



Board Strategic Plan

2022 – 2026





Front Cover: (clockwise from top left)
Central Surrey Recycling and Waste Centre, Lulu Island Wastewater Treatment Plant,
Second Narrows Tunnel Construction, tāmāxwān/Belcarra Regional Park, Seymour Capilano Filtration Plant

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Message from the Chair



At Metro Vancouver, we have a tremendous opportunity to contribute to the ongoing health and well-being of this region's residents and the environment. Each day, we provide nearly 2.8 million residents with services that contribute to the livability of our region: clean drinking water, effective wastewater treatment, solid waste management, regional planning, affordable housing, regional parks, air quality and climate action, and regional economic prosperity support.

To keep the region livable, a strategic approach to ensuring financial sustainability and affordability while tackling the climate challenge and ensuring resilience is necessary.

It is no secret that our world today is a changed one. Affordability and equity are challenges that must be directly addressed as inflation and market conditions put pressures on both everyday living and the cost of delivering critical infrastructure. Climate change will continue to be the greatest challenge we face globally, and we must play a role in adapting to it while slowing its pace. The COVID-19 pandemic also exposed the need to be resilient and adaptable to the shocks and stresses that our region may experience.

The work that we do at Metro Vancouver is driven by the need to ensure our systems continue operating at a high level, to keep up with regional growth (approximately 35,000 new residents each year), and to meet regulatory and legislative requirements.

Metro Vancouver members have worked together throughout the last 137 years to strengthen our region collectively while maintaining the individual identity and culture of each member jurisdiction. Our Board of Directors, representing the region's 21 municipalities, Electoral Area A, and Tsawwassen First Nation, has been clear that we will do this work by prioritizing financial sustainability, climate action, resilience, housing, reconciliation, social equity, and human and environmental health, as well as by collaborating with the public, members, other orders of government, and First Nations.

Together, we can leverage our important work to guide this region into a future that remains livable, clean, affordable, and healthy for our residents.

A handwritten signature in black ink that reads "George V. Harvie". The signature is written in a cursive style and is underlined with a simple horizontal line.

George V. Harvie

Chair, Metro Vancouver Board of Directors

Metro Vancouver Board of Directors

John McEwen
Anmore

Jamie Ross
Belcarra

Andrew Leonard
Bowen Island

Mike Hurley
Burnaby

Pietro Calendino
Burnaby

Sav Dhaliwal
Burnaby

Craig Hodge
Coquitlam

Teri Towner
Coquitlam

George V. Harvie
Delta

Dylan Kruger
Delta

Jen McCutcheon
Electoral Area A

Paul Albrecht
Langley City

Eric Woodward
Langley Township

Steve Ferguson
Langley Township

Ken Berry
Lions Bay

Dan Ruimy
Maple Ridge

Patrick Johnstone
New Westminster

Linda Buchanan
North Vancouver City

Lisa Muri
North Vancouver District

Nicole MacDonald
Pitt Meadows

Brad West
Port Coquitlam

Meghan Lahti
Port Moody

Malcolm Brodie
Richmond

Bill McNulty
Richmond

Chak Au
Richmond

Brenda Locke
Surrey

Gordon Hepner
Surrey

Harry Bains
Surrey

Rob Stutt
Surrey

Pardeep Kooner
Surrey

Mike Bose
Surrey

Laura Cassidy
scəwáθən məsteyəx^w
(Tsawwassen First Nation)

