




MAY 2021 UPDATE

Board Strategic Plan 2019 – 2022





Metro Vancouver acknowledges that the region's residents live, work, and learn on the shared territories of many Indigenous peoples, including 10 local First Nations: Katzie, Kwantlen, Kwikwetlem, Matsqui, Musqueam, Qayqayt, Semiahmoo, Squamish, Tsawwassen, and Tsleil-Waututh.

Metro Vancouver respects the diverse and distinct histories, languages, and cultures of First Nations, Métis, and Inuit, which collectively enrich our lives and the region.

FRONT COVER: (CLOCKWISE FROM TOP LEFT)
IONA ISLAND, TIVOLI GARDENS, BURNABY LAKE REGIONAL PARK, TUNNEL CONSTRUCTION,
ANNACIS ISLAND WASTEWATER TREATMENT PLANT.

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May 2021 Message from the Chair



The past year that we all experienced was historic. The disruption associated with the COVID-19 pandemic was substantive and revealing. We learned that many of our systems were resilient, that courage and compassion were endemic, and that we are capable of making changes consistent with health and safety guidelines. These were the positive outcomes, but the pandemic also revealed some of the divides in our communities: experiences differ in our healthcare and justice systems, job and income security, and in feeling safe and respected.

This is the context in which we met again as a Board in February 2021 for a strategic planning workshop. The focus of our discussion was on how reconciliation and equity are part of the work and operations of Metro Vancouver – discussions that tapped into other exchanges related to regional prosperity and resilience. The strength of our Board is in the diversity of perspective and opinions, so the discussions were rich and nuanced.

It was clear during the workshop that the members of the Board continue to be committed to ensuring the financial sustainability of Metro Vancouver and that an affordability lens is critically important in assessing plans and projects going forward. This will be apparent in budget considerations.

As a Board we are also pleased that the value of the long-term investment in the regional parks system – an extensive system of diverse and natural spaces – is more generally recognized as an important regional asset. During the pandemic, access to nature provided by regional parks made important contributions to the mental and physical well-being of the region's residents, and park visitation numbers soared.

Metro Vancouver, in its role of providing essential services, has always worked to ensure the resilience of our infrastructure to natural hazards. As a result of the pandemic though, we recognize that resilience is a much more substantive issue; change comes from a variety of sources and the resilience of our economy, institutions, and communities is also important.

At the conclusion of the workshop, it was apparent that the *Board Strategic Plan* developed two years ago still reflects the Board's aspirations and that only minor adjustments were required to refresh the document. In fact, we have already been successful in implementing our agenda. Included is an appendix that summarizes key accomplishments of Metro Vancouver under our mandate.

I continue to be excited by the opportunities that lie ahead and believe that through our willingness to work together, we can build on our strong foundations and achieve our shared vision of a livable, prosperous, and sustainable region.

A handwritten signature in dark ink, appearing to read 'Sav Dhaliwal'.

Sav Dhaliwal

Chair, Metro Vancouver Board of Directors

Metro Vancouver Board of Directors*

<i>John McEwen</i> Anmore	<i>George Harvie</i> Delta	<i>Linda Buchanan</i> North Vancouver City	<i>Linda Annis</i> Surrey	<i>Christine Boyle</i> Vancouver
<i>Jamie Ross</i> Belcarra	<i>Dylan Kruger</i> Delta	<i>Lisa Muri</i> North Vancouver District	<i>Doug Elford</i> Surrey	<i>Adriane Carr</i> Vancouver
<i>David Hocking</i> Bowen Island	<i>Jen McCutcheon</i> Electoral Area A	<i>Bill Dingwall</i> Pitt Meadows	<i>Laurie Guerra</i> Surrey	<i>Melissa De Genova</i> Vancouver
<i>Pietro Calendino</i> Burnaby	<i>Gayle Martin</i> Langley City	<i>Brad West</i> Port Coquitlam	<i>Doug McCallum</i> Surrey	<i>Lisa Dominato</i> Vancouver
<i>Sav Dhaliwal</i> Burnaby	<i>Jack Froese</i> Langley Township	<i>Robert Vagramov</i> Port Moody	<i>Mandeep Nagra</i> Surrey	<i>Colleen Hardwick</i> Vancouver
<i>Mike Hurley</i> Burnaby	<i>Kim Richter</i> Langley Township	<i>Malcolm Brodie</i> Richmond	<i>Allison Patton</i> Surrey	<i>Kennedy Stewart</i> Vancouver
<i>Craig Hodge</i> Coquitlam	<i>Ron McLaughlin</i> Lions Bay	<i>Harold Steves</i> Richmond	<i>Chief Ken Baird</i> Tsawwassen First Nation	<i>Michael Wiebe</i> Vancouver
<i>Richard Stewart</i> Coquitlam	<i>Mike Morden</i> Maple Ridge			<i>Mary-Ann Booth</i> West Vancouver
	<i>Jonathan Côté</i> New Westminster			<i>Darryl Walker</i> White Rock

*Current as of April 2021.



THE METRO VANCOUVER
REGION BOUNDARIES



Metro Vancouver Members

Metro Vancouver comprises 23 members: 21 municipalities, one treaty First Nation and one electoral area.

