# METRO VANCOUVER REGIONAL DISTRICT (MVRD)
# BOARD OF DIRECTORS

## INAUGURAL BOARD MEETING

**Friday, November 27, 2026**
**9:00 am**
**28th Floor Boardroom, 4515 Central Boulevard, Burnaby, British Columbia**

## AGENDA

**CALL TO ORDER AND INAUGURAL CEREMONIES**
*Designated Speaker:* Acting Corporate Officer

***Special Guests:***
Respected Elder Ruth Mary Adams (xʷasteniya) – scəẇaθən məsteyəxʷ (Tsawwassen First Nation)
Honourable Justice Palbinder Kaur Shergill, Supreme Court of British Columbia
Cal Merry, (Retiree) Division Manager, Engineering and Construction Technical Services
Shayne Gregg, Partner, Governance & Risk, Deloitte Canada

**ELECTION**

**1. Election of Board Chair**
*Designated Speaker:* Acting Corporate Officer

**2. Election of Board Vice Chair**
*Designated Speaker:* Board Chair

**A. ADOPTION OF THE AGENDA**

**1. November 27, 2026 Meeting Agenda**

THAT the MVRD Board adopt the agenda for its Inaugural Meeting scheduled for November 27, 2026 as circulated.

**B. ORIENTATION**

**1. 2026/2027 Board Orientation and Strategic Planning Program** *pg. 3*

**Executive Summary**

A Board Orientation and Strategic Planning Program has been developed to support new and returning Board Directors to:

- learn about Metro Vancouver's services, role, policies, opportunities, and challenges;
- understand legal and financial responsibilities;
- build Board effectiveness and a collaborative and informed Board culture;
- confirm organizational direction; and
- set strategic priorities for the 2026-2030 Board term.

The Board Orientation and Strategic Planning Program was developed based on Deloitte Canada's 2025 and 2026 independent Board Governance Review reports as well as input received over the past year from the Governance Committee and the MVRD Board. The December sessions were co-developed with the Local Government Leadership Academy.

The program is intended to be an integrated program between November 2026 and March 2027. December activities are designed to familiarize Directors with the information required to make informed decisions for Metro Vancouver's future. January to March activities are intended to support Board discussion, input, and direction for the 2026-2030 term. Input received throughout the program will help shape the development of the Board Strategic Plan, ensuring that the plan reflects the priorities, perspectives, and direction established by the Boards. The program will remain flexible and can be refined based on input received from the Boards throughout the process.

At the October 30, 2026 Board meetings, the MVRD, MVHC, GVWD, and GVS&DD Boards opted to defer approval and endorsement of the 2027 budget and 2027-2031 Financial Plan. The Orientation and Strategic Planning Program has been adjusted to incorporate budget consideration.

**Recommendation**

THAT the MVRD Board receive for information the report dated November 19, 2026, titled "2026/2027 Board Orientation and Strategic Planning Program".

**C. ADJOURNMENT**

THAT the MVRD Board adjourn its Inaugural Meeting of November 27, 2026.

metrovancouver
SERVICES AND SOLUTIONS FOR A LIVABLE REGION

To: MVRD Board of Directors

From: Heather McNell, Acting Commissioner / Chief Administrative Officer

Date: November 19, 2026 Meeting Date: November 27, 2026

Subject: **2026/2027 Board Orientation and Strategic Planning Program**

**RECOMMENDATION**
THAT the MVRD Board receive for information the report dated November 19, 2026, titled "2026/2027 Board Orientation and Strategic Planning Program".

**EXECUTIVE SUMMARY**
A Board Orientation and Strategic Planning Program has been developed to support new and returning Board Directors to:

- learn about Metro Vancouver's services, role, policies, opportunities, and challenges;
- understand legal and financial responsibilities;
- build Board effectiveness and a collaborative and informed Board culture;
- confirm organizational direction; and
- set strategic priorities for the 2026-2030 Board term.

The Board Orientation and Strategic Planning Program was developed based on Deloitte Canada's 2025 and 2026 independent Board Governance Review reports as well as input received over the past year from the Governance Committee and the MVRD Board. The December sessions were co-developed with the Local Government Leadership Academy.

The program is intended to be an integrated program between November 2026 and March 2027. December activities are designed to familiarize Directors with the information required to make informed decisions for Metro Vancouver's future. January to March activities are intended to support Board discussion, input, and direction for the 2026-2030 term. Input received throughout the program will help shape the development of the Board Strategic Plan, ensuring that the plan reflects the priorities, perspectives, and direction established by the Boards. The program will remain flexible and can be refined based on input received from the Boards throughout the process.

At the October 30, 2026 Board meetings, the MVRD, MVHC, GVWD, and GVS&DD Boards opted to defer approval and endorsement of the 2027 budget and 2027-2031 Financial Plan. The Orientation and Strategic Planning Program has been adjusted to incorporate budget consideration.

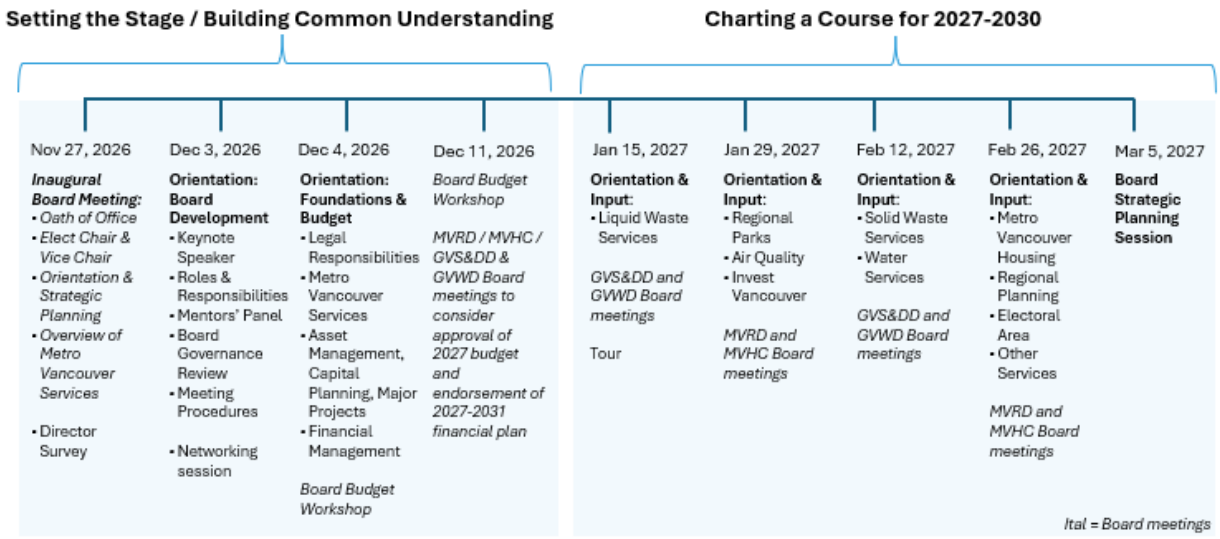
**PURPOSE**
To provide the Board Orientation and Strategic Planning Program to the MVRD Board for information and to provide an opportunity for discussion.