Ken Sim
Vancouver

Lisa Dominato
Vancouver

Rebecca Bligh
Vancouver

Sarah Kirby-Yung
Vancouver

Mike Klassen
Vancouver

Lenny Zhou
Vancouver

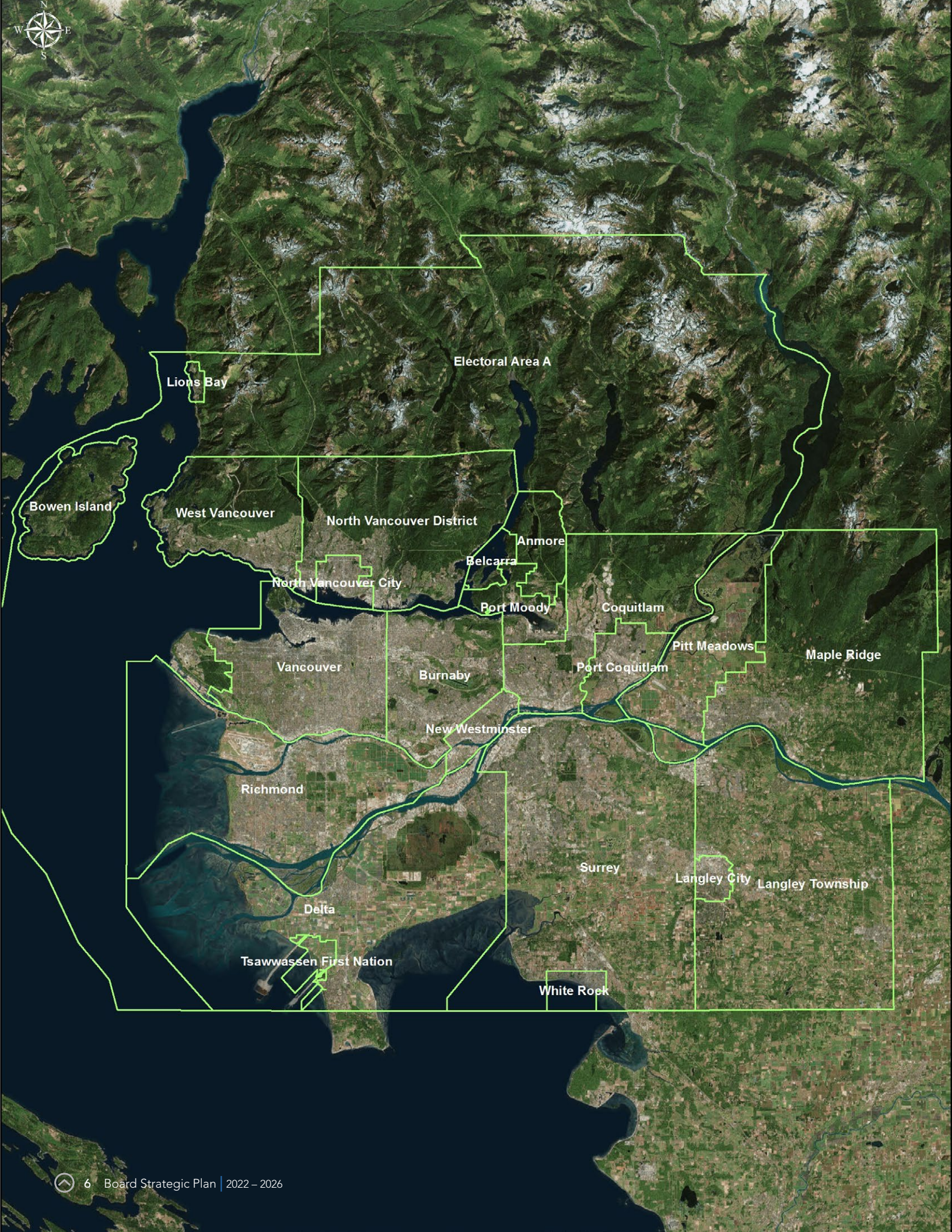
Adriane Carr
Vancouver

Mark Sager
West Vancouver

Megan Knight
White Rock

Current as of April 2023





About Metro Vancouver

Metro Vancouver is a diverse organization that plans for and delivers regional-scale water, liquid waste, and solid waste services. It also regulates air quality, plans for urban growth, manages a regional parks system, and provides affordable housing.

The governance framework under which Metro Vancouver operates consists of four separate legal entities, each with specific legislation. These include:

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

The Regional District and the Federation

Regional districts were introduced in British Columbia by the provincial government in 1965, when the Province amended the *Municipal Act* — today known as the *Local Government Act*.

A regional district is a federation composed of its members: the municipalities, electoral areas, and in some cases treaty First Nations that are located within the boundaries of the regional district, and that have representation on a regional district board.

Collaboration is fundamental to Metro Vancouver. Our regional model lets our members and ratepayers benefit from economies of scale, regional expertise, and a unified regional voice.

Metro Vancouver members began working collaboratively soon after our cities were formed. Throughout the last 137 years, we have worked together to make this region a better place for everyone, and we have been able to do it in a format that allows each member to retain their own unique character — by being a federation. Remarkably, 2024 will be the 100th anniversary of the water service. The liquid waste service is 109 years old. Even our “newest” entity, the Metro Vancouver Housing Corporation, is an impressive 49 years old.

Of the 27 regional districts in British Columbia, Metro Vancouver Regional District is the largest by population, representing over 53 per cent of the province’s population.

