAPITAL CASH FLOW	2025 CAPITAL CASH FLOW	2026 CAPITAL CASH FLOW	2027 CAPITAL CASH FLOW	2023 TO 2027 TOTAL CAPITAL CASH FLOW	ACTIVE PHASE	PRIMARY DRIVER
CAPITAL EXPENDITURES									
Landfills									
Alternative Fuel and Recyclables Recovery Centre	\$ -	\$ -	\$ -	\$ -	\$ 1,500,000	\$ 20,000,000	\$ 21,500,000	Not Started	Opportunity
Coquitlam Landfill East Closure	5,000,000	2,150,000	1,750,000	1,100,000	-	-	5,000,000	Construction	Resilience
Coquitlam Landfill Gas Collection Upgrades	8,100,000	2,000,000	-	-	-	-	2,000,000	Multiple	Maintenance
Coquitlam Landfill Lot 3 Development	5,000,000	50,000	-	-	-	-	50,000	Construction	Resilience
Coquitlam Landfill Pump Station Upgrade	3,400,000	1,100,000	1,000,000	800,000	-	-	2,900,000	Construction	Maintenance
Coquitlam Landfill: Leachate Collection System Grade Realignment	1,000,000	850,000	-	-	-	-	850,000	Construction	Resilience
Total Landfills	\$ 22,500,000	\$ 6,150,000	\$ 2,750,000	\$ 1,900,000	\$ 1,500,000	\$ 20,000,000	\$ 32,300,000		
Recycling and Waste Centres									
Central Surrey Recycling and Waste Centre	50,300,000	200,000	-	-	-	-	200,000	Construction	Growth
Langley Recycling Depot Development	5,500,000	3,050,000	2,250,000	-	-	-	5,300,000	Construction	Upgrade
Maple Ridge Recycling and Waste Centre Upgrades	2,000,000	1,800,000	-	-	-	-	1,800,000	Construction	Maintenance
North Shore Recycling and Waste Centre Compactor Replacement	-	-	-	2,500,000	-	-	2,500,000	Not Started	Maintenance
North Surrey Recycling and Waste Centre Compactor Replacement	3,000,000	3,000,000	-	-	-	-	3,000,000	Construction	Maintenance
North Surrey Recycling Depot Development	25,500,000	3,050,000	2,250,000	-	-	-	5,300,000	Construction	Upgrade
Weigh Scale Replacement	3,000,000	1,000,000	2,000,000	-	-	-	3,000,000	Construction	Maintenance
Total Recycling and Waste Centres	\$ 89,300,000	\$ 12,100,000	\$ 6,500,000	\$ 2,500,000	\$ -	\$ -	\$ 21,100,000		
Waste To Energy Facilities									
Acid Gas Reduction	2,000,000	-	2,800,000	7,750,000	30,000,000	6,500,000	47,050,000	Design	Upgrade
Air System Piping Replacement	300,000	300,000	-	-	-	-	300,000	Construction	Maintenance
Biosolids Processing	22,500,000	2,200,000	8,100,000	8,000,000	3,700,000	-	22,000,000	Construction	Resilience
Boiler and APC Roof Replacement	1,750,000	100,000	650,000	1,000,000	-	-	1,750,000	Construction	Maintenance
Bottom Ash Crane Replacement	1,400,000	800,000	500,000	-	-	-	1,300,000	Construction	Maintenance
Bottom Ash Processing	6,800,000	200,000	-	-	-	-	200,000	Construction	Opportunity
Carbon Silo Replacement	-	-	-	-	-	2,400,000	2,400,000	Not Started	Maintenance
Compressed Air System Replacement	3,000,000	1,500,000	-	-	-	-	1,500,000	Construction	Maintenance
Electrical Transformers Replacement	5,000,000	4,500,000	300,000	-	-	-	4,800,000	Construction	Maintenance
Fabric Filter Hopper and Pulse Header Refurbishment	2,150,000	1,500,000	-	-	-	-	1,500,000	Construction	Maintenance
Feed Hopper/Chute	2,600,000	50,000	-	-	-	-	50,000	Construction	Maintenance
Feedwater Pump Replacement	1,000,000	50,000	-	-	-	-	50,000	Construction	Maintenance
Fire Suppression System	1,400,000	500,000	500,000	400,000	-	-	1,400,000	Construction	Maintenance
Fly Ash Silo Refurbishment	1,000,000	500,000	400,000	-	-	-	900,000	Construction	Maintenance
Generation Bank Replacement	9,000,000	100,000	5,900,000	3,000,000	-	-	9,000,000	Construction	Maintenance
Lime Silo Replacement	-	-	-	-	-	3,600,000	3,600,000	Not Started	Maintenance
Primary Economizer Replacement	7,000,000	3,000,000	-	-	-	-	3,000,000	Construction	Maintenance

GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT
CAPITAL PORTFOLIO
SOLID WASTE SERVICES
2023 CAPITAL BUDGET AND 2023-2027 CAPITAL PLAN

	APPROVED CAPITAL BUDGET	2023 CAPITAL CASH FLOW	2024 CAPITAL CASH FLOW	2025 CAPITAL CASH FLOW	2026 CAPITAL CASH FLOW	2027 CAPITAL CASH FLOW	2023 TO 2027 TOTAL CAPITAL CASH FLOW	ACTIVE PHASE	PRIMARY DRIVER
Primary Superheaters Replacement	4,000,000	100,000	2,000,000	1,000,000	900,000	-	4,000,000	Construction	Maintenance
Programmable Logic Controllers Replacement	2,000,000	500,000	500,000	500,000	-	-	1,500,000	Construction	Maintenance
Pug Mill Enclosure Ventilation System Replacement	1,000,000	500,000	500,000	-	-	-	1,000,000	Construction	Maintenance
Refuse Crane	16,800,000	4,500,000	5,300,000	5,500,000	-	-	15,300,000	Construction	Maintenance
Refuse Pit Bunker Door Replacement	600,000	200,000	-	-	-	-	200,000	Construction	Maintenance
Secondary Economizers Replacement	6,000,000	250,000	1,750,000	3,000,000	1,000,000	-	6,000,000	Construction	Maintenance
Soot Blower Piping Replacement	300,000	300,000	-	-	-	-	300,000	Construction	Maintenance
Special Handle Waste Direct Feed System	-	-	2,500,000	2,500,000	-	-	5,000,000	Not Started	Opportunity
Stack Refurbishment	350,000	350,000	-	-	-	-	350,000	Construction	Maintenance
WTE Facility District Heating	55,000,000	1,000,000	6,000,000	25,000,000	23,000,000	-	55,000,000	Construction	Resilience
WTE Facility District Heating Opportunities	2,300,000	1,600,000	-	-	-	-	1,600,000	Construction	Opportunity
Total Waste To Energy Facilities	\$ 155,250,000	\$ 24,600,000	\$ 37,700,000	\$ 57,650,000	\$ 58,600,000	\$ 12,500,000	\$ 191,050,000		
TOTAL CAPITAL EXPENDITURES	\$ 267,050,000	\$ 42,850,000	\$ 46,950,000	\$ 62,050,000	\$ 60,100,000	\$ 32,500,000	\$ 244,450,000		
CAPITAL FUNDING									
New External Borrowing	\$ 166,558,000	\$ 34,425,000	\$ 28,129,000	\$ 25,401,000	\$ 33,165,000	\$ 31,343,000	\$ 152,463,000		
Reserve	16,373,000	5,225,000	4,721,000	3,649,000	235,000	1,157,000	14,987,000		
External Funding - Interagency	84,119,000	3,200,000	14,100,000	33,000,000	26,700,000	-	77,000,000		
Total	\$ 267,050,000	\$ 42,850,000	\$ 46,950,000	\$ 62,050,000	\$ 60,100,000	\$ 32,500,000	\$ 244,450,000		
SUMMARY BY DRIVER									
Growth	\$ 50,300,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000		
Maintenance	86,150,000	28,500,000	21,300,000	17,700,000	1,900,000	6,000,000	75,400,000		
Resilience	88,500,000	6,250,000	15,850,000	34,100,000	26,700,000	-	82,900,000		
Upgrade	33,000,000	6,100,000	7,300,000	7,750,000	30,000,000	6,500,000	57,650,000		
Opportunity	9,100,000	1,800,000	2,500,000	2,500,000	1,500,000	20,000,000	28,300,000		
Total	\$ 267,050,000	\$ 42,850,000	\$ 46,950,000	\$ 62,050,000	\$ 60,100,000	\$ 32,500,000	\$ 244,450,000		

