

**METRO VANCOUVER REGIONAL DISTRICT
INVEST VANCOUVER MANAGEMENT BOARD**

MEETING

**Thursday November 21, 2024
9:00 A.M.**

**28th Floor Boardroom 4515 Central Boulevard, Burnaby, British Columbia
Webstream available at <https://www.metrovancover.org>**

A G E N D A¹

A. ADOPTION OF THE AGENDA

1. November 21, 2024 Meeting Agenda

That the Invest Vancouver Management Board adopt the agenda for its meeting scheduled for November 21, 2024 as circulated.

B. ADOPTION OF THE MINUTES

1. September 13, 2024 Meeting Minutes

That the Invest Vancouver Management Board adopt the minutes of its meeting held September 13, 2024 as circulated.

pg.3

C. DELEGATIONS

D. INVITED PRESENTATIONS

1. Tyler Westover, Chair, Invest Vancouver Advisory Committee

E. REPORTS FROM COMMITTEE OR CHIEF ADMINISTRATIVE OFFICER

1. Streamlining Rental Housing through Standardized Designs and Regulations – Project Update

That the Invest Vancouver Management Board receive for information the report dated November 4, 2024, titled “Streamlining Rental Housing through Standardized Designs and Regulations – Project Update”.

pg.8

¹ Note: Recommendation is shown under each item, where applicable.

2. **Strategic Initiatives Update** *pg.22*
That the MVRD Board receive for information the report dated November 8, 2024 titled “Strategic Initiatives Update”.
3. **Investment Attraction Update – Q3 2024** *pg.26*
That the MVRD Board receive for information the report dated November 1, 2024 titled “Investment Attraction Update – Q3 2024”.
4. **Manager’s Report** *pg.31*
That the Invest Vancouver Management Board receive for information the report dated November 5, 2024, titled “Manager’s Report”.

F. INFORMATION ITEMS

1. **2025 – 2029 Financial Plan Regional District Service Areas** *pg.35*

G. OTHER BUSINESS

1. **Round Table Discussion**

H. RESOLUTION TO CLOSE MEETING

I. ADJOURNMENT

That the Invest Vancouver Management Board adjourn/conclude its meeting of November 21, 2024.

Membership:

Buchanan, Linda (C) – North Vancouver City	Gambioli, Nora – West Vancouver	Mihlar, Fazil – Ministry of Jobs,
Bains, Harry (VC) – Surrey	Gosal, Jasroop – Surrey Board of	Economic Development and
Anderson, Bridgitte – Greater Vancouver	Trade	Innovation
Board of Trade	Hurlburt, Wendy – Life Sciences BC	Muir, Cheryl – Canada’s Digital
Andrews, Janet – New Westminster and	Jackson, Jeanette – Foresight	Supercluster
District Labour Council	Lang, Amy – North Shore/	Mustel, Evi – Mustel Group
Bak, Andrew – scəwáθən məsteyəx ^w	Mammoth Studios	Patel, Ajay – Vancouver Community
(Tsawwassen First Nation)	Lee, Richard – Burnaby	College
Brodie, Malcolm – Richmond	Lewis, Christopher (Syeta’xtn) –	Stachova, Olga – MOSAIC
Choo, Queenie – S.U.C.C.E.S.S.	Skwxwu’7mesh Úxwumixw	Stephenson, Diana – BC Hydro
Curry, Joanne – Simon Fraser University	(Squamish Nation)	Tsui, David – PacifiCan
Dahl, Darren – Sauder School of Business,	McDaniel, Michael – Coast	West, Brad – Port Coquitlam
UBC	Mountain Bus Company	Xotta, Peter – Vancouver Fraser Port
Dao, Loc – DigiBC	McEwen, John – Anmore	Authority
Dhaliwal, Bob – International Longshore	McNaney, Mike – Vancouver	Yu, Brian – Central 1
and Warehouse Union Canada	Airport Authority	
Dominato, Lisa – Vancouver		

**METRO VANCOUVER REGIONAL DISTRICT
INVEST VANCOUVER MANAGEMENT BOARD**

Minutes of the Regular Meeting of the Metro Vancouver Regional District (MVRD) Invest Vancouver Management Board held at 1:02 pm on Friday, September 13, 2024 in the 28th Floor Boardroom, 4515 Central Boulevard, Burnaby, British Columbia.

MEMBERS PRESENT:

Chair, Director Linda Buchanan, North Vancouver City
 Janet Andrews, New Westminster & District Labour Council
 Andrew Bak, scəwáθən məsteyəx^w (Tsawwassen First Nation)
 Director Malcolm Brodie, Richmond
 Queenie Choo, S.U.C.C.E.S.S.
 Joanne Curry, Simon Fraser University
 Loc Dao, DigiBC*
 Trevor Davies, CUPE BC*
 Bob Dhaliwal, International Longshore and Warehouse Union*
 Director Lisa Dominato, Vancouver
 Councillor Nora Gambioli, West Vancouver
 Jasroop Gosal, Surrey Board of Trade
 Wendy Hurlburt, Life Sciences BC (arrived at 1:10 pm)
 Jeanette Jackson, Foresight
 Amy Lang, North Shore/Mammoth Studios
 Councillor Richard Lee, Burnaby
 Michael McDaniel, Coast Mountain Bus Company
 Director John McEwen, Anmore
 Mike McNaney, Vancouver Airport Authority*
 Cheryl Muir, DIGITAL*
 Evi Mustel, Mustel Group
 Ajay Patel, Vancouver Community College
 Olga Stachova, MOSAIC (arrived at 1:05 pm)
 Diana Stephenson, BC Hydro
 Director Brad West, Port Coquitlam*
 Bryan Yu, Central 1*

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

MEMBERS ABSENT:

Vice Chair, Director Harry Bains, Surrey
 Bridgitte Anderson, Greater Vancouver Board of Trade*
 Darren Dahl, Sauder School of Business, University of British Columbia
 Christopher (Syeta'xtn) Lewis, Skwxwú7mesh Úxwumixw (Squamish Nation)
 Fazil Mihar, Ministry of Jobs, Economic Development and Innovation
 David Tsui, Pacific Economic Development Canada (Pacifican)
 Peter Xotta, Vancouver Fraser Port Authority

STAFF PRESENT:

Jerry W. Dobrowolny, Chief Administrative Officer
Jacquie Griffiths, President, Invest Vancouver
Jacque Killawee, Deputy Corporate Officer, Board and Information Services
Gregory Freeman, Senior Economist, Invest Vancouver
Heather McNell, Deputy Chief Administrative Officer, Policy & Planning
Lejla Uzicanin, Vice President of Data, Research and Policy, Invest Vancouver

A. ADOPTION OF THE AGENDA

1. September 13, 2024 Meeting Agenda

It was MOVED and SECONDED

That the Invest Vancouver Management Board adopt the agenda for its meeting scheduled for September 13, 2024 as circulated.

CARRIED

B. ADOPTION OF THE MINUTES

1. May 23, 2024 Meeting Minutes

It was MOVED and SECONDED

That the Invest Vancouver Management Board adopt the amended minutes of its meeting held May 23, 2024.

CARRIED

C. DELEGATIONS

No items presented.

D. INVITED PRESENTATIONS

No items presented.

E. REPORTS FROM COMMITTEE OR CHIEF ADMINISTRATIVE OFFICER

1. Global Promotion at Web Summit Vancouver 2025

Report dated August 19, 2024, from Jacquie Griffiths, President, Invest Vancouver, and Sue Mah, Vice President of Collaboration, Invest Vancouver, seeking the MVRD Board's endorsement of Metro Vancouver's participation in the Web Summit Vancouver conference.

It was MOVED and SECONDED

That the MVRD Board endorse Metro Vancouver's participation, through Invest Vancouver, in securing a regional presence for the Metro Vancouver region at Web Summit Vancouver 2025.

CARRIED

2. Foreign Direct Investment Initiative Update

Report dated August 19, 2024 from Lejla Uzicanin, Vice President of Data, Research and Policy, Invest Vancouver, and Gregory Freeman, Senior Economist, Invest Vancouver, providing the Invest Vancouver Management Board and MVRD Board with the *Impact of Foreign Direct Investment in British Columbia* research report, and seeking approval to share the report with other entities.

Lejla Uzicanin and Gregory Freeman provided a presentation titled “Impact of Foreign Direct Investment in BC”, noting that BC is third in foreign direct investment (FDI) behind Ontario and Quebec. They also noted that significant FDI comes from the US and that FDI is an increasingly important component of high quality employment growth in BC with the professional, scientific and technical services sectors driving this growth.

In response to members’ questions, Gregory Freeman noted that Stats Canada will be releasing further datasets that will assist in understanding the growth in FDI and this information will be provided to the board in the future.

It was MOVED and SECONDED

That the MVRD Board:

- a) Receive for information the report dated August 19, 2024, titled “Impact of Foreign Direct Investment in British Columbia” as findings to inform strategic investment attraction efforts to facilitate the creation of high-quality jobs in the Metro Vancouver region;
- b) direct staff to forward the *Impact of Foreign Direct Investment in British Columbia* research report to member jurisdictions for information with an offer for Council presentations upon request;
- c) direct staff to forward a copy of the *Impact of Foreign Direct Investment in British Columbia* research report to the Province of BC’s Ministry of Jobs, Economic Development and Innovation and to the federal Ministry of Innovation, Science and Economic Development, Global Affairs Canada, and PacifiCan.

CARRIED

3. Invest Vancouver 2024 Annual Plan Deliverables and KPI Mid-Year Update

Report dated August 1, 2024, from Jacquie Griffiths, President, Invest Vancouver, and Sue Mah, Vice President of Collaboration, Invest Vancouver, providing the Invest Vancouver Management Board with a mid-year update on the status of key performance indicators and deliverables as set out in the Invest Vancouver’s *Annual Plan 2024*.

Jacquie Griffiths provided a presentation titled “Invest Vancouver – A Service of Metro Vancouver” which walked members through the results by strategic priority for the first two quarters of 2024.

It was MOVED and SECONDED

That the Invest Vancouver Management Board receive for information the report dated August 1, 2024, titled “Invest Vancouver 2024 Annual Plan Deliverables and KPI Mid-Year Update”.

CARRIED

4. Investment Attraction Update – Q2 2024

Report dated August 19, 2024, from Jacquie Griffiths, President, Invest Vancouver, and Nikola Fischerova, Business Development Analyst, Invest Vancouver, providing the Invest Vancouver Management Board and MVRD Board with a summary of investment attraction activities in the second quarter of 2024.

It was MOVED and SECONDED

That the MVRD Board receive for information the report dated August 19, 2024, titled “Investment Attraction Update – Q2 2024”.

CARRIED

5. 2024 New Mobility Forum

Report dated August 14, 2024, from Sue Mah, Vice President of Collaboration, Invest Vancouver, and Rosemary Preckel, Project Coordinator, Invest Vancouver, providing the Invest Vancouver Management Board with a report on the New Mobility Forum 2024.

Sue Mah provided a video titled “New Mobility Forum”, which featured organizers and participants of the New Mobility Forum talking about the benefits and opportunities of the event.

It was MOVED and SECONDED

That the Invest Vancouver Management Board receive for information the report dated August 14, 2024 titled “2024 New Mobility Forum”.

CARRIED

6. Economic Reconciliation Update

Report dated August 14, 2024, from Sue Mah, Vice President of Collaboration, Invest Vancouver, and Rosemary Preckel, Project Coordinator, Invest Vancouver, providing the Invest Vancouver Management Board and MVRD Board with an update on activities and initiatives to foster strategic partnerships and collaborations to support Indigenous economic reconciliation.

It was MOVED and SECONDED

That the MVRD Board receive for information the report dated August 14, 2024 titled “Economic Reconciliation Update”.

CARRIED

7. Manager’s Report

Report dated August 19, 2024 from Jacquie Griffiths, President, Invest Vancouver, providing an update on the annual workplan and on the conferences where Invest Vancouver had a presence during the second quarter.

Jacquie Griffiths noted that the budget for Invest Vancouver would be distributed by email to the Invest Vancouver Management Board.

It was MOVED and SECONDED

That the Invest Vancouver Management Board receive for information the report dated August 19, 2024, titled “Manager’s Report”.

CARRIED

F. INFORMATION ITEMS

No items presented.

G. OTHER BUSINESS

No items presented.

H. RESOLUTION TO CLOSE MEETING

It was MOVED and SECONDED

That the Invest Vancouver Management Board close its meeting scheduled for September 13, 2024 pursuant to section 226 (1) (a) of the *Local Government Act* and the *Community Charter* provisions as follows:

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

- (b) the consideration of information received and held in confidence relating to negotiations between the municipality and a provincial government or the federal government or both, or between a provincial government or the federal government or both and a third party;

CARRIED

I. ADJOURNMENT

It was MOVED and SECONDED

That the Invest Vancouver Management Board adjourn its meeting of September 13, 2024.

CARRIED

(Time: 1:45 pm)

Jacque Killawee,
Deputy Corporate Officer
70633026

Linda Buchanan,
Chair

To: Invest Vancouver Management Board

From: Jessica Hayes, Program Manager, Housing Policy and Planning,
Regional Planning and Housing Services

Date: November 4, 2024 Meeting Date: November 21, 2024

Subject: **Streamlining Rental Housing through Standardized Designs and Regulations:
Project Update**

RECOMMENDATION:

That the Invest Vancouver Management Board receive for information the report titled “Streamlining Rental Housing through Standardized Designs and Regulations: Project Update”, dated November 4, 2024.

On November 8, 2024, the Regional Planning Committee and Housing Committee received for information the report titled “Streamlining Rental Housing through Standardized Designs and Regulations: Project Update”, dated November 4, 2024. The report provides an update on the Rental Housing Blueprint project and resources available for member jurisdictions to advance implementation.

This matter is now before the Invest Vancouver Management Board for information.

ATTACHMENTS

1. “Streamlining Rental Housing through Standardized Designs and Regulations: Project Update”, report dated November 4, 2024
2. “Streamlining Rental Housing through Standardized Designs and Regulations: Project Update” Presentation

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To: Regional Planning Committee

From: Jessica Hayes, Program Manager, Housing Policy and Planning,
Regional Planning and Housing Services

Date: November 4, 2024 Meeting Date: November 8, 2024

Subject: **Streamlining Rental Housing through Standardized Designs and Regulations:
Project Update**

RECOMMENDATION

That the MVRD Board receive for information the report titled “Streamlining Rental Housing through Standardized Designs and Regulations: Project Update”, dated November 4, 2024.

EXECUTIVE SUMMARY

Metro Vancouver, in partnership with the Province, member jurisdictions, and other partners is developing a blueprint to accelerate the delivery of six-storey rental housing through simplification of regulatory requirements and standardized design approaches. The project is supported by both the Metro Vancouver Regional District Sustainability Innovation Fund (SIF) and the Canada Mortgage and Housing Corporation's (CMHC) Housing Supply Challenge Round 5 – ‘Level Up’ and is rapidly advancing due to recently confirmed additional funding from the CMHC program and associated timelines.

The Rental Housing Blueprint project is focused on six-storey multi-family apartment buildings, a housing form with strong potential to help meet the acute need for rental housing in the region. Project objectives include reducing overall housing delivery timelines, addressing skilled trade labour shortages, and creating a supportive environment for off-site construction. Using technology and innovation, and moving toward off-site construction, there is potential to reduce the cost and complexity of rental housing delivery, while still constructing quality housing with high standards for livability and sustainability. A final draft of the standardized regulation is being reviewed by key partners, and will be presented to the Regional Planning and Housing Committees in early 2025. It is also anticipated that a full suite of reference designs will be available by February 2025, as well as training and support for municipalities who want to move toward using digital Building Information Modelling (BIM) and e-compliance systems in their approval processes.

There are opportunities for ongoing collaboration with member jurisdictions who want to participate in shaping the outcomes of the standardized regulatory and design approaches, and project milestones will be presented to the Regional Planning Advisory Committee (RPAC), the Regional Planning and Housing Committees and the Metro Vancouver Board at regular intervals. Resources will also be available through the project to support implementation and demonstration of the project’s outcomes in municipalities that are currently advancing initiatives related to simplification and digitization, and will be coordinated through the Regional Administrators’ Advisory Committee (RAAC).

This report provides a project update and overview, including upcoming opportunities for support to Metro Vancouver member jurisdictions, and is being presented to both the Regional Planning and Housing Committees for information.

PURPOSE

To provide the Regional Planning and Housing Committees and Metro Vancouver Board with an update on the Rental Housing Blueprint project to streamline the delivery of six-storey rental apartment housing through simplification of regulatory requirements and standardized design approaches, including resources available for member jurisdictions to advance implementation.

BACKGROUND

The Rental Housing Blueprint project was initiated in 2023 by Metro Vancouver and the Province of British Columbia to streamline multi-family rental housing delivery through standardization and modern construction methods.

At its September 29, 2023 meeting, the MVRD Board directed staff to send correspondence to member jurisdictions, inviting them to participate in the creation of standardized zoning and design standards for six-storey rental buildings as part of a collaborative project (Reference 1).

