

**METRO VANCOUVER REGIONAL DISTRICT
FINANCE COMMITTEE**

REGULAR MEETING

Thursday, May 12, 2022

1:00 pm

Meeting conducted electronically/in-person pursuant to the Procedure Bylaw

28th Floor Boardroom, 4515 Central Boulevard, Burnaby, British Columbia

Webstream available at <http://www.metrovancouver.org>

A G E N D A¹

1. ADOPTION OF THE AGENDA

1.1 May 12, 2022 Regular Meeting Agenda

That the Finance Committee adopt the agenda for its regular meeting scheduled for May 12, 2022 as circulated.

2. ADOPTION OF THE MINUTES

2.1 April 21, 2022 Regular Meeting Minutes

That the Finance Committee adopt the minutes of its regular meeting held April 21, 2022 as circulated.

pg. 4

3. DELEGATIONS

3.1 Roderick V. Louis

Subject: TransLink's 2022 Investment Plan and Proposed Increase in Borrowing Limit

pg. 8

4. INVITED PRESENTATIONS

5. REPORTS FROM COMMITTEE OR STAFF

5.1 2021 Statement of Financial Information

That the MVRD Board approve the Statement of Financial Information for the year ended December 31, 2021.

pg. 10

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

- 5.2 Electronic Meeting Participation Policy** pg. 69
That the MVRD Board:
a) approve the *Electronic Meeting Participation Policy* as presented in the report dated April 26, 2022, titled “Electronic Meeting Participation Policy”; and
b) rescind the *Electronic Meetings and Participation by Members Guideline*.
- 5.3 External Organization Appointment Policy** pg. 77
That the MVRD Board:
a) approve the *External Organization Appointment Policy* as presented in the report dated April 26, 2022, titled “External Organization Appointment Policy”; and
b) rescind the following Board policies: *Term of Appointees/Nominees to External Boards (GV-032)*, *Representatives on International Organizations (GV-031)*, and *External Agency Appointee Reporting Requirements (GV-006)*.
- 5.4 Sponsorship Policy Amendments** pg. 85
That the MVRD Board approve the revised Sponsorship Policy, as presented in the report dated April 21, 2022, titled “Sponsorship Policy Amendments”.
- 5.5 Award of Contract Resulting from Request for Proposal (RFP) No. 21-266: Supply and Delivery of Light and Medium Duty Vehicles** pg. 102
That the MVRD Board:
a) approve award of a five (5) year term contract in an estimated amount of \$6,500,000 (exclusive of taxes) to Metro Motors Ltd. resulting from Request for Proposal (RFP) No. 21-266: Supply and Delivery of Light and Medium Duty Vehicles, subject to final review by the Chief Administrative Officer; and
b) authorize the Chief Administrative Officer to execute the required documentation, once the Chief Administrative Officer is satisfied the award should proceed.
- 5.6 Manager’s Report** pg. 106
That the Finance Committee receive for information the report dated April 26, 2022 titled “Manager’s Report.”
- 6. INFORMATION ITEMS**
- 6.1 Development of a Wet Weather Pricing Approach** pg. 108
- 7. OTHER BUSINESS**
- 8. BUSINESS ARISING FROM DELEGATIONS**
- 9. RESOLUTION TO CLOSE MEETING**
Note: The Committee must state by resolution the basis under section 90 of the Community Charter on which the meeting is being closed. If a member wishes to add an item, the basis must be included below.

10. ADJOURNMENT/CONCLUSION

That the Finance Committee adjourn/conclude its regular meeting of May 12, 2022.

Membership:

Dhaliwal, Sav (C) – Burnaby	Coté, Jonathan – New Westminster	McCutcheon, Jen – Electoral Area A
Buchanan, Linda (VC) – North Vancouver City	Dingwall, Bill – Pitt Meadows	McEwen, John – Anmore
Baird, Ken – Tsawwassen First Nation	Froese, Jack – Langley Township	Stewart, Richard – Coquitlam
Booth, Mary-Ann – West Vancouver	Harvie, George – Delta	West, Brad – Port Coquitlam
Brodie, Malcolm – Richmond	Hurley, Mike – Burnaby	
Carr, Adriane – Vancouver	McCallum, Doug – Surrey	

**METRO VANCOUVER REGIONAL DISTRICT
FINANCE COMMITTEE**

Minutes of the Regular Meeting of the Metro Vancouver Regional District (MVRD) Finance Committee held at 8:00 a.m. on Thursday, April 21, 2022 in the 28th Floor Boardroom, 4515 Central Boulevard, Burnaby, British Columbia.

MEMBERS PRESENT:

Chair, Councillor Sav Dhaliwal, Burnaby
 Vice Chair, Mayor Linda Buchanan*, North Vancouver City (arrived at 8:02 a.m.)
 Chief Ken Baird*, Tsawwassen (arrived at 8:03 a.m.)
 Mayor Mary-Ann Booth*, West Vancouver
 Mayor Malcolm Brodie*, Richmond
 Councillor Adriane Carr*, Vancouver
 Mayor Jonathan Côté*, New Westminster
 Mayor Bill Dingwall*, Pitt Meadows
 Mayor Jack Froese, Langley Township
 Mayor George Harvie*, Delta
 Mayor Mike Hurley, Burnaby (arrived at 8:12 a.m.)
 Director Jen McCutcheon*, Electoral Area A
 Mayor John McEwen*, Anmore
 Mayor Richard Stewart*, Coquitlam (arrived at 8:02 a.m.)
 Mayor Brad West*, Port Coquitlam

MEMBERS ABSENT:

Mayor Doug McCallum, Surrey

STAFF PRESENT:

Jerry W. Dobrovolny, Chief Administrative Officer
 Amelia White, Legislative Services Supervisor, Board and Information Services

*denotes electronic meeting participation as authorized by Section 3.6.2 of the *Procedure Bylaw*

1. ADOPTION OF THE AGENDA

1.1 April 21, 2022 Regular Meeting Agenda

It was MOVED and SECONDED

That the Finance Committee:

- a) amend the agenda for its regular meeting scheduled for April 21, 2022 by adding Item 3.1 Late Delegation – Sarah Ross, Vice President, Transportation Planning and Policy, TransLink and Olga Kuznetsova, Vice President, Financial Services, TransLink; and
- b) adopt the agenda as amended.

CARRIED

8:02 a.m. Mayors Buchanan and Stewart arrived at the meeting.

2. ADOPTION OF THE MINUTES

2.1 March 10, 2022 Regular Meeting Minutes

It was MOVED and SECONDED

That the Finance Committee adopt the minutes of its regular meeting held March 10, 2022 as circulated.

CARRIED

8:03 a.m. Chief Baird arrived at the meeting.

3. DELEGATIONS

3.1 Sarah Ross, Vice President, Transportation Planning and Policy, TransLink and Olga Kuznetsova, Vice President, Financial Services, TransLink

Sarah Ross, Vice President, Transportation Planning and Policy, TransLink and Olga Kuznetsova, Vice President, Financial Services, TransLink, spoke to members regarding Item 5.1, Considering TransLink's 10-Year Investment Plan and Proposed Increase in Borrowing Limit, highlighting the funding stabilization plan, the debt to revenue ratio and the capital program cash flow.

Discussion ensued regarding the percentage of electric vehicles in the fleet, the infrastructure needed for charging vehicles and sustainable sources for future funding.

8:12 a.m. Mayor Hurley arrived at the meeting.

Presentation material titled "TransLink's 2022 Investment Plan" is retained with the April 21, 2022 Finance Committee agenda.

4. INVITED PRESENTATIONS

No items presented.

5. REPORTS FROM COMMITTEE OR STAFF

5.1 Considering TransLink's 10-Year Investment Plan and Proposed Increase in Borrowing Limit

Report dated April 13, 2022, from Heather McNell, General Manager, Regional Planning and Housing Services, providing the Finance Committee with the opportunity to review TransLink's 2022 Investment Plan and the proposed increase to TransLink's borrowing limit associated with its implementation.

It was MOVED and SECONDED

That the MVRD Board:

- a) receive for information the report dated April 13, 2022 titled "Considering TransLink's 10-Year Investment Plan and Proposed Increase in Borrowing Limit"; and
- b) send a letter to the Mayors' Council on Regional Transportation communicating support for the alignment of TransLink's 10 Year Investment Plan with the regional growth strategy and for the proposed increase to TransLink's borrowing limit associated with the implementation of the Investment Plan.

CARRIED

6. INFORMATION ITEMS

No items presented.

7. OTHER BUSINESS

No items presented.

8. BUSINESS ARISING FROM DELEGATIONS

No items presented.

9. RESOLUTION TO CLOSE MEETING

It was MOVED and SECONDED

That the Finance Committee close its regular meeting scheduled for April 21, 2022 pursuant to the *Community Charter* provisions, Section 90 (1) (c) as follows:

- "90 (1) A part of the meeting may be closed to the public if the subject matter being considered relates to or is one or more of the following:
- (c) labour relations or other employee relations."

CARRIED

10. ADJOURNMENT/CONCLUSION

It was MOVED and SECONDED

That the Finance Committee adjourn its regular meeting of April 21, 2022.

CARRIED

(Time: 8:30 a.m.)

Amelia White,
Legislative Services Supervisor

Sav Dhaliwal, Chair

52259070 FINAL

To: Metro Vancouver GVRD, Board and Information Services, #4515 Central Boulevard, Burnaby, BC, Canada, V5H 0C6 ; delegations@metrovancover.org chair@metrovancover.org 604-432-6250, 604.432.6284	From: Mr Roderick V. Louis, <div style="background-color: black; height: 1.2em; width: 150px; margin-bottom: 2px;"></div> White Rock, BC, Canada, <div style="background-color: black; height: 1.2em; width: 50px; display: inline-block;"></div> <div style="background-color: black; height: 1.2em; width: 100px; margin-bottom: 2px;"></div> <div style="background-color: black; height: 1.2em; width: 100px;"></div>
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May 02-2022

Executive Summary of R Louis's submissions for May 12-2022 MV RD Finance Committee meeting...

Requested Actions:

Submit a notice of motion to the MV RD board requesting that, at the May 27-2022 MV RD board mtg, it reconsiders its April 29-2022 (agenda Item 9.1) decisions to:

- a) Endorse Translink's borrowing limit being increased from \$5.5 Billion to \$6.8 Billion, and
- b) Endorse Translink's debts being increased from today's \$4 Billion to almost \$6.8 Billion in 2028/ 29;

Request that the MV RD board will afford Roderick Louis 15 minutes to make submissions regarding this subject- at the May 27-2022 MV RD board mtg...

Argument:

- 1) The Mayors Council's request (that was considered by the MV board of directors at the April 29-2022 mtg).... was improper, omitted basic, materially relevant background facts and information, and should not have been accepted for consideration by the board...
- 2) Supporting materials and Information that was provided to the MV RD board (at the April 29 meeting) was factually inaccurate, incomplete and misleading:
- 3) In order for Translink and the Mayors Council to approve a new **Investment Plan**... Translink's current (astronomically high \$5.5 Billion) debt limit does not have to be increased....
- 4) During 2020- 2021, if the BC govt had committed to provide construction funding for the **Surrey-Langley SkyTrain project** (to replace \$\$ contributions from Translink), Translink and the Mayors Council would have been able to approve a new **Investment Plan** by the statutory deadline of June 28-2021...

If it had provided construction funding for the Surrey-Langley SkyTrain project, the BC govt would not have had any basis or reason for (on **April 19-2021**) exempting Translink and the Mayors Council from the *South Coast British Columbia Transportation Authority Act's* requirements to approve a new 3-year Investment Plan (aka "**2021 Investment Plan**") by June 28-2021... (to replace the existing 3-year Investment Plan that was approved in June-2018 ("**2018 Investment Plan**")):

https://www2.gov.bc.ca/assets/gov/public-safety-and-emergency-services/emergency-preparedness-response-recovery/embc/reports/speaker/617797-letter_to_the_speaker-translink-oic_247_2021-covid-19.pdf , See page 4;)

- 5) If, during 2022, the BC govt formally committed funding to pay for construction of the Surrey-Langley SkyTrain project (to replace contributions from Translink), Translink and the Mayors Council would be able to approve a new Investment Plan (to replace the existing "on hold" **2018 Investment Plan**), that does not propose Translink's borrowing limit being increased above \$5.5 Billion...

6) "Stabilizing" a large corporation's (Translink's) financial situation and outlook can not honestly be argued by Translink representatives to be one of the results of:

a) **Nearly doubling** the corporation's (Translink's) already astronomically high debts from **\$4 Billion** in 2022 to almost **\$6.8 Billion** in 2028/ 29...

b) Increasing the corporation's (Translink's) annual **debt service costs** (interest payments + payments towards debt principle amounts) **by 100 percent to 400 percent**... or more... during 2022- 2032...

The PPT and other materials that were provided to the MV RD board should have disclosed:

a) The estimated total procurement and construction costs for the **Surrey-Langley SkyTrain project**, and how much of these estimated costs are to be paid by Translink?? the BC govt??

b) Alternatives to Translink providing \$\$Billions of funding to pay construction costs of the *Surrey-Langley SkyTrain project*... such as the BC govt providing \$\$ to replace Translink funding;

(The "**funding model**" contained in the January 30-2020 project Business Case** requires Translink to pay **2/3** of whatever the project's procurement and construction costs are, with the BC govt required to provide ZERO funds!! ... while every other previous and existing SkyTrain project has been and is planned to be paid for by BC govt providing 1/3 to 2/3 of whatever procurement and construction costs were/ are...

(** January 30-2020 Business Case submitted by Mayors Council to BC govt for approval/ rejection late January-2020, but BC govt has never approved, rejected or commented publicly on the Business Case...)

c) Translink's projected total annual income- and its **annual discretionary income**- during 2022- 2032;

d) How Translink intends to increase its annual discretionary income during 2022- 2042... to levels that are sufficient for it to service, and pay off (or pay down), its existing in April-2022 **\$4.0 Billion** of net debts and its proposed **\$2.8 Billion+** of new debts...

e) Translink's projected annual "**debt service costs**" (Annual Interest + payments towards debt principle amounts) 2022- 2032;

f) Translink's projected debt service costs annually... **as a percentage of annual discretionary income** (25%?? 40%?? More/ Less??)... during 2022- 2032;

g) Translink's projected **annual interest rates** on debts 2022- 2032;

h) A BC-govt-approved **Business Case** for the Surrey-Langley SkyTrain project;

i) A business case for the Surrey-Langley SkyTrain project... that contains an "**approved funding model**" that identifies **all** confirmed sources of project funding;

j) Why should Translink be required to provide upwards of 2/3 of SOF SkyTrain projects' construction costs- with BC govt providing ZERO \$\$- while every other SkyTrain project has been and is planned to be paid for by BC govt providing 1/3 to 2/3 of whatever procurement and construction costs were/ are...

k) Disclose ratings agencies concerns (October- 2021 DBRS, March- 2022 Moody's) have expressed regarding Translink's current net debts of approximately **\$4.0 Billion** being "high" in that these debts represent (roughly) **285 percent** of Translink's annual discretionary income... and should Translink's debt's increase above 300 percent of annual discretionary income, this could cause a substantial downgrading of Translink's credit ratings... resulting in significantly higher borrowing costs...

To: Finance Committee

From: Linda Sabatini, Acting Director, Financial Operations

Date: April 22, 2022

Meeting Date: May 12, 2022

Subject: **2021 Statement of Financial Information**

RECOMMENDATION

That the MVRD Board approve the Statement of Financial Information for the year ended December 31, 2021.

EXECUTIVE SUMMARY

The *Financial Information Act* is provincial legislation that requires local governments to annually submit to the Board for approval the Statement of Financial Information (SOFI) Report. The SOFI consists of a series of statements and schedules, three of which are an integral part of the 2021 annual audited financial statements which were approved by the Board on April 29, 2022. Seven additional 2021 SOFI schedules are included in Attachment 1. These schedules include payments of remuneration and expenses for elected officials and employees, and payments to suppliers for goods and services. The Board approval of these additional SOFI schedules completes the 2021 financial reporting requirements.

The remuneration for elected officials in 2021 was \$1.4 million, 9.9% lower than the prior year, as the prior year included retroactive adjustments to remuneration calculated from January 2019. Total remuneration for employees in 2021 was \$185.5 million, 11.1% higher than 2020, largely a result of general labour adjustments from collective agreement settlements, including two years of retroactive pay calculated from January 2020.

PURPOSE

To present for approval the 2021 Statement of Financial Information (SOFI) as part of the reporting requirements of the *Financial Information Act*.

BACKGROUND

The *Financial Information Act* is provincial legislation that requires local governments to prepare the following statements and schedules annually:

- statement of assets and liabilities;
- statement of operations;
- schedule of debt;
- schedule of guarantee and indemnity agreements;
- schedule showing remuneration and expenses paid to or on behalf of each employee that exceeds \$75,000 and amounts paid to or on behalf of elected officials; and
- schedule showing the payments for each supplier of goods or services that exceeds \$25,000.

This report is being brought forward to comply with the requirements of the *Financial Information Act*.

SUPPLEMENTARY INFORMATION SCHEDULES

The 2021 annual audited financial statements, which were approved by the Board on April 29, 2022, satisfies the first three requirements of the SOFI reports. The remaining three requirements are met by Schedules 1 to 7 included in the attachment to this report.

Schedules 1 to 4 presents the remuneration and expenses paid to or on behalf of directors, committee members, employees and any severance payments as well as a reconciliation of these amounts to the financial statements. Expenses included are those incurred while conducting Metro Vancouver business. Schedules 5 to 7 reports the payments made to suppliers in Canadian or US dollars as well as a reconciliation of the payments to the annual financial statements.

The remuneration for elected officials in 2021 was \$1.4 million, 9.9% lower than the prior year, as the prior year included retroactive adjustments to remuneration calculated from January 2019. Total remuneration for employees in 2021 was \$185.5 million, 11.1% higher than 2020, largely a result of general labour adjustments from collective agreement settlements, including two years of retroactive pay calculated from January 2020.

ALTERNATIVES

This report completes a statutory requirement; no alternatives are presented.

FINANCIAL IMPLICATIONS

This report provides details of 2021 results based on statutory requirement, there are no further financial implications.

CONCLUSION

The 2021 annual audited financial statements were approved by the Board on April 29, 2022. Schedules 1 to 7 in the attachment to this report provides the additional information required under the *Financial Information Act*. Approval concludes the legislated requirements.

Once approved, the *Financial Information Act* filing information is available for viewing by the public and anyone can acquire a hard copy of the information from the Finance Services Department for a fee of \$5.00¹.

Attachments

1. Statement of Financial Information for the Year Ended December 31, 2021, dated May 2022
(Doc # 45286699)

¹ The fee is prescribed by provincial regulation.

METRO VANCOUVER FINANCIAL INFORMATION ACT FILING

STATEMENT OF FINANCIAL INFORMATION FOR THE YEAR ENDED DECEMBER 31, 2021

May 2022

THIS STATEMENT OF FINANCIAL INFORMATION INCLUDES THE ACCOUNTS OF:

**METRO VANCOUVER REGIONAL DISTRICT
GREATER VANCOUVER WATER DISTRICT
GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT
METRO VANCOUVER HOUSING CORPORATION**



**Metro Vancouver Regional District
Greater Vancouver Water District
Greater Vancouver Sewerage & Drainage District
Metro Vancouver Housing Corporation**

2021 STATEMENT OF FINANCIAL INFORMATION APPROVAL

The undersigned, as authorized by the Financial Information Regulation, Schedule 1, subsection 9(2), approves all the statements and schedules included in this 2021 Statement of Financial Information, produced under the *Financial Information Act*.

Dean Rear,
Chief Financial Officer
May 5, 2022

Prepared pursuant to the Financial Information Regulation, Schedule 1, section 9

STATEMENT OF FINANCIAL INFORMATION
For the Year Ended December 31, 2021

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Consolidated Financial Statements

SECTION II

Other Schedules

- 1) Guarantee and Indemnity Agreements..... None
- 2) Remuneration and Expenses
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 - Employees Schedule 2
 - Reconciliation of Remuneration and Expenses
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 - Statement of Severance Agreements Schedule 4
- 3) Schedule of Payments to Suppliers for Goods and Services
 - Payments to Canadian Suppliers (\$CDN) Schedule 5
 - Payments to U.S. Suppliers (\$US) Schedule 6
 - Reconciliation of Payments for Goods and
Services to Financial Statement Schedule 7

SCHEDULE OF REMUNERATION AND EXPENSES

For the year ended December 31, 2021

Members of the Board of Directors, Elected Officials and Standing Committees

NAME	POSITION*	TOTAL REMUNERATION	EXPENSES
Albrecht,Paul	Council of Councils	\$ 950	\$ -
Ander,Gary	Committee Member	1,900	-
Anderson,Bridgitte	Committee Member	2,375	-
Andrews,Janet	Committee Member	2,375	-
Annis,Linda	Board Member	14,725	345
Armstrong,Robert	Committee Member	1,900	-
Arnason,Petrina	Board Member (Alternate)	5,225	-
Arsens,Gina	Committee Member	1,425	-
Asmundson,Brent	Board Member (Alternate)	5,225	-
Au,Chak	Board Member (Alternate)	950	-
Back,Holly	Committee Member	1,425	-
Back,Jordan	Council of Councils	950	-
Bain,Fred	Board Member (Alternate)	950	-
Baird,Ken	Board Member	20,900	-
Baird,Kim	Committee Member	1,900	-
Bell,Don	Committee Member	5,700	-
Bligh,Rebecca	Board Member (Alternate)	4,275	-
Bond,Mathew	Committee Member	3,800	-
Booth,Mary-Ann	Board Member	28,413	-
Boyle,Christine	Board Member	11,875	-
Brodie,Malcolm	Board Member	32,208	-
Buchanan,Linda	Board Vice Chair	55,918	652
Calendino,Pietro	Board Member	24,700	-
Cameron,Craig	Committee Member	950	-
Carr,Adriane	Board Member	20,813	-
Chesney,David	Council of Councils	950	-
Choo,Queenie	Committee Member	2,375	-
Clark,Carolina	Board Member (Alternate)	14,725	-
Copeland,Dan	Committee Member	4,275	-
Coté,Jonathan	Board Member	36,013	554
Curry,Joanne	Committee Member	2,375	-
Darling,Steve	Council of Councils	950	-
Das,Chinu	Council of Councils	950	-
Day,Carol	Council of Councils	950	-
De Genova,Melissa	Board Member	12,825	-
Dhaliwal,Satvinder	Board Chair	103,285	2,631
Dhillon,Peter	Committee Member	1,425	-
Dilworth,Diana	Committee Member	4,750	-

* "Committee Member" refers to individuals who sit on Metro Vancouver Standing Committees.

SCHEDULE OF REMUNERATION AND EXPENSES

For the year ended December 31, 2021

Members of the Board of Directors, Elected Officials and Standing Committees

NAME	POSITION*	TOTAL REMUNERATION	EXPENSES
Dingwall, William	Board Member	27,550	-
Dominato, Lisa	Board Member	15,675	-
Drake, Bruce	Council of Councils	950	-
Dueck, Judy	Board Member (Alternate)	5,225	-
Dupont, Laura	Committee Member	2,375	-
Elford, Doug	Board Member	23,275	-
Faoro, Paul	Committee Member	1,900	-
Fast, Sue Ellen	Council of Councils	950	-
Fathers, Helen	Committee Member	3,325	-
Feeley, Mike	Board Member (Alternate)	475	-
Ferguson, Stephen	Committee Member	17,100	1,315
Finlayson, Jock	Committee Member	2,375	-
Forbes, Betty	Council of Councils	950	-
Froese, Jack	Board Member	40,278	320
Fry, Pete	Board Member (Alternate)	15,675	154
Gamboli, Nora	Board Member (Alternate)	4,275	-
Girard, Angela	Board Member (Alternate)	950	-
Gu, Alison	Board Member (Alternate)	475	-
Guerra, Laurie	Board Member	19,475	-
Guichon, Alicia	Committee Member	4,275	-
Hanson, James	Committee Member	1,900	-
Hardwick, Colleen	Board Member	10,925	-
Harvie, George	Board Member	23,663	-
Hayes, Mike	Council of Councils	950	-
Helsley, Robert	Committee Member	1,425	-
Hillman, Michael	Board Member (Alternate)	475	-
Hobbs, Andrew	Council of Councils	475	-
Hocking, Dave	Board Member	19,950	-
Hodge, Craig	Board Member	29,925	603
Hu, Tina	Committee Member	2,850	-
Hunt, Stephen	Committee Member	1,425	-
Hurley, Mike	Board Member	34,113	545
Jackson, Jeanette	Committee Member	2,375	-
James, Teri	Council of Councils	950	-
Johanson, Erika	Council of Councils	950	-
Johnston, Dan	Council of Councils	475	-
Johnstone, Patrick	Council of Councils	950	-
Jordan, Colleen	Council of Councils	950	-

* "Committee Member" refers to individuals who sit on Metro Vancouver Standing Committees.

SCHEDULE OF REMUNERATION AND EXPENSES

For the year ended December 31, 2021

Members of the Board of Directors, Elected Officials and Standing Committees

NAME	POSITION*	TOTAL REMUNERATION	EXPENSES
Kanakos,Jeannie	Board Member (Alternate)	1,900	1,055
Keithley,Joe	Board Member (Alternate)	5,700	-
Kim,Steve	Council of Councils	950	-
Kirby-Yung,Sarah	Board Member (Alternate)	6,650	559
Krier,Polly	Council of Councils	950	-
Kristjanson,Scott	Council of Councils	950	-
Kruger,Dylan	Board Member	12,350	-
Kunst,Margaret	Council of Councils	950	-
Lahti,Meghan	Council of Councils	950	-
Lambur,Peter	Council of Councils	950	-
Lewis,Christopher	Committee Member	2,375	-
Little,Mike	Board Member (Alternate)	13,300	-
Locke,Brenda	Board Member (Alternate)	1,900	-
Long,Bob	Board Member (Alternate)	5,225	345
Loo,Alexa	Board Member (Alternate)	5,700	-
Lubik,Amy	Council of Councils	475	-
Madsen,Hunter	Board Member (Alternate)	2,375	-
Mandewo,Trish	Board Member (Alternate)	1,900	-
Manning,Anthony	Council of Councils	950	-
Marsden,Dennis	Committee Member	2,850	-
Martin,Gayle	Board Member	19,000	-
McCallum,Doug	Board Member	16,625	-
McCurrach,Nancy	Council of Councils	1,420	-
McCutcheon,Jen	Board Member	58,520	202
McDonald,Bruce	Board Member (Alternate)	10,450	-
McEvoy,Jaimie	Council of Councils	475	-
McEwen,John	Board Member	45,508	5,113
McIlroy,Jessica	Council of Councils	4,275	-
McLaughlin,Ronald	Board Member	21,845	-
McNulty,William	Board Member (Alternate)	3,800	-
McPhail,Linda	Board Member (Alternate)	1,900	-
Meachen,Bob	Council of Councils	950	-
Meadus,Chelsa	Committee Member	2,850	-
Milani,Steve	Council of Councils	475	-
Miyashita,Tracy	Board Member (Alternate)	6,175	-
Morden,Michael	Board Member	21,375	-
Morse,Alison	Council of Councils	950	-
Muri,Lisa	Board Member	25,088	-

* "Committee Member" refers to individuals who sit on Metro Vancouver Standing Committees.

SCHEDULE OF REMUNERATION AND EXPENSES

For the year ended December 31, 2021

Members of the Board of Directors, Elected Officials and Standing Committees

NAME	POSITION*	TOTAL REMUNERATION	EXPENSES
Mustel,Evi	Committee Member	2,375	-
Nagra,Mandeep	Board Member	8,550	-
Nakagawa,Nadine	Council of Councils	950	-
Nicholson,Maureen	Board Member (Alternate)	6,650	-
O'Connell,Gwen	Council of Councils	950	-
Pachal,Nathan	Council of Councils	950	-
Patton,Allison	Board Member	15,200	-
Penner,Darrell	Board Member (Alternate)	6,650	-
Pettigrew,Steven	Council of Councils	950	-
Pollock,Glenn	Committee Member	3,325	-
Puchmayr,Charles	Committee Member	2,375	-
Richter,Kimberly	Board Member	15,675	-
Robson,Gordon	Council of Councils	475	-
Ross,Jamie	Board Member	10,450	-
Royer,Zoe	Council of Councils	4,750	-
Simpson,Anena	Council of Councils	950	-
Snell,John	Council of Councils	950	-
Soprovich,William	Committee Member	6,650	-
Stachova,Olga	Committee Member	1,900	-
Steves,Harold	Board Member	20,900	-
Stewart,Kennedy	Board Member	475	-
Stewart,Richard	Board Member	28,888	-
Storteboom,Rudolph	Committee Member	5,700	554
Svendsen,Ryan	Committee Member	5,225	-
Swanson,Jean	Council of Councils	950	-
Tam,Bill	Committee Member	475	-
Thompson,Sharon	Council of Councils	950	-
Towner,Teresa	Committee Member	3,800	-
Trentadue,Mary	Board Member (Alternate)	10,450	-
Trevelyan,Christopher	Board Member (Alternate)	950	-
Vagramov,Robert	Board Member	28,975	-
Valente,Tony	Council of Councils	950	-
van den Broek,Valaria	Committee Member	9,500	-
Vrooman,Tamara	Committee Member	950	-
Walker,Darryl	Board Member	24,225	1,310
Wallace,Rosemary	Board Member (Alternate)	475	-
Wang,James	Board Member (Alternate)	1,425	-
West,Bradley	Board Member	28,888	-

* "Committee Member" refers to individuals who sit on Metro Vancouver Standing Committees.

SCHEDULE OF REMUNERATION AND EXPENSES

For the year ended December 31, 2021

Members of the Board of Directors, Elected Officials and Standing Committees

NAME	POSITION*	TOTAL REMUNERATION	EXPENSES
Weverink,Paul	Board Member (Alternate)	475	-
Wheatley,Scott	Committee Member	2,375	-
Whitmarsh,Blair	Council of Councils	950	-
Wiebe,Michael	Board Member	20,425	4,724
Wilder,Liisa	Council of Councils	475	-
Wilson,Chris	Council of Councils	950	-
Wolfe,Michael	Council of Councils	950	-
Wong,Marcus	Council of Councils	950	-
Wynn-Williams,Andrew	Committee Member	475	-
Yousef,Ahmed	Council of Councils	5,225	-
Zarrillo,Bonita	Council of Councils	1,425	-
TOTAL		\$ 1,370,509	\$ 20,981

* "Committee Member" refers to individuals who sit on Metro Vancouver Standing Committees.

