

1.1

2019-2023 Financial Plan

Special Board Meeting – November 30, 2018

Metro Vancouver District Boards



metrovancouver
SERVICES AND SOLUTIONS FOR A LIVABLE REGION



Quick Facts:

- MVRD is one of 27 Regional Districts
- Land area: 287,736 ha
- Population: 2.5 million
- Comprises 53% of the population of BC
- 23 Member Jurisdictions

Metro Vancouver District Boards

Source: BC Agricultural Land Commission

Metro Vancouver



Four legal entities:

- Metro Vancouver Regional District
- Metro Vancouver Housing Corporation
- Greater Vancouver Water District
- Greater Vancouver Sewerage & Drainage District

Metro Vancouver District Boards

Each
Metro
Vancouver
service
is a stand-
alone
function

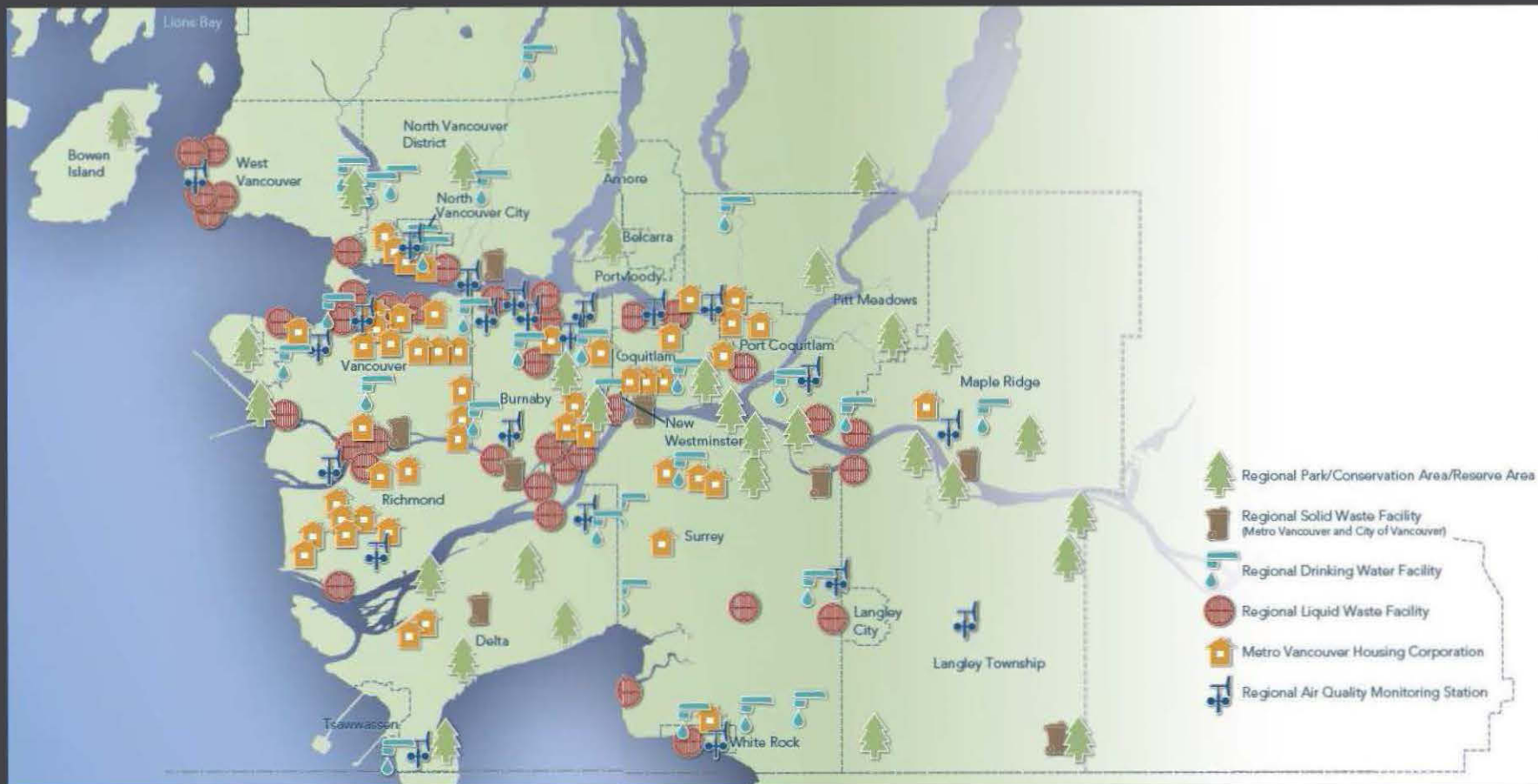


REGIONAL DISTRICT FUNCTIONS

Air Quality
Affordable Housing
E911 Call Answer
Service
General Government
Labour Relations
Regional GPS
Regional Emergency
Management
Regional Parks
Regional Planning
Regional Prosperity

SUB REGIONAL DISTRICT FUNCTIONS

Electoral Area A
Sasamat Fire Protection



Metro Vancouver District Boards

Commissioner/ Chief Administrative Officer
CAROL MASON

Human Resources & Corporate Services
Donna Brown, General Manager

External Relations
Heather Schoemaker, General Manager

Financial Services
Phil Trotzuk, General Manager, CFO

Legal Services & Aboriginal Relations
Jessica Beverley, Corporate Solicitor

Board & Information Services
Chris Plagnol, Corporate Officer/Director

Liquid Waste Services
Peter Navratil, General Manager

Parks & Housing Services
Ravi Chhina, General Manager

Planning & Environment
Neal Carley, General Manager

Solid Waste Services
Paul Henderson, General Manager

Water Services
Tim Jervis, General Manager

Metro Vancouver Financial Planning

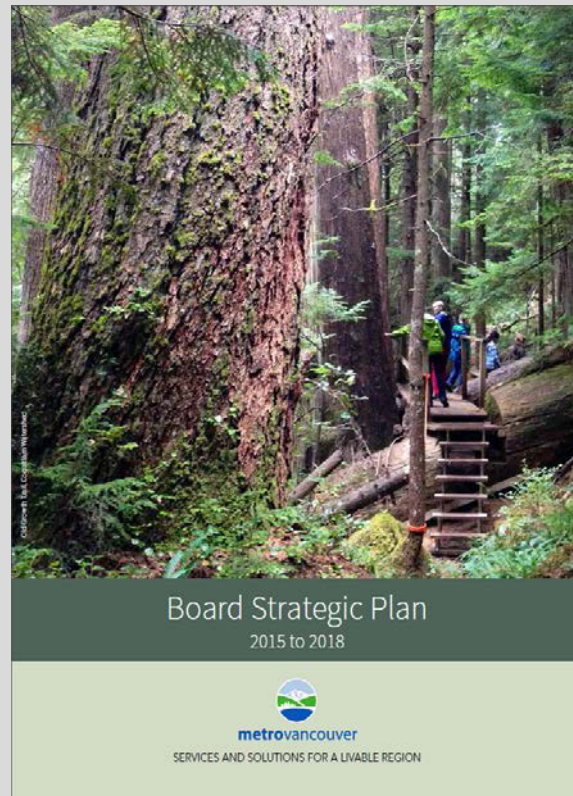
Metro Vancouver Financial Planning

- Board Strategic Plan
- Regional Management Plans
- 5 Year Financial Plan
- 30 Year Financial Plan
- Corporate Allocation Policy
- Reserves Policy
- Financial Management Policy
- Asset Management Policies

Board Strategic Plan Workshop

- April 2019

Metro Vancouver District Boards



Metro Vancouver Financial Planning

Financial Plan Guiding Principles

- Addressing Regional Growth
- System Stewardship
- Environmental Protection and Climate Action
- Opportunities for Innovation and Enhanced Services

Financial Plan Review Process

- Senior Management Review - August
- Metro Vancouver Standing Committee - October
- Regional Advisory Committees – October
- Council of Councils – October
- Board Budget Workshop – October

Future Direction

- Development of Long Term Financial Plans (30 year)

COMMITTEE REPORT PROCESS

- **Program Description**
 - Board Strategic Plan Direction
 - Regional Management Plan Direction
- **2019 Budget and Five Year Financial Plans**
 - Budget Themes
 - Operating Budget Highlights
 - Communication Program
 - Capital Budget Highlights
- **Work Plan Performance Indicators**
- **Consistency with 2018-2022 Financial Plan**
- **Approval Process**
- **Report Attachments**
 - 2019-2023 “What’s Happening”
 - 2019-2023 Financial Plan
 - 2019-2023 Capital Budget Summary
 - 2019 Work Plans
 - 2019-2023 Projected Reserves
 - Organizational Chart

