METRO VANCOUVER REGIONAL DISTRICT (MVRD)

BOARD OF DIRECTORS

BOARD MEETING

Friday, July 24, 2026
9:00 am
The meeting will be held electronically on the Zoom platform

Members of the public may register to attend electronically to watch and hear the meeting

Please visit our website for registration and for information about attending the meeting.
The link to the July 24, 2026 Board meeting page is: https://metrovancouver.org/boards/meeting/3331.

REVISED AGENDA

A. ADOPTION OF THE AGENDA

1. July 24, 2026 Meeting Agenda
THAT the MVRD Board adopt the revised agenda for its meeting scheduled for July 24, 2026 as circulated.

B. ADOPTION OF THE MINUTES

1. June 26, 2026 Meeting Minutes *pg. 18*
THAT the MVRD Board adopt the minutes of its meeting held June 26, 2026 as circulated.

2. July 6, 2026 Special Meeting Minutes *pg. 28*
THAT the MVRD Board adopt the minutes of its special meeting held July 6, 2026 as circulated.

Added **3. July 16, 2026 Special Meeting Minutes** *pg. 30*
THAT the MVRD Board adopt the minutes of its special meeting held July 16, 2026 as circulated.

C. DELEGATIONS

D. INVITED PRESENTATIONS

E. CONSENT AGENDA

Note: Directors may adopt in one motion all recommendations appearing on the Consent Agenda or, prior to the vote, request that an item be removed from the Consent Agenda for debate or discussion, voting in opposition to a recommendation, or declaring a conflict of interest with an item.

1. REGIONAL PLANNING COMMITTEE REPORTS

1.1 Metro 2050 Regional Context Statement – City of New Westminster *pg. 32*

Report dated June 12, 2026 from Charles Pan, Senior Policy and Planning Analyst, Regional Planning and Housing Services.

Executive Summary

The City of New Westminster completed the draft update to its Official Community Plan and submitted a revised Regional Context Statement demonstrating that the new OCP is consistent with the regional federation's goals, strategies and actions as laid out in *Metro 2050*. The MVRD Board considers acceptance of Regional Context Statements to ensure local aspirations align with the regional federation's goals.

The Regional Context Statement supports the regional federation's vision by advancing:

- Compact Urban Growth: Supporting transit-oriented growth by increasing density in Frequent Transit Development Areas, the Downtown Urban Centre, and other designated Urban Areas, while enabling a mix of housing, employment, and services in locations well served by transit, consistent with *Metro 2050* Goal 1.
- Sustainable Economy: Minimizing barriers to office development, not supporting conversion of industrial sites, and supporting a comprehensive food strategy, consistent with Goal 2.
- Environmental Protection and Climate Action: Implementing the Biodiversity and Natural Areas Strategy, developing a Green Infrastructure Network, implementing the Community Energy and Emissions Plan, and regularly updating hazard and risk assessments, consistent with Goal 3.
- Housing Diversity and Affordability: Ensuring policies and development decisions are based on recent evidence, completing a Rental Replacement Policy, and partnering to develop affordable and non-market housing, consistent with Goal 4.
- Sustainable Transportation: Implementing transit priority measures and end-of-trip facilities and minimizing the impact of goods movement on adjacent land uses, consistent with Goal 5.

While the current OCP update introduces modest changes, primarily in the area of housing, Metro Vancouver and the City will work together in the next OCP and RCS update to establish growth targets for Centres and Corridors, strengthen policies for nature protection, and integrate updated dwelling unit and employment projections.

Metro Vancouver staff recommend that the MVRD Board accept the City of New Westminster's Regional Context Statement.

Recommendation

THAT the MVRD Board:

a) accept the City of New Westminster's Regional Context Statement as attached to the report dated June 12, 2026, titled "Metro 2050 Regional Context Statement – City of New Westminster" and notify the City of New Westminster of the decision; and

b) include in the correspondence to the City of New Westminster that, for future updates to the Official Community Plan and Regional Context Statement, the City is requested to review and consider the issues identified in the report dated June 12, 2026, titled "Metro 2050 Regional Context Statement – City of New Westminster" in line with the *Local Government Act*'s request to show how the Official Community Plan is to be made consistent with the regional growth strategy over time.

1.2 Correction to Metro 2050 Regional Context Statement – District of North Vancouver *pg. 96*

Report dated June 11, 2026 from Charles Pan, Senior Policy and Planning Analyst, Regional Planning and Housing Services.

Executive Summary

This report serves as a housekeeping update to correct a minor error in the report titled "Metro 2050 Regional Context Statement – District of North Vancouver," dated October 29, 2025 and presented to the MVRD Board on November 28, 2025 (Reference 1 of the report).

In the previous report, there was a misalignment between the map of proposed Urban Centre and Frequent Transit Development Areas in the staff report and the attachment. The Regional Context Statement as attached was accurate, but the report recommendation referenced the content in the staff report instead of the attachment. To ensure clarity for all parties going forward, this report brings back the Regional Context Statement for approval as attached (Attachment 2 of the report). Metro Vancouver staff recommend that the MVRD Board accept the District of North Vancouver's Regional Context Statement as attached.

Recommendation

THAT the MVRD Board accept the District of North Vancouver's Regional Context Statement as attached to the report dated June 11, 2026, titled "Correction to Metro 2050 Regional Context Statement – District of North Vancouver" and notify the District of North Vancouver of the decision.

1.3 The Cost of Infrastructure Required to Support Growth in the Metro Vancouver Region *pg. 139*

Report dated June 23, 2026 from Jonathan Cote, Deputy General Manager, Regional Planning and Housing Development, and Laurel Cowan, Division Manager, Regional Land Use Policy, Regional Planning and Housing Services.

Executive Summary

This report presents an evidence-based case for advocacy to the provincial and federal governments for sustained, predictable infrastructure funding, and dialogue on new local government funding tools. As the region works to address the need for approximately 570,000 additional homes by 2041, as identified through the Housing Needs Reports prepared by member jurisdictions, understanding the scale of infrastructure investment required to support this growth is critical. The analysis provides a high-level, order of magnitude estimate of infrastructure needs using the replacement cost of existing assets as a proxy for future demand. While not a precise forecast, this approach illustrates the scale of investment required across all orders of government.

The estimated investment requirement translates into a significant per-capita and per-unit housing cost, with responsibility distributed across provincial, regional, and municipal governments is estimated at $114.8 billion total over the next 15 years, equivalent to:

- $80,000 per person; or
- ~$201,000 per new home
    - $81,000 for infrastructure delivered by the Province (40%)
    - $26,000 for infrastructure delivered by Metro Vancouver (13%)
    - $20,000 for infrastructure delivered by TransLink (10%)
    - $74,000 for infrastructure delivered by member jurisdictions (37%)

These findings underscore a structural fiscal challenge. While local and regional governments are responsible for delivering much of the infrastructure needed to support growth, their primary revenue tools, such as property taxes and development cost charges, are limited in their ability to scale with population growth and long-term service demand. By contrast, provincial and federal governments rely on broader-based tax systems that grow more directly with population and economic activity. To address the underlying issues, new funding programs and tools are needed. This report recommends two key steps to advance advocacy:

- Engage in dialogue with the Province and federal government to develop a new infrastructure funding framework; and,
- Conduct additional analysis on potential revenue and financial tools.

Recommendation

THAT the MVRD Board:

a) receive for information the report dated June 23, 2026, titled "The Cost of Infrastructure Required to Support Growth in the Metro Vancouver Region";

b) request that the Board Chair forward a copy of the report dated June 23, 2026, titled "The Cost of Infrastructure Required to Support Growth in the Metro Vancouver Region" to Member Jurisdictions and TransLink with an offer of a presentation to Council upon request;

c) request that the Board Chair forward a copy of the report dated June 23, 2026, titled "The Cost of Infrastructure Required to Support Growth in the Metro Vancouver Region" to the provincial Ministers of Housing and Municipal Affairs, Finance, Transportation and Transit, and Infrastructure, the federal Minister of Housing, Infrastructure and Communities, and the Union of BC Municipalities; and

d) direct staff to advance the strategic recommendations outlined in the report dated June 23, 2026, titled "The Cost of Infrastructure Required to Support Growth in the Metro Vancouver Region" and report back to the Board with options and potential next steps for consideration.

2. REGIONAL PARKS COMMITTEE REPORTS

2.1 2026 Regional Parks Capital Program Update No. 2

pg. 222

Report dated June 5, 2026 from Mike Redpath, Director, Regional Parks, and Jeffrey Fitzpatrick, Division Manager, Regional Parks Design and Development.

Executive Summary

This report provides a status update of the Regional Parks Capital Program with summaries for larger projects (over $3M value) that highlight progress, schedule, budget and upcoming milestones, and an overall summary of remaining projects. As part of the Regional Parks capital planning process, the timing of each project is reviewed and updated annually based on available resources, strategic prioritization, risk to system operations and financial sustainability. Overall, the capital program is progressing on time and within budget, with some manageable scheduling impacts on two projects due to archaeological and permitting requirements.

These updates are provided three times a year for the Regional Parks Committee and MVRD Board in February, July and November to provide timely line of sight for the April Board Budget Workshop, input into the annual budget and five-year financial plan for October, and an end-of-year update. Individual project reports will continue to be provided as needed, particularly at key decision-making milestones.

Recommendation

THAT the MVRD Board receive for information the report dated June 5, 2026, titled "2026 Regional Parks Capital Program Update No. 2".

3. HOUSING COMMITTEE REPORTS

3.1 UBCM 2026 Community Excellence Award Nomination

pg. 239

Report dated July 14, 2026 from Housing Committee.

Executive Summary

At its July 8, 2026 meeting, the Housing Committee considered the attached report titled "UBCM 2026 Community Excellence Award Nomination", dated June 3, 2026. Members requested more information regarding the nature of the partnership between Metro Vancouver Housing and Food Link Society.

Since 2017, Metro Vancouver Housing (MVH) has partnered with Food Link Society (formerly Immigrant Link Centre Society) to deliver the Free Food Program at MVH communities. Food Link Society, a volunteer-driven organization, plays a critical operational role by rescuing surplus perishable food from grocery retailers and coordinating its redistribution to MVH sites through the efforts of its staff and volunteers.

MVH supports program delivery by providing a monthly honorarium on a per-site basis to offset transportation, fuel, and other logistical costs, as outlined in a Letter of Understanding between the two organizations. The program's success is the result of this longstanding collaboration, combining Food Link Society's expertise, volunteer capacity, and community connections with MVH's funding, site access, resident engagement, and program coordination.

The proposed Union of BC Municipalities (UBCM) award application is not intended to diminish or overlook Food Link Society's contribution. Rather, as the award category is open only to local government applicants, the nomination recognizes MVH's role in establishing, funding, and expanding the program within its housing communities, while explicitly highlighting that the program's impact has been achieved through a valued partnership with Food Link Society. Any award recognition received by MVH would also acknowledge the essential contributions of Food Link Society in making the program possible.

Following discussion, the Committee subsequently passed the recommendation as presented below. This matter is now before the Board for its consideration.

Recommendation

THAT the MVRD Board support Metro Vancouver's submission to the Union of BC Municipalities (UBCM) 2026 Community Excellence Award in the Service Delivery category for the Metro Vancouver Housing Free Food Program.

4. GOVERNANCE COMMITTEE REPORTS

4.1 Engagement Summary on Potential Changes to the Size and Structure of Each of Metro Vancouver's Boards of Directors

pg. 243

Report dated June 30, 2026 from Lucy Duso, Division Manager, Collaboration and Engagement, External Relations.

Executive Summary
The 2025 independent Metro Vancouver Board Governance Review concluded that there is an opportunity to optimize the size and structure of Metro Vancouver's four Boards to improve governance effectiveness, oversight, and enhance decision making and risk management. Consideration of such options is a major workplan item for the Governance Committee and Boards in 2026.

This report summarizes feedback from engagement activities undertaken on potential changes to the size and structure of each of Metro Vancouver's four Boards.

Deloitte Canada interviewed Board Directors, Mayors, and provincial representatives. A report from their engagement is Attachment 1 to report E2 in the Governance Committee agenda for meeting date July 9, 2026. In addition, staff, with support from Deloitte Canada, conducted engagement with the following audiences:

- Council of Councils (110 participating elected officials from across the region);
- Two presentations to member Councils upon request;
- Member jurisdiction staff through a Joint Advisory Committee webinar (with RAAC, RFAC, REAC and RPAC members);
- Public input through 2 public webinars (100+ registered), an online survey (530 completed surveys), market research (regional representation), and Metro Vancouver's Youth and Education Advisory Panel; and
- Written responses from First Nations and Board Directors (Attachment 2 of the report).

A full engagement summary including the engagement promotions, activities, and further detail on the input heard is found in Attachment 1 to this report**.** Input was sought on a series of options for potential changes to size and structure considered by the Governance Committee and Boards for the MVRD, MVHC, GVWD, and GVS&DD Boards.

Recommendation
THAT the MVRD Board receive for information the report dated June 30, 2026, titled, "Engagement Summary on Potential Changes to the Size and Structure of Each of Metro Vancouver's Four Boards of Directors".

4.2 Recommendations for Changes to the Size and Structure of Each of Metro Vancouver's Four Boards of Directors *pg. 292*
Report dated July 14, 2026 from the Governance Committee.

Executive Summary
At its July 9, 2026 meeting, the Governance of Committee considered the attached report titled "Recommendations for Changes to the Size and Structure of Each of Metro Vancouver's Four Boards of Directors", dated June 30, 2026 (Attachment 1 of the report).

The Committee discussed options for implementing changes to the size and structure of each of Metro Vancouver's four Boards. For the MVRD Board, considerations included whether to expedite changes by recommending an option that can be executed without legislative change, or to recommend changes that are more effective from a governance perspective, but may take longer to implement. The Committee also discussed whether a cap on the number of directors per member jurisdiction should be three or four. For the MVRD Board, with the aim of reducing the number of Board Directors, maintaining proportional voting, slowing the growth of the Board over time and improving governance, the Committee recommended the option of capping the number of Board Directors at three per member jurisdiction.

In addition, the Committee considered additional recommendations reflecting the results of the engagement on the size and structure of the MVRD Board, and passed resolutions to advance to the MVRD Board for consideration regarding Board onboarding and orientation, 2027-2030 Board Strategic Plan, the streamlining of information, and sending correspondence received from First Nations to the Minister of Housing and Municipal Affairs.

The Committee subsequently passed the resolutions below.

This matter is now before the MVRD Board for its consideration.

Recommendation

THAT the MVRD Board:

a) endorse capping the number of MVRD Board Directors at 3 per member jurisdiction while maintaining existing methodology for number of votes; this would reduce the current Board size to 34, slow growth of the Board over time, and achieve gains in governance effectiveness while maintaining proportional representation; and

b) request that the Board Chair send a letter to the Minister of Housing and Municipal Affairs and Premier, requesting changes to either the *Local Government Act* or the *Municipalities Enabling and Validating Act* and any corresponding adjustments to the MVRD Letters Patent, as required to cap at 3 the number of Directors per member jurisdiction on the MVRD Board.

THAT the MVRD Board:

a) affirm its commitment to implementing a robust onboarding and orientation program for Q4 2026, and prioritize board culture, climate and director development in this work;
b) develop a Board Strategic Plan in Q1 2027 for the 2027-2030 Board term with a focus on affordability, core services, utilities analysis, and regional alignment; and that as part of its strategic planning, the MVRD Board meet with the Ministry of Housing and Municipal Affairs and the Union of British Columbia Municipalities (UBCM) regarding any potential review of the *Local Government Act* regarding regional districts;
c) direct staff to further streamline meeting materials for ease of review and informed decision making; and
d) request the Board Chair share the correspondence received from kʷikʷəƛ̓əm̓ (Kwikwetlem First Nation) and Sḵwx̱wú7mesh Úxwumixw (Squamish Nation) regarding Board size and structure with the Minister of Housing and Municipal Affairs for information.

5. PERFORMANCE AND AUDIT COMMITTEE REPORTS

5.1 Audit, Risk and Assurance – Strategic Road Map and Risk Assessment Update

pg. 428

Report dated June 19, 2026 from Anwer Qadir, Program Manager, Audit, Risk and Assurance.

Executive Summary

This report provides an update on the Audit, Risk and Assurance (ARA) team's Strategic Roadmap which will support a risk assessment across Metro Vancouver using an Enterprise Risk Management framework, and the development of a Corporate Audit and Advisory Plan.

The 2025 independent Board Governance Review recommended that Metro Vancouver strengthen the Internal Audit function and integrate an enterprise risk management framework. In April 2026, Metro Vancouver appointed a Program Manager, Audit, Risk and Assurance. The core objective of the enhanced ARA team is to support the Board with insight into internal controls, risk management, project oversight, and financial control effectiveness.

The ARA Division will strive to be an agile, collaborative, and trusted business partner for the organization, and to be responsive to the Performance and Audit Committee and the four Boards. This is supported by three core pillars: Oversight, which ensures that internal controls are appropriately designed and operating effectively; Insight, which provides right-fit best practices and expertise in governance, risk management, and internal controls while identifying opportunities for continuous improvement; and Foresight, which involves monitoring emerging risks and offering forward-looking recommendations to support informed decision-making.

Recommendation

THAT the MVRD Board receive for information the report dated June 19, 2026, titled "Audit, Risk & Assurance Services - Strategic Road Map and Risk Assessment Update".

5.2 Metro Vancouver 2026 Financial Performance Report No. 1 *pg. 439*

Report dated July 2, 2026 from Linda Sabatini, Chief Financial Officer, General Manager, Financial Services.

Executive Summary

This report presents the Metro Vancouver 2026 Financial Performance Report No. 1 (Attachment 1 of the report). The Metro Vancouver 2026 Financial Performance Report No. 1 indicates a forecasted year-end operating surplus of approximately $15.7 million (1.0% of the total $1.6 billion operating budget). Forecasted surpluses are in Liquid Waste Services of $13.5 million, Metro Vancouver Housing of $2.2 million, and Regional District Services of $2.5 million, primarily from lower than budget core operational expenses for Liquid Waste, and overall lower contracted services. The forecasted surplus is offset by forecasted deficit in Water Services of $0.3 million primarily due to lower water sales, and forecasted deficit in Solid Waste Services of $2.2 million mainly due to increased contingency disposal costs.

Year-end capital expenditures are forecasted at approximately 80% of the planned annual cash flow target of $1.8 billion. Significant work has progressed on several multi-year projects and will continue for 2026, such as Stanley Park Water Supply Tunnel, Annacis Water Supply Tunnel, and North Shore Wastewater Treatment Plant (NSWWTP). As a result of construction advancement in major projects in 2026, MFA borrowing in 2026 is forecasted at $700 million, an increase of $100 million compared to the borrowing of $600 million in 2025. Investment returns are currently averaging 3.04% and are expected to remain stable for the remainder of the year. Year-to-date procurement activity includes four awards approved by the Board representing 50% of the total value of contracts awarded. In addition, two contracts that were previously corporately awarded under $10 million were amended whereby the cumulative effect of the change resulted in the total contract value exceeding $10 million. Across the organization there are over 119 continuous improvement initiatives underway.

Recommendation

THAT the MVRD Board receive for information the report dated July 2, 2026, titled "Metro Vancouver 2026 Financial Performance Report No. 1".

6. CHIEF ADMINISTRATIVE OFFICER REPORTS

6.1 Sanitary Sewer Service Eligibility for Properties in the Salmon River Uplands Area, Township of Langley *pg. 477*

Report dated July 9, 2026 from Laurel Cowan, Division Manager, Regional Land Use Planning and Policy, Regional Planning and Housing Services.

Executive Summary

The Township of Langley is seeking eligibility for regional sewer servicing for properties in the Salmon River Uplands Area (Attachment 1of the report) that are currently located outside the Fraser Sewerage Area (FSA), or are already located within the FSA, but are not currently eligible for regional sewer services.

In line with the requirements set out in the *Local Government Act* and *Metro 2050*, the request is being presented to the MVRD Board to consider consistency with the regional growth strategy prior to consideration by GVS&DD staff (for properties already within the FSA) and GVS&DD Board (for properties requiring FSA expansion).

Staff have determined that the application is generally consistent with *Metro 2050*. The subject properties are located within the "Rural within the Sewerage Area" and "Sewerage Extension Area" regional growth strategy overlays, which specifically contemplate regional sewer servicing if the proposed land uses are consistent with applicable regional land use designations and subject to normal GVS&DD technical considerations. The application does not involve amendments to the Township of Langley Official Community Plan, rezoning, or any changes to land use designations. Consistent with the 2023 Memorandum of Understanding between Metro Vancouver and the Township of Langley, future subdivision potential in the area remains limited and the rural character of the area is intended to be maintained. In addition, the subject properties are outside the Agricultural Land Reserve (ALR) and the proposal would not introduce development beyond that already contemplated through existing planning policies. Therefore, the subject properties appear to align with regional land use designations and do not conflict with any *Metro 2050* policy.

To accommodate the limited remaining Committee and Board meeting schedule this year and support timely consideration by the GVS&DD Board, the report is being presented directly to the MVRD Board.

Recommendation

THAT the MVRD Board:

a) resolve that sewer service for the properties in the Salmon River Uplands Area, as depicted in the report dated July 9, 2026, titled "Sanitary Sewer Service Eligibility for Properties in the Salmon River Uplands Area, Township of Langley" are generally consistent with the provisions of *Metro 2050*; and

b) forward the requested Fraser Sewerage Area amendment application for the applicable properties as depicted in the report dated July 9, 2026, titled "Sanitary Sewer Service Eligibility for Properties in the Salmon River Uplands Area, Township of Langley" to the GVS&DD Board for consideration.

F. ITEMS REMOVED FROM THE CONSENT AGENDA

G. REPORTS NOT INCLUDED IN CONSENT AGENDA

1. REGIONAL PLANNING COMMITTEE REPORTS

1.1 Metro 2050 Type 3 Proposed Amendment – City of Vancouver (Molson Site) *pg. 483*

Report dated June 19, 2026 from Mark Seinen, Senior Planner, Regional Planning and Housing Services.

Executive Summary

The City of Vancouver is requesting a Type 3 amendment to *Metro 2050* for 1550 Burrard Street and 1655 West 1st Avenue (the Molson site). The proposed amendment would re-designate Industrial lands to General Urban to accommodate a mixed-use neighbourhood. The subject site is within the Urban Containment Boundary and Vancouver Sewerage Area and currently contains the former Molson brewery building that has not been operational since 2019. The site is adjacent to the significant new Seȟáḵw residential development and the federal Seaforth Armoury and Hoffmeister Building, and is surrounded by parks, residential and commercial uses, and employment areas.

Regional Planning analysis concludes that, on balance, the proposed amendment is supportable. The proposed amendment reflects the site's unique context and strategic location within the Metropolitan Core, where a transition to mixed-use development can deliver significant benefits, including new housing supply, expanded employment opportunities, and a more complete, transit-oriented community. While the amendment involves the loss of regionally-designated Industrial lands, this trade-off is acceptable given the site's limited suitability for continued industrial use and the potential to advance broader regional objectives related to housing, economic diversification, and sustainable urban growth.

The requested *Metro 2050* Type 3 amendment bylaw requires adoption through an affirmative 50% + 1 weighted vote of the MVRD Board.

Recommendation

THAT the MVRD Board:

a) initiate the *Metro 2050* amendment process for the City of Vancouver's requested regional land use designation amendment from Industrial to General Urban for the site located at 1550 Burrard Street and 1655 West 1st Avenue;
b) give first, second, and third reading to "*Metro Vancouver Regional District Regional Growth Strategy Amendment Bylaw No. 1470, 2026*";
c) notify affected local governments and post the application on the Metro Vancouver website to provide an opportunity for comment on the proposed amendment as per Section 6.4.2 of *Metro 2050*; and
d) direct staff to notify local First Nations via referral offices to provide an opportunity for comment on the proposed amendment.

2. REGIONAL PARKS COMMITTEE REPORTS

2.1 Metro Vancouver Regional District Dedication of Land as Regional Park Bylaw No. 1454, 2026 *pg. 529*

Report dated June 3, 2026 from Jamie Vala, Division Manager, Parks Planning and Resource Management, Regional Parks.

Executive Summary
Metro Vancouver undertakes an annual process to dedicate regional park land acquired in the previous year. Included in the proposed bylaw, *Metro Vancouver Regional District Dedication of Land as Regional Park Bylaw No. 1454, 2026* is the regional park land acquired in 2025 in Kanaka Creek Regional Park.

Recommendation
THAT the MVRD Board:
a) give first, second, and third reading to *Metro Vancouver Regional District Dedication of Land as Regional Park Bylaw No. 1454, 2026*; and
b) adopt *Metro Vancouver Regional District Dedication of Land as Regional Park Bylaw No. 1454, 2026*.

2.2 MVRD Regional Parks Regulation Amendment Bylaw No. 1466, 2026 – Amends Bylaw No. 1420, 2025 *pg. 533*
Report dated June 10, 2026 from Paul Brar, Division Manager, Regional Parks Services, Regional Parks.

Executive Summary
This report outlines proposed amendments to Schedule B – Fees and Charges of the *Metro Vancouver Regional District Regional Parks Regulation Bylaw No. 1420, 2025*. The bylaw is reviewed annually to ensure that fees and charges reflect relevant current market conditions. The proposed fee adjustments are intended for implementation in the upcoming calendar year.

Most fee increases are related to inflation, applying primarily to commercial use permits, select indoor and outdoor facility rentals, camping, and filming rates. New additions include introducing a single day commercial use permit option and adding a weekend/holiday non-profit rate for picnic shelters. Other changes include a new fee for commercial use of parking lots, updated late checkout penalties for indoor facilities, and targeted increases to specialized areas such as designated nature spaces and filming locations. Several existing fees have also been adjusted to better reflect market conditions, support cost recovery, and improve administrative clarity.

The proposed adjustments are expected to generate approximately $10,000 in revenue, helping to offset rising operational costs. All changes to Schedule B are included in the proposed *Metro Vancouver Regional District Regional Parks Regulation Amendment Bylaw No. 1466, 2026* which is scheduled to take effect on January 1, 2027.

Recommendation
THAT the MVRD Board:
a) give first, second, and third reading to *Metro Vancouver Regional District Regional Parks Regulation Amendment Bylaw No. 1466, 2026*; and
b) adopt *Metro Vancouver Regional District Regional Parks Regulation Amendment Bylaw No. 1466, 2026.*

3. PERFORMANCE AND AUDIT COMMITTEE REPORTS

3.1 MFA 2026 Borrowing for the Greater Vancouver Water District (MVRD Security Issuing Bylaw No. 1465, 2026) *pg. 546*

Report dated June 22, 2026 from Linda Sabatini, Chief Financial Officer, General Manager, Financial Services.

Executive Summary

For the upcoming Municipal Finance Authority (MFA) debt offering, based on cash requirements and capital expenditures incurred, MVRD is planning to borrow $130 million on behalf of GVWD. To execute the borrowing, MVRD is required to adopt a security issuing bylaw, as a drawdown against G*reater Vancouver Water District Borrowing Bylaw No. 261, 2023* ("GVWD Borrowing Bylaw, 261, 2023"). The proposed $130 million aligns with the new borrowing anticipated in the 2026 GVWD budget and five-year financial plan, and will primarily fund capital expenditures incurred during 2026 for projects that are underway, including but not limited to the Coquitlam Lake Water Supply, Coquitlam Water Main, Stanley Park Water Supply Tunnel, Annacis Water Supply Tunnel, Kennedy Newton Main, Central Park Main No. 2, and Capilano Raw Water Pump Station – Back-up Power.

The total estimated debt servicing costs for the new proposed annual debt is approximately $9.5 million, which has been included in the debt servicing amounts in the operating budgets. When combined with existing debt, MVRD's total debt servicing costs will be approximately $319.3 million, resulting in a debt service ratio of 20.3%, slightly higher than half of the MVRD's maximum debt service level of 40%, set by Board policy.

The GVWD has met the regulatory requirements and has legislative authority to undertake the planned borrowing. The proposed *Metro Vancouver Regional District Security Issuing Bylaw No. 1465, 2026* will authorize the MVRD to undertake the requested borrowing from the MFA on behalf of the GVWD.

Recommendation

THAT the MVRD Board:

a) give consent to the request for financing from the Greater Vancouver Water District in the amount of $130,000,000 pursuant to Section 3 of the *Greater Vancouver Regional District Regulation, BC Reg 173/90*;
b) give first, second and third reading to *Metro Vancouver Regional District Security Issuing Bylaw No. 1465, 2026*; and
c) adopt *Metro Vancouver Regional District Security Issuing Bylaw No. 1465, 2026* and forward it to the Inspector of Municipalities for Certificate of Approval.

4. CHIEF ADMINISTRATIVE OFFICER REPORTS

4.1 Results of the Alternative Approval Process for MVRD Park Dedication Removal of Certain Lands in Deas Island Regional Park Bylaw No. 1462, 2026 *pg. 556*

Report dated July 14, 2026 from Nikki Tilley, Acting Corporate Officer.

Executive Summary
An Alternative Approval Process (AAP) was conducted to determine if the electors approve of *Metro Vancouver Regional District Park Dedication Removal of Certain Lands in Deas Island Regional Park Bylaw No. 1462, 2026* (MVRD Bylaw No. 1462, 2026). This report provides the certification of elector approval for MVRD Bylaw No. 1462, 2026, and presents the bylaw for consideration of adoption.

Recommendation
THAT the MVRD Board adopt *Metro Vancouver Regional District Park Dedication Removal of Certain Lands in Deas Island Regional Park Bylaw No. 1462, 2026*.

4.2 Metro Vancouver Regional Development Cost Charge Amendment Bylaw No. 1452, 2026 *pg. 562*

Report dated July 6, 2026 from Linda Sabatini, Chief Financial Officer, General Manager, Financial Services.

Executive Summary
At its April 15, 2026 meeting, the MVRD Board gave first, second, and third reading to the *Metro Vancouver Regional District Development Cost Charge Amendment Bylaw No. 1452, 2026* ("MVRD DCC Amendment Bylaw"). The MVRD DCC Amendment Bylaw will roll back the 2026 Development Cost Charge (DCC) rates to 2025 levels and reduce the increase to the 2027 DCC rates. In addition, the Metro Vancouver Boards approved slowing the transition to a 1% assist factor over the subsequent two years, reaching 1% by 2029. The transition to the 1% assist factor by 2029 will be incorporated into the updated DCC program that will be presented to the Board in early 2027.

Following first, second, and third reading, the MVRD DCC Amendment Bylaw was submitted to the Province for review. Metro Vancouver received the Certificate of Statutory Approval from the Inspector of Municipalities issued on June 30, 2026, enabling the MVRD DCC Amendment Bylaw to now be brought forward to the Board for final adoption.
The Board's decision to roll back 2026 and reduce the increase for the 2027 DCC rates is expected to lower DCC revenue across Metro Vancouver entities by $389 million over the next six years, which includes $43M for MVRD's Parkland acquisition. The Boards provided direction to fill the funding gap for parkland acquisition by adding it back to ratepayers in the upcoming 2027-2031 Financial Plan.

Adoption by the MVRD Board on July 24, 2026 of the *Metro Vancouver Regional District Development Cost Charge Amendment Bylaw No. 1452, 2026*, will have an immediate impact on the DCC rates collected. The revised rates will apply from the date of MVRD DCC Amendment Bylaw adoption.

Recommendation
THAT the MVRD Board adopt the *Metro Vancouver Regional District Development Cost Charge Amendment Bylaw No. 1452, 2026* to amend the MVRD Development Cost Charge rates for 2026 and 2027.

4.3 Regional Growth Strategy Amendment Bylaw No. 1456, 2026 – Special Study Areas *pg. 569*

Report dated July 16, 2026 from Heather McNell, Deputy Chief Administrative Officer, Policy and Planning, and Nikki Tilley, Acting Corporate Officer.

Executive Summary

On April 24, 2026, the MVRD Board initiated a Type 3 amendment to *Metro 2050* and gave first, second, and third readings to *Metro Vancouver Regional District Regional Growth Strategy Amendment Bylaw No. 1456, 2026* ("MVRD Bylaw No. 1456, 2026") (Reference 1 of the report).

The proposed bylaw would establish a new Special Study Area (SSA) for the Fraser Highway Employment Lands in the Township of Langley, an area that has been subject to extensive technical analysis and planning, and would remove two existing SSAs in the Township. SSAs identify areas where municipalities have an interest in future land use changes, and reduce the voting threshold required for related *Metro 2050* amendments, recognizing municipal planning intentions. The amendment bylaw also would clarify the framework for considering new SSAs, enabling the MVRD Board to consider requests until December 31, 2027. After that date, new SSAs would only be considered through the development of a new Regional Growth Strategy.

The amendment stems from a request by three South of the Fraser mayors regarding *Metro 2050*'s Urban Containment Boundary and amendment process. Following Board direction, staff conducted pre-consultation with affected local governments on four potential amendment options. Amendments related to SSAs, including the proposed changes for the Township of Langley, received initial Board endorsement. The Board also directed staff to advance process improvements in response to comments from Delta and to continue engagement with the City of Surrey regarding concerns with *Metro 2050* and future development aspirations in southeast Surrey.

In accordance with the *Local Government Act* and *Metro 2050*, Metro Vancouver notified affected local governments, local First Nations, regional agencies, and the public, providing an opportunity for comment. Seven responses were received and are summarized in this report. *MVRD Bylaw No. 1456, 2026* is now before the Board for consideration of adoption.

Recommendation

THAT the MVRD Board:

a) receive for information the comments from affected local governments, local First Nations, and regional agencies as presented in the report dated July 16, 2026, titled "Regional Growth Strategy Amendment Bylaw No. 1456, 2026 – Special Study Areas"; and

b) adopt *Metro Vancouver Regional District Regional Growth Strategy Amendment Bylaw No. 1456, 2026*.

H. MOTIONS FOR WHICH NOTICE HAS BEEN GIVEN

I. OTHER BUSINESS

1. MVRD Board Committee Information Items and Delegation Summaries *pg. 634*

J. RESOLUTION TO CLOSE MEETING

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

THAT the MVRD Board close its meeting scheduled for July 24, 2026 pursuant to section 226 (1) (a) of the *Local Government Act* and the *Community Charter* provisions as follows:

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

Added

(a) personal information about an identifiable individual who holds or is being considered for a position as an officer, employee or agent of the municipality or another position appointed by the municipality;

(b) personal information about an identifiable individual who is being considered for a municipal award or honour, or who has offered to provide a gift to the municipality on condition of anonymity;

(c) labour relations or other employee relations;

(e) the acquisition, disposition or expropriation of land or improvements, if the council considers that disclosure could reasonably be expected to harm the interests of the municipality;

(g) litigation or potential litigation affecting the municipality;

(i) the receipt of advice that is subject to solicitor-client privilege, including communications necessary for that purpose; and

(j) information that is prohibited, or information that if it were presented in a document would be prohibited, from disclosure under section 21 of the Freedom of Information and Protection of Privacy Act.

K. ADJOURNMENT

THAT the MVRD Board adjourn its meeting of July 24, 2026.

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SERVICES AND SOLUTIONS FOR A LIVABLE REGION

METRO VANCOUVER REGIONAL DISTRICT (MVRD)

BOARD OF DIRECTORS

BOARD MEETING

Friday, June 26, 2026
9:00 am
The meeting was held electronically on the Zoom platform

MINUTES

MEMBERS PRESENT:

Chair, Mike Hurley, Burnaby
Vice Chair, John McEwen, Anmore (departed at 9:03 am)
Belcarra, Jamie Ross*
Burnaby, Pietro Calendino*
Burnaby, Alternate Director Daniel Tetrault* for Director Sav Dhaliwal
Coquitlam, Craig Hodge*
Coquitlam, Teri Towner*
Delta, Rod Binder*
Delta, Dylan Kruger* (arrived at 9:02 am)
Electoral Area A, Jen McCutcheon* (departed at 9:03 am)
Langley City, Paul Albrecht*
Langley Township, Steve Ferguson*
Langley Township, Eric Woodward*
Lions Bay, Ken Berry* (arrived at 9:03 am)
Maple Ridge, Dan Ruimy*
New Westminster, Nadine Nakagawa* (departed at 9:03 am)
North Vancouver City, Linda Buchanan*
North Vancouver District, Lisa Muri* (departed at 9:03 am)
Pitt Meadows, Nicole MacDonald* (departed at 1:52 pm)
Port Coquitlam, Brad West* (departed at 1:50 pm)
Port Moody, Meghan Lahti* (departed at 1:51 pm)
Richmond, Malcolm Brodie*
Richmond, Alexa Loo* (departed at 9:03 am)
Richmond, Bill McNulty*
Surrey, Harry Bains*
Surrey, Doug Elford*
Surrey, Gordon Hepner* (departed at 9:03 am)
Surrey, Pardeep Kooner*
Surrey, Brenda Locke* (departed at 9:03 am)
Surrey, Rob Stutt* (departed at 9:03 am)
Vancouver, Rebecca Bligh* (arrived at 9:01 am, departed at 9:03 am)
Vancouver, Lisa Dominato*
Vancouver, Sarah Kirby-Yung*
Vancouver, Mike Klassen*
Vancouver, Alternate Director Brian Montague* for Director Ken Sim
Vancouver, Lenny Zhou* (arrived at 9:02 am, departed at 9:03 am)
West Vancouver, Mark Sager*
White Rock, Megan Knight* (departed at 9:03 am)

*denotes electronic meeting participation as authorized by the *Procedure Bylaw*

MEMBERS ABSENT:

Bowen Island, Andrew Leonard
scəwaθən məsteyəxʷ (Tsawwassen First Nation), Laura Cassidy
Vancouver, Peter Meiszner

STAFF PRESENT:
Jerry W. Dobrovolny, Chief Administrative Officer
Nikki Tilley, Acting Corporate Officer
Carmen Chan, Legislative Services Assistant, Board and Information Services

9:01 am Director Bligh joined the meeting.

A. ADOPTION OF THE AGENDA

1. June 26, 2026 Meeting Agenda

It was MOVED and SECONDED
THAT the MVRD Board adopt the revised agenda for its meeting scheduled for June 26, 2026 as circulated and immediately address item J.

CARRIED

J. RESOLUTION TO CLOSE MEETING

It was MOVED and SECONDED
THAT the MVRD Board close its meeting scheduled for June 26, 2026 pursuant to section 226 (1) (a) of the *Local Government Act* and the *Community Charter* provisions as follows:

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

(a) personal information about an identifiable individual who holds or is being considered for a position as an officer, employee or agent of the municipality or another position appointed by the municipality;

(e) the acquisition, disposition or expropriation of land or improvements, if the council considers that disclosure could reasonably be expected to harm the interests of the municipality;

(g) litigation or potential litigation affecting the municipality; and

(i) the receipt of advice that is subject to solicitor-client privilege, including communications necessary for that purpose.

CARRIED

Recess

It was MOVED and SECONDED
THAT the MVRD Board recess its meeting of June 26, 2026.

CARRIED
(Time: 9:03 am)

Reconvene

The meeting reconvened at 1:46 pm, with Directors Bligh, Hepner, Knight, Locke, Loo, McCutcheon, Nakagawa, McEwen, Muri, Stutt, and Zhou absent.

B. ADOPTION OF THE MINUTES

1. May 29, 2026 Meeting Minutes

It was MOVED and SECONDED
THAT the MVRD Board adopt the minutes of its meeting held May 29, 2026 as circulated.

CARRIED

C. DELEGATIONS

No items presented.

D. INVITED PRESENTATIONS

No items presented.

E. CONSENT AGENDA

At the request of Directors, the following items were removed from the Consent Agenda for consideration under Section F:

1.1 Burnaby Lake Regional Park – Draft Management Plan and Public Engagement Process
2.3 2026 Agriculture Awareness Grant Recommendations
4.1 Metro Vancouver Development Cost Charges: 2028–2030 Draft Rates for Engagement
4.2 Financial Board Policy Review – Amended Corporate Investment Policy

It was MOVED and SECONDED
THAT the MVRD Board adopt the recommendation for the following items as presented in the June 26, 2026 MVRD Consent Agenda:

2.1 Metro 2050 Regional Context Statement – Village of Anmore
2.2 Metro Vancouver Housing Data Dashboard Launch and 2026 Data Update
2.4 Provincial Budget Impacts on Affordable Housing Delivery in Metro Vancouver
3.1 Code of Conduct for Elected Officials Policy – Review Update
3.2 Emergency Management Service Delivery by Small Communities
4.3 2025 Statement of Financial Information
5.1 Major Projects Strategic Review – 2026 Progress Update to Board

CARRIED

2. REGIONAL PLANNING COMMITTEE REPORTS

2.1 Metro 2050 Regional Context Statement – Village of Anmore

Report dated May 10, 2026 from Victor Cheung, Regional Planner, Regional Planning and Housing Services, providing the MVRD Board with the opportunity to consider acceptance of the Village of Anmore's Regional Context Statement.

Recommendation
THAT the MVRD Board:

a) accept the Village of Anmore's Regional Context Statement as attached to the report dated May 10, 2026, titled "Metro 2050 Regional Context Statement – Village of Anmore" and notify the Village of Anmore of the decision; and
b) include in the correspondence to the Village of Anmore that, for future updates to the Official Community Plan and Regional Context Statement, the City is requested to review and consider opportunities for further alignment as identified in the report dated May 10, 2026, titled "Metro 2050 Regional Context Statement – Village of Anmore" in line with the *Local Government Act's* request to show how the Official Community Plan is to be made consistent with the regional growth strategy over time.

Adopted on Consent

2.2 Metro Vancouver Housing Data Dashboard Launch and 2026 Data Update

Report dated May 11, 2026 from Heidi Lam, Senior Policy and Planning Analyst, Regional Planning and Housing Services, providing the MVRD Board with the annual update of housing data and an introduction to new Metro Vancouver Housing Data Dashboard.

Recommendation
THAT the MVRD Board:

a) receive for information the report dated May 11, 2026, titled "Metro Vancouver Housing Data Dashboard Launch and 2026 Data Update"; and
b) forward a copy of the report dated May 11, 2026, titled "Metro Vancouver Housing Data Dashboard Launch and 2026 Data Update" to member jurisdictions with an offer of a presentation to Council upon request.

Adopted on Consent

2.4 Provincial Budget Impacts on Affordable Housing Delivery in Metro Vancouver

Report dated May 15, 2026 from Marina Jozipovic, Senior Planner, Regional Planning and Housing Services, providing information to the MVRD Board on the regional implications of the Province of British Columbia's re-pacing of affordable housing funding and seeking direction on potential response actions.

Recommendation
THAT the MVRD Board:

a) receive for information the report dated May 15, 2026, titled "Provincial Budget Impacts on Affordable Housing Delivery in Metro Vancouver";
b) request that the Board Chair forward a copy of the report dated May 15, 2026, titled "Provincial Budget Impacts on Affordable Housing Delivery in Metro Vancouver" to the Provincial Minister of Housing and Municipal Affairs and Minister of Finance with a request that the Province restore funding programs that have been cancelled or deferred; and
c) request that staff prepare options for a regional forum on long-term, predictable funding for affordable rental housing for Board consideration.

Adopted on Consent

3. GOVERNANCE COMMITTEE REPORTS

3.1 Code of Conduct for Elected Officials Policy – Review Update

Report dated June 18, 2026 from Nikki Tilley, Acting Division Manager, Board Secretariat, presenting a revised *Code of Conduct for Elected Official Policy* to the MVRD Board for consideration of adoption.

Recommendation

THAT the MVRD Board adopt the revised *Code of Conduct for Elected Officials Policy* as presented as Attachment 1 to the report titled "Code of Conduct for Elected Officials Policy – Review Update", dated May 26, 2026.

Adopted on Consent

3.2 Emergency Management Service Delivery by Small Communities

Report dated May 29, 2026 from Marcin Pachcinski, Division Manager, Electoral Area, Planning and Analytics, Regional Planning and Housing Services, and Brant Arnold-Smith, Director, Protective Services and Emergency Management, Corporate Services, presenting a completed report on emergency management service delivery by small communities to the MVRD Board for discussion.

Recommendation

THAT the MVRD Board:

a) receive for information the report dated May 29, 2026, titled "Emergency Management Service Delivery by Small Communities";
b) request that the Board Chair forward a copy of the report dated May 29, 2026, titled "Emergency Management Service Delivery by Small Communities" to Anmore, Belcarra, Bowen Island, Lions Bay, and Tsawwassen First Nation with an offer of a presentation to Council upon request; and
c) request that the Board Chair send a letter on behalf of the MVRD to the Honorable Kelly Greene, Minister of Emergency Management and Climate Readiness, to share a copy of the report dated May 29, 2026, titled "Emergency Management Service Delivery by Small Communities"; and to request replacement of the current competitive grant funding model with stable long-term direct funding to support local authorities with the implementation of the Emergency and Disaster Management Act.

Adopted on Consent

4.3 2025 Statement of Financial Information

Report dated May 29, 2026 from Linda Sabatini, Chief Financial Officer, General Manager, Financial Services, and Mabel Leung, Acting Director, Financial Operations, Financial Services, requesting approval of the 2025 Statement of Financial Information Report as part of the reporting requirements of the *Financial Information Act*.

Recommendation

THAT the MVRD Board approve the Statement of Financial Information for the year ended December 31, 2025.

Adopted on Consent

5. CHIEF ADMINISTRATIVE OFFICER REPORTS

5.1 Major Projects Strategic Review – 2026 Progress Update to Board

Report dated June 17, 2026 from Cheryl Nelms, General Manager, Project Delivery, and Jennifer Crosby, Director – Project Management Office, Project Delivery, seeking the MVRD Board's consideration of endorsing the 2026 progress of major projects delivered by the Project Delivery Department.

Recommendation
THAT the MVRD Board endorse the progress made by the Project Delivery Department as laid out in the report titled "Major Projects Strategic Review – 2026 Progress Update to Board," dated June 17, 2026.

Adopted on Consent

F. ITEMS REMOVED FROM THE CONSENT AGENDA

1. REGIONAL PARKS COMMITTEE REPORTS

1.1 Burnaby Lake Regional Park – Draft Management Plan and Public Engagement Process

Report dated May 15, 2026 from Jamie Vala, Division Manager, Parks Planning and Resource Management, Regional Parks, seeking the MVRD Board's endorsement of the *Burnaby Lake Regional Park Draft Management Plan* and authorization to proceed with phase two engagement.

It was MOVED and SECONDED
THAT the MVRD Board endorse the proposed *Burnaby Lake Regional Park Draft Management Plan* for engagement purposes and authorize staff to proceed with the engagement process as presented in the report dated May 15, 2026, titled "Burnaby Lake Regional Park – Draft Management Plan and Public Engagement Process".

CARRIED

1:50 pm Director West left the meeting.

1:51 pm Director Lahti left the meeting.

2. REGIONAL PLANNING COMMITTEE REPORTS

2.3 2026 Agriculture Awareness Grant Recommendations

Report dated May 11, 2026 from Carla Stewart, Senior Planner, Regional Planning and Housing Services, recommending that the MVRD Board award $55,000 in agriculture awareness grants to 23 non-profit organizations within the region.

It was MOVED and SECONDED

THAT the MVRD Board award the annual Agriculture Awareness Grants in the total amount of $55,000, as presented in the report dated May 11, 2026, titled "2026 Agriculture Awareness Grant Recommendations", to the following 23 non-profit organizations:

1. A.S.T.C. Science World Society, for "Agriculture Awareness: STEAM Gardening" in the amount of $1,500;
2. BC Agriculture in the Classroom Foundation, for "Take a Bite of BC!" in the amount of $2,750;
3. BC Association of Farmers' Markets, for "BC Food & Farming Awareness Week" in the amount of $2,750;
4. Canadian Black Farmers Association, for "Roots to Table: Culturally Relevant Food & Farming Awareness Day" in the amount of $3,750;
5. CEED Centre Society, for "Local Farm Produce Awareness Project" in the amount of $2,100;
6. Centre for Sustainable Food Systems at UBC Farm, for "Climate Justice Changemakers Camp" in the amount of $2,500;
7. Delta Farmland and Wildlife Trust, for "Day at the Farm (DATF)" in the amount of $2,000;
8. Earthwise Society, for "Tomato Festival" in the amount of $1,750;
9. Elements Society for Environmental Education and Leadership (ELEMENTS), for "EcoCooks School Elementary French" in the amount of $3,000;
10. Environmental Youth Alliance (EYA), for "Plant Gifts for Community Project" in the amount of $2,500;
11. FarmFolk / CityFolk, for "The Bitter Harvest" in the amount of $3,500;
12. Fraser North Farmers Market Society, for "Cultivating Heritage and Health Initiative" in the amount of $2,500;
13. Institute for Sustainable Horticulture, for "Cultivating Knowledge Book Series" in the amount of $2,250;
14. Langley Environmental Partners Society, for "Growing Community at the Langley Learning Farm" in the amount of $2,500;
15. Lower Mainland Sheep Producers Association, for "Sheep Matters: Farm to Community" in the amount of $2,100;
16. New West Farmers Market, for "Sprout Club" in the amount of $1,250;
17. Poultry in Motion, for "PNE, Delta Farm Days, Maple Ridge Fairs, Surrey Harvest Fair, Mini Barn School Visits" in the amount of $2,250;
18. Public Health Association of BC, for "School Farm Field Trips" in the amount of $2,300;
19. Richmond Food Security Society DBA Urban Bounty, for "Garden Tastings and Talks with Urban Bounty" in the amount of $2,500;
20. Society Promoting Environmental Conservation (SPEC), for "SPEC School Gardens Program" in the amount of $2,000;
21. Sources White Rock/South Surrey Food Bank, for "Faces of Farming" in the amount of $3,250;
22. Terra Roots Community Association, for "Seasonal Skills: Farmers' Market Demos & Recipes" in the amount of $2,000; and
23. The Sharing Farm, for "16th Annual Garlic Fest" in the amount of $2,000.

CARRIED

1:52 pm Director MacDonald left the meeting.

4. PERFORMANCE AND AUDIT COMMITTEE REPORTS

4.1 Metro Vancouver Development Cost Charges: 2028–2030 Draft Rates for Engagement

Report dated June 11, 2026 from Linda Sabatini, Chief Financial Officer, General Manager, Financial Services, and Heather McNell, Deputy Chief Administrative Officer, Policy and Planning, providing the MVRD Board with the draft 2028-2030 DCC rates and improvements to the DCC Program in advance of consultation and engagement with member jurisdictions, the development industry, and other parties.

It was MOVED and SECONDED
THAT the MVRD Board refer the report dated June 11, 2026, titled "Metro Vancouver Development Cost Charges: 2028–2030 Draft Rates for Engagement" back to staff.

CARRIED

4.2 Financial Board Policy Review – Amended Corporate Investment Policy

Report dated June 1, 2026 from Linda Sabatini, Chief Financial Officer, General Manager, Financial Services, and James Burgon, Acting Treasury Manager, Financial Services, providing an overview of the *Corporate Investments Policy* and recommending significant amendments to modernize the framework in alignment with current Municipal Finance Authority guidance and industry best practice.

It was MOVED and SECONDED
THAT the MVRD Board adopt the revised *Corporate Investments Policy* as presented in Attachment 1 to the report dated June 1, 2026, titled "Financial Board Policy Review – Amended Corporate Investments Policy".

CARRIED

G. REPORTS NOT INCLUDED IN CONSENT AGENDA

1. REGIONAL PLANNING COMMITTEE REPORTS

1.1 Metro 2050 Type 3 Proposed Amendment, Bylaw No. 1463, 2026 – City of Surrey (105 - 175A Street)

Report dated May 11, 2026 from Mark Seinen, Senior Planner, Regional Planning and Housing Services, providing the MVRD Board with the opportunity to consider the City of Surrey's request to amend *Metro 2050*.

It was MOVED and SECONDED
THAT the MVRD Board:

a) initiate the *Metro 2050* amendment process for the City of Surrey's requested regional land use designation amendment from Employment to General Urban for the property located at 105 - 175A Street;
b) give first, second, and third reading to "*Metro Vancouver Regional District Regional Growth Strategy Amendment Bylaw No. 1463, 2026*";
c) notify affected local governments and post the application on the Metro Vancouver website to provide an opportunity for comment on the proposed amendment as per Section 6.4.2 of *Metro 2050*; and
d) direct staff to notify local First Nations via referral offices to provide an opportunity for comment on the proposed amendment.

CARRIED
(Director Albrecht voted against)

2. AIR QUALITY COMMITTEE REPORTS

2.1 MVRD Notice of Bylaw Violation Enforcement and Dispute Adjudication Amendment Bylaw No. 1449, 2026

Report dated June 16, 2026 from Conor Reynolds, Director, Air Quality and Climate Action Services, seeking the MVRD Board adoption of *Metro Vancouver Regional District Notice of Bylaw Violation Enforcement and Dispute Adjudication Amendment Bylaw No. 1449, 2026.*

It was MOVED and SECONDED
THAT the MVRD Board give first, second, and third reading to *Metro Vancouver Regional District Notice of Bylaw Violation Enforcement and Dispute Adjudication Amendment Bylaw No. 1449, 2026*.

CARRIED

It was MOVED and SECONDED
THAT the MVRD Board adopt *Metro Vancouver Regional District Notice of Bylaw Violation Enforcement and Dispute Adjudication Amendment Bylaw No. 1449, 2026*.

CARRIED

2.2 MVRD Ticket Information Utilization Amendment Bylaw No. 1448, 2026

Report dated June 16, 2026 from Conor Reynolds, Director, Air Quality and Climate Action Services, seeking the MVRD Board adoption of *Metro Vancouver Regional District Ticket Information Utilization Amendment Bylaw No. 1448, 2026.*

It was MOVED and SECONDED
THAT the MVRD Board give first, second, and third reading to *Metro Vancouver Regional District Ticket Information Utilization Amendment Bylaw No. 1448, 2026*.

CARRIED

It was MOVED and SECONDED
THAT the MVRD Board adopt *Metro Vancouver Regional District Ticket Information Utilization Amendment Bylaw No. 1448, 2026*.

CARRIED

3. CHIEF ADMINISTRATIVE OFFICER REPORTS

3.1 Metro Vancouver Regional District Election Amendment Bylaw No. 1464, 2026
Report dated June 3, 2026 from Simon Zhen, Deputy Chief Election Officer, Board and Information Services, seeking the MVRD Board's consideration of an amendment to *Metro Vancouver Regional District Election Bylaw No. 1340, 2022* to change a date of advance voting from the seventh day to the fourth day before general voting day and to correct an internal reference error.

It was MOVED and SECONDED
THAT the MVRD Board give first, second, and third reading to *Metro Vancouver Regional District Election Amendment Bylaw No. 1464, 2026*.

CARRIED

It was MOVED and SECONDED
THAT the MVRD Board adopt *Metro Vancouver Regional District Election Amendment Bylaw No. 1464, 2026*.

CARRIED

H. MOTIONS FOR WHICH NOTICE HAS BEEN GIVEN

No items presented.

I. OTHER BUSINESS

1. MVRD Board Committee Information Items and Delegation Summaries

K. ADJOURNMENT

It was MOVED and SECONDED
THAT the MVRD Board adjourn its meeting of June 26, 2026.

CARRIED
(Time: 1:58 pm)

CERTIFIED CORRECT

Nikki Tilley, Acting Corporate Officer

Mike Hurley, Chair

86177452

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SERVICES AND SOLUTIONS FOR A LIVABLE REGION

METRO VANCOUVER REGIONAL DISTRICT (MVRD)

BOARD OF DIRECTORS

SPECIAL BOARD MEETING

Monday, July 6, 2026
1:00 pm
The meeting was held electronically on the Zoom platform

MINUTES

MEMBERS PRESENT:

Chair, Mike Hurley, Burnaby
Vice Chair, John McEwen*, Anmore
Belcarra, Jamie Ross*
Bowen Island, Andrew Leonard*
Burnaby, Pietro Calendino*
Burnaby, Sav Dhaliwal*
Coquitlam, Craig Hodge*
Coquitlam, Teri Towner*
Delta, Rod Binder*
Delta, Dylan Kruger*
Electoral Area A, Jen McCutcheon*
Langley City, Paul Albrecht*
Langley Township, Steve Ferguson*
Langley Township, Eric Woodward*
Maple Ridge, Dan Ruimy*
North Vancouver District, Lisa Muri*
Port Coquitlam, Brad West*
Port Moody, Meghan Lahti*
Richmond, Malcolm Brodie*
Richmond, Alexa Loo*
Richmond, Bill McNulty*
Surrey, Harry Bains*
Surrey, Doug Elford*
Vancouver, Rebecca Bligh*
Vancouver, Lisa Dominato*
Vancouver, Mike Klassen*
Vancouver, Peter Meiszner*
Vancouver, Alternate Director Brian Montague* for Director Ken Sim
West Vancouver, Mark Sager*
White Rock, Megan Knight*

*denotes electronic meeting participation as authorized by the *Procedure Bylaw*

MEMBERS ABSENT:

Lions Bay, Ken Berry
New Westminster, Nadine Nakagawa
North Vancouver City, Linda Buchanan
Pitt Meadows, Nicole MacDonald
Surrey, Gordon Hepner
Surrey, Pardeep Kooner
Surrey, Brenda Locke
Surrey, Rob Stutt
scəwaθən məsteyəxʷ (Tsawwassen First Nation), Laura Cassidy
Vancouver, Sarah Kirby-Yung
Vancouver, Lenny Zhou

STAFF PRESENT:

Jerry W. Dobrovolny, Chief Administrative Officer
Nikki Tilley, Acting Corporate Officer
Carmen Chan, Legislative Services Assistant, Board and Information Services

A. ADOPTION OF THE AGENDA

1. July 6, 2026 Special Meeting Agenda

It was MOVED and SECONDED
THAT the MVRD Board adopt the agenda for its special meeting scheduled for July 6, 2026 as circulated.

CARRIED

B. RESOLUTION TO CLOSE MEETING

It was MOVED and SECONDED
THAT the MVRD Board close its special meeting scheduled for July 6, 2026 pursuant to section 226 (1) (a) of the *Local Government Act* and the *Community Charter* provisions as follows:

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

(g) litigation or potential litigation affecting the municipality; and

(i) the receipt of advice that is subject to solicitor-client privilege, including communications necessary for that purpose.

CARRIED

C. ADJOURNMENT

It was MOVED and SECONDED
THAT the MVRD Board adjourn its special meeting of July 6, 2026.

CARRIED
(Time: 1:01 pm)

CERTIFIED CORRECT

Nikki Tilley, Acting Corporate Officer

Mike Hurley, Chair

86402880

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SERVICES AND SOLUTIONS FOR A LIVABLE REGION

METRO VANCOUVER REGIONAL DISTRICT (MVRD)
BOARD OF DIRECTORS

SPECIAL BOARD MEETING

Thursday, July 16, 2026
9:02 am
The meeting was held electronically on the Zoom platform

MINUTES

MEMBERS PRESENT:

Chair, Mike Hurley, Burnaby
Vice Chair, John McEwen, Anmore
Belcarra, Jamie Ross*
Burnaby, Pietro Calendino*
Burnaby, Sav Dhaliwal*
Coquitlam, Craig Hodge*
Coquitlam, Teri Towner*
Delta, Rod Binder*
Electoral Area A, Jen McCutcheon*
Langley City, Paul Albrecht*
Langley Township, Steve Ferguson*
Lions Bay, Ken Berry*
Maple Ridge, Dan Ruimy*
New Westminster, Nadine Nakagawa*
North Vancouver City, Linda Buchanan*
North Vancouver District, Lisa Muri*
Pitt Meadows, Alternate Director Tracy Elke for Director Nicole MacDonald*
Port Coquitlam, Brad West*
Port Moody, Meghan Lahti*
Richmond, Malcolm Brodie*
Richmond, Alexa Loo*
Richmond, Bill McNulty*
Surrey, Harry Bains*
Surrey, Doug Elford*
Surrey, Gordon Hepner*
Surrey, Pardeep Kooner*
Surrey, Brenda Locke*
Surrey, Rob Stutt*
Vancouver, Rebecca Bligh*
Vancouver, Lisa Dominato*
Vancouver, Mike Klassen*
Vancouver, Sarah Kirby-Yung
Vancouver, Peter Meiszner*
Vancouver, Alternate Director Brian Montague* for Director Ken Sim
Vancouver, Lenny Zhou*
West Vancouver, Mark Sager*
White Rock, Megan Knight*

*denotes electronic meeting participation as authorized by the *Procedure Bylaw*

MEMBERS ABSENT:

Bowen Island, Andrew Leonard*
Delta, Dylan Kruger*
Langley Township, Eric Woodward*
scəwaθən məsteyəxʷ (Tsawwassen First Nation), Laura Cassidy*

STAFF PRESENT:

Nikki Tilley, Acting Corporate Officer
Christine Zhao, Acting Supervisor, Legislative Services, Board and Information Services

A. ADOPTION OF THE AGENDA

1. July 16, 2026 Special Meeting Agenda

It was MOVED and SECONDED
THAT the MVRD Board adopt the agenda for its special meeting scheduled for July 16, 2026 as circulated.

CARRIED

B. RESOLUTION TO CLOSE MEETING

It was MOVED and SECONDED
THAT the MVRD Board close its special meeting scheduled for July 16, 2026 pursuant to section 226 (1) (a) of the *Local Government Act* and the *Community Charter* provisions as follows:

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

(c) labour relations or other employee relations; and

(i) the receipt of advice that is subject to solicitor-client privilege, including communications necessary for that purpose.

CARRIED

C. ADJOURNMENT

It was MOVED and SECONDED
THAT the MVRD Board adjourn its special meeting of July 16, 2026.

CARRIED
(Time 9:03 am)

_____ _____

Nikki Tilley, Acting Corporate Officer Mike Hurley, Chair

86583447

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SERVICES AND SOLUTIONS FOR A LIVABLE REGION

To: Regional Planning Committee

From: Charles Pan, Senior Policy and Planning Analyst, Regional Planning and Housing Services

Date: June 12, 2026 Meeting Date: July 2, 2026

Subject: **Metro 2050 Regional Context Statement – City of New Westminster**

RECOMMENDATION

THAT the MVRD Board:

a) accept the City of New Westminster's Regional Context Statement as attached to the report dated June 12, 2026, titled "Metro 2050 Regional Context Statement – City of New Westminster" and notify the City of New Westminster of the decision; and

b) include in the correspondence to the City of New Westminster that, for future updates to the Official Community Plan and Regional Context Statement, the City is requested to review and consider the issues identified in the report dated June 12, 2026, titled "Metro 2050 Regional Context Statement – City of New Westminster" in line with the *Local Government Act*'s request to show how the Official Community Plan is to be made consistent with the regional growth strategy over time.

EXECUTIVE SUMMARY

The City of New Westminster completed the draft update to its Official Community Plan and submitted a revised Regional Context Statement demonstrating that the new OCP is consistent with the regional federation's goals, strategies and actions as laid out in *Metro 2050*. The MVRD Board considers acceptance of Regional Context Statements to ensure local aspirations align with the regional federation's goals.

The Regional Context Statement supports the regional federation's vision by advancing:

- **Compact Urban Growth:** Supporting transit-oriented growth by increasing density in Frequent Transit Development Areas, the Downtown Urban Centre, and other designated Urban Areas, while enabling a mix of housing, employment, and services in locations well served by transit, consistent with *Metro 2050* Goal 1**.**
- **Sustainable Economy:** Minimizing barriers to office development, not supporting conversion of industrial sites, and supporting a comprehensive food strategy, consistent with Goal 2.
- **Environmental Protection and Climate Action:** Implementing the Biodiversity and Natural Areas Strategy, developing a Green Infrastructure Network, implementing the Community Energy and Emissions Plan, and regularly updating hazard and risk assessments, consistent with Goal 3.
- **Housing Diversity and Affordability:** Ensuring policies and development decisions are based on recent evidence, completing a Rental Replacement Policy, and partnering to develop affordable and non-market housing, consistent with Goal 4.
- **Sustainable Transportation:** Implementing transit priority measures and end-of-trip facilities and minimizing the impact of goods movement on adjacent land uses, consistent with Goal 5.

While the current OCP update introduces modest changes, primarily in the area of housing, Metro Vancouver and the City will work together in the next OCP and RCS update to establish growth targets for Centres and Corridors, strengthen policies for nature protection, and integrate updated dwelling unit and employment projections.

Metro Vancouver staff recommend that the MVRD Board accept the City of New Westminster's Regional Context Statement.

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PURPOSE

To provide the Regional Planning Committee and the MVRD Board with the opportunity to consider acceptance of the City of New Westminster's Regional Context Statement.

BACKGROUND

On February 24, 2023, the MVRD Board adopted *Metro 2050*. Pursuant to the *Local Government Act*, each member jurisdiction's Official Community Plan (OCP) must include a Regional Context Statement (RCS) accepted by the MVRD Board. A RCS identifies the alignment between the municipality's OCP and the regional growth strategy and/or explains how the OCP will be made consistent with the regional growth strategy over time.

Metro Vancouver staff received the City of New Westminster's RCS on June 9, 2026 (**Attachments 1 and 2**). As per section 448 of the *Local Government Act*, the MVRD Board must either accept or not accept the RCS within 120 days of receipt and if not, explain what elements it objects to, or it is deemed to have accepted the RCS as submitted. Following acceptance by the MVRD Board, the member jurisdiction can then give final reading to adopt the OCP bylaw, which includes the RCS. For the purpose of MVRD Board acceptance, the City of New Westminster's RCS will be considered as the first seven pages of the OCP chapter "New Westminster Context" as well as the policy comparison table entitled "Metro 2050 Regional Context Statement" (as shown in **Attachment 2**).

Metro Vancouver staff worked collaboratively with City of New Westminster staff throughout the development of the RCS, including reviewing and providing feedback on earlier draft versions prior to receiving the official submission. The City of New Westminster's most recent consolidated OCP is provided in Reference 1. Since the last consolidation, two amendments have been adopted (References 2 and 3) and two other amendments have been proposed (References 4 and 5).

KEY CHANGES IN NEW WESTMINSTER'S DRAFT OFFICIAL COMMUNITY PLAN

New Westminster is proposing modest changes to its OCP, including:

- Aligning with new provincial housing legislation, including significant densities around transit stations;
- Allowing townhouses and small-scale multi-unit housing in more parts of the City;
- Streamlining the approval process for new affordable rental buildings;
- Slightly expanding the New Westminster Downtown Regional City Centre to the east;
- Merging two Frequent Transit Development Areas (FTDAs)—"Sapperton" and "Braid"—into a single FTDA, called "Sapperton and Braid," and expanding the area;
- Expanding the 22nd Street FTDA; and
- Adding a new FTDA at Uptown, reflecting existing and planned development and transit.

The RCS does not propose any changes to regional land use designations, which are permitted under select conditions under *Metro 2050* Policy 6.2.7. The changes to Urban Centres and FTDAs are permitted through RCSs under *Metro 2050* Policy 6.2.8 and outlined in Figures 1 and 2 below. Per *Metro 2050* Policy 6.2.2, as this RCS proposes to add an FTDA, it must be accompanied by written comments from TransLink. Overall, TransLink finds the new and expanded FTDAs largely aligned with its policies, guidelines, and plans (**Attachment 3**).

Figure 1. Current Metro 2050 Land Use Designations and Geographies in the City of New Westminster

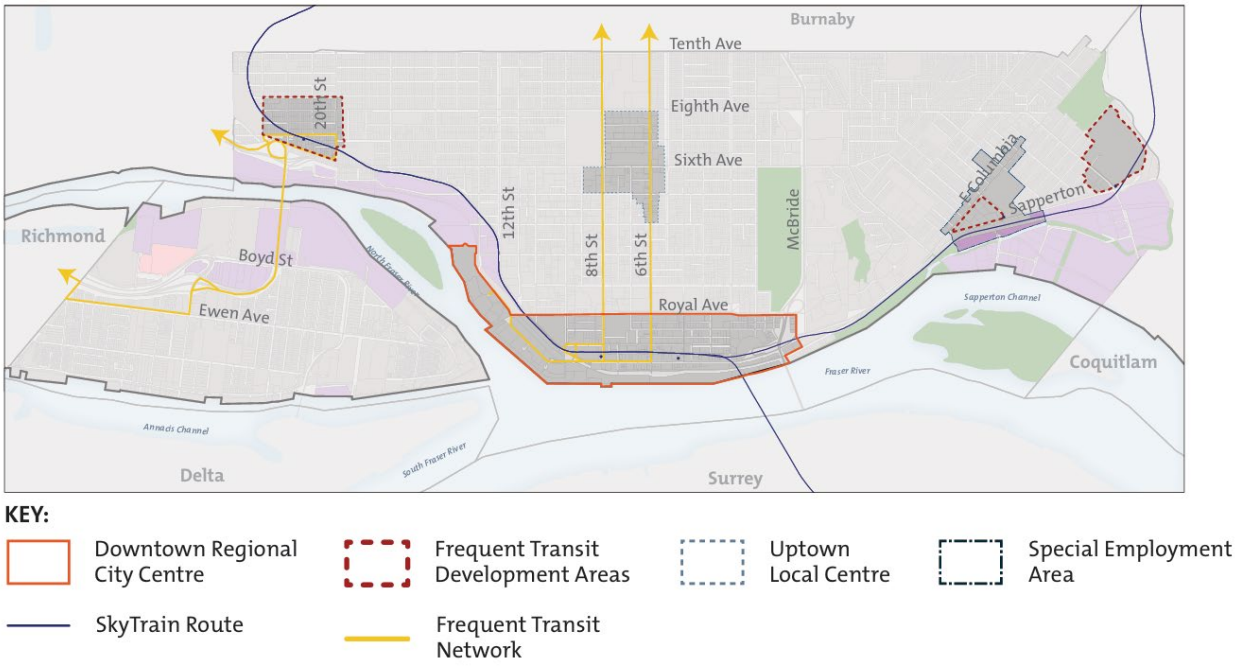
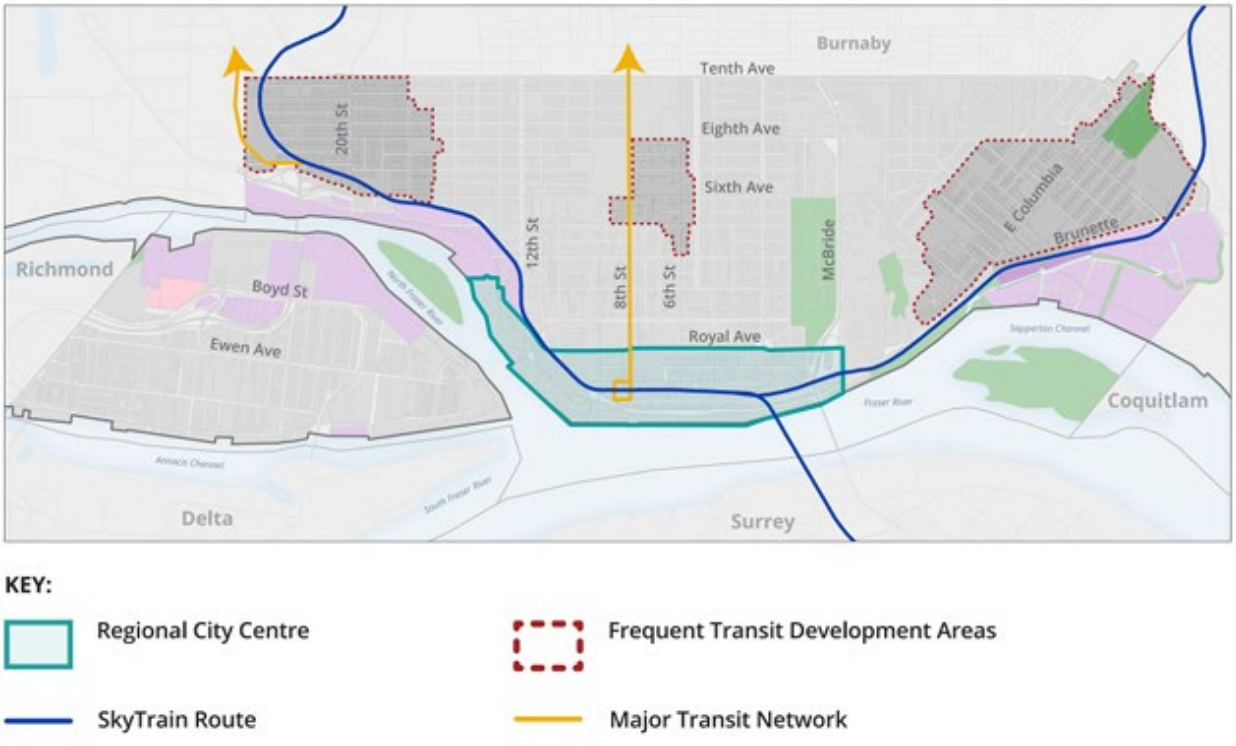


Figure 2. Proposed Metro 2050 Land Use Designations and Geographies in the City of New Westminster



Since most of the OCP is not changing with this update, Metro Vancouver staff have noted that future work will be needed to align the OCP with *Metro 2050*, notably:

- projecting dwelling unit growth in Frequent Transit Development Areas (FTDAs) and employment growth in Urban Centres and FTDAs; and
- setting a target for lands protected for nature.

Metro Vancouver staff will work collaboratively with City of New Westminster staff to incorporate further updates into the City's next RCS.

REGIONAL CONTEXT STATEMENT ANALYSIS

Staff have reviewed the City of New Westminster's proposed RCS relative to *Metro 2050*. Below is a summary of the analysis organized by *Metro 2050* targets and goals.

Metro 2050 Targets

The City of New Westminster's RCS outlines relevant OCP policies and supplementary information that demonstrate how the OCP will contribute to the regional targets set out in *Metro 2050*. Notably:

- New Westminster plans to meet or exceed regional targets for regional greenhouse gas emission reduction and residential growth inside the Urban Containment Boundary; and
- New Westminster aims to contribute to regional targets for residential growth in Urban Centres, affordable rental housing near transit, and tree canopy cover.

The City of New Westminster is entirely within the Urban Containment Boundary, except for Poplar Island, and does not include any Rural- or Agricultural-designated lands in *Metro 2050*.

The City currently does not have projections for dwelling unit growth in Frequent Transit Development Areas (FTDAs) nor employment growth in the New Westminster Downtown Regional City Centre and FTDAs. It also does not have a target for lands protected for nature. In keeping with the *Local Government Act* section 447, the City will identify these projections and targets in a future OCP review.

In particular, *Metro 2050*'s dwelling unit and employment growth targets for Centres and Corridors are an essential tool in shaping regional growth. Metro Vancouver staff will work with City of New Westminster staff to develop Centre and Corridor growth targets, in part through Metro Vancouver's Centres and Corridors Growth Targets Update project.

Goal 1: Create a Compact Urban Area

Goal 1 is intended to contain growth within the Urban Containment Boundary and to direct that growth to Urban Centres and along transit corridors. The City of New Westminster's RCS identifies OCP policies that support this goal, such as:

- Liaising with Metro Vancouver on the scale and timeframe of major development plans as well as specific plans to separate combined sewers;
- Encouraging office development in strategic locations, including the Downtown Urban Centre and the Frequent Transit Development Areas; and
- Locating land use designations that allow community, institutional, medical/health, education and local serving retail uses in Urban Centres or areas with good access to transit.

Goal 2: Support a Sustainable Economy

Goal 2 aims to advance economic development by supporting the long-term protection of industrial, employment, and agricultural lands. The City of New Westminster's RCS identifies OCP policies that support this goal, such as:

- Reviewing the Zoning Bylaw to minimize barriers to achieving office development and versatile workspaces in new and existing units;
- Protecting industrial designated sites by providing clear direction to land owners, the real estate community and potential purchasers that conversion to non-industrial uses will not be supported; and
- Supporting the development of a comprehensive food strategy.

Goal 3: Protect the Environment, Address Climate Change, and Respond to Natural Hazards
Goal 3 includes strategies to protect conservation and recreation lands and to promote a connected network of ecosystems and other green spaces. The City of New Westminster's RCS identifies OCP policies that support this goal, such as:

- Implementing the Biodiversity and Natural Areas Strategy to ensure continued protection, enhancement and restoration of natural ecosystems;
- Developing a Green Infrastructure Network for the City that is consistent with the regional network proposed by Metro Vancouver;
- Implementing the actions and policies of the Community Energy and Emissions Plan to reduce energy use and related GHG emissions in buildings; and
- Regularly updating hazard, risk, and vulnerability assessments.

Goal 4: Provide Diverse and Affordable Housing Choices
Goal 4 envisions a region with a diverse and affordable range of housing choices, with a focus on increasing the supply of purpose-built rental housing in proximity to transit. The City of New Westminster's RCS identifies OCP policies that support this goal, such as:

- Using the Housing Needs Report findings to strengthen understanding of current and future housing needs, and ensure local policies, plans, and development decisions are based on recent evidence;
- Completing a Rental Replacement Policy to ensure that redevelopment of older purpose-built market rental buildings does not lead to the untimely loss of affordable rental housing, and to add to the supply of affordable rental in New Westminster; and
- Partnering with senior governments, charitable foundations, faith groups and non-profit organizations in the development of affordable and non-market housing.

Goal 5: Support Sustainable Transportation Choices
Goal 5 promotes compact, transit-oriented urban forms supported by a range of sustainable transportation choices. The City of New Westminster's RCS identifies OCP policies that support this goal, such as:

- Working with TransLink to implement transit priority measures and end-of-trip facilities at key locations; and
- Working with various partners to minimize the impact of goods movement on adjacent land uses and to provide safe and efficient goods movement connections.

The staff assessment indicates strong consistency between the City of New Westminster's OCP and RCS and the goals, strategies, and targets set out in *Metro 205*0. The proposed changes to the OCP are modest, focused primarily on aligning with provincial housing legislation, strengthening housing policies, and expanding priority growth areas. In the future, a more comprehensive update may be considered. The City's policies support compact growth, environmental protection, housing diversity, and sustainable transportation, demonstrating clear alignment with the goals of *Metro 2050*.

ALTERNATIVES

1. THAT the MVRD Board:
   a) accept the City of New Westminster's Regional Context Statement as attached to the report dated June 12, 2026, titled "Metro 2050 Regional Context Statement – City of New Westminster" and notify the City of New Westminster of the decision; and
   b) include in the correspondence to the City of New Westminster that, for future updates to the Official Community Plan and Regional Context Statement, the City is requested to review and consider the issues identified in the report dated June 12, 2026, titled "Metro 2050 Regional Context Statement – City of New Westminster" in line with the Local Government Act's request

to show how the Official Community Plan is to be made consistent with the regional growth strategy over time.

2. THAT the MVRD Board not accept the City of New Westminster's Regional Context Statement as attached to the report dated June 12, 2026, titled "Metro 2050 Regional Context Statement – City of New Westminster," indicating the provisions to which the Board objects and the reasons for objection, and request the City of New Westminster amend its Regional Context Statement and re-submit it to the Board for consideration.

FINANCIAL IMPLICATIONS

If the MVRD Board chooses Alternative 1, there are no financial implications for Metro Vancouver. If the MVRD Board chooses Alternative 2, a dispute resolution process may take place as prescribed by the *Local Government Act*. The cost of a dispute resolution process is prescribed based on the proportion of assessed land values. Metro Vancouver would be responsible for most of those associated costs.

OTHER IMPLICATIONS

If the MVRD Board chooses Alternative 2, it would delay the acceptance of the City of New Westminster's RCS and, in turn, hinder the City's ability to adopt its updated OCP. This could create planning and implementation challenges for New Westminster and reduce opportunities for integration of local priorities with regional goals under *Metro 2050*.

CONCLUSION

The City of New Westminster has submitted a new RCS as part of its updated OCP, demonstrating alignment with the goals, strategies, and targets of *Metro 2050*. Metro Vancouver staff have conducted a comprehensive review of the RCS and assessed its consistency with all five regional goals.

The assessment indicates strong alignment between New Westminster's RCS, OCP and *Metro 2050*, and the RCS provides a clear framework for how the City will contribute to the goals and strategies of the Regional Growth Strategy.

ATTACHMENTS

1. Letter from the City of New Westminster, dated June 9, 2026.
2. City of New Westminster's Draft Regional Context Statement.
3. Comments from TransLink, dated June 12, 2026.

REFERENCES

1. City of New Westminster. (2017, last updated 2021). *Our City 2041: New Westminster Official Community Plan*. [Consolidated version]
2. City of New Westminster. (2025). *Official Community Plan Bylaw No. 7925, 2017, Amendment Bylaw (Provincial Housing Legislation Integration) No. 8522, 2025.*
3. City of New Westminster. (2025). *Official Community Plan Bylaw No. 7925, 2017, Amendment Bylaw (Townhouse Accelerator Initiative) No. 8547, 2025.*
4. City of New Westminster. (2026). *Official Community Plan Bylaw No. 7925, 2017, Amendment Bylaw (Infill Housing Program) No. 8573, 2026.*
5. City of New Westminster. (2026). *Official Community Plan Bylaw No. 7925, 2017, Amendment Bylaw (Transit Oriented Development Area Extensions and Regional Planning) No. 8574, 2026.*

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New Westminster

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Dorothy Shermer, Corporate Officer
Metro Vancouver
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June 9, 2026

RE: New Westminster Metro 2050 Regional Context Statement

Dear Ms. Shermer,

The City of New Westminster is pleased to submit its Regional Context Statement in accordance with section 446 of the *Local Government Act* to the Metro Vancouver Board for consideration and acceptance.

At the May 11, 2026 Council meeting, New Westminster Council approved recommendations in the report titled "*Our City, Our Homes: Implementation of Transit Oriented Development Area Extensions and Regional Planning – Bylaw for First and Second Readings* ". This included recommendations to give first and second readings to Official Community Plan Bylaw No. 7925, 2017, Amendment Bylaw No. 8574, 2026 which included the City's new Regional Context Statement. On May 25, 2026, a Public Hearing was held and third reading given to the amendment bylaw.

The updated Regional Context Statement shows continued alignment between New Westminster's updated Official Community Plan and the Regional Growth Strategy, including general alignment with growth projections, and alignment of regional and municipal land use designations. The updated Official Community Plan replaces the Uptown Local Centre with a Frequent Transit Development Area overlay, and expands the City's existing Frequent Transit Development Areas to match New Westminster's extended Transit Oriented Areas for 22nd Street, Sapperton and Braid Stations. Enclosed with this letter is a letter of support from TransLink, who the City consulted about these Frequent Transit Development Area extensions.

The City of New Westminster requests that Metro Vancouver Regional District Board consider and accept New Westminster's Regional Context Statement. Should Metro Vancouver staff require any additional information regarding this matter, please contact Samuel Austin, Senior Land Use Planner, at 778-789-6701 or at saustin@newwestcity.ca.

Respectfully,

Jackie Teed
Director, Planning and Development

Attachments:
New Westminster's Regional Context Statement
Letter of support from TransLink

New Westminster Context

Growth Management: The Next 25 Years

REGIONAL PRIORITIES

Metro 2050 is a shared commitment by Metro Vancouver and member municipalities to work together to achieve five fundamental goals:

Goal 1: Create a Compact Urban Area

Goal 2: Support a Sustainable Economy

Goal 3: Protect the Environment, Address Climate Change, and Respond to Natural Hazards

Goal 4: Provide Diverse and Affordable Housing Choices

Goal 5: Support Sustainable Transportation Choices

The Regional Context Statement forms part of the Official Community Plan and outlines how this plan aligns with the Metro 2050 goals and strategies. The Regional Context Statement is reviewed and accepted by Metro Vancouver. The City cannot adopt an Official Community Plan without this approval.

GROWTH IN THE CONTEXT OF THE METRO VANCOUVER REGION

Metro Vancouver 2050, the regional growth strategy, is a land use plan aimed at advancing the region's livability and sustainability while managing anticipated growth. Metro 2050 sets out goals and strategies to guide the future growth of the region and provides the land use planning framework for transportation, economic development, housing, utilities (water, liquid waste and solid waste), environment and climate change.

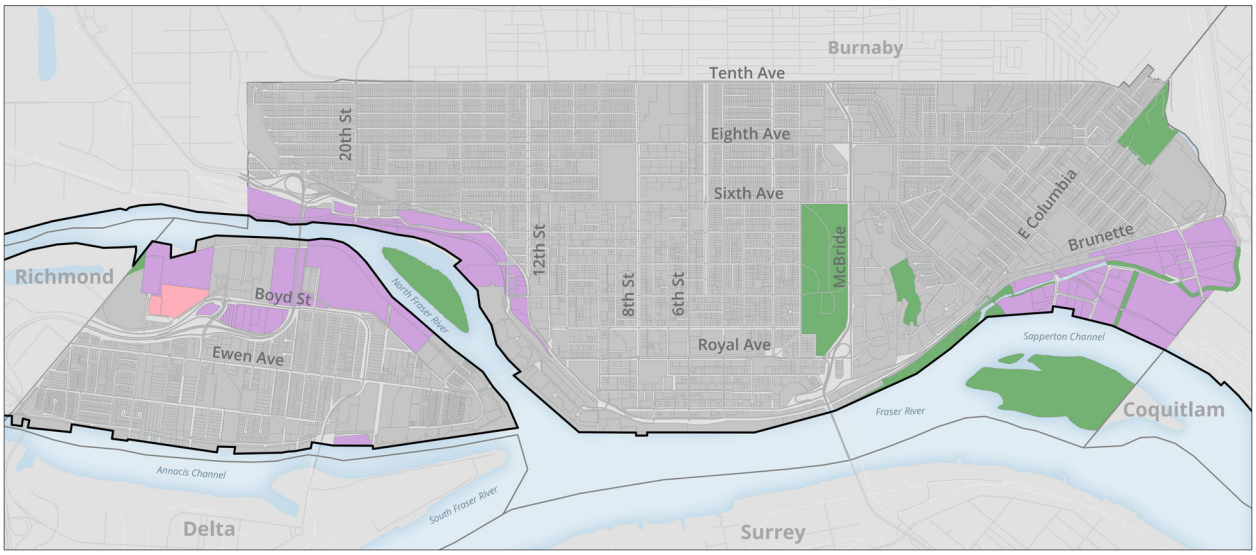
The Metro 2050 population projections recognize that people are moving to and staying in Metro Vancouver because it is an attractive place to live, work, play and learn. Metro 2050 policies and the regional land use designations within the strategy direct growth to the right places, such as in mixed use areas well-serviced by transit, and protect important agricultural, conservation, recreation, and industrial lands from urban residential development. Map 4 shows the regional land use designations for New Westminster.

Metro 2050 includes regional overlays that are key to achieving the five goals of the Regional Growth Strategy. This includes Urban Centre and Frequent Transit Development Area (FDTA) overlays, which enable higher density residential and commercial development in urban areas of the region. Map 5 shows the boundaries of New Westminster's Urban Centre and three Frequent Transit Development Areas.

Urban Centres are intended to be priority locations for a mix of higher density housing, employment, services and amenities. Downtown is designated as a Regional City Centre, one type of Urban Centre. A Regional City Centre is intended to serve a Metro Vancouver sub-region with regional-scale employment, services, business and commercial activity.

Frequent Transit Development Areas are additional priority locations for concentrated growth along the Frequent Transit Network, where transit service runs at least every 15 minutes in both directions throughout the day and into the evening, every day of the week. Two of New Westminster's FTDAs are focused around the city's SkyTrain stations: one around 22nd Street Station, and a second combined area around Sapperton and Braid stations. Uptown is also identified as a FTDA as this area provides local-serving commercial activities, a mix of housing types, and good access to frequent transit.

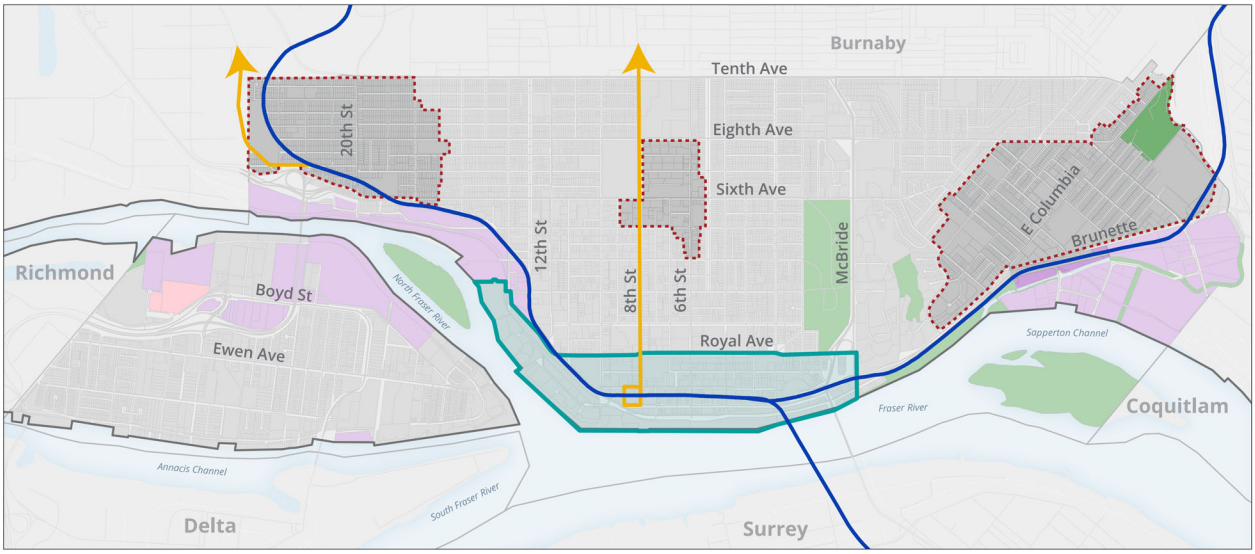
Map 4. Regional Land Use Designations



KEY:

- Metro 2050 Urban Containment Boundary
- Metro 2050 General Urban Designation
- Metro 2050 Industrial Designation
- Metro 2050 Conservation and Recreation Designation
- Metro 2050 Mixed Employment Designation

Map 5.Regional City Centre and Frequent Transit Development Areas



KEY:

- Regional City Centre
- Frequent Transit Development Areas
- SkyTrain Route
- Major Transit Network

WHAT DO POPULATION PROJECTIONS & FORECASTS MEAN?

Population forecasts and projections are tools that assist in the management of community growth. They help to determine how many people are expected to live in the community by a certain date. Determining this helps identify the community's needs for housing, services and amenities through the lifespan of an official community plan. Population forecasts and projections are not targets do not set a cap for community population growth.

Metro Vancouver's growth projections estimate the magnitude of growth in population, dwelling units, and employment, based on past trends and assumptions for the future, as well as the distribution of this growth among municipalities. The City considers Metro Vancouver's projections when developing forecasts to more fully characterize the growth anticipated in New Westminster.

The City's 2013 demographic forecast projects that an additional 23,860 new local jobs will be created between 2013 and 2041. Metro Vancouver's 2025 forecasts projected an additional 22,876 new local jobs in New Westminster between 2024 and 2051. The City's updated 2025 demographic forecast (Figure 1) anticipates that by 2049, New Westminster's population could grow to 146,622 residents in the high growth scenario. This indicates the city will need to accommodate approximately 55,823 new residents and approximately 27,033 new homes added between 2025 and 2049, which aligns closely with Metro Vancouver's 2025 forecasts (high growth scenario). A balanced and sustainable plan is needed to manage this projected growth locally and regionally.

In 2025, as part of an Official Community Plan update, the City completed a residential development capacity analysis. This analysis took into account land available for residential development based on the Land Use Designation Map, recent development trends, and assumptions regarding the likelihood of future development of sites. This analysis confirmed that the Land Use Designation Map includes enough capacity for the anticipated 146,622 New Westminster residents by 2049.

Figure 1.
New Westminster's High Growth Scenario
Source: Coriolis Consulting Corp, City of New Westminster Population and Housing Forecast (2024 – 2049), 2025.

High Growth Scenario	2024	2029	2034	2039	2044	2049
Population	90,799	104,210	116,136	127,456	137,232	146,622
Housing Units	40,535	47,585	53,273	58,735	63,241	67,568

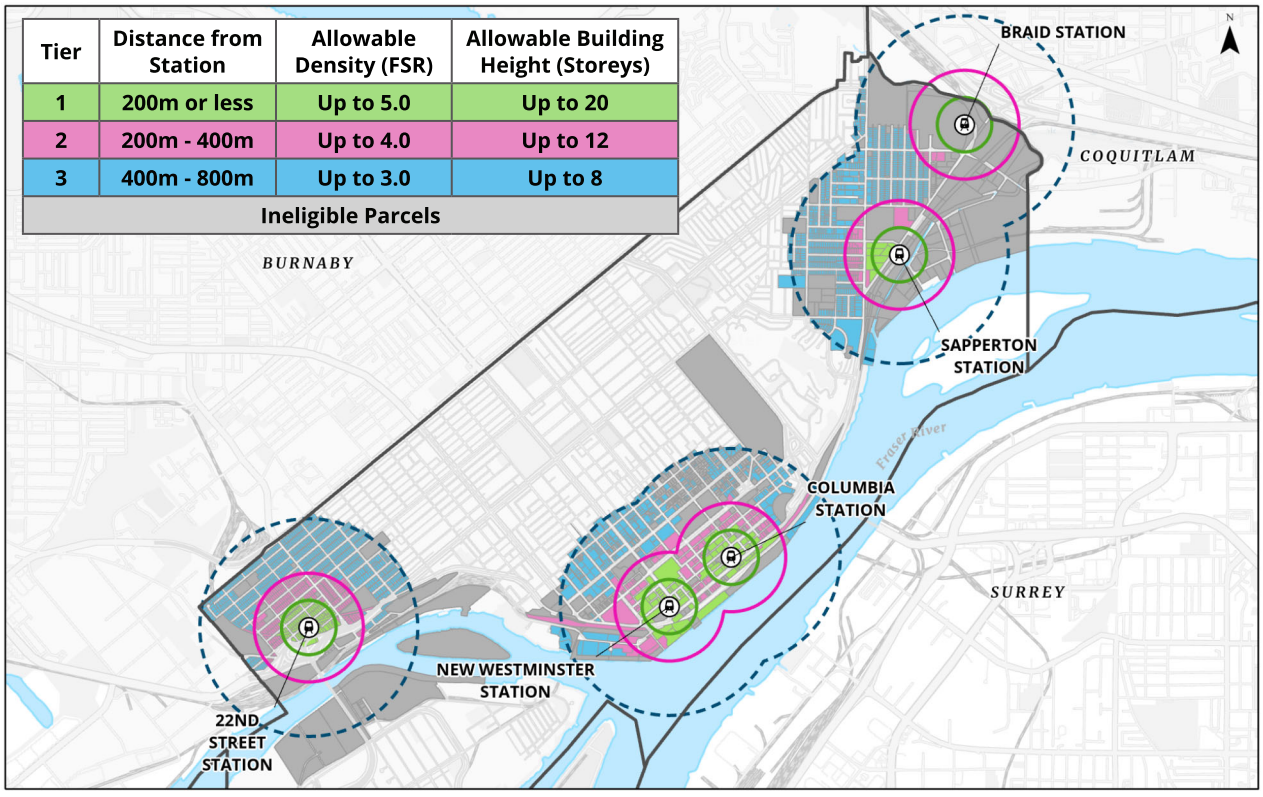
TRANSIT ORIENTED DEVELOPMENT AREAS

Five Transit Oriented Development Areas were identified by the Province for New Westminster. In New Westminster, Transit Oriented Development Areas are defined by the Province as residentially zoned land within 800 metres of a SkyTrain station. These areas are intended to enable high-density, mixed-use development within walking distance from frequent transit services. These areas will incorporate a variety of land uses, including residential, commercial (such as grocery stores and retail) and community amenities (such as childcare and parks). Due to this Provincial housing legislation, the City of New Westminster land use designations need to enable eligible projects that meet the minimum height and density allowed by the Province.

The City's Frequent Transit Development Areas around 22nd Street, Sapperton and Braid Skytrain stations align with the Transit Oriented Development Areas. The Downtown Community Plan, which covers the City's Regional City Centre, covers the core area of the Transit Oriented Development Areas surrounding the Columbia and New Westminster stations.

Map 6. Transit Oriented Area Development Tiers in New Westminster

Source: City of New Westminster, May 2024



Note: This Map does not confer development rights. The map illustrates parcels located 200m, 400m, and 800m from SkyTrain Stations.

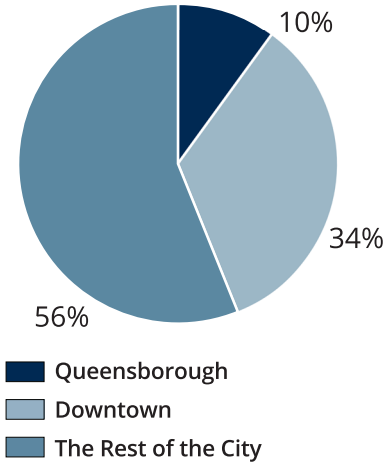


Figure 2.
Share of Projected Housing Growth (2024-2049)
Source: Coriolis Consulting Corp, City of New Westminster Population and Housing Forecast (2024-2049) – 2025

ACCOMODATING PROJECTED HOUSING

A share of the residential development in the city will be absorbed in Downtown and Queensborough. The Community Plans for these two areas allow sufficient development capacity to accommodate the housing demand forecasted for these neighbourhoods. This Plan focuses on allocating the remaining anticipated growth outside of these two neighbourhoods.

The City's 2025 forecast indicated a population increase of close to 60,900 people for the areas outside of Downtown and Queensborough by 2049, which will generate a demand of close to 22,700 new housing units. The Land Use Designation Map in the Plan enables this new housing to be accommodated and located in the right places by identifying where different housing forms will be permitted.

A significant portion of growth is anticipated to occur within two of the City's Frequent Transit Development Areas: Sapperton and Braid, and 22nd Street stations. These areas will include a mix of medium- to high-density residential, as well as office and retail uses, open space, and community-serving facilities. The areas will be seamlessly connected to the SkyTrain stations, bike routes and greenways.

The next highest number of new housing units will be located in Uptown, which has also been identified as a Frequent Transit Development Area. This area will include a mix of medium- to high-density residential, office and local serving retail uses, open space, and community-serving facilities that are connected to the pedestrian-oriented transit corridors of Sixth and Eighth streets. Growth in this area is intended to encourage public transit use and support local businesses.

Outside of these areas, this Plan focuses on increasing housing choice by allowing ground oriented housing forms, such as multiplexes, rowhouses and townhouses, in areas that were previously predominantly single detached dwellings and duplexes.

PAST HOUSING GROWTH

New Westminster has experienced steady population growth, increasing from 43,585 people in 1991 to 78,916 in 2021 – the equivalent of 1,178 new people per year. In the same timeframe, 16,542 new housing units were built in the city. This reflects many large new developments during this period, including the Quayside neighbourhood and Victoria Hill. Apartments continue to be the main form of dwelling units in New Westminster's housing stock, as was the case in 1991. The proportion of ground oriented housing and townhouse units has increased slowly, though these forms are still a much smaller proportion of the total housing stock.

Source: Statistics Canada

EMPLOYMENT GROWTH

There will be a need for additional retail, office, industrial and institutional floor space city-wide. This will correspond with an estimated growth in employment of over 19,000 new jobs by 2051.

Retail and Service Commercial Floor Space – The City's 2013 forecast anticipates that New Westminster could support over 65,000 square metres (approximately 700,000 square feet) of neighbourhood-serving retail and service space by 2041. However, to better support existing commercial nodes and avoid market dilution, this Plan has a reduced amount of land designated for retail and service commercial. This will help to ensure that existing commercial nodes within the city, including Great Streets such as East Columbia Street, are vibrant and successful. This additional floor space is projected to translate into an additional 4,200 jobs.

Office Floor Space – The City's 2013 forecast anticipates that New Westminster could add close to 200,000 square metres (over 2.0 million square feet) of office floor space by 2041. Some of this floor space will be accommodated in the upper floors of mixed-use buildings located in Downtown, Uptown, and Connaught Heights, and along transit- oriented corridors such as Twelfth Street. The majority of this new space, however, will be accommodated in major developments such as Sapperton Green.

The City will also encourage additional office space within a five-minute walk of Royal Columbian Hospital. For this reason, the area has been identified as a Special Employment Area, recognizing the regionally significant role of the hospital to the city.

The forecasted growth in office floor space across New Westminster will have a significant impact on employment in the city: over 11,300 new office-based jobs are projected by 2041.

Industrial Floor Space – The City's 2013 forecast anticipates the city could see an additional 200,000 square metres (over 2.0 million square feet) of industrial floor space by 2041. The increase in industrial floor space will be achieved by protecting and better utilizing existing industrial land, since no new industrial land is being added. This new floor space is projected to result in almost 3,000 new industrial-based jobs by 2041.

Institutional Floor Space – The majority of the increase in institutional floor space is anticipated to occur through the intensification of existing institutions such as Royal Columbian Hospital, the Justice Institute of BC and Douglas College. These institutions are major employers in the city and the City's 2013 forecast anticipates that combined, they will add over 2,600 new jobs by 2041.

Figure 3.
Anticipated Additional Neighbourhood-Serving Retail and Service Space by Area (2011-2041)
Source: Coriolis Consulting Corp, City of New Westminster Urban Development Forecast – 2013 to 2041

Area	Additional Neighbourhood-Serving Retail and Service Space (2013 to 2041)	
The Rest of the City	25,560 sq.m.	(275,131 sq. ft.)
Downtown	28,133 sq.m.	(302, 818 sq. ft.)
Queensborough	12,425 sq.m.	(133,738 sq. ft.)
City Wide	**66,118 sq.m.**	**(711,688 sq. ft.)**

Figure 4.
Anticipated Additional Office Floor Space by Area (2011-2041)
Source: Coriolis Consulting Corp, City of New Westminster Urban Development Forecast – 2013 to 2041

Area	Additional Office Space (2013 to 2041)	
The Rest of the City	120,203 sq. m.	(1,293,858 sq. ft.)
Downtown	47,913 sq. m.	(515,729 sq. ft.)
Queensborough	21,263 sq. m.	(228,874 sq. ft.)
City Wide	**189,379 sq. m.**	**(2,038,461 sq. ft.)**

Figure 5.
Summary of Anticipated Additional Floor Space and Employment Growth (2011-2041)
Source: Coriolis Consulting Corp, City of New Westminster Urban Development Forecast – 2013 to 2041

	Additional Floor Space (2013 to 2041)		Employment Growth (Jobs)
Retail/Service	135,000 sq. m.	(1,500,000 sq. ft.)	4,230
Office	190,000 sq. m.	(2,000,000 sq. ft.)	11,325
Industrial	200,000 sq. m.	(2,200,000 sq. ft.)	2,945
Institutional	Not Available		2,685
Total	**525,000 sq. m.**	**(5,800,000 sq. ft.)**	**21,185**

Note: The Urban Development Forecast did not include a forecast for Institutional Floor Space.

METRO 2050 REGIONAL CONTEXT STATEMENT

Metro 2050 Targets

The following section outlines the Official Community Plan policies (and additional policies) that demonstrate New Westminster's contribution to reaching the regional federation's Regional Growth Strategy targets. Supplementary information is provided on how these policies, along with other applicable plans and strategies, will work together to contribute to meeting these regional targets.

Metro 2050 Regional Targets		
Goal 1 Create a Compact Urban Area Targets		
Policy with Target	**Applicable OCP Policies**	**Supplementary Information**
1.1.9 b) Provide Member Jurisdiction population, dwelling unit, and employment projections, with reference to guidelines contained in Table 1, and demonstrate how local plans will work towards accommodating the projected growth within the Urban Containment Boundary in accordance with the regional target of **focusing 98% of residential growth inside the Urban Containment Boundary**	The City of New Westminster is entirely within the Urban Containment Boundary, except for Poplar Island as shown in Map 4 (Regional Land Use Designations). As a result, 100% of residential growth in New Westminster will occur within the Urban Containment Boundary. Figure 1 of the Official Community Plan (OCP) shows the City's demographic projections for 2024 – 2049. These generally align with Metro Vancouver's 2025 high growth scenario projections for population and dwelling units. Text in the Growth Management section of the OCP cites Metro Vancouver's 2025 high growth projection for employment growth. The land use designation maps in the Official Community Plan, and the Downtown and Queensborough Community Plans (schedules to the OCP) provide capacity for projected population, dwelling units and employment numbers.	
1.2.23 a) provide dwelling unit and employment projections that indicate the Member Jurisdiction's share of planned growth and **contribute to achieving the regional share of growth for Urban Centres and Frequent Transit Development Areas as set out in Table 2** (Dwelling Unit and Employment Growth Targets for Urban Centres and Frequent Transit Development Areas)	New Westminster is projected to accommodate 3.27% of regional population growth, 3.69% of regional dwelling units, and 2.72% of regional employment growth under the Metro Vancouver Medium Growth Scenario (2025 Update). The City acknowledges its central location in the region, and good supply of regional transit facilities, and commits to further intensification of housing and jobs within the Urban Containment Boundary. The City has an Urban Centre, being Downtown, and three Frequent Transit Development Areas (FTDAs), being: • Sapperton and Braid; • 22nd Street; and • Uptown.	The Long Range Vision for the Neighbourhood Around the 22nd Street SkyTrain Station imagines a high density mixed-use core at the transit hub, in the form of a Transit Village, with services and amenities that enable residents to meet their daily needs close to home. At build-out, the area could accommodate approximately 30,000 new residents. The 22nd Street Station FTDA aligns with the Vision.

Regional Targets for Residential Growth by Location: • All Urban Centre Types: 40% • Frequent Transit Development Areas: 28% Regional Targets for Employment Growth by Location: • All Urban Centre Types: 50% • Frequent Transit Development Areas: 27%	Significant population, dwelling unit, and employment growth will be accommodated in these locations. As an Urban Centre, the Downtown accommodates a larger share of the city's growth. The City has identified that Downtown (covered by the Downtown Community Plan (DCP)) is estimated to accommodate approximately 33% of the population growth. Queensborough (covered by the Queensborough Community Plan (QCP)) is estimated to accommodate approximately 13% of the population growth. The rest of the municipality (covered by the Official Community Plan) is estimated to accommodate 54% of the population growth. Figure 2 (Share of Projected Housing Growth (2024-2049)) provides a breakdown of the anticipated housing growth for each of the City's planning areas. The Downtown will accommodate approximately 34% of the City's dwelling unit growth. A large portion of population, dwelling unit and employment growth will be accommodated within the FTDAs, which aligns with the location of high density residential and mixed use land use designations in the OCP. A limited portion of the City's population, dwelling unit and employment growth is anticipated outside of the Urban Centre and Frequent Transit Areas. This will include growth within the City's Major Transit Growth Corridors. The City maintains an industrial land base which is outside of the Urban Centre and FTDAs. Employment growth is anticipated to occur in these locations through intensification of existing sites, in alignment with the regional objectives.	The City will work towards the creation of a new Downtown Community Plan (DCP) that will establish a renewed vision for the City's Urban Centre. The new community plan would remain consistent with the regional targets for residential and employment growth in Urban Centres. The City will work towards preparing further geographic breakdowns of the population, dwelling unit and employment projections for the City's Urban Centre and FTDAs. The investigation would inform future updates to the OCP and DCP. Employment growth will be accommodated through existing industrial, mixed employment and commercial properties more intensively and through the inclusion of commercial, office and retail space in mixed-use projects. The Land Use Designation Map in the OCP (Map 19) accommodates much of this growth in the Urban Centre and Frequent Transit Development Permit Areas.
1.2.23 b) ii) include policies and actions for Urban Centres and Frequent Transit Development Areas that: **focus and manage growth and development in Urban Centres and Frequent Transit Development Areas consistent with guidelines set out in Table 3** (Guidelines for Urban Centres and Frequent Transit Development Areas) and demonstrate how that	All of the residential and employment growth in New Westminster will occur within the Urban Containment Boundary. Each of the City's five SkyTrain stations are encompassed by an Urban Centre or FTDA. The City is also well served by two Frequent Transit Network routes. The area with high density land use designations along these routes is also captured in a Frequent Transit Development Permit Area. The majority of population, housing and employment growth will be concentrated in these areas. The Land Use Designation Maps for the OCP (Map 19) and DCP (Schedule F) include land use designation maps that are consistent with	The City will work towards further investigating the location and distribution of projected future dwelling unit, population and employment growth. The investigation would inform updates to the OCP and DCP.

growth will contribute to the Urban Centre and Frequent Transit Development Area targets set out in Table 2 and Action 1.2.12 *1.2.12 Implement the strategies and actions of the Regional Growth Strategy that contribute to regional targets as shown on Table 2 to:* ***a) focus 98% of the region's dwelling unit growth to areas within the Urban Containment Boundary;*** ***b) focus 40% of the region's dwelling unit growth and 50% of the region's employment growth to Urban Centres; and*** c) ***focus 28% of the region's dwelling unit growth and 27% of the region's employment growth to Frequent Transit Development Areas.***	guidelines set out in Table 2 and Map 2 in Metro 2050, ensuring that growth is consistent with Metro 2050. These land use maps focus growth in the Urban Centre and the FTDAs. OCP Policy 8.6 states the City's intention to provide housing to meet the needs of the projected population in ways that ensures growth contributes positively to the neighbourhood context. The policy, combined with the land use designation map, ensures that most new residences outside of Downtown and Queensborough will be located within FTDAs that will be mixed use, pedestrian oriented nodes well served by transit. OCP Policies 3.2, 3.3 and 3.6 encourage employment growth to occur through more intensive use of existing industrial and commercial properties as well as through the inclusion of commercial, office and retail space in new mixed use projects. The DCP Strategies 7a and 7b direct the City to facilitate further population growth in the Urban Centre. A significant portion of the City's employment forecast is anticipated to occur within the Downtown Urban Centre through new commercial, office, retail and institutional development. DCP policy actions 6b and 6c also direct the City's to ensure the Downtown Urban Centre becomes a unique and successful regional business centre that attracts new office and employment uses in the centre.	

Goal 3 Protect the Environment, Address Climate Change, and Respond to Natural Hazards Targets

Policy with Target	Applicable OCP Policies	Supplementary Information
3.2.7 a) identify local ecosystem protection and tree canopy cover targets, and demonstrate how these targets will contribute to the regional targets in Action 3.2.1: • increase the area of lands protected for nature from 40% to 50% of the region's land base by the year 2050; and • increase the total regional tree canopy cover within the Urban Containment	OCP Policy 5.3 states the City's intention to ensure natural features are integrated throughout the urban environment. OCP Action 5.3b directs the City to implement the Environmental Strategy and Action Plan to manage and protect the ecological integrity, biodiversity and natural assets in the city. The Environmental Strategy and Action Plan includes Strategy 13.3 "Increase the area of natural habitat." The City will continue to pursue this Strategy in an effort to align with the regional target for protected natural lands. OCP Action 5.3a directs the City's to Implement the Urban Forest Management Strategy. This Strategy sets a target of 27% tree canopy cover by 2035.	As stated in the Urban Forest Management Strategy, the City can retain and plant more trees while still supporting development and building high quality neighbourhoods. The Strategy will target an increase in tree canopy to the North American average of 27% by 2035 by protecting and creating space for large canopy trees as the City develops. Given the dense and land constrained context

Boundary from 32% to 40% by the **year 2050.**	OCP Action 5.1e directs the City to implement the Biodiversity and Natural Areas Strategy. This Strategy identifies 10% of the City's land base be protected for natural areas.	of New Westminster, this will still be a significant contribution towards the region's larger goal for the year 2050.
3.3.7 a) identify how local land use and transportation policies will contribute to meeting the **regional greenhouse gas emission reduction target of 45% below 2010 levels by the year 2030** and **achieving a carbon neutral region by the year 2050**;	The City's OCP includes greenhouse gas emissions reduction targets that strives to meet the Metro 2050 targets (see Figure 10 in the "Energy, Emissions and Climate Change" chapter of the OCP). Implementation of the OCP includes pursuing complete communities with transit-supportive densities and land use mixes, and enabling transit-oriented development in the Downtown Urban Centre and in FTDAs through the Land Use Designation Map (Map 19 of the OCP, Schedule F of the DCP). The OCP promotes energy conservation and reducing greenhouse gas emissions. OCP Goal 4 is that New Westminster is an energy-efficient and net-zero emissions community that takes equitable and bold climate action to reduce greenhouse gas emissions and is resilient to the impacts of climate change. This is supported by OCP Policies 4.1, 4.2 and 4.3, which state the City's intentions related to energy conservation, reducing greenhouse gas emissions and encouraging low carbon energy systems.	The City's Community Energy and Emissions Plan includes a greenhouse gas emissions reduction target that strives to match the Metro 2050 target. This Plan provides a roadmap to approaching net zero greenhouse gas emissions by 2050. The City's climate goals will also be achieved through the ongoing implementation of the City's Master Transportation Plan, which prioritizes sustainable transportation through completing a network of active transportation infrastructure, supporting transit use by improving customer facilities and information, and exploring transit priority measures, and supporting transportation demand management initiatives which promote shifts to sustainable transportation and a reduction in single occupancy vehicle trips.
Goal 4 Provide Diverse and Affordable Housing Choices Target		
Policy with Target	**Applicable OCP Policies**	**Supplementary Information**
4.2.7 a) indicate how they will, within their local context, contribute toward the regional target of having **at least 15% of newly completed housing units built within all Urban Centres, Frequent Transit Development Areas, and Major Transit Growth Corridors combined, to the year 2050, be affordable**	OCP Policy 8.2 states the City's intention to facilitate access to affordable and non-market housing for low- to moderate-income households. OCP Actions are included that state the City should enable affordable housing through: implementation of the Inclusionary Housing Policy (8.2a); partnering with senior governments, charitable foundations, faith groups and non-profit organizations in the development of affordable and non-market housing, to help meet the objective for most of these new units to be located in or near FTDAs (8.2c); and partnering with Metro Vancouver	OCP Action 3.4b directs the City to implement reGENERATE, the Vision for the neighbourhood around the 22nd Street SkyTrain Station. The Vision created for the 22nd Street Station FTDA includes the Goal 5.1: A neighbourhood of abundant housing with a mix of tenures and affordability levels, and somewhere for

rental housing units (recognizing that developing affordable rental housing units in transit-oriented locations throughout the urban area is supported)	to implement the Metro Vancouver Housing 10-Year Plan (8.2d). DCP Strategy 7b states the City's intention to facilitate the provision of housing that meets all affordability levels in the City's Urban Centre. Action 7b states that new non-profit housing projects developed under bona fide affordable housing programs (Provincial Government partnership programs) will be granted bonus density without payment to the City, subject to meeting design principles. OCP Action 8.2c directs the City to partner with senior governments, charitable foundations, faith groups and non-profit organizations in the development of affordable and non-market housing, to help meet the objective for most of these new units to be located in or near FTDAs. The combination of these policies and actions will contribute toward the regional target of having at least 15% of newly completed housing units built within Urban Centres, FTDAs and Major Transit Growth Corridors be affordable rental housing units.	everyone to call home. The Vision also includes strategy 5.2.7 which identifies tools for encouraging affordable housing within the FTDA. The same approach will be taken to the future planning for the City's other FTDAs.

Metro 2050 Goal 1: Create a Compact Urban Area

New Westminster's Official Community Plan (OCP) contributes to the goal of creating a compact urban area by enabling all the city's growth to occur within the Urban Containment Boundary, and by focusing growth in the city's Urban Centre and Frequent Transit Development Areas (FTDAs). The Downtown Community Plan (DCP), a schedule to the OCP, details how growth will be focused in the Urban Centre and avoid sprawl. The policies within the Community and Individual Well-Being chapter of the OCP support the City's intention to develop complete communities and work towards the achievement of creating a compact urban area. There are no rural lands to protect from urban development in New Westminster.

Goal 1 Targets

Policy with Target	Applicable OCP Policies	Supplementary Information
1.1.9 b) Provide Member Jurisdiction population, dwelling unit, and employment projections, with reference to guidelines contained in Table 1, and demonstrate how local plans will work towards accommodating the projected growth within the Urban Containment Boundary in accordance with the regional target of **focusing 98% of residential growth inside the Urban Containment Boundary**	*Please see response in Targets section.*	*Please see response in Targets section.*
1.2.23 a) provide dwelling unit and employment projections that indicate the Member Jurisdiction's share of planned growth and **contribute to achieving the regional share of growth for Urban Centres and Frequent Transit Development Areas as set out in Table 2** (Dwelling Unit and Employment Growth Targets for Urban Centres and Frequent Transit Development Areas)	*Please see response in Targets section.*	*Please see response in Targets section.*

Regional Targets for Residential Growth by Location: • All Urban Centre Types: 40% • Frequent Transit Development Areas: 28% Regional Targets for Employment Growth by Location: • All Urban Centre Types: 50% • Frequent Transit Development Areas: 27%		
1.2.23 b) ii) include policies and actions for Urban Centres and Frequent Transit Development Areas that: **focus and manage growth and development in Urban Centres and Frequent Transit Development Areas consistent with guidelines set out in Table 3** (Guidelines for Urban Centres and Frequent Transit Development Areas) and demonstrate how that growth will contribute to the Urban Centre and Frequent Transit Development Area targets set out in Table 2 and Action 1.2.12 *1.2.12 Implement the strategies and actions of the Regional Growth Strategy that contribute to regional targets as shown on Table 2 to:* ***d) focus 98% of the region's dwelling unit growth to areas within the Urban Containment Boundary;*** ***e) focus 40% of the region's dwelling unit growth and 50% of the region's employment growth to Urban Centres; and*** f) ***focus 28% of the region's dwelling unit growth and 27% of the region's employment growth to Frequent Transit Development Areas.***	*Please see response in Targets section.*	*Please see response in Targets section.*

Strategy 1.1: Contain urban development within the Urban Containment Boundary

	Section	Policy	Applicable OCP Policies
Policy 1.1.9	**Adopt Regional Context Statements that:**		
	a)	Depict the Urban Containment Boundary on a map, generally consistent with the Regional Land Use Designations map (Map 4)	The Regional Land Use Designation Map (Map 4) identifies the Urban Containment Boundary, in alignment with Map 3 of the Regional Growth Strategy.
	b)	Provide Member Jurisdiction population, dwelling unit, and employment projections, with reference to guidelines contained in Table 1, and demonstrate how local plans will work towards accommodating the projected growth within the Urban Containment Boundary in accordance with the regional target of focusing 98% of residential growth inside the Urban Containment Boundary	*Please see response in Targets section*
	c)	Include a commitment to liaise regularly with Metro Vancouver	OCP Action 12.1d directs the City to liaise with Metro Vancouver Liquid Waste Services and Water Services to

		Liquid Waste Services and Metro Vancouver Water Services to keep them apprised of the scale and timeframe of major development plans as well as specific plans to separate combined sewers	keep them apprised of the scale and timeframe of major development plans as well as specific plans to separate combined sewers.
	d)	Integrate land use planning policies with local and regional economic development strategies, particularly in the vicinity of the port and airports, to minimize potential exposure of residents to environmental noise and other harmful impacts	OCP Action 8.5a and Queensborough Community Plan (QCP) Action 7.4c direct the City to create a Noise Attenuation Program in order to mitigate noise in residential units. QCP Action 2.4a directs the City to work with the Province, TransLink and the Vancouver Fraser Port Authority to minimize visual, noise and general mobility impacts on the community from goods transportation routes and related activities. DCP Strategy 5b directs the City to reduce and mitigate noise impacts from Downtown's goods movement corridor. The City's OCP, QCP and DCP development permit guidelines include noise related guidelines with the intent of encouraging new buildings to utilize noise abatement techniques to minimize impacts from adjacent activities. Industrial development permit area guidelines include direction to reduce the impact of noise on pedestrians and neighbours.
Strategy 1.2: Focus growth in Urban Centres and Frequent Transit Development Areas			
Policy 1.2.23	**Section**	**Policy**	**Applicable OCP Policies**
	Adopt Regional Context Statements that:		
	a)	provide dwelling unit and employment projections that indicate the Member Jurisdiction's share of planned growth and contribute to achieving the regional share of growth for Urban Centres and Frequent Transit Development Areas as set out in Table 2 (Dwelling Unit and Employment Growth Targets for Urban Centres and Frequent Transit Development Areas)	*Please see response in Targets section*
	b)	include policies and actions for Urban Centres and Frequent Transit Development Areas that:	See below.
	i)	identify the location, boundaries, and types of Urban Centres and Frequent Transit Development Areas on a map that is consistent with the guidelines set out in Table 3 (Guidelines for Urban	The Regional Centre and Frequent Transit Development Areas Map (Map 5) identifies the City's Regional City Centre and Frequent Transit Development Areas, in alignment with Map 4 of the Regional Growth Strategy.

		Centres and Frequent Transit Development Areas) and Map 4	
	ii)	focus and manage growth and development in Urban Centres and Frequent Transit Development Areas consistent with guidelines set out in Table 3 (Guidelines for Urban Centres and Frequent Transit Development Areas) and demonstrate how that growth will contribute to the Urban Centre and Frequent Transit Development Area targets set out in Table 2 and Action 1.2.12	*Please see response in Targets section*
	iii)	encourage office development to locate in Urban Centres through policies, economic development programs, or other financial incentives	OCP Action 3.3e directs the City to continue to encourage office development in strategic locations, including the Downtown Urban Centre and the FTDAs.
	iv)	support modal shift by establishing or maintaining reduced residential and commercial parking requirements in Urban Centres and FTDAs and consider the use of parking maximums	OCP Policy 11.8 states the City's intention to implement parking management strategies and other transportation demand management measures. OCP Action 11.8a directs the City to develop parking strategies for SkyTrain stations, Frequent Transit Development Areas and for Frequent Transit corridors. OCP Action 11.6a directs the City to design the FTDAs and connecting corridors to prioritize road space for transit, while providing a safe, comfortable walking and cycling environment. DCP Strategy 10f encourages efficiency and sustainability by managing demand for and supply of parking. The City's Zoning Bylaw has been updated to reflect that residential parking requirements do not apply within Transit Oriented Areas.
	v)	consider the identification of appropriate measures and neighbourhood plans to accommodate urban densification and infill development in Urban Centres, Frequent Transit Development Areas, and, where appropriate, Major Transit Growth Corridors in a resilient and equitable way (e.g. through community vulnerability assessments, emergency services planning, tenant protection policies, and strategies to enhance community social connectedness and adaptive capacity)	OPC Policy 1.1 states the City's intention to facilitate a more equitable and livable city in which all residents can meet their basic needs. OCP Action 1.1a directs the City to develop and implement a Social Equity Policy. OCP Policy 1.4 states the City's intention to encourage social connectedness, neighbourliness and community building. OCP Action 6.2a directs the City to continue to develop emergency response strategies, in collaboration with public safety agencies and community organizations, that address the needs of vulnerable residents. These, and other Community and Individual Well-Being policies, are supported by a range of related City policies such as the Tenant Relocation Policy and initiatives such as the New Westminster Rent Bank, and Connect and Prepare.

	vi)	consider support for the provision of child care spaces in Urban Centres and Frequent Transit Development Areas	OCP Policy 1.9 states the City's intention to facilitate the development of an adequate number of high-quality, accessible and affordable child care spaces that meet the needs of residents and workers. Action 1.9b directs the City to continue to implement the City's Child Care Strategy, which includes policy action to establish targets for child care spaces in sub-areas of the city, larger developments and master planned communities. DCP Strategy 8a states the City's intention to support Downtown Urban Centre as a family friendly neighbourhood, with sufficient services and amenities to meet the needs of households with children and youth. This includes supporting actions related to the provision of child care.
	vii)	consider the implementation of green infrastructure	OCP Action 5.1e directs the City to implement the Biodiversity and Natural Areas Strategy to ensure continued protection, enhancement and restoration of natural ecosystems. OCP Action 5.3c directs the City to implement the actions of the Biodiversity and Natural Areas Strategy, including those related to developing a green infrastructure network that supports local and regional biodiversity and connectivity. OCP Policy 12.2 states the City's intention to integrate stormwater management into the planning and design of buildings, infrastructure and open spaces. OCP Action 12.2a states the City's intention to Implement the Integrated Stormwater Management Plan (ISMP) which includes low-impact design strategies to ensure the reduction in volume of stormwater runoff, improvement of water quality, and enhancement of natural areas and receiving water bodies.
	viii)	focus infrastructure and amenity investments (such as public works and civic and recreation facilities) in Urban Centres and Frequent Transit Development Areas, and at appropriate locations within Major Transit Growth Corridors	OCP Policy 1.10 states the City's intention to develop civic facilities, infrastructure, programs and services that are accessible to and inclusive of an aging population. The City will work towards an implementation approach that prioritizes investment in FTDAs. Section 14 of the DCP, Community Infrastructure, identifies a range of strategies to ensure infrastructure and amenities are capable of handling the anticipated future growth in the Urban Centre. This will be guided by the section goal: Downtown has infrastructure services and utilities that efficiently and adequately meet the neighbourhood's needs.
	ix)	support the provision of community services and spaces for non-profit organizations	OCP Goal 1 states New Westminster is an equitable, inclusive, safe and welcoming place where all community members have opportunities to contribute, while feeling connected and accepted. This goal is advanced through various initiatives involving collaboration with and support for community and social service agencies and non-profit organizations, such as New Westminster's Crisis Response Pilot Project. OCP Policy 2.3 states the City's intention to enhance the city's cultural facilities and creative community spaces. The

			City offers support to local arts, heritage and cultural non-profit organizations to create and present events and services that contribute to the artistic and cultural fabric of the city. Section 12 of the DCP includes the goal: Downtown is a vibrant arts and cultural hub of the City. This is supported by actions such as: encourage the creation of affordable and appropriate meeting space for small arts and culture groups; and create a flexible, affordable performance space that will support independent artists with little financial risk.
	x)	consider, where Urban Centres and Frequent Transit Development Areas overlap with Employment lands, higher density forms and intensification of commercial and light industrial	The City's Urban Centre and FTDAs do not overlap with the regionally designated Employment lands in the City of New Westminster.
	xi)	take appropriate steps to avoid or mitigate the negative health impacts of busy roadways on new or redeveloped residential areas	OCP Policy 11.7 states the City's intention to minimize the impacts of vehicles and goods movement within and through the city. OCP Actions, including 11.7b, aim to work with partners to minimize the impact of goods moment on adjacent land uses. OCP Action 8.5a and QCP Action 7.4c direct the City to create a Noise Attenuation Program in order to mitigate noise in residential units. QCP Action 2.4a states the City's intention to work with the Province, TransLink and Port of Vancouver to minimize visual, noise and general mobility impacts on the community from goods transportation routes and related activities. DCP Strategy 5b directs the City to reduce and mitigate noise impacts from Downtown's goods movement corridor. The City's OCP, QCP and DCP development permit guidelines include noise related guidelines with the intent of encouraging new buildings to utilize noise abatement techniques to minimize impacts from adjacent activities. This is also supported by policies in the City's Master Transportation Plan.
	c)	Include policies for General Urban lands that:	See below.
	i)	identify General Urban lands and their boundaries on a map generally consistent with Map 2	The Regional Land Use Designation Map (Map 4) identifies General Urban lands and their boundaries, in alignment with Map 2 of the Regional Growth Strategy.
	ii)	exclude new non-residential Major Trip- Generating uses, as defined in the Regional Context Statement, from those portions of General Urban lands outside of Urban Centres and Frequent Transit Development Areas and direct new non-residential Major Trip-Generating uses to Urban	There are no new non-residential Major Trip-Generating Uses planned outside of the Urban Centre or FTDAs. Any applications would be referred to Metro Vancouver and TransLink for comment prior to the City of New Westminster considering approval of the proposal.

		Centres and Frequent Transit Development Areas	
	iii)	encourage infill and intensification (e.g. row houses, townhouses, mid-rise apartments, laneway houses) in appropriate locations within walking distance of the Frequent Transit Network;	The OCP Land Use Designation Map (Map 19) allows ground oriented housing (e.g. laneway houses, multiplexes) in all single detached and duplex areas covered by the OCP. Higher density forms (e.g. townhouses and low-rise apartments) are envisioned in areas within walking distance of the existing and anticipated Frequent Transit Network. The DCP Land Use Designation Map (Schedule F) anticipates higher density uses in the Urban Centre. The City will explore updating the QCP Land Use Designation Map to allow infill once research is completed to determine whether the area's infrastructure can support additional density.
	iv)	encourage neighbourhood-serving commercial uses	Neighbourhood-serving commercial uses, such as corner stores are encouraged and permitted as complementary uses within all residential land use designations, as shown on the Land Use Designation Maps (Map 19 and QCP Map 11).
	d)	with regards to Actions 1.2.15 and 1.2.23 c) ii), include a definition of "non-residential Major Trip Generating uses" that includes, but is not limited to, the following uses: office or business parks, outlet shopping malls, post-secondary institutions, and large-format entertainment venues	Non-Residential Major Trip-Generating Uses have been defined as any proposal that would require a change in the OCP designation for major non-residential uses exceeding 200,000 square feet in gross floor area in locations outside of the Urban Centre or a FTDA.
	e)	consider the identification of new Frequent Transit Development Areas in appropriate locations within Major Transit Growth Corridors, as part of the development of new or amended area or neighbourhood plans, or other community planning initiatives	New opportunities for new FTDAs in appropriate locations within Major Transit Growth Corridors will be considered as part of the development of new or amended area or neighbourhood plans, or other community planning initiatives. These Plans would be referred to Metro Vancouver and TransLink for comment prior to the City of New Westminster considering approval.
	f)	consider long-term growth and transportation planning coordination with adjacent municipalities, First Nations, TransLink, and Metro Vancouver for transit corridors that run through or along two or more adjacent jurisdictions	OCP Policy 11.5 states the City's intention to collaborate with TransLink to provide improved transit services and facilities that increase the attractiveness of transit. OCP Action 11.5e directs the City to work with neighbouring municipalities, external agencies and senior levels of government to achieve region-wide transit improvements to reduce vehicle use across the region. The City has similar OCP Actions related to using partnerships to achieve regional greenways and inter-municipal connectivity (11.3d) and to ensure seamless cycling connections across municipal boundaries (11.4f).

Strategy 1.3: Develop resilient, healthy, connected, and complete communities with a range of services and amenities			
	Section	**Policy**	**Applicable OCP Policies**
Policy 1.3.7	**Adopt Regional Context Statements that:**		
	a)	support compact, mixed-use, transit, walking, cycling and rolling-oriented communities	OCP Policies 11.3, 11.4, 11.5 and 11.6 state the City's intention to support enhanced transit, walking, cycling and rolling in New Westminster. OCP Action 11.6a directs the City to design the FTDAs and connecting corridors to prioritize road space for transit, while providing a safe comfortable walking and cycling environment. Similar policies are included in the DCP (Section 10) and QCP (Section 9). The greenway, bike and transportation network outlined in the City's Master Transportation Plan are reflected in the Land Use Designation Maps in the OCP (Map 19), QCP (Map 11) and DCP (Schedule F).
	b)	locate and support community, arts, cultural, recreational, institutional, medical/health, social service, education and child care facilities, and local serving retail uses in Urban Centres or areas with good access to transit	OCP (Map 19) and DCP (Schedule F) Land Use Designation Maps locate land use designations that allow community, institutional, medical/health, education and local serving retail uses in Urban Centres or areas with good access to transit.
	c)	provide and encourage public spaces and other place-making amenities and facilities (e.g. community gardens, playgrounds, gathering places, etc.) in new and established neighbourhoods, for all ages, abilities, and seasons, to support social connections and engagement	Recognizing that with limited land available, innovative approaches are needed to create new parks and open spaces throughout existing developed areas, OCP Policy 9.4 states the City's intention to find innovative opportunities to create parks and open spaces. In addition, OCP Action 10.2c directs the City to create a placemaking strategy which will identify innovations in public space animation, enhancement and management. OCP Action 11.2a directs the City to explore opportunities through development projects along designated Great Streets to implement walking, cycling, transit and place-making elements in accordance with the Great Street policies contained in the Master Transportation Plan.
	d)	respond to health and climate change-related risks by providing equitable access to:	See below.
	i)	recreation facilities	OCP Policy 4.4 states the City's intention to prepare for and reduce the impacts of and risk to the natural environment, property and public health due to climate change. Through OCP Action 4.4b the City recognizes the role access to recreation facilities plays in the City's response to extreme weather events by directing the City to ensure

			neighbourhoods are well served by civic and community facilities that could function as emergency gathering centres or places of refuge during or after extreme weather events. OCP Action 4.4a directs the City to develop a Climate Change Adaptation and Resilience Plan for New Westminster that includes recommended implementation actions and timelines. OCP Policy 9.3 states the City's intention to ensure versatile recreation facilities and programming that are responsive to the changing needs of the community. OCP Action 4.1b directs the City to implement the actions and policies of the Master Transportation Plan and Community Energy and Emissions Plan related to active transportation and transit oriented neighbourhoods as key strategies to improve quality of life while reducing transportation related greenhouse gas emissions. The Active Transportation Network Plan, which serves as an extension to the Master Transportation Plan, identifies a core network connecting commercial areas, civic facilities, schools, parks, and interregional routes. The Active Transportation Network Plan has guiding principles to have a network that is comfortable for people of all ages and abilities, all year round; that places all residents within a short walking, rolling, or cycling distance; and is connected to all neighbourhoods and major destinations.
	ii)	green spaces and public spaces (e.g. parks, trails, urban forests, public squares, etc.)	OCP Policy 9.1 states the City's intention to maintain and develop a network of trails and greenways to ensure a high-quality recreational experience. OCP Policy 9.2 states the City's intention to provide well-designed parks and open spaces that accommodate and respond to the needs and demands of the diverse and growing community. OCP Policy 5.3 states the City's intention to ensure natural features are integrated throughout the urban environment. Natural features along greenways and in public spaces can help connect nature within the city and improve overall ecological health, while providing access to high quality green spaces.
	iii)	safe and inviting walking, cycling, and rolling environments, including resting spaces with tree canopy coverage, for all ages and abilities	OCP Policies 11.3, 11.4, 11.5 and 11.6 state the City's intention to support enhanced transit, walking, cycling and rolling for all ages and abilities. Policy 11.4 recognizes that the network must include facilities that support cycling, such as well-located bike racks, places to rest along routes, drinking fountains and secure end-of-trip bike parking and supporting facilities at destinations. OCP Action 11.6a directs the City to design the FTDAs and connecting corridors to prioritize road space for transit, while providing a safe comfortable walking and cycling environment. Similar policies are included in the DCP (see Section 10) and QCP (see Section 9). OCP Action 10.2b directs the City to develop a Street Tree Master Plan that is compatible with the tree

			canopy cover target as outlined in the city-wide Urban Forest Management Strategy.
	e)	support the inclusion of community gardens (at-grade, rooftop, or on balconies), grocery stores and farmers' markets to support food security, and local production, distribution and consumption of healthy food, in particular where they are easily accessible to housing and transit services	OCP Policy 1.6 states the City's intention to facilitate opportunities for growing food and participating in food culture. OCP Action 1.6a directs the City to support the development of a comprehensive food strategy in collaboration with community stakeholders. OCP Action 1.6b directs the City to continue to develop community gardens in public spaces. Community gardens in private spaces are encouraged through the City's development permit guidelines. Similar policies and actions are included in the DCP and QCP.
	f)	consider, when preparing new neighbourhood and area plans, the mitigation of significant negative social and health impacts, such as through the use of formal health and social impact assessment methods in neighbourhood design and major infrastructure investments	The City established a Memorandum of Understanding with Fraser Health to ensure that a comprehensive health lens was imbedded in every section of the OCP. OCP Policy 1.3 states the City's intention to foster a community that proactively addresses health issues and facilitates healthy built environments. The Policies of the OCP (11.7), QCP (2.4) and DCP (5b) focus on working with various partners to minimize the impact of goods movement on adjacent land uses. Actions identified include the creation of a Noise Attenuation Program for new residential units (OCP Action 8.5a), and incorporate the FCM's guidelines, found in Guidelines for New Development in Proximity to Railway Operations (OCP Action 6.4a). The City will work towards identifying additional approaches to mitigate significant negative social and health impacts during the development of community plans.
	g)	provide design guidance for existing and new neighbourhoods to promote social connections, universal accessibility, crime prevention through environmental design, and inclusivity while considering the impacts of these strategies on identified marginalized members of the community	OCP Policy 1.1 states the City's intention to facilitate a more equitable and livable city in which all residents can meet their basic needs. OCP Policy 1.4 states the City's intention to encourage social connectedness, neighbourliness and community building. The City's development permit guidelines give specific direction to development applicants with the intent of promoting social connections and universal accessibility.
	h)	consider where appropriate, opportunities to incorporate recognition of Indigenous and other cultures into the planning of Urban Centres, FTDAs, and other local centres	The City is committed to identifying opportunities to incorporate recognition of Indigenous and other cultures into the planning of Urban Centres and FTDAs. OCP Action 3.4b directs the City to implement reGENERATE, the Vision for the neighbourhood around the 22nd Street SkyTrain Station. The creation of the Vision for the 22nd Street Station FTDA was framed by the City's commitments to truth and reconciliation such as applying lessons from the City's A Year of Truth. As a result, the Vision includes Goal 8.1: A community that celebrates the Coast Salish context of

			the lands, and where opportunities for cultural revitalization and reconciliation are provided. The same approach will be taken to the future planning for the City's other FTDAs and the Urban Centre.
Strategy 1.4: Protect Rural lands from urban development			
	Section	**Policy**	**Applicable OCP Policies**
Policy 1.4.3	**Adopt Regional Context Statements that:**		
	a)	identify Rural lands and their boundaries on a map generally consistent with Map 2	There are no regionally designated agricultural or rural lands in the City of New Westminster. There are no Agricultural Land Reserve lands in the City of New Westminster.
	b)	limit development to a scale, form, and density consistent with the intent for the Rural land use designation, and that is compatible with on-site sewer servicing	
	c)	specify the allowable density and form, consistent with Action 1.4.1, for land uses within the Rural regional land use designation	
	d)	prioritize and support agricultural uses within the Agricultural Land Reserve, and where appropriate, support agricultural uses outside of the Agricultural Land Reserve	
	e)	support the protection, enhancement, restoration, and expansion of ecosystems identified on Map 11 to maintain ecological integrity, enable ecosystem connectivity, increase natural carbon sinks and enable adaptation to the impacts of climate change	OCP Policy 5.1 states the City's intention to protect, enhance and connect natural habitat areas and ecological systems, including the Fraser River, Brunette River, Glenbrook Ravine and large treed parks. The Fraser River, Brunette River and Glenbrook Ravine are identified as sensitive ecosystems on Map 9 of the OCP. OCP Action 5.3b states the City's intention to implement the Environmental Strategy and Action Plan to manage and protect the ecological integrity, biodiversity and natural assets in the city. OCP Action 5.2b directs the City to protect and enhance the ecological function of waterways and associated riparian and foreshore areas on public and private lands, working with Metro Vancouver, Vancouver Fraser Port Authority and other significant waterway stakeholders, as appropriate. Similar policies and actions are included in the QCP and DCP.

Metro 2050 Goal 2: Support a Sustainable Economy

New Westminster's Official Community Plan (OCP) contributes to the goal of supporting a sustainable economy by promoting land development patterns that support a diverse economy, and enabling employment opportunities close to where people live. The Downtown Community Plan (DCP), a schedule to the OCP, provides further detail to this goal by locating a concentration of mixed residential and employment uses in the Urban Centre. All policies within the Economy and Employment chapter of the OCP support the City's intention to promote land development patterns that support a diverse economy and to work towards locating employment opportunities close to residential uses. The supply of industrial lands in New Westminster will be maintained and protected by this OCP, and there are no agricultural lands to protect within New Westminster.

The City's work to support a sustainable economy is further supported by the City's Economic Development Plan, which establishes an overarching strategy for guiding the activity of the City's Economic Development Office that is synchronous with other City plans and initiatives. City actions are also guided by the Retail Strategy, which identifies how to best support the sustainability of New Westminster's retail sector.

Strategy 2.1 Promote land development patterns that support a diverse regional economy and employment opportunities close to where people live

	Section	Policy	Applicable OCP Policies
Policy 2.1.10	**Adopt Regional Context Statements that:**		
	a)	include policies to support appropriate economic activities, as well as context-appropriate built form for Urban Centres, Frequent Transit Development Areas, Industrial lands, and Employment lands	OCP Goal 3 states: New Westminster has a diverse and adaptive economy and is a desirable place to work, live, shop and invest. This is supported by a range of policies that state the City's intention to support its diverse economic base including for industrial (3.2), office (3.3), retail and services (3.4) and institutional uses (3.5). The DCP, which covers the City's Urban Centre, has similar policies in place. The land use designations on the OCP Land Use Designation Map (Map 19) include land use designations designed to deliver medium and high density mixed-use buildings, with retail, office, and institutional, in strategic areas of the city that align with the FTDAs (22nd Street, Uptown and Sapperton and Braid). Some additional density is permitted on other current and future Frequent Transit Network routes. The DCP Land Use Designation Map (Schedule F) anticipates higher density mixed use buildings, in alignment with the regional-serving and city-serving employment and commercial services. The building form is further controlled by the OCP and DCP development permit guidelines.
	b)	support the development and expansion of large-scale office and retail uses in Urban Centres, and lower-scale uses in Frequent Transit Development Areas through policies such as: zoning that reserves land for commercial uses, density bonus provisions to encourage	OCP Policy 3.1 states the City's intention to foster knowledge-based and creative industries that cultivate innovation, promote entrepreneurship and generate employment. OCP Action 3.3c directs the City to review the Zoning Bylaw to minimize barriers to achieving office development and versatile workspace in new and existing units. OCP Action 3.3e

		office development, variable development cost charges, and/or other incentives	directs the City to encourage office development in strategic locations, including the Downton Urban Centre and the FTDAs. OCP Policy 3.4 states the City's intent to promote a diverse range of retail and services for all residents and employees. There are similar policies in the DCP and QCP.
	c)	discourage the development and expansion of major commercial uses outside of Urban Centres and Frequent Transit Development Areas and that discourage the development of institutional land uses outside of Urban Centres and Frequent Transit Development Areas	The land use designations on OCP Land Use Designation Map (Map 19) include land use designations designed to deliver medium and high density mixed-use buildings, with retail, office, institutional, in strategic areas of the city that align with the FTDAs (22nd Street, Uptown and Sapperton and Braid). Some additional density is permitted on other current and future Frequent Transit Network routes. The limited additional commercial and service space is focused on current and future Frequent Transit Network routes. Map 19 reduced the amount of land designated for commercial uses compared to the previous OCP. The DCP Land Use Designation Map (Schedule F) anticipates higher density mixed use buildings, in alignment with regional and city-serving employment and commercial services.

Strategy 2.2 Protect the supply and enhance the efficient use of Industrial land

	Section	Policy Text	Applicable OCP Policies
Policy 2.2.9	**Adopt Regional Context Statements that:**		
	a)	identify the Industrial and Employment lands and their boundaries on a map generally consistent with Map 7	The Regional Land Use Designation Map (Map 4) identifies the Industrial and Employment, in alignment with Map 7 of the Regional Growth Strategy. The Land Use Designation Maps in the OCP (Map 19), DCP (Schedule F) and QCP (Map 11) identify Industrial and Employment designations that align with Metro 2050 Map 7.
	b)	identify Trade-Oriented lands, if applicable, with a defined set of permitted uses that support inter-regional, provincial, national, and international trade (e.g. logistics, warehouses, distribution centres, transportation and intermodal terminals) and location needs (e.g. large and flat sites, proximity to highway, port, or rail infrastructure) on a map consistent with the goals in the Regional Growth Strategy. Strata and/or small lot subdivisions on these lands should not be permitted	There are no Trade-Oriented lands identified within the City of New Westminster.

	c)	include policies for Industrial lands that:	
	i)	consistently define, support, and protect Industrial uses, as defined in Metro 2050, in municipal plans and bylaws, and ensure that non-industrial uses are not permitted	The land use designations for Land Use Designation Maps in the OCP (Map 19) and QCP (Map 11) clearly define industrial land purpose as to allow industrial uses including heavy and light industrial uses and those industrial uses that are dependent on riverfront access. OCP Action 3.2a and QCP Action 2.3e direct the City to protect industrial designated sites by providing clear direction to land owners, the real estate community and potential purchasers that conversion to non-industrial uses will not be supported.
	ii)	support appropriate and related accessory uses, such as limited-scale ancillary commercial spaces, and caretaker units	The land use designations for Land Use Designation Maps in the OCP (Map 19) and QCP (Map 11) define complementary uses that are permitted. The City will work towards allowing limited-scale ancillary commercial spaces.
	iii)	exclude uses that are not consistent with the intent of Industrial lands and not supportive of Industrial activities, such as medium and large format retail uses, residential uses, and stand- alone office uses, other than ancillary uses, where deemed necessary	The land use designations for Land Use Designation Maps in the OCP (Map 19) and QCP (Map 11) clearly define industrial lands. Uses that are not supportive of industrial activities, including medium and large format retail uses, residential uses, and standalone office uses, are not permitted.
	iv)	encourage improved utilization and increased intensification/densification of Industrial lands for Industrial activities, including the removal of any unnecessary municipal policies or regulatory barriers related to development form and density	OCP Policy 3.2 and QCP Policy 2.3 states the City's intent to protect the industrial land base and encourage employment-intensive and sustainable industrial uses. OCP Action 3.2a directs the City to work with commercial real estate firms, developers, Metro Vancouver and Vancouver Fraser Port Authority to encourage efficient use of industrial lands, in compliance with the Metro Vancouver Regional Growth Strategy and Vancouver Fraser Port Authority policies. QCP Action 2.3a directs the City to include Queensborough industrial businesses in outreach activities undertaken by the City's Economic Development Office to learn more about challenges and opportunities facing them, as well as to gather input on how the City can assist in their success. These policies are supported by the Zoning Bylaw, which has limited regulations in place for development form and density.
	v)	review and update parking and loading requirements to reflect changes in Industrial forms and activities, ensure better integration with the surrounding character, and reflect improvements to transit service, in an effort to avoid the over- supply of parking	OCP Policy 11.8 states the City's intent to implement parking management strategies and other transportation demand management measures.

	vi)	explore municipal Industrial strategies or initiatives that support economic growth objectives with linkages to land use planning	OCP Policy 3.2 and QCP Policy 2.3 state the City's intent to protect the industrial land base and encourage employment intensive and sustainable industrial uses. OCP Action 3.2a directs the City to work with commercial real estate firms, developers, Metro Vancouver and Vancouver Fraser Port Authority to encourage efficient use of industrial lands, in compliance with the Metro Vancouver Regional Growth Strategy and Vancouver Fraser Port Authority policies. QCP Action 2.3a directs the City to include Queensborough industrial businesses in outreach activities undertaken by the City's Economic Development Office to learn more about challenges and opportunities facing them, as well as to gather input on how the City can assist in their success.
	vii)	provide infrastructure and services in support of existing and expanding Industrial activities	OCP Policy 3.2 and QCP Policy 2.3 states the City's intent to protect the industrial land base and encourage employment intensive and sustainable industrial uses. OCP Action 3.2c directs the City to explore ways to improve transportation access to each of the city's industrial areas. OCP Policy 12.1 states the City's intent to plan, construct and operate City services in a manner that best serves the community while protecting public health and the environment.
	viii)	support the unique locational and infrastructure needs of rail-oriented, waterfront, and trade-oriented Industrial uses	New Westminster is located at the crossroads of major regional transportation networks, including provincial highways, TransLink's Major Road Network, railways and water shipping routes. The Land Use Designation Maps in the OCP (Map 19) and QCP (Map 11) locate industrial lands along goods movement routes. This includes locating industrial lands along rail lines and along the waterfront, and allowing for goods movement by rail and by short sea shipping. OCP Action 3.2c directs the City to explore ways to improve transportation access to each of the city's industrial areas. OCP Action 11.7a directs the City to implement the goods movement policies and actions identified in the Master Transportation Plan. QCP Action 9.7a directs the City to encourage increased use of rail and marine transportation routes over trucks and truck routes for goods movement. There are no identified Trade-Oriented lands in the City of New Westminster.
	ix)	consider the preparation of urban design guidelines for Industrial land edge planning, such as interface designs, buffering standards, or tree planting, to minimize potential land use conflicts between Industrial and	Development Permit Areas in the OCP (6.4) and QCP (C1 and C2) include guidelines that require applicants to consider appropriate measures such as buffers and screening, lighting, and tree planting to minimize impacts on neighbours. Additional guidelines are in place with the intent that building energy

		sensitive land uses, and to improve resilience to the impacts of climate change	performance be optimized by employing passive strategies and where possible by using energy from renewable sources. The City will work towards updating industrial design guidelines to follow best practices for improving air quality and reducing the impact of air emissions.
	x)	do not permit strata and/or small lot subdivisions on identified Trade-Oriented lands	There are no identified Trade-Oriented lands in the City of New Westminster.
	d)	include policies for Employment lands that:	See below.
	i)	support a mix of Industrial, small scale commercial and office, and other related employment uses, while maintaining support for the light Industrial capacity of the area, including opportunities for the potential densification/intensification of Industrial activities, where appropriate	The Land Use Designation Maps in the OCP (Map 19) and QCP (Map 11) designate land as Mixed Employment in strategic locations. The purpose of this designation is to allow a variety of commercial, light industrial and service commercial uses with a focus on employment generation. OCP Policy 3.2 and QCP Policy 2.3 state the City's intent to protect the industrial land base and encourage employment-intensive and sustainable industrial uses. OCP Action 3.1b also directs the City to create a master plan for Lower Twelfth Street that encourages a creative and non traditional mix of uses, including residential, commercial, and ultra light industrial.
	ii)	allow large and medium format retail, where appropriate, provided that such development will not undermine the broad objectives of the Regional Growth Strategy	Large and medium retail is not permitted in the City's Mixed Employment Land Use in the OCP (Map 19) and QCP (Map 11). Instead the City designates strategic locations as medium or high density mixed use to enable retail in close proximity to housing and frequent transit. The QCP Land Use Designation Map (Map 11) includes the one site designated for large format retail in New Westminster.
	iii)	support the objective of concentrating larger- scale commercial, higher density forms of employment, and other Major Trip-Generating uses in Urban Centres, and local-scale uses in Frequent Transit Development Areas	The Land Use Designation Maps in the OCP (Map 19) and QCP (Map 11) designate land Mixed Employment in strategic locations. The purpose of this designation is to allow a variety of commercial, light industrial and service commercial uses with a focus on employment generation. Density will range based on the context of the subject site. Instead, the Land Use Designation Maps in the OCP (Map 19) and DCP (Schedule F) provide opportunities for commercial and employment land uses in medium and high density mixed use forms within the FTDAs and Urban Centre. The limited additional commercial and employment land permitted by the OCP Land Use Designation Map (Map 19) outside of an FTDA is focused on current and future Frequent Transit Network routes.

	iv)	support higher density forms of commercial and light Industrial development where Employment lands are located within Urban Centres or Frequent Transit Development Areas, and permit employment and service activities consistent with the intent of Urban Centres or Frequent Transit Development Areas, while low employment density and low transit generating uses, possibly with goods movement needs and impacts, are located elsewhere	There are no regionally-designated Employment lands in FTDAs or the Urban Centre in New Westminster. However, the Land Use Designation Map in the OCP (Map 19) provides opportunity for commercial and employment land uses in medium and high density mixed use forms within the FTDAs. The limited additional commercial and employment land permitted by the OCP Land Use Designation Map (Map 19) outside of an FTDA is focused on current and future Frequent Transit Network routes. The Land Use Designation Map in the DCP (Schedule F) envisions the highest density development in the City, as the Downtown, the City's Urban Centre, is anticipated to have city-serving employment and commercial services.
	v)	do not permit residential uses, except for: • an accessory caretaker unit; or • limited residential uses (with an emphasis on affordable, rental units) on lands within 200 m of a rapid transit station and located within Urban Centres or Frequent Transit Development Areas, provided that the residential uses are located only on the upper floors of buildings with commercial and light Industrial uses, where appropriate and subject to the consideration of municipal objectives and local context.	Regionally designated Employment lands in New Westminster generally have the municipal Mixed Employment land use designation applied. No residential land use is permitted. The purpose of this designation is to allow a variety of commercial, light industrial and service commercial uses with a focus on employment generation. Retail uses are only permitted when ancillary to the business on these properties (e.g. small scale retail).
	e)	include policies to assist existing and new businesses in reducing their greenhouse gas emissions, maximizing energy efficiency, and mitigating impacts on ecosystems	OCP Policy 4.2 states the City's intent to encourage retrofitting existing buildings and require new buildings be built to high energy efficiency and low carbon standards. OCP Action 4.2b directs the City to implement the actions and policies of the Community Energy and Emissions Plan 2050 to reduce energy use and related greenhouse gas emissions in new and existing buildings. The Community Energy and Emissions Plan includes specific actions related to retrofitting existing and requiring new commercial and industrial buildings to be built to high energy efficiency standards that helps reduce emissions.
	f)	include policies that assist existing and new businesses to adapt to the impacts of climate change and reduce their exposure to natural hazards risks, such as those identified within the Regional Growth Strategy (Table 5)	OCP Policy 4.4 demonstrates the City's intent to prepare for and reduce the impacts and risk to the natural environment, property and public health due to climate change. OCP Action 4.4a directs the City to develop a Climate Change Adaptation and Resilience Plan for New Westminster that includes recommended implementation actions and timelines.

Strategy 2.3 Protect the supply of agricultural land and strengthen Agricultural viability			
	Section	**Policy**	**Applicable OCP Policies**
Policy 2.3.12	**Adopt Regional Context Statements that:**		
	a)	specify the Agricultural lands within their juris- diction, denoting those within the Agricultural Land Reserve, on a map generally consistent with Map 8	There are no regionally designated agricultural lands and no Agricultural Land Reserve areas within the City of New Westminster.
	b)	consider policies and programs that increase markets and the distribution of local food in urban areas to strengthen the viability of agriculture and increase availability of local food for all residents	OCP Policy 1.6 states the City's intent to facilitate opportunities for growing food and participating in food culture. OCP Action 1.6a directs the City to support the development of a comprehensive food strategy. OCP Action 1.6d directs the City to work with appropriate stakeholders to implement the Metro Vancouver Regional Food System Strategy. OCP Action 1.6b develops community gardens in public spaces. Community gardens in private spaces are encouraged through the City's development permit guidelines. Similar policies and actions are included in the DCP and QCP.
	c)	include policies that protect the supply of Agricultural land and strengthen agriculture viability including those that:	See below.
	i)	assign appropriate land use designations to protect Agricultural land for future generations and discourage land uses on Agricultural lands that do not directly support and strengthen Agricultural viability	There are no regionally designated agricultural lands and no Agricultural Land Reserve areas within the City of New Westminster.
	ii)	encourage the consolidation of small parcels and discourage the subdivision and fragmentation of Agricultural land	There are no regionally designated agricultural lands and no Agricultural Land Reserve areas within the City of New Westminster.
	iii)	support climate change adaptation including: • monitoring storm water, flooding, and sea level rise impacts on Agricultural land, • implementing flood construction requirements for residential uses, and • maintaining and improving drainage and irrigation infrastructure that support Agricultural production, where appropriate and in collabo- ration with other governments and agencies	There are no regionally designated agricultural lands and no Agricultural Land Reserve areas within the City of New Westminster.

	iv)	protect the integrity of Agricultural land by requiring edge planning along the Urban Containment Boundary and adjacent to Agricultural operations through activities such as screening, physical buffers, roads, or Development Permit area requirements	There are no regionally designated agricultural lands and no Agricultural Land Reserve areas within the City of New Westminster.
	v)	demonstrate support for economic development opportunities for Agricultural operations that are farm related uses, benefit from close proximity to farms, and enhance primary Agricultural production as defined by the *Agricultural Land Commission Act*	There are no regionally designated agricultural lands and no Agricultural Land Reserve areas within the City of New Westminster.
	vi)	align policies and regulations, where applicable, with the Minister's Bylaw Standards and Agricultural Land Commission legislation and regulations	There are no regionally designated agricultural lands and no Agricultural Land Reserve areas within the City of New Westminster.
Policy 2.3.13	**Section**	**Policy**	**Supplementary Information**
		In partnership with other agencies and organizations, support agricultural awareness and promote the importance of the agricultural industry, the importance of protecting agricultural land, and the value of local agricultural products and experiences	There are no regionally designated agricultural lands and no Agricultural Land Reserve areas within the City of New Westminster. However, OCP Policy 1.6 states the City's intent to facilitate opportunities for growing food and participating in food culture.

Metro 2050 Goal 3: Protect the Environment, Address Climate Change, and Respond to Natural Hazards

New Westminster's Official Community Plan (OCP) contributes to the goals of protecting the environment, addressing climate change and responding to natural hazards by directing the City to implement the Biodiversity and Natural Areas Strategy, the Environmental Strategy and Action Plan, the Integrated Stormwater Management Plan, and the Urban Forest Management Strategy. These plans all include guidance on how the City will work towards protecting, enhancing, restoring and connecting ecosystems, and confirm the City's commitment to protecting and enhancing conservation and recreation lands. The OCP also directs the implementation of the Community Energy and Emissions Plan and the eMobility Strategy. These plans reflect the City's commitment to playing a part in regional, national and international efforts related to both energy conservation and the reduction of greenhouse gas emissions.

Both the Downtown Community Plan (DCP) and the Queensborough Community Plan (QCP) include directions for how the City will work towards advancing land use patterns that improve resilience to climate change impacts and natural hazards, and well as reducing green house gas emissions and energy consumption to achieve a net zero region by 2050.

All policies within the Environment and Natural Areas chapter, the Energy, Emissions and Climate Change chapter and the Hazard Management chapter of the OCP support the City's intention to protect the environment, address climate change and respond to natural hazards.