**BACKGROUND**
This report outlines the Board Orientation and Strategic Planning Program for the 2026-2030 Board term.

## BOARD ORIENTATION AND STRATEIGC PLANNING PROGRAM OVERVIEW

The 2025 independent Deloitte Metro Vancouver Board Governance Review recommended enhancing Board orientation, Director education, governance training, and strategic planning. Responsibility for advancing these recommendations was assigned to the Governance Committee, which reviewed and endorsed a proposed orientation program at its November 2025 meeting. The program was subsequently endorsed by the MVRD Board. Additional elements, including strategic planning, were considered and endorsed by the Governance Committee and MVRD Board in October 2026. The Board Orientation and Strategic Planning Program has sessions scheduled between November 27, 2026 and March 2027 (Figure 1).

*Figure 1. Summary of Board Orientation and Strategic Planning Program*




The objectives of the Board Orientation and Strategic Planning Program are to support Board Directors to:

- learn about Metro Vancouver's services, role, policies, opportunities, and challenges;
- understand legal and financial responsibilities;
- build Board effectiveness and a collaborative and informed Board culture;
- confirm organizational direction; and
- set strategic priorities for the 2026-2030 Board term.

In response to feedback from the Board Governance Review, the Governance Committee, and Board Directors, Board Directors will go through orientation together for all service areas, with the intent to build common understanding of all service areas.

Also in response to that feedback, in 2027, the GVWD and GVS&DD Board meetings will be held mid-month, and the MVRD and MVHC Board meetings will be held at the end of the month whenever feasible. The intent is to:

- reduce the size of Board agenda packages and allow for more timely review of materials;
- allow more time for focused dialogue and decision making;
- allow more information to go direct to Board, and provide opportunity to streamline Standing Committees; and

- address concerns that the Board Directors expressed about having adequate information at the time of decision making if they were not a  as member of the Standing Committee making the recommendation.

At the October 30, 2026 Board meetings, the Boards deferred approval of the 2027 Budget and endorsement of the 2027-2031 Financial Plan to the new Board term. The Board Orientation and Strategic Planning Program has been updated to integrate budget information and allow that work to take place through early December.

**BOARD ORIENTATION**

**November 27, 2026: Inaugural Board Meeting**

- Oath of Office for Directors
- Introduction to Board Governance and the Role of Board Chair, Board Vice Chair, and Directors
- Election of the Board Chair and Board Vice Chair
- Overview of the Board Orientation and Strategic Planning Program
- Overview of upcoming Budget Workshops
- Introduction to Metro Vancouver
- Distribution of Board Director Survey to get early input on priorities

**December 3, 2026: Full Day In-person Orientation Focused on Board Development**
Co-developed with the Local Government Leadership Academy which provides leadership development education to local government elected officials.

- Keynote Speaker: Leading Beyond Your Boundary – The Metro Mindset
- Panel: Roles and Responsibilities for Board and CAO / staff
- Mentors' Panel: Personal Health and Well-Being: Finding the Balance
- Board Governance Review
- Board Materials and Meeting Procedures
- Networking Session

**December 4, 2026 (Morning): Half Day In-person Orientation Focused on Metro Vancouver Services**

- Legal Responsibilities: Opportunities and Challenges of the Regional Model
- Introduction to Metro Vancouver Services
- Asset Management, Capital Planning, and Major Projects

**December 4, 2026 (Afternoon): Board Budget Workshop on the proposed 2027 Budget and 2027-2031 Financial Plan.**

- Financial Management at Metro Vancouver
- Board Budget Workshop to review the proposed 2027 Budget and 2027-2030 Financial Plan

**December 11, 2026: Board Meetings on the proposed 2027 Budget and 2027-2031 Financial Plan.**
A second budget workshop is scheduled to ensure Board Directors have time to review the budget package, consider the presentation from December 4, and provide an opportunity for further questions.

Immediately following the workshop, meetings of the MVRD, MVHC, GVWD, and GVS&DD will be convened to consider approval of the 2027 budget and endorsement of the 2027-2031 Financial Plan.

**January - February 2027: In-Depth Orientation to Each Service Area and Early Input**
Throughout January and February, the Boards will continue a deeper orientation on Metro Vancouver's services including: scale and scope of the service, how each service came to be provided at the regional level, funding, jurisdiction and authority, and areas of strategic discussion for the Board term. The sessions will be complemented with tours of Metro Vancouver facilities.

**January 15, 2027: Orientation to Liquid Waste Services**

- Liquid Waste Services: Overview
- North Shore Wastewater Treatment Plant: Project Overview and Update
- Northwest Langley and Iona Island Wastewater Treatment Plant Updates
- Liquid Waste Services: Future Outlook: Early Board Input
- Tour: Annacis Island Wastewater Treatment Plant

The morning orientation session will be followed by GVWD and GVS&DD Board meetings prior to the tours.

**January (date TBD), 2027: Tour of the North Shore Wastewater Treatment Plant**

- Tour: North Shore Wastewater Treatment Plant

**January 29, 2027: Orientation to MVRD Services: Regional Parks, Air Quality and Invest Vancouver**

- Regional Parks: Overview
- Air Quality: Overview
- Invest Vancouver: Overview
- MVRD Services: Future Outlook: Early Board Input

The morning orientation session will be followed by MVRD and MVHC Board meetings.

