

To: Regional Parks Committee, Metro Vancouver Regional District
Regional Parks Committee Meeting Date February 4, 2026, Agenda Item E3
From: Candy Saga, David Toone, Martin Peters
Date: February 2, 2026
Concerning Pacific Spirit Regional Park - Dog Management Program

OBJECTION TO PROPOSED TRAIL DESIGNATION CHANGES

EXECUTIVE SUMMARY

We respectfully object to the proposed trail designation changes while supporting the Board's initiatives to improve signage, education, and enforcement.

We believe the Board's objectives—improving visitor safety and experience while protecting the park's ecology—are appropriate and necessary. However, we respectfully disagree that the proposed trail designation changes will achieve these objectives. Instead, we recommend the Board implement the planned enforcement and education improvements first, measure their effectiveness over 12 months, and only then reassess whether trail designation changes remain necessary.

Our Primary Concerns

Lack of Public Consultation on Proposed Changes: While the Board conducted engagement on general dog management concerns, there has been no public consultation on the specific trail designation changes now proposed. Contrary to the Board's stated objective of observing best practices, the public was not presented with the actual proposal—which trails would change and how—and given opportunity to provide feedback on these specific changes before the Board's decision.

Survey Limitations: Only 1,250 non-dog visitors responded to the survey, representing only 0.046% of the estimated 2.7 million annual non-dog visitors. Further, these respondents self-selected and for that reason their input cannot be relied upon as being representative of the views of non-dog visitors in general. Visitors who are not dog owners are more likely to respond to a voluntary survey about dogs if they have had an adverse experience than those who had a satisfactory experience.

Causation Not Established: While the survey demonstrates that some non-dog visitors report negative experiences with dogs, critical questions remain unanswered. It is unclear whether the issue relates to trail designation or non-compliance with existing leash requirements (given that 63% of dogs are already off-leash on leash-required trails) and which would be better addressed by enhance enforcement measures. It is also unclear whether different visitation patterns between user groups (such as dog owners having a higher tendency to visit on a daily basis, while non-dog owners may visit more often at crowded peak periods such as weekend afternoons) may partially explain satisfaction differences.

Proposed Trail Design Increases Risk: Several proposed designations increase safety risks rather than reduce them. Specifically, designating Top Trail as leash-optional despite requiring two road crossings, requiring leashes on steep Clinton Trail where handler balance is compromised, and mandating leashes on narrow trails where passing creates entanglement risks. Additionally, under the proposed changes, Imperial Trail would become the only east-west connector for off-leash dogs in the southern portion of

the park, concentrating all such traffic onto the park's already busiest multi-use trail and increasing conflicts for all user types.

Disproportionate Geographic Impact: The proposed changes disproportionately affect the area south of 16th Avenue, which the Board's own data identifies as the most popular dog area. The accessible trails in this area are being converted to leash-required, while more remote northern trails remain leash-optional. This geographic concentration of impact forces the park's most frequent users to either drive to distant areas (environmental and equity concerns), concentrate in remaining accessible off-leash areas (increased crowding), or face significantly reduced daily variety. The Board's park-wide percentage analysis (58-65% to 51% leash-optional) is misleading, as it conceals this severe localized reduction in the area where dogs already concentrate most heavily.

Compounding Effect on Daily Users: The users who visit 365 times per year rely heavily on south of 16th for its accessibility and proximity. The loss of variety in this specific area disproportionately affects the park's most dedicated, most frequent users. An occasional visitor who comes monthly might not notice the reduced options in south of 16th, but a daily user experiences the monotony acutely.

Successful Elements Undermined: The current program serves 1.22 million dog visitors annually with 94% reporting mostly positive experiences. We are concerned that the proposed changes will significantly degrade this successful aspect of the program without sufficient evidence that the changes will proportionally improve experiences for dissatisfied visitors. This asymmetry—uncertain benefit to one group versus certain harm to another group—suggests the wisdom of trying less disruptive approaches first (enhanced enforcement, signage and education) before implementing changes that will substantially affect a highly successful program element.

Ecological Protection Considerations: We strongly support the Board's proposed ecological protection measures including fencing of sensitive areas, restoration planting, enforcement of off-trail regulations, and education about ecological impacts. These measures will protect the environment regardless of whether dogs are leashed or unleashed. We question whether the trail designation changes add meaningful ecological protection beyond what these other measures provide.

Our Recommendation

We recommend the Board approve and implement the proposed signage, education, and enforcement improvements immediately. These measures address the identified compliance issues directly. After implementing these improvements, we recommend a minimum 12 to 18 month evaluation period to measure their effectiveness. If after this trial period, the Board determines that trail designation changes are still necessary, we respectfully request that such changes be supported by additional analysis addressing the concerns outlined in this objection.

Presentation to Regional Parks Committee Dog Management Program Report Objection to Trail Designation

Pacific Spirit Regional Park

February 4, 2026 • Regional Parks Committee

THE ISSUE

Board proposes major trail designation changes affecting **1.22 million satisfied dog visitors** (94% positive experience)

The changes should be rejected for the following reasons:

- *The data collected does not support the changes*
- *Critical causation questions remain unanswered*
- *Proposed Trail Design increases Risk*
- *The changes fail to meet the stated objectives of the dog management program and undermine a successful program*

FATAL FLAW No 1: Insufficient and Misleading Data

1. SURVEY TOO SMALL

- 1,250 responses out of 2.7M visitors without dogs = 0.046% • Self-selected sample - voluntary surveys over-represent dissatisfied respondents

2. NO PUBLIC CONSULTATION ON SPECIFIC CHANGES

- There is no evidence that the public is asking for these changes; departure from best practices on public consultation

3. IMPACT UNDERSTATED

- Changes are concentrated in the south area of the park, the area preferred by dog walkers. Park-wide analysis (58-65% → 51%) conceals severe reduction in this area.

FATAL FLAW No 2: CAUSATION NOT ESTABLISHED

Three Critical Questions Remain Unanswered

Is it designation or enforcement?

63% already violate leash-required rules—will more leash-required trails help?

Weekend vs. weekday visitor patterns?

Dog problems 3× worse on weekends (20% vs. 6% not under control)—do different groups visit at different times?

Expectations vs. actual experiences?

Are visitors dissatisfied because rules aren't enforced, not because of designations?

Cannot determine if trail changes will address the actual problem

FATAL FLAW No 3: DESIGN ISSUES

Several Proposed Designations Create New Problems

TOP TRAIL: Off-leash dogs must cross Imperial Drive

Safety risk: Dogs with imperfect recall approaching busy road creates a safety risk for both dogs and cars

CLINTON TRAIL: Leash-required on steep descent

Fall hazard: Handlers need hands free for balance, especially elderly

IMPERIAL TRAIL: Only east-west off-leash connector

Traffic concentration: Forces all off-leash dogs onto park's busiest multi-use trail in conflict with other users

COUNCIL TRAIL: Leash-required on narrow trail

Passing hazard: Leash entanglement risk on narrow trail creates tripping risk for other users including joggers

FATAL FLAW No 4: OBJECTIVES NOT MET

Increased Compliance

- Additional leash-required trails in the most popular area of the park which do not match user patterns will **not** increase compliance

Space for all Visitors

- proposed changes significantly reduce the quality and variety of space available to 1.22 million dog visitors annually with very high satisfaction, with the impact disproportionately concentrated in the accessible south of 16th Avenue area

Ecological Protection Considerations

- No demonstrated geographic correlation between areas of ecological damage and the specific trails being changed –focus on better solutions proposed: fencing of sensitive areas, restoration planting, enforcement of off-trail regulations, and education about ecological impacts

RECOMMENDATIONS

Evidence-Based Approach

1

APPROVE enforcement, education, signage immediately

New tri-color signs • Enhanced education • Enforcement patrols • Fencing & restoration

2

IMPLEMENT 12-18 month enforcement trial

Measure compliance rates • Visitor satisfaction • Geographic problem patterns • Ecological impacts

3

REASSESS if trail changes still needed

Use data to identify specific trails needing changes • Evidence-based, not assumption-based decisions

Try enforcement first. Let data guide decisions.

Royal Vancouver Yacht Club

Electoral Area "A" Committee Meeting
Feb 6th 2026

Executive Summary:

The Royal Vancouver Yacht Club (RVYC) is in support of the staff recommendations #2 and #3 before the Committee.

2. MVRD Electoral Area A Zoning Amendment Bylaw No. 1447, 2026 (Wigwam Inn, Indian Arm)

RVYC operates a historical, 120 year old Inn at the top in Indian Arm. We employ full-time, live-in caretakers for maintenance, safety, and security of our property as well as to fulfill our insurance requirements. Late last year, with discussions with Metro Vancouver, we discovered an old covenant on our property intending to limit permanent stays, that covenant and the current zoning do not provide an exception for staff to reside on the property.

RVYC supports the staff recommendation to adopt Metro Vancouver Regional District Electoral Area A Zoning Amendment Bylaw No. 1447, 2026

3. Electoral Area A Temporary Use Permits MVRD Electoral Area A Zoning Amendment Bylaw No. 1446, 2026 MVRD Fees and Charges Amendment Bylaw No. 1450, 2026

RVYC has begun initial discussions with Fortis BC in regards to leasing space at our Wigwam Inn property for temporary worker accommodation. As part of that discussion, Metro Vancouver advised that a temporary usage permit process for Electoral Area "A" did not exist, and adding that process to enable temporary use permits would be required for any future application.

RVYC is in support of the adopting of a temporary use permit process for Electoral Area "A" to enable the ability to review and consider future temporary use permit applications.

To: Governance Committee

From: Heather McNell, Deputy Chief Administrative Officer, Policy and Planning

Date: January 22, 2026 Meeting Date: February 12, 2026

Subject: **2026 Standing Committee Terms of Reference**

RECOMMENDATION

THAT the Governance Committee receive for information the report dated January 22, 2026, titled "2026 Standing Committee Terms of Reference".

EXECUTIVE SUMMARY

The Governance Committee Work Plan includes an item to review the Terms of Reference for all Standing Committees. The *Local Government Act* identifies that Standing Committees are formed at the Board Chair's discretion. In October and November 2025, the Governance Committee discussed Standing Committee structure, number of meetings, size and composition, and provided recommendations to support the Chair of the Boards that included changes to Standing Committee terms of reference for 2026. The Chair has amended the Standing Committee structure and terms of reference reflecting the Governance Committee's recommendations. This report provides the Governance Committee with the updated Standing Committee Terms of Reference for information to close this workplan item.

PURPOSE

To provide the Governance Committee with the 2026 Standing Committees' Terms of Reference.

BACKGROUND

At its May 23, 2025 meeting, the MVRD Board received Deloitte's report on the Metro Vancouver Board Governance Review. The report, commissioned to assess and enhance the effectiveness of the Board's governance framework, included recommendations about Board and Committee size and structure.

Recommendation #4 notes that the Boards should continue to seek ways to reduce or optimize the time investment in Standing Committee meetings. It notes that ultimately the selected Board structure for each of the four Boards will influence the number and composition of Committees, however, in the interim, improvement could be made by:

- a) continuing to reduce and amalgamate Committees;
- b) tightening the scope and terms of the current Committees;
- c) reducing the number of Committee members; and
- d) reducing the frequency and duration of the meeting.

Recommendation #6 states that: "the Terms of Reference for all Board Committees should be revisited to ensure the scope and mandate of the Committee is appropriate for the new Board structures, the overall vision and direction of Metro Vancouver, and supports strong governance of the Board."