SCHEDULE OF REMUNERATION AND EXPENSES

For the year ended December 31, 2021

Employees

Name	Base Salary Payments (1)	Taxable Benefits and Other (2)	Expenses (3)
Abdel-Salam, Mohamed	\$ 120,402	\$ 10,073	\$ 1,378
Abhari, Saum	64,195	22,859	740
Abhari, Soroush	65,400	14,346	1,382
Abraham, Thomas	114,293	9,319	487
Abu Bakar, Ari	76,560	8,340	-
Adamoski, David	86,604	4,566	393
Adamson, Jane	126,258	9,171	1,261
Aderneck, Eric	121,537	8,317	1,011
Adey, Maria	115,895	9,154	958
Agecoutay, Brian	86,740	18,144	-
Ainsley, Darryl	164,858	13,148	-
Ajgaonkar, Priya	82,413	4,917	765
Aldaba, Alain	116,973	28,127	1,087
Alexander, Murray	106,933	5,653	143
Algar, Mike	81,240	10,539	-
Ali, Abid	103,645	5,738	799
Alibhai, Nimet	86,604	9,598	-
Allan, Chris	180,624	14,896	2,612
Anderson, Brian	77,396	20,289	24
Anderson, Cory	116,428	28,908	1,288
Anderson, Erik	81,240	10,809	2,855
Andrews, Dave	162,028	9,777	3,076
Anggabrata, Denny	126,057	9,940	1,205
Ansari, Fatima	92,827	7,232	1,635
Anthony, Vanessa	141,611	11,190	839
Apcev, Kristina	78,994	20,584	7,764
Appleton, Jeremy	94,840	14,797	1,044
Aquila, Marco	105,202	8,219	5,713
Arabsky, Jennifer	83,831	6,713	-
Arbab, Rostam	65,447	27,809	2,274
Arbo, Ross	84,886	8,481	1,476
Archer, Gordon	79,809	2,142	142
Arya, Sanjeev	106,933	9,079	154
Asher, Alistair	86,039	14,002	229
Ashford, Graeme	80,352	12,817	3,957
Askarzadeh, Ali	84,224	7,229	7,129
Asuelo, Ryan	92,629	20,556	2,944
Atchison, John	57,875	48,953	199
Atherton, Heather	82,780	3,770	910
Atkinson, Brooke	71,551	6,705	796
Atkinson, Holly	95,183	37,055	2,538
Au, Colleen	76,427	4,112	-
Au-Yeung, Alex	86,604	4,779	192
Aubin, Jean-Philippe	106,933	6,969	582
Aure, Loger	82,477	5,947	781
Babey, Mark	87,080	48,192	174
Backiel, Filip	83,485	9,327	4,274
Backiel, Robert	89,453	9,357	3,597
Bahgat, Ahmed	88,344	6,480	512
Bailey, Tom	92,151	5,092	1,258
Baillie, Diana	79,292	6,760	82

(1) Employees are paid bi-weekly, resulting in 26 pay cheques.

(2) Consists of benefits (ie. MSP, dental, health) and one-time payments (ie. banked vacation and retroactive settlements).

(3) Includes business related expenses for training, travel, mileage and memberships.

SCHEDULE OF REMUNERATION AND EXPENSES

For the year ended December 31, 2021

Employees

Name	Base Salary Payments (1)	Taxable Benefits and Other (2)	Expenses (3)
Bains,Udham	114,808	11,832	3,811
Bajkin,Jugoslav	152,786	12,212	1,278
Baker,Marcia	69,782	25,209	396
Baker,Veronica	120,006	11,618	2,208
Bakharia,Adam	98,242	35,479	-
Ballack,Rawle	-	12,364	243
Banjanin,Dejan	126,152	9,987	1,954
Barbosa,Anthony	126,152	9,982	2,140
Baron,Amanda	164,666	13,001	8,567
Baron,Brett	88,042	6,607	2,073
Barratt,James	95,420	7,518	3,025
Barroetavena,Roberto	129,264	7,698	-
Barroga,Maria Luisa	79,649	3,952	279
Barron,Elaine	126,448	15,483	-
Bartley,Lori	76,427	4,677	904
Baruffa,Antonio	90,538	6,844	2,435
Basi,Bob	93,130	25,786	1,249
Basiri,Neshat	100,056	7,718	1,008
Baskalovic,Dragan	126,152	9,972	1,439
Basque,Shelly	98,383	7,946	-
Bates-Frymel,Laurie	121,785	11,039	879
Bator,Brad	116,428	33,613	779
Beairsto,Darren	102,885	11,310	1,173
Beatty,William	78,934	19,312	2,650
Bebek,Mike	84,886	9,422	1,522
Becker,Griffin	84,998	19,960	4,350
Bedrossian,Shant	91,771	16,653	1,130
Beere,Chris	89,194	19,367	1,934
Behzadi,Pouya	80,513	1,849	752
Bejer,Rolando	73,348	8,847	-
Belanger,Francis	69,698	5,760	5,797
Benjamin,Angelo	111,660	24,669	-
Bennet,Mark	78,625	9,095	1,854
Benton,Steve	76,349	8,513	6,102
Bergler,Suzz	85,235	24,827	3,314
Berglund,Mike	103,251	12,990	100
Berka,Caroline	85,809	6,658	1,144
Bernardino,Ernesto	89,453	15,060	487
Bertolini,Giovanni	63,366	12,371	8,830
Berube,Esther	110,851	7,416	1,095
Beukers,Robert	63,555	14,848	397
Beverley,Jessica	237,759	31,732	11,919
Bhat,Achintya	108,588	6,633	451
Bishay,Farida	130,131	10,274	992
Bittante,Diego	88,042	6,601	855
Bjelica,Milica	72,954	4,570	404
Black,Barb	76,427	6,085	-
Blair,Erik	104,006	5,468	1,687
Blendell,Melanie	76,362	19,636	10
Block,Randy	87,438	14,417	2,742
Boak,Maggie	156,677	13,047	1,724

(1) Employees are paid bi-weekly, resulting in 26 pay cheques.

(2) Consists of benefits (ie. MSP, dental, health) and one-time payments (ie. banked vacation and retroactive settlements).

(3) Includes business related expenses for training, travel, mileage and memberships.

SCHEDULE OF REMUNERATION AND EXPENSES

For the year ended December 31, 2021

Employees

Name	Base Salary Payments (1)	Taxable Benefits and Other (2)	Expenses (3)
Bondar, Marla	107,717	5,841	1,118
Bonham, Nancy	103,728	8,158	450
Borsa, Jason	79,912	10,845	228
Boss, Mike	85,944	56,692	908
Botwright, Mark	84,856	42,675	1,001
Boucher, Vincent	125,867	10,126	1,402
Bousmina, Zoheir	126,202	10,072	1,878
Bouthot, Matthew	77,193	25,634	114
Bowe, Dana	87,693	11,778	1,494
Bradley, Don	166,334	13,564	504
Bradley, Rob	126,277	12,802	1,803
Braglewicz, Morgan	84,283	4,267	20
Brar, Paul	151,111	9,891	7,656
Braun Rodriguez, Catherine	89,315	2,933	520
Brett, Tom	89,453	26,134	609
Broughton, Darren	87,080	17,645	423
Brown, Debbie	106,933	5,669	411
Brown, Donna	68,934	10,161	-
Brown, Jo-Ella	87,080	30,014	114
Brown, Kevin	132,149	28,562	2,217
Brown, Scott	94,247	5,049	603
Brozer, Christy	75,620	12,867	-
Brumin, Leon	90,316	4,775	24
Bruno, Tommaso	74,688	6,807	-
Budolig, Robert	74,992	6,803	711
Buholzer, Paul	78,338	19,034	1,326
Bungubung, Renato	107,226	12,581	1,419
Burgess, Scott	69,193	26,276	1,034
Burr, Shane	95,287	25,426	4,557
Burtiak, Darryl	87,865	29,505	637
Burton, Brent	151,616	11,890	1,264
Burton, Tim	100,301	7,940	2,379
Bush, Kelly	116,181	9,130	2,951
Butler, Eileen	87,315	16,404	1,066
Buttner, Boyce	82,223	27,912	1,952
Buxton, Ian	94,290	19,078	2,941
Cabalfin, Nathan	119,859	7,710	3,806
Caculovic, Mathew	96,090	7,634	433
Calder, Ian	64,764	21,356	1,950
Calverley, Dylan	72,185	16,077	2,412
Calvert, Leslie	76,451	7,603	125
Camazzola, Jim	71,353	7,885	1,247
Campbell, Dan	68,504	40,823	887
Campeau, Bruce	83,738	17,975	392
Cantelo, John	74,698	16,669	114
Carabine, Anne	106,933	5,236	-
Carbajales, Nicolas	76,594	13,969	2,313
Carbone, Lorenzo	68,269	66,175	964
Cardinal, Brandon	63,799	13,767	6,273
Carley, Neal	263,664	33,983	1,548
Carlson, Dana	94,247	5,513	525

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(3) Includes business related expenses for training, travel, mileage and memberships.

SCHEDULE OF REMUNERATION AND EXPENSES

For the year ended December 31, 2021

Employees

Name	Base Salary Payments (1)	Taxable Benefits and Other (2)	Expenses (3)
Carmichael,Jeff	165,599	13,063	1,364
Carson,Mike	77,027	18,608	1,433
Carter,Lorn	165,511	17,201	1,192
Castellanos,Victor	98,287	7,964	910
Caufield,Kit	74,366	6,115	784
Ceglarek,Swavik	68,142	13,652	786
Cessford,Graeme	76,277	6,031	649
Chacko,Joseph	126,152	9,982	940
Chan,Alicia	84,781	9,034	1,734
Chan,Bobby	70,734	7,544	234
Chan,Eli	77,669	4,600	-
Chan,Ian	108,306	10,627	1,536
Chan,Jacky	102,427	7,276	2,705
Chan,Justin	80,586	4,526	1,864
Chan,Kenneth	92,629	4,104	-
Chan,Nicole	101,920	5,562	641
Chan,Nigel	92,629	7,435	1,276
Chan,Richard	141,611	11,201	1,067
Chan,Samuel	109,765	6,036	1,285
Chan,Shirley	103,728	5,387	1,376
Chan,Shuh	143,802	11,499	6,188
Chang-Kit,Ronald	83,738	33,338	727
Charlston,Lucas	67,158	18,216	1,283
Chee,Francis	119,118	9,329	3,318
Chen,Gerald	90,637	4,800	143
Cheng,Adrian	105,274	6,787	479
Cheng,Bob	169,175	13,123	1,010
Cheng,Doreen	86,604	4,589	1,076
Cheng,Elizabeth	98,242	15,867	-
Cheng,Shan	126,152	9,982	1,190
Cheng,Winson	126,152	9,982	910
Cheng,Yuk-Sing	165,160	12,961	3,424
Cheong,Tony	179,801	14,161	-
Cheung,Eddie	77,458	3,033	75
Cheung,Raymond	94,715	10,046	799
Chhina,Ravi	259,129	35,487	1,905
Chin,Adeline	126,152	9,986	1,251
Chin,Peter	132,732	10,301	1,594
Chin,Rose	96,024	2,271	2,548
Chin,Tony	84,886	28,141	2,544
Chiu,Gary	95,079	13,761	279
Chiu,Joe	92,859	19,372	2,631
Chiu,Quenton	55,139	26,697	8,466
Chong,Chris	90,316	6,726	129
Chow,Christopher	93,003	13,938	5,038
Chow,Jack	126,152	9,998	2,562
Chow,Larry	149,000	32,081	107
Choy,Harvey	141,611	11,151	3,234
Christensen,Brian	87,654	8,615	229
Christensen,Robert	85,953	6,798	4,963
Chu,Alfred	115,079	6,901	-

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(3) Includes business related expenses for training, travel, mileage and memberships.

SCHEDULE OF REMUNERATION AND EXPENSES

For the year ended December 31, 2021

Employees

Name	Base Salary Payments (1)	Taxable Benefits and Other (2)	Expenses (3)
Chu, Jerry	79,769	9,409	-
Chu, Maria Leomerita	76,427	4,140	104
Chung, Ambrose	74,668	5,903	833
Cichon, Lauren	71,548	5,046	-
Ciocan, Emil	94,311	9,044	297
Clark, Alanna	91,675	11,281	-
Clark, Cameron	118,292	8,310	807
Clark, Josephine	107,898	5,668	926
Clark-Jones, Frank	93,146	25,468	613
Clark-Jones, Peter	62,771	29,652	1,087
Clarke, Lisa	76,110	14,118	435
Clarke, Martin	141,611	11,204	951
Clews, Steve	78,455	40,713	631
Coates, Stuart	86,559	26,790	1,737
Cohen, Micah	66,691	40,536	1,099
Cojocariu, Anton	80,562	28,113	1,085
Cole, Britton	98,177	13,785	1,506
Coleman, Larry	72,536	17,779	356
Collins, John	90,316	7,161	525
Connelly, Shawn	93,111	22,069	2,544
Conner, Sheri	129,373	11,218	344
Conti, Aldo	79,912	21,215	220
Cooke, Rod	100,483	25,943	288
Coombes, Michael	90,316	4,875	383
Cordani, Adam	70,449	14,887	5,836
Corrigan, Patrick	111,613	49,593	1,774
Cote, Jennifer	66,880	11,982	2,620
Coughlan, Janaka	92,629	40,681	734
Coulman, Dan	90,124	24,911	1,461
Coulon, Harvey	106,933	5,704	-
Courage, Tyler	67,722	16,067	4,650
Coutinho, Eric	111,685	17,657	8,496
Cowan, Laurel	138,154	10,773	3,658
Creagh, Pat	86,604	16,385	3,782
Crosby, Jennifer	183,114	16,893	2,075
Crosthwait, Rebecca	126,152	9,982	700
Crowle, John	126,152	9,982	1,534
Cruickshank, Craig	79,489	20,947	559
Cruz-Rivera, Angelita	79,769	4,218	57
Csizmadia, Alexander	86,604	16,397	954
Cullen, Vanja	46,474	30,963	303
Cumming, Sheryl	108,647	7,497	1,708
D'Angelo, Rob	189,783	14,505	385
Dandridge, Xenia	93,202	5,103	224
Danis, Sebastien	93,167	8,664	-
Da Silva, Julie	75,443	4,764	-
Da Silva Sympovsky, Thalita	123,138	10,313	854
Daunais, Adam	98,242	30,395	16
Davies, Mike	141,623	10,541	619
Davis, Donna	90,583	7,204	150
Davis, Mackenzie	72,897	5,380	2,823

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(2) Consists of benefits (ie. MSP, dental, health) and one-time payments (ie. banked vacation and retroactive settlements).

(3) Includes business related expenses for training, travel, mileage and memberships.

SCHEDULE OF REMUNERATION AND EXPENSES

For the year ended December 31, 2021

Employees

Name	Base Salary Payments (1)	Taxable Benefits and Other (2)	Expenses (3)
Daw,Hanadi	95,205	7,231	165
De Boer,Andrew	168,179	23,868	1,519
De Geest,Kristine	106,933	5,836	1,248
De la Cour,Pierre	86,202	36,313	4,968
De Rose,Enzo	83,738	20,501	1,121
Deacon,Dan	92,225	44,967	702
Dempsey,Deirdre	72,355	5,231	605
Denboer,Bob	94,247	4,984	16
Denton,Gail	83,149	7,903	593
Deo,Mani	182,120	15,917	2,115
Desantis,Lino	66,449	10,531	482
Deuling,Jill	79,769	4,218	1,271
Dezura,Cameron	86,742	16,601	687
Dhatt,Harjinder	90,228	7,315	1,534
Dhillon,Jat	94,153	34,239	5,482
Dhillon,Manjit	86,604	4,588	-
Di Stasio,Tony	74,615	5,569	2,707
Diaz Ng,Albert	76,382	39,799	1,115
Dineen,Chris	91,384	17,102	855
Dion,Carly	115,804	9,195	-
Diotte,JL	94,247	12,662	765
Djapo,Mersid	63,029	14,385	57
Do,Matt	79,539	11,781	655
Dobrovolny,Jerry	383,624	42,027	6,068
Doerksen,Geoff	106,933	8,630	434
Doi,Andrew	106,933	5,653	965
Dolemeyer,Frank	116,721	29,196	686
Donaghy,Steve	98,831	8,858	531
Dong,Cathy	119,493	9,369	2,842
Dong,Tara	98,831	7,849	199
Doughty,Rob	126,668	10,022	117
Dove,Franklin	87,654	13,381	677
Downey,Bryce	71,181	18,452	470
Draghici,Emilian	84,886	34,087	4,975
Dragon,Willyam	142,369	24,854	1,290
Dreger,Clayton	94,576	39,509	1,680
Duarte,Romeo	77,061	7,674	-
Ducey,Mike	151,478	12,780	-
Duffield,Richard	87,346	11,857	4,181
Dugaro,Julia	103,225	5,366	2,338
Dunbar,Brent	83,738	9,201	778
Dunkley,Dave	126,152	7,915	1,334
Durkin,Tamara	83,011	6,568	1,818
Durrant,Christopher	88,042	19,179	515
Duso,Lucy	121,343	6,484	528
Duvall,Bill	194,834	17,515	4,080
Dwyer,Marty	131,817	10,296	2,878
Dybwad,Matthew	137,423	10,789	1,520
Dykman,Dan	121,203	9,867	1,771
Easton,Joe	76,186	14,009	55
Eastwood,Bill	102,886	6,347	-

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(2) Consists of benefits (ie. MSP, dental, health) and one-time payments (ie. banked vacation and retroactive settlements).

(3) Includes business related expenses for training, travel, mileage and memberships.

SCHEDULE OF REMUNERATION AND EXPENSES

For the year ended December 31, 2021

Employees

Name	Base Salary Payments (1)	Taxable Benefits and Other (2)	Expenses (3)
Ebinesan,Joshua	107,764	17,701	66
Edalat,Farnaz	110,405	8,713	1,235
Eely,Ted	63,555	13,820	144
Eisenkraft,Nicolas	87,761	16,407	717
Eldridge,Jordan	45,845	30,002	28
Elliott,Ken	84,880	10,739	-
Elliott,Lea	89,007	4,380	885
Ellis,Sean	76,339	13,602	574
Eloff,Leonard	93,697	13,416	295
Emmert,Jason	125,475	10,475	1,152
Eng,Raymond	142,724	11,209	1,525
Eng,Sam	80,562	3,247	-
Engelstad,Brock	96,076	17,599	-
England,Karin	104,007	6,333	5,988
Enns,Ronald	97,263	15,277	1,747
Enns,Thomas	90,316	5,750	143
Enquist,Luis	84,045	6,501	405
Erickson,Brian	97,992	25,899	373
Erickson,Dustin	112,584	8,829	2,942
Esguerra,David	86,085	31,202	-
Esguerra,Glen	83,149	4,396	55
Espinosa,Daisy	81,667	3,681	159
Esplen,Chad	72,182	15,718	191
Estrada,Ariel	126,535	10,059	2,148
Etches,Kris	98,242	7,340	1,275
Evanetz,Sarah	94,198	7,323	320
Fairbairn,Bob	83,738	6,819	-
Fallahi,Maryam	105,188	6,311	1,383
Fang,Andy	86,604	13,223	143
Fanzone,Paul	79,247	12,719	401
Farinelli,Zeno	126,152	10,043	1,579
Farkas,Rita	73,582	2,431	525
Farr,Jennifer	115,857	9,045	2,376
Faucher,Marc	81,711	11,008	2,474
Fehr,Callum	75,995	5,555	2,116
Felicella,Nick	83,332	8,694	295
Feng,Philip	102,406	13,085	2,758
Fereidouni,Reza	92,437	36,734	825
Ferguson,Dave	90,316	9,145	648
Ferland,Guillaume	77,763	57,033	3,686
Fernandes,Maricor	78,783	6,283	1,591
Fernie,Michele	86,604	4,530	775
Fiehn,Aaron	77,716	15,736	4,428
Fiehn,Chuck	85,723	23,341	1,059
Filush,Jake	81,939	11,029	394
Fitzpatrick,Jeffrey	153,981	12,211	9,719
Fitzpatrick,Jess	86,432	5,624	1,934
Flaks,David	197,999	24,249	1,931
Flesher,Scott	72,178	3,063	25
Folkard,Eric	69,837	24,953	1,303
Fong,Kimberly	80,415	14,094	1,452

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(2) Consists of benefits (ie. MSP, dental, health) and one-time payments (ie. banked vacation and retroactive settlements).

(3) Includes business related expenses for training, travel, mileage and memberships.

SCHEDULE OF REMUNERATION AND EXPENSES

For the year ended December 31, 2021

Employees

Name	Base Salary Payments (1)	Taxable Benefits and Other (2)	Expenses (3)
Ford,Bruce	94,247	8,351	418
Ford,Graham	90,540	31,506	380
Ford,Laurie	128,076	10,188	680
Forscutt,Jennifer	111,862	22,596	2,624
Forsyth,Scott	153,216	12,178	2,239
Foster,Chris	93,978	30,384	2,039
Fought,Rob	153,216	13,368	96
Fountain,Tanner	71,287	18,804	3,971
Fournier,Colleen	119,161	9,507	860
Francis,Bernard	69,685	6,260	-
Franken,Alisa	97,885	8,802	1,080
Fraser,Heather	85,189	23,092	1,571
Fraser,Paul	87,865	29,660	306
Freeman,Gregory	77,308	2,157	-
Friedrich,George	126,152	10,100	1,163
Friesen,Courtney	83,814	10,458	3,130
Frymel,Bart	90,316	5,929	24
Fuhrmann,Marlene	86,223	11,823	807
Fulton,Terry	118,304	9,156	1,641
Gaffud,Jerico	91,771	8,430	-
Gale,Evan	79,840	11,037	1,940
Gali,John	90,612	29,279	856
Gallilee,Rick	198,094	15,687	4,264
Galloway,Sean	166,776	12,077	975
Gamal El-Dean,Deyab	126,152	9,976	1,940
Gant,Murray	168,849	13,143	1,010
Garie,Noedup	82,407	7,953	573
Gasparro,George	102,406	11,777	1,176
Gastaldello,Catherine	76,427	4,488	56
Gatto,Nicole	76,675	3,989	877
Gauci,Joanne	121,343	6,404	525
Gaythorpe,Shane	70,976	28,280	1,753
Gee,Jennifer	76,427	4,057	-
Geeson,Graeme	78,568	32,884	1,088
Gehrer,Chris	92,622	54,506	1,528
Geil,Dan	126,420	10,111	1,907
Gellard,Joe	72,304	20,688	3,121
Genier,Max	81,581	44,759	2,814
Gentile,Gerry	81,240	15,551	1,105
Gentner,Ryan	89,449	4,709	-
Gerath,Guy	88,826	27,579	942
Gerryts,Megan	104,710	9,079	1,879
Gervais,Adam	88,614	11,172	1,325
Gheseger,Tania	98,242	5,195	6,825
Gibb,Allan	146,520	6,128	599
Gibson,Graeme	84,886	17,885	395
Giesbrecht,Paul	139,230	46,843	1,680
Gill Klair,Jag	131,306	24,248	4,561
Gill,Balroop	76,427	4,041	-
Gill,Jotty	98,418	25,519	-
Gill,Nancy	99,189	7,866	862

(1) Employees are paid bi-weekly, resulting in 26 pay cheques.

(2) Consists of benefits (ie. MSP, dental, health) and one-time payments (ie. banked vacation and retroactive settlements).

(3) Includes business related expenses for training, travel, mileage and memberships.

SCHEDULE OF REMUNERATION AND EXPENSES

For the year ended December 31, 2021

Employees

Name	Base Salary Payments (1)	Taxable Benefits and Other (2)	Expenses (3)
Gilles,Bill	117,447	22,609	433
Gilroy,Devin	69,361	10,757	62
Girard,Kaylee	66,930	19,446	5,282
Gjerdalen,Luke	71,351	11,437	5,097
Glasgow,Cameron	87,654	27,362	711
Glass,Jennifer	126,152	9,982	588
Gleig,Derek	90,124	38,949	450
Glier,Monica	76,427	4,041	-
Glover,Michael	87,210	18,571	2,048
Gogel,Andy	77,052	12,779	1,807
Goh,Vila	120,416	9,422	1,329
Gomez-Garcia,Jose	111,467	20,897	-
Gonzalez,Ian	68,566	8,011	5,816
Goossens,Jason	87,058	10,251	1,403
Gothard,Matthew	124,538	11,457	1,072
Gow,Doug	87,822	4,141	188
Graham,Nela	131,716	27,514	1,945
Grant,Mielle	74,142	5,643	334
Gray,Lori	84,886	17,321	2,516
Green,Matthew	137,939	49,675	929
Greensill,Michael	70,625	55,791	580
Greenwood,Seann	68,536	9,253	734
Greer,Terry	67,524	9,536	199
Gregonia,Theresa	165,317	13,764	109
Greven,Ron	77,544	14,197	24
Grewal,Nick	95,102	10,166	3,572
Grewal,Ravi	132,691	11,891	1,067
Griffith,Lionel	79,008	31,462	1,387
Griffiths,Jacquie	196,775	28,443	6,844
Griffiths,Victor	91,771	6,856	789
Grill,Aaron	128,828	10,098	1,530
Gu,Li	142,616	11,244	1,060
Guiron,Warren	87,227	8,215	229
Guldemet,John	87,654	17,452	2,017
Guo,Tom	83,688	23,001	1,002
Ha,Bonnie	89,759	4,680	473
Hagens,Pete	79,330	8,523	-
Hahn,Tracy	101,835	8,101	28
Hair,Peter	114,937	21,494	2,939
Haliuk,Braeden	72,357	4,708	1,979
Halychuk,Paul	74,434	3,907	-
Hamza,Danny	93,003	24,809	1,201
Hanna,Dawn	79,769	4,218	1,247
Hansen,Angela	101,539	20,422	625
Harder,Susana	126,152	10,017	1,655
Haricombe,Jade	87,815	14,592	766
Haricombe,Lionel	87,654	12,370	448
Harmeson,Matt	86,914	13,842	1,248
Harms,Herman	89,915	15,772	2,222
Harris,Ed	97,625	14,925	1,391
Harris,Leanne	80,313	4,107	5,864

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SCHEDULE OF REMUNERATION AND EXPENSES

For the year ended December 31, 2021

Employees

Name	Base Salary Payments (1)	Taxable Benefits and Other (2)	Expenses (3)
Harrison,Stephanie	124,717	9,939	2,389
Hart,Catherine	86,032	7,664	3,700
Hart,Dennis	75,859	6,682	1,974
Hartley,Davis	66,649	16,761	1,761
Hartley,Elizabeth	94,247	5,802	1,230
Hatfull,Rod	71,690	7,216	174
Haughian,Paul	92,613	12,281	126
Haveman,Peter	73,348	3,879	-
Haw,Kevin	102,406	11,687	1,719
Hawkins,Curtis	63,087	18,338	1,126
Hayes,Jessica	104,883	7,155	3,022
Hayton,Scott	124,631	20,320	3,129
Hazell,Shaun	76,500	17,570	1,783
Hebner,Gail	153,493	12,177	-
Heidarian,Arezoo	126,152	10,257	7,587
Hemmati,Ehsan	85,234	5,662	2,021
Henderson,Paul	259,622	33,922	2,991
Heney,Jess	78,910	12,219	198
Herr,Alysia	78,579	6,058	-
Hewitt,Mike	89,700	8,583	5,178
Hickling,Charlene	96,515	5,128	-
Hicks,Robert	64,458	(9,925)	475
Hightower,Carrie	86,604	4,572	327
Hilkewich,Alison	78,783	6,283	-
Hilland,Stuart	74,848	4,783	885
Hingley,Jason	176,496	13,689	3,515
Hirvi Mayne,Maari	126,662	10,256	965
Ho,Alfred	129,519	12,487	126
Ho,Allen	91,771	11,830	410
Ho,Brandon	126,396	9,991	1,994
Ho,Chau	86,749	25,872	-
Ho,Florence	131,986	10,733	1,041
Ho,Hilda	94,037	5,699	856
Ho,John	93,848	6,268	1,752
Ho,Kate	99,494	8,527	1,658
Ho,Kimberly	101,286	8,427	2,577
Hockey,Jim	93,003	7,266	4,755
Hodzic,Mediha	90,077	28,415	2,076
Hoffman,Dave	129,954	37,185	252
Hogg,Erin	88,112	2,814	56
Holdenried,Ulli	85,523	36,416	1,490
Holm,Nathan	89,453	24,415	7,013
Holman,Jessica	86,604	4,582	576
Holt,Glenn	93,108	16,535	3,222
Holton,Janet	116,500	22,229	6,132
Hoonjan,Raj	126,415	10,982	1,176
Hoskins,Kelly	79,769	4,291	377
Hoverty,Colin	85,329	3,769	2,106
Howard,Kyle	63,262	11,927	2,666
Howard,Robert	71,042	5,222	667
Howe,Kyle	98,242	10,900	-

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SCHEDULE OF REMUNERATION AND EXPENSES