Metro Vancouver Membership

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

Village of Anmore
Village of Belcarra
Bowen Island Municipality
City of Burnaby
City of Coquitlam
City of Delta
Electoral Area A
City of Langley
Township of Langley
Village of Lions Bay
City of Maple Ridge

City of New Westminster
City of North Vancouver
District of North Vancouver
City of Pitt Meadows
City of Port Coquitlam
City of Port Moody
City of Richmond
City of Surrey
scəwáθən məsteyəx^w (Tsawwassen First Nation)
City of Vancouver
District of West Vancouver
City of White Rock

Relationships with First Nations

The Metro Vancouver region lies on the shared territory of many Indigenous peoples, including 10 local First Nations: qícəy (Katzie), q^wa:níłəń (Kwantlen), k^wik^wəłəm (Kwikwetlem), máthxwi (Matsqui), x^wməθk^wəyəm (Musqueam), qiqéyt (Qayqayt), se'mya'me (Semiahmoo), Sk^wəwú7mesh Úxwumixw (Squamish), scəwáθən məsteyəx^w (Tsawwassen), and səlílwətał (Tseil-Waututh). Eight of these First Nations also have reserve lands located within Metro Vancouver, and scəwáθən məsteyəx^w (Tsawwassen First Nation) treaty lands form part of the regional district.

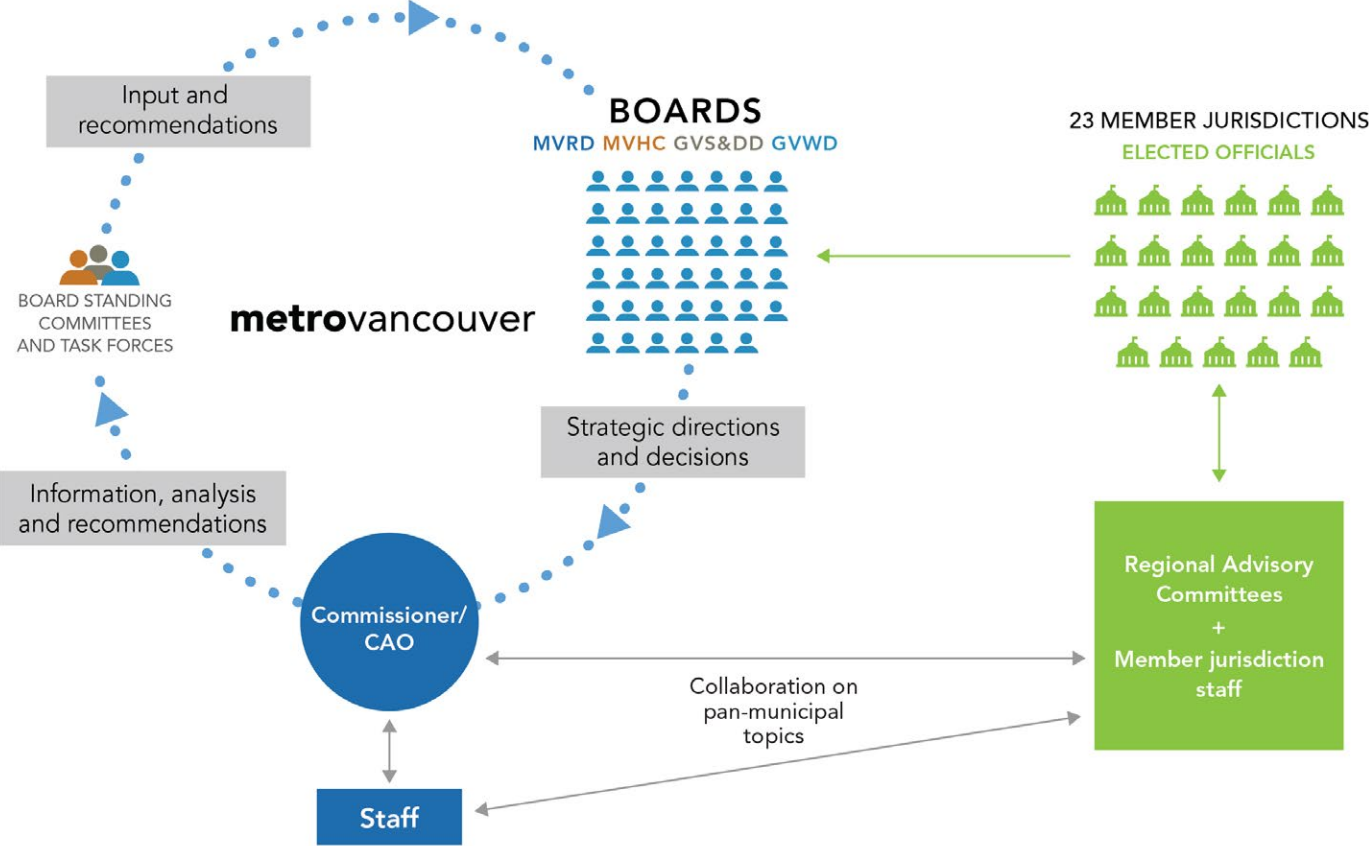
Metro Vancouver's policies, plans, and activities have an impact on Indigenous peoples and communities across the region and can interact with First Nations' rights. Indigenous knowledge, perspectives, and priorities can contribute to Metro Vancouver's work.