At its November 13, 2025 meeting, the Governance Committee discussed possible options for changes to Standing Committees and provided recommendations to support the Chair of the Boards in developing the Standing Committees for 2026. The Committee considered options to recommend changes to the number of Standing Committees; the number of Standing Committee meetings; the size and composition of Standing Committees; and how Standing Committee members are chosen in response to Deloitte's Metro Vancouver Board Governance Review Recommendation #4.

The current Standing Committee Terms of Reference were updated in December 2025 by the Chair of the Boards. Although the Board structure has not yet been considered, this report provides the Committee with the 2026 Terms of Reference for information.

STANDING COMMITTEES ROLE AND TERMS OF REFERENCE

The role of Metro Vancouver's Standing Committees are to:

- Support good governance
- Provide advice and recommendations to the Boards on specific policy areas and service responsibilities
- Support informed and efficient Board decision-making
- Undertake the foundational analysis and preparation that allows the Boards to focus more deeply on complex and strategic issues
- Support broader engagement from Council members across the region

To support this work, the Standing Committee's Terms of Reference serves as a foundational tool that clarifies the committee's purpose, scope, and authority. They outline each committee's mandate, responsibilities, management, membership and meetings to ensure alignment with the Boards' strategic priorities and organizational values. By defining roles and responsibilities, Terms of Reference support consistent, transparent, and accountable committee operations. Their intent is to provide clear guidance that enables committee members to focus on their core work, make informed contributions, and effectively support the Board in fulfilling its oversight and strategic leadership responsibilities.

2026 STANDING COMMITTEES

At its November 13, 2025 meeting, the Governance Committee made recommendations to the Chair of the Boards on Standing Committee structure, number of meetings, size and composition. In consideration of these recommendations, the Chair determined the 2026 Standing Committees, including changes to each committee's Terms of Reference reflecting the Governance Committee's recommendations. The 2026 Standing Committees' Terms of Reference are provided (**Attachment 1**) for information and to close this workplan item.

The 2025 Air Quality and Climate Action Committee has been renamed the Air Quality Committee for 2026, to counter the misconception that Metro Vancouver's climate action only resides with this committee. In addition, climate action responsibilities have been explicitly noted in Terms of Reference of all Standing Committees. A statement on reconciliation has also been added to all terms of reference.

The 2025 Finance Committee has been renamed the Performance and Audit Committee. This format was used historically, and it helps clarify that the functional committees such as Liquid Waste and Water are responsible for capital project budgets, while Performance and Audit is responsible for overall financial controls, policies and year-end audit. This committee will receive updates on strengthened internal audit and enterprise risk management functions.

The Electoral Area Committee's terms of reference have been amended to focus on the mandate of Metro Vancouver as the local government for Electoral Area, noting that representatives from small communities are welcome to meet at any time. One project, initiated as a result of the 2025 committee terms of reference including acting as a forum for small communities, will come through the Governance Committee in 2026, with an invitation extended to small community representatives for that meeting.

There are 14 Board Standing Committees for 2026 as follows:

- Air Quality Committee (9)
- Caucus of Committee Chairs (*meetings to be called at the request of the Chair*)
- Electoral Area Committee (4)
- Governance Committee (9)
- Housing Committee (9)
- Indigenous Relations Committee (4)
- Invest Vancouver Management Board (4)
- Liquid Waste Committee (9)
- Mayors Committee (2)
- Performance and Audit Committee (10)
- Regional Parks Committee (9)
- Regional Planning Committee (9)
- Water Committee (9)
- Zero Waste Committee (9)

ALTERNATIVES

As this is an information report, no alternatives are provided.

FINANCIAL IMPLICATIONS

There are no financial implications to the updated Standing Committee terms of reference.

CONCLUSION

Metro Vancouver's Standing Committees play a vital role in supporting effective governance and advancing policy across the region. While the current structure and processes have served the organization well, the recommendations from the Board Governance Review present a timely opportunity to consider refining the committee framework. In consideration of recommendations from the Governance Committee in 2025, the Board Chair has determined the Standing Committees for 2026. The updated Standing Committee Terms of Reference are attached to this report.

ATTACHMENTS

1. 2026 Standing Committee's Terms of Reference

REFERENCES

1. Deloitte. (2025, May). Metro Vancouver Board Governance Review. [MVRD Board report on 2025, May 23]. <https://metrovancover.org/boards/GVRD/RD-2025-05-23-AGE.pdf#page=31>

Air Quality Committee

Terms of Reference

The Air Quality Committee is the standing committee of the Metro Vancouver Regional District (MVRD) Board that provides advice and recommendations on policies, bylaws, plans, programs, budgets, and issues related to the Air Quality and Climate Action function.

Committee Responsibilities

Within the scope of the *Board Strategic Plan*, *Clean Air Plan*, *Climate 2050*, and *Metro Vancouver Five-Year Financial Plan*, the Committee provides guidance on the implementation of the annual work plans and business plans that govern the Air Quality and Climate Action areas of service.

Specific Committee responsibilities include the following:

- Reviewing and endorsing the annual budget and five-year financial plan for the Air Quality and Climate Action function;
- Providing advice on the regional service of air quality management and regulation, including the air quality warning program and the review of air quality management bylaws;
- Promoting the implementation of the *Clean Air Plan* and *Climate 2050*, including monitoring progress towards regional air quality and climate action goals;
- Guiding work to advance the efficient use of energy, and promoting the use of clean, renewable, and resilient energy;
- Reviewing the risks and impacts of flooding events for member jurisdictions and the region, considering regional flood resiliency plans, and identifying roles and responsibilities of all orders of government related to flood management and flood resiliency matters; and
- Receiving updates on corporate climate action, which is undertaken throughout the organization to meet corporate climate objectives; this work will often come through this committee for information, but will rest with the functional committee for decisions.

Organizational Responsibilities

- Metro Vancouver respects the traditional territories, histories, and cultures of First Nations. The Committee, as it undertakes its work, should consider First Nations' interests and ways to enhance engagement and collaborative relationships between Metro Vancouver and First Nations.
- Metro Vancouver has corporate objectives to reduce greenhouse gas emissions and use clean and renewable energy in its operations. The Committee, as it undertakes its work, should consider the climate action implications of capital and operating programs and projects, in addition to ensuring resilience to climate-related impacts and risks.

Committee Membership and Meetings

The Chair, Vice Chair, and members are appointed annually by the Chair of the MVRD Board. The Committee meets monthly, except for August and December, and holds special meetings as required. A quorum of 50% plus one of the Committee membership is required to conduct Committee business.

Air Quality Committee Terms of ReferencePage 2 of 2

Committee Management

The Committee Chair, or in the absence of the Chair, the Vice Chair, is the chief spokesperson on matters of public interest within the Committee's purview. For high profile issues, the role of spokesperson rests with the Board Chair or Vice Chair. On technical matters or in cases where an initiative is still at the staff proposal level, the Chief Administrative Officer or designate is the appropriate chief spokesperson. Where necessary and practical, the Board Chair, Committee Chair, and Chief Administrative Officer will confer to determine the most appropriate representative to speak.

The Chief Administrative Officer assigns a Committee Manager for the Committee. The Committee Manager is responsible for coordinating agendas and is the principal point of contact for Committee members.

Caucus of Committee Chairs

Terms of Reference

The Caucus of Committee Chairs of Metro Vancouver is the standing committee of the Metro Vancouver Regional District (MVRD) Board that provides advice and recommendations on priority issues of significant regional interest from Metro Vancouver's standing committees in alignment with the *Board's Strategic Plan*.

Committee Responsibilities

Within the scope of the *Board's Strategic Plan*, Board policies, and the *Metro Vancouver Financial Plan*, the Committee provides input, advice and recommendations to the Board regarding issues intersecting across standing committees and provides a venue to address matters of pan-committee interest consistent with the Board's vision and goals.

Specific Committee responsibilities include:

- Providing, within its scope of responsibility, a regional forum to facilitate collaborative processes to address the most pressing issues facing the region;
- Progressing the Board's key priorities during its four-year mandate to advance its shared vision, as reflected in the *Board's Strategic Plan*;
- Developing strategies to align activities under Metro Vancouver's legislated authority and areas of service;
- Operationalizing key actions and principles to implement across the organization for the years to come; and
- Advancing Metro Vancouver's long-term goals by providing strategic direction for its services and actions relevant to member jurisdictions, stakeholders, and the public.

Organizational Responsibilities

- Metro Vancouver respects the traditional territories, histories, and cultures of First Nations. The Committee, as it undertakes its work, should consider First Nations' interests and ways to enhance engagement and collaborative relationships between Metro Vancouver and First Nations.
- Metro Vancouver has corporate objectives to reduce greenhouse gas emissions and use clean and renewable energy in its operations. The Committee, as it undertakes its work, should consider the climate action implications of capital and operating programs and projects, in addition to ensuring resilience to climate-related impacts and risks.

Committee Membership and Meetings

The Chair, Vice Chair, and members are appointed annually by the Chair of the MVRD Board. The Committee meets at the call of the Chair. Committee membership includes the Chairs from all Metro Vancouver standing committees. A quorum of 50% plus one of the Committee membership is required to conduct Committee business.

Committee Management

The Committee Chair, or in the absence of the Chair, the Vice Chair is the chief spokesperson on matters of public interest within the Committee's purview. For high profile issues the role of spokesperson rests with the Board Chair or Vice Chair. On technical matters or in cases where an initiative is still at the staff proposal level, the Chief Administrative Officer or designate is the appropriate spokesperson. Where necessary and practical, the Board Chair, Committee Chair, and Chief Administrative Officer will confer to determine the most appropriate representative to speak.

The Chief Administrative Officer assigns a Committee Manager for the Committee. The Committee Manager is responsible for coordinating agendas and is the principal point of contact for Committee members.



Electoral Area Committee

Terms of Reference

The Electoral Area Committee is a standing committee of the Metro Vancouver Regional District (MVRD) Board. The Committee provides advice and recommendations to the MVRD Board on policies, bylaws, plans, programs, budgets and issues related to Electoral Area A services and administration.

Committee Responsibilities

Within the scope of the *Board Strategic Plan*, *Electoral Area A Official Community Plan*, and *Metro Vancouver Five-Year Financial Plan*, the Committee provides guidance on the implementation of the annual work plans and business plans that govern the provision of local services to Electoral Area A.

Specific Committee responsibilities include the following:

- Reviewing and endorsing the annual budget and five-year financial plan for Electoral Area A.
- Guiding development, implementation, and enforcement of key planning and regulatory tools, including the Electoral Area A Official Community Plan, Zoning Bylaw, and *Building Administration Bylaw*.
- Recommending appointments to the Board of Variance as required.
- Monitoring issues affecting Electoral Area A residents and recommending Board positions on emerging needs and priorities.
- Reviewing requests for local services and overseeing related studies.
- Supporting administration and allocation of grants and funds specific to Electoral Area A (e.g., Community Works Fund, Regional District Basic Grant) and recommending recipients to the Board.

Organizational Responsibilities

- Metro Vancouver respects the traditional territories, histories, and cultures of First Nations. The Committee, as it undertakes its work, should consider First Nations' interests and ways to enhance engagement and collaborative relationships between Metro Vancouver and First Nations.
- Metro Vancouver has corporate objectives to reduce greenhouse gas emissions and use clean and renewable energy in its operations. The Committee, as it undertakes its work, should consider the climate action implications of capital and operating programs and projects, in addition to ensuring resilience to climate-related impacts and risks.

Committee Membership and Meetings

The Chair, Vice Chair and members are appointed annually by the Chair of the MVRD Board. The Committee meets every second month, and holds special meetings as required. A quorum of 50% plus one of the Committee membership is required to conduct Committee business.