In November 2023, 11 member jurisdictions confirmed their interest in co-creating a standardized regulatory approach, participating in workshops and feedback sessions throughout Q1-Q3 2024. This phase of the project is nearing completion and will result in the development of an opt-in standardized and simplified regulatory approach for six-storey rental buildings (anticipated in Q1 2025). The second phase of the project has been advancing concurrently, and will result in vetted reference designs for six-storey rental buildings that are aligned with the standardized regulations, and be ready for pre-approval. These project components are discussed in more detail in the sections below.

The project components have been awarded multi-year funding through both the Metro Vancouver Regional District Sustainability Innovation Fund (SIF) and the Canada Mortgage and Housing Corporation's (CMHC) Housing Supply Challenge Round 5 – 'Level Up'. On November 1, 2024, CMHC announced the finalists in Round 5 of the Housing Supply Challenge, awarding an additional \$3M to support the project. Support, through expertise and funding, will be available for member jurisdictions to implement elements of the Rental Housing Blueprint as the project advances.

OVERVIEW OF PROJECT OBJECTIVES

The demand for rental housing in Metro Vancouver has significantly outpaced the growth in the supply of purpose-built rental units. Between 2011 and 2021, only 10,000 new purpose-built rental units were added in the region, compared to 87,000 new renter households. To help meet regional housing needs, *Metro 2050*, the regional growth strategy, highlights the importance of increasing the supply of purpose-built rental housing as a key component of providing more diverse and affordable housing.

A Focus on Six-Storey Rental Apartments

The Rental Housing Blueprint project is focused on streamlining designs and regulations to enable six-storey multi-family buildings. Six-storey wood frame apartments were selected as a focus for the initiative given that this form is generally cost effective, economically viable, and widely accepted in the region. This building form maximizes the amount of density provided by light wood-frame construction, reducing per-unit and per-square foot building costs when compared to higher-density forms of development that require concrete or mass timber construction. Six-storey wood frame construction also tends towards simpler architectural forms and massing which works well with standardization and simplified regulations, guidelines and codes. Six-storey buildings are supported across urban and suburban areas, and in various land use designations, such as transitional areas, corridors, mixed-use zones, towns, and village centers as indicated in Official Community Plans (OCPs) throughout the region.

Reducing Overall Delivery Times

Six-storey rental buildings can contribute to increased purpose-built rental housing supply in the region, particularly if current approvals and construction timelines across Metro Vancouver can be accelerated. The current average project delivery time is approximately 4.5 years, with 2-2.5 years in municipal approvals. A standardized regional regulatory approach could streamline and clarify this process, making it easier and faster to deliver rental housing.

Addressing Critical Labour Shortages

In addition, the project aims to address the skilled trades labour gap by creating an environment that encourages and facilitates off-site construction and the use of prefabricated components. By 2028, 700,000 trades workers in Canada are expected to retire, which will continue to pose challenges for the delivery of new housing. There is potential to cut the cost of construction and significantly speed up rental housing delivery using off-site manufacturing when it is fully scaled.

Creating a Supportive Environment for Off-Site Construction

Consequently, the project aims to create the conditions for scaling up new approaches to construction, by creating a supportive environment for using off-site and prefabricated building components and predictable, simple, and uniform requirements and processes that enhance certainty and enable cost and time savings. A regulatory framework that is simple and easy to interpret will streamline the planning process and lend itself to modernization of the housing delivery system by enabling the use of electronic compliance checks, reference designs, and modern methods of construction. In addition, the project seeks to research, document, and promote best practices and successful off-site construction prototypes, to combat negative perceptions of quality that conflate modern methods of construction with temporary forms of prefabricated or modular housing, most often used as workforce housing or as a rapid response to homelessness.

PROJECT STATUS UPDATE

Metro Vancouver, in partnership with the Province and 11 member jurisdictions, is developing a blueprint to accelerate the delivery of six-storey rental housing (Reference 2). Metro Vancouver has allocated \$2.1M from the Regional District Sustainability Innovation Fund (SIF) to support this work over three years. This includes a \$1M+ contribution for demonstration of the learnings in a future

Metro Vancouver Housing redevelopment project. The Rental Housing Blueprint has two main elements:

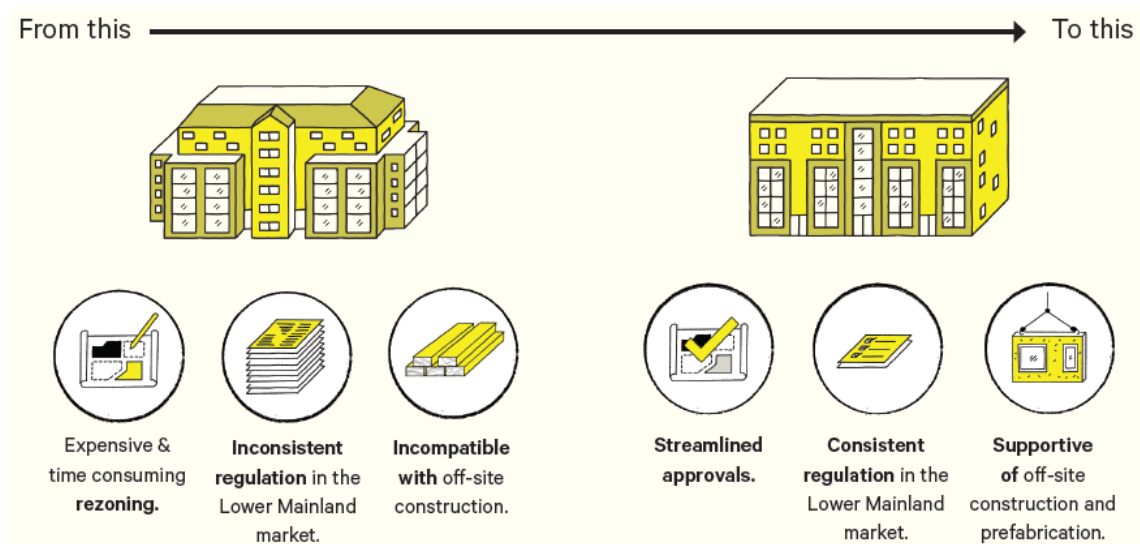
1. Standardized Regulations

In May 2023, SvN Architects & Planners and B Collective were contracted by Metro Vancouver to develop a regional approach to regulating six-storey rental buildings (e.g. zoning regulations and design standards). The regulatory framework is being co-developed in partnership with the following 11 member jurisdictions who signed up as local government champions of the initiative:

- Bowen Island Municipality
- City of Burnaby
- City of Delta
- City of Langley
- City of Maple Ridge
- City of New Westminster
- District of North Vancouver
- City of Richmond
- City of Surrey
- City of Vancouver
- City of White Rock

This phase of the project seeks to streamline approaches to governing building bulk and siting. In 2023, Metro Vancouver staff surveyed several off-site and modular construction manufacturers who identified a favourable regulatory environment as the biggest factor when evaluating potential markets for expansion. The opt-in regulation aims to use simplified measures such as maximum height, minimum setbacks and maximum unit depth values to control building bulk and siting. The approach seeks to eliminate complex calculations and variation between jurisdictions, which can be barriers to standardization. As a result, the use of Floor Area Ratio (FAR)/Floor Space Ratio (FSR) and lot coverage are not recommended. Instead, the regulations opt for an objective approach based on precedents in other leading jurisdictions, and the overall project objectives (Figure 1).

Figure 1: Rental Housing Blueprint Standardized Regulatory Approach



Source: SvN Architects and Planners

In addition, the standardized regulations aim to move away from design guidelines that require interpretation and discretion, and instead toward design standards are:

- **Measurable and verifiable:** Requirements are specified through criteria that can be objectively assessed and verified through quantifiable data, with no grey area—discretionary and subjective components create the need for negotiation which add to the timeline and complexity of projects; and,
- **Machine readable:** Objectivity is required to enable electronic compliance review (using specialized software which is rapidly increasing in capability), which will in turn accelerate the regulatory review process. These approaches provide manufacturers of prefabricated building components with greater clarity on requirements and improved certainty, which is a precondition for investment in this emerging sector.

As shown in the diagram below (Figure 2), design guidelines can introduce subjectivity and increase the time it takes for a development applicant to achieve desired design outcomes.

Figure 2: Design Guideline Subjectivity vs. Objective Design Standards

Design Guideline	Design Standard
Example: <i>Incorporate frequent entrances along commercial frontages to create visual interest and support pedestrian activity.</i>	Example: <i>Locate entrances along commercial frontages no more than 7 metres apart.</i>

A final draft of the standardized regulation is being circulated to these municipal partners for staff review in Q4 2024 and will be presented to the Regional Planning Committee and Housing Committee in early 2025.

2. Standardized Design Approach

The second stream of work is to develop a standardized design approach for six-storey rental buildings. This phase of the project is led by BC Housing, with Metro Vancouver as a key partner, and is supported by grant funding awarded through the CMHC Housing Supply Challenge. Round 5 of the Housing Supply Challenge is called Level-Up: Transforming the Way Canada Delivers Housing. This challenge seeks to increase the adoption of system-level solutions that transform Canada’s ability to produce more community and market housing, faster. The project team has to date been awarded two prizes of \$1M and \$3M respectively, to continue scaling the project as finalists in the competition (Reference 3). In March 2025, there is an opportunity to advance to the final stage of the Housing Supply Challenge, with an additional \$5M prize available.

The project will produce several building designs that are vetted by local governments, funders, and industry, resulting in reference designs that are:

- **Simplified and cost effective:** Reduced design complexity and utilization of building components manufactured in controlled, off-site factories will maximize efficiency and cost effectiveness by reducing labour needs and customizations on a project-by-project basis;
- **Scalable and replicable:** Moving toward pre-zoning and pre-approval of replicable designs will de-risk projects and scale up production, increasing investments in rental housing;

- **Optimized for off-site construction:** Reference designs can create demand for off-site methods and opportunities for bulk production of prefabricated components to increase efficient delivery, particularly for frequent builders (e.g. public sector); and,
- **Flexible:** Standard unit types and other building components can be combined in different ways to adapt to site conditions.

While the first component of the project addresses the regulatory environment, this component of the project addresses all aspects of the design and construction process, applying new technologies and modern methods of construction, including hybrid approaches where a building is made up of a series of components, for example, design modules, flat packed wall panels, and structural components that can be scaled and modified for different site sizes and conditions (Figure 3).

Figure 3: Standard Design Approach

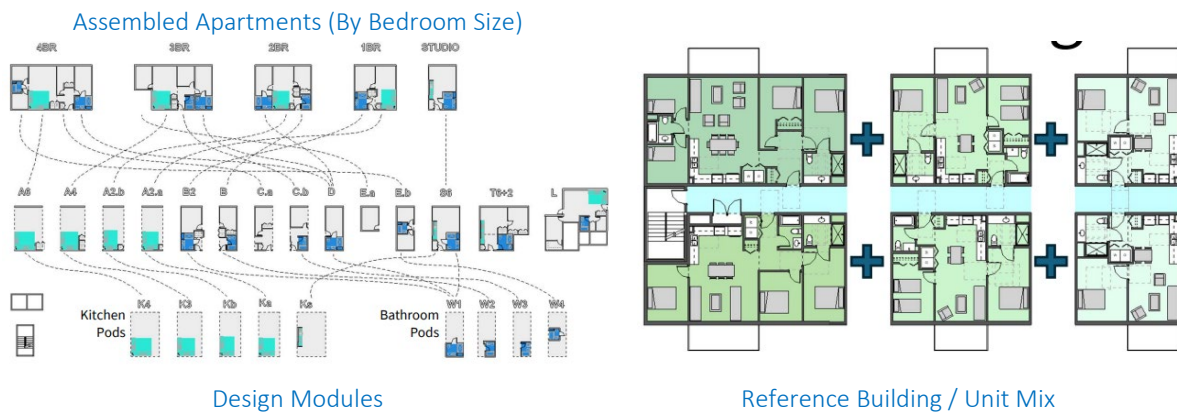
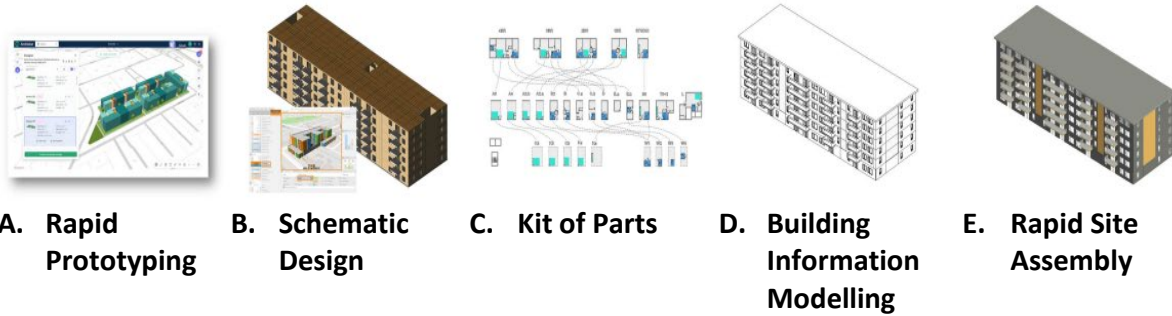


Figure 4 below further describes the innovations that will be integrated throughout the design and construction processes, including:

- Rapid Prototyping:** Ability to use rules-based generative design software to rapidly generate multiple viable building concepts for a site that fit with the standard regulation requirements and reference building design elements.
- Schematic Design:** Site concepts can be quickly expanded into more detailed designs by using and adapting the elements from open-source plan sets (reference building designs). This includes “modules” for units and structural elements which are non-proprietary and "open source," and which are designed to evolve based on experience of design consultants, manufacturers and builders.
- Kit of Parts:** The project will make a prefabrication optimizer widely available including an online platform and library of parts. A software system will allow design teams to easily test and apply prefabricated components. Manufacturers will have the ability to upload products to the library of parts.
- Building Information Modelling (BIM):** The design process will be integrated throughout using BIM – a system which creates a precise, three-dimensional set of plans and reduces waste from conflicts and errors in construction.

E. Rapid Site Assembly: The project is designed to progressively enable a greater percentage of building components to be produced off-site, starting with the simplest elements which can be easily produced and shipped, such as flat, open wall panels, and moving over time to include a full suite of building systems such as bathroom and kitchen pods, flooring, and structural elements.

Figure 4: Accelerating the Design and Construction Process



The use of technology and innovation, and moving toward off-site construction has the potential to reduce the cost of construction and speed up rental housing delivery, while delivering quality housing with high standards for livability and sustainability. The reference design and construction approaches will be tested through demonstration projects in future phases of the Rental Housing Blueprint project, including identifying demonstration projects on Metro Vancouver Housing sites. An initial version of the reference design adapted for non-market rental housing was created in the first phase of the project as proof of concept (Figure 5).

Figure 5: Reference Design Sample Rendering



Source: Iredale Architecture

NEXT STEPS

A final draft of the standardized regulation is being circulated to staff in the participating 11 member jurisdictions for review in Q4 2024 and will be presented to the Regional Planning Committee and Housing Committee in early 2025. Concurrently, the standardized design approach is advancing rapidly, and it is anticipated that a full suite of reference designs will be available by February 2025, as well as training and support for any member jurisdictions who wish to move toward using digital Building Information Modelling (BIM) and e-compliance systems in their approval processes.

Opportunities to Support Member Jurisdictions

At this stage, Metro Vancouver is inviting all member jurisdictions to re-engage with the project, beyond the initial 11 member jurisdictions who signed on as local government champions in late 2023. As the project continues, there will be opportunities for ongoing collaboration with all local governments who want to participate in shaping the outcomes of the standardized regulatory and design approaches. Project milestones will be presented to the Regional Planning Advisory Committee (RPAC), and the Regional Planning and Housing Committees at regular intervals.

In addition, resources are available through the project to support implementation and demonstration of the project's outcomes in municipalities that are currently advancing initiatives related to simplification and digitization. Examples of such initiatives might include planned implementation of electronic compliance, readiness to introduce or adopt changes to six-storey apartment zones to support increased standardization, or willingness to vet reference building designs through some form of pre-approval.

For jurisdictions that are interested and can demonstrate readiness to implement elements of the Rental Housing Blueprint, support through the grant could be in the form of consulting resources for making process improvements and/or bylaw changes that align with the objectives of the project, and other support as identified.

Metro Vancouver staff will work with member jurisdiction senior administrators through the Regional Administrators Advisory Committee (RAAC) to advance these opportunities.

ALTERNATIVES

This is an information report. No alternatives are presented.

FINANCIAL IMPLICATIONS

Stream 1 of the Rental Housing Blueprint project is supported through a mix of in-house staff and consultant support. Costs for consultant support are included in the 2024 and 2025 Housing Policy and Planning budgets and work plan, and supported through project-specific funding from the Metro Vancouver Regional District Sustainability and Innovation (SIF) Fund. Phase 2 of the Rental Housing Blueprint project is supported through a combination of SIF funding and additional grant funding awarded to a multi-agency team as part of the CMHC Housing Supply Challenge Round 5 – Level Up.