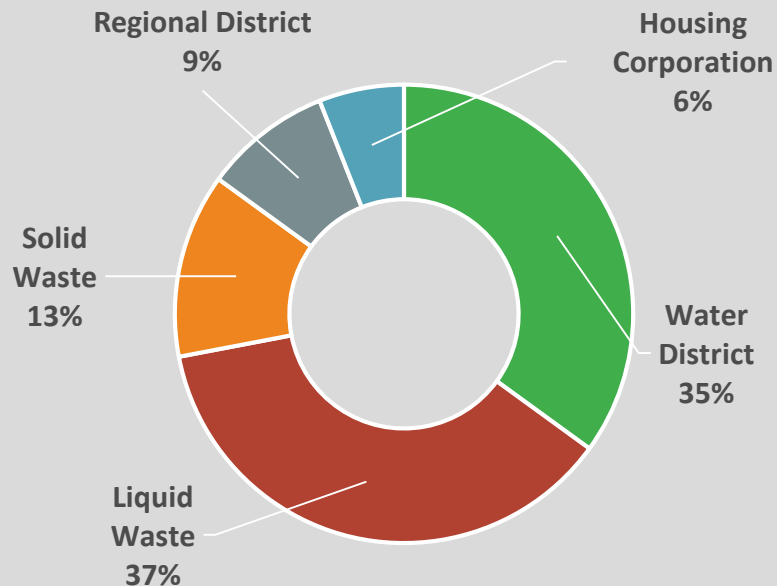
Example: **Utilities Committee Report**
Water Services
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2019 BUDGET AND 2019–2023 FINANCIAL PLAN OVERVIEW

Metro Vancouver District Boards

2019 BUDGET OVERVIEW – EXPENDITURES



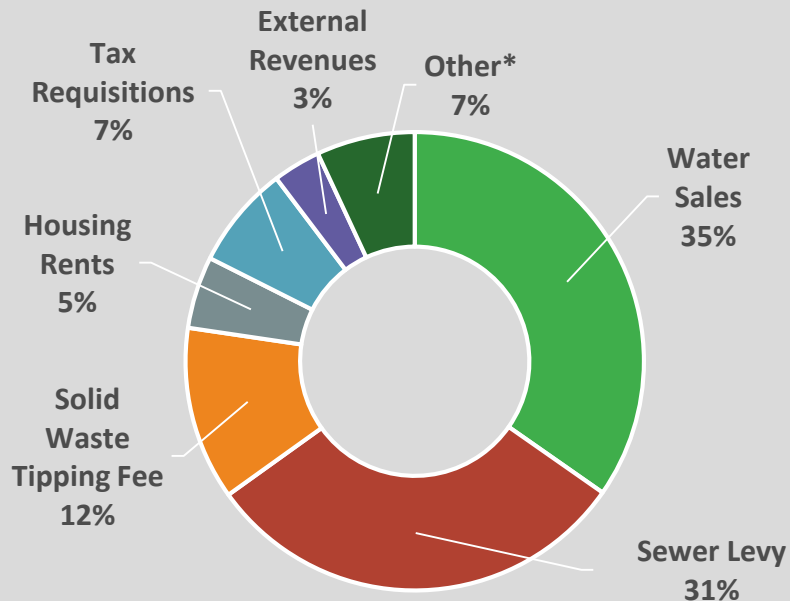
	2018 \$ in millions	2019 \$ in millions	Change %
Water District	\$272.9	\$289.1	6.0%
Liquid Waste	\$266.9	\$308.6	15.6%
Solid Waste	\$101.6	\$107.2	5.5%
MVHC	\$50.7	\$51.2	1.0%
Regional District	\$73.8	\$75.2	1.9%
Total	\$765.9	\$831.3	8.5%

Metro Vancouver District Boards

2019-2023 FINANCIAL PLAN OVERVIEW – EXPENDITURES

(\$ in millions)	2018	2019	2020	2021	2022	2023
Water District	\$272.9	\$289.1	\$323.1	\$359.5	\$403.7	\$453.0
Liquid Waste	\$266.9	\$308.6	\$342.0	\$390.5	\$445.5	\$482.4
Solid Waste	\$101.6	\$107.2	\$112.5	\$118.7	\$124.5	\$130.1
Housing	\$50.7	\$51.2	\$52.7	\$55.6	\$58.7	\$59.9
Regional District	\$73.8	\$75.2	\$77.1	\$79.6	\$82.1	\$85.0
Total Expenditures	\$765.9	\$831.3	\$907.4	\$1,003.9	\$1,114.5	\$1,210.4
% Change		8.5%	9.2%	10.6%	11.0%	8.6%

2019 BUDGET OVERVIEW – REVENUE SOURCES



	2018 \$ in millions	2019 \$ in millions	Change %
Water Sales	\$269.8	\$286.9	6.3%
GVS&DD Levy	\$232.1	\$255.8	10.2%
Solid Waste Tipping Fee	\$93.5	\$98.4	5.3%
Housing Rents	\$38.8	\$39.3	1.2%
Tax Requisitions	\$58.8	\$61.2	4.1%
External Revenues	\$26.1	\$26.8	2.9%
Other (*)	\$46.8	\$62.9	34.5%
Total	\$765.9	\$831.3	8.5%

(*) Other revenue sources include reserves, BOD/TSS, DCC's

Metro Vancouver District Boards

2019-2023 FINANCIAL PLAN OVERVIEW – REVENUE

(\$ in millions)	2018	2019	2020	2021	2022	2023
Water Sales	\$269.8	\$286.9	\$321.1	\$357.7	\$402.0	\$451.3
GVS&DD Levy	\$232.1	\$255.8	\$281.8	\$315.5	\$353.7	\$376.1
Tipping Fees	\$93.5	\$98.4	\$103.2	\$108.8	\$114.3	\$119.9
Housing Rents	\$38.8	\$39.3	\$40.7	\$42.1	\$43.2	\$44.2
MVRD Requisition	\$58.8	\$61.2	\$63.5	\$66.1	\$68.5	\$71.4
External Revenues	\$26.1	\$26.8	\$27.7	\$28.9	\$29.2	\$29.2
Other (*)	\$46.8	\$62.9	\$69.3	\$84.8	\$103.6	\$118.3
Total Revenues	\$765.9	\$831.3	\$907.4	\$1,003.9	\$1,114.5	\$1,210.4
% Change		8.5%	9.2%	10.6%	11.0%	8.6%

(*) Other revenue sources include reserves, BOD/TSS, DCCs

2019-2023 FINANCIAL PLAN – HOUSEHOLD IMPACT^{1,2}

	2018	2019	2020	2021	2022	2023
Water District	\$165	\$172	\$189	\$207	\$229	\$253
Liquid Waste	\$231	\$250	\$271	\$298	\$328	\$343
Solid Waste	\$56	\$57	\$58	\$61	\$63	\$65
Regional District	\$54	\$55	\$56	\$58	\$59	\$61
Total Household Impact	\$506	\$534	\$574	\$624	\$679	\$722
% Change		5.5%	7.5%	8.7%	8.8%	6.3%

¹ *Average based on \$1.227 Million assessed home value*

² *Excludes MVHC – Supported through tenant rents, no impact on ratepayers*

Metro Vancouver District Boards

2019-2023 FINANCIAL PLAN – CAPITAL EXPENDITURES

(\$ in millions)	2018	2019	2020	2021	2022	2023
Water	\$206.1	\$231.4	\$395.7	\$440.9	\$486.0	\$477.2
Liquid Waste	\$354.9	\$564.9	\$873.1	\$718.6	\$492.7	\$521.9
Solid Waste	\$31.1	\$89.2	\$57.4	\$33.8	\$26.5	\$3.9
Housing	\$20.0	\$21.3	\$19.3	\$0.8	\$0	\$0
Regional Parks	\$12.1	\$15.9	\$13.7	\$16.7	\$17.4	\$15.2
Total Capital Expenditures	\$624.2	\$922.7	\$1,359.2	\$1,210.8	\$1,022.6	\$1,018.2

BUDGET OVERVIEW

CAPITAL EXPENDITURE FUNDING 2008-2018

Funding provided by:		(\$ in millions)	
15 Year Debt Financing		\$1,262.7	47%
Pay As You Go Financing			
Contributions from Operations	\$917.0		
Reserves	\$225.1		
Applied Surplus	<u>\$285.8</u>		
		<u>\$1,427.9</u>	53%
Total 2008-2018 Capital Expenditures		\$2,690.6	

BUDGET OVERVIEW

CAPITAL EXPENDITURE FUNDING 2019-2023

Funding provided by:		(\$ in millions)	
15 Year Debt Financing		\$3,708.7	66%
Pay As You Go Financing			
Senior Government Contributions	\$402.6		
Contributions from Operations	\$1,149.0		
Reserves	\$179.4		
Applied Surplus	\$110.8		
External Funding - Interagency	<u>\$41.9</u>		
		<u>\$1,883.7</u>	34%
Total 2019-2023 Capital Expenditures	Metro Vancouver District Boards	\$5,592.4	