METRO VANCOUVER HOUSING CORPORATION
HOUSING
2023-2027 FINANCIAL PLAN

	2022 BUDGET	2023 BUDGET	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE
REVENUES											
Housing Rents	\$ 42,110,363	\$ 43,776,981	4.0%	\$ 47,786,671	9.2%	\$ 51,169,123	7.1%	\$ 59,741,420	16.8%	\$ 62,385,099	4.4%
Housing Mortgage and Rental Subsidies	1,885,840	1,254,011		1,291,631		1,330,380		1,370,292		1,376,041	
Other External Revenues	884,490	927,600		941,175		954,980		969,021		983,297	
Financing Proceeds	5,820,000	5,325,000		12,600,000		12,725,000		11,000,000		5,000,000	
Transfer from Reserves	4,098,180	9,190,781		9,453,429		9,968,521		10,518,107		10,993,619	
TOTAL REVENUES	\$ 54,798,873	\$ 60,474,373	10.4%	\$ 72,072,906	19.2%	\$ 76,148,004	5.7%	\$ 83,598,840	9.8%	\$ 80,738,056	(3.4%)
EXPENDITURES											
Operating Programs:											
Property Operations	\$ 17,976,727	\$ 19,493,214		\$ 21,004,043		\$ 22,342,287		\$ 25,324,593		\$ 26,320,967	
Maintenance	1,108,815	1,136,393		1,173,908		1,207,051		1,239,443		1,272,914	
Housing Finance Operations	965,411	933,293		959,372		987,242		1,011,398		1,040,269	
Tenant Program and Services	585,086	609,913		628,952		646,531		664,705		683,489	
Site Administration	2,250,084	2,302,527		2,373,339		2,437,838		2,501,237		2,566,037	
Engineers in Training	15,508	7,350		7,566		7,769		7,977		8,191	
Administration and Department Support	1,479,635	1,515,185		1,576,098		1,625,938		1,671,522		1,718,383	
	24,381,266	25,997,875	6.6%	27,723,278	6.6%	29,254,656	5.5%	32,420,875	10.8%	33,610,250	3.7%
Communications Program	40,000	40,000	0.0%	40,000	0.0%	40,000	0.0%	40,000	0.0%	40,000	0.0%
Allocation of Centralized Support Costs	2,401,739	2,352,769	(2.0%)	2,475,030	5.2%	2,425,419	(2.0%)	2,294,932	(5.4%)	2,321,942	1.2%
Total Operating Programs	26,823,005	28,390,644	5.8%	30,238,308	6.5%	31,720,075	4.9%	34,755,807	9.6%	35,972,192	3.5%
Capital Maintenance	9,918,180	14,303,156	44.2%	21,399,804	49.6%	21,164,348	(1.1%)	18,847,226	(10.9%)	12,364,056	(34.4%)
Allocation of Project Delivery Cost	-	-	0.0%	640,051	0.0%	676,768	5.7%	699,058	3.3%	706,126	1.0%
Debt Service:											
Mortgage Payments	4,799,022	4,698,170	(2.1%)	6,862,059	46.1%	8,049,939	17.3%	12,232,359	52.0%	12,512,017	2.3%
Capital Maintenance Financing	678,428	212,625	(68.7%)	653,625	210.0%	1,529,173	130.0%	2,670,881	74.7%	3,629,563	35.9%
Contribution to Capital Replacement Reserve	1,859,270	1,858,786	0.0%	1,993,890	7.3%	2,071,286	3.9%	2,360,868	14.0%	2,403,373	1.8%
Contribution to Reserve	10,720,968	11,010,992	2.7%	10,285,169	(6.6%)	10,936,415	6.3%	12,032,641	10.0%	13,150,729	9.3%
TOTAL EXPENDITURES	\$ 54,798,873	\$ 60,474,373	10.4%	\$ 72,072,906	19.2%	\$ 76,148,004	5.7%	\$ 83,598,840	9.8%	\$ 80,738,056	(3.4%)

METRO VANCOUVER HOUSING CORPORATION
CAPITAL PORTFOLIO
HOUSING DEVELOPMENT
2023 CAPITAL BUDGET AND 2023-2027 CAPITAL PLAN

	APPROVED CAPITAL BUDGET	2023 CAPITAL CASH FLOW	2024 CAPITAL CASH FLOW	2025 CAPITAL CASH FLOW	2026 CAPITAL CASH FLOW	2027 CAPITAL CASH FLOW	2023 TO 2027 TOTAL CAPITAL CASH FLOW	ACTIVE PHASE	PRIMARY DRIVER
CAPITAL EXPENDITURES									
Heather Place - Building B	\$ 47,000,000	\$ 5,000,000	\$ 15,000,000	\$ 20,000,000	\$ 5,350,000	\$ -	\$ 45,350,000	Detailed Design	Expand/Re-develop
Kingston Gardens - Phase 1	44,700,000	23,000,000	4,500,000	-	-	-	27,500,000	Construction	Expand/Re-develop
Welcher Avenue	36,100,000	26,000,000	3,900,000	-	-	-	29,900,000	Construction	Expand/Re-develop
Eastburn Square	73,500,000	2,000,000	30,000,000	30,000,000	10,600,000	-	72,600,000	Planned	Expand/Re-develop
Malaspina	81,700,000	3,000,000	5,000,000	10,000,000	30,000,000	26,700,000	74,700,000	Planned	Expand/Re-develop
Pitt Meadows Town Centre	74,700,000	1,200,000	40,800,000	31,270,000	-	-	73,270,000	Planned	Expand/Member Partnerships
Southwynde - Burnaby	64,500,000	2,000,000	30,000,000	30,000,000	1,650,000	-	63,650,000	Planned	Expand/Member Partnerships
TOTAL CAPITAL EXPENDITURES	\$ 422,200,000	\$ 62,200,000	\$ 129,200,000	\$ 121,270,000	\$ 47,600,000	\$ 26,700,000	\$ 386,970,000		
CAPITAL FUNDING									
Grants	\$ 160,913,236	\$ 15,575,000	\$ 94,000,000	\$ 19,988,236	\$ 21,000,000	\$ -	\$ 150,563,236		
External Borrowing	146,089,672	38,950,000	28,100,000	47,089,672	11,800,000	16,500,000	142,439,672		
Reserve	115,197,092	7,675,000	7,100,000	54,192,092	14,800,000	10,200,000	93,967,092		
Total	\$ 422,200,000	\$ 62,200,000	\$ 129,200,000	\$ 121,270,000	\$ 47,600,000	\$ 26,700,000	\$ 386,970,000		
SUMMARY BY DRIVER									
Expand/Re-develop	\$ 283,000,000	\$ 59,000,000	\$ 58,400,000	\$ 60,000,000	\$ 45,950,000	\$ 26,700,000	\$ 250,050,000		
Expand/Member Partnerships	139,200,000	3,200,000	70,800,000	61,270,000	1,650,000	-	136,920,000		
Total	\$ 422,200,000	\$ 62,200,000	\$ 129,200,000	\$ 121,270,000	\$ 47,600,000	\$ 26,700,000	\$ 386,970,000		