**February 12, 2027: Orientation to Solid Waste Services and Drinking Water Services**

- Solid Waste Services: Overview
- Solid Waste Services: Future Outlook: Early Board Input
- Water Services: Overview
- Coquitlam Water Supply Project and Water Supply Tunnels
- Water Services: Future Outlook: Early Board Input

The morning orientation session will be followed by GVWD and GVS&DD Board meetings.

**February 26, 2027: Orientation to the Metro Vancouver Housing Corporation and remaining MVRD Services – Regional Planning, Electoral Area A, and Other Regional Services**

- Metro Vancouver Housing Corporation: Overview
- Metro Vancouver Housing Corporation: Future Outlook: Early Board Input
- Regional Planning: Overview
- Electoral Area A: Overview
- Other Regional / Sub-Regional Services including: E9-1-1, Regional Emergency Management, Regional GPS, Regional Management, Regional GPS, Regional Employers Services, and Sasamat Fire Protection
- MVRD Services: Future Outlook: Early Board Input

**BOARD STRATEGIC PLANNING**

Building on input gathered during orientation sessions, an external strategic planning facilitator will lead strategic planning sessions. These sessions will be focused on translating Board perspectives into a planning framework that identifies guiding principles, organizational values, and priority areas for the Board term.

The 2026-2030 Board Strategic Plan is intended to be a Board-owned document that establishes the organization's overarching strategic direction and priorities for the Board term. Drawing on strategic directions confirmed by the Board, the plan is proposed to include mandate letter-style direction for each service area, identifying the key priorities, outcomes, and areas of focus that should guide work over the next four years. While not intended to serve as a detailed departmental work plan, the Board Strategic Plan would provide clear direction from the Board, helping to align departmental business planning, resource allocation, performance reporting, and organizational decision-making with Board priorities.

**March 5: Board Strategic Planning Session – Draft, To be Refined Throughout Orientation Program**

- Board Governance
- Oversight of Major Capital Projects
- Funding Regional Infrastructure in an Affordability Constrained Environment
- Intergovernmental Relations and Advocacy
- Scope of Services
- Service Area Priorities

Following the Board Strategic Planning Workshop, the Boards will confirm their identified strategic priorities later in March with the aim of having an adopted Board Strategic Plan in April / May 2027.

**ALTERNATIVES**

This is an information report; no alternatives are provided.

**FINANCIAL IMPLICATIONS**

Costs associated with Board orientation and planning are accounted for within the approved Board and Information Services budget.

**CONCLUSION**

A Board Orientation and Strategic Planning Program has been developed to support new and returning Board Directors to learn about Metro Vancouver’s services, role, policies, opportunities, and challenges, build understanding about legal and financial responsibilities, support Board effectiveness and a collaborative and informed Board culture, confirm organizational direction, and set strategic priorities for the 2026-2030 Board term. The program begins on November 27, 2026 at the Inaugural Board Meeting and is intended to continue through March, culminating in a Board Strategic Planning session. The program was shaped by input received over the past year from the Governance Committee, the MVRD Board, and Deloitte Canada via its 2025 and 2026 independent Board Governance Review reports. At the October 30, 2026 Board meetings, the MVRD, MVHC, GVWD, and GV&SDD Boards opted to defer approval and endorsement of the 2027 budget and 2027-2031 Financial Plan. The program has been adjusted to incorporate budget consideration. The program can be adjusted based on input from the Boards.

**ATTACHMENTS**

1. Presentation re: Board Orientation and Strategic Planning Program.

**REFERENCES**

1. Deloitte Canada. (2025, May). *Metro Vancouver Board Governance Review*. [MVRD Board report attachment dated May 20, 2025]. https://metrovancouver.org/boards/GVRD/RD-2025-05-23-AGE.pdf#page=31
2. McNell, H. (2025, November). *Draft Board Orientation Program for late 2026 – early 2027*. [staff report to the Governance Committee dated October 31, 2025]. https://metrovancouver.org/boards/GovernanceCommittee/GOV-2025-11-6-AGE.pdf#page=67
3. Cote, J., McCuaig, A. (2026, October). *Board Orientation and Strategic Planning*. [staff report to the Governance Committee dated October 15, 2026]. https://metrovancouver.org/boards/GovernanceCommittee/GOV-2026-10-15-AGE.pdf#page=10

88819244

# Board Orientation and Strategic Planning Program

Heather McNell
Acting Commissioner / Chief Administrative Officer

November 27, 2026

metrovancouver

1

1

## BOARD ORIENTATION AND STRATEGIC PLANNING PROGRAM

**Setting the Stage / Building Common Understanding**

**Charting a Course for 2027-2030**

| Nov 27, 2026 | Dec 3, 2026 | Dec 4, 2026 | Dec 11, 2026 | Jan 15, 2027 | Jan 29, 2027 | Feb 12, 2027 | Feb 26, 2027 | Mar 5, 2027 |
|---|---|---|---|---|---|---|---|---|
| ***Inaugural Board Meeting:***<br>• *Oath of Office*<br>• *Elect Chair & Vice Chair*<br>• *Orientation & Strategic Planning*<br>• *Overview of Metro Vancouver Services*<br>• Director Survey | **Orientation: Board Development**<br>• Keynote Speaker<br>• Roles & Responsibilities<br>• Mentors' Panel<br>• Board Governance Review<br>• Meeting Procedures<br>• Networking session | **Orientation: Foundations & Budget**<br>• Legal Responsibilities<br>• Metro Vancouver Services<br>• Asset Management, Capital Planning, Major Projects<br>• Financial Management<br>*Board Budget Workshop* | *Board Budget Workshop*<br>*MVRD / MVHC / GVS&DD & GVWD Board meetings to consider approval of 2027 budget and endorsement of 2027-2031 financial plan* | **Orientation & Input:**<br>• Liquid Waste Services<br>*GVS&DD and GVWD Board meetings*<br>Tour | **Orientation & Input:**<br>• Regional Parks<br>• Air Quality<br>• Invest Vancouver<br>*MVRD and MVHC Board meetings* | **Orientation & Input:**<br>• Solid Waste Services<br>• Water Services<br>*GVS&DD and GVWD Board meetings* | **Orientation & Input:**<br>• Metro Vancouver Housing<br>• Regional Planning<br>• Electoral Area<br>• Other Services<br>*MVRD and MVHC Board meetings* | **Board Strategic Planning Session** |