Committee Management

The Committee Chair, or in the absence of the Chair, the Vice Chair, is the chief spokesperson on matters of public interest within the Committee's purview. For high profile issues, the role of spokesperson rests with the Board Chair or Vice Chair. On technical matters or in cases where an initiative is still at the staff proposal level, the Chief Administrative Officer or designate is the appropriate spokesperson. Where necessary and practical, the Board Chair, Committee Chair, and Chief Administrative Officer will confer to determine the most appropriate representative to speak. The Chief Administrative Officer assigns a Committee Manager for the Committee. The Committee Manager is responsible for coordinating agendas and serves as the principal point of contact for Committee members.

Governance Committee

Terms of Reference

The Governance Committee is the standing committee of the Metro Vancouver Boards (collectively the Greater Vancouver Water District, Greater Vancouver Sewerage and Drainage District, Metro Vancouver Regional District and Metro Vancouver Housing Corporation Boards) that assists the Boards in ensuring the effective governance of the organization by guiding the development, implementation, and continuous improvement of governance policies and practices, and ensuring the governance framework is compliant and aligned with Metro Vancouver's strategic objectives. The Governance Committee is responsible for supporting the Board in maintaining high standards of governance and operational integrity.

COMMITTEE RESPONSIBILITIES

The Governance Committee is responsible for the following areas:

Governance Framework

- a) Consider Metro Vancouver's governance framework and potential updates that would improve governance and ensure effectiveness and alignment with the Boards' strategic objectives; the governance framework includes Board and Committee Structure and Composition, Flow of Information, Roles and Responsibilities, Decision Making Authority and other governance issues.
- b) Develop, and make recommendations to the Board on Metro Vancouver's governance framework.
- c) Explore and make recommendations to the Board on implementing recommendations from the 2025 Board Governance Review.

Board Effectiveness

- a) Support the Boards' understanding and use of the Code of Conduct for Elected Officials.
- b) Conduct regular evaluations of Board performance, including self-assessments and peer reviews to identify areas for improvement.
- c) Ensure effective orientation and learning processes for Board Directors and Committee members regarding: the organization's goals, objectives, programs and services; budget and financial statements; and roles and responsibilities for Boards and Committees.
- d) Support the Board with an ongoing Board education and training program.
- e) Support the Chair with overall Board meeting governance.
- f) Assess current Committee composition, skill gaps, and undertake succession planning; make recommendations to the Chair in this regard.
- g) Identify, assess and make recommendations to mitigate governance-related risks.

Standing Committees

- a) Maintain skills matrices to ensure that Standing Committees have the necessary expertise and diversity.
- b) Support the Chair in making Committee appointments.
- c) Periodically review the effectiveness and efficiency of existing Standing Committees.
- d) Review the Terms of Reference of Standing Committees to ensure clarity of roles and responsibilities.

Governance Committee Terms of ReferencePage 2 of 2

Remuneration

- a) Periodically review and make recommendations to the Board regarding the MVRD Remuneration Bylaw to ensure alignment with best practices.

Organizational Responsibilities

- Metro Vancouver respects the traditional territories, histories, and cultures of First Nations. The Committee, as it undertakes its work, should consider First Nations' interests and ways to enhance engagement and collaborative relationships between Metro Vancouver and First Nations.
- Metro Vancouver has corporate objectives to reduce greenhouse gas emissions and use clean and renewable energy in its operations. The Committee, as it undertakes its work, should consider the climate action implications of capital and operating programs and projects, in addition to ensuring resilience to climate-related impacts and risks.

COMMITTEE MEMBERSHIP AND MEETINGS

The Committee Chair, Vice Chair, and seven additional Committee members are appointed annually by the Chair of the MVRD Board. Committee membership is intended to last one municipal election cycle, which is four years. Committee members will be MVRD Board Directors for all four legal entities. The Committee meets monthly, except for August and December, and holds special meetings as required. A quorum of 50% plus one of the Committee membership is required to conduct Committee business.

A member will be nominated by the Province of British Columbia.

COMMITTEE MANAGEMENT

The Committee Chair, supported by the Vice Chair, shall manage the Committee's activities, including setting agendas and ensuring effective meeting facilitation. The Chair shall report on the Committee's activities and recommendations to the Board of Directors regularly.

The Committee Chair, or in the absence of the Chair, the Vice Chair is the chief spokesperson on matters of public interest within the Committee's purview. For high profile issues, the role of spokesperson rests with the Board Chair or Vice Chair. On technical matters, or in cases where an initiative is still at the staff proposal level, the Chief Administrative Officer or designate is the appropriate spokesperson. Where necessary and practical, the Board Chair, Committee Chair, and Chief Administrative Officer will confer to determine the most appropriate representative to speak.

The Chief Administrative Officer assigns a Committee Manager for the Committee. The Committee Manager is responsible for supporting the Committee meetings, and is the principal point of contact for Committee members.

Housing Committee

Terms of Reference

The Housing Committee is the standing committee of the Metro Vancouver Regional District (MVRD) Board that provides advice and recommendations on plans, policies, bylaws, programs, budgets, and issues related to the Metro Vancouver Housing Corporation (MVHC).

Committee Responsibilities

Within the scope of the *Board Strategic Plan*, *Metro Vancouver Housing 10-Year Plan*, and *Metro Vancouver Five-Year Financial Plan*, the Committee provides guidance on the implementation of the annual work plans and business plans for the Metro Vancouver Housing Corporation.

Specific Committee responsibilities include:

- Reviewing and endorsing the annual budget and five-year financial plan for the MVHC;
- Assisting with the development and implementation of the *Metro Vancouver Housing 10-Year Plan*;
- Guiding policies and strategic directions on the performance, operations, and management of MVHC assets; and
- Overseeing the implementation of MVHC capital programs, including award of major contracts.

Organizational Responsibilities

- Metro Vancouver respects the traditional territories, histories, and cultures of First Nations. The Committee, as it undertakes its work, should consider First Nations' interests and ways to enhance engagement and collaborative relationships between Metro Vancouver and First Nations.
- Metro Vancouver has corporate objectives to reduce greenhouse gas emissions and use clean and renewable energy in its operations. The Committee, as it undertakes its work, should consider the climate action implications of capital and operating programs and projects, in addition to ensuring resilience to climate-related impacts and risks.

Committee Membership and Meetings

The Chair, Vice Chair, and members are appointed annually by the Chair of the Metro Vancouver Housing Corporation Board. The Committee meets monthly, except for August and December, and holds special meetings as required. A quorum of 50% plus one of the Committee membership is required to conduct Committee business.

Committee Management

The Committee Chair, or in the absence of the Chair, the Vice Chair is the chief spokesperson on matters of public interest within the Committee's purview. For high profile issues, the role of spokesperson rests with the Board Chair or Vice Chair. On technical matters or in cases where an initiative is still at the staff proposal level, the Chief Administrative Officer or designate is the appropriate spokesperson. Where necessary and practical, the Board Chair, Committee Chair, and Chief Administrative Officer will confer to determine the most appropriate representative to speak.

Housing Committee Terms of ReferencePage 2 of 2

The Chief Administrative Officer assigns a Committee Manager for the Committee. The Committee Manager is responsible for coordinating agendas and is the principal point of contact for Committee members.

Indigenous Relations Committee

Terms of Reference

The Indigenous Relations Committee is the standing committee of the Metro Vancouver Regional District (MVRD) Board that provides advice and recommendations on policies, plans, programs, budgets and issues regarding Metro Vancouver's relationship-building and reconciliation efforts with local First Nations.

Committee Responsibilities

Within the scope of the *Board Strategic Plan*, *First Nations Strategy*, and *Metro Vancouver Five-Year Financial Plan*, the Committee provides guidance on the implementation of the annual work plans and business plans that govern Metro Vancouver's Indigenous Relations service. Among its responsibilities, the Committee is responsible for:

- Advancing reconciliation strategies;
- Initiating and engaging in programs and activities that strengthen relationships between Metro Vancouver and First Nations within the region;
- Understanding and providing advice on the implications for Metro Vancouver of First Nations' land claims, and asserted Aboriginal rights and title, as well as on the implications for Metro Vancouver of court decisions, and the positions or initiatives of other orders of government; and
- Providing a forum for discussion for member jurisdictions regarding indigenous relations. Over the course of its work, the Indigenous Relations Committee may, from time to time, convene a pan-municipal discussion to address specific local issues.

Organizational Responsibilities

- Metro Vancouver respects the traditional territories, histories, and cultures of First Nations. The Committee, as it undertakes its work, should consider First Nations' interests and ways to enhance engagement and collaborative relationships between Metro Vancouver and First Nations.
- Metro Vancouver has corporate objectives to reduce greenhouse gas emissions and use clean and renewable energy in its operations. The Committee, as it undertakes its work, should consider the climate action implications of capital and operating programs and projects, in addition to ensuring resilience to climate-related impacts and risks.

Committee Membership and Meetings

The Chair, Vice Chair, and members are appointed annually by the Chair of the MVRD Board. The Committee meets quarterly and holds special meetings as required. A quorum of 50% plus one of the Committee membership is required to conduct Committee business.

Committee Management

The Committee Chair or, in the absence of the Chair, the Vice Chair is the chief spokesperson on matters of public interest within the Committee's purview. For high profile issues, the role of spokesperson rests with the Board Chair or Vice Chair. On technical matters or in cases where an initiative is still at the staff proposal level, the Chief Administrative Officer or designate is the appropriate spokesperson. Where necessary and practical, the Board Chair, Committee Chair, and Chief Administrative Officer will confer to determine the most appropriate representative to speak.

Indigenous Relations Committee Terms of ReferencePage 2 of 2

The Chief Administrative Officer assigns a Committee Manager for the Committee. The Committee Manager is responsible for coordinating agendas and is the principal point of contact for Committee members.

Invest Vancouver Management Board

MVRD Board Standing Committee

Terms of Reference

The Invest Vancouver Management Board is the standing committee of the Metro Vancouver Regional District (MVRD) Board responsible for providing strategic guidance for Invest Vancouver.

SCOPE OF INVEST VANCOUVER

Invest Vancouver is Metro Vancouver's economic development leadership service for the region. By conducting research and policy analysis, fostering collaboration on a local, national, and global scale and attracting strategic investment in export-oriented industries, Invest Vancouver is facilitating a resilient and inclusive regional economy for all.

Invest Vancouver's mandate is to support the attraction of strategic investment, to facilitate the creation of high-value jobs. There are three areas of focus to facilitate this:

- Attract strategic investment in the region's targeted sectors;
- Conduct Research and policy analysis; and
- Foster collaboration by providing a platform for regional collaboration on issues relevant to the economy.

MANAGEMENT BOARD RESPONSIBILITIES

The Invest Vancouver Management Board will provide advice and recommendations to the MVRD Board on issues related to Invest Vancouver. Key responsibilities for the Management Board include:

- Providing guidance on the work plan and resource requirements for Invest Vancouver;
- Engaging leaders from government, First Nations, business, academia, labour and the community sector in dialogue on the regional economy, including initiatives to promote the region's economic strengths and livability and identifying the information and economic analysis required to inform a collaborative approach; and
- Supporting efforts to attract strategic investment to the region.

ORGANIZATIONAL RESPONSIBILITIES

- Metro Vancouver respects the traditional territories, histories, and cultures of First Nations. The Committee, as it undertakes its work, should consider First Nations' interests and ways to enhance engagement and collaborative relationships between Metro Vancouver and First Nations.
- Metro Vancouver has corporate objectives to reduce greenhouse gas emissions and use clean and renewable energy in its operations. The Committee, as it undertakes its work, should consider the climate action implications of capital and operating programs and projects, in addition to ensuring resilience to climate-related impacts and risks.