Recent legislation at both the federal and provincial level codifies commitments to aligning laws with the objectives and obligations contained in the *United Nations Declaration on the Rights of Indigenous Peoples*. Metro Vancouver is working in particular with the Province and local First Nations, to realize those commitments.

Metro Vancouver Governance and Collaboration

Metro Vancouver actively collaborates with member jurisdictions through the design of its Board and Committees.

The Board of Directors ensures representation from all members. Standing committees of the Board include representation from elected officials from across the region. Regional advisory committees are made up of senior member jurisdiction staff in various professional areas (such as engineering, planning, and finance). Metro Vancouver staff foster relationships with member jurisdiction staff. Metro Vancouver also continues to proactively learn from the 10 local First Nations on how to improve information-sharing, mutual learning, and collaboration.



Planning for the Future

2022-2026 Board's Vision for the Future

The Board Strategic Plan

The *Board Strategic Plan* identifies the overarching priorities and directions for how Metro Vancouver will get the necessary work done to achieve the mission, vision, and objectives of the organization. Work outlined in Metro Vancouver's long-term management plans is guided over the four-year term by the *Board Strategic Plan*.

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

Leadership with a Vision

The Metro Vancouver Board seeks to provide leadership with a vision to keep our region livable. Metro Vancouver will strive to make bold decisions that show courageous, thoughtful leadership and will lead to sustainable, resilient outcomes for human and environmental health. This will be done in a financially sustainable way while working to protect residents from the consequences of climate change. A culture

of continuous innovation will lay the foundation for proactive approaches to the challenges we face both today and in our region's future. Relationships with member jurisdictions, other orders of government, First Nations, and the public remain critical to our shared health and success, as we are making choices today that will ensure the future we all desire.

Livability Remains Critical

Livability remains central to the work that Metro Vancouver does each day. To Metro Vancouver, "livable" means we have healthy, safe, and vibrant urban areas that connect to natural environments with clean air and clean water. Livable means the region remains a place where people want to live, work, and raise their families, with room for everyone, regardless of income. Livable means diversity is embraced, the economy is thriving, and there is space for arts, culture, and fun. Livable means walkable, complete communities with access to low emission transportation and support for public transit. Livable means homes for everyone.

Metro Vancouver can contribute to keeping our region livable by protecting the environment, creating and operating affordable housing, building economic prosperity, taking climate action, and supporting long-term regional planning that keeps the region aligned and able to make evidence-based decisions.

Vision

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

Mission

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

- **Serve as a Regional Federation**

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

- **Deliver Core Services**

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

- **Plan for the Region**

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



Strategic Priorities

Financial Sustainability and Regional Affordability

Metro Vancouver will complete a long-term financial plan, which will ensure the long-term serviceability of its assets and funding sources. Metro Vancouver operates using a Financial Management Policy that sets out principles that guide decision-making with respect to long-term operating and capital expenditures. Metro Vancouver will work to define affordability in the context of the region as a whole, including Metro Vancouver's relationship to its member jurisdictions, with an equity lens that will ensure that growth pays for growth. Metro Vancouver will also make a meaningful contribution to addressing the housing crisis in the region, both through its role as a housing developer and provider, and through its regional planning function in getting the region to be more housing ready.

Climate Action

As a climate leader, Metro Vancouver has been at the forefront of climate action for more than 20 years. We have guided the region in taking steps to mitigate unavoidable climate impacts while reducing regional greenhouse gas emissions, and incorporating climate change-related strategies into all utility and growth management plans. Metro Vancouver's work in this area will continue to be a priority.

Resilient Services and Infrastructure

Metro Vancouver will continue to make investments and adaptations in its service areas to ensure that the region can be resilient. Regional resilience is the capacity of communities and organizations to prepare for, avoid, absorb, recover from, and adapt to the effects of shocks and stresses in an efficient manner through the preservation, restoration, and adaptation of essential services and functions, while learning from events to build a more resilient place.

Reconciliation

Metro Vancouver will continue building and strengthening respectful and reciprocal relationships with local First Nations. Metro Vancouver will also continue to engage meaningfully with First Nations on plans, programs, and projects.