*Ital = Board meetings*

metrovancouver 2

2

# MATERIALS

Welcome Folder
- Onboarding materials

Orientation Binder
- Contact Information
- Handbook for Board Members
- Relevant Policies & Procedures
- Introduction to Metro Vancouver Services




metrovancouver

3



Inside Second Narrows Water Supply Tunnel

# Introduction to Metro Vancouver

Heather McNell
Acting Commissioner / Chief Administrative Officer

November 27, 2026

metrovancouver

4

4

Metro Vancouver

Metro Vancouver provides critical services to over three million people every day

—

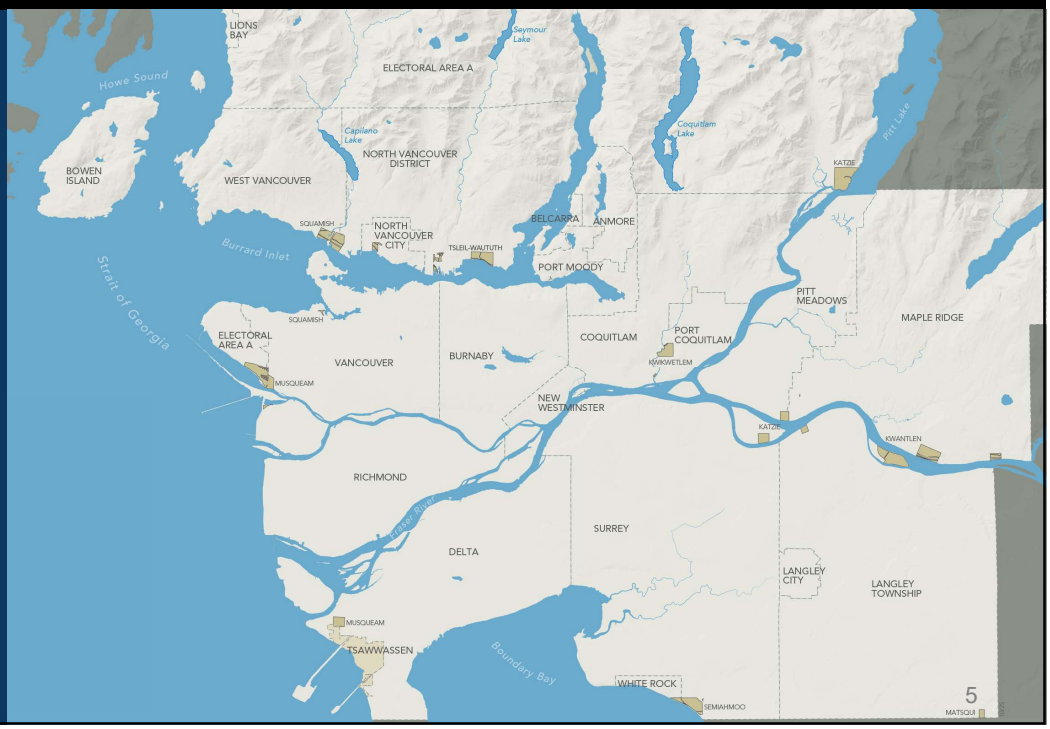
Over half of BC's population

—

21 Municipalities

1 Treaty First Nation

1 Electoral Area




5

# WHAT IS "METRO VANCOUVER"

ONE NAME

**metro**vancouver

FOUR LEGAL ENTITIES

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

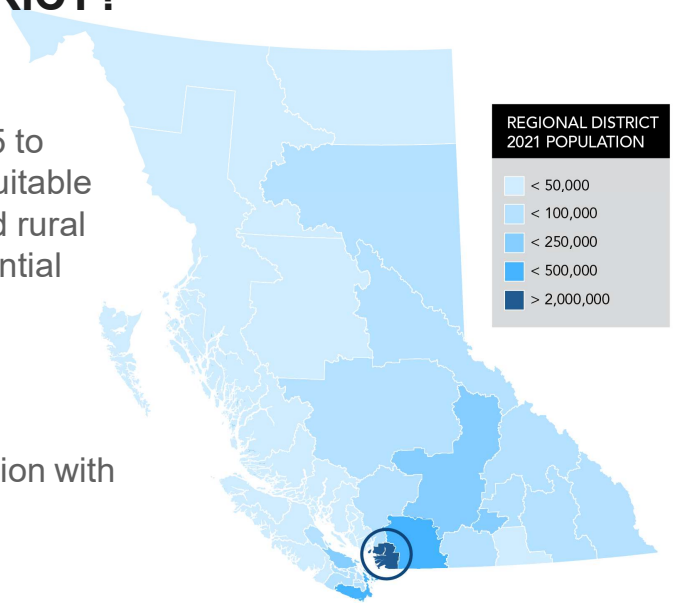
Organized together for efficiencies and economies of scale



6

# WHAT IS A REGIONAL DISTRICT?

- Established by the Province in 1965 to support cooperation and enable equitable cost-sharing between municipal and rural areas for shared priorities and essential services
- 27 regional districts
- Metro Vancouver largest by population with 3.1 million residents