Invest Vancouver Management Board Terms of Reference

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MANAGEMENT BOARD MEMBERSHIP

To ensure a cross section of sectoral representation, the MVRD Board Chair will consider representation from the following groups:

MVRD Board	7
Business	3
Industry Associations	3
Vancouver Fraser Port Authority, YVR, and TransLink	3
Academic Institutions	3
Boards of Trade/Chambers of Commerce	3
First Nations	2
Utilities	1
Labour	3
Community Organizations	2
Federal	1
Province	1

The term for each appointed sectoral representative is one year, with a maximum of four consecutive years, except at the discretion of the Board Chair.

MVRD Board Appointments

The Chair and Vice Chair of the Management Board are appointed annually by the Chair of the MVRD Board. The MVRD Board Chair also appoints an additional five Metro Vancouver Board Directors with representation from each of the four Metro Vancouver sub-regions:

- i. Central – Vancouver, Burnaby, New Westminster, and Electoral Area A;
- ii. Northwest – North Vancouver District, North Vancouver City, West Vancouver, Bowen Island, and Lions Bay;
- iii. Northeast – Coquitlam, Port Coquitlam, Port Moody, Pitt Meadows, Maple Ridge, Belcarra, and Anmore; and
- iv. Fraser South – Richmond, Surrey, Township of Langley, City of Langley, Delta, White Rock, and Tsawwassen First Nation.

MANAGEMENT BOARD MEETINGS

The Management Board will meet quarterly or at the call of the Chair. A quorum of 50% plus one of the Management Board membership is required to conduct Management Board business. To complement regular Management Board meetings, members may be expected to attend additional events such as site tours or meetings that include additional stakeholders.

MANAGEMENT BOARD SUPPORT

The Management Board Chair will be the chief spokesperson on matters of public interest within the Management Board's purview. For high profile issues, the role of spokesperson rests with the MVRD Board Chair or Vice Chair. On technical matters, or in cases where an initiative is still at the staff proposal level, the Chief Administrative Officer or delegate is the appropriate spokesperson. Where necessary and practical, the Board Chair, Management Board Chair, and Chief Administrative Officer will confer to determine the most appropriate representative to speak.

Invest Vancouver Management Board Terms of ReferencePage 3 of 3

The Chief Administrative Officer assigns a Committee Manager for the Committee. The Committee Manager is responsible for coordinating agendas and is the principal point of contact for Management Board members.

Liquid Waste Committee

Terms of Reference

The Liquid Waste Committee is the standing committee of the Metro Vancouver Regional District (MVRD) Board that provides advice and recommendations on policies, bylaws, plans, programs, budgets and issues related to the Greater Vancouver Sewerage and Drainage District's (GVS&DD) liquid waste management service.

Committee Responsibilities

Within the scope of the *Board Strategic Plan*, *Integrated Liquid Waste and Resource Management Plan*, and *Metro Vancouver Five-Year Financial Plan*, the Committee provides guidance and oversight on the implementation of the annual work plan and business plans for the service. Specific Committee responsibilities include:

- Reviewing and endorsing the annual budget and five-year financial plan for the Liquid Waste function;
- Guiding and monitoring implementation of strategic utility plans including the *Integrated Liquid Waste and Resource Management Plan*;
- Advising on the implementation of GVS&DD (liquid waste) capital programs, including award of major contracts for engineering services, materials supply, and construction;
- Providing governance over key major projects within the context of the approved budgets and financial plans;
- Reviewing and receiving the annual *Environmental Management and Quality Control* report for GVS&DD (liquid waste);
- Reviewing and making recommendations with respect to municipal requests for sewerage area boundary expansions;
- Reviewing and recommending amendments to the *GVS&DD Sewer Use Bylaw*; and
- Reviewing *Integrated Stormwater Management Plans* for GVS&DD drainage areas.

Organizational Responsibilities

- Metro Vancouver respects the traditional territories, histories, and cultures of First Nations. The Committee, as it undertakes its work, should consider First Nations' interests and ways to enhance engagement and collaborative relationships between Metro Vancouver and First Nations.
- Metro Vancouver has corporate objectives to reduce greenhouse gas emissions and use clean and renewable energy in its operations. The Committee, as it undertakes its work, should consider the climate action implications of capital and operating programs and projects, in addition to ensuring resilience to climate-related impacts and risks.

Committee Membership and Meetings

The Chair, Vice Chair, and members are appointed annually by the Chair of the MVRD Board. Committee membership is limited to council members of GVS&DD member jurisdictions. The Committee meets monthly, except for August and December, and has special meetings as required. A quorum of 50% plus one of the Committee membership is required to conduct committee business.

Liquid Waste Committee Terms of ReferencePage 2 of 2

Committee Management

The Committee Chair, or in the absence of the Chair, the Vice Chair is the chief spokesperson on matters of public interest within the Committee's purview. For high profile issues the role of spokesperson should rest with the Board Chair or Vice Chair. On technical matters or in cases where an initiative is still at the staff proposal level, the Commissioner or designate is the appropriate spokesperson. Where necessary and practical, the Board Chair, the Committee Chair, and the Commissioner confer to determine the most appropriate representative to speak.

The Chief Administrative Officer assigns a Committee Manager for the Committee. The Committee Manager is responsible for coordinating agendas and be the principal point of contact for Committee members.

Mayors Committee

Terms of Reference

The Mayors Committee of Metro Vancouver is the standing committee of the Metro Vancouver Regional District (MVRD) Board that provides advice and recommendations on issues related to the overall operations of the MVRD, MVHC, GVS&DD, and GVWD, and Metro Vancouver's strategic relationships with other governments, agencies and communities.

Committee Responsibilities

Within the scope of the *Board Strategic Plan*, Board policies, and the *Metro Vancouver Five-Year Financial Plan*, the Committee provides input, advice, and recommendations to the Boards on issues referred to the Committee by the Boards, and the development of strategies and positions to manage inter-governmental relations and advance advocacy for Metro Vancouver.

Specific Committee responsibilities include:

- Advancing advocacy efforts by presenting a unified, regional voice to other orders of government on Metro Vancouver's interests;
- Reviewing senior government policy and legislative initiatives that affect, or that may affect, Metro Vancouver;
- Facilitating the development and implementation of communications strategies, intergovernmental relations strategies, and other strategies to manage Metro Vancouver relations with other orders of governments, and with other agencies;
- Providing, within its scope of responsibility, a regional forum for the discussion of pan-municipal issues; and
- Procedural matters and items that do not fall within the purview of other Standing Committees.

Organizational Responsibilities

- Metro Vancouver respects the traditional territories, histories, and cultures of First Nations. The Committee, as it undertakes its work, should consider First Nations' interests and ways to enhance engagement and collaborative relationships between Metro Vancouver and First Nations.
- Metro Vancouver has corporate objectives to reduce greenhouse gas emissions and use clean and renewable energy in its operations. The Committee, as it undertakes its work, should consider the climate action implications of capital and operating programs and projects, in addition to ensuring resilience to climate-related impacts and risks.

Committee Membership and Meetings

The Chair, Vice Chair, and members are appointed annually by the Chair of the MVRD Board. Committee membership includes all mayors of Metro Vancouver's member municipalities, the Chief of the Tsawwassen First Nation, the Director of Electoral Area A, and the Board Chair. The Committee meets twice a year, and holds special meetings as required. A quorum of 50% plus one of the Committee membership is required to conduct Committee business.

Mayors Committee Terms of ReferencePage 2 of 2

Committee Management

The Committee Chair, or in the absence of the Chair, the Vice Chair, is the chief spokesperson on matters of public interest within the Committee's purview. For high profile issues the role of spokesperson rests with the Board Chair or Vice Chair. On technical matters or in cases where an initiative is still at the staff proposal level, the Chief Administrative Officer or designate is the appropriate spokesperson. Where necessary and practical, the Board Chair, Committee Chair, and Chief Administrative Officer will confer to determine the most appropriate representative to speak.

The Chief Administrative Officer assigns a Committee Manager for the Committee. The Committee Manager is responsible for coordinating agendas and is the principal point of contact for Committee members.

Performance and Audit Committee

Terms of Reference

The Performance and Audit Committee is the standing committee of the Metro Vancouver Regional District (MVRD) Board that monitors Metro Vancouver's financial management, financial reporting, procurement efforts, and compliance with statutory requirements and the organization's financial policies.

Committee Responsibilities

Within the scope of the *Board Strategic Plan* and the organization's financial policies, the Committee provides guidance on the implementation of the annual work plans and business plans of Metro Vancouver's four legal entities that govern its financial management, procurement and financial operations, and monitors performance against those plans. The Committee is specifically responsible for:

- Reviewing financial policies and recommending to the MVRD Board any proposed new policies and policy amendments;
- Reviewing the annual plan for the external audit and making recommendations, as necessary, on changes to scope and priorities;
- Reviewing the results of the annual external audit, including the auditor's findings report and the annual Audited Financial Statements;
- Reviewing borrowing approvals made on behalf of Metro Vancouver Districts or member municipalities, and recommending changes as necessary;
- Reviewing the financial progress of Metro Vancouver's financial operations, including investment results, actual operating results vs. budget, and actual capital expenditures vs. approved spending limits;
- Reviewing contract awards or amendments pursuant to the Procurement and Real Property Contracting Authority;
- Reviewing the collection of Development Cost Charges twice per year;
- Considering staff reports, as required by policy, on financial management, procurement, financial operations, and performance and making recommendations as necessary;
- Considering staff reports, as required by financial policy on financial operations and statutory reporting, and making any necessary recommendations to the appropriate Board(s) as required;
- Receiving updates from the Internal Audit and Enterprise Risk Management functions; and
- Reviewing transportation projects eligible for the Metro Vancouver Regional Fund as part of the Canada Community Building Fund (CCBF) proposed each year by TransLink, in accordance with the *Administrative Agreement on the Federal Gas Tax Fund in British Columbia* and the *Federal Gas Tax Fund Expenditures Board Policy*, and making recommendations to the MVRD Board on funding approvals.

Performance and Audit Committee Terms of ReferencePage 2 of 2

Organizational Responsibilities

- Metro Vancouver respects the traditional territories, histories, and cultures of First Nations. The Committee, as it undertakes its work, should consider First Nations' interests and ways to enhance engagement and collaborative relationships between Metro Vancouver and First Nations.
- Metro Vancouver has corporate objectives to reduce greenhouse gas emissions and use clean and renewable energy in its operations. The Committee, as it undertakes its work, should consider the climate action implications of capital and operating programs and projects, in addition to ensuring resilience to climate-related impacts and risks.

Committee Membership and Meetings

The Chair, Vice Chair, and members are appointed annually by the Chair of the MVRD Board. The Committee meets monthly, except for August and December, and holds special meetings as required. A quorum of 50% plus one of the Committee membership is required to conduct Committee business.

Committee Management

The Committee Chair, or in the absence of the Chair, the Vice Chair, is the chief spokesperson on matters of public interest within the Committee's purview. For high profile issues, the role of spokesperson rests with the Board Chair or Vice Chair. On technical matters or in cases where an initiative is still at the staff proposal level, the Chief Administrative Officer or designate is the appropriate spokesperson. Where necessary and practical, the Board Chair, Committee Chair, and Chief Administrative Officer will confer to determine the most appropriate representative to speak.

The Chief Administrative Officer assigns a Committee Manager for the Committee. The Committee Manager is responsible for coordinating agendas and is the principal point of contact for Committee members.

Regional Parks Committee

Terms of Reference

The Regional Parks Committee is the standing committee of the Metro Vancouver Regional District (MVRD) Board that provides advice and recommendations on policies, plans, programs, budgets, and issues related to the Regional Parks service.