Village of Anmore

Village of Belcarra

Bowen Island Municipality

City of Burnaby

City of Coquitlam

City of Delta

Electoral Area A

City of Langley

Township of Langley

Village of Lions Bay

City of Maple Ridge

City of New Westminster

City of North Vancouver

District of North Vancouver

City of Pitt Meadows

City of Port Coquitlam

City of Port Moody

City of Richmond

City of Surrey

Tsawwassen First Nation

City of Vancouver

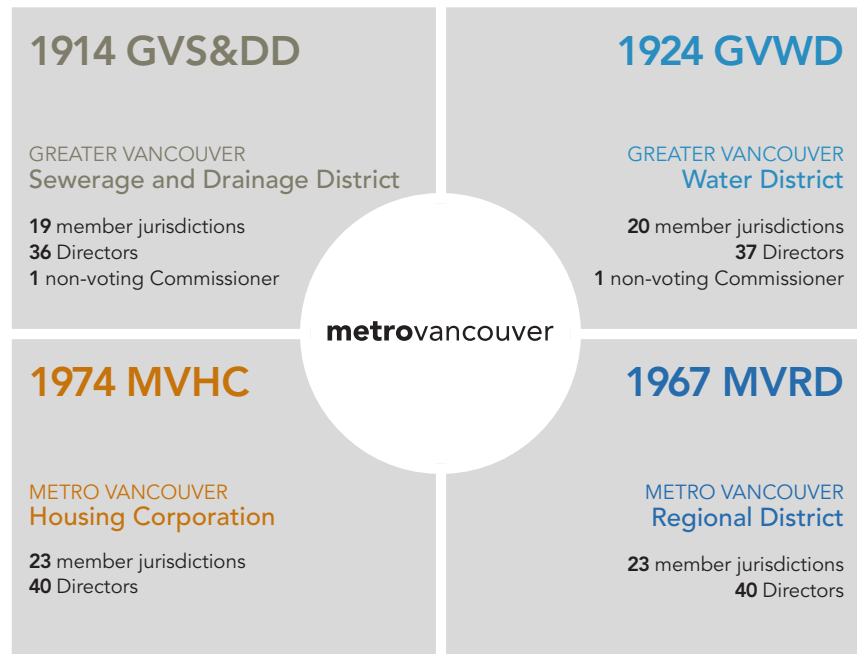
District of West Vancouver

City of White Rock

Governance

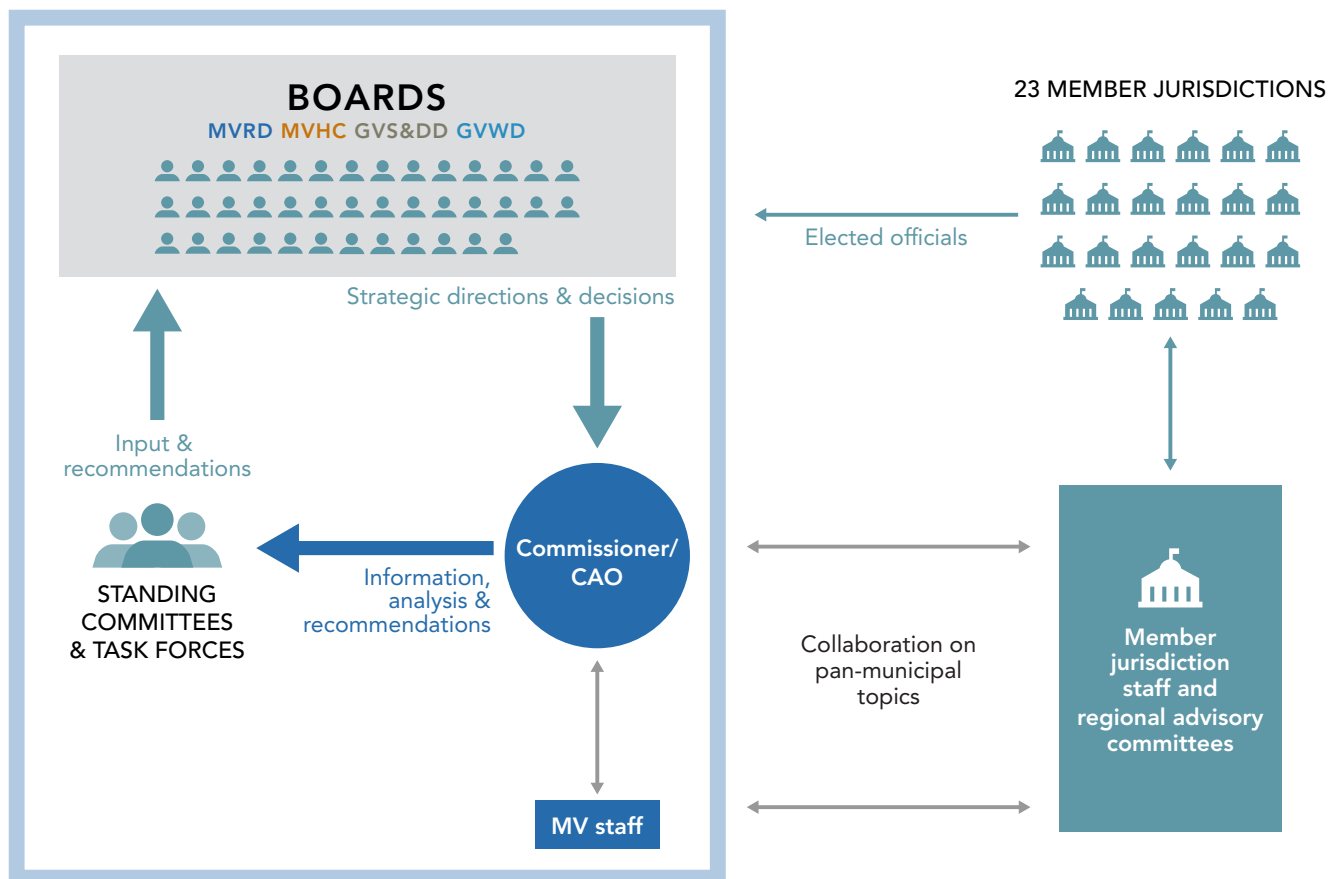
Metro Vancouver is a regional government that represents residents of the region under four separate legal entities:

- Metro Vancouver Regional District (MVRD)
- Greater Vancouver Water District (GVWD)
- Greater Vancouver Sewerage & Drainage District (GVS&DD)
- Metro Vancouver Housing Corporation (MVHC)



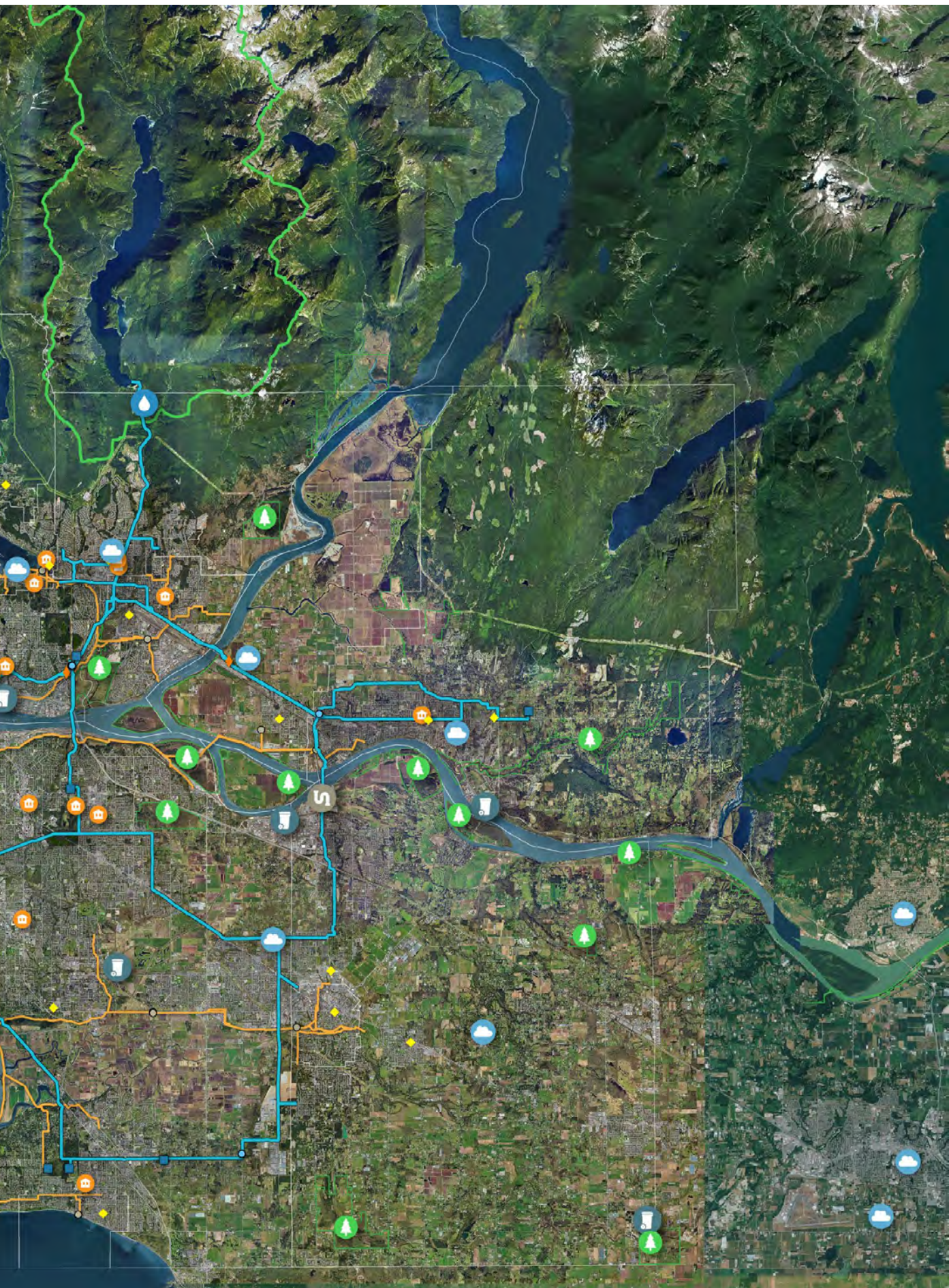
Each entity is governed by a separate Board of Directors composed of elected representatives from the respective member jurisdictions who have chosen to participate in the provision of the service. As established in the Metro Vancouver Regional District's Letters Patent, the **numbers of directors and votes** are determined by resident populations of member jurisdictions. This ensures that as the population grows, the Board will continue to have proportional representation on behalf of the residents of the region.