Housing

Metro Vancouver Housing provides affordable rental homes to close to 10,000 people, primarily for families, seniors, and people with disabilities with low to moderate incomes. And we are expanding the portfolio significantly to help the region address the housing crisis. In addition, Metro Vancouver supports member jurisdictions in their efforts to increase affordable housing through policy, best practices, data, and advocacy.



Strategic Directions

Metro Vancouver’s service areas will be guided by strategic directions for how the work will be done. Each of these directions are inherently integrated into the objectives and deliverables of every Metro Vancouver service area.

These themes are intertwined — action in one area impacts another, and together they are treated as a cohesive system and thoughtfully balanced for each project or program delivered by the organization.

What Drives Our Work

System Stewardship

Metro Vancouver must ensure that our critical regional infrastructure is sufficiently maintained or replaced to meet current and future service needs, and is resilient to impacts from seismic events, wildfires, power failures, and natural disasters.

Regional Growth

Metro Vancouver must ensure that our services and infrastructure are able to meet the needs of a growing population (projected to grow by about 35,000 people per year). This is a major driver for our significant capital program.

Regulatory and Legislative Environment

Metro Vancouver must ensure all services and infrastructure anticipate and meet regulatory requirements, and that the organization is responsive to legislative change.

What Guides Our Work

Financial Sustainability

Metro Vancouver will deliver utility and regional services in a way that ensures affordability for residents and long-term financial sustainability for the organization. They will be delivered using sound fiscal policies that balance the organization’s long-term financial health while maintaining affordability for regional ratepayers.

Climate Action

Metro Vancouver will proactively work to respond to the climate emergency by preparing for the impacts of climate change and accelerating reductions in greenhouse gas emissions.

Resilience

Metro Vancouver will continue to make investments and adaptations in its service areas to ensure that our communities and organizations can prepare, avoid, absorb, recover, and adapt to the effects of shocks and stresses in an efficient manner.

Social Equity and Human Health

Metro Vancouver will promote fairness, equity, and the removal of systemic barriers that may cause or aggravate disparities experienced by different groups of people both internally and through the services it provides. Metro Vancouver actively looks for ways to lift those at the bottom so we all rise up, and works to build an even better livable community.

Environmental Health

Metro Vancouver will continue to use its services to ensure the region has clean air and water and protect healthy ecosystems. Metro Vancouver will also continue to take action to reduce pollutants, prevent waste, and conserve our natural environment.

Collaboration and Strong Partnerships

Metro Vancouver will continue to engage with members on processes and initiatives that contribute to an effective and well-functioning organization. Metro Vancouver will strengthen awareness of the services it provides, and continue to engage with the public, members, other orders of government, interested and affected parties, and First Nations on a range of initiatives that support Metro Vancouver's services.



Word cloud generated by Board of Directors when asked to share their vision of the region in 2050

The Region's Livable Foundation: Strategic Plan in Action

Metro Vancouver's services lay the bedrock on which livability, human well-being, and environmental health in the region are built.

The following section outlines how the creation and implementation of Metro Vancouver's long-term management plans will be guided by the Board Strategic Plan over the next four years.

Metro Vancouver's Service Areas

- Regional Federation
- Water Services
- Liquid Waste Services
- Solid Waste Services
- Regional Parks
- Regional Planning
- Metro Vancouver Housing
- Air Quality and Climate Action
- Invest Vancouver

Metro Vancouver Management Plans



Overall Strategic Actions

The following list outlines strategic actions that apply across all service areas and the operational approach to Metro Vancouver as a whole.

Priority Actions:

- Ensure that Metro Vancouver decision-making is guided by the value of a regional perspective
- Continue to develop and implement asset management and capital plans that build and maintain regional infrastructure
- Develop and implement financial plans and policies that reflect a commitment to sound financial management and long-term planning, and which consider current and future ratepayers
- Develop and implement long-term financial planning that serves as the foundation for affordable service provision
- Continue to use household impact and debt service ratio as indicators of financial sustainability
- Facilitate collaboration with member jurisdictions to create efficiencies and improve alignment between local government policies and actions with those of Metro Vancouver
- Explore new mechanisms to implement the “growth pays for growth” principle
- Collaborate and coordinate with other orders of government to ensure Metro Vancouver, together with Indigenous Peoples, are responding to the changing legal landscape while noting the need for appropriate financial support for significant infrastructure and housing projects
- Improve public and media understanding of the role of local government
- Strengthen government-to-government relationships with First Nations by building trust through genuine collaboration, creating a mutually respectful space for meaningful dialogue and outcomes, and creating opportunities for Board-to-Nation relationships to thrive
- Advance initiatives aligned with a transformation to a circular economy
- Continue to develop and implement Climate 2050 Roadmaps, including critical climate adaptation actions, and to update roadmaps based on scientific advances and new opportunities
- Prioritize climate action (greenhouse gas reduction and resilience to impacts) in all services, projects, and initiatives
- Enhance understanding of Indigenous knowledge to help inform policies and goals on ecosystem preservation and adaptation measures
- Strengthen restoration and protection of regional ecosystems, such as increasing forest canopies, to sequester carbon and enhance biodiversity



