

2018-2022 Financial Plan

October 2017



Metro Vancouver Districts
2018-2022 Financial Plan Information
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**METRO VANCOUVER DISTRICTS
ESTIMATED HOUSEHOLD IMPACT
2018-2022 FINANCIAL PLAN**

	2017	2018	%	2019	%	2020	%	2021	%	2022	%
	BUDGET	BUDGET	CHANGE	FORECAST	CHANGE	FORECAST	CHANGE	FORECAST	CHANGE	FORECAST	CHANGE
Vancouver Sewerage Area											
Water Services	\$ 162	\$ 165	1.5%	\$ 172	4.7%	\$ 184	6.8%	\$ 196	6.3%	\$ 209	6.7%
Liquid Waste Services	210	232	10.3%	246	6.1%	247	0.6%	257	4.2%	275	6.8%
Solid Waste Services	56	56	0.7%	55	(1.7%)	55	(0.8%)	55	(0.2%)	55	(0.5%)
Metro Vancouver Regional District Services	46	51	12.6%	53	2.4%	53	0.6%	54	1.0%	54	1.3%
Total Household Impact	\$ 474	\$ 504	6.3%	\$ 526	4.4%	\$ 539	2.5%	\$ 562	4.2%	\$ 593	5.6%
Average Assessed Value	\$ 1,682,454										
North Shore Sewerage Area											
Water Services	\$ 162	\$ 165	1.5%	\$ 172	4.7%	\$ 184	6.8%	\$ 196	6.3%	\$ 209	6.7%
Liquid Waste Services	239	255	6.6%	266	4.6%	320	20.2%	405	26.5%	475	17.2%
Solid Waste Services	56	56	0.7%	55	(1.7%)	55	(0.8%)	55	(0.2%)	55	(0.5%)
Metro Vancouver Regional District Services	46	51	12.6%	53	2.4%	53	0.6%	54	1.0%	54	1.3%
Total Household Impact	\$ 503	\$ 527	4.8%	\$ 546	3.7%	\$ 612	12.0%	\$ 710	15.8%	\$ 793	11.8%
Average Assessed Value	\$ 1,823,859										
Lulu Island West Sewerage Area											
Water Services	\$ 162	\$ 165	1.5%	\$ 172	4.7%	\$ 184	6.8%	\$ 196	6.3%	\$ 209	6.7%
Liquid Waste Services	212	215	1.2%	226	4.9%	232	2.9%	252	8.6%	267	6.1%
Solid Waste Services	56	56	0.7%	55	(1.7%)	55	(0.8%)	55	(0.2%)	55	(0.5%)
Metro Vancouver Regional District Services	46	51	12.6%	53	2.4%	53	0.6%	54	1.0%	54	1.3%
Total Household Impact	\$ 476	\$ 487	2.3%	\$ 506	3.8%	\$ 524	3.6%	\$ 557	6.1%	\$ 585	5.2%
Average Assessed Value	\$ 1,035,258										
Fraser Sewerage Area											
Water Services	\$ 162	\$ 165	1.5%	\$ 172	4.7%	\$ 184	6.8%	\$ 196	6.3%	\$ 209	6.7%
Liquid Waste Services	173	184	6.1%	203	10.6%	219	7.7%	235	7.1%	243	3.6%
Solid Waste Services	56	56	0.7%	55	(1.7%)	55	(0.8%)	55	(0.2%)	55	(0.5%)
Metro Vancouver Regional District Services	46	51	12.6%	53	2.4%	53	0.6%	54	1.0%	54	1.3%
Total Household Impact	\$ 437	\$ 456	4.4%	\$ 483	6.0%	\$ 511	5.6%	\$ 540	5.4%	\$ 561	4.1%
Average Assessed Value	\$ 845,843										
Metro Vancouver Average											
Water Services	\$ 162	\$ 165	1.5%	\$ 172	4.7%	\$ 184	6.8%	\$ 196	6.3%	\$ 209	6.7%
Liquid Waste Services	188	201	6.8%	217	8.0%	231	6.1%	250	8.3%	266	6.2%
Solid Waste Services	56	56	0.7%	55	(1.7%)	55	(0.8%)	55	(0.2%)	55	(0.5%)
Metro Vancouver Regional District Services	46	51	12.6%	53	2.4%	53	0.6%	54	1.0%	54	1.3%
Total Household Impact	\$ 452	\$ 473	4.8%	\$ 497	5.1%	\$ 523	5.0%	\$ 555	6.0%	\$ 584	5.3%
Average Assessed Value	\$ 1,140,000										

**METRO VANCOUVER DISTRICTS
REVENUE AND EXPENDITURE SUMMARY
2018-2022 FINANCIAL PLAN**

	2017 BUDGET	2018 BUDGET	% CHANGE	2019 FORECAST	% CHANGE	2020 FORECAST	% CHANGE	2021 FORECAST	% CHANGE	2022 FORECAST	% CHANGE
REVENUES											
Water Sales	\$ 261,710,765	\$ 269,801,874	3.1%	\$ 286,994,515	6.4%	\$ 312,151,903	8.8%	\$ 337,507,185	8.1%	\$ 366,408,267	8.6%
GVS&DD Levy	213,889,658	232,134,617	8.5%	255,613,465	10.1%	276,826,397	8.3%	305,439,384	10.3%	330,429,272	8.2%
Tipping Fees	85,373,222	93,451,819	9.5%	93,911,327	0.5%	94,948,253	1.1%	96,488,840	1.6%	97,726,612	1.3%
MVRD Requisitions	51,870,510	59,308,276	14.3%	61,849,851	4.3%	63,375,863	2.5%	65,194,745	2.9%	67,194,195	3.1%
Compensation Services Revenue	330,835	359,960	8.8%	360,933	0.3%	362,918	0.5%	364,142	0.3%	365,461	0.4%
Collective Bargaining Services Revenue	813,019	763,645	(6.1%)	772,681	1.2%	781,544	1.1%	789,747	1.0%	798,179	1.1%
Housing Rents	36,761,446	38,839,322	5.7%	40,038,050	3.1%	41,018,389	2.4%	42,049,696	2.5%	43,108,059	2.5%
BOD/TSS Industrial Charges	8,658,686	10,144,566	17.2%	10,080,762	(0.6%)	10,010,347	(0.7%)	10,210,553	2.0%	10,414,763	2.0%
Energy Sales	5,719,900	5,777,099	1.0%	5,834,870	1.0%	5,893,219	1.0%	5,566,933	(5.5%)	6,011,672	8.0%
Transfer from DCC Reserves	6,809,038	12,926,848	89.8%	28,516,745	120.0%	44,041,888	54.4%	59,971,924	36.2%	74,529,265	24.3%
User Fees	5,280,414	5,382,659	1.9%	5,510,529	2.4%	5,677,138	3.0%	5,845,094	3.0%	6,014,423	2.9%
Housing Subsidies	3,321,289	2,045,617	(38.4%)	1,593,974	(22.1%)	1,264,009	(20.7%)	1,191,567	(5.7%)	1,191,567	0.0%
Non-Road Diesel Permit Fees	2,689,000	2,365,000	(12.0%)	2,460,000	4.0%	2,360,000	(4.1%)	2,160,000	(8.5%)	2,160,000	0.0%
GPS User Fees	340,719	310,688	(8.8%)	314,138	1.1%	317,830	1.2%	321,240	1.1%	324,458	1.0%
Electoral Area Requisition	371,734	382,424	2.9%	391,977	2.5%	399,449	1.9%	412,017	3.1%	430,369	4.5%
Other External Revenues	8,838,473	8,414,899	(4.8%)	7,942,720	(5.6%)	8,505,175	7.1%	8,595,793	1.1%	8,364,250	(2.7%)
Sustainability Reserves	2,321,987	915,000	(60.6%)	225,000	(75.4%)	140,000	(37.8%)	-	(100.0%)	-	0.0%
Reserves	14,114,918	17,933,639	27.1%	13,590,425	(24.2%)	15,793,559	16.2%	17,767,512	12.5%	13,929,782	(21.6%)
TOTAL REVENUES	\$ 709,215,613	\$ 761,257,952	7.3%	\$ 816,001,963	7.2%	\$ 883,867,882	8.3%	\$ 959,876,373	8.6%	\$ 1,029,400,594	7.2%
EXPENDITURES											
Operating Programs:											
Greater Vancouver Water District	\$ 265,082,925	\$ 271,289,755	2.3%	\$ 288,292,396	6.3%	\$ 313,449,784	8.7%	\$ 338,805,066	8.1%	\$ 367,706,148	8.5%
Greater Vancouver Sewerage & Drainage District:											
Liquid Waste	236,257,900	265,391,239	12.3%	298,949,493	12.6%	338,840,463	13.3%	383,672,464	13.2%	417,758,807	8.9%
Solid Waste	94,396,195	101,551,671	7.6%	102,116,741	0.6%	103,909,925	1.8%	105,217,217	1.3%	106,693,695	1.4%
Metro Vancouver Housing Corporation	48,058,213	50,737,005	5.6%	52,439,454	3.4%	52,784,814	0.7%	55,457,909	5.1%	58,602,303	5.7%
Metro Vancouver Regional District											
Affordable Housing	754,627	2,040,909	170.5%	2,096,579	2.7%	2,122,031	1.2%	2,150,634	1.3%	2,184,188	1.6%
Air Quality	10,251,794	10,450,252	1.9%	10,486,980	0.4%	10,438,254	(0.5%)	10,621,913	1.8%	10,811,485	1.8%
E911 Emergency Telephone Service	4,187,876	4,304,583	2.8%	4,411,585	2.5%	4,521,227	2.5%	4,633,573	2.5%	4,748,693	2.5%
Electoral Area Service	582,568	701,098	20.3%	618,451	(11.8%)	650,923	5.3%	638,491	(1.9%)	736,843	15.4%
General Government	6,176,153	6,804,096	10.2%	6,866,349	0.9%	6,728,536	(2.0%)	6,640,370	(1.3%)	6,689,890	0.7%
Labour Relations	2,703,516	2,665,731	(1.4%)	2,693,816	1.1%	2,722,702	1.1%	2,778,905	2.1%	2,835,897	2.1%
Regional Emergency Management	247,000	202,331	(18.1%)	228,675	13.0%	233,416	2.1%	214,825	(8.0%)	170,000	(20.9%)
Regional Global Positioning System	370,719	345,688	(6.8%)	549,838	59.1%	354,244	(35.6%)	358,382	1.2%	362,343	1.1%
Regional Parks	36,233,073	41,287,487	13.9%	42,705,679	3.4%	43,454,336	1.8%	44,930,592	3.4%	46,318,349	3.1%
Regional Planning	3,017,142	3,114,950	3.2%	3,212,228	3.1%	3,316,856	3.3%	3,408,855	2.8%	3,427,835	0.6%
Sasamat Fire Protection Service	895,912	371,157	(58.6%)	333,699	(10.1%)	340,371	2.0%	347,177	2.0%	354,120	2.0%
	65,420,380	72,288,282	10.5%	74,203,879	2.6%	74,882,896	0.9%	76,723,717	2.5%	78,639,641	2.5%
TOTAL EXPENDITURES	\$ 709,215,613	\$ 761,257,952	7.3%	\$ 816,001,963	7.2%	\$ 883,867,882	8.3%	\$ 959,876,373	8.6%	\$ 1,029,400,594	7.2%

**GREATER VANCOUVER WATER DISTRICT
WATER SERVICES
2018-2022 FINANCIAL PLAN**

	2017 BUDGET	2018 BUDGET	% CHANGE	2019 FORECAST	% CHANGE	2020 FORECAST	% CHANGE	2021 FORECAST	% CHANGE	2022 FORECAST	% CHANGE
REVENUES											
Water Sales	\$ 261,710,765	\$ 269,801,874	3.1%	\$ 286,994,515	6.4%	\$ 312,151,903	8.8%	\$ 337,507,185	8.1%	\$ 366,408,267	8.6%
Other External Revenues	1,244,606	1,192,881		1,182,881		1,182,881		1,182,881		1,182,881	
Sustainability Reserve Funds	346,459	180,000		-		-		-		-	
Reserves	1,781,095	115,000		115,000		115,000		115,000		115,000	
TOTAL REVENUES	\$ 265,082,925	\$ 271,289,755	2.3%	\$ 288,292,396	6.3%	\$ 313,449,784	8.7%	\$ 338,805,066	8.1%	\$ 367,706,148	8.5%
EXPENDITURES											
Operating Programs:											
Policy Planning and Analysis											
Utility Analysis and Infrastructure	\$ 2,045,959	\$ 1,513,672		\$ 1,543,893		\$ 1,608,167		\$ 1,633,504		\$ 1,659,346	
Utility Policy and Planning	1,258,336	1,139,191		998,432		1,014,805		1,031,985		1,051,393	
	3,304,295	2,652,863	(19.7%)	2,542,325	(4.2%)	2,622,972	3.2%	2,665,489	1.6%	2,710,739	1.7%
Engineering and Construction											
Minor Capital Projects	8,454,367	9,052,988		9,242,474		9,537,835		9,709,019		9,930,844	
Dispatch	128,924	132,122		134,784		136,990		139,095		141,245	
Public Involvement	966,793	986,526		1,006,609		1,024,091		1,041,447		1,183,193	
	9,550,084	10,171,636	6.5%	10,383,867	2.1%	10,698,916	3.0%	10,889,561	1.8%	11,255,282	3.4%
Major Projects, Management Systems and Utility Services											
Department Technical Training	1,165,154	935,687		938,026		940,785		944,822		946,414	
Engineering Standards	118,556	121,793		124,225		126,146		128,086		130,067	
Engineers in Training	703,925	575,439		586,924		595,801		604,768		613,915	
Management Systems Utility Services	1,177,949	1,319,234		1,243,585		1,402,004		1,425,349		1,449,163	
Minor Capital Projects	596,449	907,281		926,271		955,872		973,028		995,259	
Records Management	109,789	112,778		115,028		116,806		118,606		120,441	
	3,871,822	3,972,212	2.6%	3,934,059	(1.0%)	4,137,414	5.2%	4,194,659	1.4%	4,255,259	1.4%
Watershed and Environmental Management											
Watershed and Environmental Management	11,089,124	12,051,981		11,666,300		11,719,661		11,956,308		11,905,907	
	11,089,124	12,051,981	8.7%	11,666,300	(3.2%)	11,719,661	0.5%	11,956,308	2.0%	11,905,907	(0.4%)
Operations and Maintenance											
Drinking Water Residuals	1,385,424	995,752		887,818		848,749		871,248		893,397	
Lake City Operations	940,144	957,643		878,588		896,395		896,010		906,156	
Maintenance	9,688,662	9,360,982		9,869,710		10,036,771		10,206,359		10,427,005	
SCADA Control Systems	5,206,018	5,256,746		5,124,677		5,200,685		5,278,500		5,407,068	
Secondary Disinfection	1,032,261	1,078,395		1,092,475		1,104,398		1,127,746		1,158,478	
Seymour Capilano Filtration Plant	9,145,740	9,065,017		9,583,809		10,233,907		10,387,289		10,571,464	
Source Water Treatment	5,349,608	5,402,998		6,035,295		6,577,755		6,738,688		6,930,732	
Technical Support	1,240,253	1,248,644		1,386,394		1,429,406		1,452,963		1,477,230	
Utility Voice Radio	138,394	135,064		136,233		137,211		138,201		139,212	
Water Supply	16,588,862	17,422,973		18,177,142		18,444,778		18,874,155		19,315,660	
	50,715,366	50,924,214	0.4%	53,172,141	4.4%	54,910,055	3.3%	55,971,159	1.9%	57,226,402	2.2%
Interagency Projects and Quality Control											
Sustainability Fund	723,000	723,000		723,000		723,000		723,000		723,000	
Drinking Water Quality Control	2,941,863	2,638,084		2,708,753		2,747,335		2,814,588		2,866,207	
Energy Management	109,194	104,993		102,694		111,013		109,642		113,220	
Research and Innovation	706,076	714,385		693,287		702,298		710,050		719,160	
Interagency Projects	-	371,527		387,225		548,057		554,818		561,707	
	4,480,133	4,551,989	1.6%	4,614,959	1.4%	4,831,703	4.7%	4,912,098	1.7%	4,983,294	1.4%
Administration and Department Support											
	1,922,136	1,956,661	1.8%	1,996,210	2.0%	2,027,624	1.6%	2,059,420	1.6%	2,091,858	1.6%
Communications Program											
	430,287	435,000	1.1%	400,000	(8.0%)	400,000	0.0%	400,000	0.0%	400,000	0.0%
Allocation of Centralized Support Costs											
Total Operating Programs	22,156,649	25,084,563	13.2%	23,378,072	(6.8%)	23,625,429	1.1%	23,955,625	1.4%	23,763,057	(0.8%)
	107,519,896	111,801,119	4.0%	112,087,933	0.3%	114,973,774	2.6%	117,004,319	1.8%	118,591,798	1.4%
Debt Service											
	97,039,886	90,996,415	(6.2%)	76,836,445	(15.6%)	90,074,694	17.2%	111,874,958	24.2%	134,962,467	20.6%
Contribution to Capital											
	60,523,143	68,492,220	13.2%	99,368,018	45.1%	108,401,317	9.1%	109,925,789	1.4%	114,151,883	3.8%
TOTAL EXPENDITURES	\$ 265,082,925	\$ 271,289,755	2.3%	\$ 288,292,396	6.3%	\$ 313,449,784	8.7%	\$ 338,805,066	8.1%	\$ 367,706,148	8.5%