METRO VANCOUVER



The Board of Directors is the governing body for each Metro Vancouver entity and is informed by discussions and recommendations of its **standing Committees**. Metro Vancouver staff take Board direction on issues coming to the Board, as well as in defining and implementing plans and other initiatives. Staff prepare reports for Committees that are informed by research, data and analytical tools in addition to input from municipal staff, either directly or through advisory committees.





Planning for the Future

The Board Strategic Plan

The *Board Strategic Plan 2019 to 2022* identifies the Board's key priorities for its four-year mandate. The Board Strategic Plan reflects the regional priorities that will shape Metro Vancouver's *30-Year Financial Framework*. It is the first Board Strategic Plan that examines projected expenditures over a long-term planning horizon and provides strategic directions in each of Metro Vancouver's legislated areas of responsibility, along with providing guidance on near term priorities.

With the adoption of the *Board Strategic Plan*, annual departmental work plans are prepared for Metro Vancouver's business areas that respond to the directions of the *Board Strategic Plan*. These work plans include high level performance indicators that have been developed across the organization to evaluate trends, determine key actions for the coming year, and assist in long-term planning. The departmental work plans are then refined and incorporated into the individual work plans of the Standing Committees of the Board that provide political oversight to these activities.

Following direction from the Board in July 2020, a Resilience Framework will be developed to provide an approach for operationalizing resilience across the Metro Vancouver organization. Guided by the principles of equity, reconciliation, and prosperity, the framework will support a resilient and healthy region through:

- Advancing the resilience of built and natural infrastructure
- Improving institutional capacity to manage shocks and stresses
- Enhancing collective efforts to build resilience through collaborative partnerships
- Accelerating action to address climate change



*Diagram updated April 2021

REGIONAL MANAGEMENT PLANS/STRATEGIES

Vision

Metro Vancouver embraces collaboration and innovation in providing sustainable regional services that contribute to a livable and resilient region and a healthy natural environment for current and future generations.

Mission

Metro Vancouver's mission is framed around three broad roles.

1. Serve as a Regional Federation

Serve as the main political forum for discussion of significant community issues at the regional level, and facilitate the collaboration of members in delivering the services best provided at the regional level.

2. Deliver Core Services

Provide regional utility services related to drinking water, liquid waste and solid waste to members.
Provide regional services, including parks and affordable housing, directly to residents and act as the local government for Electoral Area A.

3. Plan for the Region

Carry out planning and regulatory responsibilities related to the three utility services as well as air quality and climate change, regional planning, regional parks, Electoral Area A, affordable housing, labour relations, regional economic prosperity, and regional emergency management.



THIS WORD CLOUD WAS GENERATED BASED ON THE VISIONING EXERCISE COMPLETED BY PARTICIPANTS OF THE FEBRUARY 2019 BOARD STRATEGIC PLANNING WORKSHOP.

Strategic Plan Themes

Planning at Metro Vancouver is built upon five central themes, which guide the development of Metro Vancouver's long-term plans and budgets.

■ Regional Growth

The region's increasing population, projected to grow by about 35,000 per year, will require core utility services and regional services to expand and optimize to respond to new growth.

■ Environmental Sustainability

Our region is dependent on healthy, functioning ecosystems and requires actions to reduce pollutants, including greenhouse gases, to prevent waste and to conserve our natural ecosystems.

■ Financial Sustainability

Financial sustainability requires that core utility and regional services are delivered with an adherence to sound fiscal policies that balance the organization's long-term financial health while maintaining affordability for regional ratepayers.

■ System Stewardship

Critical regional infrastructure must be sufficiently maintained or replaced to meet current and future service needs and to be resilient to impacts from seismic events, wildfires, power failures, and natural disasters.

■ Regulatory & Legislative Environment

Core utility services and regional services will anticipate and meet regulatory requirements and respond to legislative change.

Long-term Financial Planning

Metro Vancouver provides critical services to the region, such as the provision of drinking water and liquid waste processing through infrastructure that is built to last far into the future, in some cases up to 100 years or more. To ensure the long-term serviceability of its assets and funding sources, Metro Vancouver operates using a *Financial Management Policy* that sets out principles guiding decision-making with respect to long-term operating and capital expenditures. This, along with the *Board Strategic Plan*, regional management plans, and organizational policies, guides the Board's decision-making by including financial sustainability as a central theme along with regional growth, environmental sustainability, system stewardship, and regulatory and legislative environment.

Long-term financial planning focuses on required revenues, borrowing, and other funding, along with the expenditures required (operating, capital, debt servicing and reserve contributions) to achieve the service levels to meet the needs of the residents of the region. As part of a review of its financial policies, Metro Vancouver is developing an update to its *Financial Management Policy* which will include guidance and a framework regarding many factors that enhance the ability to be financially sustainable in the long-term, including the usage of development cost charges, pay-as-you-go funding, financing of major projects, and the management of household impacts.

Strategic Directions

This Plan provides strategic directions for all areas of work within Metro Vancouver, with a specific focus on the following eight functional areas:

- Regional Federation
- Water Services
- Liquid Waste Services
- Solid Waste Services
- Regional Parks Services
- Housing Services
- Regional Planning
- Air Quality & Climate Change





Regional Federation

To be an effective federation, Metro Vancouver must ensure that there is a common understanding and support among its members on stated objectives and that as an organization it is accountable, well managed and fiscally responsible. As a federation of local governments, strong communication between Metro Vancouver and its members as well as with other stakeholders is essential.

Collaboration of members of what constitutes Metro Vancouver precedes the creation of regional districts by the Province of British Columbia in 1965. Since 1886, the communities of Metro Vancouver have cooperated in the development and delivery of services essential to our growing region. Members deliver the services best provided at the local level, as does Metro Vancouver as the local government for Electoral Area A, while Metro Vancouver as a regional government acts as a collaborative platform in areas where there are economies of scale or value in speaking with a collective voice.

1 ADVANCING EFFECTIVE REGIONAL GOVERNANCE

Continue to engage with members on processes and initiatives that contribute to an effective and well functioning organization.

- 1.1 Ensure that Metro Vancouver decision-making is guided by the value of a regional perspective.
- 1.2 Provide long range projections on population, housing, employment, and land use, and their geographical distributions, to support effective decision-making for the provision of core utilities, transit and other infrastructure projects important to the region.

2 STRENGTHENING OUR LIVABLE REGION

Build resilience in communities to prepare for and adapt to changing conditions.