METRO VANCOUVER DISTRICTS
REGIONAL DISTRICT SUMMARY
2023-2027 FINANCIAL PLAN

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

METRO VANCOUVER REGIONAL DISTRICT
AIR QUALITY
2023-2027 FINANCIAL PLAN

	2022 BUDGET	2023 BUDGET	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE
REVENUES											
Metro Vancouver Regional District Requisitions	\$ 7,392,266	\$ 7,627,421	3.2%	\$ 7,937,095	4.1%	\$ 7,498,228	(5.5%)	\$ 7,595,119	1.3%	\$ 6,870,953	(9.5%)
User Fees	1,715,000	2,687,400		3,068,600		3,438,000		3,816,700		4,195,400	
Non-Road Diesel Fees	1,070,000	1,197,500		1,656,250		2,410,000		2,692,500		3,315,000	
Other External Revenues	439,986	709,242		685,319		681,729		693,481		705,585	
Transfer from Sustainability Innovation Fund Reserves	2,176,816	745,000		400,000		-		-		-	
Transfer from Reserves	1,481,000	1,227,000		1,172,451		643,027		615,000		270,000	
TOTAL REVENUES	\$ 14,275,068	\$ 14,193,563	(0.6%)	\$ 14,919,715	5.1%	\$ 14,670,984	(1.7%)	\$ 15,412,800	5.1%	\$ 15,356,938	(0.4%)
EXPENDITURES											
Operating Programs:											
Ambient Air Quality Monitoring	\$ 2,377,133	\$ 2,500,761		\$ 2,522,805		\$ 2,497,126		\$ 2,916,064		\$ 2,616,986	
Air Quality and Climate Change Policy	2,638,554	3,381,648		3,810,829		3,722,156		3,848,550		3,932,405	
Air Quality Bylaw and Regulation Development	1,161,145	1,388,362		1,401,450		1,422,480		1,454,274		1,494,009	
Engineers in Training	46,525	35,279		36,317		37,292		38,290		39,316	
Regional Sustainability Initiatives	2,176,816	745,000		400,000		-		-		-	
Administration and Department Support	541,721	592,548		612,078		628,533		645,261		662,414	
	8,941,894	8,643,598	(3.3%)	8,783,479	1.6%	8,307,587	(5.4%)	8,902,439	7.2%	8,745,130	(1.8%)
Communications Program	150,000	270,000	80.0%	295,000	9.3%	320,000	8.5%	345,000	7.8%	350,000	1.4%
Environmental Regulation and Enforcement	3,993,324	4,215,776		4,638,590		4,906,612		5,170,179		5,317,244	
	3,993,324	4,215,776	5.6%	4,638,590	10.0%	4,906,612	5.8%	5,170,179	5.4%	5,317,244	2.8%
Allocation of Centralized Support Costs	1,189,850	1,064,189	(10.6%)	1,202,646	13.0%	1,136,785	(5.5%)	995,182	(12.5%)	944,564	(5.1%)
TOTAL EXPENDITURES	\$ 14,275,068	\$ 14,193,563	(0.6%)	\$ 14,919,715	5.1%	\$ 14,670,984	(1.7%)	\$ 15,412,800	5.1%	\$ 15,356,938	(0.4%)

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

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

**METRO VANCOUVER REGIONAL DISTRICT
ELECTORAL AREA SERVICE
2023-2027 FINANCIAL PLAN**

	2022 BUDGET	2023 BUDGET	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE
REVENUES											
Electoral Area Requisition	\$ 400,973	\$ 407,458	1.6%	\$ 430,053	5.5%	\$ 446,108	3.7%	\$ 456,376	2.3%	\$ 457,389	0.2%
User Fees	11,000	11,000		12,000		12,000		12,000		12,000	
Other External Revenues	186,668	186,668		193,083		193,083		193,083		193,083	
Transfer from Reserves	199,000	124,000		92,000		80,000		170,000		80,000	
TOTAL REVENUES	\$ 797,641	\$ 729,126	(8.6%)	\$ 727,136	(0.3%)	\$ 731,191	0.6%	\$ 831,459	13.7%	\$ 742,472	(10.7%)
EXPENDITURES											
Operating Programs:											
Community Planning	\$ 410,791	\$ 427,750		\$ 416,704		\$ 425,148		\$ 433,816		\$ 442,713	
Building Inspections	18,049	21,250		22,135		22,692		23,264		23,221	
Local Government Election	122,566	-		-		-		124,676		-	
Fraser Valley Library Services	2,067	2,067		2,067		2,067		2,067		2,067	
Emergency Planning	18,000	20,000		20,000		20,000		20,000		20,000	
	571,473	471,067	(17.6%)	460,906	(2.2%)	469,907	2.0%	603,823	28.5%	488,001	(19.2%)
Contribution to Election Reserve	-	30,000		30,000		30,000		-		30,000	
Contribution to Reserve	186,668	186,668	0.0%	193,083	3.4%	193,083	0.0%	193,083	0.0%	193,083	0.0%
	186,668	216,668	16.1%	223,083	3.0%	223,083	0.0%	193,083	(13.4%)	223,083	15.5%
Allocation of Centralized Support	39,500	41,391	4.8%	43,147	4.2%	38,201	(11.5%)	34,553	(9.5%)	31,388	(9.2%)
TOTAL EXPENDITURES	\$ 797,641	\$ 729,126	(8.6%)	\$ 727,136	(0.3%)	\$ 731,191	0.6%	\$ 831,459	13.7%	\$ 742,472	(10.7%)

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

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

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

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

METRO VANCOUVER REGIONAL DISTRICT
HOUSING PLANNING AND POLICY
2023-2027 FINANCIAL PLAN

	2022 BUDGET	2023 BUDGET	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE
REVENUES											
Metro Vancouver Regional District Requisitions	\$ 6,253,628	\$ 6,280,995	0.4%	\$ 8,330,722	32.6%	\$ 8,361,356	0.4%	\$ 8,385,720	0.3%	\$ 8,499,157	1.4%
Transfer from Sustainability Innovation Fund Reserves	490,000	-		-		-		-		-	
TOTAL REVENUES	<u>\$ 6,743,628</u>	<u>\$ 6,280,995</u>	(6.9%)	<u>\$ 8,330,722</u>	32.6%	<u>\$ 8,361,356</u>	0.4%	<u>\$ 8,385,720</u>	0.3%	<u>\$ 8,499,157</u>	1.4%
EXPENDITURES											
Operating Programs:											
Housing Planning and Policy	\$ 1,631,092	\$ 1,139,260		\$ 1,199,075		\$ 1,234,911		\$ 1,268,079		\$ 1,389,442	
Contribution to Affordable Housing Re-development Reserve	1,000,000	1,000,000		1,000,000		1,000,000		1,000,000		1,000,000	
Contribution to Affordable Housing Development Reserve	4,000,000	4,000,000		6,000,000		6,000,000		6,000,000		6,000,000	
	<u>6,631,092</u>	<u>6,139,260</u>	(7.4%)	<u>8,199,075</u>	33.6%	<u>8,234,911</u>	0.4%	<u>8,268,079</u>	0.4%	<u>8,389,442</u>	1.5%
Communications Program	25,000	25,000	0.0%	25,000	0.0%	25,000	0.0%	25,000	0.0%	25,000	0.0%
Allocation of Centralized Support Costs	<u>87,536</u>	<u>116,735</u>	33.4%	<u>106,647</u>	(8.6%)	<u>101,445</u>	(4.9%)	<u>92,641</u>	(8.7%)	<u>84,715</u>	(8.6%)
TOTAL EXPENDITURES	<u>\$ 6,743,628</u>	<u>\$ 6,280,995</u>	(6.9%)	<u>\$ 8,330,722</u>	32.6%	<u>\$ 8,361,356</u>	0.4%	<u>\$ 8,385,720</u>	0.3%	<u>\$ 8,499,157</u>	1.4%