**GREATER VANCOUVER WATER DISTRICT
CAPITAL PROGRAMS PROJECT TOTALS
WATER SERVICES
2018 - 2022 CAPITAL PLAN**

	2018 CAPITAL BUDGET	2019 CAPITAL FORECAST	2020 CAPITAL FORECAST	2021 CAPITAL FORECAST	2022 CAPITAL FORECAST	2018 TO 2022 TOTAL	TOTAL PROJECT COSTS
CAPITAL EXPENDITURES							
Water Infrastructure Growth Capital							
Annacis Main No. 5 (Marine Crossing)	\$ 8,100,000	\$ 7,000,000	\$ 40,000,000	\$ 50,000,000	\$ 60,000,000	\$ 165,100,000	\$ 448,000,000
Annacis Main No. 5 (North)	2,050,000	2,650,000	8,300,000	12,300,000	10,900,000	36,200,000	36,600,000
Annacis Main No. 5 (South)	1,600,000	6,000,000	9,550,000	14,000,000	9,000,000	40,150,000	45,600,000
Burnaby Mountain Pump Station No. 2	-	-	200,000	800,000	1,600,000	2,600,000	23,000,000
Cape Horn Pump Station No. 3	700,000	1,750,000	1,350,000	10,250,000	10,000,000	24,050,000	31,050,000
Coquitlam Intake No. 2 (Tunnel & Treatment)	3,500,000	10,000,000	12,500,000	16,500,000	25,000,000	67,500,000	854,230,000
Coquitlam Main No. 4	3,450,000	8,500,000	21,800,000	55,000,000	75,500,000	164,250,000	390,720,000
Fleetwood Reservoir	12,000,000	11,200,000	6,300,000	-	-	29,500,000	35,367,000
Haney Main No. 4 (West Section)	900,000	1,000,000	1,000,000	3,100,000	12,900,000	18,900,000	61,400,000
Hellings Tank No. 2	3,200,000	5,300,000	8,000,000	8,000,000	3,000,000	27,500,000	29,411,000
Jericho Reservoir No. 1	10,500,000	12,100,000	3,700,000	-	-	26,300,000	34,665,000
Kennedy Newton Main	3,700,000	19,400,000	36,000,000	24,000,000	30,000,000	113,100,000	136,500,000
Newton Pump Station No. 2	2,900,000	4,300,000	7,000,000	6,000,000	3,000,000	23,200,000	23,800,000
Port Mann Main No. 2 (North)	1,700,000	-	-	-	-	1,700,000	30,200,000
Port Mann Main No. 2 (South)	6,400,000	13,000,000	13,000,000	8,000,000	-	40,400,000	44,800,000
South Delta Main No. 1 Upgrade	200,000	-	-	-	-	200,000	16,150,000
South Surrey Main No. 2	-	-	-	-	1,500,000	1,500,000	138,000,000
Whalley Kennedy Main No. 2	-	100,000	1,400,000	4,800,000	3,100,000	9,400,000	63,300,000
Whalley Main	8,200,000	9,000,000	8,500,000	6,000,000	-	31,700,000	33,300,000
	\$ 69,100,000	\$ 111,300,000	\$ 178,600,000	\$ 218,750,000	\$ 245,500,000	\$ 823,250,000	\$ 2,476,093,000
Water Infrastructure Maintenance Capital							
Annacis Main No. 3 Annieville Channel Crossing Scour Protection	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ 814,000
Boundary Road Main No. 2 & No. 3 Decommissioning	200,000	500,000	500,000	300,000	-	1,500,000	1,500,000
Burnaby Mountain Reservoir Joint Sealant	500,000	-	-	-	-	500,000	500,000
Capilano Main No. 5 (South Shaft to Lost Lagoon)	4,000,000	3,450,000	2,000,000	33,650,000	33,000,000	76,100,000	135,650,000
Capilano Main No. 7 Relocation	2,500,000	-	-	-	-	2,500,000	2,500,000
Capilano Watershed Security Gatehouse	400,000	200,000	1,400,000	250,000	-	2,250,000	2,250,000
Central Park Main Replacement	3,800,000	2,800,000	12,000,000	18,300,000	22,200,000	59,100,000	94,050,000
Central Park PS Seismic Upgrade	2,200,000	1,000,000	-	-	-	3,200,000	3,700,000
Central Park WPS Starters Replacement	2,600,000	1,000,000	-	-	-	3,600,000	5,300,000
Cleveland Dam - Lower Outlet HBV Rehabilitation	300,000	1,100,000	650,000	800,000	-	2,850,000	2,950,000
Cleveland Dam - Spillway Concrete Repairs	1,750,000	350,000	-	-	-	2,100,000	2,900,000
Cleveland Dam Drumgate Seal Replacement	250,000	500,000	500,000	-	-	1,250,000	1,250,000
Douglas Road Main No. 2 - Kincaid Section	700,000	1,300,000	-	-	-	2,000,000	12,300,000
Douglas Road Main No. 2 (Vancouver Heights Section)	7,400,000	10,000,000	10,000,000	-	-	27,400,000	28,486,000

**GREATER VANCOUVER WATER DISTRICT
CAPITAL PROGRAMS PROJECT TOTALS
WATER SERVICES
2018 - 2022 CAPITAL PLAN**

	2018 CAPITAL BUDGET	2019 CAPITAL FORECAST	2020 CAPITAL FORECAST	2021 CAPITAL FORECAST	2022 CAPITAL FORECAST	2018 TO 2022 TOTAL	TOTAL PROJECT COSTS
CAPITAL EXPENDITURES							
Douglas Road Main No. 2 Delta Section	500,000	-	-	-	-	500,000	16,600,000
Douglas Road Main No. 2 Still Creek	4,600,000	9,000,000	12,200,000	15,300,000	11,000,000	52,100,000	54,900,000
E2 Shaft Phase 3	3,000,000	2,500,000	-	-	-	5,500,000	16,500,000
Fisherman's Trail/Riverside Drive Bridges	1,100,000	-	-	-	-	1,100,000	3,250,000
Kersland Reservoir No. 1 Structural Improvements	300,000	450,000	1,800,000	550,000	-	3,100,000	3,100,000
Lulu Island - Delta Main - Bridgeport Road Relocation	2,100,000	1,600,000	2,000,000	-	-	5,700,000	7,500,000
Lulu Island - Delta Main - Scour Protection Phase 1	400,000	-	-	-	-	400,000	1,750,000
Lulu Island - Delta Main - Scour Protection Phase 2	-	250,000	2,500,000	750,000	-	3,500,000	3,500,000
Lynn Valley Main PRV Chamber Upgrade	2,300,000	-	-	-	-	2,300,000	3,300,000
Maple Ridge Main West Lining Repairs	500,000	550,000	300,000	-	-	1,350,000	1,350,000
Maple Ridge Pump Station Decommissioning	600,000	200,000	-	-	-	800,000	800,000
Port Mann Main No. 1 (Fraser River Crossing Removal)	400,000	4,000,000	5,000,000	1,000,000	-	10,400,000	10,500,000
Port Moody Main No. 3 Dewdney Trunk Rd Relocation	-	1,800,000	300,000	-	-	2,100,000	2,100,000
Port Moody Main No. 3 Scott Creek Section	250,000	350,000	2,900,000	900,000	-	4,400,000	4,400,000
Queensborough Main Royal Avenue Relocation	500,000	3,100,000	2,400,000	1,500,000	-	7,500,000	7,500,000
Rechlorination Station Upgrades	200,000	-	-	700,000	4,700,000	5,600,000	12,900,000
Rechlorination Stations Chemical Refill Kiosk Corrosion Repairs	100,000	-	-	-	-	100,000	600,000
Relocation and Protection for Translink Exp Projects	100,000	3,000,000	5,000,000	2,000,000	3,000,000	13,100,000	22,900,000
River Road West Main Hwy 99 Crossing Relocation	75,000	525,000	500,000	100,000	-	1,200,000	1,200,000
Riverside Drive Watermain Retaining Wall & Access	75,000	-	-	-	-	75,000	375,000
Sasamat Reservoir Joint Upgrades	475,000	150,000	-	-	-	625,000	700,000
SCFP Concrete Coatings	400,000	200,000	200,000	200,000	800,000	1,800,000	6,500,000
SCFP Filter Underdrain Repairs	2,000,000	9,000,000	9,000,000	5,500,000	-	25,500,000	26,000,000
SCFP OMC Building Expansion	-	150,000	650,000	2,500,000	750,000	4,050,000	4,050,000
SCFP Polymer System Upgrade	450,000	1,450,000	450,000	-	-	2,350,000	2,350,000
Scour Protection - General	2,000,000	-	-	-	-	2,000,000	2,000,000
Seymour Falls Dam Buttress Anchor Rehab and Bridge Repair	400,000	300,000	-	-	-	700,000	1,500,000
Seymour Falls Dam-Relief Wells Inspection & Rehab	170,000	80,000	-	-	-	250,000	350,000
South Delta Main No. 1 - Ferry Road Check Valve Replacement	-	400,000	150,000	-	-	550,000	550,000
South Surrey Supply Main (Serpentine River) Bridge Support Modification	200,000	200,000	-	-	-	400,000	400,000
Supplementary Secondary Disinfection	-	1,200,000	-	-	-	1,200,000	1,500,000
Tilbury Main North Fraser Way Valve Addition	-	200,000	1,000,000	300,000	-	1,500,000	1,500,000
Westburnco #1 Water PS Main Transformer and MCC Replacement	200,000	-	-	-	-	200,000	943,000
Whalley Clayton Main Fraser Highway Relocation	550,000	100,000	-	-	-	650,000	650,000
	\$ 51,045,000	\$ 62,955,000	\$ 73,400,000	\$ 84,600,000	\$ 75,450,000	\$ 347,450,000	\$ 518,168,000

**GREATER VANCOUVER WATER DISTRICT
CAPITAL PROGRAMS PROJECT TOTALS
WATER SERVICES
2018 - 2022 CAPITAL PLAN**

	2018 CAPITAL BUDGET	2019 CAPITAL FORECAST	2020 CAPITAL FORECAST	2021 CAPITAL FORECAST	2022 CAPITAL FORECAST	2018 TO 2022 TOTAL	TOTAL PROJECT COSTS
CAPITAL EXPENDITURES							
Water Infrastructure Resilience Capital							
Barnston/Maple Ridge Pump Station - Back-up Power	\$ -	\$ 300,000	\$ 200,000	\$ 1,000,000	\$ 3,000,000	\$ 4,500,000	\$ 9,000,000
Braid St. Main No.2	3,500,000	-	-	-	-	3,500,000	8,300,000
Burnaby Mountain Reservoir Seismic Upgrade	1,000,000	-	-	-	-	1,000,000	5,300,000
Burnaby Mountain Tank Upgrades	200,000	1,300,000	6,000,000	1,800,000	-	9,300,000	9,500,000
Cambie Richmond Main (Marine Crossing)	-	5,000,000	5,000,000	5,000,000	10,000,000	25,000,000	370,250,000
Cape Horn PS 1 & 2 Seismic Upgrade	1,000,000	1,000,000	-	-	-	2,000,000	2,300,000
Cape Horn Pump Station 2 - Back-Up Power	-	500,000	500,000	1,500,000	5,000,000	7,500,000	8,000,000
Capilano Mid-Lake Debris Boom	100,000	-	-	-	-	100,000	750,000
Capilano Raw Water Pump Station - Back-up Power	1,500,000	9,500,000	10,000,000	10,500,000	-	31,500,000	33,000,000
Capilano Reservoir Boat Wharf	100,000	-	-	-	-	100,000	850,000
Clayton Langley Main Alternate Supply	-	-	-	950,000	1,000,000	1,950,000	29,450,000
Clayton Reservoir	10,000,000	8,000,000	-	-	-	18,000,000	33,600,000
Cleveland Dam Pump House Seismic Upgrade	500,000	-	-	-	-	500,000	2,800,000
Convert to Bulk Sodium Hypochlorite from Chlorine Gas at Coquitlam WTP	1,500,000	-	-	-	-	1,500,000	8,300,000
Coquitlam Intake Tower Seismic Upgrade	100,000	3,000,000	4,000,000	3,000,000	-	10,100,000	11,000,000
Critical Control Sites - Back-Up Power	-	300,000	200,000	200,000	200,000	900,000	1,000,000
CWTP Operational and Safety Enhancements	850,000	-	-	-	-	850,000	2,543,000
CWTP Ozone Back-up Power	-	-	500,000	3,450,000	2,000,000	5,950,000	7,450,000
Emergency Power Strategy for Regional Water Facilities	100,000	-	-	-	-	100,000	400,000
Haney Main No 4 (Marine Crossing)	-	-	-	5,000,000	5,000,000	10,000,000	370,250,000
Mackay Creek Debris Flow Mitigation	4,100,000	3,000,000	-	-	-	7,100,000	9,000,000
Pebble Hill Reservoir Seismic Upgrade	400,000	8,000,000	2,400,000	-	-	10,800,000	10,800,000
Reservoir Isolation Valve Automation	700,000	700,000	625,000	625,000	700,000	3,350,000	3,550,000
SCFP UPS Reconfiguration	370,000	350,000	-	-	-	720,000	1,270,000
Second Narrows Crossing (Tunnel)	12,500,000	65,000,000	70,000,000	70,000,000	65,000,000	282,500,000	453,550,000
Seymour Falls Boat Wharf	700,000	-	-	-	-	700,000	800,000
Seymour Main No. 2 Joint Improvements	275,000	-	-	-	-	275,000	825,000
Seymour Main No. 5 III (North)	1,000,000	2,000,000	2,000,000	1,900,000	-	6,900,000	186,000,000
Seymour Reservoir Mid-Lake Debris Boom	300,000	700,000	200,000	-	-	1,200,000	1,200,000
South Delta Main No. 3 - 12th Ave to Pebble Hill	200,000	-	-	-	-	200,000	19,400,000
Sunnyside Reservoir Unit 1 Upgrades	5,750,000	2,000,000	-	-	-	7,750,000	8,050,000
Sunnyside Reservoir Units 1 and 2 Seismic Upgrade	4,300,000	4,500,000	3,000,000	3,000,000	-	14,800,000	15,100,000
System Seismic Upgrade	-	600,000	7,600,000	7,600,000	7,600,000	23,400,000	137,400,000
Westburnco Pump Station - Back-up Power	5,000,000	6,000,000	5,500,000	-	-	16,500,000	19,000,000
	\$ 56,045,000	\$ 121,750,000	\$ 117,725,000	\$ 115,525,000	\$ 99,500,000	\$ 510,545,000	\$ 1,779,988,000

**GREATER VANCOUVER WATER DISTRICT
CAPITAL PROGRAMS PROJECT TOTALS
WATER SERVICES
2018 - 2022 CAPITAL PLAN**

	2018 CAPITAL BUDGET	2019 CAPITAL FORECAST	2020 CAPITAL FORECAST	2021 CAPITAL FORECAST	2022 CAPITAL FORECAST	2018 TO 2022 TOTAL	TOTAL PROJECT COSTS
CAPITAL EXPENDITURES							
Water Infrastructure Upgrade Capital							
Cleveland Dam East Abutment Additional GV Series Pump Wells	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ 400,000	\$ 750,000
Cleveland Dam Seismic Stability Assessment	650,000	-	-	-	-	650,000	700,000
Coquitlam Communication Improvements	600,000	900,000	-	-	-	1,500,000	1,801,000
CWTP Ozone Generation Upgrades for Units 2 & 3	4,500,000	3,000,000	-	-	-	7,500,000	12,000,000
Haney Main No. 2 Valve Chamber Upgrade - Abernethy Way and 232nd St	600,000	-	-	-	-	600,000	1,600,000
LCOC Metal Shop Expansion and Dry Storage Development	-	1,500,000	450,000	-	-	1,950,000	2,070,000
Lower Seymour Conservation Reserve Learning Lodge Replacement	250,000	1,800,000	700,000	-	-	2,750,000	2,900,000
Sapperton Main No. 1 New Line Valve and Chamber	2,300,000	1,250,000	-	-	-	3,550,000	3,800,000
Seymour Falls Dam Turbine Upgrade Project	400,000	-	-	-	-	400,000	500,000
South Delta Main No. 1 - 28 Ave to 34B Ave	7,000,000	7,100,000	-	-	-	14,100,000	18,050,000
South Delta Mains - 28 Ave Crossover	5,000,000	2,400,000	-	-	-	7,400,000	8,500,000
Tilbury Junction Chamber Valves Replacement with Actuators	2,200,000	2,000,000	-	-	-	4,200,000	4,700,000
Water Meter Upgrades	3,500,000	2,800,000	2,000,000	2,100,000	2,000,000	12,400,000	13,700,000
Water Optimization Automation & Instrumentation	2,200,000	2,000,000	2,000,000	1,500,000	-	7,700,000	9,540,000
	\$ 29,600,000	\$ 24,750,000	\$ 5,150,000	\$ 3,600,000	\$ 2,000,000	\$ 65,100,000	\$ 80,611,000
Water Opportunity Capital							
Capilano Hydropower	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ 300,000	\$ 94,250,000
	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ 300,000	\$ 94,250,000
TOTAL CAPITAL EXPENDITURES	\$ 206,090,000	\$ 320,755,000	\$ 374,875,000	\$ 422,475,000	\$ 422,450,000	\$ 1,746,645,000	\$ 4,949,110,000

**GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT
LIQUID WASTE SERVICES
2018-2022 FINANCIAL PLAN**

	2017 BUDGET	2018 BUDGET	% CHANGE	2019 FORECAST	% CHANGE	2020 FORECAST	% CHANGE	2021 FORECAST	% CHANGE	2022 FORECAST	% CHANGE
REVENUES											
GVS&DD Levy	\$ 213,889,658	\$ 232,134,617	8.5%	\$ 255,613,465	10.1%	\$ 276,826,397	8.3%	\$ 305,439,384	10.3%	\$ 330,429,272	8.2%
User Fees	2,404,241	2,537,546		2,585,896		2,635,213		2,685,517		2,736,827	
Transfer from DCC Reserves	6,809,038	12,926,848		28,516,745		44,041,888		59,971,924		74,529,265	
BOD/TSS Industrial Charges	8,658,686	10,144,566		10,080,762		10,010,347		10,210,553		10,414,763	
Other External Revenues	150,000	150,000		150,000		150,000		150,000		150,000	
Sustainability Reserve Funds	1,432,877	665,000		225,000		140,000		-		-	
Reserves	2,913,400	6,832,662		1,777,625		5,036,618		5,215,085		(501,320)	
TOTAL REVENUES	\$ 236,257,900	\$ 265,391,239	12.3%	\$ 298,949,493	12.6%	\$ 338,840,463	13.3%	\$ 383,672,464	13.2%	\$ 417,758,807	8.9%
EXPENDITURES											
Operating Programs:											
Policy Planning and Analysis											
Sustainability Fund	\$ 1,127,000	\$ 1,127,000		\$ 1,127,000		\$ 1,127,000		\$ 1,127,000		\$ 1,127,000	
Utility Analysis and Infrastructure	1,460,898	1,491,433		1,509,132		1,476,692		1,444,452		1,462,528	
Utility Policy and Planning	1,502,359	1,656,183		1,716,879		1,831,696		1,926,819		1,994,041	
	4,090,257	4,274,616	4.5%	4,353,011	1.8%	4,435,388	1.9%	4,498,271	1.4%	4,583,569	1.9%
Management Systems and Utility Services											
Annacis Research Centre	478,335	484,596		455,053		455,586		483,146		483,661	
Department Technical Training	1,165,152	935,688		938,028		940,785		944,821		946,411	
Dispatch	116,227	117,352		119,718		121,674		123,547		125,454	
Energy Management	254,787	244,983		239,620		259,031		255,832		264,181	
Engineers in Training	703,924	575,440		586,923		595,801		604,768		613,917	
Engineering Standards	106,882	108,180		110,338		112,044		113,770		115,528	
Liquid Waste Residuals	19,848,532	23,501,906		21,227,501		25,348,349		27,023,565		22,329,812	
Management Systems Utility Services	1,530,761	1,559,041		1,587,561		1,610,736		1,634,092		1,657,826	
Records Management	98,976	100,171		102,171		103,751		105,347		106,975	
Utility Voice Radio	156,100	146,803		148,075		149,137		150,215		151,313	
Wastewater Research and Innovation	2,729,239	1,975,802		1,611,885		1,545,807		1,419,649		1,433,933	
	27,188,915	29,749,962	9.4%	27,126,873	(8.8%)	31,242,701	15.2%	32,858,752	5.2%	28,229,011	(14.1%)
Environmental Management and Quality Control											
Environmental Management and Quality Control	10,596,234	11,295,404		11,541,469		11,762,347		12,330,942		12,434,463	
Source Compliance Monitoring	402,043	417,302		415,082		421,767		428,543		435,403	
	10,998,277	11,712,706	6.5%	11,956,551	2.1%	12,184,114	1.9%	12,759,485	4.7%	12,869,866	0.9%
Project Delivery											
Minor Capital Projects	6,404,774	6,904,331		6,962,756		7,096,564		7,260,044		7,403,989	
Public Involvement	1,134,599	1,180,470		1,317,909		1,339,779		1,361,957		1,384,575	
	7,539,373	8,084,801	7.2%	8,280,665	2.4%	8,436,343	1.9%	8,622,001	2.2%	8,788,564	1.9%
Operations and Maintenance											
Lake City Operations	940,143	957,645		878,589		896,394		896,009		906,159	
Maintenance	29,493,549	30,398,028		31,360,941		32,506,533		33,655,227		34,381,190	
SCADA Control Systems	967,519	976,099		973,582		985,253		997,117		1,009,287	
Trucked Liquid Waste	300,655	328,673		334,824		340,344		345,951		351,669	
Urban Drainage	1,060,878	1,141,794		1,169,263		1,190,012		1,211,052		1,230,804	
Wastewater Collection	12,317,361	12,889,510		13,741,436		14,084,056		14,213,806		14,447,542	
Major Project Services	620,224	623,729		636,238		726,962		880,107		756,172	
Wastewater Treatment	34,313,239	37,615,915		38,628,281		38,052,348		40,349,406		43,195,725	
	80,013,568	84,931,393	6.1%	87,723,154	3.3%	88,781,902	1.2%	92,548,675	4.2%	96,278,548	4.0%
Administration and Department Support											
	2,012,487	2,058,772	2.3%	2,087,920	1.4%	2,117,907	1.4%	2,148,274	1.4%	2,179,060	1.4%
Communications Program											
	400,000	400,000	0.0%	400,000	0.0%	400,000	0.0%	400,000	0.0%	400,000	0.0%
Environmental Regulation and Enforcement											
	1,669,857	1,770,679	6.0%	1,801,504	1.7%	1,828,819	1.5%	1,856,454	1.5%	1,884,637	1.5%
Allocation of Centralized Support Costs											
	19,588,474	22,094,123	12.8%	22,796,007	3.2%	24,282,244	6.5%	25,619,609	5.5%	26,600,140	3.8%
Total Operating Programs	153,501,208	165,077,052	7.5%	166,525,685	0.9%	173,709,418	4.3%	181,311,521	4.4%	181,813,395	0.3%
Debt Service											
	17,968,327	25,611,895	42.5%	56,945,105	120.0%	88,153,928	54.8%	125,069,498	41.9%	157,650,158	26.1%
Contribution to Capital											
	64,788,365	74,702,292	15.3%	75,478,704	1.0%	76,977,117	2.0%	77,291,444	0.4%	78,295,254	1.3%
TOTAL EXPENDITURES	\$ 236,257,900	\$ 265,391,239	12.3%	\$ 298,949,493	12.6%	\$ 338,840,463	13.3%	\$ 383,672,464	13.2%	\$ 417,758,807	8.9%

**GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT
LIQUID WASTE SERVICES
ENVIRONMENTAL REGULATION AND ENFORCEMENT
2018-2022 FINANCIAL PLAN**

	2017 BUDGET	2018 BUDGET	% CHANGE	2019 FORECAST	% CHANGE	2020 FORECAST	% CHANGE	2021 FORECAST	% CHANGE	2022 FORECAST	% CHANGE
REVENUES											
Liquid Waste Revenues	\$ 1,669,857	\$ 1,770,679	6.0%	\$ 1,801,504	1.7%	\$ 1,828,819	1.5%	\$ 1,856,454	1.5%	\$ 1,884,637	1.5%
TOTAL REVENUES	<u>\$ 1,669,857</u>	<u>\$ 1,770,679</u>	6.0%	<u>\$ 1,801,504</u>	1.7%	<u>\$ 1,828,819</u>	1.5%	<u>\$ 1,856,454</u>	1.5%	<u>\$ 1,884,637</u>	1.5%
EXPENDITURES											
Operating Programs:											
Enforcement	\$ 1,533,840	\$ 1,596,829		\$ 1,627,705		\$ 1,652,386		\$ 1,686,359		\$ 1,702,829	
Administration and Department Support	136,017	173,850		173,799		176,433		179,095		181,808	
TOTAL EXPENDITURES	<u>\$ 1,669,857</u>	<u>\$ 1,770,679</u>	6.0%	<u>\$ 1,801,504</u>	1.7%	<u>\$ 1,828,819</u>	1.5%	<u>\$ 1,865,454</u>	2.0%	<u>\$ 1,884,637</u>	1.0%

**GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT
LIQUID WASTE SERVICES
VANCOUVER SEWERAGE AREA
2018-2022 FINANCIAL PLAN**

	2017 BUDGET	2018 BUDGET	% CHANGE	2019 FORECAST	% CHANGE	2020 FORECAST	% CHANGE	2021 FORECAST	% CHANGE	2022 FORECAST	% CHANGE
REVENUES											
GVS&DD Levy	\$ 65,378,082	\$ 73,438,596	12.3%	\$ 78,911,396	7.5%	\$ 80,339,459	1.8%	\$ 84,781,732	5.5%	\$ 91,680,763	8.1%
User Fees	495,659	523,302		532,783		542,454		552,318		562,379	
Transfer from DCC Reserves	335,644	1,814,366		3,066,967		5,786,146		7,565,317		8,667,684	
BOD/TSS Industrial Charges	2,456,572	2,912,153		2,703,700		2,485,744		2,535,459		2,586,168	
Sustainability Reserve Funds	571,712	272,846		92,027		57,064		-		-	
Reserves	2,551,000	2,693,075		2,033,820		5,448,079		5,615,085		-	
TOTAL REVENUES	\$ 71,788,670	\$ 81,654,338	13.7%	\$ 87,340,693	7.0%	\$ 94,658,946	8.4%	\$ 101,049,910	6.8%	\$ 103,496,994	2.4%
EXPENDITURES											
Operating Programs:											
Policy Planning and Analysis	\$ 1,541,498	\$ 1,660,370		\$ 1,733,133		\$ 1,764,547		\$ 1,800,270		\$ 1,804,152	
Management Systems and Utility Services	12,318,880	12,912,309		11,708,916		13,587,369		14,316,150		12,368,744	
Environmental Management and Quality Control	3,324,440	4,619,952		4,716,522		4,805,846		5,040,178		5,081,447	
Project Delivery	2,281,849	2,935,190		2,998,704		3,055,282		3,123,030		3,183,619	
Operations and Maintenance	20,798,963	21,905,116		23,371,587		23,216,880		24,536,666		25,763,393	
Administration and Department Support	604,833	624,755		633,600		642,700		651,916		661,258	
Communications Program	159,600	164,120		164,120		164,120		164,120		164,120	
Environmental Regulation and Enforcement	319,370	337,137		381,061		383,511		385,877		388,286	
Allocation of Centralized Support Costs	5,887,122	6,704,683		7,051,406		7,095,462		7,173,113		7,023,270	
Total Operating Programs	47,236,555	51,863,631	9.8%	52,759,049	1.7%	54,715,717	3.7%	57,191,320	4.5%	56,438,289	(1.3%)
Debt Service	3,121,709	4,103,480	31.4%	8,629,932	110.0%	12,832,114	48.7%	16,707,005	30.2%	19,249,273	15.2%
Contribution to Capital	21,430,406	25,687,227	19.9%	25,951,712	1.0%	27,111,114	4.5%	27,151,586	0.1%	27,809,432	2.4%
TOTAL EXPENDITURES	\$ 71,788,670	\$ 81,654,338	13.7%	\$ 87,340,693	7.0%	\$ 94,658,946	8.4%	\$ 101,049,910	6.8%	\$ 103,496,994	2.4%

**GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT
LIQUID WASTE SERVICES
NORTH SHORE SEWERAGE AREA
2018-2022 FINANCIAL PLAN**

	2017 BUDGET	2018 BUDGET	% CHANGE	2019 FORECAST	% CHANGE	2020 FORECAST	% CHANGE	2021 FORECAST	% CHANGE	2022 FORECAST	% CHANGE
REVENUES											
GVS&DD Levy	\$ 20,390,905	\$ 21,950,742	7.6%	\$ 23,260,056	6.0%	\$ 28,328,153	21.8%	\$ 36,298,951	28.1%	\$ 43,096,169	18.7%
User Fees	86,073	85,585		87,129		88,704		90,311		91,950	
Transfer from DCC Reserves	287,084	963,543		1,303,430		1,689,450		2,195,380		2,595,480	
BOD/TSS Industrial Charges	552,953	667,407		680,755		694,370		708,257		722,422	
Sustainability Reserve Funds	101,572	46,363		15,570		9,618		-		-	
Reserves	-	-		-		10,305		329		558	
TOTAL REVENUES	\$ 21,418,587	\$ 23,713,639	10.7%	\$ 25,346,939	6.9%	\$ 30,820,600	21.6%	\$ 39,293,228	27.5%	\$ 46,506,580	18.4%
EXPENDITURES											
Operating Programs:											
Policy Planning and Analysis	\$ 273,915	\$ 282,057		\$ 294,418		\$ 299,754		\$ 305,822		\$ 306,482	
Management Systems and Utility Services	1,099,492	1,046,576		983,893		1,071,981		1,098,673		993,643	
Environmental Management and Quality Control	1,824,037	903,032		921,649		939,396		980,305		989,874	
Project Delivery	198,150	376,467		391,219		398,423		406,814		414,481	
Operations and Maintenance	9,862,799	10,540,446		10,734,598		11,652,358		12,302,211		14,001,864	
Administration and Department Support	183,156	186,833		189,478		192,200		194,956		197,749	
Communications Program	28,360	27,880		27,880		27,880		27,880		27,880	
Environmental Regulation and Enforcement	107,278	109,959		113,196		114,797		116,412		118,059	
Allocation of Centralized Support Costs	1,782,748	2,005,042		2,028,158		2,044,190		2,336,125		2,733,312	
Total Operating Programs	15,359,935	15,478,292	0.8%	15,684,489	1.3%	16,740,979	6.7%	17,769,198	6.1%	19,783,344	11.3%
Debt Service	2,105,147	2,855,516	35.6%	4,141,401	45.0%	8,446,437	100.0%	15,848,027	87.6%	20,936,625	32.1%
Contribution to Capital	3,953,505	5,379,831	36.1%	5,521,050	2.6%	5,633,185	2.0%	5,676,002	0.8%	5,786,611	1.9%
TOTAL EXPENDITURES	\$ 21,418,587	\$ 23,713,639	10.7%	\$ 25,346,939	6.9%	\$ 30,820,600	21.6%	\$ 39,293,228	27.5%	\$ 46,506,580	18.4%

**GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT
LIQUID WASTE SERVICES
LULU ISLAND WEST SEWERAGE AREA
2018-2022 FINANCIAL PLAN**

	2017 BUDGET	2018 BUDGET	%	2019 FORECAST	%	2020 FORECAST	%	2021 FORECAST	%	2022 FORECAST	%
REVENUES											
GVS&DD Levy	\$ 19,324,859	\$ 19,914,894	3.1%	\$ 21,189,441	6.4%	\$ 22,406,108	5.7%	\$ 24,657,583	10.0%	\$ 26,851,644	8.9%
User Fees	169,907	174,622		177,946		181,336		184,794		188,321	
Transfer from DCC Reserves	112,996	438,017		1,143,875		1,691,485		2,291,010		3,048,429	
BOD/TSS Industrial Charges	596,693	744,778		759,674		774,867		790,364		806,171	
Sustainability Reserve Funds	106,019	46,680		15,790		9,818		-		-	
Reserves	-	-		-		10,198		-		558	
TOTAL REVENUES	\$ 20,310,474	\$ 21,318,991	5.0%	\$ 23,286,726	9.2%	\$ 25,073,812	7.7%	\$ 27,923,751	11.4%	\$ 30,895,123	10.6%

EXPENDITURES											
Operating Programs:											
Policy Planning and Analysis	\$ 285,892	\$ 284,079		\$ 296,529		\$ 301,904		\$ 308,016		\$ 308,680	
Management Systems and Utility Services	2,101,092	2,035,429		2,096,912		2,140,828		2,274,412		2,026,914	
Environmental Management and Quality Control	1,270,515	865,651		883,578		900,498		941,293		949,978	
Project Delivery	940,166	1,178,910		1,199,777		1,222,538		1,249,959		1,274,368	
Operations and Maintenance	8,176,731	8,188,276		8,429,764		8,604,013		8,774,180		9,003,939	
Administration and Department Support	184,807	175,922		178,413		180,975		183,570		186,201	
Communications Program	29,600	28,080		28,080		28,080		28,080		28,080	
Environmental Regulation and Enforcement	178,715	185,744		182,978		186,277		189,632		193,054	
Allocation of Centralized Support Costs	1,798,811	1,887,943		1,817,826		1,868,903		1,888,751		1,933,195	
Total Operating Programs	14,966,329	14,830,034	(0.9%)	15,113,858	1.9%	15,434,016	2.1%	15,837,893	2.6%	15,904,409	0.4%
Debt Service	588,515	876,668	49.0%	2,521,452	190.0%	3,959,023	57.0%	6,362,624	60.7%	9,229,616	45.1%
Contribution to Capital	4,755,631	5,612,289	18.0%	5,651,416	0.7%	5,680,773	0.5%	5,723,233	0.7%	5,761,098	0.7%
TOTAL EXPENDITURES	\$ 20,310,474	\$ 21,318,991	5.0%	\$ 23,286,726	9.2%	\$ 25,073,812	7.7%	\$ 27,923,751	11.4%	\$ 30,895,123	10.6%

**GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT
LIQUID WASTE SERVICES
FRASER SEWERAGE AREA
2018-2022 FINANCIAL PLAN**

	2017 BUDGET	2018 BUDGET	%	2019 FORECAST	%	2020 FORECAST	%	2021 FORECAST	%	2022 FORECAST	%
REVENUES											
GVS&DD Levy	\$ 106,332,708	\$ 114,012,490	7.2%	\$ 129,551,151	13.6%	\$ 143,042,750	10.4%	\$ 157,005,345	9.8%	\$ 166,013,974	5.7%
User Fees	1,652,602	1,754,037		1,788,038		1,822,719		1,858,094		1,894,177	
Transfer from DCC Reserves	6,073,314	9,710,923		23,002,474		34,874,806		47,920,218		60,217,671	
BOD/TSS Industrial Charges	5,052,468	5,820,228		5,936,633		6,055,366		6,176,473		6,300,002	
Other External Revenues	150,000	150,000		150,000		150,000		150,000		150,000	
Sustainability Reserve Funds	653,573	299,111		101,613		63,500		-		-	
Reserves	-	4,140,000		-		-		-		-	
TOTAL REVENUES	\$ 119,914,666	\$ 135,886,789	13.3%	\$ 160,529,908	18.1%	\$ 186,009,141	15.9%	\$ 213,110,129	14.6%	\$ 234,575,824	10.1%