- 2.1 Continue Metro Vancouver's leadership on environmental stewardship.
 - Balance plans for managing anticipated population growth with measures to maintain the livability of the region.
 - Continue to promote a regional approach on climate action to all Metro Vancouver functions, including both mitigation and adaptation, through *Climate 2050*.
 - Facilitate collaboration with member jurisdictions to create efficiencies and improve alignment between local government policies and actions with those of Metro Vancouver.
 - Advance initiatives aligned with a transformation to a circular economy.
- 2.2 Maintain Metro Vancouver's regional role in emergency preparedness through continued delivery of services, including:
 - Contribute to the coordination of emergency response within the region.
 - Identify new threats due to climate change, including wildfires and flooding, and assess the value of proactive measures.
- 2.3 In policy development and planning, recognize the disproportionate impacts of change on different populations within the region.
- 2.4 Encourage innovation in the delivery of Metro Vancouver services that will contribute to the region's resilience and prosperity through clean technology and circular economy solutions.

3 ENSURING FINANCIAL SUSTAINABILITY

Develop and implement financial plans and policies that reflect a commitment to sound financial management and long-term planning, in consideration of current and future ratepayers.

3.1 Develop and implement long-term financial planning that serves as the foundation for affordable service provision.

- Continue to develop and implement asset management plans for each Metro Vancouver function that build and maintain regional infrastructure.
- Continue to use household impact and debt service ratio as indicators of financial sustainability.
- Align new capital expenditures to Metro Vancouver's five central themes – regional growth, environmental sustainability, financial sustainability, system stewardship, and regulatory and legislative environment.
- Incorporate consideration of climate change mitigation into options analyses for all projects and initiatives through the use of a carbon price in life cycle costing.

3.2 Explore sustainable sources of new revenues.

- Explore new mechanisms to implement the "growth pays for growth" principle.
- Maintain and create venues for sharing information on funding applications and the consideration of regional priorities.

4 FOSTERING COLLABORATION & ENGAGEMENT

Enhance relationships between Metro Vancouver and other orders of government, First Nations, adjacent regional districts, and key stakeholders.

4.1 Improve public and media understanding of the role of local government.

4.2 Strengthen relationships with First Nations – by exploring new pathways to reconciliation, such as increased engagement, dialogue, and collaboration between Metro Vancouver and First Nations in the region.

4.3 Continue to build effective working relationships with key stakeholders.

4.4 Promote a regional approach to advancing economic prosperity that complements the economic development work of members.

Water Services

1 MANAGING OUR DRINKING WATER

Maintain Metro Vancouver's world-class water system that provides clean, safe drinking water and ensure its capacity to meet future needs.

- 1.1 Provide guidance on implementing residential water metering in the region as a best management practice.
- 1.2 Explore options for reduced per capita water use through water use efficiency, conservation, and reuse.
- 1.3 Continue to develop and secure additional long-term water supply capacity from the Coquitlam source.
- 1.4 Complete the long-term water supply plan to ensure Metro Vancouver continues to supply high-quality drinking water to a growing region into the next century.

2 BUILDING RESILIENCE

Ensure the long-term resilience of the regional drinking water system to withstand natural hazards, climate change and other significant disruptions.

- 2.1 Continue to prioritize the seismic upgrading of infrastructure using a risk management approach.
- 2.2 Integrate climate change adaptation measures into regional water system planning and management.
 - Continue with the implementation of back-up power at regional water facilities.
 - Ensure water treatment is resilient to potential changes in source water quality resulting from climate change.
- 2.3 Take action to adapt to the impacts of higher intensity storms and potential wildfires within the source watersheds.

3 ENSURING FINANCIAL SUSTAINABILITY

Develop and implement financial plans and policies that reflect a commitment to sound financial management and long-term planning, in consideration of current and future ratepayers.

- 3.1 Explore the potential application of development cost charges (DCCs) to fund growth-driven regional water infrastructure.
- 3.2 Pursue opportunities for energy recovery projects in the regional water system with a positive business case.
- 3.3 Develop and implement long-term financial planning, providing members with financial projections associated with the regional water system.

4 FOSTERING COLLABORATION & ENGAGEMENT

Strengthen awareness and engagement with the public, members, other orders of government, and key stakeholders on a range of initiatives that will ensure the delivery of clean, safe drinking water, now and into the future.

- 4.1 Continue to promote water conservation through public education and stakeholder engagement using messaging that conveys that drinking water is a precious resource.
- 4.2 Work with members to promote sustainable indoor and outdoor water use to reduce water demand through seasonal watering restrictions, rainwater collection and other initiatives.
- 4.3 Work with industry groups and regulatory authorities to explore opportunities for greywater reuse.
- 4.4 Work with First Nations and fisheries agencies in supporting the restoration of fish populations in the watersheds while maintaining the delivery of clean, safe drinking water.
- 4.5 Expand public awareness of the unique characteristics of the regional drinking water system.



Liquid Waste Services

1 MANAGING OUR LIQUID WASTE

Enhance the management of the liquid waste system with a commitment to innovative approaches to protect the health of the public and the environment.

1.1 Assess the value of moving to advanced levels of treatment, including tertiary treatment, at each of the wastewater treatment plants

- Understand the impacts of contaminants on the ecosystem, and consider options for advanced levels of treatment.
- Explore the role of new source controls/incentives that would prevent the release of contaminants into the liquid waste system.

1.2 Incorporate innovation into building and operating the system.

- Continue to explore energy, resource recovery, water reuse, and greenhouse gas reduction opportunities, and implement options where feasible.
- Adopt technologies that will increase the efficiency of the system.

1.3 Ensure that system capacity is “right-sized” to keep pace with population growth.

2 BUILDING RESILIENCE

Ensure the long-term resilience of the regional sewage and drainage system to withstand natural hazards, climate change and other significant disruptions.

2.1 Develop a long-term strategy for seismic upgrades, including identifying priority projects, to enhance the liquid waste system’s resilience using a risk management approach.

2.2 Ensure that all facilities and the sewerage network can withstand projected increases in sea levels, severe storms, and extreme precipitation events.

3 ENSURING FINANCIAL SUSTAINABILITY

Develop and implement financial plans and policies that reflect a commitment to sound financial management and long-term planning, in consideration of current and future ratepayers.

3.1 Evaluate the implications of moving to a single sewerage area over the long term.

3.2 Pursue partnership funding for large infrastructure projects with regional benefit.

3.3 Continue the review of industry discharge fees to ensure appropriate cost recovery.

3.4 Develop and implement long-term financial planning, providing members with financial projections associated with the regional liquid waste system.

4 FOSTERING COLLABORATION & ENGAGEMENT

Strengthen awareness and engagement with the public, members, other orders of government, and key stakeholders on a range of initiatives that will ensure that the regional liquid waste system protects public health and the environment, now and into the future.

4.1 Work with members and the federal and provincial governments to eliminate combined sewer overflows.

4.2 Work with members on the implementation of effective inflow and infiltration reduction strategies, including incentives and regulations related to management of private property connections.

4.3 Expand public awareness of the value of the liquid waste management.



Solid Waste Services

1 MANAGING OUR SOLID WASTE

Reduce waste, increase recycling, and increase recovery of materials and energy from remaining waste. Dispose of residuals in a cost-effective and environmentally sustainable manner.

1.1 Expand actions that will reduce the amount of litter and waste that members manage.

- Work with members, the provincial government, and the federal government on strategies to reduce single use items and other consumer products.

1.2 Continue to develop programs and related communication campaigns that increase diversion rates of materials that can be reused, repurposed or recycled.

- Continue to expand and enhance the disposal ban program.
- Identify upstream and recycling solutions with the region that will reduce the volume of solid waste generated in the region.
- Focus on the multi-family residential and commercial/institutional sectors where recycling rates are lower.
- Continue to expand recycling options at regional transfer stations.