Regional Federation

The Regional Federation:

Metro Vancouver is a regional federation of 21 municipalities, one treaty First Nation, and one electoral area. Together, the members of Metro Vancouver strive to create a resilient, livable region for the residents who share these spaces. Metro Vancouver serves as the main political forum for discussion of significant community issues at the regional level and facilitates the collaboration of members in delivering the services best provided at the regional level.

Priority Actions:

- Maintain and create venues for sharing information on funding applications and the consideration of regional priorities
- Maintain Metro Vancouver's regional role in emergency preparedness through continued delivery of services, including:
 - Contribute to the coordination of emergency response within the region
 - Identify new threats due to climate change, including wildfires and flooding, and assess the value of proactive measures
- Provide the region with effective and timely 9-1-1 initial call answer service





Water Services

Metro Vancouver provides world-class drinking water equitably to residents and businesses through a complex treatment and transmission system that is safe, reliable, and resilient to future shocks and stresses.

Guiding Plans:

Water Supply Outlook 2120

Drinking Water Management Plan (update underway)

Priority Actions:

- Complete the update to the *Drinking Water Management Plan*
- Ensure the long-term resilience of the regional drinking water system by prioritizing seismic upgrades, upgrading aging assets, and installing back-up power for critical water system infrastructure
- Implement enhanced asset management practices and integrate resulting data with long-term financial planning and decision making
- Complete development and implementation of formalized environmental and quality management systems
- Integrate climate change mitigation and adaptation measures within water utility operations to reduce greenhouse gases and respond to the effects of the changing climate
- Enhance public understanding of the water system and appreciation of drinking water as a precious resource through education, communication, and engagement
- Work with First Nations and fisheries agencies to support the restoration of fish populations in the water supply areas while maintaining the delivery of high quality drinking water
- Improve region-wide water usage data to enable evidence-based decision making on drinking water conservation measures and timing of new water infrastructure
- Ensure water infrastructure is built to accommodate growth projections across the region
- Optimize revenue and cost efficiency, and explore other revenue opportunities related to the utility including the evolution of development cost charges
- Ensure the continued delivery of high-quality drinking water through water treatment system upgrades and enhancements of water quality monitoring throughout the transmission system
- Work collaboratively with members to reduce peak day and annual per-capita water demand



Liquid Waste Services

Metro Vancouver manages the liquid waste system with a commitment to innovative approaches to protect the health of the public and the environment.

Guiding Plan:

Integrated Liquid Waste and Resource Management Plan (2010) (update underway)

Priority Actions:

- Advance the North Shore Wastewater Treatment Plant upgrade project and Annacis Wastewater Treatment Plant expansion, commence detailed design for Iona Island Wastewater Treatment Plant, and commence construction of expansion of the Northwest Langley Wastewater Treatment Plant
- Complete the update of the *Liquid Waste Management Plan* and develop comprehensive long-range expansion plans, in collaboration with members and First Nations, leveraging engagement on these plans to accelerate progress on collaboration and engagement targets
- Work with First Nations and senior levels of government on collaborative environmental management initiatives
- Continuously improve the performance of existing systems and optimize asset life cycles by adopting new processes and technologies and improving asset management knowledge
- Minimize operating and capital expenditures by continuing the implementation of improvement strategies
- Work with members and senior levels of government to streamline capital delivery requirements
- Work with members on the implementation of effective inflow and infiltration reduction strategies, including adjustments to wet weather pricing, incentives, and enforcement of private property connections
- Implement new revenue opportunities that align with user-pay principles
- Pursue partnership funding for large infrastructure projects with regional benefit
- Regularly update development cost charges following best practices to ensure that growth pays for growth while supporting housing development
- Consider new categories of expenditures that could be allocated to members through Tier 3 cost apportioning
- Meet corporate targets for GHG emission reductions by continuing to expand energy and heat recovery opportunities and incorporating climate change adaptation and mitigation actions into the design of new facilities, retrofit opportunities, operations, and long-range plans
- Complete the detailed design of the proposed biosolids dryer
- Enhance the role of new source controls and incentives to prevent the release of contaminants into the liquid waste system, while collaborating with members, partner organizations, and product producers
- Strengthen the resilience of our workforce through purposeful consideration and promotion of culture, collaboration with local education institutions and industry associations, and increased awareness of equity, diversity, and inclusion
- Expand public awareness of the contribution of liquid waste management to human and environmental health



Solid Waste Services

Metro Vancouver proactively works to reduce waste, increase recycling, increase recovery of materials and energy from remaining waste, and then dispose of residuals in a cost-effective and environmentally sustainable manner.