Goal 3 Targets		
Policy with Target	**Applicable OCP Policies**	**Supplementary Information**
3.2.7 a) identify local ecosystem protection and tree canopy cover targets, and demonstrate how these targets will contribute to the regional targets in Action 3.2.1: • increase the area of lands protected for nature **from 40% to 50% of the region's land base by the year 2050**; and • increase the total regional tree canopy cover within the Urban Containment Boundary **from 32% to 40% by the year 2050.**	*Please see response in Targets section.*	*Please see response in Targets section.*
3.3.7 a) identify how local land use and transportation policies will contribute to meeting the **regional greenhouse gas emission reduction target of 45% below 2010 levels by the year 2030** and achieving a carbon neutral region by the year 2050;	*Please see response in Targets section.*	*Please see response in Targets section.*

Strategy 3.1: Protect and enhance Conservation and Recreation lands			
Policy 3.1.9	**Section**	**Policy**	**Applicable OCP Policies**
	Adopt Regional Context Statements that:		
	a)	identify Conservation and Recreation lands and their boundaries on a map generally consistent with Map 2	The Regional Land Use Designation Map (Map 4) identifies Conservation and Recreation lands, in alignment with Map 2 of the Regional Growth Strategy. The OCP Land Use Designation Map (Map 19) designates lands as Habitat/Natural Areas in alignment with the lands identified on Metro 2050 Map 2.
	b)	include policies that support the protection and enhancement of lands with a Conservation and Recreation land use designation, which may include the following uses:	OCP Action 5.1e directs the City to implement the Biodiversity and Natural Areas Strategy to ensure continued protection, enhancement and restoration of natural ecosystems. The Strategy includes an action to explore partnerships with First Nations, non-profit organizations, and Federal and Provincial governments to acquire, enhance, protect and manage natural areas.
	i)	drinking water supply areas	There are no drinking water supply areas within the City of New Westminster.
	ii)	environmental conservation areas	OCP Actions 5.1a and 5.3b directs the City to protect conservation areas such as Glenbrook Ravine and implement the Environmental Strategy and Action

			Plan to further guide the protection of conservation areas. Regionally designated environmental conservation areas are also protected by the Habitat/Natural Area Land Use Designation and the Parks, Open Space and Community Facilities Land Use Designation. Both of these land use designations ensure that the conservation lands are preserved as natural areas. Please see OCP Land Use Designation Map (Map 19).
	iii)	wildlife management areas and ecological reserves	OCP Policies 5.1 and 5.4 state the City's intention to ensure that wildlife management areas and ecological areas such as the Fraser River, the Brunette River, Glenbrook Ravine and the city's various parks are protected and enhanced.
	iv)	forests	OCP Policies 5.1 and 5.4 state the City's intention to protect ecological systems, and are further supported by OCP Action 5.3a which directs the City to implement the Urban Forest Management Strategy to protect forests within the city.
	v)	wetlands (e.g. freshwater lakes, ponds, bogs, fens, estuarine, marine, freshwater, and intertidal ecosystems)	OCP Action 5.2c directs the City to apply the Riparian Area Protection Regulation in the evaluation of development applications adjacent to watercourses. Additionally, the Habitat / Natural Area Land Use Designation preserves intertidal areas of the Fraser River foreshore in a predominantly natural state. See OCP Land Use Designation Map (Map 19).
	vi)	riparian areas (i.e. the areas and vegetation surrounding wetlands, lakes, streams, and rivers)	OCP Actions 5.2a, 5.2b, 5.2c and 5.2d direct the City to support the implementation of the Riparian Areas Protection Regulation. Similar Actions are included in the DCP and QCP.
	vii)	ecosystems not covered above that may be vulnerable to climate change and natural hazard impacts, or that provide buffers to climate change impacts or natural hazard impacts for communities	All ecosystems which are on lands with a Conservation and Recreation regional designation within the city are protected with either the Habitat / Natural Area Land Use Designation or the Parks, Open Space and Community Facilities Land Use Designation. See OCP Land Use Designation Map (Map 19).
	viii)	uses within those lands that are appropriately located, scaled, and consistent with the intent of the designation, including: • major parks and outdoor recreation areas; • education, research and training facilities, and associated uses that serve conservation and/or recreation users; • commercial uses, tourism activities, and public, cultural, or community amenities;	The purpose of the OCP Habitat / Natural Area Land Use Designation is to preserve intertidal areas of the Fraser River foreshore in a predominantly natural state. The principal use permitted is natural habitat areas. Complementary uses may include trails, parks, open space, and log boom storage where they do not conflict with the principal use. The purpose of the OCP Parks, Open Space and Community Facilities Land Use Designation is to provide places of public assembly and recreation. Principal uses include parks, open space, natural areas, community activities, cultural uses, and community facilities such as libraries or community

		• limited agricultural use, primarily soil-based; and • land management activities needed to minimize vulnerability / risk to climate change impacts	centres, and City facilities. Complementary uses may include retail and restaurant uses, and other similar activities and uses if these enhance the unique character of a site or increase social activity and interest. See OCP Land Use Designation Map (Map 19).
	c)	Include policies that:	See below.
	i)	protect the integrity of lands with a Conservation and Recreation regional land use designation from activities in adjacent areas by considering wildland interface planning, and introducing measures such as physical buffers or development permit requirements	All lands that are adjacent to regionally designated Conservation and Recreation lands have development permit requirements that require that sites are sensitively developed to consider neighboring sites. Additionally, OCP Action 9.2f directs the City to implement the Queen's Park Master Plan which includes considerations for buffering of adjacent land uses.
	ii)	encourage the consolidation of small parcels, and discourage subdivision and fragmentation of lands with a Conservation and Recreation regional land use designation.	The City of New Westminster or Metro Vancouver own the lands with a Conservation and Recreation regional land use designation. Each site is operating as a consolidated site. OCP Action 9.2d directs the City to consolidate City parks into one parcel per park, including those parks with a Conservation and Recreation regional land use designation.
Policy 3.2.7	**Section**	**Policy Text**	**Applicable OCP Policies**
	Adopt Regional Context Statements that:		
	a)	identify local ecosystem protection and tree canopy cover targets, and demonstrate how these targets will contribute to the regional targets in Action 3.2.1	*Please see response in Targets section*
	b)	refer to Map 11 or more detailed local ecological and cultural datasets and include policies that:	See below.
	i)	support the protection, enhancement, and restoration of ecosystems through measures such as land acquisition, density bonusing, development permit requirements, subdivision design, conservation covenants, land trusts, and tax exemptions	OCP Policies 5.1, 5.2 and 5.4 state the City's intention to protect, enhance and restore natural habitat areas and ecosystems. OCP Action 5.1e directs the City to implement the Biodiversity and Natural Areas Strategy to ensure continued protection, enhancement and restoration of natural ecosystems. The Strategy includes policies that support the protection, enhancement and restoration of natural areas. OCP Action 5.2b directs the City to protect and enhance the ecological function of waterways and associated riparian and foreshore areas on public and private lands, working with Metro Vancouver, Vancouver Fraser Port Authority and other significant waterway stakeholders, as appropriate. OCP Action 5.3b directs the City to implement the Environmental Strategy and Action Plan to manage and protect the

			ecological integrity, biodiversity and natural assets in the city. Development Permit Areas in the OCP (7.1) and QCP (QD1) protect natural areas with development permit requirements.
	ii)	seek to acquire, restore, enhance, and protect lands, in collaboration with adjacent member jurisdictions and other partners, that will enable ecosystem connectivity in a regional green infrastructure network	OCP Policies 5.1, 5.2, 5.3, 9.1 and 9.5 state the City's intention to create connections across natural habitats and green spaces. OCP Action 5.1c directs the City to develop a Green Infrastructure Network for the City that is consistent with the regional network proposed by Metro Vancouver. OCP Action 5.2b directs the City to protect and enhance the ecological function of waterways and associated riparian and foreshore areas on public and private lands, working with Metro Vancouver, Vancouver Fraser Port Authority and other significant waterway stakeholders, as appropriate. OCP Action 5.2f directs the City to support and collaborate with Metro Vancouver on regional green infrastructure such as the Brunette Fraser Regional Greenway. OCP Action 5.3c directs the City to implement the actions of the Biodiversity and Natural Areas Strategy, including those related to developing a green infrastructure network that supports local and regional biodiversity and connectivity.
	iii)	discourage or minimize the fragmentation of ecosystems through low impact development practices that enable ecosystem connectivity	OCP Action 5.3c directs the City to implement the actions of the Biodiversity and Natural Areas Strategy, including those related to developing a green infrastructure network that supports local and regional biodiversity and connectivity. OCP Action 5.3a directs the City to implement the Urban Forest Management Strategy, which includes guidance to improve connectivity between natural areas and parks.
	iv)	indicate how the interface between ecosystems and other land uses will be managed to maintain ecological integrity using edge planning, and measures such as physical buffers, or development permit requirements.	Development permit guidelines in the OCP, QCP and DCP require setbacks and sensitive edges to neighbouring properties. OCP Development Permit Area 7.1 was developed to provide direction on the interface between the Brunette River and adjacent development. OCP Policy 5.3 states the City's intention to ensure natural features are integrated throughout the urban environment. OCP Action 5.3b directs the City to implement the Environmental Strategy and Action Plan to manage and protect the ecological integrity, biodiversity and natural assets in the city.
	c)	Include policies that:	See below.

	i)	support the consideration of natural assets and ecosystem services in land use decision-making and land management practices	OCP Action 5.3b directs the City to implement the Environmental Strategy and Action Plan to manage and protect the ecological integrity, biodiversity and natural assets in the city. OCP Action 5.2a directs the City to explore expanding the Brunette River Development Permit Area to further protect the entire segment of the river within New Westminster. OCP Actions 5.2b, 5.2c, 5.2d and 5.2e direct the City to protect waterways through the Riparian Areas Protection Regulation. OCP Action 5.3a directs the City to implement the Urban Forest Management Strategy, which includes an action to improve development permit guidelines.
	ii)	enable the retention and expansion of urban forests using various tools, such as local tree canopy cover targets, urban forest management strategies, tree regulations, development permit requirements, land acquisition, street tree planting, and reforestation or restoration policies, with consideration of resilience	OCP Action 5.3a directs the City to implement the Urban Forest Management Strategy, which includes protections and enhancement such as canopy cover targets, urban forest management strategies, and suggested actions to improve development permit regulations. DCP Strategy 5f states the City's intention to enhance the ecological function of the streetscape, parks and other public spaces.
	iii)	reduce the spread of invasive species by employing best practices, such as the implementation of soil removal and deposit bylaws, development permit requirements, and invasive species management plans	OCP Action 5.1b directs the City to develop an Invasive Species Action Plan to control and prevent the introduction of new invasive plants and animals.
	iv)	increase green infrastructure along the Regional Greenway Network, the Major Transit Network, community greenways, and other locations, where appropriate, and in collaboration with Metro Vancouver, TransLink, and other partners	OCP Actions 5.1c and 5.3c direct the City to develop a Green Infrastructure Network per the Biodiversity and Natural Areas Strategy that is consistent with the regional network proposed by Metro Vancouver. OCP Action 5.3c also directs the City to implement the actions of the Biodiversity and Natural Areas Strategy, which include enhancing green infrastructure along Regional Greenway Networks and other greenway links. Additionally, OCP Action 5.2f directs the City to support and collaborate with Metro Vancouver on the Brunette Fraser Regional Greenway to create places for recreation and education about the natural environment. DCP Strategy 5j states the City's intention to incrementally develop "Green Amenity Streets."
	v)	support watershed and ecosystem planning, the development and implementation of Integrated Stormwater Management Plans, and water conservation objectives.	OCP Action 12.2a directs the City to implement the Integrated Stormwater Management Plan (ISMP) which includes low-impact design strategies to ensure the reduction in volume of stormwater runoff, improvement of water quality, and enhancement of natural areas and receiving water bodies. OCP Action

			5.3b directs the City to implement the Environmental Strategy and Action Plan to manage and protect the ecological integrity, biodiversity and natural assets in the city. Maximizing the conservation and protection of drinking water is Goal #9 of the Environmental Strategy and Action Plan.

Strategy 3.3: Advance land use, infrastructure, and human settlement patterns that reduce energy consumption and greenhouse gas emissions, create carbon storage opportunities, and improve air quality

	Section	Policy	Applicable OCP Policies
Policy 3.3.7	**Adopt Regional Context Statements that:**		
	a)	identify how local land use and transportation policies will contribute to meeting the regional greenhouse gas emission reduction target of 45% below 2010 levels by the year 2030 and achieving a carbon neutral region by the year 2050	*Please see response in Targets section*
	b)	identify policies, actions, incentives, and / or strategies that reduce energy consumption and greenhouse gas emissions, create carbon storage opportunities, and improve air quality from land use, infrastructure, and settlement patterns, such as: • existing building retrofits and construction of new buildings to meet energy and greenhouse gas performance guidelines or standards (e.g. BC Energy Step Code, passive design), the electrification of building heating systems, green demolition requirements, embodied emissions policies, zero-carbon district energy systems, and energy recovery and renewable energy generation technologies, such as solar panels and geoexchange systems, and zero emission vehicle charging infrastructure; and • community design, infrastructure, and programs that encourage transit, cycling, rolling and walking	OCP Policy 4.2 states the City's intention to encourage retrofitting existing buildings and require new buildings be built to high energy efficiency and low carbon standards. OCP Policy 4.3 states the City's intention to pursue energy conservation and demand management, and encourage local renewable energy systems. OCP Actions 4.2b and 4.3a direct the City to implement the actions and policies of the Community Energy and Emissions Plan to reduce energy use and related greenhouse gas emissions in buildings. The Community Energy and Emissions Plan also includes actions related to reducing transportation energy use and related greenhouse gas emissions, including through the provision of zero emission vehicle charging infrastructure. OCP Action 4.1c directs the City to continue to implement the eMobility Strategy, which outlines actions the City can take to support the community's transition to electric modes of transportation. Development Permit Area Guidelines in the OCP includes measures such as buffering and screening to improve air quality from land uses. OCP Policies 11.3, 11.4, 11.5 state the City's intention to improve transit service, cycling infrastructure and pedestrian environments which reduce reliance on vehicle and consequently reduce energy consumption and greenhouse gas emissions while improving air quality. OCP Actions 4.1b directs the City to implement the actions and policies of the Master Transportation Plan and Community Energy and Emissions Plan related to active transportation and transit oriented

			neighbourhoods as key strategies to improve quality of life while reducing transportation related greenhouse gas emissions.
	c)	focus infrastructure and amenity investments in Urban Centres and Frequent Transit Development Areas, and at appropriate locations along Major Transit Growth Corridors	OCP Goal 12 states New Westminster has reliable and innovative servicing that efficiently and effectively meets the needs of the community and reduces impacts on the environment. Policy 12.1 states the City's intent to plan, construct and operate City services in a manner that best serves the community while protecting public health and the environment. OCP Action 12.1a directs the City to update and implement asset management, operation and maintenance action plans. This update will include a focus on investments in the Urban Centre and FTDAs. OCP Action 11.6a directs the City to prioritize transportation infrastructure and amenities in FTDAs.

Strategy 3.4 Advance land use, infrastructure, and human settlement patterns that improve resilience to climate change impacts and natural hazards

	Section	Policy	Applicable OCP Policies
Policy 3.4.5	**Adopt Regional Context Statements that:**		
	a)	include policies that minimize risks associated with climate change and natural hazards in existing communities through tools such as heat and air quality response plans, seismic retrofit policies, and flood-proofing policies	OCP Policy 4.4 states the City's intention to prepare for and reduce the impacts and risk to the natural environment, property and public health due to climate change. OCP Action 4.4a directs the City to develop a Climate Change Adaptation and Resilience Plan for New Westminster that includes recommended implementation actions and timelines. This Plan will identify the climate related risks to the city and actions to improve resiliency. Through OCP Action 4.4b the City recognizes the role access to recreation facilities plays in the City's response to extreme weather events by directing the City to ensure neighbourhoods are well served by civic and community facilities that could function as emergency gathering centres or places of refuge during or after extreme weather events. OCP Action 4.4c directs the City to regularly update hazard, risk, and vulnerability assessments. OCP Goal 6 states New Westminster protects against land use related hazards and manages associated risks. OCP Policy 6.3 states the City's intent to protect against and minimize the impacts of sea level rise and Fraser River flooding. OCP Policy 6.4 states the City's intent to ensure that buildings are designed, built, maintained and retrofitted in ways that minimize the risk of hazard impacts. OCP Action 6.4b directs the City to regularly update hazard maps. The QCP recognizes that the entire neighbourhood is a flood hazard area. QCP Policies 5.1, 5.2, 5.3 and 5.4 all state the City's intention to protect against and manage incidents of flooding. A Flood Hazard Development

			Permit Area (QE1) includes specific guidelines for building in the floodplain. Development in this area is protected by perimeter dykes. However, new buildings and structures in Queensborough should be constructed at an elevation that is sufficient to minimize the potential for loss of life and property damage in the event of dyke failure, or an extreme flood event that tops the perimeter dykes. The minimum flood construction levels are set in the Development Permit Area.
	b)	include policies that discourage new development in current and future hazardous areas to the extent possible through tools such as land use plans, hazard-specific Development Permit Areas, and managed retreat policies, and where development in hazardous areas is unavoidable, mitigate risks	The QCP recognizes that the entire neighbourhood is a flood hazard area. QCP Policies 5.1, 5.2, 5.3 and 5.4 all state the City's intention to protect against and manage incidents of flooding. A Flood Hazard Development Permit Area (QE1) includes specific guidelines for building in the floodplain. Development in this area is protected by perimeter dykes. However, new buildings and structures in Queensborough should be constructed at an elevation that is sufficient to minimize the potential for loss of life and property damage in the event of dyke failure, or an extreme flood event that tops the perimeter dykes. The minimum flood construction levels are set in the Development Permit Area. The Land Use Designation Maps of the OCP (Map 19) and DCP (Schedule F) accommodate the majority of the City's anticipated growth, rather than being accommodated through the QCP Land Use Map (Map 11).
Policy 3.4.6	**Section**	**Policy**	
		Incorporate climate change and natural hazard risk assessments into planning and location decisions for new municipal utilities, assets, operations, and community services.	OCP Policy 4.4 states the City's intention to prepare for and reduce the impacts and risk to the natural environment, property and public health due to climate change. OCP Action 4.4a directs the City to develop a Climate Change Adaptation and Resilience Plan for New Westminster that includes recommended implementation actions and timelines. OCP Action 4.4c directs the City to regularly update hazard, risk, and vulnerability assessments. OCP Goal 6 states New Westminster protects against land use related hazards and manages associated risks. OCP Policy 6.1 directs the City to use emergency management programs to protect critical City infrastructure from hazard events. OCP Action 6.1a and QCP Action 5.4a direct the City to prepare emergency and recovery plans including a Critical Infrastructure Protection Plan. OCP Action 6.4b directs the City to regularly update hazard maps.

	Section	Policy	
Policy 3.4.7		Integrate emergency management, utility planning, and climate change adaptation principles when preparing land use plans, transportation plans, and growth management policies.	OCP Policy 4.4 states the City's intention to prepare for and reduce the impacts and risk to the natural environment, property and public health due to climate change. OCP Action 4.4a directs the City to develop a Climate Change Adaptation and Resilience Plan for New Westminster that includes recommended implementation actions and timelines. OCP Action 4.4c directs the City to regularly update hazard, risk, and vulnerability assessments. OCP Goal 6 states: New Westminster protects against land use related hazards and manages associated risks. OCP Action 6.1a and QCP Action 5.4a direct the City to prepare emergency and recovery plans including a Critical Infrastructure Protection Plan. OCP Action 6.4b directs the City to regularly update hazard maps. The findings of these studies will be considered in the development of new land use plans, including how growth is accommodated in the City through the Land Use Designation Maps.
Policy 3.4.8	**Section**	**Policy**	
		Adopt appropriate planning standards, guidelines, and best practices related to climate change and natural hazards, such as flood hazard management guidelines and wildland urban interface fire risk reduction principles.	OCP Policy 6.4 states the City's intention to ensure that buildings are designed, built, maintained and retrofitted in ways that minimize the risk of hazard impacts. OCP Action 6.3c directs the City to continue implementing and managing Flood Hazard Development Permit Area and associated guidelines to protect against identified natural hazard risks. The QCP recognizes that the entire neighbourhood is a flood hazard area. QCP Policies 5.1, 5.2, 5.3 and 5.4 all state the City's intention to protect against and manage incidents of flooding. A Flood Hazard Development Permit Area (QE1) includes specific guidelines for building in the floodplain. Development in this area is protected by perimeter dykes. However, new buildings and structures in Queensborough should be constructed at an elevation that is sufficient to minimize the potential for loss of life and property damage in the event of dyke failure, or an extreme flood event that tops the perimeter dykes. The minimum flood construction levels are set in the Development Permit Area.

Metro 2050 Goal 4: Provide Diverse and Affordable Housing Choices

New Westminster's Official Community Plan (OCP) contributes to the goal of providing diverse and affordable housing choices by enabling an expansion to the supply of housing, increasing the diversity of housing choices available, protecting tenants and rental housing supply, and meeting the needs of lower income households and populations experiencing or at risk of homelessness. Both the Downtown Community Plan (DCP) and the Queensborough Community Plan (QCP) include policies that demonstrate the City's intention to provide diverse and affordable housing choices. The policies within the Housing chapter of the Official Community Plan support the City's intention to expand housing supply and housing choices, to ensure protection of all residential tenures and to meet the housing needs of people across the income spectrum.

The housing goals of the OCP are supported by a range of housing policies including the Affordable Housing Strategy, Tenant Relocation Policy, Secured Market Rental Housing Policy, and Family Friendly Housing Policy. The City also leverages other tools, such as the Business Regulations and Licensing (Rental Units) Bylaw, and programs, such as the New Westminster Rent Bank, to help protect tenants.

Goal 4 Targets

Policy with Target	Applicable OCP Policies	Supplementary Information
4.2.7 a) indicate how, within the local context, contribute toward the regional target of having **at least 15% of newly completed housing units built within all Urban Centres and Frequent Transit Development Areas combined, to the year 2050, be affordable rental housing units** (recognizing that developing affordable rental housing units in transit-oriented locations throughout the urban area is supported)	*Please see response in Targets section.*	*Please see response in Targets section.*

Strategy 4.1 Expand the supply and diversity of housing to meet a variety of needs

	Section	Policy	Applicable OCP Policies
Policy 4.1.8	**Adopt Regional Context Statements that:**		
	a)	indicate how you will work towards meeting estimated future housing needs and demand, as determined in their housing needs report or assessment	OCP Policy 8.6 states the City's intention to provide housing to meet the needs of the projected population in ways that ensure growth contributes positively to the neighbourhood context. OCP Action 8.6c directs the City to use the Housing Needs Report findings to strengthen understanding of current and future housing needs, and ensure local policies, plans, and development decisions are based on recent evidence. As part of the 2025 Official Community Plan update, a residential development capacity analysis was completed. This analysis took into account the area available for residential development based on the Land Use Designation Map, recent development trends, and assumptions regarding the future development of

			sites. This analysis confirmed that the Land Use Designation Map includes enough capacity to provide the total housing units required to address the finding of the City's 2024 Interim Housing Needs Report.
	b)	articulate how local plans and policies will meet the need for diverse (in tenure, size, and type) and affordable housing options	OCP Policies 8.1, 8.2, 8.3 and 8.4 each support the creation of new housing that is diverse in tenure, affordability, size and type. Each is supported by OCP Actions that direct the City to develop and implement additional housing policies to address these needs (e.g. Secured Market Rental Housing Policy, Family Friendly Housing Policy, Affordable Housing Strategy). OCP Action 8.6c directs the City to use the Housing Needs Report findings to strengthen understanding of current and future housing needs, and ensure local policies, plans, and development decisions are based on recent evidence. Similar polices and actions are included in the DCP and QCP.
	c)	identify policies and actions that contribute to the following outcomes	See below.
	i)	increased supply of adequate, suitable, and affordable housing to meet a variety of needs along the housing continuum	OCP Policy 8.1 states the City's intention to create and maintain housing that offers options for people who are experiencing or at risk of homelessness. OCP Action 8.1h directs the City to implement the Ten-Year Supportive Housing and Wrap-Around Services Plan, which recommends actions and timing priorities for the provision of shelter beds and supportive housing units. OCP Policy 8.2 states the City's intent to facilitate access to affordable, below- and non-market housing for low- to moderate-income households. OCP Policy 8.3 states the City's intention to foster a rental housing stock in which tenants have adequate opportunities to live in healthy, safe and secure housing. These policies focus on the areas of highest need, as identified in the City's Housing Needs Report.
	ii)	increased supply of family-friendly, age-friendly, and accessible housing	OCP Policy 8.4 states the City's intention to create neighbourhoods with housing options for people of all ages, abilities and household types to meet their changing needs. The Actions identified to support this policy direct the City to continue to implement the Adaptable Housing Policy (OCP Action 8.4a), Family Friendly Housing Policy (8.4b) and ground oriented infill housing (8.4c) which will increase housing choice in the city. Each of these policy documents also apply to the area covered by the DCP and QCP.
	iii)	increased diversity of housing tenure options, such as attainable homeownership, rental, co-op housing, rent-to-own models, and cohousing	OCP Policy 8.3 states the City's intention to foster a rental housing stock in which tenants have adequate opportunities to live in healthy, safe and secure housing. OCP Policy 8.4 states the City's intention to create neighbourhoods with housing options for people

			of all ages, abilities and household types to meet their changing needs. The Land Use Designation Maps in the OCP (Map 19), QCP (Map 11) and DCP (Schedule F), confirm that residential buildings (or residential portions of buildings) can include rental housing, co-op housing, and various levels of supportive housing (e.g. complex care, supportive care, or assisted living) when in compliance with the form in the land use designation and when in keeping with City policies.
	iv)	increased density and supply of diverse ground-oriented and infill housing forms in low-density neighbourhoods, such as duplex, four-plex, townhouse, laneway/coach houses, and apartments, particularly in proximity to transit	OCP Action 8.4c directs the City to implement opportunities to increase the variety and stock of ground oriented infill housing such as duplexes, triplexes, and multiplexes. The Land Use Designation Map in the OCP (Map 19) allows a mix of ground oriented infill housing forms including duplexes, triplexes, quadraplexes, cluster houses, infill townhouses, infill rowhouses and other equivalent ground oriented housing forms in all single detached and duplex areas covered by this Plan. The City will work towards updating the QCP Land Use Designation Map (Map 11) to allow ground oriented infill housing once research is completed on whether the area's infrastructure can support more housing.
	v)	integration of land use and transportation planning such that households can reduce their combined housing and transportation costs	The Land Use Designation Map in the OCP (Map 19) was created to align with the City's Master Transportation Plan. The Land Use Designation Map locates the highest number of new housing units within the FTDAs surrounding the SkyTrain stations outside of Downtown. The next highest number of new housing units is located along pedestrian-oriented transit corridors such as Sixth Street, Twelfth Street and East Columbia Street. Growth will be accommodated in the Uptown FTDA.
	vi)	increased social connectedness in multi-unit housing	OCP Policy 8.5 states the City's intention to design housing to be livable and to foster social cohesion and connectivity. OCP Policy 1.4 states the intention to encourage social connectedness, neighbourliness and community building. OCP Action 1.4a directs the City to fund community grant programs that facilitate social connectedness, neighbourliness and community building. Action 8.5b directs the City to collaborate with the Hey Neighbour Collective to develop and implement tools that encourage more socially connected, inclusive, and resilient communities for all.
	vii)	integrated housing within neighbourhood contexts and high quality urban design	OCP Policy 10.1 states the City's intention to require a high standard of urban design to facilitate attractive and well-integrated development throughout the city. The Development Permit Area guidelines of the OCP, DCP and QCP all have all been drafted with the intent of

			integrated housing within neighbourhood contexts and high quality urban design.
	viii)	existing and future housing stock that is low carbon and resilient to climate change impacts and natural hazards	OCP Policy 4.2 states the City's intention to encourage retrofitting existing buildings and require new buildings be built to high energy efficiency and low carbon standards. Action 4.2b directs the City to implement the actions and policies of the Community Energy and Emissions Plan 2050 to reduce energy use and related greenhouse gas emissions in new and existing buildings. OCP Policy 4.4 states the City's intention to prepare for and reduce the impacts and risk to the natural environment, property and public health due to climate change. OCP Action 4.4a directs the City to develop a Climate Adaptation Strategy for New Westminster that includes recommended implementation actions and timelines. OCP Policy 6.4 states the City's intention to ensure that buildings are designed, built, maintained and retrofitted in ways that minimize the risk of hazard impacts.
Policy 4.1.9	**Section**	**Policy**	**Supplementary Information**
	Prepare and implement housing strategies or action plans that:		
	a)	are aligned with housing needs reports or assessments, and reviewed or updated every 5-10 years to ensure that housing strategies or action plans are based on recent evidence and responsive to current and future housing needs	Please see New Westminster's Housing Needs Report. OCP Policy 8.6 states the City's intention to provide housing to meet the needs of the projected population in ways that ensure growth contributes positively to the neighbourhood context. OCP Action 8.6c directs the City to use the Housing Needs Report findings to strengthen understanding of current and future housing needs, and ensure local policies, plans, and development decisions are based on recent evidence. After the Housing Needs Report is updated in 2028 the OCP will be updated to reflect the updated findings.
	b)	are based on an assessment of local housing market conditions, by tenure, including assessing housing supply, demand, and affordability	Please see New Westminster's Housing Needs Report. In addition to using the Province's standardized methodology to identify the number of housing units needed, the City conducted further analysis to understand housing needs specific to New Westminster to provide a breakdown of need by housing type. This breakdown allows for progress tracking and advocacy to senior government for funding for supportive, below- and non-market housing projects.
	c)	identify housing priorities, based on the assessment of local housing market conditions, household incomes, changing population and household demographics, climate change and natural hazards resilience, and key categories of local housing need, including specific statements	Please see New Westminster's Housing Needs Report. In addition to using the Province's standardized methodology to identify the number of housing units needed, the Report outlines the key areas of housing need. Bringing together community engagement themes, housing demand indicators, and projected housing needs, eleven priority sub-populations have been identified. These findings demonstrate that

		about special needs housing and the housing needs of equity-seeking groups	housing need and demand exist along New Westminster's Housing Spectrum, with a particular need for additional shelter beds, supportive/ transitional housing units, and affordable rental units.
	d)	identify implementation measures within their jurisdiction and financial capabilities, including actions set out in Action 4.1.8	Please see New Westminster's Housing Needs Report. OCP Actions direct the City to implement housing policies that include detailed implementation measures. This include policies such as the Affordable Housing Policy (OCP Action 8.2b), Adaptable Housing Policy (8.4a), Family Friendly Housing Policy (8.4b) and ground oriented infill housing (8.4c) which will increase housing choice in the city. OCP Action 8.6c directs the City to use the Housing Needs Report findings to strengthen understanding of current and future housing needs, and ensure local policies, plans, and development decisions are based on recent evidence.
Strategy 4.2 Protect tenants and expand, retain, and renew rental housing supply			
Policy 4.2.7	**Section**	**Policy**	**Applicable OCP Policies**
	Adopt Regional Context Statements that:		
	a)	indicate how they will, within their local context, contribute toward the regional target of having at least 15% of newly completed housing units built within all Urban Centres and Frequent Transit Development Areas combined, to the year 2050, be affordable rental housing units (recognizing that developing affordable rental housing units in transit-oriented locations throughout the urban area is supported)	*Please see response in Targets section*
	b)	articulate how local plans and policies will mitigate impacts on renter households, particularly during redevelopment or densification of Urban Centres and Frequent Transit Development Areas	OCP Action 8.3b directs the City to update the Tenant Relocation Policy (2018), which assists tenants of purpose-built market rental housing displaced by redevelopment. OCP Action 8.3a directs the City to complete a Rental Replacement Policy to ensure that redevelopment of older purpose-built market rental buildings does not lead to the untimely loss of affordable rental housing, and to add to the supply of affordable rental in New Westminster.
	c)	identify the use of regulatory tools that protect and preserve rental housing	OCP Action 8.3a directs the City to complete the Rental Replacement Policy to ensure that redevelopment of older purpose-built market rental buildings does not lead to the untimely loss of affordable rental housing, and to add to the supply of affordable rental in New Westminster. OCP Action 8.3c directs the City to protect existing rental housing through the continued implementation of the Secured Market Rental Housing

			Policy, which includes action to retain the existing rental housing stock. OCP Action 8.3d directs the City to seek necessary resources to support the enforcement of the Standards of Maintenance Bylaw to ensure buildings are maintained to a livable standard. OCP Action 8.3e directs the City to encourage the development and implementation of additional measures from senior governments that assist in the creation, retention, maintenance and revitalization of rental housing.
	d)	identify policies and actions that contribute to the following outcomes:	See below.
	i)	increased supply of affordable rental housing in proximity to transit and on publicly-owned land	OCP Policy 8.2 states the City's intention to facilitate access to affordable, below and non market housing for low to moderate income households. OCP Actions are included that state the City should enable affordable housing through an updated Inclusionary Housing Policy (8.2a) and through partnerships with senior governments, charitable foundations, faith groups and non-profit organizations (8.2c). OCP Action 8.1h directs the City to implement the Ten-Year Supportive Housing and Wrap-Around Services Plan, which recommends actions and timing priorities for the provision of shelter beds and supportive housing units. This Plan acknowledges the need for an equitable distribution of projects across the City, and that all neighbourhoods play a role in supporting housing needs. It is an objective for all new projects to be located with access to services, community amenities and transit. DCP Strategy 7b states the City's intention to facilitate the provision of housing that meets all affordability levels in the City's Urban Centre. Action 7b states that new non-profit housing projects developed under bona fide affordable housing programs (Provincial Government partnership programs) will be granted bonus density without payment to the City, subject to meeting design principles. OCP Action 3.4b directs the City to implement reGENERATE, the Vision for the neighbourhood around the 22nd Street SkyTrain Station. The Vision created for the 22nd Street Station FTDA includes Goal 5.1: A neighbourhood of abundant housing with a mix of tenures and affordability levels, and somewhere for everyone to call home. The Vision also includes strategy 5.2.7 which identifies tools for encouraging affordable housing within the FTDA. The same approach will be taken to the future planning for the City's other FTDAs. In addition, uses that address needs identified through a BC Public Health Emergency Declaration; or a BC State of Emergency Declaration; or a crisis affecting the

			Metro Vancouver region that is publicly recognized by multiple member municipalities, including the City of New Westminster, may be permitted in all land use designations. Given the affordable housing crisis, supportive housing may be developed in any of the City's land use definitions.
	ii)	increased supply of market and below-market rental housing through the renewal of aging purpose-built rental housing and prevention of net rental unit loss	OCP Action 8.3a directs the City to complete the Rental Replacement Policy to ensure that redevelopment of older purpose-built market rental buildings does not lead to the untimely loss of affordable rental housing, and to add to the supply of affordable rental in New Westminster. OCP Action 8.3c directs the City to protect existing rental housing through the continued implementation of the Secured Market Rental Housing Policy, which includes action to retain the existing rental housing stock. OCP Action 8.3d directs the City to seek necessary resources to support the enforcement of the Standards of Maintenance Bylaw to ensure buildings are maintained to a livable standard. OCP Action 8.3e directs the City to encourage the development and implementation of additional measures from senior governments that assist in the creation, retention, maintenance and revitalization of rental housing.
	iii)	protection and renewal of existing non-market rental housing	OCP Action 8.3a directs the City to complete the Rental Replacement Policy to ensure that redevelopment of older purpose-built market rental buildings does not lead to the untimely loss of affordable rental housing, and to add to the supply of affordable rental in New Westminster. OCP Action 8.3c directs the City to protect existing rental housing through the continued implementation of the Secured Market Rental Housing Policy, which includes action to retain the existing rental housing stock. OCP Action 8.3d directs the City to seek necessary resources to support the enforcement of the Standards of Maintenance Bylaw to ensure buildings are maintained to a livable standard. OCP Action 8.3e directs the City to encourage the development and implementation of additional measures from senior governments that assist in the creation, retention, maintenance and revitalization of rental housing.
	iv)	mitigated impacts on renter households due to renovation or redevelopment, and strengthened protections for tenants	OCP Action 8.3b directs the City to update the Tenant Relocation Policy (2018), which assists tenants of purpose-built market rental housing displaced by redevelopment. OCP Action 8.3a directs the City to complete the Rental Replacement Policy to ensure that redevelopment of older purpose built market rental buildings does not lead to the untimely loss of affordable rental housing, and to add to the supply of affordable rental in New Westminster.

	v)	reduced energy use and greenhouse gas emissions from existing and future rental housing stock, while considering impacts on tenants and affordability	OCP Policy 4.2 states the City's intention to encourage retrofitting existing buildings and require new buildings be built to high energy efficiency and low carbon standards. Action 4.2b directs the City to implement the actions and policies of the Community Energy and Emissions Plan 2050 to reduce energy use and related greenhouse gas emissions in new and existing buildings. The Community Energy and Emissions Plan includes several actions related to reducing energy and emissions, and prioritized the unique retrofit needs of existing multi unit residential buildings, especially rental buildings.
Policy 4.2.8	**Section**	**Policy**	**Supplementary Information**
	Prepare and implement housing strategies or action plans that:		
	a)	encourage the supply of new rental housing and mitigate or limit the loss of existing rental housing stock	OCP Policy 8.3 states the City's intention to foster a rental housing stock in which tenants have adequate opportunities to live in healthy, safe and secure housing. OCP Action 8.3c directs the City to facilitate new rental housing construction and protect existing rental housing through the continued implementation of the Secured Market Rental Housing Policy. OCP Action 8.3e directs the City to encourage the development and implementation of additional measures from senior governments that assist in the creation, retention, maintenance and revitalization of rental housing.
	b)	encourage tenant protections and assistance for renter households impacted by renovation or redevelopment of existing purpose-built rental housing	OCP Action 8.3b directs the City to update the Tenant Relocation Policy (2018), which assists tenants of purpose built market rental housing displaced by redevelopment. OCP Action 8.3c directs the City to facilitate new rental housing construction and protect existing rental housing through the continued implementation of the Secured Market Rental Housing Policy.
	c)	cooperate with and facilitate the activities of Metro Vancouver Housing under Action 4.2.2	OCP Action 8.2d directs the City to partner with Metro Vancouver to Implement the Metro Vancouver Housing 10-Year Plan, and to seek opportunities to partner with Metro Vancouver Housing and others to expand affordable rental housing in the city.
Strategy 4.3 Meet the housing needs of lower income households and populations experiencing or at risk of homelessness			
Policy 4.3.7	**Section**	**Policy**	**Applicable OCP Policies**
	Adopt Regional Context Statements that:		
	a)	indicate how they will collaborate with the Federal Government, the Province, and other partners, to assist in increasing the supply of	OCP Action 8.2c directs the City to partner with senior governments, charitable foundations, faith groups and non-profit organizations in the development of affordable and non-market housing, to help meet the objective for most of these new units to be located in

		permanent, affordable, and supportive housing units	or near FTDAs. OCP Action 8.2b directs the City to implement the Affordable Housing Strategy. This Strategy provides a framework for the City to work towards being an inclusive city where all residents live in safe, appropriate and affordable housing and where there are housing choices for people of all ages and abilities. OCP Action 8.1h directs the City to implement the Ten-Year Supportive Housing and Wrap-Around Services Plan, which recommends actions and timing priorities for the provision of shelter beds and supportive housing units. This plan recommends actions and timing priorities for the provision of shelter beds and supportive housing. This plan aims to help address the three concurrent and inter-related crises of homelessness, mental health and substance use. The Plan focuses on securing funding from BC Housing to construct permanent, purpose-designed supportive housing that would be equitably distributed in neighbourhoods throughout the city.
	b)	identify policies and actions to partner with other levels of government and non-profit organizations in order to create pathways out of homelessness and contribute to meeting the housing and support needs of populations experiencing or at risk of homelessness	OCP Action 8.1h directs the City to implement the Ten-Year Supportive Housing and Wrap-Around Services Plan, which recommends actions and timing priorities for the provision of shelter beds and supportive housing units. OCP Action 8.1g directs the City to implement the Five-Year Prevention, Support and Transition Services Plan, which is aimed at addressing the immediate needs of people experiencing the three concurrent and inter-related crises of homelessness, mental health and substance use with the goal of stabilizing their lives. These two plans aim to help address the three concurrent and inter-related crises of homelessness, mental health and substance use. The Five-Year Prevention, Support and Transition Services Plan identifies shorter term recommendations for the Provincial Government that are aimed at addressing the immediate needs of people experiencing the three crises with the goal of stabilizing their lives. These shorter-term actions work in concert with the Ten-Year Supportive Housing and Wrap-Around Services Plan, which identifies longer-term and sustainable actions. These longer-term actions focus on securing funding from BC Housing to construct permanent, purpose-designed supportive housing that would be equitably distributed in neighbourhoods throughout the city.
Policy 4.3.8	**Section**	**Policy**	**Supplementary Information**
	Prepare and implement housing strategies or action plans that		
	a)	identify opportunities to participate in programs with other levels of government to secure additional housing units to meet the housing needs of lower income households	OCP Action 8.2c directs the City to partner with senior governments, charitable foundations, faith groups and non-profit organizations in the development of affordable and non-market housing, to help meet the objective for most of these new units to be located in or near FTDAs. OCP Action 8.2d directs the City to

			partner with Metro Vancouver to implement the Metro Vancouver Housing 10-Year Plan, and to seek opportunities to partner with Metro Vancouver Housing and others to expand affordable rental housing in the city.
	b)	identify strategies to increase community acceptance and communicate the benefits of affordable and supportive housing development	OCP Policy 1.2 states the City's intention to create a community that is welcoming, inclusive and accepting of people with different backgrounds, cultures and lifestyles. As such, community acceptance is generally supported through initiatives that raise awareness and understanding. OCP Action 8.1a directs the City to develop a communications strategy to clearly outline the benefits of affordable housing development.
	c)	are aligned with or integrate plans to address homelessness, and identify strategies to reduce the total number of households that are in core housing need and populations experiencing or at risk of homelessness	OCP Policy 8.1 states the City's intention to facilitate the creation and maintenance of housing that offers options for people who are experiencing or at risk of homelessness. OCP Actions identify a range of strategies to implement this policy including the Homelessness Action Strategy (OCP Action 8.1c), Community Poverty Reduction Strategy (8.1d), the Ten-Year Supportive Housing and Wrap-Around Services Plan (8.1h), and the Five-Year Prevention, Support and Transition Services Plan (8.1g). OCP Actions also direct the City to work with partners to address homelessness, including Metro Vancouver (8.1e) and the New Westminster Homelessness Coalition Society (8.1f).

Metro 2050 Goal 5: Support Sustainable Transportation Choices

New Westminster's Official Community Plan (OCP) contributes to the goal of supporting sustainable transportation choices by coordinating land use and transportation to encourage and support transit, multiple-occupancy vehicles, cycling, walking and the safe and efficient movement of passengers, goods and services.

Both the Downtown Community Plan (DCP) and the Queensborough Community Plan (QCP), schedules to the OCP, include directions that demonstrate the City's intention to improve transportation for all road users and to improve the strength of the Urban Centre and Frequent Transit Development Areas (FTDAs) with appropriate land use patterns.

The policies within the Transportation chapter of the Official Community Plan support the City's intention to encourage sustainable transportation choices like transit, multi-occupancy vehicles, cycling and walking, and support efficient vehicle movement for the safe delivery of passengers, goods and services.

The City's transportation goals are further supported by the City's Master Transportation Plan, as well as the Active Transportation Network Plan.

Strategy 5.1 Coordinate land use and transportation to encourage transit, multiple-occupancy vehicles, cycling and walking			
	Section	**Policy**	**Applicable OCP Policies**
Policy 5.1.14	**Adopt Regional Context Statements that:**		
	a)	identify land use and transportation policies and actions to encourage a greater share of trips made by transit, shared mobility options, cycling, walking, and rolling	OCP Policies 11.1, 11.3, 11.4 and 11.5 state the City's intention to encourage land use and transportation strategies that will result in a greater share of trips made by transit, cycling, walking and rolling. Many of these policies point to the Master Transportation Plan, which further articulates how mode share change will be achieved. Strategies 10a, 10b, 10c and 10d of the DCP state the City's intention to increase the mode share of transit, cycling and walking specifically in the Downtown Urban Centre.
	b)	support the development and implementation of transportation demand management strategies, such as: parking pricing and supply measures, transit priority measures, end-of-trip facilities for active transportation and micro-mobility, and shared mobility services	OCP Policy 11.8 states the City's intention to implement transportation demand management measures such as parking policy and car sharing measures. OCP Actions 11.5f and 11.4e direct the City to work with TransLink to implement transit priority measures and end-of-trip facilities at key locations. DCP Strategies 10c, 10d and 10f state the City's intention to manage parking supply with transportation demand measures, improve the convenience of transit and provide end-of-trip facilities for active transportation.
	c)	manage and enhance municipal infrastructure in support of transit, multiple-occupancy vehicles, cycling, walking, and rolling	OCP Policy 11.1 states the City's intention to achieve the goals of the Master Transportation Plan and support improved transit, cycling, walking and rolling. Similar policies are included in the DCP and QCP.
	d)	support the transition to zero-emission vehicles	OCP Action 4.1a directs the City to work with the Province, Metro Vancouver, and regional and local partners to fund programs such as Plug In BC that advance infrastructure to support clean energy vehicles. Furthermore, OCP Action 4.1b directs the City to implement the actions and policies of the Master Transportation Plan and Community Energy and Emissions Plan related to active transportation and transit oriented neighbourhoods as key strategies to improve quality of life while reducing transportation related greenhouse gas emissions. Within the Transportation section are actions to explore partnering with TransLink, Metro Vancouver, or other agencies as appropriate, to establish zero emissions vehicle zones in which access is limited to persons using active transportation modes and zero emissions vehicles only. As well, the Transportation Section includes guidance to accelerate EV and eMicromobility adoption by implementing the eMobility Strategy which is dedicated

			to the transition to zero emissions vehicles. Specifically, this strategy includes actions to support the achievement of TransLink's regional Transport 2050 goal of transitioning to zero emission vehicles, including by increasing availability and access to electric bikes, scooters, and other forms of electric micromobility, accelerating the electrification of light duty passenger vehicles and supporting the transition of medium- and heavy-duty vehicles to low emissions in the short term and zero emissions over the long term. The strategy also calls for improved access to EV charging in public spaces, homes and workplaces, supporting the affordability of electric vehicles and proactively managing electricity grid impacts of EV charging.
	e)	support implementation of the Regional Greenway Network and Major Bikeway Network, as identified in Map 10	OCP Action 9.1e directs the City to implement the Trail and Greenway Master Plan, while OCP Policy 11.4 states the City's intention to support the development of a complete bicycle network which would incorporate regional routes as identified in Map 13 of the OCP. Additionally, OCP Action 5.2f directs the City to support and collaborate with Metro Vancouver on the Brunette Fraser Regional Greenway to create places for recreation and education about the natural environment.
	f)	support implementation of local active transportation and micro-mobility facilities that provide direct, comfortable, all ages and abilities connections to the Regional Greenway Network, Major Bikeway Network, transit services, and everyday destinations	OCP Action 4.1b directs the City to implement the actions and policies of the Master Transportation Plan and Community Energy and Emissions Plan related to active transportation and transit oriented neighbourhoods as key strategies to improve quality of life while reducing transportation related greenhouse gas emissions. Goal 11 of the OCP specifies that New Westminster's transportation system will be accessible to people of all ages and abilities, and this goal is reiterated throughout the Master Transportation Plan to be implemented by OCP Policy 11.1.
Strategy 5.2 Coordinate land use and transportation to support the safe and efficient movement of vehicles for passengers, goods, and services			
Policy 5.2.6	**Section**	**Policy**	**Applicable OCP Policies**
	Adopt Regional Context Statements that:		
	a)	identify routes on a map for the safe and efficient movement of goods and service vehicles to, from, and within Urban Centres; Frequent Transit Development Areas; Major Transit Growth Corridors; Industrial, Employment, and Agricultural lands; ports; airports; and international border crossings	OCP Policy 11.6 directs the City to manage the road network for the safety and reliability of all road users, including goods and service vehicles. Please see Map 15 (Street Network Classification) for details on how the movement of goods and service vehicles will be facilitated to and from the Downtown Urban Centre, the FTDAs, the Major Transit Growth Corridor and Industrial and Employment lands. The DCP provides further detail

			on the safe movement of goods through the Urban Centre in Figure 23.
	b)	identify land use and related policies and actions that support the optimization and safety of goods movement via roads, highways, railways, aviation, short sea shipping, and active transportation	Safe and efficient goods movement is supported by OCP Action 11.7b, which directs the City to work with various partners to minimize the impact of goods movement on adjacent land uses and to provide safe and efficient goods movement connections. This policy is further supported by OCP Action 11.7a which directs the City to implement the goods movement policies and actions of the Master Transportation Plan. The DCP provides further detail on the safe movement of goods through the Urban Centre in Figure 23.
	c)	support the development of local and regional transportation system management strategies, such as the provision of information to operators of goods and service vehicles for efficient travel decisions, management of traffic flow using transit priority measures, coordinated traffic signalization, and lane management	OCP Action 11.7a directs the City to implement the goods movement policies and actions identified in the Master Transportation Plan, which will include transit priority treatments and managing access for goods movement networks.
	d)	identify policies and actions that support the protection of rail rights-of-way, truck routes, and access points to navigable waterways in order to reserve the potential for goods movement	OCP Action 11.7a directs the City to implement the goods movement policies and actions identified in the Master Transportation Plan, which includes policies to improve rail travel, truck routes, and water travel for goods movement. The DCP provides further detail on the safe movement of goods through the Urban Centre in Figure 23.
	e)	identify policies and actions to mitigate public exposure to unhealthy levels of noise, vibration, and air pollution associated with the Major Road Network, Major Transit Network, railways, truck routes, and Federal / Provincial Highways	OCP Action 11.7b directs the City to work with various partners to minimize the impact of goods movement on adjacent land uses. This Action is complimented by OCP Action 11.7d, which directs the City to achieve whistle cessation of rail movement through the city, and OCP Action 11.7a which implements the goods movement policies and actions identified in the Master Transportation Plan which are sensitive to mitigating the negative impacts of goods movement. OCP Action 8.5a also directs the City to create a city-wide Noise Attenuation Program that includes development permit guidelines for mitigating noise in residential units to help new development meet CMHC noise reduction targets.
	f)	identify policies and actions that anticipate the land and infrastructure requirements for goods movement and drayage, such as truck parking, zero-emission vehicle charging infrastructure, and	OCP Action 11.7a directs the City to implement the goods movement policies and actions identified in the Master Transportation Plan, which includes policies to improve rail travel, truck routes, and water travel for goods movement. OCP Action 4.1c directs the City to continue to implement the eMobility Strategy, which

		e-commerce distribution centres, and mitigate any negative impacts of these uses on neighbourhoods	outlines actions the City can take to support the community's transition to electric modes of transportation. The Strategy includes actions to improve access to EV Charging in public spaces and to incorporate eMicromobility into City planning and outreach. Additionally, the eMobility Strategy includes actions to explore creating low- or zero-emission zones in New Westminster which are designated with the intention that, by some point in the future, only people walking, rolling, biking or driving EVs and other zero-emission vehicles may access the area. These zones provide additional incentive for EV ownership, while also reducing congestion and improving air quality. OCP Action 4.1b directs the City to implement the actions and policies of the Master Transportation Plan and Community Energy and Emissions Plan related to active transportation and transit oriented neighbourhoods as key strategies to improve quality of life while reducing transportation related greenhouse gas emissions. This includes online deliveries, by supporting fleet transitions to zero emissions, off-peak deliveries, small urban consolidation centres, and cargo bike deliveries.

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South Coast British Columbia
Transportation Authority

June 12, 2026

Charles Pan
Senior Policy and Planning Analyst
Regional Planning and Housing Services
4515 Central Boulevard
Burnaby, BC V5H 0C6

Dear Charles Pan,

Re: The City of New Westminster's Regional Context Statement Update - proposed Frequent Transit Development Areas

Thank you for your May 22, 2025 correspondence and for the opportunity to provide an updated response to TransLink's April 4, 2025 letter regarding the proposed Frequent Transit Development Areas (FTDAs) in the City of New Westminster's Regional Context Statement.

We appreciate the outreach and provide our comments based on:

- TransLink's legislated mandate to review key OCP amendments for regional transportation implications, and to support Metro Vancouver's Metro 2050 Regional Growth Strategy.
- Policy direction in Transport 2050, the Regional Transportation Strategy, to work with partner agencies in advancing shared regional objectives and integrated land use and transportation planning; and
- TransLink's Transit-Oriented Communities Design Guidelines, a tool to support the planning and design of communities that integrate land use with sustainable transportation.

After reviewing the project materials included with your referral, we have the following feedback:

PROPOSED UPTOWN FTDA

Transportation and Land Use Alignment

- Given our mandate to support Metro 2050, TransLink's regional transportation plans are based on the region's higher levels of growth being located in Urban Centres, FTDAs, and along the Major Transit Growth Corridors (MTGCs).
- The MTGCs identified in Metro 2050 are based (with some exceptions) on the Major Transit Network (MTN) identified in Transport 2050. MTGCs are intended to provide

locations for FTDAs designation, and we note that a portion of the proposed Uptown FTDA does overlap with the MTGC, and begins no more than 1 km from the MTGC centerline.

- The Access for Everyone plan (Transport 2050: 10-Year Priorities) identifies 11 new RapidBus lines with new transit priority measures to better serve existing riders and grow ridership in advance of fully traffic-separated Bus Rapid Transit (BRT). While exact routes and implementation timelines are to be determined in the future based on regional priorities and funding, the RapidBus route proposed to connect New Westminster and Brentwood Stations is expected to operate through the proposed Uptown FTDA.
- The proposed Uptown FTDA includes Sixth and Eighth Streets, both of which are designated in this area as part of the Frequent Transit Network (FTN). The FTN is comprised of a network of corridors where transit service runs at least every 15 minutes in both directions throughout the day and into the evening, every day of the week.
- The recently completed Burrard Peninsula Area Transport Plan (BP ATP) includes the City of New Westminster and identifies priority actions related to bus service, cycling, walking, and goods movement for the transportation network within the Burrard Peninsula. This includes a number of recommended bus network changes in New Westminster to provide more frequent and direct connections to SkyTrain stations and between areas of proposed future growth, including the Uptown area.
- TransLink notes that the proposed population and employment density for the Uptown FTDA aligns with the expectations in Metro 2050 for an FTDA, and that the Uptown FTDA is generally consistent with regional transportation plans.

Cycling and Walking

- With the proposed Uptown FTDA overlapping with the FTN, high-quality active transportation facilities are an important consideration for this area. Current facilities include protected bicycle lanes and shared roadways on Seventh Avenue, Fifth, Sixth, Seventh, and Eighth Streets, classified respectively as *Comfortable for Most* and *Comfortable for Some* per the Benchmarking the State of Cycling in Metro Vancouver 2024 report by TransLink and HUB Cycling.
- As part of TransLink's cost share funding through our Local Government Funding Program, an FTDA designation for the area would increase regional significance for the Walking Infrastructure to Transit (WITT) Allocated and Competitive funding under this program. This would mean that any applications for WITT Competitive funding located in this FTDA would score higher as compared to areas outside of FTDAs.

PROPOSED EXPANDED 22ND STREET FTDA & BRAID/SAPPERTON FTDA

- TransLink's Transit Oriented Communities Design Guidelines (TODCDGs) note that most people will walk roughly 10-12 minutes (800m) to access limited-stop rapid transit (p. 12). The TOCDGs further encourage a diverse mix of land uses within 800 m of rapid transit to help support both a higher walk and transit mode share for trips as well as reduced vehicle kilometres travelled (VKT) per capita (p. 84).
- The expansion of these existing FTDAs to align with the 800m Transit Oriented Development Area boundaries at those stations aligns with regional transportation policy and guidelines.
- Similar to the WITT funding program note for the Uptown FTDA, the expansion of the boundaries for the 22nd Street and Braid/Sapperton FTDAs could provide more opportunities for the City of New Westminster to apply for WITT funding in those areas. The routes noted below are primarily classified as ***Comfortable for Most***, with small segments classified as *Comfortable for Some, Few, and Very Few*, as per TransLink and HUB Cycling's 2025 State of Cycling GIS Network data (2024 data).
    - **22nd St Station FTDA**: Seventh Ave, London Street, and BC Parkway
    - **Sapperton & Braid FTDA**: Richmond Street, Columbia Street, Cumberland Street, Sapper Street, Debeck Street, Sherbrooke Street, Fader Street, Kelly Street, and the Central Valley Greenway via Hume Park.
- Per Sections 21(1) and 21(2) of the South Coast British Columbia Transportation Authority Act, TransLink approval is required for any road alterations that would reduce the capacity of any part of the MRN to move people or would prohibit the movement of trucks on any road other than Provincial highways. Please get in touch with us regarding any such alterations.

Continued Collaboration
We appreciate the opportunity to provide comments on the proposed RCS update and look forward to continued coordination with Metro Vancouver and the City of New Westminster. Please feel free to contact me at JuYoung.Kim@translink.ca should you have any questions or wish to discuss further.

Regards,

JuYoung Kim
Planner, Transit-Oriented Communities Planning
TransLink

metrovancouver
SERVICES AND SOLUTIONS FOR A LIVABLE REGION

To: Regional Planning Committee

From: Charles Pan, Senior Policy and Planning Analyst, Regional Planning and Housing Services

Date: June 11, 2026 Meeting Date: July 2, 2026

Subject: **Correction to Metro 2050 Regional Context Statement – District of North Vancouver**

RECOMMENDATION

THAT the MVRD Board accept the District of North Vancouver's Regional Context Statement as attached to the report dated June 11, 2026, titled "Correction to Metro 2050 Regional Context Statement – District of North Vancouver" and notify the District of North Vancouver of the decision.

EXECUTIVE SUMMARY

This report serves as a housekeeping update to correct a minor error in the report titled "Metro 2050 Regional Context Statement – District of North Vancouver," dated October 29, 2025 and presented to the MVRD Board on November 28, 2025 (Reference 1).

In the previous report, there was a misalignment between the map of proposed Urban Centre and Frequent Transit Development Areas in the staff report and the attachment. The Regional Context Statement as attached was accurate, but the report recommendation referenced the content in the staff report instead of the attachment. To ensure clarity for all parties going forward, this report brings back the Regional Context Statement for approval as attached (**Attachment 2**). Metro Vancouver staff recommend that the MVRD Board accept the District of North Vancouver's Regional Context Statement as attached.

PURPOSE

To advise the Regional Planning Committee and MVRD Board of a minor housekeeping update and present the District of North Vancouver's Regional Context Statement for acceptance.

BACKGROUND

On November 28, 2025, the MVRD Board accepted the District of North Vancouver's Regional Context Statement (Reference 1). Following acceptance, staff identified that a map included in the staff report did not align with the content in the attachment.

As District and Metro Vancouver staff finalized the RCS, the District considered amendments to the regional geographies for Urban Centres and Frequent Transit Development Areas, but ultimately decided to retain the existing boundaries. The Metro Vancouver staff report inadvertently included maps from an earlier draft version of the RCS that reflected the proposed geography changes, resulting in a discrepancy with the final attachment.

To correct this error and provide clarity for the District and MVRD Board, the Regional Context Statement has been re-submitted for MVRD Board approval. All other content aligns with the review by Metro Vancouver in the November 2025 report, and retaining existing regional geographies presents no concerns for Metro Vancouver staff. Staff recommend that the MVRD Board accept the Regional Context Statement as attached.

ALTERNATIVES

1. THAT the MVRD Board accept the District of North Vancouver's Regional Context Statement as attached to the report dated June 11, 2026, titled "Correction to Metro 2050 Regional Context Statement – District of North Vancouver" and notify the District of North Vancouver of the decision.

2. THAT the MVRD Board not accept the District of North Vancouver's Regional Context Statement as submitted to Metro Vancouver on October 22, 2025, indicating the provisions to which the Board objects and the reasons for objection, and request the District of North Vancouver amend its Regional Context Statement and re-submit it to the Board for consideration.

FINANCIAL IMPLICATIONS

If the MVRD Board chooses Alternative 1, there are no financial implications for Metro Vancouver. If the MVRD Board chooses Alternative 2, a dispute resolution process may take place as prescribed by the Local Government Act. The cost of a dispute resolution process is prescribed based on the proportion of assessed land values. Metro Vancouver would be responsible for most of those associated costs.

CONCLUSION

This report outlines a minor housekeeping update to the District of North Vancouver's Regional Context Statement. Staff recommend Alternative 1, to accept the Regional Context Statement as attached.

ATTACHMENTS

1. Letter from District of North Vancouver, dated October 22, 2025.
2. Regional Context Statement (Schedule C) – District of North Vancouver's Official Community Plan Bylaw 8743.

REFERENCES

1. Pan, C. (2025, October). https://metrovancouver.org/boards/GVRD/RD-2025-11-28-AGE.pdf#page=176. [Staff report to MVRD Board Meeting on November 28, 2025].

85200501

DISTRICT OF NORTH VANCOUVER - REGIONAL CONTEXT STATEMENT

October 22, 2025

Corporate Officer
Metro Vancouver
Metrotower III, 4515 Central Boulevard
Burnaby, BC V5H 0C6

Dear Corporate Officer,

RE: District of North Vancouver Metro 2050 Regional Context Statement

The District of North Vancouver is pleased to submit its Regional Context Statement in accordance with section 446 of the Local Government Act to the Metro Vancouver Board for consideration and acceptance. On October 20, 2025 council passed a resolution to send the Regional Context Statement in Schedule B of the District of North Vancouver Official Community Plan Bylaw 7900, 2011, Amendment Bylaw 8743, 2025 (Amendment 57) to the Metro Vancouver Regional District Board for consideration and acceptance.

On October 20, 2025 Regular Meeting of Council, District of North Vancouver Council approved Option B in the report titled 'OCP Update 2025 – OCP Bylaw Amendments Introduction' (Attachment 1). This included recommendation to give first reading to District of North Vancouver Official Community Plan Bylaw 7900, 2011, Amendment Bylaw 8743, 2025 (Amendment 57) and to refer Bylaw 8743 to a Public Hearing.

A draft of the District of North Vancouver Regional Context Statement was submitted to Metro Vancouver for review on June 26, 2025. Metro Vancouver staff provided comments on August 5, 2025. The District provided a revised draft to Metro Vancouver on September 11, 2025, which received no additional comments from Metro Vancouver staff.

The District of North Vancouver Regional Context Statement (Attachment 2) has been provided in the template provided by Metro Vancouver for ease of review. The actual bylaw is formatted slightly differently – which will be the formatting used in the actual OCP document – and can be seen in Attachment 4 of Attachment 1.

The District of North Vancouver requests that Metro Vancouver Regional District Board consider and accept the District of North Vancouver Regional Context Statement. Should Metro Vancouver staff require any additional information regarding this matter, please contact Jayden Koop, Community Planner at 604-990-2297 or at koopj@dnv.org

Yours,

Zeralynne Te
Manager, Community Planning

Attachments:

1. Report to Council titled 'OCP Update 2025 – OCP Bylaw Amendments Introduction' (dated October 9, 2025)
2. District of North Vancouver Regional Context Statement (dated October 2020)
3. Regional Features Map (dated August 15, 2025)
4. GIS digital files

Schedule B to Bylaw 8743

Schedule C: Regional Context Statement

AUTHORITY AND PURPOSE OF THE REGIONAL CONTEXT STATEMENT

The District of North Vancouver is required under Section 866 of the *Local Government Act* to include a Regional Context Statement in its Official Community Plan. This legislation establishes that the function and requirement of the Regional Context Statement is to identify the relationship between the Official Community Plan and the Regional Growth Strategy and, if applicable, identify how the Official Community Plan will be made consistent with the Regional Growth Strategy over time. This document is included as Schedule C of the District's OCP to meet that requirement with respect to Metro 2050 Regional Growth Strategy (Bylaw No. 1339, 2022).

The District of North Vancouver may amend the Official Community Plan to adjust the boundaries of the District's regional land use designations within the Urban Containment Boundary, provided such adjustments satisfy the requirements set out in section 6.2.7 of the Regional Growth Strategy (Metro 2050 Regional Growth Strategy, Bylaw No. 1339).

The District of North Vancouver may amend the Official Community Plan to adjust the boundaries of the District's Urban Centres or Frequent Transit Development Areas, provided such adjustments satisfy the requirements set out in section 6.2.8 of the Regional Growth Strategy (Metro 2050 Regional Growth Strategy, Bylaw No. 1339).

INTRODUCTION

The District of North Vancouver is a member municipality of Metro Vancouver and Council has endorsed Metro 2050 Regional Growth Strategy. The District provides a number of significant regional assets and will continue to play a valuable role within the wider Metro Vancouver region.

The District's extensive and pristine alpine areas provide a high quality drinking water supply and outstanding recreational opportunities. Major highway and railway transportation corridors, in addition to nationally significant deep water port terminals, help connect and strengthen the regional economy.

Traditionally, the District has functioned as an inner suburb of Metro Vancouver, providing predominantly residential land uses within close commuting proximity to the City of North Vancouver and the downtown peninsula.

While the character of residential neighbourhoods will be sensitively preserved, the OCP recognizes and promotes the maturation of the District into a more complete and diverse community. These directions work very effectively in concert with the broader vision and strategy for a sustainable future for the region expressed in the Metro 2050 Regional Growth Strategy.

Compact Growth Management

Metro Vancouver 2050: Goal 1: Create a Compact Urban Area

- The District OCP manages growth to achieve an efficient and compact urban structure with 75-90% of residential development directed to four compact centres. Growth is restricted outside the Urban Containment Boundary. The character of established low density neighbourhoods is preserved.

Sustainable Economy

Metro Vancouver 2050: Goal 2: Support a Sustainable Economy

- The District OCP facilitates greater opportunities for local economic development and employment. Concentrated populations and enhanced transit and pedestrian access support businesses in centres. Industrial lands are protected, and economic activity are intensified and diversified.

The Natural Environment and Climate Change

Metro Vancouver 2050: Goal 3: Protect the Environment, Address Climate Change, and Respond to Natural Hazards

- The District OCP protects local environmental assets through the establishment of an Urban Containment Boundary. Conservation, recreation and ecological functions are preserved. Growth is directed to established urban areas through coordinated land use, transportation and infrastructure planning to reduce energy consumption and greenhouse gases.

Housing Options

Metro Vancouver 2050: Goal 4: Provide Diverse and Affordable Housing Choices

- The District OCP supports a diversity of housing types for a balanced population. Centres provide for mixed-use and multifamily housing forms, while neighbourhoods provide for ground-oriented detached and attached housing forms. The need for affordable and supportive housing is recognized and supported.

Transportation Choice

Metro Vancouver 2050: Goal 5: Support Sustainable Transportation Choices

- The District OCP enables greater alternatives to the car through transit supportive settlement patterns and high pedestrian and bicycle design standards. Pedestrian, bicycle, transit and road networks are managed and integrated to provide safe and efficient options for all modes of transportation and users.

The District's OCP is supported by other planning documents that detail actions and strategies to achieve the goals of the OCP on a neighbourhood, theme, or sector basis. The District has adopted supporting planning documents that help achieve goals related to the environment, climate, economy, housing, tenant protection, child care, poverty reduction and homelessness, accessibility, transportation, parking, and parks. The District has also approved implementation plans for the four growth centres:

- Lynn Creek (originally named Lower Lynn) Town Centre (2013)
- Lions Gate (originally named Lower Capilano-Marine) Village Centre (2013)
- Lynn Valley Town Centre (2013)
- Maplewood Village Centre (2017)

The remaining sections 1 to 5 of the RCS, and the accompanying Regional Features Map, identify more closely the consistency of District OCP policies and objectives with the five regional goals contained in Metro 2050 Regional Growth Strategy (Bylaw No. 1339, 2022).

METRO 2050 GOAL 1: CREATE A COMPACT URBAN AREA

The District OCP manages growth to achieve an efficient and compact urban structure with 75-90% of residential development directed to four compact centres (Chapters 1 and 2). The OCP also directs office and retail growth to a transit efficient network of centres. Growth is restricted outside the Urban Containment Boundary. The character of established low density neighbourhoods is preserved.

Specific Actions

RGS Roles for Municipalities	District OCP Actions
Policy 1.1.9 Adopt Regional Context Statements that:	
1.1.9 a Depict the Urban Containment Boundary on a map, generally consistent with the Regional Land Use Designations map (Map 2)	Urban Containment Boundary illustrated on Regional Features Map.
1.1.9 b Provide Member Jurisdiction population, dwelling unit, and employment projections, with reference to guidelines contained in Table 1, and demonstrate how local plans will work towards accommodating the projected growth within the Urban Containment Boundary in accordance with the regional target of focusing 98% of residential growth inside the Urban Containment Boundary	Urban Containment Boundary established and growth restricted outside it (Policies 1.1 and 1.2). Parks, Open Space, and Natural Areas and Rural Residential Land Use designations applied to areas outside Urban Containment Boundary (OCP map 2). Infrastructure extension beyond the Urban Containment Boundary limited (Policy 11.1.2) and Rural Residential Land Use designations does not envision intensification through the extension of services. The OCP identifies capacity for an additional 20,000 population, 10,000 housing units, and 10,000 jobs for year 2030 (Chapter 1). The assumed baseline population for the OCP is 85,000 (2011 census counted 84,500). The OCP therefore provides capacity for a population of 105,000 by 2030. The assumed baseline dwelling unit count is 30,500 (2006 census counted 30,000 units, 2011 census confirmed 30,500). The OCP therefore provides capacity for 40,500 housing units by 2030. The assumed baseline employment for the OCP is around 26,000 (2006 census counted 22,000 fixed workplace jobs, and around 4,000 no fixed workplace jobs are assumed). The OCP therefore provides capacity for 36,000 jobs by 2030.

RGS Roles for Municipalities	District OCP Actions
	Metro Vancouver's subregional population projections by decade are as follows for the District (June 2024, Medium Growth Scenario[1]): • 2021 – 91,595 • 2031 – 100,497 • 2041 – 108,462 • 2051 – 116,717 Metro Vancouver's subregional dwelling unit projections by decade are as follows for the District (June 2024, Medium Growth Scenario): • 2021 – 33,950 • 2031 – 38,419 • 2041 – 42,534 • 2051 – 46,678 Metro Vancouver's subregional employment projections by decade are as follows for the District (June 2024, Medium Growth Scenario): • 2021 – 35,972 • 2031 – 40,649 • 2041 – 44,856 • 2051 – 48,556 Metro Vancouver's projections for 2041 and 2051 are beyond the 2030 planning horizon of the District's OCP. The District commits to working towards consistency with Metro Vancouver's projections to 2041 and 2051 in future OCP updates. The OCP's 2030 projections (2011) are comparable to Metro Vancouver's projections for 2031 (June 2024, Medium Growth Scenario): - OCP projects 105,000 people by 2030 compared to Metro Vancouver's population projection of 100,497 by 2031 - OCP projects 40,500 housing units by 2030 compared to Metro Vancouver's dwelling unit projection of 38,419 by 2031 - OCP projects 36,000 total jobs by 2030 compared to Metro Vancouver's employment projection of 40,649 by 2031
1.1.9 c Include a commitment to liaise regularly with Metro Vancouver Liquid Waste Services and Metro Vancouver Water Services to keep them apprised of the scale and timeframe of major development plans as well as specific plans to separate combined sewers	Commitment to work with Metro Vancouver (Policies 1.8, 10.4.2).

[1] Metro Vancouver subregional population, dwelling units, and employment projections do not include Indian Reserve Lands.

RGS Roles for Municipalities	District OCP Actions
1.1.9 d Integrate land use planning policies with local and regional economic development strategies, particularly in the vicinity of the port and airports, to minimize potential exposure of residents to environmental noise and other harmful impacts	Land use and integrated employment land and economic development policies manage and minimize conflict between residential and industrial areas (Section 3, Section 8). The Industrial land use designation (Map 2, Section 3.5), which includes port-related uses, limits uses for residential, commercial, and office in these areas. The movement of goods and access to key port and industrial areas is facilitated to minimize potential impacts to residents (Policies 5.5.3, 3.4.1, 8.1.4).
Policy 1.2.23 Adopt Regional Context Statements that:	
1.2.23 a Provide dwelling unit and employment projections that indicate the Member Jurisdiction's share of planned growth and contribute to achieving the regional share of growth for Urban Centres and Frequent Transit Development Areas as set out in Table 2 (Dwelling Unit and Employment Growth Targets for Urban Centres and Frequent Transit Development Areas)	The OCP provides for approximately 10,000 net new housing units up to 2030. The assumed baseline dwelling unit count for the OCP is 30,500 (2011 Census). The OCP therefore provides capacity for 40,500 residential units by 2030 (or 33% growth in the number of residential units from 30,500 in 2011 to 40,500 in 2030). The OCP directs 75 to 90% of the residential growth to four centres (shown on Map 1 in the OCP): • ~2,500 new units in Lynn Valley Town Centre (Municipal Town Centre) (up to ~25% of the residential growth) • ~3,000 new units in Lynn Creek Town Centre (FTDA) (up to ~30% of the residential growth) • ~2,000 new units in Lions Gate/Marine Drive (which captures Lions Gate FTDA) (up to ~20% of the residential growth) • ~1,500 new units in Maplewood Village Centre (up to ~15% of the residential growth) Medium and higher density residential and mixed use land use designations are applied to the four growth centres, as shown in OCP Map 2. Additional policies direct residential growth to the four growth centres (Policies 1.3, 2.1.2, 2.2.3, 2.2.4, 2.2.5). One of the District's four growth centres (Lynn Valley Town Centre) is designated as a Municipal Town Centre in the RGS, and two (Lynn Creek Town Centre and Lions Gate Village Centre) are FTDAs. As the OCP designates Lynn Creek as a Town Centre and this area is beginning to redevelop as such with high rise and higher density forms, it is the District's intention to seek an amendment to the RGS in the future to recognize this area as a Municipal Town Centre. The District's Interim Housing Needs Report (2024) (HNR) identifies the District's 20-year housing need (2021-2041) as 22,369 net new housing units. The assumed baseline household unit count for the Housing Needs Report is 32,700 in 2021. The HNR therefore anticipates a total of 55,069 housing units are needed in the District by 2041 (or 68% growth in the number of residential units from 32,700 in 2021 to 55,069 in 2041).

RGS Roles for Municipalities	District OCP Actions
	Table 2 of the RGS includes residential growth targets for urban centres and FTDAs (from 2006 – 2041). The region-wide guideline is for 28% of residential growth to be located in FTDAs and 13% in Municipal Town Centres. The District's OCP plans for a 33% increase in the number of residential dwelling units between 2011 and 2030, with 75-90% of new dwelling units directed to our four growth centres (including Lynn Valley Municipal Town Centre, Lynn Creek FTDA, and Lions Gate FTDA). This growth pattern supports the RGS targets of directing 41% of future residential growth to FTDAs (28%) and Municipal Town Centres (13%). **Employment growth:** The OCP plans for 36,000 total jobs in the District by 2030. The assumed baseline of total jobs in the OCP is around 26,000 total jobs (in 2011). The OCP therefore plans for an increase of 10,000 new jobs by 2030 (or 38% growth in the number of total jobs from 26,000 in 2011 to 36,000 in 2021). The OCP provides significant policy support for job growth in Lynn Valley Town Centre (Municipal Town Centre), Lynn Creek Town Centre (FTDA), Lions Gate Village Centre (FTDA), and Maplewood Village Centre. Higher density Commercial Residential Mixed Use land use designations are applied to the four growth centres to facilitate office and retail development, as shown in OCP Map 2. Office and retail development are directed to the four growth centres (Policies 2.1.3, 3.1.3, 3.1.4). Table 2 of the RGS includes employment growth targets for Urban Centres and FTDAs (from 2006 – 2041). Table 2 of the RGS indicates employment growth region-wide is anticipated to occur at specific regional locations beyond the boundaries of the District, such as the Metropolitan Core (10% of job growth), Surrey Metro Core (5% of job growth) and across Regional City Centres (19% of job growth). Table 2 of the RGS also anticipates 16% of the region's overall job growth may occur within the 17 Municipal Town Centres (Map 4 in the RGS), of which Lynn Valley Town Centre is one. RGS Table 2 also indicates 27% of regional job growth may occur in Frequent Transit Development Areas, which includes Lynn Creek Town Centre and Lions Gate Village Centre. The RGS targets for employment growth are up to the year 2041, which is beyond the planning horizon of the OCP. The District commits to working towards consistency with Metro Vancouver's RGS employment growth targets beyond 2030 in future OCP updates. The OCP directs new jobs to the Municipal Town Centre and FTDAs through policies and land use designations in a manner consistent with the job distribution described in the RGS Table 2. The District anticipates working towards detailed job allocation between each of the four growth centres that align with Table 2 in the RGS in future OCP reviews.

RGS Roles for Municipalities	District OCP Actions
1.2.23 b include policies and actions for Urban Centres and Frequent Transit Development Areas that:	
1.2.23 b i identify the location, boundaries, and types of Urban Centres and Frequent Transit Development Areas on a map that is consistent with the guidelines set out in Table 3 (Guidelines for Urban Centres and Frequent Transit Development Areas) and Map 4	Urban Centres and FTDAs illustrated on Regional Features Map (OCP Map 14).
1.2.23 b ii focus and manage growth and development in Urban Centres and Frequent Transit Development Areas consistent with guidelines set out in Table 3 (Guidelines for Urban Centres and Frequent Transit Development Areas) and demonstrate how that growth will contribute to the Urban Centre and Frequent Transit Development Area targets set out in Table 2 and Action 1.2.12	Lynn Valley (the District's Municipal Town Centre) is designated a Town Centre (Policy 2.1.1). The District's intent is to request Lynn Creek, which is also designated as a Town Centre in the District's OCP, be designated as a Municipal Town Centre in the RGS once development in this centre has advanced. Medium and higher density residential and Commercial Residential Mixed Use land use designations are applied, including Residential Level 6 (up to 2.5 FSR), Commercial Residential Mixed Use Level 2 (up to 2.5 FSR), and Commercial Residential Mixed Use Level 3 (up to 3.5 FSR), to focus residential and commercial development as shown on Land Use Map (OCP Map 2). Mix and intensity of land uses, and transit-oriented infrastructure and design, facilitated to support frequent transit (Policy 1.4, Section 5.1). Residential growth directed to centres, including focus on affordable and rental housing (Policies 2.1.2, 7.2.7). Infrastructure investment directed to centres (Policy 2.1.4) and infrastructure planning coordinated with centres planning (Section 11.1). Major office and retail development directed to centres, specifically regionally designated FTDAs and the Municipal Town Centre (Policies 2.1.3, 3.1.3, 3.1.4). New park and open space planned for Town Centres (Policy 4.2.2). Objective established for Town Centres to create complete communities with diverse housing, employment and recreation (Objective for Section 2.1).

RGS Roles for Municipalities	District OCP Actions
	Policies in Schedule A for Lynn Valley Town Centre, Lynn Creek Town Centre, Maplewood Village Centre, and Lions Gate Village Centre provide guidance on growth and developments of these centres.
1.2.23 b iii encourage office development to locate in Urban Centres through policies, economic development programs, or other financial incentives	Major office development directed to centres, specifically regionally designated FTDAs and the Municipal Town Centre (Policies 2.1.3, 3.1.4). Higher density mixed use land use designations are applied to centres to facilitate office development, Commercial Residential Mixed Use Level 2 (up to 2.5 FSR) and Commercial Residential Mixed Use Level 3 (up to 3.5 FSR) as shown on Land Use Map (OCP Map 2).
1.2.23 b iv support modal shift by establishing or maintaining reduced residential and commercial parking requirements in Urban Centres and FTDAs and consider the use of parking maximums	Parking reductions in centres and corridors considered (Policy 5.1.8).
1.2.23 b v consider the identification of appropriate measures and neighbourhood plans to accommodate urban densification and infill development in Urban Centres, Frequent Transit Development Areas, and, where appropriate, Major Transit Growth Corridors in a resilient and equitable way (e.g. through community vulnerability assessments, emergency services planning, tenant protection policies, and strategies to enhance community social connectedness and adaptive capacity)	Policies in Schedule A for Lynn Valley Town Centre, Lynn Creek Town Centre, Maplewood Village Centre, and Lions Gate Village Centre provide guidance on growth and development while planning for housing diversity and affordability, community services and amenities, environmental protection, and infrastructure, all of which contribute to equity and resiliency. In order to support future growth, additional OCP policies include the need to plan for community services and social programs (Section 6.3), retain and maintain existing rental buildings (Section 7.2), mitigate against natural hazards (Section 9.4), and emergency response (Section 6.4, Policy 10.4.1). Implementation strategies (Section 12.3.1) include direction to undertake Centres Implementation Plans to achieve OCP goals and objectives for each of the centres. When developing supporting planning documents and neighbourhood plans, the District anticipates the use of tools and measures to ensure resiliency and equity.
1.2.23 b vi consider support for the provision of child care spaces in Urban Centres and Frequent Transit Development Areas	Support for child care across the District, including in centres (Policy 6.3.4). Focus community facilities and services, such as child care, in centres to meet the needs of expanded populations in these areas (Policy 2.1.4).
1.2.23 b vii consider the implementation of green infrastructure	Support for green infrastructure, including the creation of parks (Policy 4.2.2), protection and enhancement of forest, trees, and soils (policies in section 9.2), and stormwater management (Policies 9.3.4, 9.3.5, 11.2.3).
1.2.23 b viii	Focus infrastructure and amenity investment in centres (Policies 2.1.4, 11.1.1).

RGS Roles for Municipalities	District OCP Actions
focus infrastructure and amenity investments (such as public works and civic and recreation facilities) in Urban Centres and Frequent Transit Development Areas, and at appropriate locations within Major Transit Growth Corridors	
1.2.23 b ix support the provision of community services and spaces for non-profit organizations	Support for community services and social programs (Section 6.3), many of which are delivered by non-profit organizations.
1.2.23 b x consider, where Urban Centres and Frequent Transit Development Areas overlap with Employment lands, higher density forms and intensification of commercial and light industrial	N/A (no Employment lands in the District)
1.2.23 b xi take appropriate steps to avoid or mitigate the negative health impacts of busy roadways on new or redeveloped residential areas	Manage streets that serve residential areas using traffic-calming measures (Policy 5.5.6). Consider public health implications, including air quality and noise, when evaluating new developments (Policy 9.5.2).
1.2.23 c include policies for General Urban lands that:	
1.2.23 c i identify General Urban lands and their boundaries on a map generally consistent with Map 2	General Urban lands illustrated on Regional Features Map.
1.2.23 c ii exclude new non-residential Major Trip- Generating uses, as defined in the Regional Context Statement, from those portions of General Urban lands outside of Urban Centres and Frequent Transit Development Areas and direct new non-residential Major Trip-Generating uses to Urban Centres and Frequent Transit Development Areas	Major office and retail uses (Policies 2.1.3, 3.1.3, 3.1.4) and community infrastructure investment (Policy 2.1.4) are directed to centres. The existing non-residential major trip generating uses of Capilano University, Capilano Suspension Bridge, and Grouse Mountain are already established on the transit network. New non-residential major trip generating uses, defined as non-residential major trip generating uses excluding those related to tourism, recreation and/or education, are excluded outside of centres consistent with the land use designations in Map 2, DNV OCP Land Uses. Further definition and policy guidance regarding major office and retail uses is anticipated to occur in future OCP reviews.
1.2.23 c iii encourage infill and intensification (e.g. row houses, townhouses, mid-rise apartments, laneway houses) in appropriate locations within walking	Sensitive infill may be enabled through potential intensification of established centres (Section 2.2), neighbourhoods (Policies 2.3.5, 2.3.6, 7.1.2) and transit corridors (Policies 2.4.2, 2.4.3).

RGS Roles for Municipalities	District OCP Actions
distance of the Frequent Transit Network;	
1.2.23 c iv encourage neighbourhood-serving commercial uses	Neighbourhood-serving commercial needs are supported by policies for Town Centres, Village Centres, and neighbourhoods. New retail and commercial development is concentrated in Town Centres (Policy 2.1.3, Commercial Residential Land Use Designations shown on Map 2). Commercial uses to serve the surrounding neighbourhoods accommodated in Village Centres (Policy 2.2.3). Local commercial uses in neighbourhoods to be preserved and encouraged (Policy 2.3.5).
1.2.23 d with regards to Actions 1.2.15 and 1.2.23 c) ii), include a definition of "non-residential Major Trip Generating uses" that includes, but is not limited to, the following uses: office or business parks, outlet shopping malls, post-secondary institutions, and large-format entertainment venues	Non-residential major trip generating uses is defined in the RCS as "non-residential major trip generating uses excluding those related to tourism, recreation and/or education" (referenced in regards to Action 1.2.23 c) ii)). The District anticipates adding a definition of "non-residential Major Trip-Generating uses" to the OCP in future OCP reviews. In relation, the District anticipates further definition and policy guidance regarding major office and retail uses to occur in future OCP reviews.
1.2.23 e consider the identification of new Frequent Transit Development Areas in appropriate locations within Major Transit Growth Corridors, as part of the development of new or amended area or neighbourhood plans, or other community planning initiatives	Of the District's four growth centres, one is designated as a Municipal Town Centre (Lynn Valley Town Centre) and two are designated as FTDAs (Lynn Creek Town Centre and Lions Gate Village Centre). Both FTDAs – Lynn Creek and Lions Gate – are either partially or fully within Major Transit Growth Corridors (Metro 2050, Map 5).
1.2.23 f consider long-term growth and transportation planning coordination with adjacent municipalities, First Nations, TransLink, and Metro Vancouver for transit corridors that run through or along two or more adjacent jurisdictions	Commitment to work with Translink (Policies 5.1.2, 5.3.7, 5.4.2, 5.4.3, 5.4.7) and other public, private, and non-profit partners (Policies 5.3.4, 5.4.10, 5.5.10) to improve the transportation network.
Policy 1.3.7 Adopt Regional Context Statements that:	
1.3.7 a support compact, mixed-use, transit, walking, cycling and rolling-oriented communities	The Network of Centres land use concept supports compact, complete, mixed-use communities that are well connected by transit (Section 2 Urban Structure). The concentration of mixed-uses maximizes transit and pedestrian access in the centres (Policies 2.1.3, 5.1.1). Transportation policies for the centres plan for pedestrian connectivity (Policy 5.1.6) and cycling infrastructure (Policy 5.1.7). In addition to supporting multi-modal transit in the centres, the OCP supports District-wide pedestrian and cycling connectivity (Policies 5.2.2, 5.3.2; Map 4 Bicycle Plan Concept Map).

RGS Roles for Municipalities	District OCP Actions
1.3.7 b locate and support community, arts, cultural, recreational, institutional, medical/health, social service, education and child care facilities, and local serving retail uses in Urban Centres or areas with good access to transit	The Network of Centres land use concept focuses growth to centres and corridors to support enhanced transit provision (Map 1; Section 1). This includes concentrating community infrastructure (i.e., facilities and services) and major retail uses in centres (Policies 2.1.3, 2.1.4, 2.2.3). Section 6.2 provides additional direction to provide library, arts, cultural, and recreation services in developing neighbourhoods. Policies in Schedule A for Lynn Valley Town Centre, Lynn Creek Town Centre, Maplewood Village Centre, and Lions Gate Village Centre provide guidance on planning for commercial uses and community amenities, including recreation centres, public and open spaces, parks, public art, child care, adults/senior facilities, libraries, and other programs and services.
1.3.7 c provide and encourage public spaces and other place-making amenities and facilities (e.g. community gardens, playgrounds, gathering places, etc.) in new and established neighbourhoods, for all ages, abilities, and seasons, to support social connections and engagement	Section 4.1 outlines the District's objective to maintain a diverse, high quality parks and open space system across the District that serves community needs. Parks, open spaces, and recreational opportunities in neighbourhoods (Policies 2.3.3, 4.2.1) and in new developments (Policy 4.1.10) is supported. Place-making amenities, including community gardens, playgrounds, and gathering places is supported (Policies 6.3.12, 4.1.10, Schedule A Town and Village Centre Policies). Accessibility for parks, open spaces, and community spaces for all people and abilities is promoted (Policies 4.1.8, 6.4.7). Support to create spaces that provide social connection and are accessible for a diversity of people and abilities (Policies 6.3.3, 6.3.6, 6.3.7, 6.3.12).
1.3.7 d respond to health and climate change-related risks by providing equitable access to:	
1.3.7 d i recreation facilities	Accessibility for all community members to participate in leisure and recreation activities, which includes recreation facilities (Policies 6.2.4, 6.2.5), is encouraged. Facilitate the creation of accessible community and public spaces (Policy 6.4.7).
1.3.7 d ii green spaces and public spaces (e.g. parks, trails, urban forests, public squares, etc.)	Equitable access to green and public spaces is supported by OCP policies that aim to create and maintain green spaces across the District. Target established to exceed 2 hectares of community and neighbourhood park per 1,000 residents (Section 4). The objective in Section 4.1 is to maintain a diverse, high quality parks and open space system across the District that serves community needs. Parks and open spaces in neighbourhoods (Policy 2.3.3) and in centres (Policy 4.2.5) are encouraged. Additional policy supports improving accessibility of parks, open spaces, and public spaces for a diversity of people and abilities (Policies 4.1.8, 6.4.7).

RGS Roles for Municipalities	District OCP Actions
1.3.7 d iii safe and inviting walking, cycling, and rolling environments, including resting spaces with tree canopy coverage, for all ages and abilities	Target established of achieving a 35% mode share of transit, walking, and cycling trips (Target 5), which is supported by policies in Sections 5.2, 5.3, and 5.4. Support for pedestrian-friendly features, accessibility, and cycling infrastructure for the pedestrian network (Policy 5.2.4), cycling network (Policy 5.3.3), and trail network (Policy 4.1.8).
1.3.7 e support the inclusion of community gardens (at-grade, rooftop, or on balconies), grocery stores and farmers' markets to support food security, and local production, distribution and consumption of healthy food, in particular where they are easily accessible to housing and transit services	Urban agriculture, community gardens, and farmers markets are supported (Policies 6.3.12, 6.3.13). Retail uses, such as grocery stores, are supported across the District (Policy 2.1.3 for Town Centres, Policy 2.2.3 for Village Centres, and Policy 2.3.5 for neighbourhoods).
1.3.7 f consider, when preparing new neighbourhood and area plans, the mitigation of significant negative social and health impacts, such as through the use of formal health and social impact assessment methods in neighbourhood design and major infrastructure investments	Policies in Schedule A for Lynn Valley Town Centre, Lynn Creek Town Centre, Maplewood Village Centre, and Lions Gate Village Centre provide guidance on development of these centres, including support for the health and well-being of residents. Public health implications are considered when evaluating new developments (Policy 9.5.2, Schedule B design guidelines). The District plans to consider the mitigation of significant negative social and health impacts in future OCP reviews.
1.3.7 g provide design guidance for existing and new neighbourhoods to promote social connections, universal accessibility, crime prevention through environmental design, and inclusivity while considering the impacts of these strategies on identified marginalized members of the community	Development Permit Area for Form and Character (Schedule B) includes design guidelines that aim to achieve barrier-free development and accessibility, improve safety, and reduce opportunities for crime.
1.3.7 h consider where appropriate, opportunities to incorporate recognition of Indigenous and other cultures into the planning of Urban Centres, FTDAs, and other local centres	Work and partner with First Nations to foster the expression of their cultural identity (Policy 6.2.3).
Policy 1.4.3 Adopt Regional Content Statements that:	
1.4.3 a identify Rural lands and their boundaries on a map generally consistent with Map 2	Rural lands illustrated on Regional Features Map.

RGS Roles for Municipalities	District OCP Actions
1.4.3 b limit development to a scale, form, and density consistent with the intent for the Rural land use designation, and that is compatible with on-site sewer servicing	Growth restricted outside Urban Containment Boundary (Policy 1.2) and Rural Residential land use designation does not envision intensification of use through subdivision. Infrastructure extension beyond the Urban Containment Boundary limited (Policy 11.1.2) and Rural Residential land use designation does not envision intensification of use through the extension of services. Rural Residential Land Use designations applied to residential areas outside Urban Containment Boundary as shown on Land Use Map (OCP Map 2) and Regional Features Map (OCP Map 14).
1.4.3 c specify the allowable density and form, consistent with Action 1.4.1, for land uses within the Rural regional land use designation	Rural Residential Land Use designations applied to residential areas outside Urban Containment Boundary as shown on Land Use Map (OCP Map 2), providing for low density detached housing on large lots (up to 0.35 FSR).
1.4.3 d prioritize and support agricultural uses within the Agricultural Land Reserve, and where appropriate, support agricultural uses outside of the Agricultural Land Reserve	The District does not have any agricultural areas. Urban agriculture and other food initiatives are supported (Policies 6.3.12, 6.3.13, 6.3.14, 6.3.15).
1.4.3 e support the protection, enhancement, restoration, and expansion of ecosystems identified on Map 11 to maintain ecological integrity, enable ecosystem connectivity, increase natural carbon sinks and enable adaptation to the impacts of climate change	Direction to map ecologically important areas and develop a management plan (Policy 9.1.1). Policies in Section 9.1 established to protect biodiversity, including ecosystem and habitat management and restoration (Policies 9.1.5, 9.1.7). Policy sections address distinct elements of the District's natural environment, its forests and soils (Section 9.2), its aquatic systems (Section 9.3), and its potential natural hazards (Section 9.4) Measures to protect, enhance and restore ecosystems include: acquisition, such as eco-gifting, or dedication of parkland considered to preserve ecological functions (Policies 4.2.6, 4.2.7, 9.1.3); and conservation tools such as covenants, land trusts, and tax exemptions supported where appropriate (Policy 9.1.6).

METRO 2050 GOAL 2: SUPPORT A SUSTAINABLE ECONOMY

The urban structure, employment lands and economic development policies contained in the District's OCP (Chapters 1, 2, 3 and 8) place a strong emphasis on supporting sustainable economic activity in the District. This OCP protects employment lands for economic activity, seeks to intensify and diversify activity in these lands, encourage office development within a Network of Centres, and create a positive investment climate. Concentrated populations and enhanced transit and pedestrian access support businesses in centres.

Specific Actions

RGS Roles for Municipalities	District OCP Actions
Policy 2.1.10 Adopt Regional Context Statement that:	
2.1.10 a include policies to support appropriate economic activities, as well as context-appropriate built form for Urban Centres, Frequent Transit Development Areas, Industrial lands, and Employment lands	New retail, service and major office development concentrated in the District's two Town Centres (Lynn Valley and Lynn Creek). Land use designations of Commercial Residential Mixed Use Level 2 (2.5 FSR) and Commercial Residential Mixed Use Level 3 (3.5 FSR) provide medium to high density opportunities for commercial development. These designations are only applied in the District's centres. Appropriate industrial and light industrial commercial economic activity is protected, intensified, diversified, and a high quality business environment ensured through policies in Chapter 3. Note: the District does not have lands within Metro Vancouver's 'Employment lands' designation. Economic development is promoted by: maintaining community competitiveness and providing competitive government services (policies in Chapter 8), encouraging appropriate and compatible economic activity including office, retail and live-work uses in and adjacent to centres, and industrial and light industrial uses in employment lands (Policy 8.1.3 b and c).
2.1.10 b support the development and expansion of large-scale office and retail uses in Urban Centres, and lower-scale uses in Frequent Transit Development Areas through policies such as: zoning that reserves land for commercial uses, density bonus provisions to encourage office development, variable development cost charges, and/or other incentives	New retail, service, and major office development concentrated in the District's two Town Centres: Lynn Valley Municipal Town Centre, and Lynn Creek FTDA (Policies 2.1.3, 3.1.4). Land use designations of Commercial Residential Mixed Use Level 2 (2.5 FSR) and Commercial Residential Mixed Use Level 3 (3.5 FSR) provide medium to high density opportunities for commercial development. These designations are only applied in the District's centres. Schedule A (Town and Village Centre Policies) includes policies that promote office development in Lynn Valley Municipal Town Centre, and commercial floorspace in Lynn Creek FTDA, Lions Gate FTDA, and Maplewood Village Centre.
2.1.10 c discourage the development and expansion of major commercial uses outside of Urban Centres and Frequent Transit Development Areas and that discourage the development of institutional land uses outside of Urban Centres and Frequent Transit Development Areas	Retail, service, major office and community infrastructure investment are directed to centres (Policies 2.1.3, 2.1.4, 3.1.3, 3.1.4). Infrastructure provision is integrated with land use and transportation planning (Policy 1.6) and coordinated with the District's centres (Section 11.1). A target of providing one community hub type facility within easy access of every centre is established (Chapter 6, Policy 6.3.6). Commercial and Commercial Residential Mixed Use designations applied outside of centres are generally of a lower density (1.75 FSR) than those applied within centres (2.5 FSR and 3.5 FSR). Institutional and/or commercial development within Capilano University is integrated with the District's Network of Centres (Policy 2.2.8). Capilano University is connected via transit corridors to the Network of Centres (Map 1) and is deemed suitable for development where this is integrated with the District's

RGS Roles for Municipalities	District OCP Actions
	urban structure. Capilano University is identified OCP Map 14 (Regional Features Map).
Policy 2.2.9 Adopt Regional Context Statements that:	
2.2.9 a identify the Industrial and Employment lands and their boundaries on a map generally consistent with Map 7	Industrial lands illustrated on Regional Features Map (OCP Map 14). Note: the District does not have lands within Metro Vancouver's 'Employment lands' designation.
2.2.9 b identify Trade-Oriented lands, if applicable, with a defined set of permitted uses that support inter-regional, provincial, national, and international trade (e.g. logistics, warehouses, distribution centres, transportation and intermodal terminals) and location needs (e.g. large and flat sites, proximity to highway, port, or rail infrastructure) on a map consistent with the goals in the Regional Growth Strategy. Strata and/or small lot subdivisions on these lands should not be permitted	N/A – The District's OCP does not identify Trade-Oriented lands. The District anticipates identifying Trade-Oriented lands in future OCP reviews.
2.2.9 c include policies for Industrial lands that:	
2.2.9 c i consistently define, support, and protect Industrial uses, as defined in Metro 2050, in municipal plans and bylaws, and ensure that non-industrial uses are not permitted	Industrial lands are supported and protected (Policy 1.7, Section 3.1). Land use designations for employment lands in Section 3.5 identify the intended uses for industrial lands, and limit non-industrial uses. Policy direction further limits non-industrial use in industrial areas (Policies 1.7, 3.1.2, 3.1.4). The District's Industrial land use designation (Section 3.5) is generally consistent with Metro 2050's Industrial designation. Reviewing the District's Industrial land use designation for consistency with Metro 2050's is anticipated to occur in future OCP reviews.
2.2.9 c ii support appropriate and related accessory uses, such as limited-scale ancillary commercial spaces, and caretaker units	Accessory caretaker residential and accessory commercial uses may be permitted (Policies 3.1.2, 3.1.3, and description of Industrial land use designation in Section 3.5).
2.2.9 c iii exclude uses that are not consistent with the intent of Industrial lands and not supportive of Industrial activities, such as medium and large format retail uses, residential uses, and	Retail uses are restricted to accessory and limited, conditional uses (Policy 3.1.3) and major retail and office uses are directed to centres (Policies 3.1.3, 3.1.4) and residential uses are limited to accessory caretaker units (Policy 3.1.2).

RGS Roles for Municipalities	District OCP Actions
stand- alone office uses, other than ancillary uses, where deemed necessary	
2.2.9 c iv encourage improved utilization and increased intensification/densification of Industrial lands for Industrial activities, including the removal of any unnecessary municipal policies or regulatory barriers related to development form and density	Intensification and better utilization of industrial areas encouraged (Section 3.2).
2.2.9 c v review and update parking and loading requirements to reflect changes in Industrial forms and activities, ensure better integration with the surrounding character, and reflect improvements to transit service, in an effort to avoid the over-supply of parking	Improvements in transportation, infrastructure, and municipal services in industrial areas is supported (Policy 3.4.1). Policy to support effective access to industrial areas (Policy 5.5.3). The District anticipates reviewing parking and loading requirements in industrial areas in future OCP reviews.
2.2.9 c vi explore municipal Industrial strategies or initiatives that support economic growth objectives with linkages to land use planning	Section 3.1 outlines the District's objective to ensure an adequate supply of land for businesses to enable significant economic activity and jobs in the community. Policies in this section look to support and protect industrial lands while supporting economic growth.
2.2.9 c vii provide infrastructure and services in support of existing and expanding Industrial activities	Services and infrastructure to support industrial uses is promoted (Policy 3.4.1).
2.2.9 c viii support the unique locational and infrastructure needs of rail-oriented, waterfront, and trade-oriented Industrial uses	Services and infrastructure to support industrial uses is promoted (Policy 3.4.1). Facilitate the movement of goods – including by rail and water - and improve access to key industrial, port, and commercial areas (Policy 5.5.3).
2.2.9 c ix consider the preparation of urban design guidelines for Industrial land edge planning, such as interface designs, buffering standards, or tree planting, to minimize potential land use conflicts between Industrial and sensitive land uses, and to improve resilience to the impacts of climate change	Schedule B includes design guidelines for Industrial and Business Park Development. The design guidelines encourage employment opportunities through provision of well-designed, attractive, high-quality development that is visually integrated with surrounding land uses and minimizes negative environmental impacts. Guidance around tree planting, landscaping, and fencing and screening is provided.
2.2.9 c x do not permit strata and/or small lot subdivisions on identified Trade-Oriented lands	N/A – The District's OCP does not identify Trade-Oriented lands. The District anticipates identifying Trade-Oriented lands in future OCP reviews.
2.2.9 d include policies for Employment lands that:	
2.2.9 d i support a mix of Industrial, small scale commercial and office, and other related employment uses, while	N/A - The District does not have Employment lands.

RGS Roles for Municipalities	District OCP Actions
maintaining support for the light Industrial capacity of the area, including opportunities for the potential densification/intensification of Industrial activities, where appropriate	
2.2.9 d ii allow large and medium format retail, where appropriate, provided that such development will not undermine the broad objectives of the Regional Growth Strategy	N/A - The District does not have Employment lands.
2.2.9 d iii support the objective of concentrating larger- scale commercial, higher density forms of employment, and other Major Trip-Generating uses in Urban Centres, and local-scale uses in Frequent Transit Development Areas	N/A - The District does not have Employment lands.
2.2.9 d iv support higher density forms of commercial and light Industrial development where Employment lands are located within Urban Centres or Frequent Transit Development Areas, and permit employment and service activities consistent with the intent of Urban Centres or Frequent Transit Development Areas, while low employment density and low transit generating uses, possibly with goods movement needs and impacts, are located elsewhere	N/A - The District does not have Employment lands.
2.2.9 d v do not permit residential uses, except for: • an accessory caretaker unit; or • limited residential uses (with an emphasis on affordable, rental units) on lands within 200 m of a rapid transit station and located within Urban Centres or Frequent Transit Development Areas, provided that the residential uses are located only on the upper floors of buildings with commercial and light Industrial uses, where appropriate and subject to the consideration of municipal objectives and local context.	N/A - The District does not have Employment lands.

RGS Roles for Municipalities	District OCP Actions
2.2.9 e include policies to assist existing and new businesses in reducing their greenhouse gas emissions, maximizing energy efficiency, and mitigating impacts on ecosystems	N/A - The District does not have Employment lands.
2.2.9 f include policies that assist existing and new businesses to adapt to the impacts of climate change and reduce their exposure to natural hazards risks, such as those identified within the Regional Growth Strategy (Table 5)	N/A - The District does not have Employment lands.
Strategy 2.3.12 Adopt Regional Context Statements that:	
2.3.12 a specify the Agricultural lands within their juris- diction, denoting those within the Agricultural Land Reserve, on a map generally consistent with Map 8	N/A - The District does not have Agricultural lands.
2.3.12 b consider policies and programs that increase markets and the distribution of local food in urban areas to strengthen the viability of agriculture and increase availability of local food for all residents	Community gardens, urban agriculture, and farmers markets are promoted (Policies 6.3.12, 6.3.13). Note, the District does not have Agricultural lands.
2.3.12 c include policies that protect the supply of Agricultural land and strengthen agriculture viability including those that:	N/A - The District does not have Agricultural lands.
2.3.12 c i assign appropriate land use designations to protect Agricultural land for future generations and discourage land uses on Agricultural lands that do not directly support and strengthen Agricultural viability	N/A - The District does not have Agricultural lands.
2.3.12 c ii encourage the consolidation of small parcels and discourage the subdivision and fragmentation of Agricultural land	N/A - The District does not have Agricultural lands.
2.3.12 c iii support climate change adaptation including: • monitoring storm water, flooding, and sea level rise impacts on Agricultural land,	N/A - The District does not have Agricultural lands.

RGS Roles for Municipalities	District OCP Actions
• implementing flood construction requirements for residential uses, and • maintaining and improving drainage and irrigation infrastructure that support Agricultural production, where appropriate and in collabo- ration with other governments and agencies	
2.3.12 c iv protect the integrity of Agricultural land by requiring edge planning along the Urban Containment Boundary and adjacent to Agricultural operations through activities such as screening, physical buffers, roads, or Development Permit area requirements	N/A - The District does not have Agricultural lands.
2.3.12 c v demonstrate support for economic development opportunities for Agricultural operations that are farm related uses, benefit from close proximity to farms, and enhance primary Agricultural production as defined by the *Agricultural Land Commission Act*	N/A - The District does not have Agricultural lands.
2.3.12 c vi align policies and regulations, where applicable, with the Minister's Bylaw Standards and Agricultural Land Commission legislation and regulations	N/A - The District does not have Agricultural lands.
Strategy 2.3.13 In partnership with other agencies and organizations, support agricultural awareness and promote the importance of the agricultural industry, the importance of protecting agricultural land, and the value of local agricultural products and experiences	Initiatives promoting healthy local foods and food production supported (Policy 6.3.12). Collaboration with agencies and partners to provide food access (Policy 6.3.14). A food policy to support community and environmental health to be developed (Policy 6.3.15).

METRO 2050 GOAL 3: PROTECT THE ENVIRONMENT, ADDRESS CLIMATE CHANGE, AND RESPOND TO NATURAL HAZARDS

The District's OCP protects local environmental assets through the establishment of an Urban Containment Boundary. The Environmental Management and Climate Action policies contained in the District's OCP (Chapters 9 and 10) seek to preserve our vast natural assets and mitigate and adapt to climate change. This OCP preserves natural areas for conservation and recreation, protects and enhances ecosystems and habitats, and manages land use and infrastructure to reduce greenhouse gases, adapt to climate

change and to manage risks from natural hazards. The Conservation and Recreation areas illustrated on the Regional Features Map (Map 14) include regionally significant natural assets, major parks, watersheds and ecologically important areas.

Specific Actions

RGS Roles for Municipalities	District OCP Actions
Policy 3.1.9 Adopt Regional Context Statements that:	
3.1.9 a identify Conservation and Recreation lands and their boundaries on a map generally consistent with Map 2	Conservation and Recreation areas illustrated on Regional Features Map (OCP Map 14).
3.1.9 b include policies that support the protection and enhancement of lands with a Conservation and Recreation land use designation, which may include the following uses:	Conservation and Recreation areas have Parks, Open Space, and Natural Areas land use designation (Section 4.3) which provides for a range of uses including the protection of ecologically important habitats, the regional drinking water supply, outdoor recreation, and tourism (Map 2 DNV OCP Map). Map 3 (DNV Parks and Trails Concept Map) identifies different types of park and conservation areas and trail linkages. A significant portion of Conservation and Recreation areas exist outside the urban containment boundary, where uses include outdoor recreation, watershed and resource management, conservation, and research (Policy 1.2).
3.1.9 b i drinking water supply areas	
3.1.9 b ii environmental conservation areas	
3.1.9 b iii wildlife management areas and ecological reserves	
3.1.9 b iv forests	
3.1.9 b v wetlands (e.g. freshwater lakes, ponds, bogs, fens, estuarine, marine, freshwater, and intertidal ecosystems)	
3.1.9 b vi riparian areas (i.e. the areas and vegetation surrounding wetlands, lakes, streams, and rivers)	
3.1.9 b vii ecosystems not covered above that may be vulnerable to climate change and natural hazard impacts, or that provide buffers to climate change impacts or natural hazard impacts for communities	

RGS Roles for Municipalities	District OCP Actions
3.1.9 b viii uses within those lands that are appropriately located, scaled, and consistent with the intent of the designation, including: o major parks and outdoor recreation areas; o education, research and training facilities, and associated uses that serve conservation and/or recreation users; o commercial uses, tourism activities, and public, cultural, or community amenities; o limited agricultural use, primarily soil-based; and o land management activities needed to minimize vulnerability / risk to climate change impacts	
3.1.9 c Include policies that:	
3.1.9 c i protect the integrity of lands with a Conservation and Recreation regional land use designation from activities in adjacent areas by considering wildland interface planning, and introducing measures such as physical buffers or development permit requirements	Schedule B of the OCP, Development Permit Areas (DPAs), includes DPAs for the Protection of the Natural Environment, its Ecosystems and Biodiversity (Natural Environment and Streamside) and for Protection of Hazard Conditions (Wildfire, Creek and Slope Hazard) which serve to manage how development occurs in these areas to protect natural systems and avoid natural hazards.
3.1.9 c ii encourage the consolidation of small parcels, and discourage subdivision and fragmentation of lands with a Conservation and Recreation regional land use designation	Conservation and Recreation areas have Parks, Open Space, and Natural Areas land use designation (Section 4.3) which provides for a range of uses including the protection of ecologically important habitats, the regional drinking water supply, outdoor recreation, and tourism (Map 2 DNV OCP Map). These lands are protected from urbanization (Policy 4.1.3). A significant portion of Conservation and Recreation areas exist outside the urban containment boundary, where growth and development are not accommodated. Development Permit Areas (DPAs), includes DPAs for the Protection of the Natural Environment and for Protection of Hazard Conditions (Schedule B) which serve to manage how development occurs in these areas to protect natural systems and avoid natural hazards.
Policy 3.2.7 Adopt Regional Context Statements that:	
3.2.7 a identify local ecosystem protection and tree canopy cover targets, and demonstrate how these targets will contribute to the regional targets in Action 3.2.1	Section 4 and Section 9 include policy to maintain, protect, and enhance the ecology and natural systems in the District, including to increase the area of protected natural land (Policies 4.2.1, 4.2.5, 4.2.6, 4.2.7, 9.1.3, 9.1.6). Policy direction in Section 9 and Schedule B supports protecting, retaining, and planting trees. These policies will contribute to the Metro

RGS Roles for Municipalities	District OCP Actions
	Vancouver targets of increasing the area of protected natural land and tree canopy cover regionally. The District anticipates identifying targets for area of lands protected for nature and tree canopy cover in supporting policies, plans, strategies, or future OCP reviews.
3.2.7 b refer to Map 11 or more detailed local ecological and cultural datasets and include policies that:	
3.2.7 b i support the protection, enhancement, and restoration of ecosystems through measures such as land acquisition, density bonusing, development permit requirements, subdivision design, conservation covenants, land trusts, and tax exemptions	Policy direction to map ecologically important areas and develop a management plan (Policy 9.1.1). Policies in Section 9.1 established to protect biodiversity, including ecosystem and habitat management and restoration (Policies 9.1.5, 9.1.7). Policy sections address distinct elements of the District's natural environment, its forests and soils (Section 9.2), its aquatic systems (Section 9.3), and its potential natural hazards (Section 9.4). Acquisition, such as eco-gifting, or dedication of parkland considered to preserve ecological functions (Policies 4.2.6, 4.2.7, 9.1.3). Conservation tools such as covenants, land trusts and tax exemptions supported where appropriate (Policy 9.1.6).
3.2.7 b ii seek to acquire, restore, enhance, and protect lands, in collaboration with adjacent member jurisdictions and other partners, that will enable ecosystem connectivity in a regional green infrastructure network	Support for the regional connectivity of green infrastructure through protection and maintenance (Policies 4.1.3, 4.1.5, 4.1.14). Policy 9.1.11 provides additional direction to collaborate with other municipalities, First Nations, and community organizations to manage and conserve ecologically important areas.
3.2.7 b iii discourage or minimize the fragmentation of ecosystems through low impact development practices that enable ecosystem connectivity	Development Permit Areas (DPAs) (Schedule B) for Protection of the Natural Environment and Streamside Protection aim to protect nature, ecological systems, wildlife corridors, and ecosystem connectivity. The DPAs serve to manage how development occurs in these areas to protect natural systems.
3.2.7 b iv indicate how the interface between ecosystems and other land uses will be managed to maintain ecological integrity using edge planning, and measures such as physical buffers, or development permit requirements	Development Permit Areas (DPAs) (Schedule B) for Protection of the Natural Environment and Streamside Protection aim to protect nature, ecological systems, wildlife corridors, and ecosystem connectivity. The DPAs serve to manage how development occurs in these areas to protect natural systems.
3.2.7 c include policies that:	
3.2.7 c i support the consideration of natural assets and ecosystem services in land use decision-making and land management practices	The value of ecological services is reflected and supported in OCP policy. Natural assets (which provide clean air and water, healthy soils, rainwater interception, soil stability, temperature regulation, and recreational opportunities) are supported by policies that protect and improve the nature and ecology in the District (Section 4, Section 9, Policy 11.2.3).

RGS Roles for Municipalities	District OCP Actions
	Town and Village Centre Policies (Schedule A) include policy direction to consider ecosystem services in the urban context, such as encouraging green walls and roofs, rain gardens and features, and native landscaping.
3.2.7 c ii enable the retention and expansion of urban forests using various tools, such as local tree canopy cover targets, urban forest management strategies, tree regulations, development permit requirements, land acquisition, street tree planting, and reforestation or restoration policies, with consideration of resilience	Trees and forests are protected and enhanced, including management of the urban forest (Section 9.2, Policies 9.2.4, 9.2.5). Guidance on tree retention, replacement, and/or compensation (Policy 9.2.2, Development Permit Areas in Schedule B).
3.2.7 c iii reduce the spread of invasive species by employing best practices, such as the implementation of soil removal and deposit bylaws, development permit requirements, and invasive species management plans	Policy direction to develop and implement an integrated invasive species management strategy (Policy 9.1.9).
3.2.7 c iv increase green infrastructure along the Regional Greenway Network, the Major Transit Network, community greenways, and other locations, where appropriate, and in collaboration with Metro Vancouver, TransLink, and other partners	The District anticipates exploring policy direction to support increasing green infrastructure along greenways, trails, the transit network in supporting policy or strategy documents or future OCP reviews.
3.2.7 c v support watershed and ecosystem planning, the development and implementation of Integrated Stormwater Management Plans, and water conservation objectives	Policy and Target established to prepare integrated stormwater management plans for all urban watersheds (Target 9, Policy 9.3.1). Policies in Section 9.3 established to manage watershed and foreshore aquatic systems (Section 9.3). Target established to prepare integrated stormwater management plans for all urban watersheds (Target 9, Policy 9.3.1). Green building practices promoted (Policy 10.1.1, and Centres policies in Schedule A), includes water conservation.
Policy 3.3.7 Adopt Regional Context Statements that:	
3.3.7 a identify how local land use and transportation policies will contribute to meeting the regional greenhouse gas emission reduction target of 45% below 2010 levels by the year 2030 and achieving a carbon neutral region by the year 2050	Target to reduce greenhouse gas emissions by 33% by 2030 (Target 10), which works towards regional target. Growth management strategy to direct 75-90% of anticipated residential development to four transit friendly centres (Target 1, Policy 1.3, 1.4).

RGS Roles for Municipalities	District OCP Actions
	High quality pedestrian, bicycle, and transit facilities and infrastructure provided in centres to promote alternatives to the car (Section 5.1). Transit, bicycle, pedestrian mode share of 35% established for 2030 (Target 5). The District anticipates updating the greenhouse gas emission reduction target and considering alignment with the regional reduction target in future OCP reviews.
3.3.7 b identify policies, actions, incentives, and / or strategies that reduce energy consumption and greenhouse gas emissions, create carbon storage opportunities, and improve air quality from land use, infrastructure, and settlement patterns, such as: • existing building retrofits and construction of new buildings to meet energy and greenhouse gas performance guidelines or standards (e.g. BC Energy Step Code, passive design), the electrification of building heating systems, green demolition requirements, embodied emissions policies, zero-carbon district energy systems, and energy recovery and renewable energy generation technologies, such as solar panels and geoexchange systems, and zero emission vehicle charging infrastructure; and • community design, infrastructure, and programs that encourage transit, cycling, rolling and walking	Network support for alternative energy vehicles provided as necessary (Policy 5.5.8). Green building practices promoted (Policy 10.1.1, and Town and Village Centre Policies in Schedule A). Building retrofits and energy ratings for home sales encouraged (Policies 10.1.2, 10.1.3). Section established to support alternative energy systems, including district systems (Section 10.2). Air quality considered in land use and transportation planning (Policies 9.5.2, 9.5.3). High quality pedestrian, bicycle, and transit facilities and infrastructure provided in centres to promote alternatives to the car (Section 5.1), includes design expectations (Policies 5.1.3, 5.1.4, 5.1.5, 5.2.4, 5.3.6). Improve connections and access between the pedestrian and bicycle network to transit (Policies 5.2.7, 5.3.7, 5.4.5, 5.5.6).
3.3.7 c focus infrastructure and amenity investments in Urban Centres and Frequent Transit Development Areas, and at appropriate locations along Major Transit Growth Corridors	Infrastructure provision integrated with land use, transportation planning, energy conservation considerations and urban design (Policy 1.6) . Infrastructure investment directed to centres (Policy 2.1.4). Infrastructure planning, management, and investment, coordinated with the Network of Centres and corridors connecting them (Policies in Section 11.1). Specific Community Amenity Contributions strategies to be developed for growth centres (Section 12.3.3).
Policy 3.4.5 Adopt Regional Context Statements that:	

RGS Roles for Municipalities	District OCP Actions
3.4.5 a include policies that minimize risks associated with climate change and natural hazards in existing communities through tools such as heat and air quality response plans, seismic retrofit policies, and flood-proofing policies	Climate change risks to be assessed to inform asset management, community planning, and infrastructure planning (Policy 10.4.2). Facilitate mitigation measures to reduce risks of landslide, flood, debris flow, and forest interface wildfire (Policy 9.4.2). Continue developing information and communication systems to advance the natural hazard management program (Policy 9.4.3).
3.4.5 b include policies that discourage new development in current and future hazardous areas to the extent possible through tools such as land use plans, hazard-specific Development Permit Areas, and managed retreat policies, and where development in hazardous areas is unavoidable, mitigate risks	Natural hazard risks managed in development (Policies 9.4.1, 10.4.1) and through development permit areas (Schedule B).
3.4.6 Incorporate climate change and natural hazard risk assessments into planning and location decisions for new municipal utilities, assets, operations, and community services	Climate change risks to be assessed to inform asset management, community planning, and infrastructure planning (Policy 10.4.2).
3.4.7 Integrate emergency management, utility planning, and climate change adaptation principles when preparing land use plans, transportation plans, and growth management policies	Climate change risks to be assessed to inform asset management, community planning, and infrastructure planning (Policy 10.4.2). Section 9.4 provides policy direction to reduce and mitigate risks associated with natural hazards. Natural hazard risks managed in development (Policies 9.4.1, 10.4.1) and through development permit areas (Schedule B). Proactively prevent risk and respond to emergencies, including fire safety and disaster response (Policies 6.4.1, 6.4.5, 6.4.6, 6.4.8, 6.4.9, 10.4.1).
3.4.8 Adopt appropriate planning standards, guidelines, and best practices related to climate change and natural hazards, such as flood hazard management guidelines and wildland urban interface fire risk reduction principles	Section 9.4 provides policy direction to reduce and mitigate risks associated with natural hazards. Natural hazard risks managed in development (Policies 9.4.1, 10.4.1) and through development permit areas (Schedule B). Development permit for Protection of Hazard Conditions (Wildfire, Creek, and Slope Hazard) serve to manage how development occurs in these areas to avoid natural hazards. Climate change risks to be assessed to inform asset management, community planning, and infrastructure planning (Policy 10.4.2)

METRO 2050 GOAL 4: PROVIDE DIVERSE AND AFFORDABLE HOUSING CHOICES

The District's OCP supports housing choices across the full continuum of housing needs. The Network of Centres land use concept supports diverse housing forms, with mixed-use and multifamily developments directed to the four growth centres (Chapters 1, 2, 7), while neighbourhoods support ground-oriented detached and attached housing forms (Chapter 1). Policies support diverse and affordable housing options that are needed for seniors, young singles, couples, and families with children, and emergency, transitional, and supportive housing that is needed to support vulnerable populations (Chapter 7). The Plan Implementation Strategies in Section 12.3 of the OCP include preparation of Strategic Action Plans in specific policy areas including Housing. Housing Action Plan(s) are also directed to be undertaken (Policies 2.3.5, 7.1.2) to support low intensity infill housing options.

Specific Actions

RGS Roles for Municipalities	District OCP Actions
Policy 4.1.8 Adopt Regional Context Statements that:	
4.1.8 a indicate how you will work towards meeting estimated future housing needs and demand, as determined in their housing needs report or assessment	As referenced in the OCP, a Housing Needs Report (HNR) is a provincial legislative requirement for municipalities to have completed as of 2024. HNRs are required by provincial legislation to be updated every five years thereafter. The HNR document is separate from the OCP and the 2024 report is summarized here for reference only. The District's Interim Housing Needs Report (2024) identifies our 20-year housing need as 22,369 new units from 2021 to 2041. The Interim Housing Needs Report (HNR) (2024) estimates the District's five-year housing need (2021-2026) by number of bedrooms as: • 2,023 studio units • 1,406 1-bedroom units • 1,228 2-bedroom units • 1,001 3-bedroom units • 749 4-bedroom+ units The HNR (2024) estimates the District's five-year housing need (2021-2026) by tenure as: 3,950 ownership units, 2,458 rental units. The HNR (2024) estimates the District's five-year housing need (2021-2026) based on affordability by maximum monthly shelter costs: • 958 units under $1,125 • 646 units from $1,125 to $1,750 • 509 units from $1,750 to $2,250 • 1,025 units from $2,250 to $3,125 • 1,864 units from $3,125 to $5,000 • 1,407 units over $5,000 The District intends to work towards meeting estimated future demand as described in the most recent HNR.

RGS Roles for Municipalities	District OCP Actions
4.1.8 b articulate how local plans and policies will meet the need for diverse (in tenure, size, and type) and affordable housing options	As referenced in the OCP, a Housing Needs Report (HNR) is a provincial legislative requirement for municipalities. The HNR document is separate from the OCP and the 2024 report is summarized here for reference only. The District's 2024 Housing Needs Report (HNR) identifies the need for more rental and ownership units, units with a variety of bedroom sizes ranging from studio to 4+ bedrooms, and units with a range of affordability levels including more affordable units. Policies in the OCP support the needs identified in the HNR: support for different tenure types including rental, support for diverse unit sizes and housing forms, and support for developing affordable and non-market housing (further details below). The District's OCP supports a diversity of housing forms: • Higher-density Commercial Residential Mixed Use and multifamily developments directed to centres (Policies 2.1.2, 2.2.4, 2.2.5). • Plan for low intensity infill housing options in single-family neighbourhoods(Policy 7.1.2). • Permit suites and lock-off units (Policy 7.2.2). OCP policies support diverse needs regarding tenure, size, and affordability of housing units (Policies in Section 7.1, 7.2, and 7.3): • Facilitate market, non-market, and supportive housing (Policy 7.1.1). • Support development of affordable housing through incentives such as density bonusing, pre-zoning, and parking reductions (Policy 7.3.3). • Require multifamily developments to contribute to the provision of affordable housing (Policy 7.3.4). Policy direction to pursue an inclusionary zoning tool (Policy 7.3.3). • Use District land to support the development of social and affordable housing (Policy 7.4.4). • Support the development and retention of rental housing including through development and zoning incentives, limiting conversion of rental units, and parking reductions (Policies 7.2.3, 7.2.4, 7.2.5, 7.2.8). • Facilitate a range of multifamily unit sizes (including smaller apartments and family-sized units) (Policy 7.1.5) Policy direction to update the Rental and Affordable Housing Strategy and/or rental and affordable housing policies in town and village centre implementation plans, including consideration of the most recent Housing Needs Report housing classes and target populations (Policy 7.2.11). Schedule A, Town and Village Centre Policies, includes housing policies for each centre which encourage family, seniors, rental, affordable and adaptable/ accessible housing relative to specific centres current and future profiles.

RGS Roles for Municipalities	District OCP Actions
	Housing Action Plan(s) are also directed to be undertaken (Policies 2.3.5, 7.1.2) to support low intensity infill housing options and are identified as an implementation strategy to achieve OCP housing goals and objectives (Section 12.3.1). Target established to move from 70% detached (i.e. single-family housing) and 30% attached (i.e. multi-family housing) to 55% detached and 45% attached by 2030 (Target 2) to increase housing diversity, range of sizes, range of price points, and range of tenures.
4.1.8 c identify policies and actions that contribute to the following outcomes	
4.1.8 c i increased supply of adequate, suitable, and affordable housing to meet a variety of needs along the housing continuum	Section 7 focuses on the District's objective to increase housing choices across the full continuum of housing needs. Policies in this section include support for and facilitation of market, non-market, and supportive housing; infill housing types; multifamily housing; and accessible housing. Incentives for development of affordable and social housing include density bonusing, pre-zoning, reduced development charges, reduced parking requirements, inclusionary zoning, and contribution of District land (Section 7.3, Section 7.4). Ensure affordable housing has an appropriate mix, type, and size of units to support residents' needs (Policy 7.3.1). Direction to establish a minimum acceptable standard of for rental housing (Policy 7.2.6). Facilitate a diverse mix of housing type, tenure, and affordability to accommodate the needs or people at all stages of life (Policy 7.1.6). Require accessibility features in new multifamily developments where feasible (Policy 7.1.5). Facilitate unit suitability in multifamily housing by facilitating a wide range of unit sizes (Policy 7.1.4). Additional guidance on the size of units that are needed is outlined in the Housing Needs Report (2024), which estimated the five-year need (2021-2026) by number of bedrooms as: • 2,023 studio units • 1,406 1-bedroom units • 1,228 2-bedroom units • 1,001 3-bedroom units • 749 4-bedroom+ units Schedule A (Town and Village Centre Policies) includes housing policies for each growth centre which encourage family, seniors, rental, affordable, and adaptable/ accessible housing.
4.1.8 c ii increased supply of family-friendly, age-friendly, and accessible housing	Facilitate a diverse mix of housing type, tenure, and affordability to accommodate the needs or people at all stages of life (Policy 7.1.6). Accessibility features in multifamily developments required (Policy 7.1.5).

RGS Roles for Municipalities	District OCP Actions
	Having a range of unit sizes in multifamily developments, including units that are suitable for families is supported (Policy 7.1.4). Additional guidance on the number of units that are needed – including larger units that are suitable for families - is outlined in the HNR, which estimates the five-year housing need (2021-2026) by number of bedrooms as: • 2,023 studio units • 1,406 1-bedroom units • 1,228 2-bedroom units • 1,001 3-bedroom units • 749 4-bedroom+ units The District implements the HNR 2024's guidance on bedroom variety through the negotiated rezoning process. Housing units for people with disabilities promoted (Policies 7.4.1, 7.4.5). Schedule A (Town and Village Centre Policies) includes housing policies for each centre which encourage family, seniors, rental, affordable and adaptable/ accessible.
4.1.8 c iii increased diversity of housing tenure options, such as attainable homeownership, rental, co-op housing, rent-to-own models, and cohousing	Section 7 includes policies that support market, non-market, and supportive housing. More specifically, Section 7.2 focuses on providing alternatives to home ownership and support for rental housing in various forms. Affordable ownership options in multifamily developments is encouraged (Policy 7.3.4). Opportunities for co-operative housing is supported (Policy 7.4.2).
4.1.8 c iv increased density and supply of diverse ground-oriented and infill housing forms in low-density neighbourhoods, such as duplex, four-plex, townhouse, laneway/coach houses, and apartments, particularly in proximity to transit	Residential land use designations support ground-oriented infill housing options in single-family neighbourhoods (Section 2.5, Map 2): • Residential Level 2: Detached Residential – accommodates secondary suites and coach houses • Residential Level 3: Attached Residential – accommodates ground-oriented multifamily housing such as duplexes and triplexes • Residential Level 4: Transition Multifamily – accommodates multifamily housing such as townhouses Support ground-oriented housing forms (e.g., townhouses, duplexes) to transition between centres and single-family neighbourhoods (Policies 2.1.5, 2.2.5). Permit secondary suites or lock-off units in townhouses and row houses (Policy 7.2.2). Neighbourhood Infill Plans and Housing Action Plans to be undertaken to identify infill options (such as duplexes, triplexes, row houses, and townhouses), particularly in areas near Town and Village Centres, commercial uses, and schools (Policies 2.3.5, 2.3.6, 7.1.2, Section 12.3.1).

RGS Roles for Municipalities	District OCP Actions
4.1.8 c v integration of land use and transportation planning such that households can reduce their combined housing and transportation costs	An appropriate mix and intensity of land uses established to support enhanced transit (Policy 1.4) and transportation planning integrated with land use (Policy 1.6). The Network of Centres urban structure facilitates greater transit between centres and walking/cycling within centres (Chapter 2). High quality transit, pedestrian and bicycle facilities and infrastructure promoted within centres (Section 5.1). Mobility maps and associated policies in sections on Lynn Valley Town Centre, Lynn Creek Town Centre, Maplewood Village Centre, and Lions Gate Village Centre support transit, cycling and walking (Schedule A).
4.1.8 c vi increased social connectedness in multi-unit housing	Design guidelines (Schedule B) include various features that promote sense of community in multi-family housing, including communal outdoor spaces. Open space and play opportunities in multi-family developments encouraged (Policy 4.1.10). Policies in Schedule A support social connectedness in multi-unit housing, including through requirements for on-site play spaces, and encouraging community gardens.
4.1.8 c vii integrated housing within neighbourhood contexts and high quality urban design	High quality urban design promoted (Policies 1.6, 2.1.6, 2.2.6, 7.1.3, design guidelines in Schedule B). The District's urban structure balances housing type and form within neighbourhood contexts: Commercial Residential Mixed Use and multifamily developments directed to centres (Policies 2.1.2, 2.2.4, 2.2.5); sensitive transitions between centres and villages to adjacent residential neighbourhoods (Policies 2.1.5, 2.2.5); ground-oriented housing in residential neighbourhoods (Policies 2.3.1, 2.1.5); and densification along transit corridors (Policy 2.4.3). Schedule A (Town and Village Centre Policies) includes housing policies for each centre that fit the neighbourhood context.
4.1.8 c viii existing and future housing stock that is low carbon and resilient to climate change impacts and natural hazards	Section 10 focuses on the District's objective to reduce greenhouse gas emissions while adapting to climate change. This includes policies for energy efficient residential and multifamily buildings (Policies 10.1.1, 10.1.2) and assessing climate change risks in community and infrastructure planning (Policy 10.4.2). Design guidelines (Schedule B) include objectives and guidelines related to rainwater management, green roofs, durable materials, and energy efficiency, which further contribute to low carbon and resilient buildings. Town and Village Centre Policies (Schedule A) promote green building practices that further contribute to reduced energy use and emissions in residential buildings, as well as resiliency to climate change impacts.

RGS Roles for Municipalities	District OCP Actions
Policy 4.1.9 Prepare and implement housing strategies or action plans that:	
4.1.9 a are aligned with housing needs reports or assessments, and reviewed or updated every 5-10 years to ensure that housing strategies or action plans are based on recent evidence and responsive to current and future housing needs	Direction to undertake Housing Action Plan(s) provided for (Policies 2.3.5, 7.1.2) with Housing Action Plan(s) identified as an implementation strategy to achieve OCP housing goals and objectives (Section 12.3.1). Consistency with regional expectations of the housing actions plans and strategies - described in 4.1.9 sub-bullets a to d - will be achieved through the District's Housing Action Plan(s) and housing strategies. Policy direction to update the Rental and Affordable Housing Strategy and/or rental and affordable housing policies in town and village centre implementation plans, including consideration of the most recent Housing Needs Report housing classes and target populations (Policy 7.2.11).
4.1.9 b are based on an assessment of local housing market conditions, by tenure, including assessing housing supply, demand, and affordability	
4.1.9 c identify housing priorities, based on the assessment of local housing market conditions, household incomes, changing population and household demographics, climate change and natural hazards resilience, and key categories of local housing need, including specific statements about special needs housing and the housing needs of equity-seeking groups	
4.1.9 d identify implementation measures within their jurisdiction and financial capabilities, including actions set out in Action 4.1.8	
Policy 4.2.7 Adopt Regional Context Statement that:	
4.2.7 a indicate how they will, within their local context, contribute toward the regional target of having at least 15% of newly completed housing units built within all Urban Centres and Frequent Transit Development Areas combined, to the year 2050, be affordable rental housing units (recognizing that developing affordable rental housing units in transit-oriented locations throughout the urban area is supported)	Strategies to support the development of affordable housing outlined in Section 7, which will contribute towards the regional target. Concentrate affordable housing in centres (which are the regionally designated FTDAs and the Municipal Town Centre) (Policy 7.3.2). Require multifamily developments - which are primarily concentred in the centres - to contribute to the provision of affordable housing (Policy 7.3.4). Policy direction to consider inclusionary zoning as a tool to build more affordable units (Policy 7.3.3). Incentives for development of affordable and social housing include density bonusing, pre-zoning, reduced development charges, reduced parking requirements, and contribution of District land (Section 7.3, Section 7.4).

RGS Roles for Municipalities	District OCP Actions
	The District anticipates considering a target percentage of new housing units in centres be affordable rental housing units in supporting policies, plans, strategies, or future OCP reviews.
4.2.7 b articulate how local plans and policies will mitigate impacts on renter households, particularly during redevelopment or densification of Urban Centres and Frequent Transit Development Areas	Support for retention of existing rental units (Policy 7.2.3) and ensuring rental replacement through redevelopment (Policy 7.2.4). Policy to support the maintenance and quality of rental housing (Policy 7.2.6). Limit the conversion of rental units to strata title ownership (Policy 7.2.5). Support residential tenants who face displacements as a result of redevelopment (Policy 7.2.12).
.2.7 c identify the use of regulatory tools that protect and preserve rental housing	Support for retention of existing rental units (Policy 7.2.3) and ensuring rental replacement through redevelopment (Policy 7.2.4). Policy to support the maintenance and quality of rental housing (Policy 7.2.6). Limit the conversion of rental units to strata title ownership (Policy 7.2.5).
4.2.7 d identify policies and actions that contribute to the following outcomes:	
4.2.7 d i increased supply of affordable rental housing in proximity to transit and on publicly-owned land	Affordable housing directed to the centres (which are the regionally designated FTDAs and the Municipal Town Centre) (Policy 7.3.2), which support high quality transit and transit-oriented development (Section 5.1). District land considered for developing social and affordable housing (Policy 7.4.4).
4.2.7 d ii increased supply of market and below-market rental housing through the renewal of aging purpose-built rental housing and prevention of net rental unit loss	Support for retention of existing rental units (Policy 7.2.3) and ensuring rental replacement through redevelopment (Policy 7.2.4). Policy to support the maintenance and quality of rental housing (Policy 7.2.6). Limit the conversion of rental units to strata title ownership (Policy 7.2.5).
4.2.7 d iii protection and renewal of existing non-market rental housing	Section 7 includes policy to protect and renew existing rental housing. The District plans to identify policies and actions that specifically speak to the protection and renewal of existing non-market rental housing in future OCP reviews.
4.2.7 d iv mitigated impacts on renter households due to renovation or redevelopment, and strengthened protections for tenants	Support for retention of existing rental units (Policy 7.2.3) and ensuring rental replacement through redevelopment (Policy 7.2.4). Policy to support the maintenance and quality of rental housing (Policy 7.2.6).

RGS Roles for Municipalities	District OCP Actions
	Limit the conversion of rental units to strata title ownership (Policy 7.2.5). Support residential tenants who face displacements as a result of redevelopment (Policy 7.2.12).
4.2.7 d v reduced energy use and greenhouse gas emissions from existing and future rental housing stock, while considering impacts on tenants and affordability	Section 10 focuses on the District's objective to reduce greenhouse gas emissions, including support for energy efficient residential and multifamily buildings, energy conservation, and building retrofits. The Energy and Water Conservation and Greenhouse Gas Emission Reduction Development Permit Area (Schedule B) aims to reduce energy, water, and greenhouse gas emissions in new buildings. Design guidelines (Schedule B) include objectives and guidelines related to energy efficiency in residential buildings. Town and Village Centre Policies (Schedule A) promote green building practices that further contribute to reduced energy use and emissions in residential buildings. In implementing policy to reduce energy use and emissions for rental housing, the District anticipates the consideration of impacts on tenants and affordability.
Policy 4.2.8 Prepare and implement housing strategies or action plans that:	
4.2.8 a encourage the supply of new rental housing and mitigate or limit the loss of existing rental housing stock	Direction to undertake Housing Action Plan(s) provided for (Policies 2.3.5, 7.1.2) with Housing Action Plan(s) identified as an implementation strategy to achieve OCP housing goals and objectives (Section 12.3.1). Consistency with regional expectations of the housing actions plans and strategies - described in 4.2.8 sub-bullets a to c - will be achieved through the District's Housing Action Plan and housing strategies.
4.2.8 b encourage tenant protections and assistance for renter households impacted by renovation or redevelopment of existing purpose-built rental housing	
4.2.8 c cooperate with and facilitate the activities of Metro Vancouver Housing under Action 4.2.2	
Policy 4.3.7 Adopt Regional Context Statements that:	
4.3.7 a indicate how they will collaborate with the Federal Government, the Province, and other partners, to assist in increasing the supply of permanent, affordable, and supportive housing units	Collaboration with senior levels of government and community partners to provide affordable, social, non-market, and supportive housing promoted (Section 7.3, Section 7.4).
4.3.7 b identify policies and actions to partner with other levels of government and non-profit organizations in order to create pathways out of homelessness and contribute to meeting the housing and support needs of populations	Collaboration with senior levels of government and community partners to provide affordable, social, non-market and supportive housing promoted (Section 7.3, Section 7.4). This includes working with non-profits, housing groups, developers, and senior levels of government to develop transitional housing for homeless people and supportive housing for people with mental health and/or addictions issues.

RGS Roles for Municipalities	District OCP Actions
experiencing or at risk of homelessness	Support community partners in providing support services related to mental health, addictions, health services, housing, employment, and food security (Policy 7.4.8, Section 6.3).
Policy 4.3.8 Prepare and implement housing strategies or actions that	
4.3.8 a identify opportunities to participate in programs with other levels of government to secure additional housing units to meet the housing needs of lower income households	Direction to undertake Housing Action Plan(s) provided for (Policies 2.3.5, 7.1.2) with Housing Action Plan(s) identified as an implementation strategy to achieve OCP housing goals and objectives (Section 12.3.1). Objective to work with senior levels of government and social service providers to support those experiencing or at risk of homelessness and those with substance abuse and mental health issues (Section 7.4). Direction to work with and advocate to senior levels of government to develop affordable housing, transitional housing, and supportive housing (Policies 7.3.6, 7.4.1). Consistency with regional expectations of the housing actions plans and strategies - described in 4.3.8 sub-bullets a to c - will be achieved through the District's Housing Action Plan and housing strategies.
4.3.8 b identify strategies to increase community acceptance and communicate the benefits of affordable and supportive housing development	
4.3.8 c are aligned with or integrate plans to address homelessness, and identify strategies to reduce the total number of households that are in core housing need and populations experiencing or at risk of homelessness	

METRO 2050 GOAL 5: SUPPORT SUSTAINABLE TRANSPORTATION CHOICES

The District's OCP coordinates land use and transportation planning to enable greater alternatives to the car, and provides for safe and efficient goods and vehicle movement (Chapters 2 and 5). The Network of Centres provides a compact and connected urban form that supports walkable communities, hubs for the bicycle network and enhanced transit potential. Managing the road network strategically enhances port access and supports people and goods movement. The Plan Implementation Strategies in Section 12.3 of the OCP include preparation of Strategic Action Plans in specific policy areas including Transportation.

Specific Actions

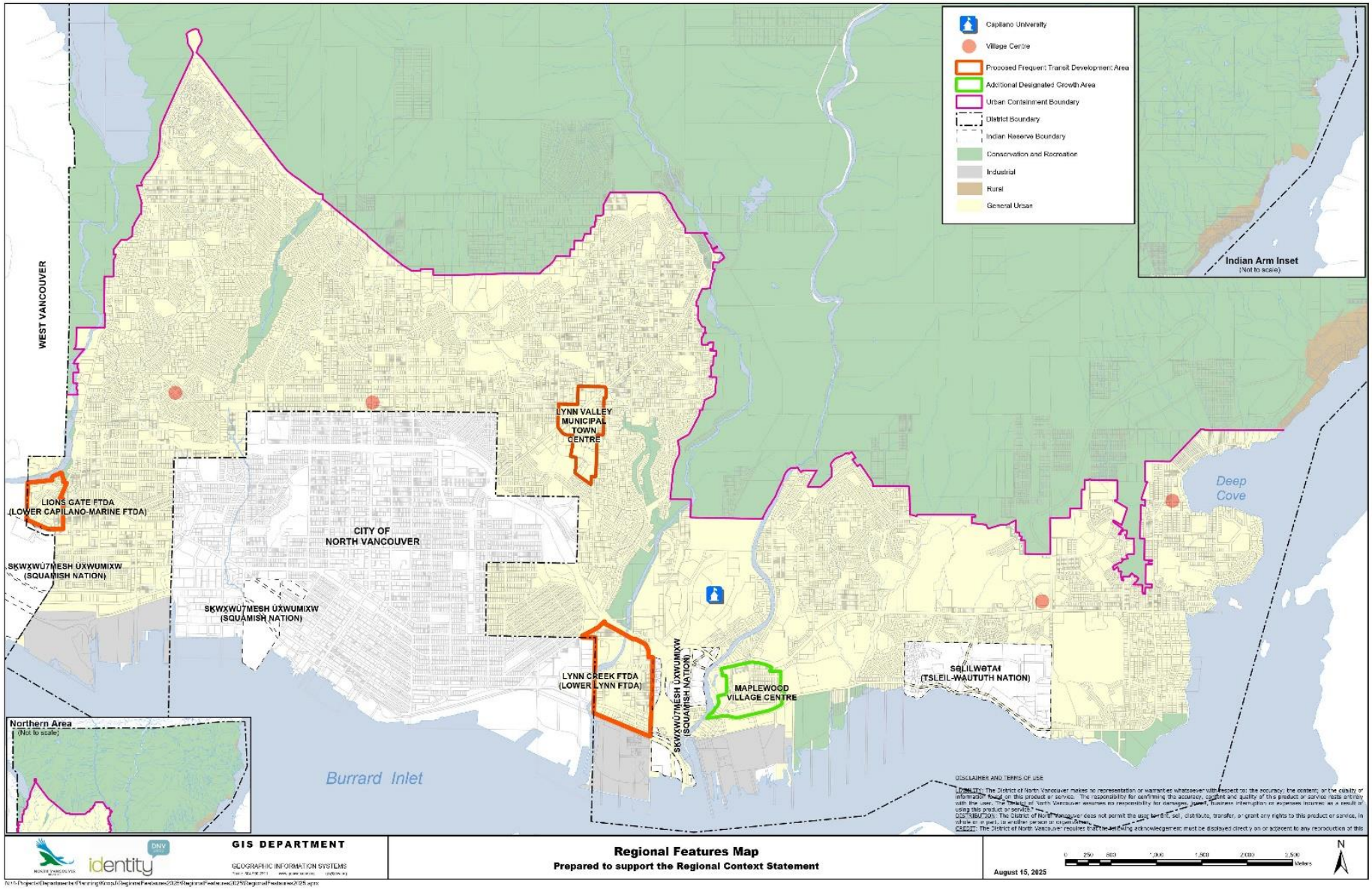
RGS Roles for Municipalities	District OCP Actions
Policy 5.1.4 Adopt Regional Context Statements that:	
5.1.14 a identify land use and transportation policies and actions to encourage a greater share of trips made by transit, shared mobility options, cycling, walking, and rolling	Target established of achieving a 35% mode share of transit, walking and cycling trips (Target 5). An appropriate mix and intensity of land uses established to support enhanced transit (Policy 1.4) and transportation planning integrated with land use (Policy 1.6). Urban structure of a Network of Centres facilitates greater transit between centres and walking/cycling within (Chapter 2). High quality transit, pedestrian and bicycle facilities and infrastructure promoted within centres (Section 5.1). Mobility maps and associated policies in sections on Lynn Valley Town Centre, Lynn Creek Town Centre, Maplewood Village Centre, and Lions Gate Village Centre support transit, cycling and walking (Schedule A).
5.1.14 b support the development and implementation of transportation demand management strategies, such as: parking pricing and supply measures, transit priority measures, end-of-trip facilities for active transportation and micro-mobility, and shared mobility services	Parking reductions in centres considered (Policy 5.1.8, Regional Features Map). Support for transportation demand management measures, including end-of-trip facilities, secure bicycle or scooter parking facilities, transit passes, and car-sharing (Policy 5.1.9). Transit priority measures provided where appropriate (Policies 5.4.4, 5.5.2). Policies supporting pedestrian facilities in Section 5.2. Policies supporting bicycle infrastructure including end of trip facilities (Policy 5.3.6) in Section 5.3. Policies in Schedule A for Lynn Valley Town Centre, Lynn Creek Town Centre, Maplewood Village Centre, and Lions Gate Village Centre support transit, cycling and walking.
5.1.14 c manage and enhance municipal infrastructure in support of transit, multiple-occupancy vehicles, cycling, walking, and rolling	Municipal infrastructure provision integrated with land use, transportation, parks planning and urban design (Policy 1.6). Infrastructure investment focussed in transit, cycle and pedestrian friendly centres (Policy 2.1.4).

RGS Roles for Municipalities	District OCP Actions
	Pedestrian, bicycle, and transit needs considered in all road projects (Policies 5.2.1, 5.3.1, 5.4.1, 5.5.1). Transit supportive road treatments provided for (Policies 5.4.4, 5.5.2). Pedestrian and bicycle infrastructure enhanced (Policies 5.1.6, 5.1.7, 5.2.2, 5.2.3, 5.3.2, 5.3.3). Parks and trails integrated with pedestrian and bicycle networks (Policies 5.2.6, 5.3.5).
5.1.14 d support the transition to zero-emission vehicles	Low-emission vehicles and charging infrastructure supported (Policies 5.5.8, 9.5.3).
5.1.14 e support implementation of the Regional Greenway Network and Major Bikeway Network, as identified in Map 10	Greenways and trails system managed and coordinated with regional and other authorities (Policies 4.1.3, 4.1.4, 4.1.5, 4.1.14, 4.1.15). New trails planned for in growth areas (Policy 4.2.2). Region-wide cycling network coordinated (Policy 5.3.4). Pedestrian and bicycle networks integrated with trails system (Policies 5.2.6, 5.3.5).
5.1.14 f support implementation of local active transportation and micro-mobility facilities that provide direct, comfortable, all ages and abilities connections to the Regional Greenway Network, Major Bikeway Network, transit services, and everyday destinations	Encourage and facilitate access for people of all abilities in centres and transit corridors (Policy 5.1.4). Encourage high-quality, accessible pedestrian facilities (Policies 5.1.5, 5.2.4). Support for bicycle facilities in new developments (Policy 5.3.6). Encourage enhanced walking and cycling facilities to encourage a multi-modal network (Policy 5.4.6). Advance the Spirit Trail multi-use trail linking Deep Cove to Horseshoe Bay (Policy 4.1.15). Support for improving connectivity for active transportation, including connectivity with greenways, trails, transit, and the pedestrian and cycle network (Policies 4.1.5, 5.1.6, 5.2.2, 5.2.6, 5.2.7, 5.3.2, 5.3.4, 5.3.5, 5.3.7).
Policy 5.2.6 Adopt Regional Context Statements that:	
5.2.6 a identify routes on a map for the safe and efficient movement of goods and service vehicles to, from, and within Urban Centres; Frequent Transit Development Areas; Major Transit Growth Corridors; Industrial, Employment, and Agricultural lands; ports; airports; and international border crossings	'Roads and Goods Movement Concept Map' is included in the OCP as Map 5, which indicates routes for goods and service vehicles.
5.2.6 b	Land use and integrated transportation policies creating a Network of Centres optimize passenger and goods movement

RGS Roles for Municipalities	District OCP Actions
identify land use and related policies and actions that support the optimization and safety of goods movement via roads, highways, railways, aviation, short sea shipping, and active transportation	on the road network by facilitating transit, pedestrian and bicycle transportation, thereby taking pressure off road network (Sections 2.1, 2.2, 5.1, 5.2, 5.3, 5.4). Goods movement facilitated (Policy 5.5.3). Arterials managed to maintain flow and mobility (Policy 5.5.5). Partner with regional, provincial and federal authorities to facilitate bridgehead and port access (Policies 5.5.3, 5.5.10). Employment Lands Policy 3.4.1 to promote infrastructure, transportation, and municipal service improvements in employment lands.
5.2.6 c support the development of local and regional transportation system management strategies, such as the provision of information to operators of goods and service vehicles for efficient travel decisions, management of traffic flow using transit priority measures, coordinated traffic signalization, and lane management	Transit priority and network management supported through features such as signal timing and lanes (Policies 5.4.4, 5.5.2).
5.2.6 d identify policies and actions that support the protection of rail rights-of-way, truck routes, and access points to navigable waterways in order to reserve the potential for goods movement	Policy 5.5.3 to facilitate effective goods movement and work with federal and provincial agencies to improve access to key port, industrial, and commercial areas, while encouraging goods movement by rail or water. Industrial land uses as indicated on Map 2, DNV OCP Land Use Map which protects port uses. Map 5 – DNV Roads and Goods Movement Concept Map maintains rail corridors. Goods movement and transportation improvements promoted for employment areas, including port (Policies 3.4.1, 8.1.4).
5.2.6 e identify policies and actions to mitigate public exposure to unhealthy levels of noise, vibration, and air pollution associated with the Major Road Network, Major Transit Network, railways, truck routes, and Federal / Provincial Highways	Policies that support reduction of air pollution include support for low-emission vehicles and charging infrastructure, and anti-idling initiatives (Policies 5.5.8, 9.5.3, 9.5.4). Consideration of air quality and noise for new developments (Policy 9.5.2, design guidelines in Schedule B).
5.2.6 f identify policies and actions that anticipate the land and infrastructure requirements for goods movement and drayage, such as truck parking, zero-emission vehicle charging infrastructure, and e-commerce distribution centres, and mitigate any negative impacts of these uses on neighbourhoods	Section 5.5 outlines the District's objective to manage road infrastructure in a way that enables the efficient movement of goods and people, while minimizing negative impacts on local neighbourhoods. Promote infrastructure and transportation improvements in industrial areas (Policy 3.4.1). Support low-emission vehicle charging infrastructure (Policies 5.5.8, 9.5.3).

RGS Roles for Municipalities	District OCP Actions
	Facilitate effective goods movement (Policy 5.5.3).

Regional Features Map 14



metrovancouver
SERVICES AND SOLUTIONS FOR A LIVABLE REGION

To: Regional Planning Committee

From: Jonathan Cote, Deputy General Manager, Regional Planning and Housing Policy
Laurel Cowan, Division Manager, Regional Land Use Policy, Regional Planning and Housing Services

Date: June 23, 2026 Meeting Date: July 2, 2026

Subject: **The Cost of Infrastructure Required to Support Growth in the Metro Vancouver Region**

RECOMMENDATION

THAT the MVRD Board:

a) receive for information the report dated June 23, 2026, titled "The Cost of Infrastructure Required to Support Growth in the Metro Vancouver Region";
b) request that the Board Chair forward a copy of the report dated June 23, 2026, titled "The Cost of Infrastructure Required to Support Growth in the Metro Vancouver Region" to Member Jurisdictions and TransLink with an offer of a presentation to Council upon request; and
c) request that the Board Chair forward a copy of the report dated June 23, 2026, titled "The Cost of Infrastructure Required to Support Growth in the Metro Vancouver Region" to the provincial Ministers of Housing and Municipal Affairs, Finance, Transportation and Transit, and Infrastructure, the federal Minister of Housing, Infrastructure and Communities, and the Union of BC Municipalities; and
d) direct staff to advance the strategic recommendations outlined in the report dated June 23, 2026, titled "The Cost of Infrastructure Required to Support Growth in the Metro Vancouver Region" and report back to the Board with options and potential next steps for consideration.

EXECUTIVE SUMMARY

This report presents an evidence-based case for advocacy to the provincial and federal governments for sustained, predictable infrastructure funding, and dialogue on new local government funding tools. As the region works to address the need for approximately 570,000 additional homes by 2041, as identified through the Housing Needs Reports prepared by member jurisdictions, understanding the scale of infrastructure investment required to support this growth is critical. The analysis provides a high-level, order of magnitude estimate of infrastructure needs using the replacement cost of existing assets as a proxy for future demand. While not a precise forecast, this approach illustrates the scale of investment required across all orders of government.

The estimated investment requirement translates into a significant per-capita and per-unit housing cost, with responsibility distributed across provincial, regional, and municipal governments is estimated at **$114.8 billion total over the next 15 years**, equivalent to:

- ~$80,000 per person; or
- ~$201,000 per new home
    - $81,000 for infrastructure delivered by the Province (40%)
    - $26,000 for infrastructure delivered by Metro Vancouver (13%)
    - $20,000 for infrastructure delivered by TransLink (10%)
    - $74,000 for infrastructure delivered by member jurisdictions (37%)

These findings underscore a structural fiscal challenge. While local and regional governments are responsible for delivering much of the infrastructure needed to support growth, their primary revenue tools, such as property taxes and development cost charges, are limited in their ability to scale with population growth and long-term service demand. By contrast, provincial and federal governments rely on broader-based tax systems that grow more directly with population and economic activity. To address the underlying issues, new funding programs and tools are needed. This report recommends two key steps to advance advocacy:

- Engage in dialogue with the Province and federal government to develop a new infrastructure funding framework; and,
- Conduct additional analysis on potential revenue and financial tools.

PURPOSE

To inform the Regional Planning Committee and MVRD Board of the findings of The Cost of Infrastructure Required to Support Growth in the Metro Vancouver Region analysis.

BACKGROUND

Metro 2050, the regional growth strategy, encourages the development of complete communities that are resilient, healthy, and connected to a range of services and amenities. Additionally, policy 1.3.5 states that Metro Vancouver will advocate to the federal government and the Province to ensure that growing communities are served appropriately and in a timely manner with social amenities, health, schools and educational opportunities to avoid inequities in service levels between communities in the region.

At its April 3, 2025 meeting, the Regional Planning Committee received the Regional Housing Needs Report (Reference 1), which consolidates the housing needs of all member jurisdictions to provide a regional estimate of total housing need. In the discussion that followed, Committee members expressed interest in better understanding the corresponding infrastructure investments that would be needed as the region grows and responds to significant housing needs and recent provincial housing legislation. Metro Vancouver staff put together a scope of work (Reference 1) and at the June 2025 MVRD Board meeting, the Board passed the following resolution,

> *That the MVRD Board endorse the proposed scope of work as presented in the report dated May 6, 2025, titled "Scope of Work – Infrastructure Demand to Support Growth in the Metro Vancouver Region".*

An interim update was provided to the Regional Planning Committee in November 2025 (Reference 3). This report presents the findings from the study.

CONTEXT

Federal and Provincial Infrastructure Funding

Recent federal and provincial infrastructure funding programs represent important contributions toward housing-enabling and community infrastructure. However, these programs do not match the scale of investment required to support long-term population growth and address aging infrastructure, and at times require forfeiting existing local government revenue tools. Infrastructure funding programs are frequently time-limited, highly competitive, and subject to changing program design and cost-sharing requirements, which creates uncertainty and limits the ability of local and regional governments to plan, phase, and finance infrastructure sustainably. As a result, while senior government funding is essential, additional long-term, predictable solutions will be needed to support growth and maintain infrastructure across the Metro Vancouver region.

Revenue Tools Available to Different Levels of Government

An important consideration in this work is that the revenue tools available to local governments (including Metro Vancouver), differ fundamentally from those available to provincial and federal governments in their ability to respond to population growth and infrastructure demand. Local government revenues, such as property taxes and development cost charges, are primarily tied to land values, assessment changes, and development activity. While these tools can help service growth, they do not automatically scale with population growth or ongoing service demand. As a result, rapidly growing communities often rely on their existing tax base to help finance new or expanded infrastructure. While growth is often perceived as fiscally positive due to increased property tax revenue from new units and additional DCC or ACC contributions, this perception is misleading. In practice, property taxes generated by new development rarely cover the full lifecycle costs of the infrastructure required to support that growth, and each new asset adds long-term renewal and replacement liabilities that far exceed the upfront revenues collected.

By contrast, provincial and federal governments have access to broader-based taxation tools, such as income taxes, sales taxes, and business taxes. These revenues generally grow more directly with population, economic activity, and consumption, and therefore tend to scale more effectively as communities grow and service demands increase.

Comparison to Other Studies

It is worth noting that over time, there have been various studies by different organizations exploring the costs of infrastructure per capita, dwelling unit, or community. Recent studies by the Federation of Canadian Municipalities in 2023 (Reference 4) and the Canadian Urban Institute in 2024 (Reference 5) provided infrastructure cost estimates of over $100,000 per home but emphasize that numbers will vary depending on the types of infrastructure included as well as other factors. These studies focused on local, and sometimes regional scale infrastructure, but did not include provincial level infrastructure as was the case in the Metro Vancouver study. The addition of provincial infrastructure was seen as a critical component to identify all the infrastructure needed to support complete and livable communities.

STUDY OVERVIEW

Approach

Watson & Associates Economists Ltd., a consulting firm specializing in infrastructure costing and municipal finance, undertook the analysis **(Attachment 1)**. The work was completed in two main phases and involved engagement with member jurisdictions, TransLink, Metro Vancouver, and the Province.

- **Assessment of current infrastructure**: Existing infrastructure data was compiled across local, regional, and provincial systems through surveys, public data, and asset management documents to estimate a total ‘replacement cost’ (e.g., the approximate cost to replace existing infrastructure). Where gaps in data existed, assumptions were applied to establish a clear baseline.
- **Estimate of Future Investment Needs:** Per-person/household infrastructure investment requirements were calculated and applied to anticipated new housing units as per the Regional Housing Needs Report to estimate total future infrastructure costs.

This 'replacement cost' methodology is used where a consistent, scalable estimate is needed across jurisdictions with differing capital planning details, scope, and timing. The results are not intended to support detailed infrastructure planning, but rather to provide an approximate and standardized per-unit metric. While simplified, it is a common approach used by similar studies to produce an order-of-magnitude estimate suitable for advocacy discussions.

Infrastructure Included
The study explored the main elements of infrastructure that support complete and livable communities including:

<table>
<tr><th>Local Infrastructure</th><th>Regional Infrastructure</th><th>Provincial Infrastructure</th></tr>
<tr><td rowspan="2">Roads and public works – local roads/bridges/tunnels, active transportation, public works facilities, vehicles/equipment
Community services - recreation, cultural, library facilities
Water – storage, pump/lift stations, pipes
Wastewater – storage, pump/lift stations, pipes
Drainage/stormwater – pump stations, ponds, culverts, pipes
Parks and cemetery facilities, land, amenities, vehicles/equipment
Fire and police facilities, vehicles/equipment
Administrative and animal control facilities, parking lots, vehicles/equipment</td><td>Metro Vancouver
Regional administrative buildings and operational centres, vehicles/equipment
Water infrastructure-treatment facilities, storage, pump/lift stations, pipes, vehicles/equipment
Wastewater – treatment facilities, storage, pump/lift stations, pipes, vehicles/equipment
Solid waste – regional recycling/waste facilities, a waste-to-energy facility, service vehicles
Regional parks – built assets, trails, vehicles and equipment (but not land value)</td><td rowspan="2">Administrative buildings and facilities
Provincial roads and bridges
Public Education – kindergarten and elementary schools, secondary schools, post-secondary schools
Hydro plants, power projects, distribution and transmission lines, substations
Hospital and public health facilities
Long-term care facilities
Childcare facilities
Emergency services – ground and air ambulances, support vehicles, ground stations
Court service facilities</td></tr>
<tr><td>TransLink
regional transit infrastructure, facilities, and vehicles</td></tr>
</table>

Limitations and Exclusions
This study intended to provide a high-level estimate of growth-related infrastructure needs across the region, but was limited by scope, data availability, and resource constraints. Key assumptions, exclusions, and limitations include:

Key Assumptions

- Current infrastructure service levels and targets are assumed to continue into the future.
- Where municipal data was unavailable, estimates were based on population and per-capita averages from other municipalities. Data was available for municipalities representing approximately 79% of the regional population.