metrovancouver 7

7



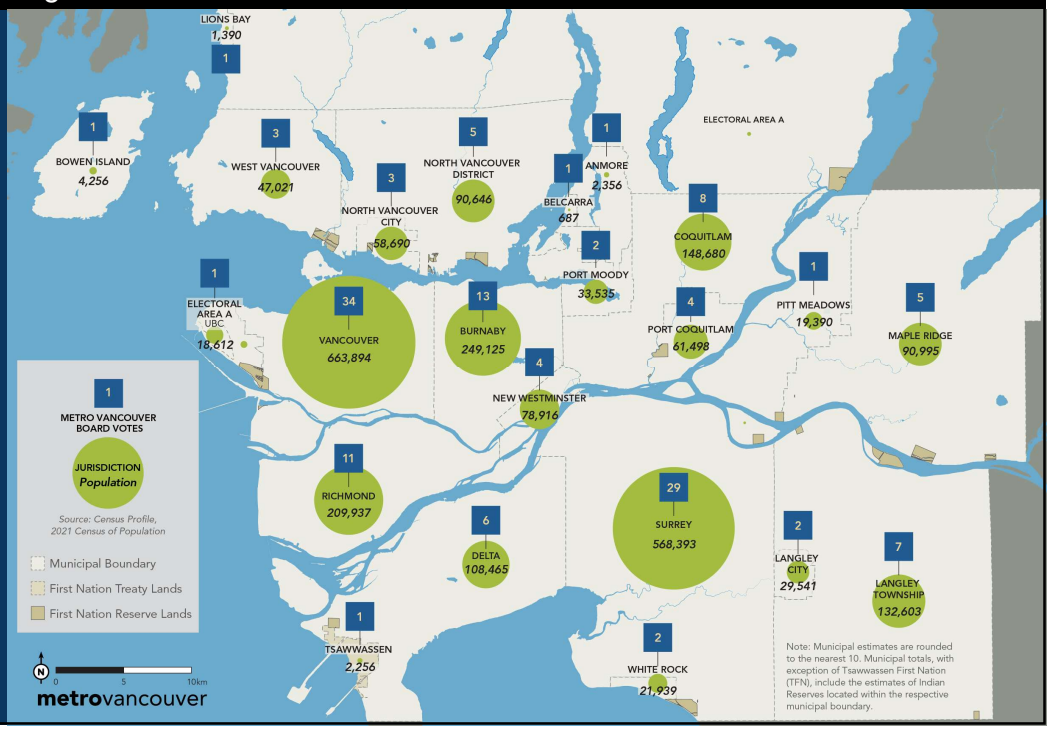

8

## Metro Vancouver Voting Structure

**21** Municipalities
**1** Electoral Area
**1** Treaty First Nation

**Currently:**
**1** vote for every **20,000** residents
**1** director for every **100,000** residents

*Not all MVRD members are members of GVS&DD and GVWD*




9

## GOVERNANCE

**BOARDS**
MVRD GVWD GVS & DD MVHC

Set strategic direction, policy, and provide oversight for services

**STAFF**
**Commissioner/ CAO**
Water
Liquid Waste
Solid Waste
Metro Vancouver Housing
Regional Parks
Air Quality
Regional Planning
Invest Vancouver
Corporate & Support Services

Day-to-day operations; implement Board direction; deliver programs

**BOARD COMMITTEES**

Consider and discuss matters, and provide recommendations to the Boards

metrovancouver 10

10

# METRO VANCOUVER SENIOR LEADERSHIP TEAM

Heather McNell
Acting Commissioner / Chief Administrative Officer

Ravi Chhina, Deputy CAO, Operations
Regional Parks, Human Resources, Corporate Services, External Relations

Linda Sabatini, Chief Financial Officer / General Manager
Financial Services

Jessica Beverley, Corporate Solicitor / General Manager
Legal, Indigenous Relations, Board and Information Services, Environmental Regulation & Enforcement

Nick Kassam, General Manager
Procurement & Real Estate Services

Jonathan Cote, General Manager (Acting)
Regional Planning, Housing and Air Quality Services

Peter Navratil, General Manager
Liquid Waste Services

Marilyn Towill, General Manager
Water Services

Paul Henderson, General Manager
Solid Waste Services

Bob Cheng, General Manager (Acting)
Project Delivery

metrovancouver 11

11




12

# METRO VANCOUVER SERVICES

ONE NAME

**metro**vancouver

FOUR LEGAL ENTITIES

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



13

LEGAL ENTITY OVERVIEW

## Metro Vancouver Regional District

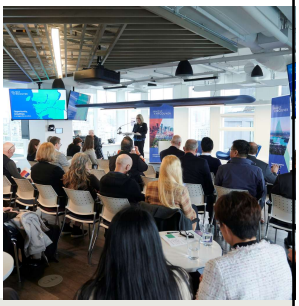
**MVRD**

### Services

- Regional Parks (1967)
- Air Quality (1972)
- Regional Planning (1967)
- Invest Vancouver (2021)

9-1-1 Emergency Call Answer Service
Regional Emergency Management (IPREM)
Regional GPS
Sub-Regional: Electoral Area Services, Regional Employers Services, Sasamat Fire Protection





14

SERVICE OVERVIEW

## Regional Parks (1967)

MVRD

- ~14,000 hectares of land (86% sensitive and important ecosystems)
- ~15 million visits in 2025
- Visits growing ~3.2% each year since 2004
- Priority when established was to protect green space as the region grew and provide nature recreation opportunities for residents



Minnekhada Regional Park

metrovancouver 15

15

REGIONAL PARKS

## Scale of Service

MVRD

**24** regional parks

**2** regional park reserves

**2** ecological conservancy areas

**5** regional greenways

**~15** million annual visits

**291 km** of trails

**14,000** hectares or **5%** of the region's land base




metrovancouver 16

16

SERVICE OVERVIEW
## Air Quality (1972)

MVRD

- Protect human health through air quality monitoring, management, and regulation
- 45% decline in smog-causing emissions since 2000
- Manage permits, air quality warnings, and up to 4,000 complaints annually