For the year ended December 31, 2021

Employees

Name	Base Salary Payments (1)	Taxable Benefits and Other (2)	Expenses (3)
Howell,John	76,362	12,140	-
Hrgovic,Amanda	105,547	6,040	1,458
Hrubizna,Jason	90,316	4,775	143
Huang,Gerry	126,152	9,973	1,486
Huang,Karen	76,489	9,377	167
Huber,Frank	170,963	15,190	997
Hudska,Monika	87,394	14,565	2,024
Hughes,Michael	141,290	25,899	1,358
Hughes,Mike	86,604	4,703	1,101
Hui,Kenneth	147,789	11,631	1,182
Hui,Terry	157,204	31,927	1,087
Hulme,Mark	76,427	4,036	962
Hume,Jade	163,649	13,329	891
Hundle,Nav	75,104	2,799	-
Hung,Stacey	83,793	6,466	3,581
Hung,Wayne	110,366	17,290	759
Hunt,Andrew	141,623	38,247	636
Hunt,Janelle	110,952	8,376	1,426
Hunte,Carlos	128,941	12,963	1,533
Huskisson,Kevin	76,362	11,891	1,188
Hustwait,Mark	97,549	10,087	-
Hutchins,Peter	107,558	8,656	1,141
Hynes,Shaunna	86,888	13,199	617
Hystad,Graeme	83,340	4,287	2,632
Inglis,Gordon	153,216	15,485	145
Iosub,Catalin	91,771	20,698	9,703
Irimia,Andreea	117,320	7,479	2,183
Irimia,Tatiana	126,152	9,984	1,757
Islam,Shafiqul	126,152	9,982	1,131
Israel,Sue	99,085	7,871	-
Iulianella,Chris	76,978	8,559	732
Jacinto,Jason	71,491	4,338	2,373
Jackman,Thomas	78,372	12,670	1,098
Jackson,Bob	87,080	14,032	-
Jacques,Lisa	116,866	21,493	4,093
Jadrijevic,Renato	128,622	20,003	1,788
Jamieson,Nathan	127,051	10,085	1,622
Jang,Colin	76,427	8,520	-
Jang,Gary	73,503	3,914	24
Jang,Jason	86,604	6,237	187
Jankovic,Lidija	82,595	4,224	109
Japson,Marlon	79,499	23,314	570
Jarvis,Janice	99,421	5,260	2,075
Jelenici,Flori	119,898	8,849	677
Jeliazkova,Diana	88,910	4,002	-
Jenkinson,Dan	79,462	10,329	741
Jenkinson,Kris	86,762	43,375	1,054
Jennejohn,Derek	141,772	11,202	846
Jensen,Allen	110,246	8,560	2,845
Jensen,Blake	68,402	16,278	405
Jeon,Won	85,654	31,909	1,836

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SCHEDULE OF REMUNERATION AND EXPENSES

For the year ended December 31, 2021

Employees

Name	Base Salary Payments (1)	Taxable Benefits and Other (2)	Expenses (3)
Jeon,Yohan	93,889	7,706	2,179
Jew,Brandon	100,516	5,350	167
Ji,Tony	126,152	9,982	2,510
Jivraj,Tameeza	134,923	11,335	558
Johal,Sonny	94,575	4,944	2,522
Johnson,Samuel	79,239	9,474	2,090
Joiya,Rajiv	128,076	10,194	667
Jokic,Mike	126,351	9,980	1,275
Jones,Ken	64,005	16,006	9,269
Jones,Michelle	89,773	4,777	624
Jordan,Aj	111,554	16,547	-
Jordan,Faye	92,004	6,934	24
Jung,Don	93,003	19,541	685
Jutric,Branislav	129,450	10,308	1,372
Kadota,Paul	153,795	12,068	1,837
Kailley,Sonu	143,398	11,364	375
Kan,Siak	87,654	3,863	-
Kang,Jasmit	63,408	14,548	1,505
Kardooni,Masoud	87,512	10,261	224
Karn,Katie	101,557	5,611	719
Karpinski,Al	88,158	25,765	1,120
Kassam,Amin	168,952	14,159	1,087
Keeney,Dave	72,468	9,883	734
Kelder,Brandon	85,428	46,389	372
Kelder,Mike	81,240	1,537	-
Kelly,Quinn	85,482	35,688	102
Kemp,Rob	81,345	8,746	288
Kennedy,Al	87,565	26,821	1,677
Kennedy,Marcus	87,866	7,704	60
Kerin,Brian	85,592	6,635	1,089
Khanna,Uma	79,769	4,155	783
Khun-Khun,Manny	65,984	36,119	1,530
Kim,Brian	104,738	8,385	1,371
Kim,Tae	88,042	27,587	1,598
Kimble,Willard	90,344	11,443	825
Kimmel,Chris	81,827	4,366	2,183
King,James	89,951	20,395	4,531
Kingdon,Michele	98,831	7,873	-
Kingma,Kevin	67,866	40,499	1,665
Kirchen,Krystal	122,403	16,383	1,527
Kirkpatrick,Brent	141,810	11,234	1,372
Kishore,Eileen	77,573	6,182	1,216
Kitchen,Tess	70,419	15,463	1,360
Klick,Dennis	86,604	14,483	4,134
Knape,Theron	141,623	20,202	133
Knapp,Brandon	83,274	6,881	581
Knaupp,Janis	103,832	12,109	202
Knezevic-Stevanovic,Andjela	179,933	14,268	1,933
Ko,Collin	78,261	40,312	8,874
Kohan,Rozita	126,152	9,982	1,520
Kohl,Paul	194,535	15,673	873

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SCHEDULE OF REMUNERATION AND EXPENSES

For the year ended December 31, 2021

Employees

Name	Base Salary Payments (1)	Taxable Benefits and Other (2)	Expenses (3)
Kolewe,Alex	75,249	6,061	100
Kolomyeychuk,Olha	86,604	9,978	555
Kong,Brandon	67,412	9,065	328
Kopp,Doug	128,410	15,005	-
Kosiance,Brad	91,218	18,906	546
Kovacevik,Mike	91,771	11,782	380
Kovacevik,Natasha	83,605	11,122	81
Kovacik,Mark	76,427	4,341	440
Kozier,Fred	94,932	5,344	683
Koziki,Tyler	82,389	8,742	7,240
Kozljan,Ivan	87,729	12,293	-
Krahn,Daniel	76,150	18,966	267
Kramer,Nancy	65,000	16,372	2,720
Krickemeyer,Lina	89,500	8,794	24
Kristensen,Don	93,239	16,253	983
Kronstal,Elizabeth	90,976	25,081	2,249
Kuczma,Joseph	89,453	31,864	4,044
Kurenov,Cassandra	130,459	23,389	1,418
Kusmu,Yonas	68,861	15,146	5,127
Kwan,Kristy	153,216	16,322	2,231
Kylmala,Kari	90,124	32,322	349
Kylmala,Senja	124,225	32,227	2,990
LaBreche,Marcel	116,866	18,011	661
Lacey,Lauren	88,225	29,628	1,984
Lachambre,Lucas	67,974	14,557	3,771
Lacoste,Peter	88,668	13,895	576
Laird,Cam	116,318	17,733	2,810
Laliberte,Michel	115,261	10,003	247
Lam,Fong	93,991	8,013	560
Lam,Heidi	93,482	4,851	8
Lam,Kitty	85,172	4,571	1,162
Lam,Paul	84,109	11,180	1,538
Lam,Paul	116,439	20,307	-
Lam,Whitney	94,247	5,312	1,444
Lan,Yao-Hung	126,152	9,989	1,300
Landry,Lynn	142,051	11,307	1,482
Lang,Mark	86,292	43,221	1,272
Langeloo,Annika	82,704	4,047	19
Langeloo,Tyler	117,247	22,801	210
Lanz,Ann Marie	83,831	6,604	149
Larkin,Keith	86,997	31,905	1,847
Laskowski,Sebastian	69,078	27,758	1,068
Lau,Carmen	90,316	4,704	-
Lau,Kent	77,562	4,807	1,350
Law,Brennan	66,741	38,160	198
Lawrance,Peter	76,427	7,229	1,372
Lawson,Jean	111,225	6,867	30
Layne,Deion	67,636	14,747	1,075
Lazzano,Joe	63,351	16,590	1,408
Le Noble,Josh	85,011	25,995	1,565
Le Penven,Gaelle	128,570	10,069	1,234

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SCHEDULE OF REMUNERATION AND EXPENSES

For the year ended December 31, 2021

Employees

Name	Base Salary Payments (1)	Taxable Benefits and Other (2)	Expenses (3)
Le,Johnny	76,088	6,036	71
Leavers,David	148,746	11,798	656
Leclair,Jules	98,242	4,884	-
Lee,Ann	85,361	12,727	3,492
Lee,Darren	118,434	7,407	1,430
Lee,Jeremy	74,913	3,881	64
Lee,Ken	16,115	94,787	-
Lee,Sarah	106,340	25,172	1,660
Lee,Sue	72,261	3,724	104
Lee,Vanessa	76,427	4,592	766
Legault,Sue	85,506	30,926	961
Lenardon,Vincent	110,973	25,622	1,326
Lenning,Dan	129,972	10,753	211
Leong,Loke	92,629	19,900	224
Lepore,Alfredo	77,558	27,647	4,485
Lepore,Pete	75,202	55,820	890
Leroux,Jason	76,254	19,429	191
Leroux,Rhea	68,536	7,286	174
Leslie,Gary	79,946	11,280	-
Letcher,Amanda	91,572	12,014	11
Leung,Betty	83,149	4,395	152
Leung,Mabel	130,069	10,736	1,725
Leung,Michelle	94,247	5,404	343
Leung,Percy	86,604	4,579	24
Leung,Tony	80,587	5,696	1,248
Lewis,Warren	90,123	15,839	346
Li,Alan	126,152	9,982	450
Li,Vanessa	84,054	10,040	360
Li,Wen	110,547	9,039	3,783
Li,William	67,494	31,463	1,357
Lin,Echo	126,152	9,832	1,135
Lindenbach,Bettina	78,783	6,283	216
Lindner,John	106,933	6,326	-
Lindsay,Amil	126,152	18,547	2,198
Lindsay,Celine	79,284	26,784	528
Lindsay,Shelley	119,744	12,551	817
Ling,Andrew	132,281	10,232	450
Lip,Alfred	119,572	9,565	1,468
Litt,Paul	137,731	10,643	1,506
Liu,Douglas	102,406	8,033	1,753
Liu,Joan	129,948	10,781	1,699
Liu-Pope,Jacqueline	120,419	9,156	1,238
Lo,Anthony	87,696	5,035	147
Lo,Benson	123,515	9,775	1,487
Lo,Maria	93,085	6,987	2,280
Lo,Tina	97,472	3,474	1,303
Logan,Kurt	92,648	11,212	877
Longson,John	71,261	48,061	387
Lopez,Larina	165,473	13,060	1,921
Louie,Alvin	76,427	5,295	132
Louie,Angela	114,879	7,802	1,479

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SCHEDULE OF REMUNERATION AND EXPENSES

For the year ended December 31, 2021

Employees

Name	Base Salary Payments (1)	Taxable Benefits and Other (2)	Expenses (3)
Louie, Terry	126,277	10,012	1,378
Lovell, Jeffrey	153,512	12,134	1,506
Lovell, Ken	74,688	16,764	114
Low, Mona	102,406	5,875	4,282
Lowe, Jason	69,357	9,753	422
Luccock, Dylan	86,604	13,679	84
Ludeman, Megan	78,021	6,141	-
Luft, Candace	119,730	9,537	940
Lui, Gordon	165,323	13,981	2,551
Luk, Brian	78,783	7,140	1,826
Luongo, Ralph	141,750	26,272	1,897
Lupien, Cam	83,339	15,547	1,175
Lynch, Adrian	102,808	8,641	1,225
Lytwyn, Ben	91,754	8,407	1,099
Ma, Meng	73,348	4,932	141
MacArthur, Rob	131,037	10,284	2,190
MacConnell, Mark	57,434	24,651	928
MacDonald, Brad	80,994	27,017	198
MacDonald, Tom	89,495	45,096	667
MacLean, Maria	70,654	6,905	621
MacLeod, Ian	82,321	13,411	849
MacPherson, Kevin	63,555	13,992	397
Mackay, Ted	87,865	42,073	1,325
Macomber, Ken	87,951	5,757	427
Madsen, Perry	153,649	19,444	608
Mah, Silvana	72,734	4,191	697
Mah, Sue	81,574	7,696	174
Mah, Wayne	106,933	11,879	1,399
Mahdavi, Mohammad	148,713	11,745	1,880
Mahdi, Ammar	99,191	4,949	1,861
Mahmood, Saleem	126,152	34,800	2,345
Mair, Koszima	123,241	9,665	993
Maloku, Tahir	145,001	27,206	403
Mangat, Amy	121,437	9,577	1,748
Manning, Ian	142,262	36,897	3,094
Manzer, Deanne	97,642	5,075	560
Marc, Marie-Liesse	196,775	13,033	723
Marchand, Rick	141,623	41,685	31
Marchioni, John	97,549	30,288	1,502
Marcos, Natalia	93,003	5,389	148
Marin, Emilian	91,306	37,464	1,509
Markovic-Mirovic, Natasha	86,604	10,362	334
Marr, Andrew	181,224	13,950	1,031
Marsh, Alex	80,781	39,843	483
Marsh, Houston	86,765	4,609	2,282
Marshall, Lance	86,013	11,902	2,335
Marshall, Peter	82,984	23,416	50
Martin, Brian	91,776	34,884	1,528
Martin, Cliff	75,971	46,232	4,469
Martin, Kelly	85,801	35,435	934
Martin, Olivier	70,665	10,318	2,903

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(3) Includes business related expenses for training, travel, mileage and memberships.

SCHEDULE OF REMUNERATION AND EXPENSES

For the year ended December 31, 2021

Employees

Name	Base Salary Payments (1)	Taxable Benefits and Other (2)	Expenses (3)
Martinovic,Nick	89,453	16,209	158
Masoom,Shaheli	126,152	10,007	1,243
Masse,Ken	130,206	10,124	1,258
Matharu,Karanpreet	75,861	5,533	1,743
Maung,Todd	86,824	36,242	797
Maximuk,Greg	116,318	9,954	775
Mayers,Mike	153,758	29,151	57
Mayo,Erin	87,865	14,296	1,201
Mazur,Jadwiga	83,149	5,033	190
Mbugua,Charles	59,036	18,042	96
McAllister,David	79,254	37,509	603
McAuley,Chris	88,924	4,622	607
McBeath,Suzanne	92,391	5,099	285
McBeth,Kyle	122,178	55,205	604
McClelland,Alex	82,984	3,222	6,538
McComb,Tom	116,898	16,411	5,865
McCormick,Martin	87,654	6,276	229
McCorquodale,Rob	58,347	30,765	2,046
McCuaig,Amanda	161,093	10,659	4,977
McDonald,Brian	82,984	12,438	1,867
McGillivray,Deanna	74,751	9,259	1,077
McGillivray,Grant	102,406	8,527	-
McKague,Dave	103,290	11,838	1,666
McLaughlin,Sean	95,673	10,186	2,033
McLean,Colin	95,666	27,179	1,851
McLean,Steve	97,701	22,760	890
McLellan,Sean	72,319	29,460	208
McMahon,John	141,818	11,273	1,266
McMann,Brad	93,003	22,563	319
McMaster,Tanya	83,831	6,683	317
McMichael,Mitch	83,738	3,744	102
McNeil,Scott	73,734	27,344	741
McNell,Heather	228,689	38,977	24
McPherson,Janet	79,769	4,218	-
McQuillan,Dan	98,071	9,033	1,025
Meawad,Hossam	92,145	3,894	244
Medeiros,Jesse	88,017	8,808	1,129
Melanson,Joel	165,687	13,135	817
Meldrum,Colin	187,243	15,824	1,084
Mercado,Ralph	98,917	7,565	1,462
Mercer,Sean	76,786	5,232	1,725
Merkens,Markus	98,242	5,196	3,653
Merry,Cal	141,611	11,537	1,314
Messer,Aaron	85,506	6,663	1,168
Messere,Tony	85,705	37,858	3,003
Meyer,Bill	125,674	7,491	940
Meyer,Craig	89,720	21,057	1,183
Meynert,Franz	9,906	80,183	460
Michaelson,Jason	74,469	11,363	2,008
Micsoniu,Rodica	129,264	11,025	-
Mijares,Mike	76,427	9,419	4,789

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SCHEDULE OF REMUNERATION AND EXPENSES

For the year ended December 31, 2021

Employees

Name	Base Salary Payments (1)	Taxable Benefits and Other (2)	Expenses (3)
Miller, Kyle	91,990	19,834	8,371
Miller, Nick	90,454	21,398	796
Miller, Robin	126,898	9,996	1,087
Mills, Richard	86,914	15,124	468
Milobar, Eldeen	102,762	4,776	-
Minato, Renato	61,552	19,673	64
Miranda, Vernon	157,145	8,093	3,672
Mita, Phil	126,642	10,030	2,061
Mitchell, Bill	87,840	9,619	2,243
Miyashita, Lotus	82,932	4,188	65
Moar, Kelvin	98,001	27,193	7,745
Mochula, Paul	73,518	6,371	-
Mojak, Darrel	84,886	19,510	1,404
Molesworth, Brent	74,688	18,950	450
Momen, Zahra	91,853	8,391	210
Monkman, Robin	68,478	6,854	1,238
Montgomery, Jesse	153,561	23,381	1,019
Mooney, Bob	110,518	7,403	1,464
Morash, Steve	86,604	4,582	332
Morberg, Joey	87,654	4,604	2,904
Morrison, Shanda	70,107	9,049	1,627
Mortazavi, Farshad	128,590	10,130	1,036
Morton, Gary	4,420	150,784	99
Moulder, Roy	179,769	14,199	1,292
Moulds, Steve	97,549	13,132	401
Mueckel, Trevor	88,331	5,959	3,365
Mui, Gary	127,886	11,864	636
Mulzet, Debbie	89,063	4,933	-
Mundi, Jasdeep	89,277	15,106	538
Musana, Redgenald	126,326	10,064	910
Mushtuk, Jason	94,247	11,107	1,820
Mynott, Lydia	100,678	5,240	1,110
Nair, Trina	107,038	6,950	143
Najafi, Nima	100,294	5,922	1,058
Nakashima, Lynda	82,797	5,672	19
Navratil, Peter	259,622	33,263	1,658
Nawaz, Amer	129,706	10,091	935
Neale, Mike	81,240	19,218	4,271
Nees, Bronson	61,752	13,828	6,005
Nees, Roy	81,240	23,475	470
Nelms, Cheryl	258,737	33,759	361
Nelson, Tom	96,487	4,482	-
Nesci, Chris	129,509	11,099	-
Neuhaus, Stefan	87,865	27,658	1,182
Neumann, Healina	94,247	15,878	2,169
Neville, Glen	110,758	26,919	1,132
Newman, Tim	82,540	4,422	510
Ng, Candace	90,316	4,775	493
Ngan, Rita	83,149	6,427	143
Ngo, Vong	79,946	14,651	-
Nguyen, Jim	126,067	12,355	2,202

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SCHEDULE OF REMUNERATION AND EXPENSES

For the year ended December 31, 2021

Employees

Name	Base Salary Payments (1)	Taxable Benefits and Other (2)	Expenses (3)
Nguyen,Sandra	69,786	5,780	183
Nguyen,Steve	126,301	9,979	1,985
Nic Lochlainn,Ana	75,781	4,274	1,591
Nichol,Edward	92,245	5,397	654
Nichols,George	116,451	26,649	886
Nickel,Adam	66,026	13,807	1,392
Nicol,Robert	78,411	13,369	174
Nicolaichuk,John	68,667	13,187	773
Nicolls,Carol	98,242	5,186	-
Nieh,Rudolph	126,938	9,481	1,673
Nielsen,Tristan	89,738	27,346	4,085
Niewiero,Art	92,286	16,753	2,431
Nishimura,Ron	126,152	24,012	1,175
Nolan,Ken	69,808	11,906	198
Northam,Brian	76,302	13,036	224
Norton,Tyler	78,007	14,137	-
O'Connell,Meghan	72,265	3,750	415
O'Hanlon,Tommy	78,979	5,430	1,176
O'Hara,Judy	81,793	6,520	4,815
O'Neill,Bruce	115,310	10,669	-
O'Sullivan,Aine	69,526	6,618	5,240
Oberson,Graham	65,248	14,194	-
Obrknezev,Boris	126,445	13,097	1,158
Obwaha,Osvaldo	84,886	25,575	3,450
Odenbach,Duane	125,964	9,962	1,936
Ogilvie,Fergus	92,562	16,983	384
Okano,Pat	75,819	14,744	-
Okumura,Ben	77,945	13,238	-
Olafson,Shawn	77,667	7,871	470
Oljaca,Goran	197,624	16,668	1,384
Oljaca,Tamara	84,886	10,270	3,035
Onate,Cesar	126,152	10,040	1,491
Onyejekwe,Cindy	89,759	4,299	24
Orr,Darren	97,549	21,886	961
Otomo,Koji	91,506	6,142	1,140
Ozmen,Adam	78,458	23,148	371
Pachcinski,Marcin	153,478	12,283	763
Palmeri,Ben	91,218	16,621	86
Pandke,Eddie	77,281	6,931	2,405
Park,Mary	76,477	4,043	-
Parkinson,Scott	48,334	28,045	7,376
Parmar,Deepak	72,522	14,714	-
Parr,Talia	83,831	6,658	1,377
Patrick,Graeme	73,206	13,656	450
Pavan,Bruno	84,886	20,881	3,670
Pavitt,Kevin	85,872	30,188	2,446
Pawelec,Ania	104,040	8,077	2,104
Payne,Christine	73,348	4,729	104
Pearce,Tom	106,804	5,923	999
Pearson,Jeff	93,003	30,263	633
Pelech,Sharon	116,683	36,827	3,943

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SCHEDULE OF REMUNERATION AND EXPENSES

For the year ended December 31, 2021

Employees

Name	Base Salary Payments (1)	Taxable Benefits and Other (2)	Expenses (3)
Pellegrino, Briana	104,858	12,456	1,112
Pellow, Scott	141,611	11,240	490
Pendl, Sylvia	98,242	5,585	1,218
Perko, Veronika	70,854	5,450	78
Petersen, Doug	144,539	12,025	1,144
Petersen, Mik	87,654	15,549	1,387
Petrov, Ivo	72,892	50,625	2,981
Phan, Wayne	93,074	9,285	1,448
Phillips, Taylor	71,694	14,256	2,580
Piombini, Marino	141,272	11,239	671
Pitre, Marcel	165,160	11,974	1,601
Pitts, Lucas	173,433	30,757	4,580
Plagnol, Chris	178,978	14,427	1,074
Plavetic, Marie	69,043	12,574	981
Plotkin, Jeremy	116,725	9,262	533
Podikov, Emil	74,327	52,276	1,228
Polkinghorne, Andrew	77,188	17,536	976
Pon, Chuck	91,453	36,503	-
Pont, Andrea	65,801	9,341	-
Postulka, Michelle	114,549	21,110	823
Potter, Geoff	110,277	8,871	-
Potter, Leonard	90,037	43,642	1,812
Prazeres, Silvio	78,577	43,641	319
Preston, Kathy	150,026	12,054	808
Procopation, Matt	107,554	33,130	7,906
Ptak, Les	143,145	11,469	1,757
Puerta, Francisco	63,954	14,267	1,367
Purohit, Prashant	93,167	16,643	1,627
Purvis, Earl	70,431	7,935	1,424
Pyne, Karen	98,242	5,183	2,641
Qian, Mark	127,016	10,030	595
Quan, Roger	179,801	14,186	572
Rae, Kaylan	86,204	23,525	2,106
Raetek, Rane	111,201	9,202	3,401
Raincock, Grant	85,420	13,786	846
Rama, Nichole	71,133	4,718	3,177
Ramage, Andrew	87,080	35,349	1,228
Ramusovic, Naser	51,523	35,573	4,616
Randhawa, Jivan	94,247	11,507	1,184
Ranu, Jaswant	133,060	10,423	3,099
Ratajczak, Marek	133,837	7,623	1,910
Rear, Dean	259,130	35,135	2,527
Redmond, Eric	121,123	30,449	910
Redpath, Mike	198,451	15,566	8,075
Reichel, John	101,623	5,291	1,459
Reid, Ken	130,062	13,754	-
Reil, Dean	150,867	51,871	1,675
Reilly, Jason	87,080	47,071	319
Reitmayer, Niki	99,926	6,403	2,664
Rendall, Kirstie	105,198	17,118	925
Reniers, Paul	78,183	3,844	33

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SCHEDULE OF REMUNERATION AND EXPENSES

For the year ended December 31, 2021

Employees

Name	Base Salary Payments (1)	Taxable Benefits and Other (2)	Expenses (3)
Rennie, Erin	120,401	6,314	1,704
Reynolds, Conor	153,518	12,108	665
Reynolds, Rich	82,267	9,969	174
Ricci, Mary	110,800	8,784	1,251
Rich, Justin	142,046	16,587	2,494
Richards, Jordan	63,341	12,722	1,661
Richardsen, Ross	131,365	17,124	8,894
Richardson, Amanda	124,126	22,643	212
Richardson, John	91,177	7,059	543
Rikley, Kevin	88,424	8,421	1,199
Ritchie, Tanya	76,340	20,144	3,135
Ritzman, Shellee	121,696	8,514	702
Robb, Carrie	78,945	17,334	694
Robb, Ray	169,522	15,050	-
Roberge, Daniel	196,775	12,295	1,239
Roberge, Kevin	82,366	7,399	2,367
Roberts, Guy	126,152	9,984	990
Robinson, Ron	81,147	13,783	395
Rochon, Aaron	62,246	14,482	-
Rodrigues, Jason	76,382	7,945	464
Roetman, Derek	77,078	23,864	314
Rogan, Conor	70,888	14,244	2,428
Rogers, Trevor	83,034	7,613	85
Rollins, Leigh	123,658	9,690	2,460
Rose, Ian	78,839	21,758	1,088
Ross, Dawn	94,247	6,231	2,664
Ross, Kathleen	64,162	11,211	211
Roth, Bob	83,386	13,110	386
Roth, Mike	127,907	21,335	474
Rotin, Jeff	79,790	4,219	216
Roud, John	81,240	25,253	470
Rowan, Ann	153,216	9,613	-
Ruf, Mark	73,302	5,063	422
Rutherford, Susan	164,318	13,007	3,662
Ryznar, Gord	64,943	12,844	789
Sabatini, Linda	153,216	15,265	3,355
Sadleir, Tom	139,637	10,902	-
Safaei, Sahar	74,058	2,808	393
Sahota, Sabrina	76,920	6,419	-
Sakata, Trina	79,769	4,224	223
Sami, Yeera	75,004	2,302	-
Samis, Kim	9,804	128,522	-
Sandhu, Harman	82,892	6,458	138
Sandhu, Kash	86,816	41,913	1,047
Sandhu, Shubhneet	102,443	7,146	131
Sandhu, Sukie	98,088	17,685	3,625
Sandhu, Tanisha	98,136	11,821	-
Sanghera, Randhir	118,521	7,329	134
Sanii, Sanam	103,625	21,064	1,159
Sarafinchan, Denise	70,779	13,448	597
Saraswat, Arvind	123,082	9,225	641

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SCHEDULE OF REMUNERATION AND EXPENSES

For the year ended December 31, 2021

Employees

Name	Base Salary Payments (1)	Taxable Benefits and Other (2)	Expenses (3)
Sardashti, Mona	86,729	4,561	62
Sass, Joe	193,315	13,532	2,117
Sato, Melody	79,769	16,512	475
Saunders, Bill	90,938	25,692	3,026
Saunders, Dan	94,416	26,652	-
Savage, Laen	82,501	42,992	1,448
Sawyer, Paul	196,775	12,919	1,642
Saxton, Julie	113,376	7,807	1,012
Scalena, Sabrina	135,631	8,470	-
Schaffrick, Steven	154,171	12,427	492
Schatz, Alison	101,937	6,580	700
Schiedel, Brent	91,511	16,237	1,711
Schmidt, Daniel	63,114	24,782	81
Schmidt, Rob	88,042	6,701	242
Schmidt, Travis	90,283	28,985	3,892
Schoemaker, Heather	230,650	33,989	1,510
Schoner, Bronwyn	83,149	4,442	101
Schroeder, Mike	72,536	11,877	433
Sciarretta, Paolo	81,065	37,726	1,404
Scofield, Trevor	94,247	9,636	815
Scott, Cory	77,318	38,250	896
Scott, Peter	68,049	8,907	676
Searle, Mike	153,003	11,988	688
Sebastian, Allen	112,594	9,309	1,226
Seinen, Mark	116,114	7,559	56
Sequeira, Roy	98,351	27,550	780
Serban, Florin	119,139	10,005	2,945
Sever, Charley	92,629	11,102	234
Sever, Steve	92,703	17,794	348
Sevold, Jeff	97,037	8,777	1,615
Shah, Mihir	77,314	18,722	5,852
Shaheem, Zahid	113,657	82,827	672
Shahnia, Shahriar	87,797	39,501	1,142
Shakibaei, Simon	87,872	4,349	5,566
Shakimova, Olga	86,604	5,391	802
Sham, Christopher	79,788	55,695	1,630
Shantz, Kevin	85,306	4,470	-
Shariff, Khaled	162,975	12,829	3,163
Sharma, Aby	137,403	10,720	1,077
Sharma, Rohit	76,382	31,261	1,147
Shaw, Anthony	132,928	51,844	2,430
Shea, Ian	87,865	39,105	4,465
Shears, Carolyn	119,170	13,808	1,598
Shears, Paul	126,152	9,987	940
Sheffield, David	106,933	5,291	974
Shen, Stanley	131,226	10,177	1,863
Shepherd, Teresa	97,147	6,816	30
Sherwood, Tyler	72,967	19,053	1,451
Shi, Melanie	94,294	5,518	1,746
Shibata, Kelly	129,366	11,015	743
Shipalesky, Kevin	83,149	7,117	1,056

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SCHEDULE OF REMUNERATION AND EXPENSES