- **Not included in the analysis:**
    - Existing infrastructure deficits (e.g., assets in poor condition or insufficient capacity, including unmet service targets)
    - Other new, significant infrastructure costs driven by regulation (such as wastewater treatment requirements or seismic requirements)
    - Lifecycle (asset replacement) costs
    - Operating, staffing, and programming costs
    - Municipal capital grants (e.g., affordable housing, sustainability, childcare, recreation, heritage)
    - Infrastructure outside the categories covered in this report (e.g., public health clinics, public or non-profit housing, homeless shelters)
    - Flood protection infrastructure (e.g., dikes, levees)
    - Land values for undeveloped regional parkland
    - Municipal energy facilities, including district energy systems and local utilities
    - UBCx Skytrain project

TransLink

- Public transit infrastructure is inherently more complex and dynamic than other sectors because it is not just infrastructure, it is a constantly evolving service system, shaped by demand, policy objectives, and funding decisions that guide significant future expansion, not just asset replacement. In addition to replacement costs of existing infrastructure, TransLink has also identified $28.4 billion in unfunded capital projects in the *Access for Everyone* plan to address future growth needs and increase existing service levels, representing priorities over the next 10-15 years from the Regional Transportation Strategy, *Transport 2050*. To better represent anticipated transit investment needs over the coming years, this study incorporates both the value of existing capital assets and the capital estimates identified in the *Access for Everyone* plan. The estimated costs to households is the same for existing and new households.

Order of Magnitude Only

- The analysis is based on applying average, region-wide estimates of infrastructure *replacement costs* to projected growth, and is intended to provide an order-of-magnitude estimate of total investment required. It should not be interpreted as a precise estimate of infrastructure needs by asset class or service area. Infrastructure requirements will vary significantly based on existing capacity, service levels, growth patterns, timing, and local conditions. Further, data was provided from a variety of sources that may be dated or underestimate the true cost of replacing an asset. More detailed, service-specific infrastructure planning, asset management analysis, and engineering studies would be required to accurately determine capital needs at a project or system level.

As a result, the cost estimate for complete infrastructure, deficit, and operations needed to support new homes in the region is likely higher than what is shown in the report.

KEY FINDINGS

The study estimates that roughly $114.8 billion will be required over the next 15 years to support the expected 570,000 new homes in the region by 2041 while maintaining current levels of infrastructure service. This is approximately $80,000 per capita, or $201,000 per average dwelling unit, which includes:

- Province: $81,000 per average dwelling unit
- Metro Vancouver: $25,000 per average dwelling unit

- Translink: $20,000 per average dwelling unit
- Member Jurisdictions: $74,000 per average dwelling unit

The average dwelling unit cost is based on the average household size, assuming a similar proportion of high, medium, and low density homes as today:

Dwelling Type	Current Proportion of Overall Housing	Estimated Additional Dwelling Units 2026 - 2041	15-Year Average Household Size	Weighted Household Size	Estimated Infrastructure Cost per Dwelling Unit
Low Density (single detached)	18%	101,878	3.405	0.613	$272,568
Medium Density (multiplexes, row/townhouses)	30%	171,136	3.028	0.908	$242,339
High Density (apartments)	52%	297,763	1.906	0.991	$152,535
Total / Average		**570,777***	**2.512**		**$201,082**

* Based on the Regional Housing Needs Report. 2022 – 2041 housing unit estimate (755,141) minus 2022 – 2026 estimate (230,456) plus 2026 estimate (46,092) = 570,777.

Growth-related infrastructure costs in Metro Vancouver are borne across all orders of government. At the provincial level, the most significant cost pressures are associated with public education facilities (K–12 and post-secondary), hydro infrastructure, health-related infrastructure (hospitals and long-term care) and transportation infrastructure (highways and bridges). Regional infrastructure, delivered by Metro Vancouver and TransLink, is driven primarily by investments in water and wastewater systems, regional transit infrastructure, and solid waste facilities. Local infrastructure delivered by member jurisdictions is largely driven by investments in local roads and transportation assets, water, wastewater, and stormwater systems, and community facilities and parks. It is also important to note that long-term infrastructure costs such as these are paid for by residents and businesses over many years rather than paid all at once.

Observations and Recommendations

The report highlights the significant fiscal challenge facing local governments as they work to balance the need for new infrastructure to support growth with existing infrastructure deficits, while maintaining affordability for both current residents and new home builders. Rising capital costs, particularly since the pandemic, have further intensified this challenge. In many cases, the additional tax and rate revenue generated from new development does not result in a net financial gain for local governments and can place upward pressure on taxes and levies paid by existing residents.

The study also outlines how revenue and financing tools differ across orders of government and demonstrates that local government tools are often insufficient, on their own, to fully fund growth-related infrastructure. As a result, provincial and federal grant funding plays a critical role in supplementing local revenues and reducing reliance on Development Cost Charges and tax or rate increases when local funding capacity is constrained.

The report identifies the following high-level recommendations:

- Collaborate with provincial and federal governments to explore alternative and enhanced revenue tools to support infrastructure funding.

- Effectively utilize existing revenue tools, including Development Cost Charges, Amenity Cost Charges, Community Amenity Contributions, and density bonusing, and regularly review and update them to reflect current construction costs and growth-related infrastructure needs.
- Strengthen asset management and long-term financial planning to address existing infrastructure deficits and establish dedicated reserves for long-term maintenance and eventual replacement.
- Align data and reporting across all levels of government to better understand existing asset inventories, conditions, and infrastructure deficits to support informed decision-making.

METRO VANCOUVER – RECOMMENDED STRATEGIC ACTIONS AND NEXT STEPS

Building on the findings and recommendations of the study, Metro Vancouver staff recommend a set of strategic actions to advance a constructive and solutions-focused dialogue with provincial and federal governments on infrastructure funding to support housing delivery. Achieving shared housing, affordability, and economic growth objectives will require greater alignment between infrastructure responsibilities and fiscal capacity across all orders of government. Given that senior governments realize a significant share of the long-term fiscal benefits associated with population and economic growth, collaboration on legislative reform, funding models, and enabling new financial tools is essential.

1. **Call for a New Infrastructure Funding Framework:** Engage in dialogue with the Province and the federal government through a structured advocacy process, such as the Union of BC Municipalities (UBCM), to jointly explore a modernized, long-term infrastructure funding framework. This work should recognize that fiscal capacity is currently constrained across all orders of government, and that decades of local and regional government advocacy have not resulted in a sustained, predictable solution to funding growth-related infrastructure. Rather than focusing on short-term funding pressures or individual grant programs, this initiative should create a new forum for a longer-term, system-level discussion that enables governments to collectively consider the trade-offs, responsibilities, and fiscal tools required to support a growing region. The work should acknowledge the structural limitations of existing municipal revenue tools and focus on identifying more sustainable and predictable approaches that better align infrastructure responsibilities with fiscal capacity, scale with growth, and reduce reliance on one-time funding programs. The objective is to co-develop practical, implementable reforms, potentially including legislative changes, redesigned funding models, or new shared mechanisms that support housing delivery while maintaining long-term financial sustainability.

2. **Further Exploration of Revenue and Financing Tools:** Undertake further analysis to assess a broad range of taxation, revenue, and financing tools across all orders of government to inform a more substantive, evidence-based discussion on long-term infrastructure funding. This work would provide foundational information to support the development of a modernized infrastructure funding framework, as identified in Recommendation 1. Given the scale and diversity of infrastructure required to support a growing region, no single funding tool will be sufficient on its own. A mix of complementary tools will be required, each with its own strengths, limitations, and trade-offs. The analysis should examine how different tools respond to population growth and inflation, their implications for affordability and equity, and their effectiveness in supporting full infrastructure lifecycle funding. The results could help to clarify the role that different funding approaches can play, identify practical constraints, and support more informed, transparent policy discussions among all orders of government on sustainable approaches to funding growth-related infrastructure**.**

Next Steps

To advance the strategic directions identified in this report, staff propose to undertake targeted engagement to determine how best to move forward with the two recommendations outlined above. This work would focus on engaging member jurisdictions, advocacy organizations such as UBCM, and provincial and federal government representatives to explore interest, appetite, and potential pathways for advancing a modernized, long-term approach to infrastructure funding.

The purpose of this engagement would be to clarify how these discussions could be most effectively structured, identify existing or emerging forums that could support this work, and assess which organizations or levels of government may be best positioned to lead or convene the proposed initiatives. Engagement would also help to test the feasibility, scope, and sequencing of further work on revenue and financing tools as a foundational input to a broader framework discussion.
Following completion of this engagement, staff would report back to the Board with recommendations on whether and how to proceed, including proposed roles, governance considerations, and potential next steps to advance these strategic directions in a coordinated and effective manner.

It is understood that the Ministry of Finance and UBCM have recently formed a standing table to explore financial resilience of local governments, which could be an appropriate venue for furthering discussions related to infrastructure funding.

ALTERNATIVES

1. THAT the MVRD Board:
   a) receive for information the report dated June 23, 2026, titled “The Cost of Infrastructure Required to Support Growth in the Metro Vancouver Region”;
   b) request that the Board Chair forward a copy of the report dated June 23, 2026, titled “The Cost of Infrastructure Required to Support Growth in the Metro Vancouver Region” to Member Jurisdictions and TransLink with an offer of a presentation to Council upon request; and
   c) request that the Board Chair forward a copy of the report dated June 23, 2026, titled “The Cost of Infrastructure Required to Support Growth in the Metro Vancouver Region” to the provincial Ministers of Housing and Municipal Affairs, Finance, Transportation and Transit, and Infrastructure, the federal Minister of Housing, Infrastructure and Communities, and the Union of BC Municipalities; and
   d) direct staff to advance the strategic recommendations outlined in the report dated June 23, 2026, titled “The Cost of Infrastructure Required to Support Growth in the Metro Vancouver Region” and report back to the Board with options and potential next steps for consideration.

2. THAT the MVRD Board receive for information the report dated June 23, 2026, titled “The Cost of Infrastructure Required to Support Growth in the Metro Vancouver Region”.

FINANCIAL IMPLICATIONS

The findings of this report demonstrate the significant level of investment needed to support growth within the Metro Vancouver region. Different types of infrastructure listed in this study are the responsibility of various levels of government including member jurisdictions, Metro Vancouver, TransLink, and the Province. Addressing the structural challenges associated with funding growth-related infrastructure could have positive long-term financial implications for local and regional governments that face increasing fiscal pressures. The total cost of the project was $50,000, which was

included in the Board-approved Regional Planning budget and was part of the approved scope of work in 2025.

OTHER IMPLICATIONS

This work involved engagement and input from member jurisdictions, Metro Vancouver, TransLink, and the Province. Member jurisdictions and TransLink were engaged through the Regional Planning Advisory Committee and infrastructure surveys involved representatives across organizations (e.g., Engineering, Utilities, Parks, Finance, Administration). The Province was also engaged at a staff level and information was collected through publicly available information.

Initial meetings were held with UBCM to discuss the purpose and scope of the study in relation to their ongoing work and advocacy related to infrastructure. Information on the project was also shared with local First Nations in response to interest in infrastructure funding raised through the Regional Housing Needs Report work.

The final results of the project were shared with the Regional Planning Advisory Committee on June 19, 2026. Comments and feedback included:

- Committee members expressed appreciation for the report's focus on the infrastructure investments and funding required to support population and housing growth, noting that infrastructure considerations are often overshadowed by broader housing discussions.
- Members highlighted ongoing challenges with existing provincial and federal infrastructure funding programs, noting that available programs are often insufficient to meet identified needs and that changing program requirements can make long-term infrastructure planning more difficult.
- Members noted that increasing local government responsibilities in areas such as non-market housing, childcare, and related community services are placing additional financial pressures on municipalities at a time when significant infrastructure investments are also required to support growth.
- Members expressed concern that provincial and federal governments continue to examine or limit local government revenue and funding tools without providing equivalent replacement funding, while expectations for local governments to deliver growth-supporting infrastructure continue to increase.
- Members expressed support for the report and interest in next steps, noting that the findings could help inform discussions with provincial and federal governments regarding infrastructure investment needs, funding challenges, and growth-related service pressures.

This work is intended to support future advocacy by Metro Vancouver and member jurisdictions, to support relationship-building with the Province and federal government and dialogue around potential new funding tools and resources for local governments.

CONCLUSION

This report demonstrates that meeting Metro Vancouver's projected housing growth will require significant infrastructure investment across all orders of government. While recent senior government funding commitments are important, they do not address the underlying structural misalignment between infrastructure responsibilities and available revenue tools, nor do they provide the long-term predictability required for effective planning.

The findings underscore the need to move beyond short-term, program-by-program approaches and toward a more durable, system-level conversation about how growth-related infrastructure is funded. The strategic recommendations outlined in this report focus on creating space for that discussion by exploring a modernized infrastructure funding framework and strengthening the evidence base around revenue and financing tools. Together, these directions are intended to support more sustainable, predictable, and coordinated approaches to funding the infrastructure required to deliver housing and maintain livable, complete communities over the long term.

ATTACHMENT

1. High-level Infrastructure Demand and Costing Study for Anticipated Growth in the Metro Vancouver Region.
2. Presentation re. Infrastructure Demand to Support Regional Growth.

REFERENCES

1. Jozipovic, M. & Jeliazkova, D. (2025). *Housing 2050: Regional Housing Needs Report.* https://metrovancouver.org/boards/RegionalPlanning/RPL-2025-04-03-AGE.pdf#page=17.
2. Cote, J. (2025). *Scope of Work – Infrastructure Demand to Support Growth in the Metro Vancouver Region*. https://metrovancouver.org/boards/GVRD/RD-2025-06-27-AGE.pdf#page=27
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4. Federation of Canadian Municipalities (2023). *Backgrounder: New research – Canada's housing challenge is also an infrastructure challenge*. https://fcm.ca/en/news-media/news-release/new-research-canadas-housing-challenge-also-infrastructure-challenge/backgrounder
5. Canadian Urban Institute (2024). *A Jump Start: Providing Infrastructure for More Housing*. https://canurb.org/wp-content/uploads/A-Jump-Start.pdf

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High-level Infrastructure Demand and Costing

For Anticipated Growth in the Metro Vancouver Region

Watson & Associates Economists Ltd.
905-272-3600
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July 2026

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List of Acronyms and Abbreviations

Acronym	Full Description of Acronym
ACC	Amenity cost charge
DCC	Development cost charge
Ha	Hectares
kWh	Kilowatt-Hour
P.P.U.	Persons per unit
Sq.m	Square metres
Watson	Watson & Associates Economists Ltd.

Executive Summary

Executive Summary

Watson & Associates Economists Ltd. (Watson) was retained by Metro Vancouver to undertake a high-level infrastructure demand and costing analysis to support long-term growth and financial planning. The purpose of this study is to estimate the capital infrastructure investment required to accommodate anticipated dwelling unit growth to 2041, and to provide a foundational basis for discussions with senior levels of government regarding infrastructure funding needs.

The analysis considers infrastructure across three levels of government: provincial, regional agencies, and local governments, to provide an understanding of the full cost of growth. The analysis is based on a comprehensive survey of data collected from member jurisdictions and Metro Vancouver, publicly available information, and industry standard cost assumptions.

Current State of Infrastructure

Metro Vancouver has a population of approximately 3.1 million residents, representing over half of the Province of British Columbia's population. Infrastructure is provided by several levels of government. This includes the member jurisdictions, Metro Vancouver, TransLink, the Provincial government, and the Federal government. Note, the analysis herein includes all levels of government except for the Federal level.

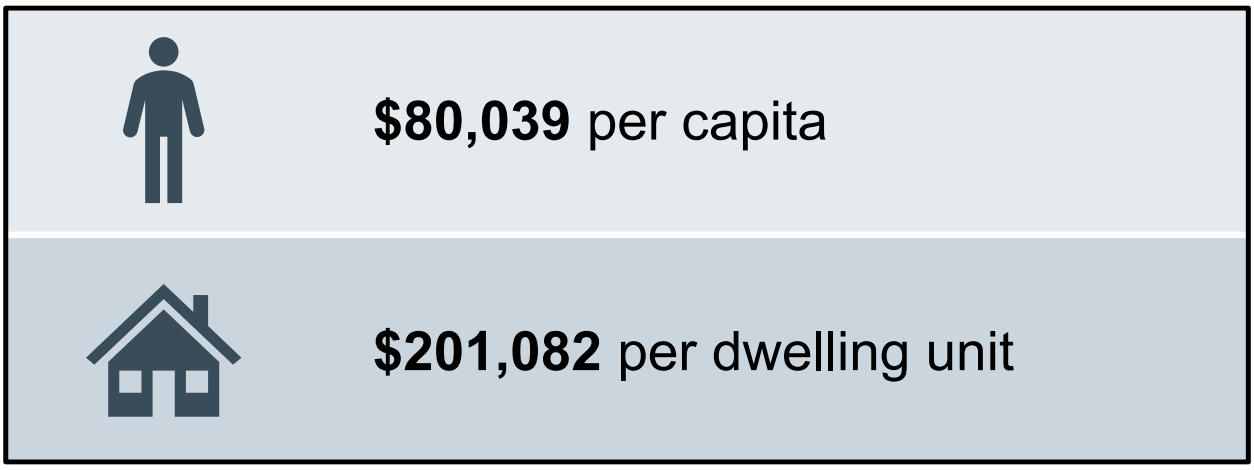
The following provides an estimated breakdown of the approximate replacement cost of existing infrastructure per dwelling unit. While this does not necessarily reflect the exact infrastructure required moving forward, it can be used as a proxy to estimate future infrastructure funding needs:

- Province of B.C.: $81,317 per dwelling unit
- Metro Vancouver: $25,690 per dwelling unit
- TransLink: $19,924 per dwelling unit
- Member Jurisdictions: $74,151 per dwelling unit

Figure ES-1 summarizes the costs per dwelling unit and per capita.[1] Figure ES-2, summarizes the infrastructure replacement costs and cost per dwelling unit by infrastructure type and level of government.

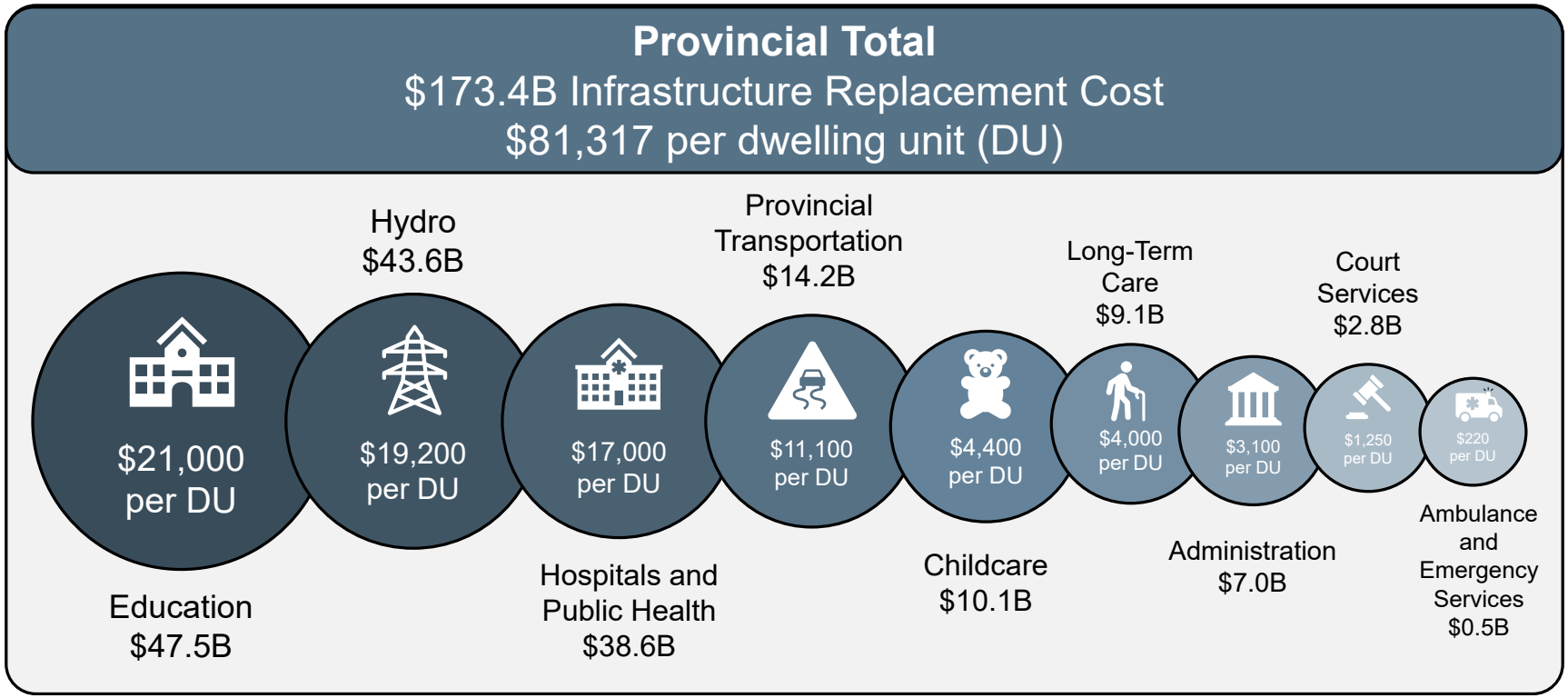
The study also identifies existing infrastructure deficits across several municipalities and at the provincial level. These deficits are primarily driven by aging infrastructure and historical underinvestment. While not all jurisdictions were able to quantify their deficits, examples provided indicate that deficits are present across the region. These deficits represent additional costs beyond those required to accommodate growth.

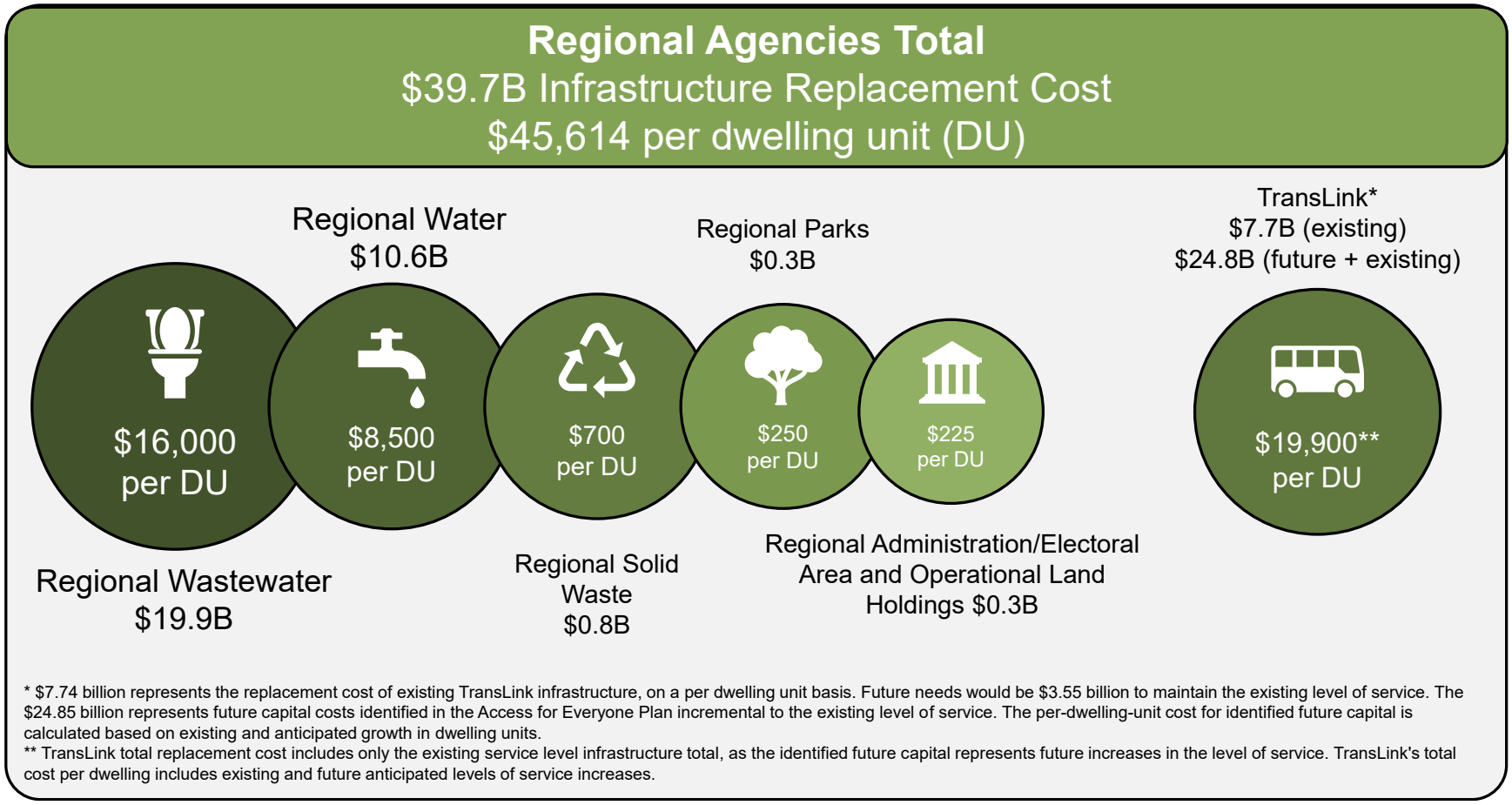
Figure ES-1
Cost of Infrastructure per Dwelling Unit

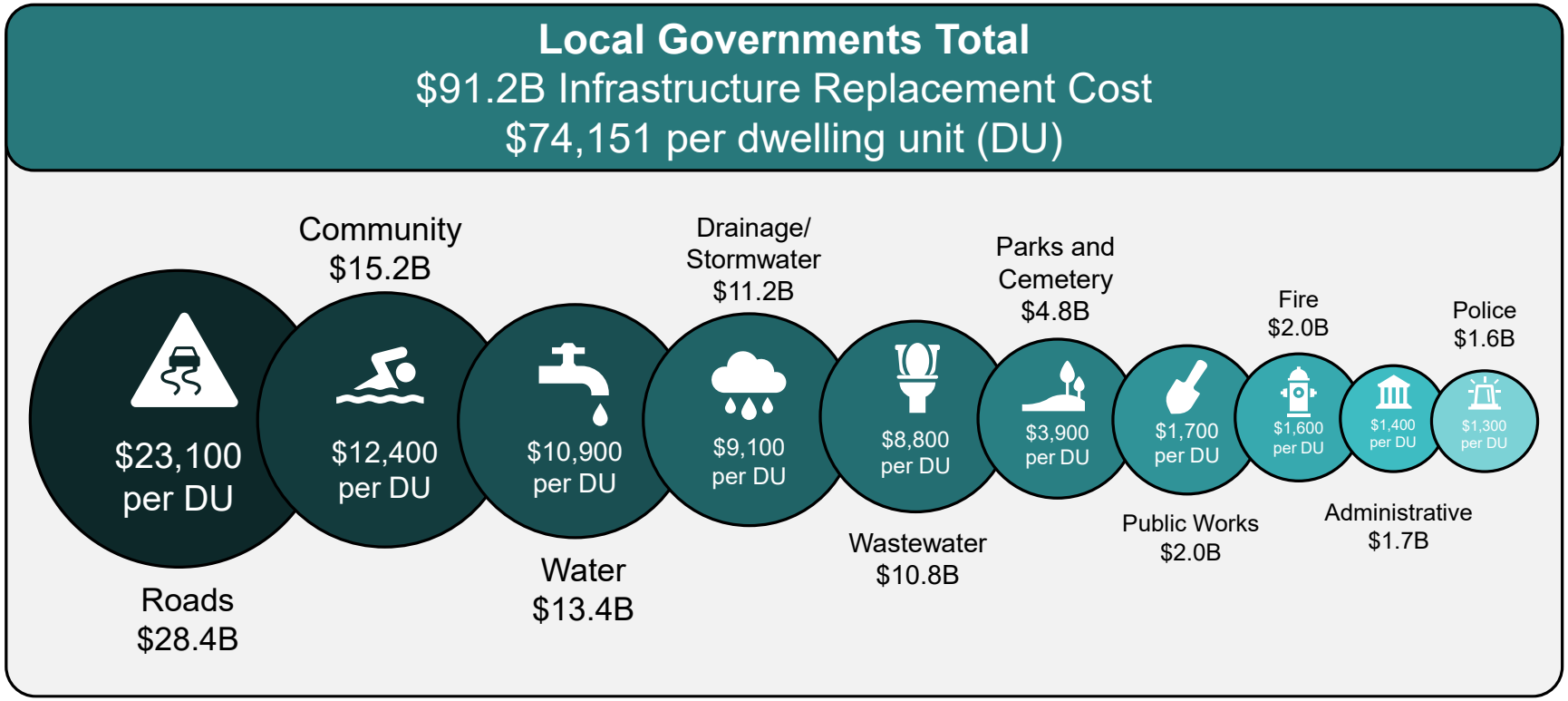


[1] Note, dwelling units are based on a weighted persons per unit, calculated by weighting the persons per unit in the various dwelling unit types (i.e., low, medium, and high-density dwellings), based on the existing dwelling units, as presented in Table ES-1.

Figure ES-2
Estimated Infrastructure Replacement Cost and Cost per Unit by Infrastructure Type




Regional Agencies Total
$39.7B Infrastructure Replacement Cost
$45,614 per dwelling unit (DU)
Regional Water
$10.6B
Regional Parks
$0.3B
TransLink*
$7.7B (existing)
$24.8B (future + existing)
$16,000
per DU
$8,500
per DU
$700
per DU
$250
per DU
$225
per DU
$19,900**
per DU
Regional Wastewater
$19.9B
Regional Solid
Waste
$0.8B
Regional Administration/Electoral
Area and Operational Land
Holdings $0.3B
* $7.74 billion represents the replacement cost of existing TransLink infrastructure, on a per dwelling unit basis. Future needs would be $3.55 billion to maintain the existing level of service. The $24.85 billion represents future capital costs identified in the Access for Everyone Plan incremental to the existing level of service. The per-dwelling-unit cost for identified future capital is calculated based on existing and anticipated growth in dwelling units.
** TransLink total replacement cost includes only the existing service level infrastructure total, as the identified future capital represents future increases in the level of service. TransLink's total cost per dwelling includes existing and future anticipated levels of service increases.


Local Governments Total
$91.2B Infrastructure Replacement Cost
$74,151 per dwelling unit (DU)
$23,100 per DU
Roads $28.4B
$12,400 per DU
Community $15.2B
$10,900 per DU
Water $13.4B
$9,100 per DU
Drainage/ Stormwater $11.2B
$8,800 per DU
Wastewater $10.8B
$3,900 per DU
Parks and Cemetery $4.8B
$1,700 per DU
Public Works $2.0B
$1,600 per DU
Fire $2.0B
$1,400 per DU
Administrative $1.7B
$1,300 per DU
Police $1.6B

Future State of Infrastructure Required to Accommodate Growth

Metro Vancouver is expected to experience significant growth over the coming years. In the next 15 years, an anticipated 570,777 new homes will be needed as per the Regional Housing Needs Report which is a compilation of local housing needs reports. This is developed to align with the provincial "HNR Method" that legislatively informs development capacity in Official Community Plans and Zoning Bylaws. This estimate addresses both anticipated and underlying housing need and is inclusive of provincial housing target orders for some municipalities.

To maintain current levels of infrastructure for this growth, and assuming a similar proportion of low, medium, and high-density homes as today (Table ES-1)[1], the total infrastructure investment required to support growth in the region is estimated at approximately $114.77 billion by 2041[2]. This does not include investments related to addressing existing infrastructure deficits or operations/programming costs. However, it is worth noting that major infrastructure projects are not paid for upfront but paid for over time (e.g., 15 – 30 years) so the actual timeframe to pay for this infrastructure could extend beyond 2041.

It is also worth noting that additional funding will be needed to deliver necessary affordable housing for low- to moderate-income households in the region. Over the next 5 years alone, an estimated 29,250 to 54,500 affordable units will be needed, requiring between $10.1 to $19.3 billion in investment from all levels of government (e.g. grant or contribution funding, low-cost financing, policy changes, and local government contributions and incentives) to deliver the scale and affordability required[3].

[1] https://metrovancouver.org/services/regional-planning/Documents/regional-housing-needs-report.pdf
[2] Note: this value is in 2026 dollars and does not account for inflation
[3] Metro Vancouver (2025). Affordable Housing Gap Analysis. https://metrovancouver.org/services/regional-planning/Documents/affordable-housing-gap-analysis-discussion-paper.pdf

Table ES-1
Metro Vancouver Dwelling Unit Growth to 2041

Dwelling Type	Current Proportion of Overall Housing	Estimated Additional Dwelling Units to 2041	Average Cost per Dwelling Unit
Low Density	18%	101,878	$272,568
Medium Density	30%	171,136	$242,339
High Density	52%	297,763	$152,535
Total		**570,777**	

Key Findings

The analysis identifies several key themes that are critical to addressing the infrastructure funding challenge in the region:

- Approximately $114.77 billion is needed to build municipal, regional, and provincial infrastructure to support future growth;
- Growth and development require capital investments into the following infrastructure:

Province of British Columbia	Regional Agencies		Member Jurisdiction
	Metro Vancouver	TransLink	
Administration	Regional Administration/ Electoral Area and Operational Land Holdings	TransLink	Municipal/Administrative
Court Services	Regional Water		Water
Childcare	Regional Wastewater		Wastewater
Hospitals and Public Heatlh	Regional Soild Waste		Drainage/Stormwater
Long-Term Care	Regional Parks		Roads
Ambulance and Emergency Services			Public Works
Education			Fire
Provincial Transportation (Roads and Bridges)			Police
Hydro			Community Services
			Parks and Cemeteries
			Solid Waste

- Existing infrastructure deficits and operating expenditures would increase the total funding requirements beyond the estimates outlined in this analysis;
- Some costs included in the analysis do not scale directly with growth. For example, an increase in households may not result in a proportional need for additional administrative facility space due to economies of scale.
- Infrastructure responsibilities are shared across all levels of government, requiring coordinated funding solutions; and
- Long-term financial planning and asset management are essential to ensuring sustainable infrastructure delivery.

Observations and Reflections

Based on the analysis presented throughout the report, a number of strategic recommendations have been prepared and are summarized as follows:

Recommendation #1

Consideration should be given to exploring alternative revenue tools to support infrastructure funding. Given the limitations of existing local government revenue tools, reliance on property taxes and growth-related charges may not be sufficient to address the scale of investment required. Opportunities for new funding mechanisms may warrant further exploration and collaboration with provincial and federal governments.

Recommendation #2

Local governments should effectively utilize available growth-related financing tools, including DCCs, ACCs, CACs, and density bonusing provisions. Ensuring that these charges are regularly reviewed and updated to reflect updated construction costs and growth-related infrastructure needs is important for ensuring cost recovery and reducing the burden on taxpayers and ratepayers. Further analysis should be undertaken in concert with recommendation #3 to determine the long-term financial impact of constructing new infrastructure relative to the additional tax revenue generated from growth.

Recommendation #3

Metro Vancouver and local municipalities should continue to strengthen asset management policies and long-term financial planning to address current infrastructure and funding deficits and ensure they do not continue to grow. Stronger asset management policies may include the establishment of dedicated reserves to save for the long-term maintenance and ultimate replacement of the new assets. Comprehensive asset management planning and long-term financial planning assist local governments in identifying lifecycle costs, saving for asset repairs and replacements, prioritizing infrastructure investments, and mitigating the risk of future infrastructure deficits. Through other financial impact analyses and long-term financial planning studies undertaken by Watson, it has been observed that, especially with the increase in capital costs arising from COVID-19 (e.g. material and equipment price inflation, labour shortages, and higher post-pandemic interest rates), the additional tax and rate revenue generated from new development does not typically provide a net financial gain for local governments and in many cases, new development provides upward pressure on tax rates and water/wastewater rates. As part of the long-term financial planning processes, local governments can assess future anticipated tax and water/wastewater rate increases against affordability within their communities.

Recommendation #4

Efforts should be made to improve data consistency and reporting across all levels of government. Standardizing reporting for asset inventory, asset conditions, and infrastructure deficits could enhance future infrastructure funding analyses and help support informed decision-making at all levels of government.

Recommendation #5

At a high level, local government tools such as property taxes and development cost charges are primarily tied to land values, assessment growth, and development activity. While these tools can support servicing growth to some extent, there continues to be upward pressure on both DCCs and property taxes. The existing tax base is often relied upon to help finance new or expanded infrastructure.

By contrast, provincial and federal taxation tools, such as income taxes, sales taxes, and business taxes, generally grow more directly with population, economic activity, and consumption, and tend to scale as communities grow.

While the evaluation of taxation and funding tools was outside the scope of this project, one potential recommendation would be to identify the need for further study on this topic.

Such work could explore the range of available funding and taxation tools across levels of government, with a view to better understanding their respective strengths, limitations, and trade-offs, and how effectively they respond to population growth and associated infrastructure demand. This type of analysis could help inform future policy discussions regarding the most appropriate and sustainable funding approaches for growing communities.

Report

Chapter 1
Introduction and Study Overview

1. Introduction and Study Overview

1.1 Introduction

Watson & Associates Economists Ltd. (Watson) was retained by Metro Vancouver to undertake a high-level infrastructure demand and costing analysis. This work is intended to provide a high-level per dwelling unit cost estimate associated with the forecasted housing need in the region to 2041. The findings presented herein may be used in future analyses to support local government advocacy to senior levels of government around infrastructure funding support for the expected growth in the region.

The analysis includes a review across three levels of government, from the Province, regional agencies including Metro Vancouver and TransLink, and the member jurisdictions (municipalities and Treaty First Nation) within the region. The intent of this analysis is to capture all costs associated with infrastructure provided by several levels of government (Note, this analysis excludes federal-level infrastructure). Types of infrastructure are summarized in Section 2.3. Costs related to certain infrastructure may be funded through development cost charges (DCCs) or amenity cost charges (ACCs); however, certain infrastructure costs are ineligible for funding from these revenue tools (e.g., City Halls). The financing tools available to the various levels of government are summarized in Table 1-1.

1.2 Study Process and Approach

The overall study process was completed in three phases. The first phase consisted of a current state analysis of the existing capital infrastructure investments across the local, regional, and provincial levels. This review provided an overview of current infrastructure levels. The second phase assumed current standards with respect to infrastructure would continue and applied them to the anticipated housing need to 2041. The third phase involved a qualitative review of the impact of existing infrastructure deficits. A summary schematic is provided in Figure 1-1. A subsequent discussion on growth-related financing tools is provided in Section 4 of this report.

The first phase was completed by developing a survey and distributing it to the member jurisdictions, which requested information on existing assets on a service-by-service basis (e.g., total length of watermains, number of facilities/floor area of facilities, etc.).

Information on existing asset management plans or other documents that address asset management needs were also requested through the survey. In addition, any information on recent investments which would be indicative of current infrastructure costs was also requested, as well as information on existing infrastructure deficits in the local governments. A sample of the distributed survey is provided below in Figure 1-2.

Table 1-1
Summary of Government Revenue Generation and Financing Tools

Financing Tools	Federal	Provincial (BC)	Metro Vancouver	TransLink	Local Governments
Property Tax		✓ (Education)	✓	✓	✓
Personal Income Tax	✓	✓			
Corporate Income Tax	✓	✓			
Sales Tax (GST / PST)	✓ (GST)	✓ (PST)			
Municipal and Regional District Tax (MRDT)			✓		✓
Excise / Fuel / Carbon Taxes	✓	✓		✓	
Development Cost Charges (DCCs)			✓	✓	✓
Area Cost Charges (ACCs)					✓
Community Amenity Contributions (CACs)					✓
Density Bonusing / Amenity Zoning					✓
Subdivision Servicing Requirements					✓
User Fees	✓	✓	✓	✓	✓
Utility Rates (Water, Sewer, Solid Waste)			✓		✓
Licences & Regulatory Fees	✓	✓	✓		✓
Provincial Grants			✓	✓	✓
Federal Grants		✓	✓	✓	✓
Gas Tax / Canada Community Building Fund		✓	✓		✓
Debt Issuance	✓	✓	✓	✓	✓
Public–Private Partnerships (P3s)	✓	✓	✓	✓	✓
Land Sales / Leasing Revenue	✓	✓	✓	✓	✓
Investment Income / Reserves	✓	✓	✓	✓	✓

Figure 1-1
Summary of Study Approach

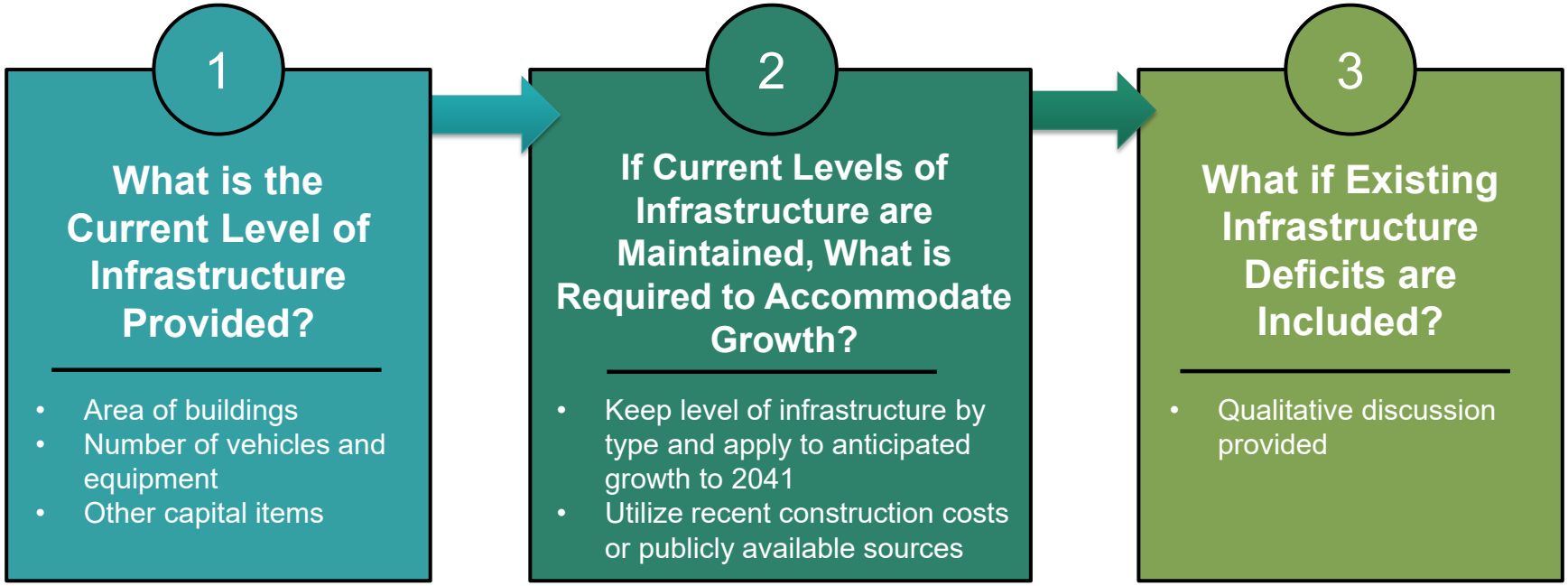
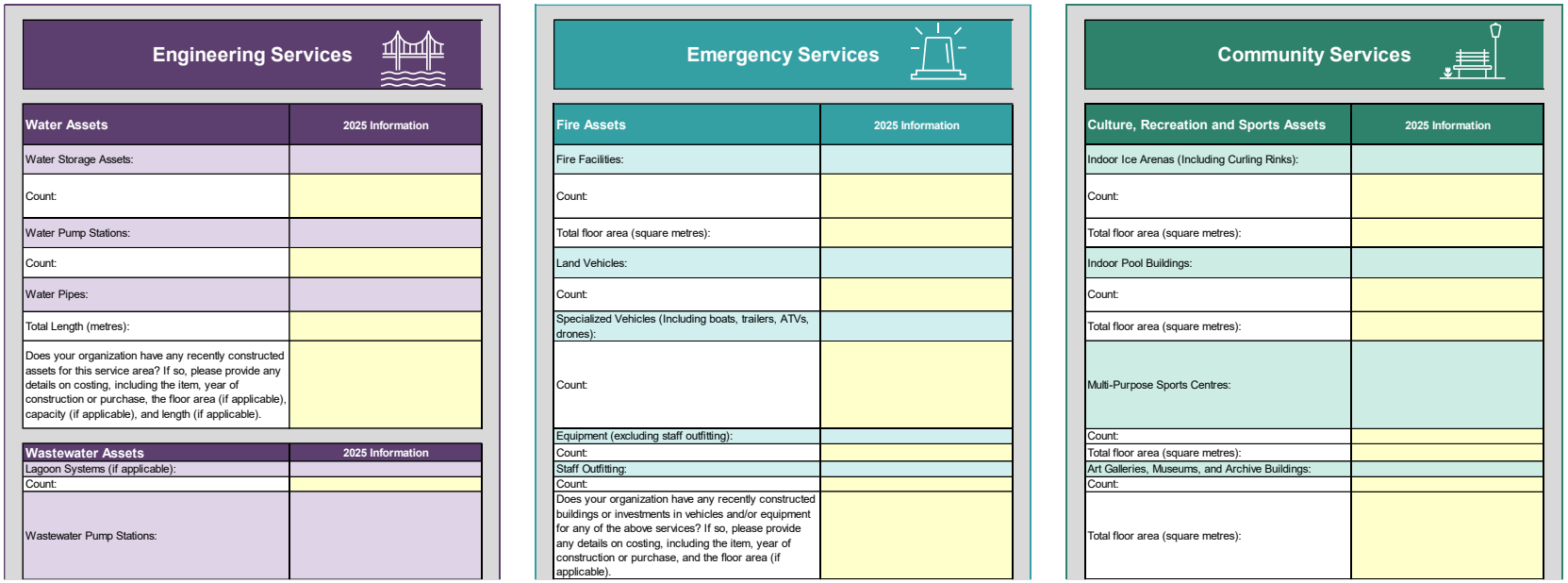


Figure 1-2
Sample of Distributed Survey



Engineering Services

Water Assets	2025 Information
Water Storage Assets:	
Count:	
Water Pump Stations:	
Count:	
Water Pipes:	
Total Length (metres):	
Does your organization have any recently constructed assets for this service area? If so, please provide any details on costing, including the item, year of construction or purchase, the floor area (if applicable), capacity (if applicable), and length (if applicable).	

Wastewater Assets	2025 Information
Lagoon Systems (if applicable):	
Count:	
Wastewater Pump Stations:	

Emergency Services

Fire Assets	2025 Information
Fire Facilities:	
Count:	
Total floor area (square metres):	
Land Vehicles:	
Count:	
Specialized Vehicles (Including boats, trailers, ATVs, drones):	
Count:	
Equipment (excluding staff outfitting):	
Count:	
Staff Outfitting:	
Count:	
Does your organization have any recently constructed buildings or investments in vehicles and/or equipment for any of the above services? If so, please provide any details on costing, including the item, year of construction or purchase, and the floor area (if applicable).	

Community Services

Culture, Recreation and Sports Assets	2025 Information
Indoor Ice Arenas (Including Curling Rinks):	
Count:	
Total floor area (square metres):	
Indoor Pool Buildings:	
Count:	
Total floor area (square metres):	
Multi-Purpose Sports Centres:	
Count:	
Total floor area (square metres):	
Art Galleries, Museums, and Archive Buildings:	
Count:	
Total floor area (square metres):	

Note, the above provides a small snippet of the full survey. The full survey included all infrastructure provided by Metro Vancouver and the member jurisdictions (Appendix A).

With respect to Provincial infrastructure and TransLink, publicly available information on funding levels and existing assets was reviewed and included in the analysis.

The analysis is highly dependent on receiving accurate and fulsome responses to the distributed surveys from member jurisdictions. Where data were incomplete or missing, assumptions were made to fill the gaps. Further discussion on the assumptions utilized is provided in Sections 2 and 3 of this report.

1.3 Study Limitations

The following analysis is intended to provide a high-level per dwelling unit cost estimate associated with the forecasted housing need in the region to 2041. Therefore, the analysis has a number of limitations, exclusions, and assumptions, including:

- The assumption that current infrastructure levels/targets will be maintained into the future.
- The assumption that the current provincial infrastructure levels provided in Metro Vancouver are consistent across the province.
- Where data was unavailable (e.g., for a municipality), assumptions were made based on populations and per capita averages from other municipalities. Data was provided for municipalities covering approximately 79% of the total population in the region.
- Data was provided from a variety of sources including insured value, assessed value, or capital estimates based on recent comparable construction. Asset valuation data may also be dated. Therefore, some values listed may not reflect the true cost of replacing an asset and underestimate the total overall replacement cost.
- The ‘replacement cost’ methodology does not account for additional costs facing new infrastructure such as new regulatory requirements (e.g. new wastewater treatment or seismic requirements) or cost inflation (e.g., from labour or land shortages, construction cost escalation) which can significantly increase the cost of new infrastructure.

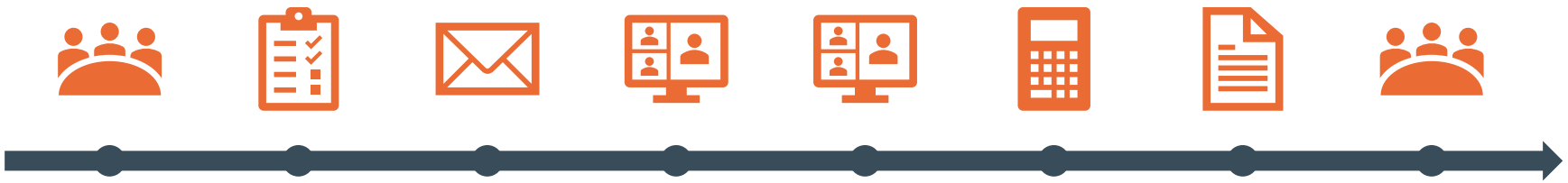
- The ‘replacement cost’ methodology is used where a consistent, scalable estimate is needed across jurisdictions with differing capital planning details, scope, and timing. The results are not intended to support detailed infrastructure planning but rather provide an approximate and standardized per-unit metric. While simplified, it is a common approach used by similar studies to produce an order-of-magnitude estimate suitable for advocacy discussions.
- The analysis does not include:
    - Costs for the current infrastructure deficit (e.g., infrastructure in poor condition or lacking sufficient capacity – includes not meeting infrastructure levels for areas with clear targets per capita like childcare or parks);
    - Lifecycle (asset replacement) costs;
    - Operations, staffing, or programming costs;
    - Municipal capital grants for various areas such as affordable housing, sustainable initiatives, childcare, recreation, heritage, etc.;
    - Additional infrastructure costs outside of the specific categories mentioned in this report (e.g., public health clinics, public and non-profit housing and homeless shelters);
    - Major capital projects that do not currently have a publicly available budget (e.g., UBCx Skytrain);
    - Local government solid waste infrastructure (e.g. transfer stations);
    - Land value for regional parks;
    - Flood protection infrastructure: dykes, levees, etc.; and
    - Municipal energy facilities, including district energy facilities and local utilities.

As a result, the cost estimate for future infrastructure is limited to the anticipated capital costs required for certain services. The costs to fully support the long-term provision of infrastructure for complete communities are therefore not identified in this analysis.

1.4 Study Timelines

The study process commenced with an initial meeting with the Regional Planning Advisory Committee, followed by distributing a survey to Metro Vancouver's 22 member jurisdictions (excluding Electoral Area A as this was covered through Metro Vancouver's response). While awaiting responses from member jurisdictions, Watson met with members of the provincial government and conducted a desktop review of infrastructure levels provided by the provincial government. After receiving responses from the member jurisdiction survey, the analysis was undertaken, resulting in a draft report. The draft report was provided to Metro Vancouver staff for review and was later finalized for consideration of the Board. The study timelines are summarized in Figure 1-3 below.

Figure 1-3
Study Timelines



Regional Planning Advisory Committee Meeting	October 2025
Survey Distribution	October 2025
Survey Responses	November 2025 to February 2026
Meeting with Provincial Representatives – Local Government Infrastructure and Finance	February 2026
Meeting with Provincial Representatives – Capital Planning and Policy, and Ministry of Transportation and Transit	February 2026
Analysis and Calculations	November 2025 to March 2026
Draft and Final Report	March 2026 to April 2026
Board Consideration	Q2 2026

Chapter 2
Current State

2. Current State

2.1 Overview of Current State

This section of the report provides a summary of the current state of infrastructure in the region. A survey was provided to Metro Vancouver and member jurisdictions to estimate the quantity and value of infrastructure currently in place which provides services to the community. It is noted that not all local governments were able to respond to the survey within the requested timeframe. As such, assumptions have been made to fill information gaps. These assumptions are discussed further throughout this section.

The result of the analysis in this section is an estimated summary of the amount of infrastructure and the estimated replacement cost by jurisdiction, by service, and provided on a per dwelling unit basis. These values will be utilized in Section 3 to estimate the future capital costs required to accommodate growth and development in the region.

2.2 Current Populations

Based on data from Statistics Canada, the population of British Columbia (B.C.) in 2024 was 5,698,430, with Metro Vancouver accounting for approximately 55% of the Province's total population at 3,124,079. Within Metro Vancouver, there are 23 member jurisdictions, including 21 municipalities, 1 electoral area, and 1 treaty First Nation, as well as 9 additional local First Nations. Table 2-1 below summarizes the 2024 population in each jurisdiction.

Table 2-1
Current (2024) Population Summary

Local Government	2024 Population
British Columbia	**5,698,430**
Metro Vancouver	**3,124,079**
City of Vancouver	757,849
City of Surrey	700,602
City of Burnaby	298,986
City of Richmond	242,966
City of Coquitlam	174,248
Township of Langley	162,926
City of Delta	125,175
City of Maple Ridge	106,489
District of North Vancouver	102,284
City of New Westminster	92,433

Local Government	2024 Population
City of Port Coquitlam	69,371
City of North Vancouver	67,980
District of West Vancouver	52,280
City of Port Moody	38,942
City of Langley	35,316
Electoral Area A	35,124
City of White Rock	25,129
City of Pitt Meadows	21,692
Bowen Island Municipality	4,677
Tsawwassen First Nation	4,869
Village of Anmore	2,568
Village of Lions Bay	1,468
Village of Belcarra	704

Note: As per Metro Vancouver Growth Projections, municipal totals, with exception of scəẇ aθən məsteyəxʷ (Tsawwassen First Nation), include the estimates of Indian Reserves located within the respective municipal boundary.

2.3 Current Infrastructure

Each level of government provides various types of infrastructure to the local community. Table 2-2 below outlines the infrastructure provided by each level of government that was included in the analysis. Note, this analysis only reviews infrastructure such as facilities, vehicles, and equipment, and excludes day-to-day and long-term operating expenditures.

The information used as part of this analysis was obtained from surveys that were distributed to Metro Vancouver as well as each of the member jurisdictions, except for Electoral Area A, as Metro Vancouver acts as the local government for this area. The survey includes questions on asset count, facility area, and cost examples for the infrastructure provided by each level of government. A sample of the distributed survey is provided in Appendix A.

Table 2-2
Summary of Infrastructure Provided by Each Level of Government

Province of British Columbia	Regional Agencies		Member Jurisdiction
	Metro Vancouver	TransLink	
Administration	Regional Administration/ Electoral Area and Operational Land Holdings	TransLink	Municipal/Administrative
Court Services	Regional Water		Water
Childcare	Regional Wastewater		Wastewater
Hospitals and Public Heatlh	Regional Soild Waste		Drainage/Stormwater
Long-Term Care	Regional Parks		Roads
Ambulance and Emergency Services			Public Works
Education			Fire
Provincial Transportation (Roads and Bridges)			Police
Hydro			Community Services
			Parks and Cemeteries
			Solid Waste

2.3.1 Survey Respondents and Represented Population

Surveys were distributed to 22 of the member jurisdictions, Metro Vancouver, TransLink, and the Province. A total of 11 member jurisdictions completed the survey, representing approximately 79% of the total population in Metro Vancouver. Additionally, Metro Vancouver, TransLink, and the province also provided responses.

2.3.2 Current Infrastructure Service Levels

2.3.2.1 Province of British Columbia

The Province of British Columbia provides infrastructure related to administration, court services, child-care, hospitals and public health, long-term care, ambulances and emergency response, education (kindergarten, elementary, secondary, and post-secondary), provincial transportation, and hydro. The various infrastructure levels were evaluated based on a survey completed by the Province and publicly available

information. The total cost per dwelling for provincial infrastructure is summarized in Table 2-3 and the details by service are provided below.

2.3.2.1.1 Education

Kindergarten to Grade 12

Based on the information provided by the Province, British Columbia has an existing inventory of 570 schools from kindergarten to grade 12 within Metro Vancouver, with a total floor area of approximately 3.10 million sq.m. The estimated replacement cost of these schools totals approximately $9.88 billion. Based on this, the estimated cost per dwelling unit is approximately $7,943 for kindergarten to grade 12 schools.

The Province also has 35 administrative buildings and 79 school buses within Metro Vancouver, with total replacement values of approximately $316.60 million and $16.40 million, respectively. The estimated costs per dwelling are approximately $255 and $13, respectively.

Post-Secondary

Based on responses received on the Provincial survey, there are approximately 623 facilities with a total area of approximately 2.87 million sq.m at the post-secondary education level within Metro Vancouver. The estimated replacement value of post-secondary facilities is approximately $15.85 billion. Based on this, the estimated cost per dwelling unit is approximately $12,748 for post-secondary schools.

The total cost per dwelling unit for education institutions of all levels across the province is approximately $20,958.

2.3.2.1.2 Hydro

B.C. Hydro currently serves approximately 5.00 million people, or 2.02 million residential customer accounts, and 232,100 non-residential accounts. The average annual household usage is 10,000 kWh. B.C. Hydro has an existing inventory of 33 hydro plants, 132 independent power producer projects, 60,650 km of distribution lines, 20,233 km of transmission lines, and 300 substations[1].

[1]https://www.bchydro.com/content/dam/BCHydro/customer-portal/documents/corporate/accountability-reports/financial-reports/annual-reports/2024-2025-bc-hydro-quick-facts.pdf

The 10-year capital plan identifies $36.00 billion worth of future capital projects from 2025 to 2034. The 10-year capital plan supports an additional 380,000 new households, as well as existing households[1].

The capital plan can be further broken down into the following categories:

- Existing Assets (to ensure they can handle the expansion and continue to serve future generations): $21.00 billion
- New electrification and greenhouse gas reduction efforts: $10.00 billion
- To support new customer connections, particularly in high-growth areas: $5.00 billion

Based on the 380,000 additional households supported, the new household growth is approximately 16% of the existing households served. To calculate the growth-related capital costs, 16% of capital costs from the existing assets category, 16% of capital costs from the new electrification and greenhouse gas reduction efforts category, and 100% of costs from the new customer connections category were summed for a total of approximately $9.90 billion in growth-related costs. This translates to a cost per dwelling unit of approximately $19,218.

2.3.2.1.3 Hospitals and Public Health

According to the Provincial survey response, the Province has an existing supply of 239 hospital and other health services facilities with a total floor area of approximately 2.43 million sq.m within Metro Vancouver. The estimated replacement value of these facilities is approximately $21.14 billion. Based on this, the estimated cost per dwelling unit is approximately $16,997 for hospitals and all other public health facilities.

2.3.2.1.4 Provincial Transportation (Roads and Bridges)

The Province of B.C. owns and maintains approximately 47,000 km of roadways and 3,000 bridges[2]. Of these, approximately 953 bridges and 982 km of roadway exist within Metro Vancouver[3].

Based on recent cost examples from Metro Vancouver member jurisdictions and their asset management plans, the cost per km used in this analysis is approximately $5.00

[1] https://www.bchydro.com/content/dam/BCHydro/customer-portal/documents/corporate/capital-plan/capital-plan-2024.pdf
[2] https://www.bcbudget.gov.bc.ca/2025/pdf/2025_budget_and_fiscal_plan.pdf
[3] Province of British Columbia Transportation – Highway Division

million for provincial roadways and $3.54 million for provincial bridges, based on the wider right-of-way of Provincial roads compared to local roads. This ultimately translates to a cost per dwelling unit of $3,552 for provincial roadways and $2,715 per dwelling unit for provincial bridges. Based on this, the total replacement cost of provincial roadways and bridges within Metro Vancouver is approximately $14.2 billion.

It is noted that the Province is also undertaking the following TransLink capital projects:

- Surrey-Langley SkyTrain; and
- Broadway extension.

These projects would not fall under the roads or bridges detailed above, but would provide additional costs per dwelling unit for future growth and existing households. While these costs do not represent existing infrastructure with a replacement cost, construction is actively underway, so these projects have been included. The estimated costs of the above two projects are approximately $5.996 billion[1] and $2.83 billion[2], respectively. Based on these projects, the additional cost per dwelling unit would be $4,866.

The total cost per dwelling unit for future growth for all provincial transportation infrastructure is approximately $11,133.

2.3.2.1.5 Childcare

Based on the Design Guidelines for childcare centres in B.C., the average area per child is approximately 4.62 sq.m[3]. The Federal Government has set a target of 5.9 childcare spaces per 10 non-school aged children (0.59 spaces per child)[4]. The Altus Construction Cost Guide incorporates childcare facilities in the Municipal Office Buildings category. As such, the average cost of Municipal Office Buildings in the Vancouver region was used. Based on the above, the province's cost per dwelling unit for childcare is approximately $4,439. Note, the above excludes costs for outdoor play areas which are required.

[1] https://surreylangleyskytrain.gov.bc.ca/project-overview/
[2] https://www.infrastructurebc.com/project/broadway-subway-project/
[3] https://www2.gov.bc.ca/assets/gov/family-and-social-supports/child-care/info-partners-prov/childcarebc_design_guidelines.pdf
[4] https://www.policyalternatives.ca/news-research/cash-cow-assessing-child-care-space-creation-progress/#:~:text=Child%20care%20deserts%20remain,by%20roughly%2015%20percentage%20points.

2.3.2.1.6 Long-Term Care

According to the Provincial survey response, the Province has an existing supply of 128 long-term care facilities with a total floor area of approximately 640,450 sq.m within Metro Vancouver. The estimated replacement value of these facilities is approximately $5.01 billion. Based on this, the estimated cost per dwelling unit for long-term care facilities is approximately $4,026.

2.3.2.1.7 Administration

The Province owns and leases approximately 1,040 buildings in 140 communities across the province[1]. The purpose of these buildings is to deliver programs to residents or to serve as a headquarters for administrative functions. The total square metres of building space are approximately 1.32 million sq.m with a total replacement value of approximately $6.97 billion based on the 2025 Altus Construction Cost guide for the average cost of Municipal Office Buildings in the Vancouver region. Based on the province's existing population, the total building space provided per dwelling unit is approximately 0.58251 sq.m, which equates to a replacement cost of $3,072 per dwelling unit.

2.3.2.1.8 Court Services

According to the provincial survey, the Province operates 10 court locations within Metro Vancouver. The total building area is approximately 168,602 sq.m with a total replacement value of approximately $1.56 billion. Based on the existing population of Metro Vancouver, the total building space provided per dwelling unit is approximately 0.13559 sq m, at a cost of $1,251 per dwelling unit.

2.3.2.1.9 Ambulances and Emergency Services

The province has an existing supply of 658 ground ambulances, 15 air ambulances, 273 non-transport support vehicles[2], and 44 facilities (facilities are located within Metro Vancouver) with an estimated area of 9,745 sq.m (based on information provided in the provincial survey).

[1] https://catalogue.data.gov.bc.ca/dataset/bc-government-owned-and-leased-properties
[2] https://news.gov.bc.ca/releases/2024HLTH0066-000754

The following cost assumptions were made for each asset type based on various sources:

- Ground Ambulance: $295,882 (source: Grey County, ON[1])
- Air Ambulance: $13,000,000 (source: Edmonton, AB[2])
- Non-Transport Support Vehicles: $65,000 (source: Cost based on MSRP from Ford.ca)
- Sq.m of Facilities: $5,282 (source: provincial survey response)

The total costs and assets per dwelling unit for each asset type are summarized below:

- Ground Ambulances: $194.69 million (0.00029 ground ambulances per dwelling)
- Air Ambulances: $195.00 million (0.00001 air ambulances per dwelling)
- Non-Transport Support Vehicles: $17.75 million (0.00012 vehicles per dwelling)
- Facilities: $51.48 million (0.00784 sq.m per dwelling)

Based on the above, the total cost per dwelling unit for ambulance services is approximately $221, broken down as follows:

- Ground Ambulances: $85.83 per dwelling unit
- Air Ambulances: $85.97 per dwelling unit
- Non-Transport Support Vehicles: $7.82 per dwelling unit
- Facilities: $41.40 per dwelling unit

2.3.2.1.10 Summary of Provincial Infrastructure

Based on the infrastructure provided by the province, the total cost of infrastructure is approximately $81,317 per dwelling unit. Table 2-3 below provides a summary of the infrastructure type, quantity and quality per dwelling unit, as well as the cost per dwelling unit for each service, where applicable.

[1] https://pub-grey.escribemeetings.com/filestream.ashx
[2] https://stars.ca/news-releases/stars-celebrates-renewed-fleet-by-welcoming-cutting-edge-helicopter-to-edmonton/?utm_source=chatgpt.com

Table 2-3
Current Infrastructure Service Levels in the Metro Vancouver Region – Province of British Columbia

Service Category	Sub-Component	Estimated Total Replacement Cost	Units of Measure	Cost (per Unit of Measure)	Quantity (per dwelling)	Cost (per dwelling)
Education	Administrative Buildings	$577,490,000	sq.m. of building area	$3,186	0.07990 sq.m. of building area	$254.60
	Buses	$29,910,000	no. of buses	$207,595	0.00006 no. of busses	$13.19
	Kindergarten to Grade 12	$18,015,810,000	sq.m. of building area	$3,198	2.48344 sq.m. of building area	$7,942.73
	Post-Secondary	$28,914,420,000	sq.m. of building area	$5,527	2.30652 sq.m. of building area	$12,747.65
Hydro		$43,590,970,000		n/a	n/a	$19,218.18
Hospitals and Public Health	Hospitals and Public Health	$38,553,540,000	sq.m. of building area	$8,695	1.95481 sq.m. of building area	$16,997.30
Provincial Transportation (Roads and Bridges)	Roads	$8,057,450,000	km of roadway	$4,497,887	0.00079 km of roadway	$3,552.33
	Bridges	$6,157,790,000	No. of bridge	$3,542,412	0.00077 No. of bridge	$2,714.82
	TransLink Identified Future Capital			n/a	n/a	$4,866.20
Childcare	Childcare	$10,068,240,000	sq.m. of building area	$5,274	0.84160 sq.m. of building area	$4,438.84
Long-Term Care	Long-Term Care	$9,131,850,000	sq.m. of building area	$7,817	0.51503 sq.m. of building area	$4,026.01
Administration	Administration	$6,968,710,000	sq.m. of building area	$5,274	0.58251 sq.m. of building area	$3,072.33
Court Services	Court Services	$2,838,560,000	sq.m. of building area	$9,230	0.13559 sq.m. of building area	$1,251.45
Ambulance and Emergency Services	Ground Ambulances	$194,690,000	No. of vehicles	$295,882	0.00029 No. of vehicles	$85.83
	Air Ambulances	$195,000,000	No. of vehicles	$13,000,000	0.00001 No. of vehicles	$85.97
	Non-Transport Support Vehicles	$17,750,000	No. of vehicles	$65,000	0.00012 No. of vehicles	$7.82
	Facilities	$93,890,000	sq.m of building area	$5,282	0.00784 sq.m of building area	$41.40
Total		**$173,406,070,000**				**$81,316.66**

2.3.2.2 Regional-Level Infrastructure

2.3.2.2.1 Metro Vancouver Infrastructure

Metro Vancouver provides infrastructure related to regional water treatment and supply, wastewater collection and treatment, solid waste, administration/operations, and regional parks. The total population of Metro Vancouver was estimated to be 3,124,079 in 2024.

The various service levels were evaluated based on a survey provided to Metro Vancouver. The total estimated value of existing assets is $31.95 billion. The estimated quantity and replacement cost of the existing assets were utilized to estimate the quantity per dwelling unit and the cost per dwelling unit. Further detail is provided in Table 2-4 below.

The evaluation of the cost per dwelling unit associated with the current level of service has been calculated by assessing the replacement cost of each asset category and the quantity of assets per dwelling unit. The analysis is summarized for the various types of infrastructure as follows:

- The total cost per dwelling unit for regional wastewater infrastructure is approximately $16,002[1].
- The total cost per dwelling unit for regional water infrastructure is approximately $8,536[2].
- The total cost per dwelling unit for regional solid waste is approximately $680[3].
- The total cost per dwelling unit for regional parks is approximately $250[4].
- For Administrative infrastructure (e.g., administrative and operational buildings, vehicles, equipment), the total cost per dwelling unit is approximately $223[5].

[1] Asset values are based on data from a variety of sources. Cost data is based on available information which reflects a like-for-like (in-kind) replacement
[2] Asset values based off the 2022 Water Services State of Assets Report conducted in 2021; currently being updated for release in 2027
[3] Asset values based on insured value, may not reflect actual replacement cost
[4] Asset values based off the 2021 Regional Parks State of Assets report conducted in 2020; current asset management valuation work is underway. This does not include the land value of undeveloped regional parkland.
[5] Asset values for buildings based on BC Assessment data; may not reflect actual replacement cost.

2.3.2.2.2 TransLink

TransLink's purpose is to provide a regional transportation system that moves people and goods, and supports the regional growth strategy, provincial and regional environmental and emission reduction objectives, and the economic development of the transportation service region. TransLink is responsible for planning, constructing and maintaining capital assets, infrastructure, facilities, and property required for the regional transportation system including: rail rapid transit guideways, stations, and storage, maintenance, and operations facilities for fleets of passenger ferries, buses, and trains; TransLink owned roads and bridges; walking and cycling infrastructure near transit; and technology assets.

TransLink currently levies DCCs on new development across the region, although they only cover a small amount of growth-related transportation infrastructure costs. The remainder of funding comes from provincial and federal contributions, regional taxes, borrowing, and other revenues. TransLink has published a 10-year investment plan, which identifies approximately $7.8 billion in tangible capital assets in 2025, growing to $12.5 billion in 2034. TransLink has committed to over $12 billion in capital expenditures between 2025-2034, most of which is to deliver service improvements for existing regional population and maintain and upgrade existing assets[1].

Based on the existing level of infrastructure provided by TransLink as of 2025, the cost per dwelling unit is approximately $6,224, which, when applied to future growth, translates to a cost of growth of approximately $3.55 billion.

TransLink has also identified $28.4 billion in unfunded capital projects in the *Access for Everyone* plan to address future growth needs and increase existing service levels, representing priorities over the next 10-15 years from the Regional Transportation Strategy, *Transport 2050*[2].

After factoring in the incremental $24.85 billion identified through this plan, this translates to a cost of growth of $19,924 per new dwelling unit.

[1] https://www.translink.ca/-/media/translink/documents/plans-and-projects/ten-year-investment-plan/public-consultation/2025-investment-plan.pdf
[2] translink.ca/-/media/translink/documents/plans-and-projects/regional-transportation-strategy/transport-2050/technical-documents/transport-2050-10-year-priorities-high-level-cost-estimates-2.pdf. Note: this does not include the UBCx Skytrain project being led by the Province as the cost estimate is not currently available.

2.3.2.2.3 Total Cost per Dwelling for Regional-Level Infrastructure (Metro Vancouver and TransLink)

Based on the quantity of assets, the replacement costs of infrastructure currently utilized to provide regional-level infrastructure, and the future capital identified, the total cost of infrastructure is approximately $45,614 per dwelling unit, with $25,690 the responsibility of Metro Vancouver and $19,924 the responsibility of TransLink.

Table 2-4 below provides a summary of the infrastructure type, total replacement cost, quantity and quality per dwelling unit, as well as the cost per dwelling unit for each service, where applicable.

Table 2-4
Current Infrastructure Service Levels – Regional-Level Agencies

Infrastructure Category	Total Replacement Cost	Cost (per dwelling)
Metro Vancouver		
Regional Wastewater	$19,898,810,000	$16,001.74
Regional Water	$10,614,300,000	$8,535.55
Regional Solid Waste	$845,090,000	$679.58
Regional Parks	$311,200,000	$250.25
Regional Administrative/Operations	$277,306,000	$223.00
Metro Vancouver Total	**$31,946,706,000**	**$25,690.12**
TransLink		
Existing Infrastructure Service Level	$7,739,900,000	$6,224.21
Identified Future Capital*	$24,847,360,000	$13,699.56
TransLink Total**	**$7,739,900,000**	**$19,923.77**
Regional Agencies Total	**$39,686,606,000**	**$45,613.89**

* $7.74 billion represents the replacement cost of existing TransLink infrastructure, on a per dwelling unit basis. Future needs would be $3.55 billion to maintain the existing level of service. The $24.85 billion represents future capital costs identified in the Access for Everyone Plan incremental to the existing level of service. The per-dwelling-unit cost for identified future capital is calculated based on existing and anticipated growth in dwelling units.
** TransLink total replacement cost includes only the existing service level infrastructure total, as the identified future capital represents future increases in the level of service. TransLink's total cost per dwelling includes existing and future anticipated levels of service increases.

2.3.2.3 Member Jurisdictions

2.3.2.3.1 Local Infrastructure

The member jurisdictions currently provide infrastructure related to water, wastewater, drainage/stormwater, fire, police, community services, parks and cemeteries, and administration[1]. The population of the member jurisdictions within Metro Vancouver was noted in Section 2.2. Note that the analysis herein estimates the total replacement cost and total costs per dwelling unit for all member jurisdictions. While the investment per dwelling unit may vary between each individual jurisdiction, the following analysis provides for an average across the region.

The various types of infrastructure were evaluated based on the survey provided to the member jurisdictions. Not all member jurisdictions were able to respond to the survey in the requested timeframe. As such, assumptions were utilized to impute the data for those Member jurisdictions. Further details on these assumptions are provided in the following subsection.

The evaluation of the cost per dwelling unit associated with the current level of infrastructure has been calculated by assessing the replacement cost of each asset category and the quantity of assets per dwelling unit. The analysis is summarized for the various infrastructure types as follows:

- With respect to roads and public works infrastructure, the total cost per dwelling unit is approximately $23,095 and $1,652, respectively, which provides for roads, bridges/tunnels, active transportation, public works facilities, vehicles and equipment.
- Community services provide for arenas, pools, sport centres, library-related facilities and equipment, theatres, museums, community centres, and cultural facilities (public art galleries, museums, archive buildings, performing arts theatres, Indigenous cultural facilities, etc.). The total cost per dwelling unit for community services is approximately $12,357.
- The total cost per dwelling unit for water and wastewater infrastructure is approximately $10,917 and $8,784, respectively. This infrastructure includes storage tanks, pump/lift stations, and linear assets (pipes).

[1] Note: Some member jurisdictions also own and maintain solid waste infrastructure. Two member jurisdictions noted in their survey responses that they each own and maintain one (1) transfer station. Transfer stations have been excluded from the analysis due to limited data availability. This has been noted in Section 1.3: study limitations.

- Infrastructure related to drainage/stormwater provide for pump stations, ponds, culverts, as well as linear assets (pipes). The total cost per dwelling unit for the drainage/stormwater service is approximately $9,102.
- With respect to parks and cemetery infrastructure, the total cost per dwelling unit is approximately $3,910, which provides for cemetery facilities, vehicles and equipment, and the land value of local parks, trails, and outdoor areas, park amenities, and park maintenance vehicles.
- For fire and police infrastructure, the total cost per dwelling unit for providing related facilities, vehicles, specialized vehicles and equipment is approximately $1,607 and $1,338, respectively.
- For administrative and animal control infrastructure, the total cost per dwelling unit is approximately $1,390. This includes administrative buildings, parking lots, and vehicles as well as animal control buildings, vehicles and equipment.

Based on the array of infrastructure provided by member jurisdictions, the total cost is approximately $74,151 per dwelling unit.

Table 2-5 below provides a summary of the quantity and quality per dwelling unit, as well as the cost per dwelling unit for each type of infrastructure.

Table 2-5
Current Infrastructure – Average of all Metro Vancouver Member Jurisdictions, adjusted by population

Service Category	Sub-Component	Estimated Total Replacement Cost*	Unit of Measure	Cost (per Unit of Measure)	Quantity (per dwelling)	Cost (per dwelling)
Roads	Roads	$25,092,690,000	km of roadway	$2,248,943.66	0.00907 km of roadway	$20,408.29
	Bridge	$647,370,000	No. of bridges	$1,771,205.81	0.00030 No. of bridges	$526.52
	Active Transportation Roads	$2,655,840,000	km of active transportation	$321,877.80	0.00671 km of active transportation	$2,160.03
Roads	**Sub-total**	**$28,395,900,000**			**Sub-total**	**$23,094.84**
Community - Recreation	Indoor Ice Arena	$790,660,000	sq.m of building area	$4,103.23	0.15672 sq.m of building area	$643.05
	Indoor Pool Building	$923,290,000	sq.m of building area	$11,477.23	0.06543 sq.m of building area	$750.92
	Multi-Purpose Sport Centre	$2,031,310,000	sq.m of building area	$5,797.05	0.28499 sq.m of building area	$1,652.10
Community - Library	Library Facility	$845,760,000	sq.m of building area	$6,754.35	0.10184 sq.m of building area	$687.87
	Library Vehicle	$1,470,000	No. of vehicles	$70,000.00	0.00002 No. of vehicles	$1.19
	Library Material	$239,440,000	No. of items	$35.67	5.45996 No. of items	$194.74
Community - Art and Culture	Performing Arts Theatre	$6,982,630,000	sq.m of building area	$11,517.37	0.49309 sq.m of building area	$5,679.09
	Art Gallery, Museum, and Archive Building	$702,080,000	sq.m of building area	$6,024.02	0.09479 sq.m of building area	$571.01
	Indigenous Culture Facility	$7,350,000	sq.m of building area	$6,024.02	0.00099 sq.m of building area	$5.97
	Community Centre	$2,669,310,000	sq.m of building area	$9,700.81	0.22379 sq.m of building area	$2,170.99
	Other Art and Culture Facility	$0	sq.m of building area	$0.00	0.13572 sq.m of building area	$0.00
Community	**Sub-total**	**$15,193,300,000**			**Sub-total**	**$12,356.94**
Water	Water Storage	$0	No. of tank	$0.00	0.00021 No. of tank	$0.00
	Water Pump Station	$429,840,000	No. of stations	$2,360,573.07	0.00015 No. of stations	$349.59
	Water Linear Asset	$12,993,150,000	metre of linear pipe	$1,469.98	7.18890 metre of linear pipe	$10,567.54
Water	**Sub-total**	**$13,422,990,000**			**Sub-total**	**$10,917.13**
Drainage/Stormwater	Drainage Pump Station	$1,092,030,000	No. of stations	$8,691,254.22	0.00010 No. of station	$888.16
	Drainage Pond	$573,790,000	No. of ponds	$875,576.92	0.00053 No. of pond	$466.68
	Drainage Facility	$760,660,000	No. of ponds	$875,576.92	0.00071 sq.m. of building area	$618.66
	Culvert (per m)	$1,933,770,000	metre of linear culvert	$43,620.73	0.03606 metre of linear culvert	$1,572.77
	Drainage Linear Asset	$6,830,860,000	metre of linear culvert	$835.98	6.64569 metre of linear culvert	$5,555.65
Drainage	**Sub-total**	**$11,191,110,000**			**Sub-total**	**$9,101.92**
Wastewater	Lagoon System	$0	No. of lagoon systems	$0.00	#DIV/0! No. of lagoon systems	$0.00
	Wastewater Pump/Lift Station	$480,410,000	No. of stations	$1,131,178.34	0.00035 No. of stations	$390.73
	Wastewater Storage Tank	$0	No. of tank	$0.00	#DIV/0! No. of tank	$0.00
	Wastewater Linear Asset	$10,319,480,000	metre of linear pipe	$1,317.27	6.37151 metre of linear pipe	$8,393.00
Wastewater	**Sub-total**	**$10,799,890,000**			**Sub-total**	**$8,783.72**

Table 2-5 (Continued)
Current Infrastructure Service Levels – Average of all Metro Vancouver Member Jurisdictions, adjusted by population

Service Category	Sub-Component	Estimated Total Replacement Cost*	Unit of Measure	Cost (per Unit of Measure)	Quantity (per dwelling)	Cost (per dwelling)
Parks	Developed Parkland	$1,160,430,000	Hectares of parkland	$200,000.00	0.00472 Hectares of parkland	$943.80
	Undeveloped Parkland	$275,760,000	Hectares of parkland	$50,000.00	0.00449 Hectares of parkland	$224.28
	Park Amenity and Other Sport Facility	$693,980,000	No. of items	$251,134.26	0.00225 No. of items	$564.42
	Park Trail	$6,530,000	metre of trail	$184.85	0.02875 metre of trail	$5.31
	Outdoor Specialty Area	$69,770,000	No. of facility	$200,000.00	0.00028 No. of facility	$56.74
	Parks Vehicle	$160,740,000	No. of vehicles	$80,000.00	0.00163 No. of vehicles	$130.73
Cemetery	Cemetery Facility	$2,433,980,000	sq.m of building area	$5,381.95	0.36782 sq.m of building area	$1,979.60
	Cemetery Vehicle & Equipment	$6,750,000	No. of vehicles and equipment	$80,000.00	0.00007 No. of vehicles and equipment	$5.49
Parks and Cemetery	**Sub-total**	**$4,807,940,000**			**Sub-total**	**$3,910.38**
Public Works	Public Works Facility	$468,960,000	sq.m of building area	$5,381.95	0.07087 sq.m of building area	$381.41
	Public Works Vehicle & Equipment	$1,561,920,000	No. of vehicles and equipment	$103,727.00	0.01225 No. of vehicles and equipment	$1,270.34
Public Works	**Sub-total**	**$2,030,880,000**			**Sub-total**	**$1,651.74**
Fire	Fire Facility	$792,320,000	sq.m of building area	$7,884.56	0.08173 sq.m of building area	$644.40
	Fire Vehicle	$1,159,180,000	No. of vehicles	$1,738,565.05	0.00054 No. of vehicles	$942.78
	Fire Specialized Vehicle	$6,840,000	No. of specialized vehicles	$50,000.00	0.00011 No. of specialized vehicles	$5.57
	Fire Equipment	$17,100,000	No. of equipment	$4,977.33	0.00279 No. of equipment	$13.91
Fire	**Sub-total**	**$1,975,440,000**			**Sub-total**	**$1,606.66**
Administrative	Administrative Facility	$1,264,950,000	sq.m of building area	$5,274.31	0.19506 sq.m of building area	$1,028.81
	Administrative Vehicle	$22,910,000	No. of vehicles	$50,000.00	0.00037 No. of vehicles	$18.63
	Administrative Equipment	$367,350,000	No. of equipment	$7,792.43	0.03834 No. of equipment	$298.77
	Animal Control Facility	$46,230,000	sq.m of building area	$8,283.65	0.00454 sq.m. of building area	$37.60
	Animal Control Vehicle	$2,210,000	No. of vehicles	$70,000.00	0.00003 No. of vehicles	$1.80
	Animal Control Equipment	$5,550,000	No. of equipment	$5,000.00	0.00090 No. of equipment	$4.52
Administrative	**Sub-total**	**$1,709,200,000**			**Sub-total**	**$1,390.12**
Police	Police Facility	$1,423,740,000	sq.m. of building area	$6,189.24	0.18709 sq.m. of building area	$1,157.95
	Police Vehicle	$149,630,000	No. of vehicles	$65,000.00	0.00187 No. of vehicles	$121.70
	Police Special Vehicle	$6,560,000	No. of specialized vehicles	$50,000.00	0.00011 No. of specialized vehicles	$5.34
	Police Equipment	$64,970,000	No. of equipment	$11,110.50	0.00476 No. of equipment	$52.84
Police	**Sub-total**	**$1,644,900,000**			**Sub-total**	**$1,337.83**
	Total	**$91,171,550,000**			**Total**	**$74,151.28**

2.3.2.3.2 Assumptions Utilized and Summary of Data

As noted, not all member jurisdictions were able to respond to the survey in the requested timeframe. As such, assumptions were utilized to impute the data for those local governments. For each infrastructure category, the following provides a summary of the number of local governments that responded and the total population of those local governments, which were used to estimate the quantity of assets per dwelling unit. Note that where responses were not provided but an Asset Management Plan was available, the Asset Management Plan information was utilized. This per dwelling unit amount was then used to estimate the total replacement costs for all local governments in the Metro Vancouver area. Table 2-6 provides a summary of the assumptions utilized, along with the source of the replacement costs.

Table 2-6
Assumptions and Data Summary

Service Category	Sub-Component	Number of Respondents	Population Related to Respondents	% of Metro Vancouver Total Population
Administrative	Administrative Facility	7	1,978,484	64%
	Administrative Vehicle	7	714,579	23%
	Administrative Equipment	2	108,313	4%
	Animal Control Facility	4	1,849,870	60%
	Animal Control Vehicle	2	391,419	13%
	Animal Control Equipment	1	38,942	1%
Water	Water Pump Station	9	1,526,751	49%
	Water Linear Asset	11	2,442,445	79%
Wastewater	Wastewater Pump/Lift Station	12	2,494,725	81%
	Wastewater Linear Asset	12	2,494,725	81%
Drainage/ Stormwater	Drainage Pump Station	9	2,335,523	76%
	Drainage Pond	7	2,205,951	71%
	Drainage Facility	4	1,713,810	55%
	Culvert (per m)	9	2,211,525	72%
	Drainage Linear Asset	12	2,445,013	79%
Road	Roads	11	2,442,445	79%
	Bridge	11	2,442,445	79%
	Active Transportation Roads	9	2,351,382	76%
Public Works	Public Works Facility	6	1,084,575	35%
	Public Works Vehicle & Equipment	9	1,635,354	53%
Fire	Fire Facility	9	2,266,585	73%
	Fire Vehicle	9	1,672,472	54%
	Fire Specialized Vehicle	8	1,580,039	51%
	Fire Equipment	8	1,453,742	47%
Police	Police Facility	7	1,804,673	58%
	Police Vehicle	6	1,188,868	38%
	Police Special Vehicle	4	305,844	10%
	Police Equipment	4	305,844	10%
Community - Recreation	Indoor Ice Arena	10	2,373,074	77%
	Indoor Pool Building	7	2,220,007	72%
	Multi-Purpose Sport Centre	9	1,615,225	52%
Community - Library	Library Facility	9	2,210,148	72%
	Library Vehicle	5	1,917,850	62%
	Library Material	4	1,106,510	36%
Community - Art and Culture	Performing Arts Theatre	7	2,149,514	70%
	Art Gallery, Museum, and Archive Building	7	2,149,514	70%
	Indigenous Culture Facility	3	1,583,626	51%
	Community Centre	9	2,247,899	73%
Parks	Developed Parkland	10	2,373,074	77%
	Undeveloped Parkland	10	2,373,074	77%
	Park Amenity and Other Sport Facility	11	2,442,445	79%
	Park Trail	9	2,224,837	72%
	Outdoor Specialty Area	10	2,373,074	77%
	Parks Vehicle	9	1,578,917	51%
Cemetery	Cemetery Facility	5	1,244,872	40%
	Cemetery Vehicle & Equipment	5	1,244,872	40%

2.4 Infrastructure and Service Level Deficits

An infrastructure deficit in a government is the gap between actual investments in maintaining the infrastructure and the ideal investments required in order to maintain the infrastructure. Infrastructure deficits often occur when assets like roads, water systems, and public buildings are aging, in poor condition, or lack sufficient capacity. The deficit represents the cost to repair, replace, or upgrade infrastructure beyond what the government is able to provide for within its budgeted amount. If not addressed, it can lead to higher long-term costs, service disruptions, and potential safety risks. Infrastructure lifespans vary based on type, but at a high-level, municipal assets tend to average the following useful lives:

- Water and wastewater facilities: 50 years
- Water and wastewater linear infrastructure: 80 years
- Facilities: 50 years
- Services related to a highway: 40 years
- Parkland development: 40 years
- Vehicles: 10 years
- Small equipment and gear: 10 years

Service level deficits arise when a government is not currently providing services to the recommended or Council-approved level. For example, through a parks and recreation master plan, a local government may aim to achieve a service level of 2.5 hectares of parkland for every 1,000 population. However, the current amount of parkland provided may only equate to 2.0 hectares of parkland per 1,000 population.

The analysis undertaken in section 2.3 provides a summary of the current replacement costs and number of assets provided in each of the jurisdictions, but does not account for infrastructure deficits or service level deficits. When the current costs per dwelling are applied to the anticipated growth in Section 3 to estimate the capital costs associated with growth, it is important to note that additional costs may be required to increase the target level of services and/or address current infrastructure deficits.

The following provides a qualitative discussion on the current service level and infrastructure deficits.

2.4.1.1 Province of British Columbia

2.4.1.1.1 Childcare

The Province currently provides 4.4 childcare spaces per every 10 non-school age children. The Federal government of Canada has set a target of 5.9 childcare spaces per every 10 children[1]. Therefore, the province currently has a deficit of 1.5 spaces per every 10 children, or 0.04572 spaces per dwelling unit.

2.4.1.1.2 Hospitals and Public Health

The Province currently provides 1.95 hospital/public health beds per 1,000 people[2]. Although the federal or provincial governments do not have targets of beds per capita set, the province lags behind other jurisdictions, including Canada's average of 2.6 beds per 1,000 people[3]. British Columbia continues to experience challenges related to growing wait times for patients visiting health facilities[4]. Although a deficit cannot be quantified, the literature suggests that one exists within the Province's health care system.

2.4.1.1.3 Long-Term Care

According to a report published by the Office of the Seniors Advocate of British Columbia and the Ministry of Health-projected publicly subsidized long-term care bed demand forecast, there is a deficit of 2,044 long-term care beds in the province. The deficit is anticipated to grow to 7,249 beds by 2030 and 16,858 beds by 2035[5].

2.4.1.1.4 Education

The provincial government publishes capacity utilization data for all levels of education across the province. The province's education capacity is currently operating at 94% utilization, resulting in vacant seats and an overall surplus at the kindergarten, elementary, and secondary school levels. Although the province is currently operating at 94% utilization, select jurisdictions are operating over capacity, including the school districts of Burnaby (104%), Langley (105%), Maple Ridge-Pitt Meadows (101%), North Vancouver (104%), Surrey (103%), and West Vancouver (107%). This suggests that

[1] https://www.policyalternatives.ca/news-research/cash-cow-assessing-child-care-space-creation-progress/#:~:text=Child%20care%20deserts%20remain,by%20roughly%2015%20percentage%20points.
[2] https://bcmj.org/presidents-comment/time-be-bold
[3] https://bcmj.org/presidents-comment/time-be-bold
[4] https://www.capitaldaily.ca/news/hospital-wait-times-86-increase-in-patients-leaving-er-without-seeing-a-doctor
[5] https://www.seniorsadvocatebc.ca/app/uploads/sites/4/2025/07/From-Shortfall-to-Crisis-Report.pdf

although the system may appear to have adequate capacity in aggregate, critical deficits in high-growth areas represent a major barrier to supporting anticipated growth.

Likewise, post-secondary institutions in the province are currently operating at 97% utilization, indicating vacant seats and a surplus.

2.4.1.2 Metro Vancouver

Metro Vancouver is responsible for delivering major capital projects to ensure regional infrastructure meets the needs of current and future populations. Metro Vancouver's current assets meet current community needs and current regulations; however, infrastructure such as water and wastewater facilities must often be built ahead of growth. Metro Vancouver's capital funding strategy includes a stable, continuous investment in infrastructure through its pay-as-you-go funding model, while funding significant longer-term projects through borrowing.

2.4.1.3 Member Jurisdictions

Among the survey respondents, 5 of the 10 identified being in a current infrastructure deficit ranging from $371 per dwelling unit to $6,944 per dwelling unit . Areas with older infrastructure will tend to have higher deficits and although information may not be readily available for other local governments, it is anticipated that some infrastructure deficit exists.

Chapter 3
Estimated Level of Investment Required to Accommodate Anticipated Growth

3. Estimated Level of Investment Required to Accommodate Anticipated Growth

3.1 Regional Growth Projections

3.1.1 Dwelling Unit Growth

As indicated in the regional housing needs report, Metro Vancouver is forecasted to grow by roughly 570,777 homes to 2041. Table 3-1 below summarizes the growth in dwelling units by 2041 for each dwelling type. Additionally, the table summarizes the 15-year average P.P.U. (persons per unit) for each dwelling type, and the overall weighted P.P.U. used to calculate costs per dwelling unit throughout the report. Appendix B details the P.P.U. numbers.

Table 3-1
Dwelling Unit and Persons per Unit Projections by 2041

Dwelling Type	Current Proportion of Overall Housing	Estimated Additional Dwelling Units to 2041	15-Year Average PPU	Weighted PPU
Low Density	18%	101,878	3.405	0.613
Medium Density	30%	171,136	3.028	0.908
High Density	52%	297,763	1.906	0.991
Total		**570,777**		**2.512**

3.2 Infrastructure Required to Support Growth

Dwelling Unit Growth

To accommodate the anticipated growth, the existing level of investment per dwelling unit and future anticipated additional capital per dwelling unit have been applied to the growth projections to determine the total investment needed for future growth. As noted above in Section 2.3, the level of investment per dwelling-unit is approximately $81,317 for Provincial infrastructure, approximately $25,690 for infrastructure provided by Metro Vancouver, approximately $19,924 for infrastructure provided by TransLink, and approximately $74,151 for infrastructure provided by the member jurisdictions. The total level of investment across all levels of government is approximately $201,082 per dwelling unit. When the total investment per dwelling unit is applied to the forecasted

dwelling-unit growth in the region by 2041, this equates to a total cost of approximately $114.77 billion. The analysis indicates that, for the Province, Metro Vancouver, TransLink, and member jurisdictions to provide the same level of investment per dwelling unit for the forecasted dwelling unit growth, plus additional investments in transportation infrastructure over the next 15 years, it will cost approximately $114.77 billion.

Table 3-4
Cost of Infrastructure per Dwelling Unit to Support Growth in the Metro Vancouver Region to 2041

Cost of Growth	
Level of Investment per Dwelling	
Province of B.C.	$81,317
Metro Vancouver	$25,690
TransLink	$19,924
Member Jurisdictions	$74,151
Total Level of Investment per Dwelling Unit	**$201,082**
Forecasted Dwelling Growth to 2041	**570,777**
Total Cost of Growth	**$114,772,885,659**

3.3 Potential Areas for Further Analysis

The analysis set out in this report is undertaken at a high-level to provide an order of magnitude of the investment required to accommodate growth at multiple levels of government. This section provides a discussion with respect to potential areas of further analysis.

3.3.1 Impact of the Infrastructure Deficit

As identified in Section 3.2, the infrastructure investment required to accommodate the forecasted growth in the Metro Vancouver region is estimated at approximately $114.77 billion. While this cost assumes that the current level of investment per dwelling-unit will be provided to the forecasted dwelling growth, it does not take into account the existing infrastructure deficit. As discussed above, several levels of government have identified infrastructure deficits and/or service level deficits in their asset inventory.

It is noted that the estimates provided are high-level and do not incorporate these infrastructure and/or service level deficits. All levels of government will need to consider

the additional cost burden of investing in new infrastructure while investing in reducing current infrastructure deficits. Further discussion on growth-related financing tools is provided in Section 4.

3.3.2 Scenario Testing of Analysis

As noted, the approach to the analysis in this report is to utilize the current replacement cost of infrastructure provided and assumes that the same relationship would be required to accommodate future growth. In practice, not all infrastructure would need to be expanded in a linear fashion. For example, due to economies of scale and potential efficiencies with utilizing current administration space, it is unlikely that administrative space would scale in line with dwelling unit growth in the same way that it would for other infrastructure, such as sewer or water. This may hold true for other infrastructure-related services as well. As such, further analysis could be conducted to review scenarios in which anticipated future needs are detailed, by service, to determine a more accurate estimate of the costs of growth.

In addition, infrastructure can be reviewed not just at an individual service level, but also by local government. Some local governments may have more infrastructure readily available whereas others may require significant investments. A review of infrastructure needed for each local government, by service, could be reviewed in further detail by individual member jurisdictions.

3.3.3 Operating Budget Impacts

In addition to initial capital expenditures related to new growth, there are also new operating costs associated with new development. In general, there are two types of operating expenditures to be considered with new development: costs associated with additional population and employment growth, and costs related to new infrastructure.

With population and employment growth, costs for services and programs will also increase. For example, additional growth will lead to increased staffing and operational requirements for services such as police, fire, recreation, building services, etc.

When new infrastructure is constructed for new growth, there are additional operating expenditures associated with the new assets that must be considered. For example, when a new facility, such as a water treatment plant or new recreation centre, is constructed, incremental operating costs associated with daily operations (e.g. staffing, materials, chemicals, hydro, etc.) must be factored into operating budgets.

As new development gives rise to new capital assets, governments will assume these assets as well as the future costs to repair and replace the infrastructure. Although there is an immediate benefit to local governments from incremental property tax and rate revenue, there will be an eventual cost as aging infrastructure must be replaced. This replacement of capital is often referred to as asset management or lifecycle costs. Local governments should plan and allocate funds annually to support the eventual replacement of existing assets.

These additional operating and lifecycle (asset replacement) expenditures will impact local governments' annual tax- and utility-supported budgets, and also need to be considered in addition to the initial capital investments when determining the ongoing costs related to new growth.

Detailed estimates of operating costs associated with new growth can be fully reviewed as part of a long-term financial plan.

Chapter 4
Growth-related Financing Tools

4. Growth-related Financing Tools

4.1 Overview

Local governments have the authority to impose various capital charges on new development to pay for new or expanded infrastructure to service that new development. These are one-time charges imposed on new development, typically at a specific stage of the development approval process (e.g., rezoning approval, subdivision approval, building permit issuance). Ultimately, these growth-related financing tools are utilized to reduce the burden on the taxpayer/ratepayer for funding infrastructure that is required to accommodate new development. The following subsections summarize the various growth-related financing tools that are available to local governments.

4.2 Summary of Growth-related Financing Tools

4.2.1 Development Cost Charges (DCCs)

Development cost charges (or development cost levies for the City of Vancouver) can be imposed by local governments on new development to assist in paying for certain infrastructure costs, such as roads, water infrastructure, sewer infrastructure, fire services, etc. These costs are in addition to what a developer would be required to construct as part of a subdivision (see Section 4.2.5).

DCCs can apply to all development types and can also vary by housing type (e.g. single detached dwellings, townhouses, apartments) and by non-residential sector (e.g. industrial, commercial, and institutional), such that the rates that are charged to new development reflect the relative demand for new infrastructure.

DCCs are a one-time charge imposed on new development either at the subdivision stage or building permit stage.

4.2.2 Amenity Cost Charges (ACCs)

Recent provincial housing legislation introduced ACCs as a new growth-related financing tool for new amenities which are required to support population and

employment growth. Amenities that can be funded through an ACC include items such as recreation facilities, day cares, youth centres, etc.

These charges are one-time fees for new developments and are imposed at either the subdivision or building permit stage.

4.2.3 Community Amenity Contributions (CACs)

CACs are cash or in-kind contributions provided by a development applicant for developments that are being rezoned, at the time of rezoning. CACs are intended to offset the cost of various community amenities that are associated with increased development densities permitted through rezoning. CACS are typically utilized for costs related to community facilities, affordable housing, child care, etc.

Whereas the financial contribution for DCCs and ACCs is a flat rate per unit type or per gross floor space to be built, the contribution for CACs can vary and often involves site-specific negotiations.

4.2.4 Density Bonusing

Density bonusing is a tool that allows for developers to build to a higher density than the base zoning allows for, in exchange for providing certain amenities, affordable housing, or cash contributions. The payment or provision of amenities reflects the additional need for community amenities to accommodate the added density.

A local government's zoning by-law may establish different density bonus zones across the municipality where density bonusing provisions would apply and enable development beyond base density, up to a specified maximum.

4.2.5 Subdivision Servicing Bylaws (for local infrastructure)

Local governments may establish a subdivision servicing bylaw that sets out the infrastructure and servicing required for the subdivision of land. The requirements set out in these bylaws are typically related to onsite infrastructure or infrastructure required to connect the subdivision to existing services. The works are localized and directly related to development within the subdivision (e.g., local roads, water distribution, sewage collection, fire hydrants, etc.).

4.2.6 Provincial and Federal Grant Funding

Given the limited financial tools available to municipalities and the high costs of infrastructure required for new growth, grant funding from provincial and federal levels of government is often needed to bridge the gap between available funds and the capital required to support new development. Grant funding can be utilized to fund critical housing-enabling infrastructure while reducing the need for DCC/ACC rate increases and/or tax/rate increases when growth-related financing tools are insufficient to fully fund infrastructure costs.

4.3 Provincial Financing Tools

The Province of BC relies on a range of financing tools to fund infrastructure, with a large reliance on taxation. The Province's key financial tools include personal and corporate income taxes, sales tax (PST), education property taxes, and carbon tax. In addition to taxation, the Province also utilizes user fees, licensing fees, and regulatory charges to fund specific programs such as components of the courts and justice system, provincial parks, driver's licenses and vehicle registration, etc. The province, like other levels of government, also utilizes federal grants, debt, partnerships, revenue from land sales and leases, and investment income.

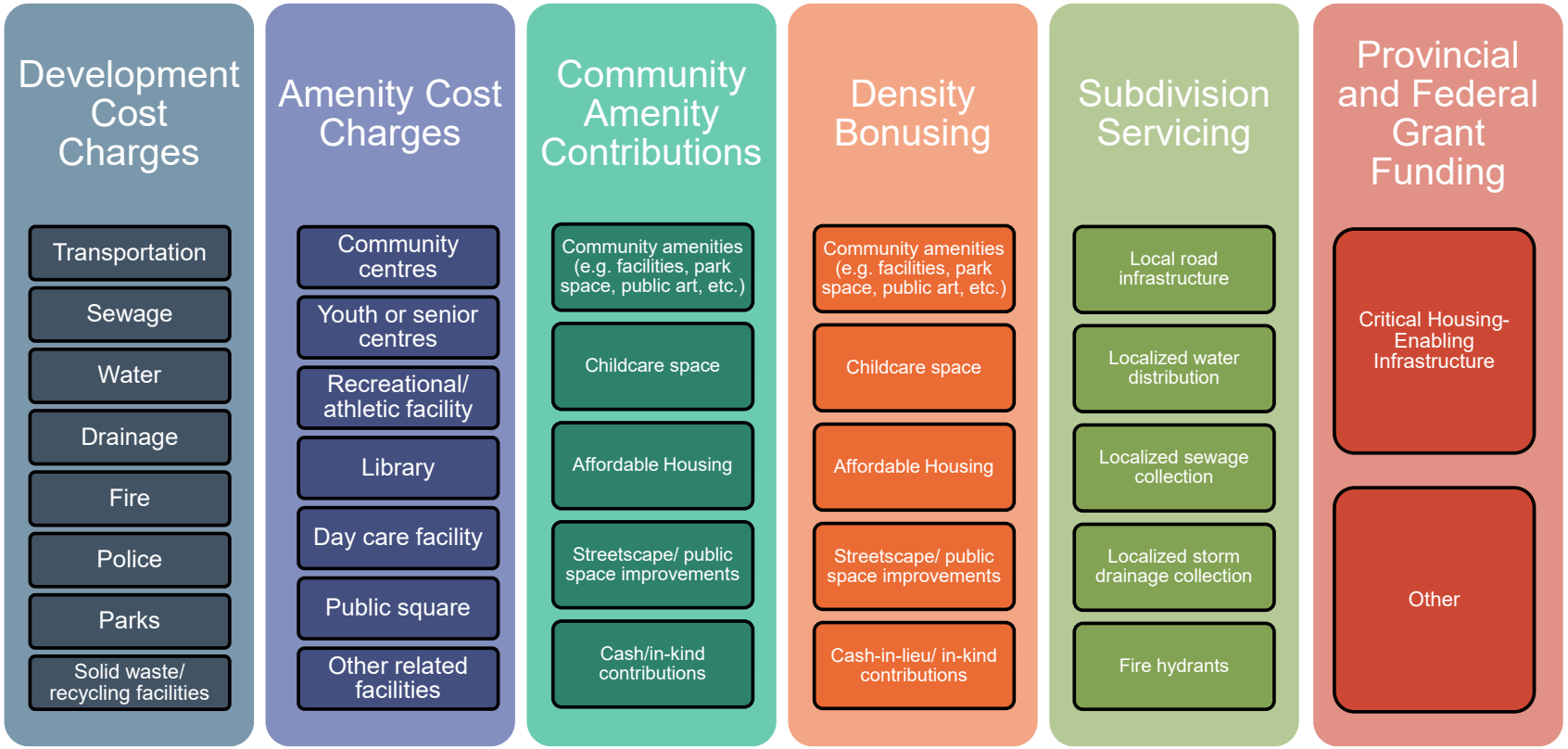
4.4 Application of Financing Tools

4.4.1 Summary of Eligible Infrastructure

Table 4-1 below summarizes the infrastructure which can be funded by each of the growth-related financing tools noted above. Although capital costs related to most core infrastructure (e.g. water, wastewater, transportation, parks and recreation, etc.) can be funded through the growth-related financing tools noted above, there are a number of services which cannot be funded by these tools, such as:

- Administrative building expansions;
- New IT equipment;
- Vehicles and related equipment for the provision of services (e.g. fire trucks, police vehicles, snow plows, etc.); and
- Provincial and federal infrastructure (e.g. hospitals, schools, provincial highways, etc.).

Table 4-1
Eligible Infrastructure/Amenities for Growth-Related Financing Tools



Note: if an amenity is included in the ACC bylaw, local governments cannot also include the amenity as part of community amenity contributions or density bonusing.

Chapter 5
Observations and Reflections

5. Observations and Reflections

5.1 Summary of Observations

The analysis undertaken as part of this study highlights the scale of infrastructure investment required to support anticipated housing growth across the Metro Vancouver region to 2041. Based on the current level of investment per dwelling unit, approximately $114.77 billion in infrastructure investment will be required by 2041 to maintain existing service levels for the forecasted dwelling unit growth.

This estimate does not account for existing infrastructure deficits, indicating that the total funding requirement may be higher. Infrastructure deficits reflect historical challenges associated with maintaining and replacing aging infrastructure. In addition, not all jurisdictions were able to provide complete information on infrastructure deficits, suggesting that the total deficit across the region may be understated.

Infrastructure responsibilities are distributed across all levels of government, with the Province of B.C. responsible for an estimated 40% of the cost per dwelling unit estimated in this analysis, Metro Vancouver responsible for an estimated 13%, TransLink responsible for approximately 10%, and member jurisdictions responsible for the remaining 37% of investment. As noted, this analysis does not analyze the infrastructure responsibilities of the federal government.

Local governments face fiscal challenges in funding infrastructure. With an estimated investment level of over $200,000 per dwelling unit across several levels of government, this places pressure on municipal, regional, and Provincial budgets. Metro Vancouver and its member jurisdictions have limited revenue tools, including property taxation, user fees, and growth-related funding mechanisms such as DCCs, ACCs, CACs, and density bonusing provisions. Some infrastructure categories are ineligible for cost recovery through these growth-related tools, thereby requiring reliance on other funding mechanisms, such as taxation and user fees. This creates a challenge for local governments, which need to balance accommodating growth, addressing existing infrastructure deficits, and maintaining affordability without significantly increasing property taxes.

5.2 Reflections

Considering the findings outlined above, reflections and recommendations have been identified to support sustainable financial planning and infrastructure delivery to accommodate future growth to 2041.

Recommendation #1

Consideration should be given to exploring alternative revenue tools to support infrastructure funding. Given the limitations of existing local government revenue tools, reliance on property taxes and growth-related charges may not be sufficient to address the scale of investment required. Opportunities for new funding mechanisms may warrant further exploration and collaboration with provincial and federal governments.

Recommendation #2

Local governments should effectively utilize available growth-related financing tools, including DCCs, ACCs, CACs, and density bonusing provisions. Ensuring that these charges are regularly reviewed and updated to reflect updated construction costs and growth-related infrastructure needs is important for ensuring cost recovery and reducing the burden on taxpayers and ratepayers. Further analysis should be undertaken in concert with strategic recommendation #3 to determine the long-term financial impact of constructing new infrastructure relative to the additional tax revenue generated from growth.

Recommendation #3

Metro Vancouver and local municipalities should continue to strengthen asset management policies and long-term financial planning to address current infrastructure and funding deficits and ensure they do not continue to grow. Stronger asset management policies may include the establishment of dedicated reserves to save for the long-term maintenance and ultimate replacement of the new assets. Comprehensive asset management planning and long-term financial planning assist local governments in identifying lifecycle costs, saving for asset repairs and replacements, prioritizing infrastructure investments, and mitigating the risk of future infrastructure deficits. Through other financial impact analyses and long-term financial planning studies undertaken by Watson, it has been observed that, especially with the increase in capital costs arising from COVID-19 (e.g. material and equipment price

inflation, labour shortages, and higher post-pandemic interest rates), the additional tax and rate revenue generated from new development does not typically provide a net financial gain for local governments and in many cases, new development provides upward pressure on tax rates and water/wastewater rates. As part of the long-term financial planning processes, local governments can assess future anticipated tax and water/wastewater rate increases against affordability within their communities.

Recommendation #4

Efforts should be made to improve data consistency and reporting across all levels of government. Standardizing reporting for asset inventory, asset conditions, and infrastructure deficits could enhance future infrastructure funding analyses and help support informed decision-making at all levels of government.

Recommendation #5

At a high level, local government tools such as property taxes and development cost charges are primarily tied to land values, assessment growth, and development activity. While these tools can support servicing growth to some extent, there continues to be upward pressure on both DCCs and property taxes. The existing tax base is often relied upon to help finance new or expanded infrastructure.

By contrast, provincial and federal taxation tools, such as income taxes, sales taxes, and business taxes, generally grow more directly with population, economic activity, and consumption, and tend to scale as communities grow.

While the evaluation of taxation and funding tools was outside the scope of this project, one potential recommendation would be to identify the need for further study on this topic.

Such work could explore the range of available funding and taxation tools across levels of government, with a view to better understanding their respective strengths, limitations, and trade-offs, and how effectively they respond to population growth and associated infrastructure demand. This type of analysis could help inform future policy discussions regarding the most appropriate and sustainable funding approaches for growing communities.

5.3 Areas for Future Analysis

This study provides a high-level assessment of infrastructure demand and associated costs, but there are several areas where further analysis would enhance the analysis and provide for more detailed future planning.

Similar to recommendation #3, more detailed asset-level analysis at the local government level would help to better understand infrastructure needs by service area and refine cost estimates. Additionally, further examination of local government funding gaps is warranted to help quantify the funding shortfall and inform decisions around potential solutions.

Additional analysis of operating cost impacts associated with growth is also recommended. This study focuses mainly on the capital-related costs associated with growth, but understanding the increased costs associated with operating and maintaining capital assets would provide a more fulsome picture of the cost of growth.

Likewise, ongoing lifecycle costs are also not considered in this analysis. Lifecycle costs of assets are important in sustainable financial planning to ensure local governments have finances to repair or replace infrastructure when it reaches the end of its useful life, without having to issue debt and incur additional interest-related costs.

Finally, this analysis assumes the same level of infrastructure currently provided by local governments will be carried into the future. Consideration should be given to factors which might impact the future levels of service, including evolving wants and needs of residents, climate change, future risks, etc. These considerations would be important to help inform future analyses by ensuring infrastructure planning is responsive to changing conditions.

Appendix A
Sample of Distributed Survey

Appendix A: Sample of Distributed Survey

General/Administrative Services

Contact Information	2025 Information
Local Government:	City of Langley
Name:	Jane Smith
Email:	jsmith@xyz.ca

Survey Purpose

Watson & Associates Economists Ltd. is undertaking this survey on behalf of the Regional District of Metro Vancouver to compile useful statistical information on the assets controlled by the District's member municipalities. The information compiled by this survey will support a comprehensive infrastructure demand and costing analysis. This initiative is intended to inform municipal decision-making and advocacy efforts by identifying existing infrastructure levels, deficits, and investment needs, both current and future, across a wide range of service areas.

Your participation is critical to ensuring the accuracy and completeness of this analysis. Where direct data is unavailable, reasonable assumptions may be made in consultation with Metro Vancouver staff. The results will help guide future planning and funding strategies across the Region.

General	2025 Information
Does your organization have a documented asset management plan ? If so, what services does it cover?	
Please attach a copy or link:	
If not, has your organization conducted a financial plan to address asset management needs? If so, please attach with the survey response.	
Is there an identified infrastructure deficit (i.e. backlog), and what is the quantum of that deficit by service?	

Engineering Services

Water Assets	2025 Information
Water Storage Assets:	
Count:	
Water Pump Stations:	
Count:	
Water Pipes:	
Total Length (metres):	
Does your organization have any recently constructed assets for this service area? If so, please provide any details on costing, including the item, year of construction or purchase, the floor area (if applicable), capacity (if applicable), and length (if applicable).	

Wastewater Assets	2025 Information
Lagoon Systems (if applicable):	
Count:	
Wastewater Pump Stations:	
Count:	
Wastewater Lift Stations:	
Count:	
Wastewater Storage Tanks:	
Count:	
Wastewater Pipes:	
Total Length (metres):	88,000

Emergency Services

Fire Assets	2025 Information
Fire Facilities:	
Count:	
Total floor area (square metres):	
Land Vehicles:	
Count:	
Specialized Vehicles (Including boats, trailers, ATVs, drones):	
Count:	
Equipment (excluding staff outfitting):	
Count:	
Staff Outfitting:	
Count:	
Does your organization have any recently constructed buildings or investments in vehicles and/or equipment for any of the above services? If so, please provide any details on costing, including the item, year of construction or purchase, and the floor area (if applicable).	

Police Assets	2025 Information
Police Facilities:	
Count:	
Total floor area (square metres):	
Land Vehicles:	
Count:	

Community Services

Culture, Recreation and Sports Assets	2025 Information
Indoor Ice Arenas (Including Curling Rinks):	
Count:	
Total floor area (square metres):	
Indoor Pool Buildings:	
Count:	
Total floor area (square metres):	
Multi-Purpose Sports Centres:	
Count:	
Total floor area (square metres):	
Art Galleries, Museums, and Archive Buildings:	
Count:	
Total floor area (square metres):	
Libraries:	
Count:	
Total floor area (square metres):	
Library Vehicles:	
Count:	
Library Materials:	
Count:	

General/Administrative Services

Municipal/Administrative Services	2025 Information
Administration Buildings and Town Hall:	
Count:	
Total floor area (square metres):	
Administration Vehicles (Including by-law enforcement):	
Count:	
Administration and By-law Enforcement Equipment:	
Count:	
Animal Control Buildings:	
Count:	
Total floor area (square metres):	
Animal Control Vehicles:	
Count:	
Animal Control Equipment:	
Count:	
Stand Alone Parking Lots:	
Count:	
Does your organization have any recently constructed buildings or investments in vehicles and/or equipment for any of the above services? If so, please provide any details on costing, including the item, year of construction or purchase, and the floor area (if applicable).	

Engineering Services

Does your organization have any recently constructed assets for this service area? If so, please provide any details on costing, including the item, year of construction or purchase, the floor area (if applicable), capacity (if applicable), and length (if applicable).	

Drainage/Stormwater Assets	2025 Information
Drainage/Stormwater Pump Stations:	
Count:	
Drainage/Stormwater Management Ponds and Stormwater Wetlands:	
Count:	
Other Drainage/Stormwater Management Facilities:	
Count:	
Culverts	
Count:	
Drainage/Stormwater Pipes:	
Total Length (metres):	85,000
Does your organization have any recently constructed assets for this service area? If so, please provide any details on costing, including the item, year of construction or purchase, the floor area (if applicable), capacity (if applicable), and length (if applicable).	

Road Assets	2025 Information
All Road Types:	
Centreline kilometers:	240
Bridges and Tunnels:	
Count:	
Active Transportation (Not on roadways, and not identified as park trails below):	
Total length in kilometers:	93
Does your organization have any recently constructed assets for this service area? If so, please provide any details on costing, including the item, year of construction or purchase, the floor area (if applicable), capacity (if applicable), and length (if applicable).	

Operations Assets:	2025 Information
Public Works/Operations Facilities (including sand and salt storage, garages, sheds and other storage buildings):	
Count:	
Total floor area (square metres):	
Public Works/Operations Vehicles (All fleet including personal vehicles, plows, excavators, backhoes, sidewalk machines, etc.):	
Count:	
Public Works/Operations Equipment (All equipment including tractors, trailers, generators, etc.):	
Count:	
Does your organization have any recently constructed buildings or investments in vehicles and/or equipment for any of the above services? If so, please provide any details on costing, including the item, year of construction or purchase, and the floor area (if applicable).	

Emergency Services

Specialized Vehicles (Including ATVs, trailers, drones, aircrafts, boats, etc.):	
Count:	
Equipment (excluding staff outfitting):	
Count:	
Staff Outfitting:	
Count:	
Does your organization have any recently constructed buildings or investments in vehicles and/or equipment for any of the above services? If so, please provide any details on costing, including the item, year of construction or purchase, and the floor area (if applicable).	

Community Services

Performing Arts Theatres:	
Count:	
Total floor area (square metres):	
Indigenous Culture Facilities:	
Count:	
Total floor area (square metres):	
Community Centres:	
Count:	
Total floor area (square metres):	
Other Culture, Recreation, and Sports Facilities not listed above:	
Count:	
Total floor area (square metres):	
Parks:	
Count (hectares of developed parkland):	
Count (hectares of undeveloped parkland):	
Park Amenities (including sports fields, sports courts, children's play structures, outdoor pools, splash pads, etc.):	
Count:	
Park Trails (not identified as active transportation under roads assets):	
Count:	
Total length in kilometers:	
Outdoor Specialty Areas (e.g. dog parks, skateparks, golf courses, marinas, ski hills, etc.):	
Count:	
Other Outdoor Sports Facilities not listed above:	
Count:	
Parks vehicles and equipment (All fleet including vehicles, zambonis, plows, excavators, backhoes, mowers, etc.):	
Count:	
Does your organization have any recently constructed buildings or investments in vehicles and/or equipment for any of the above services? If so, please provide any details on costing, including the item, year of construction or purchase, and the floor area (if applicable).	

Cemeteries	2025 Information
Cemetery Facilities:	
Count:	
Total floor area (square metres):	
Cemetery Vehicles:	
Count:	
Cemetery Equipment:	
Count:	
Does your organization have any recently constructed buildings or investments in vehicles and/or equipment for any of the above services? If so, please provide any details on costing, including the item, year of construction or purchase, and the floor area (if applicable).	

Appendix B
Statistics Canada Persons Per Unit Assumptions

Appendix B: Statistics Canada Persons Per Unit Assumptions

Metro Vancouver
Persons per Unit by Age and Type of Dwelling
(2021 Census)

Age of Dwelling	LOW DENSITY - Single and Semi-Detached						Average PPU	
	< 1 BR	1 BR	2 BR	3/4 BR	5+ BR	Total		
1-5	2.222	1.807	2.331	3.167	4.226	3.299		
6-10	-	1.913	2.475	3.121	4.203	3.433		
11-15	2.750	1.731	2.392	3.187	4.249	3.484	**3.405**	**15-year**
16-20	-	1.858	2.461	3.173	4.066	3.412		
20-25	-	1.922	2.234	2.997	3.907	3.240		
25-30	2.214	2.150	2.130	2.893	3.793	3.121		
30+	2.597	1.719	2.036	2.851	3.845	2.935		
Total	**2.633**	**1.795**	**2.131**	**2.921**	**3.964**	**3.083**		

Age of Dwelling	MEDIUM DENSITY - Rows and Apartment in Duplex						Average PPU	
	< 1 BR	1 BR	2 BR	3/4 BR	5+ BR	Total		
1-5	1.725	1.676	2.412	3.163	4.368	2.955		
6-10	2.160	1.772	2.406	3.195	4.219	3.027		
11-15	2.400	1.685	2.426	3.225	4.431	3.100	**3.028**	**15-year**
16-20	2.667	1.675	2.430	3.189	4.465	3.080		
20-25	1.792	1.736	2.338	3.116	3.971	2.933		
25-30	2.882	1.601	2.295	3.070	3.675	2.877		
30+	2.108	1.524	2.202	3.056	3.691	2.806		
Total	**2.114**	**1.617**	**2.304**	**3.112**	**3.969**	**2.909**		

Age of Dwelling	HIGH DENSITY - Apartments < > 5 Storeys						Average PPU	
	< 1 BR	1 BR	2 BR	3/4 BR	5+ BR	Total		
1-5	1.203	1.465	2.040	2.826	4.200	1.882		
6-10	1.183	1.456	2.076	2.976	3.864	1.865		
11-15	1.273	1.489	2.117	2.994	4.057	1.971	**1.906**	**15-year**
16-20	1.271	1.477	2.117	3.286	4.593	2.062		
20-25	1.253	1.466	2.074	3.161	3.960	1.964		
25-30	1.353	1.458	2.066	3.161	4.224	2.008		
30+	1.121	1.383	2.088	3.025	3.807	1.738		
Total	**1.170**	**1.424**	**2.082**	**3.028**	**4.083**	**1.857**		

Age of Dwelling	ALL DENSITY TYPES					
	< 1 BR	1 BR	2 BR	3/4 BR	5+ BR	Total
1-5	1.301	1.513	2.144	3.082	4.286	2.442
6-10	1.314	1.509	2.171	3.142	4.197	2.536
11-15	1.457	1.517	2.181	3.179	4.302	2.594
16-20	1.391	1.523	2.223	3.194	4.247	2.744
20-25	1.363	1.510	2.135	3.064	3.929	2.541
25-30	1.515	1.488	2.112	2.991	3.785	2.550
30+	1.203	1.407	2.100	2.922	3.792	2.439
Total	**1.273**	**1.458**	**2.134**	**3.001**	**3.971**	**2.499**

Note: Does not include institutional population

The Cost of Infrastructure Required to Support Growth

IN THE METRO VANCOUVER REGION

Laurel Cowan
Division Manager, Regional Land Use Policy

Jonathan Cote
Deputy General Manager, Regional Planning and Housing Development

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Regional Planning Committee – July 2, 2026

1

CONTEXT

Request: Regional Planning Committee asked Metro Vancouver to explore cost of infrastructure to support new housing targets

Scope: Order-of-magnitude cost per dwelling unit

- Local / Regional / Provincial infrastructure to support complete communities
- Based on Regional Housing Needs Report – 570,000 new homes by 2041

Purpose: Support evidence-based advocacy and dialogue with provincial and federal governments for enhanced infrastructure funding

2

INFRASTRUCTURE TYPES CONSIDERED

Local	Regional	Provincial
Administration	**Metro Vancouver**	Administrative
Water	Water	Court Facilities
Wastewater	Wastewater	Childcare
Solid Waste	Solid Waste	Hospitals
Parks / Cemeteries	Parks	Long-term care
Community Services (Arts, Rec, Culture)	Administration / Operations	Emergency Services
Roads	**TransLink**	Provincial roads/ bridges
Fire	Public transit	Education
Police		Hydro
Public Works		
Drainage/Stormwater		

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METHODOLOGY AND LIMITATIONS

- **Order of magnitude estimate only –** high level analysis using region-wide average costs; not a precise, asset or project level estimate.
- **Based on existing system –** applies current infrastructure inventories and services levels to future growth.
- **Relies on municipal survey data –** municipal inputs cover 79% of regions population; gaps filled using per capita averages.
- **Exclude existing infrastructure deficits –** no allowance for existing deficits, lifecycle replacement or operating costs.

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KEY FINDINGS

By 2041:

- **$114 billion** required
- To service **570,000 new homes**

$80,039 per capita

$201,082 per dwelling unit

Dwelling Type	Current Proportion of Overall Housing	Estimated Additional Dwelling Units to 2041	Average Cost per Dwelling Unit
Low Density	18%	101,878	$272,568
Medium Density	30%	171,136	$242,339
High Density	52%	297,763	$152,535
Total		**570,777**	

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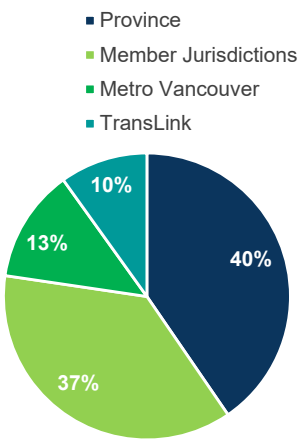
BREAKDOWN BY LEVEL OF GOVERNMENT

- **Replacement cost of current infrastructure per average dwelling unit:** $201,000
  - **Provincial:** $81,000
  - **Regional:**
    - **Metro Vancouver:** $26,000
    - **TransLink*:** $20,000
  - **Local:** $74,000



** TransLink data includes current assets and capital priorities for next 10-15 years*

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NOT INCLUDED: AFFORDABLE HOUSING

	Lower Range	Higher Range
Affordable rental housing units needed (5-year need)	29,250	54,500
Per-unit investment required to achieve needed affordability	$346,000	$354,000
Total investment required to achieve needed affordability (5-year need), inclusive of all types of government support	**$10.1 billion**	**$19.3 billion**

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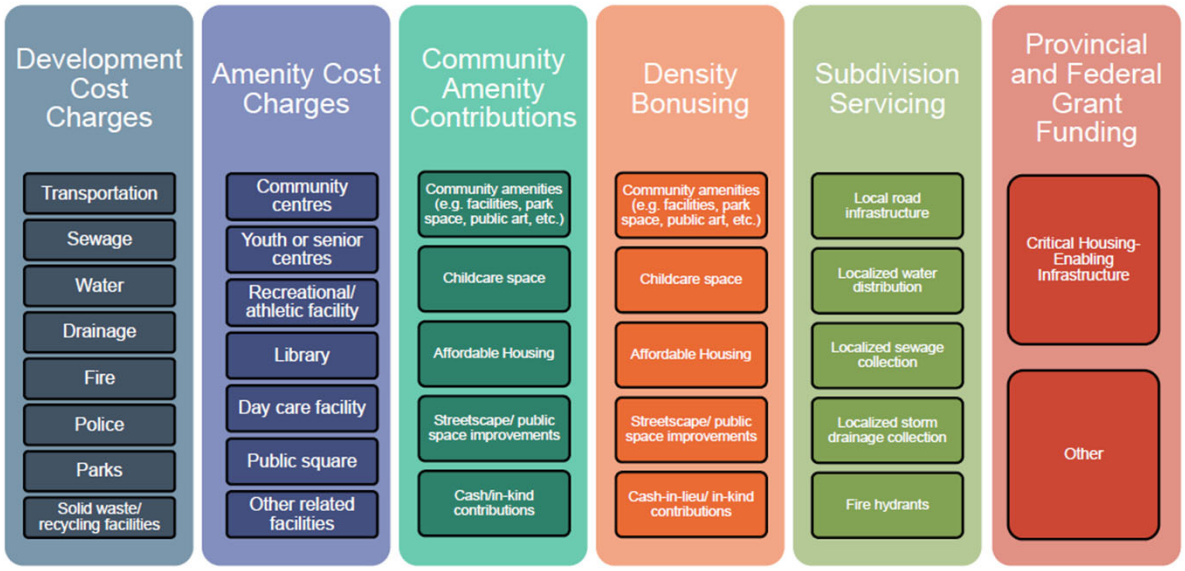
LIMITED FUNDING TOOLS FOR LOCAL GOVERNMENTS



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RECOMMENDATIONS

Supporting Best Practices

- **Optimize existing local funding tools –** regularly update DCC and related mechanism to better reflect current costs and growth pressures.
- **Improve asset management and data alignment –** enhance long term planning, reserve policies, and shared data.

Strategic Recommendations

- **Additional analysis** on potential revenue and financial tools
- **Engage in dialogue** with the Province and federal government to develop a new infrastructure funding framework

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SERVICES AND SOLUTIONS FOR A LIVABLE REGION

To: Regional Parks Committee

From: Mike Redpath, Director, Regional Parks
Jeffrey Fitzpatrick, Division Manager, Regional Parks Design and Development

Date: June 5, 2026 Meeting Date: July 8, 2026

Subject: **2026 Regional Parks Capital Program Update No. 2**

RECOMMENDATION
THAT the MVRD Board receive for information the report dated June 5, 2026, titled "2026 Regional Parks Capital Program Update No. 2".

EXECUTIVE SUMMARY
This report provides a status update of the Regional Parks Capital Program with summaries for larger projects (over $3M value) that highlight progress, schedule, budget and upcoming milestones, and an overall summary of remaining projects. As part of the Regional Parks capital planning process, the timing of each project is reviewed and updated annually based on available resources, strategic prioritization, risk to system operations and financial sustainability. Overall, the capital program is progressing on time and within budget, with some manageable scheduling impacts on two projects due to archaeological and permitting requirements.

These updates are provided three times a year for the Regional Parks Committee and MVRD Board in February, July and November to provide timely line of sight for the April Board Budget Workshop, input into the annual budget and five-year financial plan for October, and an end-of-year update. Individual project reports will continue to be provided as needed, particularly at key decision-making milestones.

PURPOSE
This report provides the Regional Parks Committee and MVRD Board with the second of three annual updates on the Regional Parks Capital Program.

BACKGROUND
Each year, the MVRD Board adopts a budget for the upcoming year and endorses a five-year financial plan. Regular updates on the Capital Program provide the Committee and Board with information to support good governance of the organization, decision making, project management, and financial oversight. This report provides the second of three Capital Program updates to the Committee and Board. Three Financial Performance Updates are also provided to the Board through the Performance and Audit Committee. A schedule of annual reporting is shown in Table 1 below.

Table 1. Capital Program Reporting

	J	F	M	A	M	J	J	A	S	O	N	D
Capital Program Update		✓					✓				✓	
Additional Major Project Updates*					✓				✓			
Financial Performance Report				✓			✓				✓	

** Does not include Regional Parks projects.*

MAJOR PARKS PROJECTS STATUS UPDATE

Updates on the Regional Parks Capital Program as of June 5, 2026 are outlined below. Progress, schedule and budget status for the projects are shown using a consistent scale for projects valued over $3 million. Regional Parks projects less than $3 million included in the approved 2026 to 2030 Financial Plan are primarily smaller projects and asset replacement. A summary of all other capital projects is also provided, and a financial update on all the projects in the capital program is included in Attachment 1.

Widgeon Marsh Regional Park Development

Widgeon Marsh Regional Park opened to the public in November 2025. This park spans 620 hectares and includes public amenities, parking areas, paved and accessible trails, forested slopes, meadows, wetlands, and open spaces in Northeast Coquitlam and Electoral Area A. The park management plan was approved by the MVRD Board in 2018 following extensive engagement with the public and First Nations.

The purpose of this project is to continue amenity development, infrastructure, and ecological enhancements to support public use and enjoyment. The project is progressing on time and within budget. Phase 1 site improvements — including basic staging areas, trails, furnishings, signage and other features — were completed in 2025. Park development is continuing through 2026 and beyond, with public access expanding as the project moves forward. Metro Vancouver staff continues to engage First Nations as the project advances.

Currently, construction of the Gateway Entrance Node including new parking, open space, trails and amenities is underway. Additional drainage, infrastructure and ecological enhancements will also proceed in summer 2026.

Widgeon Marsh Regional Park Development		Status
Progress	Implementation	
Schedule	On schedule	
Budget	On budget	
Next Milestone	Phase 2 development	

Regional Park Land Acquisition

Regional Park Land Acquisition is guided by the MVRD Board-approved *Regional Parks Land Acquisition 2050* strategy. The goal of the land acquisition program is to expand the regional parks system into a connected network of resilient parks and greenways that protect regionally significant natural areas and provide opportunities for people to experience them. Metro Vancouver continues to acquire land to grow existing parks and establish new regional parks and greenways. Acquisition opportunities depend on land availability and market conditions and therefore vary from year to year.

Regional Park Land Acquisition		Status
Progress	Implementation – ongoing land acquisition	
Schedule	On schedule	
Budget	On budget	
Next Milestone	Continued land acquisition in alignment with MVRD Board approved Regional Parks Plan and Regional Parks Land Acquisition 2050	

Delta Nature Reserve - Delta South Surrey Greenway

Metro Vancouver is advancing several key projects in Burns Bog Ecological Conservancy Area (ECA) and along the Delta South Surrey Greenway to enhance public access, education, and stewardship of this unique ecological area. The Delta Nature Reserve boardwalk replacement will provide a safer, more resilient, and accessible experience for visitors. Hazard tree work is complete. The boardwalk construction project has been tendered. Construction will begin in summer 2026 and conclude in 2027. The new 2.1 km boardwalk will offer expanded capacity, new interpretive nodes, and opportunities for both informal and programmed education and events.

Planning is well underway to formalize the Delta South Surrey Greenway from Nordel Way to 72nd Avenue. This project will establish a multi-use route with improved flood resiliency, connecting to the Delta Nature Reserve boardwalk and establishing an important regional greenway link. Planning will continue through 2027 with construction to begin in 2028.

Together, these initiatives form an integrated plan to improve public access, education, and stewardship of Burns Bog Ecological Conservancy Area. Metro Vancouver is actively collaborating with City of Delta staff, continuing the long-standing interagency partnership that has supported the protection and enhancement of this vital ecosystem

Project updates are available on the project webpage at Metro Vancouver's website (**Reference 1**).

Delta Nature Reserve - Delta South Surrey Greenway		Status
Progress	Hazard tree mitigation to prepare the Delta Nature Reserve for construction is underway and on track to finish at the end of February	
Schedule	On schedule	
Budget	On budget	
Next Milestone	Construction of the Delta Nature Reserve Boardwalk	

Codd Wetland - Park Development
Codd Wetland Ecological Conservancy Area (ECA) in the City of Pitt Meadows is home to more than two hundred species of wildlife including birds, mammals, and amphibians. There is currently no public access to the conservancy area.

The purpose of this project is to complete initial site improvements to support phased public access in 2026, and to implement priority park development and conservation improvements following completion of the park management plan in subsequent years.

Work is currently underway on preliminary planning and background studies to facilitate phased public access to portions of the park. The initial opening will focus on the use of existing farm roads and routes for walking and nature viewing. Concurrently, Metro Vancouver is initiating a management planning process that will develop a long-term management plan for the entire Codd Wetland Ecological Conservation Area (ECA).

Codd Wetland - Park Development		Status
Progress	Initial planning for phased public opening	
Schedule	On schedule	
Budget	On budget	
Next Milestone	Basic site improvements, archaeology and technical studies	

Campbell Valley Park and Greenway Development
Metro Vancouver is undertaking improvements in Campbell Valley Regional Park to enhance access to nature and accommodate growing visitation. These upgrades align with the vision set out in the Park Management Plan, approved by the MVRD Board in 2020.

Planned improvements include developing new entrance areas, creating additional picnic spaces, expanding the Perimeter Trail for walking and cycling, and adding new pedestrian trails. Habitat enhancement initiatives — such as restoration planting and the creation of new wetlands — are also underway. The project is progressing, and remains on track to be delivered within the approved schedule and budget. Construction began in 2021, and by the end of 2025, 5 km of the Perimeter Trail (Regional Greenway), a significant staging area, upgrades to the dog off leash area, and a new wetland have been completed.

2026 Park development includes the construction of trails, parking and staging amenities, open space, picnic shelters, and wetland features in the McLean Pond area of the park, which is currently closed to public access. This work has been tendered, with construction to begin in July 2026. Park and greenway improvements are planned to continue through 2030.

Campbell Valley - Park and Greenway Development		Status
Progress	Ongoing Construction	
Schedule	On schedule	
Budget	On budget	
Next Milestone	Development of McLean Pond, Trails and habitat enhancement	

Lynn Headwaters - Park Entry
The purpose of this project is to enhance the main day-use area, and replace critical infrastructure, to ensure continued access and enjoyment of Lynn Headwaters Regional Park. Key initiatives include replacing the existing main entry bridge over Lynn Creek, decommissioning unused drinking water infrastructure, and improving open spaces, trails, and amenities. These improvements will enhance safety, accessibility, visitor experience and the park's ecological values.

Concept design is complete, detailed design including permit submissions is scheduled for completion in 2026. Engagement with First Nations is underway. Stakeholder engagement and public communications will proceed in 2027. Construction is currently forecast to begin in summer 2027 and conclude by 2030.

Lynn Headwaters - Park Entry		Status
Progress	Concept design completed, detailed design underway	
Schedule	On schedule	
Budget	On budget	
Next Milestone	Detailed design and permitting	

təmtəmíxʷtən/Belcarra South Picnic Area
Metro Vancouver is developing public access to a previously closed portion of təmtəmíxʷtən/Belcarra Regional Park to expand capacity, enhance nature connection opportunities, and the overall visitor experience. In 2024, the MVRD Board approved an amended plan for the təmtəmíxʷtən/Belcarra South Picnic Area, which retains the Bole House for public use and permits the removal of seven cabin structures. The purpose of this project is to implement that plan, and open the area to public access.

Planning and detailed design are complete. The project will be tendered once a waterline agreement is finalized and a building permit is issued by the local municipality. Village of Belcarra and City of Port Moody have been very supportive in advancing permits and in the development of a waterline agreement. It is anticipated that the required permits and waterline agreement will be completed in the summer of 2026. Construction is planned to begin in fall 2026 and conclude in 2027.

Development plans include:

- Renovating the Bole House heritage building into a bookable, multi-use facility.
- Expanding the trail network, including an accessible waterfront trail, replacing a failing bridge, and adding beach access stairs.
- Adding new site amenities such as a picnic area, amphitheater, and interpretive signage.
- Enhancing ecological conditions through creek and pond restoration, invasive species removal, replanting, and installation of protective fencing.
- Widening the existing road to support two-way traffic and fire truck access.
- Adding pocket parking to improve visitor access.

The Tsleil-Waututh Nation is actively engaged in project planning, with particular focus on the development of interpretive and cultural elements.

təmtəmíxʷtən/Belcarra South Picnic Area		Status
Progress	Detailed design and market sounding for construction is complete. The building permit application is under review by the municipality.	
Schedule	Delayed Pending Waterline Agreement and issuance of building permit – being managed within budget	
Budget	On budget	
Next Milestone	Tendering construction	

Capilano River – Service Yard Construction

The purpose of this project is to construct a service yard facility to support both Capilano River Regional Park and Grouse Mountain Regional Park. The new facility, located at the Capilano River Regional Park, will consist of an administration building, a workshop, and a storage building. Construction began in February 2026 and is proceeding slightly ahead of schedule.

Construction is scheduled to conclude in spring 2027.

Service Yard Construction		Status
Progress	Construction is about 25% complete	
Schedule	On schedule	
Budget	On budget	
Next Milestone	Building commissioning	

Tynehead Perimeter Trail

The *Tynehead Regional Park Management Plan* 2004 established a vision for the development of a perimeter trail circumnavigating the entire park. The purpose of this project is to design and develop the two remaining sections required to complete the entire 8.5 km perimeter trail:

- Tynehead Perimeter South Trail – McCaskill House to Ravens Nest, approximately 0.3 km in length
- Tynehead Perimeter North Trail – Serpentine Hollow to Serpentine Fields, approximately 1.2 km in length

Environmental and arborist assessments are complete. Detailed design is complete for the South Trail and the project is ready to be tendered. Design is underway for the North Trail and construction is planned for 2027.

In addition, Metro Vancouver is working with Kwantlen First Nation on a cultural art and interpretive display project that will enhance the trail visitor experience and celebrate the unique cultural and natural heritage of the landscape.

Tynehead Perimeter Trail		Status
Progress	Detailed design	
Schedule	On schedule	
Budget	On budget	
Next Milestone	Tendering of South Trail Section	

Grouse Mountain Trail and Amenity Improvement
The purpose of this project was to implement the park management plan approved by the MVRD Board in 2018. Through the Investing in Canada Infrastructure Program, a partnership with the governments of Canada and British Columbia, Metro Vancouver received a $3.5 million grant to advance implementation of the project.

Initiated in 2020, the project has enhanced park access, visitor safety, and ecological health. Upgrades include an expanded main entrance area at the trailhead, improvements to the BCMC and Grouse Grind trails, new secondary connector trails and trailheads, and ecological enhancements throughout the park. These improvements support both human and ecological well-being by protecting and enhancing forest ecosystems, while providing opportunities to learn about, explore, and be active in a coastal mountain environment.

The project has been delivered on time and on budget and is now complete.

Grouse Mountain Trail and Amenity Improvement		Status
Progress	Final completion. Deficiencies to be addressed.	
Schedule	On schedule	
Budget	On budget	
Next Milestone	Project closeout	

Derby Reach Campground Expansion
The Edgewater Bar Campground at Derby Reach Regional Park offers a unique camping experience along the Fraser River. Easily accessible from surrounding Metro Vancouver communities, the campground is highly popular, with all 38 campsites fully booked throughout the summer season. Planning is underway for an expansion of the existing campground.

The proposed expansion area lies east of Edgewater Bar, within a lawn area between Allard Crescent and the existing gravel Edge Farm Trail. The expansion will include 38 new campsites, an access road, a picnic shelter, and supporting amenities. Campsites will be designed to minimize impacts from seasonal flooding and avoid disturbance to existing natural areas, recreational amenities, and trails. The project will incorporate as many fully accessible campsites as possible, and all picnic tables will be wheelchair accessible.

In January 2025, the Agricultural Land Commission (ALC) approved a non-farm use application. Throughout summer 2025 technical studies were advanced. A conceptual design for the campground expansion has been developed, incorporating the outcomes of the technical studies. Detailed design has started. Further engagement with First Nations, permitting, and interim site access improvements will continue through 2026. Construction is planned for 2027.

Derby Reach Campground Expansion		Status
Progress	Conceptual Design	
Schedule	Delayed due to archeological permitting; being managed within budget	
Budget	On budget	
Next Milestone	Detailed Design	

Fraser Riverfront Park: Regional Park Development
The purpose of this project is to plan and develop a Fraser Riverfront park site in the Township of Langley. This project will enhance motorized and non-motorized access to the Fraser River, provide new open space, trails, picnic areas, bar fishing and other day-use opportunities and a node along the Regional Greenway in line with the Board Approved Experience the Fraser Initiative and Regional Greenways 2050 Plan.

Planning and design will continue through 2026-2027, pending the completion of all required permitting and land requirements.

Fraser Riverfront Park: Regional Park Development		Status
Progress	Preliminary Design	
Schedule	On schedule	
Budget	On budget	
Next Milestone	Detailed design	

ALTERNATIVES
This is an information report. No alternatives are presented.

FINANCIAL IMPLICATIONS
As part of the Regional Parks capital planning process, the timing of each project is reviewed and updated annually based on available resources, strategic prioritization, risk to system operations and financial sustainability. The program as a whole is progressing within the approved annual expenditures. Each project is subject to its own cost review on a regular basis, as well as regular stage gate approvals. Project specific reports will be provided to the Committee and Board where warranted to provide greater detail and address any required changes to project scope, schedule or budget.

CONCLUSION

This report provides a status update of the Regional Parks Capital Program with summaries for larger projects over $3 million in value. The report highlights progress, schedules, budget and upcoming milestones, and an overall summary of remaining projects. Generally, the capital program is progressing on time and within budget, with some scheduling impacts due to archeological and permitting requirements on two projects.

These updates are provided three times a year for the Regional Parks Committee in February, July, and November to provide timely line of sight for the April Board Budget Workshop, input into the annual budget and five-year financial plan for October, and an end-of-year update. Individual project reports will continue to be provided as needed, particularly at key decision-making milestones.

ATTACHMENTS

1. Regional Parks Capital Projects Financial Reporting.
2. Presentation re: Capital Program Update: Regional Parks.

REFERENCES

1. Metro Vancouver. (2026). Delta Nature Reserve Boardwalk Replacement Project | Metro Vancouver. https://metrovancouver.org/services/regional-parks/delta-nature-reserve-boardwalk-replacement-project

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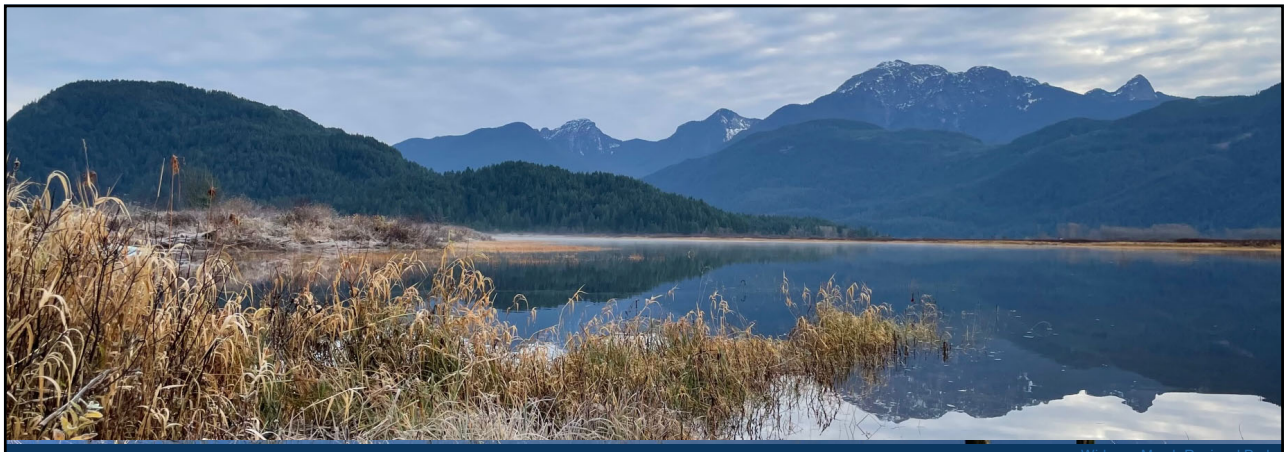
Capital Expenditures as of May 31, 2026
Regional Parks

Name	Driver	Active Phase	Timeline (Start Yr. - End Yr.)	Project Estimate	Total Actuals to Date (May 31)	2026-2030 Planned Expenditures		2026 Planned Annual Expenditures (in Budget)	2026 Forecasted Expenditures	2026 Actuals (Jan. 1 - May 31)	Actual Expenditures to Forecasted Expenditures (%)	2026 Actual Expenditures Variance to Forecasted Expenditures ($)	2026 Actual Expenditures to Planned Expenditures (%)
Widgeon Marsh Park Development	Capacity, Growth & Ecological Resilience	Planned	2020-2030	23,850,000	5,012,143	19,000,000		7,000,000	4,500,000	78,483	2%	(4,421,517)	1%
Regional Parks Land Acquisition	Land Acquisition	Land Acquisition	Ongoing	-	-	100,000,000	*	20,000,000	20,000,000	1,896,046	9%	(18,103,954)	9%
Delta Nature Reserve - Delta South Surrey Greenway	Connected Network	Planned	2023-2028	18,000,000	1,660,407	16,000,000		5,000,000	4,000,000	236,617	6%	(3,763,383)	5%
Management Plan Implementation	Capacity, Growth & Ecological Resilience	Planned	2028-2030	15,000,000	-	3,250,000		-		-	0%	-	0%
Codd Wetland - Park Development	Capacity, Growth & Ecological Resilience	Planned	2028-2032	12,450,000	-	1,250,000		-	25,000		0%	(25,000)	0%
Campbell Valley - Park and Greenway Development	Capacity, Growth & Ecological Resilience	Construction	2020-2030	12,300,000	4,073,919	8,000,000		2,000,000	2,000,000	240,983	12%	(1,759,017)	12%
Site Improvements	Capacity, Growth & Ecological Resilience	Planned	Ongoing	10,050,000	417,992	1,250,000		250,000	233,547	(50,229)	-22%	(283,776)	-20%
Regional Park Service Yard Replacement	Facility Replacement & Asset Management	Planned	2030-2040	8,750,000	-	250,000		-		-	0%	-	0%
Lynn Headwaters - Park Entry	Facility Replacement & Asset Management	Planned	2025-2030	8,350,000	529,526	8,100,000		500,000	650,000	202,651	31%	(447,349)	41%
Regional Park Development	Capacity, Growth & Ecological Resilience	Construction	2025-2028	7,000,000	-	6,750,000		750,000	25,000	-	0%	(25,000)	0%
Campbell Valley - Nature House	Facility Replacement & Asset Management	Design	2030-2035	5,500,000	-	100,000		-		-	0%	-	0%
Belcarra - South Picnic Area	Capacity, Growth & Ecological Resilience	Construction	2023-2027	5,450,000	1,578,285	3,500,000		1,500,000	500,000	65,093	13%	(434,907)	4%
Capilano River - Service Yard Replacement	Facility Replacement & Asset Management	Construction	2022-2027	5,000,000	1,918,622	4,000,000		3,500,000	4,030,000	1,265,963	31%	(2,764,037)	36%
Tynehead - Perimeter Trail Extension	Connected Network	Design	2025-2030	4,750,000	179,521	4,250,000		250,000	1,150,000	128,710	11%	(1,021,290)	51%
Grouse Mountain Trail and Amenity Improvement	Capacity, Growth & Ecological Resilience	Construction	2019-2025	4,350,000	3,847,900	-		-	9,983	9,983	100%	(0)	0%
Greenway Connection	Connected Network	Planned	2030-2035	4,000,000	-	4,000,000		-		-	0%	-	0%
Burns Bog - Fire Restoration	Capacity, Growth & Ecological Resilience	Planned	2028-2032	3,850,000	-	600,000		-		-	0%	-	0%
Belcarra - Admiralty Heights Trail Decommissioning	Capacity, Growth & Ecological Resilience	Planned	2030-2034	3,250,000	-	250,000		-		-	0%	-	0%
Derby Reach Campground Expansion	Capacity, Growth & Ecological Resilience	Planned	2025-2027	3,000,000	1,001	2,750,000		1,750,000	1,000,000	1,001	0%	(998,999)	0%
Total > $3M						183,300,000		42,500,000	38,123,530	4,075,299	11%	(34,048,231)	10%
Total < $3M						21,295,000		5,350,000	7,838,741	1,604,307	20%	(6,234,434)	30%
Total						204,595,000		47,850,000	45,962,271	5,679,607	12%	(40,282,664)	12%

* Land Acquisition planned expenditures is $20M per year for 2026-2030



Widgeon Marsh Regional Park

Capital Program Update: REGIONAL PARKS

Mike Redpath
Director, Regional Parks

Jeffrey Fitzpatrick
Division Manager, Regional Parks Design and Development

Regional Parks Committee meeting – July 8, 2026

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REGIONAL PARKS CAPITAL PROGRAM UPDATE – FEBRUARY 2026

Table 1. Capital Program Reporting

	J	F	M	A	M	J	J	A	S	O	N	D
Capital Program Update		✔					✔				✔	
Financial Performance Report				✔			✔				✔	

- Status update of the Regional Parks Capital Program with summaries for larger projects ($3M + value), highlighting progress, schedule, budget, and upcoming milestones, and an overall summary of remaining projects.
- Updates will be provided three times a year to the Committee and Board to provide timely line of sight for the April Board Budget Workshop, input into the annual budget and Five-Year Financial Plan for October, and an end of year update.
- Individual project reports will continue to be provided as needed, particularly at key decision-making milestones.

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FUNCTION CAPITAL PROGRAM UPDATE – SUMMARY

Project	Progress	Schedule	Budget
Widgeon Marsh Regional Park Development			
Regional Park Land Acquisition			
Delta Nature Reserve – Delta South Surrey Greenway			
Codd Weltand Park Development			
Campbell Valley Park and Greenway Development			
Lynn Headwaters Park Entry			
təmtəmíxʷtən/Belcarra South Picnic Area			
Capilano River – Service Yard Construction			
Tynehead Perimeter Trail			
Grouse Mountain Trail and Amenity Improvement			
Derby Reach Campground Expansion			
Fraser Riverfront Park: Regional Park Development			

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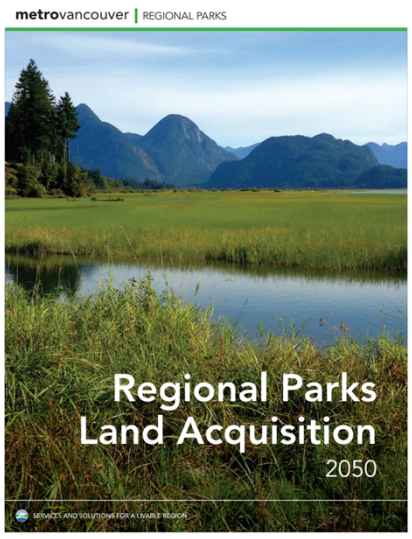
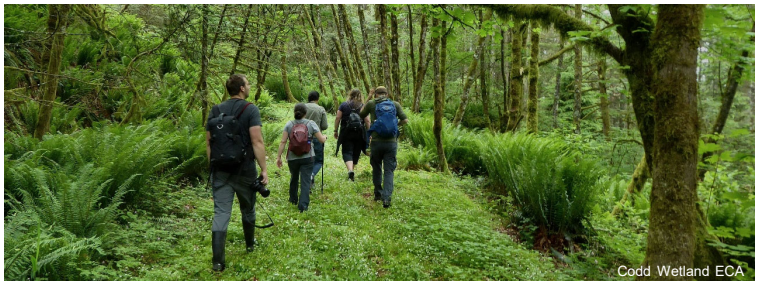
REGIONAL PARK LAND ACQUISITION



Crippen Regional Park


Codd Wetland ECA

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WIDGEON MARSH REGIONAL PARK
Widgeon Marsh Regional Park
Widgeon Marsh Regional Park
Widgeon Marsh Regional Park
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WIDGEON MARSH REGIONAL PARK - OPEN

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GROUSE MOUNTAIN PARK TRAIL AND AMENITY IMPROVEMENT
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Grouse Mountain
REGIONAL PARK
Grouse Mountain Regional Park Trailhead
Grouse Grind
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DELTA NATURE RESERVE – DELTA SOUTH SURREY GREENWAY
Clearing
Stakeholder Engagement
Hazard Tree Removal
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BELCARRA SOUTH PICNIC AREA
Planned Bole House restoration and public beach access

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CAMPBELL VALLEY PARK & GREENWAY DEVELOPMENT
Campbell Valley Perimeter Trail (Regional Greenway)
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SERVICES AND SOLUTIONS FOR A LIVABLE REGION

To: MVRD Board of Directors

From: Housing Committee

Date: July 14, 2026 Meeting Date: July 24, 2026

Subject: **UBCM 2026 Community Excellence Award Nomination**

HOUSING COMMITTEE RECOMMENDATION

THAT the MVRD Board support Metro Vancouver's submission to the Union of BC Municipalities (UBCM) 2026 Community Excellence Award in the Service Delivery category for the Metro Vancouver Housing Free Food Program.

At its July 8, 2026 meeting, the Housing Committee considered the attached report titled "UBCM 2026 Community Excellence Award Nomination", dated June 3, 2026. Members requested more information regarding the nature of the partnership between Metro Vancouver Housing and Food Link Society.

Since 2017, Metro Vancouver Housing (MVH) has partnered with Food Link Society (formerly Immigrant Link Centre Society) to deliver the Free Food Program at MVH communities. Food Link Society, a volunteer-driven organization, plays a critical operational role by rescuing surplus perishable food from grocery retailers and coordinating its redistribution to MVH sites through the efforts of its staff and volunteers.

MVH supports program delivery by providing a monthly honorarium on a per-site basis to offset transportation, fuel, and other logistical costs, as outlined in a Letter of Understanding between the two organizations. The program's success is the result of this longstanding collaboration, combining Food Link Society's expertise, volunteer capacity, and community connections with MVH's funding, site access, resident engagement, and program coordination.

The proposed Union of BC Municipalities (UBCM) award application is not intended to diminish or overlook Food Link Society's contribution. Rather, as the award category is open only to local government applicants, the nomination recognizes MVH's role in establishing, funding, and expanding the program within its housing communities, while explicitly highlighting that the program's impact has been achieved through a valued partnership with Food Link Society. Any award recognition received by MVH would also acknowledge the essential contributions of Food Link Society in making the program possible.

Following discussion, the Committee subsequently passed the recommendation as presented above. This matter is now before the Board for its consideration.

ATTACHMENTS

1. "UBCM 2026 Community Excellence Award Nomination", dated, June 3, 2026.

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SERVICES AND SOLUTIONS FOR A LIVABLE REGION

To: Housing Committee

From: Saleh Altaf, Manager, Tenant Programs and Services, Metro Vancouver Housing
Jean Lawson, Program Manager, Intergovernmental Relations

Date: June 3, 2026 Meeting Date: July 8, 2026

Subject: **UBCM 2026 Community Excellence Award Nomination**

RECOMMENDATION
THAT the MVRD Board support Metro Vancouver's submission to the Union of BC Municipalities (UBCM) 2026 Community Excellence Award in the Service Delivery category for the Metro Vancouver Housing Free Food Program.

EXECUTIVE SUMMARY
The UBCM Community Excellence Awards recognize UBCM members that have implemented projects or programs that demonstrate excellence in meeting the purposes of local government. This report seeks Board support for Metro Vancouver Housing's Free Food Program for the Excellence in Service Delivery Category. The UBCM Community Excellence Awards require Board support by resolution to submit an application.

PURPOSE
To seek MVRD Board support to submit Metro Vancouver Housing's Free Food program to be considered for the UBCM 2026 Community Excellence Awards.

BACKGROUND
Metro Vancouver, through the MVRD, is a member of UBCM and may submit one project per award category for the UBCM Community Excellence Awards. UBCM requires a Board resolution indicating support for projects to be considered for a 2026 Community Excellence Award.

UBCM 2026 COMMUNITY EXCELLENCE AWARDS
The UBCM Community Excellence Awards recognize UBCM members that have implemented projects or programs that demonstrate excellence in meeting the purposes of local government. Awards will be presented during UBCM's 2026 Convention.

Staff have reviewed the award categories and criteria and are recommending the following entry in the Excellence in Service Delivery category.

Excellence in Service Delivery
This category includes projects/programs that provide effective services in a proactive manner, demonstrate benefit to the community, and are integrated with community plans and aligned with financial plans.

Metro Vancouver Housing Free Food Program
Metro Vancouver Housing serves nearly 10,000 tenants, including families, seniors, and individuals with low to moderate incomes who are disproportionately affected by increasing cost-of-living pressures.

Food insecurity emerged as a growing and urgent issue across Metro Vancouver Housing communities, particularly following 2023, when inflation and economic pressures significantly reduced households' ability to consistently access fresh, nutritious food. Many residents were forced to make difficult choices between essentials such as rent, utilities, and food, resulting in increased vulnerability, social isolation, and negative health outcomes.

At the same time, large quantities of high-quality food were being wasted across the regional food system. This disconnect between surplus food and unmet community need highlighted an opportunity for an innovative, partnership-based response.

The Free Food Program was initiated to directly address this dual challenge of tenant food insecurity and food waste, while advancing Metro Vancouver Housing's broader commitment to poverty alleviation, community wellbeing, and environmental sustainability as outlined in its Five Pillars Model, which prioritizes food security and poverty reduction as key components of healthy communities.

In partnership with Food Link Society, the program was designed to rescue surplus perishable food from grocery retailers and redistribute it efficiently to residents in need. Beginning as a small initiative, the program rapidly expanded after 2023 as part of a deliberate strategy to scale high-impact tenant supports. The number of participating housing sites grew significantly, from early pilot locations to 27 sites in 2025, with plans to reach 35 sites by 2027, reflecting both the scale of need and the success of the model.

The program was started to ensure that low-income households have reliable access to nutritious food, while simultaneously reducing preventable food waste, lowering greenhouse gas emissions, and strengthening community resilience through partnerships and local engagement.

The Free Food Program demonstrates excellence in local government service delivery by advancing multiple core purposes of local government in British Columbia, including supporting community well-being, fostering partnerships, delivering efficient services, and addressing complex social challenges through innovation. It also elevates a regional mandate to strengthen community buy-in towards climate action.

ALTERNATIVES

1. THAT the MVRD Board support the submission by Metro Vancouver to the Union of BC Municipalities (UBCM) 2026 Community Excellence Award in the Service Delivery category for the Metro Vancouver Housing Free Food Program.