Lower Mainland's unique geographic characteristics capture air contaminants

metrovancouver 17

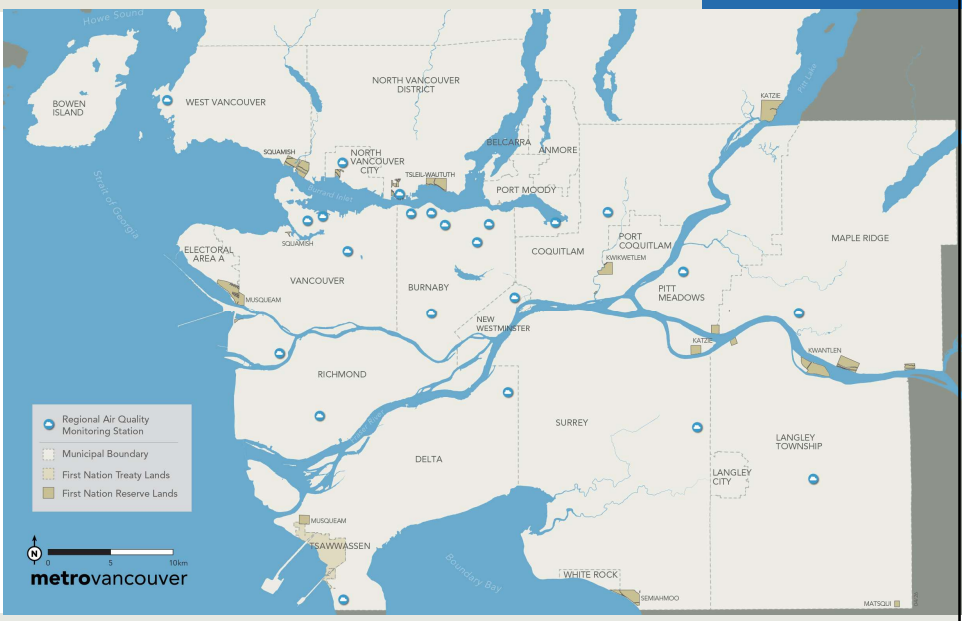
17

AIR QUALITY
## Scale of Service

MVRD

**24** air quality monitoring stations in Metro Vancouver

**6** air quality monitoring stations in Fraser Valley Regional District




metrovancouver 18

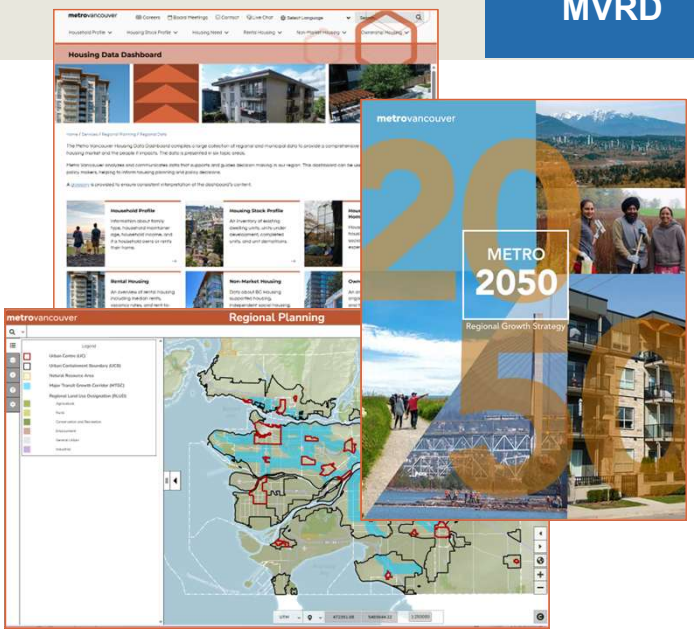
18

SERVICE OVERVIEW

## Regional Planning (1967)

MVRD

- Regional Growth Strategy Development / Coordination
  - Undertaken by 11 regional districts across BC
- Data & Long-Range Population, Housing, and Employment Projections
- Policy Research and Coordination






19

SERVICE OVERVIEW

## Invest Vancouver (2021)

MVRD

- MVRD has undertaken regional economic development work since 1988
- Launched "**Invest Vancouver**" brand and strategic approach in 2021
- Since 2024, landed or expanded 31 companies, adding 1,502 jobs
- Allows the region to compete with city-regions like Montreal, Toronto, Calgary in attracting investment and jobs
- The region makes up the third largest economic region in Canada



Event at WebSummit (Above). Life Sciences event at Zymeworks (Below).





20

LEGAL ENTITY & SERVICE OVERVIEW

## Greater Vancouver Water District

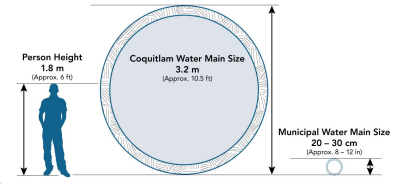
GVWD

### Services

Water (1924)

**The Essentials:**

- Statutory corporation
- Drinking Water Management Plan (2026)
- 100-year plan for water delivery
- Member jurisdictions billed at wholesale rates
- Centralized corporate services












metrovancouver 21

21

GREATER VANCOUVER WATER DISTRICT

## Scale of Service

GVWD

**3** water supply areas and source reservoirs

**2** treatment plants

Over **170,000** drinking water tests per year

**520 km** of water mains delivering **1 billion litres**

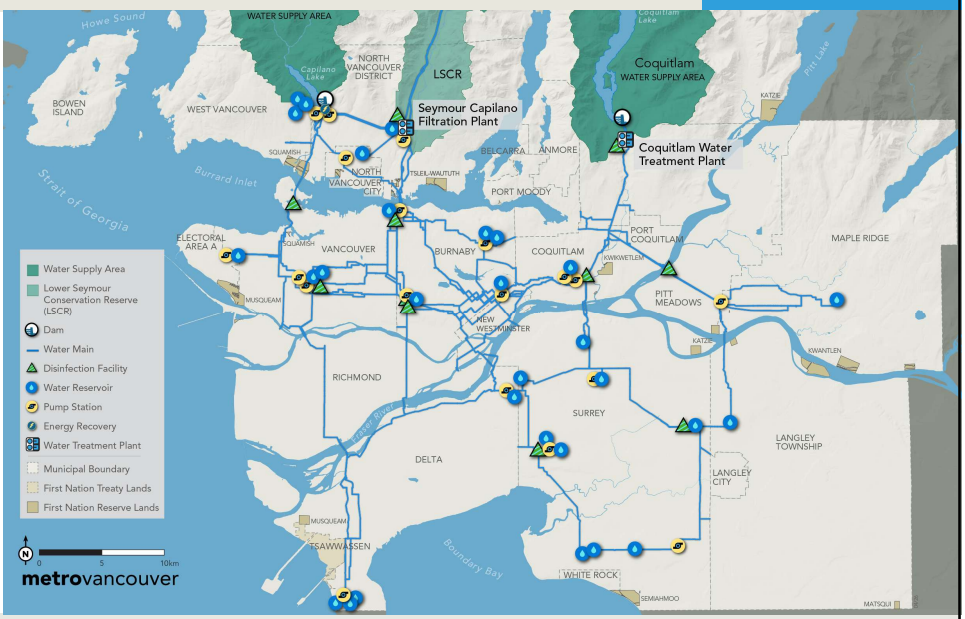
Over **1.5 billion litres** in summer

**5** dams

**28** storage reservoirs

**19** pump stations

**8** rechlorination stations




metrovancouver 22

22

LEGAL ENTITY OVERVIEW

## Greater Vancouver Sewerage & Drainage District

GVS&DD

### Services

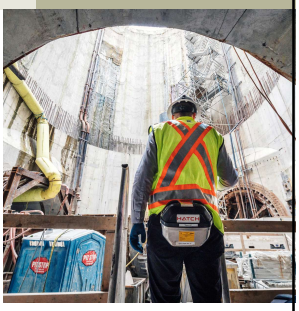
Liquid Waste (1914)