FINANCIAL MANAGEMENT POLICY

- **Principles to guide funding of expenditure in long-term financial plans**
- **Sound approach to achieve and maintain a position of financial sustainability**
- **Pay-As-You-Go Funding – Use Annual Revenues to Fund:**
 - **Operating Expenditures**
 - **Capital Expenditures at a level that represents the amount of capital expenditures incurred consistently from year to year**
- **Debt Funding – Borrow Money to Fund:**
 - **Capital Expenditures in excess of the level incurred consistently from year to year**

FINANCIAL MANAGEMENT POLICY

- **POLICY:**
 - **15 Year Debt Amortization**
 - **Increase Pay-As-You-Go Funding of Capital Expenditures**
 - **Debt Service Ratio does not Exceed 40%**

2019-2023 FINANCIAL PLAN OVERVIEW

TOTAL EXPENDITURES

(\$ millions)	2018	%	2019	%	2020	%	2021	%	2022	%	2023	%
Operations	\$472.1	61.6%	\$487.1	58.6%	\$498.3	54.9%	\$511.9	51.0%	\$528.0	47.4%	\$531.2	43.9%
Debt Service	\$125.9	16.5%	\$135.8	16.3%	\$167.7	18.5%	\$236.9	23.6%	\$310.3	27.8%	\$375.3	31.0%
Contribution to Capital	\$167.9	21.9%	\$208.4	25.1%	\$241.4	26.6%	\$255.1	25.4%	\$276.2	24.8%	\$303.9	25.1%
Total	\$765.9		\$831.3		\$907.4		\$1,003.9		\$1,114.5		\$1,210.4	



WATER SERVICES GREATER VANCOUVER WATER DISTRICT

Metro Vancouver District Board

2019 WATER BUDGET OVERVIEW

Revenues

\$ millions	2018	2019	% Change
Water Sales	\$269.8	\$286.9	6.3%
Other External Revenues	\$1.2	\$1.6	33.8%
Reserves	\$1.9	\$0.6	(67.0%)
Total Revenues	\$272.9	\$289.1	6.0%

Expenditures

\$ millions	2018	2019	% Change
Operating	\$113.4	\$113.3	(0.1%)
Debt Service	\$91.0	\$72.7	(20.1%)
Contribution to Capital	\$68.5	\$103.1	50.6%
Total Expenditures	\$272.9	\$289.1	6.0%

2019 WATER SERVICES EXPENDITURES HIGHLIGHTS

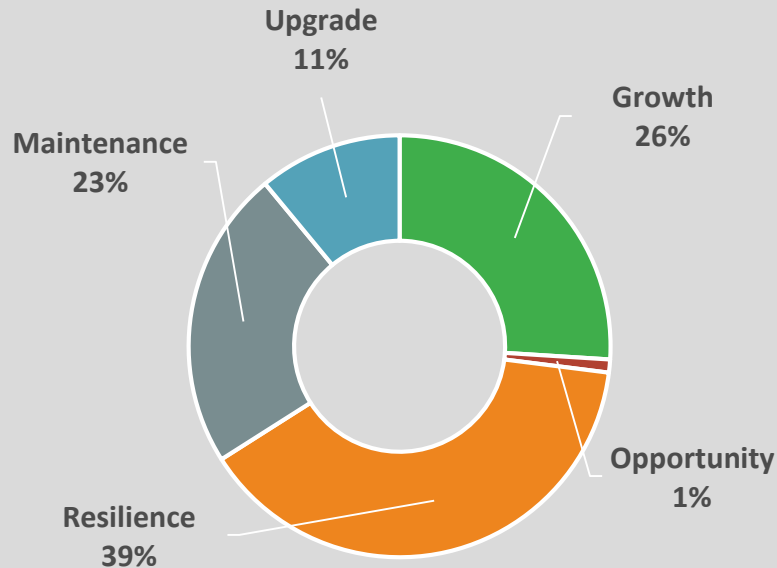
Budget Highlights/Key Actions Include:

- **Secure additional water allocation from Coquitlam source**
- **Complete Comprehensive Regional Water System Plan**
- **Commence development of a Facility Master Plan**
- **Commence update to Drinking Water Management Plan**
- **Commence Joint Water Use Plan fish habitat studies**
- **Complete Patton Creek erosion control works**

Proposed Staffing Changes:

- **Records Clerk – Physical and electronic records management**
- **Senior Project Engineer – Electrical and instrumentation project support**
- **Senior Project Engineer – Develop and implement Environmental Management System**
- **Engineering Technician II – Dam safety actions at Cleveland and Seymour Falls Dams**
- **Project Engineer – Coordinate joint inter-agency infrastructure projects**

2019 WATER SERVICES CAPITAL PROGRAM



2019 Capital Program - \$231.4 Million

2019 Major Capital Projects

- Coquitlam Intake No. 2 project definition
- Coquitlam Main No. 4 design
- Capilano Raw Water Pump Station Back-up Power
- Capilano Main No. 5 (Stanley Park Section) design
- Annacis Marine Crossing design
- Second Narrows Marine Crossing construction
- Port Mann Main No. 2 (South) construction
- Jericho Reservoir construction
- Fleetwood Reservoir construction

2019-2023 WATER FINANCIAL PLAN

	2018	2019	2020	2021	2022	2023
Total Expenditures (\$ Millions)	\$272.9	\$289.1	\$323.2	\$359.5	\$403.7	\$453.0
% Change		6.0%	11.8%	11.2%	12.3%	12.2%
Blended Water Rate (\$/m3)	\$0.6990	\$0.7395	\$0.8200	\$0.9100	\$1.0166	\$1.1351
% Change		5.8%	10.9%	11.0%	11.7%	11.6%
Total Capital Expenditures (\$ Millions)	\$206.1	\$231.4	\$395.7	\$440.9	\$486.0	\$477.2
Household Impact (\$)	\$165	\$172	\$189	\$207	\$229	\$253
% Change		4.5%	10.0%	9.5%	10.5%	10.5%

Metro Vancouver District Boards

2019-2023 “WHAT’S HAPPENING” SUMMARY

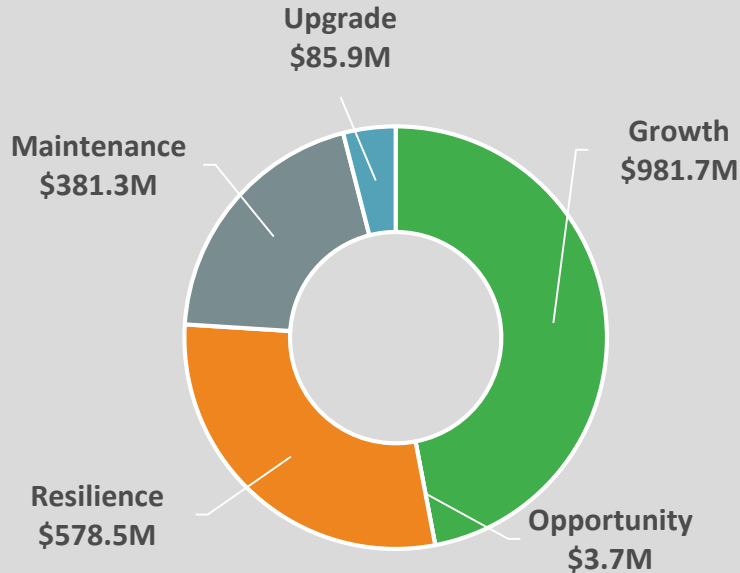
- **2019:** Capilano Hydropower financial assessment update
Coquitlam Reservoir Water Licence(s)
Asset Management Policy
Second Narrows Marine Crossing construction
- **2020:** Coquitlam Main No. 4 construction
Watershed bridge replacement program
Douglas Road Main No.2 (Vancouver Heights Section)
Annacis Marine Crossing construction
Cambie-Richmond Main Marine Crossing design
- **2021:** Capilano Main No. 5 (Stanley Park Section) construction
Dam Safety Review of Seymour Falls Dam
Seismic upgrade of existing Coquitlam Intake

2019-2023 “WHAT’S HAPPENING” SUMMARY

- **2022:** Barnston/Maple Ridge Pump Station back-up power
Douglas Road Main No. 2 (Still Creek Section)
Haney Main No. 4 Marine Crossing design
- **2023:** Kennedy Newton Main construction
Annacis Main No. 5 South construction
Lulu Island-Delta Main No. 2 Marine Crossing design