METRO VANCOUVER REGIONAL DISTRICT
INVEST VANCOUVER
2023-2027 FINANCIAL PLAN

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

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

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

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

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

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

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

METRO VANCOUVER REGIONAL DISTRICT
REGIONAL PARKS
2023-2027 FINANCIAL PLAN

	2022 BUDGET	2023 BUDGET	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE
REVENUES											
Metro Vancouver Regional District Requisitions	\$ 57,062,296	\$ 64,107,186	12.3%	\$ 70,634,437	10.2%	\$ 72,887,741	3.2%	\$ 76,189,626	4.5%	\$ 78,700,573	3.3%
User Fees	881,314	867,927		885,782		903,679		921,620		902,784	
Other External Revenues	1,855,250	1,760,439		1,461,004		1,461,070		1,436,640		1,310,428	
Transfer from Sustainability Innovation Fund Reserves	536,602	100,000		-		-		-		-	
Transfer from Reserves	8,655,000	9,705,000		6,810,000		7,860,000		8,375,000		8,625,000	
TOTAL REVENUES	\$ 68,990,462	\$ 76,540,552	10.9%	\$ 79,791,223	4.2%	\$ 83,112,490	4.2%	\$ 86,922,886	4.6%	\$ 89,538,785	3.0%
EXPENDITURES											
Operating Programs:											
Systems Planning, Design and Development Services											
Planning and Resource Management	\$ 2,898,020	\$ 2,361,112		\$ 2,426,125		\$ 2,450,768		\$ 2,480,903		\$ 2,527,528	
Design and Development	1,539,521	1,391,136		1,421,856		1,296,288		1,309,753		1,322,912	
Engineers in Training	15,508	11,760		12,106		12,431		12,763		13,105	
	4,453,049	3,764,008	(15.5%)	3,860,087	2.6%	3,759,487	(2.6%)	3,803,419	1.2%	3,863,545	1.6%
Systems Visitor and Operations Services											
Visitor Services	1,523,534	1,472,808		1,483,468		1,507,447		1,531,938		1,443,902	
Operations Services	1,837,557	1,725,801		1,721,176		1,763,381		1,804,127		1,876,865	
	3,361,091	3,198,609	(4.8%)	3,204,644	0.2%	3,270,828	2.1%	3,336,065	2.0%	3,320,767	(0.5%)
Central Area Services											
Operations and Maintenance	6,753,942	7,255,705		7,254,520		7,539,701		7,760,886		7,731,125	
Area Visitor Services	612,709	632,447		676,545		737,981		756,315		765,685	
Area Management and Administration	3,422,093	3,444,740		664,901		682,598		701,444		694,093	
Area Planning	161,774	166,746		170,674		174,876		178,677		182,580	
Burns Bog Ecological Conservancy Area	471,440	491,777		525,545		533,211		541,478		549,957	
Contribution to Reserve	223,000	173,000		173,000		173,000		173,000		173,000	
	11,644,958	12,164,415	4.5%	9,465,185	(22.2%)	9,841,367	4.0%	10,111,800	2.7%	10,096,440	(0.2%)
East Area Services											
Operations and Maintenance	4,846,934	4,984,936		5,168,214		5,383,906		5,608,129		5,797,904	
Area Visitor Services	635,817	640,426		654,660		670,403		709,272		725,758	
Area Management and Administration	626,506	649,872		668,005		685,255		702,974		721,173	
Area Planning	165,881	170,926		176,392		180,931		185,545		190,922	
	6,275,138	6,446,160	2.7%	6,667,271	3.4%	6,920,495	3.8%	7,205,920	4.1%	7,435,757	3.2%
West Area Services											
Operations and Maintenance	4,756,383	5,237,540		5,469,742		5,766,875		5,961,802		6,158,828	
Area Visitor Services	626,892	640,315		659,408		695,522		713,711		731,592	
Area Management and Administration	963,755	989,454		1,011,933		1,032,612		1,053,481		1,074,911	
Area Planning	157,565	162,537		166,585		170,371		174,237		178,209	
	6,504,595	7,029,846	8.1%	7,307,668	4.0%	7,665,380	4.9%	7,903,231	3.1%	8,143,540	3.0%
Administration and Department Support	1,451,781	1,376,718	(5.2%)	1,434,669	4.2%	1,460,934	1.8%	1,487,793	1.8%	1,512,753	1.7%
Communications Program	110,000	130,000	18.2%	130,000	0.0%	130,000	0.0%	130,000	0.0%	130,000	0.0%
Utility Voice Radio	82,520	69,943	(15.2%)	74,811	7.0%	76,824	2.7%	78,490	2.2%	82,463	5.1%
Quality Control Allocated	54,406	56,945	4.7%	58,136	2.1%	59,645	2.6%	61,065	2.4%	62,640	2.6%
Allocation of Centralized Support Costs	4,115,924	4,606,908	11.9%	4,742,524	2.9%	4,263,032	(10.1%)	4,020,580	(5.7%)	3,854,765	(4.1%)
Total Operating Programs	38,053,462	38,843,552	2.1%	36,944,995	(4.9%)	37,447,992	1.4%	38,138,363	1.8%	38,502,670	1.0%
Allocation of Project Delivery Cost	-	-	0.0%	144,228	0.0%	152,498	5.7%	157,523	3.3%	159,115	1.0%
Asset Maintenance	5,185,000	6,945,000	33.9%	6,700,000	(3.5%)	7,810,000	16.6%	8,325,000	6.6%	8,575,000	3.0%
Contribution to Capital Infrastructure Reserve	6,182,000	7,182,000	16.2%	8,432,000	17.4%	10,132,000	20.2%	12,732,000	25.7%	14,732,000	15.7%
Contribution to Parkland Acquisition and Development Reserve	19,570,000	23,570,000	20.4%	27,570,000	17.0%	27,570,000	0.0%	27,570,000	0.0%	27,570,000	0.0%
TOTAL EXPENDITURES	\$ 68,990,462	\$ 76,540,552	10.9%	\$ 79,791,223	4.2%	\$ 83,112,490	4.2%	\$ 86,922,886	4.6%	\$ 89,538,785	3.0%