Solid Waste (1974)

**The Essentials:**

- Statutory corporation
- Provincially mandated and approved management plans
- Centralized corporate services











23

SERVICE OVERVIEW

## Liquid Waste

GVS&DD

- Treat wastewater for return to Burrard Inlet, Fraser River, Georgia Straight
- Large capital program to respond to regulatory requirements, growth, and asset renewal
- 80% of the capital program for the next 5 years is for 9 projects, 4 of which are wastewater treatment plants



Annacis Island WWTP Outfall Construction



24

LIQUID WASTE
## Scale of Service

GVS&DD

**530** kilometers of trunk sewers

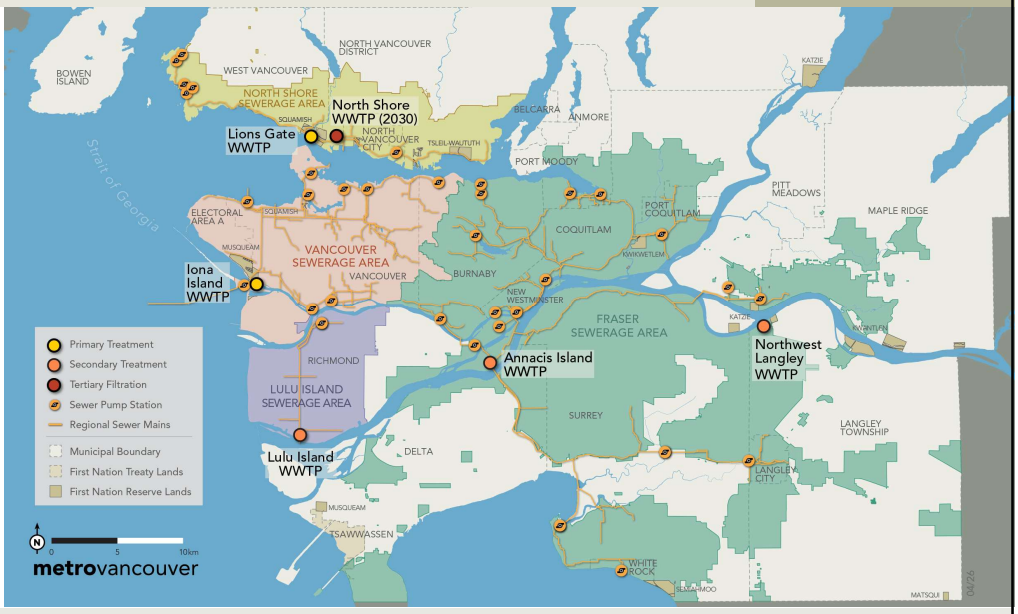
**35** pump stations

**3** storage tanks

**5** treatment plants

Average of **1.2 billion litres** of wastewater per day

**3** urban drainage areas: Still Creek/Brunette, Port Moody/Coquitlam, University






25

SERVICE OVERVIEW
## Solid Waste

GVS&DD

- Manage a system of waste and recycling centres
- 65% diversion rate (2024): More than twice the Canadian average
- 30% reduction in waste per person from 2010 to 2024
- System based on user-pay model
- Generator levy encourages haulers to bring garbage to regional facilities and helps reduce waste



Central Surrey Recycling and Waste Centre



26

SOLID WASTE
## Scale of Service

GVS&DD

**1.1** million annual users

**6** recycling and waste centres

**1** waste-to-energy facility

**65%** recycling rate

Advance waste prevention and the circular economy






27

LEGAL ENTITY & SERVICE OVERVIEW
## Metro Vancouver Housing Corporation

MVHC

### Service

Metro Vancouver Housing (1974)

**The Essentials:**

- Non-profit organization providing non-market, rental housing
- Metro Vancouver Regional District is sole shareholder
- Established under *Business Corporations Act*
- Operations funded through rents paid for by tenants (no cost to taxpayer)