CONCLUSION

The Rental Housing Blueprint project seeks to streamline rental housing through standardized designs and regulations. In November 2023, 11 member jurisdictions confirmed their interest in co-creating standardized regulations to expedite the delivery of rental housing. This phase of the project is nearing completion and will result in an opt-in standardized and simplified regulatory approach for six-storey buildings. The second phase of the project has been advancing concurrently, and will produce reference designs that are aligned with the standardized regulations. These project deliverables will be presented to the Regional Planning and Housing Committees in Q1 2025.

This report provides a status update on all aspects of the project and next steps, which include ongoing participation in shaping the outcomes of the standardized regulatory and design approaches, and opportunities for member jurisdictions to access resources to advance implementation of activities that align with the Rental Housing Blueprint in their communities.

REFERENCES

1. Regional Planning Committee report dated August 14, 2023 titled "[Streamlining the Delivery of Rental Housing Through Pre-Approved Plans and Off-Site Construction](#)".
2. [Rental Housing Blueprint | Metro Vancouver](#)
3. [Funding Recipients for Round 5 of the Housing Supply Challenge | CMHC \(cmhc-schl.gc.ca\)](#)

67781054



Rental Housing Blueprint – Project Update

STREAMLINING RENTAL HOUSING THROUGH STANDARDIZED DESIGNS AND REGULATIONS

Jessica Hayes

Program Manager, Housing Policy and Planning

Invest Vancouver Management Board Regular Meeting, November 21, 2024

metrovancouver

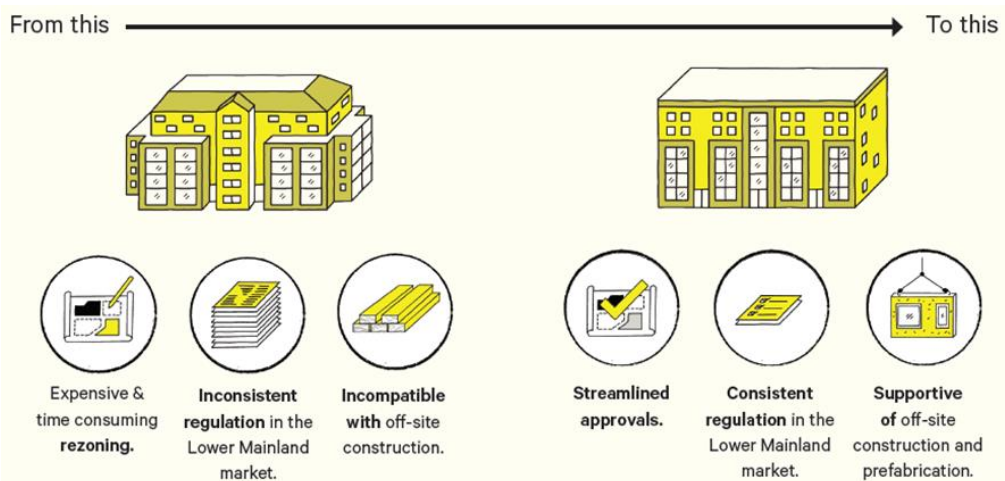
TWO PROJECT COMPONENTS



TWO PROJECT COMPONENTS

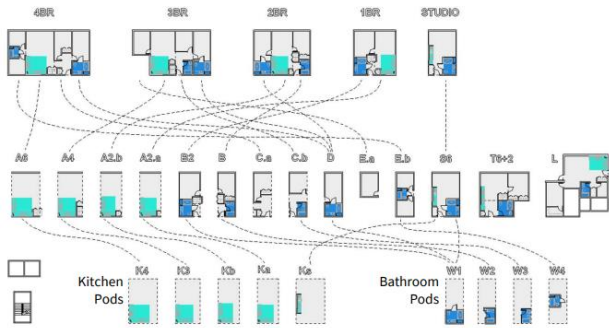


STANDARDIZED REGULATORY APPROACH

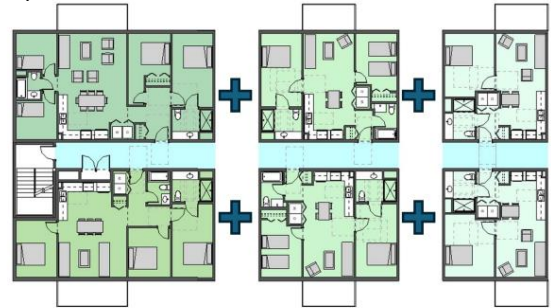


STANDARDIZED DESIGN APPROACH

Assembled Apartments (By Bedroom Size)



Design Modules



Reference Building / Unit Mix

WHY IS STANDARDIZATION IMPORTANT?

Survey of Off-site Manufacturers

Favourable regulatory environment

Availability of skilled labour

Market demand and growth potential

Access to suppliers and resources

Access to industrial land

Infrastructure quality

Economic stability of the region

Proximity to target market

STANDARDIZED PRODUCT RANGE AND MANUFACTURING BASE



metrovancover



Next Steps + Thank You metrovancover

To: Invest Vancouver Management Board

From: Katie Fitzmaurice, Executive Vice President, Invest Vancouver

Date: November 8, 2024 Meeting Date: November 21, 2024

Subject: **Strategic Initiatives Update**

RECOMMENDATION

That the MVRD Board receive for information the report dated November 8, 2024, titled “Strategic Initiatives Update”.

EXECUTIVE SUMMARY

In 2024, Invest Vancouver focused on implementing and exploring strategic initiatives that would increase global profile and support transformational economic development opportunities. These efforts aimed to attract foreign direct investment and facilitate the creation of high-quality jobs for Metro Vancouver residents.

Invest Vancouver’s strategic initiatives include:

- working with partners on Web Summit Vancouver 2025 and the 2026 FIFA Men’s World Cup for global investment opportunities and to draw international attention to the region’s thriving tech sector and key industries;
- promoting innovation through cleantech initiatives at renowned events such as Globe Forum 2024 and hy-fcell Canada to support the green economy; and
- exploring opportunities for a maritime green shipping corridor and zero-emissions aviation innovation hub for sustainable growth and de-carbonization.

PURPOSE

To provide an update on the activities related to strategic initiatives that increase the region’s global profile and economic development opportunities.

BACKGROUND

This report is advanced in alignment with the endorsed Invest Vancouver Management Board 2024 Work Plan, which identifies the following items to report back to the committee:

- report on the ongoing efforts to increase global profile and impact on strategic investments; and
- Report on collaboration projects and strategic initiatives for transformational economic development.

In 2024, Invest Vancouver engaged in activities related to strategic initiatives to increase global profile for the region. Invest Vancouver also explored opportunities for transformational economic development for sustainable growth and de-carbonization.

INCREASE GLOBAL PROFILE FOR THE REGION

Invest Vancouver is working with key partners to ensure a regional presence at international events that are taking place in the Metro Vancouver region. International events provide a unique opportunity to globally profile the region as an international investment destination and to draw attention to the region's thriving key industries. Two such events, Web Summit Vancouver 2025 and the 2026 FIFA Men's World Cup, will attract thousands of visitors and international recognition to the region, creating optimal circumstances for increasing the region's global profile to global leaders and executives.

Web Summit Vancouver 2025

Earlier this year, Web Summit announced that it will be moving its North American tech conference to the Metro Vancouver region for three consecutive years starting in 2025, rebranded as Web Summit Vancouver. The organization currently hosts some of the largest tech conferences in the world in cities like Lisbon and Doha. Invest Vancouver is actively participating in the Executive Steering Committee for Web Summit Vancouver along with PacifiCan, the Province of BC, Innovate BC, and Destination Vancouver. This consortium is working together to leverage the event as a platform to attract FDI, as these strategic investments can create high-quality tech jobs for the province and the region.

The tech sector is critical to our region's economic growth: employment in the sector grew by 75 per cent from 2009 to 2021, outpacing the growth of the broader regional economy. The Metro Vancouver region is home to a thriving tech-hub and has the top qualities international tech firms look for when expanding their global footprint, however the Metro Vancouver region is not always top of mind for multinational companies. Web Summit Vancouver provides a unique opportunity to introduce and market the region to investors as more than 15,000 participants are anticipated to attend the premier tech conference.

2026 FIFA Men's World Cup

Invest Vancouver is collaborating with the Greater Vancouver Board of Trade to develop a business delegation and hosting strategy to attract strategic investment during the seven Men's World Cup matches hosted in the City of Vancouver. Executives from a range of multinational companies are expected to visit the Metro Vancouver region during the games schedule. These games present an opportunity to market the Metro Vancouver region to a select group of business leaders with influence over global expansion from key markets and sectors.

COLLABORATION PROJECTS FOR TRANSFORMATIONAL ECONOMIC DEVELOPMENT

Transformational economic development opportunities aim to create sustainable growth, with the goal of improving the overall quality of life for residents. An important area of opportunity in the Metro Vancouver region is to support and grow the region's cleantech cluster and green economy. The Metro Vancouver region has the largest cleantech cluster in Canada and has been a leader in the green economy for decades. This industry provides future-forward, well-paying jobs for residents.

To support and strengthen this key industry, Invest Vancouver collaborated on several key events in the Metro Vancouver region in 2024. Some of those events include Globe Forum 2024, hy-fcell

Canada International Expo and Conference, and Burnaby Board of Trade's Clean Energy Summit. The following are summarized as per involvement and outcomes:

- **Leading Change at Globe Forum:** Globe Forum is North America's premier event for leaders and change-makers advancing a regenerative and equitable economy. The event attracted 2,500 attendees and incorporated four themes to generate actions for a more resilient, regenerative, and net-zero future. The forum provided Invest Vancouver with the opportunity to market the region to investors and meet local and global leaders. Invest Vancouver hosted a business-to-business networking session with Leading Change, an organization focused on accelerating actions to achieve a sustainable, prosperous, and resilient future. The session brought together established and emerging sector experts and innovators to promote the initiatives that would support the next generation of sustainable leaders.
- **Hy-fcell Canada International Expo and Conference:** Invest Vancouver supported the hy-fcell Canada International Expo and Conference to attract investment to the region's cleantech industry. The event convened more 1,100 attendees from 22 countries, as well as renowned leaders sharing solutions in clean energy through hydrogen and fuel cell applications. Invest Vancouver led a regional familiarization tour, providing an opportunity to meet with prospective international investors.
- **Clean Energy Summit:** The Burnaby Board of Trade's Clean Energy Summit was an opportunity to collaborate and spotlight ways to achieve a swift transition to a clean, low-carbon economy. The event explored diverse topics crucial for sustainability, from energy production to transportation. The event brought together industry pioneers, government officials, academics, and non-governmental organizations to share insights, investments, and innovations driving clean energy adoption.

STRATEGIC INITIATIVES FOR TRANSFORMATIONAL ECONOMIC DEVELOPMENT

Invest Vancouver has also been meeting with select organizations who are pioneers and leaders in low-carbon initiatives in the transportation and logistics industry. Two topics of discussion were a maritime shipping corridor and a zero-emissions aviation innovation hub. Through these topic discussions, Invest Vancouver explored opportunities for sustainable growth and de-carbonization efforts for the regional economy.

Maritime Green Shipping Corridor

The Metro Vancouver region is home to one of the largest and busiest ports in North America, which poses an opportunity to be a world-leading port for innovation in transportation & logistics. Invest Vancouver engaged with C40 cities to discuss the climate emergency and ways to reduce the sector's carbon footprint. To drive innovation in the region, it is important to learn from other parts of the world as well, who have successfully implemented innovation in the green economy. Staff met with the Maritime & Port Authority of Singapore (MPA) to discuss their region's innovation journey to become a world leader in green shipping. MPA operates one of the world's largest ports and are leaders in low-carbon innovation. Topics of discussion at these meetings included actions to

increase sustainability at ports, priority trade industries, and opportunities to continue engagement between Canada and Asia.

Aerospace Initiatives

British Columbia's aerospace industry is the third largest in the country. Aerospace is an opportunity for the Metro Vancouver region to leverage engineering and cleantech expertise to attract additional global investment. This year, Invest Vancouver met with the Canadian Advanced Air Mobility (CAAM), a national not-for-profit consortium and national catalyst for the Advanced Air Mobility (AAM) industry in Canada. The meeting was set to gain a deeper understanding of cleantech solutions in aerospace, specifically relating to the electrification of aviation for small aircraft. Further discussions occurred around opportunities for regional airports and a zero-emissions aviation innovation hub. Additionally, Invest Vancouver will be hosting a delegation from France that is interested in the region's aerospace industry and its advancements in technology. Invest Vancouver will continue to support the innovation and research and development of this sector, and the initiatives to electrify aircraft for economic development.

ALTERNATIVES

This is an information report. No alternatives are presented.

FINANCIAL IMPLICATIONS

All activities associated with strategic initiatives are expended through the MVRD Board approved Invest Vancouver 2024 budget.

As detailed in the September 13, 2024 Invest Vancouver Management Board report titled "Global Promotion at Web Summit Vancouver 2025," Invest Vancouver repurposed \$150,000 from Invest Vancouver's approved 2024 budget and has requested \$150,000 for 2025 in order to ensure a strong regional presence at the event.

Additionally, Invest Vancouver manages a sponsorship program to support investment promotion attraction. The application of these funds enabled collaborations and a strong presence at the Globe Forum 2024, hy-fcell Canada International Expo and Conference, and Burnaby Board of Trade's Clean Energy Summit. Total expenditure by Invest Vancouver in 2024 related to these events was \$18,350.

CONCLUSION

In 2024, Invest Vancouver made significant strides in increasing the region's global profile and advancing transformational economic development. Through international events like Web Summit Vancouver 2025 and the 2026 FIFA Men's World Cup, along with collaborative opportunities to promote innovation through cleantech initiatives at renowned events such as Globe Forum 2024 and hy-fcell Canada, the region is well-positioned to attract strategic investment. These efforts, including strategic initiatives for a maritime green shipping corridor and zero-emissions aviation innovation hub, will support sustainable growth, enhance the region's reputation, and drive long-term economic transformation for the Metro Vancouver region.

63983702

To: Invest Vancouver Management Board

From: Katie Fitzmaurice, Executive Vice President, Invest Vancouver

Date: November 1, 2024 Meeting Date: November 21, 2024

Subject: **Investment Attraction Update – Q3 2024**

RECOMMENDATION

That the MVRD Board receive for information the report dated November 1, 2024 titled “Investment Attraction Update – Q3 2024”.

EXECUTIVE SUMMARY

The Metro Vancouver region continues to attract sustained interest from international companies looking to expand their operations to the Metro Vancouver region. Invest Vancouver added 15 new leads to the investor pipeline in Q3, contributing an additional \$270 million in potential direct investment and 370 local jobs. As of September 30, 2024, staff were working with a total of 90 prospective leads. The prospective leads represent \$2.6 billion in potential direct investment and 1,825 jobs in the Metro Vancouver region.

Two Digital Media and Entertainment companies, Peliplat and Code Wizards, decided to expand their operations to the region. Additionally, Samsung Research Canada (SRCA) and Akcelo – well established companies in the region – have expanded their operations in the last three months. Collectively, these four companies represent 55 jobs and \$16 million in direct investment. Invest Vancouver also welcomed three inbound delegations from key markets including Germany, Hong Kong and Mexico, fostering international connections and promoting investment opportunities in these jurisdictions.

PURPOSE

To provide the Invest Vancouver Management Board and MVRD Board with a summary of investment attraction activities resulting from Q3 of 2024.

BACKGROUND

This report is advanced in alignment and coordination with the approved Invest Vancouver Management Board 2024 Work Plan and the endorsed Invest Vancouver 2024 Annual Plan.

REVIEW OF Q3 2024 ACTIVITY

Despite global recessionary pressures and a decline in investment across Canada, Invest Vancouver has seen sustained interest from international businesses considering expanding to the Metro Vancouver region. This report provides a detailed review of the strategic investment attraction activities in Q3 and includes leads carried over from 2023 and new ones generated in 2024.

Active Prospective Companies (Leads)

An investment lead or opportunity is defined as a company that has expressed an interest in investing in the region or expanding current investments beyond what is already in the region. The number of investment leads or opportunities in the pipeline is currently 90, which is a net decrease of nine since the end of Q2 in 2024. The 90 prospective leads represent \$2.6 billion in potential direct investment and 1,825 local jobs. The high-tech sector accounts for 41% of all leads in the pipeline, followed by the green economy at 20%, with 12% coming from other sectors outside our seven primary focus areas, such as consulting services or hospitality.

In Q3, Invest Vancouver added 15 new companies to the investor pipeline representing \$270 million in potential direct investment and 370 local jobs. The following tables show the breakdown of current leads.