2019 - 2023 WATER CAPITAL PROGRAM

2019 - 2023 Capital Program is \$2.03B



2019 – 2023 Major Capital Projects

- Second Narrows Marine Crossing (\$351.0 M)
- Annacis Marine Crossing (\$217.0 M)
- Kennedy Newton Main (\$131.8 M)
- Coquitlam Main No. 4 (Central Section) (\$104.0 M)
- Coquitlam Intake No. 2 (Tunnel and Treatment) (\$100.0 M)
- Coquitlam Main No. 4 (South Section) (\$98.3 M)
- Capilano Main No. 5 (South Shaft to Lost Lagoon) (\$71.5 M)

WHOLESALE WATER RATE – COMPARISON WITH OTHER JURISDICTIONS

Region / Jurisdiction	2018 Wholesale Water Rate (CDN\$)
Metropolitan Water District, CA (\$1.06/m ³) US\$	\$1.370/m ³
Region of Waterloo, ON	\$1.045/m ³
Seattle Public Utilities, WA (\$0.614/m ³) US\$	\$0.804/m ³
Greater Vancouver Water District	\$0.699/m ³
Capital Regional District, BC	\$0.664/m ³



LIQUID WASTE SERVICES

GREATER VANCOUVER SEWERAGE & DRAINAGE DISTRICT

Metro Vancouver District Boards

2019 LIQUID WASTE BUDGET OVERVIEW

Revenues				Expenditures			
\$ millions	2018	2019	% Change	\$ millions	2018	2019	% Change
Levy	\$232.1	\$255.8	10.2%	Operating	\$166.6	\$175.6	5.4%
DCCs	\$12.9	\$31.7	145.0%	Debt Service	\$25.6	\$54.3	112.2%
Reserves	\$9.0	\$7.1	(20.8%)	Contribution to Capital	\$74.7	\$78.7	5.3%
Fees	\$12.9	\$14.0	8.8%	Total Expenditures	\$266.9	\$308.6	15.6%
Total Revenues	\$266.9	\$308.6	15.6%				

2019 LIQUID WASTE EXPENDITURES HIGHLIGHTS

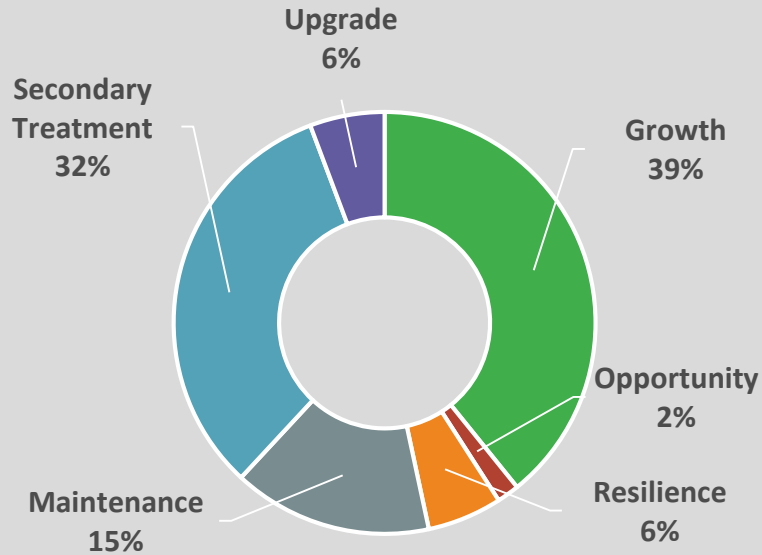
Budget Highlights/Key Actions Include:

- Decommissioning of the Iona Island WWTP biosolids stockpile
- Project definition for Iona Island WWTP secondary upgrade
- Prepare for commissioning of North Shore WWTP
- Update Biosolids Management Strategy
- Development of updated hydraulic model for VSA
- Increase monitoring of Burrard inlet with respect to Tsleil-Waututh Nation Burrard Inlet Action Plan
- Increase enforcement, compliance support and out reach for new regulations

Proposed Staffing Changes:

- **WWTP Operators (3)** – Training on operation of advanced secondary treatment in preparation for the commissioning of the North Shore WWTP
- **Digital Control Software Specialist** – Responding to demands of automation at WWTPs
- **Senior Project Engineer** – Development, application and maintenance of hydrodynamic and effluent transport models

2019 LIQUID WASTE SERVICES CAPITAL PROGRAM



2019 Capital Program - \$564.9 Million

2019 Major Capital Projects

- Detailed design of Northwest Langley WWTP
- Continue construction of North Shore WWTP
- Complete Annacis Island Cogeneration Back-up Power project
- Sapperton Pump Station construction
- Continue Annacis Island Stage 5 expansion
- Commence Annacis Island WWTP Outfall System
- Commence final twinning of the South Surrey Interceptor
- Commence construction of Gilbert/Brighthouse Trunk Pressure Sewer Twinning

Metro Vancouver District Boards

2019-2023 LIQUID WASTE FINANCIAL PLAN

	2018	2019	2020	2021	2022	2023
Total Expenditures (\$ Millions)	\$266.9	\$308.6	\$342.0	\$390.6	\$445.5	\$482.4
% Change		15.6%	10.8%	14.2%	14.1%	8.3%
GVS&DD Sewer Levy (\$ Millions)	\$232.1	\$255.8	\$281.8	\$315.5	\$353.7	\$376.1
% Change		10.2%	10.2%	12.0%	12.1%	6.3%
Total Capital Expenditures (\$ Millions)	\$354.9	\$564.9	\$873.1	\$718.6	\$492.7	\$521.9
Household Impact (\$)	\$231	\$250	\$271	\$298	\$328	\$343
% Change		8.2%	8.2%	10.0%	10.2%	4.5%

Metro Vancouver District Boards

2019-2023 LIQUID WASTE FINANCIAL PLAN - VSA

	2018	2019	2020	2021	2022	2023
Total Expenditures (\$ Millions)	\$82.2	\$91.7	\$96.0	\$99.2	\$104.1	\$106.0
% Change		11.5%	4.7%	3.4%	4.9%	1.8%
VSA Sewer Levy (\$ Millions)	\$73.4	\$79.6	\$84.4	\$87.2	\$91.5	\$93.8
% Change		8.4%	6.0%	3.3%	5.0%	2.4%
Total Capital Expenditures (\$ Millions)	\$41.4	\$64.9	\$66.4	\$33.7	\$73.4	\$103.1
Household Impact (\$)	\$274	\$293	\$307	\$314	\$325	\$329
% Change		7.0%	4.8%	2.1%	3.8%	1.0%

2019-2023 LIQUID WASTE FINANCIAL PLAN - NSSA

	2018	2019	2020	2021	2022	2023
Total Expenditures (\$ Millions)	\$23.8	\$25.3	\$30.5	\$38.7	\$47.8	\$51.5
% Change		6.3%	20.3%	27.1%	23.6%	7.7%
NSSA Sewer Levy (\$ Millions)	\$22.0	\$23.0	\$28.0	\$35.6	\$44.6	\$47.7
% Change		5.0%	21.5%	27.1%	25.3%	7.0%
Total Capital Expenditures (\$ Millions)	\$17.3	\$177.9	\$338.7	\$201.4	\$50.3	\$13.0
Household Impact (\$)	\$292	\$304	\$366	\$460	\$571	\$605
% Change		4.1%	20.3%	25.8%	24.1%	5.9%

2019-2023 LIQUID WASTE FINANCIAL PLAN - LIWSA

	2018	2019	2020	2021	2022	2023
Total Expenditures (\$ Millions)	\$21.4	\$23.0	\$27.6	\$33.3	\$38.3	\$40.5
% Change		7.6%	19.6%	21.0%	14.9%	5.7%
LSA Sewer Levy (\$ Millions)	\$19.9	\$21.4	\$25.4	\$30.5	\$34.5	\$35.9
% Change		7.7%	18.2%	20.1%	13.3%	4.1%
Total Capital Expenditures (\$ Millions)	\$20.2	\$43.0	\$54.1	\$46.8	\$19.2	\$10.7
Household Impact (\$)	\$205	\$214	\$249	\$293	\$326	\$333
% Change		4.7%	16.2%	17.9%	11.2%	2.2%

2019-2023 LIQUID WASTE FINANCIAL PLAN - FSA

	2018	2019	2020	2021	2022	2023
Total Expenditures (\$ Millions)	\$136.5	\$165.9	\$185.4	\$216.7	\$252.7	\$281.7
% Change		21.6%	11.7%	16.9%	16.6%	11.5%
FSA Sewer Levy (\$ Millions)	\$114.0	\$129.5	\$141.5	\$159.7	\$180.4	\$196.0
% Change		13.6%	9.3%	12.8%	13.0%	8.7%
Total Capital Expenditures (\$ Millions)	\$276.0	\$279.2	\$413.9	\$436.8	\$349.9	\$395.1
Household Impact (\$)	\$205	\$226	\$243	\$268	\$296	\$315
% Change		10.5%	7.1%	10.4%	10.6%	6.5%