Guiding Plan:

Integrated Solid Waste and Resource Management Plan (2010) (update underway)

Priority Actions:

- Complete the update to the Solid Waste and Resource Management Plan
- Work with members, the provincial government, and the federal government on strategies to reduce single-use items and other disposable consumer products
- Continue to develop programs and related communication campaigns that increase diversion rates of materials that can be reused, repurposed, or recycled
- Focus on the multi-family residential and commercial/institutional sectors, where recycling rates are lower
- Continue to expand recycling options at regional recycling and waste centres
- Research opportunities to close the gaps and ensure sufficient capacity in the regional recycling and re-use system
- Develop a waste-to-energy district energy system
- Work with the private sector to innovate in the provision of recycling solutions, including micro-solutions
- Assess Metro Vancouver's role in processing organics and wood
- Identify future disposal alternatives and develop analysis for each, providing life cycle and full cost analysis, including greenhouse gas emission estimates
- 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



Regional Parks

Metro Vancouver protects natural areas and connects people to nature.

Guiding Plans:

Regional Parks Plan (2022)

Regional Greenways 2050 (2020)

Regional Parks Land Acquisition 2050 Strategy (2018)

Priority Actions:

- Update existing financial tools and investigate additional financial mechanisms to support service provision, land acquisition, and operations and maintenance of park land including development cost charges, grant opportunities, and philanthropic endeavours
- Work together with First Nations to develop collaborative agreements (such as cultural planning and cooperation agreements), and name or rename regional parks to affirm the importance of the lands to the Nations
- Provide more passive recreation opportunities and improve ecological health and resilience of the region by growing the regional parks system, as identified in the *Regional Parks Land Acquisition 2050 Strategy*
- Collaborate with others to advance the completion of the regional greenways network to support sustainable transportation and access to regional parks
- Develop and implement a climate action strategy for regional parks
- Advance nature-based solutions to climate change to increase infrastructure and ecosystem resilience, including monitoring forest health and implementing necessary restoration activities to support long-term resilience and ecological health
- Expand the ecological stewardship program to provide more opportunities for people to engage with regional parks
- Deliver interpretive and educational events that provide opportunities for people to connect with nature
- Manage built and natural assets proactively as part of an asset management system to support the provision of safe and well-maintained infrastructure and integrity of ecosystems
- Design, develop, and program parks to provide a range of opportunities to support the region's growing and diverse population
- Develop a visitor use strategy to protect natural resources and support a safe and high-quality visitor experience



Regional Planning

Metro Vancouver supports planning throughout the region to help achieve the shared vision outlined in Metro 2050, the regional growth strategy. Metro Vancouver provides projections, data, analysis, applied policy research, and best practices; convenes on issues of regional planning concern; and acts as a planning resource.

Guiding Plan:

Metro 2050, the Metro Vancouver Region's Regional Growth Strategy (2023)

Priority Actions:

- Work closely with member jurisdictions, TransLink, First Nations, the Province, and other regional agencies and organizations to advance Metro 2050's goals, strategies, and policy actions
- Continue to refine and update the population, housing, employment, and land-use projections and their expected geographical density distributions to support the long-range planning of utilities, members, and TransLink
- Create a regional housing policy roadmap to support the implementation of Metro 2050's housing objectives and help the region achieve the Metro 2050 target of 15 per cent affordable rental housing for new housing in urban centres and along transit corridors
- Develop policy models, including best practice guidance to achieve more housing (specifically more affordable rental housing) using tools like inclusionary policies and zoning
- Support member jurisdictions to update existing or implement new housing policies
- Support member jurisdictions to develop and implement effective policies and tools that will help the region achieve its targets to protect 50 per cent of lands for nature and achieve a 40 per cent urban tree canopy
- Work closely with member jurisdictions to update targets and prepare a strategy to intensify land uses in the urban centres and frequent transit development areas (transit corridors) to meet the region's environmental, climate, economic, and equity objectives
- Develop a regional data portal that will help the region monitor progress towards the targets of Metro 2050 and create a central location for planners, decision makers, and the public to explore and use data from various regional data models, inventories, and projects
- Undertake innovative research that supports the overarching goals in Metro 2050, including projects such as a Regional Parking Strategy, Housing and Transportation Cost Burden Study Update, Regional Food System Strategy Update, and Growth Management and Investment Model
- Work with members to protect industrial and employment lands that support economic activities contributing to regional prosperity
- Develop a regional planning advocacy strategy to guide the region's efforts to shape the provincial and federal governments' priorities related to land use, transportation, and housing policy



Air Quality and Climate Action

Metro Vancouver develops and implements plans, policies, regulations, and projects that improve air quality and reduce greenhouse gas emissions. These plans and policies are supported by comprehensive monitoring of outdoor air quality and tracking of emissions in the Lower Fraser Valley airshed.