For the year ended December 31, 2021

Employees

Name	Base Salary Payments (1)	Taxable Benefits and Other (2)	Expenses (3)
Shirazi-Zand, Shervin	123,859	9,709	1,393
Shishido, Craig	86,604	4,579	1,099
Shoji, Bryan	197,414	15,847	1,176
Shurety, Gillian	79,769	4,260	299
Sidhu, Parul	74,008	4,745	1,167
Sidi, Shelina	126,152	9,982	827
Siegrist, Bill	76,362	17,814	2,090
Siemens, Cory	79,393	16,095	504
Silivestru, Lucia	85,410	4,490	68
Silva, John	92,222	12,930	453
Silva, Natasha	94,247	5,024	1,463
Simon, Silvio	88,252	13,132	1,606
Simpson, Tammy	76,427	4,041	152
Sing, Carmen	72,086	5,046	429
Sing, Jim	128,636	10,072	1,163
Singh, Inder	178,978	33,138	1,110
Singh, Kabeer	93,003	15,280	6,298
Singh, Michael	77,642	8,869	222
Sipka, Dragan	97,792	5,094	237
Siu, Sylvania	83,149	10,040	310
Sivarajah, Dayan	102,515	32,119	-
Skilling, Bennett	84,685	17,745	4,883
Slater, Emma	119,859	27,894	2,275
Smandych, Cory	94,247	11,404	-
Smith, Brendon	85,062	7,376	973
Smith, Dennis	74,510	8,677	494
Smith, Greg	224,832	31,911	464
Smith, Joe	128,769	10,189	2,028
Smith, Luke	79,861	5,569	829
Smith, Patrick	96,358	15,212	3,522
Smyth, Sean	150,182	16,629	642
Snyder, Greg	79,769	5,116	174
So, Mandy	76,427	4,041	-
Sobering, Craig	106,933	5,653	679
Soluri, Joe	81,562	11,727	3,359
Somasunderam, Lani	122,397	19,382	1,108
Soo, Gary	148,783	23,245	2,325
Soper, Jay	98,242	5,743	139
Sorgiovanni, Roberto	89,937	18,590	650
Sourisseau, Paul	141,171	11,098	-
Sowlati, Taban	131,847	10,211	3,076
Spillner, Patrick	116,318	18,416	1,561
Squire, Chris	126,152	10,083	450
Stajduhar, Neil	121,005	57,742	1,238
Statham, Mike	78,858	18,165	865
Steele, Brett	92,714	24,236	3,297
Steiner, Louise	107,163	5,624	231
Steunenberg, Hein	165,519	12,080	928
Stich, Sarah	71,769	4,462	869
Stiver, James	153,744	12,128	643
Stock, Kevin	98,242	7,247	-

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SCHEDULE OF REMUNERATION AND EXPENSES

For the year ended December 31, 2021

Employees

Name	Base Salary Payments (1)	Taxable Benefits and Other (2)	Expenses (3)
Stone, Spencer	66,643	20,751	319
Storry, Karen	134,657	10,422	2,846
Stracke, Ron	95,399	5,232	201
Stradling, Barry	89,453	31,515	850
Strang, Moira	129,589	11,010	752
Stuart, Scott	116,318	19,939	479
Stuetz, Tania	74,364	13,025	2,922
Suleiman, Ben	141,611	10,375	2,303
Summers, Tarynne	194,516	15,462	7,906
Sun, Sunny	121,452	9,522	3,095
Sun, Thomas	126,152	9,987	6,608
Sutton, Al	65,110	11,761	1,783
Svenhard, Clay	82,040	18,327	5,886
Swanlund, Glenn	126,277	10,309	1,772
Swanston, Jennifer	73,745	1,895	447
Sziklai, Riley	94,278	8,831	188
Tack, Ed	85,397	51,619	1,677
Tai, Damon	83,190	11,112	173
Tai, Vicky	72,249	8,665	1,146
Tam, David	126,644	9,961	1,030
Tam, Flannan	126,152	10,521	1,566
Tam, Kenny	86,604	4,579	326
Tan, Diondi	76,300	3,975	143
Tancon, Dan	129,443	11,799	143
Tandan, Sukhdev	69,324	13,684	5,163
Tang, Ivan	107,100	14,102	24
Tang, Vaillant	126,067	9,950	1,312
Taponat, Marie	128,371	10,045	1,180
Tardiff, Cory	87,848	19,753	771
Tarves, Juanito	65,879	9,707	1,765
Taverner, Andrew	116,737	52,626	1,446
Tawfik, Nermine	117,840	10,939	-
Taylor, Alex	92,517	11,594	1,209
Taylor, Laura	93,938	4,931	441
Tecson, Yvette	110,800	8,800	3,156
Teo, Dennis	126,437	29,151	2,779
Teo, Kim	92,782	16,144	295
Teo, Roy	79,769	4,738	1,369
Terry, Mike	63,029	20,376	57
Thai, Amy	86,536	5,886	754
Thakar, Rina	179,212	15,426	5,057
Thiara, Manjit	69,254	5,788	2,102
Thibodeau, Mathieu	80,500	9,501	-
Thien, Shaw	142,515	11,250	922
Thind, Sanveer	76,775	2,476	594
Thompson, Peter	87,336	16,492	502
Thompson, Steve	97,549	7,566	-
Thomson, Brent	77,539	19,203	-
Thontepu, Sri Kalyan	101,006	6,859	1,470
Thorlacius, Bui	79,496	10,617	1,220
Thorpe, Michael	90,548	57,197	1,261

(1) Employees are paid bi-weekly, resulting in 26 pay cheques.

(2) Consists of benefits (ie. MSP, dental, health) and one-time payments (ie. banked vacation and retroactive settlements).

(3) Includes business related expenses for training, travel, mileage and memberships.

SCHEDULE OF REMUNERATION AND EXPENSES

For the year ended December 31, 2021

Employees

Name	Base Salary Payments (1)	Taxable Benefits and Other (2)	Expenses (3)
Threadkell,Keith	126,152	9,920	854
Threlfall,Miranda	85,102	10,086	353
Ticehurst,Daniel	73,349	3,879	-
Tijman,Brendon	73,634	9,174	4,621
Tilley,Nikki	71,789	4,134	2,625
Tilton,Mike	76,570	13,113	1,451
Ting,Cheryl	94,263	5,412	594
Tipay,Rhonnell	77,078	36,313	550
Titaro,Brian	77,839	4,649	1,868
Tomborello,Gretchen	93,511	5,089	1,439
Tong,Joshua	87,654	6,574	67
Toppings,Tyson	87,598	14,119	833
Torres,Matthew	78,025	5,496	552
Towill,Marilyn	243,194	33,412	1,050
Trainor,Maureen	107,341	8,574	-
Tran,Angela	76,427	4,106	351
Tran,Nang	89,453	14,689	1,181
Trang,Paul	96,585	5,416	365
Tremolada,Anthony	69,177	11,497	8,669
Trommeshauser,Uwe	63,029	14,135	57
Tsang,John	79,222	11,867	221
Tsao,Patrick	72,335	3,759	2,120
Tseng,Kimmy	72,813	8,748	3,203
Tsundu,Nyima	126,152	9,993	1,827
Tulett,Rod	81,923	15,664	3
Tully,Karen	133,004	10,305	1,152
Tymm,Ingrid	90,316	4,775	820
Unger,Horst	126,152	7,537	1,613
Uy,Rodge	92,330	4,779	143
Vala,Jamie	154,036	12,186	931
Valou,Greg	85,172	5,378	20
Van Akker,Anne	118,781	19,678	109
Van De Keere,Derek	76,149	7,305	1,289
Van den Boogaard,John	84,825	13,755	524
Van den Boogaard,Josh	94,576	30,981	2,095
Van Oord,Ron	141,623	29,156	249
Vanderwal,Steve	76,782	57,667	1,267
Vang,Touchue	73,479	59,190	1,130
Vargas,Sandy	70,842	5,594	-
Vas,Ernie	106,933	13,113	-
Vasquez,Edward	147,680	14,926	-
Veal,Stuart	80,270	33,243	754
Veenstra,Ted	116,318	13,133	1,616
Velazquez,Adriana	108,446	8,567	2,566
Verbeke,Trevor	129,800	11,186	723
Vidler,Lynne	138,562	10,728	1,508
Vike,Stephen	92,703	17,213	3,647
Visser,Richard	83,149	13,408	-
Vujicic,Bojan	78,397	4,043	2,246
Vukicevic,Biljana	119,982	9,082	1,596
Vukicevic,Sinisa	144,063	11,700	-

(1) Employees are paid bi-weekly, resulting in 26 pay cheques.

(2) Consists of benefits (ie. MSP, dental, health) and one-time payments (ie. banked vacation and retroactive settlements).

(3) Includes business related expenses for training, travel, mileage and memberships.

SCHEDULE OF REMUNERATION AND EXPENSES

For the year ended December 31, 2021

Employees

Name	Base Salary Payments (1)	Taxable Benefits and Other (2)	Expenses (3)
Vulama,Danica	81,183	39,448	2,070
Wagenaar,Jim	76,936	10,850	562
Wai,Yvonne	126,152	10,116	991
Wakelin,Darrell	103,603	7,559	597
Walkley,Simon	76,430	8,571	382
Wallis,Richard	117,251	22,283	347
Walsh,Dane	95,643	23,396	1,793
Walsh,Heidi	181,541	18,380	1,088
Wan,Curtis	109,037	7,470	2,005
Wang,Kitty	73,348	3,879	-
Wang,Paul	97,051	20,132	1,325
Warden,Chad	98,242	18,376	105
Warren,Jason	129,115	10,316	968
Watson,Ron	76,370	17,497	675
Watt,Jason	82,488	7,820	714
Watt,Matt	86,554	27,477	3,078
We,William	76,861	4,218	2,187
Wears,Nicole	145,063	13,225	1,947
Webb,Nolan	83,527	24,354	1,546
Webber,Nate	116,131	9,098	2,321
Weber-Concannon,Isabelle	75,924	5,989	1,453
Webster,Andrew	89,453	2,823	-
Wee,Daniel	141,879	11,208	1,043
Weiss,Amy	86,403	3,128	3,183
Weissgerber,Ulryke	128,661	11,200	831
Welgan,Kristen	94,247	5,377	65
Wellman,Mark	132,996	10,401	1,087
Wellman,Sarah	141,611	11,190	1,702
Wells,Jay	76,382	28,110	627
Wells,Mike	90,198	18,156	890
Wenger,Randy	178,978	15,063	1,555
Werger,Daniel	101,253	4,964	-
Westhora,Gary	87,690	7,975	575
Wheeler,Judith	76,646	17,659	889
White,Amelia	75,552	4,812	1,256
Whyte,Nicholas	80,680	36,871	5,404
Williams,Brett	89,285	15,685	380
Williams,Callan	75,250	6,128	2,085
Williams,Owen	87,227	6,576	1,130
Williamson,Ian	83,709	4,802	49
Wilson,Conor	56,939	24,307	120
Wilson,Robin	76,489	4,954	39
Wilting,Paul	75,553	6,080	450
Wong Hen,Tony	98,899	10,486	395
Wong,Alan	87,227	6,543	2,530
Wong,Ben	129,863	10,257	626
Wong,Cori	124,652	9,727	7,622
Wong,David	94,635	5,487	673
Wong,Felice	74,848	4,688	1,480
Wong,Jacky	126,152	9,982	1,098
Wong,Jason	92,775	8,988	634

(1) Employees are paid bi-weekly, resulting in 26 pay cheques.

(2) Consists of benefits (ie. MSP, dental, health) and one-time payments (ie. banked vacation and retroactive settlements).

(3) Includes business related expenses for training, travel, mileage and memberships.

SCHEDULE OF REMUNERATION AND EXPENSES

For the year ended December 31, 2021

Employees

Name	Base Salary Payments (1)	Taxable Benefits and Other (2)	Expenses (3)
Wong, Michael	104,831	9,720	1,860
Wong, Michelle	91,853	7,140	1,121
Wong, Teddy	76,427	4,041	-
Wong, Tom	74,288	5,413	883
Woo, Chris	130,459	10,210	737
Wood, Bonnie	73,235	4,395	1,920
Worcester, Robyn	97,858	5,169	3,927
Wright, Geoffrey	69,687	6,438	1,044
Wu, Claudia	126,819	10,007	2,538
Wu, Ringo	92,954	25,530	2,163
Wu, Thomas	132,847	10,306	1,030
Xiao, Wen	128,109	10,040	967
Xiong, Lee	89,090	43,958	484
Xu, Diana	76,427	4,458	33
Yager, Brent	90,272	18,411	1,718
Yager, Elvina	75,830	3,950	-
Yamada-Bagg, Garrett	52,024	27,309	5,068
Yang, Andy	84,020	6,933	712
Yang, Daniel	123,733	7,440	2,599
Yap, Anthony	101,736	13,607	3,150
Yasin, Amina	100,175	4,235	1,027
Yazdanpanah, Helia	125,472	9,873	1,462
Yeung, Eugene	117,448	37,752	2,077
Yeung, Wendy	94,247	10,450	1,111
Yik, Susanna	81,437	4,968	81
Young, Brett	196,775	13,073	1,010
Young, Jeff	93,003	27,255	1,764
Young, Sandy	75,165	2,188	537
Yu, Brian	82,895	4,960	2,417
Yu, Percy	126,422	9,997	1,085
Zakipour, Negar	77,433	21,933	2,612
Zaremba, Lillian	146,604	11,452	2,193
Zavislak, Sean	68,536	13,053	-
Zemcov, Clare	68,532	8,018	391
Zhang, Patrick	74,455	5,948	1,663
Zhao, Wei	96,414	5,417	130
Zheng, Dana	136,115	12,633	2,421
Zibin, Nicholas	106,552	9,315	1,813
Zimka, Colin	77,126	44,974	1,129
Zimmer, Glen	90,316	11,291	303
Zordan, Lena	97,834	6,804	-
	\$ 132,549,848	\$ 19,291,407	1,808,920
Total for employees with remuneration and expenses of \$75,000 or less	29,964,092	3,671,645	543,964
	\$ 162,513,940	\$ 22,963,052	2,352,884

(1) Employees are paid bi-weekly, resulting in 26 pay cheques.

(2) Consists of benefits (ie. MSP, dental, health) and one-time payments (ie. banked vacation and retroactive settlements).

(3) Includes business related expenses for training, travel, mileage and memberships.

SCHEDULE OF REMUNERATION AND EXPENSES
For the year ended December 31, 2021
Reconciliation of Remuneration to Financial Statements

Total Remuneration - Schedule of Remuneration and Expenses:

Employees (per Schedule 2)	
Base Salary	\$ 162,513,940
Taxable Benefits and Other	22,963,052
Members of the Board of Directors and Elected Officials (per Schedule 1)	1,370,509
	<u>\$ 186,847,501</u>

Total Salaries and Benefits per Consolidated Financial Statements:
(Financial Statement Note 17 - Segmented information)

\$ 208,107,340

Items included in Financial Statements but not in Schedules 1 and 2:

Employer paid corporate benefits	(39,767,097)
2021 salaries and benefit accruals	(36,801,312)
Amounts paid for temporary services	(758,123)

Items included in Schedules 1 and 2 but not in the Financial Statements:

Salaries and benefits capitalized and included in tangible capital assets (Financial Statement Note 17 - Segmented information)	16,220,626
2020 salaries and benefits accruals	39,846,066

\$ 186,847,501

*** For financial statement purposes, accrued employee wages and benefits are included in the financial statements, but are not reflected in remuneration paid to employees.

SCHEDULE OF REMUNERATION AND EXPENSES
For the year ended December 31, 2021
Statement of Severance Agreements

There was one severance agreement under which payments commenced between the Metro Vancouver Regional District and its non-unionized employees during fiscal year 2021.

This agreement represents 14 months of compensation.

SCHEDULE OF PAYMENTS TO SUPPLIERS FOR GOODS AND SERVICES

For the year ended December 31, 2021

Payments to Canadian Suppliers (\$Cdn)

Supplier Name	Payment Amount
0946235 BC LTD	\$ 224,826
1006983 BC LTD	27,698
1074765 BC LTD INC	48,195
3DS - THREE DIMENSIONAL SERVICES INC	101,394
3R DEMOLITION CORP	37,299
4REFUEL CANADA LP	70,286
669251 ALBERTA LTD	392,858
A. LANFRANCO & ASSOCIATES	182,068
A.B.E. LOGGING LTD	311,725
A.R. HYTECH ENGINEERING LTD	1,329,241
A.R.THOMSON GROUP	262,252
A.W.FIREGUARD (1991) LTD	40,440
ABB INC	868,043
ABBA PARTS & SERVICE	102,856
ABSOLUTE CONCRETE REPAIR & INJECTION	118,339
ABV CONSULTANTS LTD	596,170
ACADIAN METALS & FASTENERS LTD	94,023
ACCESS INFORMATION MANAGEMENT OF CANADA ULC	66,728
ACCESS WELDING & COATING INSPECTIONS LTD	75,820
ACCIONA WASTEWATER SOLUTIONS LP	630,525
ACCURATE CEDAR LTD	180,579
ACE TANK SERVICES INC	54,417
ACKLANDS - GRAINGER INC	262,571
ACL GROUP ENTERPRISES LTD	49,991
ACTION GLASS LTD	68,796
ACTIVE PIPE WELDING INC	128,814
ACUREN GROUP INC	1,317,530
ADS ENVIRONMENTAL	451,755
ADVANCED SUBSEA SERVICES LTD	37,340
AE CONCRETE PRODUCTS INC	57,604
AECOM CANADA LTD	18,915,574
AGAT LABORATORIES LTD	37,933
AGILENT TECHNOLOGIES CANADA INC	98,722
AGILITY PR SOLUTIONS CANADA LTD	28,920
AKASH INDUSTRIES	374,602
ALEXANDER HOLBURN BEAUDIN & LANG	163,845
ALFA LAVAL INC	225,655
ALL ROADS CONSTRUCTION LTD	136,448
ALL ROUND HOME IMPROVEMENTS AND	1,046,352
ALL SEASONS DEVELOPMENT LTD	366,649
ALL-PRO SERVICES LTD	39,523
ALMA PLUMBING & HEATING LTD	927,374
ALS ENVIRONMENTAL	192,645
ALTISHR	135,150
ALUMASAFWAY, INC	49,018
AMAZON	184,533
AMERESCO CANADA INC	42,057
AMES METAL FABRICATORS LTD	73,721
AMRE SUPPLY COMPANY LIMITED	212,330
AMTG CONSULTING LTD	293,115
ANDREW SHERET LTD	26,498
ANGUS ONE LTD	69,408
ANGUSFILM PRODUCTION SERVICES	154,932

SCHEDULE OF PAYMENTS TO SUPPLIERS FOR GOODS AND SERVICES

For the year ended December 31, 2021

Payments to Canadian Suppliers (\$Cdn)

Supplier Name	Payment Amount
ANNACIS WASTE DISPOSAL CORP	1,142,182
ANNEX CONSULTING GROUP INC	526,595
APG-NEUROS INC	81,244
APOLLO SHEET METAL LTD	28,572
APPLE COMPUTER	386,437
APPLEONE SERVICES LIMITED	181,950
APPLIED ELECTRONICS LIMITED	50,904
AQUA LIBRA CONSULTING LTD	75,564
AQUA VAC SEWER & DRAIN LTD	87,945
AQUACOUSTIC REMOTE TECHNOLOGIES INC	253,642
AQUATIC INFORMATICS INC	30,542
AQUENT INC	34,629
ARBOR PRO TREE SERVICES LTD	65,504
ARCOSE CONSULTING LTD	156,141
AROUND THE BEND MEDIA SERVICES LTD	58,344
ARROW EQUIPMENT LTD	46,831
ARROW SPEED CONTROLS LTD	188,594
ARROW TRANSPORTATION SYSTEMS INC	17,303,673
ARTECH ELECTRIC LTD	46,086
ASPLUNDH CANADA INC	26,132
ASQ BUILDING	213,756
ASSERTIVE EXCAVATING AND DEMOLITION LTD	246,404
ASSET INSIGHT MANAGEMENT LTD	213,129
ASSOCIATED ENGINEERING (B.C.) LIMITED	3,068,790
ASSOCIATED LOCKSMITHS	54,360
ASTROGRAPHIC INDUSTRIES LTD	43,024
ATLAS COPCO COMPRESSORS CANADA	91,232
AUSENCO ENGINEERING CANADA INC	723,933
AUTOMOTIVE RESOURCES INTERNATIONAL	1,451,609
AVANT GUARD GATES AND ACCESS CONTROLS	30,889
AVENSYS SOLUTIONS INC	130,295
AVENUE MACHINERY CORP.	141,205
AWAREBASE CORP	102,113
AWC PROCESS SOLUTIONS LTD	248,970
B.A. BLACKTOP LTD	36,920
B.A. BLACKWELL & ASSOCIATES	45,335
B.C. COMMUNICATIONS INC	36,556
B.C. CONVEYING MACHINERY LTD	375,957
B.C. RENTALS	34,841
B.C.D. HOLDINGS LTD	101,305
BADGER DAYLIGHTING LIMITED PARTNERSHIP	86,434
BANK OF MONTREAL	65,913
BANTER GRACE & LOLLIPOP INC	52,605
BARNESCRAIG & ASSOCIATES	26,068
BBA ENGINEERING LTD	229,830
BC COMMUNICATIONS INC	88,610
BC CONSERVATION FOUNDATION	79,156
BC HYDRO AND POWER AUTHORITY	16,737,846
BC MUNICIPAL SAFETY ASSOCIATES	45,631
BDO CANADA LLP	135,555
BEACON HR INC	71,544
BEAVER ELECTRICAL MACHINERY LTD	218,870
BEEDIE FRASER MILLS LP	986,542

SCHEDULE OF PAYMENTS TO SUPPLIERS FOR GOODS AND SERVICES

For the year ended December 31, 2021

Payments to Canadian Suppliers (\$Cdn)

Supplier Name	Payment Amount
BEL CONTRACTING A DIV. OF Belpacific	1,750,422
BENNETT JONES LLP	702,365
BENNETT MECHANICAL INSTALLATIONS (2001) LTD	4,234,070
BEST BUY	35,231
BESTWAY FLOORING LTD	117,244
BESTWEST ROOFING INC	77,307
BGC ENGINEERING INC	88,704
BGE INDOOR AIR QUALITY	97,848
BIOAIR SOLUTIONS, LLC	443,003
BIOREM TECHNOLOGIES INC	58,800
BKL CONSULTANTS LTD	75,358
BLACK AND VEATCH CANADA COMPANY	56,802
BLACKRIDGE SOLUTIONS INC	483,586
BLAIR LAW GROUP	194,427
BLAKE CASSELS & GRAYDON LLP	152,460
BLUE MAX DRILLING INC	123,991
BLUECON DESIGN & CONSTRUCTION LTD	411,830
BNAC ENVIRONMENTAL SOLUTIONS	64,710
BOILEAU ELECTRIC & POLE LINE LTD	90,195
BOLAIR DISTRIBUTION INC DBA BOLAIR FLUID HANDLING SYSTEMS	27,602
BOLOGNESE JR EXCAVATION	61,919
BOWRIO WATER TECHNOLOGIES INC	27,681
BRANDSAFWAY GROUP	64,600
BRENNTAG CANADA INC	4,194,259
BRITCO BOXX LP	67,005
BROWN AND CALDWELL CONSULTANTS CANADA	6,041,812
BROWN AND OAKES ARCHAEOLOGY	33,495
BUNT & ASSOCIATES ENGINEERING LTD	27,290
BUREAU VERITAS CANADA (2019) INC	227,745
BURNABY CITY OF	421,317
BUSINESS COUNCIL OF B.C.	43,995
BUSY-BEE SANITARY SUPPLIES	27,260
C.E.S. ENGINEERING LTD	53,529
C.G. INDUSTRIAL SPECIALTIES LTD	100,818
CAC INDUSTRIAL	170,103
CACHE CREEK VILLAGE OF	132,032
CAMELCASE DATA	40,013
CAMFIL FARR	72,542
CANADA POST	48,971
CANADA SPRING	31,374
CANADIAN DEWATERING LTD	1,170,797
CANADIAN NATIONAL RAILWAYS	647,760
CANADIAN PACIFIC RAILWAY	134,280
CANADIAN TIRE	67,036
CANADIAN TURNER CONSTRUCTION CO. LTD	287,560
CANALYTICAL INSTRUMENTATION SERVICES INC	55,440
CANCO CRANES & EQUIPMENT LTD	67,581
CAN-DIVE CONSTRUCTION LTD	130,499
CANFORCE PEST CONTROL	36,336
CANNEPP	27,734
CANOE PROCUREMENT OF CANADA	72,298
CANSTAR RESTORATIONS LP	252,331
CANWEST CONCRETE CUTTING BC CORP	83,969

SCHEDULE OF PAYMENTS TO SUPPLIERS FOR GOODS AND SERVICES

For the year ended December 31, 2021

Payments to Canadian Suppliers (\$Cdn)

Supplier Name	Payment Amount
CARMICHAEL ENGINEERING LTD	69,881
CARTERTRAX	45,836
CASELS BROCK	1,303,500
CATALYST COMMUNITY DEVELOPMENTS SOCIETY	28,650
CB PROCESS INSTRUMENTATION & CONTROLS	102,380
CCI COMBUSTION CONTROL INC	47,897
CD NOVA	125,835
CDM SMITH INC	7,250,389
CDW CANADA CORP	259,913
CENTRIX CONTROL SOLUTIONS	196,224
CESCO ELECTRICAL SUPPLY LTD	38,329
CGS GRIPSTRIP PRODUCTS LTD	28,490
CH2M HILL CANADA LIMITED	28,293,675
CHAMCO INDUSTRIES LTD	92,027
CHAMPION WINDOW & PRESSURE CLEANING	109,545
CHARGED INSTALL SERVICES	31,333
CHARTER TELECOM INC	72,963
CHEMTRADE CHEMICALS CANADA LTD	739,415
CINTAS CANADA LTD	132,955
CITY ELECTRIC SUPPLY	85,321
CIVIC LEGAL LLP	202,677
CIVIL SPACE ENGAGEMENT INC	30,352
CLARK BUILDERS	18,190,980
CLEARTECH INDUSTRIES INC	138,262
CLEARWAY CONSTRUCTION INC	1,542,850
CLOVERDALE FUEL LTD	32,899
COASTAL PACIFIC LANDSCAPING LTD	210,740
COLLIERS PROJECT LEADERS INC	2,570,890
COLUMBIA VALVE & FITTING, A DIVISION OF SAFST	71,291
COMCOR ENVIRONMENTAL LIMITED	259,498
COMMANDER WAREHOUSE EQUIPMENT LTD	30,059
COMMISSIONAIRES BC	672,345
COMPLETE SECURITY INSTALLS	51,817
CONCORD EXCAVATING & CONTRACTING LTD	523,356
CONCORD PARKING LTD	104,700
CONNEXUS INDUSTRIES INC	186,782
CONTEMPORARY OFFICE INTERIORS LTD	68,374
COOL AIR RENTALS LTD	31,773
COOL FLOW MECHANICAL REFRIGERATION HVAC LTD	98,801
COOPER EQUIPMENT RENTALS	76,341
COQUITLAM CITY OF	281,126
CORA HALLSWORTH	31,197
CORDILLERAN GEOSCIENCE	28,326
COROLIS CONSULTING CORP	88,288
CORPORATE COURIERS LTD	195,619
CORPORATE EXPRESS	116,933
CORROSION SERVICE COMPANY LTD	181,194
COVANTA BURNABY RENEWABLE ENERGY INC	13,983,691
CRANEIUM INC	270,995
CREATIVE DOOR SERVICES LTD	43,721
CRESNA ENERGY	37,564
CROSTOWN METAL INDUSTRIES LTD	128,980
CROWE EVAN	78,328

SCHEDULE OF PAYMENTS TO SUPPLIERS FOR GOODS AND SERVICES

For the year ended December 31, 2021

Payments to Canadian Suppliers (\$Cdn)

Supplier Name	Payment Amount
CROWN CONTRACTING LIMITED	78,934
CULLEN DIESEL POWER	5,524,013
CUMMINS CANADA ULC	156,572
CUSTOM AIR CONDITIONING LTD	192,882
CUSTOM BLACKTOP CO	317,662
CWA ENGINEERS INC	287,080
CWPC PROPERTY CONSULTANTS LTD	31,781
CYCLONE DIAMOND PRODUCTS LTD	26,897
D & B AUGER SERVICES	49,140
D.C. ROBBINS & ASSOCIATES INC	62,580
DARYL-EVANS MECHANICAL LTD	120,945
DAVE CLANCY	120,153
DAVEY TREE EXPERT CO. OF CANADA LIMITED	50,171
DAVID HENDERSON PRODUCTION & POST	41,256
DECENT PAINTING & DECORATING LTD	505,115
DEEPAK MANAGEMENT LTD	606,988
DEFIANCE EQUIPMENT LTD	227,108
DELL CANADA	856,274
DELOITTE & TOUCHE LLP	63,194
DELOITTE LLP	130,599
DELPRO AUTOMATION INC	193,766
DELTA CITY OF	3,729,104
DELTA AIRPARK OPERATING COMMITTEE	63,773
DELTA IRRIGATION PRODUCTS LTD	31,902
DELTA SCIENTIFIC	37,060
DEXTERRA INTEGRATED FACILITIES MANAGEMENT DBA 10647802 CANADA LIMITED	39,982
DGI SUPPLY	121,428
DHI Water & Environment	826,555
DIAMOND HEAD CONSULTING LTD	291,154
DIGI KEY CORPORATION	25,947
DIGITAL LIGHT PRODUCTIONS	41,765
DILLON CONSULTING LTD	163,481
DIRECT EQUIPMENT WEST LTD	234,748
DLA PIPER (CANADA) LLP	52,069
DM FOURCHALK PROPERTY CONSULTANTS INC	56,280
DOBNEY FOUNDRY LTD	181,800
DODD CAITLIN	27,640
DON'S FLYER SERVICE	44,295
DOUBLE M EXCAVATING LTD	102,077
DOUGLAS LAKE EQUIPMENT LTD	70,701
DOW AND ASSOCIATES	31,369
DRAGON VENTURES LTD	158,129
DRAKE EXCAVATING LTD	221,956
DREAM WIZARDS EVENTS LTD	84,000
DRIVING FORCE INC	382,195
DRIVING UNLIMITED	36,015
DSA MEDIA	920,126
DYNAMIC EQUIPMENT RENTALS LTD	37,784
E. LEES & ASSOCIATES CONSULTING LTD	48,639
E.B. HORSMAN & SON LTD	368,397
EAGLE WEST CRANE & RIGGING	104,236
EARNSCLIFFE STRATEGY GROUP	39,530
EARTH VAC ENVIRONMENTAL LTD	181,371