Table 1. Current Leads in the Investment Attraction Pipeline (Q3)

Stage	# Prospects (leads)	Potential Jobs	Potential Investment
Attraction			
Interested	35	484	\$237M
Exploring	26	582	\$1.893B
Facilitating	17	536	\$300M
Sub-Total:	78	1,602 Jobs	\$2.430B
Expansion			
Interested	3	55	\$17M
Exploring	3	48	\$19.8M
Facilitating	5	100	\$107M
Sub-Total:	11	203 Jobs	\$143.8M
Retention			
Interested	1	20	\$35M
Sub-Total:	1	20	\$35M
Total:	90	1,825 Jobs	\$2.608B

Table 2. Breakdown of Leads by Sector and Geography (Q3)

Key Sector Representation			Geographic Representation		
High-tech	37	41%	Europe	31	34%
Green Economy	18	20%	Asia	23	26%
Other	11	12%	United States	15	17%
Digital Media & Ent.	9	10%	Canada	13	14%
Life Sciences	5	6%	Australia	5	6%
Apparel	5	6%	Other	3	3%
Trade & Transportation	3	3%	Total:	90	100%
Agritech	2	2%			
Total:	90	100%			

Table 3. Breakdown of Leads by Source (Q3)

Lead Source	# Leads	Ratio
Event-based Business Dev.	35	39%
Gov't Partners (IIC, GAC/TCS, JEDI/TIR)	35	39%
Direct Inbound Enquiries	12	13%
Other Referrals (non-government)	3	3%
Other	5	6%
Total:	90	100%

Landed and Expanded Companies

In Q3, two new companies established a presence in our region, while two existing companies expanded their business operations. The following provides a summary of their business and their decision to expand to the Metro Vancouver region:

Peliplat, a Singapore-based company that operates an online platform for cinema lovers, has chosen the City of Vancouver for its first Canadian office. The company has already hired eight employees and plans to expand to 20 employees by the end of 2024 and up to 50 employees by the end of 2025. Peliplat has established strong relationships with local educational institutions, such as the Vancouver Film School and BCIT. Access to top talent was a key factor in their decision to establish a presence in the Metro Vancouver region.

Code Wizards, a UK-based digital media and entertainment company, provides gametech services and support for games and esports, specializing in multiplayer game server integration and migration. The company chose the Metro Vancouver region (specific location TBD) to expand its global operations due to the strong video game production ecosystem and its proximity to West Coast clients. Code Wizards began its Canadian operations with two employees and plans to find a permanent office and grow in the coming year.

Samsung Research Canada, a R&D institute, has leveraged the region's highly skilled talent pool and added 15 new employees to its digital health engineering team.

Akcelo, an Australian brand experience agency that established a City of Vancouver office in 2021, has grown its local team to over 30 skilled professionals. The Vancouver office spearheads projects for clients in North America, supported by Akcelo's global network of 200 brand experience experts, bringing a wealth of diverse skills and perspectives to the region.

These four opportunities represent 55 jobs and \$16M in direct investment (Table 4 and Table 5).

Table 4. Closed Opportunities - Landed (Q3)

Company Name	# New Jobs	Total Investment	Member Jurisdiction
Peliplat	8	\$2M	City of Vancouver
Code Wizards	2	\$0.7M	TBD
YTD Total	10	\$2.7M	

Expanded (Aftercare) Companies

Table 5. Closed Opportunities - Expanded (Q3)

Company Name	# New Jobs	Total Investment	Member Jurisdiction
Samsung (SRCA)	15	\$8M	City of Vancouver
Akcelo	30	\$5M	City of Vancouver
YTD Total	45 Jobs	\$13M	

Closed Opportunities - Lost

In Q3, staff determined 21 opportunities as no longer viable or active leads. Fourteen of these companies were unresponsive and therefore reclassified to 'abandoned' opportunities. Four companies decided not to proceed with an international expansion due to various reasons such as the cost of running operations in the region, international contraction of the game industry, or need for provincial funding. Three companies chose to locate in competing jurisdictions such as Atlantic Canada, Montreal, and Alberta (Table 6).

Table 6. Closed Opportunities - Lost (Q3)

Reason for Loss	# Leads	Ratio
Abandoned	14	67%
Decision Not to Proceed	4	19%
Lost to a Competitor	3	14%
Total:	21	100%

Event-based Business Development

In Q3, Invest Vancouver staff did not engage in any outbound missions due to slower global activity in the summer months and the need to focus on existing leads and inbound delegations.

Inbound Delegations and Executive Familiarization Tours

Staff welcomed five executive familiarization tours (Table 7) and supported three inbound delegations (Table 8) from Germany, Hong Kong, and Mexico in Q3.

Table 7. Executive Familiarization Tour Breakdown (Q3)

Country	# Visit	Sector
United Kingdom	2	Digital Media
Mexico	1	High-tech
Sweden	1	High-tech
Pakistan	1	Trade and Logistics
Total:	5	

Table 8. Executive Inbound Delegation Breakdown (Q3)

Country	Sector
Germany	A mix of sectors (Green Economy, High-tech, Life Sciences, Other)
Hong Kong	Agri-tech
Mexico	High-tech
Total:	3

ALTERNATIVES

This is an information report. No alternatives are provided.

FINANCIAL IMPLICATIONS

All activities associated with investment attraction efforts are expended through the MVRD Board approved Invest Vancouver 2024 budget. In Q3, 39% of leads were a result of in-market engagements (i.e., event-based business development).

CONCLUSION

Invest Vancouver continues to draw international investment and high-quality job opportunities to the Metro Vancouver region, adding 15 new leads to its investor pipeline in Q3. This brings a total of prospective 90 leads to the pipeline that carries a potential \$2.6 billion in foreign direct investment and 1,825 local jobs.

The recent landing of two Digital Media & Entertainment companies, along with the expansion of two well established firms, further solidifies the region’s position as a hub for innovation and quality talent. Invest Vancouver remains focused on promoting the region's strengths, attracting strategic investments, and supporting high-quality employment to fuel economic growth.

63983703

To: Invest Vancouver Management Board

From: Jacquie Griffiths, President, Invest Vancouver

Date: November 5, 2024 Meeting Date: November 21, 2024

Subject: **Manager's Report**

RECOMMENDATION

That the Invest Vancouver Management Board receive for information the report dated November 5, 2024, titled "Manager's Report".

Invest Vancouver Management Board 2024 Work Plan

The Invest Vancouver Management Board Work Plan for 2024 is attached to this report (Attachment 1). The status of work is indicated as pending, in progress, ongoing or complete. The listing is updated as needed to include new issues that arise, items requested by the committee, and/or changes to the schedule.

CANEXPORT FUNDED PROJECTS

Invest Vancouver was recently awarded \$261,749 in grant funding from CanExport Community Investments for activities that support the attraction, retention and expansion of foreign direct investment (FDI). Staff is working on a number of projects that aim to promote the Metro Vancouver regional economy, strengthen innovation, and support the creation of high quality jobs for the residents of the region. The below provides a summary of each of the approved funded activities for 2024:

- **International Investment Attraction and Outreach Plan Project Update**

This project will enhance Invest Vancouver's outbound investment attraction activities in key markets such as the US, Northern Europe, and the Indo-Pacific region. In particular, Invest Vancouver will develop a multi-year International Investment Attraction and Outreach Plan. The plan will include recommendations to strengthen Invest Vancouver coordination and cooperation with BC Trade and Investment and Global Affairs Canada representatives; identify high-value industry- and market-specific investment attraction activities; and develop an engagement plan. The project launches in October 2024 and anticipates to conclude its findings in early 2025.

- **Cleantech Project Update**

This project will investigate portions of the regional economy focused on a de-carbonized, resilient, resource-efficient industrial future with the goal of developing business intelligence that can be used to attract foreign direct investment to the region. Invest Vancouver will prepare profiles of the Cleantech industry covering: materials and chemicals; energy and power; resources and environment management; and waste and recycling in the region. The effort will clearly define the regional value proposition (such as talent and the supporting ecosystem), factors that differentiate the region from competing jurisdictions,

and priorities to catalyze significant and sustainable growth. Invest Vancouver anticipates sharing findings with the Management Board in Q1 of 2025.

- **Foodtech Project Update**

This project will provide, for potential investors, a compelling narrative and comprehensive data for on the competitive strengths and opportunities in the foodtech industry in the region. Invest Vancouver will describe the current landscape, ecosystem, key players, and trends within the foodtech industry. The investigation will assess the interrelationship between local foodtech firms and food producers in other BC agricultural centers. It will also explore how regional foodtech innovation can advance provincial priorities such as food sustainability and sovereignty, Indigenous reconciliation, and strengthening provincial supply chains. The project launches in October 2024, and Invest Vancouver anticipates sharing findings with the Invest Vancouver Management Board and MVRD Board in Q2 of 2025.

- **Who's Here Project**

Invest Vancouver will conduct interviews with strategic companies in the region and develop case studies that speak to the key competitive advantages that drew them to expand or open their business in the Metro Vancouver region. The objective of these case studies is to offer prospective investors insights into how companies have found success in the region. The findings will share knowledge that highlight key success factors and lessons learned in business operations, including but not limited to strategic partnerships, talent acquisition strategies, government incentives, cultural learnings, and innovative research collaborations. These informative and real-world case studies will build global awareness of Metro Vancouver's reputation as a desirable investment location and develop credibility and trust with foreign investors.

- **Target Market Research Project**

Invest Vancouver will undertake client-centric research that targets investors in cybersecurity across two distinct geographic markets (Indo Pacific and Western Europe). The aim of the research project is to understand the needs and cultural values of these audiences that influence their decision-making process, as well as to identify the most effective channels for reaching investors in different geographic markets. This research will inform Invest Vancouver's marketing strategy so that future marketing activities can be more tailored to effectively target and influence investors and other decision-makers in priority regions and sectors.

- **Real-time Regional Workforce Data Dashboard**

Invest Vancouver is developing an interactive, easily digestible, regional workforce data dashboard that encompasses the region's latest labour market information and workforce data specific to talent demand and supply. This regional workforce data hub will provide investors with reliable information regarding the availability of talent within key sectors. The expected outcome is a dynamic website including a regional dashboard as well as industry-specific information such as current labour supply and demand, demographics, emerging trends, and links to relevant education and training providers.

- **Translated Investment Promotional Materials**

Invest Vancouver will be translating marketing materials into other languages to increase engagement with foreign investors. This project will strengthen the impact of Invest Vancouver's marketing materials for outbound missions to effectively showcase the region's leading sectors and sub-sectors to potential investors while also removing language barriers to continue showcasing foreign direct investment opportunities.

- **FDI Training**

This project involved developing and delivering an FDI Attraction Training Seminar. The seminar, delivered on October 16, was designed to provide Invest Vancouver staff and the Invest Vancouver Advisory Committee (IVAC) with advanced training, emphasizing sophisticated FDI management and conversion techniques. To enhance FDI attraction potential, the training provided participants with insights into:

- Understanding FDI trends and the phases of investment expansion projects;
- Building a value proposition and identifying competitive advantages;
- Handling investor inquiries and conducting investor meetings; and
- Nurturing leads and implementing aftercare strategies.

During the training, Global Affairs Canada also presented on how Invest Vancouver and member jurisdictions can leverage the resources of the Trade Commissioner Service to enhance their investment attraction efforts.

ATTACHMENT

1. Invest Vancouver Management Board Work Plan

70802629

Invest Vancouver Management Board 2024 Work Plan

Report Date: November 21, 2024

Priorities

1st Quarter	Status
2024 Invest Vancouver Management Board Meeting Schedule and Work Plan	Completed
Invest Vancouver 2024 Annual Plan	Completed
Investment Attraction Update	Completed
Manager's Report	Completed
2nd Quarter	
Global Promotion and Regional Collaboration	Completed
Regional Workforce Development Needs Assessment and Opportunities	Completed
High-tech Sector in the Metro Vancouver Region	Completed
Strategic Initiatives Update	Completed
Investment Attraction Update	Completed
Manager's Report	Completed
3rd Quarter	
New Mobility Forum Event	Completed
Invest Vancouver 2024 Annual Plan Deliverables and KPI Mid-Year Update	Completed
Workforce Development Update	Completed
Investment Attraction Update	Completed
Economic Reconciliation Update	Completed
Manager's Report	Completed
4th Quarter	
Invest Vancouver 2025 Budget and 5-Year Financial Plan	Completed
Regional Strategic Economic Development Plan	Deferred
Cleantech and Foodtech Project Update	Completed
Foreign Direct Investment Initiative Update*	Completed
Strategic Initiatives Update	Completed
Investment Attraction Update	Completed
Manager's Report	Completed

*Some work may be contingent on external funding.

To: Finance Committee

From: Jerry Dobrovlny, Commissioner/Chief Administrative Officer
Harji Varn, General Manager, Financial Services/Chief Financial Officer

Date: October 2, 2024 Meeting Date: October 9, 2024

Subject: **2025 - 2029 Financial Plan – Regional District Service Areas**

RECOMMENDATION

That the Finance Committee endorse the 2025 - 2029 Financial Plan for the Regional District Service Areas as presented in the report dated October 2, 2024, titled “2025 - 2029 Financial Plan – Regional District Service Areas”, and forward it to the Metro Vancouver Board Budget Workshop on October 16, 2024 for consideration.

EXECUTIVE SUMMARY

The 2025 - 2029 Metro Vancouver Financial Plan has been prepared following direction from the Financial Plan Task Force and from the Board at the Board Budget Workshops. The 2025 Budget has come under the household impact targets that were recommended by the Financial Plan Task Force and endorsed by the Board, which has resulted in an overall consolidated household impact for 2025 of 9.9%, down from the 11.0% projected for 2025 in the prior financial planning cycle.

In 2025, the operating budget for Regional District Service is proposed to increase by 0.9 million (3.4%) for a total of 27.6 million. The requisition is proposed to increase 1.2 million (5.9%) for a total of \$16 household impact to the average regional household (which compares to a previous forecast for 2025 of \$16).

These MVRD impacts are included in the overall Household Impact increase of 9.9% (\$79) for all Metro Vancouver services for 2025.

PURPOSE

To present the 2025 - 2029 Financial Plan for Regional District Service Areas of E911 Emergency Telephone Service, General Government Administration, General Government Zero Waste Collaboration Initiatives, Invest Vancouver, Regional Emergency Management, Regional Employers Services, Regional Global Positioning System (Regional GPS), and Sasamat Fire Protection Service for consideration by the Finance Committee.

BACKGROUND

Metro Vancouver’s annual budget process includes the development of detailed annual budgets and the updating of five-year financial plans for each of the four Metro Vancouver legal entities (Metro Vancouver Regional District, Metro Vancouver Housing Corporation, Greater Vancouver Water District and Greater Vancouver Sewerage and Drainage District).

Three Board Budget Workshops were held in the spring with the objective to seek direction for the preparation of the 2025 - 2029 Financial Plan. This has resulted in a plan that maintains the goals and objectives of Metro Vancouver while minimizing the impact on ratepayers through evaluation and optimizing the capital and operating programs. This report focuses on the Regional District Service Areas function including both operating and capital budget elements for 2025 to 2029.

This report focuses on the Regional District Service Areas and presents the 2025 provisional annual budget and the updated five-year plan for the years 2025 to 2029 for Committee consideration.

REGIONAL DISTRICT SERVICE AREAS

Regional District services within the MVRD represent functions that include either all 21 member municipalities, the Tsawwassen First Nation and Electoral Area A as participants, or alternatively include a portion of the MVRD members as participants in the service.

These service areas include the following functions:

- E911 Emergency Telephone Service;
- General Government Administration;
- General Government Zero Waste Collaboration Initiatives;
- Invest Vancouver;
- Regional Emergency Management;
- Regional Employers Services;
- Regional Global Positioning System; and
- Sasamat Fire Protection Service.

The financial plans for the Regional District Service Areas contribute to the overall projected MVRD Financial Plan and are combined with plans for the MVRD statutory functions of Air Quality and Climate Action, Housing Planning and Policy, Regional Parks, and Regional Planning. The 2025 - 2029 Financial Plans for those functions have been presented separately to their respective Standing Committees, along with a presentation to the Electoral Area Standing Committee of the Electoral Area Service Financial Plan.

WORK PLAN PERFORMANCE INDICATORS

High level qualitative and quantitative performance indicators have been developed across the organization to evaluate trends, determine key actions for the coming year, and to assist in long term planning. The 2025 Regional District Service Area Work Plans for E911 Emergency Telephone Service, General Government Administration (Board and Legislative Services), General Government Zero Waste Collaboration Initiatives, Invest Vancouver, Regional Emergency Management, Regional Employers Services, Regional GPS, and Sasamat Fire Protection Service are presented in this report. Within these Work Plans, 18 performance indicators have been developed and are being tracked. These include:

E911 Emergency Telephone Service

- 95/5 Service level through each quarter

Regional Employers Services

- Number of page visits to RES website and myRES Portal
- General Government Zero Waste Collaboration Initiatives
- Number of members in the National Zero Waste Council (NZWC)
- Invest Vancouver
- Number of unique visitors to the Invest Vancouver website
 - Number of reports published
- Regional Emergency Management
- Conduct one region-wide emergency exercise per year
- Regional Global Positioning System
- Percent of service uptime
 - Post-mission data availability
- Sasamat Fire Protection Service
- Ongoing training of volunteers

CONTINUOUS IMPROVEMENT

Some of the continuous improvement initiatives for Regional District Service Area which have been identified for 2025 include:

- Leveraging Multi-Factor Authentication, elected officials have immediate access to more information and services that are also better protected;
- Create an inventory of applications and utilities used or supported by the Board Secretariat (RMT, AT, Board Vote, ACT);
- Implementation of NextGen-911 with partners TELUS, member jurisdictions, and secondary and primary PSAPS. NextGen-911 will update the 9-1-1 service infrastructure;
- With significant changes expected by the Province in relation to emergency management legislation over the next number of years, IPREM will provide ongoing guidance to member jurisdictions with respect to new obligations;
- Emergency Regional Exercises will strengthen collaboration between local and provincial governments and key partner organizations for emergencies;
- Consolidation and delivery of regional events, making use of best practice for delivery, including virtual platforms;
- Ongoing development of regional policy guidelines, templates, and tools, including subject-specific web pages, to support member jurisdictions with emerging issues of regional significance;
- High Precision Network (HPN) Maintenance - 40 HPN monuments replaced to ensure continuous improvement of ~350-station HPN; and
- Expanded audience reach and profile of Love Food Hate Waste Campaign through engagement with the global Food Waste Action Week campaign organized by WRAP.