1.3 Research opportunities to close the gaps and ensure sufficient capacity in the regional recycling and waste diversion system.

- Work with the private sector to innovate in the provision of recycling solutions, including micro-solutions.
- Assess Metro Vancouver's role in processing organics and wood.

1.4 Identify future disposal alternatives and develop analysis for each, providing life cycle and full cost analysis including greenhouse gas emission estimates.

2 ENSURING FINANCIAL SUSTAINABILITY

Develop and implement financial plans and policies that reflect a commitment to sound financial management and long-term planning, in consideration of current and future ratepayers.

2.1 Ensure Metro Vancouver is maximizing the recovery of materials and energy from the management of the regional solid waste system.

- Assess the viability of implementing district heating at the waste-to-energy facility.
- Seek out public and private partnerships to facilitate the recovery of materials and energy.

2.2 Perform ongoing analysis of the impact of the tipping fee structure, both in terms of its ability to fund the system and to change behaviour.

2.3 Develop and implement long-term financial planning, providing members with financial projections associated with the regional solid waste system.

3 FOSTERING COLLABORATION & ENGAGEMENT

Strengthen awareness and engagement with the public, members, other orders of government, and key stakeholders on a range of initiatives that will reduce waste generated in the region.

- 3.1 Utilize the potential of the National Zero Waste Council and the annual Zero Waste Conference to promote the importance of waste prevention and the value of transitioning to a circular economy.
 - Facilitate cross-sector collaboration to design waste out of products and packaging and to harmonize policies across Canadian jurisdictions that will both reduce waste and create economies of scale in remanufacturing opportunities.
- 3.2 Work with the provincial government and key stakeholders to expand the products included in extended producer responsibility (EPR) programs.
- 3.3 Continue to expand public education and behaviour change campaigns consistent with the objectives of zero waste.



Regional Parks Services

1 ADVANCING OUR MISSION TO “PROTECT & CONNECT”

Provide opportunities for residents and visitors to explore and enjoy a diversity of natural spaces, from beaches to mountains, from bogs to lakes, in the region. The regional parks system also protects green spaces.

- 1.1 Pursue the acquisition of new lands for regional parks and greenways to provide more opportunities for access to green space as the population grows and to respond to increasing demands on existing parks.
- 1.2 Develop individual park plans that provide public access to parks and protect important ecosystems and habitats.
- 1.3 Maintain the primary purpose of regional parks as providing public access for recreational use.

2 ENSURING FINANCIAL SUSTAINABILITY

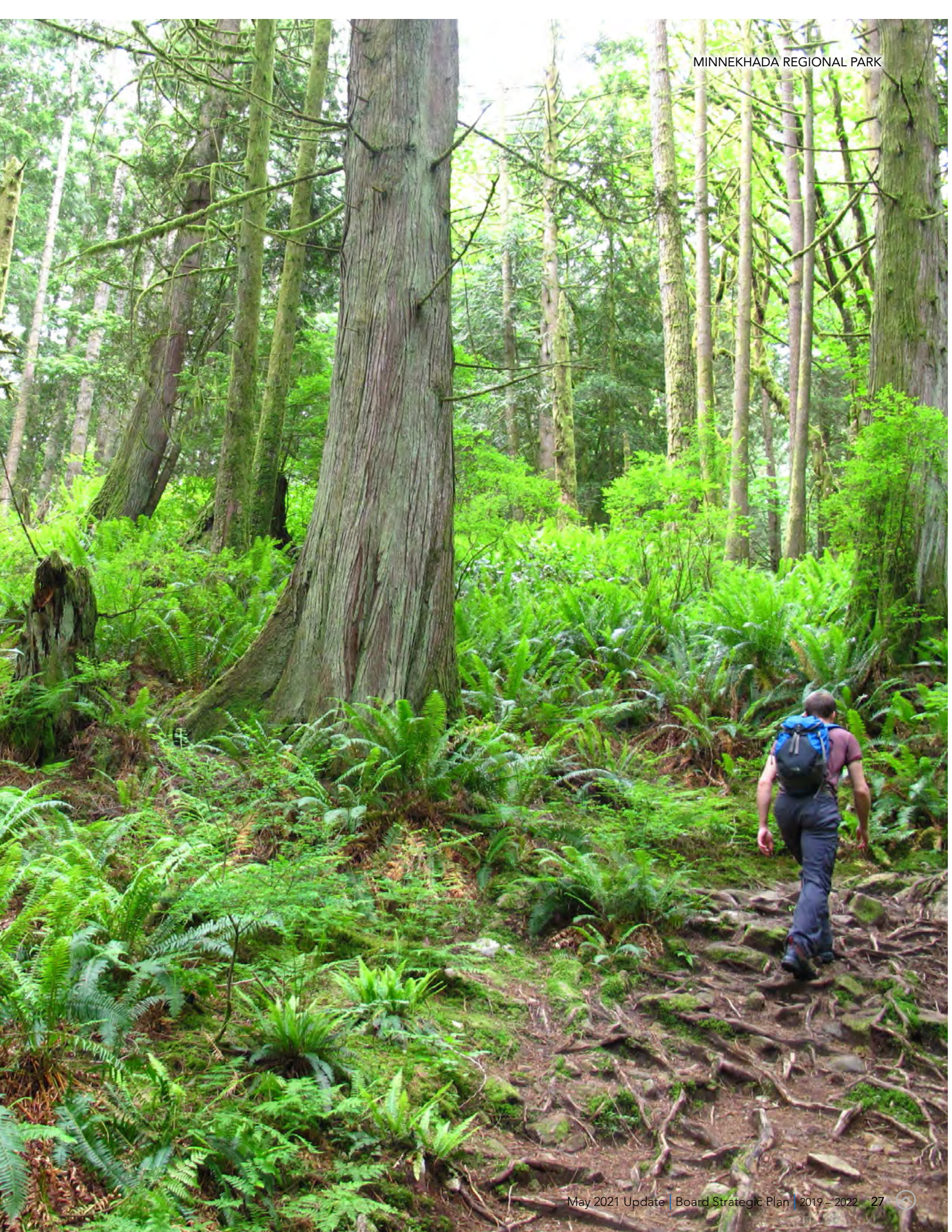
Develop and implement financial plans and policies that reflect a commitment to sound financial management and long-term planning, in consideration of current and future ratepayers.

- 2.1 Explore and evaluate potential new revenue sources and their impacts, including:
 - Development cost charges
 - Park fees and parking fees
 - Increased private donations
 - Revenue opportunities and development opportunities associated with greenways
- 2.2 Develop and implement long-term financial planning, providing members with financial projections associated with the regional parks system.

3 FOSTERING COLLABORATION & PARTNERSHIPS

Strengthen awareness and engagement with the public, members, other orders of government, and key stakeholders on a range of initiatives regarding the role and value of regional parks.

- 3.1 Explore opportunities with First Nations including co-management, cultural planning and co-operation for the provision of park services.
- 3.2 Pursue collaboration opportunities and synergies among members, other organizations with utility corridors, and TransLink to create urban greenways and park space.
 - Position potential greenways as an opportunity to engage more people in active transportation including biking and walking.
 - Leverage the tourism value of a regional greenway/blueway network that could contribute to economic development opportunities.
- 3.3 Explore opportunities to increase access through public transit and active transportation modes to regional parks.
- 3.4 Expand community involvement in stewardship programs with a special focus on youth.