EXPENDITURES											
Operating Programs:											
Policy Planning and Analysis	\$ 1,762,099	\$ 1,820,216		\$ 1,899,981		\$ 1,934,422		\$ 1,973,583		\$ 1,977,840	
Management Systems and Utility Services	11,631,092	13,717,809		12,554,690		14,835,204		15,530,194		13,302,010	
Environmental Management and Quality Control	4,579,285	5,324,071		5,434,802		5,538,374		5,797,709		5,848,567	
Project Delivery	3,492,731	3,225,356		3,317,375		3,379,372		3,452,808		3,519,042	
Operations and Maintenance	39,758,120	42,763,661		43,626,629		43,722,919		45,325,893		45,864,966	
Administration and Department Support	1,016,105	1,045,569		1,060,371		1,075,600		1,091,022		1,106,658	
Communications Program	182,440	179,920		179,920		179,920		179,920		179,920	
Environmental Regulation and Enforcement	1,064,494	1,137,839		1,124,269		1,144,234		1,164,533		1,185,238	
Allocation of Centralized Support Costs	9,890,216	11,220,721		11,663,432		13,059,563		14,020,927		14,727,410	
Total Operating Programs	73,376,582	80,435,162	9.6%	80,861,469	0.5%	84,869,608	5.0%	88,536,588	4.3%	87,711,650	(0.9%)
Debt Service	12,285,155	17,824,576	45.1%	41,709,807	130.0%	62,983,383	51.0%	86,228,813	36.9%	108,321,955	25.6%
Contribution to Capital	34,252,929	37,627,051	9.9%	37,958,632	0.9%	38,156,150	0.5%	38,344,728	0.5%	38,542,218	0.5%
TOTAL EXPENDITURES	\$ 119,914,666	\$ 135,886,789	13.3%	\$ 160,529,908	18.1%	\$ 186,009,141	15.9%	\$ 213,110,129	14.6%	\$ 234,575,824	10.1%

**GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT
LIQUID WASTE SERVICES
DRAINAGE
2018-2022 FINANCIAL PLAN**

	2017 BUDGET	2018 BUDGET	% CHANGE	2019 FORECAST	% CHANGE	2020 FORECAST	% CHANGE	2021 FORECAST	% CHANGE	2022 FORECAST	% CHANGE
REVENUES											
GVS&DD Levy	\$ 2,463,103	\$ 2,817,895	14.4%	\$ 2,701,421	(4.1%)	\$ 2,709,927	0.3%	\$ 2,695,775	(0.5%)	\$ 2,786,721	3.4%
Other External Revenues	132,198	48,345		57,487		67,029		76,970		87,311	
Reserves	362,400	-		-		-		-		-	
TOTAL REVENUES	\$ 2,957,701	\$ 2,866,240	(3.1%)	\$ 2,758,908	(3.7%)	\$ 2,776,956	0.7%	\$ 2,772,745	(0.2%)	\$ 2,874,032	3.7%
EXPENDITURES											
Operating Programs:											
Policy Planning and Analysis	\$ 226,853	\$ 227,894		\$ 128,950		\$ 134,761		\$ 110,580		\$ 186,415	
Management Systems and Utility Services	38,359	38,252		38,656		39,284		39,652		40,136	
Project Delivery	626,477	368,878		373,590		380,728		389,390		397,054	
Operations and Maintenance	1,416,955	1,533,894		1,560,576		1,585,732		1,609,725		1,644,386	
Administration and Department Support	23,586	25,693		26,058		26,432		26,810		27,194	
Allocation of Centralized Support Costs	229,577	275,735		235,184		214,125		200,694		182,953	
Total Operating Programs	2,561,807	2,470,346	(3.6%)	2,363,014	(4.3%)	2,381,062	0.8%	2,376,851	(0.2%)	2,478,138	4.3%
Contribution to Capital	395,894	395,894	0.0%	395,894	0.0%	395,894	0.0%	395,894	0.0%	395,894	0.0%
TOTAL EXPENDITURES	\$ 2,957,701	\$ 2,866,240	(3.1%)	\$ 2,758,908	(3.7%)	\$ 2,776,956	0.7%	\$ 2,772,745	(0.2%)	\$ 2,874,032	3.7%

**GREATER VANCOUVER SEWERAGE DRAINAGE DISTRICT
CAPITAL PROGRAMS PROJECT TOTALS
LIQUID WASTE SERVICES
2018 - 2022 CAPITAL PLAN**

	2018 CAPITAL BUDGET	2019 CAPITAL FORECAST	2020 CAPITAL FORECAST	2021 CAPITAL FORECAST	2022 CAPITAL FORECAST	2018 TO 2022 TOTAL	TOTAL PROJECT COSTS
CAPITAL EXPENDITURES							
SD Infrastructure Growth Capital							
AIWWTP Site Construction Layout	\$ 250,000	\$ 350,000	\$ -	\$ -	\$ -	\$ 600,000	\$ 600,000
Albert Street Trunk Sewer	650,000	450,000	1,450,000	950,000	1,100,000	4,600,000	4,850,000
Annacis Outfall System	8,450,000	28,815,000	81,215,000	80,000,000	75,000,000	273,480,000	378,000,000
Burnaby Lake North Interceptor	2,650,000	28,300,000	35,150,000	25,000,000	40,500,000	131,600,000	153,050,000
Burnaby South Slope Interceptor	-	-	150,000	550,000	700,000	1,400,000	22,700,000
Cloverdale PS Upgrade	500,000	1,200,000	750,000	10,000,000	10,500,000	22,950,000	31,100,000
Cloverdale Trunk Sewer Upgrade	-	-	300,000	1,050,000	1,200,000	2,550,000	28,975,000
Collingwood Trunk Sewer	1,500,000	2,590,000	-	-	-	4,090,000	5,415,000
Glenbrook Combined Trunk Kingsway Sanitary Section	150,000	150,000	-	-	200,000	500,000	3,400,000
Golden Ears Forcemain and River Crossing	2,000,000	6,000,000	6,000,000	9,000,000	25,000,000	48,000,000	114,000,000
Golden Ears Pump Station	1,450,000	7,000,000	16,200,000	5,000,000	100,000	29,750,000	38,100,000
Hastings Sanitary Trunk Sewer	7,200,000	22,000,000	8,350,000	3,000,000	-	40,550,000	45,031,000
Hastings-Cassiar Intake Connection	200,000	300,000	200,000	-	-	700,000	750,000
Langley Pump Station Upgrade	100,000	1,300,000	2,000,000	700,000	-	4,100,000	15,700,000
LIWWTP Digester No 3	850,000	1,800,000	2,100,000	20,000,000	20,000,000	44,750,000	53,300,000
Lozells Sanitary Trunk Golf Course Section	500,000	500,000	500,000	550,000	5,000,000	7,050,000	22,150,000
Marshend Pump Station	550,000	3,700,000	4,000,000	1,000,000	-	9,250,000	10,025,000
North Road Trunk Sewer	5,350,000	2,000,000	-	1,900,000	1,100,000	10,350,000	11,613,000
North Vancouver Interceptor - Lynn Branch Pre-build	3,500,000	-	-	-	-	3,500,000	3,950,000
Northwest Langley WWTP Expansion	13,500,000	22,000,000	39,000,000	26,000,000	105,000,000	205,500,000	850,300,000
NSI Flow Management	3,000,000	6,000,000	15,000,000	15,000,000	-	39,000,000	47,800,000
Port Moody PS Upgrade	900,000	3,350,000	4,500,000	-	-	8,750,000	9,755,000
Port Moody South Interceptor Upgrade	-	-	150,000	350,000	1,000,000	1,500,000	3,450,000
Queensborough Pump Station Replacement	500,000	600,000	200,000	2,000,000	3,000,000	6,300,000	6,600,000
Rosemary Heights Pressure Sewer Upgrade	-	-	150,000	500,000	650,000	1,300,000	10,750,000
Sapperton Pump Station	19,000,000	14,500,000	4,000,000	14,000,000	-	51,500,000	93,303,000
South Surrey Interceptor Twinning	15,900,000	27,300,000	10,500,000	5,250,000	-	58,950,000	79,658,000
Sperling Pump Station	750,000	750,000	-	-	-	1,500,000	3,150,000
Stoney Creek Trunk Upgrade	100,000	700,000	650,000	4,500,000	2,000,000	7,950,000	10,200,000
Surrey Central Valley Upgrade	-	-	-	150,000	450,000	600,000	60,800,000
	\$ 89,500,000	\$ 181,655,000	\$ 232,515,000	\$ 226,450,000	\$ 292,500,000	\$ 1,022,620,000	\$ 2,118,475,000
SD Infrastructure Growth: Annacis Stage 5 Expansion Capital							
Annacis Stage 5 Expansion	\$ 131,050,000	\$ 103,000,000	\$ 54,200,000	\$ 24,000,000	\$ 15,500,000	\$ 327,750,000	\$ 595,500,000
	\$ 131,050,000	\$ 103,000,000	\$ 54,200,000	\$ 24,000,000	\$ 15,500,000	\$ 327,750,000	\$ 595,500,000
SD Infrastructure Maintenance Capital							
AIWWTP Fibre Optic Infrastructure	\$ 800,000	\$ 250,000	\$ 250,000	\$ -	\$ -	\$ 1,300,000	\$ 1,500,000
AIWWTP Gravity Thickner and DAF Steel Repair and Recoating	150,000	150,000	-	-	-	300,000	2,000,000

**GREATER VANCOUVER SEWERAGE DRAINAGE DISTRICT
CAPITAL PROGRAMS PROJECT TOTALS
LIQUID WASTE SERVICES
2018 - 2022 CAPITAL PLAN**

	2018 CAPITAL BUDGET	2019 CAPITAL FORECAST	2020 CAPITAL FORECAST	2021 CAPITAL FORECAST	2022 CAPITAL FORECAST	2018 TO 2022 TOTAL	TOTAL PROJECT COSTS
CAPITAL EXPENDITURES							
AIWWTP IPS Pump Building Roof Replacement Phase 2	30,000	660,000	-	-	-	690,000	690,000
AIWWTP Replacement of CDAC Equipment	900,000	850,000	1,145,000	250,000	-	3,145,000	4,395,000
AIWWTP Scum Pump Upgrade	-	220,000	130,000	200,000	500,000	1,050,000	1,350,000
AIWWTP Secondary Clarifier Corrosion Repair	2,250,000	3,850,000	1,285,000	5,800,000	4,615,000	17,800,000	77,484,000
AIWWTP Station Battery Replacement	250,000	150,000	50,000	50,000	-	500,000	1,207,000
AIWWTP Trickling Filter Media & Distributor Arms & Ducting Replacement	450,000	3,450,000	5,700,000	5,700,000	5,700,000	21,000,000	35,500,000
Annacis MCC 80 051, 80 070, 80 071 Replacement	600,000	750,000	750,000	170,000	-	2,270,000	2,844,000
Baynes Road PS VFD Replacement	100,000	-	-	-	-	100,000	1,225,000
Cost Allocation Billing Network (Combined 96 F4)	90,000	-	-	-	-	90,000	5,230,000
Crescent Beach FM - Replacement	400,000	650,000	800,000	765,000	-	2,615,000	24,915,000
English Bay/Balacava Outfalls Improvement	-	-	-	250,000	500,000	750,000	900,000
Gilbert/Brighthouse Trunk Pressure Sewer	9,500,000	16,500,000	16,900,000	10,000,000	15,400,000	68,300,000	132,501,000
Glen Eagles Forcemain Replacement	250,000	2,250,000	2,500,000	2,500,000	-	7,500,000	10,234,000
Glen Eagles Pump Stations	600,000	1,200,000	400,000	600,000	5,000,000	7,800,000	43,400,000
Golden Ears SSO Storage	3,100,000	12,600,000	25,000,000	20,000,000	-	60,700,000	65,400,000
Harbour West & East Interceptors Reloc & Protect	3,900,000	3,000,000	3,000,000	-	-	9,900,000	19,500,000
IWWTP HVAC upgrade	50,000	-	-	-	-	50,000	2,095,000
IWWTP Influent Gate Refurbishment	350,000	250,000	250,000	250,000	225,000	1,325,000	1,325,000
IWWTP Maintenance and Administration Building HVAC	150,000	-	-	-	-	150,000	550,000
IWWTP MCC/Power Distribution Assess/Replace - Phase 2	200,000	100,000	-	-	-	300,000	1,000,000
IWWTP PA-Sed Tank & Gallery Wall Refurbishment	175,000	450,000	450,000	270,000	-	1,345,000	1,345,000
IWWTP Replacement of CoGen Control System	1,450,000	350,000	100,000	-	-	1,900,000	2,470,000
IWWTP Sedimentation Tank	640,000	-	-	-	-	640,000	2,800,000
IWWTP Siphon Chamber Refurbishment	-	250,000	750,000	750,000	450,000	2,200,000	2,200,000
IWWTP Water Supply	250,000	550,000	2,000,000	2,500,000	1,000,000	6,300,000	6,500,000
Iona Island Control & Instrumentation Replacement 2011	750,000	550,000	-	-	-	1,300,000	2,750,000
Iona MCC/Power Distribution Assess/Replace	590,000	250,000	-	-	-	840,000	4,375,000
Iona Solids Handling Upgrade Project	4,820,000	3,600,000	4,200,000	1,900,000	1,100,000	15,620,000	57,400,000
Lions Gate Control and Instrumentation Replacement	100,000	100,000	-	-	-	200,000	1,700,000
LIWWTP - Process Waste Drainage (PWD) Replacement	450,000	-	-	-	-	450,000	600,000
LIWWTP CDAC Component Upgrade	130,000	130,000	40,000	-	-	300,000	360,000
LIWWTP Fibre Optic Infrastructure	420,000	100,000	-	-	-	520,000	600,000
LIWWTP High Efficiency Boiler	180,000	400,000	120,000	-	-	700,000	700,000
LIWWTP PA-Sed Tank Refurbishment	215,000	1,000,000	1,000,000	1,000,000	900,000	4,115,000	4,115,000
Marshend PS Rehab	-	2,300,000	2,500,000	1,100,000	400,000	6,300,000	7,000,000
New West Interceptor - Annacis Section 2	500,000	450,000	-	-	-	950,000	98,350,000
New West Interceptor Grit Chamber	-	500,000	2,000,000	500,000	-	3,000,000	3,250,000
New Westminster Interceptor Repair Columbia St. Section	-	3,320,000	6,700,000	-	-	10,020,000	10,882,000
North Surrey Interceptor Annieville Channel Crossing Scour Protection	300,000	-	-	-	-	300,000	995,000

**GREATER VANCOUVER SEWERAGE DRAINAGE DISTRICT
CAPITAL PROGRAMS PROJECT TOTALS
LIQUID WASTE SERVICES
2018 - 2022 CAPITAL PLAN**

	2018 CAPITAL BUDGET	2019 CAPITAL FORECAST	2020 CAPITAL FORECAST	2021 CAPITAL FORECAST	2022 CAPITAL FORECAST	2018 TO 2022 TOTAL	TOTAL PROJECT COSTS
CAPITAL EXPENDITURES							
NSI Rehab or Replacement - Phase 1	750,000	2,000,000	1,950,000	-	-	4,700,000	21,750,000
NWL WWTP 25 kV Substation Replacement	3,275,000	2,000,000	2,075,000	-	-	7,350,000	8,025,000
NWL WWTP CDAC System Hardware Upgrade	800,000	100,000	-	-	-	900,000	1,500,000
Ocean Park Trunk Manholes Lining	-	-	-	50,000	350,000	400,000	520,000
Royal Ave. Sewer Pump Station (RYA) Building Expansion & Electrical Upgrade	2,740,000	710,000	-	-	-	3,450,000	4,218,000
Surrey H2S Control Facility Replacement	250,000	2,400,000	240,000	-	-	2,890,000	2,890,000
West Ridge Pump Stations 1 and 2	430,000	130,000	-	-	-	560,000	15,950,000
Westridge FM Replacement	500,000	500,000	2,000,000	600,000	-	3,600,000	3,650,000
WWTPs Electrical System Studies & Upgrades	200,000	700,000	600,000	365,000	-	1,865,000	1,890,000
	\$ 44,035,000	\$ 69,720,000	\$ 84,885,000	\$ 55,570,000	\$ 36,140,000	\$ 290,350,000	\$ 704,030,000
SD Infrastructure Resilience Capital							
AIWWTP Automation of Influent Gates	\$ 1,650,000	\$ 1,000,000	\$ -	\$ -	\$ -	\$ 2,650,000	\$ 3,700,000
AIWWTP Cogeneration Backup Power	31,800,000	18,600,000	3,450,000	1,700,000	-	55,550,000	83,503,000
AIWWTP PST Area Walkway & Column Remediation	2,200,000	50,000	50,000	-	-	2,300,000	3,100,000
FSA Easement Acquisition	150,000	-	-	-	-	150,000	1,500,000
FSA Sewer Seismic Upgrades Implementation	200,000	100,000	-	-	-	300,000	161,500,000
Highbury Interceptor Air Treatment Facilities	6,200,000	1,800,000	1,700,000	-	-	9,700,000	11,500,000
IIWWTP - Biogas Lines Relocation	900,000	1,500,000	1,500,000	1,500,000	-	5,400,000	5,780,000
New CSO Management Gates for New Westminster Interceptor	400,000	1,220,000	3,050,000	-	1,160,000	5,830,000	5,885,000
Ocean Park Trunk Crescent Section (OPC) Pipe Rehabilitation/Replacement	250,000	-	-	-	-	250,000	3,603,000
SSI Sulfide Odour and Corrosion Control	550,000	3,970,000	1,190,000	-	-	5,710,000	6,360,000
VSA Easement Acquisition Program	100,000	-	-	-	-	100,000	670,000
VSA Emergency Backup Power	1,350,000	3,500,000	3,500,000	2,000,000	3,000,000	13,350,000	18,510,000
	\$ 45,750,000	\$ 31,740,000	\$ 14,440,000	\$ 5,200,000	\$ 4,160,000	\$ 101,290,000	\$ 305,611,000
SD Infrastructure Upgrade Capital							
8th Avenue Interceptor Air Treatment Facilities	\$ 600,000	\$ -	\$ -	\$ -	\$ -	\$ 600,000	\$ 14,200,000
AIWWTP Ammonia Removal	150,000	100,000	-	-	-	250,000	900,000
AIWWTP Biosolids Dryer	200,000	1,800,000	2,000,000	-	-	4,000,000	39,000,000
AIWWTP Electrical Distribution System Protection Control and Monitoring	300,000	900,000	1,100,000	330,000	-	2,630,000	2,630,000
AIWWTP Replacement of Protective Relays	900,000	500,000	350,000	200,000	-	1,950,000	3,258,000
AIWWTP Secondary Bypass	50,000	150,000	-	-	-	200,000	1,725,000
All WWTPs Power Quality Monitoring & Outage Alarming Network	770,000	700,000	400,000	400,000	200,000	2,470,000	2,870,000
FSA Flow Metering Program – Phase 1	900,000	900,000	900,000	-	-	2,700,000	2,700,000
FSA Wastewater Meter Upgrades	300,000	-	-	-	-	300,000	600,000
Glenbrook Combined Trunk Sewer Separation	200,000	500,000	-	420,000	760,000	1,880,000	49,750,000
IIWWTP Biosolids Dewatering Facility	2,850,000	21,250,000	17,250,000	4,250,000	-	45,600,000	46,300,000
IIWWTP Grit Channel Effluent Gates and PA Influent Channel Gates	715,000	-	-	-	-	715,000	1,840,000