METRO VANCOUVER REGIONAL DISTRICT
CAPITAL PORTFOLIO
REGIONAL PARKS
2023 CAPITAL BUDGET AND 2023-2027 CAPITAL PLAN

	APPROVED CAPITAL BUDGET	2023 CAPITAL CASH FLOW	2024 CAPITAL CASH FLOW	2025 CAPITAL CASH FLOW	2026 CAPITAL CASH FLOW	2027 CAPITAL CASH FLOW	2023 TO 2027 TOTAL CAPITAL CASH FLOW	ACTIVE PHASE	PRIMARY DRIVER
CAPITAL EXPENDITURES									
Major Projects									
Grouse Mountain - Regional Park Trail and Amenity Improvements	\$ 3,075,000	\$ 1,000,000	\$ 1,000,000	\$ -	\$ -	\$ -	\$ 2,000,000	Construction	Capacity, Growth & Ecological Resilience
Widgeon Marsh - Regional Park Development	19,100,000	6,580,000	6,500,000	-	-	-	13,080,000	Construction	Capacity, Growth & Ecological Resilience
Campbell Valley - Management Plan Implementation	8,100,000	1,000,000	1,000,000	1,000,000	1,000,000	3,000,000	7,000,000	Construction	Capacity, Growth & Ecological Resilience
Belcarra - South Day Use Area	5,950,000	250,000	2,200,000	3,500,000	-	-	5,950,000	Planned	Capacity, Growth & Ecological Resilience
Bowen Island - Park Development	15,800,000	400,000	4,000,000	5,800,000	3,600,000	2,000,000	15,800,000	Planned	Capacity, Growth & Ecological Resilience
Codd Wetland - Park Development	-	-	-	-	-	900,000	900,000	Planned	Capacity, Growth & Ecological Resilience
West Creek Wetlands - Park Development	-	-	-	-	300,000	750,000	1,050,000	Planned	Capacity, Growth & Ecological Resilience
Burns Bog - Fire Restoration	-	-	-	-	500,000	1,000,000	1,500,000	Planned	Capacity, Growth & Ecological Resilience
Total Major Projects	\$ 52,025,000	\$ 9,230,000	\$ 14,700,000	\$ 10,300,000	\$ 5,400,000	\$ 7,650,000	\$ 47,280,000		
Greenways									
Aldergrove - Southern Slopes Greenway	1,250,000	1,250,000	-	-	-	-	1,250,000	Planned	Connected Network
DNR/DSSG Management Plan Implementation	10,600,000	500,000	1,000,000	2,000,000	2,500,000	4,600,000	10,600,000	Planned	Connected Network
Boundry Bay - Perimeter Trail	1,650,000	150,000	1,500,000	-	-	-	1,650,000	Planned	Connected Network
Tynehead - Perimeter Trail	2,500,000	1,000,000	1,500,000	-	-	-	2,500,000	Planned	Connected Network
Burnaby Lake - Glencarin Greenway Connection	-	-	1,500,000	2,000,000	-	-	3,500,000	Planned	Connected Network
Other Greenways Upgrades	-	-	-	100,000	200,000	200,000	500,000	Planned	Connected Network
Total Greenways	\$ 16,000,000	\$ 2,900,000	\$ 5,500,000	\$ 4,100,000	\$ 2,700,000	\$ 4,800,000	\$ 20,000,000		
Service Facilities									
Burnaby Lake - Service Yard Building Replacement	1,700,000	50,000	50,000	100,000	-	1,500,000	1,700,000	Construction	Facility Replacement & Asset Management
Capilano - New Service Yard	943,000	150,000	-	-	-	-	150,000	Construction	Facility Replacement & Asset Management
Total Service Facilities	\$ 2,643,000	\$ 200,000	\$ 50,000	\$ 100,000	\$ -	\$ 1,500,000	\$ 1,850,000		
Park Development									
Crippen - Davies Orchard	1,750,000	250,000	500,000	-	-	-	750,000	Construction	Capacity, Growth & Ecological Resilience
Colony Farm - TMX Agreement Projects	1,000,000	300,000	300,000	300,000	-	-	900,000	Construction	Capacity, Growth & Ecological Resilience
Belcarra - Admiralty Heights Trail Decomissioning	1,050,000	150,000	150,000	250,000	250,000	250,000	1,050,000	Planned	Capacity, Growth & Ecological Resilience
Campbell Valley - Little River Loop Boardwalk	1,700,000	200,000	1,500,000	-	-	-	1,700,000	Planned	Facility Replacement & Asset Management
Minnehada - Park Improvements	-	-	-	-	-	650,000	650,000	Planned	Capacity, Growth & Ecological Resilience
Lynn Valley - Cable Pool Bridge Replacement	-	-	-	100,000	1,250,000	1,250,000	2,600,000	Planned	Facility Replacement & Asset Management
Burnaby Lake - Nature House	-	-	-	50,000	150,000	2,000,000	2,200,000	Planned	Facility Replacement & Asset Management
Pacific Spirit - Beach Access & Trail Improvments	-	-	50,000	100,000	500,000	1,000,000	1,650,000	Planned	Facility Replacement & Asset Management
Park Amenities and Visitor Experience	2,350,000	500,000	300,000	300,000	250,000	1,000,000	2,350,000	Planned	Capacity, Growth & Ecological Resilience
Other Replacement, Restoration & Upgrade Projects	9,865,000	1,050,000	3,130,000	850,000	1,905,000	3,930,000	10,865,000	Planned	Facility Replacement & Asset Management
Total Park Development	\$ 17,715,000	\$ 2,450,000	\$ 5,930,000	\$ 1,950,000	\$ 4,305,000	\$ 10,080,000	\$ 24,715,000		
Regional Parks Land Acquisition									
Regional Parks Land Acquisition	44,990,000	44,990,000	7,000,000	8,000,000	8,000,000	8,000,000	75,990,000		Land Acquisition
Total Regional Parks Land Acquisition	\$ 44,990,000	\$ 44,990,000	\$ 7,000,000	\$ 8,000,000	\$ 8,000,000	\$ 8,000,000	\$ 75,990,000		
TOTAL CAPITAL EXPENDITURES	\$ 133,373,000	\$ 59,770,000	\$ 33,180,000	\$ 24,450,000	\$ 20,405,000	\$ 32,030,000	\$ 169,835,000		

METRO VANCOUVER REGIONAL DISTRICT
CAPITAL PORTFOLIO
REGIONAL PARKS
2023 CAPITAL BUDGET AND 2023-2027 CAPITAL PLAN

	APPROVED CAPITAL BUDGET	2023 CAPITAL CASH FLOW	2024 CAPITAL CASH FLOW	2025 CAPITAL CASH FLOW	2026 CAPITAL CASH FLOW	2027 CAPITAL CASH FLOW	2023 TO 2027 TOTAL CAPITAL CASH FLOW	ACTIVE PHASE	PRIMARY DRIVER
CAPITAL FUNDING									
Reserve	\$ 125,043,000	\$ 55,570,000	\$ 31,150,000	\$ 22,350,000	\$ 20,405,000	\$ 32,030,000	\$ 161,505,000		
External Funding - Grants	8,330,000	4,200,000	2,030,000	2,100,000			8,330,000		
Total	\$ 133,373,000	\$ 59,770,000	\$ 33,180,000	\$ 24,450,000	\$ 20,405,000	\$ 32,030,000	\$ 169,835,000		
SUMMARY BY DRIVER									
Capacity, Growth & Ecological Resilience	\$ 58,175,000	\$ 10,430,000	\$ 15,950,000	\$ 11,150,000	\$ 5,900,000	\$ 9,550,000	\$ 52,980,000		
Facility Replacement & Asset Management	14,208,000	1,450,000	4,730,000	1,200,000	3,805,000	9,680,000	20,865,000		
Connected Network	16,000,000	2,900,000	5,500,000	4,100,000	2,700,000	4,800,000	20,000,000		
Land Acquisition	44,990,000	44,990,000	7,000,000	8,000,000	8,000,000	8,000,000	75,990,000		
Total	\$ 133,373,000	\$ 59,770,000	\$ 33,180,000	\$ 24,450,000	\$ 20,405,000	\$ 32,030,000	\$ 169,835,000		

METRO VANCOUVER REGIONAL DISTRICT
REGIONAL PLANNING
2023-2027 FINANCIAL PLAN

	2022 BUDGET	2023 BUDGET	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE
REVENUES											
Metro Vancouver Regional District Requisitions	\$ 3,922,565	\$ 4,131,025	5.3%	\$ 4,434,988	7.4%	\$ 4,735,258	6.8%	\$ 4,822,192	1.8%	\$ 4,857,956	0.7%
Transfer from Sustainability Innovation Fund Reserves	418,800	-		-		-		-		-	
Transfer from Reserves	280,000	485,000		340,000		230,000		270,000		320,000	
TOTAL REVENUES	<u>\$ 4,621,365</u>	<u>\$ 4,616,025</u>	(0.1%)	<u>\$ 4,774,988</u>	3.4%	<u>\$ 4,965,258</u>	4.0%	<u>\$ 5,092,192</u>	2.6%	<u>\$ 5,177,956</u>	1.7%
EXPENDITURES											
Operating Programs:											
Implementation Services	\$ 765,946	\$ 744,616		\$ 763,361		\$ 786,034		\$ 809,169		\$ 832,768	
Regional Land Use Policy	1,522,102	1,612,264		1,760,681		1,798,470		1,838,363		1,879,187	
Planning Analytics	798,135	1,000,622		955,061		1,087,167		1,152,280		1,176,386	
Regional Sustainability Initiatives	418,000	-		-		-		-		-	
Administration and Department Support	744,590	846,550		861,677		885,116		909,003		933,170	
	4,248,773	4,204,052	(1.1%)	4,340,780	3.3%	4,556,787	5.0%	4,708,815	3.3%	4,821,511	2.4%
Communications Program	50,000	45,000	(10.0%)	45,000	0.0%	45,000	0.0%	45,000	0.0%	45,000	0.0%
Allocation of Centralized Support Costs	322,592	366,973	13.8%	389,208	6.1%	363,471	(6.6%)	338,377	(6.9%)	311,445	(8.0%)
TOTAL EXPENDITURES	<u>\$ 4,621,365</u>	<u>\$ 4,616,025</u>	(0.1%)	<u>\$ 4,774,988</u>	3.4%	<u>\$ 4,965,258</u>	4.0%	<u>\$ 5,092,192</u>	2.6%	<u>\$ 5,177,956</u>	1.7%