Housing Services

1 IMPLEMENTING THE METRO VANCOUVER HOUSING 10-YEAR PLAN

In the original version of the *Board Strategic Plan*, the Board direction was to develop an affordable housing plan. This was accomplished later in 2019 when the Board adopted the *Metro Vancouver Housing 10-Year Plan*. Strategic directions in this section have been adapted to reflect the goals of the adopted plan.

Implement the *Metro Vancouver Housing 10-Year Plan* to support the retention and expansion of affordable housing in the region.

- 1.1 Advance Metro Vancouver's role in providing affordable housing:
 - Support healthy and engaged communities in Metro Vancouver Housing's existing 49 sites.
 - Preserve and renew existing housing to maintain affordability and improve sustainability and accessibility.
 - Grow strategically through redevelopment and expansion by adding 1,350 new and redeveloped units over the next 10 years, with the potential to double that number through partnerships.
- 1.2 Define Metro Vancouver Housing Corporation rental unit affordability, including consideration of subsidized/low-end market, market, and the "missing middle".

2 ENSURING FINANCIAL SUSTAINABILITY

Develop and implement financial plans and policies that reflect a commitment to sound financial management and long-term planning, in consideration of current and future residents.

- 2.1 Develop partnerships to expand affordable rental housing across the region.

- Identify opportunities to increase the density of existing MVHC sites through redevelopment of aging rental units.
- Work with members and through other partnerships to expand affordable housing across the region.

- 2.2 Consider the feasibility of establishing a tax requisition to support partnerships with members in the development of new housing supply.

3 FOSTERING COLLABORATION & ENGAGEMENT

Strengthen awareness and engagement with the public, members, other orders of government, and key stakeholders on a range of initiatives regarding the role and value of the Metro Vancouver Housing Corporation.

- 3.1 Exercise Metro Vancouver's role as convener to bring government (local and other orders of government), businesses and their associations, community, and academic experts together to share ideas on how to expand the amount of affordable housing.
- 3.2 Work with tenant communities to help ensure tenants are engaged and connected to the places they live.
- 3.3 Continue to work with the provincial and federal governments to access programs that will generate new affordable housing and support upgrading existing rental units to be more energy efficient.
- 3.4 Work with the private sector to explore opportunities for partnerships to increase the supply of Metro Vancouver Housing Corporation's rental units.



Regional Planning

1 ADVANCING THE REGIONAL GROWTH STRATEGY

Continue to develop and implement effective and adaptive tools and processes for achieving the goals articulated in *Metro 2040*, the regional growth strategy.

- 1.1 Continue to refine and update the population, housing, employment, and land use projections, and their expected geographical density distributions, to support the long range planning of utilities, members, and TransLink.
- 1.2 Undertake a comprehensive update to *Metro 2040* to prioritize climate change, align with the update to the *Regional Transportation Strategy*, and extend the timeframe to 2050.

2 ENSURING COMPLETE & LIVABLE COMMUNITIES

Support the efforts of members in developing complete, livable and healthy communities.

- 2.1 Work with members and TransLink to increase transit-oriented development and for the provision of a mix of housing types and tenures within those corridors.
 - Encourage and protect affordable housing, specifically rentals, in transit-oriented locations.
- 2.2 Facilitate the exchange of best practices and experiences among members, researchers, and thought leaders on the subject of creating complete, livable and healthy communities.

3 PROTECTING LANDS WITHIN THE REGION

Guide the development of policies, plans, and tools that lead to creative solutions for managing competing demands on land in the region.

- 3.1 Work with members to protect industrial and employment lands that support economic activities contributing to regional prosperity.
 - Identify actions to address the issues of speculation and zoning changes that are threatening the region's industrial land supply.
 - Analyze the potential for increasing the intensification of industrial lands.
- 3.2 Work with members and the Agricultural Land Commission to protect and optimize the use of agricultural land.
- 3.3 Through the protection of agricultural lands, support local food production that could contribute to food security and the long-term resilience to the region.
- 3.4 Work with members to protect conservation and recreation lands in the region and to support the protection of sensitive ecosystems.

4 FOSTERING COLLABORATION & ENGAGEMENT

Strengthen awareness and engagement with the public, members, other orders of government, and key stakeholders on a range of initiatives regarding the role and value of land use planning at the regional scale and the objectives of the regional growth strategy.

- 4.1 Develop a plan to engage the public and other stakeholders in the update to the regional growth strategy.
- 4.2 Ensure alignment between the regional growth strategy and TransLink's *Regional Transportation Strategy*.
 - Direct development to urban centres and frequent transit corridors.
- 4.3 Collaborate with the provincial government, members, and adjacent regional districts on how to align regional land use planning and provincial plans for building and expanding transportation infrastructure.



Air Quality & Climate Change

1 TAKING LEADERSHIP ON CLIMATE ACTION THROUGH *CLIMATE 2050*

Guide climate change policy and action for the Metro Vancouver region for the next 30 years with Metro Vancouver's *Climate 2050* strategy.

1.1 Update Metro Vancouver's greenhouse gas emission targets.

- Revise the target for 2050 to reflect current science, capturing the need to move to carbon neutrality by 2050.
- Support long-term targets with interim targets, and report progress towards meeting those targets.

1.2 Develop and advocate for actions fundamental to meeting regional greenhouse gas emission targets and ensuring our region is resilient to the impacts of climate change.

- Implement actions that will lead to emission reductions, specifically focusing on the *Climate 2050* issue area roadmaps of nature and ecosystems, infrastructure, human health and well-being, buildings, transportation, industry, energy, land-use and growth management, agriculture, and waste.
- Include actions that will facilitate the transition to clean, renewable sources of fuel in transportation and in energy provision.
- Advocate for changes in provincial and federal legislation that will enable the meeting of greenhouse gas reduction targets across all sectors.

- Explore opportunities for creating carbon sinks to sequester carbon, including through ecosystem restoration projects and by increasing urban and rural forest canopies.

1.3 Undertake corporate climate action that supports regional climate change mitigation and adaptation goals and targets and demonstrates leadership.

- Continue to explore options for generating clean, renewable sources of energy from Metro Vancouver utilities.
- Expand opportunities for greater use of zero-emission vehicles in the corporate fleet.
- Ensure that Metro Vancouver asset management policies incorporate climate change adaptation actions.

2 IMPROVING AIR QUALITY

Improve air quality by mitigating threats to public health and the environment.

2.1 Improve understanding of air quality issues in the region by expanding air monitoring capacity.

2.2 Continue to identify air contaminants in the region, identify priorities and pursue effective actions to reduce pollutants.

2.3 Explore solutions for mitigating health impacts of diminished air quality due to wildfires.

3 FOSTERING COLLABORATION & ENGAGEMENT

Strengthen awareness among and engagement with the public, members, other orders of government, and other stakeholders in the implementation of *Climate 2050*, and foster regional coordination to help implement effective adaptation measures and achieve the long-term targets in reducing greenhouse gas emissions.

- 3.1 Monitor evolving science and technology related to climate change, and provide the public with more information on the science of climate change, its implications for the Metro Vancouver region, and the scope of actions required to both reduce greenhouse gas emissions and adapt to the changes already triggered by climate change.
- 3.2 Engage members, industry and business associations, community and non-governmental organizations, utilities, post-secondary institutions, and youth in the implementation of *Climate 2050*.
- 3.3 Engage with provincial and federal governments and First Nations on specific actions to reduce greenhouse gas emissions and adapt to climate change.
 - Pursue partnerships with other orders of government to fund innovative projects that will generate clean, renewable sources of energy from Metro Vancouver utilities.
 - Work with the provincial government to address the changing conditions for farming in the region, including consideration of new irrigation infrastructure and changes in farming techniques.
- 3.4 Develop partnerships with member jurisdictions and industry to replace fossil fuels with clean, renewable energy that can be generated from Metro Vancouver utilities.