Committee Responsibilities

Within the scope of the *Board Strategic Plan*, *Regional Parks Plan*, *Regional Parks Land Acquisition 2050*, and *Metro Vancouver Five-Year Financial Plan*, the Committee provides guidance and oversight to staff on the implementation of annual work plans and business plans that guide the Regional Parks service delivery with the goal of protecting the region's important natural areas and connecting people to nature.

Specific Committee responsibilities include:

- Guiding the implementation of the *Regional Parks Land Acquisition 2050* strategy and making recommendations to the MVRD Board to secure land for future regional park use, centered on protection of the region's important natural areas and connecting people to them;
- Overseeing the ongoing implementation of the Regional Parks Capital Program, operating budget implementation to ensure the provision of safe, clean, and well maintained facilities for park visitors;
- Guiding policy, strategic directions, and analysis aimed at managing Regional Parks to ensure the protection and enhancement of natural areas;
- Providing strategic direction to guide the development of interpretive, educational and stewardship programs to enhance understanding and enjoyment of the natural environment that increase opportunities for people to connect with, enjoy and be active in nature;
- Reviewing and endorsing partnership/contribution agreements for MVRD Board approval with the Metro Vancouver Regional Parks Foundation, park associations and interest holders;
- Recommending to the MVRD Board amendments to the *Regional Parks Regulation Bylaw*, that governs the Regional Parks service, including the setting of annual fees and charges to promote positive visitor experiences;
- Providing strategic directions in program delivery, community engagement, and provision of special facilities or programs to support the regional parks system; and
- Guiding and participating in engagement with member municipalities, First Nations, interest holders, and the public on Regional Parks' plans, policies and programs.

Organizational Responsibilities

- Metro Vancouver respects the traditional territories, histories, and cultures of First Nations. The Committee, as it undertakes its work, should consider First Nations' interests and ways to enhance engagement and collaborative relationships between Metro Vancouver and First Nations.
- Metro Vancouver has corporate objectives to reduce greenhouse gas emissions and use clean and renewable energy in its operations. The Committee, as it undertakes its work, should consider the climate action implications of capital and operating programs and projects, in addition to ensuring resilience to climate-related impacts and risks.

Regional Parks Committee Terms of ReferencePage 2 of 2

Committee Membership and Meetings

The Chair, Vice Chair, and members are appointed annually by the Chair of the MVRD Board. The Committee meets monthly, except for August and December, and holds special meetings as required. A quorum of 50% plus one of the Committee membership is required to conduct Committee business.

Committee Management

The Committee Chair, or in the absence of the Chair, the Vice Chair, is the chief spokesperson on matters of public interest within the Committee's purview. For high profile issues, the role of spokesperson rests with the Board Chair or Vice Chair. On technical matters or in cases where an initiative is still at the staff proposal level, the Chief Administrative Officer or designate is the appropriate spokesperson. Where necessary and practical, the Board Chair, Committee Chair, and Chief Administrative Officer will confer to determine the most appropriate representative to speak.

The Chief Administrative Officer assigns a Committee Manager for the Committee. The Committee Manager is responsible for coordinating agendas and serves as the principal point of contact for Committee members.

Regional Planning Committee

Terms of Reference

The Regional Planning Committee is the standing committee of the Metro Vancouver Regional District (MVRD) Board that provides advice and recommendations on plans, policies, programs, budgets, and issues related to the Regional Planning service.

Committee Responsibilities

Within the scope of the *Board Strategic Plan, Metro 2050*, and the *Metro Vancouver Five-Year Financial Plan*, the Committee provides guidance and oversight on the implementation of the annual work plans and business plans that govern the Regional Planning service.

Specific Committee responsibilities include:

- Reviewing and endorsing the annual budget and five-year financial plan for the Regional Planning function.
- Advising on the development and implementation of *Metro 2050*, including monitoring progress toward its five regional goals.
- Guiding policies and actions to:
 - Support growth management by containing development within the Urban Containment Boundary and focusing growth in Urban Centres and along transit corridors.
 - Promote land use, housing, and transportation integration to create diverse, connected, and liveable communities.
 - Advance strategies that reduce greenhouse gas emissions and improve climate resilience through land use and infrastructure planning.
 - Protect and enhance industrial and agricultural lands and support economic vitality through coordinated regional planning.
 - Conserve and restore ecologically important lands and implement environmental policy actions in *Metro 2050*.
- Reviewing regional context statements, proposed amendments to *Metro 2050*, and related applications for consistency with the Regional Growth Strategy.
- Producing and reviewing annual population projection updates to ensure alignment with regional growth objectives.
- Reviewing *Metro 2050* performance metrics annually and reporting on progress toward achieving regional goals.

Organizational Responsibilities

- Metro Vancouver respects the traditional territories, histories, and cultures of First Nations. The Committee, as it undertakes its work, should consider First Nations' interests and ways to enhance engagement and collaborative relationships between Metro Vancouver and First Nations.
- Metro Vancouver has corporate objectives to reduce greenhouse gas emissions and use clean and renewable energy in its operations. The Committee, as it undertakes its work, should consider the climate action implications of capital and operating programs and projects, in addition to ensuring resilience to climate-related impacts and risks.

Regional Planning Committee Terms of ReferencePage 2 of 2

Committee Membership and Meetings

The Chair, Vice Chair, and members are appointed annually by the Chair of the MVRD Board. The Committee meets monthly, except for August and December, and holds special meetings as required. A quorum of 50% plus one of the Committee membership is required to conduct Committee business.

Committee Management

The Committee Chair, or in the absence of the Chair, the Vice Chair, is the chief spokesperson on matters of public interest within the Committee's purview. For high profile issues, the role of spokesperson rests with the Board Chair or Vice Chair. On technical matters or in cases where an initiative is still at the staff proposal level, the Chief Administrative Officer or designate is the appropriate spokesperson. Where necessary and practical, the Board Chair, Committee Chair, and Chief Administrative Officer will confer to determine the most appropriate representative to speak.

The Chief Administrative Officer assigns a Committee Manager for the Committee. The Committee Manager is responsible for coordinating agendas and is the principal point of contact for Committee members.

Water Committee

Terms of Reference

The Water Committee is the standing committee of the Metro Vancouver Regional District (MVRD) Board that provides advice and recommendations on policies, bylaws, plans, programs, budgets, and issues related to drinking water management under the Greater Vancouver Water District (GVWD) service.

Committee Responsibilities

Within the scope of the *Board Strategic Plan*, *Drinking Water Management Plan*, *Drinking Water Conservation Plan*, and *Metro Vancouver Five-Year Financial Plan*, the Committee provides guidance and oversight on the implementation of the annual work plan and business plans for the service.

Specific Committee responsibilities include:

- Reviewing and endorsing the annual budget and five-year financial plan for the Water function;
- Guiding and monitoring implementation of strategic utility plans including the *Drinking Water Management Plan*;
- Advising on the implementation of GVWD capital programs, including award of major contracts for engineering services, materials supply, and construction;
- Providing governance and oversight over key major projects within the context of the approved budgets and financial plans;
- Reviewing and receiving the annual Quality Control report for GVWD;
- Providing advice on the implementation of the water conservation program and tap water campaign; and
- Monitoring water supply forecasts, water consumption trends, and annual system performance.

Organizational Responsibilities

- Metro Vancouver respects the traditional territories, histories, and cultures of First Nations. The Committee, as it undertakes its work, should consider First Nations' interests and ways to enhance engagement and collaborative relationships between Metro Vancouver and First Nations.
- Metro Vancouver has corporate objectives to reduce greenhouse gas emissions and use clean and renewable energy in its operations. The Committee, as it undertakes its work, should consider the climate action implications of capital and operating programs and projects, in addition to ensuring resilience to climate-related impacts and risks.

Committee Membership and Meetings

The Chair, Vice Chair, and members are appointed annually by the Chair of the MVRD Board. Committee membership is limited to council members of GVWD member jurisdictions. The Committee meets monthly, except for August and December, and holds special meetings as required. Members of the Committee must be members of the GVWD. A quorum of 50% plus one of the Committee membership is required to conduct committee business.

Water Committee Terms of ReferencePage 2 of 2

Committee Management

The Committee Chair, or in the absence of the Chair, the Vice Chair, is the chief spokesperson on matters of public interest within the Committee's purview. For high profile issues, the role of spokesperson should rest with the Board Chair or Vice Chair. On technical matters or in cases where an initiative is still at the staff proposal level, the Commissioner or designate is the appropriate chief spokesperson. Where necessary and practical, the Board Chair, the Committee Chair, and the Commissioner will confer to determine the most appropriate representative to speak.

The Commissioner assigns a Committee Manager for the Committee. The Committee Manager is responsible for coordinating agendas and being the principal point of contact for Committee members.

Zero Waste Committee

Terms of Reference

The Zero Waste Committee is the standing committee of the Metro Vancouver Regional District (MVRD) Board that provides advice and recommendations on policies, bylaws, plans, programs, budgets, and issues related to solid waste management under the Greater Vancouver Sewerage and Drainage District (GVS&DD) service, as well as the Zero Waste Communications Program.

Committee Responsibilities

Within the scope of the *Board Strategic Plan*, *Integrated Solid Waste and Resource Management Plan*, and *Metro Vancouver Five-Year Financial Plan*, the Committee provides guidance on the implementation of the annual work plan and business plans for the service.

Specific Committee responsibilities include:

- Reviewing and endorsing the annual budget and five-year financial plan for the Solid Waste function;
- Guiding and monitoring the implementation of the regional solid waste management plan;
- Providing governance over key major projects within the context of the approved budgets and financial plans;
- Advising on the implementation of the Solid Waste capital program, and development of significant works within the plan;
- Guiding programs and initiatives aimed at reducing the volume of solid waste, enhancing recycling and diversion efforts, and promoting recovery; and
- Monitoring the operation of waste disposal and transfer station facilities, and the overall management of residuals; and
- Guiding Zero Waste Collaboration initiatives including the National Zero Waste Council, the biannual Metro Vancouver Zero Waste Conference, and behaviour change campaigns.

Metro Vancouver has primary responsibility for ensuring implementation of the *Integrated Solid Waste and Resource Management Plan*. Metro Vancouver is also responsible for operating the regional systems for transfer and disposal of solid waste. Guiding these activities is the primary focus for the Committee.

Organizational Responsibilities

- Metro Vancouver respects the traditional territories, histories, and cultures of First Nations. The Committee, as it undertakes its work, should consider First Nations' interests and ways to enhance engagement and collaborative relationships between Metro Vancouver and First Nations.
- Metro Vancouver has corporate objectives to reduce greenhouse gas emissions and use clean and renewable energy in its operations. The Committee, as it undertakes its work, should consider the climate action implications of capital and operating programs and projects, in addition to ensuring resilience to climate-related impacts and risks.

Zero Waste Committee Terms of ReferencePage 2 of 2

Committee Membership and Meetings

The Chair, Vice Chair, and members are appointed annually by the Chair of the MVRD Board. Committee membership is limited to council members of GV&SDD member jurisdictions. The Committee meets monthly, except for August and December, and holds special meetings as required. Members of the Committee must be members of GVS&DD. A quorum of 50% plus one of the Committee membership is required to conduct Committee business.

Committee Management

The Committee Chair, or in the absence of the Chair, the Vice Chair is the chief spokesperson on matters of public interest within the Committee's purview. For high profile issues, the role of spokesperson rests with the Board Chair or Vice Chair. On technical matters or in cases where an initiative is still at the staff proposal level, the Commissioner or designate is the appropriate chief spokesperson. Where necessary and practical, the Board Chair, the Committee Chair, and the Commissioner will confer to determine the most appropriate representative to speak.

The Commissioner assigns a Committee Manager for the Committee. The Committee Manager is responsible for coordinating agendas and is the principal point of contact for Committee members.