2025 BUDGET AND 2025 - 2029 FINANCIAL PLAN

The five-year financial plans for this cycle have been updated to address five central priorities identified by the Metro Vancouver Board in its Strategic Plan to guide the development of plans and budgets. The five priorities are:

- Financial Sustainability and Regional Affordability
- Climate Action

- Resilient Services and Infrastructure
- Reconciliation
- Housing

Each Metro Vancouver function has an Annual Work Plan that includes strategic directions, performance indicators and key actions to guide the work for the coming year. Each function also has a “What’s Happening” summary that presents program highlights for the next five years.

The overall Regional District Summary for 2025 - 2029 are included as Attachment 1 and the 2025 - 2029 Financial Plans for the Regional District Service Areas presented in this report are included as Attachment 2. The 2025 Annual Work Plans for the Regional District Service Areas presented in this report are included in Attachment 3, and the summary of the Regional District Service Areas program highlights, 2025 - 2029 “What’s Happening”, is included under Attachment 4.

Regional District Summary

The Regional District Summary presented in Attachment 1 includes all thirteen regional district functions of which 11 services are apportioned to all MVRD members through the tax requisition and two services which are apportioned to either a single jurisdiction (Electoral Area A) or to two municipalities (Belcarra and Anmore – Sasamat Fire Protection Service). The MVRD functions are also funded through a variety of other sources including permit revenues and user fees. The thirteen regional district functions are as follows:

Air Quality and Climate Action	Regional Emergency Management
E911 Emergency Telephone Service	Regional Employers Services
Electoral Area Service	Regional Global Positioning System
General Government Administration	Regional Parks
General Government Zero Waste Collaboration Initiatives	Regional Planning
Housing Planning and Policy	Sasamat Fire Protection Service
Invest Vancouver	

The full MVRD 2025 - 2029 Financial Plan for the next five years is summarized below:

REGIONAL DISTRICT SERVICES FIVE-YEAR FINANCIAL PLAN OVERVIEW							
\$ Millions	2024	2025	2026	2027	2028	2029	5 Year Average
Tax Requisition	113.2	117.2	105.3	108.3	112.0	116.1	
% Change		3.6%	(10.2%)	2.8%	3.4%	3.7%	0.7%
Total Expenditures	146.5	152.2	133.9	136.5	141.5	145.5	
% Change		3.9%	(12.0%)	2.0%	3.7%	2.8%	0.1%
Total Capital Cash Flow	32.0	44.4	38.4	35.0	36.4	30.3	36.9
Household Impact (\$)	92	94	84	85	86	87	
% Change		2.3%	(10.9%)	0.8%	1.5%	1.8%	(0.9%)

The Regional District Service Areas, along with the statutory functions of Air Quality and Climate Action, Housing Planning and Policy, Regional Parks, and Regional Planning, form the MVRD which is primarily funded through tax requisitions. To support the Regional District for the years 2025 - 2029, MVRD tax requisitions are increasing \$2.9 million over the five-year period, from \$113.2 million in 2024 to \$116.1 million in 2029, representing an average annual decrease of \$0.59 million. The decrease in the MVRD Requisition starts in 2026, which is driven by the phase-in of a park acquisition DCCs. This allows for a decrease to the contribution to the park acquisition and development reserve as it is now being funded from DCCs and not the MVRD Tax Requisition.

Operating Budget Highlights

In 2025, total expenditures for the Regional District Service Areas not presented separately to other standing committees are proposed to increase \$1.2 million for total expenditures of \$27.6 million (Attachment 2).

Over the five-year plan, the projected expenditures for Regional District Service Areas are as follows:

Regional District Service Areas	Total Expenditures 2025 - 2029 \$ Millions	Average Annual Expenditures \$ Millions	Average Annual Increase (Decrease)
E911 Emergency Telephone Service	37.9	7.6	4.1%
General Government Administration	45.6	9.1	1.8%
General Government-Zero Waste Collaboration Initiatives	3.2	0.6	(12.7%)
Invest Vancouver	24.8	5.0	4.4%
Regional Emergency Management	1.1	0.2	2.7%
Regional Employers Services	22.4	4.5	1.3%
Regional Global Positioning System	3.4	0.7	11.9%
Sasamat Fire Protection Service	4.8	1.0	1.4%

With the Regional District Service Areas noted above, the primary focus is one of stewardship in maintaining an established level of service.

The Sasamat Fire Protection Service proposed budget was presented to the Sasamat Fire Department Trustees on September 5, 2024 which had included additions to the operating program and additions to the contributions to the reserves for total of \$400,000. This amendment has been reflected in the 2025-2029 Financial Plan.

Reserve Funds

Reserve usage within the Regional District Service Areas include one-time equipment purchases or upgrades, as well as one-time initiatives which are delivered through contract services in accordance with the Board approved *Operating, Statutory and Discretionary Reserves Policy*. In 2025, \$2.5 million in reserve funding has been applied in these Regional District Service Areas.

The 2025 - 2029 Projected Reserves for the Regional District Service Areas are included in Attachment 5.

APPROVAL PROCESS

The proposed 2025 - 2029 Financial Plan and Annual Work Plan is presented for consideration and endorsement before being forwarded to the Board for consideration. The next steps of the process are:

- The 2025 - 2029 Financial Plan and Annual Work Plan will be presented for consideration to the Finance Committee on October 9, 2024 and at the Metro Vancouver Board Budget Workshop on October 16, 2024.
- The Board will consider adoption of the 2024 Budget and endorsement of the 2025 - 2029 Financial Plan on November 1, 2024.

ALTERNATIVES

1. That the Finance Committee endorse the 2025 - 2029 Financial Plan for the Regional District Service Areas as presented in the report dated October 2, 2024, titled "2025 - 2029 Financial

Plan – Regional District Service Areas”, and forward it to the Metro Vancouver Board Budget Workshop on October 16, 2024 for consideration.

2. That the Finance Committee amend the 2025 – 2029 Financial Plan for Regional District Service Areas as follows: _____; and forward the amended Financial Plan to the Metro Vancouver Board Budget Workshop on October 16, 2024 for consideration.

FINANCIAL IMPLICATIONS

If the MVRD Board endorses the 2025 - 2029 Financial Plan for the Regional District Service Areas, as presented under Alternative 1, in 2025 the requisitions for the service areas outlined in this report will increase by \$1.2 million comprising part of the overall MVRD requisition. The Regional District Service Area requisitions form part of the overall MVRD tax requisition which is projected to be \$117.2 million in 2025, representing a \$2 increase (2.3%) to the average regional household for an annual cost of \$94 after taking into account regional population growth.

Over the term of the five-year plan, the annual requisitions for the Regional District Service Areas outlined in this report are projected to increase by an average of \$665,188 per year. It is anticipated that the cost to the average regional household over the next five years for all MVRD services, including these Regional District Service Areas, will decrease from \$94 in 2025 to \$87 in 2029 representing an average annual decrease of \$1.

Under Alternative 2, the Committee may wish to consider recommending amendments to the five-year financial plan for consideration at the Metro Vancouver Board Budget Workshop. Any changes to the plan may have an impact on the MVRD Financial Plan.

SUMMARY / CONCLUSION

The 2025 - 2029 Financial Plans for the Centralized Support Program have been prepared following direction received at the May 31, 2024 Metro Vancouver Board Budget Workshop and to respond to direction provided in the Board Strategic Plan. It is presented to Committee and Board members to provide overview information on activities and financial impacts for the years 2025 to 2029 for the Regional District Service Areas of E911 Emergency Telephone Service, General Government Administration, General Government Zero Waste Collaboration Initiatives, Invest Vancouver, Regional Emergency Management, Regional Employers Services, Regional GPS, and Sasamat Fire Protection Service.

The presentation of this year’s five-year financial plans for the Regional District Service Areas provides the opportunity for Metro Vancouver to share with its member jurisdictions the proposed planning related initiatives over the next five years. It is intended to be used as a guiding document for member jurisdictions in the development of their five-year financial plans and includes projections on household impact to demonstrate how the plan will remain affordable for Metro Vancouver residents while keeping pace with our critical requirements.

Staff recommend endorsing the 2025 - 2029 Financial Plans for Regional District Service Areas as presented under alternative one.

Attachments:

1. 2025 - 2029 Financial Plan – Regional District Summary
2. 2025 - 2029 Financial Plans
 - E911 Emergency Telephone Service
 - General Government Administration
 - General Government Zero Waste Collaboration Initiatives
 - Invest Vancouver
 - Regional Emergency Management
 - Regional Employers Services
 - Regional Global Positioning System
 - Sasamat Fire Protection Service
3. 2025 Work Plans
4. 2025 - 2029 “What’s Happening”
5. 2025 - 2029 Projected Reserves – Regional District
6. 2025 - 2029 Financial Plan – Regional District Service Areas – Presentation

**METRO VANCOUVER REGIONAL DISTRICT
REGIONAL DISTRICT SUMMARY
2025 - 2029 FINANCIAL PLAN
2025 BUDGET REVIEW**

Attachment 1

	2024 BUDGET	2025 BUDGET	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE	2029 FORECAST	% CHANGE
REVENUES											
Metro Vancouver Regional District Requisitions	\$113,178,691	\$117,237,833	3.6%	\$105,264,055	(10.2%)	\$108,261,109	2.8%	\$111,995,103	3.4%	\$116,115,756	3.7%
Compensation Services Revenue	598,160	738,700	23.5%	859,129	16.3%	978,769	13.9%	1,101,835	12.6%	1,128,953	2.5%
Collective Bargaining Services Revenue	1,061,436	1,165,689	9.8%	1,242,885	6.6%	1,318,177	6.1%	1,398,664	6.1%	1,431,856	2.4%
Electoral Area Requisition	433,645	454,892	4.9%	468,469	3.0%	467,725	(0.2%)	487,429	4.2%	497,186	2.0%
Regional Global Positioning System User Fees	306,424	311,558	1.7%	327,493	5.1%	337,548	3.1%	369,191	9.4%	412,472	11.7%
User Fees	3,890,074	4,179,292	7.4%	4,685,616	12.1%	5,189,536	10.8%	5,693,554	9.7%	5,797,672	1.8%
Non-Road Diesel Fees	1,316,250	1,690,000	28.4%	2,055,000	21.6%	2,895,000	40.9%	2,890,000	(0.2%)	2,890,000	0.0%
Love Food Hate Waste	375,000	–	(100.0%)	–	N/A	–	N/A	–	N/A	–	N/A
Zero Waste Conference	260,000	260,000	0.0%	260,000	0.0%	260,000	0.0%	260,000	0.0%	260,000	0.0%
Other External Revenues	4,770,299	10,336,419	116.7%	5,487,220	(46.9%)	4,805,288	(12.4%)	4,864,934	1.2%	4,843,649	(0.4%)
Transfer from Sustainability Innovation Fund Reserves	6,087,561	1,031,155	(83.1%)	1,067,500	3.5%	–	(100.0%)	–	N/A	–	N/A
Transfer from Reserves	14,217,753	14,769,912	3.9%	12,141,835	(17.8%)	12,019,517	(1.0%)	12,486,461	3.9%	12,165,549	(2.6%)
TOTAL REVENUES	\$146,495,293	\$152,175,450	3.9%	\$133,859,202	(12.0%)	\$136,532,669	2.0%	\$141,547,171	3.7%	\$145,543,093	2.8%
EXPENDITURES											
Metro Vancouver Regional District											
Air Quality and Climate Action	\$ 17,561,130	\$ 16,293,920	(7.2%)	\$ 16,764,963	2.9%	\$ 17,110,035	2.1%	\$ 17,413,480	1.8%	\$ 17,912,312	2.9%
E911 Emergency Telephone Service	6,469,826	7,276,404	12.5%	7,421,931	2.0%	7,570,370	2.0%	7,721,777	2.0%	7,876,214	2.0%
Electoral Area Service	1,218,728	6,304,809	417.3%	1,715,504	(72.8%)	821,321	(52.1%)	846,740	3.1%	848,005	0.1%
General Government Administration	8,598,225	8,848,544	2.9%	8,984,950	1.5%	9,085,124	1.1%	9,307,726	2.5%	9,380,725	0.8%
General Government-Zero Waste Collaboration Initiatives	1,521,633	692,758	(54.5%)	644,938	(6.9%)	640,752	(0.6%)	636,545	(0.7%)	632,803	(0.6%)
Housing Planning and Policy	9,351,276	7,695,894	(17.7%)	8,072,481	4.9%	7,051,198	(12.7%)	7,096,430	0.6%	7,145,144	0.7%
Invest Vancouver	4,251,161	4,753,867	11.8%	4,787,702	0.7%	4,926,371	2.9%	5,082,832	3.2%	5,248,424	3.3%
Regional Emergency Management	191,549	199,686	4.2%	205,691	3.0%	211,866	3.0%	219,283	3.5%	219,242	0.0%
Regional Employers Services	4,351,426	4,382,540	0.7%	4,400,235	0.4%	4,496,539	2.2%	4,526,509	0.7%	4,632,332	2.3%
Regional Global Positioning System	378,174	485,102	28.3%	552,876	14.0%	914,816	65.5%	948,391	3.7%	454,455	(52.1%)
Regional Parks	86,077,581	89,473,461	3.9%	74,465,035	(16.8%)	77,839,307	4.5%	81,846,978	5.1%	85,183,832	4.1%
Regional Land Use Policy	5,612,977	4,819,386	(14.1%)	4,886,575	1.4%	4,901,217	0.3%	4,929,099	0.6%	5,030,391	2.1%
Sasamat Fire Protection Service	911,607	949,079	4.1%	956,321	0.8%	963,753	0.8%	971,381	0.8%	979,214	0.8%
TOTAL EXPENDITURES	\$146,495,293	\$152,175,450	3.9%	\$133,859,202	(12.0%)	\$136,532,669	2.0%	\$141,547,171	3.7%	\$145,543,093	2.8%

**METRO VANCOUVER REGIONAL DISTRICT
E911 EMERGENCY TELEPHONE SERVICE
2025 - 2029 FINANCIAL PLAN
2025 BUDGET REVIEW**

	2024 BUDGET	2025 BUDGET	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE	2029 FORECAST	% CHANGE
REVENUES											
Metro Vancouver Regional District Requisitions	\$ 6,469,826	\$ 7,276,404	12.5%	\$ 7,421,931	2.0%	\$ 7,570,370	2.0%	\$ 7,721,777	2.0%	\$ 7,876,214	2.0%
TOTAL REVENUES	<u><u>\$ 6,469,826</u></u>	<u><u>\$ 7,276,404</u></u>	12.5%	<u><u>\$ 7,421,931</u></u>	2.0%	<u><u>\$ 7,570,370</u></u>	2.0%	<u><u>\$ 7,721,777</u></u>	2.0%	<u><u>\$ 7,876,214</u></u>	2.0%
EXPENDITURES											
Operating Programs:											
Emergency Telephone Service	\$ 6,342,967	\$ 7,133,729		\$ 7,276,403		\$ 7,421,931		\$ 7,570,370		\$ 7,721,778	
Allocation of Centralized Support Costs	126,859	142,675		145,528		148,439		151,407		154,436	
TOTAL EXPENDITURES	<u><u>\$ 6,469,826</u></u>	<u><u>\$ 7,276,404</u></u>	12.5%	<u><u>\$ 7,421,931</u></u>	2.0%	<u><u>\$ 7,570,370</u></u>	2.0%	<u><u>\$ 7,721,777</u></u>	2.0%	<u><u>\$ 7,876,214</u></u>	2.0%