Appendix

Accomplishments made on
the *Board Strategic Plan* to
April 2021

2019-2022 *Board Strategic Plan:* Accomplishments to April 2021

Regional Federation

1 ADVANCING EFFECTIVE REGIONAL GOVERNANCE

Continue to engage with members on processes and initiatives that contribute to an effective and well functioning organization.

- ✓ Created a Project Delivery Department as a centre of expertise for major project delivery and asset management
- ✓ Launched a COVID-19 Dashboard to track the impacts of COVID-19 on Metro Vancouver services
- ✓ Created a forum for the region's Chief Administrative Officers to coordinate COVID-19 information, such as the re-opening of municipal facilities

2 STRENGTHENING OUR LIVABLE REGION

Build resilience in communities to prepare for and adapt to changing physical and environmental conditions.

- ✓ Advocated for local government funding and supports for vulnerable populations in the wake of COVID-19
- ✓ Endorsed the development of a Resilient Region Strategic Framework to advance corporate resilience, encompassing the ability to proactively manage a broad range of shocks and stresses, including natural hazards, climate change, financial instability, and other external factors
- ✓ Hosted a [series of forums on systemic racism](#)
- ✓ Awarded \$130,000 and \$140,000 in [Regional Culture Project Grants](#) to 29 arts and culture organizations in 2019 and 2020 respectively; in 2020 the grant program was modified, including adjustment of intake timing and greater flexibility in delivery options given COVID-19
- ✓ Launched [Chat with the Chair](#) – a new web series featuring intimate discussions with the chairs of Metro Vancouver's Board and Committees to hear their authentic, first-hand insights, inspirations, and aspirations for the region

3 ENSURING FINANCIAL SUSTAINABILITY

Develop and implement financial plans and policies that reflect a commitment to sound financial management and long-term planning, in consideration of current and future ratepayers.

- ✓ Submitted an application for grant funding through the Investing in Canada Infrastructure Program for the Waste-to-Energy Facility District Energy Program
- ✓ Held a Board budget workshop to receive early direction from the Board in the creation of the 2021-2025 Financial Plan
- ✓ Advanced the topic of municipal finance reform with the Province

4 FOSTERING COLLABORATION & ENGAGEMENT

Enhance relationships between Metro Vancouver and other orders of government, First Nations, adjacent regional districts, and key stakeholders.

- ✓ Held a successful Metro Vancouver Networking Event for Board Members to connect with Members of Parliament
- ✓ Approved amendments to the *Federal Gas Tax Fund Expenditures Policy* to help improve the transparency, consistency, and efficiency of the process as well as reflecting a stronger climate action lens
- ✓ Endorsed the Intergovernment Relations Strategy to further strengthen Metro Vancouver's relationships with the Provincial and Federal governments and secure financial support for critical infrastructure projects
- ✓ Hosted a series of meetings with Ministries, Provincial and Federal staff, and third parties such as the Canada Infrastructure Bank in support of investments in critical infrastructure and other Metro Vancouver priorities
- ✓ Made submissions to Federal and Provincial pre-budget consultations
- ✓ Continued to strengthen relationships with First Nations
- ✓ Launched the *Regional Economic Prosperity Service* including establishment of the Management Board with a membership that represents the diversity of stakeholders with a keen interest in advancing the long-term prosperity of the region and the Regional Economic Prosperity Advisory Committee comprising member jurisdictions
- ✓ Successfully recruited and appointed the new president of the Regional Economic Prosperity Service

Water Services

1 MANAGING OUR DRINKING WATER

Maintain Metro Vancouver's world-class water system that provides clean, safe drinking water and ensure its capacity to meet future needs.

- ✓ Advanced the Annacis Water Supply Tunnel project to serve the growing populations south of the Fraser and improve the seismic resiliency of the water supply

2 BUILDING RESILIENCE

Ensure the long-term resilience of the regional drinking water system to withstand natural hazards, climate change and other significant disruptions.

- ✓ Released the *Water Supply Outlook 2120*, a strategy that presents key findings and actions to ensure the water supply is sufficient to meet the needs of a growing population and is resilient to the impacts of climate change over the next one hundred years
- ✓ Commenced the review of the *Drinking Water Management Plan*

3 ENSURING FINANCIAL SUSTAINABILITY

Develop and implement financial plans and policies that reflect a commitment to sound financial management and long-term planning, in consideration of current and future ratepayers.

- ✓ For the 2021 budget, applied increases to the water rate to only the peak rate to incentivize additional water conservation
- ✓ Initiated discussions with the Province on the implementation of development cost charges for new water infrastructure being built to accommodate increased demand for water resulting from projected population growth

4 FOSTERING COLLABORATION & ENGAGEMENT

Strengthen awareness and engagement with the public, members, other orders of government, and key stakeholders on a range of initiatives that will ensure the delivery of clean, safe drinking water, now and into the future.

- ✓ Endorsed the *Water Metering Best Practices Guide for Local Governments*
- ✓ Worked with local First Nations and other partners to implement an annual program to release Coho salmon upstream of Seymour Falls Dam and Coquitlam Dam in support of the restoration of Pacific salmon populations

Liquid Waste

1 MANAGING OUR LIQUID WASTE

Enhance the management of the liquid waste system with a commitment to innovative approaches to protect the health of the public and the environment.

- ✓ Advanced the indicative design process for the Iona Island Wastewater Treatment Plant Project which has included extensive public and First Nations consultation
- ✓ Endorsed biosolids drying as a biosolids management option
- ✓ Approved the *Direct Connections to Regional Liquid Waste Facilities Policy* to address requests to connect to regional facilities

2 BUILDING RESILIENCE

Ensure the long-term resilience of the regional sewage and drainage system to withstand natural hazards, climate change and other significant disruptions.

- ✓ Initiated the review and update to the *Liquid Waste Management Plan*
- ✓ Advanced construction of the Lulu Island Wastewater Treatment Plant Renewable Natural Gas Facility

3 ENSURING FINANCIAL SUSTAINABILITY

Develop and implement financial plans and policies that reflect a commitment to sound financial management and long-term planning, in consideration of current and future ratepayers.

- ✓ Awarded a contract to beneficially use biosolids for a reclamation project at Fraser Valley Aggregates' gravel pit

4 FOSTERING COLLABORATION & ENGAGEMENT

Strengthen awareness and engagement with the public, members, other orders of government, and key stakeholders on a range of initiatives that will ensure that the regional liquid waste system protects public health and the environment, now and into the future.

- ✓ Developed a real-time sewer overflow map to inform the public of sewer overflows and wastewater treatment plant process interruptions

Solid Waste

1 MANAGING OUR SOLID WASTE

Reduce waste, increase recycling, and increase recovery of materials and energy from remaining waste.
Dispose of residuals in a cost-effective and environmentally sustainable manner.

- ✓ Proceeded with the construction of the United Boulevard and Central Surrey Recycling and Waste Centres
- ✓ Advanced Waste-to-Energy Facility district energy

2 ENSURING FINANCIAL SUSTAINABILITY

Develop and implement financial plans and policies that reflect a commitment to sound financial management and long-term planning, in consideration of current and future ratepayers.