2019-2023 “WHAT’S HAPPENING” SUMMARY

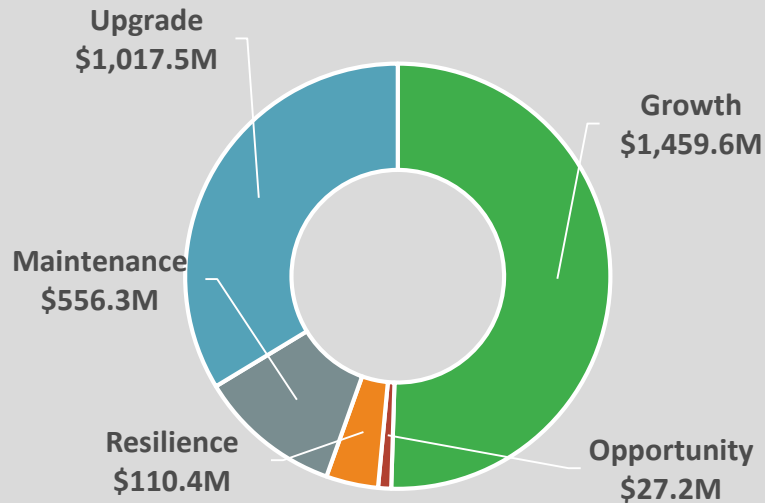
- **2019:** Installation of new Cogeneration engines complete and engines operating
Complete the scope definition, cost estimate and indicative design for the new Iona Island secondary WWTP
Commencement of operation of the new pump station at Sapperton Landing
Update the Biosolids Management Strategy
- **2020:** Commence operation of biogas scrubbing system at Lulu Island WWTP
Commence operation of system to clean foul air generated in the Highbury Interceptor
Start-up and commencement of operation of the North Shore WWTP
- **2021:** Update the Integrated Liquid Waste and Resource Management Plan
Commence work on 100 year Comprehensive Plan for Liquid Waste Services
Commence operation of the Hydrothermal Processing Demonstration Facility
Iona Island WWTP Temporary Dewatering Facility
Commence decommissioning of Lions Gate WWTP

2019-2023 “WHAT’S HAPPENING” SUMMARY

- **2022:** Iona Island WWTP Biosolids Stockpile Removal
Hand over of North Shore WWTP
Complete construction of phase 1 of the Annacis Island Stage 5 Expansion
- **2023:** Complete construction of Annacis Island WWTP Outfall System
Release construction tenders for Iona Island WWTP Upgrade

2019 - 2023 LIQUID WASTE CAPITAL PROGRAM

2019 - 2023 Capital Program is \$3.17B



2019 – 2023 Major Capital Projects

- **North Shore WWTP Secondary Upgrade Project and Conveyance (\$741.3 M)**
- **Annacis WWTP Stage 5 Expansion (\$538.3 M)**
- **Northwest Langley WWTP and Golden Ears Projects (537.6 M)**
- **Iona WWTP Secondary Upgrade design (\$179.0 M)**
- **Burnaby Lake North Interceptor (\$154.5 M)**
- **Gilbert/Brighthouse Trunk Sewer Twinning (\$114.5 M)**
- **Annacis WWTP Secondary Clarifier Corrosion Repair (\$65.8 M)**

2019-2023 LIQUID WASTE HOUSEHOLD IMPACT

Sewerage Area	2018	2019	2020	2021	2022	2023
Vancouver Sewerage Area	\$274	\$293	\$307	\$314	\$325	\$329
North Shore Sewerage Area	\$292	\$304	\$366	\$460	\$571	\$605
Lulu Island Sewerage Area	\$205	\$214	\$249	\$293	\$326	\$333
Fraser Sewerage Area	\$205	\$226	\$243	\$268	\$296	\$315
REGIONAL AVERAGE	\$231	\$250	\$271	\$298	\$328	\$343

LIQUID WASTE HOUSEHOLD IMPACT – COMPARISON WITH OTHER JURISDICTIONS

Region / Jurisdiction	2015	2016	2017
GVS&DD Household Impact	\$202	\$207	\$218
Regional Average (Annual GVS&DD + Municipality Total Sewer Service Charge)	\$446		\$538
NACWA - US Average (Annual Charge for Single Family Residence) US\$	\$452	\$479	\$501
NACWA - Region 10 Average (US Pacific Northwest) US\$	\$533	\$558	\$593

NACWA = North America Clean Water Agencies

Metro Vancouver District Boards



SOLID WASTE SERVICES

GREATER VANCOUVER SEWERAGE & DRAINAGE DISTRICT

Metro Vancouver District Boards

2019 SOLID WASTE BUDGET OVERVIEW

Revenues

\$ millions	2018	2019	% Change
Tipping Fees	\$93.5	\$98.4	5.3%
Energy Sales	\$5.8	\$5.9	2.6%
Other External Revenues	\$2.3	\$2.9	23.5%
Total Revenues	\$101.6	\$107.2	5.5%

Expenditures

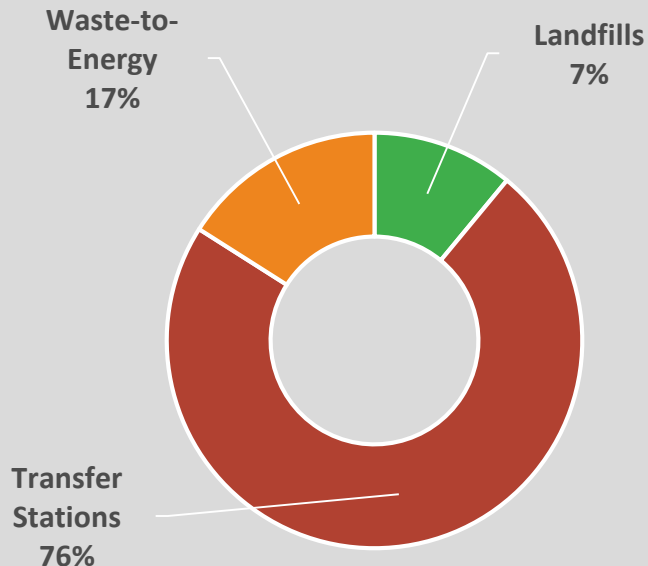
\$ millions	2018	2019	% Change
Operating	\$97.6	\$100.6	3.0%
Debt Service	\$1.0	\$2.5	139.5%
Contribution to Reserve	\$3.0	\$4.1	39.9%
Total Expenditures	\$101.6	\$107.2	5.5%

2019 SOLID WASTE EXPENDITURES HIGHLIGHTS

Budget Highlights/Key Actions Include:

- **Implementation of new solid waste regulatory framework**
- **Expanded polystyrene disposal ban continued implementation**
- **Organics best practices**
- **Asset management planning**
- **Electronic disposal ban program**
- **Real-time facility web cams on website**
- **Single use items and textiles waste reduction**
- **Support National Zero Waste Council**

2019 SOLID WASTE CAPITAL PROGRAM



2019 Capital Program - \$89.2 Million

2019 Major Capital Projects

- Coquitlam Transfer Station Replacement
- Surrey Recycling and Waste Drop-off Facility
- Waste-to-Energy Facility
 - biosolids management research and design
 - non-ferrous metal recovery system
 - maintenance projects – feed chute, furnace liner, crane replacement

2019-2023 SOLID WASTE FINANCIAL PLAN

	2018	2019	2020	2021	2022	2023
Total Expenditures (\$ Millions)	\$101.6	\$107.2	\$112.5	\$118.7	\$124.5	\$130.1
% Change		5.5%	5.0%	5.5%	4.9%	4.5%
Tipping Fees (\$ Millions)	\$93.5	\$98.4	\$103.2	\$108.8	\$114.3	\$119.9
% Change		5.3%	4.9%	5.4%	5.1%	4.9%
Total Capital Expenditures (\$ Millions)	\$31.1	\$89.2	\$57.4	\$33.8	\$26.5	\$3.9
Household Impact (\$)	\$56	\$57	\$58	\$61	\$63	\$65
% Change		1.1%	2.4%	3.9%	3.6%	3.6%

2019-2023 SOLID WASTE FINANCIAL PLAN

	2018	2019	2020	2021	2022	2023
Tipping Fees						
Up to 1 tonne	\$137	\$142	\$147	\$154	\$161	\$168
1 to 9 tonnes	\$115	\$120	\$125	\$132	\$139	\$146
Over 9 tonnes	\$82	\$90	\$99	\$106	\$113	\$120
Municipal	\$103	\$108	\$113	\$120	\$127	\$134