2. THAT the MVRD Board receive for information the report dated June 3, 2026, titled “UBCM 2026 Community Excellence Award Nomination”.

FINANCIAL IMPLICATIONS

There are no financial implications associated with applying for or with receiving this award.

CONCLUSION

The UBCM Community Excellence Awards recognize members and projects that demonstrate promising practices and innovation. The recommended program for the 2026 Excellence in Service Delivery award is a strong example of Metro Vancouver’s collaboration and innovation that can be replicated by other jurisdictions. A Board resolution is required to submit an application. With the support of the MVRD Board, this award application would help profile a beneficial program delivered by Metro Vancouver and increase awareness of Metro Vancouver and its services.

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SERVICES AND SOLUTIONS FOR A LIVABLE REGION

To: Governance Committee

From: Lucy Duso, Division Manager, Collaboration and Engagement, External Relations

Date: June 30, 2026 Meeting Date: July 9, 2026

Subject: **Engagement Summary on Potential Changes to the Size and Structure of Each of Metro Vancouver's Four Boards of Directors**

RECOMMENDATION

THAT the MVRD Board receive for information the report dated June 30, 2026, titled, "Engagement Summary on Potential Changes to the Size and Structure of Each of Metro Vancouver's Four Boards of Directors".

EXECUTIVE SUMMARY

The 2025 independent Metro Vancouver Board Governance Review concluded that there is an opportunity to optimize the size and structure of Metro Vancouver's four Boards to improve governance effectiveness, oversight, and enhance decision making and risk management. Consideration of such options is a major workplan item for the Governance Committee and Boards in 2026.

This report summarizes feedback from engagement activities undertaken on potential changes to the size and structure of each of Metro Vancouver's four Boards.

Deloitte Canada interviewed Board Directors, Mayors, and provincial representatives. A report from their engagement is **Attachment 1** to report E2 in the Governance Committee agenda for meeting date July 9, 2026. In addition, staff, with support from Deloitte Canada, conducted engagement with the following audiences:

- Council of Councils (110 participating elected officials from across the region);
- Two presentations to member Councils upon request;
- Member jurisdiction staff through a Joint Advisory Committee webinar (with RAAC, RFAC, REAC and RPAC members);
- Public input through 2 public webinars (100+ registered), an online survey (530 completed surveys), market research (regional representation), and Metro Vancouver's Youth and Education Advisory Panel; and
- Written responses from First Nations and Board Directors (**Attachment 2**).

A full engagement summary including the engagement promotions, activities, and further detail on the input heard is found in Attachment 1 to this report**.** Input was sought on a series of options for potential changes to size and structure considered by the Governance Committee and Boards for the MVRD, MVHC, GVWD, and GVS&DD Boards.

PURPOSE

This report summarizes input received through engagement on potential changes to the size and structure of each of Metro Vancouver's four Boards with an aim to improve governance effectiveness, oversight, decision making, and risk management.

BACKGROUND

At its meeting January 22, 2026, the MVRD Board endorsed a process for the Governance Committee and Boards to consider potential changes to board size and structure to improve governance, and to outline any legislative changes necessary to implement any recommended changes. In February, the Governance Committee and MVRD Board endorsed an evaluation methodology for this work including problem statements for each board, evaluation criteria, and preliminary weighting. In March, the Governance Committee considered options for change stemming from the 2025 Deloitte Canada Board Governance Review for the MVRD and MVHC Boards. In April, the Committee considered options for the GVS&DD and GVWD Boards along with a presentation from Dana Hayden, Hayden Consulting, on a potential Major Projects Committee. The Boards received the same presentation at the May Board meetings.

An engagement plan was shared to the MVRD Board in March 2026 in a report dated February 27, 2026, titled 'Approach to Engagement on Consideration of the Size and Structure of each of the Four Metro Vancouver Boards'. This report described how the engagement will be co-delivered by Deloitte Canada and Metro Vancouver staff, and that the engagement program will reach a range of audiences including:

- Governance Committee members and Board Directors
- Member jurisdictions (elected officials and staff)
- Local First Nations
- Metro Vancouver staff
- The provincial government (elected officials and staff)
- Public

The engagement period for considering potential changes to board size and structure kicked off on April 25, 2026 at the Council of Councils meeting and largely concluded on June 14, 2026, with some additional activities for member jurisdiction staff. This report summarizes the findings and input received.

ENGAGEMENT PROCESS

The engagement program involved Governance Committee members and Board Directors, Member jurisdictions (elected officials and staff), local First Nations, Metro Vancouver staff, the provincial government (elected officials and staff), and the public. Tactics included background materials, in-person interviews, an opt-in survey, a market research survey, webinars, and the opportunity to provide written comments. All audiences had opportunities to provide feedback on proposed options for board size and structure, as well as on the outcomes of the options, such as efficiency, decision making, and oversight. Input was also received on additional governance issues.

ENGAGEMENT FOCUS: OPTIONS FOR CHANGES TO METRO VANCOUVER'S FOUR BOARDS

Engagement focused on the options described in Deloitte Canada's Metro Vancouver Board Governance Review Report from May 2025. Specifically, the options under consideration are:

For the MVRD Board:

- Status Quo
- One director per member jurisdiction
- Cap the number of directors at 3 per member jurisdiction
- Change threshold per vote to 25,000 residents (from 20,000)
- Each director has up to 7 votes (instead of 5).

For the two utility Boards, GVWD and GVS&DD:

- Status Quo
- Follow any changes made for the MVRD Board
- Smaller 'hybrid' board with a blend of elected and external appointed directors
- Although not a change to the boards, an additional option was discussed specific to the utility boards: to add a Major Capital Projects Committee, with both local elected officials and external appointed directors.

For the MVHC Board:

- Status Quo
- Align with any change made for the MVRD Board
- Smaller 'hybrid' board with blend of elected and external appointed directors
- Fully appointed non-profit board.

These options and their impacts on Board size and governance are described in staff reports, on the Metro Vancouver webpage, in presentations, and made available for download and print.

ENGAGEMENT PARTICIPATION

Deloitte interviewed Board Directors, Mayors, and provincial representatives. 110 elected representatives participated in the Council of Councils session. About 150 senior municipal staff were invited to participate in a webinar and to complete a survey or send in comments. A representative sample of residents were surveyed through market research. 530 people participated in the online survey. Over 100 people registered for the public webinars, with participation from a range of sectors and interests including academics in local governance, government, residents, and businesses. 12 youth engaged through Metro Vancouver's Youth and Education Advisory Panel. Presentations were made on to two municipal councils at their request.

Over 6,600 subscribers to the *Metro Vancouver Update* received the engagement information through a newsletter. Over 360,000 were notified about the engagement opportunity through online and print promotions and advertising impressions reached 2.6 million.

Deloitte's Interviews with Board Directors, Mayors, and Provincial Representatives

Deloitte conducted confidential consultations with Board Directors, other elected officials, and a select group of external stakeholders between April 27 and June 5, 2026. The following is an excerpt from the Executive Summary.

"Feedback from the independent consultation process reinforces that Metro Vancouver's current governance model continues to provide a strong foundation, but regional growth, emerging regulations, capital project complexity, and board composition has increased pressure on how the Boards operate and govern. Across all areas relating to Board size and structure, there areas of strong alignment and also strong divergence in views. While certain themes are widely shared, there is no singular or uniform position on the optimal path forward given the equal balance of advantages and disadvantages inherent in each option. Instead, the findings reflect a set of common widely considerations that will need to be balanced as the governance structure evolves.

Key observations from the independent consultation process include:

- **Board size remains a concern**, with broad consensus that the projected trajectory into the future is not sustainable and is impacting effectiveness, efficiency, and quality of discussion.
- **There is general support for a reduced or capped MVRD Board size**, particularly if proportional voting strength is preserved - although views differ on how far reductions should go and how they might be achieved.
- **Representation versus efficiency remains a central trade-off**, with recognition that fewer seats may improve effectiveness and efficiency but reduce the diversity of municipal perspectives.
- **Utilities governance reflects a tension between accountability and expertise**, with no clear consensus on whether to maintain a fully elected model or move toward a hybrid structure.
- **There is significant support for the consolidation of the current four sewer areas into one regional area** (as it is for the water district)**.**
- **There is strong support for delegating technical oversight of major capital projects** through the creation of a Major Capital Projects Committee.
- **The MVHC Board is generally viewed as functioning effectively**, with limited appetite for structural change beyond targeted refinement to maintain alignment with the MVRD Board.
- **Near-term governance improvements are a priority**, particularly those that can be implemented ahead of the next Board term, while more substantive changes are expected to require provincial engagement.
- **Understanding and confidence in governance processes varies**, particularly with respect to the roles of committees, perceived confidence in information received, and the extent to which current structures reduce workload. Some of these challenges were attributed to the volume of information received and the resources and time available to the Director to assess it, as well as their desire to seek support from staff in reviewing it.
- **Opportunities exist to strengthen several other governance mechanisms**, including Director onboarding and education, Board and Committee nominations, and Board discipline Almost all Directors indicated Board size and structure was a contributor to governance challenges within the Board, however they were quick to identify concerns regarding Director behaviour as a more predominant driver. A recurring theme across almost all interviews was a frustration with a marked increase during the current term in negative attitudes and behaviours from some Board members despite the recent introduction of a code of conduct."

Council of Councils

Council of Councils was attended by 110 local elected officials. Mentimeter was used to survey participants' opinions on potential changes to the size and structure of Metro Vancouver's four boards.

- 94% of respondents felt that changing the MVRD Board size/structure would improve decision-making and governance.
- 95% of respondents conveyed that it is important for Councils across the region at the MVRD Board to continue to collaborate to deliver regional services.
- The top priority outcomes identified for making any changes to the MVRD Board were:
    - Efficient, effective decision making
    - Accountability and transparency
    - Ensuring the option is sustainable for managing board size into the future
- In assessing the options for the MVRD Board, the most popular option was 'capping the number of directors per member jurisdiction to 3' to achieve the above outcomes.

- 78% of respondents supported a greater focus on major capital projects for the GVS&DD and GVWD Boards — either through a major projects committee or a smaller board comprised of both elected officials and external, independent appointed directors
- For Metro Vancouver Housing, the preferred option was split between a smaller board with a mix of external housing sector and elected directors and continuing to align with the MVRD Board.

Member Jurisdiction Staff

Member jurisdiction staff participated through standing meetings, a webinar, and the opt-in survey (representing about 50 of the completed forms). Metro Vancouver hosted a Joint Advisory Committee webinar, including polling questions, for RAAC, RFAC, REAC, and RPAC members on June 18, 2026.

- Over half of the participants (54%) indicated that changes to board size and structure would "somewhat" improve how Metro Vancouver makes decisions and governs its services, while most of the remaining selected "a great deal" (22%), or needed more information before deciding (15%).
- When asked to consider the four options for the MVRD Board, the top selection was capping the number of directors at three per member jurisdiction (34).
- Most responded that there are different considerations for the utility boards than the regional district board (80%) and 41% expressed support for additional oversight / focus on major capital infrastructure projects.
- For the MVHC, most (79%) identified a preference for a smaller board with external housing sector directors, rather than aligning with the MVRD.

Public Survey

An opt-in online survey was designed to receive input from people who have an interest, exposure to or knowledge on this topic area. It was promoted to member jurisdictions, other organizations, and interested public. As a self-selected sample, findings are not statistically representative of the general population. Analytics show that many accessed the online survey directly through newsletter links. Most were over 45 years old. Participants lived across all but two member jurisdictions, and over 90% identified as regular participants in municipal elections (where typical estimates range from 20 to 65%). There were 530 completed surveys.

Takeaways from the survey include:

- Three-quarters of respondents (75%) reported understanding the Metro Vancouver boards quite well or to some degree.
- Over two-thirds of respondents (70%) favoured significantly reducing the size of the MVRD Board, and most other respondents (24%) preferred to reduce the size and limit further growth.
- 81% indicated that it would be very or somewhat valuable to add appointed directors with specialization in infrastructure to decision making for the GVS&DD and GVWD boards.
- 83% indicated that it would be or might be valuable to have some external directors with housing sector experience on the MVHC Board.
- More than two-thirds of respondents (69%) indicated that changes to board size and structure would improve how Metro Vancouver makes decisions and governs its services "a great deal", while most remaining respondents (23%) indicated somewhat of an improvement.

A market research survey was conducted to receive sentiment across a demographically representative sample of residents. About half of the representative sample of residents indicated familiarity with the organization and board, and this is largely a 'surface-area' familiarity. This type of market research provides a sense of where the public starts when considering this topic, awareness gaps, and general receptivity.

Findings include:

- Just over half of residents favour a smaller Board
- Three-quarters of residents feel it is important that a community's voting weight on the Board reflect the size of its population
- Responsible spending ranks highest as both a desired Board decision-making quality and Board decision outcome.
- Public engagement and responsiveness to public feedback were identified as key qualities of effective governance.

Public Webinars

Two public webinars attracted over 100 registrations and just over 50 participants. These were an opportunity to poll the participants on the same questions asked to other audiences, and for the participants to ask questions of Metro Vancouver.

Participants raised questions and comments regarding representation, the organization's scope, Board Director remuneration and appointment, First Nations inclusion in decision making, and overall governance implications of changes to size and structure of Metro Vancouver's boards.

Youth Representation

Staff provided a workshop for Metro Vancouver's Youth and Education Advisory Panel on April 29, 2026. 12 members engaged in group discussions. These youth are highly aware of Metro Vancouver services and aware of decision-making processes.

- The most important outcomes when considering potential changes are accountability and transparency to the public, more efficient and effective decision making, and ensuring member jurisdiction representation for service provided.
- The most important principles for the MVRD Board are transparency, representation, and stewardship.
- 83% replied "somewhat" when asked whether changes to board size and structure would improve how Metro Vancouver makes decisions and governs its services.

Correspondence

Correspondence received is provided as Attachment 2 in the order of the date it was received.

- In April 2026, Metro Vancouver staff sent letters to nine local First Nations to introduce the project and invite comments on this initiative. Two local First Nations provided correspondence that asked questions and provided input including:
    - Correspondence from kʷikʷəƛ̓əm (Kwikwetlem First Nation) emphasized the need for inclusive and meaningful Indigenous participation and representation in regional decision making, expressed concern with the current population-based voting structure, noted potential for impacts of Metro Vancouver decisions on Aboriginal rights and title, cultural values, and stewardship, and questioned alignment with the Province's ongoing inclusive regional governance initiative.

- Correspondence received from Sḵwx̱wú7mesh Úxwumixw (Squamish Nation), guided by the Sḵwx̱wú7mesh Úxwumixw 2026 Strategic Plan, emphasized to recognize Squamish Nation as government in Metro Vancouver's governance framework, ensure meaningful and direct participation in governance structures, advance equitable decision making authority, ensure early ongoing and collaborative engagement with the Nation, and align with *Declaration on the Rights of Indigenous Peoples Act* implementation and broader provincial inclusive regional governance work.

- Metro Vancouver received one letter from a Board Director: Director West from the City of Port Coquitlam provided input related to utility entities for Metro Vancouver's utility functions, independent regulatory oversight of Metro Vancouver utilities by British Columbia Utilities Commission, reduction of board size and structure beyond the proposals, amalgamation, and consolidation of Metro Vancouver's Committee structure.

Overarching Themes / Input for the Four Boards
The following themes emerged as important outcomes for any changes to the size and structure of Metro Vancouver's four boards through the engagement:

- Accessibility and transparency
- Effectiveness and decision making
- Expertise and capacity
- Representation
- Size / structure.

Across all audiences there was general support for making changes to the size and structure across the four boards. These include:

- For the MVRD Board, to cap the number of directors at 3 per member jurisdiction
- For the MVHC Board, there was limited support for change from Board Directors, but strong support for moving to a small hybrid board with a blend of elected and external appointed directors from other audiences
- For the utility boards, to continue to align with any changes made to the MVRD Boards and add a Major Capital Projects Committee.

OTHER INPUT ON ADJACENT ISSUES
Additional perspectives were shared on topics adjacent to the scope of board size and structure, including Board Director remuneration, financial management, municipal amalgamation, organization scope, and public perception.

ALTERNATIVES
This is an information report. No alternatives are presented.

FINANCIAL IMPLICATIONS
There are no financial implications to this report. Engagement was paid through approved 2026 budgets.

CONCLUSION

Through May and June 2026 Metro Vancouver delivered an engagement program to support the Boards' discussion on potential changes to board size and structure; one recommendation identified in the 2025 independent Board Governance Review by Deloitte Canada. The engagement program was designed to have a broad reach to increase awareness of this conversation, and then also to focus activities on those most likely to comment, be impacted by any decisions or have a role in implementation. Board Directors, other elected officials and provincial representatives were interviewed by Deloitte Canada. The promotions reached over 360,000 residents, and advertising provided over 2 million impressions. Residents' opinions are reflected in the market research findings. 530 individuals opted to provide input through a survey. Some correspondence was received. Others provided verbal comments during webinars and presentations. This report summarizes input received through engagement on potential changes to the size and structure of each of Metro Vancouver's four boards with an aim to improve governance effectiveness, oversight, and enhanced decision making and risk management.

ATTACHMENTS

1. Engagement Summary – Governance Board Size and Structure dated June 30, 2026.
2. Correspondence received re: Potential Changes to the Size and Structure of Each of Metro Vancouver's Four Boards of Directors.

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Exploring Changes to the Size and Structure of Each of Metro Vancouver's Four Boards

Engagement Summary April to June 2026

Acknowledgements

Thank you to everyone who has participated in the engagement process to explore potential changes to the size and structure of each of Metro Vancouver's four boards. Metro Vancouver embraces collaboration and innovation to provide sustainable regional services, contributing to a livable and resilient region and a healthy natural environment for current and future generations. The purpose of this engagement is to hear perspectives from our audiences on potential changes to the size and structure of each of Metro Vancouver's boards. We appreciate your time and the comments that you have shared with us during the engagement. We invite you to follow Metro Vancouver's progress on implementing recommendations from the Board Governance Review on the Board Governance Review Tracker.

About Metro Vancouver

Metro Vancouver is a diverse organization that plans for and delivers regional services, including water, sewers and wastewater treatment, and solid waste management. It also monitors and regulates air quality, plans for urban growth, manages a regional parks system, provides affordable rental housing, and serves as a regional federation. The organization is a federation of 21 municipalities, one electoral area, and one treaty First Nation located in the region of the same name. The organization is made up of four separate legal entities, each governed by its own Board of Directors. Board directors are elected officials from member jurisdictions.

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: q̓i⸱c̓əy̓ (Katzie), q̓ʷɑ:ńƛ̓əń (Kwantlen), kʷikʷəƛ̓əm (Kwikwetlem), máthxwi (Matsqui), xʷməθkʷəy̓əm (Musqueam), qiqéyt (Qayqayt), Semiahmoo, Sḵwx̱wú7mesh Úxwumixw (Squamish), sc̓əẃaθən məsteyəxʷ (Tsawwassen), and səlilwətaɬ (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.

4515 Central Boulevard, Burnaby, BC, V5H 0C6

metrovancouver.org

June 2026

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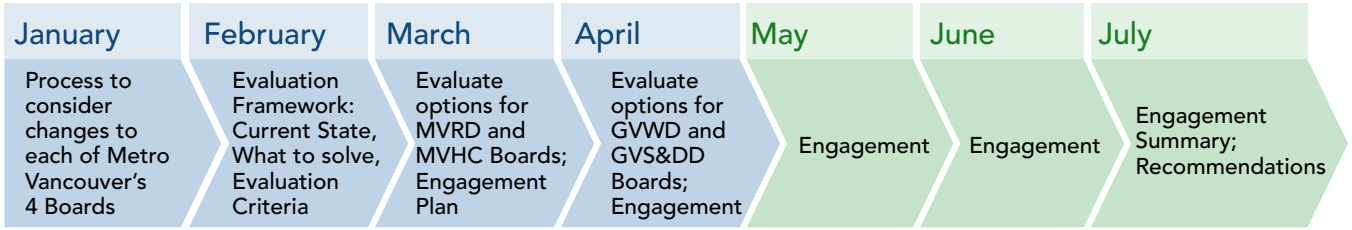
About the Metro Vancouver Board Governance Review

In 2025, Metro Vancouver hired Deloitte Canada to do an independent review of Board governance at Metro Vancouver. Deloitte's Board Governance Review report found that the existing governance model has served the region well, but that there is room for improvement. The report outlined 47 recommendations for strengthening the organization's board governance framework. This includes options for considering changes to the size and structure of the four Metro Vancouver boards. Deloitte recommended reducing the size of the Boards to enhance decision making, strategic focus, and overall improved governance. The Governance Committee and Boards sought feedback on the options through an engagement program delivered by Deloitte Canada and Metro Vancouver staff from April through June 2026. All feedback is provided to the Governance Committees and Boards for discussion in July 2026 and will help inform decisions on the proposed changes.

Executive Summary

This report provides a summary of engagement from April to June 2026. It is provided to support deliberation by the Governance Committee and Boards in July 2026 and as a record of the engagement program.

Metro Vancouver is exploring potential changes to each of its four boards to optimize overall governance. The graphic below reflects the process undertaken by Metro Vancouver and Deloitte Canada.



Through engagement, Metro Vancouver heard from the Governance Committee members, Board Directors and Mayors, elected officials from across the region, member jurisdiction staff, provincial government representatives, local First Nations, and the public. Participants have had opportunities to provide feedback on proposed options for board size and structure, as well as on the outcomes of the options, such as efficiency, decision making, and oversight. Engagement methods have included interviews conducted by Deloitte, presentations to member staff and elected officials, presentations by request to member jurisdiction councils, an opt-in survey, representative market research, a youth advisory panel session, two public webinars, and pathways to receive written comments.

The following areas of interest have emerged throughout the engagement:

- Accountability and Transparency – strong project oversight, clear financial stewardship, and responsibility for Board decisions
- Decision Making and Efficiency – sound and efficient decisions that support strong governance and good outcomes
- Expertise and Capacity – informed, skilled, and balanced decision makers to strengthen regional outcomes
- Representation – equitable approach to representation across the region
- Size – smaller, more efficient boards
- Structure – more streamlined boards with better alignment between technical expertise and decision making

In addition to input on the size and structure of Boards, the engagement provided an opportunity for input on other Board governance issues. This is summarized in the report for the Governance Committee to consider in future workplans.

This summary is provided to the Governance Committee and Boards for their consideration.

About the Engagement Program

The engagement program involved the Governance Committee, Board Directors, elected officials from across the region, provincial representatives, member jurisdiction staff, local First Nations, and the public. Engagement ran from May 6 to June 14, 2026. Tactics included background materials, in-person interviews, meetings, presentations, an opt-in survey, a market research survey, webinars, and the opportunity to provide written comments. All audiences had opportunities to provide feedback on proposed options for board size and structure, as well as on the outcomes of the options, such as efficiency, decision making, and oversight.

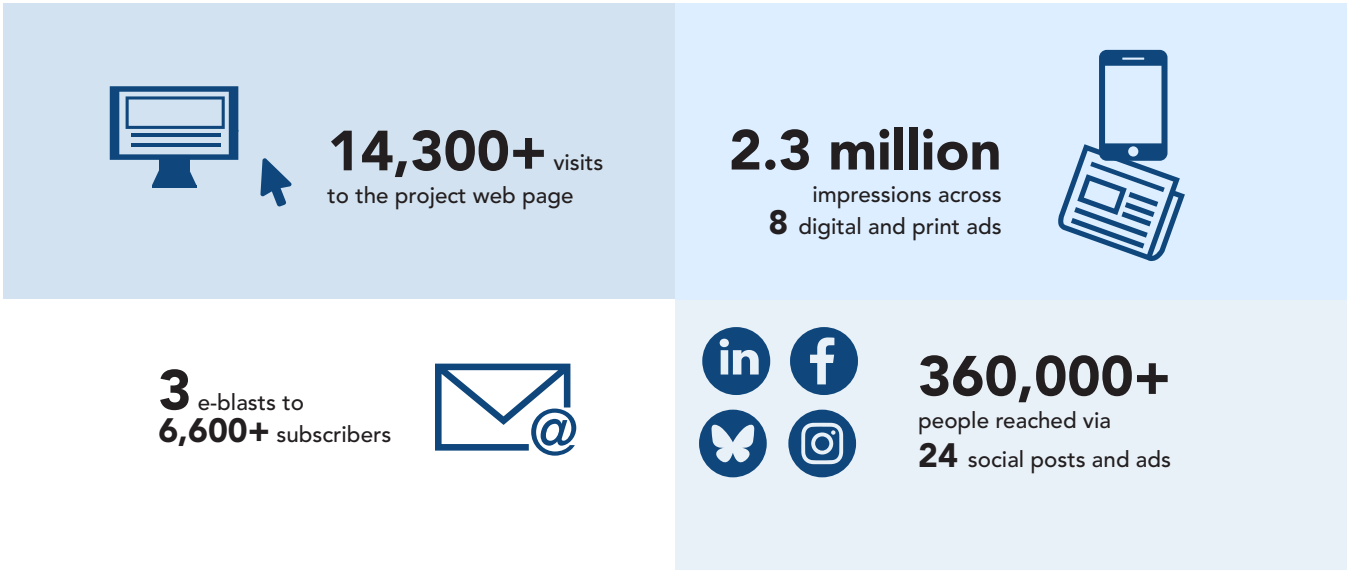
The table below provides a summary of engagement activities including intended audience(s).

Audience	Engagement Method/Description
Board Directors and Mayors, provincial representatives	Individual interviews with Deloitte
Member Jurisdiction Councils	Feature agenda item at Council of Councils meeting; Presentations at City of Pitt Meadows and City of Langley Councils at their request
Member Jurisdiction staff	Joint webinar for the Regional Administrators, Regional Finance, Regional Engineers, and Regional Planning Advisory Committees
First Nations	Project introduction letters to nine local First Nations to introduce the project and initiate engagement
Public	Two public webinars, an online opt-in survey and market research survey, and emailed comments; Interactive discussion with the Youth and Education Advisory Panel

Engagement Promotion

The engagement opportunities were promoted through a variety of channels to a broad public and through targeted efforts to reach potentially interested parties, as described below.

Outreach



Website

A dedicated project web page and feature on the home page was used to highlight information about the process and engagement opportunities. Engagement activities were listed on Metro Vancouver's online events calendar. The engagement web page received more than 14,300 visits during the engagement period.

Online Survey

ZenCity, an online engagement platform, was used to host a public, online survey that was open to anyone to complete from May 6 to June 14, 2026.

E-Blasts

The engagement launch was featured in the May edition of the Metro Vancouver Update newsletter and promoted again in the June newsletter. A dedicated e-blast was sent to subscribers in May. Each e-blast reached over 6,600 subscribers. Boards of trade, chambers of commerce, and non-profit housing umbrella organizations also received the e-blast directly.

Correspondence

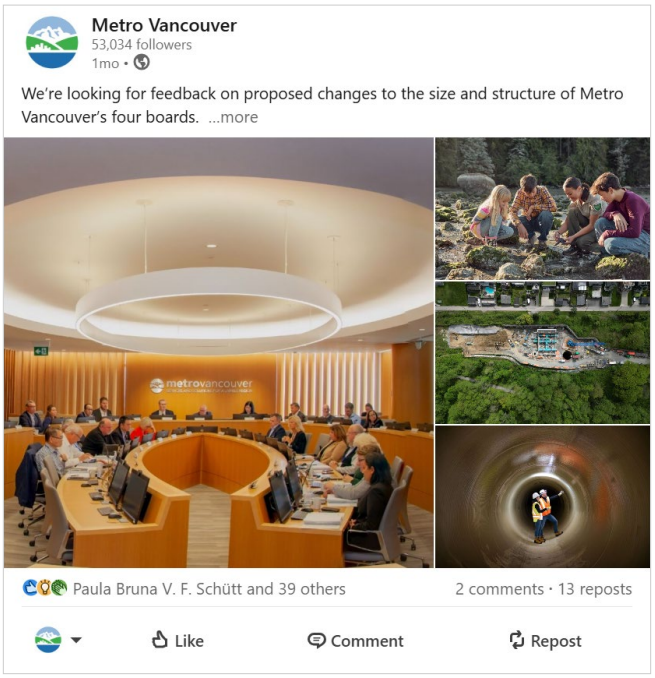
The engagement activities were shared with communication teams from each member municipality and representatives at four post-secondary institutions with an ask to amplify to their networks.

Media

Eight pieces of earned media were generated over the engagement period across major news outlets, including CBC Radio, Vancouver Sun, CTV, and Global News.

Social Channels

The engagement was promoted through 24 social posts across all Metro Vancouver's social channels, including LinkedIn, Instagram, Threads, Bluesky, and Facebook. The posts generated over 360,000 impressions. Metro Vancouver Housing also promoted through its channels to help reach MVHC housing tenants.



LinkedIn post

Digital and Print Ads

Digital advertisements to promote the engagement ran on six occasions on three major news sites: Vancouver Sun, The Province, and Daily Hive. Print advertisements were also placed in the Vancouver Sun and The Province newspapers to reach audiences less active online. The advertisements generated over 2.3 million impressions.

Podcast Ads

Metro Vancouver promoted the engagement on CBC's *This is Vancouver* podcast reaching over 4,500 listens.

The Province newspaper ad

Engagement Participation

The graphic below and the table on the next page outline the level of participation in each of the engagement opportunities offered.

Engagement

Engagement Method	Participants	Date
Council of Councils meeting	110 local elected officials	April 25, 2026
Individual interviews conducted by Deloitte Canada	Board Directors, elected officials, and provincial staff	April–June, 2026
Presentations to Member Jurisdiction Councils	City of Pitt Meadows Council City of Langley Council	May 12, 2026 May 19, 2026
Webinar with Regional Advisory Committees (RAAC, RFAC, REAC, RPAC)	59 participants	June 18, 2026
Presentation to Youth and Education Advisory Panel	12 youth and educator representatives	April 29, 2026
Public webinars	53 participants	May 28 and June 10, 2026
Online survey	530 participants	May 6–June 14, 2026
Market research survey	Representative sample of 1,994 participants	June 1–12, 2026
Written Submissions	8 letter or email submissions from First Nations, Board Director from Port Coquitlam, and public	May–June 2026

Interviews Conducted by Deloitte Canada

Deloitte conducted confidential consultations with Board Directors, other elected officials, and a select group of external stakeholders between April 27 and June 5, 2026. The consultations focused on key issues related to board size and structure, potential approaches for change, and considerations for implementation.

Council of Councils

Metro Vancouver hosted elected officials from across the region on April 25, 2026, at a Council of Councils meeting. The meeting consisted of a presentation on the implementation of the Board Governance Review recommendations and an overview of options on the board size and structure. Live polling was done using the Mentimeter online tool and discussion was facilitated through a Q&A period. Comments and questions related to voting threshold impact on smaller communities, board member compensation, board size not being the primary issue, revisiting the Board Strategic Plan to ensure Board alignment, the benefit of a hybrid model related to public perception for utilities, maintaining oversight, capping number of Board Directors as an option for the MVRD Board, and opportunities for Committee participation. Highlights of the live polling results are presented in section 6 of this engagement summary.

Member Jurisdiction Council Presentations

Member jurisdictions were offered a presentation to their council. Metro Vancouver staff attended meetings of City of Pitt Meadows Council on May 12 and City of Langley Council on May 19, 2026. Feedback related to technical representation on the boards, the MVHC Board model, the option for a Major Projects Committee, representation for smaller municipalities, efficiency and transparency, public perception, and enhancing communication with the public.

Joint Advisory Committees Webinar

On June 18, 2026, staff hosted a webinar held jointly with members of the Regional Administrators Advisory Committee, Regional Finance Advisory Committee, Regional Engineers Advisory Committee, and Regional Planning Advisory Committee, with 59 participants. The webinar included a presentation and live polling using Zoom online tool. Highlights of the live polling results are presented in section 6 of this engagement summary. Survey responses from municipal staff included support for the introduction of expertise in utility board decision making, improvements to oversight of major capital projects, and smaller board sizes to improve efficiency.

Youth and Education Advisory Panel Meeting

Metro Vancouver staff joined the April 29, 2026, meeting of Metro Vancouver's Youth and Education Advisory Panel. Twelve members were present. Small groups discussed options for each board, principles that contribute to effective governance and good decision making, and how changes to board size and structure could optimize governance. Participants emphasized accountability and transparency to build trust, efficient decision making grounded in quality and expertise, and meaningful representation. Highlights of the session are presented in section 6 of this engagement summary.

Youth and Education Advisory Panel meeting

Public webinar

Public Webinars

Metro Vancouver hosted two public webinars, on May 28 and June 10, 2026. A total of 53 participants attended to learn more about the proposed options and participate in live polling on Zoom and a Q&A session. Participants raised questions and comments regarding representation on the Boards, the organization's scope, Board Director remuneration and appointment, First Nations inclusion in decision making, and overall governance implications of changes to size and structure. The polling results showed support spread across proposed options, support for bringing external expertise to the utility and Housing Corporation boards, and agreement that change would lead to improved governance. Highlights of the live polling results are presented in section 6 of this engagement summary.

Online Survey

Staff used ZenCity, an online engagement platform, to host a public survey promoted broadly through e-blasts, print and digital ads, social channels, and other networks. The survey was open from May 6 to June 14, 2026, and garnered 530 submissions. The questions were designed to gather perspectives on the kinds of changes proposed by the options, as well as desired outcomes of any changes. Overall, results showed support for reducing board size, accountability and transparency as the top desired outcomes, and support for bringing external expertise to the boards. Highlights of the online survey results are presented in section 7 of this engagement summary.

Market Research Survey

To complement public input, Metro Vancouver commissioned primary quantitative research to gather public opinions and perspectives on potential changes to its governance. The research surveyed 1,994 residents, assessing the qualities residents feel are most important for decision making, preferences about board size and structure, and which outcomes and principles from board decisions matter most. In contrast to the online survey, market research is a statistically representative survey conducted by a professional market research firm. Survey respondents are provided with very brief explanations of potential changes, so as to understand existing attitudes and perceptions without introducing additional information or bias. Market research is geographically representative and indicates differences amongst sub-regions. Highlights of the market research survey results are presented in section 8 of this engagement summary.

Written Submissions

Metro Vancouver received three letters through the engagement, which are summarised below:

A letter from the Board Director from the City of Port Coquitlam to the Governance Committee Chair on June 4, 2026, suggested that Metro Vancouver's three utility functions be operated as separate public entities governed by professionally appointed Boards with related expertise, under the regulatory oversight of the British Columbia Utilities Commission. Mayor West also suggests moving to one representative/Director per member jurisdiction on the MVRD Board, a minimum population threshold for representation, the potential for amalgamation, and a streamlining/consolidation of Metro Vancouver's Standing Committees.

Correspondence from kʷikʷəƛ̓əm (Kwikwetlem First Nation) emphasized the need for inclusive and meaningful Indigenous participation and representation in regional decision making, expressed concern with the current population-based voting structure, noted potential for impacts of Metro Vancouver decisions on Aboriginal rights and title, cultural values, and stewardship, and questioned alignment with the Province's ongoing inclusive regional governance initiative.

Correspondence received from Sḵwx̱wú7mesh Úxwumixw (Squamish Nation), guided by the Sḵwx̱wú7mesh Úxwumixw 2026 Strategic Plan, emphasized interest in recognition of Squamish Nation as government in Metro Vancouver's governance framework, opportunity for meaningful and direct participation in governance structures, equitable decision making, early ongoing and collaborative engagement with the Nation, and alignment with *Declaration on the Rights of Indigenous Peoples Act* implementation and broader provincial inclusive regional governance work.

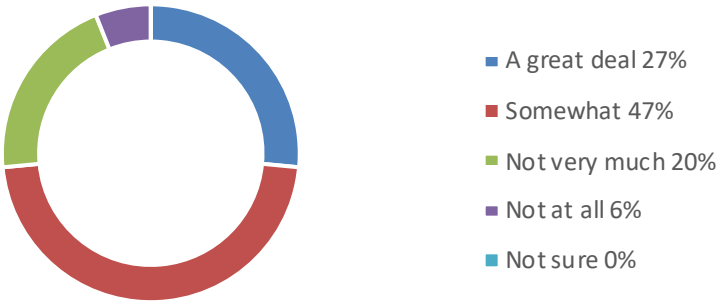
Event Live Polling Results

Staff used online polling tools to gather feedback from participants across four virtual engagement sessions, including a Council of Councils meeting, a joint regional advisory committees webinar, and two public webinars, as well as collected responses in person at a Youth and Education Advisory Panel meeting. Results of the polls are presented below.

Council of Councils Meeting

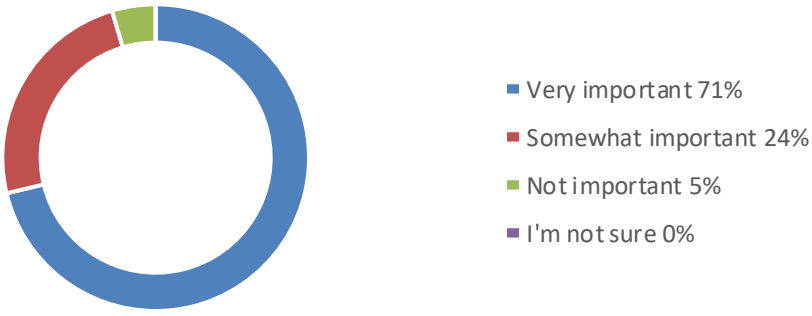
Results are presented from live polling at the Council of Councils virtual meeting on April 25, 2026. The number of elected officials answering each question ranged from 83 to 95.

Question: To what extent do you think changes to board size and structure would improve how the MVRD Board makes decisions and governs its services?



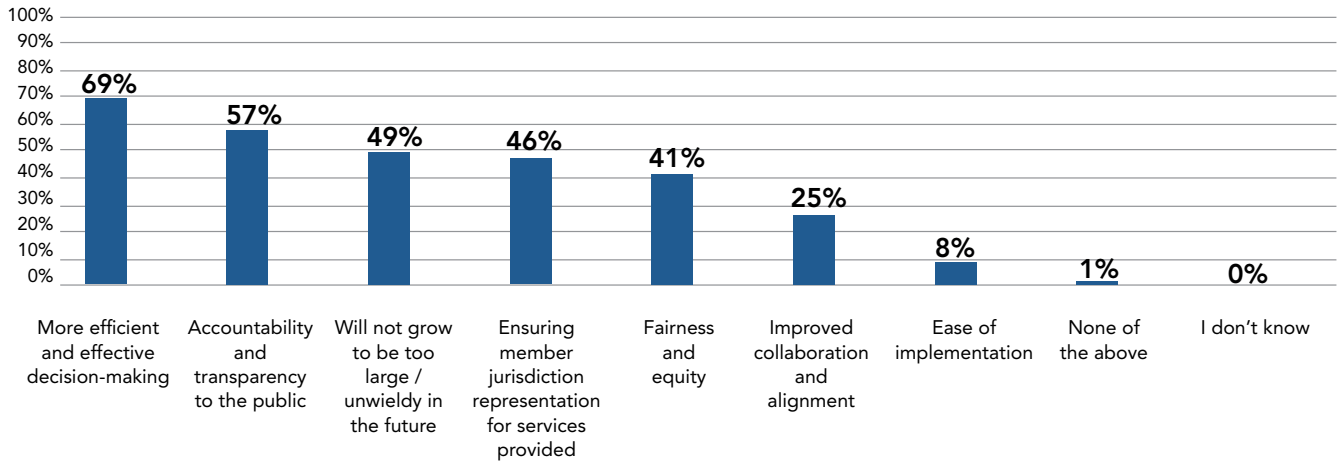
Nearly half of elected officials who responded (47%) indicated that changes to board size and structure would "somewhat" improve how Metro Vancouver makes decisions and governs its services, while remaining elected officials were split between "a great deal" (27%) or not very much or no improvement (26%). Results suggest elected officials anticipate a lesser degree of improvement compared to the public when asked the same question.

Question: How important is it to you that your Council members collaborate and coordinate with other Councils at the MVRD Board to deliver regional services?



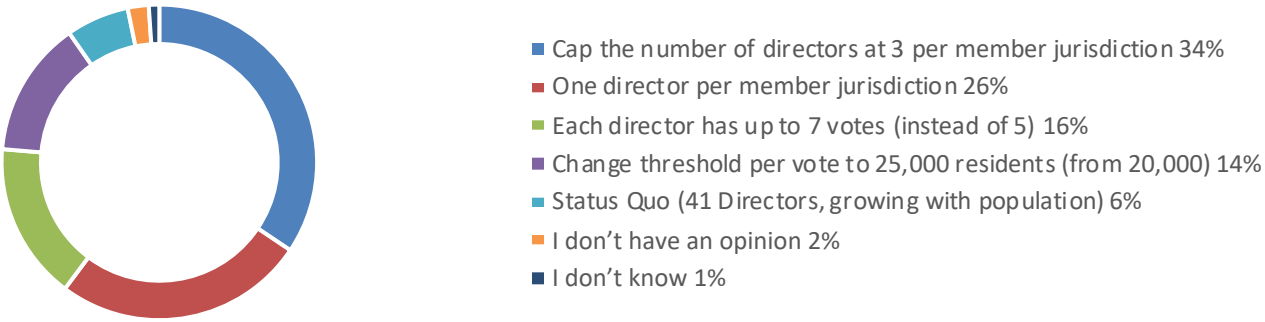
Most elected officials who responded (95%) selected that it was very or somewhat important that they collaborate and coordinate with each other across the region. This is consistent with the responses to this question in the public survey.

Question: In considering the different options for the MVRD Board, what outcomes are most important to you? Pick your top 3.



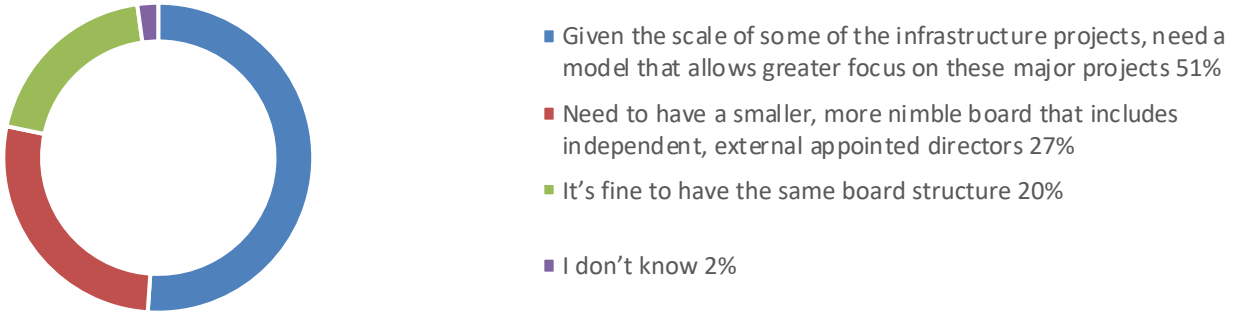
Elected officials who responded indicated the most important outcomes are more efficient and effective decision making, accountability and transparency to the public, and board size not growing too large/unwieldy in the future.

Question: Of the options listed for the MVRD Board, which do you feel most achieves the outcomes you chose?



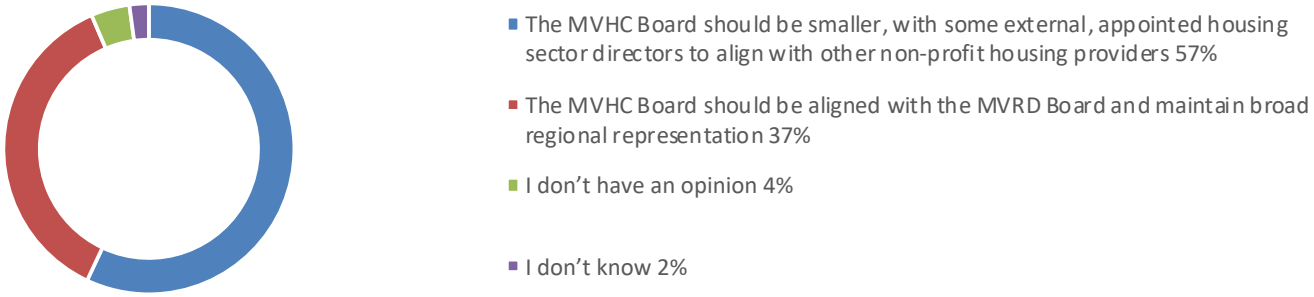
More than a third of elected officials who responded (34%) supported capping the number of Board Directors at three per member jurisdiction, making it the most chosen response.

Question: What considerations do you think are different for the utility boards than for the regional district board?



More than three-quarters of elected official who responded (78%) indicated that there are different considerations for the utility boards. Around half (51%) selected a model allowing greater focus on the major infrastructure projects and over one-quarter (27%) indicated the need for a smaller board that includes independent, external appointed directors.

Question: Of the options listed for the Metro Vancouver Housing Corporation, what is your opinion on how to improve governance?

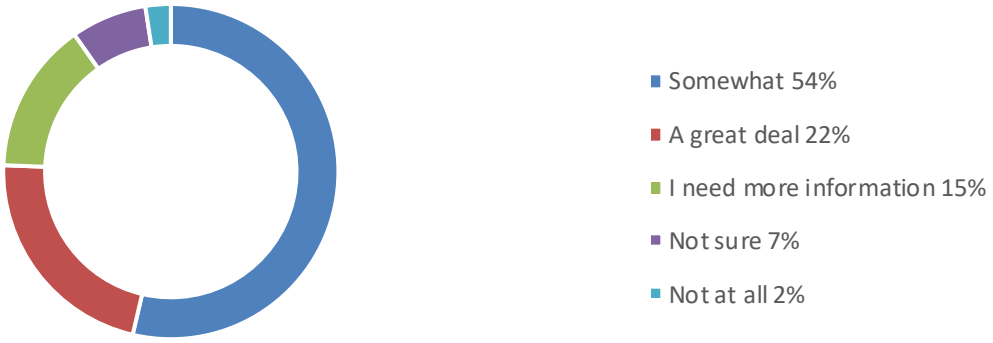


Over half of elected officials who responded (57%) indicated that the MVHC Board should be smaller, with some external, appointed housing sector directors to align with other non-profit housing providers, while most others (37%) indicated the MVHC Board should maintain regional representation in alignment with the MVRD Board.

Member Jurisdiction Staff Webinar

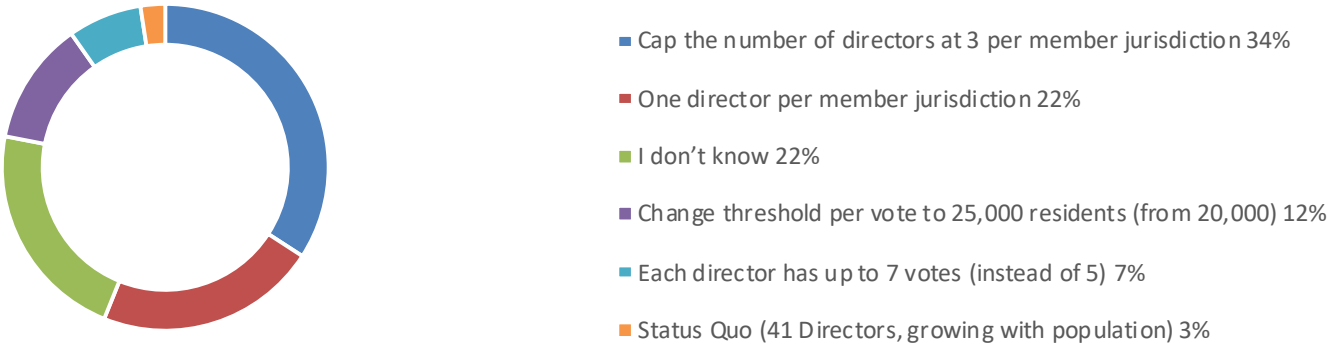
Results are presented from the live polling from the webinar held on June 18, 2026, with member jurisdiction staff through the Regional Administrators Advisory Committee, Regional Finance Advisory Committee, Regional Engineers Advisory Committee, and Regional Planning Advisory Committee.

Question: To what extent do you think changes to board size and structure would improve how the MVRD Board makes decisions and governs its services?



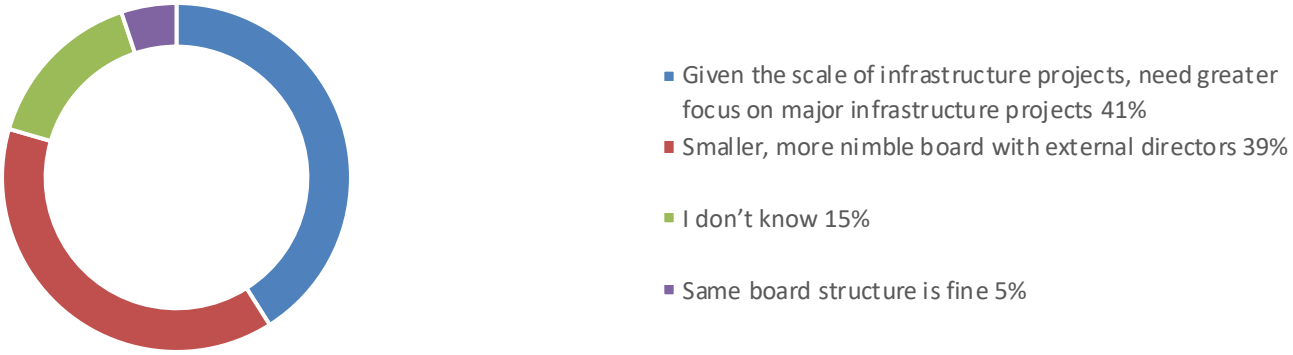
Over half of member jurisdiction webinar participants (54%) indicated that changes to board size and structure would "somewhat" improve how Metro Vancouver makes decisions and governs its services, while most of the remaining selected "a great deal" (22%) or needed more information before deciding (15%).

Question: Of the options listed for the MVRD Board, does one stand out as the preferable option from your perspective?



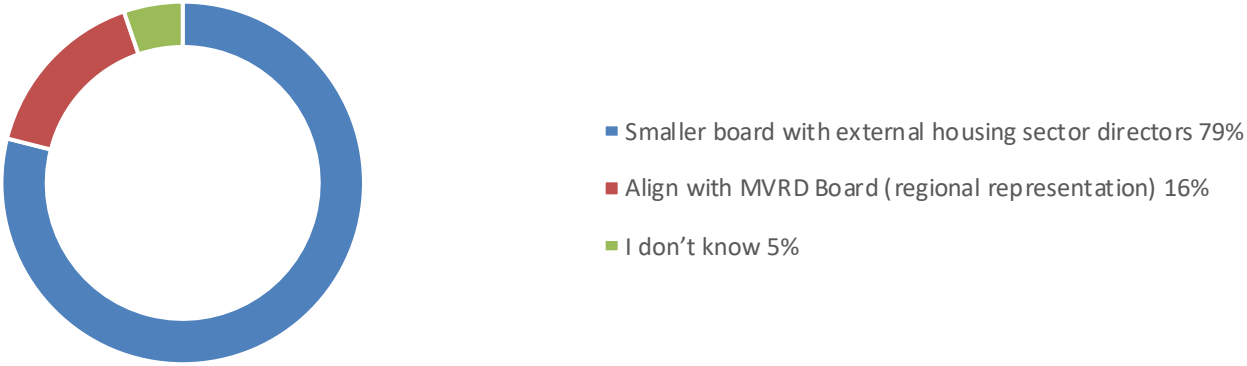
Same as responses from elected officials at the Council of Councils meeting, the top selection of member jurisdiction webinar participants was capping the number of directors at three per member jurisdiction (34%), followed by one director per member jurisdiction (22%).

Question: What considerations do you think are different for the utility boards than for the regional district board?



Most member jurisdiction webinar participants responded that there are different considerations for the utility boards than the regional district board (80%) and were almost equally split between the two considerations presented.

Question: Of the options listed for the Metro Vancouver Housing Corporation, what is your opinion on how to improve governance?

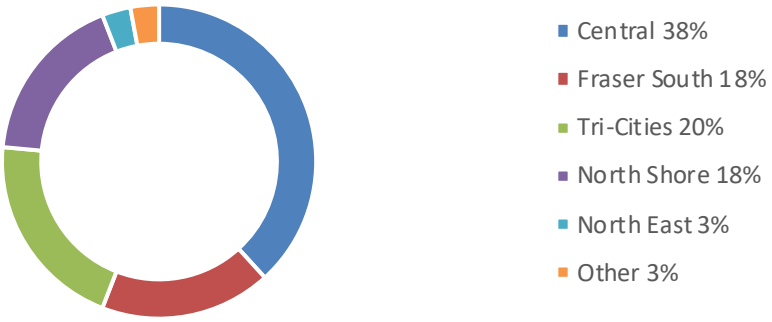


Most member jurisdiction webinar participants (79%) opted for a smaller board with external housing sector directors, rather than aligning with the MVRD Board.

Public Webinars

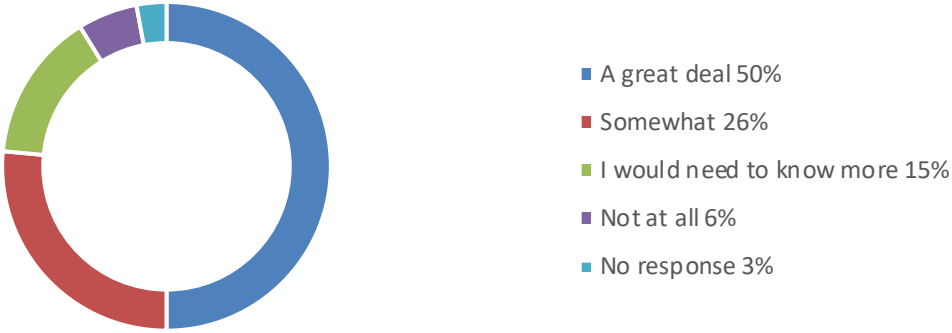
Combined results are presented from live polling at two public webinars held on May 28 and June 10, 2026.

Question: Where are you joining us from today?



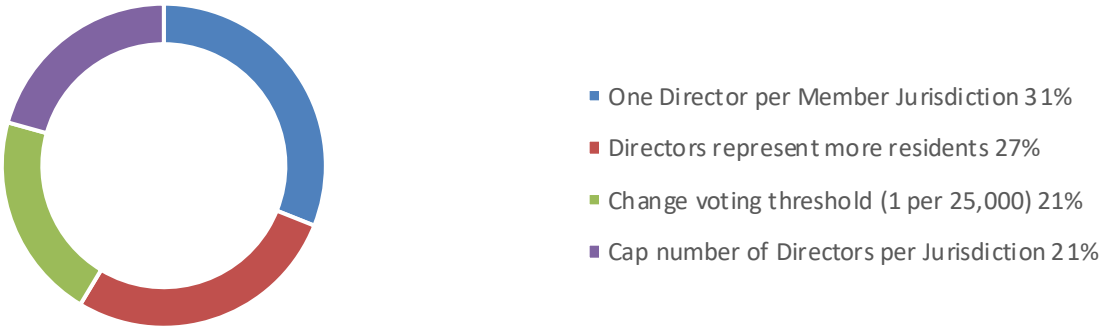
Public webinar participants joined from all sub-regions.

Question: To what extent do you think changes to board size and structure would improve how the MVRD Board makes decisions and governs its services?



Half of public webinar participants (50%) indicated that changes to board size and structure would improve how the MVRD Board makes decisions and governs its services "a great deal", while most remaining respondents (26%) indicated "somewhat" of an improvement.

Question: Does one of the options provided resonate for you?



Public webinar participants' responses were spread across all four options when asked which one resonates with them.

Question: Do you think it would be valuable to add appointed external directors to the decision making for Metro Vancouver's two utility boards?

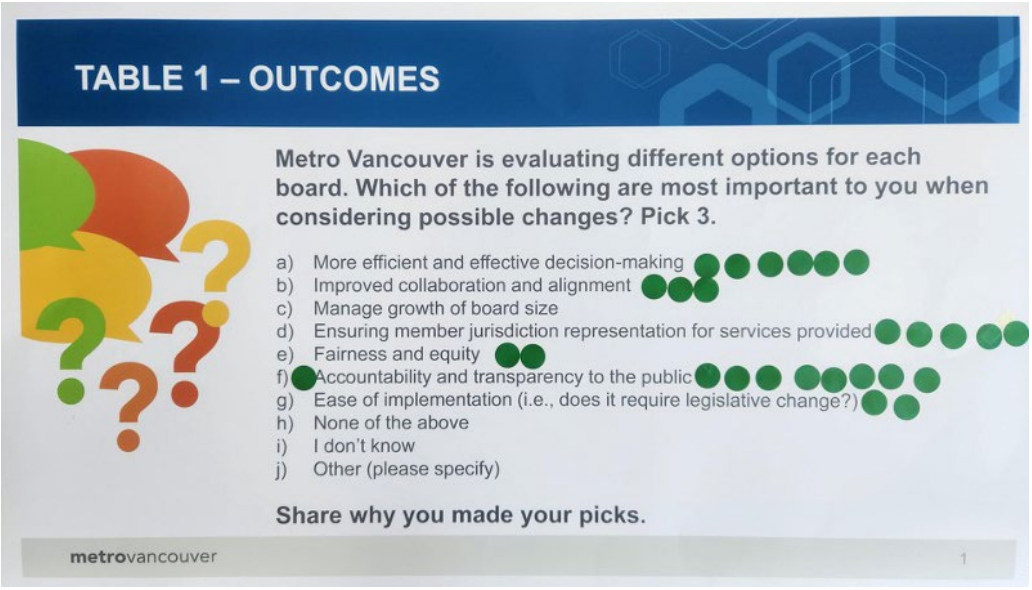
Public webinar participants largely indicated it would be valuable (73%) to add external appointed directors to the decision making for the two utility boards.

Question: Do you think it would be valuable to add external directors with housing sector experience to the MVHC Board, and have a smaller hybrid model?

Public webinar participants largely indicated it would be valuable (79%) to add external directors with housing sector experience to the MVHC Board and have a smaller hybrid model.

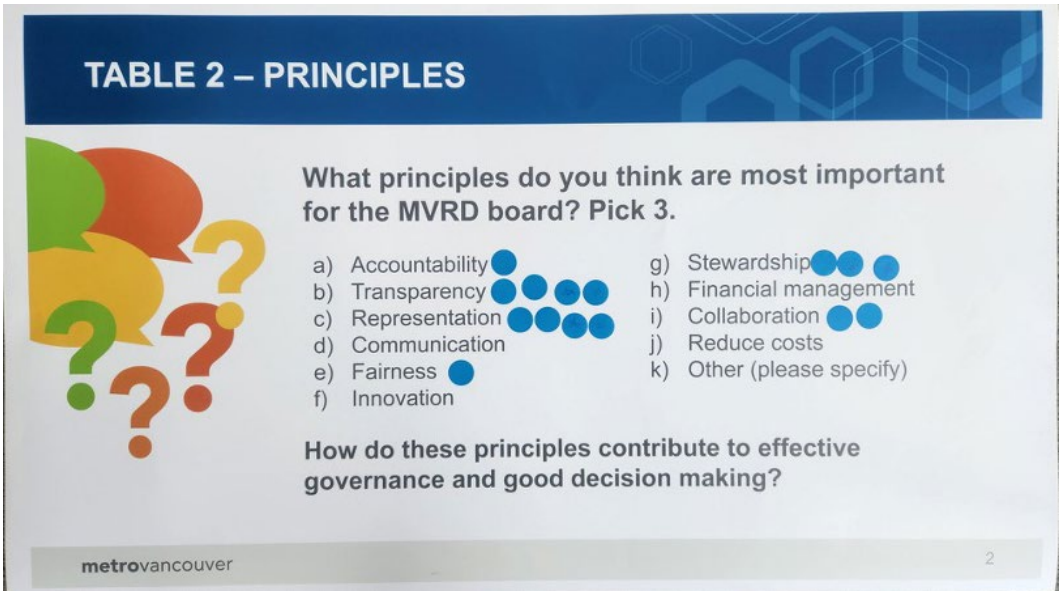
Youth and Education Advisory Panel Meeting

Results are presented from an interactive activity from an in-person Youth and Education Advisory Panel meeting on April 29, 2026. Twelve members engaged in group discussions, rotating between tables to answer two of three questions.



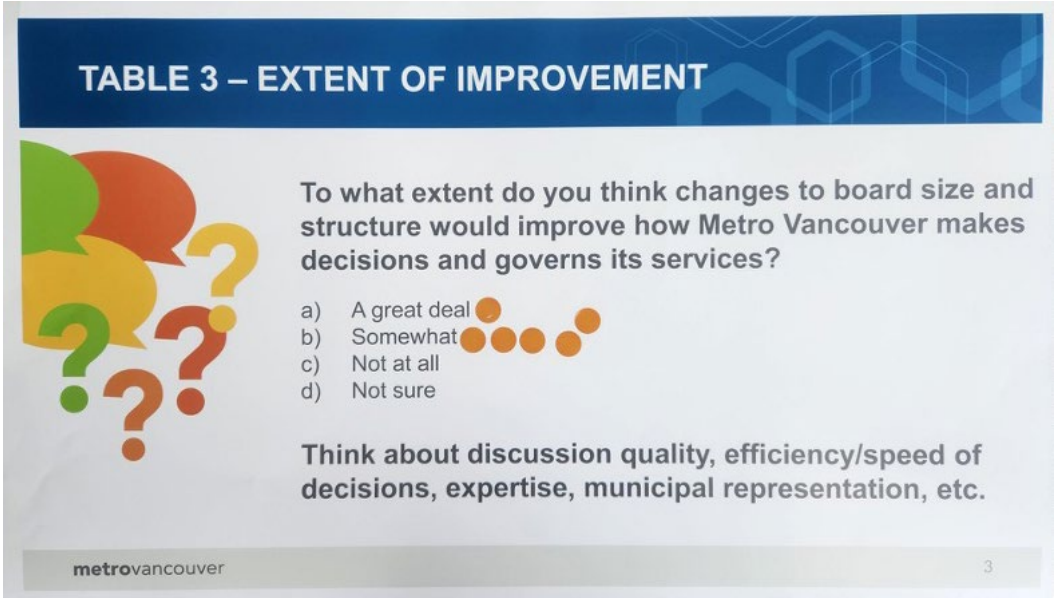
Tabletop worksheet from YEAP discussion on outcomes

Panel members who responded indicated the most important outcomes are accountability and transparency to the public, more efficient and effective decision making, and ensuring member jurisdiction representation for service provided.



Tabletop worksheet from YEAP discussion on principles

Panel members who responded indicated that the most important principles for the MVRD Board are transparency, representation, and stewardship.



Tabletop worksheet from YEAP discussion on extent of improvement

Most panel members who responded (83%) replied "somewhat" when asked whether changes to board size and structure would improve how Metro Vancouver makes decisions and governs its services.

YEAP members were asked to reflect on one key takeaway/learning from the discussions with their peers. Below are some of those reflections:

- Increasing the size of the board doesn't necessarily mean the decision-making process will improve
- Many of us chose different responses, but our reasoning for the choices were similar
- Any new structure must centre around accountability
- Board governance is complex and difficult to understand, but can be guided by some core principles
- How many people is the optimal amount for good, diverse, and efficient decision making?
- A board that is composed of stewards who are unwavering in their commitment to environmental/future protection is important
- Basing the number of board members solely off the population can provide benefits, however it restricts different voices, experience, fields/lifestyles

Online Survey Results

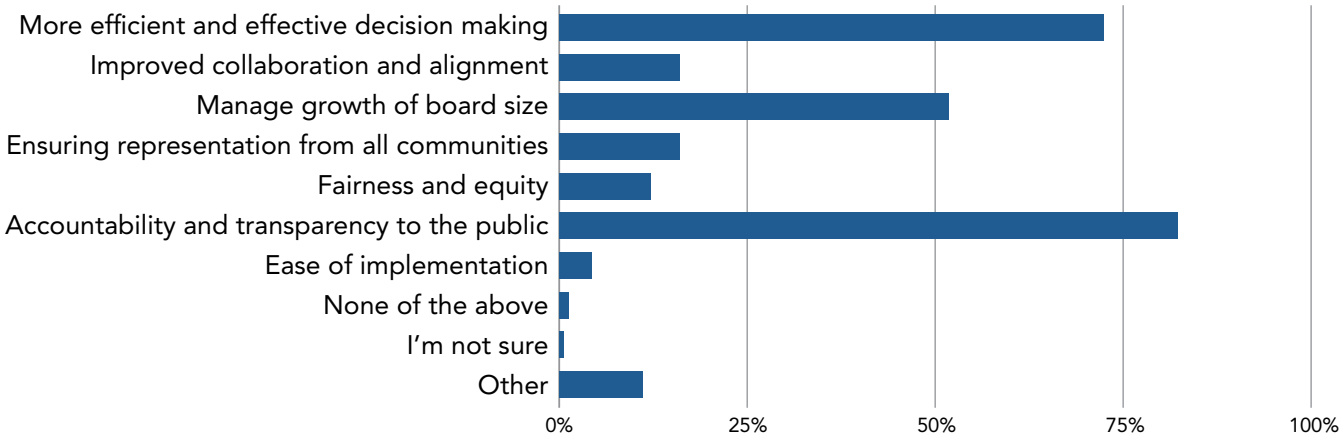
The online survey was open for nearly six weeks between May 6 and June 14, 2026. A total of 530 submissions were received.

A large majority of respondents (89%) are members of the public who opted to participate in the survey through Metro Vancouver's public engagement channels. The remaining (11%) are individuals with a direct connection to Metro Vancouver, mainly member jurisdiction staff (64%) and elected officials (26%).

As an opt-in survey, findings reflect the views of those who chose to participate and is not representative of the general population. The results are highlighted below.

Question: For the MVRD Board, which of the following outcomes is most important to you when considering possible changes?

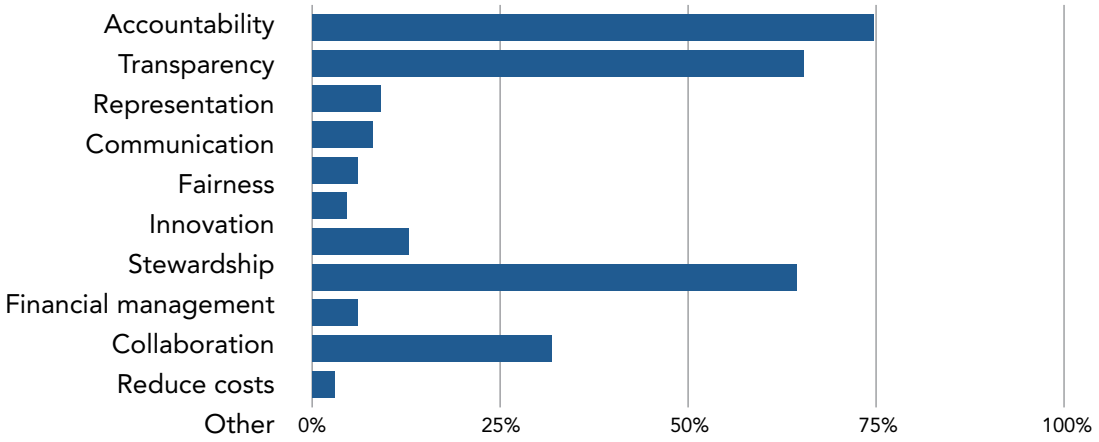
Choose between 1–3 options.



Respondents indicated the most important outcomes are accountability and transparency to the public, more efficient and effective decisions making, and managing the growth of the board size.

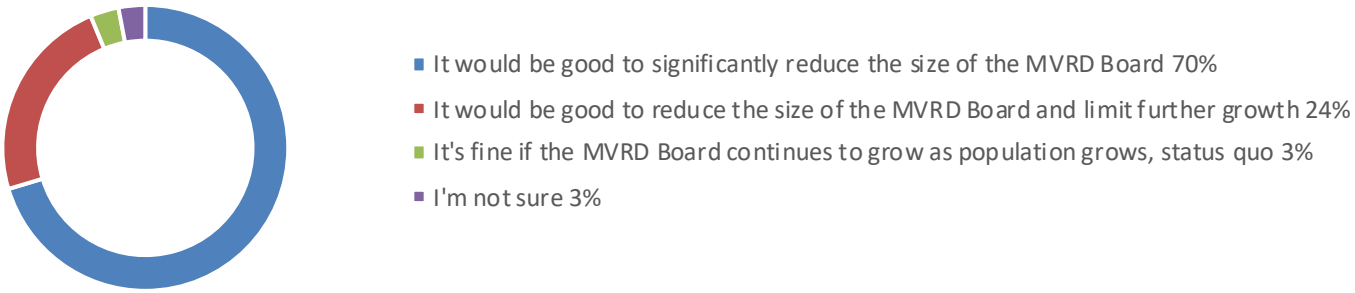
Question: What principles do you think are most important for the MVRD board?

Choose between 1–3 options.



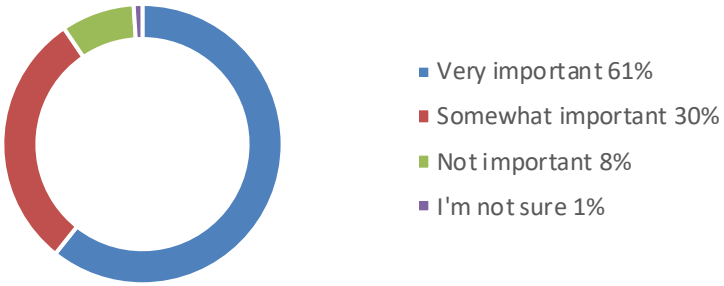
Respondents indicated that the most important principles for the MVRD Board are accountability, transparency, and financial management.

Question: Considering the potential impacts of any changes, what are your thoughts on the size of the MVRD Board?



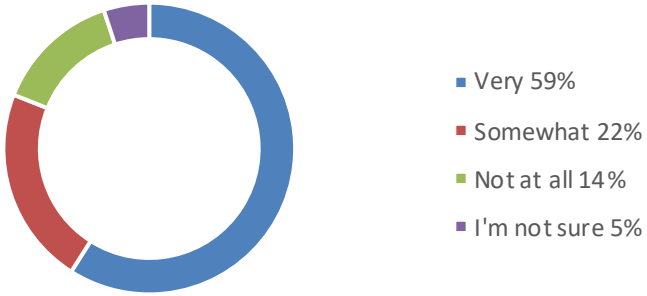
Over two-thirds of respondents (70%) favoured significantly reducing the size of the MVRD Board and most other respondents (24%) preferred to reduce the size and limit further growth.

Question: How important is it to you that your elected officials collaborate and coordinate with elected officials from across the region to solve regional challenges and deliver regional services?



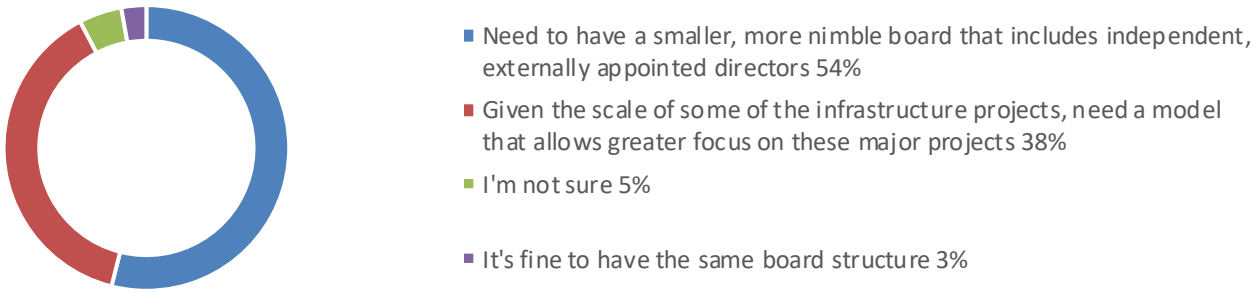
Most respondents (91%) feel it is very or somewhat important that their elected officials collaborate and coordinate with elected officials from across the region.

Question: Do you think it would be valuable to add appointed directors with specialization in infrastructure to the decision making on the utility boards?



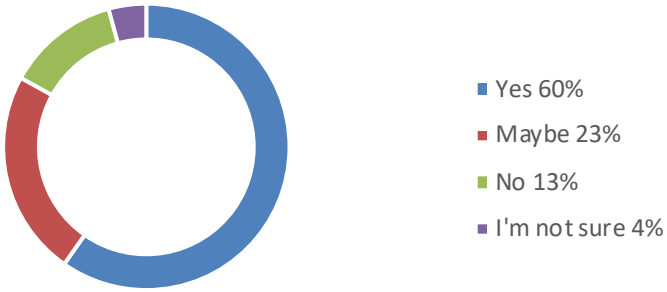
More than eight in 10 respondents (81%) indicated that it would be very or somewhat valuable to add appointed directors with specialization in infrastructure to decision making, while 14% of remaining respondent selected that it would not be valuable.

Question: What considerations do you think are different for the utility boards than for the regional district board?



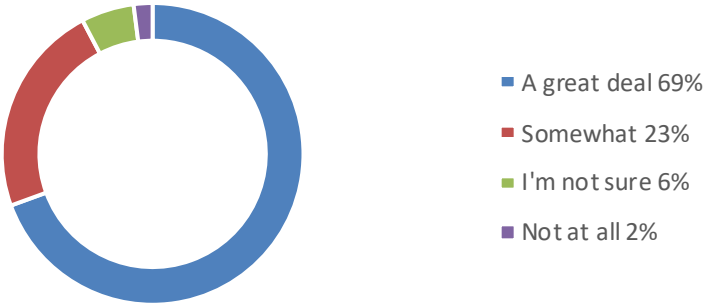
When provided with choices, more than nine in 10 respondent (92%) indicated that there are considerations that are different for the utility boards than for the regional district board.

Question: Do you think it would be valuable to have some external directors with housing sector experience on the MVHC Board?



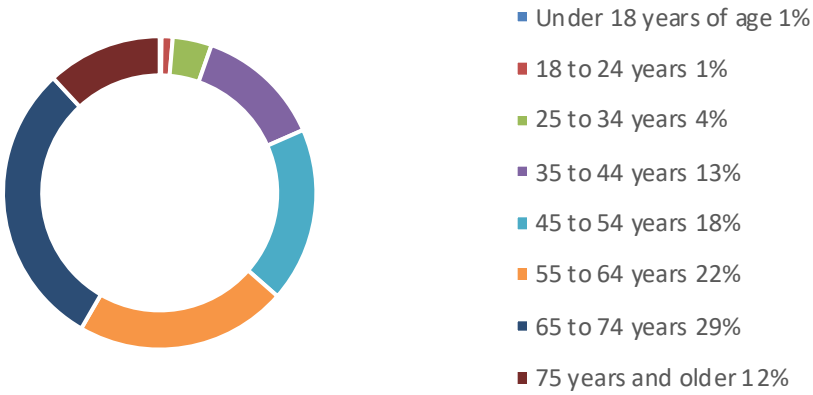
Most respondents (83%) indicated that it would be or might be valuable to have some external directors with housing sector experience on the MVHC Board, while 13% of respondents selected that it would not be valuable.

Question: To what extent do you think changes to board size and structure would improve how Metro Vancouver makes decisions and governs its services?



More than two-thirds of respondents (69%) indicated that changes to board size and structure would improve how Metro Vancouver makes decisions and governs its services "a great deal", while most remaining respondents (23%) indicated "somewhat" of an improvement.

Question: What is your age?



Respondents identified in all age ranges, with most respondents over the age of 45.

Question: Where do you currently live?

Respondents reported living in all but two Metro Vancouver member jurisdictions. The largest number of respondents came from three member jurisdictions, each located in different geographic sectors of the region.

Observations

Further observations of the public survey responses include:

- A strong majority of respondents favour a smaller MVRD Board, and there is little appetite for continuing with the status quo with a growing board.
- The most important outcome for board changes from this audience is accountability.
- Notably, respondents working for member jurisdictions or other orders of government are more likely to emphasize collaboration, representation, and fairness, over accountability.
- For the utility boards, most respondents would like to see a different governance model, with some favouring smaller boards with independent external directors and some favouring a major projects-based model.
- Most respondents indicated strong support for bringing external expertise onto boards, including infrastructure specialists for the utility boards and housing sector experience for the MVHC Board.
- When asked for any additional comments, some respondents indicate an interest in holding separate elections for Metro Vancouver Board Directors who they feel would be more accountable to the public. Others feel elected officials should not be compensated for their working time on Metro Vancouver boards because they are paid separately for their working time at their municipality. Others expressed interest in independent audits for projects where cost estimates have increased substantially and concern about scope creep and whistleblower protections.

Market Research Survey Results

Results are presented from third-party research surveying a representative sample (1,994) of Metro Vancouver residents in early June. Whereas the online survey (section 7) is an opt-in survey where finds reflect only the views of those who chose to participate, market research results are statistically and geographically representative of the region. The results are highlighted below.

Question: When a regional government makes decisions, which of the following qualities matters most to you?

Select up to 3.

Spends public funds responsibly	45%
Listens to residents and considers their input	41%
Makes decisions in the best long-term interest of the region	37%
Is transparent about how and why decisions are made	36%
Is accountable for its decisions and actions	33%
Delivers quality services at a reasonable cost	28%
Bases decisions on evidence and expert advice	23%
Makes fair and balanced decisions	18%
Works effectively with other levels of government and partner organizations	15%
Works effectively on behalf of all member municipalities	11%
None of the above	1%
Not sure	1%

While responsible spending is chosen as the top quality residents seek in good regional governance, there are noticeable differences in a few key areas. In particular, women are more likely than men to prioritize "listens to residents and considers their input" when choosing top decision-making qualities they expect of their regional government. Men are more likely to chose "accountable for decisions." Residents aged 18–44 are most likely to prioritize making decisions in the best long-term interests of the region.

Question: To the best of your knowledge, when an elected official from your community joins the Metro Vancouver Regional District Board, who are they primarily there to represent?

The interests of the community that elected them	48%
The interests of the Metro Vancouver region as a whole	40%
Neither	3%
Not sure	9%

When it comes to representing the interests of their home community, versus representing the interests of Metro Vancouver, respondents are split. Almost half of residents feel that elected officials who sit on Metro Vancouver's Board primarily represent the interests of the community that elected them, while 40% feel they represent the region.

Question: How do you think the size of the board affects its ability to make good decisions?

Favour a smaller Board (NET)	**52%**
A larger Board risks becoming less effective at decision making	28%
A smaller Board would make decisions more efficiently and decisively	24%
Favour a larger Board (NET)	**29%**
A larger Board makes better decisions by bringing more perspectives to the table	18%
A smaller Board risks making decisions with less input from across the region	10%
The size of the Board has little bearing on decision making	10%
None of the above	3%
Not sure	7%

While just over half of residents agree a smaller board could make decisions more efficiently and effectively, 29% feel a larger board makes better decisions by bringing more perspectives to the table. Men are more likely than women to favour arguments for a smaller boards, while women more often align with arguments for a larger board. Younger residents are also most likely to agree with arguments for a larger board. Residents who say they voted in the last municipal election are more likely than non-voters to favour a small board.

Question: How important is it to you that a community's voting weight on the board reflects the size of its population?

Very important	26%
Somewhat important	51%
Not too important	12%
Not at all important	6%
Not sure	6%
NET: Important	**77%**
NET: Not important	**18%**

Most residents feel it is important that a community's voting weight reflects the size of its population. A large majority of residents favour limiting the voting weight of the largest municipalities in the region, this is especially true of older residents, and amongst residents living in smaller municipalities.

Question: In your own words, what qualities or actions make a regional government effective?

PUBLIC ENGAGEMENT (NET)	**38%**
Listening to and engaging with residents	36%
Following through on commitments	4%
FISCAL MANAGEMENT (NET)	**26%**
Fiscal responsibility and prudent spending	17%
Efficient and effective service delivery	12%
TRANSPARENCY & ACCOUNTABILITY (NET)	**18%**
Transparency in decision making	10%
Integrity and honesty	7%
Accountability for decisions and actions	5%
GOVERNANCE QUALITY (NET)	**10%**
Infrastructure maintenance and investment	6%
Environmental sustainability	3%
Other governance quality	1%
PLANNING & COORDINATION (NET)	**10%**
Inter-municipal and regional collaboration	5%
Long-term planning and forward thinking	4%
Focus on core mandate and staying in lane	1%
REPRESENTATION & EQUITY (NET)	**7%**
Support for vulnerable populations	4%
Equitable representation of all communities	2%
Public interest over special interests	2%
Not sure	23%

When unprompted, residents most often identify public engagement as the quality that makes a regional government effective.

Question: Which outcomes from decisions by a board like Metro Vancouver's matter most to you?

Select up to 3.

Public funds are managed responsibly	60%
The Board is held accountable for its decisions	47%
Decisions consider the long-term needs of the region	42%
Clear information about how and why decisions are made	35%
All communities across the region have a voice	28%
Residents have regular opportunities for input	28%
Decisions are made in a timely and efficient manner	24%
Communities are represented in proportion to their population	13%
Other	1%
None	1%
Not sure	3%

Residents most often prioritize "public funds are managed responsibly". Women are more likely than men to prioritize resident having regular opportunities for input, as well as all communities having a voice. Residents aged 18–34 are least likely to prioritize "public funds are managed responsibly" but are most likely to prioritize "communities are represented in proportion to their population". Respondents who say they voted in the last municipal election are most likely to prioritize "public funds are managed responsibly", and "the Board is held accountable for its decisions".

Observations

In summary, the representative research indicates the following key results:

- When asked to describe in their own words, what qualities or actions make a regional government effective, residents most often identify "public engagement and responding to public feedback" as a quality of an effective regional government. Other commonly cited qualities include fiscal management, and transparency and accountability.
- When asked to choose from a list of qualities residents seek in good regional governance, responsible spending is chosen most often. Other top decision-making qualities chosen include listening to residents, making decisions with long-term interests for the region, and transparency about how and why decisions are made. There are key differences across genders and ages.
- Residents are split about whether they believe their elected officials should be representing their communities or the region as a whole at the Metro Vancouver Board.
- Residents' feelings around Board size vary. While 53% see a smaller board making decisions more efficiently and effectively, almost a third feel a larger board makes better decisions by brining more perspectives to the table, and 10% of residents feel Board size has little bearing on decision making. Results vary across genders and ages.
- Most residents feel it is important that a community's voting weight reflects the size of its population.
- When asked about outcomes from Board decisions women are more likely than men to prioritize "residents have regular opportunities for input", as well as "all communities across the region have a voice". Residents aged 18–34 are least likely to prioritize "public funds are managed responsibly" but are most likely to prioritize "communities are represented in proportion to their population".
- Respondents who say they voted in the last municipal election are most likely to prioritize "public funds are managed responsibly", and "the Board is held accountable for its decisions".

What We Heard in Comments

Staff analyzed and summarized about 450 comments that were heard from across all audiences. These are six frequent themes in those comments, presented in alphabetical order:

Accountability and transparency	This theme received the most comments and tied accountability and transparency to public trust. Many comments focused on financial accountability, project and budget oversight, and accountability for Board conduct and decisions.
Effectiveness and decision making	Many commented on expanding the role of technical expertise in decision making. Reducing board size is seen to support efficiency. Sound and efficient decision making is seen as key to strong governance.
Expertise and capacity	While many supported increasing expertise, many also expressed that municipal representation remains essential. Comments called for an informed, trained, and balanced governance model to strengthen decision making and regional outcomes.
Representation	Many comments supported continued member jurisdiction representation, including small communities, even while supporting a smaller board. Participants called for a balanced, equitable approach to representation across the region.
Size	Overall, most comments indicated a preference for smaller, more efficient boards. It was also emphasized that effectiveness is not solely about board size but also includes expertise and experiences.
Structure	Overall, input indicated a desire for a more streamlined model with strong alignment between technical expertise and decision making.

How Input Will Be Used

Feedback gathered through the engagement process will be shared with the Governance Committee and each of the four Metro Vancouver Boards for consideration as they discuss and decide on next steps for the size and structure of the Metro Vancouver Boards.

Next Steps

The Governance Committee and Boards will consider proposed size and structure changes for the four Boards in July 2026. If decisions require legislative changes from the Province, next steps will involve the Province and related due process.

metrovancouver
SERVICES AND SOLUTIONS FOR A LIVABLE REGION

Email correspondence received from kʷikʷəƛ̓əm (Kwikwetlem First Nation)

Good afternoon,

The Nation has reviewed the document “Assessment of Metro Vancouver Board Size and Structure” and has a few comments.

- The Nation would like to reiterate that governance efficiency should not come at the expense of inclusive and meaningful Indigenous participation in regional decision-making processes.
- The Nation also notes that the document does not clearly describe how non-treaty First Nations would be represented within any revised board structure, or whether Indigenous governments would hold meaningful decision-making authority.
- kʷikʷəƛ̓əm has concerns that the current population-based voting structure may not appropriately recognize Indigenous governments as rights holders and governing bodies distinct from municipalities.
- The Nation further notes that Metro Vancouver services and decisions relating to water, sewerage, drainage, regional planning, parks, and environmental management occur within Indigenous territories and may directly affect Aboriginal rights, title, cultural values, stewardship responsibilities, and areas of ongoing interest.
- While the document references the Province’s DRIPA-related initiative respecting inclusive regional governance, the Nation has concerns that the current engagement process does not clearly explain how Metro Vancouver’s governance review will align with DRIPA principles or the implementation of the United Nations Declaration on the Rights of Indigenous Peoples.

The Nation requests clarification regarding:

- how First Nations participation and representation will be considered in any revised governance structure;
- whether Indigenous governments would have voting authority or formal decision-making roles;
- how Metro Vancouver intends to ensure governance reforms do not further marginalize Indigenous participation; and
- how this process will coordinate with the Province’s ongoing inclusive regional governance initiative.

Thank you for sending this to kʷikʷəƛ̓əm. We look forward to engaging with you on this matter.

Have a wonderful evening ahead,

ċ·iθamə cən (Thank you)

kʷikʷəƛ̓əm
Kwikwetlem First Nation

Melissa Goodman
Wildlife Biologist & Project Coordinator

Lands and Resources
Cell: 778-773-6818
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Coquitlam, BC V3C 5X9
www.kwikwetlem.com

We acknowledge that we operate on the traditional, ancestral and unceded territory of kʷikʷəƛ̓əm First Nation

Received on May 28, 2026

CITY OF PORT COQUITLAM

VIA EMAIL

Lisa Dominato, Chair
Metro Vancouver Governance Committee
via email: clrdominato@vancouver.ca

June 4, 2026

Dear Chair Dominato,

Thank you for the work you and the Governance Committee are undertaking as Metro Vancouver reviews its governance structure and operational model.

This review comes at an important time.

Across our region, residents are facing cost of living challenges unlike anything we have seen in generations. Families are stretched. Businesses are under pressure. Local governments are being asked to do more with less. In that environment, every public institution has an obligation to ask hard questions about whether it is structured in a way that delivers value, accountability, transparency, and efficiency.

During previous updates of the Governance Committee to the Metro Vancouver Board, I have raised a number of suggestions that I believe merit due consideration. In response, it has been stated that Board members should be providing their input to the Governance committee. In order to ensure my position is understood and received, I am taking the step of writing you this letter.

I believe this review presents an opportunity to pursue meaningful structural reform that refocuses Metro Vancouver on its essential responsibilities while modernizing governance and improving accountability.

First, I believe the Committee should undertake a serious assessment of spinning off Metro Vancouver's utility functions into separate utility entities responsible for drinking water, liquid waste, and solid waste management.

These utilities provide essential services that are operationally and financially distinct from the broader political and policy functions of the regional district. Increasingly, they resemble large utility corporations more than traditional local government departments. Yet they continue to operate within a governance structure heavily driven by politics rather than professional utility management.

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A new model should be explored where these utilities operate as separate public entities governed by professionally appointed boards with expertise in engineering, finance, infrastructure delivery, environmental management, and utility operations.

Importantly, these entities should fall under the regulatory oversight of the British Columbia Utilities Commission.

The absence of independent economic regulation over utility rate setting at Metro Vancouver has become increasingly difficult to justify given the scale of costs being imposed on municipalities and residents. Independent oversight through the BCUC would introduce greater transparency, stronger financial discipline, long-term planning rigor, and external accountability around major capital expenditures and rate increases.

In short: if residents are being asked to pay utility bills comparable to those charged by regulated utilities, they deserve the same level of independent oversight and protection.

Second, I believe the size and structure of the Metro Vancouver Board itself should be reduced more dramatically than some proposals.

I believe the region should ultimately move toward a model where each member municipality appoints one representative to a Board that has a more limited scope.

Voting strength should be reflective of population, with consideration of establishing a minimum population threshold for representation.

I acknowledge this would raise the potential of smaller municipalities being absent from a new board, which leads to another consideration: amalgamation of municipalities within the region.

While amalgamation is outside of the scope of the review of Metro Vancouver's governance, it becomes impossible to ignore if this review is to be fulsome and complete.

The question of amalgamation is long-standing, but unanswered, and is raised frequently with no finality. While there will be many considerations and opinions on the matter, I believe the most important voice in this belongs to the residents of the region. Accordingly, an appropriate step is to request the Province of British Columbia to place this as a referendum question on every Metro Vancouver municipality's ballot in the upcoming local government election. This would allow the public to indicate whether this significant process should be undertaken, and ultimately approved.

As an interim measure, I would recommend an immediate consolidation of Metro Vancouver's committee structure from 14 committees to 5 committees.

Specifically:

• A single committee that combines the functions of the regional parks, regional planning, housing, and air quality committees.

• A single committee that combines the functions of the governance, mayors, and performance and audit committees.

• Maintain Water, Liquid Waste and Solid Waste committees.

All remaining committees should be eliminated.

I appreciate the opportunity to put forward my views for consideration.

Sincerely,

Brad West

Mayor
City of Port Coquitlam

cc: Metro Vancouver Directors

Squamish Connect correspondence received from Sḵwx̱wú7mesh Úxwumixw (Squamish Nation)

Hello,

Thank you for your April 30, 2026 correspondence regarding Metro Vancouver's Assessment of Board Size and Structure and the opportunity to provide input.

We understand that this work follows the 2025 Deloitte Governance Review and is considering potential changes to board composition, representation, and voting structures to strengthen governance across the region.

Squamish Nation's response is guided by the Squamish Nation Strategic Plan (available online), specifically the Txwnaḿ Tkwétsi na Nchéḿ usntúmulhaswit (External Relations) section, which directs the Nation to advance government-to-government relationships, assert its role within regional governance systems, and ensure that Squamish Nation rights, title, and interests are meaningfully reflected in external decision-making bodies.

In alignment with this Strategic Plan priority, Squamish Nation expects that the outcomes of this process will:

- Explicitly recognize Squamish Nation as a government within the Metro Vancouver governance framework, consistent with nation-to-nation and government-to-government relationships;
- Ensure meaningful and direct participation in governance structures, including board composition and any future structural models, rather than limiting First Nations to advisory or peripheral roles;
- Advance equitable decision-making authority, including voting and representation approaches that reflect Squamish Nation's distinct status and interests in the region;
- Be developed through early, ongoing, and collaborative engagement with Squamish Nation, consistent with the Strategic Plan's direction on strengthening external relationships;
- Align with DRIPA implementation and broader "inclusive regional governance" work, recognizing that changes to governance structures must support, not precede or undermine, this broader transformation.

As directed by the Strategic Plan, Squamish Nation is committed to ensuring its role in regional governance evolves in a manner that reflects its inherent rights and responsibilities. Accordingly, it is critical that this process not only considers efficiency and structure, but also substantively advances Indigenous inclusion at a governance level.

We expect that Squamish Nation's Strategic Plan priorities will be meaningfully reflected in both the development and implementation of any proposed changes, and we welcome continued engagement to support this alignment.

Thank you,

Lilian

–Lilian Shams-Amiri (Squamish Nation), June 16, 2026

metrovancouver
SERVICES AND SOLUTIONS FOR A LIVABLE REGION

To: MVRD Board of Directors

From: Governance Committee

Date: July 14, 2026 Meeting Date: July 24, 2026

Subject: **Recommendations for Changes to the Size and Structure of Each of Metro Vancouver's Four Boards of Directors**

GOVERNANCE COMMITTEE RECOMMENDATION

THAT the MVRD Board:

a) endorse capping the number of MVRD Board Directors at 3 per member jurisdiction while maintaining existing methodology for number of votes; this would reduce the current Board size to 34, slow growth of the Board over time, and achieve gains in governance effectiveness while maintaining proportional representation; and

b) request that the Board Chair send a letter to the Minister of Housing and Municipal Affairs and Premier, requesting changes to either the *Local Government Act* or the *Municipalities Enabling and Validating Act* and any corresponding adjustments to the MVRD Letters Patent, as required to cap at 3 the number of Directors per member jurisdiction on the MVRD Board.

THAT the MVRD Board:

a) affirm its commitment to implementing a robust onboarding and orientation program for Q4 2026, and prioritize board culture, climate and director development in this work;

b) develop a Board Strategic Plan in Q1 2027 for the 2027-2030 Board term with a focus on affordability, core services, utilities analysis, and regional alignment; and that as part of its strategic planning, the MVRD Board meet with the Ministry of Housing and Municipal Affairs and the Union of British Columbia Municipalities (UBCM) regarding any potential review of the *Local Government Act* regarding regional districts;

c) direct staff to further streamline meeting materials for ease of review and informed decision making; and

d) request the Board Chair share the correspondence received from kʷikʷəƛ̓əm̓ (Kwikwetlem First Nation) and Sḵwx̱wú7mesh Úxwumixw (Squamish Nation) regarding Board size and structure with the Minister of Housing and Municipal Affairs for information.

At its July 9, 2026 meeting, the Governance of Committee considered the attached report titled "Recommendations for Changes to the Size and Structure of Each of Metro Vancouver's Four Boards of Directors", dated June 30, 2026 (**Attachment 1**).

The Committee discussed options for implementing changes to the size and structure of each of Metro Vancouver's four Boards. For the MVRD Board, considerations included whether to expedite changes by recommending an option that can be executed without legislative change, or to recommend changes that are more effective from a governance perspective, but may take longer to implement. The Committee also discussed whether a cap on the number of directors per member jurisdiction should be three or four. For the MVRD Board, with the aim of reducing the number of Board Directors, maintaining proportional voting, slowing the growth of the Board over time and improving governance, the Committee recommended the option of capping the number of Board Directors at three per member jurisdiction.

In addition, the Committee considered additional recommendations reflecting the results of the engagement on the size and structure of the MVRD Board, and passed resolutions to advance to the MVRD Board for consideration regarding Board onboarding and orientation, 2027-2030 Board Strategic Plan, the streamlining of information, and sending correspondence received from First Nations to the Minister of Housing and Municipal Affairs.

The Committee subsequently passed the resolutions above.

This matter is now before the MVRD Board for its consideration.

The Committee also considered recommendations for the GVWD, GVS&DD and MVHC Boards. These recommendations are provided to the corresponding Board as part of the July 24, 2026 agenda packages. The recommendations are provided below for information so that the MVRD Board has line of sight over all recommendations from the Governance Committee regarding the size and structure of the four Boards.

> *THAT the GVWD / GVS&DD Board supports the continued alignment of the GVWD / GVS&DD Board size and structure with the MVRD Board, with a preferred option of capping the number of Board Directors at 3 per member jurisdiction while maintaining existing methodology for number of votes; this would reduce the current Board size, slow growth of the Board over time, and achieve gains in governance effectiveness while maintaining proportional representation.*
>
> *THAT the GVWD / GVS&DD Board direct staff to advance a select committee titled the Major Projects Oversight Board by bringing forward for consideration by January 2027:*
> - *governance structure options that clearly identify the relationship to the Water / Liquid Waste Committees and GVWD / GVS&DD Boards;*
> - *how projects are selected to be included in the Committee's terms of reference (e.g. by dollar value / stage gate);*
> - *implementation implications for Corporate and Board policies and procedures;*
> - *selection criteria and remuneration for independent Directors; and*
> - *options for delegated authority.*
>
> *THAT the GVS&DD Board direct staff to report back in Q1 2027 with options for a single sewerage rate structure that is consistent across the region, implemented through a staged transition process.*
>
> *THAT the MVHC Board supports the continued alignment of the MVHC Board size and structure with any changes made to the MVRD Board, with a preferred option of capping the number of Board Directors at 3 per member jurisdiction while maintaining existing methodology for number of votes; this would reduce the current Board size to 34, slow growth of the Board over time, and achieve gains in governance effectiveness while maintaining proportional representation.*

ATTACHMENTS

1. "Recommendations for Changes to the Size and Structure of Each of Metro Vancouver's Four Boards of Directors", dated June 30, 2026

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SERVICES AND SOLUTIONS FOR A LIVABLE REGION

To: Governance Committee

From: Heather McNell, Deputy Chief Administrative Officer, Policy and Planning

Date: June 30, 2026 Meeting Date: July 9,2026

Subject: **Recommendations for Changes to the Size and Structure of Each of Metro Vancouver's Four Boards of Directors**

RECOMMENDATION

THAT the Governance Committee receive for information the report dated June 30, 2026, titled "Recommendations for Changes to the Size and Structure of Each of Metro Vancouver's Four Boards of Directors".

EXECUTIVE SUMMARY

The 2025 independent Metro Vancouver Board Governance Review recommended optimization of the size and structure of Metro Vancouver's four Boards to improve governance effectiveness and oversight, and to enhance decision making and risk management. This report goes through each of the options considered by the Governance Committee and Boards in March / April of this year for each of Metro Vancouver's four Boards. It provides a summary of engagement, initial and additional option analysis, and implementation mechanisms, as well as sample recommendations that would advance that option.

In summary, for the MVRD Board, across audiences, the preferred option is to Cap the Number of Directors at 3 per Member Jurisdiction, maintaining the proportional voting, bringing the Board size to 34, and slowing growth of the Board over time. For the GVWD and GVS&DD Boards, the preferred option across audiences is to align with any changes made to the MVRD Board, and to add a Major Capital Projects Committee with some delegated authority, comprised of a mix of elected officials and external, appointed Directors with technical expertise to improve focus and oversight for the largest, most complex utility capital projects. For the MVHC Board, the results were split across audiences with no clear direction for change at this time.

In addition, other ideas, both regarding the size and structure of the Boards, as well as broader governance ideas, generated through engagement are provided. A separate report in the July 9, 2026 agenda package summarizes, in greater detail, feedback from engagement undertaken on potential changes to the size and structure of each of Metro Vancouver's four Boards.

Staff is seeking Governance Committee support for, and advancement of, recommended options for each of Metro Vancouver's four Boards of Directors from the options outlined in the report dated June 30, 2026, titled "Recommendations for Changes to the Size and Structure of Each of Metro Vancouver's four Boards of Directors" to advance to the July 24, 2026 Board meeting for consideration by the MVRD, MVHC, GVWD, and GVS&DD Boards. Recommendations will be advanced to the Boards through a cover report to this report.

PURPOSE

This report provides analysis of the options emerging from the recent engagement on potential changes to each of Metro Vancouver's four Boards of Directors with an aim to improve governance effectiveness, oversight, and enhanced decision making and risk management. The intent is for the Governance Committee to advance recommendations to the Boards for their consideration at the July 24, 2026 Board meeting.

BACKGROUND

At its January 22, 2026 meeting, the MVRD Board endorsed a process for the Governance Committee and the Boards to consider potential changes to Board size and structure to improve governance, and to outline any legislative changes necessary to implement any recommended changes. In February, the Governance Committee and MVRD Board endorsed an evaluation methodology for this work including problem statements for each Board, evaluation criteria, and preliminary weighting.

In March 2026, the Governance Committee considered the report titled, "Consideration of Changes to the Size and Structure of each of Metro Vancouver's Four Boards of Directors: Options Analysis", dated March 6, 2026 (**Attachment 2**) and discussed options for amending the size and structure of both the MVRD and MVHC Boards with the aim of improving governance effectiveness, scalability of the option into the future, how member jurisdictions are represented, broader stakeholder impact, and how readily the options could be implemented.

For the MVRD Board, the Committee discussed the pros, cons, and implications of five options:

1. Status Quo (41 Directors)
2. One Director per member jurisdiction (23 Directors)
3. Cap the number of Directors at three per member jurisdiction (34 Directors)
4. Increase the population threshold per vote to 25,000 (36 Directors)
5. Increase voting divisor to seven from five (one Director for every 140,000 residents) (34 Directors).

For the MVHC Board, the Committee discussed the pros, cons and implications of four options:

1. Status Quo (41 Directors)
2. Align with any changes to the structure of the MVRD Board (23-36 Directors)
3. Smaller Hybrid Non-Profit Board (7-9 Directors comprised of a majority MVRD Board Directors + additional appointees selected based on merit), and
4. Fully Appointed Non-Profit Board (7-9 Directors appointed by the MVRD Board based on merit).

In April 2026, the Governance Committee discussed options for amending the size and structure of the GVWD and GVS&DD Boards.

Three options for the GVS&DD and GVWD Boards were considered:

1. Status Quo (37 and 38 Directors)
2. Align with any changes to the structure of the MVRD Board (23-36 Directors)
3. A Smaller Hybrid Board (9-11 Directors).

In addition, the Committee discussed the option of adding a Major Capital Projects Committee with or without delegated authority to add additional oversight and independent external Directors to one or more of Metro Vancouver's largest utility capital projects (e.g. Chair, Commissioner + 5 independent, externally appointed Directors). The Committee received a presentation from Dana Hayden, Hayden Consulting, on this option.

This report leverages that early work with findings and themes from the engagement on Board size and structure, as well as input from Deloitte Canada (Deloitte) and Hayden Consulting, and presents options, analysis and sample recommendation language each of the options for the four Boards for the Governance Committee's consideration.

ENGAGEMENT SUMMARY

The six-week engagement launched April 25th and concluded on June 14th. A separate report detailing engagement activities, feedback, and input is included as item E1 in the Governance Committee's agenda package with data and input segmented by audience.

EVALUATION CRITERIA

The Governance Committee and MVRD Board endorsed an evaluation framework for considering potential changes to the size and structure of the four Boards. The following evaluation criteria were endorsed by the Governance Committee and received by the MVRD Board, and informed the analysis of options below:

- Improved Governance Effectiveness
- Size / Scalability into the Future
- Member Jurisdiction Representation and Impact
- Broader Stakeholder Impact
- Transition Readiness (ease of implementation).

PROBLEM STATEMENT

One of the main points that Deloitte Canada makes in their June 2026 report (**Attachment 1**) is that "Board size emerged as a recurring constraint on effective governance. Almost all Directors view the current and projected Board size as unsustainable and impacting effectiveness. Most noted Board size is not the primary driver of governance challenges affecting Metro Vancouver, but it is a structural issue that amplifies other Board culture challenges identified in the system."

"Interviewees indicated the issue for them was less about identifying a single ideal number and more about the impacts of scale. Larger board meetings create longer discussions; greater repetition - often from a small number of jurisdictions; lack of desire or ability of some directors to participate; and less disciplined decision making. They also place greater pressure on the Chair's ability to manage equity of time allotted to Directors, control of Board process, and overall debate."

OPTIONS ANALYSIS

The following sections of this report go through each of the options presented to the Governance Committee and the Boards in March and April of this year and that formed the basis of the engagement. The options were those identified by Deloitte in their 2025 Board Governance Review report. Additional analysis is provided to incorporate the feedback from engagement, and sample recommendations are provided for the Committee and the Boards' consideration.

MVRD BOARD OPTIONS

Five options for the MVRD Board were considered:

1. Status Quo
2. One Director per member jurisdiction
3. Cap the number of Directors at three per member jurisdiction
4. Increase population threshold per vote to 25,000
5. Increase voting divisor to seven (one Director for every 140,000 residents)

1. **Status Quo** (41 Board Directors and growing with population into the future)

Initial analysis for this option noted that although it retains established accountability between Metro Vancouver and member jurisdictions, has strong jurisdictional representation, and is a familiar accountability structure, the growing Board size may dilute accountability and make oversight of complex risks harder and may discourage active participation from all members.

Engagement Summary

Given concern that the trajectory for growth for the MVRD Board is that it will reach over 50 Directors by the next Census period, there was little to no support noted by the Governance Committee, Board Directors and others for keeping the status quo. Almost all Directors (97%) indicated that the current and projected trajectory of Board size is an issue, with key concerns noted as overall effectiveness, manageability and the ability to sustain focused, strategic discussion.

2. **One Director per member jurisdiction** (23 Board Directors)

This option would see one representative from each member jurisdiction, or their designate making up the MVRD Board. There would be no change in the process for choosing the Directors. This would remain up to each jurisdiction council. This option would keep the existing weighted voting methodology of one vote per 20,000 residents in each community, but place all votes with one Director per member jurisdiction.

Initial analysis for the option noted that it could improve decision speed, manageability and strategic focus, ensure each jurisdiction maintains a seat, and continue with proportional representation. However, for this option, *the balance of power at the Board would be held by only three Directors* (replacing 16 Directors under the status quo) who would hold the majority of votes at the Board. In addition, the diversity of perspectives from individual member jurisdictions would be removed, specifically impacting larger municipalities that currently have multiple Directors.

Engagement Summary

- This option was not prioritized by the Governance Committee, however, there was some interest in exploring it further.
- Deloitte found that "most Directors (77%) expressed that having more than one Director per municipality is important for the larger jurisdictions, ensuring adequate representation and minimizing influence over Board decisions. The primary concern noted regarding having only one Director is the fact that more than 50% of the voting power for Metro Vancouver would be held by three individuals".
- At Council of Councils, this option was favoured by 26% of respondents
- At the public webinars, this option was favoured by 31% of respondents
- At the joint advisory committee webinar, this option was favoured by 22% of respondents.

Transition Readiness

This option requires legislative change to implement. The change could be effected through either an amendment to the *Local Government Act (LGA)* or a new provision in the *Municipalities Enabling and Validating Act (MEVA)*. It could also require amendments to MVRD's Letters Patent via a provincial Order in Council / Cabinet decision, and consequential bylaw and process modifications within Metro Vancouver. It would require provincial engagement with interested parties, and likely would take 12-18 months to complete (to be confirmed with the Province).

Sample Recommendation

THAT the MVRD Board:

a) endorse having one Director per member jurisdiction at the MVRD Board while maintaining existing methodology for number of votes; this would reduce the current Board size to 23; and
b) request that the Board Chair send a letter to the Minister of Housing and Municipal Affairs and Premier requesting changes to either the *Local Government Act* or the *Municipalities Enabling and Validating Act*, and any corresponding adjustments to the MVRD Letters Patent, as required to include only one Director per member jurisdiction on MVRD Board.

3. **Cap the number of Directors at 3 per member jurisdiction** (34 Board Directors with slower growth)

This option would introduce a cap of three Board Directors from any one jurisdiction while maintaining the current overall approach to Board composition. This would mean that jurisdictions with a population of over 300,000 residents would have a maximum of three Directors on the Board. The three Directors would retain the same proportional voting based on a vote for every 20,000 residents in the community. The immediate impact would be for the cities of Vancouver and Surrey that see a reduction in the number of Directors, but no change in the number of votes.

Initial analysis of this option noted that it could improve decision making speed, efficiency, and strategic focus with a reduced number of speakers at each Board meeting, that proportional representation would be maintained, that there would be a more consistent number of Directors for larger municipalities, and that the size of the Board would grow much more slowly over time.

Engagement Summary

- This was the preferred option for the Governance Committee as a longer-term solution, noting the time it would take for required legislative change.
- In subsequent engagement, this was the preferred option across audiences.
- Deloitte found that "most Directors (77%) expressed that having more than one Director per municipality is important for the larger jurisdictions, ensuring adequate representation and minimizing influence over Board decisions. The primary concern noted regarding one Director is the fact that more than 50% of the voting power for Metro Vancouver would be held by three individuals". They also found that "most Directors (90%) indicated that they would be comfortable with larger municipalities giving up seats (including some from the largest cities), provided voting power is retained".
- At Council of Councils, this option was favoured by 34% of respondents.
- At the public webinars, this option was favoured by 21% of respondents.
- At the joint advisory committee webinar, this option was favoured by 34% of respondents.

Transition Readiness

This option requires provincial legislative change to implement - either by amending the *LGA* or adding a new provision under *MEVA*. It may also require amendments to MVRD's Letters Patent, via a provincial Order in Council / Cabinet decision, and consequential bylaw and process modifications within Metro

Vancouver. It would require provincial engagement with interested parties, and likely take 12-18 months to complete (to be confirmed with the Province).

Sample Recommendation

THAT the MVRD Board:

a) endorse capping the number of MVRD Board Directors at 3 per member jurisdiction while maintaining existing methodology for number of votes; this would reduce the current Board size to 34, slow growth of the Board over time, and achieve gains in governance effectiveness while maintaining proportional representation; and

b) request that the Board Chair send a letter to the Minister of Housing and Municipal Affairs and Premier requesting changes to either the *Local Government Act* or the *Municipalities Enabling and Validating Act*, and any corresponding adjustments to the MVRD Letters Patent, as required to cap at 3 the number of Directors per member jurisdiction on the MVRD Board.

4. **Increase population threshold per vote to 25,000** (36 Board Directors)

In this option, the population threshold per vote would be increased from 20,000 to 25,000. All member jurisdictions under 25,000 would have one vote at the Board. Additional votes would be provided at 25,000 population intervals. The divisor of 5 per Director would remain the same, meaning that each Director would have a maximum of 5 votes for 125,000 residents (currently 5 votes for 100,000 residents). This option reduces the current overall number of Board Directors to 36.

Early analysis of this option found that it is the only option that changes the overall number of votes at the Board; twelve jurisdictions would have at least one less vote. Most of the impact of this option would fall to larger member jurisdictions with a reduced number of Directors and number of votes, as well as for jurisdictions on the threshold of an additional vote.

Engagement Summary

- This option was not supported by the Governance Committee, saw little support from Board Directors and Council of Councils, and little support from member jurisdiction advisory committee participants.
- At Council of Councils, this option was favoured by 14% of respondents.
- At the public webinars, this option was favoured by 21% of respondents.
- At the joint advisory committee webinar, this option was favoured by 12% of respondents.

Transition Readiness

No legislative amendment is required for this option. It would require a revision to the MVRD Letters Patent via a provincial Order in Council or Cabinet decision. Consequential bylaw and process modifications within Metro Vancouver may also be required.

Sample Recommendation

THAT the MVRD Board:

a) endorse increasing the population threshold per vote to 25,000; this would reduce the current Board size to 36, slow growth of the Board over time, and achieve modest gains in governance effectiveness while maintaining proportional representation; and

b) request that the Board Chair send a letter to the Minister of Housing and Municipal Affairs and Premier seeking an Order in Council or Cabinet decision to change the voting threshold included in the Metro Vancouver Regional District Letters Patent from 20,000 to 25,000.

5. **Increase voting divisor to seven from five** (one Director for every 140,000 residents) (34 Board Directors)

This option would decrease the number of Directors on the MVRD Board by increasing the voting divisor from five to seven, effectively increasing the number of residents represented by each Director from 100,000 to 140,000. The number of Directors is reduced while proportional voting remains the same.

Engagement Summary

- The Governance Committee expressed preference for this option as a shorter-term option that can be implemented without legislative change, and for capping the number of Directors at 3 per member jurisdiction as a longer-term solution.
- There was limited support from other audiences including Council of Councils, public webinars, and member jurisdiction staff participating in the joint advisory committee webinar.
- At Council of Councils, this option was favoured by 16% of respondents.
- At the public webinars, this option was favoured by 27% of respondents.
- At the joint advisory committee webinar, this option was favoured by 7% of respondents.

Transition Readiness

No legislative amendment is required for this option. It would require a revision to the MVRD Letters Patent via provincial Order in Council or Cabinet decision. Consequential bylaw and process modifications within Metro Vancouver may also be required.

Sample Recommendation

THAT the MVRD Board:

a) endorse increasing the voting divisor from five to seven for the MVRD Board; this would reduce the current number of Directors to 34, slow growth of the Board over time, and achieve gains in governance effectiveness while maintaining proportional representation; and
b) request that the Board Chair send a letter to the Minister of Housing and Municipal Affairs and Premier seeking an Order in Council or Cabinet decision to include a voting divisor of seven in the Metro Vancouver Regional District Letters Patent.

GVWD AND GVS&DD BOARD OPTIONS

Three options for the GVWD and GVS&DD Boards were considered as well as one additional option to bring additional oversight to major capital projects:

1. Status Quo
2. Align with any changes to the size and structure of the MVRD Board
3. Smaller Hybrid Board (9-11 Directors - blend of utility member MVRD Board Directors plus external appointed Directors selected on merit)

Additional Option: Add Major Capital Projects Committee (with or without delegated authority) to any Board Structure (smaller Committee with a blend of GVWD and GVS&DD Board Directors + external appointed Directors)

1. **Status Quo** (38 GVWD Board Directors and 37 GVS&DD Board Directors)

The current GVWD and GVS&DD Boards align with the size and structure of the MVRD Board as stipulated in both the *GVWD Act* and *GVS&DD Act*. The number of Directors is slightly lower than for the MVRD Board as not all member jurisdictions are members of the GVWD and GVS&DD.

Engagement Summary

Given concern that the trajectory for growth for the MVRD Board is that it will reach over 50 Directors by the next Census period, there was no support noted by the Governance Committee, Board Directors and others for keeping the status quo for the utility Boards. In addition, there was substantial feedback that finding means to add independent, external expertise to oversee the largest capital projects would be beneficial.

2. Align with any changes to the size and structure of the MVRD Board

Early analysis of this option noted that there is simplicity in having the same governance model as for the MVRD. However, for the two utilities, Deloitte found an inherent tension reflecting the scale of investment involved and the technical nature of the mandate. They found that it is important to continue to have elected representation at the Board, particularly to have local government involvement in major infrastructure decisions, yet at the same, there is a clear interest in stronger technical input and oversight given the complexity of the largest utility projects that comprise 85% of the Metro Vancouver's budget and five-year financial plan.

Engagement Summary

- The Governance Committee supported this option for the two utility boards in conjunction with the addition of a Major Projects Committee.
- Deloitte found that "Board Directors had mixed views on whether to retain only elected representation or to introduce more specialized independent professional expertise on the Boards."
- Deloitte found that a majority of Directors (52%) indicated that both Board size and Board expertise are affecting the utility Boards' ability to oversee complex major construction projects. Two-thirds of those indicated expertise was the primary concern. About 19% of Directors indicated neither was a concern.
- Deloitte found that a "majority of Directors (74%) indicated a preference for utility Boards to remain composed of elected officials only".
- A majority of Directors (71%) expressed a preference for a smaller or reduced-cap Board structure aligning with potential changes to the MVRD Board.

Transition Readiness

Both the *GVWD Act* and *GVS&DD Act* specifically note that the size and structure of those Boards align with the MVRD Board. No legislative change is required to maintain alignment with the MVRD Board. The Boards could simply not pass any motion and the alignment would continue, or the Boards could endorse that continuing alignment is the preferred option.

Sample Recommendation

THAT the GVWD / GVS&DD Board support the continued alignment of the GVWD / GVS&DD Board size and structure with any changes made to the MVRD Board that aim to reduce the size of the Board, slow the growth of the Board over time, and improve governance outcomes.

3. **Smaller Hybrid Board** (9-11 Directors blend of utility member MVRD Board Directors plus external appointed Directors selected on merit)

This option would see the creation of a new, smaller Board structure for both the GVWD and GVS&DD Boards with 9-11 Directors on each Board. It would be a blend of MVRD Directors who are members of the utility in question (Sub-regional representation could be a requirement in selecting Directors) plus external Directors appointed by the MVRD Board (members of the utility in question) for a set term (e.g. four years).

Early analysis of this option noted that the inclusion of independent Directors would encourage regional perspective and emphasis on the best outcomes for the utility over member jurisdiction interests, the potential for improvements in decision making efficiency with a smaller, purpose built Board, combining technical expertise with a political lens, and some concern about loss of proportional representation at the Board.

Engagement Summary

- This option did not receive support at the Governance Committee because of the impact on proportional representation.
- Deloitte heard about a desire to have a skills matrix for the utility Boards to build greater technical capacity at the Board to add to the checks and balances in place and the expertise of technical staff.
- Deloitte found that about a quarter (26%) of Board Directors favoured either a hybrid or professional Board (similar to a Crown Corporation).
- However, 73% of participants at the public webinars felt that it would be valuable to add appointed external directors to the decision making for Metro Vancouver's two utility boards, and 39% of advisory committee member participants supporting a smaller, more nimble board with external, appointed directors.

Transition Readiness

Legislative changes to the *GVWD Act* and *GVS&DD Act* would be required for this option. It would require provincial engagement with interested parties as well as additional consequential bylaw and process modifications within Metro Vancouver. The process for determining member participation over time would need to be determined. Legislative changes would likely take 18-24 months to complete, to be confirmed by Province.

Sample Recommendation

THAT the GVWD / GVS&DD Board:

a) endorse a Smaller Hybrid Board of 9-11 Directors with a mix of MVRD Board Directors who are members of the utility along with independent, appointed Directors;
b) request that the Board Chair send a letter to the Minister of Housing and Municipal Affairs and Premier requesting changes to the *GVS&DD Act* and *GVWD Act* to enable the GVWD / GVS&DD to have a smaller, hybrid Board with both elected officials and independent, appointed Directors; and
c) direct staff to advance the Smaller Hybrid Board by bringing forward:
    - governance structure options,
    - implementation implications for Corporate and Board policies and procedures, and
    - selection criteria and remuneration for independent Directors.

Additional Option: **Add a Major Capital Projects Committee** (with or without delegated authority)
A Major Capital Projects Committee is available as an option irrespective of the Board structure chosen. It could be added to the current Board structure for either or both the GVWD and GVS&DD or be utilized with any option that aligns with changes made to the MVRD Board.

For clarity, in May 2021, this option was recommended as part of the Capital Project Governance Practices Review. Board members have asked for a summary of that review (**Attachment 3**). The review was undertaken just after the establishment of the Project Delivery Department. It included:

- Review of capital project delivery challenges and best practice response (KPMG)
- Addition of Capital Project Cost Estimating Framework
- Addition of external expert advisor panel for highest value, risk, and consequence projects
- Benchmarking review of six North American jurisdictions on how they governed and managed their capital projects (Hayden Consulting)
- Set of recommendations regarding clearly defined objectives, robust project oversight, clear roles, responsibilities and authorities, effective risk management and rigorous project reporting and communication (Hayden Consulting)
- Adoption of Stage Gate Framework and Capital Project Governance Framework.

These project management best practices have largely been implemented by Metro Vancouver.

In April 2026, the Governance Committee received a presentation from Dana Hayden, Hayden Consulting, on this option. Subsequently, as requested by the Board, the Board received a similar presentation at the May Board meeting. Ms. Hayden noted that Project Boards / Committees are a governance standard for managing major public capital projects to ensure technical project delivery skills, continuity in oversight, decision making based on project needs, and for efficiency and cost savings.

Early analysis of this option noted that additional independent expertise aligned with the scope, scale and complexity of major capital projects could enhance decision making, risk mitigation, and oversight.

Evaluation Summary

- The Governance Committee supported this option and directed staff to bring back additional information on implementation.
- Deloitte found that "there is interest in enhanced oversight and expertise for major construction projects, including a narrow delegation of accountability for technical decision making, balanced by concern that additional governance layers may duplicate staff efforts and add complexity without addressing root causes".
- "Most Directors (87%) supported the concept of a Major Capital Projects Committee overseeing a few of the very largest infrastructure projects".
- "A majority of Directors (74%) indicated they felt major capital projects and related decisions do currently receive sufficient oversight and governance prior to coming to the full Board".
- "The preferred option was that GVS&DD and/or GVWD Boards, composed of elected officials, would set the overall direction, project prioritization, timelines and budget parameters, with more detailed oversight of project execution managed through delegated mechanisms – such as a Major Capital Projects / Construction Special Purpose Committee of the Board."
- 51% of Council of Council participants supported a Major Projects Committee.
- 73% of participants at the public webinars felt that it would be valuable to add appointed external support to the decision making for Metro Vancouver's two utility boards.

- 41% of advisory committee member participants supported more oversight / focus on major capital infrastructure projects.

Transition Readiness

A *Standing* Committee can be struck by the Board Chair. A Standing Committee, like the Liquid Waste or Water Committees, would make recommendations to the GVWD / GVS&DD Boards. Alternatively, the GVWD / GVS&DD Boards can strike a *select* committee that has *delegated authority* via a two-thirds weighted vote.

The Boards will need additional information on governance structure / relationship to the Water and Liquid Waste Committees and the GVWD and GVS&DD Boards, as well as an understanding about how independent Board Directors will be selected, criteria, and remuneration. They will also need to decide what authority will be delegated and what will remain with the utility Boards, and to understand the operational implications in terms of needed changes to Board or Corporate policies, bylaws, and procedures.

Sample Recommendations

THAT the GVWD / GVS&DD Board support the continued alignment of the GVWD / GVS&DD Board size and structure with any changes made to the MVRD Board.

THAT the GVWD / GVS&DD Board direct staff to advance the Major Capital Projects Committee by bringing forward for consideration by January 2027:

- governance structure options, with consideration of the Major Projects Committee at the Capital Regional District, that clearly identify the relationship to the Water / Liquid Waste Committee and GVWD / GVS&DD Board,
- how projects are selected to be included in the Committee's terms of reference (e.g. by dollar value / stage gate),
- implementation implications for Corporate and Board policies and procedures,
- selection criteria and remuneration for independent Directors, and
- options for delegated authority.

MVHC BOARD OPTIONS

Four options for the MVHC Board were considered for discussion:

1. Status Quo
2. Align with any Changes to Structure for MVRD Board
3. Smaller Hybrid Non-Profit Board
4. Fully Appointed Non-Profit Board

1. **Status Quo** (41 Board Directors and growing into the future)

The current MVHC Board structure aligns with the MVRD Board. There are 41 Board Directors, which will continue to grow with population growth.

Engagement Summary

Given concern that the trajectory for growth for the MVRD Board is that it will reach over 50 Directors by the next Census period, the status quo was not supported by the Governance Committee, nor did it receive support from other audiences.

2. Align with any Changes to Structure for MVRD Board

Early analysis noted that there is simplicity in having the same structure as the MVRD Board, and that the structure for MVHC was changed from a smaller Board of 14 Directors in 2016 to the current structure, with the aim of consistent decision making and ease of holding all Board meetings in one day. However, the size of the Board is not aligned with other non-profit housing providers, and sometimes causes challenges with timeliness of agreements, funders and programs designed for other non-profits.

Evaluation Summary

- Deloitte found that overall, there is a high degree of consistency in how the MVHC Board is perceived, with the current structure generally viewed as effective and aligned with its mandate. They found limited appetite for significant structural change beyond simplification to remain aligned with any changes made to the MVRD Board.
- Deloitte found that 83% of Directors did not support a hybrid or skills-based MVHC Board without elected officials, and that 93% indicated that any misalignment with other housing non-profit Board structures was not a significant concern.
- The Governance Committee's preference was split between aligning with any changes to the MVRD Board and a smaller hybrid board with both elected Directors and independent external Directors.
- At Council of Councils, 57% of respondents preferred a smaller, hybrid Board, and 37% preferred that the Board remain aligned with the MVRD Board size and structure.
- 16% of staff advisory committee participants supported continuing to align with the MVRD Board size and structure.

Transition Readiness

Since pursuant to MVHC Articles, MVHC Board composition is aligned with MVRD Board composition and voting procedures, revisions to the MVRD Board and voting procedures will automatically apply to MVHC. The Board could simply not pass any motion, and the alignment would continue, or the Board could endorse that continuing alignment is the preferred option.

Sample Recommendation

THAT the MVHC Board supports the continued alignment of the MVHC Board size and structure with any changes made to the MVRD Board that aim to reduce the size of the Board, slow the growth of the Board over time, and improve governance outcomes.

3. **Smaller Hybrid Non-Profit Board** (7-9 Directors comprised of a majority MVRD Board Directors + additional appointees selected on merit)

This option would create a new and much smaller MVHC Board structure with 7-9 Directors, the majority being chosen from among MVRD Board Directors plus additional external housing sector Directors appointed by the MVRD Board either annually or for a four-year term. The current Board Standing Committee (Housing Committee) could be eliminated. This would be a return to a structure similar to that held prior to 2016.

Early analysis noted that additional professional and/or Board expertise (housing, finance, non-profit, development) could support improved decision-making and oversight, and that a smaller, more nimble Board could better support decisions in time-sensitive scenarios, including accelerating development, funding and partnership agreements, and be more aligned with other non-profit housing providers and

funder programs. Some regional representation could remain by having sub-regional MVRD Board Directors selected and the independent Directors appointed by the MVRD Board based on skills and experience.

Evaluation Summary

- The Governance Committee's preference was split between aligning with any changes to the MVRD Board and a smaller hybrid board with both elected Directors and independent external Directors.
- Deloitte found that 83% of Directors did not support a hybrid or skills-based MVHC Board without elected officials, and that 93% indicated that any misalignment with other housing non-profit Board structures was not a significant concern.
- At Council of Councils 57% of respondents preferred a smaller, hybrid Board, and 37% preferred that the Board remain aligned with the MVRD Board size and structure.
- 60% of respondents to the survey supported adding external Directors with housing sector experience to the MVHC Board.
- 79% of respondents at the public webinars supported adding external Directors with housing sector experience to the MVHC Board.
- 79% of staff advisory committee participants supported a smaller board with external housing sector Directors.

Transition Readiness

Revision to the MVHC Board structure could be done quickly via a MVRD Board resolution in its capacity as the sole shareholder of MVHC, plus the requisite administrative filing with BC Registry Services. Modified MVHC processes and procedures, such as determining criteria for identifying suitable independent Directors, and MVHC-specific Board procedures, would require more time.

Sample Recommendation

THAT the MVHC Board direct staff to advance the Smaller Hybrid Board option for the Metro Vancouver Housing Corporation by bringing forward by January 2027:

- additional information including selection criteria, length of term, and remuneration implications for independent Directors;
- implementation implications for Corporate and Board policies and procedures; and
- options for the accountability framework between the Board and the MVRD, in its capacity as the sole shareholder of MVHC.

4. **Fully Appointed Non-Profit Board** (7-9 Directors appointed by the MVRD Board on merit)

This option would create a new and much smaller Board structure with 7-9 Directors appointed by the MVRD Board for a set term (e.g. four years), with no political representation on the MVHC Board. In this options, all MVHC Board Directors would be selected by the MVRD according to criteria / direction established by the MVRD Board based on expertise (ie. housing, finance, non-profit, development).

Evaluation Summary

- The Governance Committee and Boards did not support this option, and this lack of support was reflected throughout the engagement process.
- Again, Deloitte found that 83% of Directors did not support a hybrid or skills-based MVHC Board without elected officials, and that 93% indicated that any misalignment with other housing non-profit Board structures was not a significant concern.

Transition Readiness

Revision to the MVHC Board structure could be done quickly via an MVRD Board resolution in its capacity as the sole shareholder of MVHC, plus the requisite administrative filing with BC Registry Services. Development of associated new and modified MVHC processes and procedures, such as determining criteria for identifying suitable independent Directors, and MVHC-specific Board procedures, would require more time.

Sample Recommendation

THAT the MVHC Board direct staff to advance the Fully Appointed Non-Profit Board option for the Metro Vancouver Housing Corporation by bringing forward by January 2027:

- Additional information including selection criteria, length of term, and remuneration implications for independent Directors;
- implementation implications for Corporate and Board policies and procedures;
- options for the accountability framework between the Board and the MVRD, in its capacity as the sole shareholder of MVHC.

ADDITIONAL INPUT ON BOARD SIZE AND STRUCTURE

Throughout the engagement process, a number of additional ideas regarding the size and structure of Metro Vancouver's four Boards were raised. One in particular is the idea of Metro Vancouver's utilities being run by the BC Utilities Commission. As a result, Shayne Gregg, Deloitte and Dana Hayden, Hayden Consulting, have provided a short summary responding to this idea. It is included as **Attachment 4**.

ADDITIONAL INPUT ON BROADER BOARD GOVERNANCE

Finally, a number of additional ideas, not related to potential changes to the size and structure of Metro Vancouver's four Boards were also raised through the engagement process.

Onboarding / Orientation / Education

Through Deloitte's interviews with Board Directors, an emphasis on the importance of onboarding, Board education, and adherence to the Code of Conduct featured prominently. Deloitte noted in their report that:

- "The majority of Directors indicated a desire to enhance mandatory governance and oversight education as part of formal onboarding for new Directors. This training would provide better insights into the fiduciary duties of a Director, and how to best manage their dual (and often competing) municipal and regional governance roles.
- Feedback also indicated a need for Director training and onboarding to reinforce shared values and set the desired conduct of Board Directors for the next four years.
- There was broad interest in introducing mechanisms to police and address behaviour inconsistent with the code of conduct, but in a manner that would protect individuals for raising concerns about fellow Directors. Several Directors indicated the impending Provincial Government legislation around the conduct and behaviour of elected officials may assist in addressing this concern, but a similar number were also skeptical as to its potential effectiveness.
- Providing enhanced transparency and governance rigour into the process of nomination and selection of new Board and Committee members to better align the inherent skills and experience of Board Directors to where they can be best utilized."

Board / Standing Committee Structure

Across engagement audiences, views varied on the role of Board Standing Committees and staff advisory committees, with a diversity of opinions on the effectiveness of information flow and value of committee work. As reminder, the Governance Committee and Board provided input to the Chair for his consideration for 2026 Standing Committees as the *Local Government Act* identifies that Standing Committees are formed at the Board Chair's discretion. Over two months in late 2025, the Governance Committee considered the number of Standing Committees, the number of meetings, size and composition of Standing Committees and how Committee members are chosen. This work resulted in changes including streamlining the number of Committees from 17 to 14, reducing the number of meetings for some Committees, and amending Terms of Reference for several committees to clarify and streamline roles. Additional changes can occur each year as the Chair considers the following year's Standing Committees.

Deloitte noted in their report that:

- "Almost all Directors (97%) indicated they understand clearly how the various standing committees, task forces, and oversight bodies operate and the division of responsibilities and accountabilities between them.
- Most Directors (90%) indicated that the mandates and decision rights of the Boards, Committees, and Task Forces are clear and appropriate.
- Most Directors (84%) indicated they trust these structures and supporting processes to surface issues early and provide effective oversight.
- Directors were equally divided (51%) as to whether they believed their peers trust these structures and information coming forward from committees to be balanced and complete.
- Majority of Directors (71%) indicated that the Committee structures meaningfully reduce workload and improve the quality of Board decisions as they ensure regional staff consultation, Metro Vancouver staff engagement, and provide a forum for debate and analysis prior to decisions coming to the Boards."

<u>One Sewerage Area</u>

Finally, an issue that arose throughout engagement, both through the Governance Committee and Deloitte's interviews was the interest in changing how costs are allocated for Liquid Waste Capital Projects. One specific recommendation from most of the Directors (92%) is the desire to unify the four sewerage areas into one – but through a managed, staged transition process that is equitable. A small number of Directors expressed a desire to return to the cost allocation model that existed prior to the late 1990's when the host sewerage area to a major project pays 100% of the cost, and another small contingent of respondents expressed that the current cost share model is appropriate. As reminder, Liquid Waste Capital capital project costs are allocated based on the 'Tier' of the project (or project components) as shown in Table 1.

Table 1. Description of Tiers and Allocation for GVS&DD capital projects Year Tier Description Allocation

Year	Tier	Description	Allocation
<1993		No Tiers for capital projects	100% of project costs allocated to the host sewerage area
1995	Tier 1	Any project costs where the host sewerage area is the beneficiary (e.g. community benefits, and local serving infrastructure)	100% of project costs paid by the host sewerage area
1995	Tier II	Any project costs for secondary treatment + WWTPs	70% of costs paid by the region; 30% of costs paid by the host sewerage area
1997	I & II	GVS&DD DCCs introduced	Same cost apportionment framework for Tier I and Tier II used
2014	Tier III	Any project costs for tertiary treatment; cost associated with resource recovery	100% of costs paid by the region; for both growth and non-growth portions

Note: DCCs for GVS&DD are subject to Cost Apportionment Bylaw; DCCs for water and parks acquisition are one rate for the region.

ALTERNATIVES

This is an information report, no alternatives are provided. Staff is seeking Governance Committee support for, and advancement of, recommended options for each of Metro Vancouver's four Boards of Directors from the options outlined in the report dated June 30, 2026, titled "Recommendations for Changes to the Size and Structure of Each of Metro Vancouver's four Boards of Directors" to advance to the July 24, 2026 Board meeting for consideration by the MVRD, MVHC, GVWD, and GVS&DD Boards. Recommendations will be advanced to the Boards through a cover report to this report.

FINANCIAL IMPLICATIONS

There are no direct financial implications to this report, however, each of the options, if chosen, will have financial implications, either because of costs associated with implementation and other factors. Several of the sample recommendations include both an endorsement of the option as well as a direction to receive additional information, including financial implications.

CONCLUSION

The 2025 independent Metro Vancouver Board Governance Review recommended optimization of the size and structure of Metro Vancouver's four Boards to improve governance effectiveness, oversight, and to enhance decision making and risk management. This report goes through each of the options considered by the Governance Committee and Boards in March / April of this year for each of Metro Vancouver's four Boards. It provides a: summary of engagement; initial and additional analysis; how the option would be implemented; and sample recommendations that would advance that option.

In summary, for the MVRD Board, across all audiences, the preferred option is to Cap the Number of Directors at 3 per Member Jurisdiction, maintaining the proportional voting, bringing the Board size to 34 and slowing growth of the Board over time. For the GVWD and GVS&DD Boards, the preferred option across audiences is to align with any changes made to the MVRD Board, and to add a Major Capital Projects Committee with some delegated authority comprised of a mix of elected officials and external, appointed Directors with technical expertise to improve focus and oversight for the largest, most complex utility capital projects. For the MVHC Board, the results were split across audiences with no clear direction for change at this time.

ATTACHMENTS

1. Deloitte Canada. "Board Governance Consultations – June 2026", dated, June 23, 2026.
2. "Consideration of Changes to the Size and Structure of each of Metro Vancouver's Four Boards of Directors: Options Analysis", report dated March 24, 2026.
3. "Project Delivery Best Practice Response – Capital Project Governance & Stage Gate Framework", report dated May 3, 2021.
4. Deloitte LLP & Hayden Consulting. "BC Utilities Commission Oversight of Metro Vancouver – A Discussion Paper", dated June 29, 2026.
5. Presentation re: Recommendations for Changes to the Size and Structure of Each of Metro Vancouver's Four Boards of Directors – *to be provided at a later date.*

REFERENCES

1. Deloitte. "Considering Board Size and Structure for Metro Vancouver's Boards – Proposed Process", dated January 6, 2026. https://metrovancouver.org/boards/GVRD/RD-2026-01-30-AGE.pdf page#524
2. Deloitte. (2025, May). *Metro Vancouver Board Governance Review.* [MVRD Board report on 2025, May 23]. https://metrovancouver.org/boards/Documents/Deloitte-MV-Board-Governance-Review-2025-05-23.pdf

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Board Governance Consultations – June 2026

Metro Vancouver

June 25, 2026

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Deloitte acknowledges that the region's residents of Metro Vancouver live, work, and learn on the shared territories of many Indigenous peoples, including 10 local First Nations: q̓ićəy̓ (Katzie), q̓ʷa:n̓ƛ̓ən̓ (Kwantlen), kʷikʷəƛ̓əm (Kwikwetlem), máthxwi (Matsqui), xʷməθkʷəy̓əm (Musqueam), qiqéyt (Qayqayt), se'mya'me (Semiahmoo), Skwxwú7mesh úxwumixw (Squamish), scəẃaθən məsteyəxʷ (Tsawwassen), and sə́lílwətaʔɬ (Tsleil-Waututh).

1. Executive Summary

1.1. Context & Approach

Metro Vancouver delivers essential regional services across a large and growing metropolitan area. Its governance model has supported this mandate for decades and continues to provide a strong foundation. As the organization has grown in scale and complexity, the effectiveness of Board size and structure has become a key area of focus.

In May 2025, Deloitte completed an independent Board Governance Review, identifying 49 recommendations (including 2 considerations for the Province of BC) to strengthen governance. The Governance Committee of the Board has since advanced their implementation, with recent attention to the Board size and structure given its impact on the efficiency of decision making, representation of communities, and Board process and operational effectiveness.

As part of this effort, the Governance Committee developed a set of structural options for the four Metro Vancouver boards and presented these at the MVRD Board meeting on April 24, 2026, and the Council of Councils meeting on April 25, 2026. Deloitte was asked to gather independent Board and internal stakeholder input to supplement other broader external consultations led by Metro Vancouver staff to further inform these options for the Board.

Deloitte conducted confidential consultations with Board Directors, management, and a select group of external stakeholders between April 27 and June 5, 2026. The consultations focused on key issues related to Board size and structure, potential approaches for change, and considerations for implementation.

This report presents a synthesis of stakeholder input, including areas of alignment and divergence, along with a structured overview of potential options and associated trade-offs. It is intended to support decision making by the Governance Committee and the Board as they consider their final options.

1.2. Findings & Observations

Feedback from the independent consultation process reinforces that Metro Vancouver's current governance model continues to provide a strong foundation, but regional growth, emerging regulations, capital project complexity, and board composition has increased pressure on how the Boards operate and govern.

Across all areas relating to Board size and structure, there areas of strong alignment and also strong divergence in views. While certain themes are widely shared, there is no singular or uniform position on the optimal path forward given the equal balance of advantages and disadvantages inherent in each option. Instead, the findings reflect a set of common widely considerations that will need to be balanced as the governance structure evolves.

Key observations from the independent consultation process include:

- **Board size remains a concern**, with broad consensus that the projected trajectory into the future is not sustainable and is impacting effectiveness, efficiency, and quality of discussion.

- **There is general support for a reduced or capped MVRD Board size**, particularly if proportional voting strength is preserved - although views differ on how far reductions should go and how they might be achieved.
- **Representation versus efficiency remains a central trade-off**, with recognition that fewer seats may improve effectiveness and efficiency but reduce the diversity of municipal perspectives.
- **Utilities governance reflects a tension between accountability and expertise**, with a strong desire to strengthen the level of independent expertise advising the Boards but still preferring to maintain a fully elected model with some seeking a professional hybrid structure.
- **There is significant support for the consolidation of the current four sewer areas into one regional area** (as it is for the water district)**.**
- **There is strong support for delegating technical oversight of major capital projects** through the creation of a Major Capital Projects Committee.
- **The MVHC Board is generally viewed as functioning effectively**, with limited appetite for structural change beyond targeted refinement to maintain alignment with the MVRD Board.
- **Near-term governance improvements are a priority**, particularly those that can be implemented ahead of the next Board term, while more substantive changes are expected to require provincial engagement.
- **Understanding and confidence in governance processes varies**, particularly with respect to the roles of committees, perceived confidence in information received, and the extent to which current structures reduce workload. Some of these challenges were attributed to the volume of information received and the resources and time available to the Director to assess it, as well as their desire to seek support from staff in reviewing it.
- **Opportunities exist to strengthen several other governance mechanisms**, including Director onboarding and education, Board and Committee nominations, and Board discipline Almost all Directors indicated Board size and structure was a contributor to governance challenges within the Board, however they were quick to identify concerns regarding Director behaviour as a more predominant driver. A recurring theme across almost all interviews was a frustration with a marked increase during the current term in negative attitudes and behaviours from some Board members despite the recent introduction of a code of conduct.

Taken together, these observations highlight that governance challenges are not driven by a single issue. Rather, they reflect a combination of structural, operational, and behavioural factors that will need to be addressed in an integrated manner.

2. Introduction & Context

2.1. Purpose of this document

The Governance Committee of the Metro Vancouver Regional District Board is advancing the implementation of the 47 recommendations identified in the 2025 Deloitte Board Governance Review. While that review identified a range of governance priorities, the size and structure of the Board and its related entities has emerged as a key area of focus for further consideration.

In this context, the Governance Committee has undertaken targeted work to better define the challenges associated with Board size and structure across the four Metro Vancouver boards. This work has included the development of a set of structural options intended to address identified pressures, while supporting effective governance, representation, and decision making. These options were discussed by the Governance Committee in March and April 2026, and subsequently presented to the MVRD Board on April 24, 2026, as part of ongoing engagement on potential governance enhancements.

This report has been prepared to provide an independent summary of Deloitte's findings from subsequent stakeholder consultations. It presents the observations gathered through this process, along with a synthesis of emerging themes and a structured overview of potential options, including associated considerations, benefits, and trade-offs. Consistent with its intended purpose, this report does not provide specific recommendations but is designed to support informed decision making by the Board Governance Committee, along with a variety of other stakeholder inputs, as they develop their recommendations on size, structure and ongoing governance improvement for the Board.

2.2. Approach to the Review

To inform this work, Deloitte conducted a series of **independent, confidential consultations** with Board Directors, selected members of management, and a targeted group of external stakeholders, including representatives from municipalities and the Province of British Columbia. The consultation process was conducted over a six-week period from April 27 to June 5, 2026.

The objective of the consultations was to deepen understanding of the challenges related to Board size and structure, assess perspectives on potential paths forward, and gather targeted input on key considerations to inform decision making. Discussions were structured around a consistent set of themes, including:

- Board size and structure across the four boards, including considerations related to growth and long-term sustainability
- Representation models and approaches to maintaining effective participation at the Board table
- Governance of utility boards, with a focus on composition and decision-making effectiveness, particularly with regard to major infrastructure construction projects
- Governance considerations specific to Metro Vancouver Housing Corporation, including alignment with partners and funders
- Feasibility and implementation considerations, including legislative and provincial requirements
- Confidence in Board governance structures and inputs, including standing committees, task forces and working groups, staff developed materials, and regional committees
- Potential challenges to implementation and adoption of proposed changes

Interview responses were analyzed to identify areas of alignment and divergence. For selected questions, responses were grouped into structured categories based on the proportion of participants expressing a similar view.

The following framework defines these categories, based on the percentage of participants supporting each key observation:

Criteria	%
All	100
Almost All	95-99
Most	75-94
Majority	52-74
Equally divided	49-51
Minority	25-48
Some	1-24
None	0

In addition, recurring themes and observations raised across consultations have been captured to provide supplementary insights, reflecting areas of sustained stakeholder interest and concern.

3. Summary Observations

This section provides the overall findings and observations from the consultation process grouped thematically against eight key aspects of this review.

1. **Board Size Trajectory** – is the trend toward a larger Board size a concern?
2. **MVRD Board Options** – what are the preferred MVRD Board size and structural options?
3. **Utilities (GVWD and GVS&DD) Board Options** – what are the preferred utilities Boards size and structural options?
4. **Major Capital Projects Committee** – Is there support for a Major Capital Projects Committee?
5. **MVHC Board Options** – what are the preferred MVHC Board size and structural options?
6. **Prioritization of Governance Actions** – what is the preferred timing for implementation of any Board structural recommendations?
7. **Board and Committee Structures –** how satisfied are Directors with the current Board and Committee structure and the various input processes?
8. **Other Governance Considerations** – what are other related governance concerns?

The following provide more detail on the outcomes of this consultation process by above theme.

3.1. Board Size Trajectory

Board size emerged as a recurring constraint on effective governance. Almost all Directors view the current and projected Board size as unsustainable and impacting effectiveness. Most noted Board size is not the primary driver of governance challenges affecting Metro Vancouver, but it is a structural issue that amplifies other Board culture challenges identified in the system.

Directors indicated it is important to slow the growth trajectory, but don't have a specific size target in mind. The current Board is already viewed as difficult to manage, and continued growth is expected to further reduce efficiency and effectiveness.

Interviewees indicated the issue for them was less about identifying a single ideal number and more about the impacts of scale. Larger board meetings create longer discussions; greater repetition - often from a small number of jurisdictions; lack of desire or ability of some directors to participate; and less disciplined decision making. They also place greater pressure on the Chair's ability to manage equity of time allotted to Directors, control of Board process, and overall debate.

Summary of Key Observations – Overall Board Size:

- Almost all Directors (97%) indicated that the current and projected trajectory of Board size is an issue.
- Key concerns of Board Directors are primarily regarding overall effectiveness, manageability, and the ability to sustain focused, strategic discussion.

3.2. MVRD Board Options

Within the MVRD Board size options, the central issue raised is the trade-off between representation and effective participation. Concerns have been raised regarding models that disproportionately provide consolidated power among a few Directors. For example, under a model with one Director per member jurisdiction, totalling 23, but maintaining the weighted voting, there would be three directors

with over 50% of the weighted vote centralizing a significant amount of decision-making in very few individuals from the largest cities. This is true under the current census data and the projected forthcoming data that will take effect in 2027.

Multiple seats continue to have value for larger municipalities, particularly where councils are large or politically diverse. At the same time, the practical value of additional seats appears to diminish where multiple representatives advance largely the same position at the table. This creates a dynamic in which presence and airtime increase, but the quality of discussion does not necessarily improve.

There was a broader commentary that having a member jurisdiction's council quorum attending a meeting felt inappropriate, and unnecessary. For example, quorum for Vancouver and Surrey councils is 6 and 5, respectively, while they are required to appoint 7 and 6 Directors, respectively. Under the current population growth projections, Surrey would have to begin appointing all 8 city councillors and the mayor to meet the 9 appointment requirements following the 2031 census. The same would be potentially true of Vancouver's 10 city councillors and mayor following the 2051 census. After these inflection points, Surrey and Vancouver would not have enough city councillors or mayor to meet the appointment requirements of Metro Vancouver.

There is openness to reducing the number of seats allocated to larger municipalities, provided their voting strength is retained. This is viewed as one of the more practical ways to improve efficiency without materially changing influence over decisions. The trade-off is that fewer seats may narrow the range of municipal perspectives reflected in the room, even where formal voting power remains unchanged.

A capped model of 3 Directors was frequently viewed as a workable middle ground. This was generally considered alongside weighted voting, with the intent of preserving proportionality while reducing duplication and improving meeting efficiency.

Some form of amalgamation Board of seats was raised as a longer-term structural consideration by a majority of the Directors. While not an immediate option available to the MVRD Board given the legislative change required, and certainly not supported by many of the smaller jurisdictions, it does reflect underlying questions about representation, scale, and decision-making authority across the region.

Underlying these Board size dynamics is an ongoing tension between regional and municipal perspectives. The current structure continues to reinforce local advocacy and changes to Board size can intensify this by inadvertently providing additional authority to promote municipal rather than regional interests. Any redesign of the MVRD Board will need to balance efficiency, proportional influence, and perceived fairness across municipalities of different scale.

Summary of Key Observations - MVRD:

- The MVRD Board is widely perceived as too large and unwieldy, with duplication of voices and reduced efficiency cited as the main concerns.
- There is general support for a capped model (some preferring a single Director per jurisdiction, but most tending towards a cap of 3 Directors) with appropriately adjusted voting.
- Most Directors (77%) expressed that having more than one Director per municipality is important for the larger jurisdictions, ensuring adequate representation and minimizing influence over Board decisions. The primary concern noted regarding one Director is the fact that more than 50% of the voting power for Metro Vancouver would be held by three individuals.
- Most Directors (90%) indicated they would be comfortable with larger municipalities giving up seats (including some from the largest cities), provided voting power is retained.

- Majority of Directors (71%) indicated they have concerns regarding bloc voting by larger municipalities.
- Most Directors (77%) agreed that fewer Directors would likely improve meeting efficiency.
- Majority of Directors (65%) did not support the amalgamation of smaller municipal seats into larger neighbouring jurisdictions or combining them in other forms.

3.3. Utility Board Options (GVWD and GVS&DD)

The utility boards raise a different set of considerations, reflecting both the scale of investment involved and the technical nature of the mandate. The current model is more aligned with the broader MVRD governance structure, which can make it more difficult to distinguish utility oversight from general Board business and does result in more of a regional weighting to the Board discussions. There were mixed views on whether to retain only elected representation or introduce more specialized independent professional expertise on the Boards.

The core issue is not simply Board size of the utilities, but whether the composition of the utilities boards is appropriate given the decisions they are being asked to make. There remains strong support for maintaining elected representation, particularly on the basis of accountability and the importance of local government involvement in major infrastructure decisions. At the same time, there is clear interest in stronger technical input and more specialized oversight given the complexity of the subject matter.

This tension is reflected in the range of models being considered by the MVRD Governance Committee and Boards. A fully elected model preserves democratic accountability. A capped model may improve manageability. A hybrid approach introduces the possibility of blending elected oversight with external expertise. No single approach resolves all trade-offs, and the current structure does not fully address the balance between representation, expertise, and effective oversight.

Key Observations – Utilities Boards:

- Majority of Directors (52%) indicated that both Board size and Board expertise are affecting the utility Boards' ability to oversee complex major construction projects. Two-thirds of those indicated expertise was the primary concern. Around 19% of Directors indicated neither was a concern.
- Majority of Directors (74%) indicated a preference for utility Boards to remain composed of elected officials only, with the remainder preferring a hybrid or professional Board (similar to Crown Corporation). The Directors preferring an 'elected-only' Board still tended to identify the need for additional expertise in Committees or other advisory groups.
- Majority of Directors (71%) expressed a preference for a smaller or reduced-cap Board structure.
- One specific recommendation from most of the Directors (92%) is the desire to unify the four sewer districts back into one – but through a managed, staged transition process that is equitable to all.

3.4. Major Capital Projects Committee

There is interest in enhanced oversight and expertise for major construction projects, including a narrow delegation of accountability for technical decision making, balanced by concern that additional governance layers may duplicate staff efforts and add complexity without addressing root causes.

Views on major capital project governance are divided. Existing oversight arrangements are, in some cases, seen as sufficient, particularly where committees and staff expertise are functioning as intended. In other cases, some felt the utilities Boards insufficiently equipped for projects of increasing

scale, risk, and complexity. Discussion in this area focused on major construction projects, with an emphasis on technical project delivery governance and oversight.

The preferred option was that GVS&DD and/or GVWD Boards, composed of elected officials, would set overall direction, project prioritization, timelines and budget parameters, with more detailed oversight of project execution managed through delegated governance mechanisms – such as a Major Capital Projects/Construction Special Purpose Committee of the Board.

Support for a dedicated major capital projects structure is strongest where it is understood as a mechanism to strengthen oversight, introduce relevant expertise, and maintain focus on large projects. The concept is less compelling where it is seen as adding another governance layer without clarifying mandate or decision authority or simply duplicates existing project oversight processes.

Key Observations – Major Capital Projects Committee:

- Most Directors (87%) supported the concept of a Major Capital Projects Committee overseeing a few of the very largest infrastructure projects.
- Majority of Directors (74%) indicated they felt major capital projects and related decisions do currently receive sufficient oversight and governance prior to coming to the full Board.

3.5. MVHC Board Options

The Metro Vancouver Housing Corporation operates within a more contained and focused governance model relative to other Metro Vancouver entities. Overall, there is a high degree of consistency in how the MVHC Board is perceived, with the current structure generally viewed as effective and aligned with its mandate.

MVHC is generally viewed as functioning effectively, with limited appetite for significant structural change beyond potential simplification to remain aligned with a leaner MVRD Board, with some interest in considering the addition of independent property management or housing-related expertise.

The current structure is widely considered proportionate to the scale and operational focus of the organization. As a result, there is limited appetite for significant structural change. Where refinements are considered, they tend to focus on Board composition, including the potential to incorporate more targeted expertise or to further align with governance practices typical of leaner not-for-profit housing organizations.

Key Observations - MVHC:

- Majority of Directors (55%) indicated that a leaner Board structure is more appropriate (such as that proposed for MVRD).
- Most Directors (83%) did not support a hybrid or skills-based MVHC Board without elected officials.
- Most Directors (93%) indicated that any misalignment with other housing non-profit (NPO) Board structures is not a significant concern.

3.6. Prioritization of Governance Actions

The timing of governance change is a key consideration, particularly in advance of the upcoming municipal election cycle and the transition to a new Board.

There is a strong desire to implement any immediate practical changes that do not require legislative change ahead of the next Board and municipal election cycle, recognizing the depth of experience already present in the Board, and the concern for the typically overwhelming information flows initially experienced by new board directors. These types of amendments are seen as important to position the

incoming Board for more effective operation from the outset and to address governance concerns impacting both current and future Directors.

There is also a recognition that certain structural changes will require provincial engagement and direction and where Metro Vancouver can articulate the required changes the Board should continue to move this forward in parallel with other enhancements. The preferred path forward therefore combines immediate, practical changes within Metro Vancouver's control and a more deliberate engagement with the Provincial Government on larger structural issues.

Key Observations – Prioritization of Governance Actions:

- All Directors (100%) supported prioritizing governance changes that can be implemented without requiring provincial approval rather than waiting for the new Board to reconsider these issues next year.
- All Directors (100%) expressed support for taking a more proactive stance with the Provincial Government (i.e., engaging proactively versus waiting for direction or other indications from the Provincial Government).

3.7. Board and Committee Structures

Views varied on the clarity and effectiveness of governance processes, including the roles of the Board, committees, and advisory bodies, with mixed levels of confidence in information flows and whether the current structure reduces or adds to Board workload.

The respective roles of the Board, standing committees, task forces, and advisory or technical bodies are generally well understood in principle, but not always experienced as clearly in practice. This is particularly evident in how issues progress through the system, with committee work in some cases being revisited or challenged at the Board level.

While committees can provide value by enabling more detailed review and surfacing issues early, this is not always realized consistently. The result can be duplication of effort as decisions move to the Board.

Confidence in the information flowing through these structures and from Metro Vancouver staff is also uneven and certainly is not made any easier by complexity and larger volumes of information being received by the Board. In some areas, this information readily supports effective decision making. In others, concerns remain around completeness, timing, or transparency. These dynamics influence both the level of scrutiny applied at the Board and the overall workload associated with governance processes.

Key Observations – Board and Committee Structures:

- Almost all Directors (97%) indicated they understand clearly how the various standing committees, task forces, and oversight bodies operate and the division of responsibilities and accountabilities between them.
- Most Directors (90%) indicated that the mandates and decision rights of the Boards, Committees, and Task Forces are clear and appropriate.
- Most Directors (84%) indicated they trust these structures and supporting processes to surface issues early and provide effective oversight.
- Directors were equally divided (51%) as to whether they believed their peers trust these structures and information coming forward from committees to be balanced and complete.
- Majority of Directors (71%) indicated that the Committee structures meaningfully reduce workload and improve the quality of Board decisions as they ensure regional staff consultation,

Metro Vancouver staff engagement, and provide a forum for debate and analysis prior to decisions coming to the Boards.

3.8. Other Governance Considerations

All Directors provided various concerns related to or adjacent to the effectiveness of the Boards and their efficient operation. Almost all Directors indicated Board size and structure was a contributor to governance challenges within the Board, however they were quick to identify concerns regarding Director behaviour as a more predominant driver. A recurring theme across almost all interviews was a frustration with a marked increase during the current term in negative attitudes and behaviours from some Board members. Despite the introduction of a Board Code of Conduct and various attempts by the Chair to reign in this divisive activity, it is seen as continuing to escalate. Directors indicated several factors they felt were causing this increase, ranging from the need for some to message to voters given the impending election; a desire for increased media attention; the lack of effective 'teeth' in the Code of Conduct; the fear of reprimand for elevating concerns or calling other Directors out; and the cumulative of political risk and responsibility on the Chair to police the Board environment. Several potential mitigating considerations were noted, including the following:

Key Observations – Other Governance Considerations:

- The majority of Directors indicated a desire to enhance mandatory governance and oversight education as part of formal onboarding for new Directors. This training would provide better insights into the fiduciary duties of a Director, and how to best manage their dual (and often competing) municipal and regional governance roles.
- Feedback also indicated a need for Director training and onboarding to reinforce shared values and set the desired conduct of Board Directors for the next four years.
- There was broad interest in introducing mechanisms to police and address behaviour inconsistent with the code of conduct, but in a manner that would protect individuals for raising concerns about fellow Directors. Several Directors indicated the impending Provincial Government legislation around the conduct and behaviour of elected officials may assist in addressing this concern, but a similar number were also skeptical as to its potential effectiveness.
- Providing enhanced transparency and governance rigour into the process of nomination and selection of new Board and Committee members to better align the inherent skills and experience of Board Directors to where they can be best utilized.

4. Comparison of Options

Building on the structural options developed through the Council of Councils process, consultations provided additional perspective on how these options are expected to function in practice, and the trade-offs associated with each.

While the configurations vary by board, the options generally fall along a spectrum between maintaining full elected representation, introducing capped representation, and considering hybrid approaches that incorporate targeted expertise. Each option reflects a different balance between representation, efficiency, expertise, and accountability.

Across all options, several consistent patterns emerge.

There is broad alignment that **reducing size improves efficiency**, but less agreement on how far that reduction should go. There is also a recognition that **voting power and presence are not interchangeable**. Retaining votes does not fully replace the influence that comes from having multiple voices in the room.

The introduction of **expertise** is also widely supported in principle, but more contested in practice. The tension lies in how to introduce that expertise without weakening accountability or creating ambiguity in governance roles.

Perhaps most importantly, there is a consistent view that **structural change alone will not resolve all governance challenges**. Many of the issues identified, including behaviour, trust, and decision-making dynamics, will persist under any model if not addressed directly.

Finally, there is a practical dimension to all options. Some can be implemented within existing authority. Others require legislative change and engagement with the Provincial Government. This creates a need to balance short-term improvements with longer-term structural reform.

4.1. MVRD Board Options

Options for the MVRD Board focus on three primary levers: overall Board size, the allocation of seats across municipalities, and the structure of weighted voting.

There is limited support for maintaining a full representation model where Board size continues to grow in line with population. While this model preserves the broadest representation and continuity with the current structure, it is closely associated with the inefficiencies identified to date. It does not materially change how the Board operates, and is expected to exacerbate existing challenges as the region grows.

The most widely supported concept is a capped model, typically limiting the number of Directors per municipality while maintaining weighted voting. This is viewed as a pragmatic adjustment that reduces duplication at the table while retaining proportional influence. That said, it is also understood as an incremental change. It improves the structure of meetings, but is not expected to materially alter underlying dynamics such as bloc voting or the tendency toward municipal advocacy.

More significant reductions, including a single representative per jurisdiction, are acknowledged as effective from an efficiency perspective. However, they are viewed as a more fundamental shift, concentrating voice and placing greater reliance on voting mechanisms to reflect representation. These models are seen as clearer in form, but more difficult to reconcile with expectations of municipal inclusiveness, particularly for larger jurisdictions.

A distinct but related set of options considers adjustments to voting thresholds and representation formulas. These are seen as technically viable, and in some cases more directly aligned with proportionality. However, they are also viewed as more sensitive, both in terms of perceived fairness and in their potential to formalize existing power dynamics without improving discussion or decision-making quality.