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

	2022 BUDGET	2023 BUDGET	% CHANGE	2024 FORECAST	% CHANGE	2025 FORECAST	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE
REVENUES											
Metro Vancouver Regional District Requisitions	\$ 658,299	\$ 915,664	39.1%	\$ 935,706	2.2%	\$ 952,081	1.8%	\$ 965,802	1.4%	\$ 979,902	1.5%
Other External Revenues	10,000	10,000		10,000		10,000		10,000		10,000	
Transfer from Reserves	600,000	600,000		-		-		-		-	
TOTAL REVENUES	\$ 1,268,299	\$ 1,525,664	20.3%	\$ 945,706	(38.0%)	\$ 962,081	1.7%	\$ 975,802	1.4%	\$ 989,902	1.4%
EXPENDITURES											
Operating Programs:											
Sasamat Fire Protection Service	\$ 280,326	\$ 441,248		\$ 459,465		\$ 474,355		\$ 486,829		\$ 499,645	
Apparatus Acquisitions	600,000	600,000		-		-		-		-	
Contribution to Capital Reserve	92,100	92,100		92,100		92,100		92,100		92,100	
Contribution to Capital Facilities Reserve	267,840	348,192		348,192		348,192		348,192		348,192	
	1,240,266	1,481,540	19.5%	899,757	(39.3%)	914,647	1.7%	927,121	1.4%	939,937	1.4%
Allocation of Centralized Support Costs	28,033	44,124	57.4%	45,949	4.1%	47,434	3.2%	48,681	2.6%	49,965	2.6%
TOTAL EXPENDITURES	\$ 1,268,299	\$ 1,525,664	20.3%	\$ 945,706	(38.0%)	\$ 962,081	1.7%	\$ 975,802	1.4%	\$ 989,902	1.4%

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

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

METRO VANCOUVER DISTRICTS
CORPORATE SERVICES
2023-2027 FINANCIAL PLAN

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

METRO VANCOUVER DISTRICTS
EXTERNAL RELATIONS
2023-2027 FINANCIAL PLAN

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

METRO VANCOUVER DISTRICTS
FINANCIAL SERVICES
2023-2027 FINANCIAL PLAN

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

METRO VANCOUVER DISTRICTS
HUMAN RESOURCES
2023-2027 FINANCIAL PLAN

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

METRO VANCOUVER DISTRICTS
INDIGENOUS RELATIONS
2023-2027 FINANCIAL PLAN

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

METRO VANCOUVER DISTRICTS
LEGISLATIVE SERVICES
2023-2027 FINANCIAL PLAN

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

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

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

METRO VANCOUVER REGIONAL DISTRICT
PROJECT DELIVERY
2023-2027 FINANCIAL PLAN

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

METRO VANCOUVER DISTRICTS
2023-2027 PROJECTED RESERVES

OPERATING RESERVES

	2022	2023				2023	2024	2025	2026	2027
	ENDING BALANCE	OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE
Water Services	\$ 25,740,386	\$ 25,740,386	\$ -	\$ -	\$ 514,808	\$ 26,255,194	\$ 26,780,298	\$ 27,315,903	\$ 27,862,222	\$ 28,419,466
Liquid Waste Services	30,249,903	30,249,903	-	-	604,998	30,854,901	31,472,000	32,101,440	32,743,468	33,398,338
Solid Waste Services	39,997,739	39,997,739	-	-	799,955	40,797,694	41,613,648	42,445,921	43,294,839	44,160,736
Metro Vancouver Housing Corporation	2,629,149	2,629,149	-	-	52,583	2,681,732	2,735,367	2,790,074	2,845,876	2,902,793
Air Quality	615,159	615,159	-	-	12,303	627,463	640,012	652,812	665,868	679,186
E911 Emergency Telephone Service	399,190	399,190	-	-	7,984	407,174	415,317	423,623	432,096	440,738
Electoral Area Service	23,202	23,202	-	-	464	23,666	24,139	24,622	25,114	25,617
General Government Administration	6,156,333	6,156,333	-	-	123,127	6,279,460	6,405,049	6,533,150	6,663,813	6,797,089
General Government Zero Waste Collaboration Initiatives	83,831	83,831	-	-	1,677	85,508	87,218	88,962	90,741	92,556
Housing Planning and Policy	201,539	201,539	-	-	4,031	205,570	209,681	213,875	218,152	222,515
Invest Vancouver	21,041	21,041	-	-	421	21,462	21,891	22,329	22,775	23,231
Regional Emergency Management	202,782	202,782	-	-	4,056	206,837	210,974	215,194	219,497	223,887
Regional Employers Services	472,757	472,757	-	-	9,455	482,212	491,857	501,694	511,728	521,962
Regional Global Positioning System	231,859	231,859	-	-	4,637	236,497	241,227	246,051	250,972	255,992
Regional Parks	2,122,855	2,122,855	-	-	42,457	2,165,312	2,208,618	2,252,791	2,297,847	2,343,804
Regional Planning	883,646	883,646	-	-	17,673	901,319	919,345	937,732	956,486	975,616
Sasamat Fire Protection Service	107,551	107,551	-	-	2,151	109,702	111,896	114,134	116,417	118,745
West Nile Virus	372,995	372,995			7,460	380,455	388,064	395,825	403,742	411,816
Total	\$ 110,511,917	\$ 110,511,917	\$ -	\$ -	\$ 2,210,238	\$ 112,722,156	\$ 114,976,599	\$ 117,276,131	\$ 119,621,653	\$ 122,014,087

DISCRETIONARY RESERVES

	2022	2023				2023	2024	2025	2026	2027
	ENDING BALANCE	OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE
Liquid Waste Services										
Biosolids Inventory Reserve	\$ 13,114,037	\$ 13,114,037	\$ -	\$ (11,373,251)	\$ 148,548	\$ 1,889,334	\$ 103,053	\$ -	\$ -	\$ -
Liquid Waste General Debt Reserve Fund	2,165,817	2,165,817	-	-	43,316	2,209,133	2,253,316	2,298,382	2,344,350	2,391,237
Lions Gate Contingency	1,519,975	1,519,975	-	-	30,399	1,550,374	1,581,382	1,613,009	1,645,269	1,678,175
Drainage General Reserve	4,458,451	4,458,451	-	(245,000)	86,719	4,300,170	4,239,723	3,430,667	2,958,931	2,275,759
Solid Waste Services										
Solid Waste General Reserve	18,408,289	18,408,289	-	-	368,166	18,776,455	19,151,984	19,535,024	19,925,724	20,324,239
Landfill Post Closure Reserve	11,533,419	11,533,419	-	-	230,668	11,764,088	11,999,369	12,239,357	12,484,144	12,733,827
Housing										
MVHC Capital Replacement Reserve	6,881,921	6,881,921	13,292,007	(10,753,248)	163,026	9,583,706	10,699,906	9,368,933	6,519,538	6,774,806
MVHC Capital Development Reserve	40,496,025	40,496,025	2,337,067	(7,675,000)	756,541	35,914,633	30,471,926	9,374,924	6,582,922	20,745,871
Air Quality										
Air Quality General Reserve	2,166,882	2,166,882	-	(1,227,000)	31,068	970,950	311,193	172,960	60,269	293,775
E911 Emergency Telephone Service										
E911 General Reserve	612,528	612,528	-	-	12,251	624,778	637,274	650,019	663,020	676,280
Electoral Area Service										
Electoral Area General Reserve	1,661,987	1,661,987	50,000	(124,000)	32,500	1,620,487	1,610,476	1,612,386	1,584,034	1,585,414
General Government Administration										
General Government General Reserve	7,401,235	7,401,235	-	-	148,025	7,549,260	7,700,245	7,854,250	8,011,335	8,171,562
General Government Zero Waste Collaboration Initiatives										
Zero Waste Collaboration Initiatives General Reserve	-									
Invest Vancouver										
Regional Economic Prosperity General Reserve	708,157	708,157	-	(500,000)	9,163	217,320	120,666	123,080	125,541	128,052
Regional Emergency Management (REM)										
REM General Reserve	283,403	283,403	-	(60,530)	5,063	227,936	173,345	138,859	112,178	82,055
Regional Employers Services										
Regional Employers Service General Reserve	2,293,466	2,293,466	-	(340,000)	42,469	1,995,935	1,909,604	1,897,296	1,884,742	1,871,937
Regional Parks										
Regional Parks General Reserve	2,731,778	2,731,778	150,000	(2,535,000)	30,786	377,564	476,015	637,035	801,276	968,801
Regional Planning										
Regional Planning General Reserve	2,351,883	2,351,883	-	(485,000)	42,188	1,909,070	1,603,852	1,403,629	1,159,001	858,981
Centralized Support Reserve	20,748,245	20,748,245	2,248,073	(5,787,928)	379,566	17,587,956	13,746,364	10,276,643	7,285,431	4,241,173
Total	\$ 139,537,496	\$ 139,537,496	\$ 18,077,147	\$ (41,105,957)	\$ 2,560,462	\$ 119,069,148	\$ 108,789,693	\$ 82,626,453	\$ 74,147,704	\$ 85,801,944