Guiding Plans:

Climate 2050 (2019)

Clean Air Plan (2021)

Priority Actions:

- Protect public and environmental health and fight climate change by continuing to provide world-class air quality and greenhouse gas management services, including monitoring, emissions inventories, and air quality advisories
- Expand the regional air quality monitoring network, including the new Tsawwassen First Nation station, and increase spatial coverage using small sensors
- Introduce regulatory requirements to reduce greenhouse gas emissions from large and small buildings
- Accelerate emission reductions from all types of vehicles through policies and regulations working in collaboration with regional partners
- Integrate greenhouse gas requirements into existing and new sector-specific emission regulations to maximize emission reductions from industrial, commercial, and business sources
- Promote transition to clean, renewable energy at the regional and corporate levels in collaboration with energy utilities and other partners
- Lead by example by implementing corporate climate actions, including low- or zero-carbon policies for corporate fleet, travel, and procurement
- Continue to develop policies and processes to integrate social equity into all air quality and climate policies
- Continue partnering with and advocating to other governments and agencies to implement initiatives that accelerate emission reductions in priority areas, including:
 - Large-scale regional electrification
 - Funding and infrastructure for public transit and active transportation
 - Regulating health-harming and greenhouse gas emissions from regionally significant sources
 - Fuel decarbonization in transportation
 - Incentives and equity-oriented programs to support purchase of low- and zero-carbon technologies, e.g., electric vehicles and heat pumps, by residents and businesses



Metro Vancouver Housing

Metro Vancouver Housing provides affordable rental homes for families, seniors, and people with disabilities with low to moderate incomes, and is committed to building inclusive, healthy, and engaged communities.

Guiding Plan:

Metro Vancouver Housing 10-Year Plan (2019)

Priority Actions:

- Advance Metro Vancouver’s role in providing affordable housing
- Preserve and renew existing housing to maintain affordability and improve sustainability and accessibility
- Grow strategically through redevelopment and expansion by adding 1,350 new and redeveloped units over the next 10 years, with the potential to double that number through partnerships
- Implement the Metro Vancouver Housing 10-Year Plan to support the retention and expansion of affordable housing in the region, and refresh it with ambitious new actions and targets to expand and expedite the creation of new affordable homes across the region
- Advance many new Metro Vancouver Housing projects to “shovel-ready” status, ensuring that we are well positioned for potential partnerships and opportunities
- Expand Metro Vancouver’s approach to partnerships, working with member jurisdictions, other orders of government, private sector developers, funding partners, and others
- Support healthy and engaged communities in Metro Vancouver Housing’s sites
- Enhance tenant programs that build community and foster tenant well-being, with a focus on joy-based healing, investment in social capital, and poverty alleviation
- Review and implement measures to modernize and scale up Metro Vancouver Housing’s operations to continue to deliver cost-effective services, ensure readiness for expansion, expand online services, and provide leading tenant services
- Continue to work with the provincial and federal governments to access programs that will generate new affordable housing and support upgrading existing rental units to be more energy efficient
- Explore a non-profit affordable rental housing development prototype that demonstrates innovation in environmentally sustainable affordable housing and can be easily replicated and scaled for cost-effective delivery by Metro Vancouver Housing and others
- Expand Metro Vancouver Housing’s role as a regional leader in low-carbon retrofits of existing buildings, working towards creating an effective, replicable approach to keeping Metro Vancouver Housing on track to meet its climate commitments and improving resiliency for existing buildings



Invest Vancouver

Metro Vancouver, through Invest Vancouver, is positioning the region for success in a rapidly evolving global economy by actively working to ensure our regional economy is dynamic, resilient, and delivers prosperity for all. Invest Vancouver works to secure strategic investment, promote the region to a global audience, and advise decision makers through forward-thinking economic policy analysis.

Guiding Plan:

Invest Vancouver 2023 Annual Plan (2023)

Priority Actions:

- 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



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SERVICES AND SOLUTIONS FOR A LIVABLE REGION