Option	How the option is expected to function	Benefits	Drawbacks
Full representation (status quo / growth)	Board size continues to increase based on population thresholds and existing rules; multiple Directors per municipality reflect internal council representation	Maintains broad representation; preserves diversity within municipalities; no disruption to current model	Does not address inefficiencies; reinforces duplication of discussion; Board becomes progressively harder to manage; does not change decision dynamics
Cap number of directors at 3 per member jurisdiction	Limits total number of Directors while preserving weighted voting; reduces number of voices but maintains proportional influence	Improves meeting efficiency and focus; reduces repetition; maintains representation across all jurisdictions; relatively implementable	Incremental impact; does not change bloc voting or municipal alignment; may reduce diversity of views within larger municipalities; perceived as partial solution
One Director per member jurisdiction	One Director per municipality, with voting weight reflecting population; Board becomes materially smaller and more centralized	Maximizes efficiency; simplifies governance structure; improves clarity of accountability; reduces duplication	Concentrates influence into fewer individuals; limits representation of diverse municipal perspectives; increases reliance on internal municipal selection; may amplify voting-based outcomes over deliberation
Adjust votes per Director (7 votes per director instead of 5)	Reduces number of Directors while reallocating voting strength to reflect population more directly	Maintains proportionality; reduces need for multiple seats; aligns decisions more closely to population base	Concentrates influence; does not improve quality of discussion; may formalize bloc dynamics; perceived fairness concerns
Adjust population threshold per vote to 25,000 (up from 20,000)	Revises how additional votes or seats are allocated as municipalities grow	Modernizes model; may improve long-term alignment to population	Complex to calibrate; may create perceived inequities; does not directly address efficiency or behaviour

4.1.1. Board Trajectory Under Options

Under the key proposed Board models, the future trajectory of the MVRD Board size can be estimated based on population estimates (represented by the shaded area in the graph). The alternative options proposed above have also been plotted on the graph to provide a relative comparison to the status quo over the same time horizon.

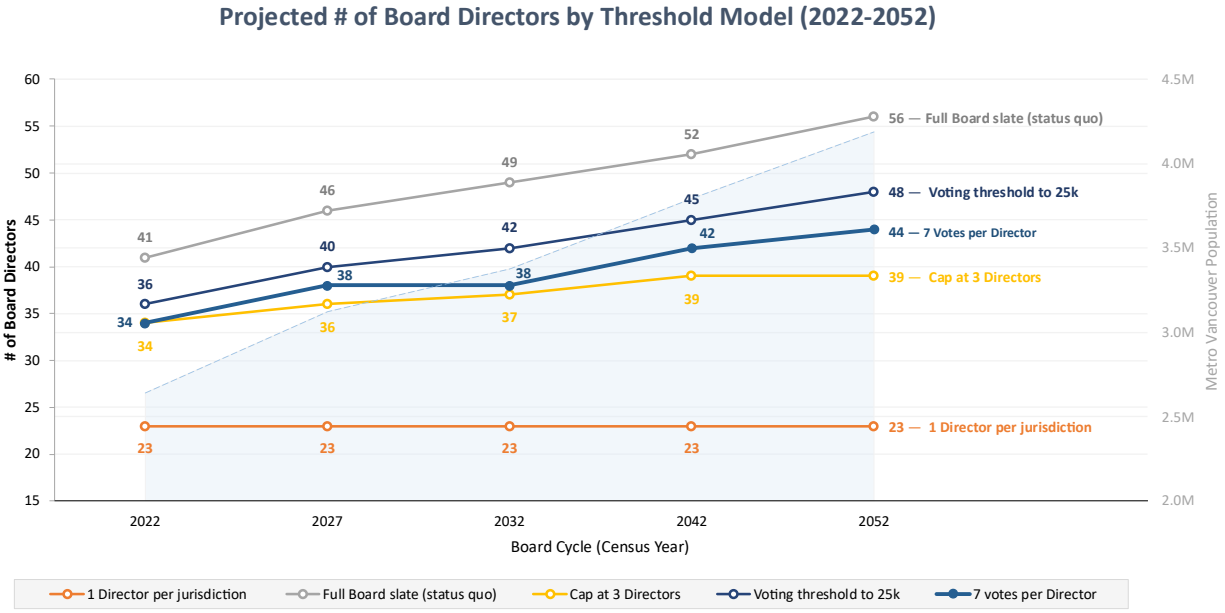

Figure 1: Projected # of Board Directors by Threshold Model (2022-2052)

As a result of this analysis, the capped model with no more than 3 directors per member jurisdiction, and maintaining the weighted votes distributions, provides the most meaningful and viable approach to limit the Board size trajectory.

4.2. Utility Board Options (GVWD and GVS&DD)

For the utilities boards, the discussion shifts from representation alone to include the level of technical expertise required to support oversight of large-scale infrastructure systems.

A fully elected model remains aligned with the current governance approach and maintains clear accountability to municipalities. However, it is also widely recognized that the complexity of utility operations and capital programs has increased to a level where reliance on generalist oversight is strained.

Capped models provide a more manageable structure but are generally viewed as addressing efficiency rather than capability. They reduce the number of participants, but do not materially change the Board's ability to challenge or oversee technical decisions.

Hybrid models introduce a more substantive shift by incorporating non-elected members with relevant expertise. These models are seen as having the potential to improve oversight and decision-making quality, particularly for capital-intensive programs. At the same time, they introduce questions of governance clarity, including how roles are defined, how accountability is maintained, and how different forms of authority interact.

A further set of considerations relates to aligning representation and voting structures more closely with cost allocation and service delivery. While this is conceptually appealing, it is also seen as complex and potentially contentious, particularly given the diversity of utility arrangements across the region.

Option	How the option is expected to function	Benefits	Drawbacks
Full elected Board – status quo	Member jurisdiction representatives retain full oversight; decisions are made within existing governance structure	Maintains accountability; aligns with municipal mandates; clear governance model	Limited technical depth; reliance on staff expertise; may constrain effective oversight of complex systems
Align with changes to MVRD Board	- see MVRD options above	- see MVRD options above	- see MVRD options above
Smaller Hybrid Board (elected + non-elected experts)	Incorporates individuals with technical or industry expertise into governance alongside elected officials	Strengthens oversight; improves quality of challenge and decision-making; aligns with models for complex utilities	Blurs accountability; introduces governance complexity; requires clear role definition; potential tension between perspectives

Additionally, insights were captured regarding the **Major Capital Projects Committee**.

The governance of major capital projects is closely linked to utilities but raises distinct questions around depth of oversight, continuity, and expertise.

Maintaining the current model assumes that improved clarity of process and stronger use of existing committees can address current gaps. This approach prioritizes simplicity and continuity.

Enhanced committee or advisory models introduce more focused oversight while maintaining Board authority. These models tend to attract broader acceptance, particularly where they are clearly scoped and aligned to project needs.

Dedicated capital project boards or committees represent a more significant evolution, particularly where delegated authority is considered. These models are seen as beneficial where they introduce continuity and expertise, but only where mandates and decision rights are clearly defined.

Option	How the option is expected to function	Benefits	Drawbacks
Current model (status quo relying on existing committees + staff)	Oversight continues through existing committees and staff processes	Simple; maintains accountability to Board; no structural change	Limited focus; inconsistent depth of oversight; relies heavily on existing capacity
Enhanced standing committee model	Dedicated project-focused forum within existing governance structure	Improves scrutiny and focus; builds on current mechanisms; maintains authority	Dependent on clarity of mandate; may still duplicate effort; effectiveness varies
Major Capital Projects Committee	Separate or semi-autonomous structure focused on major projects, potentially with delegated authority	Strong oversight; continuity across project lifecycle; introduces expertise	Adds governance layer; requires clear authority; risk of duplication or fragmentation

4.3. MVHC Board Options

The MVHC Board is generally viewed as more stable and aligned to its mandate, with options focused on refinement rather than structural change. Many participants cited the common idiom: "if it ain't broke, don't fix it." This comment reinforced the level of comfort with current operations. The primary frustration commonly cited was the reference to cost-neutrality for the Housing Corporation. There is some concern that the cost borne by households may be understated in current messaging, and that the characterization of MVHC as financially self-sustaining may not fully reflect its underlying cost structure. In some cases, participants cited the fact they felt Metro Vancouver should not even be in the housing industry and should leave it to other organizations (such as BC Housing).

Overall, most participants felt the MVHC Board should maintain alignment with the MVRD Board. At present, there is not significant change needed.

Option	How the option is expected to function	Benefits	Drawbacks
Full elected Board – status quo	Maintains representation consistent with other Metro Vancouver boards	Preserves consistency; broad representation	Disproportionate to scale; adds unnecessary complexity
Align with changes to MVRD Board	- see MVRD options above	- see MVRD options above	- see MVRD options above
Smaller 'hybrid' Board with blend of elected and external appointed directors	Incorporates targeted expertise while maintaining a streamlined structure	Enhances decision-making; supports partnerships and funding alignment	Additional cost and complexity of identifying external directors; legislative change required; limited benefit if overextended
Fully appointed not-for-profit	Reduced number of Directors aligned to scope and mandate of MVHC	Efficient; focused governance; aligned with NFP practices	Reduced municipal representation; less visibility

5. Conclusions

The consultation process confirms that there is a strong base of consistent shared perspective across the Directors and key stakeholders regarding Board size and structure. There is broad alignment that the current trajectory of Board growth is not sustainable, and that opportunities exist to improve efficiency, clarity, and effectiveness through structural and procedural adjustments. At the same time, these views do not always converge on a single preferred model or a uniform approach across all Boards.

Across each governance component, the feedback reflects a consistent pattern. Participants are generally aligned on the nature of the challenges and the importance of addressing them but are divergent on how best to do so. This is particularly evident in areas where trade-offs are most pronounced, including the balance between representation and efficiency, the role of expertise versus elected accountability, and the extent to which structural changes alone can improve outcomes.

Importantly, there is no clear consensus on a single option for Board redesign. Instead, there is a well-developed understanding of the benefits, limitations, and risks associated with each model, as well as an appreciation for the broader considerations that shape governance outcomes. This independent consultation process has somewhat narrowed the path to one or two preferred solutions as well as the implications of each.

As the Governance Committee and Metro Vancouver Boards advance their work analyzing other stakeholder engagement results, these observations provide further insight as to the most effective path forward, not simply defined by structural change, but by how Board size, voting structures, expertise, and governance processes are considered together.

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SERVICES AND SOLUTIONS FOR A LIVABLE REGION

To: Governance Committee

From: Heather McNell, Deputy Chief Administrative Officer, Policy and Planning

Date: March 24, 2026 Meeting Date: April 9, 2026

Subject: **Consideration of Changes to the Size and Structure of each of Metro Vancouver's Four Boards of Directors: Options Analysis**

The 2025 independent Metro Vancouver Board Governance Review concluded that there is an opportunity to optimize the size and structure of the four Metro Vancouver Boards to improve governance and oversight, and to enhance decision making and risk management. Considerations of such options is a major piece of work for the Governance Committee and Boards in 2026. Earlier this year, the MVRD Board approved a *process* to consider potential changes and approved an *evaluation framework*.

The March and April Governance Committee meetings have been dedicated to discussion and evaluation of the options presented for all four of Metro Vancouver's Boards. During its March 12, 2026 meeting, the Governance Committee considered the report titled "Consideration of Changes to the Size and Structure of each of Metro Vancouver's Four Boards of Directors: Options and Analysis", dated March 6, 2026 (**Attachment 1**). The Committee discussed and deliberated the options for the Metro Vancouver Regional District (MVRD) and the Metro Vancouver Housing Corporation (MVHC) Boards.

The same report is being provided to the Committee for the April 9, 2026 meeting so that the Committee can continue its discussions focusing on the Greater Vancouver Water District (GVWD) and the Greater Vancouver Sewerage and Drainage District (GVS&DD) Boards (**Attachment 2**).

In addition to the information prepared for Committee consideration last month, the Committee will also receive a presentation by Dana Hayden of Hayden Consulting Services. Hayden completed work for the Board in 2021 subsequent to the Project Delivery Department being instituted. The resulting report titled, "Project Delivery Best Practice Response – Capital Project Governance & Stage Gate Framework" (**Attachment 3**) was one in a series of updates on implementation of best practices for capital projects at Metro Vancouver as requested by the Boards. Dana Hayden will present the earlier findings, and support the Committee's discussion about potential governance models for the utility boards.

ATTACHMENTS

1. "Consideration of Changes to the Size and Structure of each of Metro Vancouver's Four Boards of Directors: Options Analysis", dated March 6, 2026.
2. Presentation re: Considerations of Changes to the Size and Structure of each of Metro Vancouver's Four Boards of Directors: Options Analysis.
3. "Project Delivery Best Practice Response – Capital Project Governance & Stage Gate Framework", dated May 3, 2021.

REFERENCES

1. Deloitte. (2026). "Considering Board Size and Structure for Metro Vancouver's Boards – Proposed Process", dated January 6, 2026. https://metrovancouver.org/boards/GVRD/RD-2026-01-30-AGE.pdf page#524

2. Deloitte. (2025). *Metro Vancouver Board Governance Review.* [MVRD Board report on 2025, May 23]. https://metrovancouver.org/boards/Documents/Deloitte-MV-Board-Governance-Review-2025-05-23.pdf

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SERVICES AND SOLUTIONS FOR A LIVABLE REGION

To: Governance Committee

From: Heather McNell, Deputy Chief Administrative Officer, Policy and Planning

Date: March 6, 2026 Meeting Date: March 12, 2026

Subject: **Consideration of Changes to the Size and Structure of each of Metro Vancouver's Four Boards of Directors: Options Analysis**

RECOMMENDATION

THAT the MVRD Board receive for information the report titled "Consideration of Changes to the Size and Structure of each of Metro Vancouver's Four Boards of Directors: Options Analysis", dated March 6, 2026.

EXECUTIVE SUMMARY

Metro Vancouver has four Boards of Directors, one for each of the legal entities that make up the organization - the Greater Vancouver Water District (GVWD), Greater Vancouver Sewerage and Drainage District (GVS&DD), Metro Vancouver Regional District (MVRD), and Metro Vancouver Housing Corporation (MVHC). The Boards provide strategic direction and oversight for Metro Vancouver's critical regional services to over three million people. The 2025 Metro Vancouver Board Governance Review, completed in May 2025, provided 47 recommendations for continuous governance improvement. A new Governance Committee has been guiding the implementation of recommendations, and in less than a year, Metro Vancouver has addressed and completed 20 of the 47 recommendations.

The Board Governance Review concluded that there is an opportunity to optimize the size and structure of the four Boards to improve governance and oversight, and to enhance decision making and risk management. Consideration of such options is a major piece of work for the Governance Committee and Boards in 2026. To date, the MVRD Board has approved a process to consider potential changes and considered an evaluation framework. Over the next two months options for the GVWD, GVS&DD, MVRD, and MVHC Boards will be evaluated. In March, the Governance Committee and Boards will evaluate options for improvements to the MVRD and MVHC Boards' size and structure. In April, they will evaluate options for the GVWD and GVS&DD Boards.

All options will be evaluated against the following evaluation criteria:

- Governance effectiveness
- Size / scalability
- Member jurisdiction representation and impact
- Broader stakeholder impact
- Transition readiness

For the MVRD Board, five options are provided: Status Quo; One Director per member jurisdiction; Cap Directors at three per member jurisdiction; Increase population threshold per vote to 25,000; and Increase voting divisor to seven (one Director for every 140,000 residents).

For the MVHC Board, all the options for the MVRD Board are considered, and two additional options are provided: a Hybrid Non-Profit Board (7-9 Directors comprised of a majority MVRD Board Directors + additional appointees selected based on merit), and a Fully Appointed Non-Profit Board (7-9 Directors appointed by the MVRD Board based on merit).

For the GVS&DD and GVWD Boards, all the options for the MVRD Board are considered, and two additional options are provided: Hybrid Board (9-11 Directors with majority member Elected Officials (ensure sub-regional representation) + External Appointed Directors) and Addition of a Major Projects Committee with delegated authority (Smaller Committee with majority GVS&DD / GVWD Board Directors + option of External Appointed Directors).

Engagement on options will take place throughout May and June, and in July 2026, the Governance Committee and Boards will have the opportunity to recommend and implement changes to the Board size and structure for one or more of the Metro Vancouver Boards. This would include subsequent provincial involvement if legislative change is required.

PURPOSE

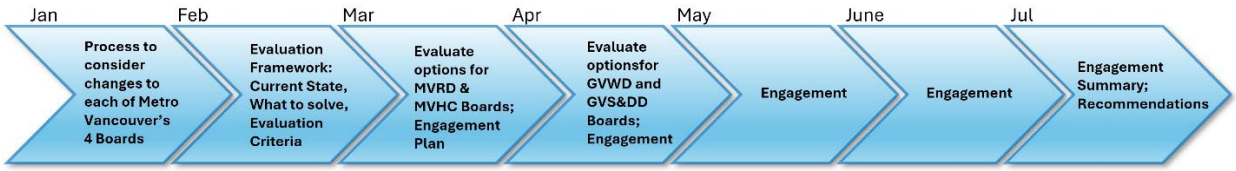
To provide information to support the Governance Committee and Boards in evaluating options to amend the size and structure of each of the four Metro Vancouver Boards. The focus for the March meeting will be on the MVRD and MVHC Boards.

BACKGROUND

At its May 23, 2025 meeting, the MVRD Board received Deloitte Canada's Metro Vancouver Board Governance Review (Reference 1). The report, commissioned to assess and enhance the effectiveness of the Boards' governance framework, included 47 recommendations for consideration, including initial recommendations on the size, structure, and composition of Metro Vancouver's Boards.

At its January 30, 2026 meeting, as part of the implementation of the 2025 Board Governance Review, the MVRD Board endorsed the process to consider the size and structure of each of Metro Vancouver's four Boards (Reference 1). At its February 27, 2026 meeting, the MVRD Board received a report from the Governance Committee establishing the evaluation framework for considering possible changes to the size and structure of each of Metro Vancouver's four Boards. This included a current state analysis, problem statements to specify the challenges any changes are intended to address, and an evaluation framework with criteria and weighting.

Figure 1. Process for Considering Possible Changes to Each of Metro Vancouver's Four Boards



During the March and April meetings, the Governance Committee will discuss size and structure options for each of the four Metro Vancouver Boards in relation to the evaluation framework. The Committee and Boards will consider options for the MVRD and MVHC Boards in March, and options for the GVS&DD and GVWD Boards in April. This work will be supported by staff, Deloitte Canada, and Dana Hayden, consultant on public, private and not for profit entities related to business and strategic planning, public policy and Board and infrastructure project governance.

Feedback from the March and April discussions will be incorporated into materials to support engagement with all Board Directors, representatives from the Province, member jurisdiction elected officials and staff, local First Nations, other agencies, and the public. A summary of engagement will be provided to the Boards to support deliberations on Board size and structure in July 2026.

In addition, options that complement Board size and structure, such as ways to improve information flow or structure meetings, are identified in this report to support improved governance with any recommended changes to Board size and structure. Out of scope of this report is consideration of any of the services that Metro Vancouver provides. These were confirmed as part of the 2025 Cost and Services Efficiency Review.

As reminder, Deloitte provided a current state analysis of Metro Vancouver's four Boards as a baseline for discussion. This is provided again to support discussion prior to consideration of each Board separately (Figure 2).

Figure 2. Deloitte Canada's Current State Analysis for Metro Vancouver's Four Boards

	Metro Vancouver Regional District (MVRD)	Greater Vancouver Water District (GVWD)	Greater Vancouver Sewerage & Drainage District (GVS&DD)	Metro Vancouver Housing Corporation (MVHC)
# of Directors	41	38	37	41
Elected	Y	Y	Y	Y
Member Jurisdictions	Full region (23)	Water-serving (20)	Wastewater/solid-waste (19)	Full region (23)
Operating Budget ($)	$133M	$450M	$926M	$62M
Capital Cash Flow ($)	$48M (Parks)	$488M	$1,027M	$207M
Information Flow	Board meeting freq: monthly Agenda load: high **Committees: 5***	Board meeting freq: monthly Agenda load: mod-high **Committees: 1***	Board meeting freq: monthly Agenda load: high **Committees: 2***	Board meeting freq: monthly Agenda load: low-mod **Committees: 1***
Decision-Making Complexity	**Moderate-High** — broad regional scope; multi-service decisions	**High** — deep technical requirements; large projects and budgets	**Very High** — deep technical requirements; largest budgets; four sewerage areas	**Low–Moderate** — focused mandate; smaller capital footprint
Transparency	Publicly available meeting agendas and minutes, and the public is allowed to attend meetings in person (except for legally closed sessions)			

***Note:** All committees are MVRD committees, but some serve the other legal entities; MVRD has **4 additional standing committees** that serve all legal entities: Performance and Audit, Mayors, Caucus of Committee Chairs and Governance

METRO VANCOUVER REGIONAL DISTRICT

The Metro Vancouver Regional District (MVRD) is governed by the *Local Government Act*. There are 27 regional districts throughout British Columbia. The Province notes that the purpose of a regional district is to take care of the region's public assets and to foster the current and future economic, social, and environmental well-being of the region. Collectively, the regional district Board is the governing body of the regional district. It has authority to make decisions through resolutions and bylaws, consistent with the purposes of the regional district. The Board is ultimately responsible for the services provided and actions taken by the regional district.

Each regional district in BC is governed by a Board consisting of a Chair and a varying number of Directors. Each electoral area has one elected Director while municipalities and Treaty First Nations' members may have one or more appointed Directors depending on size of their population. The Chair of the Board is elected from among the Directors each November and has specific responsibilities outlined in the legislation.

The number of Directors appointed is based on a proportional representation model, laid out in the *Local Government Act*, and the specifics around how population translates into Board seats and votes are included in the Letters Patent for each regional district. For Metro Vancouver, every member jurisdiction has a Director on the Board with at least one vote. Each member jurisdiction gets one vote for every 20,000 people (or fewer) in the community (voting unit). In addition, once a Director has five votes (the community reaches 100,000 residents), a second Director is added (voting divisor). The

current MVRD Board has 41 Directors from 23 member jurisdictions with a total of 145 votes. Over the next two Census periods, the size of the MVRD Board is expected to grow to over 50 Directors given the most recent population projections (49 Directors after 2026 Census and 52 after 2031 Census).

Figure 3. Current MVRD Board Voting Structure

Member Jurisdiction	Type	Population	# of Directors	Voting Strength	Voting %
Vancouver	City	662,248	7	34	23.4
Surrey	City	568,322	6	29	20.0
Burnaby	City	249,125	3	13	9.0
Richmond	City	209,937	3	11	7.6
Coquitlam	City	148,625	2	8	5.5
Township of Langley	District	132,603	2	7	4.8
Delta	City	108,455	2	6	4.1
Maple Ridge	City	90,990	1	5	3.4
District of North Vancouver	District	88,168	1	5	3.4
New Westminster	City	78,916	1	4	2.8
Port Coquitlam	City	61,498	1	4	2.8
City of North Vancouver	City	58,120	1	3	2.1
West Vancouver	District	44,122	1	3	2.1
Port Moody	City	33,535	1	2	1.4
City of Langley	City	28,963	1	2	1.4
White Rock	City	21,939	1	2	1.4
Pitt Meadows	City	19,146	1	1	0.7
Electoral Area A (incl UBC)	Electoral Area	18,612	1	1	0.7
Bowen Island	Island municipality	4,256	1	1	0.7
Anmore	Village	2,356	1	1	0.7
Tsawwassen First Nation	Treaty First Nation	2,256	1	1	0.7
Lions Bay	Village	1,390	1	1	0.7
Belcarra	Village	687	1	1	0.7
Metro Vancouver		**2,642,825**	**41**	**145**	**100.0**

Director seats are allocated by population per the Local Government Act; in weighted votes, each Director gets 1 vote per 20,000 residents (max 5 votes); 2021 Census

PROBLEM STATEMENT

As reminder, the Problem Statement for the MVRD Board identified by Deloitte Canada and input from the Governance Committee is as follows:

- Mixed response about whether current size of 41 is too large, but agreement that the growth trajectory is unsustainable
- Balancing the intent for all jurisdictions to have a voice at the table with differing expectations for collaboration for larger and smaller jurisdictions
- Public perception and reputational risk
- Board culture and decorum
- Decision making, such as the tendency to revisit controversial decisions (e.g. difference of opinion on Scope of Services or Financial Policies)
- Uneven trust that Committees have done the 'heavy lifting' to make an informed recommendation to the Boards.

EVALUATION CRITERIA

The Evaluation Criteria and associated weighting supported by the Governance Committee and received by the MVRD Board are as follows:

- Governance Effectiveness (30%)
- Size / Scalability (10%)
- Member Jurisdiction Representation and Impact (30%)
- Broader Stakeholder Impact (20%)
- Transition Readiness (10%).

SIZE AND STRUCTURE OPTIONS FOR THE MVRD BOARD

Five options for the MVRD Board are presented for discussion.

1. Status Quo (41 Board Directors)
2. One Director per member jurisdiction (23 Board Directors)
3. Cap the number of Directors at three per member jurisdiction (34 Board Directors)
4. Increase population threshold per vote to 25,000 (36 Board Directors)
5. Increase voting divisor to seven (one Director for every 140,000 residents) (34 Board Directors)

Each option will be assessed in turn below in relation to the evaluation criteria.

OPTION 1. STATUS QUO

Maintain current approach to Board size and structure where the size of the Board will increase with population growth as per a specified formula. There are currently 41 MVRD Board Directors and this will grow in proportion to population.

Evaluation Criteria	Considerations
Governance Effectiveness	• Retains established accountability between Metro Vancouver and member jurisdictions • Decision-making efficiency and oversight effectiveness may be increasingly strained by Board size • Larger Board can discourage active participation from all members
Size / Scalability	• Current size is 41 • Board size will continue to grow with population (after each census), reducing scalability • Larger Board may dilute accountability and make oversight of complex risks harder (e.g., financial, operational, reputational risks)
Member Jurisdiction Representation and Impact	• Strong jurisdictional representation is maintained • Challenge to balance intent for all jurisdictions to have a voice at the table with differing expectations for collaboration from larger and smaller jurisdictions • Voting power is concentrated in larger cities according to population with 52% of votes allocated to 16 Directors representing the three largest jurisdictions
Broader Stakeholder Impact	• Familiar accountability structure reflective of BC's regional district model • High transparency and public legitimacy • Political nature of issues and discussion can impact timely decisions and public confidence • Some external stakeholders view the large Board as less effective
Transition Readiness	• No transition required and aligned with legislation and Letters Patent • As with all options, there are ongoing opportunities within the current structure for process improvements to increase governance effectiveness

OPTION 2. ONE DIRECTOR PER MEMBER JURISDICTION

This option would see one representative from each member jurisdiction, or their designate making up the MVRD Board. There would be no change in the process for choosing the Directors. This would remain up to each jurisdiction council.

Evaluation Criteria	Considerations
Governance Effectiveness	• Could improve decision speed, manageability, and strategic focus • Clearer "who is accountable" for decisions: one designated representative per jurisdiction • Lower governance overhead (fewer Directors), improving meeting efficiency and staff support demands • Concentrates influence in a single representative per jurisdiction; will reduce breadth of perspectives and experience at the table • Majority of votes held by three Directors (replacing 16 Directors under status quo) • Largest municipalities lose multiple voices at the table
Size / Scalability	• Smaller, fixed-size Board (23) would be unaffected by population growth and remain the same as long as membership remains the same
Member Jurisdiction Representation & Impact	• Every jurisdiction maintains a seat • Weighted voting maintains proportional representation • Diversity of perspectives from within individual member jurisdictions will likely be removed, specifically impacting larger jurisdictions who currently have multiple Directors • Smaller member jurisdictions are unaffected in terms of the number of Directors
Broader Stakeholder Impact	• Accountability for decisions may be clearer with one designated representative per jurisdiction • Could improve decision timeliness • Public perception of fairness / equal representation may be affected
Transition Readiness	• Provincial legislative change required: Could amend the *Local Government Act* for Metro Vancouver only or add a provision under *Municipalities Enabling and Validating Act* (*MEVA*) • May require amendments to the MVRD Letters Patent to create consistency • Will require provincial engagement with interested parties • Likely 12-18 months (to be confirmed with Province)

OPTION 3. CAP THE NUMBER OF DIRECTORS AT 3 PER MEMBER JURISDICTION

This option would introduce a cap of three Board Directors from any one jurisdiction while maintaining the overall approach to Board composition. This would mean that jurisdictions with a population of over 300,000 residents would have a maximum of three Directors on the Board. The three Directors would retain the same proportional voting based on a vote for every 20,000 residents in the community. The impact would largely be that the cities of Vancouver and Surrey would see a reduction in the number of Directors, but no change in the number of votes.

Evaluation Criteria	Considerations
Governance Effectiveness	• Could improve decision speed, manageability, efficiency, and strategic focus with the reduced number of speakers at each Board meeting and potential for more time for discussion • Accountability remains diffused • Proportional representation maintained • Fewer Directors would modestly reduce governance overhead with more efficient meetings and reduced staff support needs
Size / Scalability	• Smaller Board (34) • Board will grow at a much slower rate with population growth compared to status quo • More consistent membership for larger member jurisdictions • Still a relatively large Board, but relatively resilient for the future • Size grows at a much slower rate with population growth compared to status quo
Member Jurisdiction Representation & Impact	• Established accountability between Metro Vancouver and member jurisdictions is largely retained • Impacts largest cities (Vancouver and Surrey) which would see a reduction in the number of Directors, but no impact on the number of votes • Larger member jurisdictions would look more similar in terms of the number of representatives at the Board: Vancouver, Surrey, Burnaby, Richmond • Smaller jurisdictions would be unaffected in terms of number of Directors
Broader Stakeholder Impact	• Public accountability would be maintained with political representation from each jurisdiction • Public perception of fairness or equal representation may be affected
Transition Readiness	• Provincial legislative change required: could amend the *Local Government Act* for Metro Vancouver only or add a provision under *MEVA* • May require amendments to the MVRD Letters Patent to create consistency • Will require provincial engagement with interested parties • Likely 12-18 months (to be confirmed with Province)

OPTION 4. INCREASE POPULATION THRESHOLD PER VOTE TO 25,000

In this option, the population threshold per vote would be increased from 20,000 to 25,000. All member jurisdictions under 25,000 would have one vote at the Board. Additional votes would be provided at 25,000 population intervals. The divisor of five per Director would remain the same, meaning that each Director would have a maximum of five votes for 125,000 residents (currently five votes for 100,000 residents). This option reduces the overall number of Board Directors.

Evaluation Criteria	Considerations
Governance Effectiveness	• Board size would be reduced without changing the overall governance framework • Decision speed, manageability, efficiency, and strategic focus could be modestly improved with the reduced number of speakers at each Board meeting and potential for more time for discussion • Fewer Directors would modestly reduce governance overhead with more efficient meetings and reduced staff support needs
Size / Scalability	• Smaller Board (36) • Board will grow at a much slower rate with population growth compared to status quo
Member Jurisdiction Representation & Impact	• Weighted voting maintains proportional representation while ensuring every jurisdiction has a seat • Concentrates accountability among fewer Directors, while maintaining proportional representation • Most of impact to be felt by larger communities with reduced number of Directors and number of votes, and communities on the threshold of an additional vote (e.g., Township of Langley, Port Moody) • Small communities that are not projected to grow rapidly are largely unaffected (e.g., Anmore, Belcarra, Bowen Island, Lions Bay, Tsawwassen First Nation) • Five jurisdictions have one fewer Director (Vancouver, Surrey, Burnaby, Richmond, Delta) • 12 jurisdictions have at least one fewer vote • Raises equity concerns
Broader Stakeholder Impact	• Public perception of fairness or equal representation may be affected • May be viewed as prioritizing efficiency over regional representation for local voices
Transition Readiness	• No legislative amendment required • A revision to the MVRD Letters Patent via provincial Order in Council or Cabinet decision • Consequential bylaw and process modifications within Metro Vancouver may be required • Shorter timeline to implement

OPTION 5. INCREASE VOTING DIVISOR TO 7 (ONE DIRECTOR PER 140,000 RESIDENTS)

This option would decrease the number of Directors on the Board by increasing the voting divisor from five to seven, increasing the number of residents represented by each Director from 100,000 to 140,000. The number of Directors is reduced while voting across jurisdictions remains the same.

Evaluation Criteria	Considerations
Governance Effectiveness	• Reduces Board size without changing the overall governance framework • Marginal efficiency gains • Decision speed, manageability, and strategic focus could be modestly improved with the reduced number of speakers at each Board meeting and potential for more time for discussion • Fewer Directors would modestly reduce governance overhead with more efficient meetings and reduced staff support needs
Size / Scalability	• Smaller Board (34) • Still a relatively large Board, but relatively resilient for the future • Size grows at a slower rate with population growth compared to status quo
Member Jurisdiction Representation & Impact	• Weighted voting maintains proportional representation while ensuring every jurisdiction has a seat • Number of Directors for larger member jurisdictions would be reduced while keeping the voting structure intact • • Member jurisdictions with populations close to the current threshold for an additional Director would be most immediately impacted • Member jurisdictions currently under 100,000 residents would not be impacted
Broader Stakeholder Impact	• Public perception of fairness or equal representation may be affected • May be viewed as prioritizing efficiency over regional representation for local voices
Transition Readiness	• Could be achieved through a revision to the MVRD Letters Patent via a provincial Order in Council / Cabinet decision; no legislative amendment required • Consequential bylaw and process modifications within Metro Vancouver may be required • Shorter timeline to implement

METRO VANCOUVER HOUSING CORPORATION

The Metro Vancouver Housing Corporation (MVHC) is incorporated under the *British Columbia Business Corporations Act* as a non-profit entity wholly owned by the Metro Vancouver Regional District (MVRD). MVHC has operated since 1974. It has a portfolio of 50 sites and provides non-market rental housing to nearly 10,000 residents. The corporation operates at no direct cost to taxpayers and is funded almost entirely through rental revenues, which account for approximately ninety-five per cent of its annual operating budget. A small number of legacy sites receive operating subsidies from BC Housing (approximately three per cent of the operating budget), with the remaining revenues generated through parking, laundry, and related sources (approximately two per cent).

Metro Vancouver Housing is growing its portfolio. Expansion is funded through operating surpluses where sites no longer have mortgages (equity), through significant partnerships with other orders of government, and from a $5/household tax levy. MVHC, as a non-profit, is eligible for grants and favourable loans from BC Housing and CMHC. MVHC is projected to grow by 50% over the next decade, with an increasingly large capital program (over $1 billion) and operational complexity, making this an ideal time to review governance to ensure it is fit for purpose.

Since October 17, 2016, the MVHC Articles have required the MVHC Board to comprise the same membership as the MVRD Board, and the business of the Board to be conducted according to the procedures established in the MVRD procedural bylaw under the *Local Government Act.* This change was made as a result of a governance review of the corporation. MVHC's governance structure is unique amongst non-profit and public sector housing delivery agencies.

Prior to 2016, the MVHC Board was comprised of 13 Directors appointed annually by the MVRD Board. Additionally, the MVHC had five officers appointed annually to the following positions: Housing Committee Chair as President, Housing Committee Vice Chair as Vice President, MVRD Corporate Officer as Secretary, MVRD Chief Financial Officer as Treasurer, and MVRD Housing Director as Director, Housing. Of the 13 MVHC Directors, 10 were also MVRD Directors and three were member jurisdiction councillors. The 2016 changes were made to align the number and identity of MVHC Directors and voting rights to the MVRD Board (and consequently, to the GVWD and GVS&DD Boards as well).

PROBLEM STATEMENT

As reminder, the Problem Statement for the MVHC Board identified by Deloitte Canada and input from the Governance Committee is as follows:

- Differing opinions about whether the current size of the Board is a problem, with some members noting that a much smaller Board may function better.
- Some expressed that broad membership from member jurisdictions is preferable.
- Some expressed that representation from all member jurisdictions is not required on a non-profit Board.
- There is an expectation of regional equity – having housing in every community.
- The mandate is that the non-profit delivers and operates affordable rental housing through partnerships in good, transit-oriented locations and is financially sustainable.
- MVHC is seen as functioning well and not requiring the same attention as other Boards.
- Strong support for MVHC's operations, growth and success.

EVALUATION CRITERIA

The Evaluation Criteria and associated weighting supported by the Governance Committee and received by the MVRD Board are as follows:

- Governance Effectiveness (30%)
- Size / Scalability (10%)
- Member Jurisdiction Representation and Impact (30%)
- Broader Stakeholder Impact (20%)
- Transition Readiness (10%).

SIZE AND STRUCTURE OPTIONS FOR THE MVHC BOARD

Four options for the MVHC Board are presented for discussion:

1. Status Quo (41 Board Directors)
2. Align with any Changes to Structure for MVRD Board (options 2 to 5 described above)
3. Smaller Hybrid Non-Profit Board (7-9 Directors comprised of a majority MVRD Board Directors + additional appointees selected on merit)
4. Fully Appointed Non-Profit Board (7-9 Directors appointed by the MVRD Board on merit).

Each of these options is assessed in turn below in relation to the evaluation criteria.

OPTION 1. STATUS QUO

This option maintains the current approach to Board size and structure where the size of the Board will increase with population growth as per a specified formula. There are currently 41 MVHC Board Directors.

Evaluation Criteria	Considerations
Governance Effectiveness	• Decision-making efficiency, timeliness, and oversight effectiveness may be increasingly strained by Board size • Changes to align with MVRD were made only ten years ago with the aim of consistent decision making and governance • Current governance model is an outlier in the non-profit and housing sector • Accountability to non-profit not necessarily linked to member jurisdictions. • Larger Board can discourage active participation from all members • 1:1 overlap with MVRD may result in less bandwidth available for MVHC oversight
Size / Scalability	• Board size = 41. Will continue to grow with population (after each census), reducing scalability • Larger Board can dilute clear accountability and make oversight of risks harder (e.g., financial, operational, and reputational risks)
Member Jurisdiction Representation & Impact	• Strong jurisdictional representation and participation is maintained • Challenge to balancing intent for all jurisdictions to have a voice at the table with differing expectations for collaboration from larger and smaller jurisdictions

	• Voting power is concentrated in larger cities according to population with 52% of votes allocated to 16 Directors representing the three largest jurisdictions
Broader Stakeholder Impact	• High transparency and public legitimacy • Political nature of issues and discussion can impact public confidence and timely decisions • External stakeholders may view a very large Board as less effective and efficient • Unique structure of a large MVHC Board and public meetings pose alignment issues with funders and programs designed for other non-profits
Transition Readiness	• No transition required; aligned with existing legislation, MVHC Articles and internal Metro Vancouver processes and practices • As with all options, there are ongoing opportunities within the current structure for process improvements to increase governance effectiveness

OPTION 2. ALIGN WITH ANY CHANGES TO STRUCTURE OF MVRD BOARD
With this option, MVHC follows the size and composition recommended for the MVRD Board, which may be any of the options considered in the previous section: status quo, one Director per member jurisdiction, cap the number of Directors at 3 per member jurisdiction, increase the population threshold per vote to 25,000, or increase the voting divisor to 7.

Evaluation Criteria	**Considerations**
Governance Effectiveness	• Governance effectiveness considerations reflected in the evaluation of each of the options for MVRD above would apply to the MVHC Board as well. Additional considerations specific to MVHC: • Simplicity from having same governance model as MVRD • Changes to align with MVRD were made only ten years ago with the aim of consistent decision making and governance • Not aligned with governance best practice for non-profits • Accountability to non-profit not necessarily linked to member jurisdictions • 1:1 overlap with MVRD may result in less bandwidth available for MVHC oversight
Size / Scalability	• Size and scalability considerations are reflected in the evaluation of each of the options above with no additional considerations specific to MVHC
Member Jurisdiction Representation & Impact	• Member jurisdiction representation and impact considerations are reflected in the evaluation of each of the options above with no additional considerations specific to MVHC

Broader Stakeholder Impact	• Broader stakeholder impact considerations are reflected in the evaluation of each of the options above Additional considerations specific to MVHC: • Political and public nature of issues and discussion can impact public confidence and timely decisions • External stakeholders and funders primarily working with non-profit housing providers may view a large, political Board as less nimble and less effective • Unique structure of a large MVHC Board poses alignment issues with funders and programs designed for other non-profits
Transition Readiness	• Since pursuant to MVHC Articles, MVHC Board composition and business are aligned with MVRD Board composition and MVRD procedural bylaw under the *Local Government Act*, revisions to MVRD Board and procedures will automatically apply to MVHC.

OPTION 3. SMALLER HYBRID NON-PROFIT BOARD

This option would create a new Board structure with 7-9 Directors, the majority being chosen from among MVRD Board Directors (four to five) plus additional external housing sector Directors (three to four) appointed by the MVRD Board either annually or for a four-year term. The current Board Standing Committee (Housing Committee) would be eliminated.

Evaluation Criteria	**Considerations**
Governance Effectiveness	• Additional professional and/or Board expertise (housing, finance, non-profit, development) could be added to support decision-making and to advance MVHC mandate • Smaller and more nimble structure could speed up decision-making in time-sensitive scenarios, including accelerating development and property acquisitions and partnerships • Potential for greater direct involvement and oversight from the Board • With smaller Board, would eliminate the need for a Board Standing Committee, creating efficiencies and better information flow for decision making
Size / Scalability	• Board size = 7-9 Directors. Smaller and future changes to the Board size would be guided by the needs of MVHC's mandate rather than population growth
Member Jurisdiction Representation & Impact	• Some regional representation can be maintained as part of Board selection criteria • Maintains accountability and connection to MVRD, with political representation on the Board

	• Some member jurisdictions may feel more disconnected from decision making and Metro Vancouver Housing
Broader Stakeholder Impact	• External expertise can be added to support development and operational goals, in-line with other housing-sector organizations, potentially improving partnerships and tenant experience • Potential perception of reduced transparency and accountability compared to other options with broad regional representation • Consistent with many other publicly held non-profit housing corporations (such as Toronto Community Housing, Calgary Housing, and Ottawa Community Housing)
Transition Readiness	• Revision to Board structure could be done quickly, via MVRD Board resolution and administrative filing with the BC Registry Services • Development of associated new and modified MVHC processes and procedures, such as determining member participation, criteria for/ identifying suitable independent Directors, and MVHC-specific Board procedures, would require more time

OPTION 4. FULLY APPOINTED NON-PROFIT BOARD

This option would create a new and much smaller Board structure with 7-9 Directors appointed by the MVRD Board for a set term (e.g. four years), with no political representation on the MVHC Board. It would be a return to the structure prior to 2016 to align with other non-profit housing providers. The change in 2016 was made to align with the other three Metro Vancouver Board structures.

Evaluation Criteria	Considerations
Governance Effectiveness	• All MVHC Board members would be selected by MVRD Board based on expertise (which could include housing, finance, non-profit, development, governance, lived experience, etc.) to support decision-making and advance MVHC mandate • Smaller and more nimble structure which could speed decision-making in time-sensitive scenarios, including accelerating development and property acquisitions and partnerships • May add challenges for timing and streamlining of Board meetings • Aligns with non-profit sector governance best practices
Size and Scalability	• Board size = 7-9 Directors. Remains unaffected by population growth
Member Jurisdiction Representation & Impact	• Accountability to MVRD as shareholder would be maintained through annual general meeting and annual or quarterly reports to MVRD • Shifts accountability and control from elected officials to appointed Directors, reducing member representation, control, and oversight

	• Member jurisdictions may feel disconnected from MVHC overall and is decision making in particular
Broader Stakeholder Impact	• Added external expertise could support development and operational goals • Potential to accelerate partnerships for faster delivery of capital projects • Potential perception of reduced transparency • Aligns MVHC Board with other comparable organizations, structure aligns with funding program expectations
Transition Readiness	• Revision to Board structure could be done relatively quickly, via MVRD Board resolution and administrative filing with the BC Registry Services • Development of associated new and modified MVHC processes and procedures, such as determining criteria for identifying suitable independent Directors, and MVHC-specific Board procedures, would require more time • Relationship to MVRD Centralized Services to be determined (e.g. legal, procurement, finance, etc.)

GREATER VANCOUVER WATER DISTRICT

Metro Vancouver provides clean, safe drinking water to residents and businesses through the member jurisdictions of the Greater Vancouver Water District (GVWD). This includes acquiring and maintaining water supply, as well as treating, testing, and delivering drinking water through a system of water supply areas, dams, treatment facilities, reservoirs, pump stations, and water mains. Metro Vancouver's source water supply is stored in three main reservoirs and three supplemental alpine reservoirs. The water comes from rainfall and snowmelt within three major water supply areas: Capilano, Seymour, and Coquitlam. These water supply areas cover about 60,000 hectares of protected land, which is closed to the public to safeguard the high quality of the source water.

Metro Vancouver is responsible for:

- Managing and protecting the water supply areas
- Storing, treating, and ensuring the quality of drinking water to meet provincial *Drinking Water Protection Ac*t and federal Guidelines for Canadian Drinking Water Quality regulatory requirements
- Transmission of drinking water directly to member jurisdictions
- Upgrading, maintaining, and expanding our system
- Planning for future supply and demand

The GVWD is governed by the *Greater Vancouver Water District Act* (established in 1926).

GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT

Metro Vancouver provides reliable, cost-effective wastewater treatment that protects public health and the environment. This includes planning for the long-term resilience and sustainability of regional liquid waste and drainage systems. Metro Vancouver receives wastewater from municipal systems and carries it to one of five wastewater treatment plants, where it is treated and tested before being released into the Fraser River, Burrard Inlet, or Georgia Strait. This combined regional and municipal infrastructure includes over 15,000 km of sewers and processes over one billion litres of wastewater every day.

Metro Vancouver is responsible for:

- Operating a system that collects and treats wastewater
- Testing and environmental monitoring
- Developing and enforcing regulations to protect the wastewater system and the environment
- Issuing permits to industry and collecting fees associated with bylaws
- Recovering resources within the regional wastewater system, including heat, energy, and biosolids
- Planning for the future and building regional infrastructure

Under the GVS&DD, Metro Vancouver is also responsible for waste reduction and recycling planning for the region. Metro Vancouver also operates a series of solid waste facilities serving residents and businesses across the region. Metro Vancouver's solid waste and air quality regulatory frameworks support enterprises advancing zero waste and the circular economy and protecting the environment.

Metro Vancouver is responsible for:

- Operating solid waste facilities in the region that focus on recycling and reuse
- Disposing of all remaining waste in landfill, after material recycling and energy recovery
- Implementing bylaws and regulations to better manage waste within our system, improve recycling, and protect public health and the environment
- Protecting the receiving environment (air, land, and water)
- Seeking technologies that recover and recycle materials and recover energy

The GVS&DD is governed by the *Greater Vancouver Sewerage and Drainage District Act* (established in 1914 and re-incorporated in 1956).

RECENT CHANGES TO IMPROVE GOVERNANCE AND OVERSIGHT OF LARGE CAPITAL PROJECTS

Metro Vancouver has undertaken extensive continuous improvement measures to enhance the oversight of major capital projects. Several of these measures were informed by recommendations from KPMG following a review of Metro Vancouver's major capital project management in early 2020. This included the formation of the Project Delivery Department to be responsible for the delivery of the highest value, risk and consequence capital projects and act as a centre of project delivery expertise focusing on regulatory strategy, project and portfolio management, quality management, and project controls to ensure enhanced risk, schedule, and budget management.

The Project Delivery Department has led the development, implementation, and continuous improvement of a Corporate Stage Gate Framework and Project Management Framework including a suite of standards and templates, training and knowledge transfer programs, internal professional practice auditing, and advanced in-house digitalization and dashboarding for projects. The Department has also enhanced oversight of the organization's largest projects through formal stage gate reviews with Expert Advisory Panels, Committees and Boards, expanded use of Technical Review Boards, and increased progress and status reporting of the portfolio of highest value, risk and consequence projects to Regional Engineering Advisory Committee, Standing Committees, Boards, and the public.

PROBLEM STATEMENT

As reminder, the Problem Statement for the GVS&DD and GVWD Boards identified by Deloitte Canada and input from the Governance Committee is as follows:

For both Utility Boards:

- Differing opinions about whether the current size of the Board is a problem, but general agreement that the trajectory of growth of the Boards is unsustainable
- Duplication of work between Committee and Board, as well as some members expressing that as they were not part of a Committee discussion, where 'all the heavy lifting' is done, they feel less equipped when making decisions at the Board.
- Need for more trust at the Board
- Bringing expertise to the Board is not about having a private Board but rather utilizing and trusting the tools available to support Board decision making including: strong professional staff and expertise; strong project management controls including the cost estimating framework (independent estimates); stage gate process; and independent expert panels on large projects.

- For the GVS&DD, four sewerage areas and resulting equity and funding issues are a source of conflict and challenge (cost allocation with Tiers for both non-growth- and growth-related projects)
- For the GVWD, it was acknowledged that the funding model supports good governance without the challenges faced by separate GVS&DD sewerage areas

EVALUATION CRITERIA

The Evaluation Criteria and associated weighting supported by the Governance Committee and received by the MVRD Board are as follows:

- Governance Effectiveness (30%)
- Size / Scalability (10%)
- Member Jurisdiction Representation and Impact (30%)
- Broader Stakeholder Impact (20%)
- Transition Readiness (10%)

SIZE AND STRUCTURE OPTIONS FOR THE GVS&DD and GVWD BOARDS

Four options for the GVS&DD and GVWD Boards are presented for discussion.

1. Status Quo (38 GVWD Board Directors and 37 GVS&DD Board Directors, growing in proportion to population increases).
2. Align with recommended structure for MVRD Board (options 2 to 5 described above)
3. Smaller Hybrid Board (9-11 Directors blend of utility member MVRD Board Directors plus external appointed Directors selected on merit
4. Add Major Projects Committee (with or without delegated authority) to any Board Structure (smaller Committee with a blend of GVS&DD / GVWD Board Directors + external appointed Directors)

Each option will be assessed in turn below in relation to the evaluation criteria.

OPTION 1. STATUS QUO

Maintain current approach to Board size and structure where the size of the Board will increase with population growth as per a specified formula. There are currently 38 GVWD Board Directors and 37 GVS&DD Board Directors.

Evaluation Criteria	Considerations
Governance Effectiveness	• Decision-making efficiency and oversight effectiveness may be increasingly strained by Board size • Larger Board can discourage active participation from all members • 85% of Metro Vancouver's Budget / Five Year Financial Plan lies with these two highly technical and complex utilities • Potential gaps in subject matter expertise for complex issues, such those related to major projects • Stage Gate Process, Project Management Framework, Expert Advisory Panels and Project Technical Review Boards in place for due diligence and to support Board decision making
Size / Scalability	• Board size = 37/38. Continues to grow with population, reducing scalability • Larger Board can dilute clear accountability and make oversight of risks harder (e.g., financial, operational, and reputational risks)
Member Jurisdiction Representation & Impact	• Strong jurisdictional representation and participation is maintained • Increasingly disproportionate and unwieldy as population grows • Challenge to balancing intent for all jurisdictions to have a voice at the table with differing expectations for collaboration from larger and smaller jurisdictions • Voting power concentrated in larger cities according to population
Broader Stakeholder Impact	• High transparency and public legitimacy • Political nature of issues and discussion can impact public confidence and timely decisions • External stakeholders may view a very large Board as less effective
Transition Readiness	• No transition required, aligned with existing legislation and practices • As with all options, there are ongoing opportunities for process improvements to increase governance effectiveness

OPTION 2. ALIGN WITH STRUCTURE OF MVRD BOARD

With this option, the GVWD and GVS&DD Boards align with the recommended structure for the MVRD Board – accounting for variation in representation by utility areas – which may be any of the options considered in the previous section: status quo, one Director per member jurisdiction, cap the number of Directors at 3 per member jurisdiction, increase the population threshold per vote to 25,000, or increase the voting divisor to 7.

Evaluation Criteria	Considerations

Governance Effectiveness	• Governance effectiveness considerations reflected in the evaluation of each of the options for MVRD above would apply to the utility Boards as well
	• Additional considerations specific to the utility Boards:
	  • Simplicity in having same governance model as MVRD
	  • Not aligned with some other large utility governance models
	  • 85% of Metro Vancouver's Budget / Five Year Financial Plan lies with these two highly technical and complex utilities
	  • Potential gaps in subject matter expertise for complex issues, such those related to major projects
	  • Stage Gate Process, Project Management Framework, Expert Advisory Panels and Project Technical Review Boards in place for due diligence and to support Board decision making

Size / Scalability	• Size and scalability considerations reflected in the evaluation of each of the options above for MVRD above and would apply to the utility Boards as well with no additional considerations specific to the utility Boards
Member Jurisdiction Representation & Impact	• Member jurisdiction representation and impact considerations are reflected in the evaluation of each of the options for MVRD above and would apply to the utility Boards as well with no additional considerations specific to the utility Boards
Broader Stakeholder Impact	• Broader stakeholder impact considerations are reflected in the evaluation of each of the options for MVRD above and would apply to the utility Boards as well with no additional considerations specific to the utility Boards • External stakeholders may view a very large Board as less effective
Transition Readiness	• *GVWD* and *GVS&DD Acts* reflect and depend on the MVRD governance model under the *LGA* to determine the composition of the utility Boards • No legislative changes to the utility legislation would therefore be required to implement changes made to MVRD Board composition under the *Local Government Act*

OPTION 3. HYBRID BOARD

This option would see the creation of a new, smaller Board structure for both the GVS&DD and GVWD with 9-11 Directors on each Board. It would be a blend of MVRD Directors who are members of the utility in question (Sub-regional representation could be a requirement in selecting Directors) plus external Directors appointed by the MVRD Board (members of the utility in question) for a set term (e.g. four years).

Evaluation Criteria	Considerations
Governance Effectiveness	• Inclusion of independent Directors may encourage regional perspective over member jurisdiction interests • Potential for improvements in decision-making efficiency with smaller, purpose-built Board, combining technical expertise with a political lens • Direct involvement of independent expertise to support decision making, including anticipation and mitigation of challenges and issues • Risks moving Board focus into operational vs governance matters • Loss of experience / expertise and risk of large directional shifts as member Directors change over time • Lower diversity of member jurisdiction voices
Size / Scalability	• Board size = 9-11 Directors. Smaller Board size remains fixed in the future and unaffected by population growth
Member Jurisdiction Representation & Impact	• Some regional representation can be maintained as part of Board selection criteria • Some jurisdictions may feel more distant from decision-making and perceive a lack of representation
Broader Stakeholder Impact	• May receive support as better aligned with other large utilities
Transition Readiness	• Legislative changes to the *GVWD* and *GVS&DD Acts* would be required • Will require provincial engagement with interested parties /stakeholders • Additional consequential bylaw and process modifications within Metro Vancouver may be required, including the process for determining member participation over time. • Likely 18 to 24 months (to be confirmed by Province)

OPTION 4. ADD A MAJOR PROJECTS COMMITTEE (WITH OR WITHOUT DELEGATED AUTHORITY)

This option is available *irrespective of the Board structure chosen*. It could be added to the current Board structure for both the GVS&DD and GVWD or be utilized with any option that aligns with any changs to the MVRD Board.

For clarity, in May 2021, this option was recommended as part of the Capital Project Governance Practices Review. Committee members have asked for a summary of that review. The Review was undertaken just after the establishment of the Project Delivery Department.

It included:

- Review of capital project delivery challenges and best practice response (KPMG)
- Addition of Capital Project Cost Estimating Framework
- Addition of external expert advisor panel for highest value, risk, and consequence projects
- Benchmarking review of six North American jurisdictions on how they governed and managed their capital projects (Hayden Consulting)
- Set of recommendations regarding clearly defined objectives, robust project oversight, clear roles, responsibilities and authorities, effective risk management and rigorous project reporting and communication (Hayden Consulting)
- Adoption of Stage Gate Framework and Capital Project Governance Framework

These project management best practices have largely been implemented by Metro Vancouver.

There are a variety of ways that the Boards could implement a Major Projects Committee. It could:

a) Be a Standing Committee of the GVS&DD and GVWD Boards with regular reporting to those Boards for decision making;
b) Have delegated authority to have oversight over some or all of the highest value, risk, and consequence projects; and/or
c) Have a mix of GVS&DD / GVWD Board Directors and external, appointed Directors.

Evaluation Criteria	Considerations
Governance Effectiveness	• Additional independent expertise aligned with scope, scale, and complexity of major projects could support decision making, including anticipation and mitigation of challenges and issues • Clear and concentrated scope of responsibility and efficient decision making with delegated authority for project oversight
Size / Scalability	• Smaller Committee of 9-11 members and no future growth impacts
Member Jurisdiction Representation & Impact	• Reporting for information to the larger GVS&DD Board would be required on a regular cadence to retain connection and accountability to all member jurisdictions • Some jurisdictions may feel more distant from decision making on major projects

Broader Stakeholder Impact	• Likely to improve public understanding and confidence in utility governance over major projects • Additional independent expertise may improve confidence in decisions by public and other external stakeholders • Delegated authority may create perceptions of lack of representation when significant or controversial decisions are made
Transition Readiness	• GVS&DD and GVWD Boards are able to strike a Committee with delegated authority via a 2/3 weighted vote • Relatively short implementation timeline • Would require establishment of selection criteria, clear parameters for delegated authority, and means to remunerate External Committee members

ADDITIONAL CONSIDERATIONS COMPLEMENTARY TO BOARD SIZE AND STRUCTURE THAT COULD IMPROVE GOVERNANCE

The current structure and timing of monthly Board meetings is to hold up to eight Board meetings on the last Friday of every month. The intent is to minimize the number of times Board Directors come to Board meetings, and to bring all Metro Vancouver business into one agenda package for comprehensiveness and transparency.

One option for consideration is to hold multiple Board meetings per month to support smaller agenda packages where more consideration and time can be given to issues on the agenda. For example, if two Board meetings were held per month, it could be structured so that utility Boards are held on the second Friday of the month and MVRD and MVHC Boards are held on the last Friday of the month. Standing committees could be scheduled accordingly, or other modifications could be made, like a Committee of the Whole for both Water and Liquid Waste to further improve information flow and decision making. Once the Governance Committee and Boards have addressed size and structure, staff can look at additional changes and streamlining to support improved governance.

ALTERNATIVES

This report is provided for information, and therefore no alternatives are presented.

However, to prepare for engagement on Board size and structure options over the months of May and June, staff will be capturing the Committee conversation and any preferences or feedback on options to inform both a cover report to the Boards, and to inform the development of engagement materials.

FINANCIAL IMPLICATIONS

There are no financial implications to reviewing the Boards' size and structure options as all activities can be accomplished within the MVRD Board approved 2026 budget. Eventually, if changes are made to any of the Board's size or structure, there may be associated financial implications.

OTHER IMPLICATIONS

A separate report on the agenda provides an overview of planned engagement on this issue. Feedback from Board Directors, the Province, member jurisdictions, local First Nations, other agencies, and the public will be reported out to the Governance Committee and Boards in July.

CONCLUSION

Following recommendations from the independent 2025 Metro Vancouver Board Governance Review, changes to the size and structure of Metro Vancouver's four Boards to improve governance and to enhance decision making and risk management are being evaluated. First, in March, options for improvements to the MVRD and MVHC Boards' size and structure will be considered, and then in April, for the GVWD and GVS&DD Boards. Feedback from these discussions will be incorporated into engagement materials. In May and June, there will be opportunities for engagement on the options by Board Directors, the Province, member jurisdictions, First Nations other agencies and the public, and a final summary of feedback will be presented to the Boards as part of their deliberations in July.

ATTACHMENTS

1. ~~Presentation re: Considerations of Changes to the Size and Structure of each of Metro Vancouver's Four Boards of Directors: Options Analysis.~~

REFERENCES

1. Deloitte. (2026). "Considering Board Size and Structure for Metro Vancouver's Boards – Proposed Process", dated January 6, 2026. https://metrovancouver.org/boards/GVRD/RD-2026-01-30-AGE.pdf page#524
2. Deloitte. (2025). *Metro Vancouver Board Governance Review.* [MVRD Board report on 2025, May 23]. https://metrovancouver.org/boards/Documents/Deloitte-MV-Board-Governance-Review-2025-05-23.pdf

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SERVICES AND SOLUTIONS FOR A LIVABLE REGION

5.3

To: Finance & Intergovernment Committee

From: Cheryl Nelms, General Manager, Project Delivery

Date: May 3, 2021 Meeting Date: May 12, 2021

Subject: **Project Delivery Best Practice Response – Capital Project Governance & Stage Gate Framework**

RECOMMENDATION

That the MVRD Board receive for information the report dated May 3, 2021 titled "Project Delivery Best Practice Response – Capital Project Governance & Stage Gate Framework."

EXECUTIVE SUMMARY

Metro Vancouver is implementing best practices related to governance and oversight on capital projects. A key deliverable is to implement a formalized stage gate framework, with the goal of supporting the Metro Vancouver Board and Committees in achieving greater insight and clarity into highest value, risk and consequence projects, including more consistent information with which to make decisions over the lifecycle of a project. A stage gate is a point in time where the governing body makes go/no-go decisions at defined points throughout the project lifecycle. The implementation of stage gates as a key measure to improve project governance is based on a KPMG review of Metro Vancouver project delivery practices and a review of governance practices and stage gate frameworks used by other jurisdictions.

PURPOSE

This report is the fifth in a series of updates on implementation of best practices for capital projects at Metro Vancouver as requested by the Board. It is focused on improvement areas related to project oversight and governance following an interjurisdictional review of practices by organizations delivering large capital programs and the introduction of a stage gate process for key decision points over the lifecycle of capital projects.

BACKGROUND

In the fall of 2019, the Board expressed interest in undertaking a review of Metro Vancouver's capital project delivery practices in order to ensure value for our residents. Since the formation of the Project Delivery Department in February 2020, Metro Vancouver has been conducting a high level review of practices related to project delivery. This work started with a review by an independent consultant (KPMG) and continues to progress with input from external advisors who bring expertise in reviewing, overseeing and constructing multibillion dollar projects.

These reviews are critical to responding to the complex challenges presented by the unprecedented scale of Metro Vancouver's capital projects, the layers of complexity, and market influences. The reviews have identified opportunities for improvement within the areas of leadership, governance, commercial practices, stakeholder engagement, and technical knowledge.

Updates on best practice framework to the Metro Vancouver Board to date have included:

- April 15, 2020 – KPMG review of capital project delivery challenges and best practice response.

- October 2, 2020 – Progress update on activities undertaken by the Project Delivery Department.
- November 18, 2020 – Capital project cost estimating best practices introduced.
- February 10, 2021 – Governance update and draft terms of reference for an external expert advisors panel for highest value, risk, consequence projects.

This fifth update to the Board provides information on project governance and oversight in other jurisdictions and the introduction to a stage gate process for Metro Vancouver. The annual budget and contract approval process is currently being used as a surrogate for a stage gate process in the organization and there are limited guidelines for staff to standardize information presented to the Board for decision making on highest value, risk, consequence projects. The intent of this work is to draw upon inter-jurisdictional best practices for the governance of highest value, risk, consequence projects to improve the processes and information provided for decision making by the Board using current approval mechanisms.

KEY TAKEAWAYS FROM CAPITAL PROJECT GOVERNANCE PRACTICES REVIEW

From December 2020 to February 2021, six North American jurisdictions were interviewed to learn how they governed and managed their capital projects. Jurisdictions were chosen by Metro Vancouver based on the size and complexity of their water and wastewater capital programs. The jurisdictions were: Toronto, Victoria Capital Regional District, San Francisco, Halifax, District of Columbia (Washington, DC), and Edmonton.

The comparator jurisdictions employ a broad range of governance frameworks to operate and manage water and wastewater (and in some cases other) utilities and related capital projects. At one end of the spectrum, Toronto manages and operates its utilities and capital projects internally. At the other end of the spectrum, Edmonton has privatized the ownership and operation of their water and wastewater utilities and the delivery of capital projects required to support it.

Table 1: Capital Project Governance Practices

Toronto	Capital Regional District	San Francisco	Halifax	DC	Edmonton
In-house city management	Project board for core area wastewater treatment project	Independent commission	Crown corporation	Multi-state independent authority	Privatized

Elements of good capital project governance[1]

A rigorous governance framework guides capital project owners in effective decision making and lays the groundwork for project success. Project owners who implement robust governance practices that are specifically designed to meet the demands of the capital project delivery process are the ones most likely to achieve their cost, schedule, performance, and quality goals. Good capital project governance generally has the following characteristics:

1. Clearly defined objectives
2. Robust project oversight

[1] Informed by: PWC: Successful capital project delivery: The art and science of effective governance

3. Clear roles, responsibilities, and authorities
4. Effective risk management
5. Rigorous project reporting and communication

The five criteria above were used to evaluate the maturity of project governance for successful project delivery.

GOVERNANCE PRACTICE REVIEW RECOMMENDATIONS FOR MV

The review of governance practices across these various jurisdictions has resulted in the following recommendations with respect to highest value, risk, consequence capital project governance at Metro Vancouver.

Clearly Defined Objectives

- Identify and recommend clear project objectives and associated performance targets for capital projects for endorsement by the Board. These objectives should include cost, scope, schedule, and potentially other objectives that the Board wants to achieve through its projects.
- Collect data to track and measure project progress against performance targets.

Robust Project Oversight

- Establish an expert project oversight group with the skills and experience required to effectively oversee projects.
- Consider using project outcomes to manage projects instead of relatively low value dollar approval limits and contract approvals.
- Formalize a process for the Board to review highest value, risk, consequence projects at stage gates with the benefit of input from an expert project oversight board.

Clear Roles, Responsibilities, and Authorities

- Continue with implementation of a centralized project management organization for highest value, risk, consequence capital projects. The core responsibilities of this group should be to:
    - Develop a clear project charter to define roles and responsibilities and authorities for efficient management and decision making;
    - Develop standardized processes, procedures, tools, and methodologies for managing and monitoring projects and for progress reporting;
    - Define KPIs and targets for projects;
    - Define project management oversight and support needs;
    - Recommend and assist with implementation of specific project management processes, procedures, and tools for individual projects;
    - Provide project management and contract administrative support through advice or through dedicated or shared staff; and,
    - Develop a database for key project information and lessons learned to improve future delivery practices.
- Operations and maintenance groups that identify the need for a project should work together with the capital construction group throughout the project lifecycle, including when seeking approvals where changes in requirements or performance metrics occur.

Effective Risk Management

- Focus attention early in the development of any capital project on assessing risks associated with construction and other project risks, and develop plans to continually assess, monitor and mitigate them should they arise.

- Evaluate a range of forms of construction contracts for projects to allocate risk and incentivize innovation and ensure the team has the skills and experience to manage the contract models being used.

Rigorous Project Reporting and Communication

- Ensure there are clear project success criteria in place that are reported against.
- Implement an external oversight group and have project managers present their results to them.
- Develop a consistent project and progress reporting structure that is reviewed at each level of oversight using the same data.

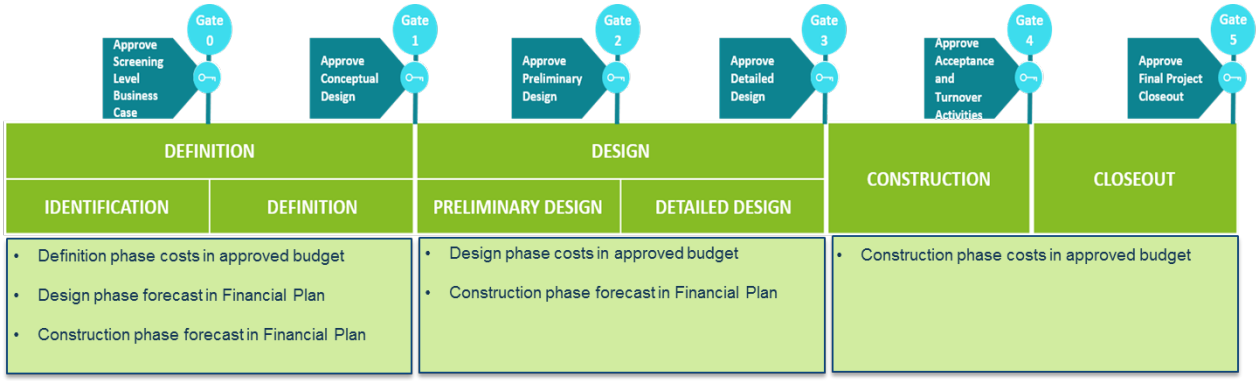
Each of these recommendations is now being planned for and/or implemented. Those recommendations that affect the way the MV Board oversees projects will be brought forward for the Board's consideration. One of these is that the MV Board should review highest value, risk, consequence projects at stage gates with the benefit of input from an expert advisors panel.

STAGE GATE FRAMEWORK AND CAPITAL PROJECT GOVERNANCE

To continue to improve project delivery across Metro Vancouver's portfolio of highest value, risk, consequence capital projects in line with the findings identified above, a project management framework will be developed that will provide the overarching foundation for the planning and delivery of highest value, risk, consequence capital projects. The project management framework will consist of processes, systems, and controls, anchored in project management best practices. A cornerstone element of this project management framework will be a formalized stage gate process for highest value, risk, consequence projects which can then be scaled for other projects across the organization.

As outlined in the attached white paper, a stage gate process provides decision makers with the opportunity to make informed decisions at key points through the entire project lifecycle.

Figure 1: Indicative Stage Gate Process



The stage gate process is used to determine whether a project is situated to meet objectives and therefore continues to warrant investment. When a decision is made to proceed to the next phase, the project team is authorized to spend the funds that were allotted for the next set of planned work activities. Stage gate reviews provide key communication opportunities as projects move through the project lifecycle. They also provide a formal means of controlling project risk, monitoring scope changes, and maintaining stakeholder interest. These reviews are also a means of ensuring implementation of standardized project management processes.

Metro Vancouver's current approach uses the annual budget and contract approval processes as a surrogate for stage gating. This report introduces the implementation of a formalized stage gate process to improve consistency and provide guidance to staff for checks and balances across the life cycle of a project. In addition, the new process will ensure that communication and decision making for the highest value, risk, consequence projects are not limited to the annual budget and contract approval processes.

The following are the lenses that are used to assess the information provided during the stage gate reviews.

- Alignment with organizational strategic goals
- Structure of the project/program
- Value proposition
- Risk mitigation plan
- Organizational implementation capacity
- Impact/ outcome measurement

At stage gate reviews, the project will either be endorsed to proceed for budget approval of the next stage/phase, terminated, or required to reconsider/revise all or part of the current stage/phase.

A stage gate process can be applied to all projects regardless of their classification (scale, risk, and complexity). How it is applied, the level of documentation, and the composition of decision makers are all scalable. Many organizations assess projects based on risk and complexity in addition to the project budget (scale) to determine the level of project governance and oversight required. The Project Management Office will be developing a project classification approach to determine which projects are considered highest value, risk, consequence projects in the organization.

Next Steps for Implementing the Stage Gate Process

The Project Delivery department is developing and implementing a stage gate process for highest value, risk, consequence capital projects that fall under the oversight of the Finance and Intergovernment Committee. An external expert advisors panel will provide input for the consideration of the Finance and Intergovernment Committee's at stage gates for highest value, risk, consequence capital projects. Upcoming projects that are coming to Finance and Intergovernment Committee for stage gate reviews include: Iona Wastewater Treatment Plant Project Definition; Coquitlam Water Supply Project Definition; and construction for Langley Wastewater Treatment Plant Project.

ALTERNATIVES

No alternatives are provided. This is an information report.

FINANCIAL IMPLICATIONS

There are no specific financial implications from this report.

CONCLUSION

This report is the fifth in a series of updates on implementation of best practices for capital projects at Metro Vancouver as requested by the Board. In order to support the Metro Vancouver Board and Committees in achieving greater insight and clarity into highest value, risk, consequence projects, including more consistent information with which to make decisions over the lifecycle of the project. Formalizing a stage gate process for Metro Vancouver and implementing it across the organization

will significantly improve the effectiveness of decision making and likelihood of success for capital projects for the organization. Processes under development will be consistent with best practices across other similar jurisdictions delivering large capital programs.

Attachments

1. "Capital Project Governance Practices in Selected Jurisdictions and Recommendations for Metro Vancouver", dated February 2021 by Dana Hayden *(Doc# 44611172)*
2. ~~White paper "How a stage gate process enables informed decision making", dated March 2021 by Catherine Ella *(Doc# 44553865)*~~

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HAYDEN CONSULTING SERVICES

February 2021

Capital Project Governance Practices in Selected Jurisdictions and Recommendations for Metro Vancouver

Background

The purpose of this report is to provide information about practices evident in a selection of other jurisdictions related to their project management of major capital projects and programs.

During December 2020 to February 2021, Cheryl Nelms and Dana Hayden interviewed 6 North American jurisdictions learn how they governed and managed their capital projects. Jurisdictions were chosen by Metro Vancouver (MV) based on the size and complexity of their water and wastewater capital programs. The jurisdictions were: Toronto, Victoria Capital Regional District, San Francisco, Halifax, District of Columbia and Edmonton.

Appendix A provides a summary of information obtained from each jurisdiction. Appendix B includes questions that were provided in advance to representatives of these jurisdictions to consider prior to zoom meetings with their executive representatives.

Discussion

The jurisdictions examined employ a broad range of governance frameworks to operate and manage water and wastewater (and in some cases other) services and related capital projects. The jurisdictions interviewed and the models they utilize are:

B.C.'s Capital Regional District – Project Board for core area wastewater treatment project
Halifax – Crown corporation
District of Columbia Water – Multi-state independent authority
San Francisco - Independent Commission
Edmonton – privatized
Toronto – in-house city management

Elements of good capital project governance[1]

A rigorous governance framework guides capital project owners in effective decision making and lays the groundwork for project success. Project owners who implement robust governance practices that are specifically designed to meet the demands of the capital project delivery process are the ones most likely to achieve their cost, schedule, performance and quality goals. Good capital project governance generally has the following characteristics:

1. **Clearly defined objectives**
   Clear project definition through Key Performance Indicators (KPIs) and targets, including cost and schedule estimates and anticipated project scope but potentially also other performance measures such as employment, safety, carbon reduction, impacts on ratepayers, indigenous partnerships etc.

2. **Robust project oversight**
   Clearly understanding the performance of projects against a range of measures such as cost, schedule, and quality at every stage in a project's life cycle is vital to project success. Independent and unbiased expert perspectives assist in anticipating and managing issues that arise during a project.

3. **Clear roles, responsibilities and authorities**
   Having clear roles and authorities for those involved in the planning and development of projects leads to better project management. Planning and construction should be informed by end users so that transition to operations is smooth.

4. **Effective risk management**
   Project owners need to account for the unique risks that each project presents and have plans in place to manage them. An important part of risk management is the implementation of a contract framework that is best suited to those risks and to have staff with the experience to manage them.

5. **Rigorous project reporting and communication**
   To effectively communicate about and report on the status of projects, organizations need common sources of information and a standard set of key performance indicators that align with project and corporate goals.

"In our experience advising on the planning and execution of capital projects across multiple industries, project owners who implement robust governance practices that are specifically designed to meet the demands of the capital project delivery process are the ones most likely to achieve their cost, schedule, and performance and quality goals."[2]

[1] Informed by: PWC: Successful capital project delivery: The art and science of effective governance

[2] Daryl Walcroft, US Capital Projects & Infrastructure Leader, PWC

The 5 governance practices noted above were considered in the context of the jurisdictions interviewed and are summarized in Appendix A.

Key Themes and Recommendations for MV

Criterion 1: Clearly Defined Objectives

The success of a project is as closely tied to thorough project definition as it is to execution quality. Clear project performance definition in terms of cost, scope and schedule but also other performance measures such as employment, safety, carbon reduction, impacts on ratepayers, indigenous partnerships etc. inform all stakeholders about what the owner considers important for success. Without sufficient definition, post-contract changes will likely proliferate, introducing further complexities into project delivery.

Key Themes from our review

- The more that governance is delegated to project or fiduciary Boards the greater the likelihood that clear project performance measures and targets are established.
- When the role of oversight is delegated to a project or fiduciary Board it requires & enables the establishment of clear project deliverables to provide clarity on what the board is expected to achieve.
- The more outsourced governance is the less likely that “social” objectives are established and tracked.
- In many jurisdictions, performance objectives are identified but no targets have been set for them so it’s very difficult to know if the objectives have or have not been met.
- In several jurisdictions the data to report on performance measures beyond scope, schedule and cost are not available or collected making consistent and meaningful tracking against them impossible.

Recommendations for MV

- MV staff should develop and recommend clear project objectives and associated performance targets for its capital projects for endorsement by the MV Board. These objectives should include cost, scope and schedule, and potentially other objectives that the MV Board wants to achieve through its projects.
- MV staff should collect data to track and measure project progress against performance targets.

Criterion 2: Robust Project Oversight

Clearly understanding the performance of projects against a range of measures such as cost, schedule, and quality at every stage in a project’s life cycle is vital to project success. Having a

clear line of sight into project performance at each stage in a project's life cycle requires time and the application of appropriate skills and experience to provide oversight.

An important component of oversight is the anticipation of, and potential mitigation of challenges and issues. This may include construction issues such as geotechnical challenges, unforeseen soil contamination, regulatory approvals etc., and also issues that may not specifically be related to construction such as misalignment of objectives between contractors and the project owner, stakeholder challenges, and/or natural and uncontrollable challenges such as earthquakes and pandemics.

Independent and unbiased expert perspectives that address very complex and challenging issues faced over the life cycle of the project and that assist in anticipating and managing issues that arise during a project results in improved project outcomes.

Key themes from our review

- In most jurisdictions elected officials with a broad range of accountabilities had neither the time or the subject matter expertise to provide effective oversight of complex capital projects or programs.
- Elected officials in most jurisdictions have delegated their oversight role to individuals that have skills and experience to understand the implications of construction project performance as they proceed. Different jurisdictions have delegated more or less of the elected officials' oversight role.
- The more independent the oversight is, the greater the use of subject matter experts.
- Where capital project oversight is performed by elected officials, controls based on dollar value of contracts or variance against approved budget are commonly used as a surrogate for project management oversight.
- Using cost and contract approvals as project management tools tends to lead to inefficient allocation of capital.
- All jurisdictions where cost and contract approvals were used as the oversight checkpoint were planning to change associated policies and processes due to its inefficiency.
- The greater the delegation of responsibilities the less likelihood that political interests and/or issues influence project decisions.
- Those jurisdictions implementing the greatest rigor all use a stage gate process to review the progress of projects.

Recommendations for MV

- MV should put in place a project oversight board that has the expertise required to effectively oversee projects.
- MV should consider using project outcomes to manage projects instead of relatively low value dollar approval limits and contract approvals.

- MV should formalize a process for the MV Board to review major projects at stage gates with the benefit of input from an expert project oversight board.

Criterion 3: Clear Roles, Responsibilities and Authorities

A good governance framework enables project owners to clearly articulate the roles and responsibilities for decision making and accountabilities (who is responsible for doing what) using tools such as project charters or governance authority matrices. Because large capital projects often have multiple stakeholders, it is crucial to assign, define, and communicate all players' roles and responsibilities. Clarity on this front helps to avoid redundant control functions or gaps in important management tasks among various groups within the organization. Involving end users (operations group) in the design and development of projects ensures that the end project meets operational needs.

Key themes from our review

- Clarity in roles and responsibilities (Project charter) benefits capital project development regardless of the governance model.
- Many jurisdictions did not have standard processes, procedures or tools to manage and report on progress.
- In jurisdictions where responsibility for capital construction is separate from operations the relationship between the two is often strained and results in complications related to project scope, cost, and schedule and relationships with project stakeholders.
- Operations groups that identify the need for a project need to participate throughout the project life cycle, working together with the capital construction group, including seeking approvals where changes in requirements or performance metrics occur.

Recommendations for MV

- MV should continue with its implementation of a centralized project management organization for its major capital projects. The core responsibilities of this group should be to:
  - Develop a clear project charter to define roles and responsibilities and authorities for efficient management and decision making;
  - Develop standardized processes, procedures, tools, and methodologies for managing and monitoring projects and for progress reporting;
  - Define KPIs and targets for projects;
  - Recommend and assist with implementation of specific project management processes, procedures, and tools for individual projects;
  - Provide project management and contract administrative support through advice or through dedicated or shared staff; and,
  - Develop a database for key project information and lessons learned to improve future delivery practices.

- MV's Operations groups that identify the need for a project should work together with the capital construction group throughout the project lifecycle, including when seeking approvals where changes in requirements or performance metrics occur.

Criterion 4: Effective Risk Management

Capital project owners typically appoint contractors to design and deliver their projects, and many contract out the project's day-to-day construction management. Many assume that once the contracts are in place the contractor will execute the project as planned. This assumption can be dangerous.

From the outset of project planning, project owners should take into account the level of in-house resources and their technical and commercial skill set to monitor and direct performance. They also need to account for the unique risks that each project presents, and ensure they implement a contract framework best suited to those risks and have staff with experience in the contract management approach selected.

When private sector firms bid on public construction contracts they effectively "price" those risks and include the cost of managing them into their bids. Effective contracting strategies allocate risk to the party that is most able to deal with it so that projects can be implemented at the best cost. Different contracting models (e.g. Design-Build, Design-Bid-Build, Construction Management, Design-Build-Finance, Design-Build-Finance-Operate, etc.) provide the opportunity to allocate risks to the party best able to manage them and to incent innovation.

Good governance helps ensure that incentives connect directly to valid corporate objectives and drives out any elements that do not. In addition, contract terms should carefully articulate the contractor's responsibilities to establish, maintain, and report on defined performance metrics and specify the owner's rights to access and audit the underlying project information.

Key themes from our review

- Most jurisdictions focus on construction related risks only.
- Construction risks are used to determine contingency funding levels, but it's unclear whether they are explicitly used to define the types of construction contracts used.
- Several jurisdictions utilize a variety of construction contracts.
- Where external construction and governance related expertise is employed there is a greater level of confidence in forecast budgets and contingency.
- Unless there is rigor in allocating costs to risks and "retiring" risks when the likelihood of them is over construction staff have a tendency to "hide" unused contingency funds to avoid having to request additional funding for their projects.

Recommendations for MV

- MV should focus attention early in the development of any capital project on assessing risks associated with construction and other project risks and develop plans to address them should they arise.
- MV should evaluate a range of forms of construction contracts for its projects to allocate risk and incent innovation and ensure it has the skills and experience to manage the contract models it uses.

Criterion 5: Rigorous Project Reporting and Communication

A lack of defined performance metrics, and untimely or infrequent communication between project owners, contractors and stakeholders can increase project costs and cause delays.

Contract documents should clearly define expectations regarding the nature, frequency, and level of detail to be included in progress reports to the owner. Real-time and complete information regarding the status of the project's performance allows good project management decisions and allows the owner to take actions to mitigate risks. Similarly, current and complete information on potential and pending changes to work allows the owner to make appropriate decisions regarding the scope of work and related commercial issues.

To effectively communicate about and report on the status of projects, organizations need common sources of information and a standard set of key performance indicators that align with project and corporate goals. Once reports are developed, members of the project team and leadership team need to discuss them and agree on next steps. In addition, project status reports across the company should report the same type of information in the same format and from the same databases.

Key themes from our review

- Where the governance structure requires project managers to present project progress against defined criteria to experts not involved in their project there is more rigour in how those projects are managed (reinforces accountability), less instance of cost overruns and other contractual issues.
- Project progress reporting was identified by each jurisdiction as critical but most jurisdictions did not have systems or tools in place for 'smart' enterprise reporting.
- Project data management was identified as important for costing future projects.

Recommendations for MV

- MV should ensure there are clear project success criteria in place that are reported against.
- MV should implement an external oversight group and have project managers present their results to them.

- MV should develop a consistent project and progress reporting structure that is reviewed at each level of oversight using the same data.

Conclusion

The jurisdictions reviewed employ a range of governance models, practices and procedures to implement capital projects. To improve MV's governance model to better reflect good project governance criteria identified for successful capital project implementation, the following actions are recommended.

Summary of Recommendations to Strengthen MV Capital Project Governance

Clearly Defined Objectives

- MV staff should develop and recommend clear project objectives and associated performance targets for its capital projects for endorsement by the MV Board. These objectives should include cost, scope and schedule, and potentially other objectives that the MV Board wants to achieve through its projects.
- MV staff should collect data to track and measure project progress against performance targets.

Robust Project Oversight

- MV should put in place a project oversight board that has the expertise required to effectively oversee projects
- MV should consider using project outcomes to manage projects instead of relatively low value dollar approval limits and contract approvals.
- MV should formalize a process for the MV Board to review major projects at stage gates with the benefit of input from an expert project oversight board.

Clear Roles, Responsibilities and Authorities

- MV should continue with its implementation of a centralized project management organization for its major capital projects. The core responsibilities of this group should be to:
  - Develop a clear project charter to define roles and responsibilities and authorities for efficient management and decision making;
  - Develop standardized processes, procedures, tools, and methodologies for managing and monitoring projects and for progress reporting;
  - Define KPIs and targets for projects;
  - Define project management oversight and support needs;
  - Recommend and assist with implementation of specific project management processes, procedures, and tools for individual projects;
  - Provide project management and contract administrative support through advice or through dedicated or shared staff; and,

- Develop a database for key project information and lessons learned to improve future delivery practices.

- MV's Operations groups that identify the need for a project should work together with the capital construction group throughout the project lifecycle, including when seeking approvals where changes in requirements or performance metrics occur.

Effective Risk management

- MV should focus attention early in the development of any capital project on assessing risks associated with construction and other project risks and develop plans to address them should they arise.
- MV should evaluate a range of forms of construction contracts for its projects to allocate risk and incent innovation and ensure it has the skills and experience to manage the contract models it uses.

Rigorous Project Reporting and Communication

- MV should ensure there are clear project success criteria in place that are reported against.
- MV should implement an external oversight group and have project managers present their results to them.
- MV should develop a consistent project and progress reporting structure that is reviewed at each level of oversight using the same data.

Appendix A Summary of Information from Jurisdictions Interviewed[3]

Criterion 1: Clearly Defined Objectives

A	B	C	D	E	F
Cost, schedule and scope are tracked. Ad hoc Use of social procurement objectives e.g., at risk youth employment. Only a few projects have performance measures.	Performance measures and targets for cost, scope and schedule clearly defined by Utility B elected officials in project board terms of reference and mandate. Project Board instituted others. Any potential deviation from cost, scope and schedule performance metrics requires project board to seek Utility B approval. Data are tracked to report on all performance measures.	Utility C elected officials have delegated this role to the Commission. Commission has established performance measures for cost, scope and schedule, but also now sustainability and environment, flow rates and maintenance frequency. They are considering adding measures to respond to climate change, good neighbor objectives, air quality etc. Project metrics to measure project performance are generally lacking.	Clear performance objectives and targets defined by Utility D. These are reviewed each year by the municipality. Independent utilities commission reviews all projects and approves them only if they are consistent with rates/objectives. Data are tracked to measure against	Defined by Utility E. Customer rates are set by the Board and can't be exceeded. Board also approves schedules and requires reduced energy consumption over time. Metrics are collected for these measures. Have "go/no go" objectives to increase equity and diversity and employment of minority and women owned businesses. No targets for these are set but contractors are required to report on efforts.	Utility F contractor and management define performance measures and targets (both for projects and staff work) that include performance measures and targets established by Utility F elected officials that are in Utility F's contract with the contractor. Data are tracked to

[3] *Jurisdiction names removed for confidentiality.*

			performance measures.		report on all KPIs.

Criterion 2: Robust Project Oversight

A	B	C	D	E	F
Staff at various levels have this. No independent oversight exists. Utility A elected officials use cost and contract approvals as a surrogate for oversight. No use of stage gate process but KPMG has recommended that they do this with council.	Project board performs this role on behalf of Utility B elected officials. Staff report to the project Board monthly, and more often if issues arise. All project stages are reviewed by the project board. The project board has full authority to implement studies, reviews etc. as it sees fit to oversee projects.	Commission established by elected officials to oversee water and wastewater. They oversee all aspects of operations, construction, public consultation, etc. The Commission is made up of 5 members appointed by the mayor. Each has a specific oversight role: workforce, environmental, financial, construction etc. They don't use a stage gate process to review projects.	Utility D corporation was established to provide oversight on behalf of elected officials. Utility D board has 4 (elected) councillors and 3 private sector representatives with expertise in capital construction. Utility D Board reviews projects at various stages and uses a stage-gate process. Utilities commission provides independent assessment of Utility D capital projects and must approve them before they proceed.	Utility E provides oversight on capital projects on behalf of elected officials from multiple states. Board of Directors is 11 representatives from districts (6) and jurisdictions (5). All appointed by the mayor. Board is composed of businesspeople, engineers, persons with utility and construction background, etc. Board has sub committees that do a thorough review of projects with staff.	The contractor's board uses internal project boards that receive regular reports. No elected officials are involved in governance but they have performance-based regulations in place that Utility F approves. Staff are incentivized to achieve desired performance outcomes for projects and for management. Use a formal stage gate process for internal approvals of projects (1. concept, 2.

A	B	C	D	E	F
		Even though they meet every 2 weeks, Commissioners are challenged to be able to spend the required time on any given project given the range of responsibilities assigned to them. A Board of Supervisors (elected) Capital Planning Committee receives reports from the Commissioners		Water and sewer issues are voted on by Districts only. Policy issues and governance is overseen by entire board. Board presents its plans to customers each year to present their plans and rate impacts. Wards (customer representatives) present to Board of Directors.	financial envelope approval, 3. budget request, 4. Release of funds, 5. change orders

Criterion 3: Clear Roles, Responsibilities and Authorities

A	B	C	D	E	F
Operating division does longer term planning and determines capital program and requests funding from Council.	Project board hires and directs staff working on project. Clear authority matrix and roles and	Robust authority matrix in place that is applied to every RFP, contract award and policy.	Good internal accountability. Cost of service modelling in place. Presentation of major projects to the	Board and its sub committees receive presentations from staff. Staff recommend capital projects required.	Every 5 years the Contractor prepares an application for revenue needs that includes an operations plan and a capital plan. This

A	B	C	D	E	F
Then capital division procures and manages on behalf of operating divisions. If inadequate funding operations staff return to council to request additional funds. Operations divisions do long term planning. Some tension between operating divisions and capital construction divisions.	responsibilities developed. Strong communication between project staff and operations staff in Utility B. Several project staff will continue to work for Utility B on the project in operations after its complete.	The Commission meets every 2 weeks to review progress. There is a lack of integration between operations division and capital division. This leads to a lack of accurate prioritization of projects. Fairly heavy level of bureaucracy and politics resulting in prolonged project decision making adversely impacting project outcomes.	utilities commission has created rigor in project planning. Good integrated resource plan (IRP) with a 25- year outlook to deal with water and wastewater. New IRP every 5 years Good relationship with municipal staff. Utilities commission lets them know if the relationship is too close.	Board presents to customers during the year to present plans and proposed rates. Approvals are based on implications to rates, not inputs – i.e., outcome focused and not controlled by inputs. Only issues brought forward once a budget is approved are legal. If politicians don't like what the rates look like (and therefore the budget for Utility E) they can change them (even though they have a 10-year budget).	must have an efficiency factor included. The Contractor approves or not. Clear project charter in place Project managers are required to present their performance metrics to the Contractor Board which approves them. These must include net income, safety etc. Decision authority is clear. Decisions are pushed down to the lowest level possible.

Criterion 4: Effective Risk Management

A	B	C	D	E	F
Risk registry exists for schedule, cost and scope but not otherwise. Traditional Design Bid Build delivery approach was outlined as a key contract approach. Larger projects (e.g. tunneling) attracts greater political oversight.	A well-developed risk register in place for the project that includes both construction and non-construction risks. Risks are assigned to managers to track. Portions reviewed by board at each meeting. Several different types of contracts used in the project.	Have a well-established suite of tools to manage risks but the risk management process is only well defined for construction projects. They have a limit on contingency depending on the type of project. Contingency estimates are regularly exceeded. Have done CM, DBB but no P3s. Every 2 years they "re-baseline" their project budgets.	Utility D Board has a separate committee dedicated to assessing risks. Utilities commission challenges project team, schedule, risk management framework, size of contingency etc. – very rigorous. Large project reviews are public. Outside experts challenge Utility D assumptions as part of utilities commission process.	Construction related risks are assessed and contingency established based on them. Don't reduce contingency as project proceeds until milestones are reached. Tends to "hide" dollars from finance dept. resulting in poor relations. Board sub-committees meet with staff and do a thorough review of projects and determine when they are ready to go to the Board. Construction management, design build, and design bid build approaches applied.	Use standard construction related risk management assessment and allocation of contingency. Project managers present their performance against targets with metrics regularly. Have a "controllable capital" performance measure that requires them to be within +/- 5% of their forecast costs.

Criterion 5: Rigorous Project Reporting and Communication

A	B	C	D	E	F
Don't have good tools in place to measure how they have achieved objectives. Once a project is approved oversight beyond staff is minimal unless additional funds are required.	Monthly reporting to project board. Monthly reports include information on project status and pending challenges to allow for corrective and anticipatory actions. Project board meetings are open and closed, and stakeholders can make presentations or see information online. Staff meet regularly with citizen stakeholders. Quarterly reporting to Utility B wastewater committee of Utility B Council.	Board of Commissioners is responsible for reviewing and approving everything but doesn't have the time to question risk assessment or contract implementation. Have annual reports, financial reports. Also have a waste- water capital report where they report on all projects quarterly.	Utility D staff have good control on projects with external advisors (engineers, lawyers, accountants). Good relations between Utility D and municipalities. IRP in place and reviewed publicly at utilities commission Annual report back to commission on what was approved and what was spent	Committees of the Board meet with staff monthly and do a thorough review of progress. Monthly program reports on all projects. Board does presentations to customers a few times a year to get their input. The Board of Directors presents its plan to Utility E commission.	Contractor staff oversee all capital projects. Staff report to Board and its committees regularly against performance criteria established for their project. Contractor produces quarterly reports that are reviewed by the utilities committee of the city. Anything outside of plan that counsellors request is tracked and costed. There is little long-term objective setting beyond the 5-year plan.

Appendix B: Public Sector Capital Infrastructure Projects Questions for Other Jurisdictions

Introduction/Background:

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. Its core services are drinking water, wastewater treatment and solid waste management. Metro Vancouver also regulates air quality, plans for urban growth, manages a regional parks system and provides affordable housing. The regional district is governed by a Board of Directors of elected officials from each local authority.

Metro Vancouver has a large capital infrastructure program in progress. It has recently established a capital project delivery unit, headed by General Manger Cheryl Nelms. Cheryl Nelms is leading a review of the way in which Metro Vancouver currently manages and oversees the implementation of its capital program and is seeking to learn more about what is working and what is not working with respect to the governance and oversight of capital projects in other jurisdictions. She is being assisted in this work by Dana Hayden. As part of this work, Cheryl Nelms and Dana Hayden would like to learn more about how your capital projects are governed, what works and potentially what challenges you are facing in implementing your capital projects.

We would greatly appreciate it if you would share your insights on capital infrastructure project governance. In particular, we are interested in learning about how you support project management and expenditure decision-making, accountability and transparency to:

- Monitor and control projects;
- Set performance measures and track them;
- Measure benefits and manage risks;
- Ensure a smooth transition to operations; and,
- Translate and incorporate "lessons learned"

The following questions are intended to guide our discussion.

Governance Structure/Model

Public infrastructure projects are often complicated and costly and as a result project oversight is particularly important. Some public sector organizations rely on in-house expertise to oversee projects, and some use fiduciary boards or advisory boards to utilize skills/expertise that may not be held by staff. We would like to understand what type of structure(s) you use.

1. Please describe/explain the type of governance structure you have in place for your capital projects:
   a. Do you have a Chief Project Officer for your capital project(s)? (i.e. even if you have a team of people working on capital projects, is there someone individually who is accountable for managing the project(s)?)

b. Do you have a project board?
c. Do you have an oversight board?
d. Does your oversight board provide direction to staff managing capital projects (fiduciary board) or does it provide advice to those managing capital projects (advisory board)?
e. Do you have a single capital project or several, and does your project board or oversight board (if you have one) deal with more than one project?

2. What process did you undertake to establish the governance structure you have?
   a. How did you determine that the governance structure you have was the best one for your jurisdiction?
   b. Does the structure include elected individuals?
   c. Was the structure endorsed by elected officials?
   d. What are the skills/experience that you have at each (and different) levels of your governance/oversight?
   e. Do you use internal staff to populate these structures or do you use expertise from outside your organization?
   f. If you have a project board, who decided which persons would be on these boards and who selected them?
   g. Did that process involve public disclosure of the delegation of any responsibilities of the elected officials?

3. What are the advantages of the structure you have in place? What works well?

4. What are the disadvantages of the structure you have in place? If you could change some things what would you change?

Public accountability and decision-making authority

Elected officials use different ways to "control" and provide oversight for public sector capital infrastructure projects, for example, through expenditure limits, or by putting in place oversight boards with elected and/or non-elected individuals. Where a non-staff fiduciary or advisory board is used, elected officials may be wary of delegating responsibility for high value/cost projects to individuals who are not staff. We would like to understand who is accountable for ensuring your projects are well implemented, what authorities are delegated to them, and what reports are produced. You may have this documented in a project charter, or it may be that the easiest way to explain this to us is with an organization chart.

1. What kinds of decisions can be made by whom at what level in the governance/oversight structure that you have in place?
   a. How are decision making authorities and accountabilities established?
   b. Are there financial limits or other constraints that are important in your oversight model?
   c. Do you have a project charter that lays out these decision rules?
      i. If so can you share it?

2. Do you contract specific types of services or expertise? What types of services do you acquire through contract (e.g. legal, procurement advice, fairness advisor, etc.)?

3. What is the reporting system that you have in place?
    a. How/how often do you report to senior management, elected officials, the public?
    b. What types of information is included in reports?
    c. Can you share an example of your reports?

Project Objectives

The public, and therefore elected officials, have high expectations for public sector capital infrastructure projects. In addition to key performance indicators such as cost, scope and schedule, there are often project objectives related to public amenities, safety, job creation, economic development, etc. We would like to understand what objectives (key performance indicators) are important for your project(s), and how you collect data to report on them.

1. How do you define project objectives? Who approves/endorses them?

2. Did you establish key performance indicators (KPIs) beyond cost, scope and schedule for your project(s) and if so what kind of KPIs do you track?

3. How do you measure/collect data to report on your KPIs?

Risk Management

Anticipating and managing risks is vital in large capital infrastructure projects. Some jurisdictions focus on risks associated with cost and schedule, and others use a more fulsome risk register that attempts to identify different types of risks, to quantify the likelihood of them occurring, and what actions will be taken by the organization to manage them. Often contingencies are established to manage risks. We would like to understand how you identify and manage risks, and whether you establish/allocate contingency funds to manage them.

1. How do you manage risks?
2. Do you use a risk register?
3. Who establishes your risk register?
4. What types of risks do you consider?
5. Do you establish project contingency funds associated with identified risks?
6. Are risks assigned to/managed by particular individuals?
7. How often is your risk register reviewed/updated, and who reviews it?

Integration with Operations

In some cases those individuals who will be operating a capital infrastructure project when it is built are involved in its construction. Sometimes construction is overseen by others, and then the project is "handed off" to those operating it. We would like to understand how you manage, or plan to manage, the transition from construction to operations.

1. How do you manage integration or hand-off between those responsible for construction of the capital project and those who will manage it?
    a. Are "operators" part of the capital construction team (the same team?)
    b. If these groups are separated, how is/will the handoff be managed?
    c. If these groups are separated, what challenges do you believe you'll have to manage.

Lessons Learned

Capital Infrastructure projects often take many years to plan, procure and implement. During that process, there are key learnings that ideally should be passed on so that the next projects can benefit from that knowledge. Often key staff or individuals will retire, be promoted or leave projects before they are completed. We would like to learn about how you manage the transfer of knowledge to take advantage of lessons learned.

1. Do you have a process in place to manage the transfer of knowledge from person to person, or from project to project?
2. Is the process effective?
3. If you could do something differently with respect to knowledge transfer what would you do?

Attachment 2

STAGE-GATE FRAMEWORK:

How a stage gate process enables informed decision making.

Date: 20 March 2021

ELLA ADVISORY SERVICES

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1 Background

Metro Vancouver is in the process of planning and implementing several significant capital infrastructure projects related to liquid waste and water services for the region. There is an understanding that the size, complexity, and volume of these projects requires a new approach.

One of the overall findings of the KPMG review completed in early 2020, was that Metro Vancouver needs to adapt how capital projects are delivered within the organization. The review also observed that there is no standardized or fully implemented stage gate process across the organization for approvals at key project milestones. Metro Vancouver has historically used the annual capital budget process and contract award approval process as surrogates for a formal stage gate process. Although staff in the Water and Liquid Waste utilities mapped out a Stage Gate Process for the utilities in 2018, only Stage Gate 1 (the very start of the project lifecycle) for minor capital (<$250K) projects has been implemented.

This is not consistent with other similar capital-intensive public-sector organizations delivering complex and high-risk projects. Decision makers should be provided with the opportunity to make informed decisions through the following lenses for the entire project lifecycle. This allows them to be strategically positioned to allow for early, timely and effective oversight.

Alignment	**Structure**	**Value**	**Risk**	**Implementation Capacity**	**Impact**
Does the project align with the organization's strategic goals?	How is the project/program structured?	Does the project represent good value?	Are risk mitigation plans in place for the project?	Can the project be delivered within the department's existing capacity?	Will it achieve outcomes? How will these be measured?

The objective of this whitepaper is to describe what a Stage-Gate model is, including how leading practices have been implemented in other organizations. The paper concludes with next steps and the expected outcomes of implementing a Stage-Gate Framework across Metro Vancouver's portfolio of large capital projects.

This whitepaper is one of a series of improvement initiatives, consistent with the KPMG review, to enhance project delivery throughout Metro Vancouver.

2 What is Stage-Gating?

Developed in the 1940s for large-scale engineering projects, the stage-gate process is a linear project management concept punctuated by stages of development followed by benchmarks for assessment.

It is used to determine whether a project is situated for success and therefore continues to warrant investment. When a decision is made to proceed to the next phase, the project is authorized to spend the funds that were allotted for the next set of planned work activities.

To make a decision at a gate, a project review at the end of each phase, should include: a revalidation of the project; confirmation that the intended benefits are still relevant and attainable; and an overall determination of the ongoing viability of the project.

Project Gates and Project Gate Reviews are both concepts that provide key communication opportunities as projects move through the project lifecycle.

Gates and Gate Reviews also provide a formal means of controlling project risk, monitoring scope changes, and maintaining stakeholder interest. Within an organization, Gate Reviews are also a means of project management process deployment and change management.

2.1 Key Components

The key components of a Stage-Gate model are:

1) Stage Gates
2) Gate Review
3) Gate Committees
4) Gate Keepers

2.1.1 Stage Gates

Stage Gates are key points in a project where a formal review of the project's current state is performed. They appear at the phase transitions of projects and represent a point in the project where the sponsor and stakeholders will review risk, expense, and reward. When a Stage Gate is encountered, a Gate Review is held to determine if the project should proceed or not and under what conditions.

Stage Gates are governance check points that support informed business decisions during the selection and delivery of a project or program.

Defining Each Gate

Typically project gates follow transitions within a Project Lifecycle. The Project Lifecycle is the full set of activities from the beginning to the end in a project. The lifecycle is divided into phases, which can be sub-divided into stages.

The Project Management Institute (PMI) describes the life cycle of a project in five phases including: conception and initiation, planning, execution, performance/monitoring, and project close. The following Environmental Scan summarizes how several organizations describe their project phases:

Government of Canada	UK Government	BC Hydro	Seattle Public Utilities	PMI
Initiation	Policy	Initiation	Initiation	Conception and Initiation
Planning and Identification	Feasibility	Identification	Options Analysis	Planning
	Appraise and Select			
Definition	Define	Definition	Design	
Implementation	Deliver	Implementation	Construction	Execution

Close-out	Operate, Embed and Close	Close-out	Project Close

Typical Project Stage-Gate Model:

Gate approval points are positions at the end of key stages in the project life cycle to allow decision-makers to confirm that the proposed project solution remains in alignment with business needs and priorities. Each gate is a formal approval point, which presents key information to management, typically categorized in terms of cost, schedule, scope, procurement, and risk.

According to BC Hydro's Project Lifecycle (see Figure 1), the project lifecycle is the full set of activities from the beginning to the end in a project. The lifecycle is divided into four phases, which are, in turn, sub-divided into stages. The stages are determined based on the major parts of project performance (e.g. Initiation; Identification – needs, conceptual design, feasibility; Definition – preliminary design, regulatory approval; Implementation – detailed design, procurement, construction, commissioning & acceptance, and completion) and the need for control by the organization's management applying gates and checkpoints for go/no go decision making.

For each project that advances through to completion, the Initiation, Identification, Definition, and Implementation phases are always required, but the magnitude of the content and the rigour of review will vary depending on the individual project.

Procurement activities occur throughout all phases and are required to comply with procurement policy and practices.

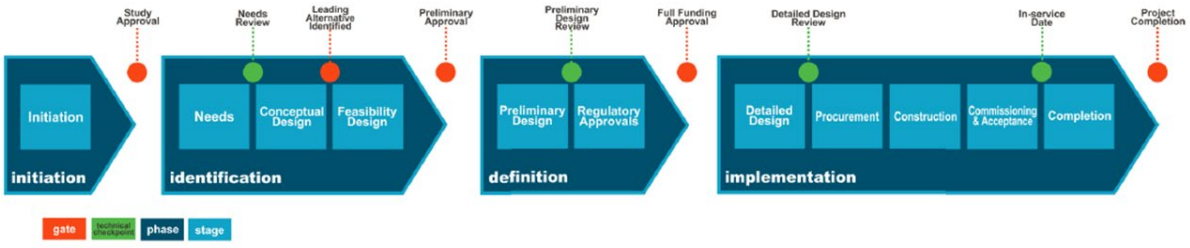

Figure 1 – BC Hydro's Project Lifecycle with gates.

2.1.2 Gate Reviews

Gate Reviews should accomplish the following:

- A review of the project by decision makers (ie not the project team).
- Assessment of readiness for project to go forward.
- A revalidation of the project's purpose.

- A recap of recent project history.
- A look into the project's near-term plans.
- A re-commitment of resources.
- Expenditure authorization for the next phase and procurement contracts.

Defining the Gate Review Process

Gate reviews provide decision makers input at specific points in the project life cycle when further progress entails higher investment and commitment[1]. At the Gate Review the project manager advises on progress made to-date, changes since the last Gate Review, and the plan for the work between this Gate and the subsequent Gate. To be effective Gates should address the two key causes of project failure: scope changes and risk. Formal (change order) and informal scope changes (unknown complexity), and new risks and risk assessments should be Gate topics. Gate Reviews give decision makers visibility into the project's progress to-date, changes since the last Gate, and the project manager's plan for the near term. At this point decision makers may let the project proceed, delay, alter, or cancel the project before further work is performed.

A gating decision typically is known as a go/no-go decision. The decision may recommend any one of the following:

	Decision	**Meaning**
GO	Proceed	Continue to invest in the project.
GO	Proceed with conditions	Continue to invest in the project acknowledging that certain conditions must be met prior to the next gate
NO GO	Not ready to proceed	Finalize outstanding items to meet any necessary conditions and then return to the gate to confirm readiness to proceed
NO GO	Terminate the project	Cancel the project as it is not longer considered viable or is no longer aligned to organizational priorities

As a result of a successful Gate Review, the project manager has obtained the concurrence that the work to-date is satisfactory, risk is controlled, scope is being addressed, the plans are sound, and the organization remains committed to the project.

Gates and Gate Reviews are not periodic. Gates occur at phase transitions and thus are paced by the rate of progress and complexity of the project. Gate Reviews address progress to-date, scope, detail plans for the next phase, sponsor recommitment, and authorization to proceed into the next phase. Gates represent a point in time when the project manager may be told to execute the next phase per the plan, rework one or more of last phase's deliverables, or revise and resubmit the plans for the phase. A Gate Review can also cancel a project if the project's purpose and benefit are no longer consistent with the risk, required resources, or strategy of the organization.

[1] https://www.pmi.org/learning/library/contemporary-gate-philosophy-implemented-outcome-7786. Stratton, R. W. (2003). Project gates: "Chutes and Ladders®" for project managers. Paper presented at PMI® Global Congress 2003—EMEA, The Hague, South Holland, The Netherlands. Newtown Square, PA: Project Management Institute.

2.1.3 Project Management Framework & Project Governance, Gate Committees and Gate Reviews

2.1.3.1 Project Management Framework & Project Governance

A Project Management Framework includes a project governance structure that includes authority limits, decision making roles, quality assurance needs, reporting structure, accountabilities, and responsibilities.

The main participants in project governance are as follows:

- Project Sponsor
    - Accountable for enabling the successful planning, definition, implementation, transition, and close-out of the project.
    - Decides if a project is ready to proceed to a gate.
- Project Approval Authority (ie Gate Committee)
    - Provides clear, documented approval within the boundaries of scope, budget, risks, and benefits.
    - Conducts a due diligence review commensurate with the scale, complexity and risk of the project prior to granting of approval.
- Project Manager
    - Manages the project on behalf of the organization, including managing, within their authority level, the financial and human resources.
    - Prepares the Gate Review submissions after Initiation Gate Review
    - Authority is delegated by the Project Sponsor.
    - Accountable to the Project Sponsor for the successful delivery of the project, and for achieving the approved project outcomes within the approved cost and schedule.
- Gatekeeper (Corporate Project Management Office)
    - Manages the integrity and rigour of the stage-gate process on behalf of the organization.
    - Supports the stage-gate process by presenting submissions to the Gate Committee and provides integrated advice and administrative support.
    - Ensures that the Gate Committee's membership includes relevant Subject Matter Experts (SME).
    - Establishes the processes, templates, and tools, and training.
    - Provides guidance and advisory services for the Stage Gate process to Project Managers.
    - Performs a challenge function and advises Gate Committee members on submission readiness.
    - Executes the analysis on project health and provides a means of direct escalation of issues and risk to the Project Sponsor.
- Business Owner
    - Responsible for identifying the need/opportunity.
    - Prepares the Gate Review for the Initiation Gate Review.
    - Ensures that the project deliverables meet user requirements, business processes and overall operational service needs.
- Benefit Owner

  - Responsible for accepting the identified benefits.
  - Representative of the client stakeholder (e.g. O&M).
- External Project Steering Committee (Typically in place only for large complex and high risk projects)
  - Provides expert advice to augment skills and experience of organizations.
  - Provides expert advice related to project management, risk management, reporting, stakeholder engagement, design and construction, and delivery methods.

2.1.3.2 Role of the Gate Committees

The gate committee is an essential component of the project governance process. It provides oversight and endorsement at identified points along the project life cycle. At the gate meeting, the project will either be endorsed to proceed for budget approval of the next stage/phase, be terminated or will be required to repeat all or part of the current stage/phase. The gate committee will also review requests for other approvals such as increases to the project budget or change orders for procurements.

During the project life cycle, the gate committee may also receive mid-phase project briefings related to specific issues. The gate committee may provide advice or approve a recommended action, depending on the issue.

Typically, the composition of the gate committee is linked to the scale, risk and complexity of the projects under consideration. For example, the BC Hydro Board of Directors is the "Gate Committee" for projects greater than $45 M. For Government of Canada projects, a dollar threshold is not the driver for projects approved at the cabinet committee "Treasury Board" responsible for Expenditure Management. All departments and agencies must submit projects that are determined to be high risk and complexity and that exceed the capacity of the department.

Regardless of the composition of the Gate Committee, or the size, risk, and complexity of the project under consideration, the following are the lenses that are used to assess the information provided during the gate reviews.

Decision Body Lenses					
Alignment	**Structure**	**Value**	**Risk**	**Implementation Capacity**	**Impact**
Does the project align with the organization's strategic goals?	How is the program or project structured?	Does the proposal represent good value?	Are solid risk mitigation plans for the project?	Can the project be delivered within the department's existing capacity?	Will it achieve outcomes? How will these be measured?

2.1.3.3 Gate Reviews

The following is a description of typical gates, key decisions, and considerations:

GATE 1: Initiation: Approval to proceed to Planning Phase.

The goal of the initiation phase is to determine whether a problem or opportunity is worthy of additional investment in the time and resources required to gather data, refine the understanding of the issue, and assess possible responses or solutions.

The key decision for the Gate Board is to authorize expenditures for the Planning Phase (ie seed funding and resource allocation).

Key Considerations for Gate Committee Members:

1. Is this a valid need/opportunity (problem statement) aligned with the organization's strategic objectives? Investment Plan?
2. Does this represent a priority for our resources?
3. Is the scope of the problem statement clearly defined? Is it related or aligned with any other need/opportunity?
4. Are the right alternatives being considered?

GATE 2: End of Planning: Approval to proceed to Definition Phase.

The goal of this phase is to study the benefits and costs, as well as other non-financial criteria of each option, including the option of no project – i.e. maintaining the status quo. This is typically summarized in a business case which includes a clear problem definition and documents the study and evaluation of several options through reasoned analysis and clear criteria. It reflects both quantitative and qualitative analyses. This analysis culminates in a recommended solution to the problem statement.

The recommended solution should include a project plan (e.g. scope statement, project budget, project schedule, procurement options analysis and strategy, risk management plan, communications plan, and human resourcing plan). The source of funds as well as consideration of ongoing life cycle costs and any decommissioning costs (if replacing an existing asset) should also be included. The objective is to present the information decision makers need to make an informed choice. For many organizations, the proposed solution sets the project baseline that is used to compare variances as the project is further developed.

At this gate, the Gate Committee makes the following key decisions:

1) Approves the project (or not).
2) Authorizes expenditures for the Definition Phase (for project definition and/or preliminary design, technical studies, advisory services if required).
3) Authorizes contracts for procurements within the Definition Phase.

Key Considerations for Gate Committee Members:

1. Does the recommended solution maximize the benefit to the organization?
2. Is the recommended solution timely?
3. Is the recommended solution scope clear enough to proceed to the Definition phase?
4. Does the project plan address all key aspects of project delivery in a complete and effective way? Is the project adequately resourced?
5. Are the risks to complete Definition phase as proposed adequately managed?

GATE 3: End of Definition: Approval to proceed to Implementation Phase.

At the end of the Definition Phase, the cost estimate for the project should be available as well as the final business case, and project plan for the implementation process.

It is at this gate that the Gate Committee makes the following key decisions:

1) Approves proceeding to implementation (or not).
2) Authorizes expenditures for the Implementation phase.
3) Authorizes contracts for procurements (design, construction, equipment, etc.).
4) Authorizes real estate transactions (if required).

Key Considerations for Gate Committee Members:

1. Does the recommended solution maximize benefits to the organization and key stakeholders?
2. Is the project still affordable? Is funding available?
3. How does the project affect other projects within the overall capital portfolio?
4. How are costs going to be contained?
5. Are the risks to completing the Implementation phase as proposed adequately managed?

Gate 4: End of Implementation: Approval to Close the Project

In this phase, project outcomes are examined to ensure that the work is complete and has met all the project objectives. Understand if there are any material deficiencies or outstanding needs for expenditures and how they are going to be addressed.

Key considerations:

1. Did the project meet its objectives?
2. Is the project complete, including resolution of all outstanding deficiencies or defects?
3. Reviewing and accepting any ongoing Indigenous, environmental and/or stakeholder commitments.

2.1.4 Gate Keeper

The Gate Keeper's role in the Gate Review is to make sure the project proceeds with an enterprise-wide re-commitment to the (current) scope, required resources, estimated risk, and other enterprise and project interests. The Gate Keeper should be neutral regarding the outcome of the Gate Review. The Gate Keeper should chair the Gate Review meeting, set the agenda, and invite the participants. The Gate Keeper should also know good project management principles and what should be expected of project managers considering their experience and their project.

Gate Keeper staff support the process by presenting cases to the Gate Committee and provide integrated advice and administrative support. They also perform a challenge function and advise Gate Committee members on the readiness of submissions. Gate Keepers also establish the processes, templates, and tools.

Gate Keeper staff manage the integrity and rigour of the Stage-Gate process for the organization. A key task is to review submissions for:

- clarity, completeness, and quality
- business case and value for money
- compliance with existing legal and policy requirements
- program operations and viability
- risk and mitigation
- design and implementation
- alignment
- regulatory quality and adherence to the organizational directives on social and economic priorities

2.1.5 Applicability

A Stage Gate process can be applied to all projects – regardless of their classification (scale, risk, and complexity). How it is applied, the level of documentation and who the decision makers are – is all scalable.

Many organizations assess projects based on risk and complexity, in addition to the project budget (scale) to determine the level of project governance and oversight required. The Government of Canada uses the following categories to assess project risk and complexity:

- Project Characteristics
    - The greater the complexity of a project, the greater the potential for risk and the greater the need for a high level of project management maturity or capacity.
    - This category is designed to build a profile of the project, its level of complexity and potential for risk and areas of concern.
- Strategic Management Risk
    - This category is intended to establish the project's alignment with the objectives and/or priorities of the organization and its commitment to the project.
- Procurement Risk
    - When a project includes significant procurement activities, the importance of clear scope, requirements, risks, and cost constraints is only increased. A sound understanding of the scope, requirements, risks and time and cost constraints for both the project and any and all related contracts is critical in order to support the selection of the best contractors (vendors) and the awarding of applicable contracts.
- Human Resources Risk
    - This category assesses the extent to which the project has the right skill sets in place to deliver the approved project scope. How a project is staffed will greatly influence a team's ability to manage the project’s identified complexity and risk.
- Business Risk
    - This category is to determine the state of readiness of the business for adopting the services being provided by the project.
- Project Management Integration Risks
    - This category is to assess whether the right strategies, controls, and project management skills and supporting activities are in place to:

        - Plan a project effectively through integrating the planning elements of scope, schedule, cost, and risk; and
        - Keep the project on track through aggregating scope, schedule, cost, and risk progress information, taking corrective action where needed to remain in alignment with the plan.
- Project Requirements Risks
    - This category is to assess various aspects of the requirements of the project. This includes the actual nature of the requirements as well as some related issues such as how difficult requirements are to gather and how well they are documented. To what extent do the specific requirements of the project add risk and complexity?

In many organizations, even projects assessed as low risk/complexity, and dollar thresholds are subject to the gating process. What differs between those low risk/complexity and high risk/complexity projects is the depth and breadth of documentation, the composition of the Gate Committee and the authority to make the decision to proceed or not. These are concomitant with the delegated authorities within the organization.

With this approach, only projects that are high risk and high complexity are submitted to the highest level of authority or decision making. Decision makers are thus strategically positioned to allow for early and timely oversight.

3 Implementation of a Stage Gate Model – Leading Practices

Organizations that employ a Stage-Gate model in their capital investment decisions have the following commonality in its design and implementation.

Investment/Long-term Capital Planning Frameworks

Capital intensive organizations are generally guided by high level three-to-five-year investment plans (or long-range capital plans) that are informed by asset management plans and specific project plans. These high-level plans are supported by and reflect program/business plans that are updated annually or bi-annually.

These plans guide organizations and provide a basis for prioritizing specific problems, opportunities and infrastructure or other capital projects. Integrating these priorities across business lines also ensures that resources are allocated and re-allocated based on a set of criteria established through strategic planning processes.

Once this strategic investment planning and project management framework is set, organizations can then allocate resources to investigate specific issues, problems, or opportunities and to make recommendations. This may mean developing a business case for implementing a response to the issue, or it may mean no additional action is recommended.

These investment/long-term capital plans are typically approved at the highest level of governance in an organization. By presenting a multi-year, prioritized, integrated plan to decision makers, they are provided with a holistic picture of investments at the enterprise level and are strategically positioned to

allow for early and timely oversight. Once approved, the investment plan provides the spending envelope that the organization works within to undertake the stated priorities in the plan.

However, the inclusion of proposed projects in the investment/long-term capital plan does not automatically confer the approval of the project. The authority to advance the project is granted through the organizations' project approval process (typically a Stage-Gate model). Thus, the project is not a project until is actively "approved" by the appropriate body delegated to approve projects and associated expenditures.

Challenge and Support Function

To actively manage a meaningful investment planning and project management framework, most organizations have dedicated resources that provide both a challenge function to the proposed investments and act as a gate keeper for the Stage Gate process. This function ensures that Gate Committee members are provided with accurate information and sound advice for making decisions. This is achieved through a rigorous scrutiny of project proposals. Through its challenge and oversight role, this function provides an enterprise perspective for Gate Committee members, strengthening how the organization is managed and ensuring value for money in spending and results for stakeholders.

This function also provides advice and guidance to departments/business lines who are preparing project submissions, and it provides recommendations to Gate Committee members on expenditure and management policies as well as developing standardized tools, templates, and processes.

Integration of Procurements and Property Decisions within Projects

Project-based procurements and real property (land) transactions are fully integrated into the governance, management, and oversight of projects. Procurement options analyses, procurement strategies are key elements of project approval documentation. Procurement contracts are approved within the context of the entire project/program.

Standardized Project Management Frameworks

Project Management Frameworks provide mandatory processes for project approvals - supported by tools, templates, and guidance documents. These include clear accountabilities and definitions re: key reviews and oversight, delegated authorities, and terms of reference for committees. One important element of standardized project management frameworks is cost estimating.

Application: All Projects + Full Project Life Cycle

Generally, Stage Gate processes apply to all projects regardless of scale, risk, and complexity. While projects with lower scale/risk/complexity and dollar thresholds are subject to the gating process, the nature of the documentation, the composition of the Gate Committee and the authority to make the decision to proceed or not, would be concomitant with the delegated authorities within organizations.

In addition, the Stage-Gate process applies to the full project life cycle (i.e. every phase/stage from Initiation through to Close-out).

4 Complementary Project Delivery Improvement Initiatives

Following the creation of the Project Delivery Department in Metro Vancouver in 2020 and the work completed by KPMG, best practice reviews have been undertaken including: Governance and Cost Estimation. Recommendations from these reviews also referenced stage gate processes as follows:

- Cost Estimation Framework identified a Best Practice: "Formalized cost and scope stage gate process."
- The Interjurisdictional Governance Review recommended:
    - Put in place a project oversight committee that has the expertise required to effectively oversee projects.
    - Consider using project outcomes to manage projects instead of relatively low value dollar approval limits and contract approvals.
    - Formalize a process for the Committee to review major projects at stage gates with the benefit of input from an expert project oversight committee.

To continue to enhance project delivery across Metro Vancouver's portfolio of large capital projects, and to complement the other targeted initiatives (Cost Estimating Framework, Interjurisdictional Governance Review) a Project Management Framework will be developed that will provide the overarching policy foundation for the planning and delivery of projects. The Project Management Framework will consist of processes, systems, and controls, anchored in project management best practices. Embedded within the project management framework will be an approach to project gating.

5 Implementing a Stage-Gate Framework at Metro Vancouver

These next steps focus on Stage Gate Framework, and it is expected that Metro Vancouver will also consider other initiatives in all areas of project delivery. It is understood that this work will be led by the corporate Project Management Office (PMO) who will work collaboratively across Metro Vancouver.

- Formalize stage-gate approach, scaled based on size and complexity/risk.
- Prepare a road map for implementing the Stage-Gate Framework across the entire organization.
- Develop guidelines for project classification considering project size, risk, complexity, and cost estimate.
- Assess competencies, identify gaps in project management expertise.
- Develop tools, templates, and guidelines to enable and support the Stage-Gate Framework.
- Develop and deliver training for the stage-gate process.
- Collaborate with other similar agencies to identify and apply best practices and lessons learned.

6 Conclusion

The benefits of a Stage-Gate process are clear, tried, and true and have been adopted by similar capital-intensive organizations to Metro Vancouver. To ensure that the management of programs and projects provide value for money and that they are delivered successfully, timely and cost effectively,

expectations for their direction must be set. There is a requirement to ensure that there are appropriate processes and controls in place to effectively manage projects, deliver expected results and limit risk to stakeholders.

Key benefits of a Stage Gate process:

- Defines what points where go/no go decisions will be made.
    - Describes what information and documentation will be provided for those decisions.
- Defines the project baseline:
    - Scope, schedule, cost, risk and other critical socio-economic objectives (e.g. Indigenous participation, equity, diversity, heritage, sustainability).
- Adopts a risk-based approach to the management of projects.

While Metro Vancouver has mapped out a credible Stage-Gate process, it has not been implemented past Stage-Gate 1 and only applies to projects less than $250k – essentially minor capital projects.

Formalizing a Stage Gate process for Metro Vancouver and implementing it across the organization, starting with the major capital projects that are now under the responsibility of the Project Delivery Department, will significantly improve the consistency and effectiveness of decision-making and likelihood of success for capital projects for the organization.

7 References

1. Directive on the Management of Projects and Programmes, Government of Canada*:* *https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=32594*

This directive ensures that government projects and programmes are effectively planned, implemented, monitored, controlled and closed, so that the expected benefits and results are realized for Canadians.

2. Project Delivery Standard 1.2, HM Government, Government Functional Standard GovS002: Project Delivery: https://www.gov.uk/government/publications/project-delivery-functional-standard#:~:text=The%20Project%20Delivery%20Functional%20Standard,It%20contains%207%20main%20elements%3A&text=Governance%20and%20roles%20of%20portfolios,Portfolio%20management

The standard sets expectations for the direction and management of portfolios, programmes, and projects in government.

3. *Chapter 1 SPU Design Process, Seattle Public Utilities:* *http://www.seattle.gov/Documents/Departments/SPU/Engineering/1DesignProcessFinalRedacted.pdf*

This chapter of the Design Standards and Guidelines (DSG) explains a typical design process from project initiation through commissioning for a Seattle Public Utilities (SPU) traditional design bid-build project. The primary audience for this chapter is SPU engineering staff. DSG standards are shown as underlined text.

BC Utilities Commission Oversight of Metro Vancouver – A Discussion Paper

Purpose of this Briefing Note

An idea has emerged relating to the oversight and regulation of projects overseen by the Metro Vancouver's utilities (GVS&DD and GVWD). Specifically, the question has been raised as to whether the British Columbia Utilities Commission (BCUC) could provide regulatory oversight for Metro Vancouver's utilities – including projects and capital cost planning and allocations to municipal taxpayers. Deloitte has been engaged by Metro Vancouver, with the support of Dana Hayden, to provide an independent overview of this concept, a summary of the opportunity and potential risks, and other considerations for the Governance Committee and broader Boards of Directors as they consider this governance option.

Background on BCUC

BC's first dedicated utilities regulator was introduced in 1919, when the BC government established the Public Utilities Commission (PUC). It was dissolved shortly after, only to be reinstated in 1938, then replaced by the BC Energy Commission in 1973, and eventually by the current BCUC in 1980. Today the BCUC is an independent regulatory agency of the Government of BC regulating rates and standards of service quality, primarily governed by *the Utilities Commission Act* (as well as sections of the *Clean Energy Act*, *Administrative Tribunals Act*, *Insurance Corporation Act* and *Freedom of Information and Protection of Privacy Act*). The BCUC also administers BC's *Fuel Price Transparency Act*.

The Commission's primary responsibility is the regulation of British Columbia's natural gas and electricity utilities. They also regulate intra-provincial pipeline, fuel prices and the Insurance Corporation of British Columbia (ICBC). Aside from rate regulation, BCUC also ensures shareholders of utilities earn a fair return on their invested capital – in effect equally serving both the customers and providers of the utility services.

With respect to ICBC, BCUC is responsible for ensuring that services to basic automobile insurance policyholders are adequate, efficient, just and reasonable, and that ICBC optional insurance is not subsidized by other ICBC operations.

As a provincial government agency, BCUC also reviews energy-related matters referred by Cabinet and has a key role in implementing provincial government policy. The Commission has been self-funded since 1988 with an annual budget of approximately $20 million recovered primarily through a levy on the companies that it regulates.

Potential Opportunities for BCUC Oversight

1. Stronger independent oversight & accountability

As an independent regulator that reviews rates, service quality, and capital plans for energy and insurance utilities, BCUC could address concerns about oversight and limited external scrutiny over rate increases or capital project decisions. Such decisions would be tested through formal, in-depth, evidence-based hearings.

2. More rigorous cost control & rate scrutiny

Utility-style regulation requires extensive justification of rate increases and major projects, and forces long-term financial discipline (e.g., project lifecycle costing, demand forecasts, etc.) and can minimize some political influence on spending decisions. In addition, rigorous oversight could potentially reduce the risk of poorly scoped infrastructure decisions but is obviously not a replacement for strong project management oversight or managing cost overruns.

3. Increased transparency

BCUC processes are public legal proceedings, with filings, evidence, interveners, extensive reporting and published decisions. This may conflict with the intentions of a board of elected officials operating as a federation of municipalities where other interests would need to be considered, and municipal confidentiality may take precedent. This type of legal proceeding would also allow members of the public, industry representatives, First Nations, and other stakeholders to provide their written and verbal perspectives for the Commission to consider.

4. Improved public confidence

Independent oversight, justification of costs and rates, and improved overall transparency provide the public with significant detailed visibility into decisions made, potentially reassuring ratepayers that decisions are being made in the public interest and that costs have been independently challenged before being passed on through annual utility bills.

5. Consistency with other essential utilities

Electricity and natural gas in BC are already regulated under the BCUC; however, it should be noted they are provincial-wide services provided in some cases by (non-government) corporations. BCUC regulation would evaluate water and wastewater treatment as a core utility infrastructure rather than a municipal or regional service. This level of oversight would likely drive standardized practices across the various regulated utilities in BC (including rate design, asset management, performance metrics, etc.).

6. Reduced political influence on pricing

The current Metro Vancouver utility boards are comprised of municipal politicians with limited independent oversight over their decisions. BCUC oversight could eliminate some political pressures, weighting decisions away from political or regional quality of life factors towards quantitative economic, engineering, and system reliability factors. However, it should be noted that given the Board of Metro Vancouver is comprised of elected officials with infrastructure projects occurring within their jurisdictions, subject to provincial and federal regulation and influence, BCUC is not able to eliminate political influence.

Potential Challenges of BCUC Oversight

1. Loss of local democratic control

Metro Vancouver's governance model is based on municipal representation and weighted voting, therefore BCUC oversight would result in major rate increase decisions to effectively move from elected officials to appointed commissioners. This would not reduce the influence municipalities have over regional infrastructure priorities but could remove their ability to allocate unfair rate

increases to specific municipalities. Regional political trade-offs (growth, affordability, environmental goals, resilience, etc.) could become more regulatory and less political in nature. Residents would also lose some democratic control; in the sense they cannot 'vote out' BCUC Commissioners in the same way they might their elected representatives.

2. Slower decision-making and project approvals

Given the legal structure and fiduciary responsibilities of the Commissioners, BCUC proceedings can be extensive, lengthy and evidence heavy. This would require annual rate increases or major capital projects to undergo regulatory hearings before proceeding. Enhanced scrutiny could prevent costly mistakes, but urgent infrastructure investments could face delays, and regulatory uncertainty could complicate project scheduling – especially given water and wastewater projects often need decades of planning or alternatively to react quickly to federal regulatory changes.

3. Challenges in establishing baseline rate structures

Regulated utilities such BC Hydro, Fortis, or ICBC operate following a defined capital cost and activity-based rate structure. Periodically these utilities will apply to BCUC to increase their rates and the BCUC will facilitate a rate hearing to determine whether a sufficient basis for the increase exists or not. Metro Vancouver does not currently bill customers on a water, liquid waste or solid waste usage rate system, but rather a capital and operating cost allocation model. There would need to be some framework in place to meter water, solid waste and liquid waste and create a rate costing structure and drive changes to an annual or biannual rate hearing. Metro Vancouver would then have to manage their project costs and timing within the annualized rate-based budget. This is largely similar to the current model where project and operating costs are forecast within a budget envelope approved by the elected officials on each utility Board.

4. Risk of underinvestment in infrastructure

The BCUC's mandate is generally focused on ensuring rates are "just and reasonable" and that profits and returns to corporations and their shareholders are also equitable. Given the desire of the public to avoid rate increases (at least until failures occur), there would be significant political pressure to keep rates low which in turn could make it harder to fund large future critical infrastructure projects. Rejected projects or rate increases could also result in the temptation for maintenance or upgrades to be deferred.

5. False promise of savings

Climate adaptation, seismic upgrades, water security projects, and wastewater treatment upgrades often require very large long-term spending commitments. Metro Vancouver's wastewater planning already involves legally binding regional and environmental obligations as well as constantly evolving complex federal and provincial regulatory compliance requirements. BCUC would not interfere with the need to address regulatory or legal compliance. Rate regulation can sometimes create apparent short-term ratepayer savings by forcing the delay of projects, reductions in project scope, or deferring of expenditures, possibly at the cost of quality and reliability of infrastructure.

6. Added regulatory costs and bureaucracy

BCUC oversight is not free from a cost or resourcing perspective. Regulatory oversight of Metro Vancouver's utilities could require additional regulatory staff at BCUC (currently approximately 80 staff) and within Metro Vancouver; the development of a formal rate application process; independent consulting reports; expert evidence; intervener costs; internal and external legal counsel costs; formal public hearings; additional compliance reporting; municipal engagement; and many other inherent costs. While these costs might be small relative to Metro Vancouver's utility budgets (likely a few dollars per household annually), they would still ultimately be paid by ratepayers. As in other regulated utilities, internal resources are largely only required to support infrequent rate/project hearings, but this would imply Metro Vancouver would have to support these hearings using external contract/consulting resources.

7. Tension between regional growth policy and utility regulation

Metro Vancouver often uses rates, development cost charges, and infrastructure investments to achieve broader regional objectives (such as growth management, environmental protection, water conservation, food sustainability, long-term wastewater capacity planning, etc.). There is already significant public debate regarding infrastructure charges and affordability impacts. While the regulator looks at the need for project spending and the equity to current taxpayers, local governments are also looking for alignment with regional growth, environmental, housing development, and sustainability objectives, as well as local municipal policies and goals. BCUC can ultimately only review rates and spending in accordance with legal and financial facts, while local and provincial governments can make major policy changes outside the regulatory process, potentially overriding the intentions of the regulator. BCUC would also not play an adjudication or mediation role between municipalities – they simply respond to the legalities and facts placed before them. It would still be up to the elected officials on the utility boards to debate the merits, timing and scope of the proposed projects.

8. Provincial Support

The BCUC is an independent regulatory agency of the Government of British Columbia established through legislation. Legislative amendments would be required to change its mandate if water and sewage utilities were to be regulated by the BCUC. Similarly, it is likely there would need to be legislative change in the Local Government Act, as well as policy change and additional support from the Ministry of Housing and Municipal Affairs. Consideration would also have to be given as to the impact on other regional districts and providers of water and liquid waste services in BC. The BCUC would need to obtain commissioners and staff who have the expertise to regulate Metro Vancouver's utilities.

Comparison with other utilities

A review of other utilities currently regulated by BCUC generally indicates various perceived improvements, including:

- Better public disclosure
- More rigorous business cases

- Independent review of capital projects
- Lower risk of unchecked spending
- Increased public confidence.

However, critics tend to emphasize several challenges:

- Longer project approval timelines
- Higher administrative costs and increased bureaucracy
- Risk avoidance culture in decision-making
- Potential reluctance to pursue ambitious long-term investments
- Difficulty applying a utility-regulation model to organizations whose corporate objectives extend beyond utility service.

BC Hydro has been subject to varying degrees of BCUC oversight, depending on the government in power and the nature of the infrastructure project (e.g. Site C Dam). The level of transparency, public consultation, independent examination, evidence gathering, industry challenge, and overall diligence required by BCUC is much stronger than other municipal utility project oversight processes. However, given the size of these projects, reviews can take a considerable time. Provincial Governments have also exempted projects from the process for urgency or political reasons, and certainly BCUC oversight has not replaced the government's legislative authority.

ICBC did experience stronger oversight and improved transparency around rate requests after falling under BCUC regulatory authority, however, broader policy decisions (often directly affecting rates) remained with the Provincial government.

FortisBC is likely the clearest example of effective regulation (perhaps in Canada), with regular scrutiny of rates and expenditures; independent review of proposed investments; fair challenge of utility proposals by consumer groups and industrial customers; and ultimately the need to demonstrate that expenditures are prudent and necessary. FortisBC, as a public company with a professional board, is not accountable to the political needs of the communities in which it operates, so the BCUC does provide a level of accountability to the taxpayer beyond the shareholders' needs. Drawbacks cited did include the cost, bureaucracy and technical nature of the BCUC proceedings, as well as the fact that the regulatory process tended to lengthen project timelines.

Potential Cost of BCUC Oversight

There is no estimate of what it would cost the BCUC to regulate Metro Vancouver's water, solid and liquid waste utilities, but some reasonable comparisons can be made. For large, regulated utilities such as FortisBC and BC Hydro, regulatory costs are a very small fraction of total revenue – less than 1%. For a utility system as large and complex as Metro Vancouver's, annual incremental costs in the range of $5 million to $10 million per year would not be surprising. The exact amount would depend heavily on the scope of oversight and the number of major projects under review.

Direct regulatory costs would likely include:

- BCUC staff time (engineers, economists, accountants, lawyers, etc.)
- Hearings and adjudication
- Independent expert and consulting reviews
- Industry participation funding
- Metro Vancouver's own regulatory affairs staff and consultants
- Preparation of rate applications and capital project submissions

It is less clear that regulatory oversight consistently produces large reductions in total capital spending and rate reductions. More often, regulators improve the quality of decision-making rather than dramatically reducing costs. However, even small improvements in multi-billion-dollar capital projects can generate significant savings outweighing the costs of additional oversight and scrutiny. These savings could come from:

- More rigorous project review before approval
- Challenges to cost estimates and contingencies that may be larger than necessary
- Better procurement and contracting discipline stemming from external scrutiny
- Stronger incentives to control scope creep and avoid "gold-plating" infrastructure
- Improved financial transparency and identification of inefficiencies that might have otherwise gone unnoticed

However, the hidden costs and potential offsets can quickly exceed any major project savings and could include:

- Longer approval timelines
- Additional reporting requirements
- Delays to capital projects
- Increased administrative workload

More importantly, many of Metro Vancouver's costs are driven by factors that a regulator cannot easily change, such as:

- Federal and Provincial Environmental regulations
- Population growth and capacity requirements
- Inflation in construction costs
- Labour shortages
- Contractor failure
- Macroeconomic and geopolitical shocks
- Seismic resilience requirements
- Climate adaptation investments
- Global supply chain disruptions
- Land acquisition and permitting costs

BCUC may question whether a project is prudent, but it cannot eliminate many of these underlying cost drivers. Furthermore, delaying projects or extending the timelines may just result in the uncontrollable factors noted above having a much greater long-term impact on ratepayers.

Conclusion

The strongest argument for BCUC oversight applies to water and liquid/solid waste because they are natural monopolies with user fees, although there would need to be some form of rate structure put in place beyond the current cost allocation model.

The trade-off to be considered is that between more independent oversight, transparency, and accountability versus less local flexibility, slower decision-making, and reduced ability to pursue broader regional policy objectives through utility investments. As a utility regulator, BCUC would not be equipped to make decisions that are fundamentally political and regional rather than purely legal or utility related.

The policy question is not whether BCUC oversight would cost more than it could save. The question is whether the value of independent review, increased transparency, improved project scrutiny, and greater public confidence would outweigh both the direct regulatory costs and the risk of slower decision-making, as well as the loss of direct accountability to municipalities and their voters. Conversely, if Metro Vancouver is already making prudent investment decisions and has strong project management oversight controls in place, or if Metro Vancouver augments the quality of these controls through other means, the financial savings may be modest or non-existent, and the primary benefit would be increased accountability and transparency rather than lower costs.

If the Province were to place Metro Vancouver's water and liquid waste utilities under the oversight of the BCUC, the debate is also likely not whether oversight or stronger accountability is a good goal. The real question is what would be lost, what could be gained, and whether utility regulation is an effective tool for overseeing the prioritization, scoping and delivery of major capital infrastructure projects. From a strictly governance perspective, stronger independent oversight of major construction projects, without fully converting Metro Vancouver into a regulated utility, may be the most practical compromise.

Recommendations for Changes to the Size and Structure of Each of Metro Vancouver's Four Boards of Directors

Heather McNell
Deputy CAO, Policy and Planning

Metro Vancouver Governance Committee Meeting: July 9, 2026
Orbit Link: Add when archiving presentation to Orbit

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OBJECTIVES

- Present options for each of the MVRD, GVWD, GVS&DD, and MVHC Boards and provide:
  - Description of the option
  - Analysis of the option
  - Summary of Engagement across audiences
  - How to implement the option
  - Sample Recommendation
- Seeking Governance Committee support for and advancements of, recommendations for each Board the Boards for their consideration at the July 24, 2026 Board meeting.

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EVALUATION CRITERIA – WHAT OUTCOMES?

Governance Effectiveness	• Improved decision-making efficiency & effectiveness • Trusted oversight, collaboration, and strategic alignment • Operates effectively without unnecessary structural or administrative burden • Effectively identify and respond to risks • Reinforce clear decision-making accountability
Size / Scalability	• Board size and scalability align with mandate and complexity
Member Jurisdiction Representation and Impact	• Member jurisdiction representation for services provided • Fairness and equity; Support the broader provision of regional services • Proportional representation of the population served
Broader Stakeholder Impact	• Support the broader provision of regional services to the public • Accountability and transparency; Public trust and expectations
Transition Readiness	• Readiness and ease of implementation • Requirement to adjust enabling legislation. Timing and ease of legal structure change and impacts on funding, programs and projects • Impact on bylaws, policies, board meeting logistics, remuneration and other operational practicalities

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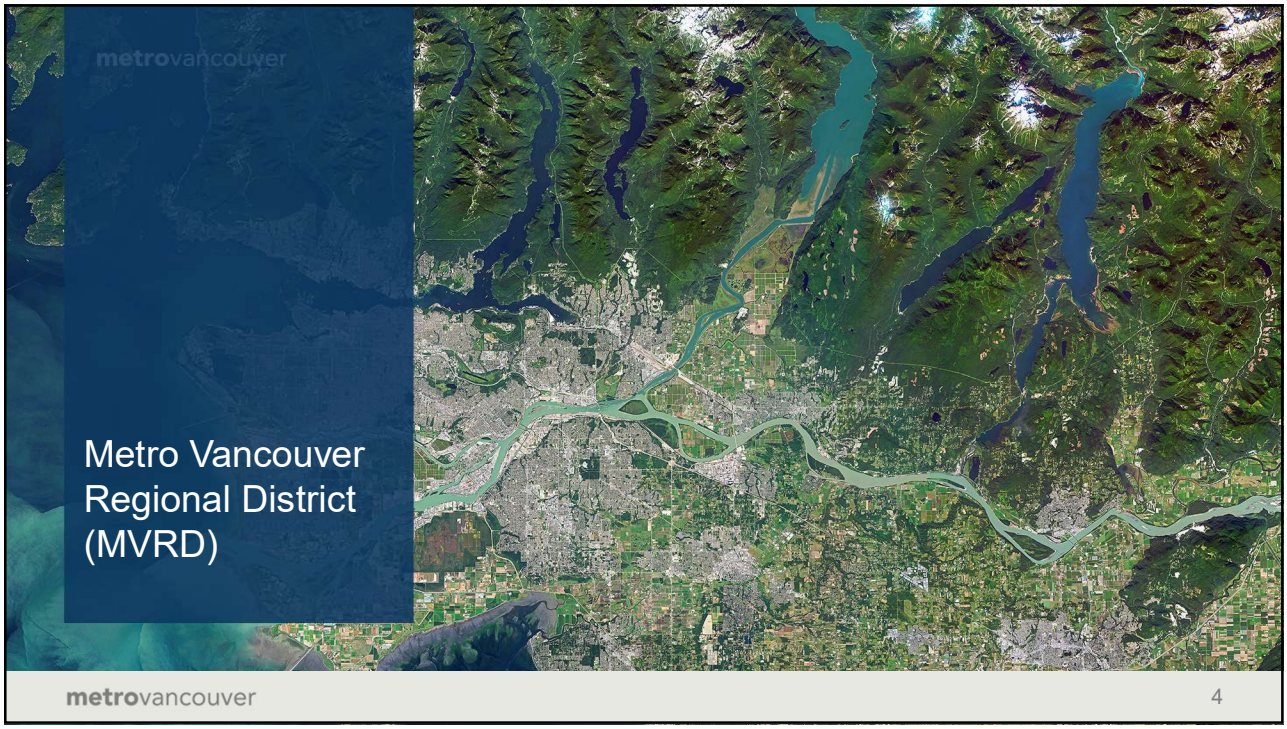

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MVRD BOARD – Options and Considerations

1	2	3	4	5
Status quo	One director per member jurisdiction	Cap number of directors at 3 per jurisdiction	Change thresholds for votes	Each director represents more residents

41 Directors

Growing to **45** in 2027 and **52** in 2032

- Retains established accountability between Metro Vancouver and member jurisdictions, has strong jurisdictional representation, and is a familiar accountability structure
- Growing Board size may dilute accountability and make oversight of complex risks harder and may discourage active participation from all members
- Almost all Directors (97%) indicated that the current and projected trajectory of Board size is an issue, with key concerns noted as overall effectiveness, manageability and the ability to sustain focused, strategic discussion.

Legislative change required? **No**

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MVRD BOARD – Options and Considerations

1	2	3	4	5
Status quo	**One director per member jurisdiction**	Cap number of directors at 3 per jurisdiction	Change thresholds for votes	Each director represents more residents

23 Directors

No Growth

- Could improve decision speed, manageability and strategic focus, ensure each jurisdiction maintains a seat, and continue with proportional representation
- *The balance of power at the Board would be held by only three Directors* (replacing 16 Directors under the status quo) who would hold the majority of votes at the Board
- Diversity of perspectives from individual member jurisdictions would be removed, specifically impacting larger municipalities that currently have multiple Directors

Legislative change required? **Yes**

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MVRD BOARD – Engagement Summary

1	2	3	4	5
Status quo	**One director per member jurisdiction**	Cap number of directors at 3 per jurisdiction	Change thresholds for votes	Each director represents more residents

23 Directors

No Growth

- Not prioritized by the **Governance Committee**, however, some interest in further exploration.
- Deloitte found that most **Directors** (77%) expressed that having more than one Director per municipality is important for the larger jurisdictions, to ensure adequate representation and minimize influence over Board decisions.
- Concern that 50% of voting power held by 3 individuals
- **Council of Councils** - favoured by 26% of respondents
- **Public Webinars** - favoured by 31% of respondents
- **Joint Advisory Committee webinar** - favoured by 22% of respondents

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MVRD BOARD – Sample Recommendation

1	2	3	4	5
Status quo	**One director per member jurisdiction**	Cap number of directors at 3 per jurisdiction	Change thresholds for votes	Each director represents more residents

23 Directors

No Growth

THAT the MVRD Board:
a) endorse having one Director per member jurisdiction at the MVRD Board while maintaining existing methodology for number of votes; and

b) request that the Board Chair send a letter to the Minister of Municipal Affairs and Premier requesting changes to either the *Local Government Act* or the *Municipalities Enabling and Validating Act* and any corresponding adjustments to the MVRD Letters Patent, as required to enable the MVRD Board to include only one Director per member jurisdiction.

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MVRD BOARD – Options and Considerations

1	2	3	4	5
Status quo	One director per member jurisdiction	**Cap number of directors at 3 per jurisdiction**	Change thresholds for votes	Each director represents more residents

34 Directors

Grows more slowly

- Could improve decision making speed, efficiency, and strategic focus with a reduced number of speakers at each Board meeting
- Proportional representation is maintained
- Grows more slowly over time (ie. do not reach current size by 2050)
- More consistent number of Directors for larger municipalities, and that the size of the Board would grow much more slowly over time.

Legislative change required ? **Yes**

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MVRD BOARD – Engagement Summary

1	2	3	4	5
Status quo	One director per member jurisdiction	**Cap number of directors at 3 per jurisdiction**	Change thresholds for votes	Each director represents more residents

34 Directors

Grows more slowly

- Preferred option for the **Governance Committee** as longer-term solution.
- Preferred option across most audiences.
- Deloitte found that most **Directors** (77%) expressed that having more than one Director per municipality is important for the larger jurisdictions, ensuring adequate representation and minimizing influence over Board decisions.
- At **Council of Councils**, this option was favoured by 34% of respondents.
- At the **public webinars**, this option was favoured by 21% of respondents.
- At the **joint advisory committee webinar**, this option was favoured by 34% of respondents.

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MVRD BOARD – Sample Recommendation

1	2	3	4	5
Status quo	One director per member jurisdiction	**Cap number of directors at 3 per jurisdiction**	Change thresholds for votes	Each director represents more residents

34 Directors

Grows more slowly

THAT the MVRD Board:

a) endorse capping the number of MVRD Board Directors at 3 per member jurisdiction while maintaining existing methodology for number of votes; this would reduce the current Board size to 34, slow growth of the Board over time, and achieve gains in governance effectiveness while maintaining proportional representation; and

b) request that the Board Chair send a letter to the Minister of Housing and Municipal Affairs and Premier requesting changes to either the *Local Government Act* or the *Municipalities Enabling and Validating Act*, and any corresponding adjustments to the MVRD Letters Patent, as required to cap at 3 the number of Directors per member jurisdiction on the MVRD Board.

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MVRD BOARD – Options and Considerations

1	2	3	4	5
Status quo	One director per member jurisdiction	Cap number of directors at 3 per jurisdiction	**Change threshold for votes**	Each director represents more residents

36 Directors

Grows more slowly

- Currently have one vote / 20,000 residents; change to one vote / 25,000 residents
- Could improve decision speed, strategic focus and collaborative dialogue
- Only option that changes *number of votes* for communities close to threshold; impacts many communities

Legislative change required? **No**

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MVRD BOARD – Engagement Summary

1	2	3	4	5
Status quo	One director per member jurisdiction	Cap number of directors at 3 per jurisdiction	**Change threshold for votes**	Each director represents more residents

36 Directors

Grows more slowly

- This option was not supported by the **Governance Committee**, saw little support from Board Directors and Council of Councils, and little support from member jurisdiction advisory committee participants.
- At **Council of Councils**, this option was favoured by 14% of respondents.
- At the **public webinars**, this option was favoured by 21% of respondents.
- At the **joint advisory committee webinar**, this option was favoured by 12% of respondents.

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MVRD BOARD – Sample Recommendation

1	2	3	4	5
Status quo	One director per member jurisdiction	Cap number of directors at 3 per jurisdiction	**Change threshold for votes**	Each director represents more residents

36 Directors

Grows more slowly

THAT the MVRD Board:

a) endorse increasing the population threshold per vote to 25,000; this would reduce the current Board size to 36, slow growth of the Board over time, and achieve modest gains in governance effectiveness while maintaining proportional representation; and

b) request that the Board Chair send a letter to the Minister of Housing and Municipal Affairs and Premier seeking an Order in Council or Cabinet decision to change the voting threshold included in the Metro Vancouver Regional District Letters Patent from 20,000 to 25,000.

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MVRD BOARD – Options and Considerations

1	2	3	4	5
Status quo	One director per member jurisdiction	Cap number of directors at 3 per jurisdiction	Change thresholds for votes	**Each director represents more residents**

34 Directors

Grows more slowly

- Each Director gets up to 7 votes (currently 5)
- Could improve decision speed, strategic focus and collaborative dialogue
- No impact on communities smaller than 100,000 residents
- No change to number of votes

Legislative change required? **No**

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MVRD BOARD – Engagement Summary

1	2	3	4	5
Status quo	One director per member jurisdiction	Cap number of directors at 3 per jurisdiction	Change thresholds for votes	**Each director represents more residents**

34 Directors

Grows more slowly

- The **Governance Committee** expressed preference for this option as a shorter-term option that can be implemented without legislative change.
- Limited support from other audiences including Council of Councils, public webinars, and member jurisdiction staff participating in the joint advisory committee webinar.
- At **Council of Councils**, this option was favoured by 16% of respondents.
- At the **public webinars**, this option was favoured by 27% of respondents.
- At the **joint advisory committee webinar**, this option was favoured by 7% of respondents.

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MVRD BOARD – Sample Recommendation

1	2	3	4	5
Status quo	One director per member jurisdiction	Cap number of directors at 3 per jurisdiction	Change thresholds for votes	**Each director represents more residents**

34 Directors

Grows more slowly

THAT the MVRD Board:

a) endorse increasing the voting divisor from five to seven for the MVRD Board; this would reduce the current number of Directors to 34, slow growth of the Board over time, and achieve gains in governance effectiveness while maintaining proportional representation; and

b) request that the Board Chair send a letter to the Minister of Housing and Municipal Affairs and Premier seeking an Order in Council or Cabinet decision to include a voting divisor of seven in the Metro Vancouver Regional District Letters Patent.

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IMPACT OF EACH OPTION ON NUMBER OF VOTES AND DIRECTORS

	Option 1: Status Quo		Option 2: One Director Per Jurisdiction		Option 3: Cap of 3 Directors per Member Jurisdiction		Option 4: Increase population threshold per vote to 25,000		Option 5: Increase voting divisor to seven	
	Votes	Directors	Change in Votes	Change in Directors	Change in Votes	Change in Directors	Change in Votes	Change in Directors	Change in Votes	Change in Directors
Anmore	1	1	-	-	-	-	-	-	-	-
Belcarra	1	1	-	-	-	-	-	-	-	-
Bowen Island	1	1	-	-	-	-	-	-	-	-
Burnaby	13	3	-	-2	-	-	-3	-1	-	-1
Coquitlam	8	2	-	-1	-	-	-2	-	-	-
Delta	6	2	-	-1	-	-	-1	-1	-	-1
Electoral Area A	1	1	-	-	-	-	-	-	-	-
Langley, City	2	1	-	-	-	-	-	-	-	-
Langley, Township	7	2	-	-1	-	-	-1	-	-	-1
Lions Bay	1	1	-	-	-	-	-	-	-	-
Maple Ridge	5	1	-	-	-	-	-1	-	-	-
New Westminster	4	1	-	-	-	-	-	-	-	-
North Vancouver, City	3	1	-	-	-	-	-	-	-	-
North Vancouver, District	5	1	-	-	-	-	-1	-	-	-
Pitt Meadows	1	1	-	-	-	-	-	-	-	-
Port Coquitlam	4	1	-	-	-	-	-1	-	-	-
Port Moody	2	1	-	-	-	-	-	-	-	-
Richmond	11	3	-	-2	-	-	-2	-1	-	-1
Surrey	29	6	-	-5	-	-3	-6	-1	-	-1
Tsawwassen First Nation	1	1	-	-	-	-	-	-	-	-
Vancouver	34	7	-	-6	-	-4	-7	-1	-	-2
West Vancouver	3	1	-	-	-	-	-1	-	-	-
White Rock	2	1	-	-	-	-	-1	-	-	-
Metro Vancouver	***145***	***41***	-	-18	-	-7	***-27***	***-5***	-	***-7***

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GVS&DD & GVWD BOARDS – Options and Considerations

1	2	3	Additional Option
Status quo	Align with MVRD Board Structure	Smaller Hybrid Board	Add a Major Projects Committee

Aligns with MVRD Board

38 Directors (GVWD)

37 Directors (GVS&DD)

- Transparent and representative, but growing Board can slow decision making, effectiveness, and oversight; Continues to grow with population
- Tension between local government representation and need for more independent oversight of larger capital projects
- No support noted by the Governance Committee, Board Directors and others for keeping the status quo for the Utility Boards. In addition, there was substantial feedback that finding means to add independent, external expertise to oversee the largest capital projects would be beneficial.

Legislative change required? **No**

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GVS&DD & GVWD BOARDS – Options and Considerations

1	2	3	Additional Option
Status quo	**Align with MVRD Board Structure**	Smaller Hybrid Board	Add a Major Projects Committee

Follow any changes made for the MVRD Board

23-36 Directors

- Same considerations as with MVRD options
- Simplicity to keep same model
- Continued proportional representation and local elected official oversight
- No legislative change needed – GVS&DD and GVWD Acts stipulate these Boards follow the MVRD
- Many strong project management tools already in place that support Board decision making and oversight

Legislative change required? **No**

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GVS&DD & GVWD BOARDS – Engagement Summary

1	2	3	Additional Option
Status quo	**Align with MVRD Board Structure**	Smaller Hybrid Board	Add a Major Projects Committee

Follow any changes made for the MVRD Board

23-36 Directors

- **Governance Committee** supported this option in conjunction with the addition of a Major Projects Committee.
- Deloitte found that Board **Directors** had mixed views on whether to retain only elected representation or to introduce independent professional expertise on the Boards.
- Just over half of **Directors** indicated that Board size and expertise are affecting the utility Boards' ability to oversee major construction projects.
- 74% of **Directors** indicated a preference for utility Boards to remain composed of elected officials with 71% expressing a preference for a smaller or reduced-cap Board structure aligning with changes to the MVRD Board.

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GVS&DD & GVWD BOARDS – Sample Recommendation

1	2	3	Additional Option
Status quo	**Align with MVRD Board Structure**	Smaller Hybrid Board	Add a Major Projects Committee

Follow any changes made for the MVRD Board

23-36 Directors

If the Board does nothing alignment would continue, or the Board could endorse that continuing alignment is the preferred option.

THAT the GVWD / GVS&DD Board support the continued alignment of the GVWD / GVS&DD Board size and structure with any changes made to the MVRD Board that aim to reduce the size of the Board, slow the growth of the Board over time, and improve governance outcomes.

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GVS&DD & GVWD BOARDS – Options and Considerations

1	2	3	Additional Option
Status quo	Align with MVRD Board Structure	**Smaller Hybrid Board**	Add a Major Projects Committee

Hybrid Board with elected and external Directors

9-11 Directors

- Adds independent and professional expertise to support oversight, decision making, continuity, and clear regional perspective
- Encourages regional perspective and emphasis on the best outcomes for the utility over member jurisdiction interests
- Smaller, nimbler Board remains fixed into the future
- Trade-off: Lose proportional representation
- Similar to TransLink Board

Legislative change required? **Yes**

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GVS&DD & GVWD BOARDS – Engagement Summary

1	2	3	Additional Option
Status quo	Align with MVRD Board Structure	**Smaller Hybrid Board**	Add a Major Projects Committee

Hybrid Board with elected and external Directors

9-11 Directors

- **Governance Committee** did not support because of the impact on proportional representation.
- Desire to have a skills matrix for the utility Boards to build greater technical capacity.
- About a quarter (26%) of Board **Directors** favoured either a hybrid or professional Board (similar to a Crown Corporation).
- 73% of participants at **public webinars** felt that it would be valuable to add appointed external directors to the decision making for the utility boards
- 39% of **advisory committee** webinar participants supported a smaller, more nimble board with external, appointed directors.

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GVS&DD & GVWD BOARDS – Sample Recommendation

1	2	3	Additional Option
Status quo	Align with MVRD Board Structure	**Smaller Hybrid Board**	Add a Major Projects Committee

Hybrid Board with elected and external Directors

9-11 Directors

THAT the GVWD / GVS&DD Board:

a) endorse a Smaller Hybrid Board of 9-11 Directors with a mix of MVRD Board Directors who are members of the utility along with independent, appointed Directors;

b) request that the Board Chair send a letter to the Minister of Housing and Municipal Affairs and Premier requesting changes to the *GVS&DD Act* and *GVWD Act* to enable the GVWD / GVS&DD to have a smaller, hybrid Board with both elected officials and independent, appointed Directors; and

c) direct staff to advance the Smaller Hybrid Board by bringing forward:
- governance structure options,
- implementation implications for Corporate and Board policies and procedures, and
- selection criteria and remuneration for independent Directors.

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GVS&DD & GVWD BOARDS – Options and Considerations

1 Status quo	2 Align with MVRD Board Structure	3 Smaller 'Hybrid' Board	Additional Option **Add Major Projects Committee**

Available for any Board structure

Elected and Independent members

9 - 11 Directors

- Adds oversight for largest, most costly, highest complexity infrastructure capital projects
- Adds technical project delivery skills to decision making; continuity in oversight, speeds up decision making, attracts project bidders and facilitates funding
- Metro Vancouver retains significant authority; can delegate some authority
- Requires 2/3 vote of Board to add a Select Committee with delegated authority.

Legislative change required? **No**

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GVS&DD & GVWD BOARDS – Engagement Summary

1 Status quo	2 Align with MVRD Board Structure	3 Smaller 'Hybrid' Board	Additional Option **Add Major Projects Committee**

Available for any Board structure

Elected and Independent members

9 - 11 Directors

- **Governance Committee** supported this option; directed staff to bring back additional information on implementation.
- Deloitte found that "there is interest in enhanced oversight and expertise for major construction projects, including a narrow delegation of accountability for technical decision making, balanced by concern that additional governance layers may duplicate staff efforts and add complexity without addressing root causes".
- Most **Directors** (87%) supported a Major Capital Projects Committee overseeing a few of the very largest infrastructure projects.