SCHEDULE OF PAYMENTS TO SUPPLIERS FOR GOODS AND SERVICES

For the year ended December 31, 2021

Payments to Canadian Suppliers (\$Cdn)

Supplier Name	Payment Amount
EBB ENVIRONMENTAL CONSULTING INC	51,884
EBSCO CANADA LTD	36,459
ECHO ECOLOGICAL ENTERPRISES	63,577
ECO-COUNTER	30,266
ECOFISH RESEARCH LTD	134,396
ECOLOGIC CONSULTANTS LTD	25,065
E-COMM EMERGENCY COMMUNICATIONS	4,377,458
ECOPLAN INTERNATIONAL INC	47,007
EECOL ELECTRIC INC	306,023
EHAN ENGINEERING LTD	25,121
ELEMENT PLUMBING LTD	54,653
ELEMENTAL ARCHITECTURE AND INTERIORS INC	230,406
ELEVATE SEARCH GROUP	75,621
EMCO CORPORATION	65,988
EMIN'S RENOVATION LTD	544,012
EMNET LLC	124,293
EMTERRA ENVIRONMENTAL	19,773,219
ENERMAX MOUNTAIN MANUFACTURING LTD	374,788
ENGAGING MINDS CONSULTING LTD	32,016
ENGINEERED PUMP SYSTEMS LTD	37,359
ENKON ENVIRONMENTAL LTD	811,307
ENVENT ENGINEERING LTD	28,280
ENVIRO-VAC	50,158
ENVIROWEST CONSULTANTS INC	33,449
ERNST & YOUNG LLP	42,296
ESOLUTIONSGROUP LIMITED	34,650
ESRI CANADA LIMITED	162,366
EST ENVIRONMENTAL TECHNOLOGIES LTD	42,420
EUREST DINING SERVICES	39,164
EUTEK SYSTEMS INC DBA HYDRO INTERNATIONAL WASTEWATER INC	116,115
EVOQUA WATER TECHNOLOGIES LTD	49,122
EXACT FACILITY SERVICES	115,350
EXCEL DRAPERY INSTALLATIONS LTD	101,172
EXCEL SCAFFOLD SOLUTIONS LTD	240,942
EXECUTIVE LOCK & SAFE LTD	27,455
EXP SERVICES INC	80,935
FABCO PLASTICS WESTERN (B.C.) LIMITED	58,111
FACEBOOK	60,660
FALCON EQUIPMENT LTD	34,921
FASTENAL COMPANY	81,613
FASTSIGNS	111,864
FILTERPRO SERVICES CANADA LTD	46,109
FINA ELECTRIC SERVICES GROUP LTD	614,641
FINNING INTERNATIONAL INC	1,534,711
FISHER SCIENTIFIC	175,598
FLEETWOOD DISPOSAL LTD	76,341
FLEISHMANHILLARD HIGHROAD CORP	75,779
FLEXTech INDUSTRIES INC	49,514
FLOCOR INC	475,599
FOODMESH DBA MESH EXCHANGE INC	35,875
FORT MODULAR INC	317,911
FORTHRIGHT SOLUTIONS INC	82,282
FORTISBC ENERGY INC	881,260

SCHEDULE OF PAYMENTS TO SUPPLIERS FOR GOODS AND SERVICES

For the year ended December 31, 2021

Payments to Canadian Suppliers (\$Cdn)

Supplier Name	Payment Amount
FOX, JACK	60,396
FOXFAB POWER SOLUTIONS INC	27,969
FRASER BURRARD DIVING LTD	246,168
FRASER RIVER PILE & DREDGE LTD	57,058
FRASER VALLEY EQUIPMENT LTD	32,567
FRISCH ENTERPRISES LTD DBA ELLEN FRISCH & ASSOCIATES	35,061
FUDGE ZAC	48,024
FUELEX ENERGY LTD	29,937
FULFORD HARBOUR CONSULTING LTD DBA FULFORD CERTIFICATION	71,985
FULL MOON RENTALS LTD	28,581
G & R SINGH & SON TRUCKING LTD	38,516
G M BALLARD AND ASSOCIATES LTD	90,398
GARTNER INC	114,975
GASTALDO CELL-CRETE LTD	121,795
GEOADVICE ENGINEERING INC	54,138
GEORGE BUBAS MOTORS LTD	39,686
GEORGE THIRD & SON (A DIVISION OF TRAPP AVENUE INDUSTRIES LTD)	43,925
GEORS RENOVATION LTD	65,432
GEOTRAC SYSTEMS INC	161,195
GFL ENVIRONMENTAL INC	2,876,030
GHD LIMITED	298,761
GLEN THOMPSON INDUSTRIES LTD	155,632
GLOBAL CONTAINER CORPORATION	31,420
GLOBAL INDUSTRIAL CANADA	27,543
GLOBE FACILITIES SERVICES LTD	97,678
GM BLUEPLAN ENGINEERING LIMITED	141,567
GOLDEN GLOBE CONSTRUCTION LTD	2,340,242
GOLDER ASSOCIATES LTD	966,658
GOODBYE GRAFFITI	31,549
GRAHAM INFRASTRUCTURE LP/ AECON WATER	69,738,530
GREAT WEST EQUIPMENT	28,531
GREEN LINE HOSE & FITTINGS (BC) LTD	39,725
GREGG DISTRIBUTORS	103,100
GUILLEVIN INTERNATIONAL CO.	80,545
GWR CONTRACTING INC	101,930
HACH SALES & SERVICE CANADA LTD	45,886
HANDY APPLIANCES LTD	293,564
HARRIS & COMPANY	96,662
HARRIS REBAR	50,887
HATCH CORPORATION	4,104,324
HATFIELD CONSULTANTS PARTNERSHIP	486,968
HAYDEN CONSULTING SERVICES	27,195
HAYWARD GORDON ULC	30,376
HAYWARD TYLER INC	47,467
HAZMASTERS INC	77,311
HDR CORPORATION	52,588
HEADWATER MANAGEMENT LTD	199,462
HENRY FOUNDATION DRILLING INC	92,803
HFOUR DESIGN CORPORATION	38,908
HI-LITE TRUCK ACCESSORIES LTD	79,947
HILTI (CANADA) LIMITED	105,302
HORTON CBI, LTD	51,341
HOSKIN SCIENTIFIC (WESTERN) LIMITED	62,477

SCHEDULE OF PAYMENTS TO SUPPLIERS FOR GOODS AND SERVICES

For the year ended December 31, 2021

Payments to Canadian Suppliers (\$Cdn)

Supplier Name	Payment Amount
HOULE ELECTRIC LIMITED	39,405
HTT SAFETY N MORE INC	249,168
HUB POWER LTD	43,972
HUGHES TRUCKING LTD	120,171
HUNT TEMPORARILY YOURS	170,998
HUNTER LITIGATION CHAMBERS LAW	253,047
HYDROPRO PROPERTY SERVICES INC	110,306
HYSECO FLUID SYSTEMS LTD	39,326
I7 SOLUTIONS INC	34,720
ICARO CONSULTING LIMITED	34,880
ICONIX WATERWORKS LIMITED PARTNERSHIP	571,506
IDEASPACE	473,048
IDEON MEDIA INC	73,450
IDEXX LABORATORIES INC	132,250
IMA SOLUTIONS INC	29,640
IMPACT RECRUITMENT INC	74,501
IMPERIAL VALVE LTD	27,204
INDUSTRIAL COMPRESSOR SERVICES LTD	27,891
INFINITY POWER PRODUCTS	51,159
INLAND KENWORTH	32,199
INLINE TRAFFIC SERVICES LTD	183,236
INNOVACON WATER AND WELLS INC	279,071
INNOVATION LIGHTING INC	101,023
INNOVATIVE FLOORING LTD	256,521
INNOVATIVE MECHANICAL (1997) LTD	258,481
INSURANCE CORPORATION OF BC	713,166
INSYNCH ENGINEERING LTD	47,597
INTEGRAL GROUP	116,259
INTEGRATED POWER SERVICES	25,713
INTERCONTINENTAL TRUCK BODY	33,549
INTERLAWN LANDSCAPES	52,684
IREDALE ARCHITECTURE	43,801
IRIS LEGAL LAW CORPORATION	64,550
IRON MOUNTAIN EQUIPMENT RENTALS AND SALES	38,973
IRON SPEAR INFORMATION SECURITY LTD	140,963
ISCO CANADA INC	70,743
ISL ENGINEERING AND LAND SERVICES LTD	93,009
ITIQ TECH RECRUITERS	247,814
J. KERSCHBAUMER INC	107,730
J.A. ELECTRIC	1,380,648
J.C. ANDELLE INC	102,821
J.J.'S CONTRACTING	28,418
JACOB BROS. CONSTRUCTION INC	682,193
JACOBS ASSOCIATES CANADA CORPORATION	3,344,998
JAMES R. KITSUL TRUST	500,000
JAYCORP ENGINEERING & MANAGEMENT LTD	48,578
JEWEL HOLDINGS LTD	1,078,710
JEFFY JOHN RENTALS LTD	182,777
JIM PATTISON INDUSTRIES LTD	667,109
JJM CONSTRUCTION LTD	13,007,304
JOHN BROOKS COMPANY LIMITED	35,709
JOHN CRANE CANADA INC	145,816
JOHN HERBERT	128,130

SCHEDULE OF PAYMENTS TO SUPPLIERS FOR GOODS AND SERVICES

For the year ended December 31, 2021

Payments to Canadian Suppliers (\$Cdn)

Supplier Name	Payment Amount
JOHNSON CONTROLS LTD	55,764
JOHNSTON GAS SERVICES	207,220
JOHNSTON RESEARCH INC	121,078
JPSH ENTERPRISE INC	416,540
JUSTASON MARKET INTELLIGENCE	83,633
JWC ENVIRONMENTAL CANADA ULC	155,969
K & H DISPATCH COURIERS	56,963
K.G. WARDSTROM INDUSTRIAL GAS	27,417
K2 FASTENERS	82,796
K2 SERVICES	216,057
K9 COMMUNITY CLEAN LTD	32,256
KAL TIRE	112,181
KASIAN ARCHITECTURE INTERIOR DESIGN	26,250
KATZIE DEVELOPMENT LIMITED PARTNERSHIP	3,455,247
KELLER EQUIPMENT SUPPLY LTD	67,160
KEMIRA WATER SOLUTIONS CANADA INC	763,135
KENAI DAN CONTRACTING LTD	162,544
KENDRICK EQUIPMENT LTD	49,142
KERR WOOD LEIDAL ASSOCIATES	1,053,989
KGAL CONSULTING ENGINEERS LTD	31,489
KING SERVICES CONSTRUCTION GROUP &	70,355
KINGSTON CONSTRUCTION LTD	1,362,863
KISTERS NORTH AMERICA	53,934
KLEANZA CONSULTING LTD	103,983
KLOHN CRIPPEN BERGER LTD	1,042,700
KMS TOOLS	86,396
KOFFMAN KALEF LLP	217,040
KOFFMAN KALEF IN TRUST	25,439,767
KONTUR GEOTECHNICAL CONSULTANTS INC	45,073
KWELA LEADERSHIP & TALENT MANAGEMENT	72,309
KWIKWETLEM FIRST NATION	153,433
LABWARE INC	54,037
LAFARGE CANADA INC	569,701
LANDMARK BUILDING MAINTENANCE	138,073
LANESAFE TRAFFIC CONTROL LTD	200,295
LANGLEY TOWNSHIP OF	160,672
LANGLEY CONCRETE & TILE LTD	239,908
LANGUAGE LINE SERVICES	55,319
LATERA ENGINEERING INC	29,908
LAURA GALLOWAY DESIGN	93,043
LAWSON LUNDELL BARRISTERS & SOLICITORS	199,771
LEADERS INTERNATIONAL EXECUTIVE SEARCH	64,371
LEADING EPC CONSULTANTS INC	212,540
LEAVITT MACHINERY & RENTALS	98,415
LEAVITT MACHINERY GENERAL PARTNERSHIP	54,245
LEFTSIDE PARTNERS INC	45,271
LEGER MARKETING ALBERTA INC	45,990
LEHIGH MATERIALS A DIV. OF LEHIGH	146,663
LEICA GEOSYSTEMS LTD	66,331
LES HALL FILTER SERVICE LTD	40,702
LEVELTON CONSULTANTS LTD	42,705
LEX ENGINEERING LTD	33,902
LHOIST NORTH AMERICA OF CANADA INC	810,550

SCHEDULE OF PAYMENTS TO SUPPLIERS FOR GOODS AND SERVICES

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Payments to Canadian Suppliers (\$Cdn)

Supplier Name	Payment Amount
LICKER GEOSPATIAL CONSULTING LTD	27,021
LIDSTONE & COMPANY	158,220
LIFEWORCS (CANADA) LTD	46,086
LIMNO LAB LTD	26,644
LIMNOTEK RESEARCH AND DEVELOPMENT INC	57,733
LINDE CANADA INC	268,248
LINKEDIN CORPORATION	48,648
LITZ CRANE SERVICE LTD	249,335
LIVINGSTON INTERNATIONAL INC	111,622
LOCAL PRACTICE ARCHITECTURE + DESIGN LTD	1,497,379
LOCKMASTERS INC	71,475
LONG VIEW SYSTEMS CORPORATION	66,519
LORDCO PARTS	67,338
LUCENT QUAY CONSULTING INC	201,126
M&E CUSTOM KITCHEN AND MILLWORK LTD	744,386
MACK KIRK ROOFING AND SHEET METAL LTD	755,556
MAGNUM ROOFING LTD	25,972
MAINLAND CONSTRUCTION MATERIALS	833,870
MAPLE LEAF DISPOSAL LTD	421,726
MAPLE REINDERS CONSTRUCTORS LTD	11,799,236
MAPLE RIDGE CITY OF	91,955
MAPLE RIDGE TANK CLEANING SERVICE LTD	25,517
MARSH CANADA LIMITED	6,581,142
MATCON CIVIL CONSTRUCTORS INC	3,988,100
MATRIX VIDEO COMMUNICATIONS CORP	36,353
MATSON PECK AND TOPLISS	45,602
MAVEN CONSULTING LIMITED	122,757
MAXXAM ANALYTICS INTERNATIONAL CORP.	58,570
MCELHANNEY LTD	425,668
MCGREGOR HARDWARE DISTRIBUTION	25,428
MCKENZIE BRUCE	54,667
MCMILLEN JACOBS ASSOCIATES	1,802,822
MCNEILL NAKAMOTO RECRUITMENT GROUP INC	43,520
MCRAE'S ENVIRONMENTAL SERVICES LTD	2,061,965
MEASUR DBA 879142 ALBERTA LTD	28,798
MEDTECH SERVICES LTD	33,632
MEGATECH ENGINEERING LTD	49,930
MELTWATER NEWS CANADA INC	41,089
MEQUIPCO LTD	82,353
MERAN INDUSTRIES LTD	46,170
MERCEDES-BENZ CANADA INC	88,405
MERCER CANADA LIMITED	38,089
MERRICK ARCHITECTURE LTD	32,045
MESA ENTERPRISES	36,443
MESSER CANADA INC	49,147
METAL SUPERMARKETS	157,382
METRO CONCRETE RESTORATION LTD	66,680
METRO MOTORS LTD	124,068
METRO ROOFING REPAIRS & MAINTENANCE LTD	234,523
METRO TESTING & ENGINEERING LTD	915,662
METROHM CANADA	34,156
METTLER TOLEDO INC	92,160
MICROSOFT CANADA CO.	375,379

SCHEDULE OF PAYMENTS TO SUPPLIERS FOR GOODS AND SERVICES

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Payments to Canadian Suppliers (\$Cdn)

Supplier Name	Payment Amount
MIGHTY MOE PROPERTY MAINTENANCE	44,095
MILES EMPLOYMENT GROUP LTD	25,069
MILLER HULL PARTNERSHIP LLP	547,989
MILLIPORE (CANADA) LTD	26,842
MINISTER OF FINANCE	5,115,765
MISSION CONTRACTORS	126,757
MITCHELL INSTALLATIONS LTD	1,647,746
MITEL NETWORKS CORPORATION	83,972
MNA MICHELIN CANADA	30,003
MODU-LOC FENCE RENTALS LTD	37,241
MONERIS	460,454
MONIQUE MCQUEEN	52,078
MORNEAU SHEPELL	80,635
MORRISON HERSHFIELD LIMITED	2,752,609
MORROW BIOSCIENCE LTD	77,075
MOTION CANADA	326,962
MOTT MACDONALD	5,594,959
MRG EVENTS LTD	325,265
MTS ENGINEERING INC	1,197,436
MULTIVISTA CONSTRUCTION DOCUMENTATION ULC	61,499
MURTAGH SIMON	33,052
MUSQUEAM INDIAN BAND	130,150
MV RELIABILITY SERVICES	220,362
N.A.T.S. NURSERY LTD	83,704
N.W. INDUSTRIES LTD	133,476
NAC CONSTRUCTORS LTD	50,977,799
NAGPAL CONSULTING	140,665
NALCO CANADA CO.	174,900
NASH JOHNSTON LLP	68,589
NATIONAL AIR TECHNOLOGIES	30,424
NATIONAL PROCESS EQUIPMENT	89,904
NATIONS FIRST CONTRACTING	156,332
NATIVETEK SOLUTIONS	52,805
NAUTILUS ENVIRONMENTAL	134,928
NCE VALUE ENGINEERS INC	66,885
NEUTRAL ZONE COACHING AND	54,521
NEW CITY CONTRACTING LTD	237,172
NEW WESTMINSTER CORP. OF THE CITY	1,295,898
NEWEGG CANADA INC	32,484
NEW-LINE PRODUCTS LTD	185,866
NICKERSON CONSULTING SERVICES	30,048
NIDEC MOTOR CORPORATION	140,604
NORCAN FLUID POWER LTD	32,825
NORLANG CONTRACTING LTD	229,725
NORTH AMERICAN PIPE AND STEEL LTD	74,131
NORTH ARM MACHINE LTD	49,981
NORTH VANCOUVER CITY OF	85,451
NORTH VANCOUVER THE DISTRICT OF	409,992
NORTHERN BUILDING SUPPLY LTD	159,450
NORTHSIDE TRANSPORT LTD	39,210
NORTHSTAR ACCESS LTD	93,030
NORTHWEST HYDRAULIC CONSULTANTS LTD	527,898
NORTHWEST PIPE COMPANY	10,197,672

SCHEDULE OF PAYMENTS TO SUPPLIERS FOR GOODS AND SERVICES

For the year ended December 31, 2021

Payments to Canadian Suppliers (\$Cdn)

Supplier Name	Payment Amount
NORTON ROSE FULBRIGHT	2,188,337
NORTON ROSE FULBRIGHT IN TRUST	34,045,000
NSCP DESIGN BUILD LP	9,887,381
NUCOR ENVIRONMENTAL SOLUTIONS LTD	152,199
O2 PLANNING & DESIGN INC	74,445
OCEAN PIPE A DIVISION OF LEHIGH HANSON	72,716
ON POWER SYSTEMS INC	103,071
ON THE SPOT SERVICES INC	343,262
ONO WORK & SAFETY SURREY	41,403
OPEN TEXT CORPORATION	277,521
OPTIMUM TALENT INC	26,670
OPUS INTERNATIONAL CONSULTANTS (CANADA)	3,813,187
ORACLE CANADA ULC	125,076
ORBE CANADA INC DBA ORBINOX	51,624
ORKIN/PCO SERVICES CORPORATION	53,771
OSCAR RENDA CONTRACTING OF CANADA INC	1,596,920
PACHENA PROPERTIES LTD	8,399,949
PACIFIC BOILER LTD	133,317
PACIFIC CONTROLS LTD	224,418
PACIFIC FLOW CONTROL LIMITED	320,188
PACIFIC NATIONAL EXHIBITION	100,000
PACIFIC ONE CONTRACTING INC	81,807
PACIFIC PARKLANDS FOUNDATION	47,407
PACIFIC POWERTECH INC	145,450
PACIFIC RIM INDUSTRIAL INSULATION LTD	38,922
PACIFIC WEST TREE SERVICES INC	36,855
PACIFIC-SURREY CONSTRUCTION LTD	32,051
PACWILL ENVIRONMENTAL	71,940
PALADIN TECHNOLOGIES INC	118,944
PALMIERI BROS. PAVING LTD	352,322
PANARAMA TECHNOLOGIES LTD	54,254
PAR BHULLAR TRUCKING LTD	29,037
PARK DEROCHIE SEASIDE COATINGS INC	33,823
PARK PEOPLE PROJECTS CANADA	41,663
PARK SOLUTIONS INC	763,484
PARKER JOHNSTON INDUSTRIES LTD	72,204
PARKLAND CORPORATION	61,709
PARSONS INC	592,014
PARTNERSHIP FOR WATER SUSTAINABILITY IN	40,000
PATHWISE SOLUTIONS INC	38,883
PCL CONSTRUCTORS WESTCOAST INC	1,706,300
PECK & COMPANY	38,523
PEDRE CONTRACTORS LTD	24,219,538
PENGUIN APPLIANCES SALES AND SERVICE INC	64,489
PERI FORMWORK SYSTEMS INC	38,899
PERSONA CONSTRUCTION LTD	122,587
PETRO CANADA LUBRICATIONS INC	261,266
PHOENIX TRUCK & CRANE	204,328
PHSA LABORATORIES SERVICES	136,363
PIKA PUMP & COMPRESSOR	46,162
PINCHIN ENVIRONMENTAL LTD	47,775
PINNA SUSTAINABILITY INC	117,099
PINTON FORREST & MADDEN GROUP INC	101,873

SCHEDULE OF PAYMENTS TO SUPPLIERS FOR GOODS AND SERVICES

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Payments to Canadian Suppliers (\$Cdn)

Supplier Name	Payment Amount
PLATINUM STONE CONTRACTING	333,174
PLATYPUS CREATIVE GROUP COMMUNICATIONS	131,674
PMA CONSULTANTS, LLC	33,143
POLAR BATTERY LTD	33,757
POLYCRETE RESTORATIONS LTD	26,333
POLY-MOR CANADA INC	216,781
POMERLEAU-BESSAC G.P.	45,329,643
PORT COQUITLAM THE CITY OF	259,954
PORT MOODY CITY OF	75,604
POTENTIALIZE CONSULTING INC	73,500
POTTINGER GAHERTY ENVIRONMENTAL CONSULTA	69,668
POWELL CANADA INC	88,557
POWERHOUSE BUILDING SOLUTIONS (2009) INC	61,494
POWERTECH LABS INC	49,406
POWERWOOD	25,264
PRAIRIECOAST EQUIPMENT INC	163,707
PRAXAIR CANADA INC	757,139
PRECISE PARKLINK INC	28,524
PRECISION SERVICE & PUMPS INC	46,481
PRICE WATERHOUSE COOPERS	50,925
PRIMARY ENGINEERING AND CONSTRUCTION CORPORATION	49,713
PRIORITY ELECTRIC LTD	113,182
PROCON SYSTEMS (2013) INC	69,059
PROFICIENCY TESTING CANADA	35,262
PROGRESSIVE FENCE INSTALLATIONS LTD	96,290
PROGRESSIVE SEALING INC	253,354
PROSTAR PAINTING & RESTORATION LTD	140,586
PRO-TECH INDUSTRIAL MOVERS	34,508
PROTEL NETWORK DESIGN LTD	43,912
PUBLIC STORAGE	35,534
PURE TECHNOLOGIES LTD	306,175
PW TRENCHLESS CONSTRUCTION INC	1,205,489
PWA CUSTOM ALUMINUM SOLUTIONS INC	151,726
PWL PARTNERSHIP LANDSCAPE ARCHITECTS INC	80,696
QUADRA UTILITY LOCATING	31,675
QUALICHEM INDUSTRIAL PRODUCTS LTD	59,066
QUESTICA INC	95,763
R. DOSENBERG CONSULTING LTD	59,117
R. McDOUGALL CONSULTING AGROLOGIST	31,246
R.D. BACKHOE SERVICES INC	30,643
R.D.M. ENTERPRISES LTD	161,424
R.F. BINNIE & ASSOCIATES LTD	873,471
RAIDER HANSEN	27,458
RAM ENGINEERING	217,803
RAMTECH ENVIRONMENT PRODUCTS	59,369
RAPID AUTO GLASS LTD	49,602
RAPID TEST & TRACE CANADA	34,048
RAPID TRAFFIC MANAGEMENT LTD	69,411
RARE EARTH RECREATIONAL DEVELOPMENTS INC	76,558
RATIO ARCHITECTURE INTERIOR DESIGN	60,134
RAY BROWNE ROOFING LTD	43,527
RDH BUILDING SCIENCE INC	86,464
RECEIVER GENERAL OF CANADA	87,099

SCHEDULE OF PAYMENTS TO SUPPLIERS FOR GOODS AND SERVICES

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Payments to Canadian Suppliers (\$Cdn)

Supplier Name	Payment Amount
RECYCLING COUNCIL OF BC	125,321
REDDEN NET COMPANY LTD	26,982
REDWOOD PLASTICS CORPORATION	91,385
REMDAL PAINTING & RESTORATION INC	128,988
REMEDX REMEDIATION SERVICES LTD	26,759
REMPEL BROS CONCRETE LTD	26,256
REN EX EARTHWORKS	322,652
RESEARCH INSTITUTE FOR KNOWLEDGE SYSTEMS (RIKS) BV	31,000
RESHAPE INFRASTRUCTURE STRATEGIES LTD	210,170
RETRO SPECIALTY CONTRACTORS INC	228,894
REUTER CHRISTA	51,572
RICHCO CONTRACTING LTD	39,150
RICHMOND CITY OF	468,509
RICHMOND HOLDINGS (2015) LTD	89,496
RICHMOND SCALE LTD	41,092
RICHVAN HOLDINGS (2006) LTD	105,541
RIDER HUNT INTERNATIONAL (ALBERTA) INC	55,024
RIPTIDE MARINE SALES LTD	26,230
RITEWAY TC SERVICES LTD	31,434
RIVER VALLEY CONSTRUCTION SERVICES LTD	50,093
ROBERDS EXCAVATING (1991) LTD	92,589
ROGERS WIRELESS	444,235
ROLLINS MACHINERY LTD	27,648
RONA	91,815
ROPER GREYELL LLP	166,277
ROSS MORRISON ELECTRICAL LTD	1,312,101
ROYAL BANK OF CANADA	71,337
RS WALDIE CONSULTING LTD	156,514
RSVAGE CONTRACTING	109,359
RST INSTRUMENTS LTD	31,481
RWDI AIR INC	34,734
RYDER ARCHITECTURE (CANADA) INC	34,760
SAFEGUARD FENCE & LABOUR LTD	97,298
SALISH ENVIRONMENTAL GROUP	33,983
SAMSUNG	90,413
SANCAT EXCAVATING LTD	172,581
SANDERSON CONCRETE INC	60,515
SARTORI ENVIRONMENTAL SERVICES	719,797
SASAMAT VOLUNTEER FIRE FIGHTERS ASSOC	38,885
SASKAY SOIL TRANSFER FACILITY	25,837
SCHNEIDER ELECTRIC CANADA INC	103,475
SCHOOL DISTRICT 36 SURREY	287,828
SCHOOL DISTRICT NO. 39 (VANCOUVER)	46,680
SCL INSTRUMENTATION INC	29,802
SCOOBY'S DOG WASTE REMOVAL SERVICE LTD	143,383
SCOTT MITCHELL EXCAVATING LTD	443,818
SCS ENGINEERS	49,432
SEA TO SKY SOILS AND COMPOSTING INC	2,131,952
SEAWARD ENGINEERING & RESEARCH LTD	71,400
SEKHON P. TRUCKING	66,338
SEL SCHWEITZER LABORATORIES INC	168,003
SGS AXYS ANALYTICAL SERVICES LTD	814,100
SHAW CABLE	84,288

SCHEDULE OF PAYMENTS TO SUPPLIERS FOR GOODS AND SERVICES

For the year ended December 31, 2021

Payments to Canadian Suppliers (\$Cdn)

Supplier Name	Payment Amount
SHAW TELECOM G.P.	83,197
SI SYSTEMS PARTNERSHIP	225,283
SIDHU S. TRUCKING	245,357
SIEMENS CANADA LIMITED	76,192
SIGNSOURCE ARCHITECTURAL SIGNAGE LTD	35,681
SIMON FRASER UNIVERSITY	67,197
SINGLETON URQUHART REYNOLDS VOGEL LLP	120,708
SITE MARKETING PARTNERS INC	29,336
SKYE CONSULTING (B.C.) LTD	92,606
SKY-HI SCAFFOLDING LTD	34,981
SKYLARK MANAGEMENT CORP	318,220
SLINGSHOT COMMUNICATIONS INC	145,740
SMITH CAMERON PROCESS SOLUTIONS	385,379
SMS EQUIPMENT INC	132,140
SNC-LAVALIN INC	81,667
SNF CANADA LTD	853,975
SOFTCHOICE LP	153,850
SOLENIS CANADA ULC	1,865,030
SOLID CADDGROUP	55,449
SOLUTIONS PEST CONTROL LTD	111,048
SOMATIC HVAC SOLUTIONS LTD	28,601
SONNEVERA INTERNATIONAL CORP.	54,755
SOS PLUMBING AND HEATING LTD	179,462
SOURCE OFFICE FURNISHING	35,584
SOUTH COAST BRITISH COLUMBIA	829,587
SOUTHERN CROSS HOLDINGS LTD	362,315
SOUTHERN RAILWAY OF B.C.	45,996
SOUTHPAW LEARNING PLAN	116,671
SPARTAN CONTROLS LTD	1,874,870
SPATIAL TECHNOLOGIES PARTNERSHIP GROUP	35,606
SPECTRUM SAFETY GROUP	271,876
SPENCER MCDONALD & ASSOCIATES INC OA THINKING DRIVER	73,678
SPICERS CANADA	75,163
SQUAMISH NATION	1,597,351
SR ENGINEERING LTD	30,179
STAGEFAB CUSTOM MANUFACTURING INC	26,455
STANDARD BUILDING SUPPLIES LTD	74,808
STANTEC ARCHITECTURE LTD	157,299
STANTEC CONSULTING LTD	5,063,802
STAPLES	133,613
STARBRUSH PAINTING	26,670
STASUK TESTING & INSPECTION LTD	468,466
STATUS ELECTRICAL CORP	502,049
STEWART MCDANNOLD STUART	93,544
STILL CREEK COLLISON	59,019
STINGRAY SAND & GRAVEL LTD	276,098
STREETLIGHT DATA INC	31,500
STUART OLSON CONSTRUCTORS LTD	25,481,333
SUMMERFIELD CONTRACTING LTD	643,724
SUMMIT VALVE AND CONTROLS INC	294,934
SUNBURY CEDAR	64,304
SUPER SAVE FENCE RENTALS INC	42,557
SUPER SAVE FUELS	170,746