**GREATER VANCOUVER SEWERAGE DRAINAGE DISTRICT
CAPITAL PROGRAMS PROJECT TOTALS
LIQUID WASTE SERVICES
2018 - 2022 CAPITAL PLAN**

	2018 CAPITAL BUDGET	2019 CAPITAL FORECAST	2020 CAPITAL FORECAST	2021 CAPITAL FORECAST	2022 CAPITAL FORECAST	2018 TO 2022 TOTAL	TOTAL PROJECT COSTS
CAPITAL EXPENDITURES							
IIWWTP Provision of a Redundant 12.5 kV Feeder to Switch House	200,000	200,000	-	-	-	400,000	850,000
Lions Gate Sludge Thickener No. 2	50,000	-	-	-	-	50,000	3,380,000
LIWSA Wastewater Meter Upgrades	50,000	50,000	50,000	50,000	-	200,000	300,000
LIWWTP Ammonia Removal	-	150,000	150,000	100,000	-	400,000	600,000
LIWWTP Power Reliability	1,550,000	1,000,000	950,000	-	-	3,500,000	4,202,000
NSA Flow Metering Program – Phase 1	300,000	-	-	-	-	300,000	300,000
NSSA Wastewater Meter Upgrades	200,000	-	-	-	-	200,000	300,000
NWL Disinfection System	400,000	1,500,000	750,000	-	-	2,650,000	2,750,000
Purchase of a High Performance Liquid Chromatography - Mass Spectrometer	400,000	-	-	-	-	400,000	985,000
Sperling Pump Station Upgrade	1,000,000	1,000,000	-	-	-	2,000,000	7,500,000
SSI Influent Control Chamber Repair and Replace Gates	75,000	1,170,000	-	-	-	1,245,000	1,305,000
VSA Flow Metering Program – Phase 1	1,000,000	1,200,000	1,000,000	-	-	3,200,000	3,200,000
VSA Wastewater Meter Upgrades	100,000	-	-	-	-	100,000	464,000
	\$ 13,260,000	\$ 33,070,000	\$ 24,900,000	\$ 5,750,000	\$ 960,000	\$ 77,940,000	\$ 191,909,000
SD Infrastructure Upgrade: Secondary Treatment Capital							
Iona Secondary Wastewater Treatment	\$ 5,200,000	\$ 7,200,000	\$ 10,000,000	\$ 20,000,000	\$ 50,000,000	\$ 92,400,000	\$ 1,904,500,000
North Shore Wastewater Treatment Plant Secondary Upgrade and Conveyance	12,300,000	161,900,000	306,100,000	197,900,000	48,500,000	726,700,000	749,700,000
	\$ 17,500,000	\$ 169,100,000	\$ 316,100,000	\$ 217,900,000	\$ 98,500,000	\$ 819,100,000	\$ 2,654,200,000
SD Opportunity Capital							
AIWWTP Hydrothermal Processing Pilot	\$ 5,850,000	\$ 2,825,000	\$ -	\$ -	\$ -	\$ 8,675,000	\$ 8,980,000
AIWWTP IPS VFD Replacement	200,000	-	-	-	-	200,000	2,211,000
AIWWTP TF VFD Replacement	200,000	-	-	-	-	200,000	1,943,000
Fraser Sewerage Area Integrated Resource Recovery (IRR) Study	600,000	400,000	200,000	-	-	1,200,000	1,200,000
LIWWTP Biogas Clean-up Project	6,000,000	2,000,000	-	-	-	8,000,000	10,400,000
LIWWTP Pilot Digestion Optimization Facility	820,000	180,000	-	-	-	1,000,000	1,000,000
North Surrey Interceptor - Port Mann Section - Odour Control	100,000	700,000	-	-	-	800,000	7,500,000
	\$ 13,770,000	\$ 6,105,000	\$ 200,000	\$ -	\$ -	\$ 20,075,000	\$ 33,234,000
TOTAL CAPITAL EXPENDITURES	\$ 354,865,000	\$ 594,390,000	\$ 727,240,000	\$ 534,870,000	\$ 447,760,000	\$ 2,659,125,000	\$ 6,602,959,000

**GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT
SOLID WASTE SERVICES
2018-2022 FINANCIAL PLAN**

	2017 BUDGET	2018 BUDGET	% CHANGE	2019 FORECAST	% CHANGE	2020 FORECAST	% CHANGE	2021 FORECAST	% CHANGE	2022 FORECAST	% CHANGE
REVENUES											
Tipping Fees	\$ 85,373,222	\$ 93,451,819	9.5%	\$ 93,911,327	0.5%	\$ 94,948,253	1.1%	\$ 96,488,840	1.6%	\$ 97,726,612	1.3%
Energy Sales	5,719,900	5,777,099		5,834,870		5,893,219		5,566,933		6,011,672	
Other External Revenues	3,303,073	2,322,753		2,370,544		3,068,453		3,161,444		2,955,411	
TOTAL REVENUES	\$ 94,396,195	\$ 101,551,671	7.6%	\$ 102,116,741	0.6%	\$ 103,909,925	1.8%	\$ 105,217,217	1.3%	\$ 106,693,695	1.4%
EXPENDITURES											
Operating Programs:											
Solid Waste Operations											
Allocated Quality Control	\$ 15,613	\$ 25,917		\$ 28,358		\$ 28,265		\$ 31,705		\$ 32,528	
Ashcroft Ranch	554,718	1,149,289		251,630		203,739		205,880		208,458	
Engineers in Training	156,428	127,875		130,428		132,400		134,393		136,426	
Transfer Stations-Environmental Initiatives	5,017,292	6,379,410		6,685,266		6,956,038		7,264,873		7,500,979	
Landfills	24,461,495	31,098,048		28,813,593		25,539,901		23,032,923		23,079,076	
Transfer Station System	26,650,110	27,586,878		27,398,858		28,120,870		28,657,419		29,180,848	
Waste to Energy Facility	22,535,208	22,033,577		22,078,868		22,365,260		22,698,619		23,248,379	
	<u>79,390,864</u>	<u>88,400,994</u>	11.3%	<u>85,387,001</u>	(3.4%)	<u>83,346,473</u>	(2.4%)	<u>82,025,812</u>	(1.6%)	<u>83,386,694</u>	1.7%
Solid Waste Planning											
Policy and Facility Development	1,087,371	921,561		939,784		954,929		970,276		985,916	
Zero Waste Implementation	1,626,726	1,843,729		1,883,162		1,917,309		1,952,412		1,985,583	
Programs and Public Involvement	423,873	437,604		446,492		454,105		461,829		469,710	
	<u>3,137,970</u>	<u>3,202,894</u>	2.1%	<u>3,269,438</u>	2.1%	<u>3,326,343</u>	1.7%	<u>3,384,517</u>	1.7%	<u>3,441,209</u>	1.7%
Administration and Department Support	731,332	743,910	1.7%	758,448	2.0%	770,235	1.6%	782,163	1.5%	794,335	1.6%
Environmental Regulation and Enforcement	841,914	861,701	2.4%	873,393	1.4%	886,918	1.5%	900,609	1.5%	914,476	1.5%
Allocation of Centralized Support Costs	3,871,134	4,348,952	12.3%	4,674,994	7.5%	4,378,046	(6.4%)	4,121,345	(5.9%)	3,900,443	(5.4%)
Total Operating Programs	<u>87,973,214</u>	<u>97,558,451</u>	10.9%	<u>94,963,274</u>	(2.7%)	<u>92,708,015</u>	(2.4%)	<u>91,214,446</u>	(1.6%)	<u>92,437,157</u>	1.3%
Debt Service	1,532,829	1,041,891	(32.0%)	3,092,969	200.0%	7,197,167	130.0%	11,134,994	54.7%	12,868,285	15.6%
Contribution to Reserve	4,890,152	2,951,329	(39.6%)	4,060,498	37.6%	4,004,743	(1.4%)	2,867,777	(28.4%)	1,388,253	(51.6%)
TOTAL EXPENDITURES	\$ 94,396,195	\$ 101,551,671	7.6%	\$ 102,116,741	0.6%	\$ 103,909,925	1.8%	\$ 105,217,217	1.3%	\$ 106,693,695	1.4%

**GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT
SOLID WASTE SERVICES
ENVIRONMENTAL REGULATION AND ENFORCEMENT
2018-2022 FINANCIAL PLAN**

	2017 BUDGET	2018 BUDGET	%	2019 FORECAST	%	2020 FORECAST	%	2021 FORECAST	%	2022 FORECAST	%
			CHANGE		CHANGE		CHANGE		CHANGE		CHANGE
REVENUES											
Solid Waste Revenues	\$ 841,914	\$ 861,701	2.4%	\$ 873,393	1.4%	\$ 886,918	1.5%	\$ 900,609	1.5%	\$ 914,476	1.5%
TOTAL REVENUES	\$ 841,914	\$ 861,701	2.4%	\$ 873,393	1.4%	\$ 886,918	1.5%	\$ 900,609	1.5%	\$ 914,476	1.5%
EXPENDITURES											
Operating Programs:											
Enforcement	\$ 768,688	\$ 781,486		\$ 793,201		\$ 805,512		\$ 817,974		\$ 830,589	
Administration and Department Support	73,226	80,215		80,192		81,406		82,635		83,887	
TOTAL EXPENDITURES	\$ 841,914	\$ 861,701	2.4%	\$ 873,393	1.4%	\$ 886,918	1.5%	\$ 900,609	1.5%	\$ 914,476	1.5%

**GREATER VANCOUVER SEWERAGE DRAINAGE DISTRICT
CAPITAL PROGRAMS PROJECT TOTALS
SOLID WASTE
2018 - 2022 CAPITAL PLAN**

	2018 CAPITAL BUDGET	2019 CAPITAL FORECAST	2020 CAPITAL FORECAST	2021 CAPITAL FORECAST	2022 CAPITAL FORECAST	2018 TO 2022 TOTAL	TOTAL PROJECT COSTS
CAPITAL EXPENDITURES							
SW Landfills Capital							
Coquitlam Landfill Closure	\$ 1,500,000	\$ -	\$ -	\$ -	\$ -	\$ 1,500,000	\$ 5,000,000
Coquitlam Landfill Fly Ash Cell 2 Closure Final Cover	3,200,000	-	-	-	-	3,200,000	3,200,000
Coquitlam Landfill Gas Collection Upgrades Phase II	1,800,000	1,000,000	-	-	-	2,800,000	3,600,000
Coquitlam Landfill: Leachate Collection System Grade Realignment	200,000	480,000	320,000	-	-	1,000,000	1,000,000
	\$ 6,700,000	\$ 1,480,000	\$ 320,000	\$ -	\$ -	\$ 8,500,000	\$ 12,800,000
SW Opportunity Capital							
WTE Facility District Heating Opportunities	\$ 2,090,000	\$ -	\$ -	\$ -	\$ -	\$ 2,090,000	\$ 2,300,000
	\$ 2,090,000	\$ -	\$ -	\$ -	\$ -	\$ 2,090,000	\$ 2,300,000
SW Transfer Stations Capital							
Coquitlam Transfer Station Replacement	\$ 5,000,000	\$ 30,000,000	\$ 15,000,000	\$ -	\$ -	\$ 50,000,000	\$ 52,200,000
North Shore TS Structural Modifications	1,500,000	-	-	-	-	1,500,000	1,600,000
Surrey RDO	5,700,000	17,000,000	3,300,000	-	-	26,000,000	37,300,000
Weigh Scale System Scale Replacement	1,500,000	-	-	-	-	1,500,000	1,500,000
	\$ 13,700,000	\$ 47,000,000	\$ 18,300,000	\$ -	\$ -	\$ 79,000,000	\$ 92,600,000
SW Waste to Energy Facility Capital							
Bottom Ash Dischargers / Conveyors	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ 300,000	\$ 1,700,000
Feed Hopper/Chute	300,000	-	-	-	-	300,000	300,000
Furnace Liner Upgrade	2,500,000	-	-	-	-	2,500,000	2,500,000
Infrastructure Allowance	-	-	11,000,000	-	1,500,000	12,500,000	17,350,000
Scrubber	1,000,000	10,550,000	20,000,000	15,000,000	-	46,550,000	47,000,000
Secondary Economizers Replacement	4,000,000	-	-	-	-	4,000,000	4,000,000
Turbine Generator Control System Upgrade	500,000	-	-	-	-	500,000	500,000
	\$ 8,600,000	\$ 10,550,000	\$ 31,000,000	\$ 15,000,000	\$ 1,500,000	\$ 66,650,000	\$ 73,350,000
TOTAL CAPITAL EXPENDITURES	\$ 31,090,000	\$ 59,030,000	\$ 49,620,000	\$ 15,000,000	\$ 1,500,000	\$ 156,240,000	\$ 181,050,000

**METRO VANCOUVER HOUSING CORPORATION
HOUSING
2018-2022 FINANCIAL PLAN**

	2017 BUDGET	2018 BUDGET	% CHANGE	2019 FORECAST	% CHANGE	2020 FORECAST	% CHANGE	2021 FORECAST	% CHANGE	2022 FORECAST	% CHANGE
REVENUES											
Housing Rents	\$ 36,761,446	\$ 38,839,322	5.7%	\$ 40,038,050	3.1%	\$ 41,018,389	2.4%	\$ 42,049,696	2.5%	\$ 43,108,059	2.5%
Housing Subsidies	3,321,289	2,045,617		1,593,974		1,264,009		1,191,567		1,191,567	
Other External Revenues	1,001,032	1,157,147		907,927		819,257		798,030		734,944	
Reserves	6,974,446	8,694,919		9,899,503		9,683,159		11,418,616		13,567,733	
TOTAL REVENUES	\$ 48,058,213	\$ 50,737,005	5.6%	\$ 52,439,454	3.4%	\$ 52,784,814	0.7%	\$ 55,457,909	5.1%	\$ 58,602,303	5.7%
EXPENDITURES											
Operating Programs:											
Property Operations	\$ 18,080,715	\$ 18,238,889		\$ 18,677,760		\$ 19,021,220		\$ 19,370,413		\$ 19,639,879	
Maintenance	2,050,233	1,093,831		1,114,723		1,131,806		1,149,098		1,166,725	
Financial Services	594,809	659,856		672,526		682,407		692,394		702,583	
Tenant Program and Services	505,451	565,035		576,317		585,627		595,057		604,677	
Site Administration	1,153,553	1,544,372		1,574,539		1,598,522		1,624,817		1,650,621	
Administration and Department Support	670,003	881,120		898,056		911,730		925,566		939,574	
	23,054,764	22,983,103	(0.3%)	23,513,921	2.3%	23,931,312	1.8%	24,357,345	1.8%	24,704,059	1.4%
Communications Program	-	20,000	100.0%	20,000	0.0%	20,000	0.0%	20,000	0.0%	20,000	0.0%
Allocation of Centralized Support Costs	4,124,906	2,417,680	(41.4%)	2,120,067	(12.3%)	2,001,672	(5.6%)	1,865,677	(6.8%)	1,727,831	(7.4%)
Total Operating Programs	27,179,670	25,420,783	(6.5%)	25,653,988	0.9%	25,952,984	1.2%	26,243,022	1.1%	26,451,890	0.8%
Capital Replacement	6,974,446	8,694,919	24.7%	9,899,503	13.9%	9,683,159	(2.2%)	11,418,616	17.9%	13,567,733	18.8%
Debt Service	12,675,690	8,163,506	(35.6%)	6,201,762	(24.0%)	4,847,835	(21.8%)	4,529,937	(6.6%)	4,514,744	(0.3%)
Contribution to Reserve	1,228,407	8,457,797	590.0%	10,684,201	26.3%	12,300,836	15.1%	13,266,334	7.8%	14,067,936	6.0%
TOTAL EXPENDITURES	\$ 48,058,213	\$ 50,737,005	5.6%	\$ 52,439,454	3.4%	\$ 52,784,814	0.7%	\$ 55,457,909	5.1%	\$ 58,602,303	5.7%