**METRO VANCOUVER REGIONAL DISTRICT
GENERAL GOVERNMENT ADMINISTRATION
2025 - 2029 FINANCIAL PLAN
2025 BUDGET REVIEW**

	2024 BUDGET	2025 BUDGET	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE	2029 FORECAST	% CHANGE
REVENUES											
Metro Vancouver Regional District Requisitions	\$ 7,205,225	\$ 7,558,132	4.9%	\$ 7,691,730	1.8%	\$ 7,789,040	1.3%	\$ 8,008,720	2.8%	\$ 8,078,739	0.9%
Other External Revenues	1,093,000	990,412		993,220		996,084		999,006		1,001,986	
Transfer from Reserves	300,000	300,000		300,000		300,000		300,000		300,000	
TOTAL REVENUES	\$ 8,598,225	\$ 8,848,544	2.9%	\$ 8,984,950	1.5%	\$ 9,085,124	1.1%	\$ 9,307,726	2.5%	\$ 9,380,725	0.8%
EXPENDITURES											
Operating Programs:											
Audit and Insurance	\$ 149,848	\$ 155,942		\$ 158,751		\$ 161,616		\$ 164,539		\$ 167,519	
Board Administrative Services	4,680,437	4,802,431		4,918,319		5,037,105		5,158,818		5,283,735	
External Contributions	605,000	605,000		605,000		605,000		605,000		605,000	
Leadership and Engagement	670,268	720,853		735,034		725,456		838,670		785,616	
Mosquito Control Contract	223,575	175,589		179,104		182,689		186,345		190,071	
Regional Culture	39,853	38,133		39,356		40,617		41,915		43,258	
Contribution to Sustainability Innovation Fund Reserve	347,000	347,000		347,000		347,000		347,000		347,000	
	6,715,981	6,844,948	1.9%	6,982,564	2.0%	7,099,483	1.7%	7,342,287	3.4%	7,422,199	1.1%
Communications Program	883,600	939,554	6.3%	954,806	1.6%	970,361	1.6%	986,229	1.6%	1,002,415	1.6%
Allocation of Centralized Support Costs	998,644	1,064,042	6.5%	1,047,580	(1.5%)	1,015,280	(3.1%)	979,210	(3.6%)	956,111	(2.4%)
TOTAL EXPENDITURES	\$ 8,598,225	\$ 8,848,544	2.9%	\$ 8,984,950	1.5%	\$ 9,085,124	1.1%	\$ 9,307,726	2.5%	\$ 9,380,725	0.8%

**METRO VANCOUVER REGIONAL DISTRICT
GENERAL GOVERNMENT ZERO WASTE COLLABORATION INITIATIVES
2025 - 2029 FINANCIAL PLAN
2025 BUDGET REVIEW**

	2024 BUDGET	2025 BUDGET	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE	2029 FORECAST	% CHANGE
REVENUES											
Metro Vancouver Regional District Requisitions	\$ 786,633	\$ 432,758	(45.0%)	\$ 384,938	(11.1%)	\$ 380,752	(1.1%)	\$ 376,545	(1.1%)	\$ 372,803	(1.0%)
Other External Revenues	100,000	-		-		-		-		-	
Love Food Hate Waste	375,000	-		-		-		-		-	
Zero Waste Conference	260,000	260,000		260,000		260,000		260,000		260,000	
TOTAL REVENUES	\$ 1,521,633	\$ 692,758	(54.5%)	\$ 644,938	(6.9%)	\$ 640,752	(0.6%)	\$ 636,545	(0.7%)	\$ 632,803	(0.6%)
EXPENDITURES											
Operating Programs:											
National Zero Waste Council	\$ 220,700	\$ 120,700		\$ 120,700		\$ 120,700		\$ 120,700		\$ 120,700	
Love Food Hate Waste	375,000	-		-		-		-		-	
Zero Waste Conference	472,000	472,000		472,000		472,000		472,000		472,000	
	1,067,700	592,700	(44.5%)	592,700	0.0%	592,700	0.0%	592,700	0.0%	592,700	0.0%
Allocation of Centralized Support Costs	453,933	100,058	(78.0%)	52,238	(47.8%)	48,052	(8.0%)	43,845	(8.8%)	40,103	(8.5%)
TOTAL EXPENDITURES	\$ 1,521,633	\$ 692,758	(54.5%)	\$ 644,938	(6.9%)	\$ 640,752	(0.6%)	\$ 636,545	(0.7%)	\$ 632,803	(0.6%)

**METRO VANCOUVER REGIONAL DISTRICT
INVEST VANCOUVER
2025 - 2029 FINANCIAL PLAN
2025 BUDGET REVIEW**

	2024 BUDGET	2025 BUDGET	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE	2029 FORECAST	% CHANGE
REVENUES											
Metro Vancouver Regional District Requisitions	\$ 3,931,161	\$ 4,233,867	7.7%	\$ 4,527,702	6.9%	\$ 4,726,371	4.4%	\$ 4,932,832	4.4%	\$ 5,098,424	3.4%
Other External Revenues	–	150,000		150,000		150,000		150,000		150,000	
Transfer from Reserves	320,000	370,000		110,000		50,000		–		–	
TOTAL REVENUES	\$ 4,251,161	\$ 4,753,867	11.8%	\$ 4,787,702	0.7%	\$ 4,926,371	2.9%	\$ 5,082,832	3.2%	\$ 5,248,424	3.3%
EXPENDITURES											
Operating Programs:											
Collaboration	\$ 981,458	\$ 1,112,378		\$ 1,157,124		\$ 1,203,740		\$ 1,252,213		\$ 1,302,926	
Data, Research and Policy	668,674	986,974		1,022,338		1,059,000		1,096,983		1,136,429	
Strategic Investment	1,643,361	1,164,785		1,052,972		1,092,640		1,133,834		1,176,696	
Leadership and Administration	603,571	1,124,524		1,168,468		1,214,198		1,261,765		1,311,331	
	3,897,064	4,388,661	12.6%	4,400,902	0.3%	4,569,578	3.8%	4,744,795	3.8%	4,927,382	3.8%
Allocation of Centralized Support Costs	354,097	365,206	3.1%	386,800	5.9%	356,793	(7.8%)	338,037	(5.3%)	321,042	(5.0%)
TOTAL EXPENDITURES	\$ 4,251,161	\$ 4,753,867	11.8%	\$ 4,787,702	0.7%	\$ 4,926,371	2.9%	\$ 5,082,832	3.2%	\$ 5,248,424	3.3%

**METRO VANCOUVER REGIONAL DISTRICT
REGIONAL EMERGENCY MANAGEMENT
2025 - 2029 FINANCIAL PLAN
2025 BUDGET REVIEW**

	2024 BUDGET	2025 BUDGET	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE	2029 FORECAST	% CHANGE
REVENUES											
Metro Vancouver Regional District Requisitions	\$ 132,985	\$ 162,109	21.9%	\$ 176,524	8.9%	\$ 178,848	1.3%	\$ 201,935	12.9%	\$ 201,894	0.0%
Transfer from Reserves	58,564	37,577		29,167		33,018		17,348		17,348	
TOTAL REVENUES	<u>\$ 191,549</u>	<u>\$ 199,686</u>	4.2%	<u>\$ 205,691</u>	3.0%	<u>\$ 211,866</u>	3.0%	<u>\$ 219,283</u>	3.5%	<u>\$ 219,242</u>	0.0%
EXPENDITURES											
Operating Programs:											
Regional Emergency Management	\$ 182,428	\$ 190,177		\$ 195,896		\$ 201,777		\$ 208,841		\$ 208,436	
Allocation of Centralized Support Costs	9,121	9,509		9,795		10,089		10,442		10,806	
TOTAL EXPENDITURES	<u>\$ 191,549</u>	<u>\$ 199,686</u>	4.2%	<u>\$ 205,691</u>	3.0%	<u>\$ 211,866</u>	3.0%	<u>\$ 219,283</u>	3.5%	<u>\$ 219,242</u>	0.0%

**METRO VANCOUVER REGIONAL DISTRICT
REGIONAL EMPLOYERS SERVICES
2025 - 2029 FINANCIAL PLAN
2025 BUDGET REVIEW**

	2024 BUDGET	2025 BUDGET	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE	2029 FORECAST	% CHANGE
REVENUES											
Metro Vancouver Regional District Requisitions	\$ 1,243,816	\$ 1,287,604	3.5%	\$ 1,310,263	1.8%	\$ 1,337,798	2.1%	\$ 1,364,134	2.0%	\$ 1,394,903	2.3%
Compensation Services Revenue	598,160	738,700		859,129		978,769		1,101,835		1,128,953	
Collective Bargaining Services Revenue	1,061,436	1,165,689		1,242,885		1,318,177		1,398,664		1,431,856	
Other External Revenues	470,014	511,547		543,958		576,795		611,876		626,620	
Transfer from Reserves	978,000	679,000		444,000		285,000		50,000		50,000	
TOTAL REVENUES	<u>\$ 4,351,426</u>	<u>\$ 4,382,540</u>	0.7%	<u>\$ 4,400,235</u>	0.4%	<u>\$ 4,496,539</u>	2.2%	<u>\$ 4,526,509</u>	0.7%	<u>\$ 4,632,332</u>	2.3%
EXPENDITURES											
Operating Programs:											
Information and Advisory Services	\$ 1,693,440	\$ 1,587,989		\$ 1,554,985		\$ 1,598,243		\$ 1,567,761		\$ 1,613,645	
Compensation Services	1,029,676	1,065,252		1,099,128		1,134,045		1,170,016		1,207,188	
Collective Bargaining	1,308,581	1,351,476		1,393,161		1,436,127		1,480,371		1,526,091	
	4,031,697	4,004,717	(0.7%)	4,047,274	1.1%	4,168,415	3.0%	4,218,148	1.2%	4,346,924	3.1%
Allocation of Centralized Support Costs	319,729	377,823	18.2%	352,961	(6.6%)	328,124	(7.0%)	308,361	(6.0%)	285,408	(7.4%)
TOTAL EXPENDITURES	<u>\$ 4,351,426</u>	<u>\$ 4,382,540</u>	0.7%	<u>\$ 4,400,235</u>	0.4%	<u>\$ 4,496,539</u>	2.2%	<u>\$ 4,526,509</u>	0.7%	<u>\$ 4,632,332</u>	2.3%

**METRO VANCOUVER REGIONAL DISTRICT
REGIONAL GLOBAL POSITIONING SYSTEM
2025 - 2029 FINANCIAL PLAN
2025 BUDGET REVIEW**

	2024 BUDGET	2025 BUDGET	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE	2029 FORECAST	% CHANGE
REVENUES											
Regional Global Positioning System User Fees	\$ 306,424	\$ 311,558	1.7%	\$ 327,493	5.1%	\$ 337,548	3.1%	\$ 369,191	9.4%	\$ 412,472	11.7%
Transfer from Reserves	-	100,000		150,000		500,000		500,000		-	
Other External Revenues	71,750	73,544		75,383		77,268		79,200		41,983	
TOTAL REVENUES	\$ 378,174	\$ 485,102	28.3%	\$ 552,876	14.0%	\$ 914,816	65.5%	\$ 948,391	3.7%	\$ 454,455	(52.1%)
EXPENDITURES											
Operating Programs:											
Regional Global Positioning System	\$ 314,242	\$ 423,971		\$ 483,193		\$ 842,680		\$ 852,432		\$ 362,485	
Contribution to Reserve	31,000	31,682		32,316		32,962		33,621		34,293	
Allocation of Centralized Support Costs	32,932	29,449		37,367		39,174		62,338		57,677	
TOTAL EXPENDITURES	\$ 378,174	\$ 485,102	28.3%	\$ 552,876	14.0%	\$ 914,816	65.5%	\$ 948,391	3.7%	\$ 454,455	(52.1%)

**METRO VANCOUVER REGIONAL DISTRICT
SASAMAT FIRE PROTECTION SERVICE
2025 - 2029 FINANCIAL PLAN
2025 BUDGET REVIEW**

	2024 BUDGET	2025 BUDGET	% CHANGE	2026 FORECAST	% CHANGE	2027 FORECAST	% CHANGE	2028 FORECAST	% CHANGE	2029 FORECAST	% CHANGE
REVENUES											
Metro Vancouver Regional District Requisitions	\$ 901,607	\$ 944,079	4.7%	\$ 951,321	0.8%	\$ 958,753	0.8%	\$ 966,381	0.8%	\$ 974,214	0.8%
Other External Revenues	10,000	5,000		5,000		5,000		5,000		5,000	
TOTAL REVENUES	<u><u>\$ 911,607</u></u>	<u><u>\$ 949,079</u></u>	4.1%	<u><u>\$ 956,321</u></u>	0.8%	<u><u>\$ 963,753</u></u>	0.8%	<u><u>\$ 971,381</u></u>	0.8%	<u><u>\$ 979,214</u></u>	0.8%
EXPENDITURES											
Operating Programs:											
Sasamat Fire Protection Service	\$ 416,195	\$ 415,435		\$ 422,019		\$ 428,775		\$ 435,710		\$ 442,831	
Contribution to Capital Reserve	107,100	92,100		92,100		92,100		92,100		92,100	
Contribution to Capital Facilities Reserve	348,192	400,000		400,000		400,000		400,000		400,000	
	871,487	907,535	4.1%	914,119	0.7%	920,875	0.7%	927,810	0.8%	934,931	0.8%
Allocation of Centralized Support Costs	40,120	41,544	3.5%	42,202	1.6%	42,878	1.6%	43,571	1.6%	44,283	1.6%
TOTAL EXPENDITURES	<u><u>\$ 911,607</u></u>	<u><u>\$ 949,079</u></u>	4.1%	<u><u>\$ 956,321</u></u>	0.8%	<u><u>\$ 963,753</u></u>	0.8%	<u><u>\$ 971,381</u></u>	0.8%	<u><u>\$ 979,214</u></u>	0.8%

911 EMERGENCY TELEPHONE SERVICE

Description of services

9-1-1 Emergency Telephone Service is a Metro Vancouver Regional District function established to provide 9-1-1 emergency telephone service within the Metro Vancouver service area. All 9-1-1 calls placed within the region are answered at the Regional Control Centre which is operated for Metro Vancouver, under contract, by E-Comm. 'Regional' call-takers at E-Comm screen the calls for services required, then confirm the municipality and transfer the calls to the appropriate emergency agency.

Strategic directions and high level goals supported

9-1-1 Emergency Telephone Service supports the Board Strategic Plan’s direction to strengthen the Regional Federation by providing region wide support Emergency call answer services for Metro Vancouver.

Performance indicators

Indicator	Historical and/or Industry Benchmark	Current Performance	2024 Performance Objective
Number of quarters within the calendar year where the E-9-1-1 service failed to meet 95% of calls within 5 seconds standard	2020: 0 2021: 2 2022: 0 2023: 0	2024: 0	2025: 0

2025 Key Actions

- Continue to provide E-9-1-1 emergency telephone service to all callers in Metro Vancouver.
- Work on anticipated multi-year transition to NextGen 911 with E-Comm, TELUS, member jurisdictions, and other relevant parties.

GENERAL GOVERNMENT ADMINISTRATION

Description of Services

Board Administrative Services is the largest component of the General Government Administration function of the Metro Vancouver Regional District. This service carries out: the statutory responsibilities for corporate administration under the *Local Government Act*; agenda/meeting management; elections and other voting; compliance with the provisions of the *Freedom of Information and Protection of Privacy Act*; board and committee remuneration; bylaw management; correspondence control; and policy management.

Strategic Directions and High-Level Goals Supported

In support of the *Board Strategic Plan's* strategic direction to strengthen the *Regional Federation* (contributing to an effective and well-functioning organization) by providing legislative services, the following goals are supported:

- Perform the duties and functions associated with the Corporate Administration provisions in the *Local Government Act*, including those related to the boards and committees, as well as other statutory obligations.

Performance Indicators

Indicator	Historical and/or Industry Benchmark	Current Performance	2025 Performance Objective
Percentage of Board and Committee minutes produced without correction	5-year average: 99% correct	2024 YTD (Sep): 99% correct	2025: 100% correct
Percentage of regular Board meeting agendas published one week prior to meeting	5-year average: 100% on time	2024 YTD (Sep): 100% on time	2025: 100% on time
Number of Freedom of Information access requests delivered on time	5-year average: 74 requests/annual average with 83% on time.	2024 YTD (Sep) 103 requests with 99% on time.	2025 100% on time

2025 Key Actions

- Conduct business continuity planning
- Leverage existing enterprise applications to improve service delivery in the areas of remuneration and management of confidential information
- Revise corporate training on governance and report writing, and provide additional offerings on topics including privacy, access, and information management
- Streamline boardroom technology and processes for the conduct of electronic board and committee meetings.
- Digitize old board and committee agendas, reports, and minutes and make them accessible.
- Streamline agenda management and publishing processes.
- Introduce improvements to overall bylaw and policy management.

GENERAL GOVERNMENT – ZERO WASTE COLLABORATION INITIATIVES

Description of Services

Zero Waste Collaboration Initiatives advances the zero waste objectives of Metro Vancouver with a focus on waste prevention and the transition to a circular economy. Progress on waste prevention at the regional level involves national and even global cross-sectoral collaboration — driving innovation in the design, production, and use of goods in support of a circular economy, learning about best practices in policy development, aligning with important initiatives of global leaders, stimulating and supporting innovation in product design and packaging, and initiating behaviour change throughout the supply chain and among consumers. Metro Vancouver’s interest in the transition to a circular economy is related to advancing waste prevention and the opportunities to reduce greenhouse gas emissions.