SCHEDULE OF PAYMENTS TO SUPPLIERS FOR GOODS AND SERVICES

For the year ended December 31, 2021

Payments to Canadian Suppliers (\$Cdn)

Supplier Name	Payment Amount
SUPERIOR CITY SERVICES LTD	130,185
SUPERIOR PROPANE LIMITED	84,293
SURREY CITY OF	1,433,928
SUSPENDED STAGES	30,559
SUTHERLAND CONCRETE LTD	33,569
SYLVIS ENVIRONMENTAL	1,317,702
SYNCOLLAB STRATEGIES	98,149
T&T POWER GROUP INC	57,961
TALON HELICOPTERS LIMITED	343,048
TARGET LAND SURVEYING LTD	94,792
TECHNICAL SAFETY BC	48,076
TEGHAN ACRES	44,729
TEKSYSTEMS CANADA CORP./SOCIETE TEKSYSTEMS CANADA	248,564
TELUS COMMUNICATIONS INC	1,209,743
TERVITA CORPORATION ENVIRONMENTAL	423,199
TETRA TECH CANADA INC	1,792,529
TFM CONSULTANTS	33,153
THE ACTIVE NETWORK	50,000
THE BLUE GOOSE CATTLE COMPANY	46,000
THE BRICK LTD	71,406
THE C&E CONSULTING GROUP LTD	340,135
THE CANADA LIFE ASSURANCE COMPANY	284,831
THE CHURCH OF JESUS CHRIST OF LATTER-DAY SAINT IN CANADA	182,800
THE CRITICAL THINKING CONSORTIUM	31,836
THE HOME DEPOT	316,330
THE PALADIN SECURITY GROUP	2,236,166
THOMPSON FOUNDRY LTD	74,175
TIGHT 5 CONTRACTING LTD	45,775
TIM LAWRENCE FILMS	76,059
TINBOX ENERGY SOFTWARE INC	71,119
TIP TOP CARPETS LTD	351,967
TLD COMPUTERS INC	128,641
TOOLNHAND CONTRACTING SERVICES LTD	203,858
TOROK NATHANIEL	50,899
TRANE BRITISH COLUMBIA	72,811
TRANMOTION SERVICES LTD	29,085
TRANS POWER CONSTRUCTION (1999) LTD	32,498
TRANSLINK	74,592
TRAYLOR-AECON GP	71,016,843
TREE ISLAND INDUSTRIES	221,734
TREEKO CONTRACTING LTD	108,305
TREVOR JARVIS CONTRACTING LTD	61,593
TRI ENVIRONMENTAL CONSULTING INC	29,160
TRI-CITY SITE SERVICES LTD	92,092
TRIEX CONTRACTING LTD	61,925
TRITECH GROUP LTD	3,804,576
TRIUMPH TRAFFIC INDUSTRIES INC	72,723
TSAA RESOURCE MANAGEMENT LTD	150,126
TSLEIL-WAUTUTH NATION	54,261
TSS SAFETY SERVICES - PACIFIC EHS	45,986
TUNDRA PROCESS SOLUTIONS LTD	175,180
TUPPER LANDSCAPING INC	25,164
TURNING POINT RESOLUTIONS INC	26,460

SCHEDULE OF PAYMENTS TO SUPPLIERS FOR GOODS AND SERVICES

For the year ended December 31, 2021

Payments to Canadian Suppliers (\$Cdn)

Supplier Name	Payment Amount
TURN-KEY CONSTRUCTION INC	230,671
UBS INDUSTRIES	35,703
ULINE	236,608
UNDERHILL GEOMATICS LTD	187,924
UNIFIED ALLOYS	33,178
UNIFIED SYSTEMS INC	51,006
UNISYNC GROUP LTD	80,911
UNIT4 BUSINESS SOFTWARE CORPORATION	246,227
UNITED DEFENSE SECURITY II LTD	65,122
UNITED RENTALS, INC	964,564
UNITEK SYSTEMS	40,672
UNITOW	149,475
UNIVAR CANADA LTD	51,460
UNIVERSAL LANDSCAPING INC	209,790
UNIVERSITY OF BRITISH COLUMBIA	850,131
UNIVERSITY OF OTTAWA	49,080
UNIVERSITY OF VICTORIA	28,634
UPLAND AGRICULTURAL CONSULTING LTD	67,967
USP TECHNOLOGIES CANADA ULC	168,674
VALLIN CANADA INC	37,969
VALLEY TRAFFIC SYSTEMS INC	426,808
VALLEYSIDE CONTRACTING SERVICES LIMITED	45,518
VANCO GASKETS LTD	67,819
VANCOUVER CITY OF	21,120,189
VANCOUVER FIRE & RADIUS SECURITY	44,855
VANCOUVER FRASER PORT AUTHORITY	2,128,861
VANCOUVER HOLDINGS (B.C.) LTD	58,067
VANCOUVER ISLAND UNIVERSITY	70,215
VANCOUVER PILE DRIVING LTD	466,074
VANCOUVER SIGN GROUP	121,538
VANCOUVER TRAFFIC SYSTEMS	477,250
VANPORT ENTERPRISES LTD	110,372
VEGA INSTRUMENTS CANADA LTD	35,786
VEOLIA ES CANADA INDUSTRIAL SERVICES	114,325
VEOLIA WATER TECHNOLOGIES CANADA INC	34,880
VERITIV CANADA INC	99,059
VIA ARCHITECTURE	237,060
VICTORIA MOBILE RADIO LTD	169,069
VIKING FIRE PROTECTION INC	59,387
VWNA PROCESS SOLUTIONS/CANADA, INC	41,841
VWR INTERNATIONAL	183,803
WAGNER MAINTENANCE	569,463
WAINBEE LIMITED	75,312
WAJAX INDUSTRIAL COMPONENTS	201,421
WARD AND BURKE MICROTUNNELLING LTD	6,267,831
WASP CONSULTING LTD	25,304
WASSERMAN & PARTNERS ADVERTISING INC	365,139
WASTE AND RESOURCES ACTION PROGRAMME	33,983
WASTE'N WATERTech	84,756
WATERS LIMITED	61,983
WBM TECHNOLOGIES INC	84,180
WCC ENGINEERING CORP	101,992
WEIR-JONES ENGINEERING LTD	183,496

SCHEDULE OF PAYMENTS TO SUPPLIERS FOR GOODS AND SERVICES

For the year ended December 31, 2021

Payments to Canadian Suppliers (\$Cdn)

Supplier Name	Payment Amount
WESCO DISTRIBUTION CANADA INC	452,088
WEST COAST ELEVATOR SERVICES LTD	168,808
WEST SHORE CONSTRUCTORS LTD	924,882
WEST VANCOUVER CORP OF THE DISTRICT	639,604
WESTBURNE ELECTRIC SUPPLY	224,125
WESTECH INDUSTRIAL LTD	30,868
WESTERLY RESTORATION LTD	194,800
WESTERN WEED CONTROL (1980) LTD	48,668
WESTERRA EQUIPMENT	167,160
WESTLUND INDUSTRIAL SUPPLY LTD	56,203
WESTMAR ADVISORS INC	54,599
WESTPRO A DIVISION OF POMERLEAU INC	2,533,760
WESTSIDE PEST CONTROL LTD	63,000
WHITE PINE ENVIROMENTAL RESOURCES INC	96,445
WHITE ROCK CITY OF	40,083
WILL CREATIVE INC	34,188
WINVAN PAVING A DIVISION OF MAINLAND CONSTRUCTION MATERIALS ULC.	104,550
WISMER & RAWLINGS ELECTRIC LTD	256,443
WJF INSTRUMENTATION (1990) LTD	80,683
WOLSELEY INDUSTRIAL CANADA INC	339,356
WOOD CANADA LIMITED	699,694
WOOD ENVIRONMENT & INFRASTRUCTURE SOLUTIONS A DIVISION OF WOOD CANADA LTD	239,215
WOOD WYANT INC	31,232
WSP CANADA GROUP LIMITED	2,886,051
XEROX OF CANADA LIMITED	94,836
XYLEM CANADA LP	921,710
YELLOWRIDGE CONSTRUCTION LTD	351,767
YOUNG ANDERSON BARRISTERS & SOLICITORS	72,810
ZAYO CANADA INC	90,359
Payment to suppliers of goods and services who received aggregate payment exceeding \$25,000	\$ 842,208,246
Total payments to suppliers who received aggregate payments of \$25,000 or less	13,041,535
Total payments made to Canadian suppliers (excluding aggregate Flow Through Payments, Grant/Contributions)	\$ 855,249,781

Payroll, Debt and Mortgage Payments Made in 2021

CANADA MORTGAGE HOUSING CORPORATION (CMHC)	453,229
CANADA LIFE	311,402
CANADA REVENUE AGENCY	53,852,634
COAST CAPITAL	350,060
COQUITLAM CITY OF	35,621
DELTA CITY OF	82,048
FIRST NATIONAL	514,891
GVRDEU	671,674
MAPLE RIDGE CITY OF	28,710,000
MCAP	1,401,654
MINISTER OF FINANCE	3,564,614
MUNICIPAL FINANCE AUTHORITY	284,290,185
MUNICIPAL PENSION PLAN	29,498,526

SCHEDULE OF PAYMENTS TO SUPPLIERS FOR GOODS AND SERVICES

For the year ended December 31, 2021

Payments to Canadian Suppliers (\$Cdn)

Supplier Name	Payment Amount
PACIFIC BLUE CROSS	5,761,301
PEOPLE'S TRUST COMPANY	341,213
ROYAL BANK OF CANADA	687,900
SURREY CITY OF	149,094,000
TEAMSTERS LOCAL UNION #31	807,265
THE GREAT WEST LIFE ASSURANCE COMPANY	3,413,277
TRANSLINK	2,701,641
UNITED WAY OF THE LOWER MAINLAND	31,843
WORKSAFE BC	2,123,109

Total Payment and Flow Through Payments made in 2021

\$ 568,698,085

Payment made in 2021 for External Contributions

Board Approved Contributions

CATCHING THE SPIRIT YOUTH SOCIETY	75,000
FRASER BASIN COUNCIL SOCIETY	300,000
KANAKA EDUCATIONAL & ENVIRONMENTAL	36,000
PACIFIC PARKLANDS FOUNDATION	179,000
RECEIVER GENERAL OF CANADA	67,985
SEYMOUR SALMONID SOCIETY	125,000
THOMPSON RIVERS UNIVERSITY	75,000
WATERSHED WATCH SALMON SOCIETY	34,000

Payments for External Contributions exceeding \$25,000

\$ 891,985

Payments for External Contributions of \$25,000 or Less

423,600

Total Payment made in 2021 for External Contributions

\$ 1,315,585

Total Payment made to Canadian Suppliers (\$Cdn)

\$ 1,425,263,452

SCHEDULE OF PAYMENTS TO SUPPLIERS FOR GOODS AND SERVICES**For the year ended December 31, 2021****Payments to US Suppliers**

Supplier Name	Payment Amount
BEAVER ELECTRICAL MACHINERY LTD (USD)	\$ 120,680
COMOTION INC	50,000
CORPORATE SERVICES LLC	111,980
CUMMINS WESTERN CANADA LP (USD)	557,593
EMPOWERING A GREEN ENVIRONMENT AND ECONOMY LLC	42,150
ENVIRONICS INC	81,342
FINNING INTERNATIONAL INC (USD)	1,275,711
FLSMIDTH INC	31,693
HUBER TECHNOLOGY INC	28,856
INDUSTRIAL SOFTWARE SOLUTIONS (USD)	31,920
INFOR (US) INC	324,121
INNOVYZE INC	45,458
MCMILLEN LLC	47,982
MRI SOFTWARE LLC	60,343
OSISOFT	68,972
PITCHBOOK DATA INC	40,650
SCHWING BIOSET INC	25,082
SSI COMPACTION SYSTEMS	1,462,538
TABLEAU SOFTWARE LLC	103,767
REPUBLIC SERVICES	2,631,240
UTILITY SYSTEMS TECHNOLOGIES INC (US)	313,064
VERSATA FZ LLC (US)	40,000
WASTE MANAGEMENT OF CANADA CORPORATION	3,186,603
WATER RESEARCH FOUNDATION (US)	254,804
Total payments to US suppliers who received amounts exceeding \$25,000	\$ 10,936,549
Total payments to US suppliers who received \$25,000 or less	498,607
Total payments made to US suppliers - US dollars	\$ 11,435,156 US\$
Total payments made to US suppliers - Canadian dollars	\$ 14,497,491 CAD\$

SCHEDULE OF PAYMENTS TO SUPPLIERS FOR GOODS AND SERVICES
For the year ended December 31, 2021
Reconciliation of Payments for Goods and Services to Financial Statements

Total payments to Canadian Suppliers (Schedule 5)	\$ 1,425,263,452
Total payments to US Suppliers - in Canadian dollars (Schedule 6)	<u>14,497,491</u>
	<u>\$ 1,439,760,943</u>
 Total expenditures per Financial Statements	
Exhibit B - Consolidated Statement of Operations	\$ 645,397,442
Acquisition of tangible capital assets	
Exhibit C - Consolidated Statement of Change in Net Debt	720,500,623
 Items included in Financial Statements but not in Schedules 5 and 6:	
Salaries and benefits per note 17 of financial statements	(208,107,340)
Salaries and benefits capitalized and included in tangible capital assets	(16,220,626)
2021 accounts payable and accrued liabilities	(384,234,381)
Sinking fund income attributed to members and Translink	(28,221,986)
Revenues collected against supplier payments	(18,429,861)
Building operations expenditures paid through contractor	(17,709,270)
Amortization of tangible capital assets	(86,414,786)
Amortization of prepaid land leases	(194,799)
Non-cash adjustments	(11,329,618)
Items not included in Financial Statements but in Schedule 5 and 6:	
2020 accounts payable and accrued liabilities	294,805,489
Payroll and other remittances	96,159,628
Municipal GST rebate and ITCs	41,915,309
Payments not resulting in goods and services:	
Payments to Member Municipalities for MFA debt	180,623,310
Payments to Municipal Finance Authority	284,290,185
Payments for MVHC mortgages	7,624,963
Interest long-term debt	(60,693,339)
	<u>\$ 1,439,760,943</u>

To: Finance Committee

From: Katie Karn, Deputy Corporate Officer, Board and Information Services

Date: April 26, 2022 Meeting Date: May 12, 2022

Subject: **Electronic Meeting Participation Policy**

RECOMMENDATION

That the MVRD Board:

- a) approve the *Electronic Meeting Participation Policy* as presented in the report dated April 26, 2022, titled “Electronic Meeting Participation Policy”; and
 - b) rescind the *Electronic Meetings and Participation by Members Guideline*.
-

EXECUTIVE SUMMARY

A Board Policy is proposed establishing procedures for the administration of, and participation at, electronic Board and committee meetings, addressing attendance and quorum; remote location requirements; how to obtain the floor; voting; confidentiality and unauthorized access; conflict of interest; and technology issues. The proposed *Electronic Meeting Participation Policy* formalizes the procedures that have taken place over the course of the past two years.

PURPOSE

To seek Board consideration of a policy regarding electronic participation at Board and Committee meetings.

BACKGROUND

During the pandemic, local governments were authorized to hold electronic meetings under the authority of the COVID Related Measures Act, including Ministerial Order M192. Early in the pandemic in 2020, the Board adopted an *Electronic Meetings and Participation by Members Guideline* to generally address procedures and practices related to participation in a virtual meeting using video-conference technology.

Following the expiration of Ministerial Order M192, at the September 24, 2021 MVRD Board meeting, the Board adopted an amendment to the *Board Procedure Bylaw*, to allow the continuance of electronic participation by members at Board and Committee meetings, at which time staff were also directed to bring forward a policy regarding electronic participation at Board and Committee meetings.

PROPOSED BOARD POLICY

The *Electronic Meeting Participation Policy* has been developed to support electronic meetings and to ensure meetings proceed seamlessly, regardless of whether members are participating electronically or in person. During the development of the proposed policy, staff took into consideration provisions from within similar policies belonging to member municipalities, as well as relevant items from the current *Electronic Meetings and Participation by Membership Guideline*.

The proposed policy helps to improve meeting efficiency, and documents current electronic meeting practices as they exist. If approved by the Board, the Electronic Meeting Participation Policy will be reinforced as part of the upcoming orientation for elected officials following this Fall's election.

The proposed Policy includes provisions as follows:

Attendance / Quorum

The Attendance / Quorum provision confirms that a member who joins a meeting via electronic means is deemed to be present at the meeting, and establishes the procedure a member must take if they must leave for a portion of the meeting. From a meeting management perspective, leaving the Zoom application is necessary when a member is no longer present, in order to ensure quorum is maintained.

Remote Location Requirements

The Remote Location Requirements provision includes a general clause that electronic participants are to ensure their location is conducive to a formal meeting.

How to Obtain the Floor

The How to Obtain the Floor provision confirms that speakers are to use the Raise Hand function, regardless of whether present in the Boardroom or electronically. Speakers will be called upon in the order their hands are raised, maintaining fairness amongst those participating in person and electronically.

Voting

The Voting provision reinforces that although a camera may be turned off, an electronic participant is considered present at the meeting and will be deemed to have voted in favor of a motion unless otherwise verbalized. A member should make every effort to ensure their camera is turned on during a meeting.

Confidentiality and Unauthorized Access

The Confidentiality and Unauthorized Access provision reminds participants of the requirement to ensure confidentiality of the meeting is maintained when meetings are closed to the public pursuant to Section 90 of the *Community Charter*. It also addresses what steps an electronic participant must take when unauthorized access to their meeting location takes place, and speaks to re-establishing security of their location.

Conflict of Interest

The Conflict of Interest provision establishes the process of how an electronic participant declares a conflict of interest, notably, the electronic participant is to seek recognition from the Chair; declare and describe the conflict; be placed in an electronic waiting room; and then return to the meeting once the item under consideration has concluded.

Technology Issues

The Technology Issues provision establishes the process of communicating with the Zoom operator when technology issues arise, and advises on how when a technical problem cannot be resolved, the electronic participant must leave the meeting.

EXISTING GUIDELINES

The current *Electronic Meetings and Participation by Members Guideline* is quite general in nature and sets out suggested participation practices, many of which are expanded on further in the proposed *Electronic Meeting Participation Policy*. It is recommended that should the Board approve the *Electronic Meeting Participation Policy*, the existing guidelines be rescinded as they will be redundant.

ALTERNATIVES

1. That the MVRD Board:
 - a) approve the *Electronic Meeting Participation Policy* as presented in the report dated April 26, 2022, titled “Electronic Meeting Participation Policy”; and
 - b) rescind the *Electronic Meetings and Participation by Members Guideline*.
2. That the Finance Committee refer the proposed *Electronic Meeting Participation Policy* as presented in the report dated April 26, 2022, titled “Electronic Meeting Participation Policy” back to staff to incorporate feedback from the Finance Committee.

FINANCIAL IMPLICATIONS

If the Board were to proceed with Alternative 1, approval of the policy would not have a financial impact. The policy has no impact to remuneration for attendance regardless of the form of participation.

CONCLUSION

A Board policy is proposed to establish procedures for the administration of, and participation at, electronic Board and committee meetings, to support electronic meetings and participation proceeding seamlessly, regardless of whether members are participating electronically or in person.

Attachments

1. Electronic Meeting Participation Policy
2. Electronic Meetings and Participation by Members Guideline

4788876

METRO VANCOUVER ELECTRONIC MEETING PARTICIPATION POLICY

Effective Date: Click or tap to enter a date.

Approved By: MVRD Board

Policy No. XX-XXX*(Assigned by BIS)***PURPOSE**

To establish procedures for the administration of, and participation at, electronic Board and committee meetings.

DEFINITIONS

“Electronic Meeting” means a meeting where some or all members are electronic participants;

“Electronic Meeting Administrator” means the Metro Vancouver staff member assigned to administer and operate the designated electronic meeting platform;

“Electronic Participant” means a member who participates in a meeting by means of electronic or other communication facilities; and

“Member” means a director of the Board, or a person appointed to a committee, as the context requires.

POLICY

The *Local Government Act*, together with the *Board Procedure Bylaw*, authorize electronic participants at Board and committee meetings.

Electronic meetings and participation should reflect in-person meetings and participation as closely as possible. When members are participating in Board and committee meetings as electronic participants, they are deemed to be present at the meeting and are to follow certain participation practices to facilitate the proceedings.

1. Attendance / Quorum

- a) A member who joins a meeting via electronic means is deemed to be present at the meeting.
- b) An electronic participant will be noted as present at the meeting whether their video camera is turned on or off, although members will make every effort to limit times when their video camera is turned off.
- c) In the case where an electronic participant becomes unavailable to participate in the meeting and is required to excuse themselves for a portion of the meeting, the electronic participant is to formally leave the meeting by exiting the designated electronic meeting platform, in an effort to maintain an accurate quorum count. The electronic participant is to then rejoin the

BOARD POLICY

meeting via the designated electronic meeting platform when they become available to participate in the meeting again.

2. Remote Location Requirements

- a) Electronic participants will ensure their location is conducive to a formal meeting, including:
 - i. a background free from unnecessary or inappropriate visual or auditory noise; and
 - ii. no movements, images, items or sounds that may interfere with clarity of speech or that would create distraction for others.

3. Obtaining the Floor

- a) Electronic participants will keep their microphones muted unless they have been given the floor by the Chair or are raising a point of order or privilege.
- b) Electronic participants will obtain the floor (ie. seek permission from the Chair to speak) by using the 'raise hand' function in the designated electronic meeting platform.
- c) The Chair will give the floor to members in the order in which they raise their hands.

4. Voting

- a) In the event an electronic participant has their video camera turned off when a vote is called, they will be deemed as having voted in favour of the motion.

5. Confidentiality and Unauthorized Access

- a) During meetings which are closed to the public pursuant to Section 90 of the *Community Charter*, electronic participants must ensure confidentiality of the meeting is maintained at all times, including ensuring that no other person can hear or see any aspect of the meeting.
- b) In the case of unauthorized access to an electronic participant's closed meeting location, the electronic participant must immediately disconnect from the meeting or be placed in the waiting room by the electronic meeting administrator. Once the electronic participant has re-established the security of their location, the electronic participant may rejoin the meeting, or if placed into the electronic waiting room, notify the electronic meeting administrator of their readiness for readmission.

6. Conflict of Interest

- a) If an electronic participant finds themselves in a conflict of interest while attending a meeting electronically, they will:
 - i. use the 'raise hand' function in the electronic platform and once granted the floor by the Chair, declare their conflict of interest;
 - ii. be placed in the electronic waiting room by the electronic meeting administrator for the duration of the item; and
 - iii. be re-admitted into the meeting following the matter being dealt with by the Board or committee.

7. Technology Issues

- a) In the event an electronic participant experiences technical problems which prevent the electronic participant from hearing, or being heard, the electronic participant should make every effort to communicate with the electronic meeting administrator to resolve the issue.
- b) In the event the technical problems cannot be resolved, the electronic participant must leave the meeting by exiting the designated electronic meeting platform.

GUIDELINES FOR ELECTRONIC MEETINGS AND PARTICIPATION BY MEMBERS

PURPOSE

This guideline outlines suggested procedures and practices related to participation by electronic means at board and committee meetings.

The *Local Government Act*, together with the *Regional District Electronic Meeting Regulation*, authorizes board and committee members to participate in meetings using video-conference technology, in accordance with the conditions set out in the *Procedure Bylaw*.

When members are authorized to attend a meeting electronically, they are deemed to be present at the meeting, and are encouraged to follow participation practices to facilitate the proceedings.

ELECTRONIC MEETING PRACTICES

This section sets out suggested participation practices.

1. Joining the Electronic Meeting

- a) Join the electronic meeting 15 minutes before the start of the meeting.
- b) Confirm with staff that you can hear and be heard prior to the start of the meeting.
- c) Turn on the video camera and keep it on throughout the meeting as appropriate, unless technology limitations affect performance; and members may wish to use the standardized Metro Vancouver virtual background in video settings.
- d) Choose a suitable location that is free from incidental noise or other background features that could interrupt the proceedings.
- e) Choose a location where the light is on your face.
- f) Look at the camera.

2. Procedural Matters

- a) Follow the rules of order and decorum, and address remarks through the Chair and generally conduct the proceedings in a respectful manner.
- b) Seek recognition by the Chair by using the electronic “raise hand” function.
- c) Notify the Corporate Officer when leaving the meeting, even temporarily.
- d) If you believe you are in a conflict situation, declare a conflict of interest, and leave the meeting temporarily (and rejoin when staff so indicate).
- e) Vote on motions by way of voice vote, or if inconclusive, by way of roll-call vote.
- f) During a closed meeting, ensure that only you alone can listen and watch the proceedings to ensure confidentiality.

3. Etiquette

- a) Wear attire appropriate for a board or committee meeting.
- b) Refrain from multi-tasking during the proceedings.
- c) Remember to mute your microphone when you no longer have the floor.

4. Technology Issues

- a) Connect to the meeting using a suitable device to facilitate optimum participation, such as a desktop or laptop computer, or a tablet.
- b) If you experience technical problems that prevent you from hearing or being heard, communicate with staff to resolve the issue, knowing that if you must leave the meeting, quorum may be affected.

Assistance

If you have any questions, or need any assistance, please contact Chris Plagnol, Corporate Officer.

To: Finance Committee

From: Chris Plagnol, Corporate Officer

Date: April 26, 2022

Meeting Date: May 12, 2022

Subject: **External Organization Appointment Policy**

RECOMMENDATION

That the MVRD Board:

- a) approve the *External Organization Appointment Policy* as presented in the report dated April 26, 2022, titled “External Organization Appointment Policy”; and
 - b) rescind the following Board policies: *Term of Appointees/Nominees to External Boards* (GV-032), *Representatives on International Organizations* (GV-031), and *External Agency Appointee Reporting Requirements* (GV-006).
-

EXECUTIVE SUMMARY

A Board Policy is proposed setting out the provisions for appointments to over 20 external organizations where Metro Vancouver has an interest. Outlining eligibility, equity and other criteria, the Policy emphasizes a two-step process: nominate then appoint. First, the Policy considers two categories of external organizations, requiring different nomination methods: (a) those nominated by the Chair from an internal pool of elected officials, and (b) those nominated by a standing committee from individuals from the community who have expressed an interest in serving. Second, the Board considers the nominees and has the sole authority to appoint them to each external organization.

PURPOSE

To seek Board consideration of a policy regarding appointments to external organizations.

BACKGROUND

Earlier in 2021, the Finance and Intergovernment Committee considered the process of appointing individuals to external organizations, and by resolution, directed staff to develop a policy for Board appointments to external organizations, particularly those that are paid, and report back. This report brings forward a proposed policy (Attachment 1) on appointments to external organizations.

EXTERNAL ORGANIZATIONS

Metro Vancouver benefits from appointing representatives on a variety of external organizations that helps to advance Metro Vancouver’s interests. Typically, Metro Vancouver appoints representatives to about 20 external organizations.

Two Categories of External Organizations

For the purposes of this proposed policy, the external organizations to which Metro Vancouver appoints fall in two general types or categories, described as follows:

1. Appointment of Board and Committee Members to External Organizations

Appointments to these External Organizations constitute the bulk of the appointments. Examples include the *Municipal Finance Authority*, the *National Zero Waste Council*, the *Fraser Valley Library Board*, among others (see Attachment 2).

Typically serving a one-year term, appointees in this category come from an “internal” pool, largely comprising Metro Vancouver Board Directors and Committee Members, who must meet any specific eligibility requirements, and who are remunerated either by Metro Vancouver (in accordance with the *Remuneration Bylaw*) or by the External Organization (in accordance with its remuneration protocols).

2. Appointment of Public Individuals to External Organizations

Appointments to these External Organizations are few. Examples include the *Vancouver Airport Authority*, and the *Vancouver Fraser Port Authority* (see Attachment 2).

Typically serving multi-year terms, and unlike the previous category, appointees in this category come from an “external” pool, largely comprised of individuals from the larger community. Appointments in this category usually must comply with very specific eligibility requirements. Consequently, the nomination process can be lengthy involving recruitment advertising, vetting processes, and other reviews to support the evaluation of those individuals who express an interest in serving on an external organization.

Metro Vancouver does not remunerate appointees in this category; rather, they are remunerated by the External Organization (in accordance with its remuneration protocols).

PROPOSED BOARD POLICY

The proposed Board Policy seeks to document the appointment process, taking into consideration the above two categories of External Organizations.

Proposed Policy Considerations

The proposed Board Policy confirms the following practices:

- The Board appoints all representatives to External Organizations.
- Two nomination methods will be used to recommend nominees to the Board (consistent with provisions set out in *Roberts Rules of Order*). Both are designed to foster an efficient board appointment process. The two methods are as follows:
 - a) Nominations by the Chair method will be used to recommend Board Directors and Committee Members to the first category of appointments. This method takes advantage of the Chair’s knowledge and judgement, ensures that there is balance and fairness in the process across all nominations, similar to the process undertaken for standing committee appointments.
 - b) Nomination by Committee method will be used to recommend individuals from the community to the second category of appointments. This method is more involved and will require support from staff to administer the various required activities regarding eligibility requirements, vetting processes, recruitment advertising, and so forth. For that reason, a committee to recommend a nominee is appropriate.