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GVS&DD & GVWD BOARDS – Engagement Summary (con't)

1	2	3	Additional Option
Status quo	Align with MVRD Board Structure	Smaller 'Hybrid' Board	**Add Major Projects Committee**

Available for any Board structure

Elected and Independent members

9 - 11 Directors

- 74% of **Directors** indicated that major projects currently receive sufficient oversight and governance prior to coming to the Board.
- Preferred option: GVS&DD / GVWD Boards, composed of elected officials, set the overall direction, project prioritization, timelines and budget parameters, with more detailed oversight of project execution managed through delegated mechanisms – such as a Major Capital Projects Committee.
- 51% of **Council of Council** participants supported a Major Projects Committee.
- 73% of participants at the **public webinars** felt that it would be valuable to add appointed external support to the decision making for the two utility boards.
- 41% of **advisory committee member participants** supported more oversight / focus on major capital infrastructure projects.

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GVS&DD & GVWD BOARDS – Sample Recommendation

1	2	3	Additional Option
Status quo	Align with MVRD Board Structure	Smaller 'Hybrid' Board	**Add Major Projects Committee**

Available for any Board structure

Elected and Independent members

9 - 11 Directors

THAT the GVWD / GVS&DD Board support the continued alignment of the GVWD / GVS&DD Board size and structure with any changes made to the MVRD Board.

THAT the GVWD / GVS&DD Board direct staff to advance the Major Capital Projects Committee by bringing forward for consideration by January 2027:

- governance structure options, with consideration of the Major Projects Committee at the Capital Regional District, that clearly identify the relationship to the Water / Liquid Waste Committee and GVWD / GVS&DD Board,
- how projects are selected to be included in the Committee's terms of reference (e.g. by dollar value / stage gate)
- implementation implications for Corporate and Board policies and procedures,
- selection criteria and remuneration for independent Directors, and
- options for delegated authority.

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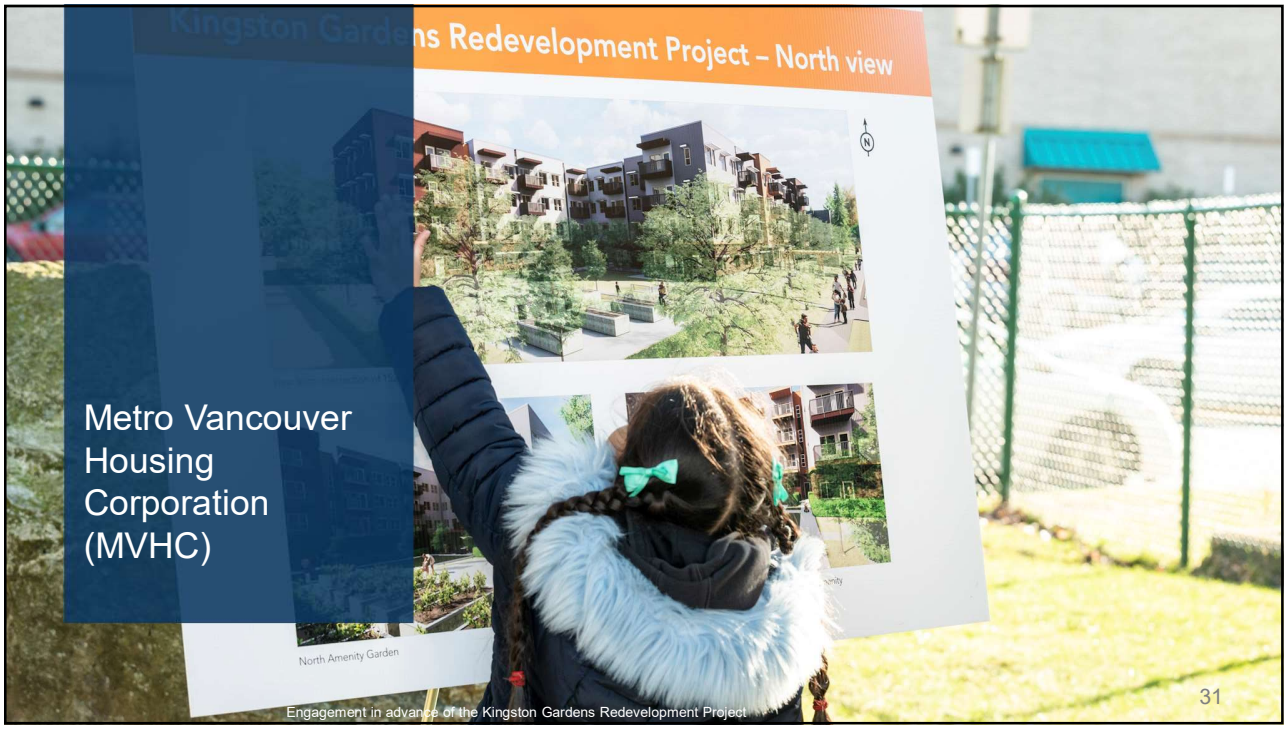

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MVHC BOARD – Options and Considerations

1	2	3	4
Status quo	Align with MVRD Board Structure	Smaller Hybrid non-profit Board	Fully Appointed Non-profit Board

41 Directors

45 in 2027

52 in 2032

- Long standing, successful non-profit housing provider; operates at no cost to taxpayer
- Transparent and representative
- Growth of board size can slow decision making, effectiveness and oversight
- Not aligned with other non-profit housing providers; funder programs which causes challenges for timeliness and nimbleness

Legislative change required? **No**

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MVHC BOARD – Options and Considerations

1 Status quo	2 **Align with MVRD Board Structure**	3 Smaller Hybrid non-profit Board	4 Fully Appointed Non-profit Board

Follow any changes made for the MVRD Board

23-36 Directors

- Simple to follow model for MVRD Board, but not aligned with boards of most non-profit housing providers and funders' expectations
- Favoured by those who value having all member voices at the table
- Same considerations as with MVRD options

Legislative change required? **No**

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MVHC BOARD – Evaluation Summary

1 Status quo	2 **Align with MVRD Board Structure**	3 Smaller Hybrid non-profit Board	4 Fully Appointed Non-profit Board

Follow any changes made for the MVRD Board

23-36 Directors

- Deloitte found that MVHC current structure viewed as effective and aligned with mandate. Limited appetite for structural change beyond remaining aligned with any changes made to the MVRD Board.
- 83% of **Directors** did not support a hybrid or skills-based MVHC Board without elected officials.
- **Governance Committee's** preference was split between aligning with any changes to the MVRD Board and a smaller hybrid board
- At **Council of Councils**, 37% preferred alignment with the MVRD Board.
- 16% of **staff advisory committee** participants supported continuing to align with the MVRD Board size and structure.

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MVHC BOARD – Sample Recommendation

1	2	3	4
Status quo	**Align with MVRD Board Structure**	Smaller Hybrid non-profit Board	Fully Appointed Non-profit Board

Follow any changes made for the MVRD Board

23-36 Directors

If the Board does nothing alignment would continue, or the Board could endorse that continuing alignment is the preferred option.

THAT the MVHC Board supports the continued alignment of the MVHC Board size and structure with any changes made to the MVRD Board that aim to reduce the size of the Board, slow the growth of the Board over time, and improve governance outcomes.

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MVHC BOARD – Options and Considerations

1	2	3	4
Status quo	Align with MVRD Board Structure	**Smaller Hybrid non-profit Board**	Fully Appointed Non-profit Board

Hybrid Board with both elected and external Directors

7-9 Directors

- Adds additional professional expertise (housing development, finance, non-profit experience) to support oversight and decision making
- Smaller, more nimble board aligns with non-profit housing providers and funding agency processes
- Could retain some regional representation (e.g. sub-regions)

Legislative change required ? **No**

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MVHC BOARD – Engagement Summary

1 Status quo	2 Align with MVRD Board Structure	3 **Smaller Hybrid non-profit Board**	4 Fully Appointed Non-profit Board

Hybrid Board with both elected and external Directors

7-9 Directors

- 83% of **Directors** did not support a hybrid or skills-based MVHC Board without elected officials
- **Governance Committee's** preference was split between aligning with any changes to the MVRD Board and a smaller hybrid board.
- At **Council of Councils**, 57% of respondents preferred a smaller, hybrid Board.
- 60% of respondents to the **survey** supported adding external Directors with housing sector experience to the MVHC Board.
- 79% of respondents at the **public webinars** supported adding external Directors with housing sector experience to the MVHC Board.
- 79% of **staff advisory committee** participants supported a smaller board with external housing sector Directors.

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MVHC BOARD – Sample Recommendation

1 Status quo	2 Align with MVRD Board Structure	3 **Smaller Hybrid non-profit Board**	4 Fully Appointed Non-profit Board

Hybrid Board with both elected and external Directors

7-9 Directors

THAT the MVHC Board direct staff to advance the Smaller Hybrid Board option for the Metro Vancouver Housing Corporation by bringing forward by January 2027:

- Additional information including selection criteria, length of term, and remuneration implications for independent Directors;
- implementation implications for Corporate and Board policies and procedures; and
- options for the accountability framework between the Board and the MVRD, in its capacity as the sole shareholder of MVHC.

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MVHC BOARD – Options and Considerations

1 Status quo	2 Align with MVRD Board Structure	3 Smaller Hybrid non-profit Board	4 **Fully Appointed Non-profit Board**

7-9 Directors

- Adds additional professional expertise (housing, finance, non-profit experience) to support oversight and decision making
- Smaller, more nimble board aligns with non-profit housing providers and funding agency processes
- Board members selected by MVRD Board based on expertise for 4 year term
- Municipalities may feel disconnected from MVHC and decision making

Legislative change required? **No**

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MVHC BOARD – Evaluation Summary

1 Status quo	2 Align with MVRD Board Structure	3 Smaller Hybrid non-profit Board	4 **Fully Appointed Non-profit Board**

7-9 Directors

- The Governance Committee and Boards did not support this option, and this lack of support was reflected throughout the engagement process.
- Deloitte found that 83% of Directors did not support a hybrid or skills-based MVHC Board without elected officials, and that 93% indicated that any misalignment with other housing non-profit Board structures was not a significant concern

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MVHC BOARD – Sample Recommendation

1	2	3	4
Status quo	Align with MVRD Board Structure	Smaller Hybrid non-profit Board	**Fully Appointed Non-profit Board**

7-9 Directors

THAT the MVHC Board direct staff to advance the Fully Appointed Board option for the Metro Vancouver Housing Corporation by bringing forward by January 2027:

- Additional information including selection criteria, length of term, and remuneration implications for independent Directors;
- implementation implications for Corporate and Board policies and procedures;
- options for the accountability framework between the Board and the MVRD, in its capacity as the sole shareholder of MVHC.

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ADDITIONAL IDEAS FOR SIZE AND STRUCTURE

- Engagement identified a number of other ideas for size and structure of Boards
- BCUC to take on the GVWD and Liquid Waste and Solid Waste services of the GVS&DD (Attachment 4)
- Combine Options (ie. Cap at 3 and change divisor to 7)
- Decisions of the Board this month advance the principles of good governance, but do not close the door to future discussions about size and structure of the Boards

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ADDITIONAL GOVERNANCE IDEAS

ONBOARDING / ORIENTATION / BOARD EDUCATION

Deloitte noted in their report that:

- Majority of Directors indicated a desire to enhance mandatory governance and oversight education as part of formal onboarding for new Directors to provide better insights into the fiduciary duties of a Director, and how to best manage their dual (and often competing) municipal and regional governance roles.
- Feedback also indicated a need for Director training and on-boarding to reinforce shared values and set the desired conduct of Board Directors for the next four years.
- Broad interest in introducing mechanisms to police and address behaviour inconsistent with the code of conduct, but in a manner that would protect individuals for raising concerns about fellow Directors.
- Providing enhanced transparency and governance rigour into the process of nomination and selection of new Board and Committee members to better align inherent skills and experience of Directors to where they can be best utilized.

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ADDITIONAL GOVERNANCE IDEAS

STANDING COMMITTEES

In 2025, the Governance Committee reviewed (and Board endorsed results): the number of Committees, the number of meetings, size and composition of Committees, and how Committee members are chosen.

Resulted in:

- reducing the number of Committees from 17 to 14
- reducing the number of meetings,
- amending the Terms of Reference to clarify and streamline roles, and
- adding a Skills Matrix to support committee appointments.

Additional changes can occur each year.

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ADDITIONAL GOVERNANCE IDEAS

STANDING COMMITTEES

Deloitte noted that:

- 97% of Directors indicated they understand clearly how the various standing committees, task forces, and oversight bodies operate and the division of responsibilities and accountabilities between them.
- 90% of Directors indicated that the mandates and decision rights of the Boards, Committees, and Task Forces are clear and appropriate.
- 84% of Directors indicated they trust these structures and supporting processes to surface issues early and provide effective oversight.
- Directors were equally divided (51%) as to whether they believed their peers trust these structures and information coming forward from committees to be balanced and complete.
- 71% of Directors indicated that the Committee structures meaningfully reduce workload and improve the quality of Board decisions as they ensure municipal staff consultation, Metro Vancouver staff engagement, and provide a forum for debate and analysis prior to decisions coming to the Boards.

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ADDITIONAL GOVERNANCE IDEAS

ONE SEWERAGE AREA

92% of Directors would like to unify the four sewerage areas into one – but through a managed, staged transition process that is equitable.

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Next Steps

- Governance Committee advances recommendations to the Boards for July 24, 2026 meetings.
- Recommendations go to appropriate Board
- Advance recommendations that require Provincial involvement to the Province
- Governance Committee continues discussions and work on future changes
- Report out to those involved in engagement

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Discussion

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Board Governance Consultations – June 2026
Findings and Observations

Shayne Gregg
Partner, Governance and Risk, Deloitte

Metro Vancouver Governance Committee Meeting: July 9, 2026

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Deloitte: Findings and Observations

- Board size remains a concern, with broad consensus that the projected trajectory into the future is not sustainable and is impacting effectiveness, efficiency, and quality of discussion.
- There is general support for a reduced or capped MVRD Board size, particularly if proportional voting strength is preserved - although views differ on how far reductions should go and how they might be achieved.
- Representation versus efficiency remains a central trade-off, with recognition that fewer seats may improve effectiveness and efficiency but reduce the diversity of municipal perspectives.
- Utilities governance reflects a tension between accountability and expertise, with a strong desire to strengthen the level of independent expertise advising the Boards but still preferring to maintain a fully elected model with some seeking a professional hybrid structure.

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Deloitte: Findings and Observations

- Significant support for the consolidation of the current four sewer areas into one regional area (as it is for the water district).
- Strong support for delegating technical oversight of major capital projects through the creation of a Major Capital Projects Committee.
- The MVHC Board is generally viewed as functioning effectively, with limited appetite for structural change beyond targeted refinement to maintain alignment with the MVRD Board.
- Near-term governance improvements are a priority, particularly those that can be implemented ahead of the next Board term, while more substantive changes are expected to require provincial engagement.
- Understanding and confidence in governance processes varies, particularly with respect to the roles of committees, perceived confidence in information received, and the extent to which current structures reduce workload. Some of these challenges were attributed to the volume of information received and the resources and time available to the Director to assess it, as well as their desire to seek support from staff in reviewing it.

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Deloitte: Findings and Observations

- Opportunities exist to strengthen several other governance mechanisms, including Director onboarding and education, Board and Committee nominations, and Board discipline.
- Almost all Directors indicated Board size and structure was a contributor to governance challenges within the Board, however they were quick to identify concerns regarding Director behaviour as a more predominant driver. A recurring theme across almost all interviews was a frustration with a marked increase during the current term in negative attitudes and behaviours from some Board members despite the recent introduction of a code of conduct.

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SERVICES AND SOLUTIONS FOR A LIVABLE REGION

To: Performance and Audit Committee

From: Anwer Qadir, Program Manager, Audit, Risk and Assurance

Date: June 19, 2026 Meeting Date: July 9, 2026

Subject: **Audit, Risk and Assurance – Strategic Road Map and Risk Assessment Update**

RECOMMENDATION

THAT the MVRD Board receive for information the report dated June 19, 2026, titled "Audit, Risk & Assurance Services - Strategic Road Map and Risk Assessment Update".

EXECUTIVE SUMMARY

This report provides an update on the Audit, Risk and Assurance (ARA) team's Strategic Roadmap which will support a risk assessment across Metro Vancouver using an Enterprise Risk Management framework, and the development of a Corporate Audit and Advisory Plan.

The 2025 independent Board Governance Review recommended that Metro Vancouver strengthen the Internal Audit function and integrate an enterprise risk management framework. In April 2026, Metro Vancouver appointed a Program Manager, Audit, Risk and Assurance. The core objective of the enhanced ARA team is to support the Board with insight into internal controls, risk management, project oversight, and financial control effectiveness.

The ARA Division will strive to be an agile, collaborative, and trusted business partner for the organization, and to be responsive to the Performance and Audit Committee and the four Boards. This is supported by three core pillars: Oversight, which ensures that internal controls are appropriately designed and operating effectively; Insight, which provides right-fit best practices and expertise in governance, risk management, and internal controls while identifying opportunities for continuous improvement; and Foresight, which involves monitoring emerging risks and offering forward-looking recommendations to support informed decision-making.

PURPOSE

This report provides an overview of the Audit, Risk and Assurance *Strategic Road Map and Risk Assessment Framework* and workplan.

BACKGROUND

The May 2025 Board Governance Review recommended that Metro Vancouver strengthen the internal audit function and utilize an enterprise risk framework. Metro Vancouver has appointed a Program Manager to lead and advance the Internal Audit, Risk and Assurance function. This team also leads claims and insurance activities. This is the first report to the Performance and Audit Committee on the Division's Strategic Road Map, Risk Assessment Framework, and workplan.

AUDIT, RISK AND ASSURANCE DIVISION

The Metro Vancouver Audit, Risk and Assurance (ARA) Division's vision is to be agile, collaborative, and a trusted business partner—a team that strengthens confidence through risk-focused assurance and proactive oversight. This vision is anchored in three pillars:

- **Oversight:** Providing assurance that Metro Vancouver's internal controls are designed appropriately and operating effectively.

- **Insight:** Sharing right fit-best practices and expertise in governance, risk management and internal controls; and identifying the opportunities for process enhancement and continuous improvement.
- **Foresight:** Monitoring emerging risks and offering forward-looking recommendations to support informed decision-making.

STRATEGIC ROLE

The ARA role is driven by Metro Vancouver's strategic priorities i.e. supporting a resilient, livable region through effective governance, strong controls, and sustainable service delivery.

The key roles of ARA in supporting Metro Vancouver's vision and priorities are:

a) Provide independent & objective assurance over *key risks, controls, and processes*
b) Assess the effectiveness of internal controls and enterprise risk management
c) Evaluate oversight of major projects and internal financial controls
d) Promote continuous improvement through collaborative risk-informed advisory
e) Enhance accountability, transparency, and public confidence

The ARA's scope of services extend across Metro Vancouver's four legal entities.

STRATEGIC ROAD MAP

The following strategic roadmap outlines the process through which Audit, Risk, and Assurance will be established as an impactful, trusted advisor within Metro Vancouver.

Figure 1. Strategic Roadmap for Audit, Risk and Assurance

The roadmap consists of eight interconnected phases, many of which are designed to be executed concurrently to accelerate progress and deliver sustained value.

AUDIT, RISK AND ASSURANCE
The Program Manager, Audit, Risk and Assurance reports to the CAO's Office, and will report out through the Performance and Audit Committee to the Boards.

The Risk Advisory function within the ARA Division drives the organization-wide risk assessment across Metro Vancouver. This process results in the development and maintenance of the Corporate Risk Register and informs the development of a Corporate Audit and Advisory Plan. The function also oversees risk mitigation activities in close collaboration with risk owners across Metro Vancouver, including responsibilities related to insurance renewals and claims management.

The Audit and Assurance function delivers audit and advisory services aligned with the *Corporate Audit and Advisory Plan*. Its scope of activities includes:

- Operational Audits to assess the effectiveness of governance, risk management, and internal controls
- Advisory Services to support business improvements and risk-informed decision-making
- Compliance Reviews to ensure adherence to policies, regulations, and standards
- Follow-up Reviews to monitor the implementation and effectiveness of audit recommendations
- System Implementation advisory
- Special Investigations as required
- Process and Control Assessments to identify efficiency and control enhancement opportunities
- Control awareness workshops

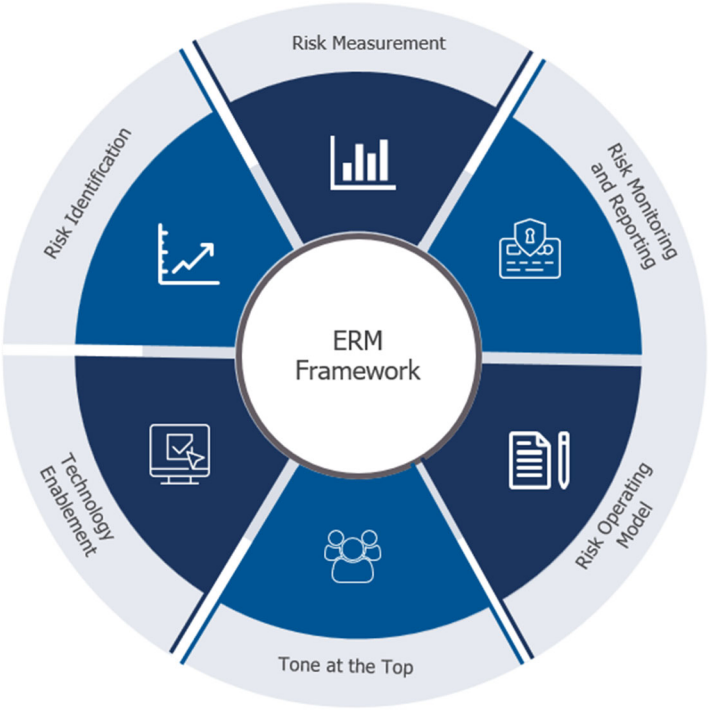
Audit, Risk and Assurance Charter
The Audit, Risk and Assurance Charter defines the purpose, authority, responsibilities, and scope of the Audit, Risk and Assurance function within Metro Vancouver. It serves as the foundation for how ARA operates and ensures its independence and objectivity. The Charter incorporates the following elements (Figure 2):

Figure 2. Audit Risk and Assurance Charter Elements

The ARA team reports administratively through the CAO's Office, and provides regular reporting to the Performance and Audit Committee and the Boards quarterly. The Program Manager, Audit, Risk & Assurance ensures that ARA staff maintain organizational independence and do not assume direct operational responsibility or authority over the activities they audit. ARA will annually confirm to the Performance and Audit Committee the organizational independence of the ARA Division. To effectively fulfill its mandate, the ARA Division will have unrestricted access to information relating to the scope of work of its projects and engagement (where applicable), across all organizational activities, records, databases, information systems, physical properties, and personnel. The ARA Division shall maintain the confidentiality of all information obtained in the course of its work.

Metro Vancouver Risk Assessment

Risk Assessment is a systematic process for identifying, assessing, and prioritizing risks that, if not effectively mitigated, could adversely impact the organization's ability to achieve its strategic objectives.



Risk assessment (or risk measurement) is a core component of the Enterprise Risk Management (ERM) framework.

The Metro Vancouver ERM framework establishes a structured, organization-wide approach for the identification, assessment, management, monitoring, and reporting of risks.

ERM also promotes and embeds a strong risk-aware culture across Metro Vancouver, ensuring that risk considerations are integrated into strategic decision-making, planning processes, and day-to-day operations.

The Audit, Risk and Assurance division will conduct risk assessments across Metro Vancouver entities in collaboration with key stakeholders. The objective of this process is to identify and evaluate risks, and to categorize processes into high, medium, and low risk levels based on their potential impact and likelihood.

This risk assessment process will result in:

- Development of a Corporate Risk Register, capturing key enterprise risks, their ratings, ownership, and mitigation strategies
- Preparation of a Corporate Audit and Advisory Plan, focusing on high-risk processes and areas to ensure that audit and advisory efforts are aligned with the organization's most significant risks.

The risk assessment activities are proposed to be conducted over the period September to November 2026. The outcome of this process will be shared with the Performance and Audit Committee including a workshop session early in 2027, with the objective of obtaining the Committee's insights on the identified and assessed risks. Following this engagement, a Corporate Audit and Advisory Plan will be presented for review and approval, tentatively in March 2027.

The Metro Vancouver–wide risk assessment will be conducted in four stages:

- **Stage 1 – Planning, Methodology and Approval (June 2026)**
  Develop the risk assessment plan and methodology and obtain approval from the Corporate Planning Committee (CPC).
- **Stage 2 – Presentation to Performance and Audit Committee (July 2026)**
  Present the approach to the Performance and Audit Committee , submit to the Board, and initiate development of the Enterprise Risk Management (ERM) policy and framework.
- **Stage 3 – Risk Assessment Fieldwork (September to November 2026)**
  Conduct orientation sessions, complete fieldwork, and develop the corporate risk register and risk radar.
- **Stage 4 – Reporting and Strategic Alignment (January / February 2027)**
  Facilitate workshop with the Performance and Audit Committee and present the *Corporate Audit and Advisory Plan* along with the Risk Mitigation Plan.

Early Priorities - 180 Day Plan
In consultation with various stakeholders across the organization, the Audit, Risk and Assurance division has identified following priorities for Q3 and Q4 2026.

- Review the Claims Management Process
- Evaluate the Claims Management System
- Review the Enterprise Risk Management Policy
- Develop the Enterprise Risk Management Framework
- Audit of Procurement Policy
- Conduct the Metro Vancouver Strategic Risk Assessment
- Build the Corporate Audit and Advisory Plan (three year plan)

ALTERNATIVES
This is an information report; no alternatives are provided.

FINANCIAL IMPLICATIONS
There are no financial implications to the report.

OTHER IMPLICATIONS
The Strategic Road Map will result in the development of an Enterprise Risk Assessment and a risk-based Corporate Audit and Advisory Plan, designed to identify high-risk areas that could impact Metro Vancouver's ability to achieve its strategic objectives. The Enterprise Risk Management framework will help establish a strong risk-aware culture across Metro Vancouver and introduce a structured and systematic framework for the ongoing identification, monitoring, and mitigation of risks.

CONCLUSION

The ARA Division has developed the phased Risk Assessment Plan through which Metro Vancouver wide risk assessment will be performed. This structured approach will support the identification, assessment, and prioritization of risks which will result in development of a Corporate Audit and Advisory Plan.

This approach and Corporate Audit and Advisory Plan will enable ARA team to support the Performance and Audit Committee and Boards with insight into internal controls, risk management, project oversight, and financial control effectiveness.

ATTACHMENT

1. Presentation re: *ARA Strategic Road Map and Risk Assessment Update*.

Audit, Risk and Assurance

STRATEGIC ROAD MAP & RISK ASSESSMENT UPDATE

Anwer Qadir
Program Manager, Audit, Risk and Assurance

Performance & Audit Committee - July 9, 2026

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AUDIT, RISK AND ASSURANCE (ARA) ROLE

- Provide independent and objective **assurance** over key ***risks, controls,*** and ***processes***
- Assess **effectiveness** of **internal controls** and **enterprise risk management**
- Evaluate the **effectiveness** of **projects' management oversight** and internal **financial controls**.
- Promote **continuous improvement** through collaborative **risk-informed advisory**
- Enhance accountability, transparency, and public confidence

2

VALUE ADDITION

Audit, Risk and Assurance adds value by becoming Metro Vancouver's **Trusted Business Partner & Advisor** through:

- ***Oversight*** — Providing assurance - Metro Vancouver's *internal controls are designed appropriately and operating effectively*
- ***Insight*** — Sharing *right fit-best practices and expertise in governance, risk management and internal controls*; and identifying the opportunities for continuous improvement
- ***Foresight*** — Monitoring *emerging risks* and offering forward-looking recommendations to support informed decision-making.

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AUDIT, RISK & ASSURANCE CHARTER

Charter Characteristics

- Establishment of ARA Division and support for it
- Reporting relationship *(dual reporting – administrative and functional)*
- Authority granted
- Goal or objectives of the ARA Division
- Specific responsibilities of its functions

The Institute of Internal Auditors

Charter Elements

- Mission and Scope of Work
- Accountability
- Independence & Advisory role
- Responsibility
- Authority
- Standards of Audit and Risk Management practices

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AUDIT, RISK & ASSURANCE CHARTER

Reporting

- Begin with quarterly reporting to Performance and Audit Committee and Board

Independence - Program Manager, Audit, Risk and Assurance:

- Ensure maintenance of independence and staff do not assume direct operational responsibility or authority over the activities they audit
- On an annual basis confirms the organizational independence of ARA Division to the Performance and Audit Committee

Authority

- Have unrestricted access to all organizational activities, records, databases, information systems, physical properties and personnel, relating to the scope of ARA projects
- Shall maintain the confidentiality of all information obtained.

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METRO VANCOUVER ENTERPRISE RISK ASSESSMENT

Enterprise Risk Management (ERM)
Structured and organization-wide approach to identifying, assessing, managing, monitoring and reporting risks to provide reasonable assurance that Metro Vancouver's objectives will be achieved.

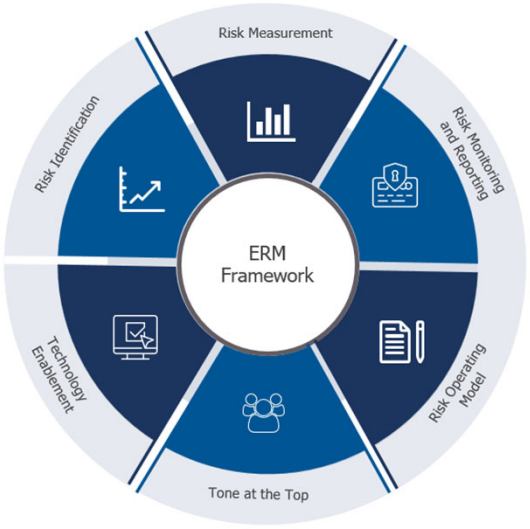
Overarching goal is to develop a risk culture in Metro Vancouver which is achieved through **ERM framework**.

ARA will conduct an organization-wide risk assessment in collaboration with key stakeholders. This process will:

- Identify and evaluate risks across the organization and prioritize them based on their significance;
- Results in the development of a **Corporate Audit and Advisory Plan**.

A dedicated session on the ERM Framework will be scheduled in early 2027.

ERM Framework



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METRO VANCOUVER RISK ASSESSMENT - TIMELINE

Stage 1	Stage 2	Stage 3	Stage 4
Plan, Methodology & Approval	Performance & Audit Committee	Risk Assessment Launch	Risk Monitoring, Corporate Audit & Advisory Plan
• Develop Risk Assessment Approach	• Presentation to Performance and Audit Committee • Submission to Board • ERM Policy • ERM Framework	• Orientation Session *(Metro Vancouver wide)* • Field work • Risk Register • Risk Radar	• Performance and Audit Committee Workshop • Audit & Risk Advisory Plan • Risk Mitigation Plan *(Risk Owners)*
June 2026	**July 9 & 24, 2026**	**Sept – Nov 2026**	**Jan / Feb 2027**

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WORKPLAN

#	Projects	Tentative Timeline	Status
1	Liability & Property Loss Claims Policy Review	Q2 - Q3 2026	*Underway*
2	Claims Management & Settlement Policy Review	Q2 2026	Completed
3	Claims Management Process Review	Q2 - Q4 2026	*Underway*
4	Government Financial Officers Association Submission – 2025 *Annual Report & Transmittal Letter*	Q2 2026	*Underway*
5	Claims Management System – *Evaluation & Implementation*	Q2 to Q4 2026	*Underway*
6	Insurance Policies - Renewal	Q2 2026	Completed
7	Audit of Procurement Policy	Q3 2026	
8	ERM Policy	Q3 2026	
9	ERM Framework	Q3 2026	
10	Metro Vancouver Risk Assessment	Q3 - Q4 2026	
11	Three Year Corporate Audit & Advisory Plan	Q1 2027	

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SERVICES AND SOLUTIONS FOR A LIVABLE REGION

To: Performance and Audit Committee

From: Linda Sabatini, Chief Financial Officer, General Manager, Financial Services

Date: July 2, 2026 Meeting Date: July 9, 2026

Subject: **Metro Vancouver 2026 Financial Performance Report No. 1**

RECOMMENDATION

THAT the MVRD Board receive for information the report dated July 2, 2026 titled "Metro Vancouver 2026 Financial Performance Report No. 1".

EXECUTIVE SUMMARY

This report presents the Metro Vancouver 2026 Financial Performance Report No. 1 (**Attachment 1**). The Metro Vancouver 2026 Financial Performance Report No. 1 indicates a forecasted year-end operating surplus of approximately $15.7 million (1.0% of the total $1.6 billion operating budget). Forecasted surpluses are in Liquid Waste Services of $13.5 million, Metro Vancouver Housing of $2.2 million, and Regional District Services of $2.5 million, primarily from lower than budget core operational expenses for Liquid Waste, and overall lower contracted services. The forecasted surplus is offset by forecasted deficit in Water Services of $0.3 million primarily due to lower water sales, and forecasted deficit in Solid Waste Services of $2.2 million mainly due to increased contingency disposal costs.

Year-end capital expenditures are forecasted at approximately 80% of the planned annual cash flow target of $1.8 billion. Significant work has progressed on several multi-year projects and will continue for 2026, such as Stanley Park Water Supply Tunnel, Annacis Water Supply Tunnel, and North Shore Wastewater Treatment Plant (NSWWTP). As a result of construction advancement in major projects in 2026, MFA borrowing in 2026 is forecasted at $700 million, an increase of $100 million compared to the borrowing of $600 million in 2025. Investment returns are currently averaging 3.04% and are expected to remain stable for the remainder of the year. Year-to-date procurement activity includes four awards approved by the Board representing 50% of the total value of contracts awarded. In addition, two contracts that were previously corporately awarded under $10 million were amended whereby the cumulative effect of the change resulted in the total contract value exceeding $10 million. Across the organization there are over 119 continuous improvement initiatives underway.

PURPOSE

To present the MVRD Board with Metro Vancouver 2026 Financial Performance Report No. 1, including year-end forecasts for 2026, procurement activity, treasury results, and progress on continuous improvement initiatives.

BACKGROUND

The Metro Vancouver 2026 Financial Performance Report No. 1 is the first of three financial reports for 2026, and is intended to support the Performance and Audit Committee and the MVRD Board with their monitoring and oversight role. The report focuses on the annual forecast, overall financial health of the organization, and highlights any major risks and opportunities. Attachment 1 to this report provides more detailed information on Metro Vancouver's financial performance at May 31, 2026.

Reporting timeline	July 2026	November 2026	April 2027
Financial Performance	Report 1	Report 2	Year-end Results

Operating Results and Forecast

On a net surplus basis, it is expected that the year-end operating surplus will be approximately $15.7 million or 1.0% of the total $1.6 billion operating budget. Overall forecasted surpluses are in Liquid Waste Services of $13.5 million, Metro Vancouver Housing of $2.2 million, and Regional District Services of $2.5 million, primarily from the timing of recruitment, lower than budget core operational expenses for liquid waste, and lower contracted services. The forecasted surplus is offset by forecasted deficit in Water Services of $0.3 million primarily due to lower water sales, and forecasted deficit in Solid Waste Services of $2.2 million mainly due to increased contingency disposal costs. In accordance with policy, operating surpluses will be transferred to reserves at year-end. As of May 31, 2026 the year-to-date operating surplus was $8.5 million or 0.5% of the total budget.

Table 1: 2026 Operating Results and Forecast

(in millions)	Year-to-date Actual Surplus	Year-end Forecast Surplus
Greater Vancouver Water District	$ 3.7	$ (0.3)
Greater Vancouver Sewerage and Drainage District		
Liquid Waste Services	5.6	13.5
Solid Waste Services	(9.8)	(2.2)
Metro Vancouver Housing Corporation	6.3	2.2
Metro Vancouver Regional District	2.7	2.5
	$ 8.5	**$ 15.7**

Capital Expenditures Program Results and Forecast

Capital expenditures for 2026 are forecasted at approximately 80% of the planned annual cash flow target of $1.8 billion. Significant work has progressed on several multi-year projects and there is anticipated advancement in major projects as they progressed through the construction phase, such as the Stanley Park Water Supply Tunnel, Annacis Water Supply Tunnel, and NSWWTP. As at May 31, 2026, the capital expenditures were $447.1 million or 25% of the planned annual cash flow target.

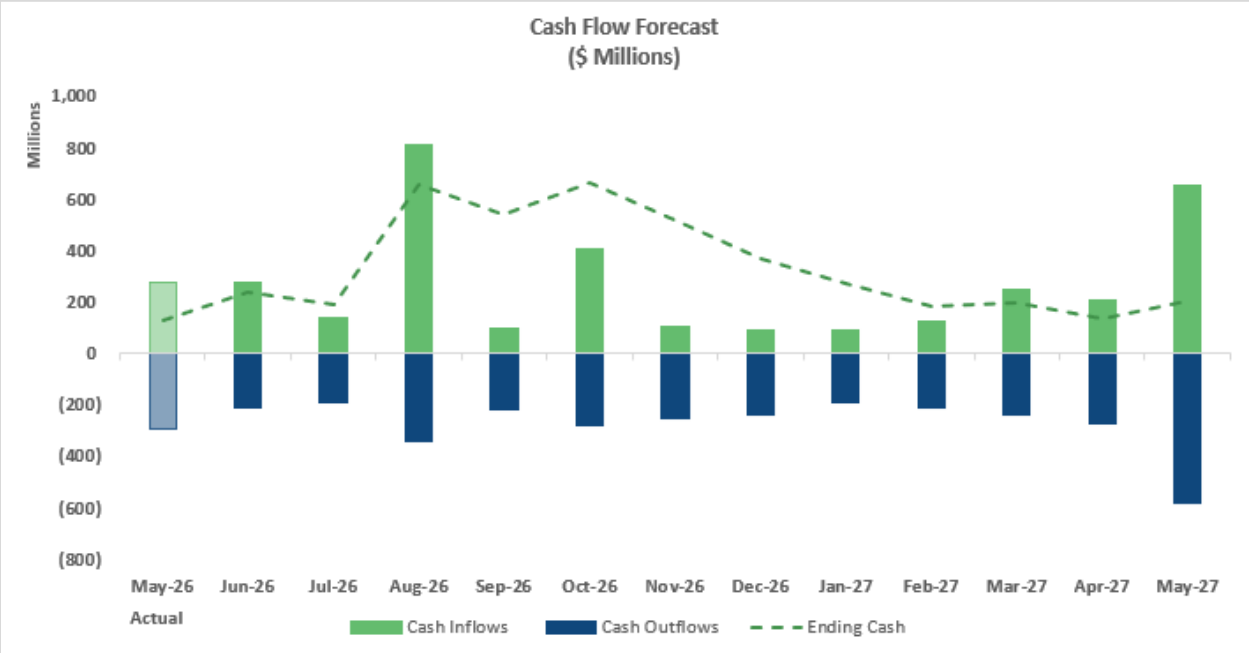
Table 2: 2026 Capital Expenditure Program Results and Forecast

(In millions)	Planned Annual Expenditures	2026 Actuals (Jan - May)	Forecasted Expenditures	Projected Variance
Housing Services	$ 207.3	$ 36.2	$ 142.7	$ 64.6
Liquid Waste Services	981.4	263.1	904.9	76.5
Regional Parks	47.8	5.7	45.9	1.9
Solid Waste Services	41.0	3.6	24.5	16.5
Water Services	488.3	138.5	405.0	83.3
	$ 1,765.8	**$ 447.1**	**$ 1,523.0**	**$ 242.8**

Treasury Results

As a result of construction advancement in major projects in 2026, MFA borrowing in 2026 is forecasted at $700 million, an increase of $100 million compared to the borrowing of $600 million in 2025. Furthermore, the MFA long-term borrowing rate for the Spring 2026 issue was 4.82%, higher than the Spring 2025 rate of 3.88%, indicating upward pressure on long-term interest rates. The projected rise in interest rates, together with the approved increase in capital expenditure levels, has contributed to the forecasted increase in debt service ratio to 19.9% in 2026, compared to 18.0% in 2025. The forecasted 2026 debt servicing ratio at 19.9% is in line with the 2026 budget estimate at 19.8%, with the slight difference reflecting updated timing of planned borrowing, capital spending, and higher rates. Treasury reviews cash and reserve balances against payment obligations and debt requirements to manage risk, ensure adequate liquidity to sustain operations, and make efficient use of cash. Table 3 below provides the cash position as of May 2026 and the cash flow forecast for the next twelve months from June 2026 to May 2027.

Table 3: Cash Position at May 2026 and Forecast from June 2026 – May 2027



Cash balances are expected to trend downwards by the end of 2026 as the third-quarter tax levy is utilized to fund approved operating and capital expenditures. As at May 31, 2026, cash and equivalents totaled $178.5 million and investments totaled $395.4 million for an aggregate total of $573.9 million (2025 - $927.8 million). Average investment returns declined from December 2025, to 2.91% for short-term and 3.25% for long-term investments, with a total weighted average return of 3.04% (2025 - 3.51%). As interest rates are forecasted to remain at or near current levels through 2026, Metro Vancouver's overall rate of return is expected to ease slightly as maturing higher-yield investments are reinvested at lower prevailing rates.

Procurement

Table 4 and 5 below provide a summary of the number and value of contract awards in excess of $75,000 as approved by the applicable Board (for contracts exceeding $10 million) and corporate authority (for contracts between $75,000 and $10 million). All contracts are awarded in accordance with the Board's Procurement and Asset Disposal Authority Policy. The figures only include awards with contracts that were fully executed as of May 31, 2026. Four awards were approved by the Board in the five months of 2026, representing 3% of the total number of awards and approximately 50% of the total dollar value awarded.

Table 4. Number of Contracts Awarded

Award Type	Year-to-date May 2026	2025
Board Awarded	4	12
Corporate Awarded	123	431
Total	**127**	**443**

Table 5. Value of Contracts Awarded

Award Type	Year-to-date May 2026	2025
Board Awarded	$ 102,077,906	$ 2,691,749,361 *
Corporate Awarded	100,550,621	326,918,830
Total	**$ 202,628,527**	**$ 3,018,668,191**

* NSWWTP PCL C2 - $1.95 billion

Table 6 below summarizes two contracts that were previously corporately awarded under $10 million and were amended whereby the cumulative effect of the change resulted in the total contract value exceeding $10 million.

Table 6. Contracts exceeding $10 million due to Cumulative Contract Changes

Year-to-date May 2026							
Competition #	Competition Type	Competition Description	Reason for Change	Contract Award Value	Value of Prior Contract Change(s)	Value of Current Period Contract Change	Updated Contract Value of Contract
19-283	SRFEOI	Biosolids Management at Blackwell	Increased services due to additional volume	$8,976,176	$ 612,000	$ 1,299,480	$10,887,656
22-066	RFP	Waste-to-Energy Facility District Energy System Project	Extra Work Related to the Asset	$7,220,200	$2,007,000	$ 4,243,670	$13,470,870

Continuous Improvement
Continuous improvement is a core value for the organization and is intended to enhance efficiency and deliver better service internally and externally. There are currently 119 continuous improvement projects underway across the organization.

ALTERNATIVES
This report is provided for information; no alternatives are presented.

FINANCIAL IMPLICATIONS

The Metro Vancouver 2026 Financial Performance Report No. 1 indicates a forecasted operating surplus of $15.7 million for the year (1.0% of the total $1.6 billion operating budget) and capital expenditures at approximately 80% of the planned annual cash flow target of $1.8 billion.

CONCLUSION

This report provides the first report for 2026 on the financial performance of Metro Vancouver. It is forecasted that Metro Vancouver will have a year-end operating surplus of approximately $15.7 million (1.0% of the total $1.6 billion operating budget) for 2026, and capital expenditures are forecasted at approximately 80% of the planned annual cash flow target of $1.8 billion. Staff continue to monitor the financial performance against the budgeted cash flow requirements, including reporting on procurement activity, treasury results, and progress on continuous improvement initiatives. Staff will report to the Performance and Audit Committee and the MVRD Board the second financial performance report in the Fall of 2026 and the year-end results in April 2027.

Attachments

1. Metro Vancouver 2026 Financial Performance Report No. 1.

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METRO VANCOUVER 2026 FINANCIAL PERFORMANCE REPORT NO. 1

Actuals to May 31, 2026, with

Estimated Financial Forecast to December 31, 2026

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INTRODUCTION

This report presents first of three financial performance reports for fiscal 2026. It combines the financial performance and annual forecast information of Metro Vancouver's four legal entities: Greater Vancouver Water District, Greater Vancouver Sewerage and Drainage District, Metro Vancouver Housing Corporation, and Metro Vancouver Regional District. Staff will report to the Performance and Audit Committee and the MVRD Board the second financial performance report in the Fall of 2026 and the year-end results in April 2027.

FINANCIAL PERFORMANCE AT A GLANCE

	Commentary
Operating Results	As of May 31, 2026 the year-to-date operating surplus is $8.5 million. Operating expenditures are at 99% of year-to-date (YTD) budget and revenues are at 102% of YTD budget, higher than YTD budget by $3.7 million. It is forecasted that for 2026, the year-end net operating surplus will be approximately $15.7 million (1.0% of the $1.6 billion operating budget). Overall forecasted surpluses are in Liquid Waste Services of $13.5 million, Metro Vancouver Housing of $2.2 million, and Regional District Services of $2.5 million, primarily from timing of recruitment, lower than budget core operational expenses for liquid waste, and lower contracted services. The forecasted surplus is offset by forecasted deficit in Water Services of $0.3 million primarily due to lower water sales, and forecasted deficit in Solid Waste Services of $2.2 million mainly due to increased contingency disposal costs.
Capital Expenditures	Capital expenditures as of May 31, 2026 were $447.1 million (25% of the planned annual cash flow target of $1.8 billion). By year-end, capital expenditures are forecasted at approximately 80% of the planned annual cash flow target of $1.8 billion. Construction and related spending progressed for major projects moving into various stages of construction, such as the Stanley Park Water Supply Tunnel, Annacis Water Supply Tunnel, North Shore Wastewater Treatment Plant (NSWWTP).
Awarded Procurement	4 awards approved by the Board representing 50% of the total value of contracts awarded.
Cash Flow Scenarios	Projected annual cash balance remains positive. Although current cash balance remains positive, a decline in cash by year-end is forecasted to fund ongoing operational and planned capital expenditures.
Investments	The latest report on investments indicated an estimated weighted average annualized return of 3.04%.
Financial Indicators	The ratios indicate a sufficient position to meet current liabilities, based on historical levels, and forecasted debt servicing at 19.9% is in line with budget at 19.8%.
Continuous Improvement	There are currently 119 continuous improvement initiatives underway that will continue to advance the Board's strategic priorities.

OPERATING RESULTS AND FORECASTS

Overall Net Operating Surplus to Budget

As of May 31, 2026, Metro Vancouver's year-to-date operating surplus to budget is at $8.5 million. By year-end, the forecasted year-end net operating surplus to budget is anticipated at approximately $15.7 million (1.0% of the $1.6B budget). The 2026 overall forecasted surpluses are in Liquid Waste Services of $13.5 million, Metro Vancouver Housing of $2.2 million, and Regional District Services of $2.5 million, primarily from timing of recruitment, lower than budget core operational expenses for liquid waste, and overall lower contracted services. The forecasted surplus is offset by forecasted deficit in Water Services of $0.3 million primarily due to lower water sales, and forecasted deficit in Solid Waste Services of $2.2 million mainly due to increased contingency disposal costs.

(in millions)	Year-to-date Actual Surplus	Year-end Forecast Surplus
Greater Vancouver Water District	3.7	(0.3)
Greater Vancouver Sewerage and Drainage District		—
Liquid Waste Services	5.6	13.5
Solid Waste Services	(9.8)	(2.2)
Metro Vancouver Housing Corporation	6.3	2.2
Metro Vancouver Regional District	2.7	2.5
	8.5	15.7

Key drivers related to the operating results are highlighted in the following schedules.

Operating Budget Summary

Metro Vancouver
Operating Budget Summary
For the Five Months Ended May 31, 2026

	Annual Budget	Year-end Forecast	Projected Variance	Year-to-date Budget	Year-to-date Actual	% Actual to Budget	Year-to-date Variance
REVENUES							
Key Service Revenues							
Water Sales	$ 424,504,293	$ 416,504,293	$ (8,000,000)	$ 115,430,138	$ 113,929,717	99%	$ (1,500,421)
Liquid Waste Services Levy	610,993,863	610,993,863	—	—	—	—%	—
Solid Waste Tipping Fees	160,039,613	173,041,000	13,001,387	66,683,785	70,048,882	105%	3,365,097
Metro Vancouver Regional District Requisitions	102,357,428	102,357,428	—	—	—	—%	—
Housing Rents	50,526,930	50,090,511	(436,419)	21,052,910	21,263,681	101%	210,771
	1,348,422,127	1,352,987,095	4,564,968	203,166,833	205,242,280	101%	2,075,447
Other Revenues	60,320,528	69,168,112	8,847,584	18,984,460	21,665,458	114%	2,680,998
Reserve Transfers	161,536,034	160,743,550	(792,484)	7,350,282	6,312,538	86%	(1,037,744)
TOTAL REVENUES	**$1,570,278,689**	**$1,582,898,757**	**$ 12,620,068**	**$ 229,501,575**	**$ 233,220,276**	102%	**$ 3,718,701**
EXPENDITURES							
Greater Vancouver Water District	$ 449,711,983	$ 441,915,616	$ 7,796,367	$ 112,309,217	$ 107,001,616	95%	$ 5,307,601
Greater Vancouver Sewerage and Drainage District							
Liquid Waste Services	756,293,637	741,335,397	14,958,240	178,834,511	171,966,312	96%	6,868,199
Solid Waste Services	169,903,754	194,263,303	(24,359,549)	71,739,120	88,669,674	124%	(16,930,554)
Metro Vancouver Housing Corporation	61,669,689	57,959,305	3,710,384	25,075,847	18,779,679	75%	6,296,168
Metro Vancouver Regional District							
Regional Parks	74,355,577	73,708,842	646,735	30,655,948	29,324,283	96%	1,331,665
Air Quality and Climate Action	16,263,033	15,895,533	367,500	5,868,241	5,565,249	95%	302,992
Other Regional Services	42,081,016	42,072,535	8,481	14,579,527	12,954,388	89%	1,625,139
TOTAL EXPENDITURES	**$1,570,278,689**	**$1,567,150,531**	**$ 3,128,158**	**$ 439,062,411**	**$ 434,261,201**	99%	**$ 4,801,210**
SURPLUS (DEFICIT)	**$ —**	**$ 15,748,226**	**$ 15,748,226**	**$ (209,560,836)**	**$ (201,040,925)**		**$ 8,519,911**

- Overall revenues as of May 31, 2026 are higher than budget by $3.7 million due primarily to tipping fees and higher reserve usage offset by water sales compared to budget. Reserve transfers for funding Housing and Parks capital replacement and maintenance programs were $0.5 million lower than anticipated largely related to timing of asset maintenance expenditures. It is anticipated that the trend for higher Solid Waste system waste flows will continue, resulting in overall year-end revenues expected to be $12.6 million higher than budget.

- Overall expenditures as of May 31, 2026 are at 99% of the year-to-date expected budget or 28% of the annual budget ($0.4B out of $1.6 billion). Key factors contributing to lower expenditures than budget include timing of recruitment, deferred operating projects, and the timing of operating and maintenance expenditures. This is offset by higher than anticipated landfill costs in Solid Waste Services due to higher waste flows. By year-end, overall expenditures are forecasted to be under budget by $3.1 million.

- Based on current forecasts, the net year-end surplus to budget is forecasted to be $15.7 million (1.0% of the $1.6 billion budget).

Operating Surplus Analysis by Entity

Water Services has a current YTD surplus of $3.7 million with a forecasted deficit of $0.3 million by year-end.

	Annual Budget	Year-end Forecast	Projected Variance	Year-to-date Budget	Year-to-date Actual	Year-to-date Variance
Greater Vancouver Water District						
Revenues	$449,711,983	$441,640,258	$ (8,071,725)	$116,423,303	$114,856,031	$ (1,567,272)
Expenditures	449,711,983	441,915,616	7,796,367	112,309,217	107,001,616	5,307,601
Surplus (Deficit)	$ —	$ (275,358)	$ (275,358)	$ 4,114,086	$ 7,854,415	$ 3,740,329

- Year-to-date water revenues are currently $1.6 million lower than budget, largely due to $1.5 million lower water sales than anticipated from slightly less than expected consumption levels overall during the first five months. By year-end, total water revenues are projected to be $8.1 million less than budget, primarily due to continued lower water sales of $8.0 million due to lower consumption levels

- Year-to-date expenditures are $5.3 million less than budget, primarily in water supply, maintenance and treatment plant operational net underspends of $2.4 million along with underspends in minor capital project work of $1.8 million as well as policy and planning project work of $0.3 million, and several other primary operating programs net underspends year-to-date of close to $0.8 million.

- Overall, Water Services operational expenditure projections are expected to be close to $7.8 million underspent to budget by year-end. This includes $6.9 million for operations and $0.9 million for debt.

Liquid Waste Services has a YTD surplus of $5.6 million with a forecasted surplus of $13.5 million by year-end.

	Annual Budget	Year-end Forecast	Projected Variance	Year-to-date Budget	Year-to-date Actual	Year-to-date Variance
Greater Vancouver Sewerage and Drainage District						
Liquid Waste Services						
Revenues	$756,293,637	$754,829,019	$ (1,464,618)	$ 9,197,066	$ 7,897,748	$ (1,299,318)
Expenditures	756,293,637	741,335,397	14,958,240	178,834,511	171,966,312	6,868,199
Surplus (Deficit)	$ —	$ 13,493,622	$ 13,493,622	$ (169,637,445)	$ (164,068,564)	$ 5,568,881

- Year-to-date revenues are $1.3 million lower than budget primarily due to the timing of industrial charge revenues. Year end revenues are projected to be lower than budget by $1.5 million overall primarily due to less than planned applications of development cost charges to pay for growth debt servicing costs (also projected less than budget).

- Year-to-date underspends are close to $6.9 million lower than budget primarily due to less than planned expenditures for core operational and maintenance work, environmental management tasks, minor capital project work along with additional underspends in several small program areas.

- Year-end expenditures are forecasted to be $15.0 million lower than budgeted primarily due to projected underspends in wastewater treatment program ($6.1 million), environmental management and quality control work ($1.5 million), policy and planning work ($0.7 million), Maintenance work ($0.5 million), Administration Support ($0.5 million), debt service ($5.6 million), Other ($0.1 million).

Solid Waste Services had a YTD deficit of $9.8 million, with a forecasted deficit of $2.2 million by year-end.

	Annual Budget	Year-end Forecast	Projected Variance	Year-to-date Budget	Year-to-date Actual	Year-to-date Variance
Greater Vancouver Sewerage and Drainage District						
Solid Waste Services						
Revenues	$169,903,754	$192,029,122	$ 22,125,368	$ 70,793,840	$ 77,964,345	$ 7,170,505
Expenditures	169,903,754	194,263,303	(24,359,549)	71,739,120	88,669,674	(16,930,554)
Surplus (Deficit)	$ —	$ (2,234,181)	$ (2,234,181)	$ (945,280)	$(10,705,329)	$ (9,760,049)

- Year-to-date revenues were $7.2 million higher than anticipated driven primarily by higher waste flows. Expenditures were $16.9 million higher mainly due to increased contingency disposal costs associated with the higher waste tonnage.

- Projections include 2026 adjustments resulting from the updated Vancouver Landfill agreement that extends the life of the Landfill to approximately 2050. Adjustments resulting from Vancouver Landfill retroactive payments for 2024 and 2025 are not included in the 2026 projections as they are being funded from reserves.

- Projected 2026 waste quantities remain similar to the previous year. As a result, waste flows along with additional commercial organics are expected to drive tipping fee and associated revenues $22.1 million greater than budget by the end of year.

- Expenditures by year-end are forecasted to be higher by $24.4 million mainly due to increased contingency disposal costs associated with the expected waste tonnage and the new landfill agreement.

The **Metro Vancouver Housing (MVHC)** had a YTD surplus of $6.3 million with a forecasted surplus of $2.2 million by year-end.

	Annual Budget	Year-end Forecast	Projected Variance	Year-to-date Budget	Year-to-date Actual	Year-to-date Variance
Metro Vancouver Housing Corporation						
Revenues	$ 61,669,689	$ 60,200,036	$ (1,469,653)	$ 25,075,847	$ 25,095,344	$ 19,497
Expenditures	61,669,689	57,959,305	3,710,384	25,075,847	18,779,679	6,296,168
Surplus (Deficit)	$ —	$ 2,240,731	$ 2,240,731	$ —	$ 6,315,665	$ 6,315,665

- For the first five months, revenues were $0.02 million above budget, and are projected to be $1.5 million under budget by year-end, primarily due to deferred debt funding tied to underspends in capital renewal projects reducing transfers from reserve funds, as well as lower rental revenues due to higher vacancy at newly completed rental properties, including Heather Place Building B, Kingston Gardens Building 5, and Salal Landing.

- Year-to-date expenditures were $6.3 million below budget and are forecasted to be $3.7 million below budget by year-end, mainly due to lower operating costs from delayed completion of new rental properties and reduced debt servicing costs.

- Metro Vancouver Housing is projecting a net operating surplus of $2.2 million, in addition to the planned $6.3 million in contribution to reserve. The surplus will be transferred to reserves to fund capital maintenance for asset management and support capital development to renew existing sites.

Metro Vancouver Regional District

Regional Parks had a YTD surplus of $1.4 million with a forecasted surplus of $0.5 million by year-end.

	Annual Budget	Year-end Forecast	Projected Variance	Year-to-date Budget	Year-to-date Actual	Year-to-date Variance
Metro Vancouver Regional District						
Regional Parks						
Revenues	$ 74,355,577	$ 74,209,128	$ (146,449)	$ 4,778,883	$ 4,841,407	$ 62,524
Expenditures	74,355,577	73,708,842	646,735	30,655,948	29,324,283	1,331,665
Surplus (Deficit)	$ —	$ 500,286	$ 500,286	$ (25,877,065)	$ (24,482,876)	$ 1,394,189

- Year-to-date revenues are $0.1 million higher than budget and by year-end, revenues are projected to be $0.1 million lower than budget due to lower transfers from reserves funds, offset by unbudgeted sundry revenue related to the Burns Bog Ecological Conservancy Area enhancements.

- Year-to-date expenditures are $1.3 million lower than budget due to timing of recruitment, deferred litigation costs and less consulting expenditures. By year-end, expenditures are forecasted to be $0.6 million lower than budget.

- The forecasted year-end net operating surplus of $0.5 million is largely due to unbudgeted sundry revenue received related to the Burns Bog Ecological Conservancy Area enhancements.

Air Quality and Climate Action had a YTD deficit of $0.4 million with a forecasted surplus of $0.5 million by year end.

	Annual Budget	Year-end Forecast	Projected Variance	Year-to-date Budget	Year-to-date Actual	Year-to-date Variance
Metro Vancouver Regional District						
Air Quality and Climate Action						
Revenues	$ 16,263,033	$ 16,407,455	$ 144,422	$ 2,192,491	$ 1,484,218	$ (708,273)
Expenditures	16,263,033	15,895,533	367,500	5,868,241	5,565,249	302,992
Surplus (Deficit)	$ —	$ 511,922	$ 511,922	$ (3,675,750)	$ (4,081,031)	$ (405,281)

- Year-to-date revenues were lower than budget by $0.7 million, largely due to timing of revenue collected for Air Quality permit fees as a result of bylaw amendments. Year-to-date expenditures were $0.3 million lower than budget primarily due to delay in some projects, and labour underspends from timing of recruitment.

- Year-end revenues are projected to be higher than budget by $0.1 million largely due to recalculated permit fee estimates and increased outreach on non-road diesel fees. By year-end, expenditures are forecasted to be lower than budget by $0.4 million largely from in-progress projects funded from reserves, and labour underspends from timing of recruitment.

Other Regional Services had a YTD surplus of $1.7 million with a forecasted surplus of $1.5 million by year-end.

	Annual Budget	Year-end Forecast	Projected Variance	Year-to-date Budget	Year-to-date Actual	Year-to-date Variance
Metro Vancouver Regional District						
Other Regional Services						
Revenues	$ 42,081,016	$ 43,583,739	$ 1,502,723	$ 1,040,145	$ 1,081,183	$ 41,038
Expenditures	42,081,016	42,072,535	8,481	14,579,527	12,954,388	1,625,139
Surplus (Deficit)	$ —	$ 1,511,204	$ 1,511,204	$(13,539,382)	$(11,873,205)	$ 1,666,177

- Year-to date expenditures are under budget by $1.6 million as a result of less Board & Committee meetings, a pause on travel and conferences, delays in sustainability project spending, consulting and staffing costs and Regional GPS work to be completed later in the year.

- Forecasted year-end surplus is projected to be approximately $1.5 million, mainly due to application of reserve revenue for housing development projects of $2.7 million, offset by $1.2 million lower than expected grant for Barnston Island Dike project. Forecasted expenditures are in line with budget, which is a combination of higher expected housing development projects, offset by savings from less Board and Committee meetings and a pause on travel and conferences.

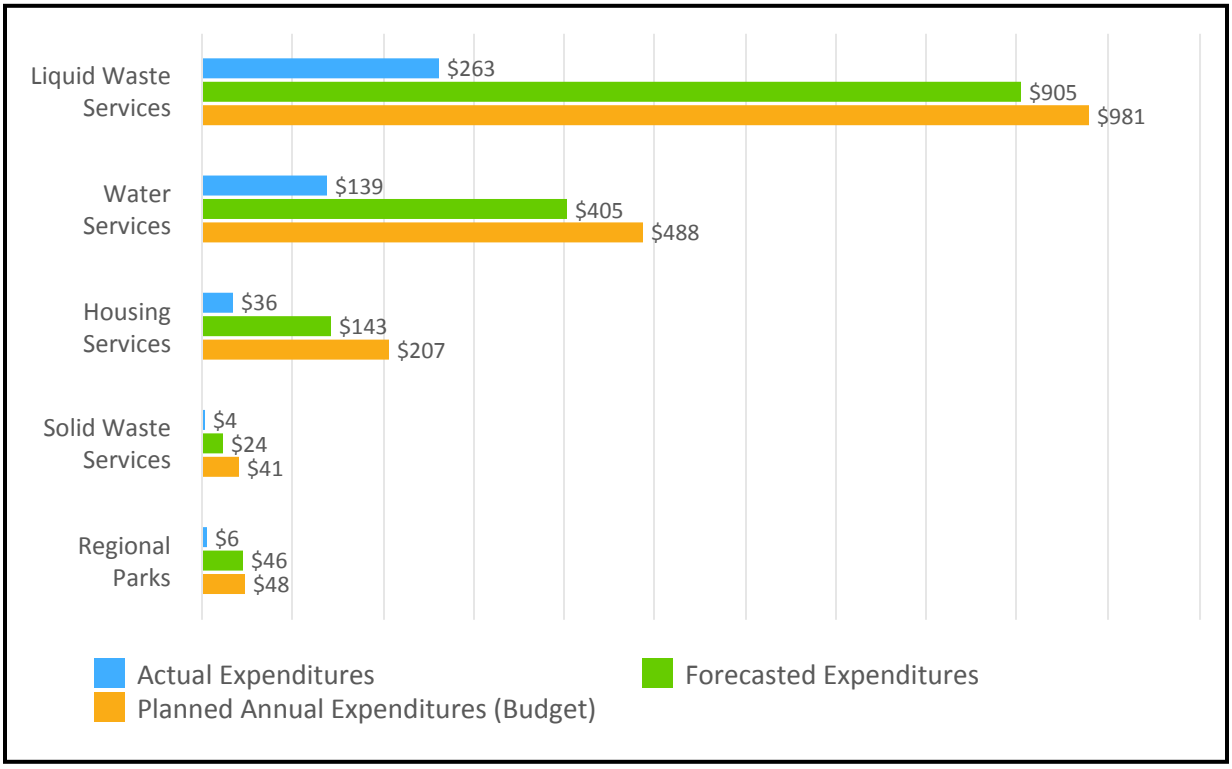
CAPITAL EXPENDITURES PROGRAM RESULT AND FORECASTS

Overall Capital Expenditures

As of May 31, 2026, capital expenditures were $447.1 million, or 25% of the planned annual cash flow target. Significant spending occurred in Liquid Waste and Water Services. These areas account for over 83% of the planned annual cash flow target of $1.8 billion. By year end, capital expenditures are forecasted at approximately 80% of the planned annual cash flow target of $1.8 billion. Capital expenditure levels increased compared to previous years due to the construction advancement in major projects as they progressed through the construction phase, such as Stanley Park Water Supply Tunnel, Annacis Water Supply Tunnel, and NSWWTP.

Capital Expenditure at a Glance

2026 Planned Annual Expenditures (Budget) vs Year-to-date Actual Expenditures in $ Millions



Capital Expenditure Summary

2026 Capital Spending Summary

For the Five Months Ended May 31, 2026

	Multi-Year Approved Capital Budget	Total Actuals to May 2026	% of Budget Spent to Date	Planned Annual Expenditures (Budget)	2026 Actuals (Jan - May)	Forecasted Expenditures	Forecasted Expenditures of Annual Cash Flow (%)	Forecasted Expenditures Variance from Annual Cash Flow ($)
Housing Services								
Development Capital	$ 525,400,000	$ 203,854,902	39%	$ 190,703,000	$ 33,511,837	$ 129,838,000	68%	$ 60,865,000
Building Renewal	79,750,000	22,392,894	28%	16,585,000	2,654,184	12,908,000	78%	3,677,000
	605,150,000	**226,247,796**	**37%**	**207,288,000**	**36,166,021**	**142,746,000**	**69%**	**64,542,000**
Liquid Waste Services								
Collections	1,718,600,000	763,456,479	44%	176,076,000	33,151,818	155,608,000	88%	20,468,000
Treatment Plants	9,784,600,000	3,257,150,445	33%	805,307,000	229,932,462	749,312,000	93%	55,995,000
	11,503,200,000	**4,020,606,924**	**35%**	**981,383,000**	**263,084,280**	**904,920,000**	**92%**	**76,463,000**
Regional Parks								
Park Development	23,600,000	2,555,632	11%	3,050,000	531,975	2,838,740	93%	211,260
Regional Parks Land Acquisition	—	—	—%	20,000,000	1,896,046	20,000,000	100%	—
Major Projects	77,900,000	11,155,496	14%	13,700,000	380,631	8,743,529	64%	4,956,471
Greenways	30,700,000	5,824,339	19%	7,250,000	1,016,135	9,550,000	132%	(2,300,000)
Service Facilities	6,700,000	3,234,564	48%	3,850,000	1,854,820	4,830,000	125%	(980,000)
	138,900,000	**22,770,031**	**16%**	**47,850,000**	**5,679,607**	**45,962,269**	**96%**	**1,887,731**
Solid Waste Services								
Landfills	24,050,000	12,905,578	54%	6,600,000	64,438	2,800,000	42%	3,800,000
Recycling and Waste Centres	77,600,000	29,396,360	38%	12,500,000	318,918	3,650,000	29%	8,850,000
Waste to Energy Facility	185,850,000	36,459,478	20%	21,850,000	3,207,311	18,000,000	82%	3,850,000
	287,500,000	**78,761,416**	**27%**	**40,950,000**	**3,590,667**	**24,450,000**	**60%**	**16,500,000**
Water Services								
Water Mains	4,214,750,000	1,771,035,808	42%	355,561,000	111,597,947	321,962,000	91%	33,599,000
Pump Stations	325,600,000	124,698,398	38%	46,500,000	7,903,900	34,135,000	73%	12,365,000
Reservoirs	135,400,000	92,012,904	68%	18,570,000	6,504,905	12,892,000	69%	5,678,000
Treatment Plants	346,300,000	69,351,467	20%	40,810,000	10,609,165	22,671,000	56%	18,139,000
Communication Systems	35,800,000	13,092,544	37%	7,400,000	424,005	2,616,000	35%	4,784,000
Dams	67,200,000	20,021,088	30%	11,410,000	1,065,759	5,091,000	45%	6,319,000
Rechlorination Stations	25,800,000	3,011,857	12%	3,450,000	185,522	1,201,000	35%	2,249,000
Water Supply Areas	10,750,000	9,894,170	92%	750,000	132,897	224,000	30%	526,000
Works Yards	76,600,000	54,017,684	71%	3,900,000	201,715	4,170,000	107%	(270,000)
	5,238,200,000	**2,157,135,919**	**41%**	**488,351,000**	**138,625,815**	**404,962,000**	**83%**	**83,389,000**
Total	**$17,772,950,000**	**$6,505,522,086**	**37%**	**$1,765,822,000**	**$447,146,390**	**$1,523,040,269**	**86%**	**$242,781,731**

Metro Vancouver Housing (MVHC)

(In millions)	Planned Annual Expenditures (Budget)	Forecasted Expenditures	Projected Variance
Development Capital	$ 190.7	$ 129.8	$ 60.9
Building Renewal	16.6	12.9	3.7
Total	**$ 207.3**	**$ 142.7**	**$ 64.6**

Year-to-date capital expenditures are $36.2 million (17%) and are forecasted at $142.7 million (69%) by year-end.

- Housing development capital projects are well underway - Heron's Nest, The Connection, and The Steller are progressing on schedule and are at advanced stages of construction, resulting in ramped-up expenditures in 2026 and continuing into 2027. Heather Place Building B and Kingston Gardens Building 5 were completed in November 2025 and Salal Landing is expected to reach completion in July 2026.
- Building renewal capital spending is progressing, with a higher-than-typical volume of projects underway; however, delivery has lagged forecast due to permitting timelines, scope adjustments, resourcing and procurement constraints, and funding limitations, resulting in a lower year-end spend than anticipated.
- Through strategic partnerships, funding and financing programs, Metro Vancouver Housing is leveraging its available resources to build and renew homes with no additional impact to household tax requisitions.

Liquid Waste Services

(In millions)	Planned Annual Expenditures (Budget)	Forecasted Expenditures	Projected Variance
Collections	$ 176.1	$ 155.6	$ 20.5
Treatment Plants	805.3	749.3	56.0
Total	**$ 981.4**	**$ 904.9**	**$ 76.5**

Year-to-date capital expenditures are $263.1 million (27%) with a forecasted spend of $904.9 million (92%) by year-end.

- Collections:
    - There are a number of projects in active construction. Royal Pump Station achieved substantial completion earlier this year. The Stoney Creek Sanitary Sewer (Coquitlam Section), Columbia Forcemain Rehabilitation, South Surrey Interceptor Johnston Road Section, Jervis Pump Station Backup Power, Harbour PS Discharge Header Replacement and Gleneagles Pump Stations 5 are all proceeding and are expected to be complete later this year. Construction is also recently started on the Westridge PS and Forcemain, and a number of other smaller projects have recently been tendered.
- Treatment Plants:
    - NSWWTP continues to ramp up its construction activities in 2026. The archaeological permitting challenges at NLWWTP are now resolved and pre-construction recommenced in May 2026 to prepare the site for WWTP construction that is estimated to commence in 2028. On direction of the Board, in October, IIWWTP has prioritized secondary treatment works to address compliance, deliverability, and manage affordability, while design work is progressing. For Annacis Island WWTP (Stage 5 Expansion), detailed design is nearing completion for the trickling filters and trickling filter pump station. Ground improvements are expected to commence in late 2026/early 2027. Work on the influent channel to the Solids Contact Tanks (SCTs) has been postponed until the summer of 2027. The AIWWTP Trickling Filter Rehabilitation is nearing completion, and the LIWWTP Trickling Filter Rehabilitation construction work has also been initiated.

Regional Parks

(In millions)	Planned Annual Expenditures (Budget)	Forecasted Expenditures	Projected Variance
Park Development	$ 3.1	$ 2.8	$ 0.3
Regional Parks Land Acquisition	20.0	20.0	—
Major Projects	13.7	8.7	5.0
Greenways	7.3	9.6	(2.3)
Service Facilities	3.7	4.8	(1.1)
Total	**$ 47.8**	**$ 45.9**	**$ 1.9**

Year-to-date capital expenditures are $5.7 million (12%) and are forecasted at $45.9 million (96%) by year end.

- Progress continues on major projects including Widgeon Marsh Regional Park Development, Campbell Valley Park and Greenway Development, Delta Nature Reserve Boardwalk Replacement and Belcarra South Picnic Area Revitalization. Some projects are taking longer than anticipated largely due to permitting requirements and inclement weather. Timing of expenditures with respect to land acquisition is dependent on availability and market conditions.

Solid Waste Services

(In millions)	Planned Annual Expenditures (Budget)	Forecasted Expenditures	Projected Variance
Landfills	$ 6.6	$ 2.8	$ 3.8
Recycling and Waste Centres	12.5	3.7	8.8
Waste to Energy Facility	21.9	18.0	3.9
Total	**$ 41.0**	**$ 24.5**	**$ 16.5**

Year-to-date capital expenditures are $3.6 million (9%) and are forecasted at $24.5 million (60%) by year-end.

- The forecasted spend is lower than initially projected as a result of longer than expected timelines to initiate construction on various capital projects. Contributing factors include additional engagement steps in the development of project scopes, longer than expected timelines to develop municipal agreements for infrastructure projects, and additional permitting steps not initially anticipated. Despite these complexities, early construction works on the Waste-to-Energy Facility district energy system is now underway, and municipal permitting for the North Surrey and Langley recycling and waste centre recycling depots is being finalized.

Water Services

(In millions)	Planned Annual Expenditures (Budget)	Forecasted Expenditures	Projected Variance
Water Mains	$ 355.6	$ 322.0	$ 33.6
Pump Stations	46.5	34.1	12.4
Reservoirs	18.6	12.9	5.7
Treatment Plants	40.8	22.7	18.1
Communication Systems	7.4	2.6	4.8
Dams	11.4	5.1	6.3
Rechlorination Stations	3.4	1.2	2.2
Water Supply Areas	0.7	0.2	0.5
Works Yards	3.9	4.2	(0.3)
Total	**$ 488.3**	**$ 405.0**	**$ 83.3**

Year-to-date actual capital expenditures are $138.5 million (28%) and forecasted at $405.0 million (83%) by year-end.

- Construction activities are underway for Stanley Park Water Supply Tunnel, Annacis Water Supply Tunnel, Coquitlam Main No. 4, Central Park Main, Kennedy Newton Main, Annacis Main No. 5 (South), Port Moody Main No. 3 and Newton Pump Station No. 2 with steady expenditures as progress is made. Spending for Annacis Main No. 5 (South) and Annacis Main No. 5 (North) are expected to ramp up as new phases of construction are planned to commence later in 2026.

TREASURY RESULTS

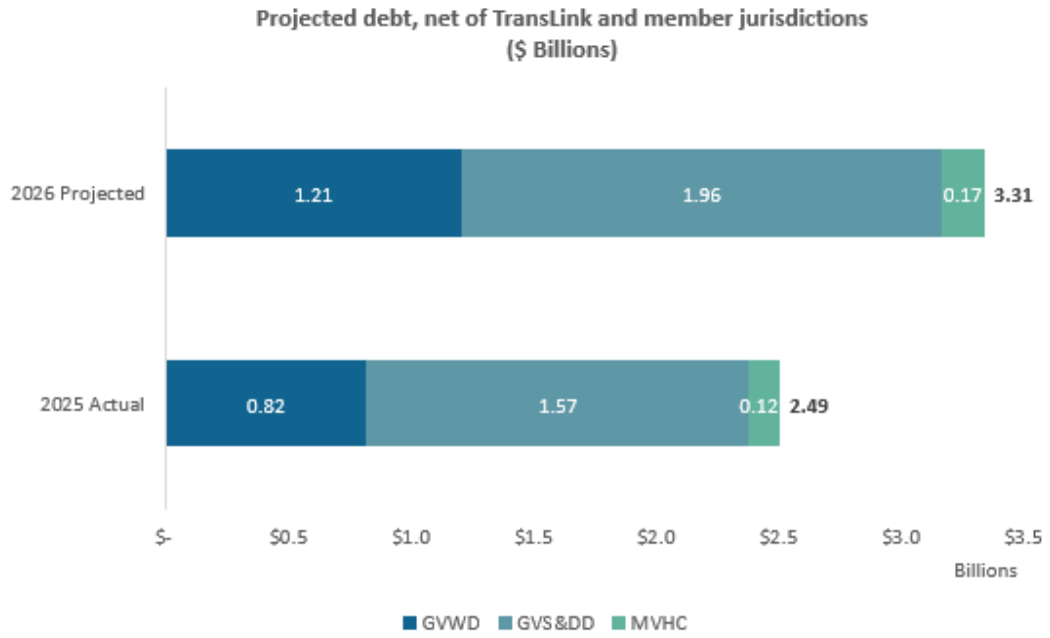
Debt

Debt, net of MFA sinking funds, and debt for Translink and member jurisdictions, reflects the amount of borrowing projected to the end of 2026. Sinking funds consist of principal payments paid to Municipal Finance Authority of British Columbia ("MFA") over the term of the debenture issue. These payments are invested by MFA which along with the interest earned will offset the debenture obligation.

As a result of construction advancement in major projects in 2026, MFA borrowing in 2026 is forecasted at $700 million, an increase of $100 million compared to the borrowing of $600 million in 2025. Additional $24.0 million in construction financing loans for MVHC is anticipated in 2026 (2025 - $33.5 million). In total, new projected borrowing for 2026 is $724.0 million.

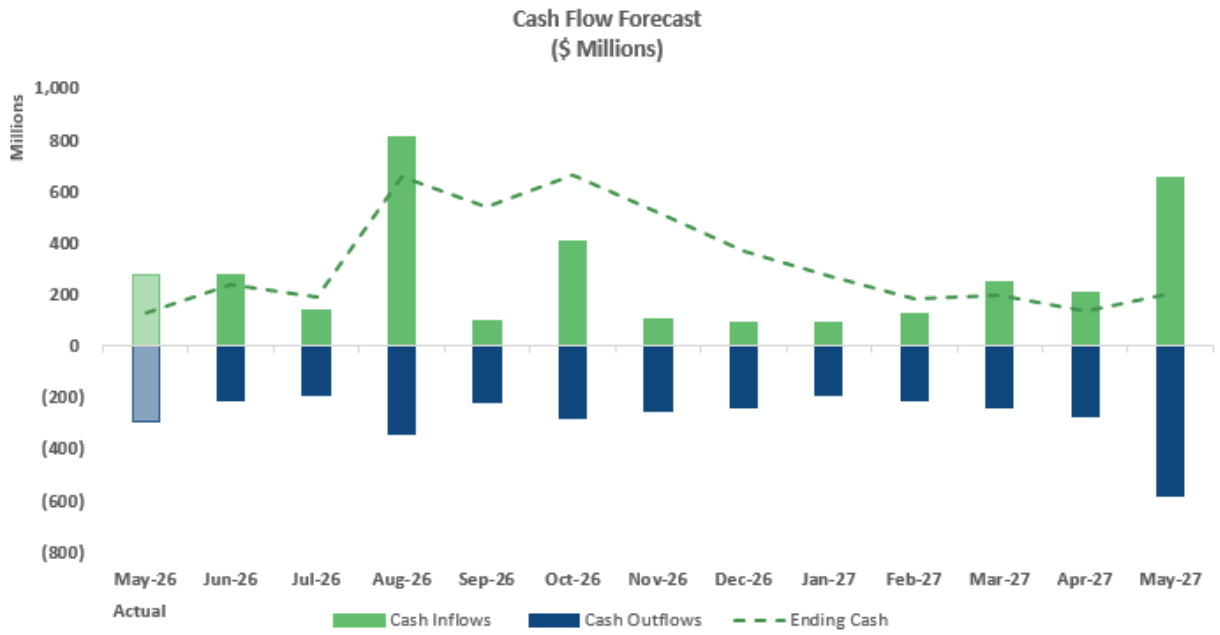
Furthermore, the MFA long-term borrowing rate for the Spring 2026 issue was 4.82%, higher than the Spring 2025 rate of 3.88%, indicating upward pressure on long-term interest rates. The projected rise in interest rates, together with the approved increase in capital expenditure levels, has contributed to the forecasted increase in debt service ratio to 19.9% in 2026, compared to 18.0% in 2025. The forecasted 2026 debt servicing ratio at 19.9% is in line with the 2026 budget estimate at 19.8%, with the slight difference reflecting updated timing of planned borrowing, capital spending, and higher rates.

Projected borrowing combined with year-to-date borrowing, scheduled debenture repayments, and MFA sinking fund activity, overall debt, including accrued interest, is projected to increase by $814.3 million to $3.3 billion by the end of 2026 (2025 - $2.5 billion).



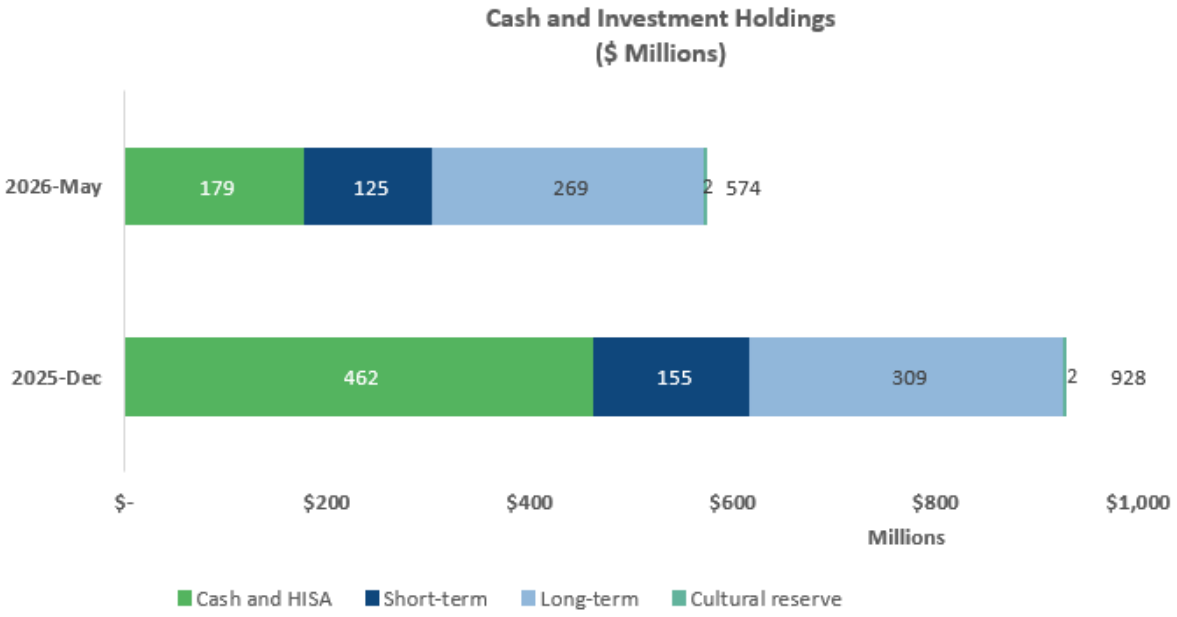
Cash and Investments

Treasury reviews cash and reserve balances against payment obligations and debt requirements to manage risk, ensure adequate liquidity to sustain operations, and make efficient use of cash. The chart below provides the cash position as of May 2026 and the cash flow forecast for the next twelve months from June 2026 to May 2027.



Cash management strategies ensure sufficient liquidity to meet the Districts' cash requirements. There is seasonality in cash flows, with cash levels increasing in the third quarter when tax levy revenue is received. Cash balances are expected to trend downwards by the end of 2026 as the third-quarter tax levy is utilized to fund approved operating and capital expenditures. Amid volatility in long-term interest rates and approved increase in capital expenditure levels, the Districts will participate in the Fall 2026 MFA borrowing issue to ensure sufficient funding for approved capital projects.

As at May 31, 2026, cash and equivalents and investments totalled $573.9 million (2025 - $927.8 million). The decline reflects the timing of the Spring 2026 MFA borrowing, which was delivered in two tranches —$200 million received in May 2026 and the remaining $200 million scheduled for June 2026. The charts below provide a summary of the cash and equivalents and investment holdings as at May 31, 2026, with comparative information for December 31, 2025.



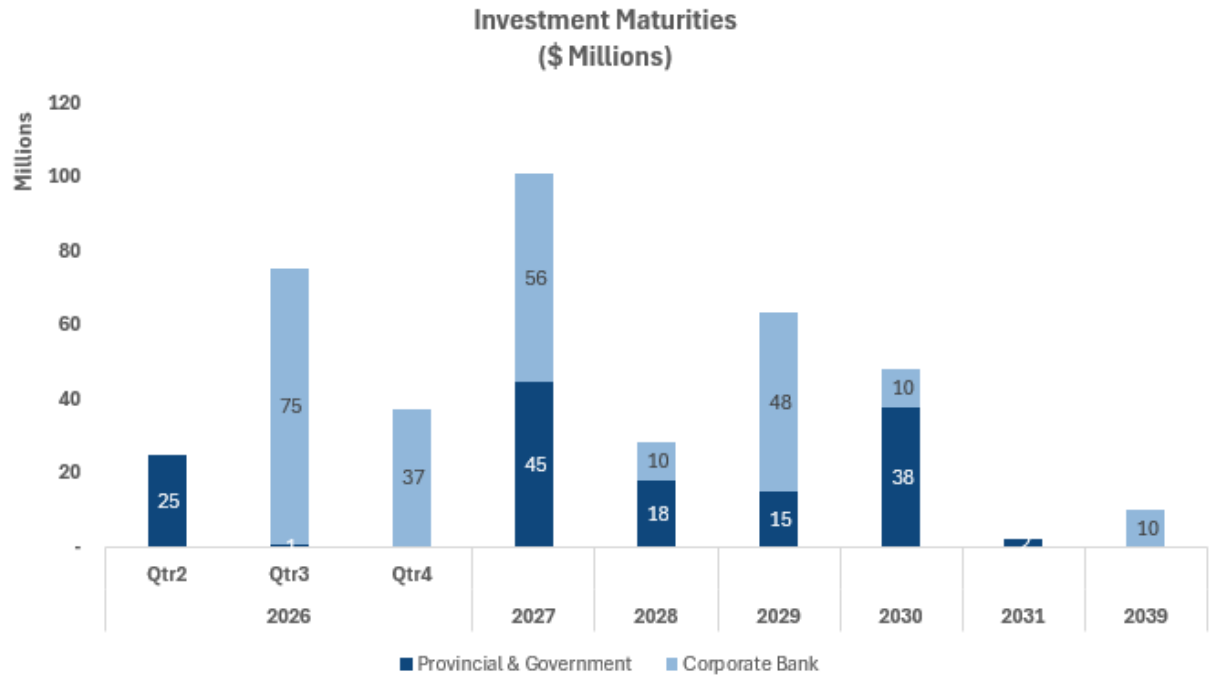
(in thousands of dollars)	**2026-May**	**2025-December**
Cash and high-interest saving accounts	$ 178,511	$ 462,417
Short-term investments *	125,000	154,957
Long-term investments **	268,519	308,559
Cultural reserve investments ***	1,861	1,854
Total Cash & Investment Holdings	**$ 573,890**	**$ 927,787**

* Short-term investments have terms of less than one year and include bankers' acceptances, Canadian bank bonds and term deposits.

** Long-term investments have terms of greater than one year and include Canadian bank bonds, guaranteed investment certificates, credit union term deposits and MFA pooled funds.

*** Cultural reserve investments are reserve for contribution to cultural activities.

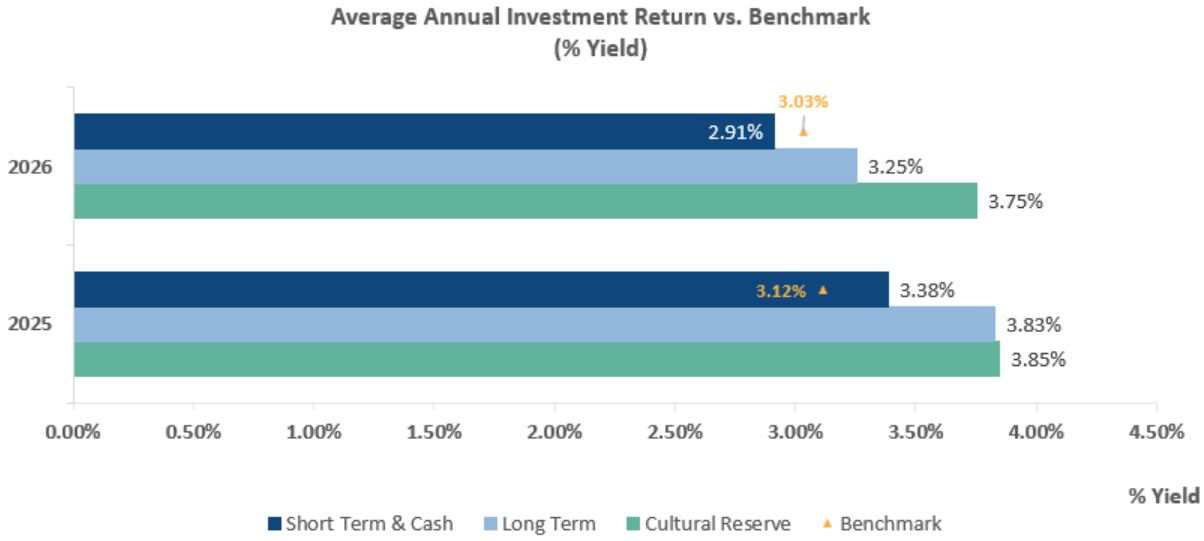
Investments are held to 2039, however the majority of the portfolio will mature within two years. Remaining investment maturities in 2026 are expected to be $137.9 million. Treasury will strategically reinvest funds or convert to cash if cash resources are required. The chart below provides information on investment maturities.



Investment Returns

As at May 2026, the total weighted average return is 3.04%, down from 3.51% reported for the year ended December 31, 2025. The short-term average investment returns as of May 2026 has decreased from 3.38% as at December 31, 2025 to 2.91%, reflecting the impact of the lower banking prime rate following the Bank of Canada's rate reductions through 2025. Long-term returns decreased from 3.83% to 3.25%, as several higher-yielding investments matured and were reinvested at lower rates. With most major Canadian banks forecasting that interest rates will remain at or near current levels through 2026, Metro Vancouver's overall rate of return is expected to ease slightly as maturing higher-yield investments are reinvested at lower prevailing rates.

The chart below summarizes the investment returns by category compared to benchmark rates. As at May 31, 2026, the return on short-term investments was 2.91%, below the MFA benchmark of 3.03%. The lower return reflects a higher proportion of funds held in high-interest savings accounts, as well as the decision not to roll over short-term investments in the first quarter to maintain liquidity, recognizing that prioritizing liquidity and flexibility may result in modestly lower returns.



Financial Position Indicators

Illustrated below is additional insight into Metro Vancouver's financial position. These ratios measure Metro Vancouver's current performance compared to budget and prior year.

	2026-Budget	2026-Forecast	2025-Dec
Current Ratio	-	-	3.2
Debt Servicing	19.8%	19.9%	18.0%
Interest Burden	8.9%	8.0%	7.7%
Interest Revenue	$ 15.0M	$ 16.2M	$ 27.0M

Current ratio is calculated as current assets divided by current liabilities. The current ratio indicates cash exceeded our current obligations by 3.2 times at December 31, 2025. The organizations' financial assets are more than sufficient to offset the amount of short-term obligations.

In the latest financial forecast for 2026, debt servicing costs — calculation of long-term debt principal and interest payments divided by revenue — are projected at 19.9%, which is in line with the budget estimate of 19.8%, , with the slight difference reflecting updated timing of planned borrowing and capital spending.

The interest burden is a component of the debt servicing costs calculated as interest payments divided by revenue, also reflects this downward trend.

Investment interest revenue for the year ended December 31, 2025 at $ 27.0M exceeded 2025 budget of $12.4M and 2026 forecast of $ 16.2M due to strong returns on higher-yield investments secured in prior years.

PROCUREMENT

Awarded Procurement

The tables below provide:

- A summary of the number and value of contract awards in excess of $75,000 as approved by the applicable Board (for contracts exceeding $10 million) and corporate authority (for contracts between $75,000 and $10 million). All contracts are awarded in accordance with the Board's Procurement and Asset Disposal Authority Policy. The figures only include awards with contracts that were fully executed as of May 31, 2026. The contract awards have been entered into with the vendors offering the best value to Metro Vancouver determined in accordance with the evaluation criteria, factors, or methods previously disclosed in the public solicitation documents.

- Four awards were approved by the Board in the five months of 2026, representing 3% of the total number of awards (Table 1) and approximately 50% of the total dollar value awarded (Table 2).

Table 1. Number of Contracts Awarded

Award Type	Year-to-date May 2026	2025
Board Awarded	4	12
Corporate Awarded	123	431
Total	**127**	**443**

Table 2. Value of Contracts Awarded

Award Type	Year-to-date May 2026	2025
Board Awarded	$102,077,906	$2,691,749,361 *
Corporate Awarded	100,550,621	326,918,830
Total	**$202,628,527**	**$3,018,668,191**

*NSWWTP PCL C2 - $1.95 billion

Contract Changes

Table 3 below summarizes two contracts that were previously corporately awarded under $10 million and were amended whereby the cumulative effect of the change resulted in the total contract value exceeding $10 million. All contract changes were approved in accordance with the Board's Procurement and Asset Disposal Authority Policy. The figures only include those contract changes that were fully executed as of May 31, 2026.

Table 3. Contracts exceeding $10 million due to Cumulative Contract Changes

Year-to-date May 2026							
Competition #	Competition Type	Competition Description	Reason for Change	Contract Award Value	Value of Prior Contract Change(s)	Value of Current Period Contract Change	Updated Contract Value of Contract
19-283	SRFEOI	Biosolids Management at Blackwell	Increased services due to additional volume	$ 8,976,176	$ 612,000	$ 1,299,480	$ 10,887,656
22-066	RFP	Waste-to-Energy Facility District Energy System Project	Extra Work Related to the Asset	$ 7,220,200	$ 2,007,000	$ 4,243,670	$ 13,470,870

Awarded Bids – January to May 2026

metrovancouver
SERVICES AND SOLUTIONS FOR A LIVABLE REGION

The table below provides the contract awards by Metro Vancouver in excess of $75,000. All contract awards are awarded in accordance with the Board's Procurement and Asset Disposal Authority Policy. The figures only include awards with contracts that were fully executed as of May 31, 2026.

Results of Open Public Competitive Procurements - Awards from January to May 2026

Competition #	Competition Type	Competition Description	Awarded Date	Vendor Name	Awarded Amount	Awarded
25-685	DA	Installation of Pipe Stops	7-Jan-26	PACIFIC FLOW CONTROL LIMITED	$ 155,000	Yes
25-304	DA	Shuttling Services	7-Jan-26	ETS TRUCK SHUTTLE LTD.	$ 225,000	Yes
25-303	DA	Towing Services	8-Jan-26	DAVIDSON TRUK TOW LTD.	$ 200,000	Yes
25-0304	DA	Shuttling Services	8-Jan-26	ETS TRUCK SHUTTLE LTD.	$ 225,000	Yes
26-0115	RFQ	Pineridge Stairs Repair - Kanaka Creek	9-Jan-26	PARK SOLUTIONS INC	$ 79,759	Yes
26-0115	RFQ	Pineridge Stairs Repair - Kanaka Creek	9-Jan-26	COQUITLAM RIDGE CONSTRUCTORS LTD		No
25-768	DA	Property Inspections - Gilbert Road Project	9-Jan-26	CORNERSTONE ADJUSTERS INC.	$ 120,000	Yes
24-233	RFP	LIWWTP Protection Relay Replacement Construction	13-Jan-26	ROSS MORRISON ELECTRICAL LTD.	$ 2,553,869	Yes
24-233	RFP	LIWWTP Protection Relay Replacement Construction	13-Jan-26	STATUS ELECTRICAL CORP		No
24-233	RFP	LIWWTP Protection Relay Replacement Construction	13-Jan-26	HOULE ELECTRIC LIMITED		No
24-233	RFP	LIWWTP Protection Relay Replacement Construction	13-Jan-26	WESTERN PACIFIC ENTERPRISES LTD		No
24-233	RFP	LIWWTP Protection Relay Replacement Construction	13-Jan-26	MOTT ELECTRIC GENERAL PARTNERSHIP		No
25-175	RFP	Supply and Installation of Session Initiation Protocol Trunk Circuits	19-Jan-26	ZAYO CANADA INC.	$ 158,937	Yes
25-175	RFP	Supply and Installation of Session Initiation Protocol Trunk Circuits	19-Jan-26	TELUS		No
25-175	RFP	Supply and Installation of Session Initiation Protocol Trunk Circuits	19-Jan-26	ROGERS COMMUNICATIONS CANADA INC.		No

Competition #	Competition Type	Competition Description	Awarded Date	Vendor Name	Awarded Amount	Awarded
25-743	DA	Temporary roof structure - Lions Gate WWTP	20-Jan-26	ALUMASAFWAY, INC	$ 108,608	Yes
26-0132	DA	Gilbert Trunk Sewer - Emergency Repairs	22-Jan-26	TYAM EXCAVATION & SHORING LTD.	$ 381,724	Yes
25-184	ITT	IONA ISLAND WASTEWATER TREATMENT PLANT SCUM DIPPER PROGRAM LOGIC CONTROLLERS REPLACEMENT	22-Jan-26	J.A. ELECTRIC Inc.	$ 309,660	Yes
25-184	ITT	IONA ISLAND WASTEWATER TREATMENT PLANT SCUM DIPPER PROGRAM LOGIC CONTROLLERS REPLACEMENT	22-Jan-26	MOTT ELECTRIC GENERAL PARTNERSHIP		No
25-184	ITT	IONA ISLAND WASTEWATER TREATMENT PLANT SCUM DIPPER PROGRAM LOGIC CONTROLLERS REPLACEMENT	22-Jan-26	GIFFORD ELECTRIC LTD		No
25-740	DA	Recycling Information Services	26-Jan-26	Recycling Council of British Columbia	$ 245,555	Yes
25-739	DA	Annual Service - Agilent Inductively Coupled Plasma Mass Spectrometer	27-Jan-26	AGILENT TECHNOLOGIES CANADA INC.	$ 185,221	Yes
25-075	RFP	IONA ISLAND WASTEWATER TREATMENT PLANT MEDIUM SLUDGE GAS BLOWERS ON ESSENTIAL SERVICE BUS CONSTRUCTION	29-Jan-26	ROSS MORRISON ELECTRICAL LTD.	$ 306,829	Yes
25-075	RFP	IONA ISLAND WASTEWATER TREATMENT PLANT MEDIUM SLUDGE GAS BLOWERS ON ESSENTIAL SERVICE BUS CONSTRUCTION	29-Jan-26	MOTT ELECTRIC GP		No
25-075	RFP	IONA ISLAND WASTEWATER TREATMENT PLANT MEDIUM SLUDGE GAS BLOWERS ON ESSENTIAL SERVICE BUS CONSTRUCTION	29-Jan-26	GIFFORD ELECTRIC LTD		No
25-709	DA	Service, Repairs of Water Pumps & Related Equipment	7-Feb-26	SMITH CAMERON PROCESS SOLUTIONS	$ 1,700,000	Yes
25-228	ITT	Contingency Disposal of Metro Vancouver Disposals	11-Feb-26	SECURE WASTE INFRASTRUCTURE CORP.	$ 775,690	Yes
25-228	ITT	Contingency Disposal Services for Metro Vancouver Residuals	11-Feb-26	WASTECH SERVICES INC.	$ 2,413,720	Yes
24-473	RFP	Construction Services for SE Lagoon Infill for IIWWTP Projects	11-Feb-26	Milestone Environmental Contracting Inc.	$ 4,393,842	Yes
24-473	RFP	Construction Services for SE Lagoon Infill for IIWWTP Projects	11-Feb-26	Arnett & Burgess Energy Services LP		No
24-473	RFP	Construction Services for SE Lagoon Infill for IIWWTP Projects	11-Feb-26	Drake Excavating (2016) Ltd		No
24-473	RFP	Construction Services for SE Lagoon Infill for IIWWTP Projects	11-Feb-26	BD Hall Constructors Corp.		No
24-473	RFP	Construction Services for SE Lagoon Infill for IIWWTP Projects	11-Feb-26	Delta Aggregates Ltd.		No
24-473	RFP	Construction Services for SE Lagoon Infill for IIWWTP Projects	11-Feb-26	Bennett Mechanical Installations (2001) Ltd		No
24-473	RFP	Construction Services for SE Lagoon Infill for IIWWTP Projects	11-Feb-26	Jacob Bros. Construction Inc.		No
24-473	RFP	Construction Services for SE Lagoon Infill for IIWWTP Projects	11-Feb-26	Tybo Contracting Ltd		No
24-473	RFP	Construction Services for SE Lagoon Infill for IIWWTP Projects	11-Feb-26	Conwest Contracting Ltd.		No
24-473	RFP	Construction Services for SE Lagoon Infill for IIWWTP Projects	11-Feb-26	Concord Excavating & Contracting Ltd		No
24-473	RFP	Construction Services for SE Lagoon Infill for IIWWTP Projects	11-Feb-26	Wilco Civil Inc.		No
24-473	RFP	Construction Services for SE Lagoon Infill for IIWWTP Projects	11-Feb-26	E. Mathers Bulldozing Co Ltd		No
26-0226	DA	Annacis Island Wastewater Treatment (AIWWTP) Plant Bar Screen No.1 Refurbishment	12-Feb-26	VEOLIA WATER TECHNOLOGIES & SOLUTIONS CANADA GP	$ 527,000	Yes

Competition #	Competition Type	Competition Description	Awarded Date	Vendor Name	Awarded Amount	Awarded
24-477	ITT	Annacis Island Wastewater Treatment Plant Influent Pump Station Roof Replacement-Phase 2	18-Feb-26	THORPE INDUSTRIES (BC) LTD.		Yes
24-477	ITT	Annacis Island Wastewater Treatment Plant Influent Pump Station Roof Replacement-Phase 2	18-Feb-26	CASCADE ROOFING & EXTERIORS INC.		No
24-477	ITT	Annacis Island Wastewater Treatment Plant Influent Pump Station Roof Replacement-Phase 2	18-Feb-26	ADVANCED SYSTEMS ROOFING & WATERPROOFING LTD.		No
24-477	ITT	Annacis Island Wastewater Treatment Plant Influent Pump Station Roof Replacement-Phase 2	18-Feb-26	UNIVERSAL SHEET METAL		No
24-477	ITT	Annacis Island Wastewater Treatment Plant Influent Pump Station Roof Replacement-Phase 2	18-Feb-26	MARINE ROOFING (1996) LTD		No
24-477	ITT	Annacis Island Wastewater Treatment Plant Influent Pump Station Roof Replacement-Phase 2	18-Feb-26	DURON ROOFING LTD	$ 530,579	No
24-477	ITT	Annacis Island Wastewater Treatment Plant Influent Pump Station Roof Replacement-Phase 2	18-Feb-26	FLYNN CANADA LTD		No
24-477	ITT	Annacis Island Wastewater Treatment Plant Influent Pump Station Roof Replacement-Phase 2	18-Feb-26	BOLLMAN ROOFING & SHEET METAL LTD		No
24-477	ITT	Annacis Island Wastewater Treatment Plant Influent Pump Station Roof Replacement-Phase 2	18-Feb-26	CAMBIE ROOFING CONTRACTORS LTD		No
24-477	ITT	Annacis Island Wastewater Treatment Plant Influent Pump Station Roof Replacement-Phase 2	18-Feb-26	MACK KIRK ROOFING AND SHEET METAL LTD.		No
24-477	ITT	Annacis Island Wastewater Treatment Plant Influent Pump Station Roof Replacement-Phase 2	18-Feb-26	Atlas-Apex Roofing (BC) Inc.		No
25-154	RFP	Recruitment Services	19-Feb-26	Benchmark Tech Recruitment Ltd.	$ 250,000	Yes
25-154	RFP	Recruitment Services	19-Feb-26	Randstad Interim Inc.	$ 500,000	Yes
25-154	RFP	Recruitment Services	19-Feb-26	TEEMA Solutions Group	$ 250,000	Yes
25-154	RFP	Recruitment Services	19-Feb-26	IT/IQ Tech Recruiters Inc.	$ 250,000	Yes
25-154	RFP	Recruitment Services	19-Feb-26	ODGERS BERNDTSON CANADA INC.	$ 250,000	Yes
25-154	RFP	Recruitment Services	19-Feb-26	PINTON FORREST & MADDEN GROUP INC	$ 250,000	Yes
25-154	RFP	Recruitment Services	19-Feb-26	BOYDEN CANADA (WEST) INC.	$ 250,000	Yes
25-154	RFP	Recruitment Services	19-Feb-26	DAVID APLIN AND ASSOCIATES INC.	$ 250,000	Yes
25-154	RFP	Recruitment Services	19-Feb-26	ELEVATE SEARCH GROUP Ltd.	$ 500,000	Yes
25-154	RFP	Recruitment Services	19-Feb-26	Horizon Recruitment Inc.	$ 500,000	Yes
25-154	RFP	Recruitment Services	19-Feb-26	MGR WORKFORCE	$ 250,000	Yes

Competition #	Competition Type	Competition Description	Awarded Date	Vendor Name	Awarded Amount	Awarded
25-154	RFP	Recruitment Services	19-Feb-26	SI Systems		Yes
25-154	RFP	Recruitment Services	19-Feb-26	DHR INTERNATIONAL CANADA INC.		No
25-154	RFP	Recruitment Services	19-Feb-26	FINNEY TAYLOR CONSULTING GROUP LTD		No
25-154	RFP	Recruitment Services	19-Feb-26	AEROTEK ULC		No
25-154	RFP	Recruitment Services	19-Feb-26	Altis Human Resources Inc.		No
25-154	RFP	Recruitment Services	19-Feb-26	AVOCETTE TECHNOLOGIES INC.		No
25-154	RFP	Recruitment Services	19-Feb-26	VACO CANADA V LP		No
25-154	RFP	Recruitment Services	19-Feb-26	YOUR TALENT CONSULTANCY HEALTHCARE		No
25-154	RFP	Recruitment Services	19-Feb-26	ZEAL PEOPLE GROUP LTD		No
25-154	RFP	Recruitment Services	19-Feb-26	TARGET INFORMATION SERVICES LTD.		No
25-154	RFP	Recruitment Services	19-Feb-26	T.E.S. CONTRACT SERVICES Inc.		No
25-154	RFP	Recruitment Services	19-Feb-26	RECRUITMENT CANADA INC.		No
25-154	RFP	Recruitment Services	19-Feb-26	RIDER HUNT INTERNATIONAL (ALBERTA) INC.		No
25-154	RFP	Recruitment Services	19-Feb-26	ROBERT HALF CANADA INC.		No
25-154	RFP	Recruitment Services	19-Feb-26	STELLAR RECRUITMENT INC.		No
25-154	RFP	Recruitment Services	19-Feb-26	TENFOLD HR SOLUTIONS		No
25-154	RFP	Recruitment Services	19-Feb-26	TORUS TALENT CONSULTANTS LTD	$ 250,000	No
25-154	RFP	Recruitment Services	19-Feb-26	MNP LLP		No
25-154	RFP	Recruitment Services	19-Feb-26	NET2SOURCE INC.		No
25-154	RFP	Recruitment Services	19-Feb-26	NEXIM HEALTHCARE CONSULTANTS INC.		No
25-154	RFP	Recruitment Services	19-Feb-26	OLADE CONSULTING INC.		No
25-154	RFP	Recruitment Services	19-Feb-26	QUANTUM MANAGEMENT SERVICES LIMITED		No
25-154	RFP	Recruitment Services	19-Feb-26	READY SET EXEC INC.		No
25-154	RFP	Recruitment Services	19-Feb-26	GOLDBECK RECRUITING Inc.		No
25-154	RFP	Recruitment Services	19-Feb-26	HEALTHOPM LIMITED		No
25-154	RFP	Recruitment Services	19-Feb-26	LANCESOFT INC.		No
25-154	RFP	Recruitment Services	19-Feb-26	LANDSOLUTIONS		No
25-154	RFP	Recruitment Services	19-Feb-26	LEE HECHT HARRISON KNIGHTSBRIDGE		No
25-154	RFP	Recruitment Services	19-Feb-26	MKAPOOR NETWORK INC.		No
25-154	RFP	Recruitment Services	19-Feb-26	TEKsystems Canada Corp		No
25-154	RFP	Recruitment Services	19-Feb-26	10059455 Canada Inc.		No
25-154	RFP	Recruitment Services	19-Feb-26	McNeill Nakamoto Recruitment Group		No
25-154	RFP	Recruitment Services	19-Feb-26	Brunel Canada Inc		No
24-258	RFP	Lulu Island Wastewater Treatment Plant Digester I/O Migration	23-Feb-26	STATUS ELECTRICAL CORP		Yes
24-258	RFP	Lulu Island Wastewater Treatment Plant Digester I/O Migration	23-Feb-26	MOTT ELECTRIC GP	$ 742,281	No
24-258	RFP	Lulu Island Wastewater Treatment Plant Digester I/O Migration	23-Feb-26	J.A. ELECTRIC INC		No
24-258	RFP	Lulu Island Wastewater Treatment Plant Digester I/O Migration	23-Feb-26	Gifford Electric Ltd		No
26-0141	RFQ	PVCO Watermain Piping and Ductile Iron Appurtenances for NW Interceptor	25-Feb-26	ICONIX WATERWORKS LIMITED PARTNERSHIP		Yes
26-0141	RFQ	PVCO Watermain Piping and Ductile Iron Appurtenances for NW Interceptor	25-Feb-26	EMCO Waterworks	$ 190,076	No
26-0141	RFQ	PVCO Watermain Piping and Ductile Iron Appurtenances for NW Interceptor	25-Feb-26	FLOCOR		No
26-0251	RFQ	LYNN HEADWATERS - Varley Trail B78 Walkway Replacement	25-Feb-26	PARK SOLUTIONS INC		Yes
26-0251	RFQ	LYNN HEADWATERS - Varley Trail B78 Walkway Replacement	25-Feb-26	PLATINUM STONE CONTRACTING	$ 189,665	No
26-0251	RFQ	LYNN HEADWATERS - Varley Trail B78 Walkway Replacement	25-Feb-26	SKYLARK MANAGEMENT CORP		No
25-764	DA	2026 Chemical Analytical Services for Municipal Wastewater and Solids	24-Feb-26	SGS AXYS ANALYTICAL SERVICES LTD.	$ 500,000	Yes
25-006	ITT	Westburnco Pump Station 2 - VFD Replacement Project	25-Feb-26	GIFFORD ELECTRIC LTD		Yes
25-006	ITT	Westburnco Pump Station 2 - VFD Replacement Project	25-Feb-26	J A Electric inc	$ 343,153	No
25-006	ITT	Westburnco Pump Station 2 - VFD Replacement Project	25-Feb-26	Mott Electric General Partnership		No
26-0119	COOP	Supply and Delivery of Lubricants	26-Feb-26	PETRO CANADA LUBRICATIONS INC.	$ 850,000	Yes

Competition #	Competition Type	Competition Description	Awarded Date	Vendor Name	Awarded Amount	Awarded
25-344	DA	Supply and Delivery of Ferrous Chloride	26-Feb-26	KEMIRA WATER SOLUTIONS CANADA INC.	$ 1,991,243	Yes
25-267	RFP	Design and Environmental Services for Deas Island Dock Replacement	26-Feb-26	KLOHN CRIPPEN BERGER LTD	$ 217,129	Yes
25-267	RFP	Design and Environmental Services for Deas Island Dock Replacement	26-Feb-26	Associated Engineering BC Ltd		No
25-267	RFP	Design and Environmental Services for Deas Island Dock Replacement	26-Feb-26	Worley Parsons Canada		No
25-267	RFP	Design and Environmental Services for Deas Island Dock Replacement	26-Feb-26	WSP Canada		No
25-745	DA	Archaeological Work Relating to Routine Maintenance and Capital Development Projects at təmtəmíx̌ʷtən/Belcarra Regional Park	26-Feb-26	INLAILAWATASH LIMITED PARTNERSHIP	$ 674,489	Yes
25-717	DA	Toxicological Laboratory Services – Wastewater Analysis	2-Mar-26	BUREAU VERITAS CANADA (2019) INC.	$ 300,000	Yes
22-167	RFP	Construction Management for Services and Construction (At-Risk). Malaspina Phase I - Early Works	2-Mar-26	KINETIC CONSTRUCTION LTD.	$ 2,368,343	Yes
22-167	RFP	Construction Management for Services and Construction (At-Risk). Malaspina Phase I - Early Works	2-Mar-26	HEATHERBRAE CONSTRUCTION CO. LTD.		No
22-167	RFP	Construction Management for Services and Construction (At-Risk). Malaspina Phase I - Early Works	2-Mar-26	PEAK CONSTRUCTION SERVICES LTD.		No
22-167	RFP	Construction Management for Services and Construction (At-Risk). Malaspina Phase I - Early Works	2-Mar-26	VENTANA CONSTRUCTION		No
24-580	RFP	Supply and Install of Flow Meter Kiosks at Vancouver Sewerage Area and North Shore Sewerage Area	2-Mar-26	J.A. ELECTRIC	$ 2,492,500	Yes
24-580	RFP	Supply and Install of Flow Meter Kiosks at Vancouver Sewerage Area and North Shore Sewerage Area	2-Mar-26	GIFFORD ELECTRIC LTD		No
25-656	RFP	Provisions of Electronic Standards	2-Mar-26	NIMONIK INC	$ 310,000	Yes
25-656	RFP	Provisions of Electronic Standards	2-Mar-26	ALLIUM US HOLDING LLC		No
25-656	RFP	Provisions of Electronic Standards	2-Mar-26	Intertek Inform		No
25-002	ITT	Construction of Annacis Main No.5 North - New Westminster Section - Early Works	3-Mar-26	BD HALL CONSTRUCTORS CORP	$ 150,000	Yes
24-356	DA	Supply and Delivery of Material for The North Shore Wastewater Treatment Plant. - Hitachi Energy (Formerly ABB Power Grids Canada)- Dry Transformer 4.16 kV	2-Mar-26	HITACHI ENERGY CANADA INC.	$ 5,125,660	Yes
24-340	DA	Supply and Delivery of Material for The North Shore Wastewater Treatment Plant. - Western Scale Co LTD. - Truck Scale	6-Mar-26	WESTERN SCALE CO. LIMITED	$ 138,399	Yes
24-342	DA	Supply and Delivery of Material for The North Shore Wastewater Treatment Plant - Ecologia Tecnica S.A. - Lamella	6-Mar-26	ECOLOGIA TECNICA SA	$ 1,545,000	Yes
24-346	DA	Supply and Delivery of Material for The North Shore Wastewater Treatment Plant -Aqua-Aerobic Systems, Inc. - Tertiary D isk Filter Area 63	6-Mar-26	AQUA-AEROBIC SYSTEMS INC. (CDN$)	$ 5,931,919	Yes

Competition #	Competition Type	Competition Description	Awarded Date	Vendor Name	Awarded Amount	Awarded
25-504	RFSQR	Consulting Services for Asset Management Program	9-Mar-26	GEI CONSULTANTS INC.		Yes
25-504	RFSQR	Consulting Services for Asset Management Program	9-Mar-26	AECOM CANADA ULC		Yes
25-504	RFSQR	Consulting Services for Asset Management Program	9-Mar-26	WSP CANADA INC		Yes
25-504	RFSQR	Consulting Services for Asset Management Program	9-Mar-26	GHD LIMITED		Yes
25-504	RFSQR	Consulting Services for Asset Management Program	9-Mar-26	ASSOCIATED ENGINEERING (B.C.) LIMITED		Yes
25-504	RFSQR	Consulting Services for Asset Management Program	9-Mar-26	ACUREN GROUP INC.		Yes
25-504	RFSQR	Consulting Services for Asset Management Program	9-Mar-26	1129456 BC LTD		No
25-504	RFSQR	Consulting Services for Asset Management Program	9-Mar-26	12489171 Canada Inc		No
25-504	RFSQR	Consulting Services for Asset Management Program	9-Mar-26	ARCADIS PROFESSIONAL SERVICES (CANADA) INC.		No
25-504	RFSQR	Consulting Services for Asset Management Program	9-Mar-26	EHAN ENGINEERING LTD.		No
25-504	RFSQR	Consulting Services for Asset Management Program	9-Mar-26	GAMECHANGERS Inc	$ 2,000,000	No
25-504	RFSQR	Consulting Services for Asset Management Program	9-Mar-26	HATCH CORPORATION		No
25-504	RFSQR	Consulting Services for Asset Management Program	9-Mar-26	Integricorr Company Limited		No
25-504	RFSQR	Consulting Services for Asset Management Program	9-Mar-26	NORDA STELO INC		No
25-504	RFSQR	Consulting Services for Asset Management Program	9-Mar-26	PURE TECHNOLOGIES LTD		No
25-504	RFSQR	Consulting Services for Asset Management Program	9-Mar-26	SLBC INC		No
25-504	RFSQR	Consulting Services for Asset Management Program	9-Mar-26	SPARTAN CONTROLS LTD		No
25-504	RFSQR	Consulting Services for Asset Management Program	9-Mar-26	Systemex Industrial		No
25-504	RFSQR	Consulting Services for Asset Management Program	9-Mar-26	VEOLIA NORTH AMERICA		No
25-504	RFSQR	Consulting Services for Asset Management Program	9-Mar-26	Zpro Solutions Canada Inc		No
26-0255	DA	Rental Equipment, Products, and Related Services	11-Mar-26	UNITED RENTALS OF CANADA, INC	$ 500,000	Yes
25-0676	DA	Cambie-Richmond Water Supply Tunnel Technical Review Board	11-Mar-26	Mehrdad Mehrain	$ 94,930	Yes
26-0261	DA	Supply and Delivery of After Market Light Duty Automotive Parts and Accessories	13-Mar-26	UAP INC (D.B.A. NAPA AUTO PARTS)	$ 400,000	Yes
24-102	RFP	Senior Commercial & Project Management Advisory Services	17-Mar-26	LEADING EPC CONSULTANTS INC.	$ 1,619,200	Yes
25-002	ITT	Construction of Annacis Main No. 5 North – New Westminster Section	19-May-26	BD Hall Constructors Corp.	$ 35,323,018	Yes
26-0264	DA	Rental, Lease or Purchase of Uniforms, Mats, Mops, Towels and Other Related Products and Services	19-Mar-26	CINTAS CANADA LTD	$ 100,000	Yes
26-0263	DA	Supply and Delivery of Maintenance, Repair and Operations (MRO) Supplies	19-Mar-26	ACKLANDS - GRAINGER INC	$ 250,000	Yes
25-245	RFP	Owner's Engineer, Project Management, and Preliminary Design Services for Annacis Island Wastewater Treatment Plant (AIWWTP) Regional Biosolids Dryer (Phase A)	19-Mar-26	STANTEC CONSULTING LTD.	$ 11,951,011	Yes
25-245	RFP	Owner's Engineer, Project Management, and Preliminary Design Services for Annacis Island Wastewater Treatment Plant (AIWWTP) Regional Biosolids Dryer (Phase A)	19-Mar-26	BROWN AND CALDWELL CONSULTANTS CANADA		No
25-001	ITT	Construction of Annacis Main No. 5 South - Contract 4B - Early Award	23-Mar-26	B&B Heavy Civil Construction Ltd.	$ 100,000	Yes
24-352	DA	Supply and Delivery of Material for The North Shore Wastewater Treatment Plant. - VAW Systems Ltd. - Silencers	24-Mar-26	VAW Systems Ltd.	$ 117,054	Yes
25-769	DA	Completion of Cleveland Dam and Seymour Falls Dam Earthquake Monitoring Instrumentation	28-Mar-26	NANOMETRICS INC.	$ 138,971	Yes

Competition #	Competition Type	Competition Description	Awarded Date	Vendor Name	Awarded Amount	Awarded
25-672	RFP	Regional Parks Pay Parking Lot Management	30-Mar-26	CONCORD PARKING LTD	$ 370,650	Yes
25-672	RFP	Regional Parks Pay Parking Lot Management	30-Mar-26	GARDA CANADA SECURITY CORPORATION		No
25-672	RFP	Regional Parks Pay Parking Lot Management	30-Mar-26	IMPERIAL PARKING LIMITED		No
25-672	RFP	Regional Parks Pay Parking Lot Management	30-Mar-26	INDIGO PARC CANADA / INDIGO PARK CANADA INC.		No
25-672	RFP	Regional Parks Pay Parking Lot Management	30-Mar-26	EASY PARK		No
25-734	ITT	Barnston Island Rip Rap Project	30-Mar-26	VALLEYSIDE CONTRACTING SERVICES LTD.	$ 110,000	Yes
25-734	ITT	Barnston Island Rip Rap Project	30-Mar-26	ROBERDS EXCAVATING (1991) LTD.		No
25-734	ITT	Barnston Island Rip Rap Project	30-Mar-26	PLATINUM STONE CONTRACTING		No
26-272	DA	Colocation Services 2026-2029	30-Mar-26	Cologix Inc	$ 331,091	Yes
26-282	DA	Supply of Dark Fibre Circuits	30-Mar-26	Zayo Canada Inc	$ 295,511	Yes
25-651	RFP	Supply and Installation of Scour Protection for Hollyburn Interceptor Capilano River Crossing	31-Mar-26	KBL PROJECTS LTD	$ 998,764	Yes
25-651	RFP	Supply and Installation of Scour Protection for Hollyburn Interceptor Capilano River Crossing	31-Mar-26	JACOB BROS. CONSTRUCTION INC.		No
25-651	RFP	Supply and Installation of Scour Protection for Hollyburn Interceptor Capilano River Crossing	31-Mar-26	NORLAND LIMITED		No
25-651	RFP	Supply and Installation of Scour Protection for Hollyburn Interceptor Capilano River Crossing	31-Mar-26	NORTH CONSTRUCTION LTD		No
25-651	RFP	Supply and Installation of Scour Protection for Hollyburn Interceptor Capilano River Crossing	31-Mar-26	RUSH CONTRACTORS GROUP		No
26-0313	DA	AI Security Solution	31-Mar-26	CDW Canada Corporation	$ 675,400	Yes
25-200	DA	ABB Frame Agreement	31-Mar-26	ABB INC.	$ 5,100,000	Yes
26-0260	DA	Auto Glass Repair and Related Services	1-Apr-26	RAPID AUTO GLASS LTD.	$ 100,000	Yes
26-0143	DA	Archaeological Impact Assessments (AIA) Monitoring Services	1-Apr-26	ISL ENGINEERING AND LAND SERVICES LTD.	$ 244,992	Yes
26-0284	RFP	2026 PO for traffic Management	1-Apr-26	LANESAFE TRAFFIC CONTROL LTD	$ 120,000	Yes
26-0284	RFP	2026 PO for traffic Management	1-Apr-26	Universal		No
26-0284	RFP	2026 PO for traffic Management	1-Apr-26	ATS		No
24-212	RFP	VACUUM TRUCK SERVICES	2-Apr-26	McRAE'S ENVIRONMENTAL SERVICES LTD.	$ 8,950,000	Yes
24-212	RFP	VACUUM TRUCK SERVICES	2-Apr-26	GFL ENVIRONMENTAL SERVICES INC.	$ 750,000	Yes
24-212	RFP	VACUUM TRUCK SERVICES	2-Apr-26	SUPER SAVE HYDRO VAC INC.	$ 250,000	Yes
24-212	RFP	VACUUM TRUCK SERVICES	2-Apr-26	Badger Daylighting Limited Partnership, by its general partner Badger Infrastructure Solutions Ltd.	$ 250,000	Yes
25-724	RFP	Uniform Services for Metro Vancouver Parks Staff	2-Apr-26	JOINT FORCE TACTICAL LTD.	$ 265,000	Yes
25-724	RFP	Uniform Services for Metro Vancouver Parks Staff	2-Apr-26	UNISYNC GROUP LTD		No
25-724	RFP	Uniform Services for Metro Vancouver Parks Staff	2-Apr-26	YOUNIFORM MARKET INC.		No
25-724	RFP	Uniform Services for Metro Vancouver Parks Staff	2-Apr-26	ALSCO UNIFORM & LINEN SERVICES		No
25-724	RFP	Uniform Services for Metro Vancouver Parks Staff	2-Apr-26	GIFTAFEELING		No
25-724	RFP	Uniform Services for Metro Vancouver Parks Staff	2-Apr-26	17562667 CANADA LTD.		No
25-731	RFP	Consulting Engineering Services for Replacement of Weigh Scales	2-Apr-26	STANTEC CONSULTING LTD.	$ 240,382	Yes
25-731	RFP	Consulting Engineering Services for Replacement of Weigh Scales	2-Apr-26	CIMA CANADA INC		No
25-731	RFP	Consulting Engineering Services for Replacement of Weigh Scales	2-Apr-26	MCCUAIG & ASSOCIATES ENGINEERING LTD.		No
25-731	RFP	Consulting Engineering Services for Replacement of Weigh Scales	2-Apr-26	PBX ENGINEERING LTD.		No
25-731	RFP	Consulting Engineering Services for Replacement of Weigh Scales	2-Apr-26	KONTZAMANIS GRAUMANN SMITH MACMILLAN INC.		No
26-225	DA	Landscaping Services for Metro Vancouver	4-Apr-26	WAGNER MAINTENANCE	$ 705,501	Yes
25-278	RFP	Archaeological services	8-Apr-26	ISL ENGINEERING AND LAND SERVICES LTD.	$ 5,000,000	Yes
25-278	RFP	Archaeological services	8-Apr-26	STANTEC CONSULTING LTD.		Yes
25-278	RFP	Archaeological services	8-Apr-26	WSP CANADA INC		Yes
25-278	RFP	Archaeological services	8-Apr-26	SEYEM´ QWANTLEN RESOURCES LP		Yes
25-278	RFP	Archaeological services	8-Apr-26	CAMPFIRE ARCHAEOLOGY		No
25-278	RFP	Archaeological services	8-Apr-26	TWO WORLDS CONSULTING		No

Competition #	Competition Type	Competition Description	Awarded Date	Vendor Name	Awarded Amount	Awarded
25-645	RFP	SEYMOUR MAIN NO. 2 & 5 CROSSOVER LINE STOP INSTALLATION	8-Apr-26	Pacific Flow Control Ltd.	$ 894,728	Yes
25-645	RFP	SEYMOUR MAIN NO. 2 & 5 CROSSOVER LINE STOP INSTALLATION	8-Apr-26	EnReach Hot Tap Services Inc.		No
26-0326	RFQ	2026 Seymour Falls Dam Additional Piezometer Installations	13-Apr-26	BLUE MAX DRILLING INC.	$ 127,156	Yes
26-0326	RFQ	2026 Seymour Falls Dam Additional Piezometer Installations	13-Apr-26	CONETEC INVESTIGATIONS LTD.		No
26-0319	DA	Invest Talent: Scaling an Employer-Led Cybersecurity Workforce Hub project	13-Apr-26	JB Consulting Services (14407393 Canada Ltd.)	$ 185,000	Yes
25-593	RFP	Pre-build of Seymour Mains No. 2 and 5 tie-ins for the Second Narrows Water Supply Tunnel Project	14-Apr-26	BD HALL CONSTRUCTORS CORP	$ 7,545,424	Yes
25-593	RFP	Pre-build of Seymour Mains No. 2 and 5 tie-ins for the Second Narrows Water Supply Tunnel Project	14-Apr-26	MATCON CIVIL CONSTRUCTORS INC.		No
25-593	RFP	Pre-build of Seymour Mains No. 2 and 5 tie-ins for the Second Narrows Water Supply Tunnel Project	14-Apr-26	MICHELS CANADA CO.		No
26-0270	DA	Purchase of Spare Pump	15-Apr-26	TDH FLUID SYSTEMS INC.	$ 115,737	Yes
25-120	DA	SCFP Filter Inspection and Maintenance	15-Apr-26	ANTHRATECH WESTERN INC.	$ 321,175	Yes
26-0262	DA	Supply and Delivery of Tires and Related Services	17-Apr-26	KAL TIRE LTD	$ 500,000	Yes
25-681	RFP	Site Assessments and Pre-Design of Burnaby Mountain Pump Station No.2.	20-Apr-26	STANTEC CONSULTING LTD.	$ 2,580,025	Yes
25-681	RFP	Site Assessments and Pre-Design of Burnaby Mountain Pump Station No.2.	20-Apr-26	AECOM CANADA INC.		No
25-681	RFP	Site Assessments and Pre-Design of Burnaby Mountain Pump Station No.2.	20-Apr-26	WSP CANADA INC		No
25-681	RFP	Site Assessments and Pre-Design of Burnaby Mountain Pump Station No.2.	20-Apr-26	CAROLLO ENGINEERS CANADA, LTD.		No
25-727	RFP	Regional Parks Climate Risk, Policy and Decision Support	20-Apr-26	EBBWATER CONSULTING INC.	$ 103,937	Yes
25-727	RFP	Regional Parks Climate Risk, Policy and Decision Support	20-Apr-26	MATT MACDONALD CANADA LTD.		No
25-727	RFP	Regional Parks Climate Risk, Policy and Decision Support	20-Apr-26	BLACKWELL CONSULTING LTD.		No
25-727	RFP	Regional Parks Climate Risk, Policy and Decision Support	20-Apr-26	EMERGENCY MANAGEMENT GROUP		No
25-727	RFP	Regional Parks Climate Risk, Policy and Decision Support	20-Apr-26	PINNA SUSTAINABILITY INC.		No
25-727	RFP	Regional Parks Climate Risk, Policy and Decision Support	20-Apr-26	GEI CONSULTANTS CANADA LTD.		No
25-727	RFP	Regional Parks Climate Risk, Policy and Decision Support	20-Apr-26	GHD LIMITED		No
25-727	RFP	Regional Parks Climate Risk, Policy and Decision Support	20-Apr-26	INTROBA CANADA LLP		No
25-727	RFP	Regional Parks Climate Risk, Policy and Decision Support	20-Apr-26	SUSTAINABILITY SOLUTIONS GROUP		No
25-727	RFP	Regional Parks Climate Risk, Policy and Decision Support	20-Apr-26	O2 PLANNING & DESIGN INC.		No
25-727	RFP	Regional Parks Climate Risk, Policy and Decision Support	20-Apr-26	KERR WOOD LEIDAL ASSOCIATES		No
25-727	RFP	Regional Parks Climate Risk, Policy and Decision Support	20-Apr-26	ICLEI-CANADA		No
26-0338	DA	AutoDesk Renewal of the engineering design and drafting software	23-Apr-26	CDW CANADA CORPORATION	$ 334,065	Yes

Competition #	Competition Type	Competition Description	Awarded Date	Vendor Name	Awarded Amount	Awarded
25-641	RFP	Gateway Parking and Day Use Landscape Improvements at Widgeon Marsh Regional Park	24-Apr-26	CANADIAN LANDSCAPE AND CIVIL SERVICES LTD.	$ 1,060,477	Yes
25-641	RFP	Gateway Parking and Day Use Landscape Improvements at Widgeon Marsh Regional Park	24-Apr-26	Van der Pauw Landscaping Ltd		No
25-641	RFP	Gateway Parking and Day Use Landscape Improvements at Widgeon Marsh Regional Park	24-Apr-26	White Star Property Services Ltd		No
25-641	RFP	Gateway Parking and Day Use Landscape Improvements at Widgeon Marsh Regional Park	24-Apr-26	CAPITAL GREEN LANDSCAPES LTD,		No
25-641	RFP	Gateway Parking and Day Use Landscape Improvements at Widgeon Marsh Regional Park	24-Apr-26	CEDAR CREST LANDS (B.C.) LTD.		No
25-641	RFP	Gateway Parking and Day Use Landscape Improvements at Widgeon Marsh Regional Park	24-Apr-26	AMRIZE CANADA INC		No
25-641	RFP	Gateway Parking and Day Use Landscape Improvements at Widgeon Marsh Regional Park	24-Apr-26	SKYLARK MANAGEMENT CORP		No
25-641	RFP	Gateway Parking and Day Use Landscape Improvements at Widgeon Marsh Regional Park	24-Apr-26	RUST INVESTMENTS LTD. DBA SHANGRI-LA LANDSCAPING		No
25-641	RFP	Gateway Parking and Day Use Landscape Improvements at Widgeon Marsh Regional Park	24-Apr-26	64230BC Ltd		No
25-641	RFP	Gateway Parking and Day Use Landscape Improvements at Widgeon Marsh Regional Park	24-Apr-26	GPM Civil Contracting Inc		No
25-748	RFP	Integrating Natural Assets into Water Services' Asset Management Program	27-Apr-26	ASSOCIATED ENGINEERING (B.C.) LIMITED	$ 249,960	Yes
25-748	RFP	Integrating Natural Assets into Water Services' Asset Management Program	27-Apr-26	AECOM CANADA ULC		No
25-748	RFP	Integrating Natural Assets into Water Services' Asset Management Program	27-Apr-26	GEI CONSULTANTS CANADA LTD.		No
25-748	RFP	Integrating Natural Assets into Water Services' Asset Management Program	27-Apr-26	Diamond Head Consulting LTD		No
25-608	RFP	Professional and Technical Services - Utility Residuals Management	27-Apr-26	MCDOUGALL ENVIRONMENTAL CONSULTING INC.	$ 120,000	Yes
25-608	RFP	Professional and Technical Services - Utility Residuals Management	27-Apr-26	Sylvis Environmental Services Inc	$ 600,000	Yes
25-608	RFP	Professional and Technical Services - Utility Residuals Management	28-Apr-26	ASSOCIATED ENVIRONMENTAL CONSULTANTS INC	$ 180,000	Yes
25-608	RFP	Professional and Technical Services - Utility Residuals Management	28-Apr-26	HOLLY SUGGITT	$ 600,000	Yes
25-770	ITT	Demolition Services for the South Fraser Storage Yard	28-Apr-26	CLEARVIEW DEMOLITION LTD.	$ 294,659	Yes
25-770	ITT	Demolition Services for the South Fraser Storage Yard	28-Apr-26	Dallas Watt Demolition		No
25-770	ITT	Demolition Services for the South Fraser Storage Yard	28-Apr-26	Matcon Demolition Ltd.		No
25-770	ITT	Demolition Services for the South Fraser Storage Yard	28-Apr-26	Pacific Blasting & Demolition Ltd.		No
25-770	ITT	Demolition Services for the South Fraser Storage Yard	28-Apr-26	Division 2 Environmental Ltd.		No
25-770	ITT	Demolition Services for the South Fraser Storage Yard	28-Apr-26	Evergreen Demolition		No
25-770	ITT	Demolition Services for the South Fraser Storage Yard	28-Apr-26	MWL Demolition Ltd.		No
25-770	ITT	Demolition Services for the South Fraser Storage Yard	28-Apr-26	Priestly Demolition Inc.		No
25-770	ITT	Demolition Services for the South Fraser Storage Yard	28-Apr-26	Trash-It Junk Removal Ltd.		No
25-770	ITT	Demolition Services for the South Fraser Storage Yard	28-Apr-26	Kandovan construction Ltd.		No
25-770	ITT	Demolition Services for the South Fraser Storage Yard	28-Apr-26	Evolution Excavating Incorporated		No
25-770	ITT	Demolition Services for the South Fraser Storage Yard	28-Apr-26	The Roc Doc Ventures Ltd.		No
25-770	ITT	Demolition Services for the South Fraser Storage Yard	28-Apr-26	R-good constructions Ltd.		No

Competition #	Competition Type	Competition Description	Awarded Date	Vendor Name	Awarded Amount	Awarded
25-725	RFP	Toxic Air Pollutants (TAPs) Assessment and EI	29-Apr-26	INTRINSIK CORP.	$ 94,415	Yes
25-725	RFP	Toxic Air Pollutants (TAPs) Assessment and EI	29-Apr-26	RAMBOLL CANADA INC.		No
25-725	RFP	Toxic Air Pollutants (TAPs) Assessment and EI	29-Apr-26	RISK SCIENCES INTERNATIONAL INC.		No
25-695	RFP	Reuse at United Boulevard Recycling and Waste Centre	1-May-26	RENEW CREW FOUNDATION	$ 580,000	Yes
25-695	RFP	Reuse at United Boulevard Recycling and Waste Centre	1-May-26	TRASH-IT JUNK REMOVAL		No
26-0376	DA	Juniper Closet Switches	1-May-26	CDW Canada Corp.	$ 135,308	Yes
26-0347	DA	Repair and Overhaul of Ball Valves	1-May-26	SPARTAN CONTROLS LTD	$ 82,576	Yes
26-0380	RFQ	LYN, Hanes Valley Trail Bridge Crossing, Construction	4-May-26	PARK SOLUTIONS INC	$ 116,768	Yes
26-0380	RFQ	LYN, Hanes Valley Trail Bridge Crossing, Construction	4-May-26	PLATINUM STONE CONTRACTING		No
26-0380	RFQ	LYN, Hanes Valley Trail Bridge Crossing, Construction	4-May-26	43K WILDERNESS SOLUTIONS INC.		No
26-0146	DA	Maintenance and repair of co generation units	4-May-26	FINNING INTERNATIONAL INC.	$ 3,000,000	Yes
26-0319	DA	Regional Talent Accelerator (Invest Talent) Project Delivery Services	5-May-26	JB CONSULTING SERVICES	$ 185,000	Yes
26-0352	DA	Emergency Pump Rental	7-May-26	CANADIAN DEWATERING LTD.	$ 101,646	Yes
24-308	DA	Supply and Delivery of Material for The North Shore Wastewater Treatment Plant. Andritz SAS - Horizontal Centrigugal pump	11-May-26	MATRIX ENGINEERED PRODUCTS INC.	$ 629,326	Yes
24-350	DA	Supply and Delivery of Material for The North Shore Wastewater Treatment Plant - CB Process Instrumentation & Controls - Flap Gates	12-May-26	CB PROCESS INSTRUMENTATION & CONTROLS	$ 1,018,351	Yes
25-019	RFP	Gleneagles Forcemain Replacement Phase 2a Pump Station No. 5 Forcemain Construction - Early Award	14-May-26	INDUSTRA CONSTRUCTION CORP.	$ 100,000	Yes
25-001	ITT	Construction of Annacis Main No. 5 South – Contract 4B - 119b Street to Holt Rd and 90 Ave	14-May-26	B&B HEAVY CIVIL CONSTRUCTION LTD.	$ 27,042,600	Yes
25-001	ITT	Construction of Annacis Main No. 5 South – Contract 4B - 119b Street to Holt Rd and 90 Ave	14-May-26	BD HALL CONSTRUCTORS CORP		No
25-001	ITT	Construction of Annacis Main No. 5 South – Contract 4B - 119b Street to Holt Rd and 90 Ave	14-May-26	MATCON CIVIL CONSTRUCTORS INC.		No
25-001	ITT	Construction of Annacis Main No. 5 South – Contract 4B - 119b Street to Holt Rd and 90 Ave	14-May-26	SANDPIPER CONTRACTING LTD		No
25-387	RFP	Lulu Island Wastewater Treatment Plant Trickling Filter Refurbishment Project	15-May-26	CHANDOS CONSTRUCTION LP	$ 27,761,277	Yes
25-387	RFP	Lulu Island Wastewater Treatment Plant Trickling Filter Refurbishment Project	15-May-26	Graham Infrastructure LP		No
25-387	RFP	Lulu Island Wastewater Treatment Plant Trickling Filter Refurbishment Project	15-May-26	Maple Reinders Constructors Ltd		No
25-387	RFP	Lulu Island Wastewater Treatment Plant Trickling Filter Refurbishment Project	15-May-26	Pomerleau Inc		No
26-237	ITT	Supply and Installation of H Piles	19-May-26	HENRY FOUNDATION DRILLING INC.	$ 168,833	Yes
26-237	ITT	Supply and Installation of H Piles	19-May-26	SOUTHWEST CONTRACTING LTD.		No
24-067	RFP	Central Park Starter Replacement	19-May-26	TETRA TECH CANADA INC.	$ 707,398	Yes
24-067	RFP	Central Park Starter Replacement	19-May-26	STANTEC CONSULTING LTD.		No
24-067	RFP	Central Park Starter Replacement	19-May-26	CIMA CANADA INC		No
24-067	RFP	Central Park Starter Replacement	19-May-26	AECOM CANADA		No
26-235	RFP	Cable Pool Platform and Approach Replacement at Capilano River Regional Park	19-May-26	ROBSON DESIGN BUILD LTD.	$ 1,126,011	Yes
26-235	RFP	Cable Pool Platform and Approach Replacement at Capilano River Regional Park	19-May-26	Power Civil Contractors Ltd		No
26-235	RFP	Cable Pool Platform and Approach Replacement at Capilano River Regional Park	19-May-26	TERRACANA FOUNDATION SOLUTIONS INC		No
20-045	RFP	Consulting Engineering Services for SCFP OMC Building Expansion: Award of Phase C – Construction and Commissioning	22-May-26	STANTEC ARCHITECTURE LTD.	$ 489,010	Yes

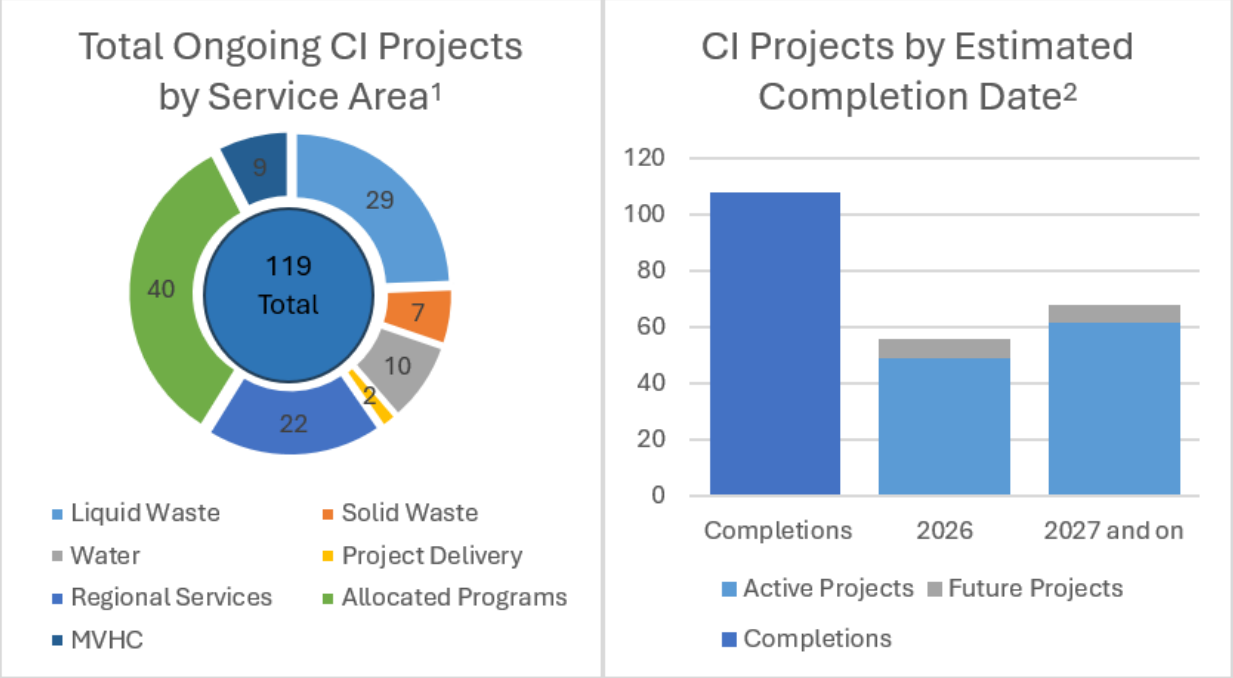
Competition #	Competition Type	Competition Description	Awarded Date	Vendor Name	Awarded Amount	Awarded
24-433	RFP	Technical Services and Owner's Engineer for AIWWTP Ammonia-to-Hydrogen Pilot Facility	22-May-26	JACOBS CONSULTANCY CANADA INC.		Yes
24-433	RFP	Technical Services and Owner's Engineer for AIWWTP Ammonia-to-Hydrogen Pilot Facility	22-May-26	SACRE-DAVEY ENGINEERING		No
24-433	RFP	Technical Services and Owner's Engineer for AIWWTP Ammonia-to-Hydrogen Pilot Facility	22-May-26	JACETEC SOLUTIONS		No
24-433	RFP	Technical Services and Owner's Engineer for AIWWTP Ammonia-to-Hydrogen Pilot Facility	22-May-26	KONTZAMANIS GRAUMANN SMITH MACMILLAN	$ 1,175,848	No
24-433	RFP	Technical Services and Owner's Engineer for AIWWTP Ammonia-to-Hydrogen Pilot Facility	22-May-26	GHD LIMITED		No
24-433	RFP	Technical Services and Owner's Engineer for AIWWTP Ammonia-to-Hydrogen Pilot Facility	22-May-26	BBA ENGINEERING LTD		No
24-433	RFP	Technical Services and Owner's Engineer for AIWWTP Ammonia-to-Hydrogen Pilot Facility	22-May-26	CAROLLO ENGINEERS		No
24-214	RFP	Annacis Island Wastewater Treatment Plan PWD Line Refurbishment / Replacement Project	25-May-26	MITCHELL INSTALLATIONS LTD.	$ 1,194,704	Yes
24-214	RFP	Annacis Island Wastewater Treatment Plan PWD Line Refurbishment / Replacement Project	25-May-26	CHANDOS CONSTRUCTION LP		No
26-0389	DA	Annual Preventive Maintenance for an Agilent Inductively Coupled Plasma Mass Spectrometer (ICP-MS) Model 7900	26-May-26	AGILENT TECHNOLOGIES CANADA INC.	$ 79,881	Yes
25-756	ITT	SHS Tank Interior Re-Lining	25-May-26	TURNAROUND SAFETY LTD	$ 150,000	Yes
25-756	ITT	SHS Tank Interior Re-Lining	25-May-26	CASCADE MECHANICAL LTD		No
25-604	RFP	Feasibility Study for Virtual Power Plants (VPPs), Microgrids and a VPP Microgrid Hybrid Pilot Project in Metro Vancouver	26-May-26	HATCH LTD.	$ 119,907	Yes
25-604	RFP	Feasibility Study for Virtual Power Plants (VPPs), Microgrids and a VPP Microgrid Hybrid Pilot Project in Metro Vancouver	26-May-26	CIMA CANADA INC		No
25-604	RFP	Feasibility Study for Virtual Power Plants (VPPs), Microgrids and a VPP Microgrid Hybrid Pilot Project in Metro Vancouver	26-May-26	ENERGY REVOLUTION SERVICES LTD.		No
25-604	RFP	Feasibility Study for Virtual Power Plants (VPPs), Microgrids and a VPP Microgrid Hybrid Pilot Project in Metro Vancouver	26-May-26	Extropic Energy Inc.		No
25-604	RFP	Feasibility Study for Virtual Power Plants (VPPs), Microgrids and a VPP Microgrid Hybrid Pilot Project in Metro Vancouver	26-May-26	IHS Markit Canada ULC		No
25-604	RFP	Feasibility Study for Virtual Power Plants (VPPs), Microgrids and a VPP Microgrid Hybrid Pilot Project in Metro Vancouver	26-May-26	POWER-tek Global Inc.		No
25-604	RFP	Feasibility Study for Virtual Power Plants (VPPs), Microgrids and a VPP Microgrid Hybrid Pilot Project in Metro Vancouver	26-May-26	STANTEC CONSULTING LTD.		No
25-604	RFP	Feasibility Study for Virtual Power Plants (VPPs), Microgrids and a VPP Microgrid Hybrid Pilot Project in Metro Vancouver	26-May-26	XenonCyber Dynamics Inc.		No
25-604	RFP	Feasibility Study for Virtual Power Plants (VPPs), Microgrids and a VPP Microgrid Hybrid Pilot Project in Metro Vancouver	26-May-26	ZIYUTEC Inc.		No
25-604	RFP	Feasibility Study for Virtual Power Plants (VPPs), Microgrids and a VPP Microgrid Hybrid Pilot Project in Metro Vancouver	26-May-26	6893449 Canada Inc.		No

CONTINUOUS IMPROVEMENT PROJECTS

A fundamental objective is to cultivate a strong commitment to continuous improvement within Metro Vancouver's core culture. Continuous improvement plays a key role in advancing the Board's priorities, including:

- Financial Sustainability and Regional Affordability
- Climate Action
- Resilient Services and Infrastructure
- Reconciliation
- Housing

This report is part of Financial Services' work plan to provide regular reporting on Metro Vancouver Continuous Improvement (CI) projects and highlight select completed project's contributions to service levels and affordability for regional rate payers.



[1]*Total Ongoing CI Projects by Service Area* illustrates the total number of projects identified and by service area. The number of CI projects within an area may not reflect the significance or potential cost savings of the initiatives.
[2]*CI Projects by Estimated Completion Date* displays the number of active and future projects by expected year of completion.

metrovancouver
SERVICES AND SOLUTIONS FOR A LIVABLE REGION

To: MVRD Board

From: Laurel Cowan, Division Manager, Regional Land Use Planning and Policy, Regional Planning and Housing Services

Date: July 9, 2026 Meeting Date: July 24, 2026

Subject: **Sanitary Sewer Service Eligibility for Properties in the Salmon River Uplands Area, Township of Langley**

RECOMMENDATION

THAT the MVRD Board:

a) resolve that sewer service for the properties in the Salmon River Uplands Area, as depicted in the report dated July 9, 2026, titled "Sanitary Sewer Service Eligibility for Properties in the Salmon River Uplands Area, Township of Langley" are generally consistent with the provisions of Metro 2050; and

b) forward the requested Fraser Sewerage Area amendment application for the applicable properties as depicted in the report dated July 9, 2026, titled "Sanitary Sewer Service Eligibility for Properties in the Salmon River Uplands Area, Township of Langley" to the GVS&DD Board for consideration.

EXECUTIVE SUMMARY

The Township of Langley is seeking eligibility for regional sewer servicing for properties in the Salmon River Uplands Area **(Attachment 1)** that are currently located outside the Fraser Sewerage Area (FSA), or are already located within the FSA, but are not currently eligible for regional sewer services.

In line with the requirements set out in the *Local Government Act* and *Metro 2050*, the request is being presented to the MVRD Board to consider consistency with the regional growth strategy prior to consideration by GVS&DD staff (for properties already within the FSA) and GVS&DD Board (for properties requiring FSA expansion).

Staff have determined that the application is generally consistent with *Metro 2050*. The subject properties are located within the "Rural within the Sewerage Area" and "Sewerage Extension Area" regional growth strategy overlays, which specifically contemplate regional sewer servicing if the proposed land uses are consistent with applicable regional land use designations and subject to normal GVS&DD technical considerations. The application does not involve amendments to the Township of Langley Official Community Plan, rezoning, or any changes to land use designations. Consistent with the 2023 Memorandum of Understanding between Metro Vancouver and the Township of Langley, future subdivision potential in the area remains limited and the rural character of the area is intended to be maintained. In addition, the subject properties are outside the Agricultural Land Reserve (ALR) and the proposal would not introduce development beyond that already contemplated through existing planning policies. Therefore, the subject properties appear to align with regional land use designations and do not conflict with any *Metro 2050* policy.

To accommodate the limited remaining Committee and Board meeting schedule this year and support timely consideration by the GVS&DD Board, the report is being presented directly to the MVRD Board.

PURPOSE

This report seeks MVRD Board concurrence that sewer services for the properties listed as "Rural within the Sewerage Area" and "Sewerage Extension Areas" in Attachment 1 are generally consistent with *Metro 2050*.

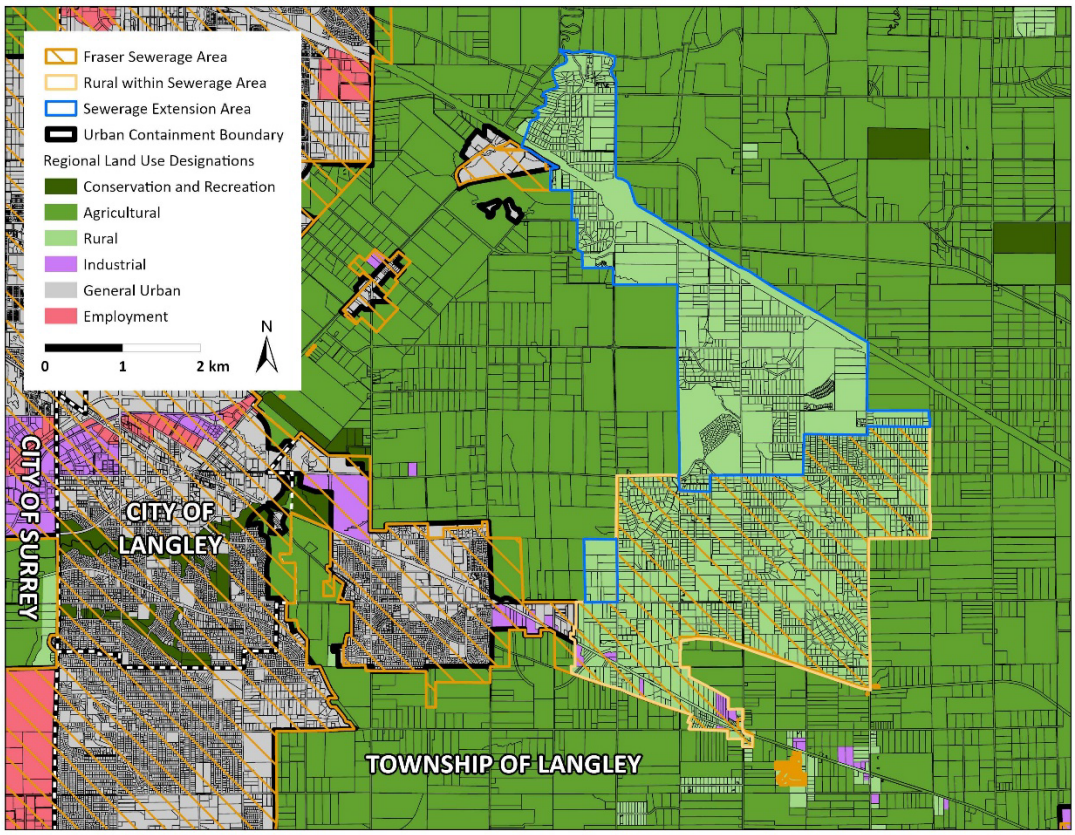
BACKGROUND

On April 10, 2026, the Township of Langley submitted an application to the GVS&DD requesting an amendment to the Fraser Sewerage Area (FSA) boundary to include properties within the Salmon River Uplands area. The subject properties are located outside the Urban Containment Boundary and are primarily designated Rural under *Metro 2050*, with a small number designated Industrial (Map 1).

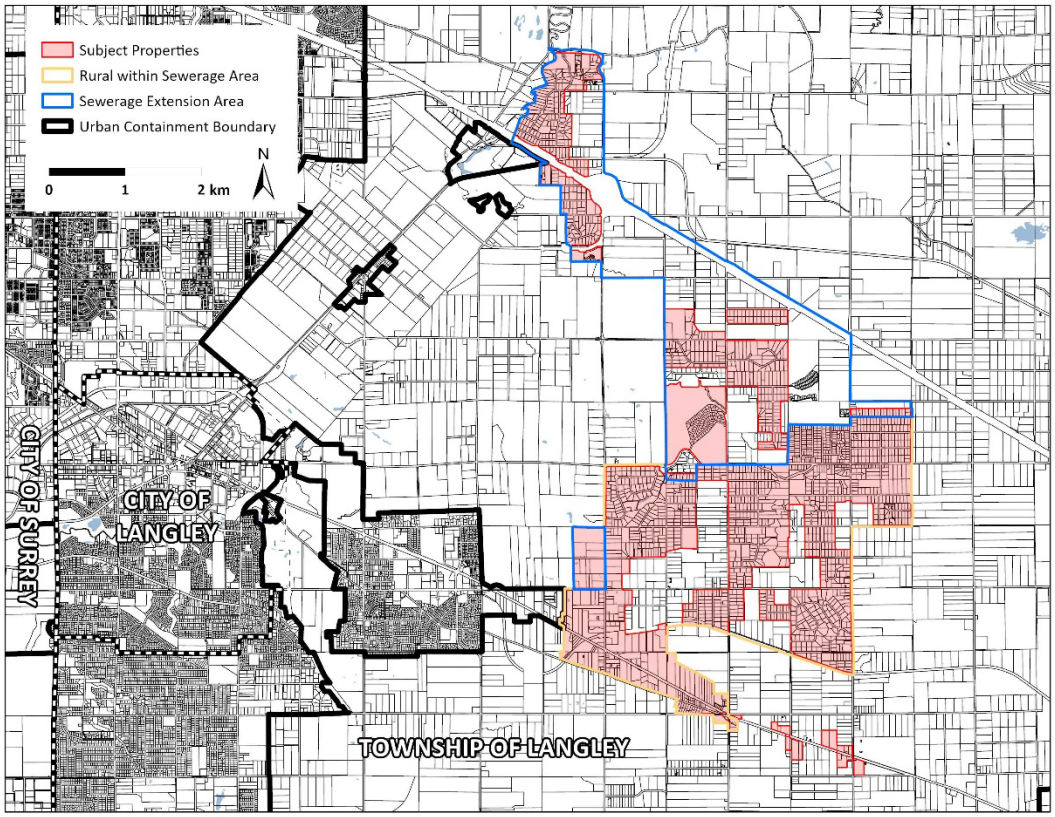
Some of the subject properties are within the overlay called "Rural within a Sewerage Area" in *Metro 2050* and are already located within the FSA; however, they are not currently eligible to receive regional sewer services, and the Township is seeking eligibility for future regional sewer services for properties not located within the ALR (shown in orange in Attachment 1). For clarity, the properties shown in yellow in Attachment 1 are located within the ALR and not included in the request. The remaining properties are designated "Sewerage Extension Area" and are located outside the FSA. These properties are therefore seeking both inclusion within the FSA and eligibility for future regional sewer services (shown in blue in Attachment 1).

Consistent with the requirements in the *Local Government Act* and *Metro 2050*, the request is being presented to the MVRD Board for consideration of consistency with the regional growth strategy prior to being considered by GVS&DD staff (for properties already within the FSA) and GVS&DD Board (for properties not already in the FSA).

Map 1:
Relevant *Metro 2050* Land Use Designations and Overlays



Map 2:
Subject Properties in the North Salmon River Uplands Area, Township of Langley



METRO 2050 AND SEWERAGE AREA EXTENSION REQUESTS

Coordination between the MVRD and GVS&DD
Section 6.8 of *Metro 2050* outlines coordination among the Metro Vancouver Boards to ensure alignment between the regional growth strategy, governed by the MVRD Board, and the provision of regional sewer services, governed by GVS&DD Board. Restrictions on regional sewer services support key *Metro 2050* objectives including urban containment, protection of agricultural, rural, and conservation and recreation lands, and the efficient provision of utility infrastructure.

Consistent with section 445 of the *Local Government Act*, all GVS&DD services must align with *Metro 2050*. Section 6.8.1 of *Metro 2050* states that the GVS&DD will not provide, authorize, or enable services to development that, in the sole judgement of the MVRD Board, is inconsistent with the regional growth strategy. Any requests from member jurisdictions to amend the GVS&DD sewerage area or to provide sewer services onto lands designated Agricultural, Rural, or Conservation and Recreation in *Metro 2050* must be presented to the MVRD Board prior to being considered by the GVS&DD Board.