To: Indigenous Relations Committee

From: Jessica Beverley, Corporate Solicitor/General Manager, Legal Services and Indigenous Relations

Date: January 30, 2026 Meeting Date: February 13, 2026

Subject: **2026 Indigenous Relations Committee Meeting Schedule and Work Plan**

RECOMMENDATION

THAT the Indigenous Relations Committee:

- a) receive for information the Indigenous Relations Committee Terms of Reference and the 2026 Annual Meeting Schedule, as presented in the report dated January 30, 2026, titled “2026 Indigenous Relations Committee Meeting Schedule and Work Plan”; and
 - b) endorse the 2026 work plan, as presented in the report dated January 30, 2026, titled “2026 Indigenous Relations Committee Meeting Schedule and Work Plan.”
-

EXECUTIVE SUMMARY

The Terms of Reference for the Indigenous Relations Committee set out the committee’s responsibilities in the areas of relationship-building and reconciliation efforts with local First Nations, treaty negotiations, and the broader Metro Vancouver Indigenous Relations program.

Work plan priorities for 2026 include: continuing to engage local First Nations on preferred ways to continue improving relationships, including events, relationship agreements, and/or other modalities, and provide recommendations as necessary; lead or participate in government-to-government discussions and active treaty table meetings; receive information on and consider progress towards the Province’s goal of including First Nations on British Columbia’s regional district committees and boards; oversee Phase 2 of an improved, online system aimed at streamlining communication with First Nations on project referrals; and receive updates on Metro Vancouver training, events, and workshops to foster and enhance cultural competency at Metro Vancouver. These key priorities are consistent with the endorsed 2026 Budget.

Pursuant to the Terms of Reference, the meeting schedule proposes four Committee meetings which, unless otherwise determined, will be held in-person.

PURPOSE

To provide the Indigenous Relations Committee with its Terms of Reference, the 2026 Work Plan, and the Annual Meeting Schedule.

BACKGROUND

Annually, following the Board Inaugural meeting in November, the Board Chair establishes the committee structure and the Terms of Reference for each committee, for the new year. To support the Committee in its work, this report brings forward the committee’s Work Plan and the Schedule of Meetings for 2026.

2026 ANNUAL WORK PLAN

The Annual Work Plan (**Attachment 1**) for the Indigenous Relations Committee is based on the 2026 Budget approved by the MVRD Board on October 31, 2025.

The work plan presented in this report is consistent with the Indigenous Relations Committee's Terms of Reference (**Attachment 2**) and with the Board Strategic Plan. It is being brought forward for the Committee's information, review and endorsement. Key actions in the 2026 Work Plan for the Committee are described below.

- Participate in government-to-government discussions and events with First Nations, and active treaty table meetings, in the region, and provide recommendations, as necessary.
- Receive updates on Metro Vancouver's training programs, events, and workshops aimed at improving cultural competency. These initiatives, identified as continuous improvement goals in the 2025–2029 Financial Plan – Indigenous Relations, align with TRC Call to Action #57.
- Receive updates from other regional districts on the inclusion of non-treaty First Nations in regional district governance.
- Receive updates from the provincial Ministry of Housing and Municipal Affairs on implementation of the Declaration on the Rights of Indigenous Peoples Act Action Plan regarding First Nations participation on regional district boards.
- Oversee development of Phase 2 of the Metro Vancouver Portal, an online platform designed to organize and manage the sharing of project-related technical and operational information with First Nations, improving efficiency in project referrals and communications as outlined in the 2025–2029 Financial Plan – Indigenous Relations.

The Committee will be updated on the status of the actions and projects in this Work Plan on a quarterly basis per the Committee's schedule.

2026 COMMITTEE MEETING SCHEDULE

The MVRD Procedure Bylaw requires the Corporate Officer to provide the Committee with an Annual Meeting Schedule for the upcoming year, including the date, time and place of the meetings (**Attachment 3**).

Meeting Place

Committee meetings will be held at the Metro Vancouver Committee Room, 28th Floor, 4515 Central Blvd, Burnaby, BC, at 9:00 am, unless otherwise specified on the Metro Vancouver public notice board, the Metro Vancouver website, and the respective agenda.

ALTERNATIVES

1. THAT the Indigenous Relations Committee:
 - a) receive for information the Indigenous Relations Committee Terms of Reference and the 2026 Annual Meeting Schedule, as presented in the report dated January 30, 2026, titled “2026 Indigenous Relations Committee Meeting Schedule and Work Plan”; and
 - b) endorse the 2026 work plan, as presented in the report dated January 30, 2026, titled “2026 Indigenous Relations Committee Meeting Schedule and Work Plan.”

2. THAT the Indigenous Relations Committee:
 - a) receive for information the Indigenous Relations Committee Terms of Reference and the 2026 Annual Meeting Schedule, as presented in the report dated January 30, 2026, titled “2026 Indigenous Relations Committee Meeting Schedule and Work Plan”; and
 - b) endorse the 2026 work plan, as presented in the report dated January 30, 2026, titled “2026 Indigenous Relations Committee Meeting Schedule and Work Plan”, incorporating the requested changes from the Indigenous Relations Committee.

FINANCIAL IMPLICATIONS

The Indigenous Relations Committee’s Work Plan is consistent with the 2026 Budget approved by the MVRD Board on October 31, 2025.

Committee meeting expenses and remuneration associated with meeting attendance have been allocated in the annual budget.

CONCLUSION

The work plan presented in this report identifies the priorities for the Indigenous Relations Committee in 2026 and is consistent with their terms of reference and the 2026 Budget approved by the MVRD Board. To assist the Committee, the 2026 Annual Meeting Schedule has already been established to guide the Committee’s success in completing the business of the work plan. Staff recommends that Alternative 1 be approved.

ATTACHMENTS

1. Indigenous Relations Committee 2026 Work Plan.
2. Indigenous Relations Committee Terms of Reference.
3. Indigenous Relations Committee 2026 Annual Meeting Schedule.

Indigenous Relations Committee 2026 Work Plan

Meeting Date: February 13, 2026

Priorities

1 st Quarter	Status
Indigenous Relations Committee Priorities and 2026 Work Plan	In Progress
Manager's Report	In Progress
Invited presentation on the BC Treaty Commission 2025 Annual Report	In Progress
Updates from Committee appointees to external committees/treaty tables	In Progress
Updates on Metro Vancouver quarterly reconciliation activities	In Progress
Updates on Indigenous Relations Accomplishments in 2025	In Progress
Updates on legislative initiatives and case law of significance to local governments	In Progress
Updates on negotiations with First Nations	In Progress
2 nd Quarter	
Manager's Report	Pending
Invited staff presentation on Indigenous engagement on the Drinking Water Management Plan	Pending
Invited staff presentation on the Xwmélch'sten Staḵw (Capilano River) Comprehensive Safety Video	Pending
Updates on Metro Vancouver quarterly reconciliation activities	Pending
Updates from Committee appointees to external committees/treaty tables	Pending
Updates on legislative initiatives and case law of significance to local governments (as needed)	Pending
Updates on negotiations with First Nations (as needed)	Pending
Updates on Inclusive Regional Governance	Pending
3 rd Quarter	
Manager's Report	Pending
Invited presentation from a local First Nation	Pending
Invited presentation from the Squamish Lillooet Regional District	Pending
Invited staff presentation on a Metro Vancouver project involving Indigenous engagement	Pending
Updates from Committee appointees to external committees/treaty tables	Pending
Updates on Metro Vancouver quarterly reconciliation activities	Pending

Updates on legislative initiatives and case law of significance to local governments (as needed)	Pending
Updates on negotiations with First Nations (as needed)	Pending
4th Quarter	
Manager's Report	Pending
Invited presentation from a local First Nation	Pending
Invited staff presentation on a Metro Vancouver project involving Indigenous engagement	Pending
Receive updates from Committee appointees to external committees/treaty tables	Pending
Receive updates on Metro Vancouver quarterly reconciliation activities	Pending
Updates on legislative initiatives and case law of significance to local governments (as needed)	Pending
Updates on negotiations with First Nations (as needed)	Pending

Indigenous Relations Committee

Terms of Reference

The Indigenous Relations Committee is the standing committee of the Metro Vancouver Regional District (MVRD) Board that provides advice and recommendations on policies, plans, programs, budgets and issues regarding Metro Vancouver's relationship-building and reconciliation efforts with local First Nations.

Committee Responsibilities

Within the scope of the *Board Strategic Plan*, *First Nations Strategy*, and *Metro Vancouver Five-Year Financial Plan*, the Committee provides guidance on the implementation of the annual work plans and business plans that govern Metro Vancouver's Indigenous Relations service. Among its responsibilities, the Committee is responsible for:

- Advancing reconciliation strategies;
- Initiating and engaging in programs and activities that strengthen relationships between Metro Vancouver and First Nations within the region;
- Understanding and providing advice on the implications for Metro Vancouver of First Nations' land claims, and asserted Aboriginal rights and title, as well as on the implications for Metro Vancouver of court decisions, and the positions or initiatives of other orders of government; and
- Providing a forum for discussion for member jurisdictions regarding indigenous relations. Over the course of its work, the Indigenous Relations Committee may, from time to time, convene a pan-municipal discussion to address specific local issues.

Organizational Responsibilities

- Metro Vancouver respects the traditional territories, histories, and cultures of First Nations. The Committee, as it undertakes its work, should consider First Nations' interests and ways to enhance engagement and collaborative relationships between Metro Vancouver and First Nations.
- Metro Vancouver has corporate objectives to reduce greenhouse gas emissions and use clean and renewable energy in its operations. The Committee, as it undertakes its work, should consider the climate action implications of capital and operating programs and projects, in addition to ensuring resilience to climate-related impacts and risks.

Committee Membership and Meetings

The Chair, Vice Chair, and members are appointed annually by the Chair of the MVRD Board. The Committee meets quarterly and holds special meetings as required. A quorum of 50% plus one of the Committee membership is required to conduct Committee business.

Committee Management

The Committee Chair or, in the absence of the Chair, the Vice Chair is the chief spokesperson on matters of public interest within the Committee's purview. For high profile issues, the role of spokesperson rests with the Board Chair or Vice Chair. On technical matters or in cases where an initiative is still at the staff proposal level, the Chief Administrative Officer or designate is the appropriate spokesperson. Where necessary and practical, the Board Chair, Committee Chair, and Chief Administrative Officer will confer to determine the most appropriate representative to speak.

Indigenous Relations Committee Terms of ReferencePage 2 of 2

The Chief Administrative Officer assigns a Committee Manager for the Committee. The Committee Manager is responsible for coordinating agendas and is the principal point of contact for Committee members.

Indigenous Relations Committee 2026 Annual Meeting Schedule

- Friday, February 13, 2026, at 9:00 AM
- Thursday, April 16, 2026, at 9:00 AM
- Friday, June 12, 2026, at 1:00 PM
- Friday, October 16, 2026, at 9:00 AM

To: Indigenous Relations Committee

From: Elizabeth Moorsmith, Director, Indigenous Relations

Date: January 30, 2026 Meeting Date: February 13, 2026

Subject: Indigenous Relations 2025 Accomplishments

RECOMMENDATION

THAT the Indigenous Relations Committee receive for information the report dated January 30, 2026, titled "Indigenous Relations 2025 Accomplishments."

EXECUTIVE SUMMARY

This report highlights key accomplishments of Metro Vancouver's Indigenous Relations program in 2025, demonstrating significant progress in supporting meaningful engagement and strengthening relationships with First Nations, in line with Metro Vancouver's commitment to reconciliation. The achievements outlined showcase the program's success in supporting internal operations, deepening relationships with First Nations, and building staff cultural competency and capacity. Notable metrics include responding to over 15,000 email requests and attending 213 meetings with First Nations over the course of the year.