- While the Board alone decides on nominees to appoint, it is still permissible for the Board to undertake a Nominations from the Floor method, which is captured in the proposed Policy. In this case, voting on more than one nominee will follow a “fill in the blank” procedure where the Board will vote on each suggested nominee in the order in which they were nominated. This method follows the procedure set out in *Sturgis’ Standard Code of Parliamentary Procedure*. Each director can vote “for” or “against” each suggested nominee, casting as many votes as there are suggested names. The nominee receiving the highest weighted vote is inserted in the blank motion. With the blank in the motion filled, the Board then votes to appoint that nominee. Given the time-consuming nature of this process for the Board, its use should be limited.
- Requirements included in the Policy are as follows:
 - Limits on Terms (from existing GV031 and GV032 policies)
 - Conformity to eligibility requirements
 - Reports to the Board periodically (from existing GV006 policy)
 - Equity in nomination and appointment processes
 - Confidentiality of personal information

Existing Policies

Currently, the Board has three very short existing policies related to appointments. They are titled: *Term of Appointees/Nominees to External Boards* (GV-032), *Representatives on International Organizations* (GV-031), and *External Agency Appointee Reporting Requirements* (GV-006). These three Board Policies can be rescinded as their provisions have been rolled up and included in the proposed policy described in this report.

ALTERNATIVES

1. That the MVRD Board:
 - a) approve the *External Organization Appointment Policy* as presented in the report dated April 26, 2022, titled “External Organization Appointment Policy”; and
 - b) rescind the following Board policies: *Term of Appointees/Nominees to External Boards* (GV-032), *Representatives on International Organizations* (GV-031), and *External Agency Appointee Reporting Requirements* (GV-006).
2. That the Finance Committee refer the proposed *External Organization Appointment Policy* as presented in the report dated April 26, 2022, titled “External Organization Appointment Policy” back to staff to incorporate feedback from the Finance Committee.

FINANCIAL IMPLICATIONS

If the Board approves the proposed policy as set out in Alternative 1, there is no change to the current financial implications which relate exclusively to remuneration for participation in external organization meetings, where applicable. Remuneration associated with all such appointments is accounted for in the annual budget.

CONCLUSION

A Board Policy is proposed setting out the process for Board appointments to external organizations. It outlines the two types of organizations to which Metro Vancouver appoints, nomination methods to do so, and requirements for eligibility, term limits, equity, reporting, and privacy. It confirms the Board makes appointment decisions, and lays out the process to follow. This report seeks to clarify the appointment process by incorporating existing disparate policies. Staff recommend Alternative 1 for the Board to consider.

Attachments

1. External Organization Appointment Policy
2. List of Current External Organizations

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EXTERNAL ORGANIZATION APPOINTMENTS

Effective Date: Click or tap to enter a date.

Approved By: Choose an item.

Policy No. XX-XXX*(Assigned by BIS)***PURPOSE**

To establish the process and requirements for Board-appointed representatives to external organizations.

DEFINITIONS

“External Organization” means an organized body, agency, institution, authority or association in that is deemed independent or external to Metro Vancouver;

“External Representative” means an individual from the community, who is appointed to represent Metro Vancouver on an External Organization;

“Internal Representative” means an individual who is a Director on the Board, or a Committee Member on a Standing Committee, who is appointed to represent Metro Vancouver on an External Organization.

POLICY

Metro Vancouver seeks representation on a number of External Organizations in which it has an interest. In all cases, the Board appoints representatives to those External Organizations.

PROCESS**Appointment Authority**

The Board has the sole authority to appoint internal and external representatives to external organizations regardless of the nomination method used.

Nomination Methods

Various nomination methods may be used with the objective of streamlining and expediting the process to nominate recommended representatives to the Board. This in turn saves the Board’s time when making the appointments. Two nomination methods will be employed based on the type of representation.

1. Nomination Method for Internal Representative

Appointing Internal Representatives to external organizations will use the *Nominations by the Board Chair* method. In this method, the Board Chair will use knowledge and judgement from the committee appointment process (having the authority under the law to appoint to standing committees) to ensure balance and fairness in recommending nominees to the Board for its consideration in appointing representatives to external organizations. Standing committee

BOARD POLICY

appointees and internal representative appointees both generally come from the same source: board and committee members.

The Board Chair will consider the factors set out in the Requirements section of this policy, and will recommend one nominee (or more, if the external agency requires) to the Board for its consideration in appointing one or more representatives to each external organization.

2. Nomination Method for External Representative

Appointing External Representatives to external organizations will use the *Nomination by Committee* method. In this method, a standing committee – whether an existing one or a new one -- will act as a nominating body to review the eligibility and qualifications of individuals who express interest in any opportunity to serve as an external representative for Metro Vancouver.

As this method is often more involved, requiring adherence to the criteria established by the external organization, such as an advertised submission process or specific eligibility criteria, Metro Vancouver staff will administer the process and compile the material for presentation to the committee.

The Committee will consider the factors set out in the Requirements section of this policy, and will recommend one nominee (or more, if the external agency requires) to the Board for its consideration in appointing one or more representatives to each external organization.

Board Appointment Procedure

While nomination methods in this policy will produce the requisite number of recommended nominees for each appointment opportunity – to promote an efficient board appointment process - the Board at its discretion may seek alternate nominees from the floor for the Board's consideration.

At the time the matter is before the board, if any director wishes to put forward the name of an eligible nominee as an alternative to the recommended one put forward, they should immediately seek to be recognized by the Chair. In this case, the board is effectively continuing the nomination process. The Chair will issue a call for nominations from the floor, and after the third call, close the nominations.

The Board will then vote on each and every nominee in the order received. The nominee with the highest affirmative weighted votes will then be voted on as the appointee to the external organization (following the procedures set out in *Sturgis' Standard Code of Parliamentary Procedure*.)

REQUIREMENTS

Term of Appointment

Internal representatives are appointed annually by the Board. External representatives may be appointed for longer terms, based on the external organization's requirements, but are limited to 6 years or two consecutive terms.

Eligibility

An Internal Representative must be a Director or a Committee Member, and must meet any eligibility requirements of the external organization. An Internal Representative appointed to an International External Organization must be a Director.

An External Representative must meet the eligibility requirements established by the external organization.

Communication and Reporting

Each Internal Representative is required to report twice annually to the Board, in May and October, to keep the Board informed at regular intervals during the term. Each Internal Representative will provide a written summary of key current and planned activities of the External Organizations to which they have been appointed to the Corporate Officer.

Equity

Consideration of proposed nominees and appointees for Internal Representative and External Representatives will take into consideration representation based on gender, indigenous identity, cultural diversity, disability, sexual orientation, gender identity, and other under-represented groups.

Confidentiality

Personal information submitted by individuals in support of their expression of interest will be kept confidential, and will be considered in closed session of a committee or a board. The name and other relevant details may be released to the public, as appropriate.

External Organizations (as of 2022)

This list includes the External Organizations to which the Metro Vancouver Board appointed representatives in 2022, noting any specific eligibility considerations. It is divided into the two categories of appointments: appointment of (1) Board and Committee Members, and of (2) External Individuals.

1. External Organizations to which Board and Committee Members are Appointed

<ul style="list-style-type: none"> Agricultural Advisory Committee <i>Eligibility: Consideration given to Board Director.</i>
<ul style="list-style-type: none"> Delta Heritage Airpark Management Committee <i>Eligibility: Consideration given to a current Parks Committee member</i>
<ul style="list-style-type: none"> E-Comm Board of Directors <i>Eligibility: This representative is shared with TransLink, appointed on an alternating 2 year basis. Metro Vancouver has concluded the 2020-2021 cycle; TransLink will appoint for 2022-2023 cycle.</i>
<ul style="list-style-type: none"> Fraser Basin Council
<ul style="list-style-type: none"> Fraser Basin Council - Lower Mainland Flood Management Strategy Leadership
<ul style="list-style-type: none"> Fraser Valley Regional Library Board <i>Eligibility: As per Library Act, appointee must be the Electoral Area Director, if there is only one electoral area in the regional district</i>
<ul style="list-style-type: none"> Lower Mainland Local Government Association
<ul style="list-style-type: none"> Local Government Treaty Table Representative to the Katzie Negotiations <i>Eligibility: Consideration given to a current Indigenous Relations Committee member</i>
<ul style="list-style-type: none"> Municipal Finance Authority <i>Eligibility: All 10 appointees/alternates must be directors</i>
<ul style="list-style-type: none"> National Zero Waste Council <i>Eligibility: Consideration given to a current Zero Waste Committee member</i>
<ul style="list-style-type: none"> Ocean Watch Action Committee <i>Eligibility: Consideration given to a Howe Sound community</i>
<ul style="list-style-type: none"> Pacific Parklands Foundation <i>Eligibility: Consideration given to a current Regional Parks Committee member</i>
<ul style="list-style-type: none"> Sasamat Volunteer Fire Department Board of Trustees
<ul style="list-style-type: none"> Solid Waste and Recycling Industry Advisory Committee <i>Eligibility: Consideration given to a current Zero Waste Committee member</i>
<ul style="list-style-type: none"> UBCM Executive <i>Eligibility: Must be a director. Currently representation is done by election method, as per UBCM requirements</i>
<ul style="list-style-type: none"> UBCM - Indigenous Relations Committee <i>Eligibility: Consideration given to a current Indigenous Relations Committee member</i>
<ul style="list-style-type: none"> Western Transportation Advisory Council
<ul style="list-style-type: none"> Zero Emission Innovation Centre Board of Directors

2. External Organizations to which Individuals are Appointed

Each of these external organizations have detailed and specific eligibility criteria.
<ul style="list-style-type: none"> Vancouver Airport Authority
<ul style="list-style-type: none"> Vancouver Fraser Port Authority

To: Finance Committee

From: Heather Schoemaker, General Manager, External Relations

Date: April 21, 2022 Meeting Date: May 12, 2022

Subject: **Sponsorship Policy Amendments**

RECOMMENDATION

That the MVRD Board approve the revised *Sponsorship Policy*, as presented in the report dated April 21, 2022, titled “Sponsorship Policy Amendments”.

EXECUTIVE SUMMARY

An Events and Partnerships report presented to the April 29, 2022 meeting of the Metro Vancouver Board directed staff to bring forward for the Board’s consideration proposed amendments to the Sponsorship Policy in response to Invest Vancouver’s unique role as an economic development leadership service. While Invest Vancouver would still be subject to the merits of the Sponsorship Policy, the proposed amendments to the policy would exempt Invest Vancouver from the application and review procedure for Sponsorships with a total value of more than \$1,500 and Sponsorships with a total value of \$1,500 or less, provided that Invest Vancouver partnership and collaboration efforts fall within the Invest Vancouver budget, as approved by the Metro Vancouver Board during the annual budget process.

Approved in 2015, prior to the creation of Invest Vancouver, the *Sponsorship Policy* sets out criteria for determining the circumstances under which Metro Vancouver will provide sponsorship for events and programs being hosted by external organizations or by Metro Vancouver members. The Policy does not recognize Invest Vancouver’s unique role as an economic development leadership service and limits its ability to partner and collaborate as a regular course of business with key industries and partner groups in order to be successful in promoting the region and attracting strategic investment through shared resources and collaboration.

PURPOSE

To propose amendments, for the Metro Vancouver Board’s consideration, to the *Sponsorship Policy* in order to clarify that the application and review procedure for Sponsorships with a total value of more than \$1,500 and Sponsorships with a total value of \$1,500 or less do not apply to partnership and collaboration efforts undertaken by Metro Vancouver pursuant to Invest Vancouver, provided that such partnership and collaboration efforts fall within the Invest Vancouver budget, as approved by the Metro Vancouver Board during the annual budget process and as approved subject to the *Procurement and Real Property Contracting Authority Policy*.

BACKGROUND

The *Sponsorship Policy* sets out criteria for determining the circumstances under which Metro Vancouver will provide sponsorship for events and programs being hosted by external organizations or by Metro Vancouver members.

The Policy, approved in 2015 before the creation of Invest Vancouver, contains criteria that do not recognize the mandate of the Invest Vancouver service and the unique role the service will have in promoting the Metro Vancouver region to achieve its goal of attracting new strategic investment into the region.

SPONSORSHIP POLICY

The criteria outlined in the existing policy applies to the provision of cash or in-kind contributions by Metro Vancouver in exchange for a defined set of benefits for events arising from time to time. The Policy allows for the support of events and programs that clearly advance Metro Vancouver's corporate goals and objectives, relate directly to one or more of Metro Vancouver's statutory functions, and provide a clear, positive community benefit to the Metro Vancouver region overall.

The Policy also specifies criteria that a sponsorship proposal must meet in order to be considered including that the event/program be organized and/or supported by a registered charitable organization or not-for-profit entity and that Metro Vancouver will not consider proposals that primarily promote a private or commercial interest.

Organizations seeking a sponsorship with a total value greater than \$1,500 must submit their request to Metro Vancouver in writing at least three months in advance of the event/program for which sponsorship is being requested followed by a staff report and recommendation to the relevant Metro Vancouver Board for its consideration.

Invest Vancouver's Activities

The nature of Invest Vancouver's functions and the activities required to achieve the goal of attracting new strategic investment into the region necessitates a more flexible structure for collaboration with key partners to support key activities that will maximize impact and create value for the region. The language in the existing sponsorship policy would restrict the service's ability to respond in a timely manner and participate in events and initiatives that are common for investment attraction, and that are set out as part of the Invest Vancouver Annual Plan. For further information, see the Events and Partnerships Report dated March 17, 2022, in Attachment 1.

Proposed Policy Amendments

For consideration by the Board are amendments to the *Sponsorship Policy* to state the application and review procedure for Sponsorships with a total value of more than \$1,500 and Sponsorships with a total value of \$1,500 or less do not apply to partnership and collaboration efforts undertaken by Metro Vancouver pursuant to Invest Vancouver, provided that such partnership and collaboration efforts fall within the Invest Vancouver budget. The proposed amendments to the policy are provided in Attachment 2.

ALTERNATIVES

1. That the MVRD Board approve the revised *Sponsorship Policy*, as presented in the report dated April 21, 2022, titled "Sponsorship Policy Amendments".

2. That the Finance Committee receive for information the report dated April 21, 2022, titled “Sponsorship Policy Amendments” and provide alternate direction to staff.

FINANCIAL IMPLICATIONS

Approval of Sponsorship program budgets, with the exception of Invest Vancouver, remains through the applicable Metro Vancouver Board following review by the standing committee with responsibility for the related budget.

Partnership and collaboration efforts, events and programs undertaken by Invest Vancouver will fall within the budget for the Industry Partnership Program, as approved by the Metro Vancouver Board during the annual budget process. Such partnership and sponsorship contracts will be approved subject to the Procurement and Real Property Contracting Authority Policy.

CONCLUSION

The *Sponsorship Policy* sets out criteria for determining the circumstances under which Metro Vancouver will provide sponsorship for events and programs being hosted by external organizations or by Metro Vancouver members. The Policy, approved in 2015 before the creation of Invest Vancouver, contains criteria that do not recognize the mandate of the service and the unique role the service will have in promoting the Metro Vancouver region to achieve its goal of attracting new strategic investment into the region.

Given that events and partnerships are a routine part of investment attraction and economic development and that the annual budgeted amounts for partnership and collaborative efforts of Invest Vancouver are approved by the Metro Vancouver Board, staff recommend, Alternative 1, an amendment to the *Sponsorship Policy* to ensure Invest Vancouver is able to effectively undertake its role of attracting strategic investment in the region.

Attachments:

1. *Events and Partnerships* report dated March 17, 2022
2. Proposed *Sponsorship Policy* amendments

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To: Invest Vancouver Management Board

From: Katie Fitzmaurice, Vice President of Collaboration, Invest Vancouver

Date: March 17, 2022 Meeting Date: April 20, 2022

Subject: **Events and Partnerships Report**

RECOMMENDATION

That the MVRD Board direct staff to bring proposed amendments to the *Sponsorship Policy* (Policy No. FN-008) accounting for Invest Vancouver's unique role as an economic development leadership service to the MVRD Board for consideration.

EXECUTIVE SUMMARY

Invest Vancouver, the Metro Vancouver region's economic development leadership service, must collaborate with a variety of entities in order to advance economic development priorities of regional significance. Invest Vancouver is routinely approached to participate in various engagement opportunities and has identified additional opportunities for collaboration.

At present, the *Sponsorship Policy* requires Board approval for sponsorship requests above \$1,500 and specifies criteria that a sponsorship proposal must meet in order to be considered including that the organization be organized and/or supported by a registered charitable organization or not-for-profit entity that that Metro Vancouver will not consider proposals that primarily promote a private or commercial interest.

Given that events and partnerships are a routine part of economic development and that the annual budgeted amounts for partnership and collaborative efforts of Invest Vancouver are approved by the Metro Vancouver Board, staff recommend amending the *Sponsorship Policy* to consider the unique needs of Invest Vancouver.

PURPOSE

To provide the Metro Vancouver Management Board with the rationale for amending the Metro Vancouver Regional District *Sponsorship Policy* (Policy No. FN-008) to reflect the unique role of Invest Vancouver as an economic development leadership service.

BACKGROUND

As set out in the Invest Vancouver Annual Plan, Invest Vancouver's role is to be a thought leader on economic development issues of regional importance, a regional convener, and a voice for the region on a global stage (page 11). In order to fulfil this role and our mission to position the region for success in a rapidly evolving global economy, Invest Vancouver must collaborate with other organizations and entities. Invest Vancouver is routinely approached to participate in various engagement opportunities and has also proactively identified additional potential opportunities for collaboration. Accordingly, a key objective of the 2022 Annual Plan is to "develop and implement an industry partnership plan" (page 18).

This report will address the role of events and partnerships as it relates to Invest Vancouver and the rationale for an amendment to the Metro Vancouver Regional District *Sponsorship Policy* to enable Invest Vancouver to effectively and ethnically engage with external organizations in sponsorship activities.

THE ROLE OF EVENTS AND PARTNERSHIPS

There are a significant number of organizations and entities within Canada involved in economic development activities or that have activities and initiatives accretive to the mission and vision of Invest Vancouver. In order to be most effective Invest Vancouver must collaborate with other public and private sector organizations, including with respect to events, partnerships and other engagements such as sponsorship, as a part of doing business.

In order to advance a strategic events and partnership approach, Invest Vancouver developed an events and partnership framework, allocated and received budget approval for partnership and event activities, and advanced a report outlining requesting changes to the current Metro Vancouver Regional District Sponsorship Policy.

Regarding the events and partnership framework, Invest Vancouver identified core target audiences and five key events and partnership goals. Events and partnerships should achieve the following:

1. Enhance our region's global competitiveness;
2. Facilitate business investment and expansion within the region;
3. Promote industry advantages and opportunities to an international audience;
4. Position communities & people to prosper amidst a rapidly changing economy; and,
5. Inform economic development decision-making with comprehensive intelligence.

This framework then informed the creation of internal processes to ensure proposed engagements are vetted, align with the goals below, are balanced across key industry clusters, and have appropriate key performance indicators and calls-to-action.

Based on the research and activities involved in establishing the events and partnership framework, Invest Vancouver sought and received budget approval for \$250,000 to advance partnership and events. Given the importance of collaborating with both public and private sector entities to amplify work in progress and mitigate duplication of resources, the 2022 operating budget identified "execute collaboration and event opportunities for the purposes of attraction strategic investment" as a key action and stated "the number of partnerships developed and sustained to further investment attraction goals and support key industry clusters" is a key performance indicator.

Prior to the budget approval process, Invest Vancouver put forward a report titled "Motivate Vancouver 2022", presented to the Regional Economic Prosperity Management Board September 1, 2021, which stated that staff may bring forward proposed changes to the Sponsorship Policy that consider the needs of the Regional Economic Prosperity Service as it relates to attracting strategic investment in the Metro Vancouver region.

Metro Vancouver's Sponsorship Policy

Under Metro Vancouver's *Sponsorship Policy*, Board approval is required for sponsorship requests above \$1,500. The policy specifies criteria that a sponsorship proposal must meet in order to be considered including that the organization be organized and/or supported by a registered charitable organization or not-for-profit entity that that Metro Vancouver will not consider proposals that primarily promote a private or commercial interest.

Given that partnership, events, and sponsorship are a routine part of business as it relates to economic development and that the annual budgeted amounts for partnership and collaborative efforts are approved by the Metro Vancouver Board, staff recommend amending the *Sponsorship Policy* to consider the needs of Invest Vancouver as it relates to economic development issues of regional importance such as attracting strategic investment in the Metro Vancouver region.

ALTERNATIVES

1. That the MVRD Board direct staff to bring proposed amendments to the *Sponsorship Policy* (Policy No. FN-008) accounting for Invest Vancouver's unique role as an economic development leadership service to the MVRD Board for consideration.
2. That the MVRD Board receive for information the report dated: March 17, 2022 and titled: "Events and Partnerships Report", and provide alternate direction to staff.

FINANCIAL IMPLICATIONS

If approved, the monies approved in the 2022 budget for Invest Vancouver partnership and sponsorship activities (\$250,000) will be allocated subject to the *Sponsorship Policy*. Such partnership and sponsorship contracts will be approved subject to the *Procurement and Real Property Contracting Authority Policy*.

CONCLUSION

Invest Vancouver, the Metro Vancouver region's economic development leadership service, must collaborate with a variety of public and private sector entities in order to advance economic development priorities of regional significance. Invest Vancouver is routinely approached to participate in various engagement opportunities and has also proactively identified additional opportunities for collaboration that will further enable Invest Vancouver to advance its mission to position the region for success in a rapidly evolving global economy.

At present, the *Sponsorship Policy* requires Board approval for sponsorship requests above \$1,500. Additionally, the policy specifies criteria that a sponsorship proposal must meet in order to be considered including that the organization be organized and/or supported by a registered charitable organization or not-for-profit entity that that Metro Vancouver will not consider proposals that primarily promote a private or commercial interest.

Given that events and partnerships are a routine part of economic development and that the annual budgeted amounts for partnership and collaborative efforts of Invest Vancouver are approved by the Metro Vancouver Board, staff recommend amending the *Sponsorship Policy* to consider the unique

needs of Invest Vancouver as it relates to economic development issues of regional importance such as attracting strategic investment in the Metro Vancouver region.

Attachments

1. "Sponsorship Policy (Policy No. FN-008)", July 3, 2015 (revised April 28, 2017)

References

1. Invest Vancouver 2022 Annual Plan
(https://investvancouver.ca/Documents/Invest_Vancouver_2022_Annual_Plan.pdf)
2. [MV Board Budget Workshop Agenda Package - October 20, 2021](#)

48965216

SPONSORSHIP

Effective Date: July 3, 2015 (revised April 28, 2017)

Approved By: MVRD Board

Policy No. FN-008

PURPOSE

This Policy provides specific criteria for determining the circumstances under which Metro Vancouver sponsorship support, either direct or in-kind, is appropriate for events and programs being hosted by external organizations or by Metro Vancouver's members.

DEFINITIONS

"Metro Vancouver" refers to any of the four legal entities that comprise the organization: the MVRD, GVS&DD, GVWD, and MVHC;

"Sponsorship" refers to the provision of cash or in-kind contributions by Metro Vancouver in exchange for a defined set of benefits, such as logo placement, speaking opportunities by Metro Vancouver directors or senior staff, advertising in event publications or on event websites, etc., for any local or regional events; and

"In-kind contributions" are specific contributions that Metro Vancouver may provide in lieu of a cash contribution to an event or program, including:

- a) Goods, such as: supplies (printed promotional materials); use of Metro Vancouver facilities (waived fees for hosting events at Metro Vancouver venues/facilities); use of Metro Vancouver proprietary supplies or materials (e.g., water for event participants supplied via the Metro Vancouver water wagon) and food/catering; and
- b) Services, such as: staff support (assignment of Metro Vancouver staff to provide expert advice or professional services in support of the sponsored event or program, e.g., event web casting/live streaming, etc.).

POLICY

Metro Vancouver is periodically presented with opportunities to build awareness of Metro Vancouver and the Metro Vancouver brand *Services and Solutions for a Livable Region* and to showcase specific Metro Vancouver projects, programs and initiatives and those of its members through sponsorship of local and regional events. This policy is intended to provide clear guidelines as to what sort of sponsorship opportunities will be considered and how they will be given consideration.

Overall, Metro Vancouver seeks to support events and programs that achieve all of the following broad objectives:

BOARD POLICY

1. Clearly advance Metro Vancouver's corporate goals and objectives;
2. Relate directly to one or more of Metro Vancouver's statutory functions (Metro Vancouver Regional District (MVRD), Greater Vancouver Sewerage & Drainage District (GVS&DD), Greater Vancouver Water District (GVWD), Metro Vancouver Housing Corporation (MVHC);
3. Provide a clear, positive community benefit to the Metro Vancouver region overall.

This Policy applies to all sponsorship proposals regardless of their cost or the type of contribution (i.e., cash or any in-kind contributions), although a separate review procedure has been put in place for sponsorships with a total value of more than \$1,500. In addition to the eligibility criteria set out below, sponsorship opportunities that promote Metro Vancouver's brand, projects, programs and initiatives will be considered as providing higher value to Metro Vancouver, as will sponsorship opportunities that involve or promote four or more Metro Vancouver members or that have a prominent connection to Metro Vancouver or member facilities.

This Policy does not apply to grants or the provision of other forms of assistance.

Eligibility Criteria

To be considered, a sponsorship proposal must meet ALL of the following criteria:

1. It must offer specific benefits to Metro Vancouver or its members and must clearly outline the specific roles and responsibilities of each party in a formal agreement.
2. The event or program for which sponsorship is being sought must:
 - a) Have an overall community objective and purpose that is consistent with Metro Vancouver's vision, mission and roles;
 - b) Have operating guidelines and procedures that are consistent with *Metro Vancouver's Sustainability Framework* and *Board Strategic Plan*;
 - c) Be organized and/or supported by a registered charitable organization or not-for-profit entity.
3. Metro Vancouver must receive benefits having a fair value that is consistent with the cost of the sponsorship to be provided.
4. Metro Vancouver must receive appropriate acknowledgement of its contribution to the event or program being sponsored.

Sponsorship opportunities that involve or promote four or more Metro Vancouver members will be considered as providing higher value to Metro Vancouver.

Metro Vancouver will *not* consider any sponsorship proposals for events or programs that:

1. Primarily promote a private or commercial interest;
2. Promote or support political or religious organizations;

3. Exclude or marginalize minority community groups;
4. Pose potential environmental hazards; and
5. Involve the taking of unnecessary risks, or that put the general public at risk.

Notwithstanding any of the criteria or procedures outlined in this Policy, Metro Vancouver has no obligation to provide sponsorship and may, at its sole discretion, decline to sponsor any event or program for any reason, including, without limiting the generality of the foregoing:

1. The stated purpose of the event or program for which sponsorship is being sought;
2. Metro Vancouver budgetary or financial considerations at the time of the sponsorship request; and
3. The projected reach of the event or program and its visibility in communities that make up the Metro Vancouver region.

Sponsorship Budgets

The annual budgets for the Metro Vancouver sponsorship program are included within the individual department budgets and are considered annually by the designated Standing Committee that has oversight of those budgets. Final approval of sponsorship program budgets shall be through the applicable Board following review by the standing committee with responsibility for the general government budget.

APPLICATION AND REVIEW PROCEDURE

1. Funding Requests Greater than \$1,500

Organizations seeking a sponsorship with a total value greater than \$1,500 must submit their request to Metro Vancouver in writing at least three months in advance of the event/program for which sponsorship is being requested, and must provide the following details with respect to the event or program for which sponsorship is being sought:

- a) The official name of the event or program;
- b) The date(s) and times(s) of the event or program, as applicable;
- c) A general description of the event or program, including its overall objective(s);
- d) The overall budget for the event or program and the total cash or cash equivalent amount of sponsorship being sought;
- e) An accounting of how event organizers plan to allocate the cash or in-kind contributions provided by Metro Vancouver should the sponsorship application be approved;
- f) A listing of other stakeholders that will be approached to provide sponsorships for the event or program;
- g) A listing of the specific benefits that will accrue to Metro Vancouver should it proceed with the sponsorship being sought;

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- h) A detailed description of how and to what degree Metro Vancouver's members will be involved in the event or program; and
- i) A description of the anticipated outcomes of the event or program and how this will be measured and reported.

Notwithstanding the prescribed timeline outlined in the application process above, the Metro Vancouver Board of Directors may, at its sole discretion, waive this requirement for sponsorship opportunities that meet the objectives of this Policy and that meet the eligibility requirements described in Section 2.

For proposals seeking sponsorship with a total value greater than \$1,500, Metro Vancouver staff will prepare a Committee report for consideration by the appropriate standing committee (including a recommendation on the proposal), which will assess the proposal based on the criteria included in this Policy. If endorsed by the standing committee, the report and attached sponsorship proposal will be forwarded to the relevant Metro Vancouver Board for its consideration.

2. Funding Requests For \$1,500 or Less

Organizations seeking a sponsorship with a total value of \$1,500 or less must submit their request to Metro Vancouver in writing at least two months in advance of the event/program for which sponsorship is being requested, and must provide the following details with respect to the event or program for which sponsorship is being sought:

- a) The official name of the event or program;
- b) The date(s) and times(s) of the event/program, as applicable;
- c) A general description of the event or program, including its overall objective(s);
- d) The overall budget for the event or program and the total cash or cash equivalent amount of sponsorship being sought;
- e) A listing of the specific benefits that will accrue to Metro Vancouver should it proceed with the sponsorship being sought.

For proposals seeking sponsorship with a total value of \$1,500 or less, the proposal will initially be assessed by the applicable Metro Vancouver department based on the criteria included in this Policy and will be reviewed by the department General Manager/Senior Director and the CFO/GM of Financial Services in accordance with the approved sponsorship program budget. The sponsorship program request may either be approved or denied, or may be referred to the appropriate Metro Vancouver standing committee for further consideration.

3. Multi-Year Funding Requests Over \$500

Organizations seeking sponsorship with a total value over \$500 for events which occur in consecutive years or for events which occur twice over a three year period will not be considered for funding under the *Sponsorship Policy*. Organizations who are seeking multi-year funding for annual events must submit their requests in writing to the appropriate Board for consideration of a multi-year *Contribution Agreement*.