28

METRO VANCOUVER HOUSING CORPORATION

## Scale of Service

MVHC

One of largest non-market housing providers in BC

**3,400+** units

**50** sites

**~10,000** tenants

**~2,000** new units under development



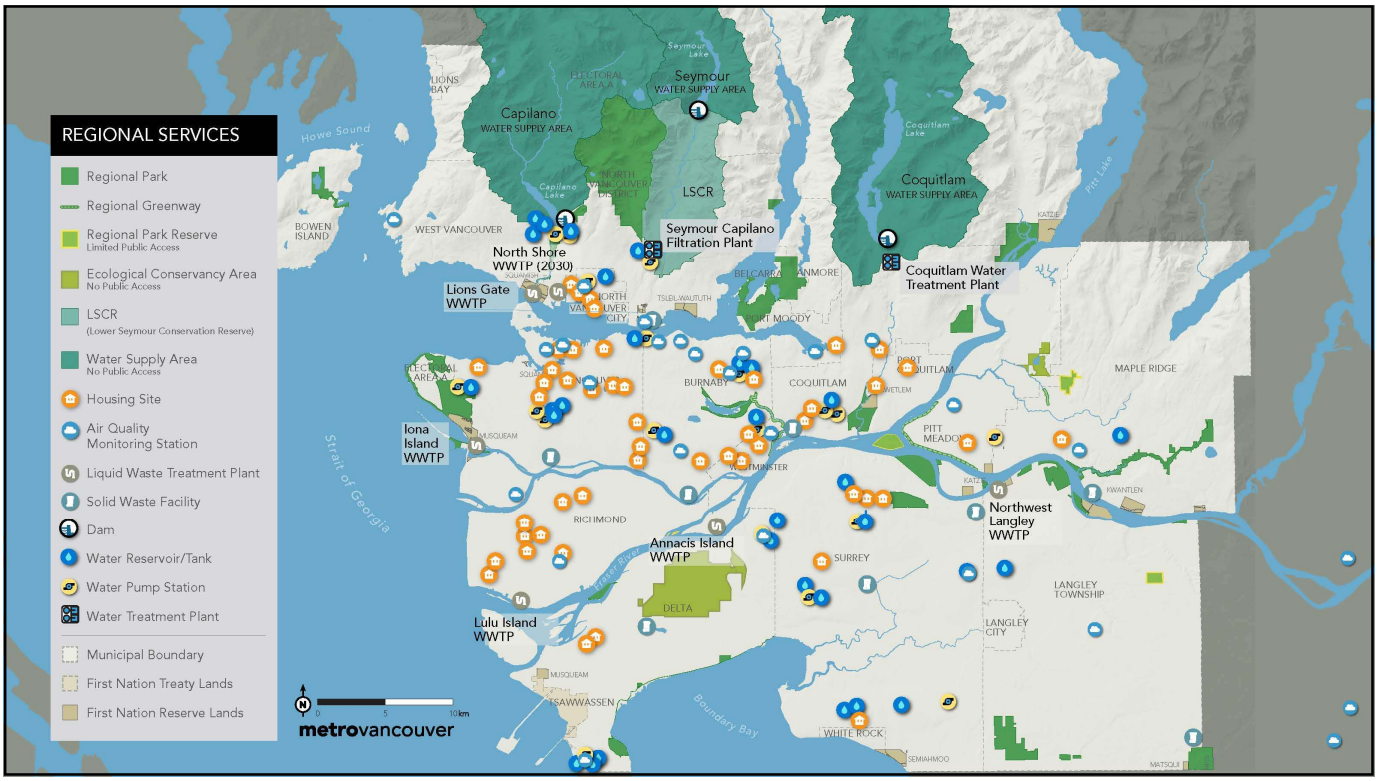

metrovancouver 29

29

All Together

30

30



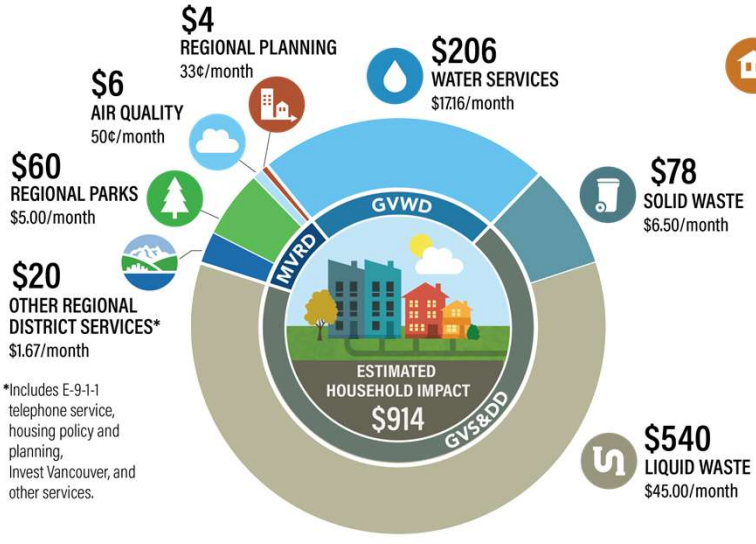

31

## AVERAGE ANNUAL HOUSEHOLD COST

(Projected for 2027)

~90%
toward utilities
(water, liquid waste, solid waste)

~10%
toward regional district services




metrovancouver 32

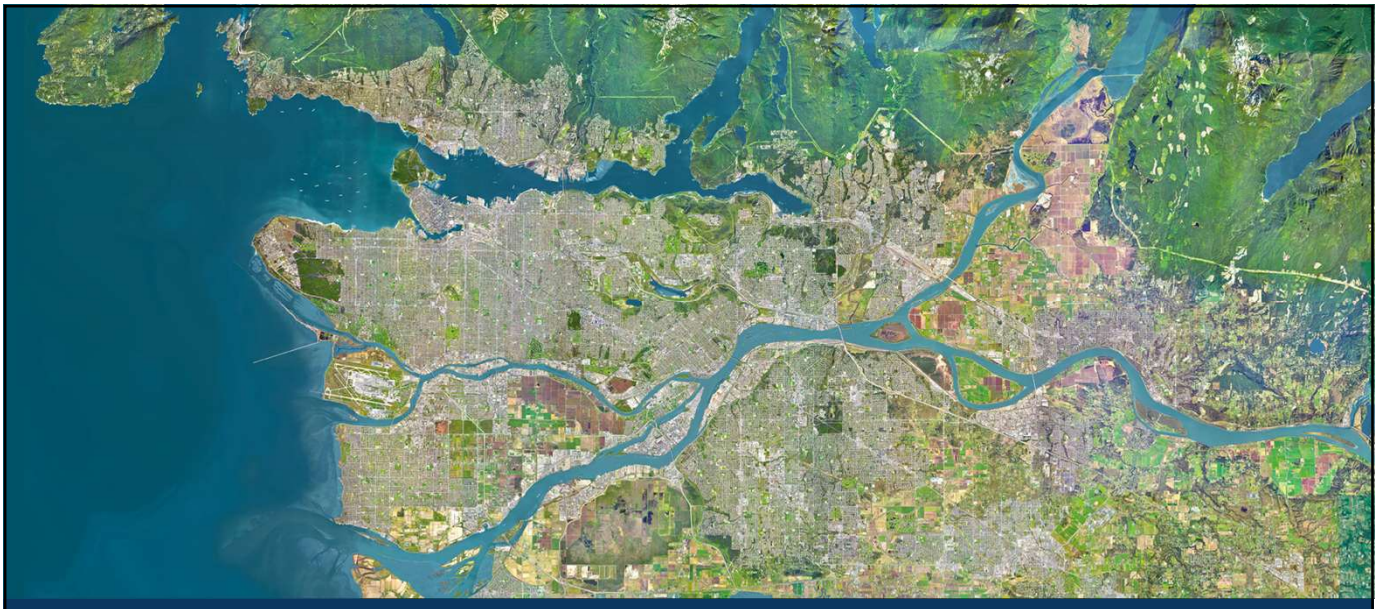
32

## WE WANT TO HEAR FROM YOU

Survey to come via email to Board Directors

metrovancouver 33

33



Thank You

metrovancouver

34

34