METRO VANCOUVER DISTRICTS
2023-2027 PROJECTED RESERVES

STATUTORY RESERVES

	2022	2023				2023	2024	2025	2026	2027
	ENDING BALANCE	OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE	ENDING BALANCE
Water Services										
Water Laboratory Equipment Reserve	\$ 703,468	\$ 703,468	\$ -	\$ (96,000)	\$ 13,109	\$ 620,577	\$ 536,029	\$ 449,789	\$ 361,825	\$ 272,101
Water Sustainability Innovation Fund Reserve	14,416,988	14,416,988	723,000	(1,490,000)	280,670	13,930,658	14,207,251	15,145,876	16,179,024	17,232,834
Liquid Waste Services										
Liquid Waste Laboratory Equipment Reserve	722,403	722,403	106,282	-	15,511	844,195	667,562	791,847	770,376	903,211
Liquid Waste Sustainability Innovation Fund Reserve	16,799,001	16,799,001	1,127,000	(6,222,152)	285,029	11,988,878	5,800,005	5,170,779	6,412,464	7,678,984
Electoral Area Service										
Community Works Reserve	712,688	712,688	136,668	-	15,620	864,977	1,026,790	1,191,840	1,360,190	1,531,908
Electoral Area Election Reserve	971	971	30,000	-	319	31,291	62,217	93,761	35,036	66,037
General Government Administration										
MVRD Sustainability Innovation Fund Reserve	12,097,397	12,097,397	347,000	(845,000)	236,968	11,836,365	12,019,563	12,610,424	13,213,102	13,827,834
Grants Reserve Fund	2,049,703	2,049,703	-	(150,000)	39,494	1,939,197	1,826,481	1,711,511	1,594,241	1,474,626
Housing										
MVHC Restricted Cap. Replacement Reserve	3,463,993	3,463,993	433,307	(1,684,756)	56,765	2,269,309	3,074,952	1,826,788	2,119,588	2,379,838
Housing Planning and Policy										
Affordable Housing Re-development Reserve	5,347,497	5,347,497	1,000,000	-	116,950	6,464,447	7,603,736	2,705,810	3,769,927	2,835,325
Affordable Housing Development Reserve	12,247,923	12,247,923	4,000,000	-	284,958	16,532,882	22,923,539	7,222,010	13,426,450	1,574,979
Regional Global Positioning System										
Regional Geospatial Reference System Reserve	1,160,245	1,160,245	31,000	-	23,515	1,214,760	1,281,475	1,355,585	1,436,226	1,521,511
Regional Parks										
Regional Parks Infrastructure Reserve	2,485,167	2,485,167	7,182,000	(7,755,000)	43,973	1,956,141	2,280,084	3,115,505	3,508,085	4,287,267
Regional Parkland Acquisition Reserve Fund	9,677,596	9,677,596		(5,000,000)	143,552	4,821,148	4,917,571	5,015,922	5,116,240	5,218,565
Regional Parkland Acquisition and Development Reserve Fund	23,233,975	23,233,975	23,570,000	(42,990,000)	270,480	4,084,455	8,781,844	23,673,181	43,912,344	54,456,291
Delta Airpark Reserve	188,493	188,493	23,000	-	4,000	215,492	243,032	271,123	299,775	329,001
Regional Parks Legacy Fund	2,669,328	2,669,328	-	(50,000)	52,887	2,672,214	2,675,158	2,678,162	2,681,225	2,684,349
Sasamat Fire Protection Service (SFPS)										
SFPS Capital Reserve Fund	1,085,207	1,085,207	92,100	(600,000)	16,625	593,932	698,832	805,829	914,967	1,026,287
SFPS Communications Capital Reserve Fund	59,847	59,847	-	-	1,197	61,044	62,265	63,510	64,780	66,076
SFPS Emergency Equipment Reserve Fund	24,372	24,372	-	-	487	24,859	25,356	25,863	26,381	26,908
SFPS Capital Facility Reserve	442,161	442,161	348,192	-	12,325	802,678	1,170,406	1,545,488	1,928,071	2,318,307
Corporate Self Insurance Reserve	1,212,218	1,212,218	-	-	24,244	1,236,462	1,261,192	1,286,416	1,312,144	1,338,387
Corporate Fleet Reserve	17,317,101	17,317,101	2,433,681	(4,690,000)	323,779	15,384,561	14,124,614	13,979,717	15,526,914	16,901,086
Total	\$ 128,117,742	\$ 128,117,742	\$ 41,583,230	\$ (71,572,908)	\$ 2,262,458	\$ 100,390,522	\$ 107,269,952	\$ 102,736,735	\$ 135,969,378	\$ 139,951,713



MEMORANDUM

TO: Financial Plan Task Force

DATE: February 21, 2023

FROM: Dean Rear
General Manager Financial Services/CFO

RE: Fact Sheet on the Contribution to Capital Program

Purpose

Responding to questions from Directors at the February 16, 2023 Financial Plan Task Force meeting, this memo provides additional information on Metro Vancouver's Contribution to Capital program.

Background

While an annual contribution from the operating budget has been a long standing practice at Metro Vancouver, it was formalized in the Financial Management Policy which was adopted by the Board on October 28, 2018. The following is an excerpt from the Financial Management Policy:

a) Pay-As-You-Go Funding

Using pay-as-you-go funding, annual operating and capital expenditures are funded directly through annual revenues from user rates, fees, levies and requisitions or through the application of reserves in accordance with the Operating, Statutory and Discretionary Reserves Policy. Prudent financially sustainable funding includes:

- Funding ongoing and recurring expenditures directly in the year in which they are incurred; and*
- Matching the funding of expenditures with the realization of the benefit from those expenditures when expenditures are not ongoing or recurring.*

Operating expenditures are, by their nature, generally ongoing and recurring and when they are not, the benefit is realized in the year incurred; therefore, operating expenditures will always be funded on a pay-as-you-go basis.

Where specific reserves exist to fund capital expenditures, capital expenditures should be funded on a pay-as-you-go basis from those Reserves in accordance with the Operating, Statutory and Discretionary Reserves Policy. These capital expenditures include MVHC capital replacement, laboratory equipment, Park Land acquisition, Parks infrastructure, Air Quality monitoring equipment, Head Office improvements, computer hardware and fleet vehicles.

Capital expenditures that are not generally funded through Reserves will be funded on a pay-as-you-go basis at a minimum annual level that represents the amount of total capital expenditures incurred consistently from year to year.