2019-2023 “WHAT’S HAPPENING” SUMMARY

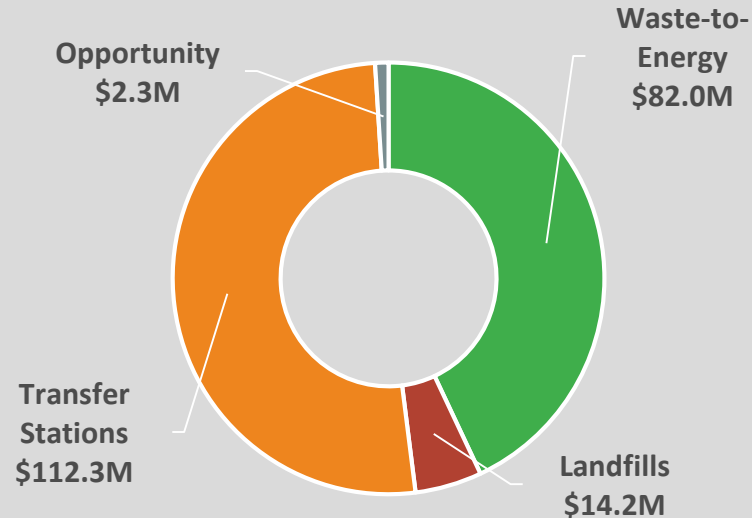
- **2019:** Coquitlam Transfer Station replacement continue construction
Surrey Recycling and Waste Drop-off Facility initiate construction
Generator Levy compliance monitoring
Solid Waste Regulatory bylaws
- **2020:** Coquitlam Transfer Station replacement operation
Surrey Recycling and Waste Drop-off Facility operation
Extended Producer Responsibility programs advocacy
Solid Waste Management Plan review initiation
- **2021:** Maple Ridge Transfer Station upgrade
Implement organics management strategies
Solid Waste Management Plan review

2019-2023 “WHAT’S HAPPENING” SUMMARY

- **2022:** North Shore Transfer Station compactor replacement
Solid Waste Management Plan review
Waste-to-Energy Facility acid gas reduction project
- **2023:** Coquitlam Landfill eastern area closure
Solid Waste Management Plan review completion

2019 - 2023 SOLID WASTE CAPITAL PROGRAM

2019 - 2023 Capital Program is \$210.8M



2019 – 2023 Major Capital Projects

- Coquitlam Transfer Station Replacement (\$70.2M)
- Surrey Recycling and Waste Drop-off (\$42.3M)
- WTEF Scrubber (\$47.0M)
- WTEF Infrastructure Allowance (\$12.9M)



METRO VANCOUVER HOUSING CORPORATION

Metro Vancouver District Boards

2019 MVHC BUDGET OVERVIEW

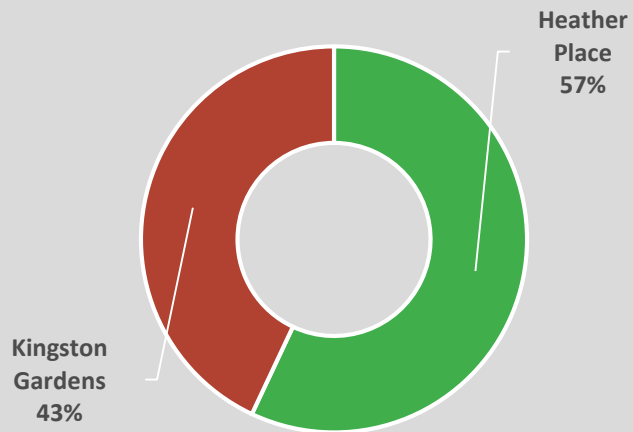
Revenues				Expenditures			
\$ millions	2018	2019	% Change	\$ millions	2018	2019	% Change
Housing Rents	\$38.8	\$39.3	1.2%	Operating	\$23.7	\$24.6	3.8%
Subsidies	\$2.0	\$1.1	(46.8%)	Debt Service	\$8.2	\$6.2	(24.0%)
Other External Revenues	\$1.2	\$0.8	(24.8%)	Capital Replacement	\$8.7	\$10.0	15.0%
Reserves	\$8.7	\$10.0	15.0%	Contribution to Reserve	\$10.1	\$10.4	2.8%
Total Revenues	\$50.7	\$51.2	1.0%	Total Expenditures	\$50.7	\$51.2	1.0%

2019 MVHC EXPENDITURES HIGHLIGHTS

Budget Highlights/Key Actions Include:

- **Substantial completion of Heather Place – Phase A**
- **Commence Kingston Gardens – Phase 1 construction**
- **Reduce building energy consumption**
- **Continue implementation of asset management work**
- **Investigate potential development and redevelopment sites**
- **Tenant support programs**

2019 MVHC CAPITAL PROGRAM



2019 Major Capital Projects

Heather Place Building A	\$ 12.15
Kingston Gardens Phase 1	\$ 9.15
	<hr/>
	\$ 21.3M

- Heather Place – Completion 2020
- Kingston Gardens – Completion 2021

2019-2023 MVHC FINANCIAL PLAN

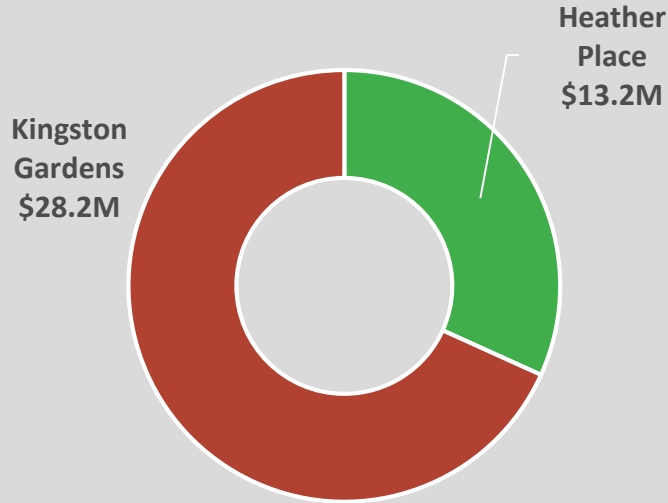
	2018	2019	2020	2021	2022	2023
Total Expenditures (\$ Millions)	\$50.7	\$51.2	\$52.7	\$55.6	\$58.7	\$59.9
% Change		1.0%	2.9%	5.4%	5.7%	2.0%
Capital Replacement (\$ Millions)	\$8.7	\$10.0	\$10.0	\$11.5	\$13.6	\$14.0
% Change		15.0%	0.4%	14.0%	18.9%	2.9%
Housing Rents (\$ Millions)	\$38.8	\$39.3	\$40.7	\$42.1	\$43.2	\$44.2
% Change		1.2%	3.7%	3.4%	2.5%	2.5%
Housing Development Expenditures (\$ Millions)	\$20.0	\$21.3	\$19.3	\$0.8	\$0	\$0

2019-2023 “WHAT’S HAPPENING” SUMMARY

- **2019:** Substantial completion of Heather Place – Phase A
Commence Construction of Kingston Gardens – Phase I
Reduce energy consumption – replacement of aged mechanical systems
Study feasibility of electric vehicle charging stations
- **2020:** Commence full operation of new Heather Place – Phase A
Complete Construction of Kingston Gardens – Phase I
Commence Construction of Heather Place – Phase B
Installation of electric vehicle charging stations
Reduce energy consumption – replacement of aged mechanical systems
- **2021:** Commence full operation of new Kingston Gardens
Reduce energy consumption – replacement of aged mechanical systems
- **2022:** Commence full operation of new Heather Place – Phase B
Reduce energy consumption – replacement of aged mechanical systems
- **2023:** Reduce energy consumption – replacement of aged mechanical systems

2019-2023 MVHC BUDGET CAPITAL PROGRAM

2019-2023 Capital Program is \$41.4 M.