PURPOSE

To provide the Committee with an update on key accomplishments achieved by the Metro Vancouver Indigenous Relations program in 2025.

BACKGROUND

Reconciliation is a strategic priority identified in the *2022 – 2026 Board Strategic Plan*, which states that "Metro Vancouver will continue building and strengthening respectful and reciprocal relationships with local First Nations. Metro Vancouver will also continue to engage meaningfully with First Nations on plans, programs, and projects." The *Plan* also identifies as a strategic action "strengthening government-to-government relationships with First Nations by building trust through genuine collaboration, creating a mutually respectful space for meaningful dialogue and outcomes, and creating opportunities for Board-to-Nation relationships to thrive". This report outlines key accomplishments completed by the Indigenous Relations program in 2025 to support the *Board Strategic Plan*.

KEY ACCOMPLISHMENTS IN 2025

This report highlights the Indigenous Relations program's notable achievements from 2025, though it does not capture every initiative undertaken by program staff during the year. These accomplishments were propelled by the ongoing support and direction provided by the Indigenous Relations Committee, which continues to guide the program's efforts toward reconciliation and meaningful engagement with First Nations.

Internal Operations Support: Meaningful Engagement

The Indigenous Relations program provides information, advice, and support to Metro Vancouver entities on First Nations' interests and issues, and analyzes how such First Nations' interests and issues may affect Metro Vancouver's programs, processes, and projects. Key accomplishments from 2025 include:

- Responding to over 10,000 requests, primarily from Metro Vancouver staff, for information and advice
- Providing engagement support for approximately 300 projects across all Metro Vancouver departments, including 10 of the highest value and risk consequence capital projects delivered by the Project Delivery Department
- Developing several internal guidelines providing direction on topics including working with First Nations technicians, monitors, and Guardians; First Nations participation in procurement; and representing First Nations names, reserve lands, and treaty lands on maps
- Completing Phase 1 of the Metro Vancouver First Nations Engagement Portal

Internal Operations Support: Archaeology

The Indigenous Relations program provides archaeology support to Metro Vancouver projects by advising on cultural heritage considerations and ensuring compliance with applicable legislation. Key accomplishments from 2025 include:

- Responding to over 5,000 requests, primarily from Metro Vancouver staff, for information and advice
- Revising Regional Parks' standard operating procedures for archaeological chance finds
- Improving communication protocols with First Nations in the case of disturbance of Ancestral Remains
- Establishing regular engagement with BC Archaeology Branch and Permitting staff to identify efficiencies for permitting and priority projects for Metro Vancouver

Training and Capacity Building for Metro Vancouver Staff

The Indigenous Relations program strengthens organizational cultural competency and capacity for meaningful engagement with First Nations by supporting staff learning. Key accomplishments from 2025 include:

- Delivering 24 training sessions, reaching 380 Metro Vancouver staff members
- Creating a new supervisory training, *Indigenous Relations and Reconciliation for Leaders*, with two sessions delivered to supervisory staff
- Hosting three lunch and learns and one panel event with a total of 233 staff participants
- Developing a new bi-monthly Indigenous Relations newsletter to provide staff with updates, success stories, and resources (**Attachment 2**)

Relationships with First Nations

The Indigenous Relations program works to foster and strengthen meaningful relationships between Metro Vancouver and First Nations. This work includes building trust, promoting collaboration, and ensuring respectful engagement. Key accomplishments from 2025 include:

- Attending 213 meetings with First Nations
- Coordinating quarterly technical working groups with four separate First Nations, meeting on 15 occasions and reviewing over 50 projects

- Advancing negotiations with kʷikʷə́łəm (Kwkwetlem First Nation) on a Reconciliation Agreement, and supporting the development of a Collaborative Impact Assessment on the Coquitlam Lake Water Supply Project with kʷikʷə́łəm
- Rolling out an Indigenous Cultural Sensitivity Training Video for Metro Vancouver crews and contractors

ALTERNATIVES

This is an information report. No alternatives are presented.

FINANCIAL IMPLICATIONS

There are no financial implications with respect to the items identified in this information report.

OTHER IMPLICATIONS

The accomplishments identified in this report contribute to strengthening relationships with First Nations and advancing reconciliation.

CONCLUSION

This report highlights the significant progress made by Metro Vancouver's Indigenous Relations program in 2025 toward advancing reconciliation, supporting meaningful engagement, and strengthening relationships with First Nations. The accomplishments outlined reflect the program's success in supporting internal operations, building trusting and respectful relationships, and building staff capacity and cultural competency.

ATTACHMENTS

1. Indigenous Relations Updates Newsletter – January 2025.
2. Presentation re: Indigenous Relations 2025 Accomplishments.



IR Updates Newsletter - January 2026

 **Megan Chow**
Policy Analyst

The IR Corner

Checking Diacritics: Remember to [check your diacritics](#) when you use the Indigenous spellings! Be extra careful in presentations. The IR team's recommendation is to use **Calibri**, which consistently displays diacritics correctly. Setting your Calibri font 1-2 sizes bigger will make it appear similar to Arial, the approved MV font for presentations.

Pronouncing First Nations Names: REMINDER! The audio and phonetic pronunciation of First Nation names are available on the [Indigenous Relations Intranet page!](#)



Shout Out - Marina Jozipovic, Regional Planner II, Housing Policy and Planning

We are delighted to recognize **Marina Jozipovic, Regional Planner II, Housing Policy and Planning** for her dedication to creating connections and building relationships with First Nations through her work on Housing 2050. Marina demonstrated active listening and respectful communication, skills that are essential for creating culturally safe spaces where First Nations feel heard and valued. By practicing two-eyed seeing and considering the holistic, broader relationship, she also created space for future discussions on housing that extend beyond the project.

Course Name	Session Date	Status
Metro Vancouver's Approach to Archaeology	3/4/2026 9:00 AM	Open
Working Effectively with Indigenous Peoples	4/5/2026 9:00 AM	Open
Territorial Acknowledgement Workshop	4/29/2026 8:30 AM	Open
IR 101: Indigenous-Settler Relations - Past, Present, and Future	5/5/2026 9:00 AM	Open
Indigenous Consultation and Engagement	6/9/2026 9:00 AM	Open
IR 201: Metro Vancouver's Approach to First Nations Engagement	6/9/2026 9:00 AM	Open

Upcoming Training at MV - Indigenous Relations Corporate Training

All staff are encouraged to complete Indigenous Relations Corporate Training. Not only will it teach you about Metro Vancouver's corporate expectations for meaningful engagement with First Nations, it will help build awareness of historical context, current realities, and equip you with confidence to consider First Nations in the work that you do.

Sign up through the [Training Calendar](#) for the following courses:

- March 4, 2026, 9:00 am - Metro Vancouver's Approach to Archaeology
- April 29, 2026, 8:30 am - Territorial Acknowledgement Workshop
- May 5, 2026, 9:00 am - IR 101: Indigenous-Settler Relations - Past, Present, and Future
- June 9, 2026, 9:00 am - IR 201: Metro Vancouver's Approach to First Nations Engagement

Concept/Definition - *Etuaptmumk* (Two-Eyed Seeing)

Etuaptmumk or Two-Eyed Seeing (E/TES) is a guiding principle developed by Mi'kmaw Elder Albert Marshall that recognizes that better outcomes are more likely if we bring two or more perspectives into collaboration. In Marshall's words, "Two-Eyed Seeing refers to learning to see from one eye with the strengths of Indigenous ways of knowing and from the other eye with the strengths of Western ways of knowing and to using both of these eyes together."

Etuaptmumk
[et-oo-OP-uh-mumk] Two Eyed Seeing

Indigenous Creator Spotlight - Elinor Atkins



A glass mural at the new Metro Vancouver Fleetwood Reservoir, designed by Elinor Atkins

Elinor Atkins is an established visual artist with both ᑭᓄᓐᓄᓐ (Kwantlen First Nation) and Nᓄᓄᓄᓄ (Shackan First Nation) heritage. Elinor practices art mediums such as wood carving, acrylic painting, murals, and illustration, and her style combines traditional Salish design elements and modern components.

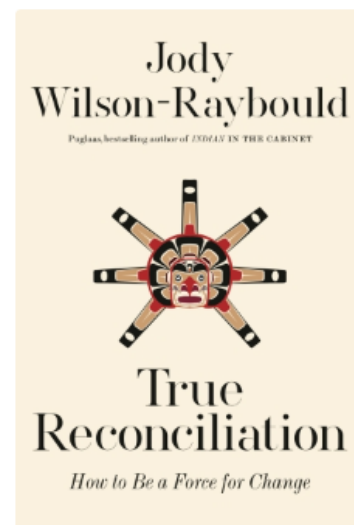
Recently, Elinor designed a glass mural for the new Metro Vancouver Fleetwood Reservoir. Elinor shared that her artwork aims to improve the visibility of ᑭᓄᓐᓄᓐ, ensuring that her people's stories and history are seen and valued. The mural will be unveiled in the Spring. You can preview it and see other examples of Elinor's work on her Instagram.

Instagram

IR Book Recommendation - True Reconciliation, Jody Wilson-Raybould

One of the books referenced during the IR 101 training, *True Reconciliation: How to be a Force for Change* is a book by Canada's first and only Indigenous Minister of Justice and Attorney General, written for Canadians from all walks of life asking the question "How can I participate in reconciliation?".

Whether you are taking your first step, or are well along your reconciliation journey, this book is both accessible and insightful. Wilson-Raybould invites readers into Indigenous and non-Indigenous narratives through a thoughtful and practical framework of learning, understanding, and acting. It challenges us to reflect on our own place within these shared stories and empowers us to become agents of true reconciliation through actional steps. - Rainbow, Indigenous Relations





Looking South from the North Shore towards Vancouver

Indigenous Relations 2025 Accomplishments

Elizabeth Moorsmith
Director, Indigenous Relations

Indigenous Relations Committee, February 13, 2026
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HIGHLIGHTS

1. Engagement on projects with First Nations
2. Support on archaeology
3. Staff training and capacity building
4. Building relationships with First Nations

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2

INTERNAL OPERATIONS SUPPORT: ENGAGEMENT

- Responded to over 10,000 requests for information and advice
- Provided engagement support for ~300 projects, including 10 major projects
- Developed new internal guidelines (procurement, mapping)
- Completed Phase 1 of the Metro Vancouver First Nations Engagement Portal

INTERNAL OPERATIONS SUPPORT: ARCHAEOLOGY

- Responded to over 5,000 requests for information and advice
- Revised Regional Parks' standard operating procedures for archaeological chance finds
- Improved communication protocols with First Nations when Ancestral Remains are disturbed
- Established regular engagement with BC Archaeology Branch and Permitting staff to identify efficiencies for permitting and priority projects

TRAINING AND CAPACITY BUILDING FOR STAFF

- Delivered 24 training sessions, reaching 380 Metro Vancouver staff members
- Created new supervisory training and delivered 2 sessions
- Hosted 3 lunch and learns and a panel event with 233 staff participants
- Developed a new bi-monthly Indigenous Relations newsletter to provide staff with updates, success stories, and resources

5



IR Updates Newsletter - January 2026

Megan Chow
Policy Analyst
3 min read



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The IR Corner

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RELATIONSHIPS WITH FIRST NATIONS

- Attended 213 meetings with First Nations
- Coordinated technical working groups with four First Nations, meeting on 15 occasions and reviewing over 50 projects
- Advanced negotiations with kwikwəłəm (Kwikwetlem First Nation) on a Reconciliation Agreement and supported the development of a Collaborative Impact Assessment
- Rolled out an Indigenous Cultural Sensitivity Training Video



Aerial picture of Vancouver at Night

Questions?

metrovancover

To: Indigenous Relations Committee

From: Olenna Hardie, Senior Policy Analyst, Indigenous Relations

Date: January 30, 2026 Meeting Date: February 13, 2026

Subject: **Quarterly Update Report on Reconciliation Activities**

RECOMMENDATION

THAT the Indigenous Relations Committee receive for information the report dated January 30, 2026, titled “Quarterly Update Report on Reconciliation Activities.”