**METRO VANCOUVER HOUSING CORPORATION
CAPITAL PROGRAMS PROJECT DETAILS
HOUSING
2018 - 2022 CAPITAL PLAN**

	2018 CAPITAL BUDGET	2019 CAPITAL FORECAST	2020 CAPITAL FORECAST	2021 CAPITAL FORECAST	2022 CAPITAL FORECAST	2018 TO 2022 TOTAL	TOTAL PROJECT COSTS
CAPITAL EXPENDITURES							
Housing Development-Capital							
Heather Place - Building A	\$ 17,000,000	\$ 9,000,000	\$ -	\$ -	\$ -	\$ 26,000,000	\$ 28,000,000
Kingston Gardens - Phase 1	3,000,000	17,000,000	8,000,000	-	-	28,000,000	28,000,000
TOTAL CAPITAL EXPENDITURES	\$ 20,000,000	\$ 26,000,000	\$ 8,000,000	\$ -	\$ -	\$ 54,000,000	\$ 56,000,000

**METRO VANCOUVER DISTRICTS
REGIONAL DISTRICT SUMMARY
2018-2022 FINANCIAL PLAN**

	2017 BUDGET	2018 BUDGET	% CHANGE	2019 FORECAST	% CHANGE	2020 FORECAST	% CHANGE	2021 FORECAST	% CHANGE	2022 FORECAST	% CHANGE
REVENUES											
MVRD Requisitions	\$ 51,870,510	\$ 59,308,276	14.3%	\$ 61,849,851	4.3%	\$ 63,375,863	2.5%	\$ 65,194,745	2.9%	\$ 67,194,195	3.1%
Compensation Services Revenue	330,835	359,960	8.8%	360,933	0.3%	362,918	0.5%	364,142	0.3%	365,461	0.4%
Collective Bargaining Services Revenue	813,019	763,645	(6.1%)	772,681	1.2%	781,544	1.1%	789,747	1.0%	798,179	1.1%
Electoral Area Requisition	371,734	382,424	2.9%	391,977	2.5%	399,449	1.9%	412,017	3.1%	430,369	4.5%
GPS User Fees	340,719	310,688	(8.8%)	314,138	1.1%	317,830	1.2%	321,240	1.1%	324,458	1.0%
User Fees	2,876,173	2,845,113	(1.1%)	2,924,633	2.8%	3,041,925	4.0%	3,159,577	3.9%	3,277,596	3.7%
Non-Road Diesel Permit Fees	2,689,000	2,365,000	(12.0%)	2,460,000	4.0%	2,360,000	(4.1%)	2,160,000	(8.5%)	2,160,000	0.0%
Other External Revenues	3,139,762	3,592,118	14.4%	3,331,368	(7.3%)	3,284,584	(1.4%)	3,303,438	0.6%	3,341,014	1.1%
Sustainability Reserve Funds	542,651	70,000	(87.1%)	-	(100.0%)	-	0.0%	-	0.0%	-	0.0%
Reserves	2,445,977	2,291,058	(6.3%)	1,798,297	(21.5%)	958,782	(46.7%)	1,018,811	6.3%	748,369	(26.5%)
TOTAL REVENUES	\$ 65,420,380	\$ 72,288,282	10.5%	\$ 74,203,879	2.6%	\$ 74,882,896	0.9%	\$ 76,723,717	2.5%	\$ 78,639,641	2.5%
EXPENDITURES											
Greater Vancouver Regional District											
Affordable Housing	\$ 754,627	\$ 2,040,909	170.5%	\$ 2,096,579	2.7%	\$ 2,122,031	1.2%	\$ 2,150,634	1.3%	\$ 2,184,188	1.6%
Air Quality	10,251,794	10,450,252	1.9%	10,486,980	0.4%	10,438,254	(0.5%)	10,621,913	1.8%	10,811,485	1.8%
E911 Emergency Telephone Service	4,187,876	4,304,583	2.8%	4,411,585	2.5%	4,521,227	2.5%	4,633,573	2.5%	4,748,693	2.5%
Electoral Area Service	582,568	701,098	20.3%	618,451	(11.8%)	650,923	5.3%	638,491	(1.9%)	736,843	15.4%
General Government	6,176,153	6,804,096	10.2%	6,866,349	0.9%	6,728,536	(2.0%)	6,640,370	(1.3%)	6,689,890	0.7%
Labour Relations	2,703,516	2,665,731	(1.4%)	2,693,816	1.1%	2,722,702	1.1%	2,778,905	2.1%	2,835,897	2.1%
Regional Emergency Management	247,000	202,331	(18.1%)	228,675	13.0%	233,416	2.1%	214,825	(8.0%)	170,000	(20.9%)
Regional Global Positioning System	370,719	345,688	(6.8%)	549,838	59.1%	354,244	(35.6%)	358,382	1.2%	362,343	1.1%
Regional Parks	36,233,073	41,287,487	13.9%	42,705,679	3.4%	43,454,336	1.8%	44,930,592	3.4%	46,318,349	3.1%
Regional Planning	3,017,142	3,114,950	3.2%	3,212,228	3.1%	3,316,856	3.3%	3,408,855	2.8%	3,427,835	0.6%
Sasamat Fire Protection Service	895,912	371,157	(58.6%)	333,699	(10.1%)	340,371	2.0%	347,177	2.0%	354,120	2.0%
TOTAL EXPENDITURES	\$ 65,420,380	\$ 72,288,282	10.5%	\$ 74,203,879	2.6%	\$ 74,882,896	0.9%	\$ 76,723,717	2.5%	\$ 78,639,641	2.5%

**METRO VANCOUVER REGIONAL DISTRICT
AFFORDABLE HOUSING
2018-2022 FINANCIAL PLAN**

	2017 BUDGET	2018 BUDGET	% CHANGE	2019 FORECAST	% CHANGE	2020 FORECAST	% CHANGE	2021 FORECAST	% CHANGE	2022 FORECAST	% CHANGE
REVENUES											
MVRD Requisitions	\$ 754,627	\$ 2,018,817	167.5%	\$ 2,090,945	3.6%	\$ 2,122,031	1.5%	\$ 2,150,634	1.3%	\$ 2,184,188	1.6%
Other External Revenues	-	22,092		5,634		-		-		-	
TOTAL REVENUES	\$ 754,627	\$ 2,040,909	170.5%	\$ 2,096,579	2.7%	\$ 2,122,031	1.2%	\$ 2,150,634	1.3%	\$ 2,184,188	1.6%
EXPENDITURES											
Operating Programs:											
Housing Policy and Planning	\$ 707,304	\$ 969,271		\$ 986,908		\$ 1,014,609		\$ 1,047,439		\$ 1,085,917	
Contribution to Reserve	-	1,000,000		1,000,000		1,000,000		1,000,000		1,000,000	
	<u>\$ 707,304</u>	<u>\$ 1,969,271</u>	180.0%	<u>\$ 1,986,908</u>	0.9%	<u>\$ 2,014,609</u>	1.4%	<u>\$ 2,047,439</u>	1.6%	<u>\$ 2,085,917</u>	1.9%
Communications Program	-	-	0.0%	20,000	100.0%	20,000	0.0%	20,000	0.0%	20,000	0.0%
Allocation of Centralized Support Costs	47,323	71,638	51.4%	89,671	25.2%	87,422	(2.5%)	83,195	(4.8%)	78,271	(5.9%)
TOTAL EXPENDITURES	\$ 754,627	\$ 2,040,909	170.5%	\$ 2,096,579	2.7%	\$ 2,122,031	1.2%	\$ 2,150,634	1.3%	\$ 2,184,188	1.6%

**METRO VANCOUVER REGIONAL DISTRICT
AIR QUALITY
2018-2022 FINANCIAL PLAN**

	2017 BUDGET	2018 BUDGET	% CHANGE	2019 FORECAST	% CHANGE	2020 FORECAST	% CHANGE	2021 FORECAST	% CHANGE	2022 FORECAST	% CHANGE
REVENUES											
MVRD Requisitions	\$ 3,950,376	\$ 4,545,845	15.1%	\$ 4,795,133	5.5%	\$ 5,133,868	7.1%	\$ 5,392,387	5.0%	\$ 5,541,716	2.8%
User Fees	1,800,000	1,800,000		1,900,000		2,000,000		2,100,000		2,200,000	
Non-Road Diesel Permit Fees	2,689,000	2,365,000		2,460,000		2,360,000		2,160,000		2,160,000	
Other External Revenues	482,400	492,400		489,900		487,400		482,400		492,400	
Sustainability Reserve Funds	343,091	70,000		-		-		-		-	
Reserves	986,927	1,177,007		841,947		456,986		487,126		417,369	
TOTAL REVENUES	\$ 10,251,794	\$ 10,450,252	1.9%	\$ 10,486,980	0.4%	\$ 10,438,254	(0.5%)	\$ 10,621,913	1.8%	\$ 10,811,485	1.8%
EXPENDITURES											
Operating Programs:											
Ambient Air Quality Monitoring	\$ 2,217,764	\$ 2,037,931		\$ 2,077,079		\$ 2,111,617		\$ 2,146,689		\$ 2,232,478	
Air Quality and Climate Change Policy	1,705,554	1,647,733		1,686,830		1,704,163		1,745,208		1,776,645	
Air Quality Bylaw and Regulation Development	1,651,424	1,640,742		1,669,754		1,689,712		1,712,638		1,785,946	
Administration and Department Support	434,758	447,546		456,250		462,987		469,795		476,738	
	6,009,500	5,773,952	(3.9%)	5,889,913	2.0%	5,968,479	1.3%	6,074,330	1.8%	6,271,807	3.3%
Communications Program	75,000	100,000	33.3%	100,000	0.0%	100,000	0.0%	100,000	0.0%	100,000	0.0%
Environmental Regulation and Enforcement	2,542,088	2,982,390		2,993,526		2,810,545		2,860,300		2,902,447	
Provision for Non-Road Diesel Program Rebate	1,034,701	640,000		625,000		725,000		815,000		815,000	
	3,576,789	3,622,390	1.3%	3,618,526	(0.1%)	3,535,545	(2.3%)	3,675,300	4.0%	3,717,447	1.1%
Allocation of Centralized Support Costs	590,505	953,910	61.5%	878,541	(7.9%)	834,230	(5.0%)	772,283	(7.4%)	722,231	(6.5%)
TOTAL EXPENDITURES	\$ 10,251,794	\$ 10,450,252	1.9%	\$ 10,486,980	0.4%	\$ 10,438,254	(0.5%)	\$ 10,621,913	1.8%	\$ 10,811,485	1.8%

**METRO VANCOUVER REGIONAL DISTRICT
AIR QUALITY
ENVIRONMENTAL REGULATION AND ENFORCEMENT
2018-2022 FINANCIAL PLAN**

	2017 BUDGET	2018 BUDGET	%	2019 FORECAST	%	2020 FORECAST	%	2021 FORECAST	%	2022 FORECAST	%
			CHANGE		CHANGE		CHANGE		CHANGE		CHANGE
REVENUES											
Air Quality Revenues	\$ 3,576,789	\$ 3,622,390	1.3%	\$ 3,618,526	(0.1%)	\$ 3,535,545	(2.3%)	\$ 3,675,300	4.0%	\$ 3,717,447	1.1%
TOTAL REVENUES	\$ 3,576,789	\$ 3,622,390	1.3%	\$ 3,618,526	(0.1%)	\$ 3,535,545	(2.3%)	\$ 3,675,300	4.0%	\$ 3,717,447	1.1%
EXPENDITURES											
Operating Programs:											
Enforcement	\$ 2,374,656	\$ 2,726,183		\$ 2,837,632		\$ 2,550,531		\$ 2,596,363		\$ 2,634,510	
Administration and Department Support	167,432	256,207		155,894		260,014		263,937		267,937	
Provision for Non-Road Diesel Program Rebate	1,034,701	640,000		625,000		725,000		815,000		815,000	
TOTAL EXPENDITURES	\$ 3,576,789	\$ 3,622,390	1.3%	\$ 3,618,526	(0.1%)	\$ 3,535,545	(2.3%)	\$ 3,675,300	4.0%	\$ 3,717,447	1.1%

**METRO VANCOUVER REGIONAL DISTRICT
E911 EMERGENCY TELEPHONE SERVICE
2018-2022 FINANCIAL PLAN**

	2017 BUDGET	2018 BUDGET	% CHANGE	2019 FORECAST	% CHANGE	2020 FORECAST	% CHANGE	2021 FORECAST	% CHANGE	2022 FORECAST	% CHANGE
REVENUES											
MVRD Requisitions	\$ 4,118,674	\$ 4,236,501	2.9%	\$ 4,341,811	2.5%	\$ 4,449,719	2.5%	\$ 4,560,826	2.5%	\$ 4,674,139	2.5%
Other External Revenues	69,202	68,082		69,774		71,508		72,747		74,554	
TOTAL REVENUES	\$ 4,187,876	\$ 4,304,583	2.8%	\$ 4,411,585	2.5%	\$ 4,521,227	2.5%	\$ 4,633,573	2.5%	\$ 4,748,693	2.5%
EXPENDITURES											
Operating Programs:											
Emergency Telephone Service	\$ 4,105,760	\$ 4,220,179		\$ 4,325,083		\$ 4,432,575		\$ 4,542,719		\$ 4,655,581	
Allocation of Centralized Support Costs	82,116	84,404		86,502		88,652		90,854		93,112	
TOTAL EXPENDITURES	\$ 4,187,876	\$ 4,304,583	2.8%	\$ 4,411,585	2.5%	\$ 4,521,227	2.5%	\$ 4,633,573	2.5%	\$ 4,748,693	2.5%

**METRO VANCOUVER REGIONAL DISTRICT
ELECTORAL AREA SERVICE
2018-2022 FINANCIAL PLAN**

	2017 BUDGET	2018 BUDGET	% CHANGE	2019 FORECAST	% CHANGE	2020 FORECAST	% CHANGE	2021 FORECAST	% CHANGE	2022 FORECAST	% CHANGE
REVENUES											
Electoral Area Requisition	\$ 371,734	\$ 382,424	2.9%	\$ 391,977	2.5%	\$ 399,449	1.9%	\$ 412,017	3.1%	\$ 430,369	4.5%
User Fees	10,000	10,000		10,000		10,000		10,000		10,000	
Other External Revenues	165,834	165,834		171,474		171,474		171,474		171,474	
Reserves	35,000	142,840		45,000		70,000		45,000		125,000	
TOTAL REVENUES	\$ 582,568	\$ 701,098	20.3%	\$ 618,451	(11.8%)	\$ 650,923	5.3%	\$ 638,491	(1.9%)	\$ 736,843	15.4%
EXPENDITURES											
Operating Programs:											
Administration	\$ 346,281	\$ 339,946		\$ 325,981		\$ 365,731		\$ 345,535		\$ 350,437	
Building Inspections	30,224	30,544		31,079		31,502		31,931		32,367	
Local Government Election	5,900	117,840		-		-		-		120,981	
Fraser Valley Library Services	2,000	2,000		2,000		2,000		2,000		2,000	
Emergency Planning	-	6,000		12,000		18,000		24,000		30,000	
Contribution to Reserve	165,834	165,834		201,474		201,474		201,474		171,474	
	550,239	662,164	20.3%	572,534	(13.5%)	618,707	8.1%	604,940	(2.2%)	707,259	16.9%
Allocation of Centralized Support Costs	32,329	38,934	20.4%	45,917	17.9%	32,216	(29.8%)	33,551	4.1%	29,584	(11.8%)
TOTAL EXPENDITURES	\$ 582,568	\$ 701,098	20.3%	\$ 618,451	(11.8%)	\$ 650,923	5.3%	\$ 638,491	(1.9%)	\$ 736,843	15.4%

**METRO VANCOUVER REGIONAL DISTRICT
GENERAL GOVERNMENT
2018-2022 FINANCIAL PLAN**

	2017 BUDGET	2018 BUDGET	% CHANGE	2019 FORECAST	% CHANGE	2020 FORECAST	% CHANGE	2021 FORECAST	% CHANGE	2022 FORECAST	% CHANGE
REVENUES											
MVRD Requisitions	\$ 5,003,653	\$ 5,129,596	2.5%	\$ 5,525,849	7.7%	\$ 5,526,036	0.0%	\$ 5,417,870	(2.0%)	\$ 5,454,390	0.7%
Other External Revenues	1,062,500	1,279,500		1,110,500		1,062,500		1,072,500		1,085,500	
Reserves	110,000	395,000		230,000		140,000		150,000		150,000	
TOTAL REVENUES	\$ 6,176,153	\$ 6,804,096	10.2%	\$ 6,866,349	0.9%	\$ 6,728,536	(2.0%)	\$ 6,640,370	(1.3%)	\$ 6,689,890	0.7%
EXPENDITURES											
Operating Programs:											
Audit, Legal and Insurance	\$ 110,929	\$ 110,929		\$ 110,929		\$ 110,929		\$ 110,929		\$ 110,929	
Board and Legislative Services	2,558,512	2,464,286		2,525,773		2,589,555		2,656,189		2,726,847	
External Contributions	415,000	425,000		435,000		445,000		455,000		455,000	
Leadership and Engagement	546,191	604,541		618,397		627,950		637,701		647,654	
Mosquito Control Contract	130,000	115,500		133,000		115,500		115,500		115,500	
Regional Culture	34,749	35,345		35,951		36,416		36,886		37,365	
Sustainability Fund	347,000	347,000		347,000		347,000		347,000		347,000	
	4,142,381	4,102,601	(1.0%)	4,206,050	2.5%	4,272,350	1.6%	4,359,205	2.0%	4,440,295	1.9%
Communications Program	873,500	1,318,500	50.9%	1,414,000	7.2%	1,279,000	(9.5%)	1,289,000	0.8%	1,302,000	1.0%
Collaboration Initiatives											
National Zero Waste Council	374,231	383,128		298,377		258,731		120,700		120,700	
Love Food Hate Waste	-	184,000		-		-		-		-	
Regional Prosperity Initiatives	233,997	281,382		400,000		400,000		400,000		400,000	
	608,228	848,510	39.5%	698,377	(17.7%)	658,731	(5.7%)	520,700	(21.0%)	520,700	0.0%
Allocation of Centralized Support Costs	552,044	534,485	(3.2%)	547,922	2.5%	518,455	(5.4%)	471,465	(9.1%)	426,895	(9.5%)
TOTAL EXPENDITURES	\$ 6,176,153	\$ 6,804,096	10.2%	\$ 6,866,349	0.9%	\$ 6,728,536	(2.0%)	\$ 6,640,370	(1.3%)	\$ 6,689,890	0.7%