- ✓ Extended the payment period for all solid waste customer charge accounts to assist in the response to the significant impact of the COVID-19 pandemic

3 FOSTERING COLLABORATION & ENGAGEMENT

Strengthen awareness and engagement with the public, members, other orders of government, and key stakeholders on a range of initiatives that will reduce waste generated in the region.

- ✓ Created an independent consultation and engagement panel to advise staff and the Board on consultation and engagement on the development of the new Solid Waste Management Plan
- ✓ Held the first virtual 2020 Zero Waste Conference with 501 participants
- ✓ Advanced waste prevention and the circular economy across Canada as a founding member of the Circular Economy Leadership Coalition

Regional Parks

1 ADVANCING OUR MISSION TO “PROTECT & CONNECT”

Provide opportunities for residents and visitors to explore and enjoy a diversity of natural spaces, from beaches to mountains, from bogs to lakes, in the region. The regional parks system also protects green spaces.

- ✓ Endorsed the *Regional Parks Natural Resource Management Framework*
- ✓ Continued to add lands to the regional park system through the Regional Park Land Acquisition Fund: 316 hectares in 2019/2020
- ✓ Endorsed the *Regional Parks Public Programming Strategy* outlining strategic directions to meet the future needs of the region’s growing diverse population
- ✓ Approved the *Regional Greenways Strategy*

2 ENSURING FINANCIAL SUSTAINABILITY

Develop and implement financial plans and policies that reflect a commitment to sound financial management and long-term planning, in consideration of current and future ratepayers.

- ✓ Established a statutory reserve for a Regional Parkland Acquisition and Development Reserve Fund
- ✓ Initiated visitor capacity management initiatives at high traffic volume parks
- ✓ Received the *Regional Parks State of the Assets* report, which included parks natural assets, and incorporated natural assets within asset management programs to recognize their inherent value

3 FOSTERING COLLABORATION & PARTNERSHIPS

Strengthen awareness and engagement with the public, members, other orders of government, and key stakeholders on a range of initiatives regarding the role and value of regional parks.

- ✓ Engaged with the public on the *Campbell Valley Regional Park Management Plan*
- ✓ Signed the *Cultural Planning and Co-Operative Agreement* for Belcarra Regional Park with Tsleil-Waututh Nation
- ✓ Initiated design and cultural planning for the development of Widgeon Marsh Regional Park

Housing

1 ADVANCING AN AFFORDABLE HOUSING PLAN

Develop and implement a Metro Vancouver affordable housing plan to support affordable housing in the region.

- ✓ Adopted the *Metro Vancouver Housing 10-Year Plan* that provides a vision and framework to guide how Metro Vancouver Housing will provide, preserve and expand its portfolio of affordable rental housing in the region
- ✓ Approved the *Metro Vancouver Housing Redevelopment Plan* to establish a process to assess and prioritize existing housing sites for redevelopment or renewal over time
- ✓ Identified 11 projects that, through partnerships, can deliver over 2,000 new and redeveloped units in the next 10 years
- ✓ Approved the revised *Tenant Selection Policy* to ensure tenants are matched with housing that is equitable and appropriate, prioritizing very low to moderate income households

2 ENSURING FINANCIAL SUSTAINABILITY

Develop and implement financial plans and policies that reflect a commitment to sound financial management and long-term planning, in consideration of current and future residents.

- ✓ Created a statutory reserve for the affordable housing function for new affordable housing development
- ✓ Initiated energy saving initiatives for long term cost reductions and greenhouse gas reductions

3 FOSTERING COLLABORATION & ENGAGEMENT

Strengthen awareness and engagement with the public, members, other orders of government, and key stakeholders on a range of initiatives regarding the role and value of Metro Vancouver Housing Corporation.

- ✓ Delivered resident programs (community gardens, health programs, free food programs, 31 tenant associations)
- ✓ Advocated for funding for Metro Vancouver Housing Corporation affordable housing projects
- ✓ Released *What Works: Securing Affordable and Special Needs Housing through Housing Agreements*

Regional Planning

1 ADVANCING THE REGIONAL GROWTH STRATEGY

Continue to develop and implement effective and adaptive tools and processes for achieving the goals articulated in Metro 2040, the regional growth strategy.

- ✓ Advanced the update to the regional growth strategy – completed eight policy reviews

2 ENSURING COMPLETE & LIVABLE COMMUNITIES

Support the efforts of members in developing complete, livable and healthy communities.

- ✓ Pivoted to provide data and planning support to members through the COVID-19 Task Force

3 PROTECTING LANDS WITHIN THE REGION

Guide the development of policies, plans, and tools that lead to creative solutions for managing competing demands on land in the region.

- ✓ Approved the [Regional Industrial Lands Strategy](#) to respond to the principal challenges facing the region's industrial lands
- ✓ Produced a set of [Best Management Practices for Invasive Species](#): Purple Loosestrife, Reed Canarygrass, Wild Chervil, and Yellow Flag Iris

4 FOSTERING COLLABORATION & ENGAGEMENT

Strengthen awareness and engagement with the public, members, other orders of government, and key stakeholders on a range of initiatives regarding the role and value of land use planning at the regional scale and the objectives of the regional growth strategy.

- ✓ Released the [Food Flows in Metro Vancouver: Study Results](#) and distributed to members and other stakeholders

Air Quality & Climate Change

1 TAKING LEADERSHIP ON CLIMATE ACTION THROUGH *CLIMATE 2050*

Guide climate change policy and action for the Metro Vancouver region for the next 30 years with Metro Vancouver's *Climate 2050* strategy.

- ✓ Achieved carbon neutrality for the Metro Vancouver organization in 2019
- ✓ Amended *Climate 2050* and *Metro 2040* to reflect a commitment to achieving a carbon neutral region by 2050
- ✓ Adopted a target of 45% reduction in greenhouse gas emissions from 2010 levels by 2030
- ✓ Produced seven *Climate 2050* issue area discussion papers

2 IMPROVING AIR QUALITY

Improve air quality by mitigating threats to public health and the environment.

- ✓ Endorsed the *draft Clean Air Plan* for public engagement
- ✓ Endorsed the engagement plan for the air quality fee review
- ✓ Adopted a *Residential Indoor Wood Burning Emission Regulation Bylaw* to reduce the health and environmental impacts of emissions from residential indoor wood burning
- ✓ Endorsed the engagement plan for expanding the non-road diesel engine regulation

3 FOSTERING COLLABORATION & ENGAGEMENT

Strengthen awareness among and engagement with the public, members, other orders of government, and other stakeholders in the implementation of *Climate 2050*, and foster regional coordination to help implement effective adaptation measures and achieve the long-term targets in reducing greenhouse gas emissions.

- ✓ Advocated for economic stimulus funding to be directed to low carbon initiatives
- ✓ Wrote to the provincial Minister of Municipal Affairs and Housing requesting that an effective and consistent greenhouse gas intensity framework for new and existing buildings be put in place, in order for local and provincial governments to achieve reduction targets
- ✓ Directed staff to work with member jurisdictions, the Province, and other relevant agencies to implement annual greenhouse gas emissions reporting in an incremental fashion, beginning with the most significant sources of emissions
- ✓ Conducted 12 months of ambient air monitoring on site at the Musqueam Reserve using the Mobile Air Monitoring Unit (MAMU)



Metro Vancouver is a federation of 21 municipalities, one Electoral Area and one Treaty First Nation that collaboratively plans for and delivers regional-scale services in the greater Vancouver region of British Columbia. Its core services are drinking water, wastewater treatment and solid waste management. Metro Vancouver also provides affordable housing, regulates air quality, plans for urban growth and manages a regional parks system.

www.metrovancover.org