2019-2023 Major Capital Projects

- **Heather Place Development (\$13.2M)**
- **Kingston Gardens Development (\$28.2M)**



METRO VANCOUVER REGIONAL DISTRICT

Regional Parks

Metro Vancouver District Boards

2019-2023 REGIONAL PARKS FINANCIAL PLAN

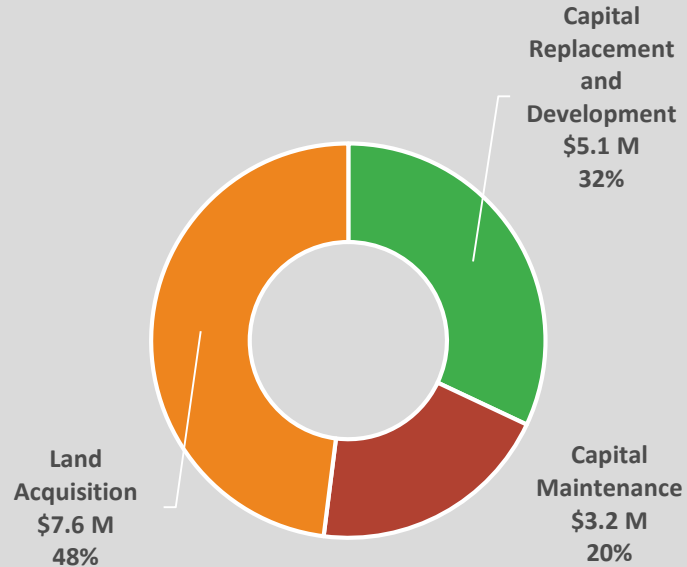
	2018	2019	2020	2021	2022	2023
Total Expenditures (\$ Millions)	\$42.1	\$42.7	\$43.4	\$45.1	\$46.5	\$48.2
% Change		1.5%	1.6%	4.0%	3.2%	3.7%
MVRD Requisition (\$ Millions)	\$38.5	\$40.2	\$41.0	\$42.6	\$44.2	\$45.9
% Change		4.6%	2.0%	3.9%	3.7%	3.9%
Total Capital Expenditures (\$ Millions)	\$12.1	\$15.9	\$13.7	\$16.7	\$17.4	\$15.2

2019-2023 “WHAT’S HAPPENING” SUMMARY

Budget Highlights/Key Actions Include:

- **Building asset maintenance forecasting and scheduling**
- **Develop Regional Parks Asset Management Policy**
- **Explore opportunities for collaboration with First Nations**
- **Widgeon Marsh Regional Park Management Plan**
- **Initiate Regional Greenways Plan**
- **Continue collaboration with local governments through Regional Park Municipal Advisory Group**
- **Public programming and interpretation strategy**
- **Campbell Valley Regional Park Management Plan**
- **Pacific Spirit Regional Park Service Yard Replacement**
- **Brunette Fraser Greenway – Sapperton Landing**
- **Widgeon Marsh Regional Park – Design and Construction**

2019 REGIONAL PARKS CAPITAL PROGRAM



2019 Capital Program - \$15.9 Million

2019 Major Capital Projects

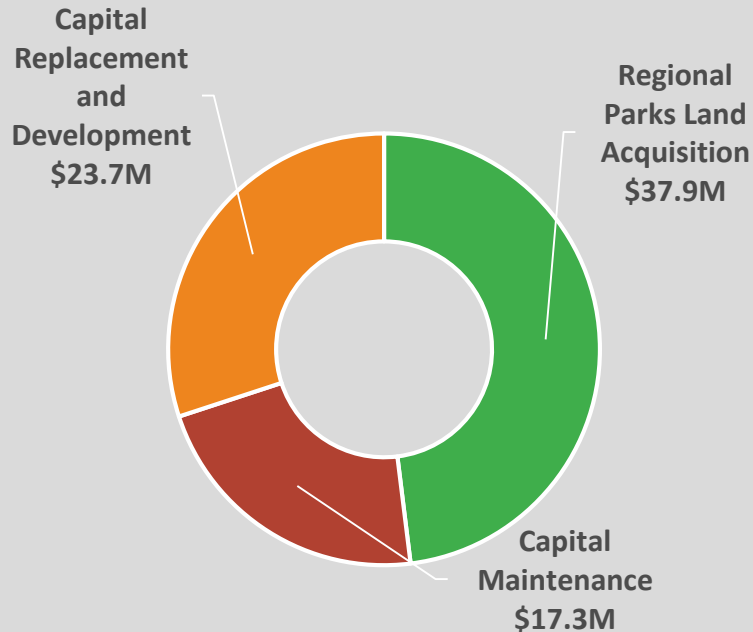
- Colony Farm – Sheep Paddocks Trail (\$2,690,000)
- Crippen – New Service Yard (\$750,000)
- Aldergrove – Management Plan Implementation (\$690,000)
- Capilano – New Service Yard (\$500,000)
- Colony Farm – Service Yard Building (\$230,000)
- Small Projects (\$50,000)

2019-2023 REGIONAL PARKS CAPITAL PROGRAM

2019-2023 Capital Program is \$78.9 M.

Major Capital Projects

- Colony Farm Sheep Paddocks Trail (\$3.3M)
- Widgeon Marsh Management Plan Implementation (\$6.5M)
- Pacific Spirit Service Yard Replacement (\$1.7M)



Metro Vancouver District Boards



METRO VANCOUVER REGIONAL DISTRICT

Air Quality and Regional Planning

Metro Vancouver District Boards

2019-2023 AIR QUALITY FINANCIAL PLAN

	2018	2019	2020	2021	2022	2023
Total Expenditures (\$ Millions)	\$11.1	\$10.6	\$10.7	\$10.9	\$11.1	\$11.3
% Change		(4.2%)	0.2%	2.0%	2.4%	1.3%
MVRD Requisition (\$ Millions)	\$4.5	\$4.9	\$5.4	\$5.7	\$5.8	\$5.9
% Change		7.3%	10.7%	5.2%	1.7%	1.8%

2019-2023 “WHAT’S HAPPENING” SUMMARY

Budget Highlights/Key Actions Include:

- **Implementation of Climate 2050 Strategy**
- **Update Regional Air Quality Management Plan**
- **Development, consultation and adoption of air quality bylaws and regulations**
- **Enhance odour management framework**
- **Expand non-road diesel program**
- **Develop additional air quality monitoring capabilities**
- **Climate 2050 roadmaps**
- **Public engagement in air quality and climate change**
- **Review of air quality permit and regulation fees system**
- **Review federal air quality objectives and standards**
- **Regional emissions inventory**

2019-2023 “WHAT’S HAPPENING” SUMMARY

Proposed Staffing Changes:

- **Conversion of temporary Special and Community Events Coordinator for increasing community outreach and communication requirements**
- **Temporary Project Engineer providing technical expertise related to permits and the regulation of cannabis cultivation facilities**

2019-2023 REGIONAL PLANNING FINANCIAL PLAN

	2018	2019	2020	2021	2022	2023
Total Expenditures (\$ Millions)	\$3.2	\$3.5	\$3.5	\$3.6	\$3.6	\$3.7
% Change		11.2%	(0.2%)	1.7%	(0.3%)	2.3%
MVRD Requisition (\$ Millions)	\$2.8	\$3.1	\$3.2	\$3.2	\$3.3	\$3.3
% Change		9.3%	2.3%	1.1%	1.6%	1.5%

2019-2023 “WHAT’S HAPPENING” SUMMARY

Budget Highlights/Key Actions Include:

- **Develop long-range growth scenarios**
- **Develop Regional Industrial Land Strategy**
- **Complete Metro 2040 policy review (Urban Centres and FTDA's, Industrial and Mixed Employment, Environment and Agriculture)**
- **Annual frequent transit corridor study**
- **Agri-Food Flow Study**
- **Equity in Growth Management**
- **Capacity for Gentle Density**
- **Update Sensitive Ecosystem Inventory**
- **Update Agricultural Land Use Inventory**
- **Regional Growth Strategy – Metro 2050**



METRO VANCOUVER REGIONAL DISTRICT

Other Regional District Service Areas

Metro Vancouver District Boards

2019-2023 REGIONAL DISTRICT FINANCIAL PLAN

	2018	2019	% Change	2020	% Change	2021	% Change	2022	% Change	2023	% Change
Affordable Housing	\$2.0	\$1.8	(9.9%)	\$1.8	(0.4%)	\$1.8	0.6%	\$1.9	0.6%	\$1.9	0.6%
E911 Emergency Telephone Service	\$4.3	\$4.4	2.5%	\$4.5	2.5%	\$4.6	2.5%	\$4.7	2.5%	\$4.9	2.5%
General Government	\$6.5	\$7.0	7.2%	\$7.3	3.5%	\$7.7	6.2%	\$7.7	0.4%	\$7.9	2.4%
Labour Relations	\$2.7	\$2.9	6.9%	\$2.8	(2.6%)	\$2.8	2.1%	\$2.9	2.5%	\$3.0	2.0%
Regional Emergency Management	\$0.2	\$0.2	12.7%	\$0.2	4.3%	\$0.2	(6.3%)	\$0.2	(21.0%)	\$0.2	3.6%
Regional Global Positioning System	\$0.3	\$0.5	59.1%	\$0.4	(35.2%)	\$0.4	1.7%	\$0.4	1.6%	\$0.4	1.6%
Regional Prosperity	\$0.3	\$0.5	72.2%	\$1.0	110.5%	\$1.5	50.0%	\$2.0	33.3%	\$2.5	25.0%
Electoral Area Service	\$0.7	\$0.7	(7.0%)	\$0.6	(6.9%)	\$0.7	6.9%	\$0.7	8.5%	\$0.6	(11.4%)
Sasamat Fire Protection Service	\$0.4	\$0.3	(14.4%)	\$0.9	178.4%	\$0.3	(63.1%)	\$0.4	1.4%	\$0.5	41.9%