**METRO VANCOUVER REGIONAL DISTRICT
LABOUR RELATIONS
2018-2022 FINANCIAL PLAN**

	2017 BUDGET	2018 BUDGET	% CHANGE	2019 FORECAST	% CHANGE	2020 FORECAST	% CHANGE	2021 FORECAST	% CHANGE	2022 FORECAST	% CHANGE
REVENUES											
MVRD Requisitions	\$ 1,054,360	\$ 1,086,930	3.1%	\$ 1,116,952	2.8%	\$ 1,158,088	3.7%	\$ 1,192,977	3.0%	\$ 1,228,192	3.0%
Compensation Services Revenue	330,835	359,960		360,933		362,918		364,142		365,461	
Collective Bargaining Services Revenue	813,019	763,645		772,681		781,544		789,747		798,179	
Other External Revenues	400,302	405,196		413,250		420,152		432,039		444,065	
Reserves	105,000	50,000		30,000		-		-		-	
TOTAL REVENUES	\$ 2,703,516	\$ 2,665,731	(1.4%)	\$ 2,693,816	1.1%	\$ 2,722,702	1.1%	\$ 2,778,905	2.1%	\$ 2,835,897	2.1%
EXPENDITURES											
Operating Programs:											
Information and Advisory Services	\$ 1,019,534	\$ 1,076,864		\$ 1,098,134		\$ 1,115,022		\$ 1,162,102		\$ 1,209,521	
Compensation Services	373,894	424,847		433,326		439,976		446,696		453,552	
Collective Bargaining	1,016,313	919,952		938,319		953,271		968,411		983,848	
	2,409,741	2,421,663	0.5%	2,469,779	2.0%	2,508,269	1.6%	2,577,209	2.7%	2,646,921	2.7%
Allocation of Centralized Support Costs	293,775	244,068	(16.9%)	224,037	(8.2%)	214,433	(4.3%)	201,696	(5.9%)	188,976	(6.3%)
TOTAL EXPENDITURES	\$ 2,703,516	\$ 2,665,731	(1.4%)	\$ 2,693,816	1.1%	\$ 2,722,702	1.1%	\$ 2,778,905	2.1%	\$ 2,835,897	2.1%

**METRO VANCOUVER REGIONAL DISTRICT
REGIONAL EMERGENCY MANAGEMENT
2018-2022 FINANCIAL PLAN**

	2017 BUDGET	2018 BUDGET	%	2019 FORECAST	%	2020 FORECAST	%	2021 FORECAST	%	2022 FORECAST	%
			CHANGE		CHANGE		CHANGE		CHANGE		CHANGE
REVENUES											
MVRD Requisitions	\$ 150,000	\$ 155,000	3.3%	\$ 159,000	2.6%	\$ 163,000	2.5%	\$ 167,000	2.5%	\$ 170,000	1.8%
Reserves	97,000	47,331		69,675		70,416		47,825		-	
TOTAL REVENUES	\$ 247,000	\$ 202,331	(18.1%)	\$ 228,675	13.0%	\$ 233,416	2.1%	\$ 214,825	(8.0%)	\$ 170,000	(20.9%)
EXPENDITURES											
Operating Programs:											
Regional Emergency Management	\$ 232,000	\$ 192,214		\$ 217,241		\$ 221,745		\$ 204,084		\$ 161,500	
Allocation of Centralized Support Costs	15,000	10,117		11,434		11,671		10,741		8,500	
TOTAL EXPENDITURES	\$ 247,000	\$ 202,331	(18.1%)	\$ 228,675	13.0%	\$ 233,416	2.1%	\$ 214,825	(8.0%)	\$ 170,000	(20.9%)

**METRO VANCOUVER REGIONAL DISTRICT
REGIONAL GLOBAL POSITIONING SYSTEM
2018-2022 FINANCIAL PLAN**

	2017 BUDGET	2018 BUDGET	% CHANGE	2019 FORECAST	% CHANGE	2020 FORECAST	% CHANGE	2021 FORECAST	% CHANGE	2022 FORECAST	% CHANGE
REVENUES											
User Fees	\$ 340,719	\$ 310,688	(8.8%)	\$ 314,138	1.1%	\$ 317,830	1.2%	\$ 321,240	1.1%	\$ 324,458	1.0%
Other External Revenues	30,000	35,000		35,700		36,414		37,142		37,885	
Reserves	-	-		200,000		-		-		-	
TOTAL REVENUES	<u>\$ 370,719</u>	<u>\$ 345,688</u>	(6.8%)	<u>\$ 549,838</u>	59.1%	<u>\$ 354,244</u>	(35.6%)	<u>\$ 358,382</u>	1.2%	<u>\$ 362,343</u>	1.1%
EXPENDITURES											
Operating Programs:											
Regional Global Positioning System	\$ 308,296	\$ 314,463		\$ 520,746		\$ 326,396		\$ 332,136		\$ 337,989	
Allocation of Centralized Support Costs	62,423	31,225		29,092		27,848		26,246		24,354	
TOTAL EXPENDITURES	<u>\$ 370,719</u>	<u>\$ 345,688</u>	(6.8%)	<u>\$ 549,838</u>	59.1%	<u>\$ 354,244</u>	(35.6%)	<u>\$ 358,382</u>	1.2%	<u>\$ 362,343</u>	1.1%

**METRO VANCOUVER REGIONAL DISTRICT
REGIONAL PARKS
2018-2022 FINANCIAL PLAN**

	2017 BUDGET	2018 BUDGET	% CHANGE	2019 FORECAST	% CHANGE	2020 FORECAST	% CHANGE	2021 FORECAST	% CHANGE	2022 FORECAST	% CHANGE
REVENUES											
MVRD Requisitions	\$ 33,916,446	\$ 38,971,980	14.9%	\$ 40,484,235	3.9%	\$ 41,325,895	2.1%	\$ 42,667,019	3.2%	\$ 44,169,617	3.5%
User Fees	1,066,173	1,035,113		1,014,633		1,031,925		1,049,577		1,067,596	
Other External Revenues	919,524	1,114,014		1,025,136		1,025,136		1,025,136		1,025,136	
Sustainability Reserve Funds	49,560	-		-		-		-		-	
Reserves	281,370	166,380		181,675		71,380		188,860		56,000	
TOTAL REVENUES	\$ 36,233,073	\$ 41,287,487	13.9%	\$ 42,705,679	3.4%	\$ 43,454,336	1.8%	\$ 44,930,592	3.4%	\$ 46,318,349	3.1%
EXPENDITURES											
Operating Programs:											
Systems Planning and Engineering Services											
Planning and Research	\$ 1,097,451	\$ 1,117,385		\$ 1,038,286		\$ 1,050,353		\$ 1,062,356		\$ 1,272,023	
Engineering Services	1,175,884	1,198,596		1,331,728		1,349,918		1,368,290		1,387,024	
	<u>2,273,335</u>	<u>2,315,981</u>	1.9%	<u>2,370,014</u>	2.3%	<u>2,400,271</u>	1.3%	<u>2,430,646</u>	1.3%	<u>2,659,047</u>	9.4%
Systems Visitor and Operations Services											
Visitor Services	1,470,951	1,505,175		1,572,080		1,601,653		1,610,583		1,661,510	
Operations Services	1,866,070	2,147,145		2,216,169		2,233,602		2,250,315		2,261,294	
	<u>3,337,021</u>	<u>3,652,320</u>	9.4%	<u>3,788,249</u>	3.7%	<u>3,835,255</u>	1.2%	<u>3,860,898</u>	0.7%	<u>3,922,804</u>	1.6%
Central Area Services											
Operations and Maintenance	3,581,977	3,885,690		3,942,672		4,083,587		4,388,236		4,325,018	
Area Visitor Services	622,048	653,562		686,717		713,441		749,804		756,482	
Area Management and Administration	532,748	531,676		541,665		549,364		557,143		565,078	
Area Resource Management	221,111	237,521		225,340		228,119		235,927		277,833	
Area Planning	174,236	176,223		178,047		179,832		181,635		182,574	
	<u>5,132,120</u>	<u>5,484,672</u>	6.9%	<u>5,574,441</u>	1.6%	<u>5,754,343</u>	3.2%	<u>6,112,745</u>	6.2%	<u>6,106,985</u>	(0.1%)
East Area Services											
Operations and Maintenance	3,620,555	3,754,603		3,885,799		3,896,990		3,955,646		3,995,178	
Area Visitor Services	680,408	678,952		708,499		717,132		744,966		754,107	
Area Management and Administration	531,301	541,285		551,337		559,100		566,947		574,951	
Area Resource Management	221,770	225,330		228,949		231,728		234,536		276,442	
Area Planning	139,701	138,988		201,607		143,097		144,900		146,739	
	<u>5,193,735</u>	<u>5,339,158</u>	2.8%	<u>5,576,191</u>	4.4%	<u>5,548,047</u>	(0.5%)	<u>5,646,995</u>	1.8%	<u>5,747,417</u>	1.8%
West Area Services											
Operations and Maintenance	4,907,060	5,252,752		5,519,919		5,631,514		5,710,861		5,756,733	
Area Visitor Services	677,824	692,567		719,669		754,212		763,612		784,913	
Area Management and Administration	771,727	788,756		810,055		830,103		851,019		872,742	
Area Resource Management	233,696	245,606		249,225		252,004		254,812		296,718	
Area Planning	143,013	190,300		147,624		149,409		151,212		153,051	
Burns Bog Ecological Conservancy Area	395,116	403,368		330,795		333,841		336,917		340,054	
	<u>7,128,436</u>	<u>7,573,349</u>	6.2%	<u>7,777,287</u>	2.7%	<u>7,951,083</u>	2.2%	<u>8,068,433</u>	1.5%	<u>8,204,211</u>	1.7%
Administration and Department Support	1,797,200	1,529,388	(14.9%)	1,554,501	1.6%	1,574,275	1.3%	1,594,272	1.3%	1,614,670	1.3%
Communications Program	100,000	70,000	(30.0%)	72,000	2.9%	53,000	(26.4%)	54,000	1.9%	55,000	1.9%
Utility Voice Radio	70,566	77,154	9.3%	77,822	0.9%	78,380	0.7%	78,946	0.7%	79,523	0.7%
Quality Control Allocated	50,959	49,286	(3.3%)	50,210	1.9%	51,282	2.1%	51,747	0.9%	52,813	2.1%
Allocation of Centralized Support Costs	3,215,917	3,517,305	9.4%	3,699,057	5.2%	3,596,400	(2.8%)	3,419,910	(4.9%)	3,263,879	(4.6%)
Total Operating Programs	<u>28,299,289</u>	<u>29,608,613</u>	4.6%	<u>30,539,772</u>	3.1%	<u>30,842,336</u>	1.0%	<u>31,318,592</u>	1.5%	<u>31,706,349</u>	1.2%
Debt Service	181,784	126,874	(30.2%)	113,907	(10.2%)	60,000	(47.3%)	60,000	0.0%	60,000	0.0%
Contribution to Capital Reserve	7,752,000	11,552,000	49.0%	12,052,000	4.3%	12,552,000	4.1%	13,552,000	8.0%	14,552,000	7.4%
TOTAL EXPENDITURES	\$ 36,233,073	\$ 41,287,487	13.9%	\$ 42,705,679	3.4%	\$ 43,454,336	1.8%	\$ 44,930,592	3.4%	\$ 46,318,349	3.1%

**METRO VANCOUVER REGIONAL DISTRICT
CAPITAL PROGRAMS PROJECT DETAILS
REGIONAL PARKS
2018 - 2022 CAPITAL PLAN**

	2018 CAPITAL BUDGET	2019 CAPITAL FORECAST	2020 CAPITAL FORECAST	2021 CAPITAL FORECAST	2022 CAPITAL FORECAST	2018 TO 2022 TOTAL	TOTAL PROJECT COSTS
CAPITAL EXPENDITURES							
Parks - Capital Development							
Aldergrove - Implement Management Plan	\$ 500,000	\$ 400,000	\$ -	\$ -	\$ -	\$ 900,000	\$ 900,000
Belcarra - Connection to Water	350,000	-	-	-	-	350,000	350,000
Belcarra - South Picnic Area and Cabins	100,000	150,000	1,000,000	1,000,000	500,000	2,750,000	2,750,000
Boundary Bay - Airpark Day Use Area	-	-	-	50,000	200,000	250,000	250,000
Brunette Fraser Greenway - Cumberland Point Public Access	-	-	-	80,000	150,000	230,000	230,000
Brunette Fraser Greenway - Sapperton Staging Area	-	-	600,000	600,000	-	1,200,000	1,200,000
Burns Bog - New Service Yard	-	-	-	-	50,000	50,000	50,000
Burns Bog Delta Nature Reserve - Boardwalk Replacement	-	250,000	250,000	250,000	250,000	1,000,000	1,000,000
Campbell Valley - McLean Pond Day Use Area	-	-	200,000	500,000	500,000	1,200,000	1,200,000
Campbell Valley - Perimeter Trail	-	-	40,000	200,000	200,000	440,000	440,000
Colony Farm - Sheep Paddocks Trail Rebuild	1,500,000	1,400,000	140,000	70,000	-	3,110,000	3,110,000
Crippen - Davies Orchard and Cottages	150,000	1,000,000	300,000	-	-	1,450,000	1,450,000
Crippen - New Service yard	350,000	-	-	-	-	350,000	350,000
Derby Reach - Full Service Washroom and Day Use Upgrades	150,000	1,050,000	-	-	-	1,200,000	1,200,000
Kanaka Creek - Cliff Falls Staging Area	-	-	-	70,000	425,000	495,000	495,000
Pacific Spirit - Fraser Parking Lot Lighting	-	-	-	-	30,000	30,000	30,000
Pacific Spirit - Service Yard Replacement	100,000	150,000	1,500,000	1,000,000	-	2,750,000	2,750,000
Pitt River Greenway - Ferry Slip Staging Area	-	-	-	-	100,000	100,000	100,000
Small Capital Replacement and Development Projects	500,000	430,000	525,000	400,000	400,000	2,255,000	2,255,000
Surrey Bend Parking Lot Expansion	250,000	-	-	-	-	250,000	250,000
System Wide - Solid Waste Implementation Plan	185,000	-	-	-	-	185,000	185,000
Tynehead - Perimeter Trail Connection - Raven's Nest to McCaskill House	-	-	-	50,000	350,000	400,000	400,000
Tynehead - Perimeter Trail Phase 2	-	-	-	-	150,000	150,000	150,000
Widgeon Marsh - Management Plan Implementation	-	-	200,000	500,000	1,500,000	2,200,000	2,200,000
	\$ 4,135,000	\$ 4,830,000	\$ 4,755,000	\$ 4,770,000	\$ 4,805,000	\$ 23,295,000	\$ 23,295,000
Regional Parks Land Acquisition							
Heritage Parkland Acquisition Fund Projects	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	20,000,000	20,000,000
	\$ 4,000,000	\$ 4,000,000	\$ 4,000,000	\$ 4,000,000	\$ 4,000,000	\$ 20,000,000	\$ 20,000,000
Capital Maintenance							
Capital Maintenance Projects	3,990,000	3,635,000	3,660,000	3,685,000	3,710,000	18,680,000	18,680,000
	\$ 3,990,000	\$ 3,635,000	\$ 3,660,000	\$ 3,685,000	\$ 3,710,000	\$ 18,680,000	\$ 18,680,000
TOTAL CAPITAL EXPENDITURES	\$ 12,125,000	\$ 12,465,000	\$ 12,415,000	\$ 12,455,000	\$ 12,515,000	\$ 61,975,000	\$ 61,975,000