The review of this policy and its key components is a significant part of the Finance Committee work plan for 2023.

Following the adoption of the policy, the intent was to gradually increase the annual Contribution to Capital to match the growing capital program to meet that *“minimum annual level that represents the amount of total capital expenditures incurred consistently from year to year.”* However, with the onset of the pandemic and the concern about the impacts to ratepayers, this was a program that was pulled back in order to minimize those impacts.

Annual Contributions

The following table summarizes the annual Contribution to Capital amounts over the past five years and that projected in the current five-year plan for Water Services and Liquid Waste Services:

Water Services (\$ millions)

							Projected			
	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Annual Contribution to Capital	\$68.5	\$103.1	\$127.1	\$131.0	\$123.8	\$123.8	\$140.4	\$163.8	\$192.1	\$224.4
% Operating Budget	25%	36%	41%	41%	37%	36%	37%	38%	40%	41%
% Capital Cash Flow	33%	45%	32%	30%	26%	31%	28%	32%	32%	33%

Liquid Waste (\$ millions)

							Projected			
	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Annual Contribution to Capital	\$74.7	\$78.7	\$86.8	\$80.1	\$76.4	\$80.4	\$94.1	\$119.4	\$135.6	\$153.3
% Operating Budget	28%	25%	26%	23%	20%	19%	19%	20%	19%	19%
% Capital Cash Flow	21%	14%	10%	9%	10%	12%	14%	13%	12%	12%

Total Water and Liquid Waste (\$ millions)

							Projected			
	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Annual Contribution to Capital	\$143.2	\$181.8	\$213.9	\$211.0	\$200.1	\$204.1	\$234.6	\$283.2	\$327.7	\$377.7
% Operating Budget	27%	30%	34%	31%	28%	27%	27%	28%	28%	28%
% Capital Cash Flow	26%	23%	17%	15%	16%	19%	20%	20%	19%	19%



TO: Financial Plan Task Force

DATE: February 21, 2023

FROM: Dean Rear
General Manager Financial Services/CFO

RE: Development Cost Charges Rate Development

Purpose

Responding to questions from Directors at the February 16, 2023 Financial Plan Task Force meeting, this memo provides additional information on Metro Vancouver's development cost charges (DCCs) rate development.

Development Cost Charges

Municipalities and regional districts are permitted through provincial legislation to levy development cost charges on new development to pay for new or expanded infrastructure such as sewer, water and parks necessary to adequately service the demands of that new development. Development cost charges are established by bylaw with the approval of the Inspector of Municipalities and are a key financial tool for municipalities and regional districts to fund their capital infrastructure.

For Metro Vancouver, growth related infrastructure is a major driver of the 2023-2027 capital plan making up 58% of Water Services' capital plan at \$1.5B and 38% of Liquid Waste's capital plan at \$1.8B.

The key elements of implementing a DCC for Metro Vancouver has been the following:

- Examining the long term growth capital infrastructure requirements as part of the long range capital plan (10+ years)
- Analyzing the population and dwelling unit growth within the region over the long term (typically over 30 years)
- Conducting an economic analysis of the impact of DCC rates could have on the development of housing within the region
- Receiving direction from Standing Committees and the Board on the proposed rates for the purposes of engagement
- Completing a rigorous engagement process with the First Nations, development community, member municipalities and the public to receive feedback on the proposed rates
- Complying with the applicable legislative requirements

Liquid Waste Services DCCs

The liquid waste DCC program within the *Greater Vancouver Sewerage and Drainage District* (GVS&DD) was implemented in 1997 with the purpose to ensure that new development in the region helps fund the cost of the liquid waste infrastructure expansion required to service that development.

After the initial DCC rates were set in 1997, a review of the DCC program was carried out starting in 2014 and resulting in a 2017 amendment to the DCC Bylaw updating the rates for each sewerage area. The 2017 review also noted a recommendation to ensure that DCC rate updates occur every three to five years, to ensure that increases can be more predictable and easier to absorb, and to ensure that revenue continues to support the increasing need for system expansion and increasing cost of infrastructure.

The liquid waste DCC policy framework is structured around the following factors:

- **Land use categories.** The DCC Bylaw charges DCCs based on four separate land use categories: single-family dwelling, townhouse, apartment, and non-residential.
- **Sewerage areas.** The DCC program is separated into four sewerage areas: Vancouver, Lulu Island West, North Shore, and Fraser. Each sewerage area has its own unique fee structure based on its development requirements.
- **Units for charging DCCs.** Residential developments are charged per unit/dwelling, while a DCC for a non-residential development is charged per square foot.
- **DCC waivers.** The DCC Bylaw includes a waiver for the development of affordable housing; the definitions and criteria for this waiver were updated in the 2017 review process.
- **Assist factors.** Currently at 17.5%, the assist factor is the portion of the growth project that is funded from the sewer user fees (levy) rather than DCCs. Increasing the assist factor shifts more of the cost of system expansion (growth) from DCCs to the sewer levy.

As part of a plan to update the liquid waste development cost charge (DCC) program every three to five years, a program review was initiated in 2020 and was ultimately approved by the Inspector of Municipalities in 2022. The current Liquid Waste DCC Rates are as follows

Sewer Area	Residential	Townhouse	Apartment	Non-Residential
Fraser	\$6,254 / unit	\$5,390 / unit	\$4,269 / unit	\$3.30 / ft2 of floor area
Lulu Island West	\$3,313 / unit	\$2,756 / unit	\$2,042 / unit	\$1.54 / ft2 of floor area
North Shore	\$3,300 / unit	\$2,786 / unit	\$2,030 / unit	\$1.67 / ft2 of floor area
Vancouver	\$3,335 / unit	\$2,983 / unit	\$1,988 / unit	\$1.63 / ft2 of floor area

Metro Vancouver is committed to updated its Liquid Waste DCC rates regularly to ensure the funding is keeping up with costs related to growth capital infrastructure.

Water Services DCCs

As part of the *2019–2022 Board Strategic Plan*, the Metro Vancouver Board committed to pursuing the adoption of water DCCs with the purpose of ensuring new development in the region fund or partially fund the cost of water infrastructure expansion required to service that development. The concept of Metro Vancouver funding the growth portion of its regional water infrastructure through DCCs has been encouraged by most board members for several years.

The water DCC policy framework has been designed to align with the liquid waste DCC policy framework in most respects except for the fact that the *Greater Vancouver Water District* (GVWD) does not have distinct areas and therefore has a single DCC rate based on the different land use category for the entire region.

As part of the plan to implement a water development cost charge (DCC), a program review was initiated in 2020. A set of proposed DCC rates in principle was brought forward in July 2021 for consideration by the Water Committee. At that time the Water Committee did not endorse the rates proposed, and staff were instructed to reconsider the proposed rates as the 90% assist factor did not adhere to the direction for growth in the region to pay for required growth in the water system. Staff subsequently reported back to the Water Committee in April 2022 with additional rate options and an engagement plan and the Committee recommended DCC rates with a 50% assist factor, which was adopted by the GVWD Board.

In the late spring and throughout the summer staff conducted a comprehensive engagement process and received feedback mostly regarding the financial impacts, future plans on the assist factor, the administration of the new DCC and questions on waivers and exemptions. There was also significant engagement with First Nations and questions around applicability and future engagement processes. Staff committed to continue to work with First Nations, the development industry as well as member municipalities on DCC related questions and issues.

In January 2023, the GVWD gave three readings to the proposed DCC Bylaw and it is now with the Inspector of Municipalities for approval. Once the Bylaw is approved by the Inspector of Municipalities, staff will bring back the DCC Bylaw for fourth reading with the intent that the effective date will be upon adoption of the bylaw.

The proposed Water DCC Rates are as follows:

Residential	Townhouse	Apartment	Non-Residential
\$6,692 / lot development unit	\$5,696 / unit	\$4,261 / unit	\$3.39 / ft2 of floor area