Electoral Area Committee Report – Page 106

Finance and Intergovernment Committee Report – Regional District Service Areas – Page 117

Housing Committee Report – Affordable Housing – Page 184

Metro Vancouver District Boards
2019-2023 Financial Plan – Pages 57, 60, 62, 63, 64, 65, 69, 61 and 70

2019-2023 “WHAT’S HAPPENING” SUMMARY

Budget Highlights/Key Actions Include:

- **Best practices for affordable housing**
- **Investigate new financing and partnership opportunities for expanding affordable housing stock**
- **Metro Vancouver 10 Year Affordable Housing Action Plan**
- **Electoral Area Zoning Bylaw review**
- **Electoral Area building inspection program review**
- **National Zero Waste Conference**
- **Enhance data availability and access for collective bargaining and labour strategy development**
- **Regional Workforce Strategy Initiative**
- **Conduct a regional emergency preparedness exercise increasing complexity from 2018 program**
- **Barnston Island Flood Construction Level Study**
- **Potential Implementation of Regional Prosperity Initiative**
- **Abandoned Waste, Create Memories Not Garbage, Love Food Hate Waste, Food scraps and Textile awareness education campaigns**

2019-2023 REGIONAL DISTRICT FINANCIAL PLAN

	2018	2019	2020	2021	2022	2023
Total Expenditures (\$ Millions)	\$73.8	\$75.2	\$77.1	\$79.6	\$82.1	\$85.0
% Change		1.9%	2.5%	3.3%	3.1%	3.5%
MVRD Requisition (\$ Millions)	\$58.8	\$61.2	\$63.5	\$66.1	\$68.5	\$71.4
% Change		4.1%	3.8%	4.1%	3.6%	4.2%
Total Capital Expenditures Regional Parks (\$ Millions)	\$12.1	\$15.9	\$13.7	\$16.7	\$17.4	\$15.2
Household Impact (\$)	\$54	\$55	\$56	\$58	\$59	\$61
% Change		2.6%	2.3%	2.6%	2.1%	2.7%



CENTRALIZED SUPPORT

Metro Vancouver District Boards

2019-2023 CENTRALIZED SUPPORT EXPENDITURE OVERVIEW

(\$ millions)	2018	2019	2020	2021	2022	2023
Corporate Services	\$ 43.5	\$ 44.5	\$ 41.5	\$ 41.6	\$ 41.9	\$ 42.1
External Relations	6.0	6.1	6.3	6.4	6.4	6.6
Financial Services	11.9	12.1	12.5	12.7	13.1	13.3
Human Resources	4.9	5.5	5.5	5.5	5.7	5.7
Legal and Legislative Services	4.2	4.6	4.7	4.8	4.9	5.0
Total Expenditures	\$ 70.5	\$ 72.8	\$ 70.5	\$ 71.0	\$ 72.0	\$ 72.7
% Change		3.2%	(3.1%)	0.7%	1.4%	1.0%

Aboriginal Relations Committee Report – Aboriginal Relations – Page 81

Finance and Intergovernment Committee Report – Centralized Support Program – Page 140

2019-2023 Financial Plan – Pages 71-76

2019-2023 “WHAT’S HAPPENING” SUMMARY

Five Year Financial Plan Highlights:

- **Development and implementation of 30 Year Financial Plan**
- **Asset Management policies and processes**
- **Talent Management Strategy**
- **Review Teamsters job descriptions**
- **New security model for Metro Vancouver systems**
- **Delivery of a local operators certification program**
- **Upgrades to the Financial Management and HR/Payroll Systems**
- **Implement enhancements to the corporate-wide document management system**
- **Develop an interactive mapping system for First Nations**
- **Community to Community Forums – Enhance relationships with First Nations**

Proposed Staffing Changes:

- **Aboriginal Relations - Program Manager to meet the increasing communication and engagement responsibilities**



SUMMARY

Metro Vancouver District Boards

2019 BUDGET SUMMARY

PROPOSED RESERVE APPLICATIONS

Debt Avoidance:

• New Capital Items		\$ 58.5 M
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One-time Expenditures:

• Software Development	\$ 1.5 M	
• Other	<u>\$ 8.1 M</u>	\$ 9.6 M

Equipment Purchases		<u>\$ 0.5 M</u>
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Total		\$ 68.6 M
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2019 BUDGET SUMMARY

PROJECTED RESERVES

	(\$ in millions)	2019
Operating Reserves		\$53.8 M
Discretionary Reserves		\$80.0 M
Statutory Reserves		\$75.7 M
Sewer DCC Reserves		\$314.0 M
Total		\$523.5 M

2019 BUDGET SUMMARY

\$831.3 M

Proposed 2019 Budget

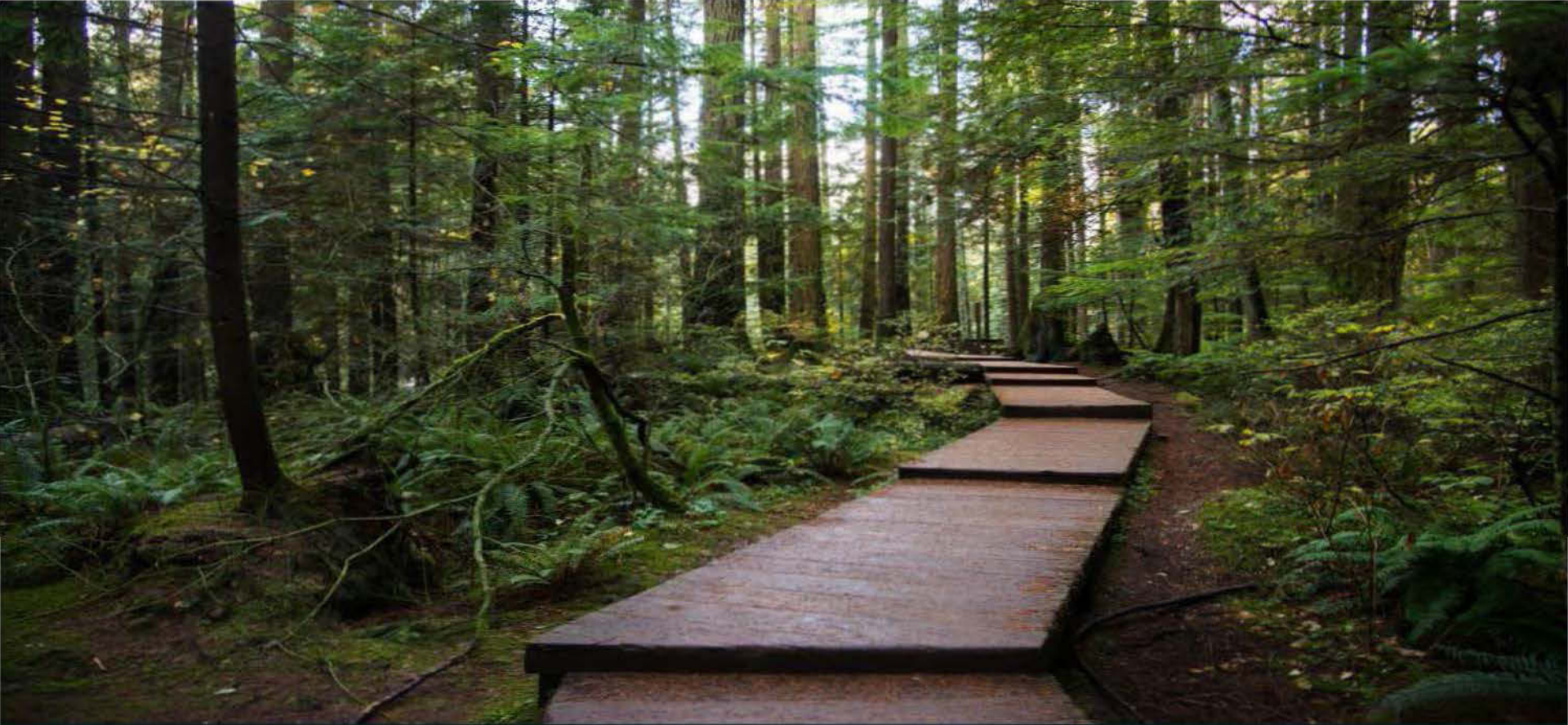
\$28

Increase for the average household in 2019
(Water: \$7, Liquid Waste: \$19, Solid Waste: \$1, MVRD: \$1)

\$534

Average annual costs for all Metro Vancouver services

**Average based on \$1.227 Million assessed home value*



Questions?

Metro Vancouver District Boards



metrovancouver
SERVICES AND SOLUTIONS FOR A LIVABLE REGION