To be considered by the Board, multi-year funding requests must include the following information:

- i. Term of funding requested
- ii. Annual funding amount requested
- iii. Organization's funding contribution and/or fundraised by the applicant
- iv. Funding provided by other sources
- v. Annual budget for the event

Description of event and how it aligns with Metro Vancouver's goals as set out in the Eligibility Criteria of the *Sponsorship Policy*.

SPONSORSHIP

Effective Date: July 3, 2015 (revised April 28, 2017) ~~May 12, 2022~~

Approved By: MVRD Board

Policy No. FN-008

PURPOSE

This Policy provides specific criteria for determining the circumstances under which Metro Vancouver ~~sponsorship~~ Sponsorship support, either direct or in-kind, is appropriate for events and programs being hosted by external organizations or by Metro Vancouver's members.

DEFINITIONS

"Metro Vancouver" refers to any of the four legal entities that comprise the organization: the MVRD, GVS&DD, GVWD, and MVHC;

"Sponsorship" refers to the provision of cash or in-kind contributions by Metro Vancouver in exchange for a defined set of benefits, such as logo placement, speaking opportunities by Metro Vancouver directors or senior staff, advertising in event publications or on event websites, etc., for any local ~~or~~ regional, national or international events or programs; ~~and~~

"~~In~~-kind contributions" are specific contributions that Metro Vancouver may provide in lieu of a cash contribution to an event or program, including:

- a) Goods, such as: supplies (printed promotional materials); use of Metro Vancouver facilities (waived fees for hosting events at Metro Vancouver venues/facilities); use of Metro Vancouver proprietary supplies or materials (e.g., water for event participants supplied via the Metro Vancouver water wagon) and food/catering; and
- b) Services, such as: staff support (assignment of Metro Vancouver staff to provide expert advice or professional services in support of the sponsored event or program, e.g., event web casting/live streaming, etc.); ~~and~~

"Invest Vancouver" refers to Metro Vancouver's economic development leadership service, formerly called the "Regional Economic Prosperity Service", with the goal of amplifying economic opportunity and prosperity for all the residents of the region.

POLICY

Metro Vancouver is periodically presented with opportunities to build awareness of Metro Vancouver and the Metro Vancouver brand *Services and Solutions for a Livable Region* and to showcase specific Metro Vancouver projects, programs and initiatives and those of its members through ~~sponsorship~~ Sponsorship of local, ~~and~~ regional, national or international events or programs. This policy is

BOARD POLICY

intended to provide clear guidelines as to what sort of ~~sponsorship~~ Sponsorship opportunities will be considered and how they will be given consideration.

Overall, Metro Vancouver seeks to support events and programs that achieve all of the following broad objectives:

1. Clearly advance Metro Vancouver's corporate goals and objectives;
2. Relate directly to one or more of Metro Vancouver's statutory functions (Metro Vancouver Regional District (MVRD), Greater Vancouver Sewerage & Drainage District (GVS&DD), Greater Vancouver Water District (GVWD), and Metro Vancouver Housing Corporation (MVHC)); and
3. Provide a clear, positive community benefit to the Metro Vancouver region overall.

This Policy applies to all ~~sponsorship~~ Sponsorship proposals regardless of their cost or the type of contribution (i.e., cash or any in-kind contributions), although a separate review procedure has been put in place for ~~sponsorships~~ Sponsorships with a total value of more than \$1,500. Notwithstanding the foregoing, the application and review procedure for Sponsorships with a total value of more than \$1,500 and Sponsorships with a total value of \$1,500 or less do not apply to partnership and collaboration efforts undertaken by Metro Vancouver pursuant to Invest Vancouver, provided that such partnership and collaboration efforts fall within the Invest Vancouver budget.

In addition to the eligibility criteria set out below, ~~sponsorship~~ Sponsorship opportunities that promote Metro Vancouver's brand, projects, programs and initiatives will be considered as providing higher value to Metro Vancouver, as will ~~sponsorship~~ Sponsorship opportunities that involve or promote four or more Metro Vancouver members or that have a prominent connection to Metro Vancouver or member facilities.

This Policy does not apply to grants or the provision of other forms of assistance.

Eligibility Criteria

To be considered, a ~~sponsorship~~ Sponsorship proposal must meet ALL of the following criteria:

1. It must offer specific benefits to Metro Vancouver or its members and must clearly outline the specific roles and responsibilities of each party in a formal agreement.
2. The event or program for which ~~sponsorship~~ Sponsorship is being sought must:
 - a) Have an overall community objective and purpose that is consistent with Metro Vancouver's vision, mission and roles;
 - b) Have operating guidelines and procedures that are consistent with *Metro Vancouver's Sustainability Framework and Board Strategic Plan*; and

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- c) Be organized and/or supported by a registered charitable organization or not-for-profit entity, or a Crown corporation, agency, or other public body or government institution.
3. Metro Vancouver must receive benefits having a fair value that is consistent with the cost of the ~~sponsorship~~ Sponsorship to be provided.
4. Metro Vancouver must receive appropriate acknowledgement of its contribution to the event or program being sponsored.

Sponsorship opportunities that involve or promote four or more Metro Vancouver members will be considered as providing higher value to Metro Vancouver.

Metro Vancouver will *not* consider any ~~sponsorship~~ Sponsorship proposals for events or programs that:

1. Primarily promote a private or commercial interest;
2. Promote or support political or religious organizations;
3. Exclude or marginalize minority community groups;
4. Pose potential environmental hazards; ~~and/or~~
5. Involve the taking of unnecessary risks, or that put the general public at risk.

Notwithstanding any of the criteria or procedures outlined in this Policy, Metro Vancouver has no obligation to provide ~~sponsorship~~ Sponsorship and may, at its sole discretion, decline to sponsor any event or program for any reason, including, without limiting the generality of the foregoing:

1. The stated purpose of the event or program for which ~~sponsorship~~ Sponsorship is being sought;
2. Metro Vancouver budgetary or financial considerations at the time of the ~~sponsorship~~ Sponsorship request; and
3. The projected reach of the event or program and its visibility in communities that make up the Metro Vancouver region.

Sponsorship Budgets

The annual budgets for the Metro Vancouver ~~sponsorship~~ Sponsorship program are included within the individual department budgets and are considered annually by the designated ~~Standing-standing Committee-committee~~ that has oversight of those budgets. Final approval of ~~sponsorship~~ Sponsorship program budgets shall be through the applicable Metro Vancouver Board following review by the ~~standing-committee~~ with responsibility for the general government budget.

APPLICATION AND REVIEW PROCEDURE

1. Funding Requests Greater than \$1,500

Organizations seeking a ~~sponsorship~~ Sponsorship with a total value greater than \$1,500 must submit their request to Metro Vancouver in writing at least three months in advance of the event

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~~or /~~program for which ~~sponsorship-Sponsorship~~ is being requested, and must provide the following details with respect to the event or program for which ~~sponsorship-Sponsorship~~ is being sought:

- a) The official name of the event or program;
- b) The date(s) and times(s) of the event or program, as applicable;
- c) A general description of the event or program, including its overall objective(s);
- d) The overall budget for the event or program and the total cash or cash equivalent amount of ~~sponsorship-Sponsorship~~ being sought;
- e) An accounting of how event organizers plan to allocate the cash or in-kind contributions provided by Metro Vancouver should the ~~sponsorship-Sponsorship~~ application be approved;
- f) A listing of other stakeholders that will be approached to provide sponsorships for the event or program;
- g) A listing of the specific benefits that will accrue to Metro Vancouver should it proceed with the ~~sponsorship-Sponsorship~~ being sought;
- h) A detailed description of how and to what degree Metro Vancouver's members will be involved in the event or program; and
- i) A description of the anticipated outcomes of the event or program and how this will be measured and reported.

Notwithstanding the prescribed timeline outlined in the application process above, the ~~applicable~~ Metro Vancouver Board ~~of Directors~~ may, at its sole discretion, waive this requirement for ~~sponsorship-Sponsorship~~ opportunities that meet the objectives of this Policy and that meet the ~~eligibility-Eligibility requirements-Criteria~~ described ~~in Section 2 above~~.

For proposals seeking ~~sponsorship-Sponsorship~~ with a total value ~~greater than \$1,500~~, Metro Vancouver staff will prepare a Committee report for consideration by the appropriate standing committee (including a recommendation on the proposal), which will assess the proposal based on the criteria included in this Policy. If endorsed by the standing committee, the report and attached ~~sponsorship-Sponsorship~~ proposal will be forwarded to the relevant Metro Vancouver Board for its consideration.

2. Funding Requests For \$1,500 or Less

Organizations seeking a ~~sponsorship-Sponsorship~~ with a total value of ~~\$1,500 or less~~ must submit their request to Metro Vancouver in writing at least two months in advance of the event~~/ or~~ program for which ~~sponsorship-Sponsorship~~ is being requested, and must provide the following details with respect to the event or program for which ~~sponsorship-Sponsorship~~ is being sought:

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- a) The official name of the event or program;
- b) The date(s) and times(s) of the event or /program, as applicable;
- c) A general description of the event or program, including its overall objective(s);
- d) The overall budget for the event or program and the total cash or cash equivalent amount of ~~sponsorship~~ Sponsorship being sought; and
- e) A listing of the specific benefits that will accrue to Metro Vancouver should it proceed with the ~~sponsorship~~ Sponsorship being sought.

For proposals seeking ~~sponsorship~~ Sponsorship with a total value of \$1,500 or less, the proposal will initially be assessed by the applicable Metro Vancouver department based on the criteria included in this Policy and will be reviewed by the department General Manager/Senior Director and the CFO/GM of Financial Services in accordance with the approved ~~sponsorship~~ Sponsorship program budget. The ~~sponsorship~~ Sponsorship program request may either be approved or denied, or may be referred to the appropriate Metro Vancouver standing committee for further consideration.

3. Multi-Year Funding Requests Over \$500

Organizations seeking ~~sponsorship~~ Sponsorship with a total value over \$500 for events which occur in consecutive years or for events which occur twice over a three year period will not be considered for funding under the Sponsorship Policy. Organizations who are seeking multi-year funding for annual events must submit their requests in writing to the appropriate Metro Vancouver Board for consideration of a multi-year *Contribution Agreement*.

To be considered by the applicable Metro Vancouver Board, multi-year funding requests must include the following information:

- a) Term of funding requested;
- b) Annual funding amount requested;
- c) Organization's funding contribution and/or fundraised by the applicant;
- d) Funding provided by other sources;
- e) Annual budget for the event; and
- e)f) Description of the event and how it aligns with Metro Vancouver's goals as set out in the Eligibility Criteria.

To: Finance Committee

From: Roy Moulder, Director, Procurement, Procurement and Real Estate Services
Shuh Chan, Division Manager, Fleet Services, Human Resources and Corporate Services

Date: April 27, 2022 Meeting Date: May 12, 2022

Subject: **Award of Contract Resulting from Request for Proposal (RFP) No. 21-266: Supply and Delivery of Light and Medium Duty Vehicles**

RECOMMENDATION

That the MVRD Board:

- a) approve award of a five (5) year term contract in an estimated amount of \$6,500,000 (exclusive of taxes) to Metro Motors Ltd. resulting from Request for Proposal (RFP) No. 21-266: Supply and Delivery of Light and Medium Duty Vehicles, subject to final review by the Chief Administrative Officer; and
- b) authorize the Chief Administrative Officer to execute the required documentation, once the Chief Administrative Officer is satisfied the award should proceed.

EXECUTIVE SUMMARY

Staff undertook a competitive process for the supply of light and medium duty vehicles. Only one submission was received by close of the competition. Metro Motors Ltd. addressed all of the present and future requirements identified within Request for Proposal (RFP) No. 21-266.

The RFP is one mechanism that will be used to electrify the fleet. It was structured to inform the marketplace of Metro Vancouver's commitment to the reduction of greenhouse gas (GHG) emissions and solicited information on zero emission vehicles and other green technology options. Metro Motors Ltd. provides access to the only major manufacturer, Ford Motor Company, able to offer road-ready battery electric vehicle pick-up trucks and panel vans. As the market introduces more innovative electric models in a wider range of vehicle configurations, Fleet Services will be deploying more and more zero emission vehicles to deliver essential services to the region.

In addition, the award of a five-year term contract allows for the standardization of the fleet to one manufacturer. The consolidation of vehicle procurements will provide multiple benefits through leveraging volume spends, reducing parts inventory and specialty tooling requirements, and standardizing mechanic training and operator skills development.

Staff recommend that the MVRD Board approve award and authorize the Chief Administrative Officer to execute the required documentation with Metro Motors Ltd. for an estimated value of \$6,500,000 (exclusive of taxes), over the initial five (5) year term.

PURPOSE

This report is to advise the MVRD Board of the results of RFP No. 21-266: Supply and Delivery of Light and Medium Duty Vehicles and to recommend award of a contract in an estimated amount of \$6,500,000 (exclusive of taxes) to Metro Motors Ltd.

BACKGROUND

Pursuant to the *MVRD Officers and Delegation Bylaw No. 1208, 2014* (Bylaw) and the *Procurement and Real Property Contracting Authority Policy* (Policy), procurement contracts that exceed a value of \$5 million require the approval of the Board of Directors.

VEHICLE ACQUISITION PROGRAM

Metro Vancouver operates a fleet of 850 units which includes on-road vehicles, heavy duty equipment, off-road vehicles, off-road equipment and water craft. Approximately 340 (40%) light and medium duty work vehicles fall within the scope of this contract.

The benefits of fleet electrification as well as the industry best practice of fleet standardization were main objectives of this competitive process.

Fleet Electrification

Electrifying the fleet is a key initiative for Metro Vancouver to reduce fleet greenhouse gas (GHG) emissions and meet Climate 2050 and Clean Air Plan targets. As the market introduces more innovative electric models in a wider range of vehicle configurations, Fleet Services will be deploying more and more zero emission vehicles to deliver essential services to the region.

The product offering available from Metro Motors Ltd. (Metro Motors) includes battery electric vehicles (BEV), plug-in hybrid vehicles (PHEV), and hybrid vehicles. In addition, Metro Motors provides access to the only major manufacturer able to offer road-ready BEV pick-up trucks and panel vans.

Benefits to standardization:

Standardization results in reduced lifecycle costs and gains in operational productivity. Strategic sourcing, through long term supply agreements, fosters relationships with vendors to provide additional value-added service, which is especially important in today's fleet and vehicle market. Supply chain challenges and innovations in green technology such as electric vehicles demand the fostering of long term vendor relationships.

Some benefits can be expressed as follows:

Financial savings can be realized on:

- capital bulk buy purchases by leveraging spends
- reduced administration costs with a long term contract
- reduced maintenance costs attributed to mechanic familiarization to quicken diagnostic repairs, and a simplified parts inventory

Fleet Operational benefits:

- efficiencies with standardized account, vendor, and contract management
- reduce the number of tooling, diagnostic tools and subscriptions
- build expert knowledge and develop relationship with one vendor for;
 - security of supply and production information
 - product development and early access to information on new models, especially with regards to new technology in Battery Electric Vehicles (BEV) and Plug-in Hybrid Electric Vehicles (PHEV)
 - product specific training, as well as troubleshooting, warranty, parts and service support

Competition Process

RFP No. 21-266 was issued to solicit responses for the supply and delivery of light and medium duty vehicles. Multiple firms downloaded the opportunity, with only two viable providers potentially meeting the needs as expressed within the opportunity. At time of competition close, only one vendor submitted a proposal. The sole proponent, Metro Motors, covered the entire requirements of the scope and offered pricing for an initial purchase in today's environment, with future purchases based on a percentage reduction off of the manufacturer's suggested retail price (MSRP).

The competition identified that the pricing model would hold true through the initial five (5) year and subsequent additional two (2) optional one-year extensions of the contract and that each Purchase Order (PO) and related terms and conditions would apply. Actual pricing over the life of the contract will be determined on MSRP at the time of purchase. This is not unusual for the industry and consistent with other public sector vehicle supply contracts. As such the estimated value of the contract is based on 2022 pricing provided in Metro Motor's proposal.

As identified in the RFP document, the initial term of the contract will be for 5 years with the option for two (2) 1-year extensions on mutual agreement. Should the extensions be exercised the estimated total value of the contract would be \$11,300,000 (exclusive of taxes). Subsequent extensions will be authorized as per contracting thresholds set out in the Policy.

ALTERNATIVES

1. That the MVRD Board:
 - a) approve award of a five (5) year term contract in an estimated amount of \$6,500,000 (exclusive of taxes) to Metro Motors Ltd. resulting from Request for Proposal (RFP) No. 21-266: Supply and Delivery of Light and Medium Duty Vehicles, subject to final review by the Chief Administrative Officer; and
 - b) authorize the Chief Administrative Officer to execute the required documentation once the Chief Administrative Officer is satisfied the award should proceed.
2. That the MVRD board terminate RFP No. 21-266: Supply and Delivery of Light and Medium Duty Vehicles and direct staff to report back to the MVRD Board with options for an alternate course of action.

FINANCIAL IMPLICATIONS

If the Board approves Alternative 1, a contract will be awarded to Metro Motors Ltd. for a 5-year term with an estimated value of \$6,500,000 (exclusive of taxes) to supply and deliver light and medium duty vehicles on an “as and when needed” basis. Purchases will be made throughout the term of the award based on the approved annual capital budget.

CONCLUSION

Request for Proposal No. 21-266 was issued for the supply and delivery of light and medium duty vehicles. One vendor submitted a proposal and pricing to meet the Corporation’s present and future demands. Based on requirements identified within the RFP an anticipated spend, over the initial 5-year term of the agreement, is estimated at \$6,500,000 (excluding taxes). Base on evaluation of the sole submission received, it is recommended that the Board authorize the Chief Administrative Officer to award and execute the required documentation to Metro Motors Ltd.

To: Finance Committee

From: Jerry W. Dobrovolny, Commissioner/Chief Administrative Officer

Date: April 26, 2022

Meeting Date: May 12, 2022

Subject: **Manager's Report**

RECOMMENDATION

That the Finance Committee receive for information the report dated April 26, 2022 titled "Manager's Report."

Finance Committee Work Plan

Attachment 2 to this report sets out the Committee's Work Plan for 2022. The status of the Committee's key priorities is shown as pending, in progress, or complete together with the quarter that is expected to be considered by the Committee.

Attachment

2022 Finance Committee Work Plan

Finance Committee 2022 Work Plan

Report Date: April 26, 2022

Priorities

1st Quarter	Status
Authorization to Attend 2022 International Events	Complete
Authorization to Attend 2022 Standing Committee Events	Complete
External Agency Appointment Policy	In Progress
Electronic Meeting Participation Policy	In Progress
Compensation for Public Advisory Committee Members	Pending
Long Term Financial Plan	Complete
TransLink Federal Gas Tax Application	Pending
Sponsorship Policy	In Progress
Development Cost Charge Update	Pending
2nd Quarter	
2021 Statement of Financial Information	In Progress
Wet Weather Pricing	In Progress
Procurement and Real Property Contracting Authority	Pending
Long Term Financial Plan	Pending
Status of Reserves	Pending
Budget Workshop Review	Pending
3rd Quarter	
Procedure Amendment Bylaw	Pending
Long Term Financial Plan	Pending
TransLink Federal Gas Tax Report	Pending
Environmental, Social, and Governance (ESG) and Socially Responsible Investment (SRI) Strategy Update	Pending
4th Quarter	
Annual Budget and Five Year Financial Plan – Regional District Service Areas and Corporate Support	Pending
Long Term Financial Plan	Pending

To: Finance Committee

From: Brent Burton, Division Manager, Policy, Planning and Analysis, Liquid Waste Services
Abin Antony, Program Manager, Policy, Planning and Analysis, Liquid Waste Services

Date: March 28, 2022 Meeting Date: April 14, 2022

Subject: **Development of a Wet Weather Pricing Approach**

The attached report dated February 14, 2022 titled, “Development of a Wet Weather Pricing Approach” was considered by the Liquid Waste Committee at its meeting on March 9, 2022, and it was received for information. This report is also presented to the Finance Committee for its information.

Attachment

Report to Liquid Waste Committee dated February 14, 2022, titled “Development of a Wet Weather Pricing approach”

Reference

[Revised Liquid Waste Committee Agenda Package - March 9, 2022 \(metrovancover.org\)](https://www.metrovancover.org/2022/03/09/Revised-Liquid-Waste-Committee-Agenda-Package-March-9-2022/)

To: Liquid Waste Committee

From: Brent Burton, Division Manager, Policy, Planning and Analysis, Liquid Waste Services
Abin Antony, Program Manager, Policy, Planning and Analysis, Liquid Waste Services

Date: February 14, 2022 Meeting Date: March 9, 2022

Subject: **Development of a Wet Weather Pricing Approach**

RECOMMENDATION

That the Liquid Waste Committee receive for information the report dated February 14, 2022, titled "Development of a Wet Weather Pricing Approach".

EXECUTIVE SUMMARY

The Metro Vancouver region has been facing increasing challenges from climate change induced events such as atmospheric rivers, alongside its aging public and private assets. These challenges have led to higher levels of Inflow and Infiltration (I&I), compromising the capacity of the region's sanitary sewage systems and directly leading to an increasing number of wet weather Sanitary Sewer Overflow events.

Current approaches used by the Greater Vancouver Sewerage and Drainage District (GVS&DD) for cost allocation do not adequately incentivize action to address I&I, such as replacement of aging private and municipal sewers. As per GVS&DD Board direction, staff are developing an approach to split this existing levy into separate "dry" and "wet" components for each member, initially without financial consequence for the 2022 billing year. Additional new approaches for wet weather cost allocation are being developed and will be reviewed in consultation with municipal staff prior to providing staff recommendations to the Liquid Waste Committee.

PURPOSE

To provide the Liquid Waste Committee with an update on the development of an approach to incorporate wet weather pricing into cost apportionment for regional wastewater services and to seek early feedback on concept development.

BACKGROUND

Inflow and infiltration is stormwater and groundwater that enters sanitary sewage systems through improper connections, like downspouts and sump pumps (inflow), and groundwater that enters through cracks and leaky pipe joints (infiltration). When an excessive amount of I&I enters the regional sewer system (See Figure 1), it takes up sewer capacity that can otherwise be used to accommodate regional growth. During wet weather, these additional flows from I&I can contribute directly to wet weather Sanitary Sewer Overflows (SSOs) as sewer capacity becomes overloaded, with potential risks to the environment and public health. Current approaches to manage wet weather SSOs, as outlined in the provincially-approved 2011 *Integrated Liquid Waste and Resource Management Plan*, have been insufficient to limit SSOs in the face of challenges such as increasing risk from climate change, including atmospheric rivers, and aging assets. Accelerated approaches to

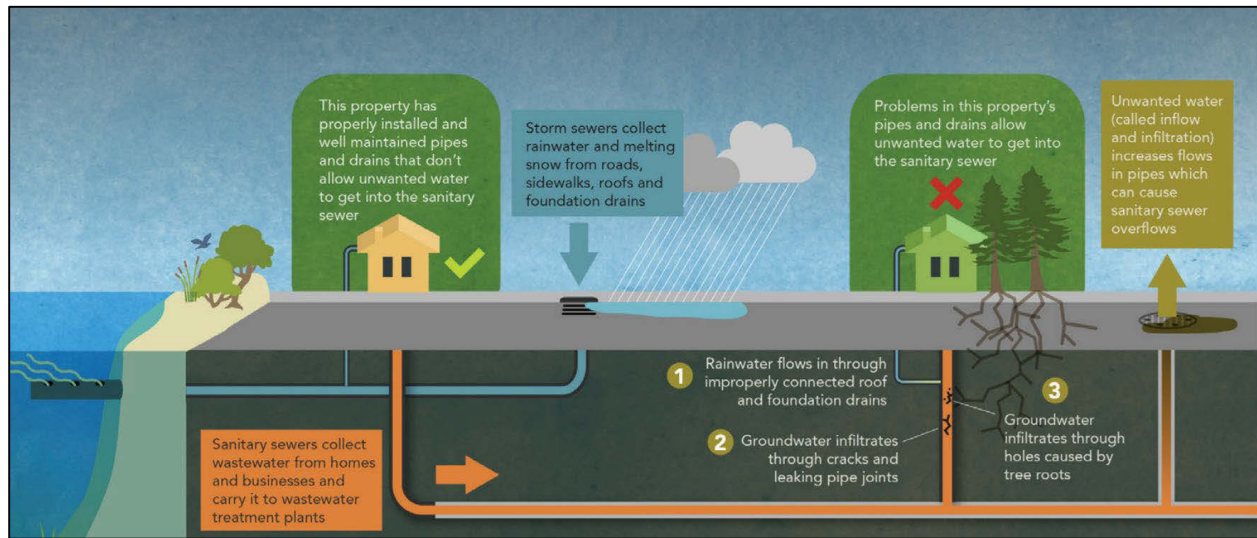


Figure 1 – Sources of Inflow and Infiltration

address SSOs are being developed by Metro Vancouver and its members and are being reflected through the ongoing review and update of the *Liquid Waste Management Plan*.

The current approach to regional cost allocation for wastewater services does not adequately reflect the full environmental, financial and social costs associated with excessive wet weather flows and is inequitable – members with excessive wet weather flow are effectively being subsidized by other members. Wet weather pricing, more accurately termed “wet weather cost apportionment” in the regional legislative context, is one of the key tools that can be used to incentivize rapid action on I&I management by better reflecting the full costs of wet weather flow. Initial drivers and concepts for a regional wet weather pricing approach, including key principles, were reviewed at a workshop with the Regional Administrators Advisory Committee (RAAC) and the Regional Engineers Advisory Committee (REAC) on September 16, 2021. Following that workshop and as per staff recommendation, the GVS&DD Board approved on October 29, 2021 a “split” of the regional levy for wastewater services into a separate “wet” and “dry” component, setting the foundation for fairer wet weather cost allocation.

LIQUID WASTE LEVY

Current Approach

Currently, GVS&DD members are charged an annual levy based on cost apportionment as per GVS&DD Bylaw No. 283, 2014 (as amended by Bylaws No. 301 2016, No. 328 2019, No. 331 2019, No. 332 2019 and No. 342 2021). The levy is split into two components: growth and non-growth. In accordance with the approved annual Sewerage and Drainage budgets and the current cost apportionment bylaw provisions, some costs are apportioned to members within a specific sewerage (or drainage) area and some costs are apportioned to all members across all sewerage areas. The growth component, based upon population growth data, is calculated using the same methodology across all of the sewerage areas. However, the approach to allocating non-growth costs within a Sewerage (or Drainage) Area varies amongst the sewerage (or drainage) areas, and currently only the Fraser Sewerage Area (FSA) utilizes an approach that incorporates actual measured flow rates by

members - the 25th percentile flow rate, as calculated over a five year rolling average of past data, was adopted as a proxy for full dry weather flow conveyance. Also, within VSA, annual measured flow data is utilized to annually allocate a portion of non-growth Vancouver Sewerage Area costs to UEL and UBC as per agreements/bylaw.

Developing a Wet Weather Pricing Approach

As reviewed with RAAC and REAC, key principles for development of a wet weather pricing approach include:

- “Pay for what you use”;
- Revenue neutral to Metro Vancouver; and
- Include temporary relief for members with combined sewer systems.

The basis for these principles is, respectively, to reflect full costs associated with servicing a member’s full wet weather cost allocation; that Metro Vancouver’s total billing for its services remains the same as it otherwise would have been without wet weather billing (i.e., only relative costs amongst members are adjusted); and that appropriate allowances are considered for members with combined sewer systems, reflecting the significant environmental benefits of ongoing sewer separation in terms of control of wet weather flows. At this time and in accordance with the first principle of fair allocation of costs, wet weather cost allocation is being focused upon the non-growth component. These principles align well with, and expand upon, the original basis for cost apportionment, including recognition that combined sewerage areas have special cost considerations not borne by other members.

Current preliminary considerations for development of a wet weather cost allocation approach include:

- *Simple split of levy for each member into its dry and wet components:* Approaches are being developed to identify separate wet and dry components on each member’s annual requisition, defining flows at the 25th percentile and below as “dry” and total flows above the 25th percentile as “wet”. These split bills are proposed to be utilized initially in 2022 for education and awareness, with no change to the actual amount billed to any given member.
- *Development of various cost allocation scenarios for the FSA:* The FSA provides a useful regional test case given the availability of non-growth billing data based upon a five-year rolling average of the 25th percentile; the large number of members, thus allowing the analysis of various relative scenarios to reallocate flows within a sewerage area; and the presence of the City of New Westminster with significant remaining financial commitments to separate its combined sewers. Cost scenarios will be explored with municipal staff and will include consideration of fairness for members with combined systems.
- *Implementation of a new wet weather cost allocation model:* Staff recommendations for a phased implementation of a new wet weather cost allocation model will be brought to the Liquid Waste Committee and GVS&DD Board for its consideration, along with appropriate amendments to *GVS&DD Bylaw No. 283, 2014*.

ALTERNATIVES

This is an information report. No alternatives are presented.

FINANCIAL IMPLICATIONS

Initially, no financial implications from wet weather cost allocation are anticipated for any member – the split of dry and wet bills into a wet and dry component will be for educational and informational purposes only.

Once a modified wet and dry weather billing approach is adopted, the GVS&DD members contributing to high levels of I&I will see an increase in their relative portion of the annual GVS&DD levy and members contributing to lower levels of I&I will see a decrease in the relative portion of their annual GVS&DD levy.

While this initiative may impact an individual jurisdiction's rates, this approach to billing is not intended to create new revenue for the GVS&DD.

CONCLUSION

Metro Vancouver's current sewerage cost apportionment, as per *GVS&DD Bylaw No. 283, 2014*, does not offer GVS&DD members a meaningful incentive to manage I&I, and consequently reduce SSOs through action such as replacement or refurbishment of aging private and municipal sewers. As per GVS&DD Board direction, staff are developing an approach for issuance of separate "dry" and "wet" requisitions to each member – no cost implications are being proposed initially, but this approach would set the foundation for more meaningful measures that financially incentivize action on addressing wet weather flow. Additional measures are being developed in consultation with municipal advisory groups and will be presented later to the Liquid Waste Committee and GVS&DD Board for its consideration.

Reference

[GVS&DD Bylaw 283 Unofficial Consolidation](#)

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