Zero Waste Collaboration Initiatives include:

- National Zero Waste Council
- Zero Waste Conference
- Love Food Hate Waste Canada

Strategic Directions and High Level Goals Supported

- Advance initiatives aligned with a transformation to a circular economy
- Work with members, the provincial government, and the federal government on strategies to reduce single-use items and other disposable consumer products
- Continue to deliver programs and campaigns that increase diversion rates of materials that can be reused, repurposed, or recycled
- Work with the private sector to innovate in the provision of recycling solutions
- Leverage the National Zero Waste Council and the Zero Waste Conference to promote the importance of waste prevention and the value of transitioning to a circular economy
- Facilitate cross-sector collaboration to design waste out of products and packaging, and to harmonize policies across Canadian jurisdictions that will both reduce waste and create economies of scale in remanufacturing opportunities
- Work with the provincial government and key stakeholders to expand the products included in extended producer responsibility programs

Performance Indicators

Indicator	Historical and/or Industry Benchmark	Current Performance	2025 Performance Objective
Number of attendees at the Zero Waste Conference	2023:480 attendees 2022:428 attendees 2021: 443 attendees	Projected for 2024: 0 attendees	4% increase
Number of members in the National Zero Waste Council	2023: 183 members 2022: 180 members 2021: 176 members	Projected for 2024: 183 members	0% increase
Number of events organized by the National Zero Waste Council that enable knowledge sharing (workshops, webinars, forums)	2023: 15 events 2022: 15 events 2021: 18 events	Projected for 2024: 15 events	15 events

2025 Key Actions

- Ensure the work of the National Zero Waste Council supports and enhances the zero waste objectives of Metro Vancouver
- Continue to manage the presence of the National Zero Waste Council by leveraging the ability to convene key stakeholders to work on, as examples, plastics, packaging, reuse and the transition to a circular economy
- Continue to implement “A Food Loss and Waste Strategy for Canada” through initiatives reducing waste throughout the food supply chain and from households
- Continue advancing circularity through the Circular Cities and Regions Initiative
- Contribute to the work of the Canada Plastics Pact and Circular Economy Leadership Canada as co-founders of these national initiatives / strategies

INVEST VANCOUVER

Description of Services

Invest Vancouver is Metro Vancouver’s regional economic development service to amplify economic opportunities and advance broadly shared prosperity as one region, one workforce, and one economy. By conducting research and policy analysis, fostering collaboration on a local, national, and global scale, and attracting foreign direct investments, Invest Vancouver is facilitating the creation of high-quality jobs to achieve a resilient and inclusive regional economy. Working closely with leaders across all levels of government in the region and beyond, Invest Vancouver is addressing regional concerns to increase economic resilience, strengthen strategic export-oriented industries, and attract world-class companies for the region and residents to thrive in today’s rapidly evolving global economy.

Launched in 2021, Invest Vancouver is framed around three functional areas: data, research and policy; collaboration; and strategic investment. These functional areas work synergistically to advance the strategic economic prosperity priorities for the region, identified through extensive consultation, and collaboration with partner organizations including leaders from industry, First Nations, labour, non-profit organizations, education, and all levels of government.

As stated in Invest Vancouver’s 2024 Annual Plan, the regional economic development service has four main priorities:

1. Attract world-class companies to the Metro Vancouver region;
2. Strengthen our key strategic industries;
3. Address regional issues to increase resilience for the regional economy; and
4. Provide a focused and sustainable regional service.

Strategic Directions and High-Level Goals Supported

Board Strategic Plan 2022 – 2026:

- Provide regional leadership in economic development and investment promotion to enhance regional competitive advantages, complementing and amplifying the local work of member jurisdictions.
- Attract world-class companies to the region, with a particular emphasis on priority sectors to increase quality employment opportunities for residents.
- Promote strategic investment opportunities in key industries to global investors through presence and profile at events and initiatives within the region and in key markets.
- Use an evidence-based approach to advocate to decision-makers to increase economic resilience and fortify the regional economy by identifying strengths, addressing barriers, and advancing opportunities.
- Convene leaders and establish partnerships on innovative initiatives of regional significance to address economic shifts, including the digital economy, climate change, and supply of industrial land.
- Develop a three- to five-year regional economic development strategy intended to further advance a resilient, sustainable, prosperous, and equitable regional economy.

- Strengthen the region’s talent and labour market competitiveness by leading or partnering on initiatives related to workforce development, retention, immigration, and global talent attraction.
- Engage Indigenous Peoples to advance economic reconciliation and Indigenous prosperity through regional economic development opportunities and partnerships.
- Continue to identify opportunities and align resource efforts across levels of government to maximize impact for the region.
- Work with industry, the business community, internal partners, and key regional institutions to accelerate economic opportunities related to the transition to a low-carbon or “net-zero” economy.

Performance Indicators

Indicator	Historical and/or Industry Benchmark	Current Performance (from Jan 1 – Jun 30, 2024)	2025 Performance Objective
No. of leads generated/received (including expansions)	2023: 120+ 2022: 70	99	110
Value of new investment facilitated and retained in the region	2023: \$1.231b 2022: \$16m	\$25m	\$400m*
No. of jobs associated with investment facilitated and/or retained	2023: 772 2022: 55+	43	250*
No. of unique visitors to the Invest Vancouver website (users)	2022: 9,400 unique visitors 2023: 13,000 unique visitors	8,300 unique visitors	15,000 unique visitors

**To reflect the long-term impact of investment attraction in the region, the year-end target is based on a three-year average.*

2025 Key Actions

- Increase global visibility of the Invest Vancouver brand to build more awareness for the Metro Vancouver region as a possible site for business expansion through targeted social media campaigns.
- Advance strategic investment opportunities through target audience research to guide investment attraction activities with a data-driven understanding of competitive advantages.
- Conduct economic research to develop industry intelligence for the regional Cleantech and Foodtech sectors.
- Complete a multi-year international investment attraction and outreach plan in select key markets, identifying emerging opportunities by markets to focus investment attraction efforts.

- Engage with key business leaders on FDI to advance investment attraction strategies in target industries.
- Execute targeted investment attraction activities through specialized programming aimed to identify and convert leads into landed investments.
- Advance economic reconciliation by highlighting Indigenous business success stories and economic opportunities in the Metro Vancouver region.
- Continue to provide and refine reporting on KPI's.
- Develop a Regional Economic Development Strategy for the Metro Vancouver region for the period 2026-2030.
- Develop a business plan for the Invest Vancouver Regional Talent Accelerator.
- Establish a presence at Web Summit Vancouver to showcase and promote the competitive advantages of the Metro Vancouver region to global investors.
- Complete the website enhancement project to market the region's value propositions as a means to support investment attraction efforts.

REGIONAL EMERGENCY MANAGEMENT

Description of Services

Regional Emergency Management is a Metro Vancouver Regional District function established to provide emergency management to the region. This service is delivered in partnership with the Province of BC through the Integrated Partnership for Regional Emergency Management (IPREM).

The service was established through Bylaw 1079, 2008 and provided for the creation of IPREM that would engage Provincial and local government officials in a joint endeavour to coordinate a seamless multi-level emergency management system for the Metro Vancouver area. The service does not replace municipal emergency planning, but assists where these plans impact neighbouring local governments or the region as a whole. IPREM is working with representatives from all levels of government, partners and the private sector determining regional emergency management planning priorities.

IPREM's current Strategic Plan includes the following strategies:

- Continue to identify, assess and prioritize current and emerging regional emergency management planning needs;
- Coordinate the establishment and revisions of regional emergency management plans, programs and processes to address priority planning needs;
- Support and promote processes and procedures for strengthening emergency management personnel within the region;
- Continue to validate IPREM's regional plans, programs, processes, and assure integration with other plans in the region;
- Engage municipal partners and Indigenous peoples in relevant opportunities that enhance the region's emergency preparedness;
- Continue to improve IPREM's internal processes, capacity, capabilities, and governance;
- Align IPREM resources to meet strategic goals and objectives; and
- Continue to strengthen partnerships and Indigenous relationships with IPREM activities.

Strategic Directions and High Level Goals Supported

Regional Emergency Management supports the *Board Strategic Plan's* direction to strengthen the Regional Federation by providing region-wide Emergency Management planning services for Metro Vancouver. This function provides a planning bridge between all of the member municipalities and other critical infrastructure providers to help deliver emergency response in a coordinated and mutually supportive manner. This is provided via an equal partnership with the Province of British Columbia.

Performance Indicators

Indicator	Historical and/or Industry Benchmark	2024 YTD	2025 Performance Objective
Conduct one Region Wide Emergency Exercise per year	1	0	1

2025 Key Actions

- Facilitate opportunities to connect with members on existing and emerging regional emergency management planning priorities, opportunities, and gaps.
- Deliver regional forums to the Metro Vancouver region on relevant topics related to emergency management.
- Conduct regional exercises with a focus to strengthen collaboration between local and provincial governments and key partner organizations for emergencies.
- Provide guidance to support integration of regional strategies and processes into local emergency management programs.

REGIONAL EMPLOYERS SERVICES

Description of Services

Regional Employers Services (RES) provides a range of human resource, labour relations and workforce strategy services to support of Metro Vancouver’s member jurisdictions under the authority of the Metro Vancouver Regional District Labour Relations function. As part of Metro Vancouver’s regional services, RES provides a forum for local government employers to connect, share information and collaborate on issues of regional significance. RES also provides specialized support services to subscribing member jurisdictions in the areas of compensation and collective bargaining.

Three integrated RES service groups provide complete support to member jurisdictions in the following areas:

- **Information & Advisory Services:** provides in-depth research, advice and support for human resources, labour relations and workforce needs to all member jurisdictions, as well as provides a forum for members to pursue matters of regional significance.
- **Collective Bargaining:** provides strategic, responsive guidance and expertise on collective bargaining for all subscribing member jurisdictions and other fee for service clients.
- **Compensation Services:** provides advice related to job analysis, organizational design, and dispute resolution to subscribing member jurisdictions and other fee-for-service clients.

Strategic Directions and High-level Goals Supported

Regional Employers Services supports the *Board Strategic Plan’s* direction to strengthen the *Regional Federation* by providing a range of human resource, labour relations, compensation and collective bargaining services to support of Metro Vancouver’s member jurisdictions. This includes providing a forum for local government employers to connect, share information and collaborate on issues of regional significance with a specific focus on such issues in local government.

Performance Indicators

Indicator	Historical and/or Industry Benchmark	Current Performance	2025 Performance Objective
Annual number of attendees at RES educational offerings	Average: 216 2020: 240 2021: 55* 2022: 250 2023: 318 *low due to COVID-19	YTD (June 1, 2024): 54* 2024 Objective: 200 *Low YTD as large scale events scheduled for Q4	225

Indicator	Historical and/or Industry Benchmark	Current Performance	2025 Performance Objective
Total number of page visits to RES website and myRES portal	Average: 51, 098 2020: 43,090 2021: 51,097 2022: 52,279 2023: 57, 926	YTD (June 1, 2024): 23,001 2024 Objective: 45,000	52,000
Collective agreements serviced	2020: 50 2021: 51 2022: 51 2023: 55	YTD (2024): 56 2024 Objective: 56	56

2025 Key Actions

- Preparation, coordination, and bargaining for the 2024/2025 renewals of collective agreements for Inside/Outside, Fire, and Police.
- Commence the development of a new RES database(s).
- Develop a forward looking strategic plan for RES.
- Build and enhance RES services and delivery to respond to increasing client demand and growth.
- Integrate and implement the new CR Online (Job Evaluation) system.
- Continue to enhance tools and templates in support of the job evaluation process.
- Continue to develop and deliver regional events and outreach through virtual seminars, roundtables and online learning initiatives.
- Continue to develop and deliver the RES Learning Series, including Comp 101.
- Continue to maintain and enhance the reporting functionality on the myRES (member access) website.
- Review opportunities and approaches related to diversity and inclusion and workforce development initiatives.

SASAMAT FIRE PROTECTION SERVICE

Description of Services

Sasamat Fire Protection Service is a Metro Vancouver Regional District (MVRD) function established to provide fire protection service to the Villages of Anmore and Belcarra. The service has two fire halls and six trucks staffed by approximately 40 trained volunteers. In 2023, Sasamat Fire Protection Service responded to approximately 134 calls for service with this volume expected to increase as development continues in the service area.

Strategic Directions and High Level Goals Supported

The MVRD Board supports the function of fire protection with respect to Anmore and Belcarra, as conferred by authority provided through Supplementary *Letters Patent*.

Daily fire operations and long term planning for the fire service is the responsibility of a Board of Trustees which is comprised of members from both Villages and one member assigned by the MVRD Board.

MVRD supports the fire service with providing administration services.

2025 Sasamat Volunteer Fire Department Board of Trustees Key Actions

- Commence review of requirements and preparation of job description for possible full-time Fire Chief in 2025.
- Work with Anmore and Belcarra villages regarding new capital facilities.
- Continue to provide safety training such as respiratory fit testing and audiometric testing.
- Review and update Operational Guidelines.

Regional District Service Area

2025 to 2029 – WHAT’S HAPPENING

Below is a summary of the significant initiatives to be undertaken by the Regional District Service Area over the next 5 years.

Service Area	Initiative	Description	Theme
2025 – 2029			
E911 Emergency Telephone Service	System Upgrade	Work on anticipated multi-year transition to NextGen 911 with E-Comm, TELUS, member jurisdictions, and other relevant parties	System Stewardship
E911 Emergency Telephone Service	Emergency Telephone System	Continue to provide E-9-1-1 emergency telephone service to all callers in Metro Vancouver	System Stewardship
Regional Emergency Management	Emergency Preparedness	Conduct regional exercises with a focus to strengthen collaboration between local and provincial governments and key partner organizations for emergencies.	System Stewardship
Regional Emergency Management	Emergency Preparedness	Facilitate opportunities to connect with members on existing and emerging regional emergency management planning priorities, opportunities, and gaps.	System Stewardship
Regional Emergency Management	Emergency Preparedness	Deliver regional forums to the Metro Vancouver region on relevant topics related to emergency management.	System Stewardship
Regional Emergency Management	Emergency Preparedness	Provide guidance to support integration of regional strategies and processes into local emergency management programs	System Stewardship
Invest Vancouver	KPI Reporting	Consistently report strategic investment results to member jurisdictions and key stakeholders on investment values and jobs landed in the region.	Financial Sustainability
Invest Vancouver	Promote strategic investment opportunities	Increase engagement with key partners on international inbound delegations and executive familiarization tours.	Regional Growth
Invest Vancouver	Increase brand recognition and elevate profile	Build on a robust marketing strategy to advance brand recognition of the Metro Vancouver region to a global audience.	Regional Growth
Invest Vancouver	Use an evidence-based approach	Develop evidence-based business intelligence that highlights the	Regional Growth

Service Area	Initiative	Description	Theme
2025 – 2029			
	to support data-driven investment attraction	region’s competitive advantages and informs investment attraction activities.	
Invest Vancouver	Regional collaboration	Engage member jurisdictions and other Metro Vancouver functions to address regional issues that have a direct impact on investment attraction and economic development, broaden the understanding of the needs of organizations setting up operations in the region, and work collaboratively to increase success through the Invest Vancouver Advisory Committee.	Collaboration and Strong Partnerships
Invest Vancouver	Promote the innovation ecosystem	Increase the region’s innovation capacity by developing guides articulating and amplifying the innovation ecosystem and supporting partnerships across the region to expand regional impact.	Regional Growth Collaboration and Strong Partnerships
Invest Vancouver	Economic Research and Industry Intelligence	Conduct research and analysis to develop economic and industry intelligence to advise leaders and decision-makers on economic development policies to strengthen the region’s global competitiveness by addressing barriers and leveraging opportunities for sustainable economic growth.	Regional Growth
Invest Vancouver	Economic Reconciliation	Highlight Indigenous business success stories and economic opportunities occurring in the Metro Vancouver region to support economic reconciliation.	Social Equity and Human Health
Invest Vancouver	Workforce Development	Strengthen the region’s talent pool by supporting workforce development initiatives.	Regional Growth
Invest Vancouver	Regional convening and advancing partnerships	Connect with business leaders and industry thought leaders to explore partnership opportunities that support investment attraction.	Regional Growth Collaboration and Strong Partnerships
Invest Vancouver	Regional Economic	Develop a Regional Economic Development Strategy for the Metro Vancouver region for 2026-2030.	Regional Growth Financial Sustainability

Service Area	Initiative	Description	Theme
2025 – 2029			
	Development Strategy		Resilience
Invest Vancouver	Aligning resources	Identify new funding envelopes from third party providers to assist Invest Vancouver in delivering and/or expanding their programs and services for the region.	Financial Sustainability
Regional Employers Services	Collective Bargaining	Conduct and coordinate collective bargaining across all occupational groups.	Regional Growth & Financial Sustainability
Regional Employers Services	Regional Coordination	Consolidate and deliver regional events, making use of best practices for delivery including virtual platforms. Develop regional policy guidelines, templates, and tools, including subject-specific web pages, to support member jurisdictions with emerging issues of regional significance.	System Stewardship
Regional Employers Services	RES Strategic Plan	Develop a forward looking strategic plan for RES.	RES Strategic Plan
Regional Employers Services	Compensation	Complete the integration of new subscribers and commence the upgrade and integration of the new online Job Evaluation system	Regional Growth & Financial Sustainability
Regional Global Positioning System	Regional GPS 5-year (2024-2028) Strategic Plan	With local government partners, implement three additional real-time Active Control Points to the service by end of 2025 and update the regional reference to the National / North American datum (new coordinates and elevation reference system), by 2029	System Stewardship
Sasamat Fire Protection Service	Capital Facilities Strategy	Work with Anmore and Belcarra villages regarding new capital facilities.	System Stewardship
Zero Waste Collaboration Initiatives	National Zero Waste Council	Continue to manage the presence of the National Zero Waste Council by leveraging the ability to convene key stakeholders to work on, as examples, plastics, packaging, reuse and the transition to a circular economy	Environmental Sustainability Regulated & Legislative Environment
Zero Waste Collaboration Initiatives	A Food Loss and Waste Strategy for Canada	Continue to implement “A Food Loss and Waste Strategy for Canada” through initiatives reducing waste	Environmental Sustainability