Because the regional sewerage area boundaries predate *Metro 2050*, there are some instances that do not align with regional land use designations and the Urban Containment Boundary:

- For properties outside the Urban Containment Boundary, the MVRD Board must first determine if servicing is consistent with *Metro 2050*, after which the GVS&DD Board may consider any required sewerage area boundary amendment.
- For properties already within the regional sewerage area that are designated Agricultural, Rural or Conservation and Recreation, only MVRD Board approval is required. Once approved,

applications for sewer connections to these properties may be submitted directly to GVS&DD's Liquid Waste Portal to assess technical staff considerations.

- In any case where the MVRD Board determines the sewerage area boundary amendment or eligibility for services is not consistent with *Metro 2050*, the GVS&DD is obligated to deny the application.

Relevant Metro 2050 Policy

This application is governed by Section 6.9.1 of *Metro 2050*, which permits regional sewer servicing within the "Rural within the Sewerage Area" and "Sewerage Extension Area" overlays, provided the proposed land uses are consistent with the applicable regional land use designation(s) and the proposal meets GVS&DD technical servicing requirements. The application is therefore not subject to other regional growth strategy provisions relating to sewer service extensions.

REGIONAL PLANNING ANALYSIS

The properties identified in the application (Attachment 1) primarily include rural residential and agricultural uses that are consistent with the Township of Langley's OCP and Rural Plan designation of Rural land use. While portions of the broader Salmon River Uplands Area are located within the Agricultural Land Reserve (ALR), all subject properties are outside of the ALR.

In 2023, Metro Vancouver and the Township of Langley signed a Memorandum of Understanding for the Salmon River Uplands area that clarified permitted uses within the "Rural within the Sewerage Area" and "Sewerage Extension Area" overlays in *Metro 2050* and acknowledged the regional land use designation of Rural in these areas would incorporate any existing smaller lot development but going forward, reflect the Township's intent to:

- limit growth on Rural properties to lots that are a minimum of 0.5 acres in size; and
- not develop Agricultural Land Reserve lands

Given this agreement, and alignment with the Township's plans and bylaws, the subject properties are considered in alignment with *Metro 2050's* Rural land use designation.

Additionally, a small number of subject properties are designated and zoned as industrial by the Township, which aligns with *Metro 2050's* Industrial designation.

Staff have determined the application is generally consistent with *Metro 2050* given that:

- the properties are located within *Metro 2050's* "Rural within the Sewerage Area" or "Sewerage Extension Area" overlays, where regional sewer service is permitted if land uses are consistent with applicable regional land use designations and meet normal GVS&DD technical considerations;
- the Township of Langley's OCP and Rural Plan designations for rural properties are consistent with *Metro 2050*'s Rural designation, and Township's OCP and Zoning for industrial properties is consistent with *Metro 2050's* Industrial designation;
- this application is not associated with an OCP amendment or rezoning, and further subdivision is limited by a Memorandum of Understanding between Metro Vancouver and the Township of Langley; and
- the subject properties are not located in the Agricultural Land Reserve.

Should this request be supported by the MVRD Board, staff do not anticipate a significant impact to *Metro 2050* objectives for urban containment or related regional land use designations, goals, and strategies. Given that the "Rural within the Sewerage Area" and "Sewerage Extension Area" overlays specifically contemplate regional sewer servicing in these locations subject to some conditions, staff do not anticipate that approval of this application would result in a proliferation of similar requests

elsewhere in the Township. Any future requests involving Rural-designated lands outside these overlay areas would continue to be evaluated on a case-by-case basis against the provisions of *Metro 2050*.

ALTERNATIVES

1. That the MVRD Board:
   a) resolve that sewer service for the properties in the Salmon River Uplands Area, as depicted in the report dated July 9, 2026, titled "Sanitary Sewer Service Eligibility for Properties in the Salmon River Uplands Area, Township of Langley" are generally consistent with the provisions of Metro 2050; and
   b) forward the requested Fraser Sewerage Area amendment application for the applicable properties as depicted in the report dated July 9, 2026, titled "Sanitary Sewer Service Eligibility for Properties in the Salmon River Uplands Area, Township of Langley" to the GVS&DD Board for consideration.

2. That the MVRD Board resolve that providing sewer service to the applicable properties as depicted in the report dated July 9, 2026, titled "Sanitary Sewer Service Eligibility for Properties in the Salmon River Uplands Area, Township of Langley" is not consistent with the provisions of *Metro 2050* and direct staff to notify both the Township of Langley and the GVS&DD Board.

FINANCIAL IMPLICATIONS

There are no financial implications to this report from a Regional Planning perspective. Any financial implications related to the proposed amendment will be considered within the GVS&DD application review process.

If the MVRD Board chooses Alternative 1, the properties located outside the existing Fraser Sewerage Area boundary will require GVS&DD Board approval. The MVRD Board decision would be forwarded to GVS&DD staff to prepare a report to the GVS&DD Board.

If the MVRD Board chooses Alternative 2, the decision would be forwarded to the GVS&DD Board, who would be required to decline the application based on *Metro 2050* policy, and the applying member jurisdiction would be notified.

CONCLUSION

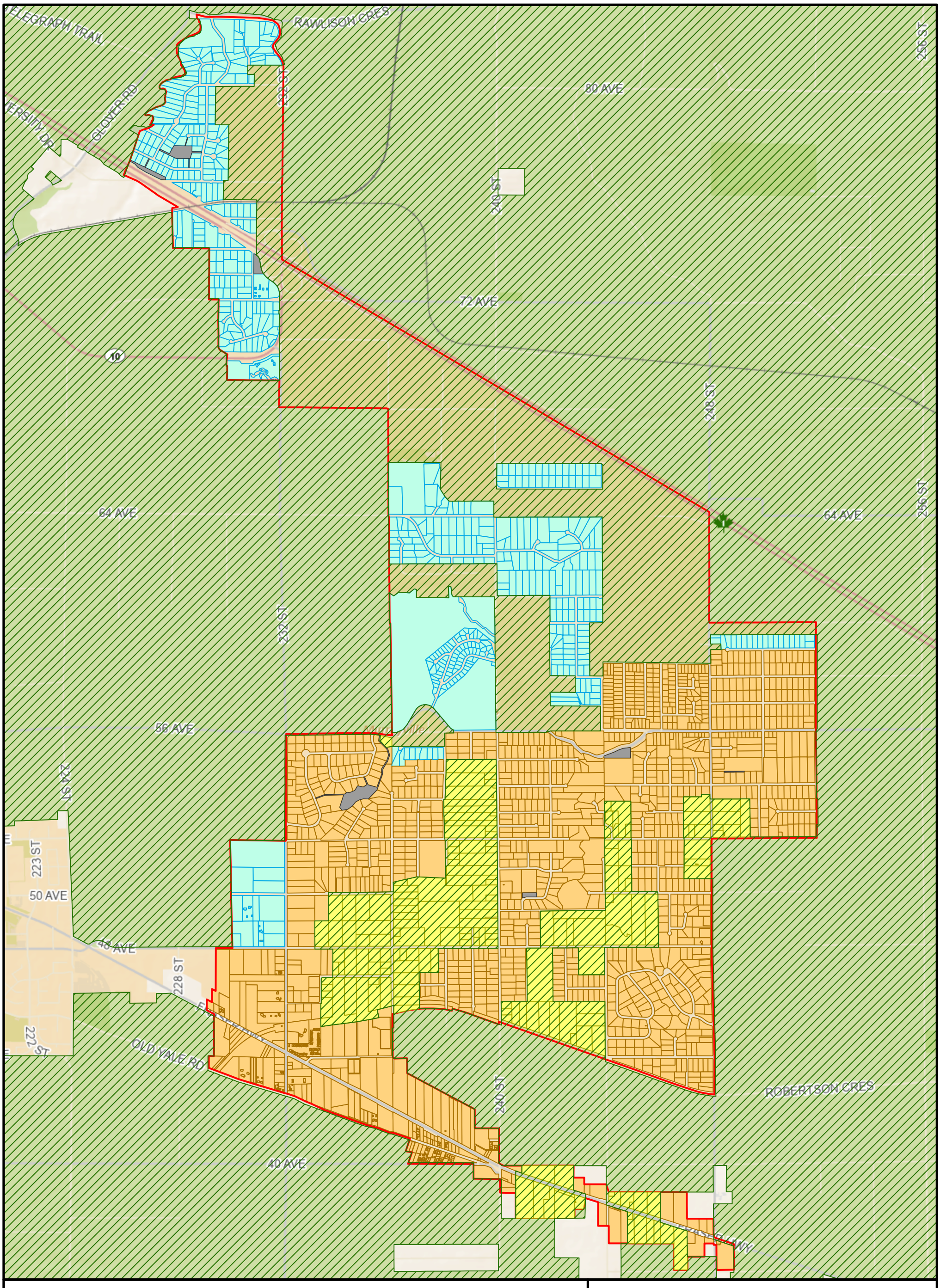
The Township of Langley is seeking approval to enable regional sewer servicing for properties within the Salmon River Uplands area. The subject properties are located within *Metro 2050's* "Rural within the Sewerage Area" and "Sewerage Extension Area" overlays which anticipate regional sewerage servicing provided that land uses are consistent with applicable regional land use designations and GVS&DD technical considerations. Staff have determined consistency with *Metro 2050* as the subject properties align with regional Rural and Industrial designations as per a Memorandum of Understanding with the Township of Langley that limit future subdivision potential. Accordingly, staff do not anticipate the proposal would adversely affect *Metro 2050* objectives for urban containment or protection of rural lands.

Staff therefore recommend Alternative 1, that the MVRD Board determine the properties outlined in Attachment 1 are eligible for future regional sewer servicing given consistency with *Metro 2050* and forward the application for sewerage area expansion to the GVS&DD Board for consideration.

ATTACHMENTS

1. Salmon River Uplands Properties for Sewer Inclusion Map

86397478


TELEGRAPH TRAIL
RAWLISON CRES
256 ST
GLOVER RD
80 AVE
248 ST
72 AVE
10
248 ST
64 AVE
64 AVE
232 ST
56 AVE
Murrayville
224 ST
223 ST
50 AVE
48 AVE
228 ST
222 ST
OLD YALE RD
240 ST
ROBERTSON CRES
40 AVE
N
0 0 1 km
Township of Langley
Est. 1873
Salmon River Uplands Properties for Sewer Inclusion Map
Printed Date: July 7, 2026
The data provided had been compiled from various sources and is not warranted as to its accuracy or sufficiency by the Township of Langley. The user of this information is responsible for confirming its accuracy and sufficiency.
tol.ca
Salmon River Uplands Boundary
Agricultural Land Reserve (ALR)
Rural FSA Exclusion Areas
Salmon River Uplands (Outside ALR)
Rural within the Sewerage Area
Sewer Extension Areas
Parks / Arterial Hwy

IT24-214TP

metrovancouver
SERVICES AND SOLUTIONS FOR A LIVABLE REGION

To: Regional Planning Committee

From: Mark Seinen, Senior Planner, Regional Planning and Housing Services

Date: June 19, 2026 Meeting Date: July 2, 2026

Subject: **Metro 2050 Type 3 Proposed Amendment – City of Vancouver (Molson Site)**

RECOMMENDATION

THAT the MVRD Board:

a) initiate the *Metro 2050* amendment process for the City of Vancouver's requested regional land use designation amendment from Industrial to General Urban for the site located at 1550 Burrard Street and 1655 West 1st Avenue;
b) give first, second, and third readings to "*Metro Vancouver Regional District Regional Growth Strategy Amendment Bylaw No. 1470, 2026*";
c) notify affected local governments and post the application on the Metro Vancouver website to provide an opportunity for comment on the proposed amendment as per Section 6.4.2 of *Metro 2050*; and
d) direct staff to notify local First Nations via referral offices to provide an opportunity for comment on the proposed amendment.

EXECUTIVE SUMMARY

The City of Vancouver is requesting a Type 3 amendment to *Metro 2050* for 1550 Burrard Street and 1655 West 1st Avenue (the Molson site). The proposed amendment would re-designate Industrial lands to General Urban to accommodate a mixed-use neighbourhood. The subject site is within the Urban Containment Boundary and Vancouver Sewerage Area and currently contains the former Molson brewery building that has not been operational since 2019. The site is adjacent to the significant new Seńáḵw residential development and the federal Seaforth Armoury and Hoffmeister Building, and is surrounded by parks, residential and commercial uses, and employment areas.

Regional Planning analysis concludes that, on balance, the proposed amendment is supportable. The proposed amendment reflects the site's unique context and strategic location within the Metropolitan Core, where a transition to mixed-use development can deliver significant benefits, including new housing supply, expanded employment opportunities, and a more complete, transit-oriented community. While the amendment involves the loss of regionally-designated Industrial lands, this trade-off is acceptable given the site's limited suitability for continued industrial use and the potential to advance broader regional objectives related to housing, economic diversification, and sustainable urban growth.

The requested *Metro 2050* Type 3 amendment bylaw requires adoption through an affirmative 50% + 1 weighted vote of the MVRD Board.

PURPOSE

This report provides the Regional Planning Committee and the MVRD Board with the opportunity to consider the City of Vancouver's request to amend *Metro 2050* for the Molson site.

BACKGROUND

On June 2, 2026, Vancouver City Council passed a resolution requesting that the MVRD Board consider a Type 3 Amendment to *Metro 2050* for the site located at 1550 Burrard Street and 1655 West 1st Avenue ("Molson Site"). On June 4, 2026, Metro Vancouver received the City of Vancouver's request to consider the proposed amendment (**Attachment 1**).

SITE CONTEXT

The Molson Site is located at the southern foot of the Burrard Bridge. Vancouver's application materials note that, at the time of construction in 1953, "False Creek was surrounded by heavy industrial uses and connected regionally via the now de-commissioned CP Railway." Today, the area contains a number of land uses, including residential, light industrial and employment, and parks. Most immediately, the triangular-shaped Molson Site is adjacent to the federal Seaforth Armoury and Hoffmeister Building (to the south) and the Squamish Reserve (to the east and north). The latter is home to a significant residential development known as Seȟáḵw. Across Burrard Street are parks, commercial and residential uses, while the Burrard Slopes employment area is located across 1st Avenue to the south (i.e. vehicle sales and repair, light manufacturing, creative industries, showrooms, and offices).

Figure 1. Sub-Regional Context

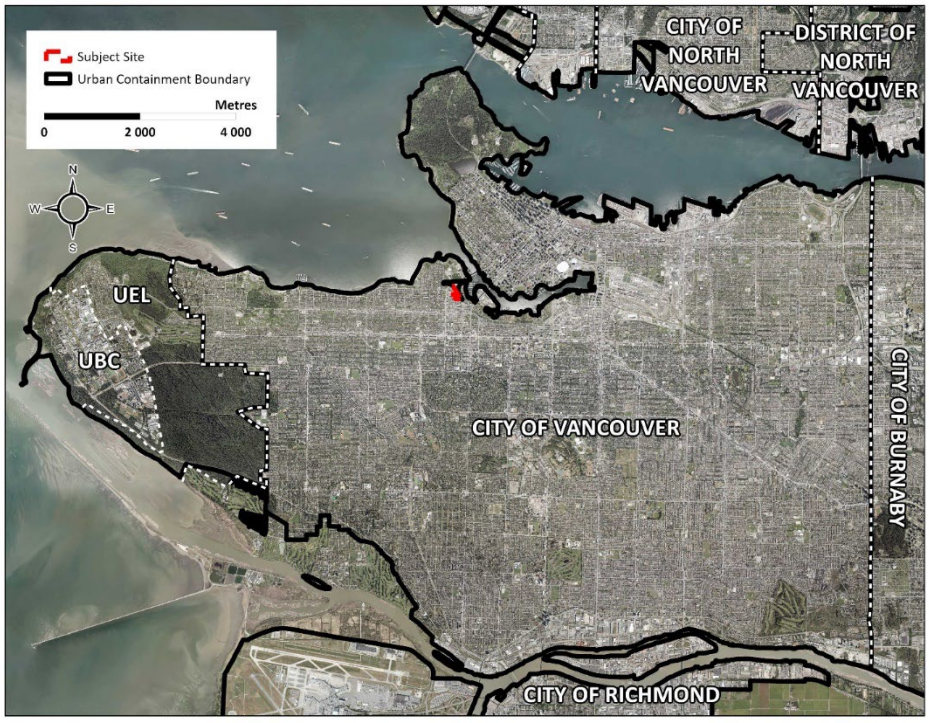
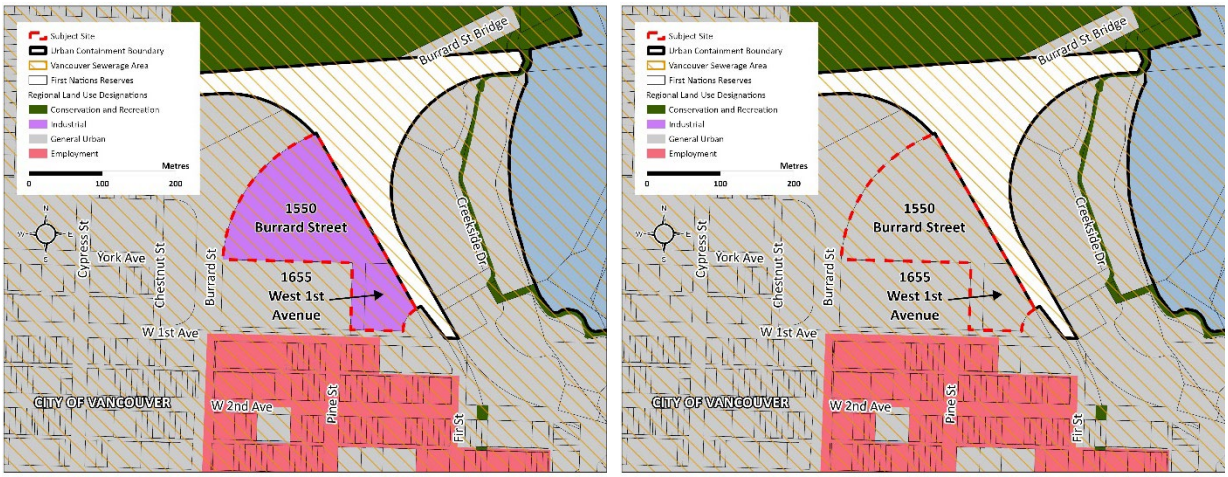


Figure 2. Site Context

Figure 3. Existing and Proposed Regional Land Use Designations – Industrial to General Urban



PROPOSED REGIONAL LAND USE DESIGNATION AMENDMENT

The City of Vancouver is proposing a *Metro 2050* amendment to re-designate the Molson Site from Industrial to General Urban to accommodate a mixed-use neighbourhood. Since the subject site is within the Urban Containment Boundary, this is a Type 3 amendment as per *Metro 2050* policy 6.3.4 (b). Type 3 amendments require an affirmative 50% + 1 weighted vote of the MVRD Board at each reading.

Table 1. Proposed Amendment

Address	1550 Burrard Street and 1655 West 1st Avenue
Site Size	3.1 hectares (7.7 acres)
***Metro 2050* Regional Land Use Designation**	Industrial (Current) | General Urban (Proposed)
ODP Designation	Industrial and Employment (Current) Mixed-Use High-Rise 2 (Proposed)
Zoning	M-2 (Current) | *No rezoning proposed*
Within the Urban Containment Boundary	Yes
In the Vancouver Sewerage Area	Yes
In an Urban Centre or FTDA	Yes

Guiding Principles and Rezoning Guidelines

Requests from member jurisdictions to amend *Metro 2050* typically occur in the context of an active rezoning or adoption of an area plan – both of which usually involve amendments to the overarching Official Community Plan (OCP) or Official Development Plan (ODP). In this instance, no site or concept plan has been provided. In the absence of this information, the City of Vancouver has provided Guiding Principles and Rezoning Guidelines for the Former Molson Brewery Site ("Guiding Principles"), which are included in **Attachment 1**. The Guiding Principles are summarized below:

Reconciliation: The Reconciliation principle emphasizes that redevelopment should be guided by ongoing collaboration with the Musqueam, Squamish, and Tsleil-Waututh Nations, respecting their rights, cultures, and self-determination. It recognizes the site's location on unceded territories of cultural significance and calls for integrating Indigenous knowledge, presence, and cultural expression into the planning, design, and public realm.

Land Use: The Land Use principle emphasizes redevelopment of the site as a mixed-use neighbourhood that delivers significant new job space alongside a diverse range of housing options. It calls for a minimum 1:1 replacement of existing industrial floor space with employment uses that are compatible with nearby residential development, while encouraging additional job growth through a mix of light industrial, commercial, institutional, and service uses. In parallel, the principle supports the provision of a range of housing types, including market, rental, and affordable housing.

Urban Design: The Urban Design principle emphasizes development that is contextually responsive and integrated with the surrounding neighbourhood, with built form that transitions in scale, enhances the public realm, and reflects the area's cultural significance. It supports high-quality design that contributes to a cohesive urban form within the Metro Core, while advancing regenerative, climate-responsive approaches that reduce emissions, enhance resilience, and incorporate nature-based systems.

Transportation and Connectivity: The Transportation and Connectivity principle emphasizes creating a highly accessible, transit-oriented, and car-lite community that prioritizes walking, cycling, rolling, and transit use. It supports integrating the site into the broader transportation network through improved active transportation connections, enhanced transit access, and coordinated planning with adjacent developments, while ensuring accessibility for people of all ages and abilities. The principle also highlights opportunities to collaborate with partners to strengthen transit service and connectivity, supporting reduced car dependency.

Public Benefits and Public Spaces: The Public Benefits and Public Spaces principle emphasizes creating a complete, livable, and inclusive community supported by a range of amenities, services, and infrastructure to meet the needs of a growing and diverse population. It highlights the importance of delivering well-designed public spaces as a central organizing element of the site, including parks, plazas, and gathering areas that are connected to the broader public realm.

Implementation and Delivery: The Implementation and Delivery principle emphasizes a coordinated and phased approach to redevelopment to ensure that job space, housing, infrastructure, and amenities are delivered in a timely manner to support growth. It highlights the role of the rezoning process in establishing a phasing and implementation plan to help ensure the timely delivery of agreed-upon public benefits.

The Guiding Principles are the basis of Metro Vancouver's staff assessment of the proposed amendment. An overarching theme of the staff assessment is that the Guiding Principles, if effectuated through the rezoning process, would result in a development generally consistent with *Metro 2050*. However, given the Guiding Principles' lack of policy or bylaw status, responsibility for incorporating and implementing the Guiding Principles in the development plan rests with the City of Vancouver through its rezoning and approval processes.

It is worth noting that, once a site is re-designated to a new Regional Land Use Designation, any development consistent with the new designation may theoretically occur, even if it diverges from the original site or area plan considered by the MVRD Board. This represents a risk for any *Metro 2050* amendment, although it can be mitigated to some extent if detailed planning and consultation has occurred. In this way, the proposal for the Molson Site is not significantly different from other area plan-based Regional Growth Strategy amendments that request changes to Regional Land Use Designations without detailed development plans.

REGIONAL PLANNING ANALYSIS

The City of Vancouver's proposed *Metro 2050* amendment has been assessed in relation to the applicable *Metro 2050* goals and policies. The intent of the assessment is to identify any potential regional planning implications and the regional significance of the proposed land use changes with respect to *Metro 2050*, not to duplicate the municipal planning process.

Municipal Benefits

The redevelopment of the Molson site would provide the City and the region with long-term benefits and support the critical need for more housing (including rental and affordable options), as well as employment space and jobs. The City's application highlights how the site is no longer suited to the current heavy industrial zoning given the changes to the surrounding area, including a lack of connectivity to trucking and rail routes. The City also highlights its diversity of industrial and mixed employment areas that each serve distinct needs, and how transitioning this site to mixed use would best fit the surrounding neighbourhoods and objectives for the area.

Alignment with Metro 2050

Goal 1: Create a Compact Urban Area

Goal 1 of *Metro 2050* includes strategies to concentrate urban development within the Urban Containment Boundary and to direct the majority of growth to Urban Centres and transit corridors.

The subject site is located within both the Urban Containment Boundary and the Vancouver Sewerage Area. It is also located within the Metropolitan Core, one of the major Urban Centres for the region.

Although the proposal does not detail a specific number of dwelling units or amount of job space, any residential or employment development within the Metropolitan Core advances the achievement of dwelling unit and employment growth targets set out in Table 2 of *Metro 2050.* Additionally, the proposal emphasizes the provision of a connected and complete community with a range of services and amenities in alignment with Strategy 1.3.

Goal 2: Support a Sustainable Economy
Goal 2 of *Metro 2050* includes strategies to promote land development patterns that support a diverse regional economy.

The proposal for employment uses in this location contributes to the aims of Strategy 2.1, to support employment opportunities close to where people live. The proposal highlights how the City of Vancouver would seek to secure a minimum 1:1 replacement of existing job space on the (283,000 sf) through a rezoning process, and strongly encourages net new job space, suggesting a range of options including light industrial, office, retail, and institutional. From a regional perspective, a focus on the reprovision of light industrial job space is recommended to help mitigate the impacts of loss of industrial land on the region's economy.

However, the proposed amendment would result in the loss of 7.7 acres of regionally-designated Industrial lands, which does not align with Strategy 2.2 that seeks to protect the region's limited supply of Industrial lands. As a large industrial site, the location presents a strong opportunity for industrial intensification, as encouraged by *Metro 2050* Policy 2.2.9(c)(iv). While heavy industrial uses may no longer be appropriate in view of the site's proximity to high-density residential uses, the development of intensified light industrial activities could be brought forward under the existing Industrial land use designation.

Goal 3: Protect the Environment, Address Climate Change, and Respond to Natural Hazards
Goal 3 of *Metro 2050* includes strategies to protect, enhance, restore, and connect ecosystems while advancing land uses that reduce greenhouse gas emissions and improve resilience to climate change impacts.

As a former industrial site, there are no significant ecosystems on site. The proposal highlights City policies that would guide the future development around green building, zero emissions, and stormwater management that align with Goal 3.

Goal 4: Provide Diverse and Affordable Housing Choices
Goal 4 of *Metro 2050* includes strategies that encourage greater supply and diversity of housing to meet a variety of needs, expand rental housing supply, and meet the housing needs of lower income households.

The Guiding Principles state that "redevelopment of the site should deliver a variety of new housing opportunities which could include strata, purpose-built rental, affordable and social housing to support a diversity of household types, incomes, and backgrounds." It further notes that the affordable housing requirements for the Molson Site will follow the City's requirements outlined in the *Rezoning Policy for Sustainable Large Developments* or applicable policies in place at the time of rezoning. The City's current policy requires a minimum of 30% total residential floor area for affordable housing including 20% social housing and 10% secured rental and below-market rental housing. While no specifics are provided around the amount of housing, the proposal notes the site could accommodate "thousands" of new homes, suggesting the proposed amendment could result in a significant amount of new housing,

including rental and affordable options, that would undoubtedly advance *Metro 2050* Goal 4, as well as the regional target to achieve 15% of newly completed housing near transit as affordable rental housing.

Goal 5: Support Sustainable Transportation Choices
Goal 5 of *Metro 2050* includes strategies to coordinate land use and transportation to encourage transit, multiple-occupancy vehicles, cycling and walking, while supporting the safe and efficient movement of vehicles for goods and services.

The site is strategically located in proximity to Downtown Vancouver and served by the Frequent Transit Network. It is about 1.1 km walking distance from the South Granville SkyTrain Station, which is part of the Broadway Subway Project that is scheduled to open in 2027. It is well-served by sidewalks and bike lanes, including protected bikeways on both Burrard Street and 1st Avenue. The site is located along a designated municipal truck route (Burrard Street), which would facilitate goods movement to and from the site and support industrial or employment activities.

The Guiding Principles describe several improvements that ought to be included as part of the development. These include prioritizing accessibility, improving existing active transportation connections (including to rapid transit stations), minimizing general purpose vehicle parking, and coordinating with surrounding land uses. The Guiding Principles also note that transit improvements in the area are already planned as a result of the newly-adopted Burrard Peninsula Area Transport Plan and the neighbouring Seńáḵw development, the latter of which is expected to deliver the proposed Burrard Bridge transit hub.

IMPLICATIONS FOR METRO VANCOUVER UTILITY SERVICES
Below is a summary of anticipated impacts on Metro Vancouver's utility services.

Liquid Waste Services (GVS&DD)
The proposed development will be serviced by the City of Vancouver's municipal sewer system, which will convey flows to the GVS&DD's 8th Avenue Interceptor and the Iona Wastewater Treatment Plant. During dry weather conditions, the additional flows are expected to have minimal impact on the regional sewers. However, depending on the scale and timing of development, wet weather conditions could increase both the volume and duration of combined sewer overflows within the Vancouver Sewerage Area.

As such, more detailed utility planning by both the City and GVS&DD will be required to ensure that regional systems can accommodate the additional growth. Once more detailed development information is available, it should be shared with GVS&DD staff for incorporation into the regional sewer model dataset. Metro Vancouver staff recommended that the City of Vancouver continue to reduce wet weather flows to the 8th Avenue Interceptor via its sewer separation initiatives.

Water Services (GVWD)
The proposed redevelopment would ultimately be supplied by GVWD's Capilano Mains 4 and 5 and the City of Vancouver's municipal distribution system. Without further details to estimate the projected water demand for the development, Metro Vancouver staff are unable to comment on the impact on GVWD's transmission system.

NEXT STEPS
The City of Vancouver's application notes that this amendment is being submitted to Metro Vancouver concurrently with a referral to a local Public Hearing (i.e. at the time of first reading). Typically, *Metro 2050* amendments are received following municipal third reading. However, Metro Vancouver can

receive applications at earlier stages of the municipal process, provided that no changes occur following subsequent municipal readings. In this instance, if the Vancouver Official Development Plan amendment is changed or refused by City Council at Public Hearing, the City intends to update or withdraw the *Metro 2050* amendment.

If the Type 3 amendment is initiated by the MVRD Board and the associated bylaw receives an affirmative 50% + 1 weighted vote at first, second, and third readings, it will then be referred to all affected local governments (including member jurisdictions, TransLink, and adjacent regional districts), and local First Nations. It will also be posted on the Metro Vancouver website for a minimum of 45 days to provide an opportunity for comment. All comments received will be summarized and included in a report advancing the bylaw to the MVRD Board for consideration of final adoption. If advanced by the Board it is intended that the amendment would be brought back for consideration at the September Board meeting. Given that the consultation period would occur over the summer months, the comment period will be extended to mid-September to provide greater opportunity for engagement with member jurisdictions and stakeholders.

An updated Regional Context Statement (RCS) that reflects the proposed regional land use designation change is required from the City of Vancouver to be considered prior to fourth reading of the amendment bylaw. It is expected that the City will submit the updated RCS to Metro Vancouver if the MVRD Board chooses to initiate the proposed amendment process for *Metro 2050* and gives first, second, and third readings to the amendment bylaw. This process is in alignment with *Metro 2050* and its associated implementation guidelines.

ALTERNATIVES

1. THAT the MVRD Board:
   a) initiate the *Metro 2050* amendment process for the City of Vancouver's requested regional land use designation amendment from Industrial to General Urban for the site located at 1550 Burrard Street and 1655 West 1st Avenue;
   b) give first, second, and third readings to "*Metro Vancouver Regional District Regional Growth Strategy Amendment Bylaw No. 1470, 2026*";
   c) notify affected local governments and post the application on the Metro Vancouver website to provide an opportunity for comment on the proposed amendment as per Section 6.4.2 of *Metro 2050*; and
   d) direct staff to notify local First Nations via referral offices to provide an opportunity for comment on the proposed amendment.

2. THAT the MVRD Board decline the proposed amendment for the site located at 1550 Burrard Street and 1655 West 1st Avenue and notify the City of Vancouver of the decision.

FINANCIAL IMPLICATIONS

If the MVRD Board chooses Alternative 1, there are no financial implications for Metro Vancouver. If the MVRD Board chooses Alternative 2, a dispute resolution process may take place as prescribed by the Local Government Act. The cost of a dispute resolution process is prescribed based on the proportion of assessed land values. Metro Vancouver would be responsible for most of those associated costs.

OTHER IMPLICATIONS

An information report on the amendment application was provided to the Regional Planning Advisory Committee (RPAC) for discussion on June 19, 2026. Staff from the City of Vancouver and Metro Vancouver presented the proposed amendment and were available to answer questions from committee members.

Questions and comments from RPAC members addressed:

- How on- or off-site replacement of existing industrial capacity is considered as part of Metro Vancouver's assessment; and
- The City of Vancouver's approach to reconciliation.

As part of the standard Regional Growth Strategy amendment process under Metro 2050, the application will be circulated to First Nations referral offices for review and comment. Any feedback received from First Nations will be documented and reported back to the Board as part of the final consideration of the bylaw.

CONCLUSION

The City of Vancouver has requested a Type 3 amendment to *Metro 2050* to change the regional land use designation of the Molson site from Industrial to General Urban to accommodate a mixed-use neighbourhood. The subject site is within the Urban Containment Boundary and Vancouver Sewerage Area. Regional Planning analysis concludes that the proposed amendment is supportable, however, it does involve the trade-off of regionally limited Industrial designated lands in exchange for a mix of residential and employment uses that meet other important regional needs. Staff recommend Alternative 1, to initiate the amendment process.

ATTACHMENTS

1. Letter re City of Vancouver Regional Growth Strategy Amendment Application for the Former Molson Brewery Site (1550 Burrard Street and 1655 West 1st Avenue), dated June 3, 2026.
2. *Metro Vancouver Regional District Regional Growth Strategy Amendment Bylaw No. 1470, 2026*.
3. Presentation re: Metro 2050 Type 3 Proposed Regional Land Use Amendment.

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CITY OF VANCOUVER

Planning, Urban Design and Sustainability
Special Projects Office

June 3, 2026

Dorothy Shermer
Corporate Officer
Metro Vancouver
Metrotower III, 4515 Central Boulevard
Burnaby, BC V5H 0C6
Dorothy.Shermer@metrovancouver.org

Dear Ms. Shermer:

RE: City of Vancouver Regional Growth Strategy Amendment Application for the Former Molson Brewery Site (1550 Burrard Street and 1655 West 1st Avenue)

The City of Vancouver is considering amendments to the *Vancouver Official Development Plan* ("*Vancouver ODP*") to change the Generalized Land Use designation for the former Molson Brewery site (1550 Burrard Street and 1655 West 1st Avenue) to permit mixed-use redevelopment of the site. The proposal includes an amendment to *Metro 2050*, to change the regional land use designation for the subject site from "Industrial" to "General Urban" (Attachment A). The proposed regional growth strategy amendment also requires an amendment to the City of Vancouver's *Regional Context Statement*. Vancouver City Council is requesting the Metro Vancouver Regional District (MVRD) Board consider an amendment to *Metro 2050,* and an amendment to the City of Vancouver's *Regional Context Statement*.

Context and Background

The former Molson Brewery site is one of five exceptional industrial locations identified by Vancouver City Council in a July 2025 Council Motion for consideration of introduction of residential uses. It is the only self-contained site of the five locations identified and is not contiguous with any other industrial lands. As such, Council directed staff in February 2026 to (1) bring forward an application to amend the *Vancouver ODP* to change the site's Generalized Land Use designation from "Industrial and Employment" to "Mixed-Use High-Rise 2"; (2) undertake consultation with the local Nations, stakeholders, and the general public; and (3) initiate discussions with Metro Vancouver staff regarding a Type 3 amendment to *Metro 2050.*

Land Use Analysis

The former Molson Brewery site is located in Vancouver's Metro Core area. When the brewery was constructed in 1953, False Creek was surrounded by heavy industrial uses and connected regionally via the now de-commissioned CP Railway tracks. The surrounding area has since transformed into a mixed-used neighbourhood comprising residential uses, light/creative industrial and employment uses, and park space. Most recently and currently under construction, the Squamish Nation is developing the Seńáḵw development on the Squamish

Reserve, a high-density mixed-use project of 6,000+ purpose-built rental units immediately adjacent to the northeast.

The 283,000 sq.ft. brewery once employed up to 250 people, but ceased operations in 2019 when it relocated to a larger brewing facility in Chilliwack with direct access to Highway 1. There has been no industrial activity on the site since that time. The current M-2 zoning permits "industrial and other uses that are generally incompatible, potentially dangerous, or environmentally incompatible when situated in or near residential districts." Considering the site's proximity to residential uses, particularly the immediately adjacent Seȟáḵw development, and its lack of connectivity to key trucking routes or rail network critical for goods movement, the site is no longer suitable for stand-alone heavy industrial uses.

The City has a diversity of industrial and mixed-employment areas (Attachment B), each serving a distinct role within Vancouver's economy. The *Vancouver ODP* states that these areas are "primarily intended for production, distribution and repair activities with opportunities for office-based employment on upper floors." Collectively, these areas span a spectrum of industrial intensity.

At the heavy end of this spectrum are industrial areas such as the Burrard Waterfront, which accommodates port-related uses including marine terminals, bulk goods handling, and large-scale logistics. In the middle of the spectrum, light- to medium-intensity industrial areas, such as the Mount Pleasant Industrial Area, support small-scale production, creative industries, and hybrid industrial-commercial activities within a central urban context. At the lightest end are mixed-employment areas, such as the Burrard Slopes, which are characterized by uses such as vehicle sales and repair, light manufacturing, creative industries, showrooms, and low-scale office buildings.

The former Molson Brewery site is located immediately to the north of the Burrard Slopes area. The Burrard Slopes is described in the Broadway Plan as "a diverse, mixed-use area with a significant concentration of job space, housing, cultural spaces, shops and services." A mixed-use future for the former Molson Brewery site is therefore consistent with the Broadway Plan's vision for the Burrard Slopes area.

Mixed-use redevelopment of the site would capitalize on its central location within Vancouver's Metro Core, delivering new and diversified job space together with a variety of housing types and tenures, and supporting public amenities. A set of Guiding Principles and Rezoning Guidelines for the site has been developed by City staff and is proposed for approval by Vancouver City Council. They identify key planning objectives and considerations, providing a framework for evaluating proposed land use, built form, public realm, and public benefit outcomes as the project advances (Attachment C).

Alignment with *Metro 2050*

The proposed re-designation of the former Molson Brewery site aligns with the intent and objectives of *Metro 2050* by supporting compact growth within Vancouver's Metro Core. Redevelopment of the 7.7-acre site as a mixed-use community represents an efficient use of centrally located land and reinforces the Metro Core as a key urban node, reducing pressure for outward expansion and supporting a more compact regional form.

A dense, complete community in the Metro Core helps reduce emissions, supports climate adaptation, and enables more sustainable travel patterns. The proposal could accommodate thousands of new homes, including affordable housing, while prioritizing walking, cycling, and transit use in a highly accessible, transit-rich location within an already urbanized area.

The proposal also advances a sustainable and resilient economic model by intensifying and diversifying the number and types of jobs on the site. While transitioning away from heavy industrial use, it would maintain and expand job space with a broad mix of uses, including light industrial, creative production, office, and institutional activities that could accommodate around one thousand jobs. This would reflect the site's unsuitability for heavy industry dependent on goods movement and would instead support jobs that benefit from proximity to transit, housing, and the downtown core.

Together, these outcomes align with *Metro 2050* goals related to focusing growth and reducing sprawl, supporting a diverse and sustainable economy, protecting the environment and responding to climate change, providing complete communities with diverse and affordable housing, and supporting sustainable transportation options. Further detail on alignment with *Metro 2050* is provided in Attachment D.

Council Direction

On June 2, 2026, at a Council meeting, Vancouver City Council referred the proposed *Vancouver ODP* amendments to Public Hearing and directed staff (Attachment E) to make an application to Metro Vancouver to make a Type 3 regional growth strategy amendment, to re-designate the former Molson Brewery site from "Industrial" to "General Urban."

Metro Vancouver staff have advised City staff that they would accept submission of and begin processing a proposed *Metro 2050* amendment ahead of City Council's Public Hearing on the proposed amendments to the *Vancouver ODP*.

The City's Public Hearing is scheduled to be held on July 21, 2026. At that time, Vancouver City Council will decide whether to (1) approve amendments to the *Vancouver ODP*; (2) refer the amended *Regional Context Statement* contained in the *Vancouver ODP* to the MVRD Board for their acceptance or refusal at the same time as third and final reading of the *Metro 2050* amendment bylaw reading, should the MVRD board give initial readings to the amendment; and (3) approve the *Former Molson Brewery Site: Guiding Principles and Rezoning Guidelines* to guide future development of the site.

Should Vancouver City Council amend or refuse the proposed *Vancouver ODP* amendments after Public Hearing, staff will update or withdraw the Metro Vancouver application accordingly.

The City of Vancouver requests that the MVRD Board amend the regional growth strategy for the affected property from "Industrial" to "General Urban" and receive an amendment to the City of Vancouver's *Regional Context Statement* for consideration at the time as final reading of the MVRD regional growth strategy amendment bylaw.

Should Metro Vancouver staff require any additional information regarding this matter, please contact Hale Jones-Cox, Senior Planner, Special Projects Office by phone at 604-707-5328 or by email at Hale.Jones.Cox@vancouver.ca.

Yours truly,

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cc: Matt Shillito, Director, Special Projects Office, Matt.Shillito@vancouver.ca
Hale Jones-Cox, Senior Planner, Special Projects Office, Hale.Jones.Cox@vancouver.ca

Attachments:

Attachment A: Proposed Regional Growth Strategy Land Use Designation Amendment

Attachment B: City of Vancouver Industrial and Mixed-Employment Lands

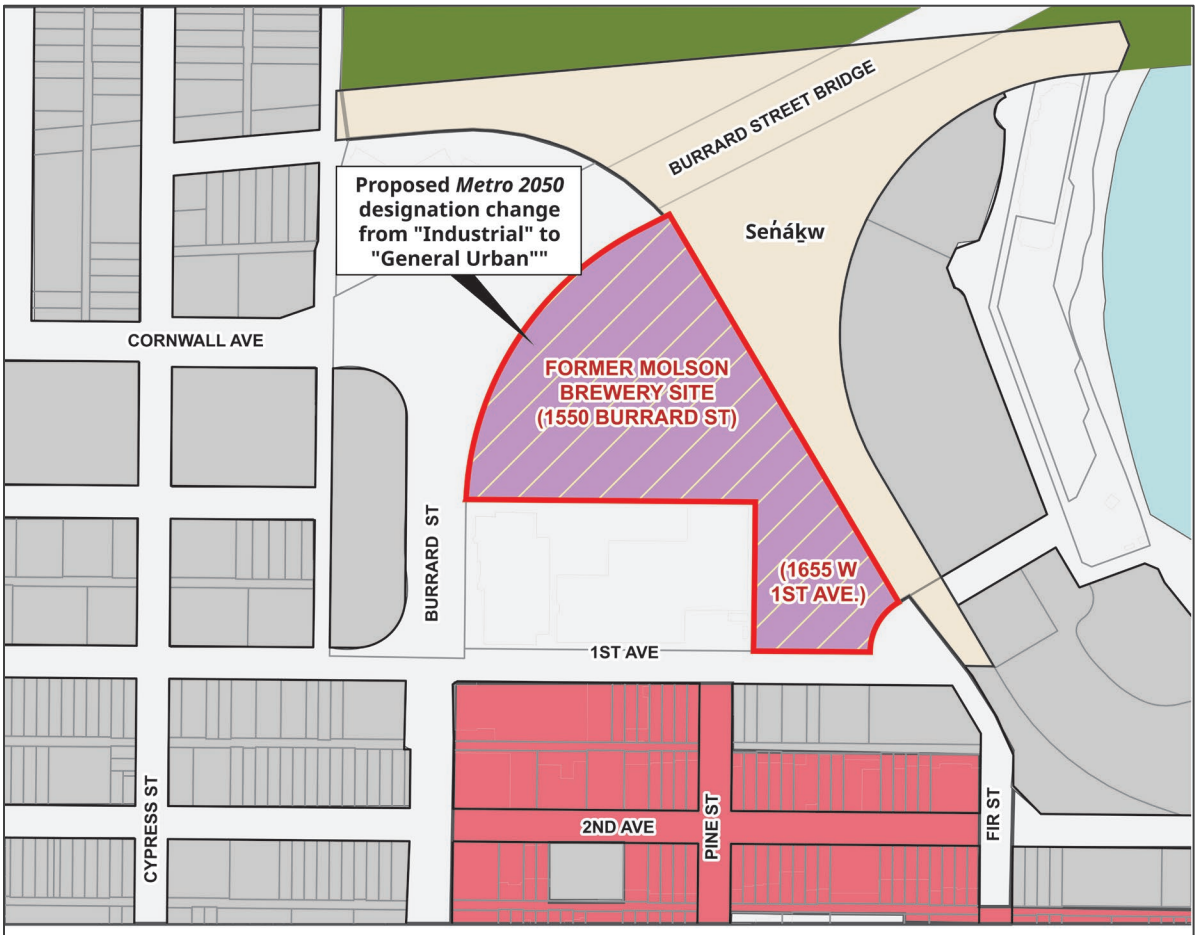
Attachment C: Former Molson Brewery Site: Guiding Principles and Rezoning Guidelines

Attachment D: Alignment of Former Molson Brewery Site Re-Designation with *Metro 2050*

Attachment E: Council Report: Vancouver Official Development Plan and Regional Context Statement Amendments for Former Molson Brewery Site

ATTACHMENT A

Proposed Regional Growth Strategy Land Use Designation Amendment



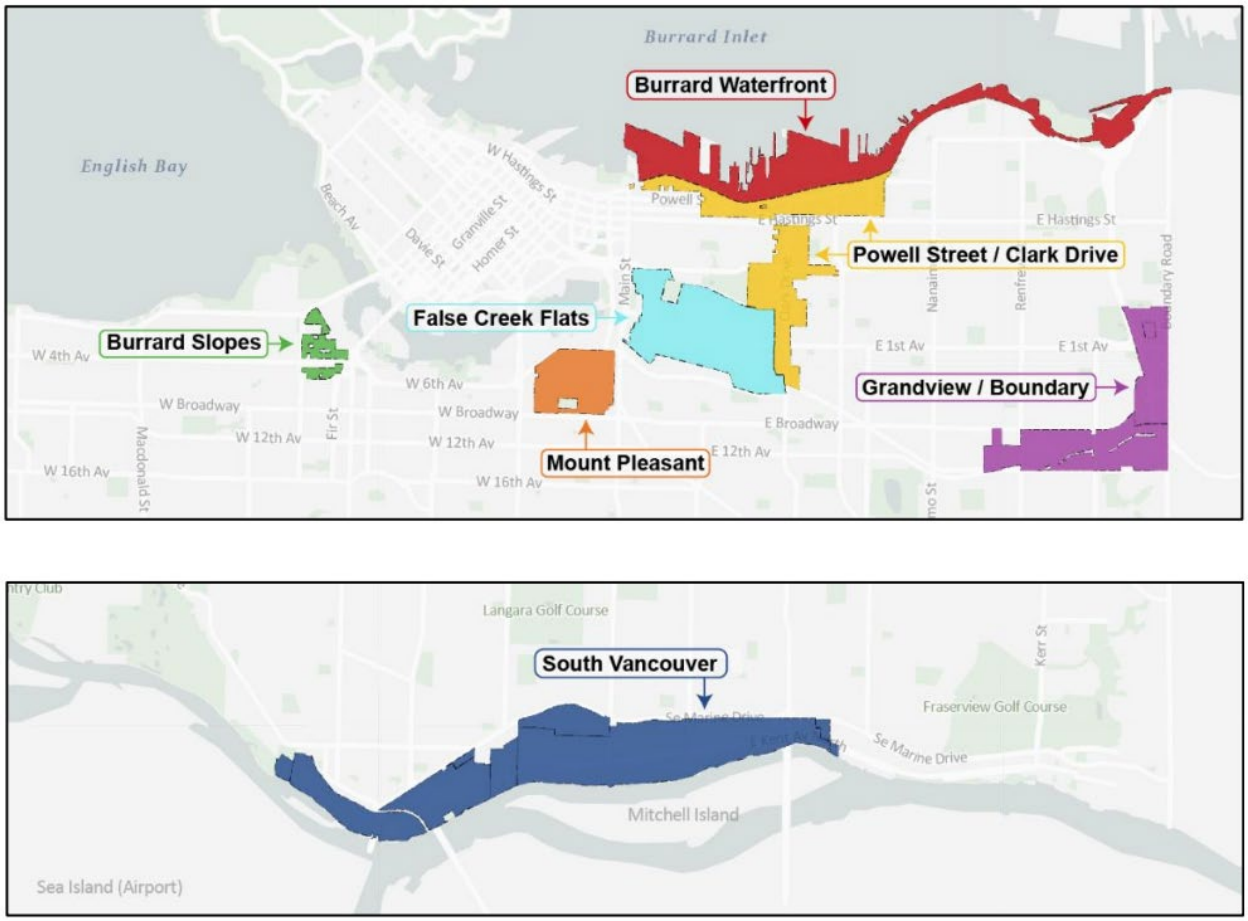
ATTACHMENT B

City of Vancouver Industrial and Mixed-Employment Lands

The City of Vancouver's *Official Development Plan* identifies, protects and enables intensification of seven key industrial and mixed-employment areas in Vancouver, each with a specific geographic location and economic function (see Part 4 FG2. Generalized Land Use Designations, Part 5.2 Economy, and Direction 2.2: Industrial/Employment Areas and Business Districts).

See Figure 1 below for a map of their locations:

Figure 1: Vancouver's Industrial and Mixed-Employment Areas



ATTACHMENT C

Former Molson Brewery Site: Guiding Principles and Rezoning Guidelines

Guidelines

Former Molson Brewery Site: Guiding Principles and Rezoning Guidelines

Approved by Council Month Day, Year

CITY OF VANCOUVER

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3.5 Public Benefits and Public Spaces ..... **Error! Bookmark not defined.**

3.6 Implementation and Delivery ..... **Error! Bookmark not defined.**

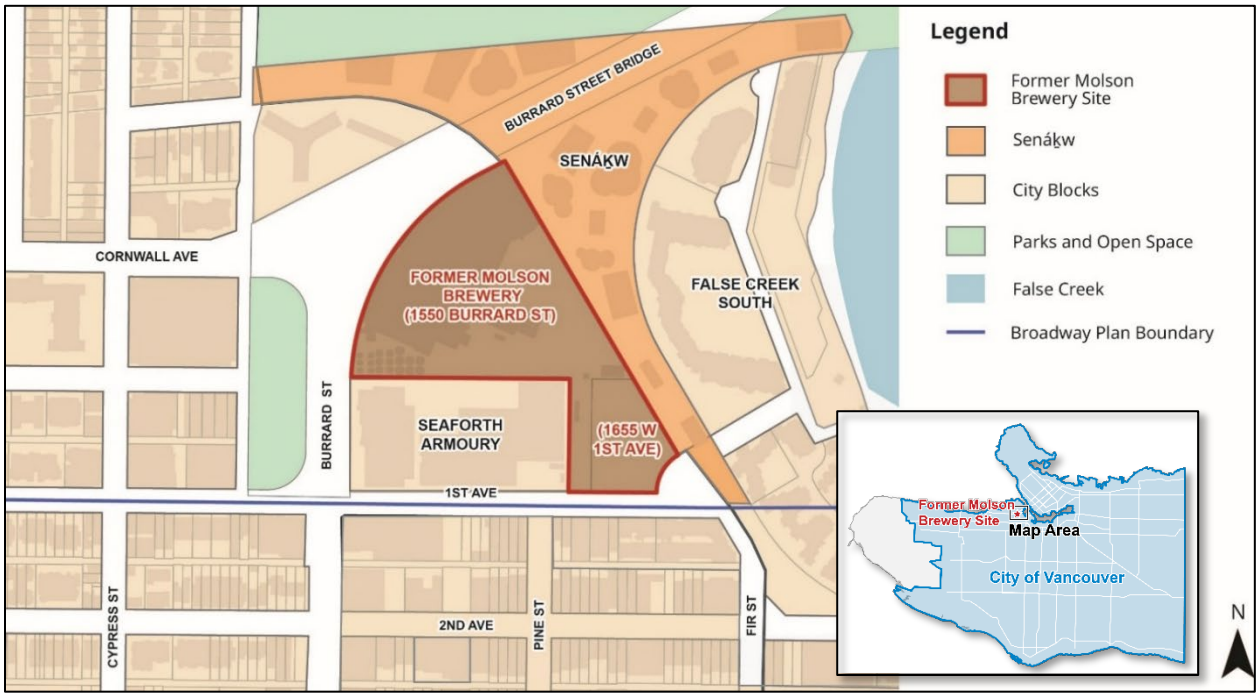
1 BACKGROUND AND CONTEXT

In July 2025, Council directed staff through a Council Motion to report back with site-specific information on the future role and land use considerations for five exceptional industrial sites/areas to identify sites that are appropriate for housing development and consideration for redesignation from "Employment or Industrial" to "General Urban" in the *Metro 2050: Regional Growth Strategy* (*Metro 2050: RGS*). The sites/areas are:

i. The former Molson Brewery site,
ii. The former industrial sites near Main Street and Terminal Avenue,
iii. The Railtown industrial district,
iv. The Marine Gateway area, and
v. The Mount Pleasant industrial area.

The former Molson Brewery site is the only self-contained site of the five sites/areas identified in the Council Motion and is not contiguous with any other industrial lands. In 2026, Council directed staff to start the process to enable redesignating and redeveloping this exceptional site as a comprehensive mixed-use development, rather than a stand-alone industrial site. Figure 1 shows the location of the Molson site within its surrounding context.

Figure 1: Former Molson Brewery site and context



The Molson Brewery was constructed in 1953 when False Creek was surrounded by heavy industrial uses and connected regionally via the now de-commissioned CP Railway tracks. The M-2 zoning permits "industrial and other uses that are generally incompatible, potentially dangerous, or environmentally incompatible when situated in or near residential districts." The 26,300 m^2 (283,000 ft^2) brewery once

employed up to 250 people, but ceased operations in 2019 when it relocated to a larger brewing facility in Chilliwack with direct access to Highway 1. There has been no industrial activity on the site since the brewery's closure, with limited interim uses such as movie sets and parking.

Over the past 70 years, the surrounding area has transformed into a mixed-use neighbourhood comprising residential uses to the east (False Creek South), light/creative industrial and employment uses to the south and east (the Burrard Slopes' Armoury District and Granville Island), residential uses to the west (Kits Point) and park space to the north (Vanier Park). The Sḵwx̱wú7mesh Úxwumixw (Squamish Nation) is developing the Seṅáḵw development on the Sḵwx̱wú7mesh (Squamish) Reserve, a high-density mixed-use project of 6,000+ purpose-built rental units immediately adjacent to the Northeast, sharing a 275 metre (900 foot) property line with the Molson site.

Typical heavy industrial uses under the Molson site's existing M-2 zoning (e.g. manufacturing, distribution and repair) generate air and noise contamination through combustion of fuel and metals, handling of solid bulk materials, and food and animal food processing. Considering the site's proximity to high-density residential uses including and its lack of connectivity to key trucking routes or rail network critical for goods movement, the site is no longer suitable for stand-alone heavy industrial uses.

There is a unique and significant opportunity to capitalize on the 7.7-acre site's central location within Vancouver's Metro Core area through a mixed-use redevelopment which delivers new and diversified job space, together with residential uses and supporting public amenities. More suitable job spaces for the site could include compatible light industrial uses such as Laboratories, Production Studios and Creative Manufacturing, Digital Entertainment and Information Communication Technology (DEICT), Office, Hotel, Service and Retail uses. Light industrial uses can be co-located with housing subject to mitigation measures required under the Vancouver Building By-law.

This redevelopment opportunity aligns with the "Metro Core/Broadway" Neighbourhood Type and advances other policy objectives in the Vancouver Official Development Plan (*"Vancouver ODP"*).

In 2026, amendments to the *Vancouver ODP* were brought forward to Council to redesignate the former Molson Brewery site from "Industrial and Employment" to "Mixed-Use High-Rise 2."

2 INTENT

The following guiding principles are intended to establish high-level direction to inform the preparation and review of a rezoning application for the site. They identify key planning objectives and considerations, providing a framework for evaluating proposed land use, built form, public realm and public benefit outcomes as the project advances.

The guiding principles will also be used to support an application by the City to Metro Vancouver to amend the site's *Metro 2050: RGS* designation from "Industrial" to "General Urban".

At this early stage, the guiding principles are deliberately broad and strategic in nature. They reflect a preliminary level of technical analysis and initial engagement with the xʷməθkʷəy̓əm (Musqueam), Sḵwx̱wú7mesh (Squamish), and səlilwətaɬ (Tsleil-Waututh) Nations, Department of National Defence, Provincial Government (Ministries of Transportation and Transit, Housing and Municipal Affairs, and Jobs and Economic Growth), Metro Vancouver, TransLink, Vancouver School Board, Conseil scolaire

francophone, and the general public. They are not intended to pre-determine specific design solutions, densities or regulatory outcomes. Rather, they set out the overarching intent for the site's redevelopment, recognizing that further work and engagement is required to test options and respond to technical, policy and contextual considerations.

The rezoning process will provide the opportunity to translate the principles into zoning regulations, development obligation agreements and design guidelines. Through this process, City staff will undertake further engagement, assess site-specific opportunities and impacts, infrastructure / servicing needs and other technical requirements, and identify and address any necessary trade-offs between competing objectives.

3 GUIDING PRINCIPLES

3.1 Reconciliation

3.1.1 Honour the City's commitment to reconciliation with xʷməθkʷəy̓əm (Musqueam), Sḵwx̱wú7mesh (Squamish) and səlilwətaɬ (Tsleil-Waututh) Nations:

The former Molson Brewery site is located on the traditional and unceded territories of the xʷməθkʷəy̓əm (Musqueam), Sḵwx̱wú7mesh (Squamish), and səlilwətaɬ (Tsleil-Waututh) Nations. In alignment with the City of Vancouver's commitment to advancing reconciliation through its *UNDRIP Strategy*, planning for the redevelopment of the site should be guided by early and ongoing mutual collaboration with the local Nations and respect for their rights, cultures, and self-determination.

The site is located near False Creek and the Burrard Inlet, areas of important historical and ongoing cultural significance to all three local Nations since time immemorial.

Through meaningful and mutually beneficial engagement and collaboration, the rezoning process should explore opportunities to honour the location of the site, and strengthen cultural representation and visibility by embedding the local Nations' culture, art, and history into the site's design and public realm.

3.2 Land Use

3.2.1 Deliver significant new job and employment space:

At the height of its operation, the former Molson Brewery contained 26,300 m^2 (283,000 ft^2) of industrial space and employed 250 people. Heavy industrial uses are no longer compatible on the site given its proximity to high-density residential uses.

Redevelopment of the site should include a minimum 1:1 replacement of the floor space previously dedicated to heavy industrial uses with job space that is compatible with on-site and nearby residential uses. Provision of additional net new job space is strongly encouraged.

Types of job space could include light industrial, tech and office, tourism and hotel, retail and service (including grocery stores and restaurants), educational, cultural, and arts uses to meet the needs of businesses, residents and visitors.

Inclusion of significant job space in this central location supports the *Metro 2050: RGS* Goal #2 to "Support a Sustainable Economy" to ensure a diverse economy and jobs close to where people live. It also aligns with job space objectives for the Metro Core/Broadway Neighbourhood Type in the *Vancouver ODP* (Policy FG1.4.2).

3.2.2 Support a diverse and affordable housing mix:

Redevelopment of the site should deliver a variety of new housing opportunities which could include strata, purpose-built rental, affordable and social housing to support a diversity of household types, incomes, and backgrounds.

The City's *10 Year Affordable Housing Delivery and Financial Strategy* identifies large developments as important opportunities to contribute to the delivery of social and supportive housing options for lower-income households, and housing for moderate income households. The affordable housing requirements for the Molson site will follow requirements outlined in the Rezoning Policy for Sustainable Large Developments, or whichever applicable policies are in place at the time of rezoning.

This principle is closely aligned with the *Metro 2050: RGS* Goal #4 to "Provide Diverse and Affordable Housing" by increasing the supply, variety, and affordability of housing, particularly in transit-oriented locations, to create complete communities. It also aligns with *Vancouver ODP* objectives to expand affordable housing supply in Metro Core/Broadway (Policy FG1.4.1).

3.3 Urban Design

3.3.1 Encourage contextual design and neighbourhood integration:

The site planning and built form of new development on the former Molson Brewery site should establish a cohesive and mutually complementary relationship with the local context.

The tallest buildings should be located closest to the Seȟáḵw development on the Sḵwx̱wú7mesh (Squamish) Reserve and step down toward surrounding areas to thoughtfully integrate with the existing neighbourhood.

High-quality architecture, landscape design, and building forms should respond to the local urban context, as well as to the historical and ongoing cultural importance of the area to the xʷməθkʷəy̓əm (Musqueam), Sḵwx̱wú7mesh (Squamish), and səlilwətaɬ (Tsleil-Waututh) Nations.

Careful consideration should be given to solar access on the public realm and open spaces in accordance with applicable City policies and guidelines and the "Mixed-Use High-Rise 2" designation. Built form should contribute cohesively to the surrounding city's evolving skyline.

The site is centrally located within Vancouver's Metro Core area and aligns well with *Metro 2050: RGS* Goal #1 to "Create a Compact Urban Area" by encouraging efficient land use, reducing sprawl, and enhancing urban centres.

3.3.2 Advance regenerative and climate-responsive site design

Redevelopment of the site should explore regenerative, nature-based site design that protects and enhances ecological systems, and reduces lifecycle greenhouse gas emissions, while meaningfully increasing resilience to climate change.

New buildings and public realm should be designed as integrated systems, where siting, massing, landscape treatment, and servicing collectively reduce energy and water demand, manage rainwater on site, and help mitigate urban heat, flooding, and climate hazards. Consistent with the City of Vancouver's *Green Buildings Policy for Rezonings*, *Zero Emissions Building Plan*, and *Rain City Strategy*, sustainable site design should:

- minimize site disturbance and protect natural features where feasible;
- support permeability, urban biodiversity, tree planting and landscape enhancement
- incorporate green rainwater infrastructure and opportunities for rainwater reuse where appropriate and
- support compact, low-carbon urban form.

Through these measures, redevelopment is intended to contribute to long-term environmental resilience, climate adaptation, and emissions reduction, while creating a healthy, livable, and ecologically functional neighbourhood aligned with the *Metro 2050: RGS* Goal #3 to "Protect the Environment and Respond to Climate Change." This principle also aligns with *Vancouver ODP* objectives for climate change adaptation (Policy 3.2.2) and ecology (Policy FG1.2.4).

3.4 Transportation and Connectivity

3.4.1 Support healthy and accessible transportation options:

Concentrating people close to jobs and transit is critical to meeting the City's *Transportation 2040* and *Climate Emergency Action Plan* goal that at least two-thirds (~66%) of all trips made by Vancouver residents should be by walking, cycling, rolling, or transit, rather than private vehicles. The mixed-use redevelopment of the site should connect communities through a network of convenient transportation options, including robust transit and safe active transportation (walking/cycling/rolling), to support a reduction in car dependency

Accessibility and universal design should be prioritized across the site, emphasizing walking, cycling, rolling, and transit for people of all ages and abilities with integration into the existing active mobility network.

This site is well-located to encourage reduced vehicle trip demand as it is in proximity to major cycling infrastructure, such as the Burrard Bridge, the Seaside Greenway, York Avenue, and Cypress Street. The site should leverage and improve existing cycling routes to strengthen active transportation connections, including to rapid transit stations (Millennium Line, Canada Line and the Frequent Transit Network).

The street network should provide adequate infrastructure (e.g. greenways, protected intersections, signals, bus shelters, and public bike share stations) to ensure the comfort and safety of people walking, cycling, rolling, or taking transit.

The site design should support a car-lite community through the provision of off-street accessible parking, visitor parking, bicycle parking, passenger and goods loading, while minimizing general purpose vehicle parking, in accordance with the Parking By-law.

The design should provide transportation connections to nearby neighbourhoods (False Creek South, Burrard Slopes' Armoury District, Kits Point) to limit impacts to the existing street network and ensure connectivity to the city and region's broader transportation networks. The site design should also be coordinated with adjacent development to develop a mutually beneficial access, egress and circulation system for the area.

The site is located immediately adjacent to the Seaforth Armoury and the Hoffmeister Building, both of which are owned and operated by the Government of Canada (Department of National Defence). Daily operations at these facilities involve critical circulation and parking for large military vehicles, deliveries and the movement of hundreds of workers and military personnel. Any proposed rezoning or development of the site should carefully consider and mitigate potential impacts to the ongoing and essential operations of these facilities.

3.4.2 Seek opportunities to improve transit access and connectivity in collaboration with partners:

The site is located in an area served by existing bus routes that connect to downtown Vancouver and TransLink's Frequent Transit Network. In partnership with TransLink, opportunities for better transit connections and improved transit service to the site should be explored, beginning with the recently completed Burrard Peninsula Area Transport Plan. These include new and improved transit connections across the Burrard Bridge, to rapid transit stations (Millennium and Canada Lines), and along existing east-west transit corridors, subject to regional priorities, fleet availability, and funding.

The site should leverage the proposed Burrard Bridge transit hub, anticipated to be delivered by the Seȟáḵw development on the Sḵwx̱wú7mesh (Squamish) Reserve, by providing new pedestrian and cycling connections from the site to the transit hub.

Both Guiding Principles 3.4.1 and 3.4.2 align with the *Metro 2050: RGS* Goal #5 to "Support Sustainable Transportation Choices". These principles also align with *Vancouver ODP* objectives related to connectivity, safety and sustainable transportation (Policies FG1.3.5, 5.1.4, 5.2.1, 5.2.4 and 5.2.9).

3.5 Public Benefits and Public Spaces

3.5.1 Public benefits to support an equitable, livable and inclusive complete neighbourhood:

The former Molson Brewery site should being highly livable and meeting the needs of all ages, incomes and abilities. It should include shops, services, public spaces and community amenities (e.g. childcare, arts/culture spaces) that address the impacts of increased density in the neighbourhood and meet the demand from new residents.

Impacts on school enrolment and capacity will be considered and addressed through the rezoning process in collaboration with the local school boards (Vancouver School Board and Conseil scolaire francophone).

3.5.2 Create public spaces that support community life:

Public open space should be a key organizing element of the site design, with strong connections to existing parks and public spaces in the neighbourhood such as Vanier Park and the seawall.

The site should deliver a diverse mix of urban public spaces for a range of users, including parks and green spaces, plazas, areas for gathering, rooftop gardens and opportunities for local retail activation.

These spaces should receive sunlight at key times and support safety and social interaction, access to nature, and cultural expression.

Design of public spaces should incorporate measures to deter trespassing and maintain appropriate security buffers to the adjacent Department of National Defence property.

Both Guiding Principles 3.5.1 and 3.5.2 align with *Vancouver ODP* public realm objectives for the Metro Core/Broadway and broader public space network (Policies FG1.4.5, 9.3.1 and 9.3.2).

3.6 Implementation and Delivery

3.6.1 Phased and predictable implementation:

Development phasing should be planned and coordinated to ensure the timely provision of job space, mixed-tenure housing, municipal infrastructure, amenities and services to ensure growth is adequately supported.

A phasing and implementation plan will be developed at the time of rezoning to ensure the timely delivery of agreed-upon public benefits.

ATTACHMENT D

Alignment of Former Molson Brewery Site Re-Designation with *Metro 2050*

The proposed re-designation of the former Molson Brewery site supports the intent and objectives of the *Metro 2050: RGS* and represents an appropriate evolution of land use for a centrally located site within the metropolitan core in the following ways:

1. Create a Compact Urban Area: Focus growth within a defined urban containment boundary to encourage efficient land use, reduce sprawl, and enhance urban centers.

Redeveloping the former Molson Brewery site as a mixed-use community strongly supports compact urban growth by focusing and intensifying land use within Vancouver's Metro Core, rather than peripheral or greenfield locations.

- The site is a 7.7-acre, centrally located, self-contained former industrial parcel surrounded by established neighbourhoods, major employment areas, excellent walking/cycling connections and high-capacity transit infrastructure. Mixed use redevelopment represents a highly efficient use of scarce urban land.
- The Guiding Principles encourage the location of density where appropriate, with building forms coordinated with the adjacent Seńáḵw development, reinforcing the area as a major urban node.
- Shifting away from low-employment, heavy industrial use toward a multi-functional urban district allows housing, jobs, services, and amenities to coexist on a single site, reducing the need for outward expansion elsewhere in the region.

By accommodating significant residential and employment growth within an already urbanized area, the proposed approach directly aligns with *Metro 2050: RGS* Goal #1 by reducing pressure for sprawl, strengthening the inner city, and supporting a compact urban form.

2. Support a Sustainable Economy: Protect industrial and employment lands to ensure a diverse economy and jobs closer to where people live.

While the re-designation moves away from heavy industrial zoning, the proposal does not diminish the economic capacity and function of the site; rather, it modernizes and diversifies it in a way that is better suited to the local and regional context.

- The Guiding Principles require a minimum 1:1 replacement of the former 283,000 sq. ft. of industrial floor space with new, compatible job space, while strongly encouraging additional job space. This would provide room for an estimated 1,000 jobs, potentially four times the number of jobs that the brewery previously supported.
- Employment uses are broadened to include light industrial, creative manufacturing, laboratories, DEICT, office, hotel, retail, cultural, and educational functions, positioning the site for long-term economic resilience.
- The proposal acknowledges that the site's lack of rail access and major trucking connectivity makes it unsuitable for heavy industrial uses critical to regional goods

movement, and instead reallocates employment space to uses that thrive in central, mixed-use locations.

- Locating substantial job space immediately adjacent to major residential areas (including the Seńáḵw development and False Creek South) and within walking distance of downtown Vancouver supports shorter commutes and helps achieve the objective of providing jobs closer to where people live.
- Enabling residential uses on the former Molson Brewery site would not encourage conversion of other industrial land, given that the site is a stand-alone, self-contained industrial parcel. With no similar precedents or sites in Vancouver, it is unlikely to lead to a proliferation of more applications for re-designation of industrial land.

Overall, the redevelopment supports *Metro 2050: RGS* Goal #2 by retaining and expanding employment capacity, modernizing the economic role of the site, and integrating jobs into a complete urban neighbourhood rather than isolating them in single-use districts.

3. Protect the Environment and Respond to Climate Change: Safeguard natural areas, agricultural lands, and ecosystems, while enhancing resilience to climate impacts and reducing emissions.

Replacing heavy industrial uses with a mixed-use, regenerative urban development delivers significant environmental and climate benefits.

- Heavy industrial activities permitted under M-2 zoning typically generate air, noise, and emissions, which are increasingly incompatible with the surrounding residential context.
- The Guiding Principles emphasize regenerative, nature-based design, including rainwater capture, urban biodiversity, permeability, and tree retention, consistent with *Vancouver's Green Buildings Policy*, *Zero Emissions Building Plan*, and *Rain City Strategy*.
- Compact, mixed-use development enables lower per-capita energy use and emissions by reducing travel distances, supporting active transportation, and enabling shared building systems.
- On-site climate adaptation measures (e.g. heat mitigation, flood resilience, and integrated landscape design) help future-proof the neighbourhood against climate hazards.

The redevelopment directly advances *Metro 2050: RGS* Goal #3 by reducing industrial pollution, lowering lifecycle emissions, and creating a climate-resilient, ecologically functional urban site.

4. Provide Diverse and Affordable Housing: Increase the supply, variety, and affordability of housing, particularly in transit-oriented locations, to create complete communities.

The mixed-use redevelopment enables the delivery of thousands of new homes in one of the region's most accessible locations, which is not possible under industrial zoning.

- The City's *10 Year Affordable Housing Delivery and Financial Strategy* identifies large developments as important opportunities to contribute to the delivery of social and supportive housing options for lower-income households and household for moderate income households. The Guiding Principles align housing expectations with the City's

Rezoning Policy for Sustainable Large Developments, or applicable policies in place at the time of rezoning, for delivery of affordable housing.

- Co-locating housing with jobs, services, public amenities and transit creates a complete community, reducing household transportation costs and improving access to employment opportunities.
- The site's proximity to rapid transit lines, frequent bus routes, and the future Burrard Bridge transit hub makes it an ideal location for transit-oriented housing.

By converting underutilized industrial land into a high-density, inclusive mixed-use residential neighbourhood, the proposal strongly supports *Metro 2050: RGS* Goal #4.

5. Support Sustainable Transportation Choices: Connect communities through a network of transportation options, including robust transit and active transportation (walking/biking), to reduce car dependency.

Mixed-use redevelopment would significantly outperform a stand-alone industrial scenario in supporting sustainable transportation.

- The proposal prioritizes walking, cycling, rolling, and transit, consistent with the City's *Transportation 2040* and *Climate Emergency Action Plan* goal that two-thirds of trips be made by modes other than private vehicles.
- The site is strategically located near existing and planned cycling routes, the Seaside Greenway, Burrard Bridge, and frequent transit services.
- Coordinated planning with the adjacent Seȟáḵw development, including connections to a future Burrard Bridge transit hub, creates a highly integrated mobility network.
- A car-lite approach with limited vehicle parking and strong active transportation infrastructure reduces congestion and emissions while supporting accessibility for all ages and abilities.

This approach directly advances *Metro 2050: RGS* Goal #5 by embedding sustainable transportation choices into the everyday function of the neighbourhood.

ATTACHMENT E

Council Report: Vancouver Official Development Plan and Regional Context Statement Amendments for Former Molson Brewery Site

Note: For full report including appendices see:
https://council.vancouver.ca/20260602/documents/rr2.pdf

CITY OF VANCOUVER

COUNCIL REPORT

Report Date: May 19, 2026
Contact: Matt Shillito
Contact No.: 604-707-5487
RTS No.: 18622
VanRIMS No.: 08-2000-20
Meeting Date: June 2, 2026
Submit comments to Council

TO: Vancouver City Council

FROM: General Manager of Planning, Urban Design and Sustainability

SUBJECT: Vancouver Official Development Plan and Regional Context Statement Amendments for Former Molson Brewery Site

Recommendation to Refer

THAT the General Manager of Planning, Urban Design and Sustainability be instructed to bring forward the application to amend the *Vancouver Official Development Plan* described below, and that the amendment be referred to Public Hearing together with the recommendations set out below;

FURTHER THAT the Director of Legal Services be instructed to prepare the necessary *Vancouver Official Development Plan* amendment by-law, in accordance with the recommendations set out below, for consideration at the Public Hearing;

AND FURTHER THAT staff be directed to make an application to Metro Vancouver to amend the *Metro 2050: Regional Growth Strategy* to re-designate the former Molson Brewery site at 1550 Burrard Street [*PID 007-960-646; Lot 2, Block D, Plan VAP13996, District Lot 3610, New*

Westminster Land District, Exp Pp 46467(Leasehold Over Portion Of Roof)] and 1655 West 1st Avenue [*PID 015-875-831; Lot 1, Block D, Plan VAP4358, District Lot 3610, Group 1, New Westminster Land District, Except Plan 47235, (Ref Pl 4358), (Ref Pl 3640)]* from "Industrial" to "General Urban."

Recommendations for Public Hearing

A. THAT Council approve, in principle, the amendments to the *Vancouver Official Development Plan* generally as presented in Appendix A of this report to change the Generalized Land Use designation of 1550 Burrard Street and 1655 West 1st Avenue ("former Molson Brewery site") from "Industrial and Employment" to "Mixed-Use High-Rise 2" and to change the regional land use designation from "Industrial" to "General Urban" in the *Regional Context Statement*;

FURTHER THAT the amendment to the *Regional Context Statement* contained in the *Vancouver Official Development Plan* be referred to the Board of Metro Vancouver for their acceptance or refusal;

FURTHER THAT, subject to the approval of Metro Vancouver to re-designate the former Molson Brewery site from "Industrial" to "General Urban" and amend the *Regional Context Statement*, the Director of Legal Services be instructed to bring forward for enactment amendments to the *Vancouver Official Development Plan By-law* generally in accordance with Appendix A.

B. THAT subject to the approval of Recommendation A, Council approve the "Former Molson Brewery Site: Guiding Principles and Rezoning Guidelines," generally as presented in Appendix B to guide future development of the site.

C. THAT Recommendations A and B be adopted on the following conditions:

(i) THAT the passage of the above resolutions creates no legal rights for the landowner or any other person, or obligation on the part of the City and any expenditure of funds or incurring of costs is at the risk of the person making the expenditure or incurring the cost;

(ii) THAT any approval that may be granted following the Council meeting shall not obligate the City to enact by-laws, and any costs incurred in fulfilling requirements to proceed with enactment are at the risk of the person making the expenditure or incurring the cost; and

(iii) THAT the City and all its officials, including the Approving Officer, shall not in any way be limited or directed in the exercise of their authority or discretion, regardless of when they are called upon to exercise such authority or discretion.

Purpose and Executive Summary

In accordance with Council direction from February 2026 and in response to a July 2025 Council Motion, staff are bringing forward for referral to Public Hearing proposed amendments to the *Vancouver Official Development Plan* ("*Vancouver ODP"*) to change the Generalized Land Use designation for the former Molson Brewery site from "Industrial and Employment" to "Mixed-Use High-Rise 2," and to change the regional land use designation from "Industrial" to "General Urban" in the *Regional Context Statement*. Council also directed staff to begin discussions with Metro Vancouver regarding an application to amend the site's land use designation in the *Metro 2050: Regional Growth Strategy* ("*Metro 2050: RGS"*) *to* reflect the proposed *Vancouver ODP* and *Regional Context Statement* amendments.

Considering the site's proximity to residential uses, particularly the immediately adjacent Seńáḵw development on the Squamish Reserve, and its lack of connectivity to key trucking and rail routes critical for goods movement, the site is no longer suitable for stand-alone heavy industrial uses. The current M-2 zoning permits only industrial and other uses that are incompatible and potentially dangerous when situated in or near residential districts. The proposed *Vancouver ODP* and *Regional Context Statement* amendments would enable consideration of a future rezoning application for mixed-use redevelopment of the site, including new and diversified job space, together with residential uses and supporting public amenities.

Per Council direction, City staff consulted on the proposed *Vancouver ODP* amendments with staff from the Musqueam, Squamish and Tsleil-Waututh Nations; Department of National Defence; Provincial Government (Ministries of Transportation and Transit, Housing and Municipal Affairs, and Jobs and Economic Growth); Metro Vancouver; TransLink; Vancouver School Board; Conseil scolaire francophone; and the general public. This consultation, along with discussions with the landowner (Concord Pacific), has informed the preparation of a set of Guiding Principles and Rezoning Guidelines to inform future rezoning of the site, subject to Metro Vancouver and Council approval of the proposed *Metro 2050: RGS* and *Vancouver ODP* re-designations. These guidelines are presented for approval and attached as Appendix B.

Metro Vancouver's approval of the City's application to amend the site's land use designation in the *Metro 2050: RGS* is required prior to Council's final approval (enactment) of the proposed *Vancouver ODP* and *Regional Context Statement* amendments. Further to advice from Metro Vancouver staff, this report seeks Council direction to submit the proposed re-designation application to Metro Vancouver at the time this report is referred to Public Hearing, and to subsequently refer the associated *Regional Context Statement* amendment after Public Hearing. Should Council amend or refuse the proposed *Vancouver ODP* and *Regional Context Statement* amendments after Public Hearing, staff will update or withdraw the Metro Vancouver application accordingly.

Council Authority/Previous Decisions

July 2025: Council Motion *Realizing the Full Potential of Exceptional Lands in Vancouver* directed staff to provide site-specific information regarding the future role, planning considerations, and policy implications for five industrial locations (including the former Molson Brewery site) to identify sites that are appropriate for housing development and for consideration by the Metro Vancouver Board for re-designation from "Employment" or "Industrial" to "General Urban" in Metro Vancouver's *Metro 2050: RGS*.

Feb 2026: Subject to Council approval and enactment of the *Vancouver ODP*, Council directed staff to:

- Bring forward an application to amend the *Vancouver ODP* to re-designate the former Molson Brewery site from "Industrial and Employment" to "Mixed-Use High-Rise 2";
- Undertake consultation with the local Nations, stakeholders and the general public; and
- Initiate discussions with Metro Vancouver staff regarding a Type 3 amendment to the *Metro 2050: RGS* to re-designate the former Molson Brewery site from "Industrial" to "General Urban."

March 2026: Council approved and enacted the *Vancouver Official Development Plan*, repealed the former *City of Vancouver Regional Context Statement Official Development Plan,* and incorporated an updated version of the *Regional Context Statement* as Appendix A to the *Vancouver ODP*. The *Regional Context Statement* identifies how the City's long-term land use policies align with the *Metro 2050: RGS.*

City Manager's Comments

The City Manager concurs with the foregoing recommendations.

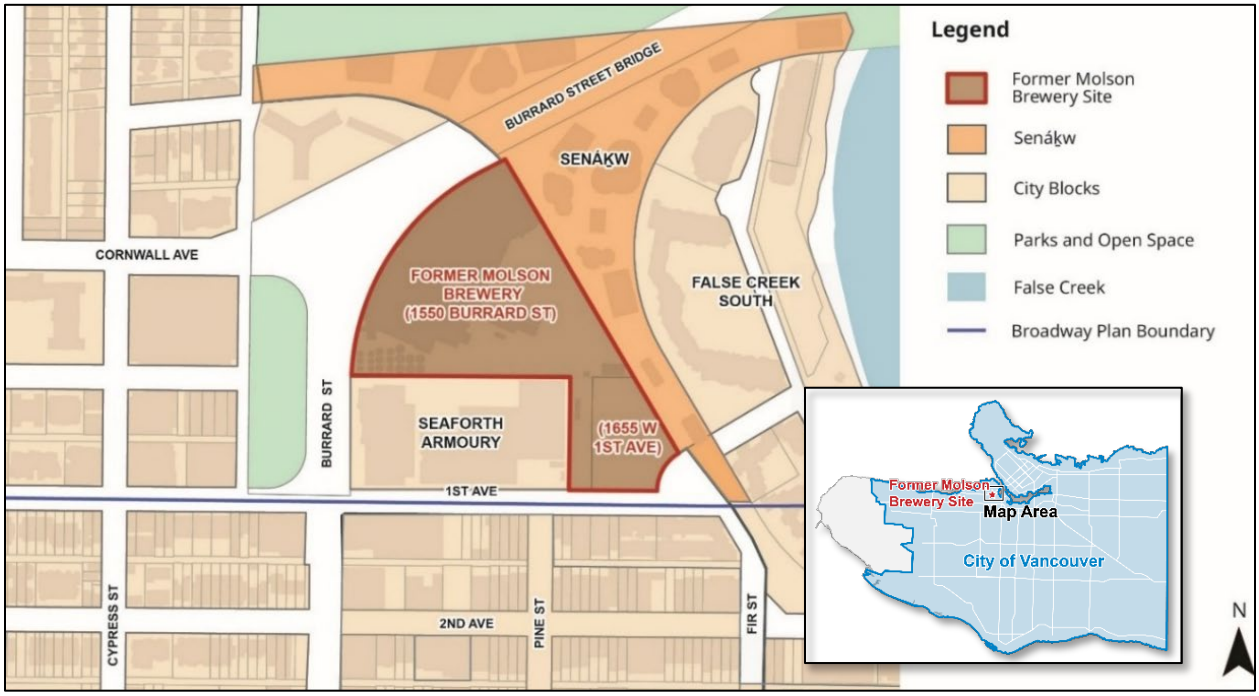
Context and Background

The former Molson Brewery site is located at the southwest end of the Burrard Bridge in the city's Fairview Neighbourhood, as shown in Figure 1.

The brewery was constructed in 1953 when False Creek was surrounded by heavy industrial uses and connected regionally via the now de-commissioned CP Railway tracks. Over the past 70 years, the surrounding area has transformed into a mixed-use neighbourhood comprising residential uses to the east (False Creek South), light/creative industrial and employment uses to the south and east (the Burrard Slopes' Armoury District and Granville Island), residential uses to the west (Kits Point) and park space to the north (Vanier Park). Most recently and currently under construction, the Squamish Nation is developing the Seńáḵw development on

the Squamish Reserve, a high-density mixed-use project of 6,000+ purpose-built rental units immediately adjacent to the northeast, sharing a 275 metre (900 foot) property line with the Molson site.

Figure 1: Former Molson Brewery site and context



The 283,000 sq.ft. brewery once employed up to 250 people, but ceased operations in 2019 when it relocated to a larger brewing facility in Chilliwack with direct access to Highway 1. There has been no industrial activity on the site since that time. The current M-2 zoning permits "industrial and other uses that are generally incompatible, potentially dangerous, or environmentally incompatible when situated in or near residential districts." Considering the site's proximity to residential uses, particularly the immediately adjacent Seńáḵw development, and its lack of connectivity to key trucking routes or rail network critical for goods movement, the site is no longer suitable for stand-alone heavy industrial uses.

There is a unique opportunity to capitalize on the 7.7-acre site's central location within Vancouver's Metro Core area through a mixed-use redevelopment which delivers new and diversified job space, together with residential uses and supporting public amenities. More suitable job space for the site could include light industrial, tech and office, tourism and hotel, retail and service (including grocery stores and restaurants), educational, cultural, and arts uses to meet the needs of businesses, residents, and visitors. These uses may be co-located with housing subject to mitigation measures required under the Vancouver Building By-law.

The former Molson Brewery site was one of five exceptional industrial locations identified by Council in a July 2025 Council Motion for consideration of introduction of residential uses. It is the only self-contained site of the five locations identified and is not contiguous with any other

industrial lands. As such, Council directed staff in February 2026 to (1) bring forward an application to amend the *Vancouver ODP* to change the site's Generalized Land Use ("GLU") designation from "Industrial and Employment" to "Mixed-Use High-Rise 2"; (2) undertake consultation with the local Nations, stakeholders, and the general public; and (3) initiate discussions with Metro Vancouver staff regarding a Type 3 amendment to the *Metro 2050: RGS* to re-designate the Molson site from "Industrial" to "General Urban." The following section provides updates on that work.

Discussion

1. Vancouver ODP Amendments

Following adoption of the *Vancouver Official Development Plan* on March 31, 2026, the City initiated a process to amend the *Vancouver ODP* to change the former Molson Brewery site's GLU designation from "Industrial and Employment" to "Mixed-Use High-Rise 2" and the regional land use designation in the *Regional Context Statement* from "Industrial" to "General Urban". Consequential amendments to additional maps and figures within the *Vancouver ODP* are included to reflect the proposed mixed-use designation for the site (see Figure 2).

The site is located within the Metro Core/Broadway Neighbourhood Type of the Urban Structure Strategy, which identifies the site for Industrial/Employment uses based on the site's previous intensive industrial uses. The site is no longer suitable for stand-alone heavy industrial uses given the lack of nearby rail and trucking routes and its adjacency to high-density residential uses at the Seȟáḵw development. A compact, mixed-use development that includes continued job uses alongside housing and supporting public amenities is more suitable given the changing role of the area and future vision for the Metro Core.

Figure 2: Proposed amendments to the *Vancouver ODP*

Amendment	Page	Description
Figure 10: Relationship between land use policies and regulations	52	Change illustrative uses of the Urban Structure Strategy and Generalized Land Use ("GLU") designations maps to correspond to the changes below
Figure 11: City building layers	55	Change illustrative use of the Urban Structure Strategy map to correspond to the changes below
Map 2: Urban Structure Strategy	61	Change site from "Industrial/Employment" to "High Streets and Commercial Hubs"
Figure 14: Building blocks of the GLU	81	Change illustrative use of the Regional land use designations and overlays map to correspond to the changes below
Map 4: Generalized Land Use map	85	Redesignate the site's GLU from "Industrial and Employment" to "Mixed-Use High-Rise 2"
Mixed-Use Designations GLU thumbnail	88	Add site
Industrial & Employment GLU thumbnail	92	Remove site
Map 5: Housing opportunities	101	Change site from "Industrial/Employment" to "Area to Expand Diverse Housing Options"
Map 6: Employment area opportunities	113	Change site from "Industrial/Employment" to "High Streets and Commercial Hubs"
Map 8: Long-term transit network	131	Remove the "Industrial/Employment" overlay to show

		underlying ”Metro Core/Broadway”
Map 16: Arts, culture and heritage policy support areas	153	Change site from “Industrial Area” to “High Streets and Commercial Hubs”
Map A1: Regional land use designations and overlays (*Vancouver ODP* Appendix A, *Regional Context Statement)*	231	Change site from “Industrial” to “General Urban”
Map B1: Regional land use designations and overlays (*Vancouver ODP* Appendix B, Additional Maps)	233	Change site from “Industrial” to “General Urban”

Prior to adopting an amendment to the *Vancouver ODP*, in accordance with section 562.02 of the *Vancouver Charter*, Council must consider:

(a) any applicable guidelines under the Provincial Policy Manual: Transit-Oriented Areas;
(b) any financial planning documents or policies that Council considers relevant; and
(c) any waste management plan under Part 3 of the *Environmental Management Act* that is applicable to Vancouver.

Council may also consider any other land use planning and any social, economic, environmental or other community planning and policies that the Council considers relevant.

Details of City plans and policies applicable to this application are addressed in this report. The former Molson Brewery site is not located in a transit-oriented area (“TOA”), so there are no applicable TOA guidelines. Staff have considered the application against applicable financial and waste management plans and have identified no material impacts.

2. Guiding Principles and Rezoning Guidelines

Feedback from the *Vancouver ODP* amendment consultations (summarized in the following section), along with discussions with the landowner (Concord Pacific), have informed the preparation of the *Former Molson Brewery Site: Guiding Principles and Rezoning Guidelines* (the “Guiding Principles,” attached as Appendix B). The proposed Guiding Principles will be used to inform future planning and rezoning of the site and support an application to Metro Vancouver to amend the *Metro 2050: RGS*. They also present a unique opportunity to advance the *Vancouver ODP’s* Big Ideas and to support policy objectives pertaining to job space, housing, community amenities, and the public realm.

Key topics and themes of the proposed Guiding Principles, and how they align with *Vancouver ODP* objectives, are briefly summarized in Figure 3 below.

Figure 3: Former Molson Brewery site Guiding Principles (see Appendix B for detailed text for each principle)

Topic	Guiding Principle	Alignment with *Vancouver ODP*
Reconciliation	• Honour the City’s commitment to reconciliation with xʷməθkʷəy̓əm (Musqueam), Sḵwx̱wú7mesh (Squamish) and səlilwətaɬ (Tsleil-Waututh) Nations	• Foundational Principle of Reconciliation • Cultural visibility for the local Nations (Policies 8.2.1 and 8.3.1)

Land Use	• Deliver significant new job and employment space • Support a diverse and affordable housing mix	• Job space in Metro Core/Broadway (Policy FG1.4.2) • Expansion of affordable housing supply in Metro Core/Broadway (Policy FG1.4.1)
Urban Design	• Encourage contextual design and neighbourhood integration • Advance regenerative and climate-responsive site design	• Climate change adaptation (Policy 3.2.2) • Ecology (Policy FG1.2.4)
Transportation and Connectivity	• Support healthy and accessible transportation options • Seek opportunities to improve transit access and connectivity in collaboration with partners	• Connectivity, safety and sustainable transportation (Policies FG1.3.5, 5.1.4, 5.2.1, 5.2.4 and 5.2.9)
Public Benefits and Public Spaces	• Include public amenities to support an equitable, livable and inclusive complete neighbourhood • Create public spaces that support community life	• Public realm enhancements in Metro Core/Broadway (Policy FG1.4.5) • Public space network (Policies 9.3.1 and 9.3.2)
Implementation and Delivery	• Phased and predictable implementation	• N/A

Subject to Council approval, these Guiding Principles will inform and be used to evaluate a future rezoning application for the site.

3. Consultation Feedback:

Per Council direction, City staff engaged with staff from Musqueam, Squamish, and Tsleil-Waututh Nations; Department of National Defence (related to the site-adjacent Seaforth Armoury and Hoffmeister Building); Provincial Government (Ministries of Transportation and Transit, Housing and Municipal Affairs, and Jobs and Economic Growth); Metro Vancouver; TransLink; and Vancouver School Board (VSB) and Conseil scolaire francophone. Feedback from these discussions is summarized below:

Local Nations

Meetings were held with staff from the Musqueam Indian Band, Squamish Nation, and Tsleil-Waututh Nation, who shared that the former Molson Brewery site is located in an area of historical and ongoing cultural significance to all three of the Nations. Development should honour the site's location and strengthen cultural representation through integration of culture, art, and history of the three Nations. They noted that transportation upgrades should make the site more accessible to the city and region's broader transportation network and were in favour of public benefits and open space being delivered in this area. Planning for the site should ensure compatibility with the Sen̓áḵw development on the Squamish Reserve through careful consideration of transportation infrastructure, open space and building forms.
In response, the Guiding Principles emphasize the cultural significance of this area to the Musqueam, Squamish, and Tsleil-Waututh Nations and encourage strengthening cultural representation and visibility by embedding the local Nations' culture, art, and history into the site design. The principles also speak to ensuring suitable physical connectivity to the Sen̓áḵw development and note the importance of integrating the former Molson Brewery site with the transportation network to enable broader access to the city and region.

Department of National Defence

A meeting was held with Department of National Defence (DND) staff. DND staff emphasized that their primary concern is maintaining security and preventing unauthorized access to their properties (Seaforth Armoury and Hoffmeister Building), as these sites support sensitive operations, including the daily movement of large military vehicles, and require controlled and reliable access for administrative, training, and operational purposes. Design and development of the former Molson Brewery site should consider and seek to mitigate any risk of trespassing and other security vulnerabilities. Staff also noted that the Hoffmeister Building is a post-disaster facility from which DND staff mobilize in the case of a disaster. Protecting its security and functionality is critical, and surrounding buildings would need to protect the Hoffmeister Building's structural integrity to ensure emergency operational feasibility. DND staff would like to be engaged on technical designs throughout the rezoning process.

In response, the Guiding Principles prioritize the mitigation of potential security risks and addressing transportation considerations for the Seaforth Armoury and the Hoffmeister Building.

Provincial Government

A joint meeting was held with staff representatives from the Ministries of Transportation and Transit; Housing and Municipal Affairs; and Jobs and Economic Growth. Staff from the Ministry of Jobs and Economic Growth raised concerns about the loss of industrial land, noting the general desire to see a 1:1 replacement of industrial lands if and when they are converted to other uses. They encouraged provision of well-paying jobs on the former Molson Brewery site, particularly in the light industrial and tech sectors to align with the Province's priority sectors. Provincial staff also encouraged planning for the site holistically through diverse housing typologies, resilient site design, and transportation options that encourage shifting to more sustainable modes of transportation.

In response, the Guiding Principles encourage provision of priority sector job space, such as light industrial and tech, that are more compatible with residential uses. Other principles speak to supporting a diverse and affordable housing mix, advancing regenerative and climate-responsive site design, and supporting healthy and accessible transportation options, including transit.

Metro Vancouver

Two meetings were held with Metro Vancouver staff representatives, who were generally supportive of delivering expanded employment uses and housing on the former Molson Brewery site, given its proximity to other residential developments. They noted that City staff should address transportation and parking impacts, transit opportunities, and public benefits as part of the *Metro 2050: RGS* amendment application to Metro Vancouver.

In response, the Guiding Principles speak to provision of employment space and housing, management of vehicle parking and access, opportunities for transit improvements, and delivery of public benefits.

TransLink

TransLink staff provided written feedback, summarized as follows:

- Desire to collaborate to address transit service needs as the neighbourhood grows,

including exploring possibilities for transit priority and other infrastructure upgrades.
- Encourage exploration of opportunities to strengthen regional active transportation connections given the site's proximity to major cycling infrastructure, such as the Burrard Bridge, the Seaside Greenway, York Avenue, and Cypress Street.
- Encourage site design that allows for street-level loading to enable efficient goods movement.

In response, the Guiding Principles indicate that opportunities for better transit connections and transit service to the site should be explored in partnership with TransLink, including by strengthening active transportation connections to rapid transit stations. The Guiding Principles also emphasize the importance of providing goods loading for vehicles on-site.

School Boards

A meeting was held with VSB staff, who noted that population growth in the area is uncertain at this stage, depending on residential density, housing form and tenure on the former Molson Brewery site and other nearby developments. VSB staff conducted an evaluation of the possible impacts on current and future school enrolment, as well as land use impacts to school properties and surrounding areas (see Appendix C) and expressed interest in working with City staff to align school planning with residential growth as planning progresses.

City staff also received written feedback from the Conseil scolaire francophone asking whether a future public school could be contemplated on the site.

In response, the Guiding Principles highlight the need to consider and address school capacity and enrolment through the future rezoning process in collaboration with both local school boards.

General Public

The public was invited to complete a Shape Your City survey, submit questions through a question and answer form, send emails or letters, and make phone calls directly to staff. During the public consultation period, staff received 183 surveys responses, nine questions, three emails, one letter, and five phone calls.

Staff gathered public feedback on nine topics: reconciliation, jobs and employment, housing, urban design, transit, vehicles and parking, active transportation, public benefits, and open spaces. Participants were also provided the opportunity to share feedback on other topics of their choosing.

Key themes from public consultation include:
- Desire for affordable housing that supports diverse households, with mixed sentiments about accommodating additional housing in relation to topics such as building heights, densities, and impacts to the existing neighbourhood.
- Support for mixed employment uses that are economically productive and meet the needs of local residents, with some concerns about industrial land protection.
- Emphasis on the need to manage vehicle traffic, parking, and transit capacity in response to neighbourhood growth.

- Strong support for public benefits that support new residents, including gathering spaces and community amenities. Concerns about community infrastructure keeping pace with population growth.

See Appendix D for a full summary of public consultation feedback, including how it has shaped the proposed Guiding Principles.

4. *Metro 2050: Regional Growth Strategy* Amendment - Land Use Analysis

Metro Vancouver's *Metro 2050: RGS* is the region's overall policy for how growth is addressed and distributed throughout the region. The proposed amendments to the *Vancouver ODP* and *Regional Context Statement* are required to be submitted to Metro Vancouver as part of a Type 3 amendment to the *Metro 2050: RGS* to re-designate the Molson site from "Industrial" to "General Urban".

Based on advice from Metro Vancouver, staff are seeking Council direction to apply for the Type 3 amendment after referral of this report to a Public Hearing. Should Council amend or refuse the recommendations of this report after Public Hearing, staff will update or withdraw the Metro Vancouver application accordingly.

Metro Vancouver considers proposed amendments against the overall goals of the *Metro 2050: RGS*, which are to:

1. Create a compact urban area;
2. Support a sustainable economy;
3. Protect the environment and respond to climate change and natural hazards;
4. Provide diverse and affordable housing choices; and
5. Support sustainable transportation choices.

The proposed re-designation of the former Molson Brewery site supports the intent and objectives of the *Metro 2050: RGS* and represents an appropriate evolution of land use for a centrally located site within the metropolitan core. Further details on the land use planning rationale for the proposed re-designation can be found in Appendix E.

In addition to the overall goals of the *Metro 2050: RGS*, Metro Vancouver staff have advised that re-designations should consider potential speculative pressure on nearby industrial lands. The former Molson Brewery site is unique and self-contained with no other industrial lands remaining in the immediate area. With no similar precedents or sites in Vancouver, it is unlikely to lead to a proliferation of more applications for re-designation of industrial land.

5. Metro Vancouver process to amend the *Metro 2050: Regional Growth Strategy*

Metro Vancouver staff have advised they will accept submission and begin processing a proposed *Metro 2050: RGS* amendment following Council's referral of this report to Public Hearing. Metro Vancouver's Type 3 *Metro 2050: RGS* amendment process involves:

engagement with the public, First Nations, and a range of stakeholders and government agencies; two decisions by the Metro Vancouver Board; and a regional public hearing. The referral of the amendment to the *Regional Context Statement* is a separate process from the Type 3 amendment application, and City staff will follow the direction of Metro Vancouver to ensure the Metro Vancouver Board considers both applications together.

Subject to Council approval, if the *Metro 2050: RGS* land use re-designation and the amendment to the *Regional Context Statement* are approved by the Metro Vancouver Board, the updated *Vancouver ODP* amendments would be brought back to Council for enactment.

The next step would be for the landowner to make a rezoning application to the City. The rezoning process would determine in detail the appropriate land use mix, built form and density, site layout, access and servicing, and public benefits. The rezoning application would follow the standard process, including public consultation, before being brought to Council for consideration.

Financial Implications

There are no financial implications associated with this report's recommendations.

Legal Implications

Amendments to an official development plan must be considered at a Public Hearing pursuant to section 559.02(1)(a) of the Vancouver Charter. Whether a future rezoning application proceeds to a Public Hearing or a regular Council meeting will be determined based on the substance of the future application and in accordance with the Vancouver Charter.

* * * * * * * * *

METRO VANCOUVER REGIONAL DISTRICT
BYLAW NO. 1470, 2026
A bylaw to amend "Metro Vancouver Regional District Regional Growth Strategy Bylaw No. 1339, 2022"

WHEREAS:

A. The Metro Vancouver Regional District Board (the "Board") adopted "Metro Vancouver Regional District Regional Growth Strategy Bylaw No. 1339, 2022; and

B. The Board wishes to amend "Metro Vancouver Regional District Regional Growth Strategy Bylaw No. 1339, 2022".

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

Citation

1. The official citation of this bylaw is ""Metro Vancouver Regional District Regional Growth Strategy Amendment Bylaw No. 1470, 2026".

Schedule

2. The following schedule is attached to and forms part of this bylaw:
    - Schedule A, Subject Properties.

Amendment of Bylaw

3. "Metro Vancouver Regional District Regional Growth Strategy Bylaw No. 1339, 2022" is amended as follows:

    (a) re-designating the subject properties, as listed in the table below:

PID	Legal Description
007-960-646	LOT 2, BLOCK D, PLAN VAP13996, DISTRICT LOT 3610, NEW WESTMINSTER LAND DISTRICT, EXP PL 46467 (LEASEHOLD OVER PORTION OF ROOF)
015-875-831	LOT 1, BLOCK D, PLAN VAP4358, DISTRICT LOT 3610, GROUP 1, NEW WESTMINSTER LAND DISTRICT, EXCEPT PLAN 47235, (REF PL 4358), (REF PL 3640)

    from 'Industrial' to 'General Urban', as shown in Schedule "A" of this bylaw.

4. "Metro Vancouver Regional District Regional Growth Strategy Bylaw No. 1339, 2022" is further amended by amending maps numbered 2, 3, 4, 6, 7, and 12 to incorporate the changes outlined in section 3 of this bylaw.

Read a first, second, and third time this _____ day of _____, _____.

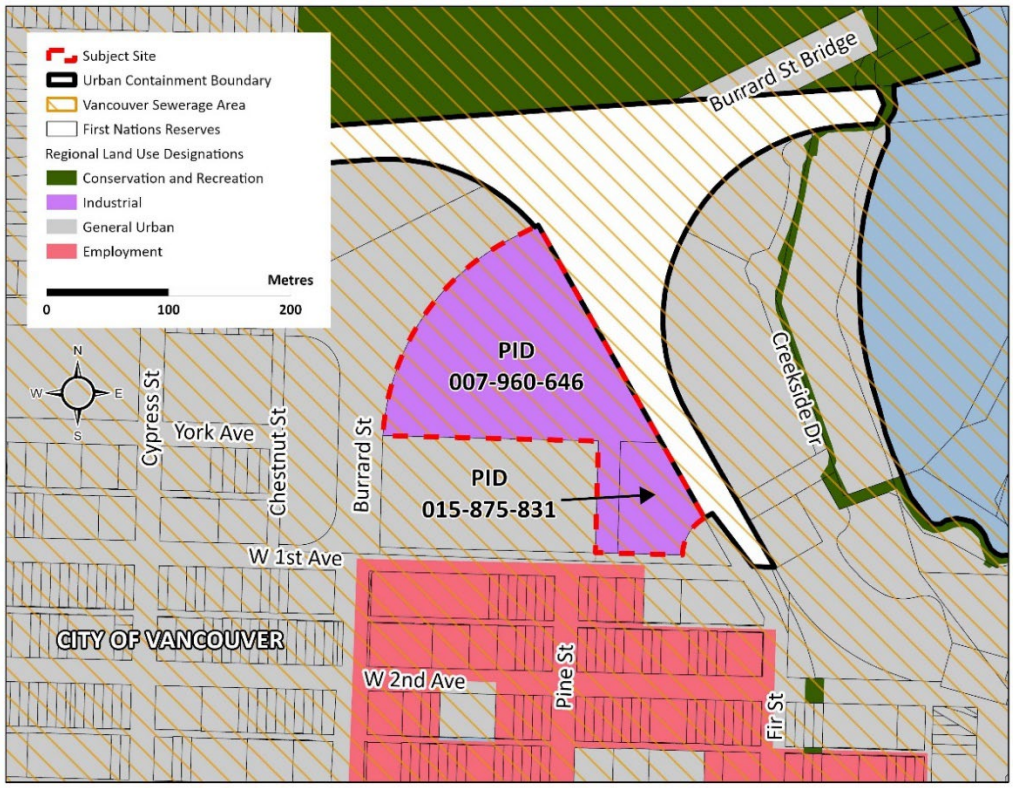
Adopted this _____ day of _____, _____.

Mike Hurley, Board Chair

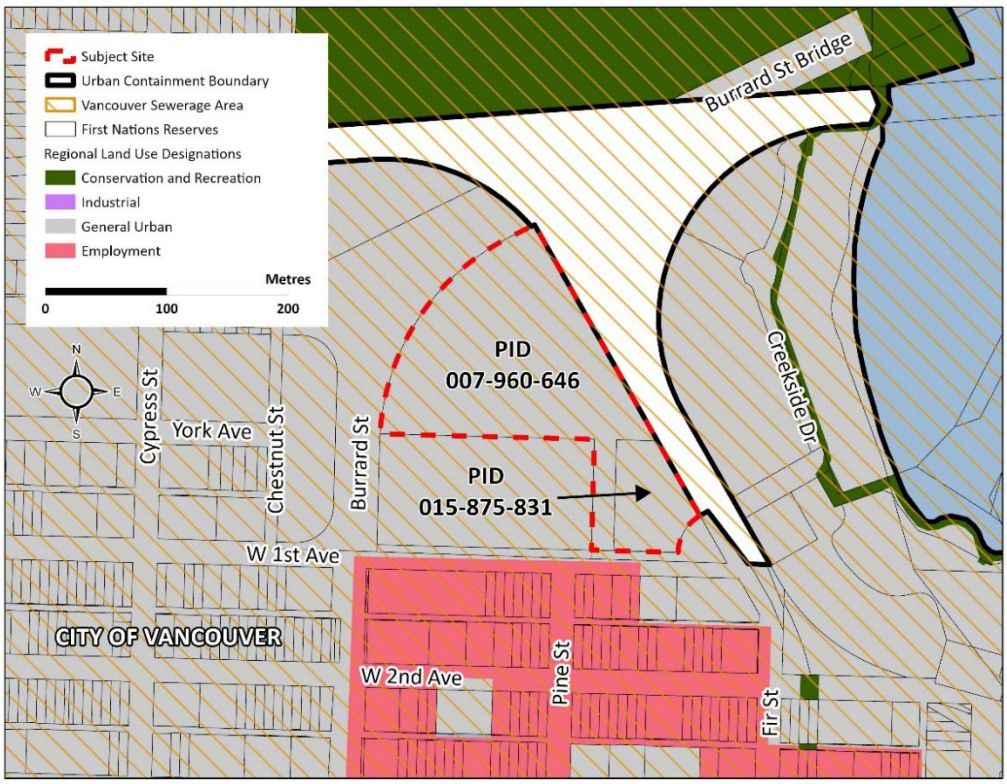
Dorothy Shermer, Corporate Officer

Schedule A

Prior to Amendment



Post Amendment



Metro 2050 Type 3 Proposed Regional Land Use Amendment

City of Vancouver – 1550 Burrard Street and 1655 West 1st Avenue (Molson Site)

Mark Seinen
Senior Planner, Regional Planning and Housing Services

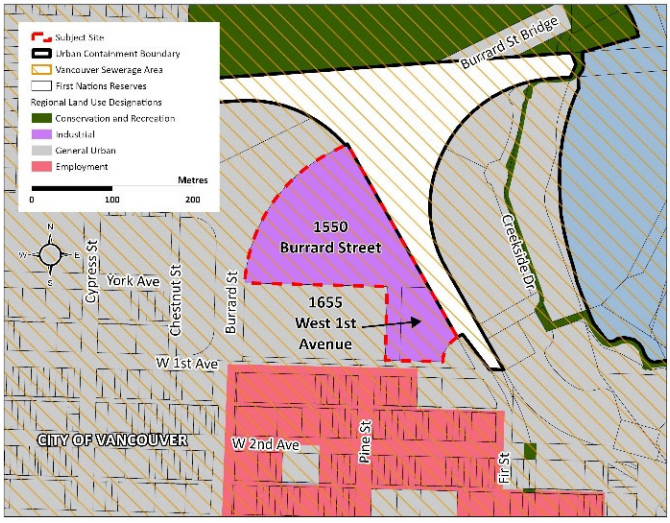
metrovancouver

Regional Planning Committee, July 2, 2026

1

REGIONAL LAND USE CONTEXT

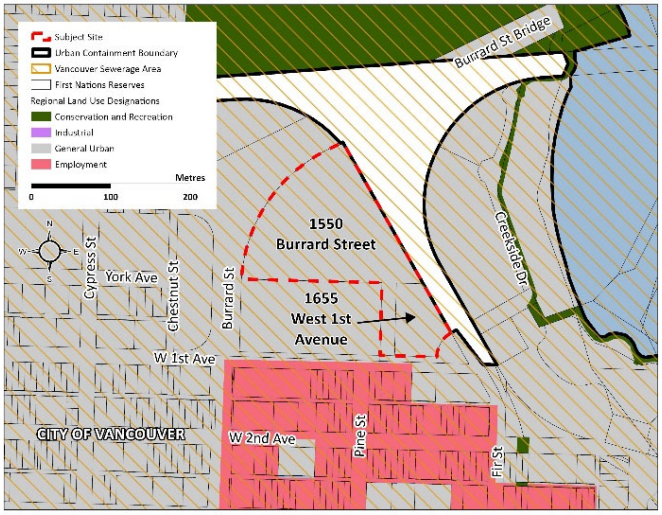
- **Designation: Industrial**
- **Inside UCB:** Yes
- **Inside VSA:** Yes
- **Surrounding lands:** General Urban, Employment
- **Current use:** former Molson brewery (last operational 2019)



2

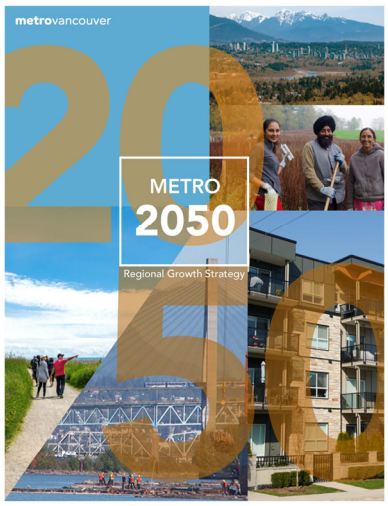
PROPOSED AMENDMENT

- From **Industrial** to **General Urban**
- **Proposed use:** mixed use neighbourhood
- **Process:** Type 3 amendment (50%+1 weighted vote at Board)



METRO 2050 CONSISTENCY ANALYSIS

- Major planned development, compatible with surrounding land uses
- Unknown impacts on Metro Vancouver utilities
- **Pro:** Major contributions to regional housing and employment
- **Con:** Loss of Industrial designated land



RECOMMENDATION

THAT the MVRD Board:

a) **initiate the Metro 2050 amendment process** for the City of Vancouver's requested regional land use designation amendment from Industrial to General Urban for the site located at 1550 Burrard Street and 1655 West 1st Ave;

b) **give first, second, and third readings** to "Metro Vancouver Regional District Regional Growth Strategy Amendment Bylaw No. 1470, 2026";

c) **notify affected local governments** and post the application on the Metro Vancouver website to provide an opportunity for comment on the proposed amendment as per Section 6.4.2 of Metro 2050; and

d) **direct staff to notify local First Nations** via referral offices to provide an opportunity for comment on the proposed amendment.

NEXT STEPS

MVRD Board (Initial Readings)	July 24, 2026
Referral Period	45 days (minimum)
MVRD Board (Final Reading)	September 25, 2026 (tentative)

- Comments from affected local governments are conveyed to MVRD Board at Final Reading
- MVRD Board may decline to give Readings at either meeting

Questions
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7

7

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SERVICES AND SOLUTIONS FOR A LIVABLE REGION

To: Regional Parks Committee

From: Jamie Vala, Division Manager, Parks Planning and Resource Management, Regional Parks

Date: June 3, 2026 Meeting Date: July 8, 2026

Subject: **Metro Vancouver Regional District Dedication of Land as Regional Park Bylaw No. 1454, 2026**

RECOMMENDATION

THAT the MVRD Board:

a) give first, second, and third reading to *Metro Vancouver Regional District Dedication of Land as Regional Park Bylaw No. 1454, 2026*; and

b) adopt *Metro Vancouver Regional District Dedication of Land as Regional Park Bylaw No. 1454, 2026*.

EXECUTIVE SUMMARY

Metro Vancouver undertakes an annual process to dedicate regional park land acquired in the previous year. Included in the proposed bylaw, *Metro Vancouver Regional District Dedication of Land as Regional Park Bylaw No. 1454, 2026* is the regional park land acquired in 2025 in Kanaka Creek Regional Park.

PURPOSE

To obtain MVRD Board approval of *Metro Vancouver Regional District Dedication of Land as Regional Park Bylaw No. 1454, 2026* for the dedication of land acquired for use as regional park.

BACKGROUND

Section 30 of the *Community Charter* (British Columbia), applicable to regional districts pursuant to section 278 of the *Local Government Act* (British Columbia), authorizes a regional district to dedicate land as a park by way of a bylaw. Lands dedicated and held as regional park or trail cannot be utilized for non-park or trail uses, thereby providing additional protection for the intended use of the lands.

PARK LAND DEDICATION

The *Local Government Act* authorizes a regional district to dedicate land as regional park by way of a bylaw. Once dedicated the land cannot be put to non-park uses. Dedication of land as a regional park can only be revoked by a bylaw adopted with the approval of the electors.

The lands included in Schedule A to the attached bylaw have been acquired by the MVRD for park purposes.

ALTERNATIVES

1. THAT the MVRD Board:
   a) give first, second, and third reading to *Metro Vancouver Regional District Dedication of Land as Regional Park Bylaw No. 1454, 2026*; and
   b) adopt *Metro Vancouver Regional District Dedication of Land as Regional Park Bylaw No. 1454, 2026.*

2. THAT the MVRD Board receive for information the report dated June 3, 2026, titled "Metro Vancouver Regional District Dedication of Land as Regional Parks Bylaw No. 1454, 2026" and provide alternative direction to staff.

FINANCIAL IMPLICATIONS

There are no financial implications as the result of this bylaw.

CONCLUSION

Metro Vancouver Regional District Dedication of Land as Regional Park Bylaw No. 1454, 2026 will dedicate land acquired by MVRD in 2025 for regional park use. The lands identified in Schedule A of the attached bylaw have been acquired specifically for use as a regional park.

ATTACHMENTS

1. *Metro Vancouver Regional District Dedication of Land as Regional Park Bylaw No. 1454, 2026*.

80915977

METRO VANCOUVER REGIONAL DISTRICT
BYLAW NO. 1454, 2026
A bylaw to dedicate land as regional park

WHEREAS:

A. Section 30 of the *Community Charter*, applicable to regional districts pursuant to section 278 of the *Local Government Act*, authorizes a regional district to dedicate land as a park by way of a bylaw; and

B. The Metro Vancouver Regional District has acquired land legally described in the attached Schedule A (the "**Land**") for regional park purposes.

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

Citation

1. The official citation of this bylaw is "Metro Vancouver Regional District Dedication of Land as Regional Park Bylaw No. 1454, 2026".

Schedule

2. The following schedule is attached to and forms part of the bylaw:
    - Schedule A, Lands Acquired for Regional Park Purposes.

Dedication

3. The Land is dedicated as regional park.

Read a first, second, and third time this _____ day of _____, _____.

Adopted this _____ day of _____, _____.

_____
Mike Hurley, Chair

_____
Dorothy Shermer, Corporate Officer

Schedule A

Lands Acquired for Regional Park Purposes

PARK	MUNCIPALITY	TENURE	LEGAL DESCRIPTION	PID	DATE OF ACQUISITION
Kanaka Creek Regional Park					
Kanaka Creek Regional Park	Maple Ridge	Fee Simple	LOT 5 SECTION 18 TOWNSHIP 15 NEW WESTMINSTER DISTRICT PLAN 71400	003-688-755	November, 2025

metrovancouver
SERVICES AND SOLUTIONS FOR A LIVABLE REGION

To: Regional Parks Committee

From: Paul Brar, Division Manager, Regional Parks Services, Regional Parks

Date: June 10, 2026 Meeting Date: July 8, 2026

Subject: **MVRD Regional Parks Regulation Amendment Bylaw No. 1466, 2026 – Amends Bylaw No. 1420, 2025**

RECOMMENDATION

THAT the MVRD Board:

a) give first, second, and third reading to *Metro Vancouver Regional District Regional Parks Regulation Amendment Bylaw No. 1466, 2026*; and
b) adopt *Metro Vancouver Regional District Regional Parks Regulation Amendment Bylaw No. 1466, 2026.*

EXECUTIVE SUMMARY

This report outlines proposed amendments to Schedule B – Fees and Charges of the *Metro Vancouver Regional District Regional Parks Regulation Bylaw No. 1420, 2025*. The bylaw is reviewed annually to ensure that fees and charges reflect relevant current market conditions. The proposed fee adjustments are intended for implementation in the upcoming calendar year.

Most fee increases are related to inflation, applying primarily to commercial use permits, select indoor and outdoor facility rentals, camping, and filming rates. New additions include introducing a single day commercial use permit option and adding a weekend/holiday non-profit rate for picnic shelters. Other changes include a new fee for commercial use of parking lots, updated late checkout penalties for indoor facilities, and targeted increases to specialized areas such as designated nature spaces and filming locations. Several existing fees have also been adjusted to better reflect market conditions, support cost recovery, and improve administrative clarity.

The proposed adjustments are expected to generate approximately $10,000 in revenue, helping to offset rising operational costs. All changes to Schedule B are included in the proposed *Metro Vancouver Regional District Regional Parks Regulation Amendment Bylaw No. 1466, 2026* ("Amendment Bylaw") which is scheduled to take effect on January 1, 2027.

PURPOSE

To consider amendments to the *Metro Vancouver Regional District Regional Parks Regulation Bylaw No. 1420, 2025* that primarily propose updates to Regional Parks fees and charges for 2027.

BACKGROUND

The *Metro Vancouver Regional District Regional Parks Regulation Bylaw No. 1420, 2025* establishes a framework for permitted visitor activities in regional parks. The bylaw is typically updated annually to incorporate recommended regulatory changes and to amend or establish applicable fees and charges.

REGIONAL PARKS FEES AND CHARGES

The MVRD Board-approved *Regional Parks Plan* (2022) includes Strategy 2, which directs Regional Parks to update existing financial tools and explore additional mechanisms to support service provision, land acquisition, and the operation and maintenance of new parkland. Action 2.4 specifically calls for an annual review of fees and charges set under the *Metro Vancouver Regional District Regional Parks Regulation Bylaw No. 1420, 2025.*

Regional Parks establishes fees and charges to support cost recovery and implement its regulatory authority. These fees are intended to recover or partially offset operating and maintenance costs.

The proposed fees and charges are outlined in the schedule of the proposed Amendment Bylaw. The annual bylaw update ensures that fees remain aligned with current market conditions. Subject to MVRD Board approval, any changes to fees and charges will take effect on January 1, 2027.

PROPOSED FEES AND CHARGES AMENDMENTS (EFFECTIVE JANUARY 1, 2027)

The proposed amendments to Schedule B are summarized below.

Commercial Use Permit Application and Annual Fees (Section 2.1)

Commercial use permits enable the monitoring and management of commercial activities within regional parks and support cost recovery for associated administration and operations.

A new single-day commercial use permit fee of $80 per day is proposed to accommodate short-term and occasional activities. As the current annual permit structure does not provide an option for one-time commercial use, the proposed daily fee removes a barrier to access while maintaining cost recovery.

Annual fees for Nature Educators and General Commercial Activities are proposed to increase from $220 to $250 to reflect inflation and increased operating costs. The non-profit fee for Nature Educators and General Commercial Activities is proposed to increase from $110 to $125. The Commercial Photography annual fee is proposed to increase from $220 to $250.

For equestrian tour operators, the annual fee is proposed to increase from $2,150 to $2,200. The commercial dog walker fee is proposed to increase from $250 to $275 per dog walker.

Commercial Use Permit Specialized Fees (Section 2.2)

Wreck Beach locker storage fees are proposed to increase from $105, $210, and $315 for small, medium, and large bins to $110, $215, and $320, respectively.

The annual parking permit fee for buses and other vehicles with 25 seats or more used in connection with commercial activities in regional parks is proposed to increase from $1,640 to $1,675.

Outdoor Facilities: Picnic Shelters (Section 3.1)
It is proposed to introduce a new reduced fee for non-profit organizations for picnic shelter reservations, set at $120 on weekends and holidays and $65 on weekdays.

Outdoor Facilities – Miscellaneous (Section 3.3)
It is proposed to introduce a new fee of $500 per day for commercial enterprises utilizing regional park parking lots.

The fee for McLean Pond is proposed to increase from $43 to $45.

The fee for Designated Nature Spaces for Private Groups is proposed to increase from $100 to $125, and the fee for Designated Nature Spaces for Commercial Use Permit Holders or Primary, Middle, or Secondary Educational Institutions (Monday to Friday only) is proposed to increase from $10 to $15.

Outdoor Facilities – Camping (Section 3.4)
Group camp fees are proposed to increase from $245 to $250 per night for adults. Youth rates are proposed to remain unchanged.

Indoor Facilities (Section 3.5)
It is proposed to replace the existing "Late Checkout" hourly charge with a flat "Late Checkout Penalty" of $200, applicable to Camp Capilano, Cammidge House and Minnekhada Lodge for unauthorized occupancy beyond the permitted rental period. It is proposed to add a Lake Checkout Penalty of $50 applicable to Davies Orchard Cottage, Inverholme Schoolhouse, and the Stewardship Centre for unauthorized occupancy beyond the permitted rental period. For all indoor facility rentals that incur a Late Checkout Penalty, regular hourly rental charges will continue to apply for the duration of any overtime use.

For Camp Capilano, it is proposed to revise the discounted rate category from "youth" to "non-profit."

Overnight rental rates at Camp Capilano are proposed to increase from $1,230 to $1,300 per night, and from $530 to $600 per night for non-profit groups. Day use rates are proposed to increase from $615 to $650 per day, and from $265 to $300 per day for non-profit groups.

For Minnekhada Lodge, the weekday (Monday to Thursday) rate is proposed to increase from $175 to $200 per hour, and the weekend (Friday to Sunday) rate is proposed to increase from $250 to $285 per hour. It is proposed that holidays be charged at the Friday to Sunday rate.

Filming Fees (Section 6.0)
Filming fees at BC Mills House, Houston House/Karr Mercer Barn, Inverholme Schoolhouse, Rowlatt Farmstead House, and the South Langley Guest House are proposed to increase as follows:

- Film day rates are proposed to increase from $1,200 to $1,400 per day.
- Prep/wrap/hold day rates are proposed to increase from $600 to $700 per day.
- Clean energy discounted rates are proposed to increase from $700 to $1,000 per day.

ALTERNATIVES

1. THAT the MVRD Board:
   a) give first, second, and third reading to *Metro Vancouver Regional District Regional Parks Regulation Amendment Bylaw No. 1466, 2026*; and
   b) adopt *Metro Vancouver Regional District Regional Parks Regulation Amendment Bylaw No. 1466, 2026.*

2. THAT the MVRD Board receive for information the report dated June 10, 2026, titled "MVRD Regional Parks Regulation Amendment Bylaw No. 1466, 2026 – Amends Bylaw No. 1420, 2025."

FINANCIAL IMPLICATIONS

Regional Parks conducts an annual review of fees and charges to ensure they reflect inflation and rising costs. Market research includes comparison with permit and rental fees in municipal park systems across Metro Vancouver. The proposed amendments are expected to increase Regional Parks revenues by approximately $10,000.

CONCLUSION

This report outlines proposed amendments to "Schedule B – Fees and Charges" of the *Metro Vancouver Regional District Regional Parks Regulation Bylaw No, 1420, 2025.* The annual update ensures that fees remain consistent and reflective of relevant current market conditions. All proposed changes are scheduled to take effect on January 1, 2027.

ATTACHMENTS

1. *Metro Vancouver Regional District Regional Parks Regulation Amendment Bylaw No. 1466, 2026*.

80916575

METRO VANCOUVER REGIONAL DISTRICT
BYLAW NO. 1466, 2026
A bylaw to amend Metro Vancouver Regional District Regional Parks Regulation Bylaw No. 1420, 2025

WHEREAS:

A. The Board of the Metro Vancouver Regional District adopted Metro Vancouver Regional District Regional Parks Regulation Bylaw No. 1420, 2025; and

B. The Board of the Metro Vancouver Regional District wishes to amend Metro Vancouver Regional District Regional Parks Regulation Bylaw No. 1420, 2025.

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

Citation

1. The official citation of this bylaw is "Metro Vancouver Regional District Regional Parks Regulation Amendment Bylaw No. 1466, 2026".

Effective Date

2. This bylaw will come into effect on January 1, 2027.

Schedule

3. The following schedule is attached to and forms part of this bylaw:
    - Schedule B, Fees and Charges

Amendment of Bylaw

4. "Metro Vancouver Regional District Regional Parks Regulation Bylaw No. 1420, 2025" is amended as follows:

    (a) Schedule "B", Fees and Charges is deleted and replaced with Schedule "B", Fees and Charges, which is attached to and forms part of this bylaw.

Read a first, second, and third time this _____ day of _____, _____.

Adopted this _____ day of _____, _____.

_____
Mike Hurley, Board Chair

_____
Dorothy Shermer, Corporate Officer

Schedule B

Fees and Charges

(Effective January 1, 2027)

Section 1.0 GENERAL FEES			
1.1 Staff Assistance Fees			
Staff Time			**Fee**
Regular hours			$95/hour
Overtime			$190/hour
Pre-event site visit			$100/visit
1.2 Parking Permits/Reservation Fees			
Regional Park	**Date**	**Fee, per hour**	**Fee, per day**
Pacific Spirit	Year round	$3.50	$17.50
təmtəmíxʷtən/Belcarra	April 1 – September 30	$3.25	$18.50
Lynn Headwaters	April 1 – September 30	$3.25	$18.50
1.3 Electric Vehicle (EV) Charging Fee			
Length of Time	**Date**	**Fee, per hour**	
First four hours	Year round	$2	
Over four hours	Year round	$5	

Section 2.0 COMMERCIAL USE PERMIT FEES		
2.1 Commercial Use Permit Fees	**Length**	**Fee**
Commercial use permit application fee	One time	$200
Commercial use permit application fee for a *non-profit organization*	One time	$100
Commercial use permit fee for general commercial activities	Annual	$250
Commercial use permit fee for general commercial activities of a *non-profit organization*	Annual	$125
Commercial use permit fee for nature educators	Annual	$250
Commercial use permit fee for nature educators of a *non-profit organization*	Annual	$125
Commercial use permit fee for commercial photography	Annual	$250
Commercial use permit fee for commercial photography for a single day	Daily	$80
Commercial use permit fee for a single day	Daily	$80
Commercial use permit fee for dog walking (for each dog walker)	Annual	$275
Commercial use permit fee for equestrian usage	Annual	$2,200

2.2 Commercial Use Permit Specialized Fees	**Fees**
Locker storage of commercial-use related equipment at Wreck Beach (April 1 to September 30)	$110 per small bin per rental period (non-refundable) $215 per medium bin per rental period (non-refundable) $320 per large bin per rental period (non-refundable)
Replacement key for locker storage at Wreck Beach	$15 per replacement
Vest	$50 per vest
Equestrian identification cards	$35 per identification card
Parking permit for buses and other motor vehicles that enter a regional park in connection with a commercial use	11 or fewer seats: $21 per vehicle per day or $795 annually per vehicle
	12 to 24 seats: $32 per vehicle per day or $1,130 annually per vehicle
	25 seats or more: $53.50 per vehicle per day or $1,675 annually per vehicle

Section 3.0 REGIONAL PARK FACILITY PERMIT FEES			
3.1 Outdoor Facilities – Picnic Shelters			
Regional Park	**Facility**	**Fee on weekends and holidays (per day)**	**Fee on weekdays (per day)**
All	Picnic Shelter	$160	$85
All	Picnic Shelter (*Non-profit organization* rate)	$120	$65
3.2 Outdoor Facilities – Fields			
Regional Park	**Facility**		**Fee per day**
All	Small Field		$100
All	Large Field		$300
3.3 Outdoor Facilities – Miscellaneous			
Regional Park	**Facility**		**Fee per day**
All	Parking lot (that is not a pay parking lot)		$100
All	Parking lot (that is not a pay parking lot) – Commercial Use		$500
Campbell Valley	Campbell Downs Equestrian Riding Rings		$160
Campbell Valley	McLean Pond		$45
All	Designated Nature Space – *Private Group*		$125
All	Designated Nature Space – *Commercial Use Permit Holder* or Primary, Middle, or Secondary Educational Institution (Mon to Fri only)		$15
3.4 Outdoor Facilities – Camping			
Regional Park	**Description**	**Fee per *night***	**Other fee per *night***
Campbell Valley Deas Island Tynehead	Group Camp	$250	$125 youth group
Derby Reach	Edgewater Bar campground site	$35	$32 *senior*s, *person*s with disabilities
	Reservation fee (via phone)	$5	$5 *senior*s, *person*s with disabilities
	Additional vehicle	$12	$11 *senior*s, *person*s with disabilities
All	Camping outside of designated campsites	$6 per person	N/A

3.5 Indoor Facilities			
Regional Park	**Location**	**Description**	**Fee**
Capilano River	Camp Capilano	*Overnight* rental	$1,300 per night
		Overnight rental – *non-profit organization*	$600 per night
		Day use	$650 per day
		Day use – *non-profit organization*	$300 per day
		Late checkout penalty	$200
		Lifeguarding service	$45 per hour
		Security deposit	$500
		Security deposit – *non-profit organization*	$250
Boundary Bay	Cammidge House	Facility rental	$100 per hour
		Late checkout penalty	$200 and $100 per hour
		Security deposit	$500
Crippen	Davies Orchard Cottage	Facility rental – *private group*	$50 per hour
		Facility rental – *non-profit organization*	$25 per hour
		Late checkout penalty	$50, and $50 per hour (*private group*) or $25 per hour (*non-profit organization*)
		Security deposit – *private group*	$500
		Security deposit – *non-profit organization*	$250
Deas Island	Inverholme Schoolhouse	Facility rental	$80 per hour
		Late checkout penalty	$50 and $80 per hour
		Security deposit	$500
Kanaka Creek	Stewardship Centre	Facility rental – *private group*	$50 per hour
		Facility rental – *non-profit organization*	$25 per hour
		Late checkout penalty	$50, and $50 per hour (*private group*) or $25 per hour (*non-profit organization*)
		Security deposit – *private group*	$500
		Security deposit – *non-profit organization*	$250

Minnekhada	Minnekhada Lodge	Facility rental (Mon – Thu)	$200 per hour
		Facility rental (Fri – Sun + holidays)	$285 per hour
		Late checkout penalty	$200, and $200 per hour (Mon-Thu) or $285 per hour (Fri-Sun and holidays)
		Security deposit	$500

Section 4.0 SPECIAL USE AND SPECIAL EVENT PERMIT FEES		
4.1 Special Use Permit		
Description	**Fee per day – *Private group***	**Fee per day – *Non-profit organization***
Special Use Permit	N/A	N/A
4.2 Special Event Permit		
Description	**Fee per day – *Private group***	**Fee per day – *Non-profit organization***
Up to 100 *person*s	$260	$130
101 to 500 *person*s	$450	$225
501 to 1500 *person*s	$670	$335
Over 1500 *person*s	$1,020	$510
Prep and wrap days	$100	$50
Security deposit	$250	$250
Date change fee	$25	$25

Section 5.0 CANCELLATION/DATE CHANGE FEES		
Permit Type	**Cancellation/Date Change Notification Period**	**Cancellation/Date Change Fee**
Outdoor Facilities, See Schedule B, Section 3.1	More than 2 weeks prior to the rental date	$25
	2 weeks or less prior to the rental date	100% of fee paid
Indoor Facilities, See Schedule B, Section 3.2	More than 3 months prior to the rental date	50% of security deposit
	3 months or less prior to the rental date	100% of security deposit
Special Events, See Schedule B, Section 4.0	More than 2 months prior to the event date	$25
	2 months or less prior to the event date	100% of security deposit
Edgewater Bar Camping, See Schedule B, Section 3.1	At any time	$6
	Fewer than 7 days prior to the arrival date	$6 + 1 *night* of camping fees
	During stay (after arrival)	100% of fee paid

Section 6.0 FILMING FEES	
Description	**Fee**
Application Fee	$250
Metro Vancouver Staff Time	$95/hour
Contracted Site Supervision	$75/hour (four hours minimum)
Parkland – Reserves & Greenways – Film day	$1,100
Parkland – Reserves & Greenways – Film day – Clean Energy discounted rate	$600 (two days maximum)
Parkland – Reserves & Greenways – Still shoot day	$550
Parkland – Reserves & Greenways – Prep/wrap/hold day	$550
Parkland – Reserves & Greenways – Crew/circus staging area day	$500
Parkland – Reserves & Greenways – Crew/circus staging area day – Clean Energy discounted rate	$250 (two days maximum)
Parkland – Reserves & Greenways – Minor shoot day (crews up to a maximum of 25 people)	$600
Parkland – Reserves & Greenways – Minor shoot day (crews up to a maximum of 25 people) – Clean Energy discounted rate	$300 (two days maximum)
BC Mills House Houston House/Karr Mercer Barn Inverholme Schoolhouse Rowlatt Farmstead House South Langley Guest House	$1,400/film day $700/prep/wrap/ hold/minor shoots daily rate $1,000 Clean Energy discounted film day rate (two days maximum)
Burvilla Cammidge House Camp Capilano Delta Heritage Airpark Kanaka Creek Stewardship Centre Louck's House Minnekhada Lodge South Langley Main House	$1,975/film day $1,225/prep/wrap/ hold/minor shoot daily rate $1,475 Clean Energy discounted film day rate (two days maximum)
Security deposit (can be amended subject to potential risk to *regional park* assets and facilities)	$12,500 parkland $25,000 buildings

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SERVICES AND SOLUTIONS FOR A LIVABLE REGION

To: Performance and Audit Committee

From: Linda Sabatini, Chief Financial Officer, General Manager, Financial Services

Date: June 22, 2026 Meeting Date: July 9, 2026

Subject: **MFA 2026 Borrowing for the Greater Vancouver Water District (MVRD Security Issuing Bylaw No. 1465, 2026)**

RECOMMENDATION

THAT the MVRD Board:

a) give consent to the request for financing from the Greater Vancouver Water District in the amount of $130,000,000 pursuant to Section 3 of the *Greater Vancouver Regional District Regulation, BC Reg 173/90*;
b) give first, second and third reading to *Metro Vancouver Regional District Security Issuing Bylaw No. 1465, 2026*; and
c) adopt *Metro Vancouver Regional District Security Issuing Bylaw No. 1465, 2026* and forward it to the Inspector of Municipalities for Certificate of Approval.

EXECUTIVE SUMMARY

For the upcoming Municipal Finance Authority (MFA) debt offering, based on cash requirements and capital expenditures incurred, MVRD is planning to borrow $130 million on behalf of GVWD. To execute the borrowing, MVRD is required to adopt a security issuing bylaw, as a drawdown against *GVWD Borrowing Bylaw, 261, 2023.* The proposed $130 million aligns with the new borrowing anticipated in the 2026 GVWD budget and five-year financial plan, and will primarily fund capital expenditures incurred during 2026 for projects that are underway, including but not limited to the Coquitlam Lake Water Supply, Coquitlam Water Main, Stanley Park Water Supply Tunnel, Annacis Water Supply Tunnel, Kennedy Newton Main, Central Park Main No. 2, and Capilano Raw Water Pump Station – Back-up Power.

The total estimated debt servicing costs for the new proposed annual debt is approximately $9.5 million, which has been included in the debt servicing amounts in the operating budgets. When combined with existing debt, MVRD's total debt servicing costs will be approximately $319.3 million, resulting in a debt service ratio of 20.3%, slightly higher than half of the MVRD's maximum debt service level of 40%, set by Board policy.

The GVWD has met the regulatory requirements and has legislative authority to undertake the planned borrowing. The proposed *Metro Vancouver Regional District Security Issuing Bylaw No. 1465, 2026* will authorize the MVRD to undertake the requested borrowing from the MFA on behalf of the GVWD.

PURPOSE

To seek adoption of a Security Issuing Bylaw to authorize the MVRD borrowing from the MFA on behalf of the Greater Vancouver Water District the amount of $130 million in the upcoming 2026 MFA long-term debt issue.

BACKGROUND

This report is being brought forward to the MVRD Board to seek the adoption of *Metro Vancouver Regional District Security Issuing Bylaw No. 1465, 2026,* which will authorize the MVRD to borrow from the MFA on behalf of the GVWD the amount of $130 million for the upcoming MFA borrowing.

In 2023, the GVWD adopted the *"Greater Vancouver Water District Borrowing Bylaw No. 261, 2023"* in the amount of $1.833 billion. At the time of adoption, the MFA and the Province informed MVRD that all newly adopted Borrowing Bylaws would require a security issuing bylaw with each MFA borrowing request, to align with the process followed by member jurisdictions. The previous practice was to adopt one security issuing bylaw for the entire amount of the Borrowing Bylaw.

GVWD is requesting its third borrowing request under the *"Greater Vancouver Water District Borrowing Bylaw No. 261, 2023"* in the amount of $130 million and therefore, to execute the borrowing, under the new process, a security issuing bylaw is required. Borrowing details for GVWD are outlined in Table 1. The proposed $130 million aligns with the new borrowing anticipated in the 2026 GVWD budget and Five-Year Financial Plan, and will fund capital expenditures incurred in 2026 for projects underway, including but not limited to; Coquitlam Lake Water Supply, Coquitlam Water Main, Stanley Park Water Supply Tunnel, Annacis Water Supply Tunnel, Kennedy Newton Main, Central Park Main No. 2, and Capilano Raw Water Pump Station – Back-up Power.

DISTRICT BORROWING REQUEST

Long-term Debt Issue Request Details

The GVWD has adopted the required *"Greater Vancouver Water District Borrowing Bylaw No. 261, 2023"* on February 23, 2024, after receiving Statutory approval on January 2, 2024, from the Province. Details regarding borrowing against this bylaw are outlined in Table 1. The request from GVWD to borrow $130 million from the MVRD in the upcoming MFA Borrowing is within the authorized and outstanding balance of the bylaw. This request is within the parameters set out in the GVWD's five-year Capital Plan. The long-term borrowing will provide funding for infrastructure work related to the following projects: *Coquitlam Lake Water Supply, Coquitlam Water Main, Stanley Park Water Supply Tunnel, Annacis Water Supply Tunnel, Kennedy Newton Main, Central Park Main No. 2, and Capilano Raw Water Pump Station – Back-up Power.*

Table 1: GVWD Authorized Borrowing

District: Greater Vancouver Water District					
District's Borrowing Bylaw No.	**Amount of Borrowing Authorized**	**Amount Already Borrowed**	**Borrowing Authority Remaining**	**Term of Issue**	**Amount Requested**
Borrowing Bylaw Bylaw No. 261 Adoption Date: February 23, 2024					
261, 2023	**$1,833,000,000**	**$320,000,000**	**$1,513,000,000**	**20 years**	**$110,000,000**
261, 2023	**$1,833,000,000**	**$320,000,000**	**$1,513,000,000**	**30 years**	**$20,000,000**
Total 2026 Borrowing Request					**$130,000,000**

ALTERNATIVES

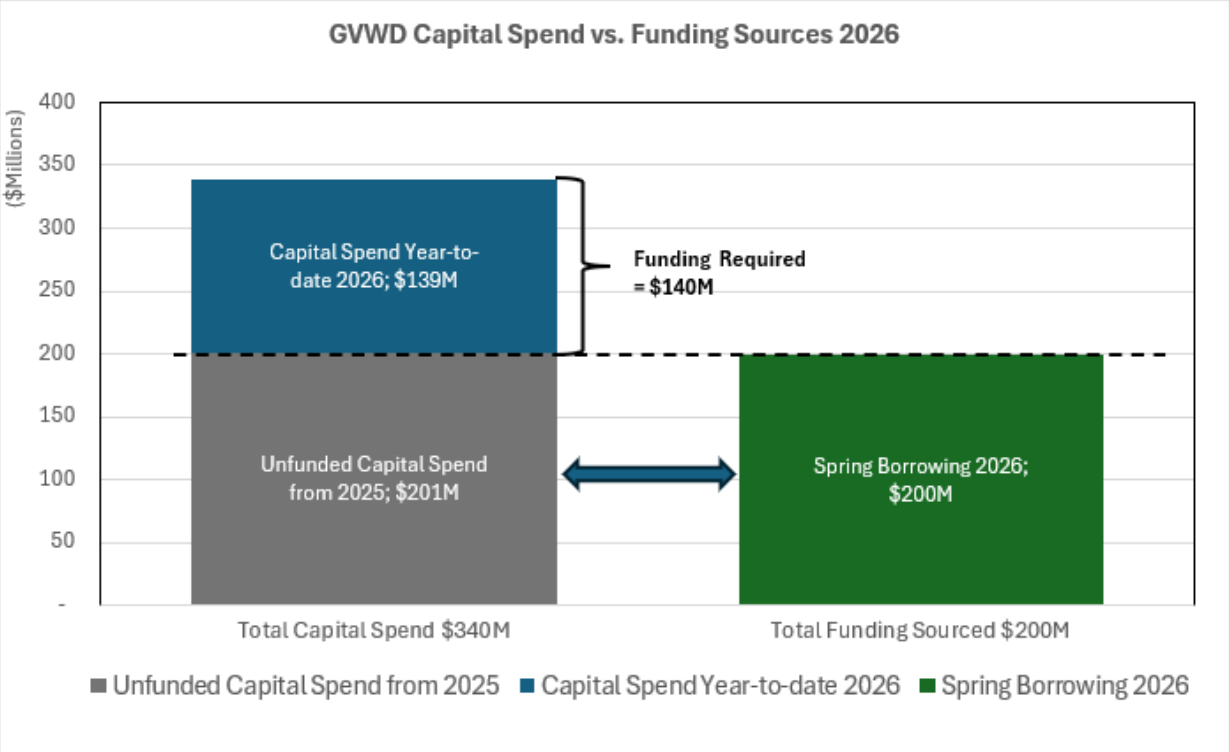
1. THAT the MVRD Board:
   a) give consent to the request for financing from the GVWD in the amount of $130,000,000 pursuant to Section 3 of the *Greater Vancouver Regional District Regulation, BC Reg 173/90*;
   b) give first, second and third reading to *Metro Vancouver Regional District Security Issuing Bylaw No. 1465, 2026*; and
   c) adopt *Metro Vancouver Regional District Security Issuing Bylaw No. 1465, 2026*; and forward it to the Inspector of Municipalities for Certificate of Approval.

2. THAT the MVRD Board receive for information the report dated June 10, 2026, titled "MFA 2026 Borrowing for the Greater Vancouver Water District (MVRD Security Issuing bylaw No. 1465, 2026) and provide alternative direction to fund capital projects currently in progress.

FINANCIAL IMPLICATIONS

The proposed $130 million borrowing aligns with new borrowing anticipated in the 2026 GVWD budget and Five-Year Financial Plan. The total estimated debt servicing costs for the new proposed debt is approximately $9.5 million. When combined with existing debt, MVRD's total debt servicing costs will be approximately $320 million, resulting in a debt service ratio of 20.3%, slightly higher than half of the MVRD's maximum debt service level of 40% set by Board policy.

Metro Vancouver aligns borrowing with actual capital expenditures, rather than borrow in advance. The chart below shows GVWD's 2026 capital spending and funding, with the proposed $130 million required to support cash flow and maintain priority infrastructure projects.



If the Board approves Alternative 1, the MVRD will proceed to borrow $130 million on behalf of GVWD to finance the approved capital projects that are in progress.

If the Board approves Alternative 2, the GVWD would be unable to borrow funds as required, projects would be required to be put on hold or delayed, potentially causing the GVWD undue financial challenges.

OTHER IMPLICATIONS

Should the GVWD lack sufficient borrowing authority, infrastructure projects requiring upgrades could be delayed or placed at risk, potentially impacting services provided to residents across the region.

In addition, Finance staff provide the MFA with anticipated borrowing requirements to fund capital expenditures over the upcoming five years. While bond investors and rating agencies recognize that these estimates may be less precise in later years, market participants expect MFA to have a reasonably accurate estimate of borrowing needs for the immediate upcoming calendar year. Given MVRD's significant share of MFA's overall annual borrowing program, material delays in its borrowing could undermine investor confidence in MFA as a borrower.

CONCLUSION

The MVRD has received a request to borrow $130 million from GVWD to fund capital expenditures for projects that are underway. The GVWD has met all regulatory requirements and has the legislative authority to undertake the borrowing. The proposed *Metro Vancouver Regional District Security Issuing Bylaw No. 1465, 2026* will authorize the MVRD to borrow on behalf of the GVWD per its request, which request will be forwarded to the MFA for consideration upon approval.

Staff recommends consenting to the borrowing request for GVWD, adopting the Security Issuing Bylaw for GVWD as outlined in Alternative 1.

ATTACHMENT

1. Metro Vancouver Regional District Security Issuing Bylaw No. 1465, 2026.

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METRO VANCOUVER REGIONAL DISTRICT
BYLAW NO. 1465, 2026
A bylaw to authorize a finance agreement with the Municipal Finance Authority of British Columbia in the amount of $130,000,000 (Canadian)

WHEREAS:

A. The Municipal Finance Authority of British Columbia (the "Authority") may provide financing of capital requirements for regional districts or for their member municipalities by the issue of debentures or other evidence of indebtedness of the Authority and lending the proceeds therefrom to the regional district on whose request the financing is undertaken;

B. The Greater Vancouver Water District (the "District") has requested financing from the Metro Vancouver Regional District (the "Regional District") pursuant to the District's *Greater Vancouver Water District Borrowing Bylaw No. 261, 2023* (the "District's *Borrowing Bylaw*"), as further described below;

C. Pursuant to the *Greater Vancouver Regional District Regulation,* B.C. Reg. 173/90, the Regional District may finance from time to time, on the request of and at the sole cost of the District, undertakings for which the District has adopted a bylaw under the *Greater Vancouver Water District Act* if the District agrees to pay over to the Regional District the sums required to discharge the associated obligations and otherwise meets the requirements set out in such *Regulation*; and

D. The Regional District Board, by this bylaw, hereby requests such financing to be undertaken through the Authority.

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

Citation

1. The official citation of this bylaw is "Metro Vancouver Regional District Security Issuing Bylaw No. 1465, 2026".

Schedule

2. The following schedule is attached to and forms part of this bylaw:
    - Schedule A, Form of Agreement;

Security Issuing Request

3. The Regional District Board hereby consents to financing the debt of the District as described in the District's *Borrowing Bylaw* in the aggregate amount of $130,000,000 Canadian, and as further described below and in accordance with the terms and conditions set out in this bylaw.

District: Greater Vancouver Water District						
District's Borrowing Bylaw No.	**Purpose**	**Amount of Borrowing Authorized**	**Amount Already Borrowed**	**Borrowing Authority Remaining**	**Term of Issue**	**Amount of Issue**
Borrowing Bylaw Bylaw No. 261 **Adoption Date:** February 23, 2024						
261, 2023	Undertakings authorized by the *Greater Vancouver Water District Act* or discharging the payment of any matter or thing contemplated or authorized by such *Act*	$1,833,000,000	$320,000,000	$1,513,000,000	20 years	$110,000,000
261, 2023	Undertakings authorized by the *Greater Vancouver Water District Act* or discharging the payment of any matter or thing contemplated or authorized by such *Act*	$1,833,000,000	$320,000,000	$1,513,000,000	30 years	$20,000,000
Total Fall 2026 Borrowing Request						**$130,000,000**

4. The Authority is hereby requested and authorized to finance from time to time the above-described undertakings and/or discharges at the sole cost and on behalf of the District up to, but not exceeding, $130,000,000 in lawful money of Canada (provided that the Regional District may borrow all or part of such amount in such currency as the Trustees of the Authority shall determine but the aggregate amount in lawful money of Canada and in Canadian Dollar equivalents so borrowed shall not exceed $130,000,000 (Canadian) at such interest and with such discounts or premiums and expenses as the Authority may deem appropriate in consideration of the market and economic conditions pertaining.

5. Prior to and as a condition of the above-described financing, the Regional District will have received from the District a Debenture and a duly executed agreement providing that:

   (a) the District will provide and pay over to the Regional District the sums required to discharge its obligations in accordance with the terms of the Debenture; and

   (b) if the sums provided for in the Debenture are not sufficient to meet the obligations of Regional District in relation to the financing, the deficiency is a liability of the District,

as contemplated and authorized by the District's *Borrowing Bylaw*.

6. Upon completion by the Authority of financing undertaken pursuant hereto, the Chair and Chief Financial Officer of the Regional District, on behalf of the Regional District and under its seal shall, at such time or times as the Trustees of the Authority may request, enter into and deliver to the Authority one or more agreements substantially in the form annexed hereto as Schedule "A" and made part of this bylaw (such agreement or agreements as may be entered into and delivered hereinafter referred to as the "Agreement") providing for payment by the Regional District to the Authority of the amounts required to meet the obligations of the Authority with respect to its borrowings undertaken pursuant hereto, which Agreement shall rank as debenture debt of the Regional District.

7. The Agreement shall be dated and payable in the principal amount or amounts of monies and in Canadian dollars or as the Authority shall determine and, subject to the *Local Government Act*, in such currency or currencies as shall be borrowed by the Authority under section 4 of this bylaw and shall set out the schedule of repayment of the principal amount together with interest on unpaid amounts as shall be determined by the Treasurer of the Authority.

8. The obligations incurred under the said Agreement shall bear interest from the date specified therein, which date shall be determined by the Treasurer of the Authority, and shall bear interest at the rate determined by the Treasurer of the Authority.

9. The Agreement shall be sealed with the seal of the Regional District and shall bear the signature of the Chair and the Chief Financial Officer of the Regional District.

10. The obligations incurred under the said Agreement as to both principal and interest shall be payable at the Head Office of the Authority in Victoria and at such time or times as shall be determined by the Treasurer of the Authority.

11. During the currency of the obligations incurred under the said Agreement to secure borrowings in respect of the District's *Borrowing Bylaw* there shall be requisitioned annually an amount sufficient to meet the annual payment of interest and the repayment of principal.

12. The Regional District shall provide and pay over to the Authority such sums as are required to discharge its obligations in accordance with the terms of the Agreement, provided, however, that if the sums provided for in the Agreement are not sufficient to meet the obligations of the Authority, any deficiency in meeting such obligations shall be a liability of the Regional District to the Authority and the Regional Board of the Regional District shall make due provision to discharge such liability.

13. The Regional District shall pay over to the Authority at such time or times as the Treasurer of the Authority so directs such sums as are required pursuant to section 15 of the *Municipal Finance Authority Act* to be paid into the Debt Reserve Fund established by the Authority in connection with the financing undertaken by the Authority on behalf of the Regional District pursuant to the Agreement.

Read a first, second, and third time this _____ day of _____, _____.

Adopted this _____ day of _____, _____.

Approved by the Inspector of Municipalities this _____ day of _____, _____.

_____
Mike Hurley, Board Chair

_____
Dorothy Shermer, Corporate Officer

Schedule B

C A N A D A

PROVINCE OF BRITISH COLUMBIA

A G R E E M E N T

Metro Vancouver Regional District

The Metro Vancouver Regional District (the "Regional District") hereby promises to pay to the Municipal Finance Authority of British Columbia at its Head Office in Victoria, British Columbia, (the "Authority") the sum of _____ Canadian dollars ($_____)Canadian in lawful money of Canada, together with interest from the ___ day of _____, 202__, at varying rates of interest, calculated semi-annually, in each and every year during the currency of this Agreement; and payments shall be as specified in the table appearing below hereof commencing on the ___ day of _____, 202__ provided that in the event the payments of principal and interest hereunder are insufficient to satisfy the obligations of the Authority undertaken on behalf of the Regional District, the Regional District shall pay over to the Authority further sums as are sufficient to discharge the obligations of the Regional District to the Authority.

DATED at _____, British Columbia, this day of _____, 202__.

IN TESTIMONY WHEREOF and under the authority of Bylaw No. 1465, 2026 cited as "Metro Vancouver Regional District Security Issuing Bylaw No. 1465, 2026", this Agreement is sealed with the Corporate Seal of the Metro Vancouver Regional District and signed by the Chair and Chief Financial Officer thereof.

_____
Chair

_____
Chief Financial Officer

Pursuant to the *Local Government Act*, I certify that this Agreement has been lawfully and validly made and issued and that its validity is not open to question on any ground whatsoever in any court of the Province of British Columbia.

Dated _____, 2026
(month, day)

_____
BC Inspector of Municipalities

PRINCIPAL AND/OR SINKING FUND DEPOSIT AND INTEREST PAYMENTS

Date of Payment	Total Payment	Principal and/or Sinking Fund Deposit	Interest
_____	$_____	$_____	$_____
_____	$_____	$_____	$_____

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SERVICES AND SOLUTIONS FOR A LIVABLE REGION

To: MVRD Board of Directors

From: Nikki Tilley, Acting Corporate Officer

Date: July 14, 2026 Meeting Date: July 24, 2026

Subject: **Results of the Alternative Approval Process for Metro Vancouver Regional District Park Dedication Removal of Certain Lands in Deas Island Regional Park Bylaw No. 1462, 2026**

RECOMMENDATION

THAT the MVRD Board adopt *Metro Vancouver Regional District Park Dedication Removal of Certain Lands in Deas Island Regional Park Bylaw No. 1462, 2026*.

EXECUTIVE SUMMARY

An Alternative Approval Process (AAP) was conducted to determine if the electors approve of *Metro Vancouver Regional District Park Dedication Removal of Certain Lands in Deas Island Regional Park Bylaw No. 1462, 2026* (MVRD Bylaw No. 1462, 2026). This report provides the certification of elector approval for MVRD Bylaw No. 1462, 2026, and presents the bylaw for consideration of adoption.

PURPOSE

To provide the result of the Alternative Approval Process for *Metro Vancouver Regional District Park Dedication Removal of Certain Lands in Deas Island Regional Park Bylaw No. 1462, 2026*, and to seek adoption of MVRD Bylaw No. 1462, 2026.

BACKGROUND

At the May 29, 2026, MVRD Board meeting, the Board passed the following resolution:

THAT the MVRD Board:

a) rescind third reading of Metro Vancouver Regional District Park Dedication Removal of Certain Lands in Deas Island Regional Park Bylaw No. 1462, 2026;

b) give third reading to Metro Vancouver Regional District Park Dedication Removal of Certain Lands in Deas Island Regional Park Bylaw No. 1462, 2026 as amended and presented as Attachment 1 of the report titled "Alternative Approval Process for MVRD Park Dedication Removal of Certain Lands in Deas Island Regional Park Bylaw No. 1462, 2026", dated May 27, 2026;

c) establish the deadline for receiving elector responses in relation to the Alternative Approval Process for Metro Vancouver Regional District Park Dedication Removal of Certain Lands in Deas Island Regional Park Bylaw No. 1462, 2026 as July 13, 2026;

d) establish that the area to which the alternative approval process applies is the entire area of the Metro Vancouver Regional District;

e) establish that a fair determination of the total number of eligible electors in the area to which the approval process applies is 1,826,298; and

f) establish that the Elector Response Form is the form set out in Attachment 1 of the report titled "Alternative Approval Process for MVRD Park Dedication Removal of Certain Lands in Deas Island Regional Park Bylaw No. 1462, 2026", dated May 6, 2026.

The Alternative Approval Process for MVRD Bylaw No. 1462, 2026 has been completed. Notice of the AAP was advertised in the Vancouver Sun on July 5 and 13, 2026 respectively, at the public posting place, and on the MVRD website, in compliance with *Metro Vancouver Regional District Procedure Bylaw No. 1368, 2023,* the *Community Charter*, and the *Local Government Act*.

CERTIFICATION OF THE ALTERNATE APPROVAL PROCESS

In accordance with the *Community Charter* and the *Local Government Act*, the alternative approval of the electors is obtained if: (1) notice of the approval is published, (2) through elector response forms, electors are provided an opportunity to indicate that the MVRD Board may not proceed with the bylaw unless it is approved by assent of the electors, and (3) at the end of the time for receiving elector responses, the number of elector responses received is less than 10% of the number of electors in the area to which the approval process applies, which for the bylaw is the entire Metro Vancouver Regional District area.

The Provincial Voters List has been obtained, and the total number of eligible electors of the area has been calculated to be 1,826,298, therefore the number of elector responses required to meet the 10% threshold is 182,630. The number of elector responses received before the deadline is three, which equates to 0%. As this is less than 10% of the number of electors in the area to which the approval process applies, approval of the electors through the alternative approval process for MVRD Bylaw No. 1462, 2026 has been obtained. The formal certification that elector approval has been obtained is found in **Attachment 1**. The Board may now proceed with the adoption of MVRD Bylaw No. 1462, 2026 as presented in **Attachment 2**.

ALTERNATIVES

1. THAT the MVRD Board adopt *Metro Vancouver Regional District Park Dedication Removal of Certain Lands in Deas Island Regional Park Bylaw No. 1462, 2026*.
2. THAT the MVRD Board receive for information the report dated July 14, 2026, titled "Results of the Alternative Approval Process for Metro Vancouver Regional District Park Dedication Removal of Certain Lands in Deas Island Regional Park Bylaw No. 1462, 2026."

FINANCIAL IMPLICATIONS

If the Board approves Alternative 1, MVRD Bylaw No. 1462, 2026 is adopted, the lands subject to MVRD Bylaw No. 1462, 2026 will be free of park dedication, enabling MVRD to thereafter lease or license these lands to the Province (represented by Ministry of Transportation and Transit) in connection with the replacement of the aging George Massey Tunnel.

CONCLUSION

Staff have conducted the Alternative Approval Process for *Metro Vancouver Regional District Park Dedication Removal of Certain Lands in Deas Island Regional Park Bylaw No. 1462, 2026* and determined that the approval of electors has been obtained. Staff recommend that the Board approve Alternative 1.

ATTACHMENTS

1. Certificate of Results for the Alternative Approval Process for Metro Vancouver Regional District Park Dedication Removal of Certain Lands in Deas Island Regional Park Bylaw No. 1462, 2026.
2. *Metro Vancouver Regional District Park Dedication Removal of Certain Lands in Deas Island Regional Park Bylaw No. 1462, 2026*.