**METRO VANCOUVER REGIONAL DISTRICT
REGIONAL PLANNING
2018-2022 FINANCIAL PLAN**

	2017 BUDGET	2018 BUDGET	% CHANGE	2019 FORECAST	% CHANGE	2020 FORECAST	% CHANGE	2021 FORECAST	% CHANGE	2022 FORECAST	% CHANGE
REVENUES											
MVRD Requisitions	\$ 2,597,142	\$ 2,842,450	9.4%	\$ 3,012,228	6.0%	\$ 3,166,856	5.1%	\$ 3,308,855	4.5%	\$ 3,427,835	3.6%
Sustainability Reserve Funds	150,000	-		-		-		-		-	
Reserves	270,000	272,500		200,000		150,000		100,000		-	
TOTAL REVENUES	\$ 3,017,142	\$ 3,114,950	3.2%	\$ 3,212,228	3.1%	\$ 3,316,856	3.3%	\$ 3,408,855	2.8%	\$ 3,427,835	0.6%
EXPENDITURES											
Operating Programs:											
Growth Management and Transportation	\$ 1,187,131	\$ 1,294,147		\$ 1,438,648		\$ 1,499,731		\$ 1,532,443		\$ 1,582,505	
Planning Analytics	552,795	596,646		548,691		575,833		538,147		605,503	
Environment	534,682	498,562		506,901		513,308		614,781		526,381	
Administration and Department Support	478,244	364,180		371,310		376,810		382,367		386,536	
	2,752,852	2,753,535	0.0%	2,865,550	4.1%	2,965,682	3.5%	3,067,738	3.4%	3,100,925	1.1%
Communications Program	75,000	75,000	0.0%	85,000	13.3%	95,000	11.8%	95,000	0.0%	95,000	0.0%
Allocation of Centralized Support Costs	189,290	286,415	51.3%	261,678	(8.6%)	256,174	(2.1%)	246,117	(3.9%)	231,910	(5.8%)
TOTAL EXPENDITURES	\$ 3,017,142	\$ 3,114,950	3.2%	\$ 3,212,228	3.1%	\$ 3,316,856	3.3%	\$ 3,408,855	2.8%	\$ 3,427,835	0.6%

**METRO VANCOUVER REGIONAL DISTRICT
SASAMAT FIRE PROTECTION SERVICE
2018-2022 FINANCIAL PLAN**

	2017 BUDGET	2018 BUDGET	% CHANGE	2019 FORECAST	% CHANGE	2020 FORECAST	% CHANGE	2021 FORECAST	% CHANGE	2022 FORECAST	% CHANGE
REVENUES											
MVRD Requisitions	\$ 325,232	\$ 321,157	(1.3%)	\$ 323,699	0.8%	\$ 330,371	2.1%	\$ 337,177	2.1%	\$ 344,120	2.1%
Other External Revenues	10,000	10,000		10,000		10,000		10,000		10,000	
Reserves	560,680	40,000		-		-		-		-	
TOTAL REVENUES	\$ 895,912	\$ 371,157	(58.6%)	\$ 333,699	(10.1%)	\$ 340,371	2.0%	\$ 347,177	2.0%	\$ 354,120	2.0%
EXPENDITURES											
Operating Programs:											
Sasamat Fire Protection Service	\$ 807,242	\$ 253,688		\$ 217,961		\$ 222,318		\$ 226,764		\$ 231,298	
Contribution to Reserves	82,100	92,100		93,942		95,821		97,737		99,692	
	\$ 889,342	\$ 345,788	(61.1%)	\$ 311,903	(9.8%)	\$ 318,139	2.0%	\$ 324,501	2.0%	\$ 330,990	2.0%
Allocation of Centralized Support Costs	6,570	25,369	290.0%	21,796	(14.1%)	22,232	2.0%	22,676	2.0%	23,130	2.0%
TOTAL EXPENDITURES	\$ 895,912	\$ 371,157	(58.6%)	\$ 333,699	(10.1%)	\$ 340,371	2.0%	\$ 347,177	2.0%	\$ 354,120	2.0%

**METRO VANCOUVER DISTRICTS
CENTRALIZED SUPPORT PROGRAM SUMMARY
2018-2022 FINANCIAL PLAN**

	2017 BUDGET	2018 BUDGET	%	2019 FORECAST	%	2020 FORECAST	%	2021 FORECAST	%	2022 FORECAST	%
			CHANGE		CHANGE		CHANGE		CHANGE		CHANGE
REVENUES											
Allocated to Functional Departments (net)	\$ 54,828,455	\$ 59,743,188	9.0%	\$ 58,864,787	(1.5%)	\$ 59,977,123	1.9%	\$ 60,940,991	1.6%	\$ 61,082,311	0.2%
Other External Revenues	6,312,981	6,349,433	0.6%	6,570,688	3.5%	6,642,976	1.1%	6,631,744	(0.2%)	6,761,078	2.0%
Reserves	11,048,738	4,412,415	(60.1%)	1,045,500	(76.3%)	1,046,010	0.0%	1,046,530	0.0%	1,047,061	0.1%
TOTAL REVENUES	\$ 72,190,174	\$ 70,505,036	(2.3%)	\$ 66,480,975	(5.7%)	\$ 67,666,109	1.8%	\$ 68,619,265	1.4%	\$ 68,890,450	0.4%
EXPENDITURES											
Corporate Services	46,195,331	43,481,528	(5.9%)	39,188,836	(9.9%)	39,914,261	1.9%	40,452,197	1.3%	40,407,274	(0.1%)
External Relations	5,719,645	5,950,596	4.0%	6,143,825	3.2%	6,232,625	1.4%	6,319,095	1.4%	6,409,294	1.4%
Financial Services	11,528,405	11,939,229	3.6%	11,956,526	0.1%	12,115,751	1.3%	12,293,779	1.5%	12,470,875	1.4%
Human Resources	4,727,715	4,905,451	3.8%	4,980,312	1.5%	5,131,645	3.0%	5,221,401	1.7%	5,208,117	(0.3%)
Legal and Legislative Services	4,019,078	4,228,232	5.2%	4,211,476	(0.4%)	4,271,827	1.4%	4,332,793	1.4%	4,394,890	1.4%
TOTAL EXPENDITURES	\$ 72,190,174	\$ 70,505,036	(2.3%)	\$ 66,480,975	(5.7%)	\$ 67,666,109	1.8%	\$ 68,619,265	1.4%	\$ 68,890,450	0.4%
ALLOCATED TO FUNCTIONAL DEPARTMENTS											
Water	\$ 22,156,649	\$ 25,084,563	13.2%	\$ 23,378,072	(6.8%)	\$ 23,625,429	1.1%	\$ 23,955,625	1.4%	\$ 23,763,057	(0.8%)
Liquid Waste	19,588,474	22,094,123	12.8%	22,796,007	3.2%	24,282,244	6.5%	25,619,609	5.5%	26,600,140	3.8%
Solid Waste	3,871,134	4,348,952	12.3%	4,674,994	7.5%	4,378,046	(6.4%)	4,121,345	(5.9%)	3,900,443	(5.4%)
Housing	4,124,906	2,417,680	(41.4%)	2,120,067	(12.3%)	2,001,672	(5.6%)	1,865,677	(6.8%)	1,727,831	(7.4%)
Affordable Housing	47,323	71,638	51.4%	89,671	25.2%	87,422	(2.5%)	83,195	(4.8%)	78,271	(5.9%)
Air Quality	590,505	953,910	61.5%	878,541	(7.9%)	834,230	(5.0%)	772,283	(7.4%)	722,231	(6.5%)
E911 Emergency Telephone Service	82,116	84,404	2.8%	86,502	2.5%	88,652	2.5%	90,854	2.5%	93,112	2.5%
Electoral Area Service	32,329	38,934	20.4%	45,917	17.9%	32,216	(29.8%)	33,551	4.1%	29,584	(11.8%)
General Government	552,044	534,485	(3.2%)	547,922	2.5%	518,455	(5.4%)	471,465	(9.1%)	426,895	(9.5%)
Labour Relations	293,775	244,068	(16.9%)	224,037	(8.2%)	214,433	(4.3%)	201,696	(5.9%)	188,976	(6.3%)
Regional Emergency Management	15,000	10,117	(32.6%)	11,434	13.0%	11,671	2.1%	10,741	(8.0%)	8,500	(20.9%)
Regional Global Positioning System	62,423	31,225	(50.0%)	29,092	(6.8%)	27,848	(4.3%)	26,246	(5.8%)	24,354	(7.2%)
Regional Parks	3,215,917	3,517,305	9.4%	3,699,057	5.2%	3,596,400	(2.8%)	3,419,910	(4.9%)	3,263,879	(4.6%)
Regional Planning	189,290	286,415	51.3%	261,678	(8.6%)	256,174	(2.1%)	246,117	(3.9%)	231,910	(5.8%)
Sasamat Fire Protection Service	6,570	25,369	290.0%	21,796	(14.1%)	22,232	2.0%	22,676	2.0%	23,130	2.0%
	\$ 54,828,455	\$ 59,743,188	9.0%	\$ 58,864,787	(1.5%)	\$ 59,977,123	1.9%	\$ 60,940,991	1.6%	\$ 61,082,311	0.2%

**METRO VANCOUVER DISTRICTS
CORPORATE SERVICES
2018-2022 FINANCIAL PLAN**

	2017 BUDGET	2018 BUDGET	% CHANGE	2019 FORECAST	% CHANGE	2020 FORECAST	% CHANGE	2021 FORECAST	% CHANGE	2022 FORECAST	% CHANGE
REVENUES											
Allocated to Functional Departments	\$ 29,241,143	\$ 33,131,384	13.3%	\$ 31,762,705	(4.1%)	\$ 32,363,306	1.9%	\$ 32,773,923	1.3%	\$ 32,599,135	(0.5%)
Other External Revenues	6,059,450	6,062,729		6,380,631		6,504,945		6,631,744		6,761,078	
Reserves	10,894,738	4,287,415		1,045,500		1,046,010		1,046,530		1,047,061	
TOTAL REVENUES	\$ 46,195,331	\$ 43,481,528	(5.9%)	\$ 39,188,836	(9.9%)	\$ 39,914,261	1.9%	\$ 40,452,197	1.3%	\$ 40,407,274	(0.1%)
EXPENDITURES											
Operating Programs:											
Business Systems	\$ 9,597,493	\$ 9,714,023		\$ 9,481,653		\$ 9,957,173		\$ 10,208,849		\$ 9,908,426	
Corporate Projects and Facilities	8,551,908	6,994,725		5,595,528		5,701,034		5,809,850		5,856,238	
Safety Security and Emergency Management	3,469,919	3,932,950		3,635,230		3,704,142		3,805,262		3,936,530	
Technical Services	9,247,594	7,130,394		7,069,504		7,135,416		7,202,061		7,270,034	
Administration and Department Support	645,874	679,117		690,919		699,984		709,143		718,483	
	31,512,788	28,451,209	(9.7%)	26,472,834	(7.0%)	27,197,749	2.7%	27,735,165	2.0%	27,689,711	(0.2%)
Debt Service	13,032,543	14,685,319	12.7%	12,615,502	(14.1%)	12,615,502	0.0%	12,615,502	0.0%	12,615,502	0.0%
Capital	1,650,000	345,000	(79.1%)	100,500	(70.9%)	101,010	0.5%	101,530	0.5%	102,061	0.5%
TOTAL EXPENDITURES	\$ 46,195,331	\$ 43,481,528	(5.9%)	\$ 39,188,836	(9.9%)	\$ 39,914,261	1.9%	\$ 40,452,197	1.3%	\$ 40,407,274	(0.1%)

**METRO VANCOUVER DISTRICTS
EXTERNAL RELATIONS
2018-2022 FINANCIAL PLAN**

	2017 BUDGET	2018 BUDGET	% CHANGE	2019 FORECAST	% CHANGE	2020 FORECAST	% CHANGE	2021 FORECAST	% CHANGE	2022 FORECAST	% CHANGE
REVENUES											
Allocated to Functional Departments	\$ 5,466,114	\$ 5,688,168	4.1%	\$ 5,966,148	4.9%	\$ 6,094,594	2.2%	\$ 6,319,095	3.7%	\$ 6,409,294	1.4%
Other External Revenues	253,531	262,428		177,677		138,031		-		-	
TOTAL REVENUES	\$ 5,719,645	\$ 5,950,596	4.0%	\$ 6,143,825	3.2%	\$ 6,232,625	1.4%	\$ 6,319,095	1.4%	\$ 6,409,294	1.4%
EXPENDITURES											
Operating Programs:											
Corporate Communications	\$ 1,109,080	\$ 1,122,750		\$ 1,145,510		\$ 1,164,627		\$ 1,182,014		\$ 1,200,233	
Media Relations	603,445	616,347		629,263		639,764		650,346		661,090	
Multi-Media Services	1,965,513	1,988,817		2,077,677		2,105,314		2,133,677		2,162,483	
Stakeholder Engagement	742,617	853,806		896,708		906,623		916,635		926,848	
Administration and Department Support	727,403	771,321		785,006		795,518		806,138		816,969	
Collaboration Initiatives	571,587	597,555		609,661		620,779		630,285		641,671	
TOTAL EXPENDITURES	\$ 5,719,645	\$ 5,950,596	4.0%	\$ 6,143,825	3.2%	\$ 6,232,625	1.4%	\$ 6,319,095	1.4%	\$ 6,409,294	1.4%

**METRO VANCOUVER DISTRICTS
FINANCIAL SERVICES
2018-2022 FINANCIAL PLAN**

	2017 BUDGET	2018 BUDGET	% CHANGE	2019 FORECAST	% CHANGE	2020 FORECAST	% CHANGE	2021 FORECAST	% CHANGE	2022 FORECAST	% CHANGE
REVENUES											
Allocated to Functional Departments	\$ 11,374,405	\$ 11,814,229	3.9%	\$ 11,956,526	1.2%	\$ 12,115,751	1.3%	\$ 12,293,779	1.5%	\$ 12,470,875	1.4%
Reserves	154,000	125,000		-		-		-		-	
TOTAL REVENUES	\$ 11,528,405	\$ 11,939,229	3.6%	\$ 11,956,526	0.1%	\$ 12,115,751	1.3%	\$ 12,293,779	1.5%	\$ 12,470,875	1.4%
EXPENDITURES											
Operating Programs:											
Purchasing and Risk Management	\$ 3,727,161	\$ 3,780,445		\$ 3,839,353		\$ 3,895,399		\$ 3,952,064		\$ 4,009,856	
Financial Planning and Operations	5,033,538	5,335,224		5,312,038		5,374,214		5,454,149		5,531,199	
Property Services	2,004,826	2,052,739		2,016,174		2,046,200		2,076,536		2,107,476	
Administration and Department Support	762,880	770,821		788,961		799,938		811,030		822,344	
TOTAL EXPENDITURES	\$ 11,528,405	\$ 11,939,229	3.6%	\$ 11,956,526	0.1%	\$ 12,115,751	1.3%	\$ 12,293,779	1.5%	\$ 12,470,875	1.4%

**METRO VANCOUVER DISTRICTS
HUMAN RESOURCES
2018-2022 FINANCIAL PLAN**

	2017 BUDGET	2018 BUDGET	% CHANGE	2019 FORECAST	% CHANGE	2020 FORECAST	% CHANGE	2021 FORECAST	% CHANGE	2022 FORECAST	% CHANGE
REVENUES											
Allocated to Functional Departments	\$ 4,727,715	\$ 4,905,451	3.8%	\$ 4,980,312	1.5%	\$ 5,131,645	3.0%	\$ 5,221,401	1.7%	\$ 5,208,117	(0.3%)
TOTAL REVENUES	\$ 4,727,715	\$ 4,905,451	3.8%	\$ 4,980,312	1.5%	\$ 5,131,645	3.0%	\$ 5,221,401	1.7%	\$ 5,208,117	(0.3%)
EXPENDITURES											
Operating Programs:											
Employee and Labour Relations	\$ 1,119,442	\$ 1,211,709		\$ 1,235,428		\$ 1,254,772		\$ 1,274,355		\$ 1,274,345	
Talent Management and Organization Development	2,030,159	1,975,454		1,987,223		2,042,468		2,135,648		2,094,779	
Systems and Processes	1,018,842	1,028,739		1,049,179		1,115,220		1,081,314		1,097,851	
Administration and Department Support	559,272	689,549		708,482		719,185		730,084		741,142	
TOTAL EXPENDITURES	\$ 4,727,715	\$ 4,905,451	3.8%	\$ 4,980,312	1.5%	\$ 5,131,645	3.0%	\$ 5,221,401	1.7%	\$ 5,208,117	(0.3%)

**METRO VANCOUVER DISTRICTS
LEGAL AND LEGISLATIVE SERVICES
2018-2022 FINANCIAL PLAN**

	2017 BUDGET	2018 BUDGET	% CHANGE	2019 FORECAST	% CHANGE	2020 FORECAST	% CHANGE	2021 FORECAST	% CHANGE	2022 FORECAST	% CHANGE
REVENUES											
Allocated to Functional Departments	\$ 4,019,078	\$ 4,228,232	5.2%	\$ 4,211,476	(0.4%)	\$ 4,271,827	1.4%	\$ 4,332,793	1.4%	\$ 4,394,890	1.4%
TOTAL REVENUES	\$ 4,019,078	\$ 4,228,232	5.2%	\$ 4,211,476	(0.4%)	\$ 4,271,827	1.4%	\$ 4,332,793	1.4%	\$ 4,394,890	1.4%
EXPENDITURES											
Operating Programs:											
Aboriginal Relations	\$ 373,921	\$ 379,161		\$ 386,731		\$ 392,773		\$ 398,886		\$ 405,120	
Corporate Administration	697,042	722,620		739,555		747,419		755,363		763,465	
In House Legal	1,210,334	1,319,935		1,345,015		1,364,907		1,384,922		1,405,250	
Information Management	1,316,140	1,377,159		1,302,590		1,322,720		1,343,122		1,363,931	
Administration and Department Support	421,641	429,357		437,585		444,008		450,500		457,124	
TOTAL EXPENDITURES	\$ 4,019,078	\$ 4,228,232	5.2%	\$ 4,211,476	(0.4%)	\$ 4,271,827	1.4%	\$ 4,332,793	1.4%	\$ 4,394,890	1.4%