Service Area	Initiative	Description	Theme
2025 – 2029			
		throughout the food supply chain and from households	
Zero Waste Collaboration Initiatives	Zero Waste Conference	Preparing for Bi-annual Zero Waste Conference, hosted by Metro Vancouver and the National Zero Waste Council, has been organized to support the first two goals of the <i>Integrated Solid Waste and Resource Management Plan</i> related to waste prevention.	Environmental Sustainability Regulated & Legislative Environment

**METRO VANCOUVER DISTRICTS
2025 - 2029 PROJECTED RESERVES - E911 EMERGENCY TELEPHONE SERVICE**

OPERATING RESERVES

	2024 ENDING BALANCE	2025 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE	2028 ENDING BALANCE	2029 ENDING BALANCE
E911 Emergency Telephone Service	\$ 535,353	\$ 535,353	\$ -	\$ -	\$ 13,384	\$ 548,737	\$ 562,455	\$ 576,516	\$ 590,929	\$ 605,702

DISCRETIONARY RESERVES

	2024 ENDING BALANCE	2025 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE	2028 ENDING BALANCE	2029 ENDING BALANCE
E911 General Reserve	\$ 33,199	\$ 33,199	\$ -	\$ -	\$ 830	\$ 34,029	\$ 34,880	\$ 35,752	\$ 36,646	\$ 37,562

METRO VANCOUVER DISTRICTS
2025 - 2029 PROJECTED RESERVES - GENERAL GOVERNMENT ADMINISTRATION

OPERATING RESERVES

	2024 ENDING BALANCE	2025 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE	2028 ENDING BALANCE	2029 ENDING BALANCE
General Government Administration	\$ 11,028,835	\$ 11,028,835	\$ -	\$ -	\$ 275,721	\$ 11,304,556	\$ 11,587,170	\$ 11,876,849	\$ 12,173,770	\$ 12,478,114

DISCRETIONARY RESERVES

	2024 ENDING BALANCE	2025 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE	2028 ENDING BALANCE	2029 ENDING BALANCE
General Government General Reserve	\$ 7,803,853	\$ 7,803,853	\$ -	\$ -	\$ 195,096	\$ 7,998,949	\$ 8,198,923	\$ 8,403,896	\$ 8,613,993	\$ 8,829,343

STATUTORY RESERVES

	2024 ENDING BALANCE	2025 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE	2028 ENDING BALANCE	2029 ENDING BALANCE
General Government Administration										
MVRD Sustainability Innovation Fund Reserve	\$ 5,793,211	\$ 5,793,211	\$ 347,000	\$ (1,031,155)	\$ 136,278	\$ 5,245,334	\$ 4,646,961	\$ 5,114,473	\$ 5,593,672	\$ 6,084,851
Grants Reserve Fund	1,730,694	1,730,694	-	(300,000)	39,517	1,470,211	1,203,216	929,546	649,035	361,511
Total	\$ 7,523,905	\$ 7,523,905	\$ 347,000	\$ (1,331,155)	\$ 175,796	\$ 6,715,545	\$ 5,850,177	\$ 6,044,019	\$ 6,242,707	\$ 6,446,362

METRO VANCOUVER DISTRICTS
2025 - 2029 PROJECTED RESERVES - INVEST VANCOUVER

OPERATING RESERVES

	2024 ENDING BALANCE	2025 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE	2028 ENDING BALANCE	2029 ENDING BALANCE
Invest Vancouver	\$ 204,751	\$ 204,751	\$ -	\$ -	\$ 5,119	\$ 209,870	\$ 215,117	\$ 220,495	\$ 226,007	\$ 231,657

DISCRETIONARY RESERVES

	2024 ENDING BALANCE	2025 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE	2028 ENDING BALANCE	2029 ENDING BALANCE
Regional Economic Prosperity General Reserve	\$ 526,090	\$ 526,090	\$ -	\$ (370,000)	\$ 8,527	\$ 164,617	\$ 57,357	\$ 8,166	\$ 8,370	\$ 8,579

METRO VANCOUVER DISTRICTS
2025 - 2029 PROJECTED RESERVES - REGIONAL EMERGENCY MANAGEMENT

OPERATING RESERVES

	2024 ENDING BALANCE	2025 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE	2028 ENDING BALANCE	2029 ENDING BALANCE
Regional Emergency Management	\$ 277,171	\$ 277,171	\$ -	\$ -	\$ 6,929	\$ 284,100	\$ 291,203	\$ 298,483	\$ 305,945	\$ 313,594

DISCRETIONARY RESERVES

	2024 ENDING BALANCE	2025 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE	2028 ENDING BALANCE	2029 ENDING BALANCE
REM General Reserve	\$ 248,549	\$ 248,549	\$ -	\$ (37,577)	\$ 5,744	\$ 216,716	\$ 192,602	\$ 163,986	\$ 150,521	\$ 136,719

METRO VANCOUVER DISTRICTS
2025 - 2029 PROJECTED RESERVES - REGIONAL EMPLOYERS SERVICES

OPERATING RESERVES

	2024 ENDING BALANCE	2025 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE	2028 ENDING BALANCE	2029 ENDING BALANCE
Regional Employers Services	\$ 809,682	\$ 809,682	\$ -	\$ -	\$ 20,242	\$ 829,924	\$ 850,672	\$ 871,939	\$ 893,737	\$ 916,080

DISCRETIONARY RESERVES

	2024 ENDING BALANCE	2025 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE	2028 ENDING BALANCE	2029 ENDING BALANCE
Regional Employers Service General Reserve	\$ 1,554,070	\$ 1,554,070	\$ -	\$ (679,000)	\$ 30,364	\$ 905,434	\$ 478,520	\$ 201,921	\$ 156,344	\$ 109,628

METRO VANCOUVER DISTRICTS
2025 - 2029 PROJECTED RESERVES - SASAMAT FIRE PROTECTION SERVICE

OPERATING RESERVES

	2024 ENDING BALANCE	2025 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE	2028 ENDING BALANCE	2029 ENDING BALANCE
Regional Global Positioning System	\$ 436,161	\$ 436,161	\$ -	\$ -	\$ 10,904	\$ 447,065	\$ 458,242	\$ 469,698	\$ 481,440	\$ 493,476

STATUTORY RESERVES

	2024 ENDING BALANCE	2025 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE	2028 ENDING BALANCE	2029 ENDING BALANCE
Regional Geospatial Reference System Reserve	\$ 1,308,466	\$ 1,308,466	\$ 31,682	\$ (100,000)	\$ 31,858	\$ 1,272,006	\$ 1,184,651	\$ 741,391	\$ 287,717	\$ 329,632

METRO VANCOUVER DISTRICTS
2025 - 2029 PROJECTED RESERVES - SASAMAT FIRE PROTECTION SERVICE

OPERATING RESERVES

	2024 ENDING BALANCE	2025 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE	2028 ENDING BALANCE	2029 ENDING BALANCE
Sasamat Fire Protection Service	\$ 216,379	\$ 216,379	\$ -	\$ -	\$ 5,409	\$ 221,788	\$ 227,333	\$ 233,016	\$ 238,841	\$ 244,812

STATUTORY RESERVES

	2024 ENDING BALANCE	2025 OPENING BALANCE	CONTRIBUTION	WITHDRAWALS	INTEREST	2025 ENDING BALANCE	2026 ENDING BALANCE	2027 ENDING BALANCE	2028 ENDING BALANCE	2029 ENDING BALANCE
Sasamat Fire Protection Service (SFPS)										
SFPS Capital Reserve Fund	\$ 759,725	\$ 759,725	\$ 87,100	\$ -	\$ 20,082	\$ 866,907	\$ 976,768	\$ 1,089,376	\$ 1,204,799	\$ 1,323,108
SFPS Communications Capital Reserve Fund	74,398	74,398	-	-	1,860	76,258	78,164	80,118	82,121	84,174
SFPS Emergency Equipment Reserve Fund	46,965	46,965	5,000	-	1,237	53,202	59,595	66,147	72,863	79,747
SFPS Capital Facility Reserve	661,950	661,950	400,000	-	21,549	1,083,499	1,515,586	1,958,476	2,412,438	2,877,749
Total	\$ 1,543,038	\$ 1,543,038	\$ 492,100	\$ -	\$ 44,727	\$ 2,079,866	\$ 2,630,113	\$ 3,194,117	\$ 3,772,221	\$ 4,364,778



Metro Vancouver

2025 – 2029 FINANCIAL PLAN

OTHER REGIONAL DISTRICT SERVICES

Harji Varn, GM of Financial Services/CFO

Finance Committee – October 9, 2024
68637050

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REGIONAL DISTRICT OVERVIEW

- **Services reporting to a specific functional committee**
 - Air Quality and Climate Action
 - Electoral Area Service
 - Housing Planning and Policy
 - Regional Parks
 - Regional Planning
- **Services reporting to the Finance Committee**
 - E911 Emergency Telephone Service (911)
 - General Government Administration (GGA)
 - General Government-Zero Waste Collaboration Initiatives (GGZWC)
 - Invest Vancouver (IV)
 - Regional Emergency Management (IPREM)
 - Regional Employers Services (RES)
 - Regional Global Positioning System (GPS)
 - Sasamat Fire Protection Service (SFPS)

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CONTINUOUS IMPROVEMENT – 2024 COMPLETED OR ONGOING

Other Regional District Programs

Initiative	Outcomes
NextGen-911 (911)	<ul style="list-style-type: none"> Implementation of NextGen-911 to update 911 infrastructure with partners TELUS, member jurisdictions, and PSAPS.
Statutory and Regulatory guidance to member jurisdictions (IPREM)	<ul style="list-style-type: none"> IPREM will provide ongoing support to member jurisdictions with respect to upcoming changes in Provincial legislative obligations.
Emergency Regional Exercises (IPREM)	<ul style="list-style-type: none"> Exercises will strengthen collaboration between local and provincial governments and key partner organizations for emergencies.
Leads Targeting Process (IV)	<ul style="list-style-type: none"> Develop a leads targeting and qualification process to more cost effectively attract investment to the region

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CONTINUOUS IMPROVEMENT – 2025 NEW

Other Regional District Programs

Initiative	Outcomes
High Precision Network (HPN) Maintenance (GPS)	<ul style="list-style-type: none"> 40 HPN monuments replaced to ensure continuous improvement of ~350-station HPN
Permit Process Improvements (EA)	<ul style="list-style-type: none"> Implement PIMS to track building permit files and improve efficiency
Regional Coordination (RES)	<ul style="list-style-type: none"> Consolidation and delivery of regional events including using virtual platforms. Development of regional policy guidelines, templates, including subject-specific web pages, to support member jurisdictions
Leverage existing corporate PowerBI license to compile reports on marketing data (IV)	<ul style="list-style-type: none"> To better understand trends and optimize organic content to minimize the need for paid advertisements.

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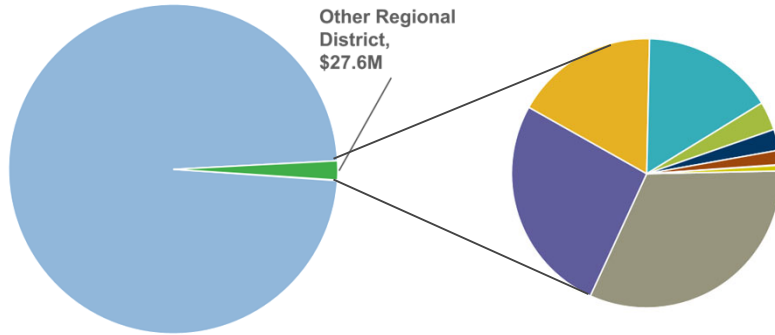
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BUDGET OVERVIEW

Other Regional District Programs

2025 Operating Budget Breakdown - Other Regional District

Total 2025
MV Budget:
\$1,463.7M



- General Government Administration
- E911 Emergency Telephone Service
- Invest Vancouver
- Regional Employer Services
- Sasamat Fire Protection
- General Government - Zero Waste
- Regional Global Positioning System
- Regional Emergency Management

OPERATING EXPENDITURES

Other Regional District Programs

Overview:

2024 Operating Budget: **\$26.7M**

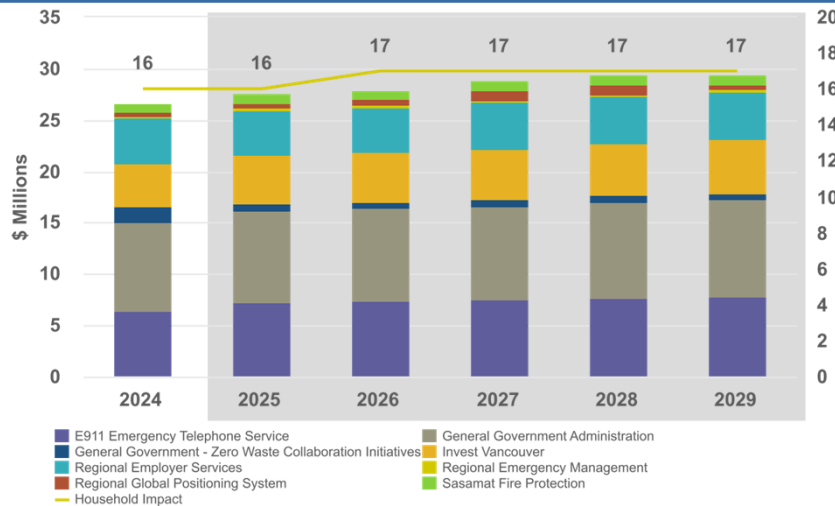
2025 Operating Budget: **\$27.6M**

3.4% increase

Drivers for Change:

- E911 contract
- Increased collaboration efforts in Invest Vancouver
- Largely inflationary on the other regional district service areas

2025 – 2029 Regional District Financial Plan



OPERATING FUNDING

Other Regional District Programs

Overview

2024 Operating Budget: **\$26.7M**

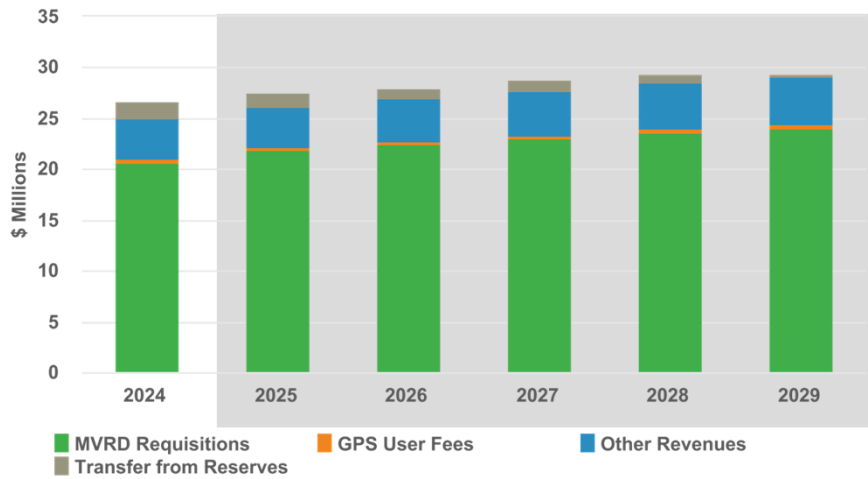
2025 Operating Budget: **\$27.6M**

3.4% increase

Drivers for Change:

- Increase in 2025 MVRD Requisition largely due to E911 contract
- Over the 5 years MVRD requisitions largely inflationary

2025 – 2029 Regional District Financial Plan



OTHER REGIONAL DISTRICT FINANCIAL PLAN SUMMARY

Regional District 2025 - 2029

	2024	2025	2026	2027	2028	2029
Total Expenditures (\$ Millions)	\$26.7	\$27.6	\$28.0	\$28.8	\$29.4	\$29.4
% Change		3.4%	1.3%	3.1%	2.1%	-%
MVRD Requisition (\$ Million)	\$20.7	\$21.9	\$22.5	\$22.9	\$23.6	\$24.0
Household Impact (\$)	\$16	\$16	\$17	\$17	\$17	\$17
% Change		4.7%	1.2%	0.2%	0.9%	(0.1%)
Prior Cycle Household Impact Change (%)		2.2%	0.8%	0.9%	1.5%	N/A



Brunette Fraser Regional Greenway

Questions?