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SERVICES AND SOLUTIONS FOR A LIVABLE REGION

Certificate of Results for the Alternative Approval Process for Metro Vancouver Regional District Park Dedication Removal of Certain Lands in Deas Island Regional Park Bylaw No. 1462, 2026

I, the undersigned Acting Corporate Officer, as the person assigned responsibility for corporate administration under section 236 of the Local Government Act, certify the results of the alternative approval process that was conducted to obtain the approval of the electors for *Metro Vancouver Regional District Park Dedication Removal of Certain Lands in Deas Island Regional Park Bylaw No. 1462, 2026* dated July 14, 2026, as follows:

1,826,298	Estimated number of eligible voters
182,630	10% of the estimated number of eligible voters
3	Number of Elector Response Forms submitted by the deadline
0	Number of Elector Response Forms rejected
3	Number of Elector Response Forms accepted
0%	Percentage of estimated electors who validly submitted Elector Response Forms

Dated this 14th day of July, 2026.

Nikki Tilley
Acting Corporate Officer

86470780

METRO VANCOUVER REGIONAL DISTRICT
BYLAW NO. 1462, 2026
A bylaw to authorize park dedication removal of certain lands in Deas Island Regional Park

WHEREAS:

A. Pursuant to Section 278 of the *Local Government Act* and Section 30(3) of the *Community Charter*, a regional district, by bylaw adopted with the approval of the electors, may remove park dedication;

B. Metro Vancouver Regional District ("MVRD") is the registered owner in fee simple of certain lands (the "Lands") in Deas Island Regional Park legally described as:

PID: 013-086-316
District Lot 704 Group 2 New Westminster District Except: Part on SRW Plan 21733;

PID: 013-087-401
District Lot 781 Group 2 New Westminster District;

PID: 026-389-517
Parcel 1 District Lot 855 Group 2 New Westminster District Plan BCP11935;

PID: 002-691-396
Parcel "11" except part in Plan LMP11384 District Lot 151 Group 2 New Westminster District Explanatory Plan 61221; and

PID: 009-345-477
Lot "B" District Lot 136 Group 2 and of Section 14 Township 6 New Westminster District Plan 24608.

C. The Province of British Columbia, as represented by the Ministry of Transportation and Transit ("MOTT"), wishes to lease from MVRD a portion of the Lands measuring approximately 3.6 hectares to use as temporary staging area during the construction of the George Massey Tunnel replacement (the "Leased Lands"). MOTT also wishes to use an additional portion of the Lands measuring approximately 2.6 hectares for road access purposes (the "Road");

D. The total area of the Leased Lands and the Road (together, the "Park Dedication Removal Lands") is approximately 6.2 hectares as shown in the sketch plan attached as Schedule A, forming part of this bylaw; and

E. The Board of Directors of the MVRD has obtained the approval of the electors by way of alternative approval process to remove regional park dedication from the Park Dedication Removal Lands, with the intent to subsequently lease the Leased Lands, and to lease or license the Road, to MOTT.

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

Citation

1. The official citation of this bylaw is "Metro Vancouver Regional District Park Dedication Removal of Certain Lands in Deas Island Regional Park Bylaw No. 1462, 2026".

Schedule

2. The following schedule is attached to and forms part of this bylaw:
    - Schedule A, Sketch Plan of the Park Dedication Removal Lands

Park Dedication Removal Lands

3. MVRD shall remove regional park dedication from the Park Dedication Removal Lands as outlined in Schedule A of this bylaw.

4. The Park Dedication Removal Lands shall be free of any dedication to the public for the purpose of a regional park.

Read a first, second, and third time this 24th day of April, 2026.

Third reading rescinded this 29th day of May, 2026.

Read a third time as amended this 29th day of May, 2026.

Approved by the Electors this 14th day of July, 2026.

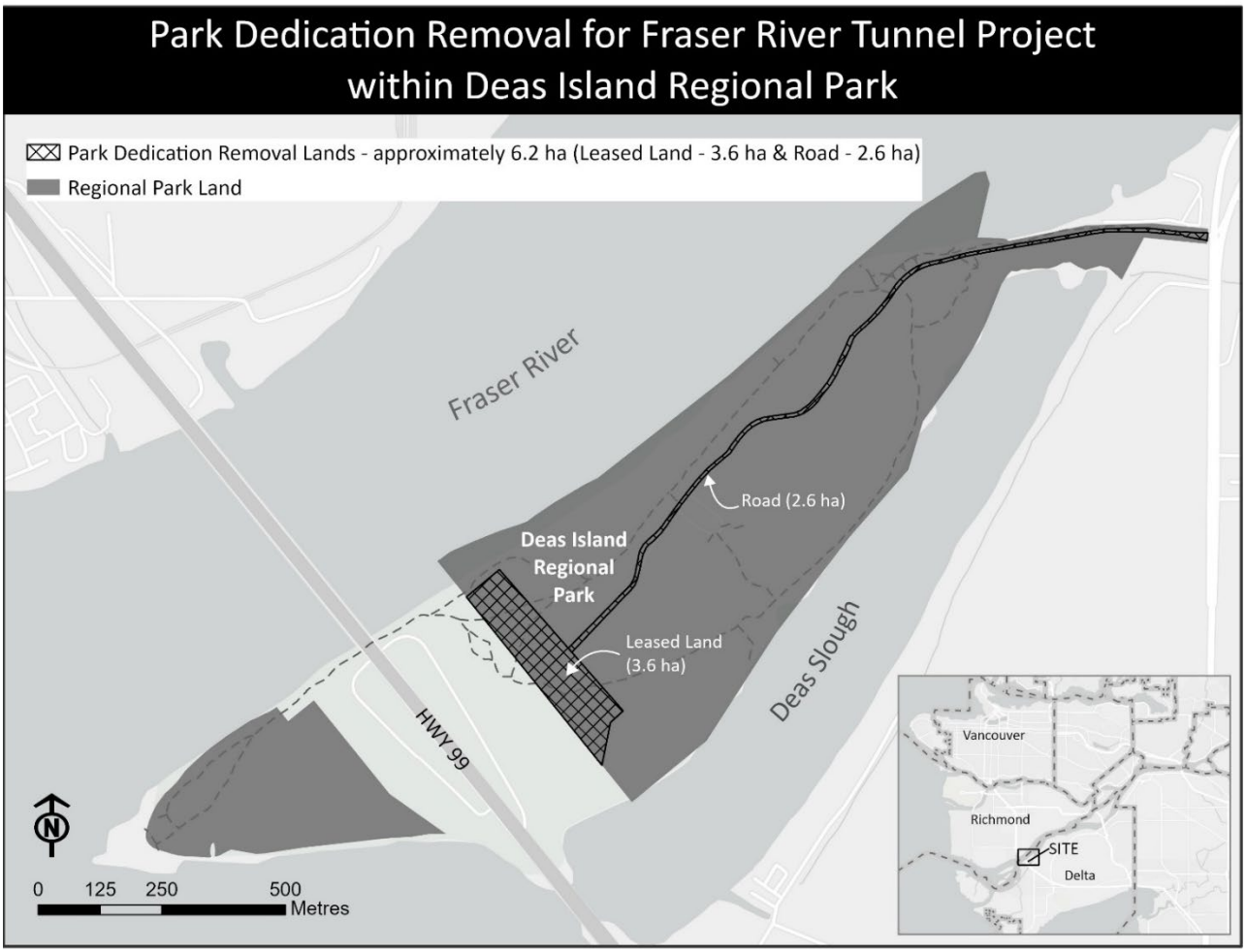
Adopted this _____ day of _____, _____.

Mike Hurley, Board Chair

Nikki Tilley, Acting Corporate Officer

Schedule A

Sketch Plan of the Park Dedication Removal Lands



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SERVICES AND SOLUTIONS FOR A LIVABLE REGION

To: MVRD Board of Directors

From: Linda Sabatini, Chief Financial Officer/GM Financial Services

Date: July 6, 2026 Meeting Date: July 24, 2026

Subject **Metro Vancouver Regional District Development Cost Charge Amendment Bylaw No. 1452, 2026**

RECOMMENDATION

THAT the MVRD Board adopt the *Metro Vancouver Regional District Development Cost Charge Amendment Bylaw No. 1452, 2026* to amend the MVRD Development Cost Charge rates for 2026 and 2027.

EXECUTIVE SUMMARY

At its April 15, 2026 meeting, the MVRD Board gave first, second, and third reading to the *Metro Vancouver Regional District Development Cost Charge Amendment Bylaw No. 1452, 2026* ("MVRD DCC Amendment Bylaw"). The MVRD DCC Amendment Bylaw will roll back the 2026 Development Cost Charge (DCC) rates to 2025 levels and reduce the increase to the 2027 DCC rates. In addition, the Metro Vancouver Boards approved slowing the transition to a 1% assist factor over the subsequent two years, reaching 1% by 2029. The transition to the 1% assist factor by 2029 will be incorporated into the updated DCC program that will be presented to the Board in early 2027.

Following first, second, and third reading, the MVRD DCC Amendment Bylaw was submitted to the Province for review. Metro Vancouver received the Certificate of Statutory Approval from the Inspector of Municipalities issued on June 30, 2026, enabling the MVRD DCC Amendment Bylaw to now be brought forward to the Board for final adoption.

The Board's decision to roll back 2026 and reduce the increase for the 2027 DCC rates is expected to lower DCC revenue across Metro Vancouver entities by $389 million over the next six years, which includes $43M for MVRD's Parkland acquisition. The Boards provided direction to fill the funding gap for parkland acquisition by adding it back to ratepayers in the upcoming 2027-2031 Financial Plan.

Adoption by the MVRD Board on July 24, 2026 of the *Metro Vancouver Regional District Development Cost Charge Amendment Bylaw No. 1452, 2026*, will have an immediate impact on the DCC rates collected. The revised rates will apply from the date of MVRD DCC Amendment Bylaw adoption.

PURPOSE

The purpose of this report is to adopt the *Metro Vancouver Regional District Development Cost Charge Amendment Bylaw No. 1452, 2026,* which received the Certificate of Statutory Approval from the Inspector of Municipalities issued on June 30, 2026.

BACKGROUND

At its April 15, 2026 meeting, the MVRD Board gave first, second, and third reading to the *Metro Vancouver Regional District Development Cost Charge Amendment Bylaw No. 1452, 2026*. The MVRD DCC Amendment Bylaw will roll back the 2026 DCC rates to 2025 levels and reduce the 2027 DCC rates. The MVRD DCC Amendment Bylaw received the Certificate of Statutory Approval from the Inspector of Municipalities issued on June 30, 2026.

This report presents, for Board adoption, the *Metro Vancouver Regional District Development Cost Charge Amendment Bylaw No. 1452, 2026*, which is the final step in the bylaw approval process. The DCC rate changes will be effective immediately upon Board adoption on July 24, 2026. There are no refunds or retroactive adjustments for the 2026 rates.

IMPACT OF ROLLING BACK THE 2026 DCC RATES AND REDUCING THE 2027 DCC RATES

The impact of amending the DCC bylaws by rolling back the 2026 DCC rates and reducing the 2027 rate increase is expected to lower DCC collections across Metro Vancouver entities by a projected $389 million over the next six years as shown in Table 1 below. In addition, the changes to DCC rates will slow the transition to a 1% assist factor to 2029 as shown in Table 2.

Table 1. Reduction in DCC Collections Forecast Resulting from the Bylaw Amendment

	2026	2027	2028	2029	2030	2031	Total
Water DCC	$12.5M	$47M	$61M	$68M	$49M	$33M	**$270.5M**
Liquid Waste DCC	$1.5M	$9M	$13M	$17M	$18M	$17M	**$75.5M**
Parkland Acquisition DCC	$1M	$7M	$9M	$10M	$10M	$6M	**$43M**
Total	**$15M**	**$63M**	**$83M**	**$95M**	**$77M**	**$56M**	**$389M**

Table 2: DCC Assist Factors 2026 to 2031 for the 'Roll Back and Reduce' of DCC Rates

	2025	2026	2027	2028	2029	2030	2031
Water	45%	45%	22%	11%	1%	1%	1%
Liquid Waste	16%	16%	8%	4%	1%	1%	1%
Parkland Acquisition	75%	75%	37%	18%	1%	1%	1%

The Boards directed staff to fill the funding gap for Water and Liquid Waste by borrowing for growth capital projects, and for Parkland Acquisition by transferring the amount back to the household. This direction will be incorporated into the 2027 to 2031 Financial Plan to be presented to the Boards in October 2026.

ALTERNATIVES

1) THAT the MVRD Board adopt the *Metro Vancouver Regional District Development Cost Charge Amendment Bylaw No. 1452*, *2026* to amend the MVRD Development Cost Charge rates for 2026 and 2027.

2) THAT the MVRD Board receive for information the report dated July 6, 2026, titled "Metro Vancouver Regional District Development Cost Charge Amendment Bylaw No. 1452, 2026".

FINANCIAL IMPLICATIONS

If the Board chooses Alternative 1 to adopt the MVRD DCC Amendment Bylaw, the 2026 DCC rates will be rolled back to 2025 levels and the increase for 2027 will be reduced, slowing the transition to a 1% assist factor over two subsequent years, to 2029. The MVRD DCC Amendment Bylaw will be effective immediately on July 24, 2026. There are no refunds or retroactive adjustments for 2026. The adoption of

the MVRD DCC Amendment Bylaw will create an estimated funding gap of $389M from 2026 to 2030. This funding gap will be filled by borrowing for growth related capital projects in Liquid Waste and Water and by transferring the shortfall back to the ratepayer for Parkland acquisition.
If the Board chooses Alternative 2, there will be no change to the existing DCC bylaw or rates. The rates for 2026 will remain in place and there will be no reduction to 2027 rates. This alternative will achieve a 1% assist factor by 2027 as endorsed in the 2026 to 2030 Financial Plan.

OTHER IMPLICATIONS
Communication has been sent to all member municipalities to anticipate the rollback of the 2026 DCC rates effective immediately upon adoption of the MVRD DCC Amendment Bylaw on July 24, 2026.

CONCLUSION
Adoption of the *Metro Vancouver Regional District Development Cost Charge Amendment Bylaw No. 1452, 2026* will roll back the 2026 DCC rates to 2025 levels and reduce the 2027 DCC rate increase. This amendment is expected to lower DCC revenue across Metro Vancouver entities by $389 million over the next six years. At its April 15, 2026 meeting, the Board directed staff to fill the revenue gap created for Parkland acquisition by adding the amount back to ratepayers in the upcoming 2027-2031 financial plan. The MVRD DCC Amendment Bylaw will be effective immediately upon adoption of the Board. There are no refunds or retroactive adjustments for the 2026 rates.

ATTACHMENTS
1. *Metro Vancouver Regional District Development Cost Charge Amendment Bylaw No. 1452, 2026*.
2. Certificate of Statutory Approval from the Inspector of Municipalities dated June 30, 2026.

REFERENCES
1. McNell, H. and Sabatini, L. (2026), *2026 Board Budget Workshop Presentation* (Staff presentation to the Special Joint Board Meeting on 2026, April 15). https://metrovancouver.org/boards/GVRD/RD-2026-04-15-Presentation.pdf
2. McNell, H. and Sabatini, L. (2026), *MVRD Development Cost Charge Amendment Bylaw No. 1452, 2026 to Amend the DCC Rates for 2026 and 2027* (Staff report to the MVRD Board Meeting on 2026, April 15). https://metrovancouver.org/boards/GVRD/RD-2026-04-15-AGE.pdf

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METRO VANCOUVER REGIONAL DISTRICT
BYLAW NO. 1452, 2026
A bylaw to amend Metro Vancouver Regional District Development Cost Charge Bylaw No. 1369, 2023

WHEREAS:

A. Pursuant to section 559 of the *Local Government Act*, the Board of the Metro Vancouver Regional District adopted Metro Vancouver Regional District Development Cost Charge Bylaw No. 1369, 2023, a bylaw imposing development cost charges on every person who obtains from a Member Municipality approval of a subdivision or a building permit authorizing the construction, alternation or extension of a building or structure; and

B. The Board of the Metro Vancouver Regional District wishes to amend Metro Vancouver Regional District Development Cost Charge Bylaw No. 1369, 2023.

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

Citation

1. The official citation of this bylaw is "Metro Vancouver Regional District Development Cost Charge Amendment Bylaw No. 1452, 2026".

Schedule

2. The following schedule is attached to and forms part of this bylaw:
    - Schedule A, MVRD Development Cost Charge Rates for Provision of Regional Park Land

Amendment of Bylaw

3. "Metro Vancouver Regional District Development Cost Charge Bylaw No. 1369, 2023" is amended as follows:

    (a) Schedule A is replaced with Schedule A of this bylaw.

Read a first, second, and third time this 15th day of April, 2026.

Approved by the Inspector of Municipalities this 30th day of June, 2026.

Adopted this _____ day of _____, _____.

Mike Hurley, Chair

Dorothy Shermer, Corporate Officer

Schedule A

MVRD DEVELOPMENT COST CHARGE RATES FOR PROVISION OF REGIONAL PARK LAND

To December 31, 2026

	Description	Rate
1.	Residential Lot Development Unit	$491 per Residential Lot Development Unit
2.	Townhouse Dwelling Unit	$442 per Dwelling Unit
3.	Apartment Dwelling Unit	$303 per Dwelling Unit
4.	Non-Residential Use	$0.24 multiplied by the number of square feet of Floor Area

As of January 1, 2027

	Description	Rate
1.	Residential Lot Development Unit	$1,237 per Residential Lot Development Unit
2.	Townhouse Dwelling Unit	$1,114 per Dwelling Unit
3.	Apartment Dwelling Unit	$763 per Dwelling Unit
4.	Non-Residential Use	$0.60 multiplied by the number of square feet of Floor Area

BRITISH COLUMBIA

Statutory Approval

Under the provisions of section 560

of the Local Government Act

I hereby approve Bylaw No. 1452

of the Metro Vancouver Regional District ,

a copy of which is attached hereto.

Dated this ***day***

Of June 30 ***, 2026***

Deputy Inspector of Municipalities

metrovancouver
SERVICES AND SOLUTIONS FOR A LIVABLE REGION

To: Metro Vancouver Regional District (MVRD) Board

From: Nikki Tilley, Acting Corporate Officer
Heather McNell, Deputy Chief Administrative Officer, Policy and Planning

Date: July 16, 2026 Meeting Date: July 24, 2026

Subject: **Regional Growth Strategy Amendment Bylaw No. 1456, 2026 – Special Study Areas**

RECOMMENDATION

THAT the MVRD Board:

a) receive for information the comments from affected local governments, local First Nations, and regional agencies as presented in the report dated July 16, 2026, titled "Regional Growth Strategy Amendment Bylaw No. 1456, 2026 – Special Study Areas"; and

b) adopt *Metro Vancouver Regional District Regional Growth Strategy Amendment Bylaw No. 1456, 2026*.

EXECUTIVE SUMMARY

On April 24, 2026, the MVRD Board initiated a Type 3 amendment to *Metro 2050* and gave first, second, and third readings to *Metro Vancouver Regional District Regional Growth Strategy Amendment Bylaw No. 1456, 2026* ("MVRD Bylaw No. 1456, 2026") (Reference 1).

The proposed bylaw would establish a new Special Study Area (SSA) for the Fraser Highway Employment Lands in the Township of Langley, an area that has been subject to extensive technical analysis and planning, and would remove two existing SSAs in the Township. SSAs identify areas where municipalities have an interest in future land use changes, and reduce the voting threshold required for related *Metro 2050* amendments, recognizing municipal planning intentions. The amendment bylaw also would clarify the framework for considering new SSAs, enabling the MVRD Board to consider requests until December 31, 2027. After that date, new SSAs would only be considered through the development of a new Regional Growth Strategy.

The amendment stems from a request by three South of the Fraser mayors regarding *Metro 2050*'s Urban Containment Boundary and amendment process. Following Board direction, staff conducted pre-consultation with affected local governments on four potential amendment options. Amendments related to SSAs, including the proposed changes for the Township of Langley, received initial Board endorsement. The Board also directed staff to advance process improvements in response to comments from Delta and to continue engagement with the City of Surrey regarding concerns with *Metro 2050* and future development aspirations in southeast Surrey.

In accordance with the *Local Government Act* and *Metro 2050*, Metro Vancouver notified affected local governments, local First Nations, regional agencies, and the public, providing an opportunity for comment. Seven responses were received and are summarized in this report. *MVRD Bylaw No. 1456, 2026* is now before the Board for consideration of adoption.

PURPOSE

This report provides the MVRD Board with a summary of comments received as a result of the notification to affected local governments, local First Nations, and regional agencies, as well as an opportunity to consider adoption of *MVRD Bylaw No. 1456, 2026* (**Attachment 1**).

BACKGROUND

At its April 24, 2026 meeting, the MVRD Board passed the following resolutions:

THAT the MVRD Board:

a) initiate the Metro 2050 amendment process for Special Study Areas option as described in the report dated March 25, 2026, titled "Reporting Back on Metro 2050 Amendment Options and Consultation Results in Response to Three South of the Fraser Mayors' Requests";

b) give first, second, and third reading to Metro Vancouver Regional District Regional Growth Strategy Amendment Bylaw No. 1456, 2026;

c) notify affected local governments and post the proposed amendment on the Metro Vancouver website to provide an opportunity for comment as per Section 6.4.2 of Metro 2050;

d) direct staff to notify local First Nations via referral offices to provide an opportunity for comment on the proposed amendment;

e) direct staff to initiate further process improvements to streamline amendment processes and timelines as described in the report dated March 25, 2026, titled "Reporting Back on Metro 2050 Amendment Options and Consultation Results in Response to Three South of the Fraser Mayors' Requests"; and

f) direct staff to continue to engage with City of Surrey Council regarding:

i. concerns about Metro 2050; and

ii. *technical support regarding the regional servicing implications of potential development in the Southeast portion of Surrey.*

Metro Vancouver gave notice to affected local governments, regional agencies, and local First Nations by way of a letter dated May 22, 2026. The amendment notice was also posted on the Metro Vancouver website. This report provides the comments received and the amendment bylaw for consideration of adoption by the MVRD Board.

The requested *Metro 2050* Type 3 Amendment requires adoption through an affirmative 50% + 1 weighted vote of the MVRD Board.

SOUTH OF THE FRASER MAYORS' REQUEST

The amendment stems from a request by three South of the Fraser mayors regarding *Metro 2050*'s Urban Containment Boundary and amendment process. Following MVRD Board direction, staff conducted pre-consultation with affected local governments on four potential amendment options in the spring of 2026. Amendments related to SSAs, including the proposed changes for the Township of Langley, received initial Board endorsement and were subsequently granted first, second and third readings at the April 24, 2026 MVRD Board meeting.

The Board also directed staff to advance process improvements in response to comments from Delta and to continue engagement with the City of Surrey regarding concerns with *Metro 2050* and future development aspirations in southeast Surrey. However, the bylaw under consideration relates only to Special Study Areas – i.e. parts a) through d) in the April 24, 2026 MVRD Board resolution. The remaining MVRD Board directions e) and f) will be advanced by Metro Vancouver staff and do not require any *Metro 2050* amendment bylaw.

Details regarding the three South of the Fraser Mayors' request are contained in an MVRD Board report, dated April 8, 2026, titled "Reporting Back on Metro 2050 Amendment Options and Consultation Results in Response to Three South of the Fraser Mayors' Requests" (Reference 1).

COMMENTS FROM AFFECTED LOCAL GOVERNMENTS, LOCAL FIRST NATIONS, REGIONAL AGENCIES, AND THE PUBLIC

Metro Vancouver received correspondence (**Attachment 2**) as summarized below.

Affected Local Governments

- City of New Westminster Council provided recommended feedback related to the *Metro 2050* amendment. They expressed concerns that adding Special Study Areas through a *Metro 2050* amendment outside of a comprehensive Regional Growth Strategy review could set a precedent for piecemeal changes and weaken regional planning. The City also noted that expanding Special Study Areas could facilitate outward urban expansion and the loss of rural and agricultural lands through lower approval thresholds for future boundary changes, potentially resulting in environmental impacts and increased infrastructure and servicing costs.
- City of Port Moody Council stated objection to the *Metro 2050* amendment. They expressed concern on the basis that the amendment would be precedent-setting and have the potential for future expansion of Special Study Areas throughout the region, which could further undermine the integrity of the Urban Containment Boundary.
- City of Pitt Meadows Council expressed the importance of agricultural land protection and stated support for the inclusion of enhanced agricultural policies in future regional growth strategies.
- City of Richmond Council concluded that the SSA proposal would have limited land use impacts on Richmond, and limited financial impacts regionally, noting that any future growth areas identified through SSAs would still require technical, financial, and servicing reviews. While the City is not currently considering introducing any new SSAs, staff will review further before the deadline if the amendment is adopted.
- City of Burnaby Council expressed concerns that allowing new Special Study Areas could weaken regional planning, and facilitate expansion of the Urban Containment Boundary and the loss of rural, agricultural, conservation and recreation lands through lower approval thresholds for future land use changes. The City also noted the potential for increased regional infrastructure, servicing, transportation, and environmental costs, and stated that the proposed Fraser Highway Employment Lands Special Study Area should be considered through the existing Type 2 amendment process.

Local First Nations

- Squamish Nation staff stated support for the *Metro 2050* amendment, provided that it is implemented in a way that aligns with Indigenous governance, climate commitments, and the core intent of the Regional Growth Strategy. They cautioned that expanding Special Study Area eligibility carries risks that must be managed and could increase reliance on site-specific Type 3 amendments, which require a lower voting threshold. They noted that this could contribute to a gradual erosion of regional planning certainty and create opportunities for incremental land use changes that are not fully aligned with long-term regional or Indigenous priorities.
- Tsleil-Waututh Nation provided correspondence stating no comment on the *Metro 2050* amendment.

Regional Agencies

- The TransLink Board stated objection to the *Metro 2050* amendment. They raised concern that permitting the designation of more Special Study Areas in the Regional Growth Strategy would undermine the Urban Containment Boundary and, by doing so, would make it increasingly difficult to achieve regional transportation objectives. In addition, they expressed concern for substantial financial and transit service implications for the region.

The Public

- The Neighbours Against the Fraser Highway Employment Lands Plan stated objection to the *Metro 2050* amendment. They raised concerns that the proposed Special Study Area designation would undermine the Urban Containment Boundary's objectives of protecting rural lands, preventing urban sprawl, and supporting evidence-based regional planning. They cited a lack of municipal servicing and infrastructure capacity (including roads, drainage, aquifers, and utilities); uncertainty regarding proposed land uses and development impacts; the absence of an updated Rural Plan and adequate public engagement; potential effects on agriculture and rural communities; insufficient evidence demonstrating a need for additional employment lands given existing regional industrial capacity; and the precedent of weakening regional approval safeguards for Urban Containment Boundary expansions. The letter from the Neighbours Against the Fraser Highway Employment Lands Plan includes information from the Langley Farmers Institute regarding the current state of farming in the Township of Langley. This information is retained in Attachment 2.

UPDATED REGIONAL CONTEXT STATEMENT

If the MVRD Board chooses Alternative 1 and Special Study Areas are added and deleted within the Township of Langley, these changes will need to be included in an updated Regional Context Statement. The Township of Langley is in the process of updating its Regional Context Statement following the adoption of *Metro 2050.* Metro Vancouver staff will work with the Township to ensure maps in the forthcoming Regional Context Statement reflect the revised Special Study Areas.

ALTERNATIVES

1. THAT the MVRD Board:
   a) receive for information the comments from affected local governments, local First Nations, and regional agencies as presented in the report dated July 16, 2026, titled “Regional Growth Strategy Amendment Bylaw No. 1456, 2026 – Special Study Areas”; and
   b) adopt *Metro Vancouver Regional District Regional Growth Strategy Amendment Bylaw No. 1456, 2026*.

2. THAT the MVRD Board decline the proposed amendment to *Metro 2050* and notify affected local governments, local First Nations, and regional agencies of the decision.

FINANCIAL IMPLICATIONS

If the MVRD Board chooses Alternative 1, there are no financial implications for Metro Vancouver. Metro Vancouver will notify the Township of Langley that the amendment bylaw has been adopted. As a result, any future requests affecting the Fraser Highway Employment Lands, including changes to a regional land use designation, the Urban Containment Boundary, or the regional sewerage area, could be considered as a Type 3 amendment, requiring approval by a simple majority (50% + 1) weighted vote of the MVRD Board.

If the MVRD Board chooses Alternative 2, the Township of Langley will be unable to amend its Special Study Areas. A dispute resolution process may take place as prescribed by the *Local Government Act*. The cost of a dispute resolution process is prescribed based on the proportion of assessed land values. Metro Vancouver would be responsible for most of the associated costs. In this scenario, any future requests affecting the Fraser Highway Employment Lands would instead need to proceed as Type 2 amendments, requiring approval by a two-thirds weighted vote of the MVRD Board.

OTHER IMPLICATIONS

This amendment could result in additional requests for new SSAs before the December 31, 2027 deadline. However, SSAs are intended to reflect areas of established long-term municipal planning interest and are generally supported by substantial technical analysis and planning work, which may limit the number of eligible requests. To support a consistent and strategic approach, Metro Vancouver staff will develop evaluation principles for future SSA requests to ensure alignment with the goals and objectives of *Metro 2050*.

CONCLUSION

The proposed Type 3 amendment to *Metro 2050* to establish a new SSA for the Fraser Highway Employment Lands while clarifying the process for consideration of future SSAs, stems from a request by three South of Fraser mayors regarding *Metro 2050*'s Urban Containment Boundary and amendment process.

On April 24, 2026, the MVRD Board initiated the amendment process and gave first, second, and third readings to *MVRD Bylaw No. 1456, 2026*. During the notification period, seven responses were received. This report provides a summary of comments received and attaches the amendment bylaw for consideration of adoption by the MVRD Board.

ATTACHMENTS

1. Metro Vancouver Regional Growth Strategy Amendment Bylaw No. 1456, 2026.
2. Correspondence received regarding Metro Vancouver Regional Growth Strategy Amendment Bylaw No. 1456, 2026.

REFERENCES

1. Cote, J. (2026). *Reporting Back on Metro 2050 Amendment Options and Consultation Results in Response to Three South of the Fraser Mayors' Requests.* [Staff report to MVRD Board Meeting, April 24, 2026]. https://metrovancouver.org/boards/GVRD/RD-2026-04-24-AGE.pdf#page=416

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METRO VANCOUVER REGIONAL DISTRICT
BYLAW NO. 1456, 2026
A bylaw to amend Metro Vancouver Regional District Regional Growth Strategy Bylaw No. 1339, 2022

WHEREAS:

A. The Board of the Metro Vancouver Regional District adopted Metro Vancouver Regional District Regional Growth Strategy Bylaw No. 1339, 2022; and

B. The Board of the Metro Vancouver Regional District wishes to amend Metro Vancouver Regional District Regional Growth Strategy Bylaw No. 1339, 2022.

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

Citation

1. The official citation of this bylaw is "Metro Vancouver Regional District Regional Growth Strategy Amendment Bylaw No. 1456, 2026".

Schedule

2. The following schedule is attached to and forms part of this bylaw:
   - Schedule A, Special Study Area – Township of Langley.

Amendment of Bylaw

3. "Metro Vancouver Regional District Regional Growth Strategy Bylaw No. 1339, 2022" is amended as follows:

   (a) Policy 6.12.4 is deleted.

   (b) A new policy 6.10.3 is added:

   6.10.3 The boundaries for Special Study Areas as depicted on Map 12 are not to be expanded nor are additional areas to be created, except as follows:
   (a) Additional Special Study Areas may be considered up to December 31, 2027; and
   (b) After January 1, 2028, additional Special Study Areas are to be considered only in the development of a new Regional Growth Strategy.

   (c) Policy 6.10.1 is replaced with the following:

   6.10.1 Special Study Areas as depicted on Map 12 identify locations where a Member Jurisdiction had expressed an intention to alter the existing land use, and is anticipating a future regional land use designation amendment. Pending Metro Vancouver Regional District Board approval of a regional land use designation amendment, the current regional land use designation(s) applies within the Special Study Area. Amending a regional land use designation within a Special Study Area is considered a Type 3 amendment under section 6.3.4 of the Regional Growth Strategy. This includes any associated adjustment(s) to the Urban Containment Boundary for a Special Study Area. As part of any

amendment establishing a change in regional land use designation, the Special Study Area boundaries for those amended lands will be removed from the Regional Growth Strategy. A member jurisdiction may also remove a Special Study Area with an updated Regional Context Statement or with notification to Metro Vancouver supported by a Council resolution.

Special Study Area – Township of Langley

4. "Metro Vancouver Regional District Regional Growth Strategy Bylaw No. 1339, 2022" is further amended by:

   (a) Adding a new area to the Special Study Area overlay and removing two areas from the Special Study Area overlay, as shown in Schedule A of this bylaw; and

   (b) Amending Map 12 to incorporate the changes outlined in section 4(a) of this bylaw.

Read a first, second, and third time this 24th day of April, 2026.

Adopted this _____ day of _____, _____.

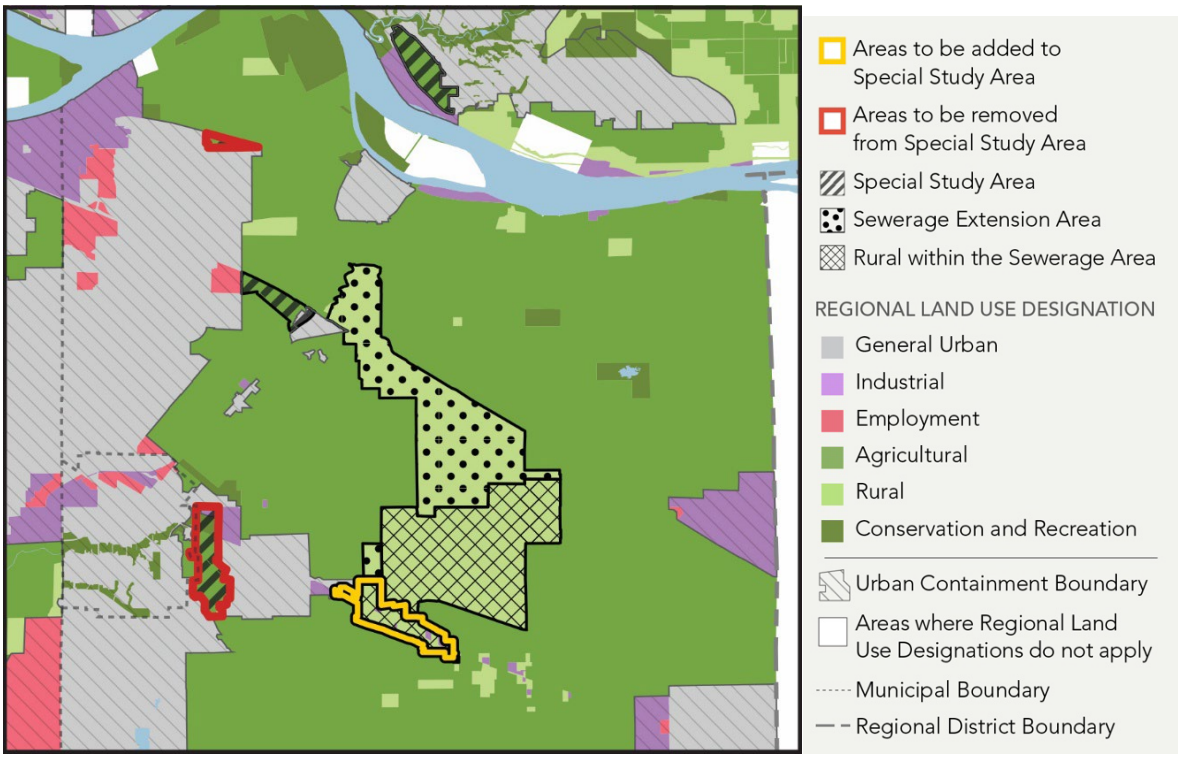
Mike Hurley, Board Chair

Dorothy Shermer, Corporate Officer

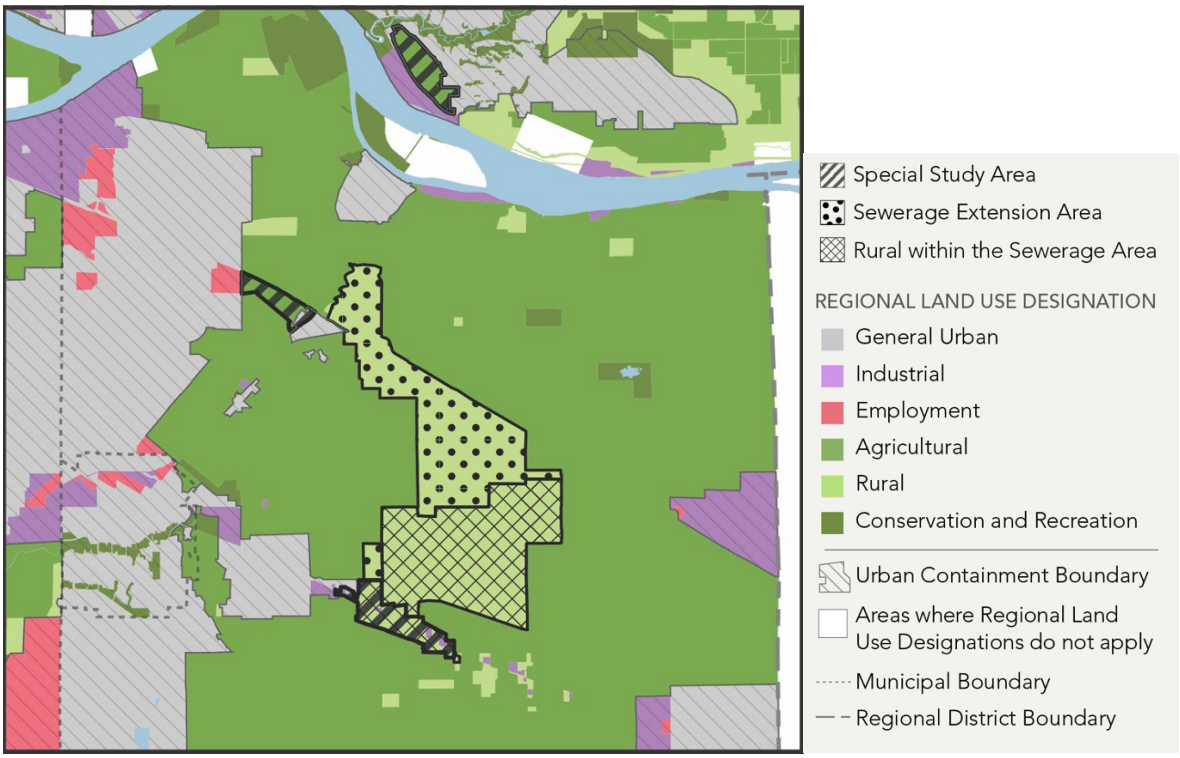
Schedule A

Special Study Area – Township of Langley

Prior to Amendment



Post-Amendment



Patrick Johnstone
Mayor

By Email: CAOAdministration@metrovancouver.org

June 24, 2026

Mike Hurley, Chair
Metro Vancouver Board
Metrotower III, 4515 Central Boulevard
Burnaby, BC V5H 0C6

Dear Chair Hurley,

Re: Metro 2050 Type 2 Amendment: Special Study Areas

At its Regular Council meeting held on May 11, 2026, New Westminster City Council passed the following resolution:

> *THAT a letter be sent to Metro Vancouver providing feedback on the proposed amendments to the Regional Growth Strategy, Metro 2050, in response to the South of the Fraser Mayors' letter as outlined in the "Recommended Feedback" section of the report titled "Metro 2050 Type 2 Amendment: Special Study Areas" dated June 22, 2026, from the Director, Planning and Development.*

Council wishes to provide the following points of feedback:

1. **Changes Should be Considered During Development of New Regional Growth Strategy:**
   The City wishes to express that Special Study Areas should be added through the development of a new or comprehensive review of a Regional Growth Strategy. Advancing a major change to the Strategy outside of that cycle risks setting a precedent for future changes to occur outside of a fulsome regional planning process, and reduces the strength of regional planning tools.

Office of the Mayor
Corporation of the City of New Westminster
511 Royal Avenue, New Westminster, BC • Canada V3L 1H9 T (604) 527 4522 F (604) 527 4594
www.newwestcity.ca

2. **A Comprehensive Approach to Changes to the Urban Containment Boundary is Needed:**
   The addition of multiple Special Study Areas could enable continued outward expansion of urban land uses and further erosion of Rural and Agricultural lands, by enabling future site-specific amendments to be processed as Type 3 changes with lower voting thresholds. This could lead to environmental impacts, as well as significant infrastructure and servicing cost implications.

   While Langley's proposed changes to their Special Study Areas may not be concerning, and providing a brief opportunity for all member jurisdictions to propose new Special Study Areas would create a measure of regional fairness, it does not constitute comprehensive regional growth management. A comprehensive approach is needed, that includes evaluation of the perceived imbalance between land supply within the Urban Containment Boundary and long-term housing and growth needs that were cited by the three municipalities as being the impetus for the proposed policy changes.

Sincerely,

Patrick Johnstone
Mayor

ec: Jonathan Cote, Deputy General Manager, Metro Vancouver
Donnie Rosa, Chief Administrative Officer, City of New Westminster
Sarah Goddard, Interim Corporate Officer, City of New Westminster
Jackie Teed, Director, Planning and Development, City of New Westminster

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Corporation of the City of New Westminster
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CITY OF PORT MOODY

OFFICE OF THE MAYOR

June 25, 2026
Via email only: jonathan.cote@metrovancouver.org

Jonathan Cote
Deputy General Manager, Regional Planning and Housing Development
Metro Vancouver
MetroTower III, 4515 Central Boulevard
Burnaby, BC, V5H 0C6

Dear Mr Cote,

Re: Reporting Back on Metro 2050 Amendment Options and Consultation Results in Response to Three South of the Fraser Mayors' Requests

Thank you for your letter dated May 22, 2026, and for the opportunity to comment on the proposed amendment options and consultation results. Following Council's consideration of this matter, the following resolution was adopted:

> This is to certify that the following is the resolution made by the Council of the City of Port Moody at the Regular Council meeting held June 23, 2026, regarding Notification of Proposed Metro 2050 Amendment Related to Special Study Areas:
>
> *THAT the Metro Vancouver Regional Board be notified that the City of Port Moody opposes the proposed process amendments on the basis that they are precedent setting, with the potential for future expansion of Special Study Areas throughout the region, which could further undermine the integrity of the Urban Containment Boundary.*

Based on the above, the City does not support the proposed amendment as presented.

Thank you again for the opportunity to comment.

Sincerely,

Meghan Lahti

Mayor Meghan Lahti

100 Newport Drive, Port Moody, B.C. V3H 3E1 Telephone: 604.469.4515 Fax: 604.469.4664

July 8, 2026

Via Email: Jonathan.Cote@metrovancouver.org

FILE: 13-6480-20/26

Jonathan Cote, Deputy General Manager,
Regional Planning and Housing Development,
Metro Vancouver Regional District
Metrotower III, 4515 Central Boulevard
Burnaby, BC V5H 0C6

Dear Mr. Cote:

Re: Metro Vancouver Regional District Regional Growth Strategy Amendment Bylaw No. 1456, 2026

Thank you for the opportunity to provide comments on the proposed Metro 2050 amendment.

Please be advised that, at its July 7, 2026 meeting, Pitt Meadows Council passed the following motion regarding the subject:

THAT Council:

A. Receive for information the report titled "Proposed Amendments to Metro 2050" as presented at the July 7, 2026 Public Council Meeting; AND

B. Direct Staff to respond to the Metro Vancouver Board regarding the proposed amendment, emphasizing the importance of agricultural land protection and expressing support for the inclusion of enhanced agricultural policies in future regional growth strategies.

Please feel free to contact me directly if we can provide any additional information or clarification.

Yours sincerely,

Patrick Ward,
Director of Planning and Development

205676v1

City of Richmond

Malcolm D. Brodie
Mayor
6911 No. 3 Road
Richmond, BC V6Y 2C1
Telephone: 604-276-4123
Fax No: 604-276-4332
www.richmond.ca

July 14, 2026

VIA Email: chair@metrovancouver.org

Mike Hurley, Board Chair
Metro Vancouver
Metrotower III, 4515 Central Boulevard
Burnaby, BC V5H 0C6

Dear Chair Hurley,

Re: Response to Metro Vancouver's Referral: Reporting Back on Metro 2050 Amendment Options and Consultation Results in Response to South of the Fraser Mayors' Requests

This is to advise that Richmond City Council at its Regular Council meeting held on July 13, 2026, considered the above matter and adopted the following resolutions:

> ***That the report titled "Response to Metro Vancouver's Referral: Reporting Back on Metro2050 Amendment Options and Consultation Results in Response to South of the Fraser Mayors' Requests", dated June 8, 2026 from the General Manager, Planning and Development, be submitted to the Metro Vancouver Regional District Board as part of Metro Vancouver's consultation process.***

The staff report referenced in the above Council resolution is provided in Attachment 1. Should you have any questions or require additional information, please do not hesitate to contact John Hopkins, Director, Policy Planning at 604-276-4279.

Yours truly,

Malcolm D. Brodie
Mayor

Att. *Response to Metro Vancouver's Referral: Reporting Back on Metro 2050 Amendment Options and Consultation Results in Response to South of the Fraser Mayors' Requests*

pc: Richmond City Council
CAO
Wayne Craig, GM, Planning & Development
John Hopkins, Director, Policy Planning

8477382

Richmond

City of Richmond

Report to Committee

To:	General Purposes Committee	**Date:**	June 8, 2026
From:	John Hopkins Acting General Manager, Planning and Development	**File:**	01-0157-30-RGST1/2026-Vol 01
Re:	**Response to Metro Vancouver's Referral: Reporting Back on Metro 2050 Amendment Options and Consultation Results in Response to South of the Fraser Mayors' Requests**		

Staff Recommendation

1. That the report titled "Response to Metro Vancouver's Referral: Reporting Back on Metro 2050 Amendment Options and Consultation Results in Response to South of the Fraser Mayors' Requests", dated June 8, 2026 from the General Manager, Planning and Development, be submitted to the Metro Vancouver Regional District Board as part of Metro Vancouver's consultation process.

2. That should the Metro Vancouver Regional District Regional Growth Strategy Amendment Bylaw No. 1456, 2026 be adopted, staff review whether the City of Richmond should pursue identification of any Special Study Areas and report back.

Executive Summary

The MVRD Board has initiated a process to consider amendments to the Metro 2050 Regional Growth Strategy (RGS) in response to requests from three South of Fraser municipalities for greater flexibility within the Urban Containment Boundary (UCB) to support future housing, employment, and infrastructure needs. Following pre-consultation on four proposed amendment options, Metro Vancouver is recommending moving forward with one option on Special Study Areas (SSAs) and not moving ahead with the remaining options due to limited regional support.

SSAs identify lands that may consider future land use changes but require further study before any RGS amendments are considered. The proposed amendment would enable the Township of Langley to add a new SSA for the Fraser Highway Employment Lands, remove two SSAs previously identified, and would permit other member jurisdictions to propose new SSAs until December 31, 2027. Other recommendations from Metro Vancouver include initiating further process improvements to streamline RGS amendments and supporting Surrey's city-led servicing and land use analysis for the Southeast Surrey area.

Should the Metro Vancouver amendment bylaw be adopted, it is recommendation that the City of Richmond consider the possibility of adding any new SSAs prior to the deadline.

Staff Report

Origin

The Metro Vancouver Regional District (MVRD) Board has initiated a process to consider amending the Metro 2050 Regional Growth Strategy (RGS) to permit a new Special Study Area (SSA) for the Township of Langley's Fraser Highway Employment Lands, removal of two previously identified SSAs, and allowing other member jurisdictions to propose any new SSAs prior to December 31, 2027. The recommendations also include initiating further RGS process improvements, and support for Surrey's city-led land use analysis for the southeast area.

At its April 2, 2026 regular meeting, the Board of Directors of the MVRD adopted the following resolution:

That the MVRD Board:

a) *initiate the Metro 2050 amendment process for Special Study Areas option as described in the report dated March 25, 2026, titled "Reporting Back on Metro 2050 Amendment Options and Consultation Results in Response to Three South of the Fraser Mayors' Requests";*
b) *give first, second, and third reading to Metro Vancouver Regional District Regional Growth Strategy Amendment Bylaw No. 1456, 2026;*
c) *notify affected local governments and post the proposed amendment on the Metro Vancouver website to provide an opportunity for comment as per Section 6.4.2 of Metro 2050;*
d) *direct staff to notify local First Nations via referral offices to provide an opportunity for comment on the proposed amendment;*
e) *direct staff to initiate further process improvements to streamline amendment processes and timelines as described in the report dated March 25, 2026, titled "Reporting Back on Metro 2050 Amendment Options and Consultation Results in Response to Three South of the Fraser Mayors' Requests"; and*
f) *direct staff to continue to engage with the City of Surrey regarding:*
    i) *concerns about Metro 2050; and*
    ii) *technical support regarding the regional servicing implications of potential development in the Southeast portion of Surrey.*

As part of Metro Vancouver's notification process, the City of Richmond has been invited to provide written comments on the proposed amendments (refer to Attachment 1 for the Metro Vancouver letter and accompanying report). The letter indicates a deadline of July 10, 2026; however, Metro Vancouver staff have indicated that comments can be received by July 14, 2026 and can still be incorporated in the staff report which will be presented to the MVRD Board at their regular meeting on July 24, 2026. This review focusses on the proposed amendment and its potential impacts to the City of Richmond.

This report supports Council's Strategic Plan 2022-2026 Focus Area #1 Proactive in Stakeholder and Civic Engagement:

> *Proactive stakeholder and civic engagement to foster understanding and involvement and advance Richmond's interests.*

This report supports Council's Strategic Plan 2022-2026 Focus Area #2 Strategic and Sustainable Community Growth:

> *Strategic and sustainable growth that supports long-term community needs and a well-planned and prosperous city.*

Analysis

Background

In June 2025, the MVRD Board Chair received a joint letter from the mayors of Surrey, Langley Township, and Delta requesting for greater flexibility within the Metro 2050's Urban Containment Boundary (UCB) framework to accommodate future housing, employment, and infrastructure needs. In response, on November 25, 2025, the MVRD Board endorsed four potential amendments to Metro 2050 for pre-consultation with member jurisdictions. The options included:

- Option 1: Add new Special Study Area for the requesting municipalities only.
- Options 2: Re-Classify Rural Regional Land Use Designation Amendments to a Type 3 amendment process (50%+1 threshold rather than a 2/3 threshold).
- Options 3: Expand Amendment Opportunities for Properties Contiguous with the Urban Containment Boundary.
- Option 4: Expand the Use of the 'Flexibility Clause' For Properties Contiguous with the UCB.

The proposed amendments were forwarded to Richmond City Council and on March 9, 2026, Council endorsed the following comments on the proposed options which included:

- The proposed options as presented by Metro Vancouver undermines the intent of the UCB which is to limit sprawl and strive for a compact metropolitan urban form, as well as focus urban growth within the compact urban form through transit oriented, complete communities.
- Planning decisions should be proactive and grounded in strategic long-range thinking, rather than reactive to case-by-case amendment requests. Alternative solutions could involve undertaking a more comprehensive review of the UCB to evaluate broader amendments to the Greater Vancouver Sewerage and Drainage District (GVS&DD) sewerage boundary.
- Any amendments to how the UCB may be adjusted would need to be coordinated with how adjustments to the GVS&DD boundary are administered.
- Metro Vancouver would need to provide clarity around how any servicing costs associated with adjusting the GVS&DD boundary would be determined and allocated.

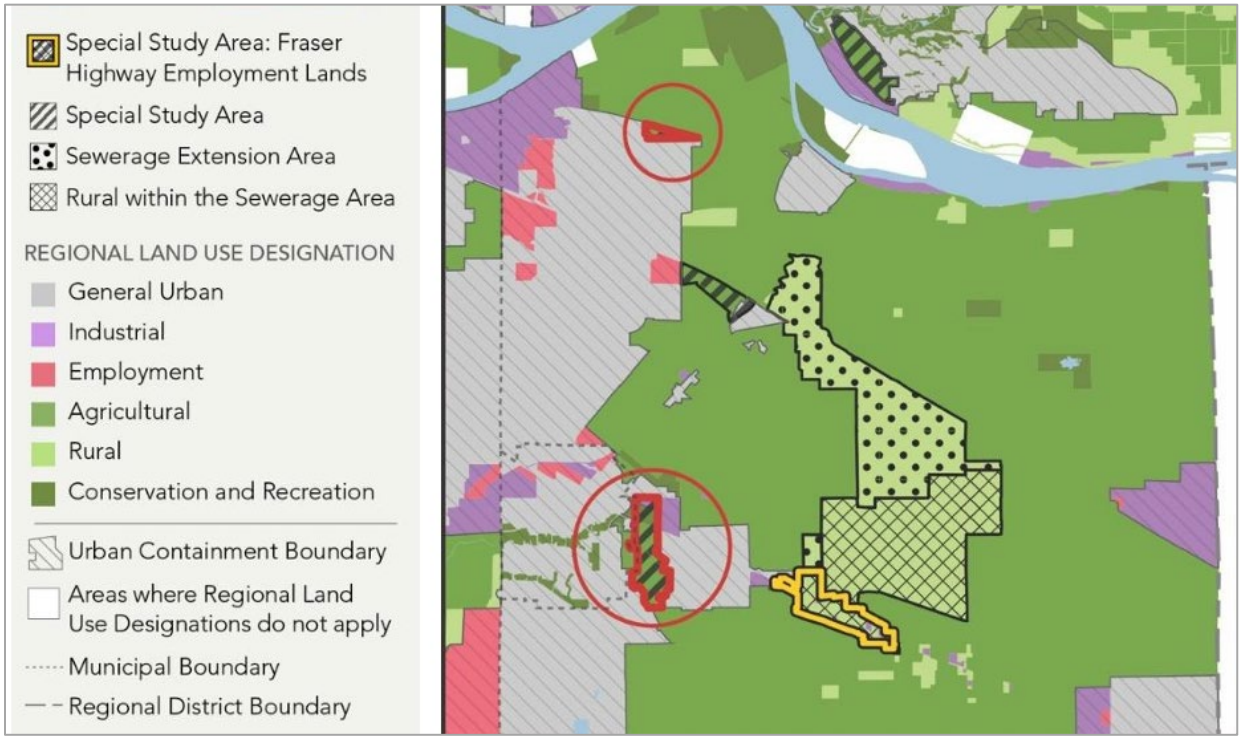
Feedback from other member jurisdictions on the four options was largely mixed, with some expressing concerns that the proposed changes could significantly alter the intent of the growth management strategies contained in Metro 2050. While many respondents acknowledged the growth pressures, housing demand, servicing challenges identified by the South of Fraser municipalities, many member jurisdictions and agencies preferred substantial changes to be addressed through a future comprehensive review of Metro 2050, supported by detailed analysis, regional discussion, and in-depth consultation.

Metro Vancouver staff met with elected officials and staff from Surrey, Langley Township and Delta who indicated that the proposed options would not fully address their concerns. Following this additional consultation, Metro Vancouver has proposed to move ahead with an amended version of Option 1 (Special Study Areas), and not move forward with Option 2, 3 or 4 at this time. Further, the recommendation is for the MVRD Board to direct staff to initiate further process improvements to streamline amendment process and timelines, and to engage with the City of Surrey regarding their specific concerns about Metro 2050, and technical support regarding the regional servicing implications of potential development in the Southeast portion of Surrey.

Summary of Amended Option 1 (Special Study Area)

The amended version of Option 1 would allow all member jurisdictions to propose new SSAs before the December 31, 2027 deadline. At the time of developing this option, Metro Vancouver staff invited the three South of the Fraser municipalities to identify SSA lands outside the UCB. Only the Township of Langley proposed a new SSA for the Fraser Highway Employment Lands, which reflects the technical analysis undertaken over several years to support employment growth. The Township also requested the removal of two existing SSAs. The approximate area of the requested SSA removal is 156 hectares, and the newly proposed SSA is 152 hectares. As such, the proposal would result in a net decrease of about 4 hectares of SSAs.

Figure 1 – Proposed Langley Township SSA to be Added (Yellow) or Removed (Red)



Currently, SSAs are only considered during the update of the RGS. They are meant to be areas identified by the member jurisdiction indicating an intention to alter the existing land use, and is anticipating a future regional land use designation amendment. There is no specific criteria on identifying an SSA, with the exception for areas that are located within the Agricultural Land Reserve (ALR), where the member jurisdiction is required to consult with the Agricultural Land Commission during the preparation of the planning studies prior to initiating an application to

exclude the lands from the ALR. All SSAs must undergo further study and evaluation before amendments could be considered. Once land use designation amendments are brought forward in an SSA, it would be considered a Type 3 amendment which has a 50%+1 voting threshold.

The proposed amendment bylaw will clarify how new SSAs may be considered in the future. This would allow the MVRD Board to consider evaluating new proposed SSAs only until December 31, 2027. After that, any new SSAs could only be introduced through the development of a new RGS. This time-limited approach helps address emerging planning needs while preventing the ongoing use of SSAs to bypass higher-threshold regional amendment processes for significant land-use changes.

In addition to the proposed amendments to Metro 2050 to address SSAs, the MVRD Board will consider initiating further process improvements to streamline RGS amendments and supporting Surrey's city-led servicing and land use analysis for the Southeast Surrey area. If supported, by the MVRD Board, Metro Vancouver staff will report back to the MVRD Board on progress as this work advances.

City of Richmond Comments on the Proposed Metro 2050 RGS Amendment

City staff have reviewed Metro Vancouver's staff report and conclude that it has limited land use impacts to the City of Richmond, even if new SSAs are designated in other municipalities.

As outlined in the Metro Vancouver staff report, the proposal presents an equitable approach for SSAs in that all member municipalities can propose new SSAs by December 31, 2027, after which any future consideration of new SSAs would only occur through the development of a new RGS. The Metro Vancouver staff report also recommends initiating further process improvements to streamline RGS amendments, and further engagement with Surrey and support for the city-led servicing and land use analysis for the southeast Surrey area to better understand the implications of potential development. Southeast Surrey, which is located adjacent to the U.S. border and the Township of Langley, comprises about 80 percent of the City's Rural lands with most lands outside the UCB and ALR.

Adding new SSAs may identify potential future growth areas, but any servicing extensions would require technical, financial, and capacity reviews through existing Metro Vancouver utility approval processes. Further, any site-specific amendments to Metro 2050 would require further technical and financial analysis.

Staff recommend that this report and the comments described within, be endorsed and submitted to the MVRD Board as part of Metro Vancouver's consultation process.

Special Study Areas for Richmond

Richmond does not currently have any SSAs, and the introduction of any new SSAs within the city is not being considered currently. Should the proposed Metro Vancouver Regional District Regional Growth Strategy Amendment Bylaw No. 1456, 2026 be adopted, it is recommended that staff review whether the City of Richmond should pursue identification of any SSAs and report back prior to the December 31, 2027 deadline.

Budgetary Implications

None.

Conclusion

Metro Vancouver has provided information on a proposed amendment to the Metro 2050 RGS in relation to permitting new SSAs to be considered in the future, through a time-limited approach. It also proposes a targeted SSA for the Township of Langley's Fraser Highway Employment Lands to support further employment growth on these lands.

Staff conclude that this proposal has limited land use impacts to the City of Richmond and would have limited financial impacts regionally. SSAs may identify potential future growth areas, but any servicing extensions would require technical, financial, and capacity reviews through existing Metro Vancouver utility approval processes, and any site-specific amendments to Metro 2050 would require further technical and financial analysis. Staff recommend that this report be submitted to the MVRD Board as part of Metro Vancouver's consultation process, and that staff bring forward bring forward a report on whether the City of Richmond should submit any SSAs prior to the December 31, 2027 deadline should the Metro Vancouver amendment bylaw be adopted.

Respectfully submitted,

John Hopkins, Director, Policy Planning

Report Contributors

This report was prepared by Emily Huang, Planner 2.

Endorsed by Serena Lusk, CAO

Att. 1: Metro Vancouver Staff Report

metrovancouver
SERVICES AND SOLUTIONS FOR A LIVABLE REGION

To: Regional Planning Committee

From: Heather McNell, Deputy Chief Administrative Officer, Policy and Planning
Jonathan Cote, Deputy General Manager, Regional Planning and Housing Development
Mark Seinen, Senior Planner, Regional Planning and Housing Services

Date: March 25, 2026 Meeting Date: April 2, 2026

Subject: **Reporting Back on Metro 2050 Amendment Options and Consultation Results in Response to Three South of the Fraser Mayors' Requests**

RECOMMENDATION

THAT the MVRD Board:

a) initiate the *Metro 2050* amendment process for Special Study Areas option as described in the report dated March 25, 2026, titled "Reporting Back on Metro 2050 Amendment Options and Consultation Results in Response to Three South of the Fraser Mayors' Requests";
b) give first, second, and third reading to *Metro Vancouver Regional District Regional Growth Strategy Amendment Bylaw No. 1456, 2026*;
c) notify affected local governments and post the proposed amendment on the Metro Vancouver website to provide an opportunity for comment as per Section 6.4.2 of *Metro 2050*;
d) direct staff to notify local First Nations via referral offices to provide an opportunity for comment on the proposed amendment;
e) direct staff to initiate further process improvements to streamline amendment processes and timelines as described in the report dated March 25, 2026, titled "Reporting Back on Metro 2050 Amendment Options and Consultation Results in Response to Three South of the Fraser Mayors' Requests" ~~"Reporting Back on Metro 2050 Amendment Options in Response to South of the Fraser Mayors' Request – Preliminary Consultation Results"~~; and
f) direct staff to continue to engage with the City of Surrey regarding:
    i) concerns about *Metro 2050*; and
    ii) technical support regarding the regional servicing implications of potential development in the Southeast portion of Surrey.

EXECUTIVE SUMMARY

This report provides information and options for Committee and Board consideration in response to the requests from three South of Fraser Mayors regarding changes to *Metro 2050*'s Urban Containment Boundary and amendment process. In response to MVRD Board direction, staff undertook pre-consultation with affected local governments on four potential *Metro 2050* amendment options developed to respond to the requests.

Staff were requested to meet with five member Councils, met with the Regional Administrators Advisory Committee, the Regional Engineers Advisory Committee, and the Regional Planning Advisory Committee, and received correspondence from ten member jurisdictions, TransLink, and the Squamish Lillooet Regional District. While feedback was largely critical of the amendment options (including from the requesting municipalities), all of the responses from member jurisdictions and other affected local governments acknowledge the concerns raised by the requesting municipalities, including the challenges of rapid growth and the desire for flexibility and local autonomy.

Key themes in the correspondence include:

- Request for more time and information to consider and analyze the amendment options;
- Concern about undermining the fundamental tenets of the Regional Growth Strategy;
- Noting that *Metro 2050* already contains procedures for amendments that allow for regional dialogue;
- Recommendation that major changes to amendment processes are better managed through the next update to the Regional Growth Strategy; and
- Suggestion to undertake a more comprehensive analysis of the Urban Containment Boundary and sewerage areas.

This report responds to feedback by recommending a targeted Special Study Area for the Fraser Highway Employment Lands, initiating further process improvements to streamline Regional Growth Strategy amendments, and further engagement with Surrey and support for Surrey's city-led servicing and land use analysis for the Southeast Surrey area.

The **Township of Langley** identified the Fraser Highway Employment Lands as a potential Special Study Area where significant local planning and technical study is already completed or underway, and requested that Metro Vancouver bring the area forward for regional consideration. Establishing a regional Special Study Area for these lands acknowledges this work, and provides a structured mechanism for the Township to continue its detailed analysis, while ensuring any future regional land use changes proceed through the established *Metro 2050* amendment process. The Township is also proposing the removal of two existing Special Study Areas. This is reflected in recommendations a) through d).

The **City of Delta** emphasized that its primary concerns relate to the efficiency of the *Metro 2050* amendment process, not the proposed amendment options or voting framework. Through its submission, Delta noted that improving timelines and simplifying procedural steps would better support member jurisdictions when navigating *Metro 2050* amendments. In response, the recommendation includes the implementation of several process improvements identified through this consultation. These actions are intended to reduce administrative steps, shorten review timelines, and make the amendment process more straightforward for member jurisdictions. This is reflected in recommendation e).

The **City of Surrey** indicated that the four proposed amendment options do not meet its aspirations for greater flexibility in accommodating long-term residential and employment growth. Through subsequent discussions, Metro Vancouver and Surrey staff identified the Rurally designated Southeast portion of Surrey as the primary area of interest for potential land use change, and acknowledged that the infrastructure implications of development in this area are not yet fully understood. Both parties agreed that a City-led, and Metro Vancouver supported, study looking at future land use, servicing and infrastructure is a next step to inform future decision making. Staff also committed to continued engagement on broader *Metro 2050* issues. This is reflected in recommendation f).

PURPOSE

This report presents information and options regarding potential amendments to *Metro 2050* developed to respond to requests from three South of the Fraser Mayors.

BACKGROUND

On June 19, 2025, the Board Chair received a joint letter (**Attachment 1**) from the mayors of Surrey, Langley Township, and Delta expressing concerns about *Metro 2050*. The letter argues that the existing *Metro 2050* amendment framework is impeding the ability of South of the Fraser municipalities to meet the growing demand for housing, employment lands, and essential services. The MVRD Board received a copy of the joint letter, along with a summary of the mayors' request, at its July 25, 2025 meeting in a report dated July 11, 2025, titled "Proposed Metro 2050 Amendments: Next Steps in Response to City of Surrey, Township of Langley, and City of Delta Mayors" (Reference 1). At the July 25, 2025 meeting, the MVRD Board directed staff to undertake engagement with member jurisdictions as a precursor to bringing forward for Board consideration, *Metro 2050* amendments reflecting the City of Surrey, Township of Langley and City of Delta mayors' requests.

After meeting with staff and elected officials from the requesting municipalities to better understand the desired outcomes, at the November 28, 2025 MVRD Board meeting (Reference 2), Metro Vancouver staff provided four potential amendment options to address the three South of the Fraser Mayors' request, and received direction to begin pre-consultation on the four options. For clarity, these are not staff recommendations, but rather staff's best effort to identify viable options that both respond to the mayors' requests and fit within the existing legal and policy framework. Since that time, correspondence (**Attachment 2**) was issued to member jurisdictions, adjacent regional districts, and TransLink requesting comment and offering staff-level meetings or presentations at Council or Board meetings. A significant amount of feedback has been received and is summarized in this report, with detailed correspondence provided in **Attachment 3**.

ENGAGEMENT AND AMENDMENT PROCESS

In response to the MVRD Board's July 25, 2025 and November 28, 2025 resolutions, Metro Vancouver staff have initiated a multi-phase process to explore potential amendments to *Metro 2050* that address the concerns raised in the three South of the Fraser Mayors' joint letter. As this proposed amendment process was initiated by the MVRD Board rather than a member jurisdiction, Metro Vancouver must provide all member jurisdictions affected with an opportunity to comment on the proposed amendments before any amendment bylaw is given first reading. The engagement and amendment process includes the following steps.

Step 1: Initial discussions with the three requesting municipalities

Metro Vancouver staff met with staff from the City of Surrey, Township of Langley, and City of Delta to better understand the members' needs and priorities. These discussions helped clarify the intent of the mayors' request and informed the development of policy options that could address their concerns. Metro Vancouver also met with the Mayors of Langley Township and City of Delta; the Mayor of Surrey was not available.

Step 2: Presentation of options to the MVRD Board

On November 28, 2025, a set of potential *Metro 2050* amendment options were provided for the MVRD Board's consideration, based on feedback from the three South of the Fraser member jurisdictions and Metro Vancouver's staff's best assessment of viable policy options. The MVRD Board supported initiating engagement with all member jurisdictions on these options.

Step 3: Pre-consultation with member jurisdictions and other affected local governments
Metro Vancouver began the pre-consultation period by issuing correspondence to member jurisdictions, adjacent regional districts and TransLink requesting comment on the four amendment options and offering staff-level meetings or presentations at Council or Board meetings. Metro Vancouver staff were requested to participate in five Council or Committee meetings, as follows:

Pitt Meadows City Council	February 10, 2026
Port Moody City Council	February 17, 2026
Delta City Council	February 23, 2026
Richmond Planning Committee	March 3, 2026
White Rock City Council	March 9, 2026

As part of this phase, staff engaged with the Regional Administrators Advisory Committee (RAAC), Regional Planning Advisory Committee (RPAC) and Regional Engineers Advisory Committee (REAC. Metro Vancouver staff also met with staff from member jurisdictions and other affected local governments as requested to answer questions and explain the pre-consultation process and the options identified.

Steps 4-6: Comments received through pre-consultation have been compiled for consideration by the MVRD Board, along with an amendment bylaw for consideration of initial readings in Alternative 1. If the MVRD Board grants initial readings to the proposed amendment, a formal referral and comment period would begin for the Type 3 amendment. All comments will be compiled and conveyed to the MVRD Board along with the amendment bylaw for consideration of final readings and adoption.

OVERVIEW OF AMENDMENT OPTIONS UNDER CONSIDERATION
This section outlines the four potential *Metro 2050* amendment options that were the subject of pre-consultation with member jurisdictions and other affected local governments. Under *Metro 2050*, amendments are categorized into three types:

Type 1: Requires an amendment bylaw passed by a 50% + 1 weighted vote of the MVRD Board and ***unanimous acceptance by all affected local governments within a 60-day period*** (same process to adopt a Regional Growth Strategy).
Type 2: Requires an amendment bylaw passed by a two-thirds weighted vote of the MVRD Board and a formal comment period (Minor amendment)
Type 3: Requires an amendment bylaw passed by a 50% + 1 weighted vote of the MVRD Board and a formal comment period (Minor amendment).

The options that were the subject of pre-consultation are summarized as follows:

Table 1. Summary of *Metro 2050* Amendment Options (*Note: Land affected for Options 3 & 4 is estimated)*

Option	Description	Type of Amendment	Land Affected	
			ha	km^2
1	Add language permitting Special Study Areas and identified Special Study Areas in the requesting municipalities	**Type 3**	152	15
2	Reduce the amendment voting threshold to make changes to lands with a Rural regional land use designation easier	**Type 1**	9,126	91
3	Expand amendment opportunities for sites adjacent to the Urban Containment Boundary	**Type 1**	500	5
4	Expand the flexibility clause for sites adjacent to the Urban Containment Boundary	**Type 3**	300	3

The sections that follow present further detail and analysis for each of the four amendment options.

OPTION 1: ADD NEW SPECIAL STUDY AREAS IN THE REQUESTING MUNICIPALITIES

Under *Metro 2050*, Special Study Areas (SSAs) are specific locations, usually outside the Urban Containment Boundary, where a member jurisdiction has signaled that it may seek future land use designation changes – both locally and regionally. These areas require additional study before any amendment can be considered. When land is within an SSA, any proposed change to its regional land use designation or to the Urban Containment Boundary is processed as a Type 3 amendment rather than a Type 2 amendment. This means the amendment requires a simple majority weighted vote of the MVRD Board, whereas without the overlay it would be at Type 2 amendment requiring a 2/3rds weighted vote at the Board. In practice, SSAs serve two main purposes: they indicate a municipality's interest in future land use changes, and they lower the voting threshold needed for those changes as they cover areas intended for future land use change, thereby acknowledging the municipality's future plans and aspirations.

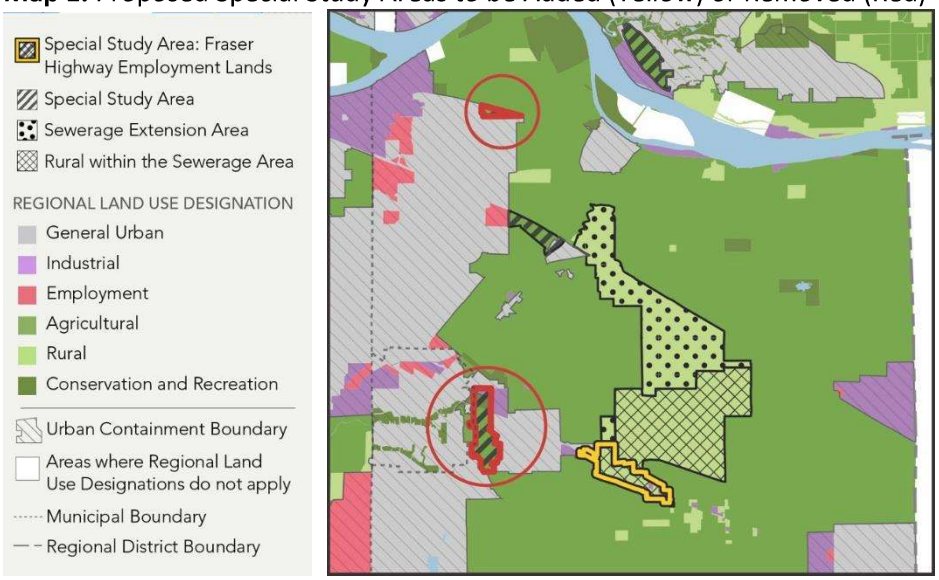
In developing this option, Metro Vancouver staff invited the three requesting South of the Fraser municipalities to identify specific lands outside the Urban Containment Boundary that they are interested in exploring for potential future land use changes.

The Township of Langley was the only municipality to propose changes to its Special Study Areas during this process. As shown on Map 1 below, the Township requested the addition of a new SSA for the Fraser Highway Employment Lands, an area that has been the focus of detailed technical analysis and planning studies by the Township over the past several years. The Township also requested the removal of two existing Special Study Areas: one located west of Murrayville and another located north of 96 Avenue and west of 216 Street. The approximate area of the SSAs requested for removal is 156 hectares; the newly-proposed SSA for the Fraser Highway Employment Lands is 152 hectares. The proposal would therefore result in a net decrease of about 4 hectares of SSAs.

Issues Overview

Special Study Areas were originally contemplated in the 1996 *Livable Region Strategic Plan* through a tool called "Areas under Municipal Consideration", and were formally established with procedures in *Metro Vancouver 2040: Shaping our Future (Metro 2040)*. This work was undertaken through the development of the Rural regional land use designation. In *Metro 2040*, a new Rural land use designation contracted the Urban Containment Boundary by about 9,000 hectares, in part to support more efficient provision of urban infrastructure. The Special Study Areas / overlays on land with a Rural regional land use designation were provided to indicate those areas where municipalities contemplated future land use change, but had not yet completed detailed planning or technical studies. The SSAs were not intended to be expanded or added to over time. Recognizing that regional conditions and community needs change over time, the Special Study Area tool could be applied strategically in the future to support further analysis of locations where emerging planning issues or opportunities arise. Establishing a Special Study Area for the Fraser Highway Employment Lands provides a structured and policy-aligned mechanism to respond to the interests raised by the Township of Langley. It recognizes the substantial planning and technical work the Township of Langley has already undertaken on these lands, as well as the significant local interest in assessing their long-term potential to support employment growth. Given the depth of study completed to date and the ongoing local planning efforts, identifying the Fraser Highway Employment Lands as a new Special Study Area is considered a supportable addition within the *Metro 2050* framework.

Map 1. Proposed Special Study Areas to be Added (Yellow) or Removed (Red)



The proposed amendment bylaw will also introduce language clarifying how new Special Study Areas may be considered in the future. Under the updated framework, the MVRD Board would be able to evaluate the addition of new Special Study Areas up to December 31, 2027. After this date, any future consideration of new Special Study Areas would occur only when a new Regional Growth Strategy is being developed.

This time-limited approach will ensure that the ability to introduce new Special Study Areas is not available on a permanent, ongoing basis. Allowing SSAs to be added at any time could inadvertently create a pathway for significant land-use changes to proceed through two sequential Type 3 amendments, thereby bypassing the higher-threshold Type 2 amendment process. This would not reflect the intent of the proposed amendment, nor the purpose of Special Study Areas within the *Metro 2050* framework. This approach provides a defined, time-limited opportunity to address emerging local planning needs, while ensuring that longer-term additions are considered through the comprehensive and region-wide process associated with developing a new Regional Growth Strategy.

Results of Pre-Consultation

Metro Vancouver received mixed feedback from affected local governments regarding Option 1. Comments noted that: new SSAs would have little to no impact on some jurisdictions; new SSAs could encourage additional planning prior to any future land use change; and new SSAs could have a lesser transportation impact than the other options, provided they are limited in geographic scope, contiguous with the existing UCB, and include safeguards against incremental or precedent-setting expansion. Metro Vancouver also heard that introducing new SSAs through a Type 3 amendment risks weakening the *Metro 2050* framework, as new SSAs are regionally-significant.

Proposed Amendment Details

The details of this text amendment are as follows:

1. *Delete policy 6.12.4*, which currently prohibits establishing new Special Study Areas;
2. *Replace Map 12* with a revised Map 12 showing a new Special Study Area and two deleted Special Study Areas as identified by the Township of Langley;

3. *Add a new policy 6.10.3*:
The boundaries for Special Study Areas as depicted on Map 12 are not to be expanded, nor are additional areas to be created, except as follows:
(a) Additional Special Study Areas may be considered up to December 31, 2027; and
(b) After January 1, 2028, additional Special Study Areas are to be considered only in the development of a new Regional Growth Strategy.

4. Revise Policy 6.10.1 to read:
Special Study Areas as depicted on Map 12 identify locations where~~, prior to the adoption of Metro Vancouver 2040, Shaping our Future,~~ a Member Jurisdiction had expressed an intention to alter the existing land use, and is anticipating a future regional land use designation amendment. Pending Metro Vancouver Regional District Board approval of a regional land use designation amendment, the current regional land use designation(s) applies within the Special Study Area. Amending a regional land use designation within a Special Study Area is considered a Type 3 amendment under section 6.3.4 of the Regional Growth Strategy. This includes any associated adjustment(s) to the Urban Containment Boundary for a Special Study Area. As part of any amendment establishing a change in regional land use designation, the Special Study Area boundaries for those amended lands will be removed from the Regional Growth Strategy. A member jurisdiction may also remove a Special Study Area with an updated Regional Context Statement or with notification to Metro Vancouver supported by a Council resolution.

OPTION 2: RE-CLASSIFY RURAL REGIONAL LAND USE DESIGNATION AMENDMENTS TO TYPE 3
Under *Metro 2050*, amendments to properties with a Rural regional land use designation are currently categorized as either Type 2 or Type 3, depending on the new designation being proposed:

- Type 2: Amendments from Rural to Industrial, Employment, or General Urban (Policy 6.3.3 c).
- Type 3: Amendments from Rural to Agricultural or Conservation and Recreation (Policy 6.3.4 d).

This option would consolidate these policies by classifying all amendments from Rural to any other regional land use designation, including adjustments to the Urban Containment Boundary, as Type 3 amendments. This change would lower the approval threshold for several types of Rural-to-Urban conversions, shifting these decisions from a two-thirds weighted vote to a majority (50% + 1) weighted vote of the MVRD Board. Map 2 illustrates the extent and distribution of Rural-designated lands across the region.

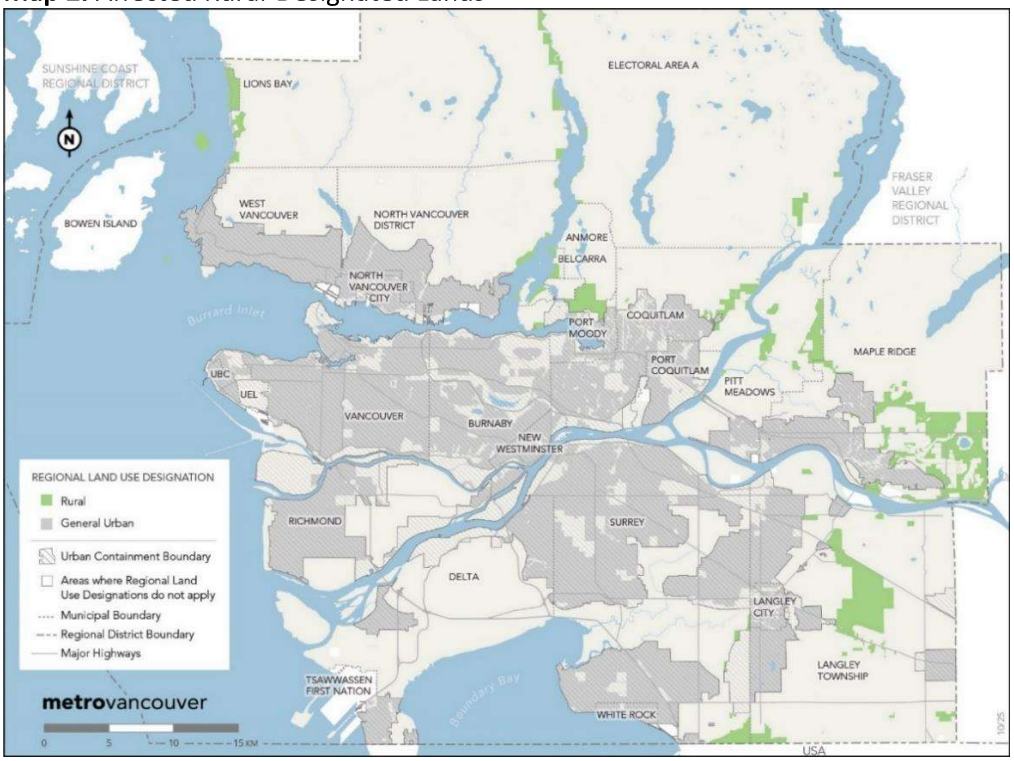
Option 2 is a Type 1 amendment to *Metro 2050*, requiring unanimous acceptance by all affected local governments and an affirmative 50% + 1 weighted vote of the MVRD Board.

Issues Overview
Re-classifying amendments to Rural-designated lands as Type 3 amendments would significantly lower the threshold for enabling urban development in areas that are generally not intended for growth. Because Rural lands are located outside the Urban Containment Boundary, this change could open the door to development in locations that are far from existing utilities, services, amenities, and transit. Such dispersed growth would increase pressure on local and regional infrastructure, including water, sewerage, and transportation networks, and may contribute to higher servicing costs for member jurisdictions. At about 9,100 hectares (9.1 km^2) and affecting 12 member jurisdictions, Option 2 would impact by far the largest area of the four options equivalent to about 22 Stanley Parks (at 4 km^2).

Table 2. Affected Rural-Designated Lands

Member Jurisdiction	Rural-Designated Lands (ha)
Anmore	497
Belcarra	177
Coquitlam	372
Delta	2
Electoral Area A	977
Langley Township	2,479
Lions Bay	275
Maple Ridge	3,088
North Vancouver District	123
Pitt Meadows	727
Port Moody	33
Surrey	376
Total	**9,126**

Map 2. Affected Rural-Designated Lands



Results of Pre-Consultation

Throughout pre-consultation, a number of member jurisdictions expressed concerns about the potential impacts and the broader implications for regional growth management. Given the feedback and the risks associated with encouraging development in locations poorly suited to urban expansion, staff do not recommend that this option proceed.

OPTION 3: EXPAND AMENDMENT OPPORTUNITIES FOR PROPERTIES CONTIGUOUS WITH THE URBAN CONTAINMENT BOUNDARY

Metro 2050 contains a policy, 6.3.4 f), which applies to properties with a regional Agricultural and Rural land use designation that are contiguous with (i.e. outside but immediately adjacent to) the Urban Containment Boundary and outside the Agricultural Land Reserve. This policy allows such properties to be amended to an Industrial regional land use designation as a Type 3 amendment. Option 3 would

expand the amendment opportunities for such sites so that any regional land use designation may be proposed as a Type 3 amendment. The effect of this change would be to lower the MVRD Board voting threshold to 50% + 1 for sites contiguous to the Urban Containment Boundary. This would affect Agricultural and Rural sites that are proposed to be amended to General Urban or Employment that would otherwise be considered Type 2 amendments. The intent of the existing policy framework surrounding contiguous sites is to provide flexibility for sites that are directly adjacent to the Urban Containment Boundary, recognizing that some parcels outside the Urban Containment Boundary may represent supportable extensions of urban development. However, the current definition of Urban Containment Boundary contiguous parcels has, at times, created uncertainty for member jurisdictions. This proposed amendment presents an opportunity to refine and clarify the definition to better support consistent implementation across the region.

Option 3 is a Type 1 amendment, requiring unanimous acceptance by all affected local governments and an affirmative 50% + 1 weighted vote of the MVRD Board.

Issues Overview

Expanding Policy 6.3.4(f) to allow any regional land use redesignation on parcels contiguous with the Urban Containment Boundary (UCB) would significantly broaden opportunities for development outside the UCB. The existing policy is intentionally narrow, providing a pathway for conversions to Industrial, in locations where proximity to the UCB offers the potential for more efficient servicing. Allowing conversions to General Urban or Employment uses could make residential and mixed-use development more attractive than Industrial. As a result, proposals that could have contributed to the region's limited industrial land supply may instead shift toward residential forms, unintentionally creating competition between land uses and reducing the effectiveness of the policy's original purpose. The proposed change would make expansions beyond the UCB more likely. Although the 520 hectares of total land area affected (Table 3) is smaller than under Option 2, the lowered voting threshold for these amendments would introduce more opportunities for growth in areas not intended for urban development. Such expansion would increase pressure for new or extended infrastructure and could lead to incremental fragmentation of Agricultural and Rural lands.

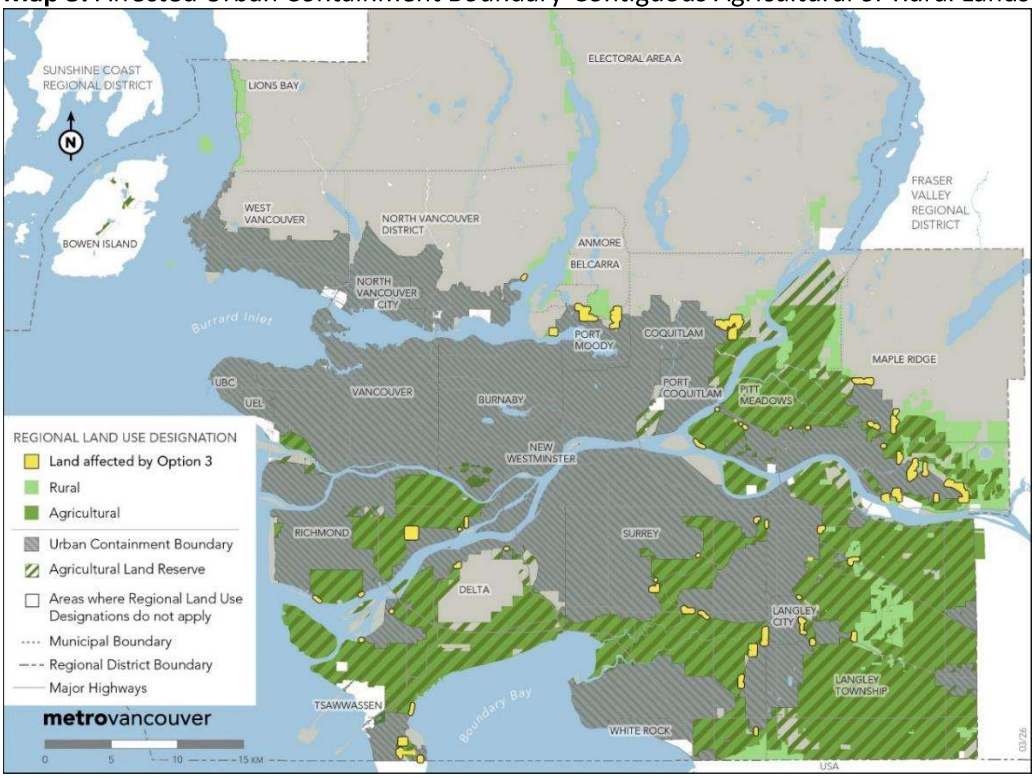
Results of Pre-Consultation

Throughout pre-consultation, a number of member jurisdictions expressed concerns about the significant impacts and broader implications for regional growth management. Given feedback and analysis, staff do not recommend that this option proceed.

Table 3. Affected Urban Containment Boundary-Contiguous Rural or Agricultural Lands

Member Jurisdiction	Rural Lands (ha)	Agricultural Lands (ha)	Total (ha)
Anmore	93		93
Coquitlam	68		68
Delta		41	41
Langley City		1.3	1.3
Langley Township	18	0.7	19
Maple Ridge	143	6.0	149
North Vancouver District	0.5		0.5
Pitt Meadows		1.1	1.1
Port Moody	13		13
Richmond		64	64
Surrey	53	25	78
Total (estimate)	**389**	**139**	**528**

Map 3. Affected Urban Containment Boundary-Contiguous Agricultural or Rural Lands



OPTION 4: EXPAND THE USE OF THE 'FLEXIBILITY CLAUSE' FOR PROPERTIES CONTIGUOUS WITH THE URBAN CONTAINMENT BOUNDARY

Metro 2050 contains a policy (6.2.7), commonly referred to as the *flexibility clause*, which allows member jurisdictions to make limited changes to regional land use designations within the Urban Containment Boundary without requiring a formal *Metro 2050* amendment. The flexibility clause is deployed by notifying Metro Vancouver; mapping is then updated through housekeeping amendments to *Metro 2050* and the member jurisdiction's Regional Context Statement, respectively. The Regional Context Statement update occurs when a member jurisdiction's Official Community Plan or Official Development Plan is amended or newly-adopted. The flexibility clause is subject to specific conditions, including limits on the size of eligible sites, additional allowances for Industrial sites in close proximity to rail rapid transit, and lifetime usage limits based on the member jurisdiction's total land area within the regional land use designation being changed.[1]

Option 4 proposes to expand the scope of Policy 6.2.7 to include sites located just outside the UCB, provided they meet 1) the conditions currently required for flexibility clause use and 2) the geographic definition of "contiguous" sites. This change would allow member jurisdictions to exercise greater local discretion over these sites and, in some cases, proceed without a *Metro 2050* amendment. Option 4 would not change the amendment process for any sites that are not contiguous with the UCB, nor any sites within the Urban Containment Boundary where the flexibility clause may currently be used.

Option 4 is a Type 3 amendment, requiring an affirmative 50% + 1 weighted vote of the MVRD Board.

[1] The aggregate area of land affected by all re-designations under section 6.2.7 (a) and (b) together cannot exceed two (2) percent of the Member Jurisdiction's total lands within each applicable regional land use designation as of July 29, 2011.

Issues Overview

The original intent of the flexibility clause was to provide procedural options for member jurisdictions for amendments considered too minor to warrant regional dialogue. Limiting flexibility clause usage to small sites within the Urban Containment Boundary was an important step in ensuring that the flexibility clause could not be used to effect land use changes of regional significance. Option 4, like Option 3, would only affect parcels contiguous with the UCB. However, Option 4 would not be limited to only Rural and Agricultural parcels. Instead, Option 4 would be limited to small parcels only (i.e. one hectare or under), consistent with the existing flexibility clause. For these reasons, Option 4 affects a similar total land area (400 ha) compared with Option 3 (500 ha), but about six times as many properties (1,885 compared with 314; see Table 1).

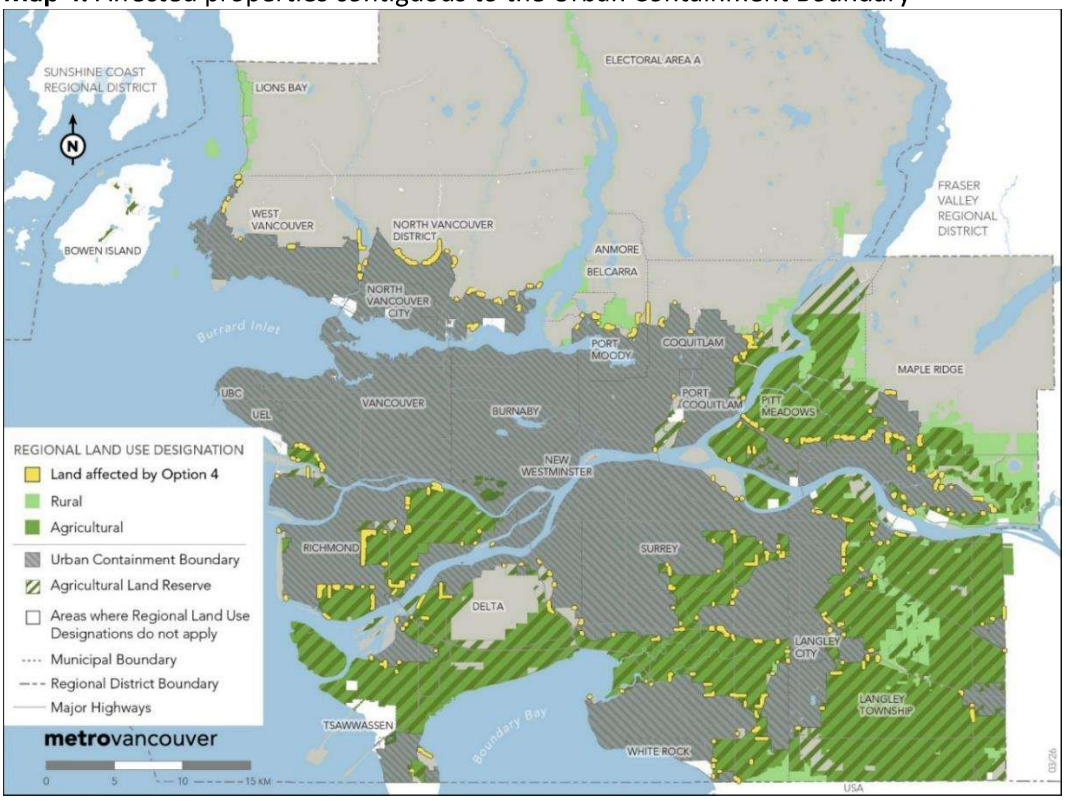
The flexibility clause is designed to accommodate minor, locally focused land use adjustments, and its intent depends on keeping it restricted to changes that do not carry regional implications. The absence of regional review means neighbouring jurisdictions and other affected agencies may not be aware of, nor able to comment on, land use changes before they occur. For this reason, the clause is intentionally limited to small sites within the Urban Containment Boundary, where changes are unlikely to have regional consequences. Under Option 4, however, the flexibility clause could be applied outside the UCB, including on Conservation and Recreation, Rural, and Agricultural lands. This would enable land use changes in areas that are potentially regionally significant.

Table 4. Affected Urban Containment Boundary-Contiguous Lands Under 1 Hectare

	Regional Land Use Designation (ha)				Total ha
	Conservation & Recreation	Rural	Agricultural	Industrial	
Anmore	0.4	9.8			10
Burnaby					
Coquitlam	8.3	3.4	3.8		15
Delta	5.5		11	0.3	17
Electoral Area					
Langley City			0.03		0.03
Langley Township	1.0	4.9	27		33
Maple Ridge	4.7	23	43		71
New Westminster					
North Vancouver City					
North Vancouver District	37	0.5			38
Pitt Meadows			8.2		8.2
Port Coquitlam	0.05		0.9		1.0
Port Moody	1.4	0.3			1.7
Richmond	2.0		66		68
Surrey	2.4	5.0	35	0.2	43
Tsawwassen First Nation					
Vancouver	0.1		7.4		7.5
West Vancouver	7.9				7.9
Total	**71**	**47**	**203**	**0.5**	**322**

Note: These numbers are estimates

Map 4. Affected properties contiguous to the Urban Containment Boundary



Pre-Consultation Results

Throughout pre-consultation, a number of member jurisdictions expressed concerns about the potential impacts and broader implications for regional growth management. Given this feedback and analysis, staff do not recommend that this option proceed.

PRELIMINARY CONSULTATION RESULTS

All correspondence from member jurisdictions and other affected local governments is retained in Attachment 3 and summarized below. Unless otherwise noted, all affected local government comments were endorsed by their respective Council or Board. The correspondence is sorted by date received and presented in the following order:

- requesting member jurisdictions;
- other member jurisdictions; and
- other affected local governments.

While the feedback is largely critical of the amendment options, all of the responses from member jurisdictions and other affected local governments acknowledge the concerns raised by the requesting municipalities, including the challenges of rapid growth and the desire for flexibility and local autonomy.

Key themes in the correspondence include:

- Request for more time and information to consider and analyze the amendment options;
- Concern about undermining the fundamental tenets of the Regional Growth Strategy;
- Noting that *Metro 2050* already contains procedures for amendments that allow for regional dialogue;

- Recommendation that major changes to amendment processes are better managed through the next update to the Regional Growth Strategy; and
- Suggestion to undertake a more comprehensive analysis of the Urban Containment Boundary and sewerage areas.

Feedback from Requesting Member Jurisdictions

City of Delta
Delta's correspondence, expresses concerns about the proposed options and requested that Metro Vancouver staff continue to explore policy reforms aimed at streamlining the *Metro 2050* amendment process while maintaining appropriate regional oversight. In particular, Delta's feedback highlights three key issues:

- There is no immediate need for Special Study Areas in the City of Delta;
- The options offer limited improvements to processes because they lower voting thresholds while maintaining a process that is viewed as lengthy, complex and duplicative of municipal processes; and
- The options do not address broader procedural improvements that could streamline amendment timelines.

Delta's submission focuses on process improvements, acknowledging that Metro Vancouver, in its MVRD Board report dated November 14, 2025, identified several process improvements that would not require a *Metro 2050* amendment. Delta's letter expresses support for each of these improvements:

- Streamline application intake through a dedicated email address or web portal;
- Ensure that the 45-day comment period on *Metro 2050* amendments begins immediately following third reading;
- Introduce a pre-application process to allow the submission of amendment materials prior to local third reading; and
- Remove RPAC review of minor and straightforward applications.

Delta also identifies additional opportunities to streamline the amendment process, as follows:

- Reduce duplication of local and regional staff planning and technical analysis by implementing standard submission requirements;
- Reduce duplication of the referral process of external review agencies where approval or comments have been previously provided (i.e. where TransLink comments were provided as part of the local review process and/or where ALR exclusion has been approved by the Agricultural Land Commission);
- Explore opportunities for delegation of authority to staff for amendment requests that are of a minor or technical nature; and
- Consider opportunities to reduce pre-consultation and/or consultation requirements for some applications given the limited member jurisdiction participation for the majority of recently approved RGS amendments.

Delta's feedback regarding process improvements is consistent with the comments received from other member jurisdictions and includes several additional suggestions beyond the process changes identified in the November Board report. Metro Vancouver staff will explore these additional opportunities, together with the process improvements already underway to further streamline amendment processes and timelines. This direction is reflected in the Recommendation for this report, which proposes that staff be directed to advance this work. Staff will report back to the MVRD Board on the full set of process and streamlining improvements.

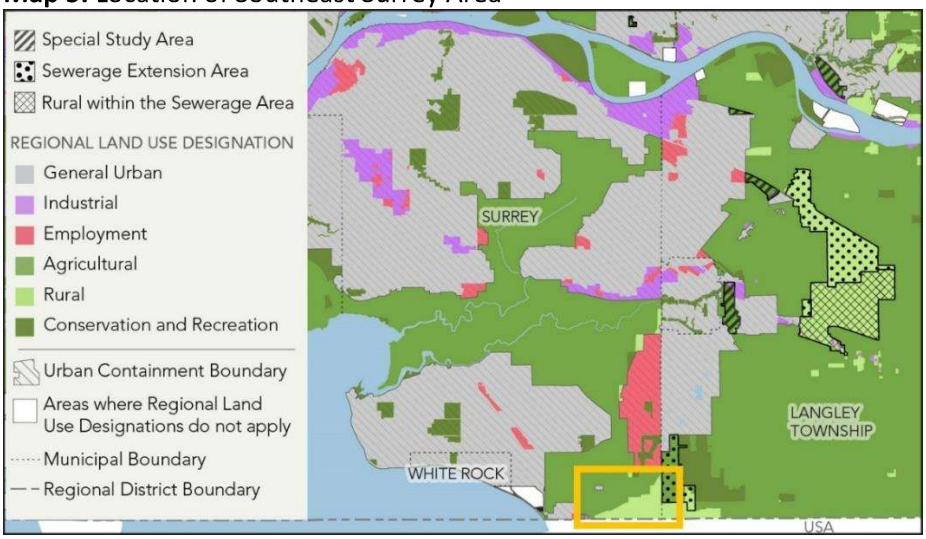
Township of Langley
The Township did not submit formal feedback through Council. However, Metro Vancouver staff worked closely with Township staff to identify the underlying objectives based on the initial Mayor's request and develop a policy resolution through the Special Study Area option.

City of Surrey
Initial feedback from the City of Surrey, provided through its February 13, 2026 letter and accompanying staff report, advised that the City does not support any of the four proposed amendment options and requested further engagement with Metro Vancouver to explore alternative pathways. In this correspondence, Surrey emphasized that the proposed options do not sufficiently address its desire for greater flexibility within the *Metro 2050* framework to support long-term residential and employment growth.

In response to Surrey's February 13, 2026 letter, Metro Vancouver again offered to meet with staff and Council to discuss Surrey's concerns and requests. Metro Vancouver and Surrey staff met on March 13, 2026 to discuss the four amendment options and other opportunities to address the City's needs. Surrey staff expressed the City's overall objective of achieving greater autonomy and decision making authority. A key outcome of this meeting was the identification of Southeast Surrey (Map 5) as the area where the City is most interested in exploring potential future land use change. Southeast Surrey is a Rural-designated area located between the Township of Langley and the international border. At 300 ha (3 km^2) in size, Southeast Surrey comprises about 80 percent of the City's Rural lands and represents the majority of lands in Surrey outside the Urban Containment Boundary that are also outside the Agricultural Land Reserve.

Metro Vancouver and Surrey staff acknowledge that the infrastructure and other implications of potential development in Southeast Surrey, both regionally and locally, are not fully understood. Both parties agreed that a City-led planning study that considers servicing needs, costs, and land use planning objectives for the Southeast corner of Surrey is an appropriate next step. To support this work, Metro Vancouver staff, including GVS&DD and GVWD, will provide technical support. Staff also committed to continued engagement on broader *Metro 2050* issues.

Map 5. Location of Southeast Surrey Area



Feedback from Other Member Jurisdictions - Presented in order of date received

City of Coquitlam
At its February 23, 2026 Regular Meeting, Coquitlam City Council passed a resolution requesting that pre-consultation be extended:

> *That Council send a letter to the Metro Vancouver Board requesting an extension to the engagement period for proposed* Metro 2050 *amendment options outlined in the January 20, 2026 letter from Metro Vancouver.*

Coquitlam's letter and analysis cautions that "any of the four proposed amendment options could alter the very foundation of the Regional Growth Strategy and may have unintended consequences." "Given the nature and complexity of the proposed amendments… additional time is required to complete a thorough analysis and to receive Council input on that analysis."

City of Pitt Meadows
The City of Pitt Meadows' letter voices concerns about:

- regional impacts (e.g. long-term regional servicing costs, added pressure on road and transit networks, and air quality and climate impacts);
- cross-boundary land use conflicts (e.g. development adjacent to agricultural or environmentally sensitive lands); and
- incremental boundary adjustments gradually shifting regional growth patterns, potentially affecting the integrity of the Regional Growth Strategy.

Pitt Meadows notes that, given the information available at this time, the implications of the proposed amendment options remain unclear and may be challenging to support moving forward. It concludes by recommending additional time for review and consideration.

Village of Belcarra
The Village of Belcarra concludes that the proposed amendment options could increase regional servicing and infrastructure costs, add pressure to transportation systems, and contribute to environmental impacts. Belcarra noted potential risks associated with development near agricultural or environmentally sensitive lands. The Village also highlighted that the regional servicing and cost implications of the options have not yet been fully assessed, making it difficult to support any of them at this time. Belcarra emphasized that the existing *Metro 2050* amendment process already provides clear pathways for change while maintaining regional dialogue, and that past amendments demonstrate the region's ability to accommodate change within the current framework.

City of Richmond
Richmond's correspondence included four Council-endorsed comments:

- The proposed options as presented by Metro Vancouver undermine the intent of the Urban Containment Boundary which is to limit sprawl and strive for a compact metropolitan urban form, as well as focus urban growth within the compact urban form through transit oriented, complete communities.
- Planning decisions should be proactive and grounded in strategic long-range thinking, rather than reactive to case-by-case amendment requests. Alternative solutions could involve undertaking a more comprehensive review of the UCB to evaluate broader amendments to the GVS&DD sewerage boundary.

- Any amendments to how the UCB may be adjusted would need to be coordinated with how adjustments to the GVS&DD boundary are administered.
- Metro Vancouver would need to provide clarity around how any servicing costs associated with adjusting the GVS&DD boundary would be determined and allocated.

The correspondence concludes that: "The proposed amendments would have little benefit to the City of Richmond and instead primarily increases flexibility for the three South of the Fraser municipalities, which have submitted the majority of amendment requests since 2023. This approach undermines the intent of the UCB to limit sprawl and strive for a compact metropolitan urban form, as well as focus urban growth within the compact urban form through transit-oriented, complete communities."

City of White Rock
The City of White Rock indicated that it does not object to the introduction of new Special Study Areas (SSAs) and noted that SSAs can support transparent, evidence-based planning, provided their scale and criteria remain aligned with regional objectives. White Rock acknowledges that lowering voting thresholds for Rural-designated lands or UCB-contiguous sites may help streamline amendment processes; however, the City stressed the importance of safeguards and clear criteria to ensure that any resulting land-use changes align with regional planning goals. Finally, White Rock noted that expanding use of the flexibility clause may reduce administrative burden, but stressed the importance of monitoring cumulative impacts to ensure regional planning objectives are not compromised.

City of Burnaby
The City of Burnaby's letter indicates that the amendment options are inconsistent with the Goals of both *Metro 2050* and *Burnaby 2050*, and that the rushed process puts the region at risk of unintended consequences. Burnaby goes on to outline nine major concerns and considerations regarding the proposed amendment options:

1. Inconsistent with Burnaby 2050 Values and Goals
2. Financial Impact on Regional Utilities, Especially DCCs
3. Financial and Operational Impact on TransLink
4. Rushed Consultation Process Risks Unintended Consequences
5. Intensification is Preferable to Sprawl
6. Negative Impacts of Growth Structuring Objectives and Targets
7. Loss of Regional Coordination and Consensus on Significant Changes
8. Negative Impacts on Regional Food Security.

Across several of these dimensions, Burnaby notes that Options 1 and 2 would be particularly detrimental. The letter concludes with the statement that "the City of Burnaby urges the MVRD Board to slow down and provide members with the time and information needed to properly weigh the benefits and consequences of these changes to the regional plan."

City of Port Moody
The City of Port Moody notes that lowering voting thresholds, and thereby facilitating future to *Metro 2050*, could be perceived as running contrary to or diluting the original agreed upon regional goals and may risk further erosion of *Metro 2050* in the future. Port Moody's submission identifies pros and cons for each of the four Options:

- Option 1 offers a practical solution using an existing *Metro 2050* policy mechanism. However, new SSAs could be precedent-setting and could result in perceived inequity if only the three requesting municipalities are permitted to identify SSAs.

- Option 2 addresses the South of the Fraser Mayors' request to reclassify UCB expansions as Type 3 amendments while maintaining the current amendment process, allowing for continued regional dialogue. However, this option would undermine the integrity of the Urban Containment Boundary, could lead to isolated pockets of development, and would impact a large amount of land.
- Option 3 addresses the South of the Fraser Mayors' request to allow contiguous UCB extension, but undermines the integrity of the UCB by lowering the voting threshold for some expansions.
- Option 4 addresses the South of the Fraser Mayors' request for a streamlined "minor re-alignment" allowance, yet is contrary to the original intent of the flexibility provision (i.e. limited application within the UCB) and would allow for changes to the UCB without notification to other member jurisdictions.

City of Langley

The City of Langley's staff letter recommends that the decisions on the proposed amendments be postponed and instead advanced forward and considered as part of the process to develop the next Regional Growth Strategy. The following reasons are provided:

- The proposed amendments – notably, the reduction of voting thresholds – represent major changes to the RGS and its foundational growth management mechanisms; and
- The current RGS policy and amendment framework was established through a comprehensive consultation and technical review process.

Feedback from Other Affected Local Governments

Squamish Lillooet Regional District

The Squamish-Lillooet Regional District (SLRD) outlines two key concerns in its letter to the MVRD Board:

- Option 1: The addition of new Special Study Areas may be regionally significant. Considering the addition of new Special Study Areas by way of a Type 3 (minor amendment) may result in a weakened RGS framework/policies. It is noted that the addition of new Special Study Areas enables future land use changes within these areas to be considered under a lower voting threshold.
- Option 4: the expansion of the flexibility clause to allow for extensions to the UCB may be regionally significant. Considering UCB changes by way of a Type 3 (minor amendment) may result in a weakened Regional Growth Strategy framework / policies. It is noted that the expansion of the flexibility clause to allow regional land use designation changes on sites contiguous to the UCB to be changed without an RGS amendment may provide a two step amendment process reducing the effectiveness of the UCB and RGS.

TransLink

TransLink's correspondence concludes that "many changes to the UCB amendment process that lower approval thresholds or weaken regional involvement would have negative and enduring impacts on the regional transportation system. Each of the four options you have asked us to comment on would make it easier to expand the UCB into locations that are potentially more difficult and more costly to serve with transit, with long term implications for service efficiency and affordability."

From a financial perspective, TransLink notes that, "As the Board for Metro Vancouver's regional transportation authority, we have a fiduciary responsibility to manage region-wide revenues prudently and to avoid policy choices that knowingly increase long-term costs to regional taxpayers and system users. From this perspective, weakening the regional framework for UCB decisions raises significant concern."

With respect to the particular amendment options, "TransLink does not support Options 2 or 4, as they would materially weaken the regional safeguards that help ensure transportation investments remain cost-effective, fiscally responsible, and aligned with shared regional objectives." The letter suggests that "Options 1 or 3 would represent comparatively lesser risk only if applied with constrained conditions … the key conditions including clear limits on geographic scope, contiguity with the existing UCB, and safeguards to prevent incremental or precedent setting expansion over time. Even under these conditions, TransLink remains concerned about the cumulative fiscal and service impacts associated with gradually eroding the current regional approach as considered in all four options."
Metro Vancouver staff note that the proposed Township of Langley SSA contemplated as part of Option 1 appears to meet TransLink's conditions.

Feedback from Member Jurisdiction Staff Advisory Committees
At its February 13, 2026 and March 13, 2026 meetings, members of the Regional Planning Advisory Committee (RPAC) expressed that:

- Discussions about fundamental changes to *Metro 2050* should occur during the development of a new Regional Growth Strategy. Fundamental *Metro 2050* elements and processes should not be changed through a Type 3 amendment.
- The pre-consultation process has been too short, with too little information available to make informed decisions.
- Expanding the UCB will result in high costs for regional servicing (both capital and operating), particularly in the context of existing challenges surrounding the cost of infrastructure and related impacts of Development Cost Charges (DCCs).
- There is no demonstrated need for urban expansion outside the UCB.
- The amendment options would cause significant environmental impacts, including:
    - Loss of sensitive ecosystems and ecosystem connectivity,
    - Decrease in tree canopy cover,
    - Increase in impervious surfaces (more stormwater run-off, higher risk of overland flooding, poorer water quality),
    - Increase in greenhouse gas emissions, and
    - Decrease in carbon storage and sequestration.
- Any expansion of the UCB would make providing cost-efficient transit difficult and would draw transit resources away from the rest of the region.

Regional Administrators Advisory Committee (RAAC)
At both its January 22 and March 19, 2026 meetings, RAAC members expressed concerns about:

- The short timeline of the pre-consultation process;
- The significant nature of the South of Fraser Mayors requests that may be more appropriate for discussion during the development of an updated Regional Growth Strategy; and
- That the proposed changes risked undermining the main tenets of collaborative regional planning in *Metro 2050*.

Regional Engineering Advisory Committee (REAC)
At its February 6th, 2026 meeting, REAC expressed concerns about:

- Significant cost implications for regional infrastructure if the Urban Containment Boundary is expanded need more information and consideration; and
- Impacts to the sewerage area extension process.

IMPLICATIONS FOR METRO VANCOUVER UTILITY SERVICES

Liquid Waste Services (GVS&DD)

Metro 2050 designates properties eligible for sewer services using "Urban" Regional Land Use Designations (i.e. General Urban, Employment and/or Industrial). Moving beyond eligibility to an actual connection to the regional sewer system requires the properties to be approved for inclusion within a sewerage area by the GVS&DD Board.

Under the *GVS&DD Act*, member jurisdictions must submit plans for new sewers, drains, alterations, connections, or extensions to the GVS&DD for review and approval. As outlined in the *Metro 2050 Implementation Guideline – Extension of Regional Sewerage Services*, applications undergo a technical and financial review by Metro Vancouver Liquid Waste Services staff, including assessment of sewerage area inclusion, system capacity, service levels, financial implications, and compliance with applicable acts and bylaws.

Changes to sewer servicing eligibility under *Metro 2050* will not change the GVS&DD review process and still require applications to undergo site-specific technical and financial review.

Water Services (GVWD)

The same challenges and need for coordination and information sharing also apply to regional water services planning, which is done by Water Services staff under the legal entity of the Greater Vancouver Water District (GVWD). Metro Vancouver Regional Planning staff routinely share information provided by member jurisdictions regarding anticipated growth and new land use plans to assist with utility planning. Member jurisdictions are encouraged to have early and ongoing engagement with Water Services when updating or creating a new pressure zone, Official Community Plan, or neighbourhood plan, or when a development proposal is greater than 1,000 equivalent population. Metro Vancouver also encourages member jurisdictions to share any plans to upgrade or build new reservoirs and/or pump stations.

In addition, members are strongly encouraged to provide a digital copy of their Water Master Servicing Plan to Metro Vancouver Regional Planning and Water Services staff every time it is updated (normally every five years). This would assist Water Services staff with keeping up-to-date on growth-driven projects within member jurisdictions and understanding if they need to be taken into consideration in the regional water system planning.

Changes to servicing eligibility under *Metro 2050* will not change the GVWD direct connection review process and still require applications to undergo site-specific technical and financial review for any new development.

NEXT STEPS

If a Type 3 amendment is initiated and the associated bylaw receives an affirmative majority weighted vote of the MVRD Board at 1st, 2nd, and 3rd readings, it will then be referred to all affected local governments (including all member jurisdictions, TransLink and adjacent regional districts), and local First Nations. It will also be posted on the Metro Vancouver website for a minimum of 45 days to provide an opportunity for public comment. All comments received will be summarized and included in a report advancing the bylaw to the MVRD Board for consideration of final adoption.

ALTERNATIVES

1. THAT the MVRD Board:
   a) initiate the *Metro 2050* amendment process for Special Study Areas option as described in the report dated March 25, 2026, titled "*Reporting Back on Metro 2050 Amendment Options and Consultation Results in Response to Three South of the Fraser Mayors' Requests*";
   b) give first, second, and third reading to *Metro Vancouver Regional District Regional Growth Strategy Amendment Bylaw No. 1456, 2026*;
   c) notify affected local governments and post the proposed amendment on the Metro Vancouver website to provide an opportunity for comment as per Section 6.4.2 of *Metro 2050*;
   d) direct staff to notify local First Nations via referral offices to provide an opportunity for comment on the proposed amendment;
   e) direct staff to initiate further process improvements to streamline amendment processes and timelines as described in the report dated March 25, 2026, titled "Reporting Back on Metro 2050 Amendment Options and Consultation Results in Response to Three South of the Fraser Mayors' Requests" ~~"Reporting Back on Metro 2050 Amendment Options in Response to South of the Fraser Mayors' Request – Preliminary Consultation Results";~~ and
   f) direct staff to continue to engage with the City of Surrey regarding:
      i) concerns about *Metro 2050*; and
      ii) technical support regarding the regional servicing implications of potential development in the Southeast portion of Surrey.

2. THAT the MVRD Board receive for information the report dated March 25, 2026, titled "Reporting Back on *Metro 2050* Amendment Options and Consultation Results in Response to Three South of the Fraser Mayors' Requests" and not initiate a *Metro 2050* amendment process.

3. THAT the MVRD Board direct staff to conduct further exploration of Options 2, 3, and/or 4, as outlined in the report dated March 25, 2026, titled "Reporting Back on Metro 2050 Amendment Options and Consultation Results in Response to Three South of the Fraser Mayors' Requests" and report back with related amendment bylaws for consideration.

FINANCIAL IMPLICATIONS

There are no direct financial implications associated with the work undertaken to prepare this report. All analysis to date has been completed within existing staff resources. However, changes to the Regional Growth Strategy amendment framework, particularly those affecting the Urban Containment Boundary, could have future regional infrastructure implications, including potential impacts on sewerage and water servicing. transportation, schools, day cares and other amenities. Any site-specific amendments or proposed adjustments to sewerage areas would require further technical and financial analysis, and Metro Vancouver staff would report back with detailed assessments at that time.

OTHER IMPLICATIONS

If the Recommendation is approved, the proposed amendment will enter a formal referral and comment process with all affected member jurisdictions. This stage would also initiate formal engagement with local First Nations through referral offices, providing an opportunity for feedback and comment consistent with *Metro 2050* procedures.

CONCLUSION

This report summarizes the pre-consultation process initiated in response to the joint request from the three South of the Fraser municipalities. Over the past several months, Metro Vancouver staff met with member jurisdictions, technical advisory committees, and affected local governments to assess four potential *Metro 2050* amendment options to gather feedback. The process highlighted broad concerns about impacts to growth management, infrastructure servicing, and altering the amendment framework, while also identifying jurisdiction-specific priorities, including the Township of Langley's request for a Special Study Area, Delta's focus on streamlining amendment procedures, and Surrey's interest in exploring long-term land use potential in Southeast Surrey.

This report's recommended approach responds to this feedback by advancing a targeted Special Study Area for the Fraser Highway Employment Lands, initiating further process improvements to streamline Regional Growth Strategy amendments, and supporting Surrey's city-led servicing and land use analysis for the Southeast Surrey area. If the Recommendation is approved, staff will report back to the MVRD Board on progress as this work advances.

ATTACHMENTS

1. Letter from South of the Fraser Mayors, titled "Urban Containment Boundary – Urgent Need for Policy Reform", dated June 19, 2025.
2. Outgoing correspondence to member jurisdictions and affected local governments.
3. Incoming correspondence from member jurisdictions and affected local governments.
4. Metro Vancouver Regional District Regional Growth Strategy Amendment Bylaw No. 1456, 2026
5. Presentation re: Reporting Back on Metro 2050 Amendment Options and Consultation Results in Response to Three South of the Fraser Mayors' Requests.

REFERENCES

1. McNell, H. (2025). *Proposed Metro 2050 Amendments: Next Steps in Response to City of Surrey, Township of Langley, and City of Delta Mayors*. [Staff report to MVRD Board Meeting, July 25, 2025]. https://metrovancouver.org/boards/GVRD/RD-2025-07-25-AGE.pdf#page=385
2. McNell, H. (2025). *Proposed Metro 2050 Amendments in Response to South of the Fraser Mayors' Request.* [Staff report to MVRD Board Meeting, November 28, 2025]. https://metrovancouver.org/boards/GVRD/RD-2025-11-28-AGE.pdf#page=407

80848297

CITY OF BURNABY
OFFICE OF THE MAYOR
MIKE HURLEY
MAYOR

July 14, 2026

Metro Vancouver Chair and Board of Directors
Mike Hurley, Metro Vancouver Board Chair
Office of the Chair

Sent via email: CAOAdministration@metrovancouver.org

Dear Chair Mike Hurley and members of the Metro Vancouver Board of Directors,

Re: City of Burnaby Comments on Metro 2050 Proposed Regional Growth Strategy Amendment Bylaw No. 1456, 2026

On May 22nd, 2026, the City of Burnaby received a letter from Metro Vancouver inviting comments on Metro 2050 Amendment options (Amendment Bylaw No. 1456, 2026). The City of Burnaby considers this proposed amendment a serious and negative erosion of the core tenants of the regional growth strategy and is concerned about the financial, environmental, and social costs that will come from the identification of new Special Study Areas (SSAs).

Metro Vancouver is recommending Regional Growth Strategy Amendment Bylaw Number 1456, 2026, which would have the effect of:

A. Eliminating the current prohibition on new Special Study Areas.
B. Creating an opportunity for any Member Jurisdiction to request new Special Study Areas of any size, in any location as long as they are identified before December 31, 2027.
C. Enabling the addition of new Special Study Areas during future Regional Growth Strategy development processes.
D. Adding a new 152ha Special Study Area in Langley Township (along Fraser Highway) (as well as a concurrent deletion of two other SSAs in Langley Township).

This amendment is inconsistent with the goals of both Metro 2050 and Burnaby 2050, the City's new Official Community Plan adopted in December 2025 which is aligned with Metro 2050, and the rushed process puts the region at risk of unintended consequences. This letter conveys the City of Burnaby's concerns about the proposed amendment enabling new SSAs to be identified across the region as well as feedback on the Township of Langley's request for a new SSA on Fraser Highway.

Amendment to allow new Special Study Areas Across the Region (Parts 3a, b, and c of Amendment Bylaw No. 1456)

The City of Burnaby has the following concerns about the proposed amendment to Metro 2050:

1. **Adding new Special Study Areas Enables the Expansion of the Urban Containment Boundary and the Loss of Regionally-Significant Lands at a Lower Level of Regional Consensus**

A SSA allows a regional land use designation change and associated Urban Containment Boundary (UCB) expansion to be considered at the Board as a Type 3 Amendment, rather than a Type 2 amendment. That means that the region could lose Agricultural, Conservation and Recreation, Rural, or Employment lands (and expand the UCB) with a 50%+1 weighted vote instead of a 2/3 weighted vote at the Board. New SSAs enable growth and urban development outside the UCB with lower levels of regional consensus, making it easier than under the current regional framework that all members agreed to in 2023. Once a property is inside the UCB it can be considered for regional sewer connections and other regional services.

This change will benefit certain landowners in certain Member Jurisdictions at the expense of all residents, Member Jurisdictions, future generations, TransLink, and the environment. There are no benefits for Burnaby to identify new SSAs but considerable future costs should they be identified elsewhere. As Metro Vancouver writes in their report, allowing new SSAs creates "a pathway for significant land-use change to proceed through two sequential Type 3 amendments, thereby bypassing the higher-threshold Type 2 amendment process."

2. **Lack of Criteria or Limitations on New SSAs**

The bylaw offers no language to limit on where, how large, and under what conditions a new SSA could be identified, as long as the request is submitted by December 31, 2027. The addition of new SSAs would be a Type 3 amendment requiring only a 50%+1 weighted vote. Metro Vancouver has not offered any formal clarity on the process or criteria for evaluating proposed new SSAs, meaning there are currently no limits or guardrails for this change to the regional plan. Under this bylaw, a Member Jurisdiction could request that all the land within their municipal boundaries be considered a Special Study Area, thereby exempting them from any Type 2 amendment process in the future. It's clear the potential significance of this amendment has not been adequately considered or accounted for through this rushed process.

3. **Inconsistency with Burnaby 2050 Values and Goals**

Burnaby 2050 was written to be consistent with Metro 2050; the vision, values, goals and policies, and maps in Burnaby 2050 are aligned and supportive of the five goals in Metro

2050. The proposed amendment would be inconsistent with Metro 2050's goals (especially Goal 1: Create a Compact Urban Area) and therefore is inconsistent with Burnaby 2050.

This amendment is also inconsistent with Burnaby's core values of stewardship and sustainability as they would enable a loss of important lands (Rural, Agricultural, Conservation and Recreation, and Industrial), facilitate the expansion of the UCB, and drive-up costs for regional services.

4. Financial Impact on Regional Utilities, Especially DCCs

Should new SSAs be located in areas outside of the UCB, it eases the expansion of the UCB and regional sewerage areas, enlarging the area that regional utilities must serve. In turn, the need for new capital expenditures will increase and make shared regional services more expensive and less efficient. This will contribute to higher capital and operating costs which will translate to higher Development Cost Charges (DCCs) for builders / homebuyers and higher taxes for residents across the region, including in Burnaby. At this time of fiscal constraint, it is irresponsible for the region to be considering planning decisions that enable sprawling development patterns that contribute to higher costs for all.

5. Financial and Operational Impact on TransLink

The opportunity to locate SSAs outside of the UCB in areas that are incontiguous with existing development will make it faster and easier to re-designate land and expand the UCB. This will put pressure on TransLink to provide transit services to a larger geographic area. This additional pressure would lead to higher costs for taxpayers and/or reduced service for transit users across the region, including in Burnaby.

6. Promotes a Dispersed and Inefficient Growth Pattern

Metro 2050 and Burnaby 2050 both advocate for growth that is intensified within established urban areas with existing services, particularly in Urban Centres and Frequent Transit Development Areas (FTDAs). The intent is to create walkable complete communities that are aligned with planned transit routes in order to reduce the need for long-distance travel using personal motor vehicles. Enabling opportunities to identify new SSAs is in direct contradiction to Metro 2050 Objective 1.2 (Focus growth in Urban Centres and FTDAs) and would enable a pattern of growth that is increasingly dispersed and sprawling. By enabling a more dispersed

growth pattern, this amendment would impede the region from achieving its targets of focusing most new growth in Urban Centres and FTDAs where transit and other services are concentrated.

7. Negative Impacts on Environmental Objectives and Targets

Identifying additional SSA locations outside the UCB paves the way for more growth away from established urban areas. As more homes and jobs are built outside the current UCB, the number and length of private vehicle trips will increase, making it harder for the region to meet its GHG emission-reduction targets. Lowering the voting threshold for land use designation changes could also lead to the accelerated loss of Rural, Agricultural, and Conservation/Recreation lands, negatively impacting the region's target of protecting 50% of the land base for nature by 2050 and reducing the region's capacity for carbon storage and sequestration. Tree canopy, habitat, and water courses may also be affected.

8. Loss of Regional Coordination and Consensus on Significant Changes

The current Metro 2050 amendment framework has been designed and refined over the past three decades to enable higher levels of regional dialogue and consensus for matters of greater regional significance. By lowering the voting thresholds for these land use changes, the requirement for regional consensus on matters of shared interest is diminished.

9. No Benefit for Burnaby but Significant Cost

Burnaby does not gain an advantage by prescribing SSAs because Burnaby is entirely within the UCB, and there is no ambition to redesignate Conservation and Recreation lands or Agricultural lands.
Meanwhile, the costs of sprawl that will be incurred as a result of the redesignations enabled through new SSAs will be shared by Burnaby for generations. The need to expand regional services will put cost pressure on the region's already-stretched liquid waste services and transit systems. Similarly, the loss of Rural, Conservation and Recreation, and Agricultural lands will have environmental costs for everyone in the region including habitat loss, impacts to fish stocks, loss of tree canopy cover, and air and water pollution.

10. Threat to Regional Food Security

The loss of food-producing lands, including Rural and Agricultural lands that will be facilitated through the addition of new SSAs will have detrimental impacts on the region's food security. Metro Vancouver has some of the province's best remaining food-producing lands and protecting those lands for future generations is one of the most important reasons for the high level of regional consensus needed to re-designate Agricultural and Rural lands in the regional growth strategy. Adding new SSAs not only simplifies the pathway to redeveloping these lands, but it will also put speculative pressure on these properties, impacting farm viability.

Amendment to Allow a New Special Study Area in the Township of Langley

As part of the overall changes, the City of Burnaby would also like to offer the following comments on the Township of Langley's proposal to add a new Special Study Area for the Fraser Highway Employment Lands, and remove 2 existing Special Study Areas, one located west of Murrayville and another located north of 96 Avenue and west of 216 Street.

The Township has developed a Fraser Highway Employment Lands Plan to develop an industrial corridor along Fraser Highway on land that is primarily designated Rural in Metro 2050. This Plan is contingent on re-designating these lands from Rural to Industrial. The proposed 156 ha SSA is outside the UCB but within the Sewerage Area.

1. A Pathway to Re-designation Already Exists

Generally, the City of Burnaby is supportive of protecting and enhancing the supply of Industrial lands to the region due to their contribution to the region's economy. Burnaby recognizes the Township of Langley's ambition to increase local employment opportunities through the re-designation of Rural land to Industrial as part of the Fraser Highway Employment Lands initiative and submits that this proposal should be considered on its merits through the current Type 2 amendment process.

Re-designating the area from Rural to Industrial is already permitted through a Type 2 amendment. If the MVRD Board grants the Township of Langley a Special Study Area, it effectively grants a significant land use change using two sequential Type 3 amendments, thereby bypassing the higher-threshold Type 2 amendment process.

In this case, the Township of Langley is seeking a major change to the entire regional growth strategy (the removal of the prohibition on new Special Study Areas), so that their local ambitions can be pursued with less regional oversight. While other Member Jurisdictions have followed the agreed-upon rules of the regional growth strategy, here a Member Jurisdiction is looking for the rules to be changed for their unique benefit. This is inconsistent with the principles of fairness and cooperation that underpins the regional federation.

2. Risk of Local Priority Change

While using the amendment to advance the project may reduce procedural delays, establishing this area as a SSA on the assumption of an eventual Rural-to-Industrial transition, as outlined in the Fraser Highway Employment Lands plan, could create challenges if Township priorities or planning directions shift in the future, potentially leading to a situation where those Rural lands are redesignated to other regional land use categories such as General Urban which would enable housing development.

This possibility, that the lands could eventually be developed for housing, could put further development and speculative pressure on both the lands in the proposed SSA as well as the Rural and Agricultural lands outside the UCB to the east and south.

3. Impacts of the Potential Loss of Rural Lands

Metro 2050 Objective 1.4 is to "Protect Rural lands from urban development." This SSA is the first step towards re-designating the Rural lands in this area which will have consequences. If the re-designation takes place, the area's road network will receive more industrial traffic than it was designed for, which may negatively impact nearby agricultural operations. While the area is served by an express bus with limited stops, the absence of any sidewalks or bike paths at the stop locations creates unsafe conditions for employees commuting to the area and is likely to increase reliance on personal vehicles for access to the new Employment Area. Should the UCB be expanded it will put considerable pressure on TransLink to increase service, which may lead to higher regional costs.

The Plan Area is also home to valued environmental assets, including several water courses that support wetlands and critical habitat areas. The addition of an SSA on these areas to facilitate industrial development will have impacts to the environment.

4. Unnecessary Expansion of the Urban Containment Boundary

Burnaby's other concern is the Township's intention to unnecessarily expand the UCB. The UCB is intended to be a long-term stable boundary for focusing urban development. Under Metro 2050, Industrial lands do not need to be within the UCB, and there are many examples in the region of Industrial lands located outside the UCB.

5. Inconsistent with Metro 2050 and Burnaby 2050

For these reasons the proposed amendment is inconsistent with Goal 1 of Metro 2050 "Create a Compact Urban Area" and does not meet objectives 1.1 "Contain urban development within the Urban Containment Boundary," 1.2 "Focus growth in Urban Centres and Frequent Transit Development Areas," nor 1.4 "Protect Rural lands from urban development." As the Burnaby 2050 OCP is aligned with Metro 2050, the proposed amendment is also inconsistent with the goals and values of Burnaby's vision for the future.

Conclusion

The City of Burnaby understands that Metro Vancouver staff have already identified a number of procedural improvements that can enhance and improve efficiency of Metro 2050 implementation without an amendment. Burnaby appreciates these procedural

improvements as they will benefit all Member Jurisdictions by reducing costly delays. Burnaby also agrees that each Member Jurisdiction should have reasonable flexibility to pursue its local goals and ambitions.

However, decisions that may have an impact on regional growth, and alter the regional vision established by numerous rounds of member municipal engagement and feedback should be carefully considered to fully understand the outcomes.

Allowing the addition of SSAs across the region is a significant amendment that could have dramatic impacts – contributing to the accelerated loss of Rural, Agricultural, Conservation and Recreation, and Employment lands and the associated expansion of the Urban Containment Boundary. It is fundamentally counter to the goals and principles of the regional growth strategy and it will come with significant costs to be shared by the whole region for decades to come. At a time when fiscal responsibility is more important than ever, the federation should not be contemplating land use changes known to drive up long-term costs. The component of the amendment that would add an SSA on Fraser Highway should be considered on its merits in the usual Type 2 amendment process, a process that the other Member Jurisdictions have followed to date.

Given the costs and risks this amendment presents to the region and the alternative pathway Langley Township has at their disposal already, the City of Burnaby opposes this amendment to the regional growth strategy.

Thank you for the opportunity to offer comments on this proposed amendment.

Yours sincerely,

Mike Hurley
MAYOR

From: Squamish Connect <do-not-reply@squamishconnect.com>
Sent: Wednesday, June 17, 2026 1:36 AM
To: RP - Regional Planning <RegionalPlanning@metrovancouver.org>
Subject: [Squamish Connect] 1 Update

Squamish Connect

This is an automated email, please respond to any notifications on Squamish Connect.

1 comment on things you're watching

New Comment

Lilian Shams-Amiri (Squamish Nation) posted a comment

Hello,
The proposed amendment to Metro 2050 to add a new Special Study Area (SSA) in the Township of Langley and to enable additional SSA proposals until December 31, 2027 is generally supportable, provided that it is implemented in a way that aligns with Indigenous governance, climate commitments, and the core intent of the Regional Growth Strategy.
From a Squamish Nation perspective, this amendment raises important considerations that extend beyond technical land use planning. Metro 2050 recognizes that regional planning occurs on shared Indigenous territories and that First Nations are key partners in shaping growth. As such, the expansion of the SSA framework must reflect Squamish Nation

priorities around self-determination, stewardship, and long-term decision-making over lands and resources.

The Squamish Nation Strategic Plan emphasizes the importance of Indigenous jurisdiction in land use decisions, the protection of lands and waters, and the pursuit of economic development in a manner that reflects Nation values. In this context, SSAs should not be treated as purely municipal or regional tools. Rather, their use should incorporate early and meaningful engagement with the Nation, including opportunities to inform the scope, approach, and evaluation criteria of SSA studies. Reliance on standard referral processes is insufficient where land use decisions may have cumulative or long-term implications for Indigenous rights and interests.

The Squamish Nation Climate Legacy Strategy further reinforces the need for a strong and consistent climate lens in all growth management decisions. The Strategy places emphasis on low-carbon development, ecosystem protection, and climate resilience. While SSAs are intended as temporary designations to allow further study, they nonetheless shape future land use directions. For this reason, it is essential that all SSA proposals demonstrate alignment with regional greenhouse gas reduction objectives, prioritize transit-oriented and low-emission development patterns, and avoid environmentally sensitive or hazard-prone areas. This approach is consistent with the role of SSAs as a precautionary mechanism that prevents premature or inappropriate land use change .

The proposed SSA for the Fraser Highway Employment Lands in Langley can be supported in principle if it advances these objectives. In particular, it should reinforce transit-oriented employment development and incorporate strong environmental and climate considerations from the outset. Clear timelines, technical requirements, and decision-making criteria should be established to ensure that the SSA functions as a genuinely temporary designation rather than an open-ended planning status.

The proposed expansion of SSA eligibility to all member jurisdictions until 2027 introduces additional flexibility, but also carries risks that must be carefully managed. While it may enable responsive planning for complex or evolving sites, it also has the potential to increase reliance on site-specific Type 3 amendments, which require only a simple majority Board vote . This could lead to a gradual erosion of regional planning certainty and create opportunities for incremental land use changes that are not fully aligned with long-term regional or Indigenous priorities.

From a Squamish Nation perspective, cumulative effects are a key concern. The addition of multiple SSAs across the region could collectively influence land availability, ecological integrity, and development patterns in ways that extend beyond any single site. Without

appropriate safeguards, this may also undermine broader climate objectives and increase pressure on lands that are significant from an Indigenous or environmental standpoint.
To address these concerns, the amendment should include several important conditions. First, it should require early and ongoing engagement with Squamish Nation and other First Nations at the initiation of any SSA proposal. Second, it should establish a clear requirement that all SSAs demonstrate consistency with both Metro 2050 climate objectives and Indigenous climate leadership principles. Third, Metro Vancouver should monitor and report on the cumulative regional impacts of SSA designations to ensure transparency and accountability. Finally, the use of SSAs should remain limited and clearly time-bound, maintaining their intended role as exceptional tools rather than routine mechanisms for advancing land use change.
In conclusion, SSAs play a valuable role in providing flexibility within the Regional Growth Strategy, but their expansion must be carefully managed. Ensuring alignment with Squamish Nation governance priorities, the Climate Legacy Strategy, and regional planning objectives is essential to maintaining the integrity of Metro 2050. With appropriate safeguards, the proposed amendment can support a more collaborative, climate-aligned, and reconciliation-informed approach to regional growth planning.
we look forward to receiving your response,
Lilian

- Project Name

  Reporting Back on Metro 2050 Amendment Options and Consultation Results in Response to Three South of the Fraser Mayors' Requests

- Issuing Agency file number(s)

  84460412

- Referral ID

  4159

View this Submission

From: Imran Juret
To: Jonathan Cote
Cc: Tsleil-Waututh Referrals; Skye Mills; Isaac Barclay
Subject: Re: Metro 2050 Type 3 Proposed Amendment, Bylaw No. 1463, 2026 – City of Surrey (105 - 175A Street)
Date: Wednesday, July 8, 2026 1:56:17 PM

WARNING: *This email originated from outside of our organization. Do not click any links or open attachments unless you trust the sender and know the content is safe.*

Dear Jonathan,

Thank you for reaching out to Tsleil-Waututh Nation (TWN) regarding the proposed amendment to the regional land use designation in the City of Surrey. Currently, we don't have any comments. TWN asks that you keep us up to date if the scope of work changes.

hay cx ʷ q̓ə - Thank you,
Imran Juret, (*he/him*)
Referrals Analyst
Treaty, Lands & Resources Department
səlilwətaɬ / Tsleil-Waututh Nation
3178 Alder Court, North Vancouver, B.C. V7H 2V6
ijuret@twnation.ca

TransLink
400 – 287 Nelson's Ct
New Westminster, BC V3L 0E7
Canada
778.375.7500
South Coast British Columbia
Transportation Authority

June 24, 2026

Mike Hurley
Chair, Metro Vancouver Boards
4515 Central Boulevard
Burnaby, BC V5H 0C6

RE: Reporting Back on Metro 2050 Amendment Options and Consultation Results in Response to Three South of the Fraser Mayors' Requests

Thank you for your letter dated May 22, 2026 and the opportunity for TransLink to provide input on the proposed Metro Vancouver Regional District (MVRD) Bylaw No. 1456, 2026 to amend the Regional Growth Strategy (RGS) and allow for consideration of new Special Study Areas (SSAs).

TransLink's comments are provided pursuant to our legislated mandate to support Metro 2050 and advise the MVRD on regional transportation implications of RGS amendments, as well as our policy direction in Transport 2050 and the Access for Everyone Plan. These strategies emphasize integrated land use and transportation planning to ensure that regional investments are efficient, affordable, and beneficial to the most people possible across the region.

TransLink's overall determination is that permitting the designation of more SSAs in the RGS would weaken strategic constraints necessary for managing the Urban Containment Boundary (UCB) and, by doing so, would make it increasingly difficult to achieve our regional transportation objectives and responsibilities. **The expansion of the UCB (a process made easier through the designation of SSAs) would have substantial financial and transit service implications for the region, affecting municipal budgets and taxpayers alike due to high and inefficient costs that could potentially result.** This could lead to long-term challenges for keeping the region's transit service efficient and affordable.

As outlined in our March 26, 2026 letter to the MVRD Board regarding the earlier "Consultation on Proposed Metro 2050 Amendment Options in Response to South of the Fraser Mayors' Request", the UCB is a foundational policy tool that supports compact growth, coordinated infrastructure investment, and the efficient and cost-effective delivery of transit services.

When growth occurs in a more dispersed and unpredictable pattern, it negatively impacts TransLink's ability to:

1) meet our regional transportation objectives as set out in Transport 2050, which are planned in support of Metro 2050,
2) carry out our fiduciary responsibility to manage regional transportation investments prudently, and
3) deliver the highest quality service to already planned growth areas in the region.

The proposed amendment expands on the original "Option 1" discussed in the March 26th letter, now providing all municipalities in the region the opportunity to propose new SSAs by the end of 2027. This expansion introduces more uncertainty as to where previously unplanned development might occur in the future, and exacerbates concerns related to:

- the lower voting threshold needed to approve RGS amendments for areas designated SSAs, which reduces the regional voice on issues key to the entire region; and
- the potential for future UCB expansions to lead to increased demand for transit services in parts of the region where transit service often cannot be provided in an efficient or cost-effective manner.

The proposed bylaw also includes designating a new 'Fraser Highway Employment Lands' SSA in the Township of Langley, approximately five kilometres east of Langley City Centre, and at the same time removing two Township SSAs currently designated in the RGS. The proposed new SSA is located along Fraser Highway and is part of both the Major Road Network (MRN) and a designated municipal truck route.

Although the proposed new SSA totals slightly less land area than the two existing SSAs in the Township, the proposed new SSA is located farther from the UCB than are the existing SSAs and would likely prompt a future UCB expansion request. If approved and the area developed, that expansion could lead to increased demand and expectations for improvements to the area's existing but limited transit service. However, given that the location is one that is challenging to serve efficiently with transit, it's likely that any increased transit options for employees in this area would be limited for some time.

Overall, for the reasons discussed above, TransLink's regional transportation plans and objectives can best be supported by not amending Metro 2050 at this time to permit new SSAs, but rather by considering such a potentially impactful change at the next RGS update, which seems like the most appropriate time for such a significant policy discussion.

Mike Hurley, Chair, Metro Vancouver Boards
June 24, 2026
Re: Reporting Back on Metro 2050 Amendment Options and Consultation Results in Response to Three South of the Fraser Mayors' Requests

We appreciate the opportunity to provide TransLink's perspective on these important matters. Should you have any questions or wish to discuss our comments further, please contact Matt Craig, Director, System Planning, at matt.craig@translink.ca.

Sincerelv.

Allan Seckel
Chair, TransLink Board of Directors

cc: Kevin Quinn, Chief Executive Officer, TransLink
Sarah Ross, Vice President, Transportation Planning and Policy, TransLink
Matt Craig, Director, System Planning, TransLink
Joanna Brownell, Manager, Transit-Oriented Communities Planning, TransLink
Jerry W. Dobrovolny, Commissioner/Chief Administrative Officer, Metro Vancouver
Heather McNell, Deputy Chief Administrative Officer, Policy and Planning, Metro Vancouver

From: Danielle Macey
To: Mark Seinen
Cc: Jonathan Cote; Board and Information Services - Secretariat
Subject: Fraser Highway Employment Lands SSA – Community Feedback Submission
Date: Tuesday, June 2, 2026 9:19:33 AM
Attachments: image.png
Metro Van Letter Neighbours Against FHEL Plan June 2026.pdf
State of Farming in the Township of Langley.eml.msg

WARNING: *This email originated from outside of our organization. Do not click any links or open attachments unless you trust the sender and know the content is safe.*

Hi Mark,

Thank you for taking the time to speak with us and for providing information regarding the proposed Special Study Area designation for the Fraser Highway Employment Lands.

On behalf of the 162 members of the Neighbours Against the Fraser Highway Employment Lands Plan, please find attached our feedback for consideration as part of Metro Vancouver's review process.

Our group remains concerned about the proposal to designate the Fraser Highway Employment Lands as a Special Study Area and ultimately move these lands into the Urban Containment Boundary. We believe additional rural planning, infrastructure analysis, servicing assessments, and a demonstrated need for employment lands should be completed before any such consideration occurs.

We appreciate the opportunity to participate in this process and respectfully request that our attached comments be included as part of the public feedback record.

Thank you again for your time and consideration.

Sincerely,

Danielle Macey, Co-Lead, Neighbours Against the Fraser Highway Employment Lands Plan

image.png

Dear Metro Vancouver Board Members,

Re: Proposed Special Study Area Designation for the Fraser Highway Employment Lands

On behalf of Neighbours Against the Fraser Highway Employment Lands Plan, we would like to thank Metro Vancouver for the opportunity to provide feedback regarding the Township of Langley's request to designate the Fraser Highway Employment Lands as a Special Study Area under Metro Vancouver 2050 Strategy.

Our community group shares many of the concerns expressed by other local governments and stakeholders regarding the proposed expansion of the Urban Containment Boundary (UCB) and the creation of a Special Study Area for these lands.

We respectfully agree that approving this request would undermine the very principles upon which the Urban Containment Boundary was established: protecting rural lands, preventing urban sprawl, promoting efficient use of existing infrastructure, and ensuring orderly and evidence-based regional planning.

The Fraser Highway Employment Lands area remains a rural community. Properties are primarily serviced by wells and are on septic systems. The area lacks the municipal servicing, transportation infrastructure, and utility capacity typically required to support significant commercial, industrial, or employment-generating development.

Many residents question whether existing road networks, drainage systems, our vulnerable aquifer, and electrical infrastructure could actually support the level of development the Township is proposing.

At present, there is also significant uncertainty regarding what is actually being proposed. The Township has not clearly defined what types of industrial, commercial, or employment uses would be permitted within the area. Residents have been presented with broad concepts of levels of development but few details regarding land use, servicing requirements, environmental impacts, transportation implications, or implementation timelines have been made clear.

We are concerned that this proposal places the cart before the horse. Township representatives, the Mayor in his recent campaign video, and the Langley Farmers Institute recently indicated that work is underway to update the Rural Plan. We believe that process should be completed first.

The Township's Rural Plan has not undergone a comprehensive update in more than 30 years. Rural residents deserve a meaningful opportunity to participate in a modern planning process that establishes a long-term vision for rural Langley before major land use decisions are made that could fundamentally alter the character and foundation of these communities.

We have attached information from the Langley Farmers Institute regarding the current state of farming in the Township of Langley. Agriculture remains a vital component of our local economy, land-base, and community identity. Decisions affecting rural lands should be informed by a comprehensive understanding of current agricultural and rural conditions, challenges, and opportunities.

We are also concerned that insufficient evidence has been presented to demonstrate a need for additional employment lands in this location. Existing employment and industrial areas throughout the region remain under-utilized. Areas such as Gloucester Estates, which is strategically located closer to Highway 1, are not fully developed. Campbell Heights in Surrey continues to have undeveloped and remaining capacity. Across Langley, Surrey, and Abbotsford, numerous industrial and commercial properties remain available for sale or lease.

Before considering changes to the Urban Containment Boundary, we believe a thorough needs assessment should be undertaken to determine whether additional employment lands are truly required and, if so, whether the Fraser Highway Employment Lands represent the most appropriate location.

Finally, we are concerned about the precedent that would be established by granting a Special Study Area designation. Lowering the approval threshold from 60 percent to 50 percent for lands currently outside the Urban Containment Boundary weakens an important regional safeguard intended to ensure broad consensus before significant boundary changes are considered.

For these reasons, we respectfully request that Metro Vancouver reject the proposed Special Study Area designation for the Fraser Highway Employment Lands in the Township of Langley and maintain the area's current status outside the Urban Containment Boundary until comprehensive rural planning, infrastructure analysis, servicing assessments, and demonstrated need have been established.

Thank you for your consideration and for your commitment to thoughtful, evidence-based regional planning.

Sincerely,
Neighbours Against the Fraser Highway Employment Lands Plan
Township of Langley, BC

June 1, 2026

Langley Farmers' Institute

State of Farming in the Township of Langley in 2026

This document has been curated by the Langley Farmers' Institute over the previous 4 years, with consultation and meetings with the following groups:

Township of Langley local farmers
The Township of Langley Agricultural Advisory Committee
The Ministry of Agriculture and Food
The Agriculture Land Commission
Ministry of Water, Land and Resource Stewardship
Township of Langley staff
Local agriculture groups, as such the Langley Sustainable Agriculture Foundation, Langley Environmental Partners Society, and Foodlands
Neighbors Against Employment Lands
Metro Vancouver
Little Campbell Watershed Society

- A separate conversation will come with the Equine Industry, as a note of breeding of horses lands them under Agriculture, or, if there is a combination farm with farming and breeding.

Why is the LFI Creating this Document?

After COVID, the interruption of goods was a problem. It is more important than ever to have a local food supply, or in the event of another excessive weather event that prohibits the flow of goods.

We want to inform all residents regarding the local food supply and distribution to make Langley resilient for food and other agriculture products. During this time of agriculture issues, the LFI thought that this short document would offer some light as to the activities that occur in the land mass of 72% of the Township.

Farms are not always seen by the public, as they are located in non urban areas, and many people are not aware of the concerns that local farmers have. By reading this short document, people will be able to understand some of the difficulties that farmers have. We hope to inform everyone, so we can all work together to potentially fix some issues, and create plans for a positive path forward.

This document includes a blend of local government issues and provincial issues; we really have heard a lot of feedback over the last 4 years. We are a lucky group to have created credibility with our growers.

Water in the Township of Langley

With changes in seasons, little snow in the lower mainland this winter, extreme hot summers forecasted, low water levels in aquifers in rural areas, and an update by the province on how we now have 3 vulnerable aquifers is a major concern. Upon thinking of the water supply in all seasons, there is a strong concern that we could have more than 3 vulnerable aquifers, or that this number could be rising in the next few years.

While we were not consulted over the decommissioning of the Township wells, we are now pondering if in the event of severe drought in the vulnerable aquifer areas, if we could have still used that water for possible emergencies.

In addition, based on farm sizes in ALR areas, and non farm activities, some farms have trouble with water in their wells at all times of year- even in winter.

Recommendation: Ask the province to review our aquifers to get an update of areas of concerns as the Township moves ahead with land use decisions for rural areas and employment lands. Also, water metering could be an option, just only based on farm size and demand.

Unapproved Filling of Ditches

When you fill in a ditch, the water flows down, and into ones' basement and their property, the neighbours, and the street.

Recommendation: Bylaw officers should review activity on a more consistent basis. In addition, neighbors need to understand that filling in ditches is a cause to report, as they are watercourses that can sometimes have salmon or other wildlife, and can also cause flooding on streets and in a neighbour's property.

Development Dirt Dumping

Developers and rural and agricultural landowners; while money is to be made to dump and receive various soils, there is a bylaw in the Township that prohibits it without a permit or public consultation. The addition of these piles on rural lands can shift how water flows to neighbours.

Recommendation: Bylaw officers need to be more present and heavy handed in fines, and have the authority to revisit sites until the issue is dealt with. It is also recommended to engage with other municipalities who have been effective in dealing with soil issues and fine collection.

Zoning

With the Township of Langley's Rural Plan being 33 years old, (it is understood that these long term documents are only to be 25 years old) zoning and Rural Plan go together.

In a neighborhood, it is difficult to share the same aquifer when the land use on each parcel is different. Water is a constant issue, as some farmers run out of water in their wells in January. We know it is confusing to read about water in a 'zoning' paragraph, but water is now linked to zoning, based on provincial recognition of the vulnerable aquifers.

In addition, some farmers and landowners have reached out to the LFI, stating they received a letter in the mail, telling them their zoning has changed to light industrial when receiving their tax assessment.

Recommendation: Transparency is key when it comes to landowners. Each time a zoning change comes down to a location, there should be consultation or compensation, at the very least, some kind of warning ahead of time.

Subdividing of ALR land

This is a controversial topic. Most individuals who subdivide tend to want to leave land to their children, or make money selling pieces of the original property.

This action, regardless of the subdividing of lands in 2 categories hurts, simultaneously. Each new parcel needs a well and septic system, which can exhaust the aquifer over time.

Subdividing also lets the agriculture industry down, as it diminishes the spirit of farming for food. Local farmers' markets could see a decline in Langley farms attending as some land use on ALR lands are not used for farming, and larger farms have different streams of distribution.

Recommendation: While the ALC makes the final decision, consideration should also be made at the local government level in regards to aquifers and various changes in land use that are not agriculturally focused.

The Township of Langley and the Agricultural Land Commission

In speaking with the ALC, the TOL is one of 3 municipalities in the province that consistently refers agriculture proposals to the ALC, without dealing with an issue at the local government level.
This has created an uncooperative relationship, and keeps decisions from the ALC from reporting back, longer.
Will the Township of Langley take the stand to make decisions at the local level?

Recommendation: Mayor and Council need to vet more proposals at the local level, or, refer proposals to the AAC. (other municipalities do this)

The Township of Langley Agriculture Advisory Committee

The members of the AAC are experienced and passionate. What they can do to make agriculture in Langley better is limited by the structure of the committee system. They feel that there are no clear boundaries of responsibility.
The major concern is either keeping ALR lands for farming, or, understanding how to balance the divide of urban life, and rural life within our municipality.

Recommendation: Let the AAC members talk and decide what their role is, and have that as a policy. Have the AAC advocate for more responsibility and seek information from them on a more consistent basis. This should be done also within the Board of Variance, and an updated AAC Terms of Reference.

The Township of Langley and Metro Vancouver

Did you Know?
South of the Fraser River, Langley Township is the last Metro Vancouver municipality before the Fraser Valley Regional District.

The TOL individuals asked for a widening of the urban containment boundary, meaning that they are looking to develop in the other areas in the landscape of Langley, which are indicated as rural. While there has been community consultation, these areas are included in the Rural Plan. Any change to this area needs to be included in the revamp of the 1993 Rural Plan to know the long term path on how our rural areas will be planned. Rural zoned areas are good to be buffers between urban areas and ALR lands.

Recommendation: Involve the LFI and AAC with decisions and stop widening of the UCB until the Rural Plan is completed. Delegations to Metro Vancouver to address the “Special Study Area” in the Employment Lands on Fraser Highway are occurring at the time of this report.

Understanding Waterways, the Environment and our History

It is very important to understand that Langley Township is home to over 1,700 kms of streams leading into the Pacific Ocean, and out of that number, 1,200 kms are salmon bearing.

This means that we as a municipality have a federal mandate to protect these streams and farm in a way that is ecologically sensitive.
This point makes us very different from our neighbours of Surrey, Delta, and Abbotsford. Because of this, our farming activities are different too. We are smaller parcelized due to the watercourses and constant subdividing, and are consistently misunderstood by policy makers.

The TOL has had various farmers' institutes in the past, and learning from the notes through our heritage societies is very important to know where we came from, and how we got here today.

Recommendation: Connect with local heritage societies and the BC Farm Museum and the respective TOL committees and agricultural groups for combined events for the community.

Premier's Task Force on Agriculture and Food Economy and how it impacts the Township of Langley

Recently, the premier created a provincial agriculture task force. This task force came up with the following items:
Implementation (tracking progress)
Water (expediting the well registration cue, including more methods of water conservation than before)
Competitiveness (eliminating PST for agriculture, involving the ag sector with other ministries, etc.)
Labor and talent (filling of labor shortages, supporting Temporary Foreign Workers)
Land (revamp of Farm Classification, Farm Trust, and effectiveness of the ALC)
Investment (Identifying gaps for access to capital, prioritizing investing in high growth farms, etc.)

For the Township landscape, all but 2 of the above items will be of benefit with most of our farms. Since Langley is primarily small and medium sized farms, land is an obstacle in maximizing a high threshold of Farm Tax status, and investment is also impacted as most of our farms are not all large enough to produce at the level of growth needed for extra funding.

Recommendation: Reduce the subdivision of ALR land, at the ALC level, and at the local government level to ensure that the big farms we have left, stay that size.

Dangerous dogs and impact on livestock

In our talks with the agricultural community, we have heard from many livestock owners that dangerous dogs have been attacking their sheep and/or chickens, resulting in a financial loss, and difficult court cases.

Recommendation: LAPS has been called out on these instances, but upon further research, the Animal Control Act is governed by the BCSPCA. The LFI will contact the Minister of Agriculture to flag this issue, and work with the BCSPCA to clarify their act as to what a livestock owner can do.
At the time of this document, we understand that Animal Control is regulating dangerous dogs, but this still does not address a vague provincial regulation. It needs to be understood that the issue here is animal vs. animal, NOT human vs. animal.

Understanding harvest vehicles on rural roads

Upon harvest season (which is all times of year between April to October), farm vehicles are on rural roads transporting crops.
Many farmers have stated that they get cut off by vehicles speeding on these roads, or are being yelled at for 'being on the road'.

Recommendation: Work with the AAC and TOL to inform local residents of the importance of these vehicles, and meet with the local police department to encourage speed zones.
For the few signs out there on rural roads, redo them from just a yellow sign with a black image of a farmer on a tractor. Surrey, with little land mass of ALR land, actually uses words and pictures.

Board of Variance

Many times people approach the board of variance for asks of relaxation of certain laws, or setbacks, etc. We have been told that hardly any proposals reach the board of variance from the agricultural community. However, we have heard differently. Very differently.

Recommendation: Inquire with Community Development to see if anyone informed in agriculture is on the board.

Garbage dumping in rural ditches

Many landowners have brought forth to the LFI that many roads leading to all rural roads instead? are subject to garbage thrown in their ditches. Ditches are watercourses and must be clear from obstruction. It also creates more work on the farmer to clear and relocate the unwanted items.

Recommendation: Work with TOL to create a plan to inform residents that this is not allowed, and unwanted by farmers. It should not be the landowners responsibility.

Truck parking in the Township

Truck parking has been a concern amongst neighbours in many ways. Using excess water to wash the vehicles, run off into streams, and more. While TOL has found a place in the rural area of Aldergrove to house extra trucks, there is still illegal truck parking on ALR lands.

Poor land use on agricultural properties is a chronic issue in the Township. Not only is this taking away from producible land, it limits our vibrancy of farming in the Township. BC Laws state that you just can't do on your property what you want.

Recommendation: Bylaw officers need to be encouraged to go out and fine landowners who are using viable farmland for this illegal use. In addition, an updated Rural Plan could include different areas that would be suitable.

Bylaws

Langley Township is one of 4 regulated communities in BC. This means that we have additional provincial bylaws to keep certain agriculture activities in check for community safety.

In close examination over the past 4 years, it has come to our attention that our bylaws are very, very outdated, to which the province has asked for updates.
This can include the Township of Langleys' Rural Plan, accommodation bylaw, agritourism bylaw, and so many more.

Recommendation: Continue to ask the Mayor and Council for planning staff to update these bylaws. To move ahead with having a large land mass that is ALR, it is difficult to manage with outdated bylaws that affect agricultural activities everyday.

Non food producing lands (yes, farming can be non food producing)

Farming in the Township is very diverse. Most folks think of farming as only food producing, but the definition of farming is essentially the act of growing or raising of crops. However, this also can mean non-food production under “growing or raising of crops”. In Langley, this can include flowers, turf, feed for animals, and services and products that support agriculture, such as growing medium.

It is important that Langley stay inclusive of products grown or raised here, and that brings the agriculture community together to make Langley keep its’ 72% ALR status.

Recommendation: Inventory lands that are non food producing, and dial into what supports our industry.

In closing, this report is to be a snapshot of agricultural issues that have arisen in 4 years of consulting with the agricultural community. If TOL is 72% ALR land, then we have to strive to save the land for the use of farming, and keep the Langley we know, vibrant and growing- not just only the urban areas.

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SERVICES AND SOLUTIONS FOR A LIVABLE REGION

COMMITTEE INFORMATION ITEMS AND DELEGATION SUMMARIES

Metro Vancouver Regional District
Board Meeting Date – Friday, July 24, 2026

This information item, listing recent information received by committee, is provided for the MVRD Board's information. Please access a complete PDF package here.

Regional Planning Committee – July 2, 2026

Delegations:

C1 Hale Jones-Cox, Senior Planner, Special Projects Office
Subject: City of Vancouver Regional Growth Strategy Amendment Application for the Former Molson Brewery Site (1550 Burrard Street and 1655 West 1st Avenue)
Executive Summary provided

Information Items:

No information item

Regional Parks Committee – July 8, 2026

Delegations:

No Delegations presented

Information Items:

E1 Regional Parks Building Strategy
E2 DRAFT Five Year Capital Plan (2027 - 2031) Regional Parks
E5 Natural Resource Management Restoration Program Update

Invest Vancouver Management Board – July 16, 2026

Delegations:

No Delegations presented

Information Items:

E1 Invest Vancouver Governance Review Workshop