EXECUTIVE SUMMARY

This update report provides a summary of reconciliation events and activities undertaken or planned by the Metro Vancouver Indigenous Relations Division for the fourth quarter of 2025 and the first quarter of 2026. Key activities include launching a new in-house Indigenous Relations training for Metro Vancouver supervisors on relationship-building, reconciliation, First Nations Engagement, and laws and policies relating to Indigenous peoples; developing and distributing a newsletter to staff concerning reconciliation, training opportunities, and engagement with First Nations; and running Technical Working Groups with kʷikʷəłəm (Kwkwetlem First Nation), q̣ʷɑ:ńłəń (Kwantlen First Nation), scəwəθən məsteyəxʷ (Tsaywassen First Nation), and səilwətał (Tsleil-Waututh Nation).

PURPOSE

To provide the Committee with a quarterly update report on reconciliation activities.

BACKGROUND

This quarterly update report on regional and local reconciliation activities and opportunities is part of the Indigenous Relations Committee’s annual work plan. This information report includes:

- Reconciliation events and activities that have been undertaken since the most recent Committee meeting on October 16, 2025 to date;
- Upcoming opportunities in the first quarter of 2026 for engaging in such activities.

SUMMARY OF RECONCILIATION-RELATED ACTIVITIES

Activities listed in this report are based on the four objectives established by the Metro Vancouver Board in October 2015 in its review of the Truth and Reconciliation Commission’s 94 Calls to Action. The four objectives are to:

1. Liaise with the TRC;
2. Raise Awareness about Indian Residential Schools;
3. Provide Cultural Competency Training; and,
4. Strengthen Relationships with First Nations.

Objectives 2 and 3 speak directly to the Truth and Reconciliation Commission's Call to Action #57:

“We call upon federal, provincial, territorial, and municipal governments to provide education to public servants on the history of Aboriginal peoples, including the history and legacy of residential schools, the United Nations Declaration on the Rights of Indigenous Peoples, Treaties and Aboriginal rights, Indigenous law, and Aboriginal–Crown relations. This will require skills-based training in intercultural competency, conflict resolution, human rights, and anti-racism.”

Examples of the different types of activities, either undertaken or identified for the fourth quarter of 2025 and the first quarter of 2026, are summarized below.

Fourth Quarter of 2025

From October to December of 2025, Metro Vancouver Indigenous Relations engaged in a number of reconciliation-related activities, including the following listed in chronological order:

- Launch a new in-house training for Metro Vancouver supervisors on laws and policies relating to Indigenous peoples, reconciliation, relationship-building, and First Nations Engagement (October 14, October 28) (Objectives 2 and 3)
- Run a Technical Working Group with kʷikʷəłəm (Kwkwetlem First Nation) to discuss our intergovernmental relationship and Metro Vancouver's engagement process (October 21) (Objective 4)
- Support local government at the ǰícǰy (Katzie First Nation) Treaty Working Group Negotiations (October 22) (Objective 4)
- Support local government at the ǰícǰy Treaty Main Table Negotiations (October 22) (Objective 4)
- Coordinate and host a Regional District Indigenous Relations Community of Practice (October 23) (Objective 3)
- Run a Technical Working Group with ǰʷɑ:ńłǰñ (Kwantlen First Nation) to discuss our intergovernmental relationship and Metro Vancouver's engagement process (October 27) (Objective 4)
- Conduct in-house training on territorial acknowledgements for Metro Vancouver staff (November 13) (Objective 3)
- Conduct in-house training on First Nations Engagement (November 20) (Objective 3)
- Host a Quarterly Municipal Technical Advisory Committee on Indigenous Relations meeting (November 27) (Objectives 3 and 4)
- Run a Technical Working Group with scəwəθən məsteyəxʷ (Tsawwassen First Nation) to discuss our intergovernmental relationship and Metro Vancouver's engagement process (December 1) (Objective 4)
- Conduct in-house training on Indigenous-settler relations, laws and policies relating to Indigenous peoples, and reconciliation (December 3, December 9) (Objectives 2 and 3)
- Run a Technical Working Group with səliwətał (Tsleil-Waututh Nation) to discuss our intergovernmental relationship and Metro Vancouver's engagement process (December 10) (Objective 4)
- Develop and distribute a newsletter to staff concerning reconciliation, training and learning opportunities, and engagement with First Nations (ongoing) (Objective 3)
- Share educational material with staff relating to observances such as Musqueam Day, Indigenous Veterans Day, and Indigenous Disabilities Awareness Month (ongoing) (Objective 3)

- Discuss areas of mutual interest with x^wməθk^wəyəm (Musqueam Indian Band) on various projects and overall relationship (regular ongoing meetings) (Objective 4)
- Discuss areas of mutual interest with Skwxwú7mesh Úxwumixw regarding various projects and overall relationship (regular ongoing meetings) (Objective 4)
- Conduct research on new provincial and legislative changes regarding First Nations matters (ongoing) (Objective 4)
- Continue to respond to email requests from Metro Vancouver teams and external parties in order to meaningfully engage with First Nations (ongoing) (Objective 4)

First Quarter of 2026

From January to March of 2026, Metro Vancouver Indigenous Relations has and will continue to engage in a number of reconciliation-related activities, including the following listed in chronological order:

- Support local government at the ǰícǰy Treaty Working Group Negotiations (January 27, February 24, March 24) (Objective 4)
- Support local government at the ǰícǰy Treaty Main Table Negotiations (January 28, February 25, March 25) (Objective 4)
- Run a Technical Working Group with k^wik^wəłəm to discuss our intergovernmental relationship and Metro Vancouver's engagement process (January 29) (Objective 4)
- Coordinate and host a Regional District Indigenous Relations Community of Practice (February 18) (Objective 3)
- Run a Technical Working Group with ǰ^wα:ńłǰń to discuss our intergovernmental relationship and Metro Vancouver's engagement process (February 23) (Objective 4)
- Host a Quarterly Municipal Technical Advisory Committee on Indigenous Relations meeting (February 26) (Objectives 3 and 4)
- Run a Technical Working Group with scəwáθǰn məsteyǰx^w to discuss our intergovernmental relationship and Metro Vancouver's engagement process (February 27) (Objective 4)
- Conduct in-house training on Metro Vancouver's approach to archaeology (March 4) (Objective 3)
- Conduct in-house training on Indigenous-settler relations, laws and policies relating to Indigenous peoples, and reconciliation (March 6) (Objectives 2 and 3)
- Run a Technical Working Group with səliwǰtǰ to discuss our intergovernmental relationship and Metro Vancouver's engagement process (March 19) (Objective 4)
- Conduct in-house training on First Nations Engagement (March 27) (Objective 3)
- Distribute a newsletter to staff concerning reconciliation, training and learning opportunities, and engagement with First Nations (ongoing) (Objective 3)
- Share educational material with staff relating to observances such as National Ribbon Skirt Day and National Indigenous Languages Day (ongoing) (Objective 3)
- Discuss areas of mutual interest with x^wməθk^wəyəm on various projects and overall relationship (regular ongoing meetings) (Objective 4)
- Discuss areas of mutual interest with Skwxwú7mesh Úxwumixw regarding various projects and overall relationship (regular ongoing meetings) (Objective 4)
- Conduct research on new provincial and legislative changes regarding First Nations matters (ongoing) (Objective 4)
- Continue to respond to email requests from Metro Vancouver teams and external parties in order to meaningfully engage with First Nations (ongoing) (Objective 4)

ALTERNATIVES

This is an information report. No alternatives are presented.

FINANCIAL IMPLICATIONS

There are no financial implications with respect to the items identified in this information report.

OTHER IMPLICATIONS

The activities identified in this report contribute to strengthening relationships with First Nations and advancing reconciliation.

CONCLUSION

This report provides a quarterly update on reconciliation activities involving Metro Vancouver and local governments as per the Committee's recommendations and for members' information.

To: Invest Vancouver Management Board

From: Jacquie Griffiths, President, Invest Vancouver

Date: January 28, 2026 Meeting Date: February 18, 2026

Subject: **Invest Vancouver Value Proposition and Governance Structure Review**

RECOMMENDATION

THAT the Invest Vancouver Management Board receive for information the report dated January 28, 2026, titled “Invest Vancouver Value Proposition and Governance Structure Review”.

EXECUTIVE SUMMARY

The value proposition and governance structure review was initiated following the MVRD Board’s cost services and efficiencies review conducted in early 2025, as well as the rapidly evolving political and economic context over the five years Invest Vancouver has operated as a regional service. Invest Vancouver engaged the firm Dalberg to conduct the value proposition and governance structure review.

The review found that Invest Vancouver delivers essential investment attraction and economic development services for the Metro Vancouver region. Partners recognize the organization has built a strong foundation during a period of economic and institutional volatility, praising its brand building, research, convening, and intensified foreign direct investment (FDI) efforts. However, its current governance model creates a “vicious cycle” of pressure for short-term results and limits operational flexibility, constraining long-term impact.

Municipal, provincial, and federal partners see value in Invest Vancouver but seek stronger alignment, coordination, and continued growth in FDI for the region. Municipalities identified the need for increased support for inbound investment, outbound marketing, and local readiness, while senior governments desire a unified regional voice and deeper collaboration on high-impact opportunities.

Shifting Invest Vancouver to an arm’s-length governance model, which is common among peer Canadian economic development organizations, would unlock greater effectiveness, operational agility, and access to diversified funding. Interviewees identified investment readiness and industry cluster development as priority service gaps where Invest Vancouver is well-positioned to lead. These functions align with its core mandate, support tangible outcomes, and create pathways to external provincial, federal, and private-sector funding, improving long-term sustainability and reducing reliance on MVRD resources.

PURPOSE

To provide the Invest Vancouver Management Board the findings from Invest Vancouver’s value proposition and governance structure review.

BACKGROUND

The value proposition and governance structure review was initiated following the MVRD Board’s Cost and Services Efficiency Review conducted in early 2025, as well as the rapidly evolving political and economic context over the five years Invest Vancouver has operated as a regional service. Invest Vancouver engaged the firm Dalberg to conduct the value proposition and governance structure review. This report provides the findings.

DALBERG'S FINDINGS

The review was undertaken to identify opportunities to enhance Invest Vancouver's flexibility, responsiveness, and effectiveness in the region, while identifying opportunities to lessen the financial impact on Metro Vancouver households for this regional service. The review also aimed to position the service to ensure optimal alignment and deeper collaboration and coordination in the region and to strengthen the services offered.

Invest Vancouver is a service of the Metro Vancouver Regional District (MVRD), and funding is provided primarily through the tax levy. This funding is then supplemented by various grants for regional economic development work, from sources such as PacifiCan and competitive federal programs such as CanExport Community Investment Program. Under the current governance model, Invest Vancouver faces limitations in pursuing additional funding through partnerships or industry and private sector sources. By contrast, many peer economic development organizations (EDOs) in Canada operate at arm's length from the municipalities they serve. These structures often offer greater operational flexibility, stronger connections to key stakeholders, and more effective coordination of economic development activities. Peer organizations across Canada are also more likely to receive partial funding from industry or private sector partners. For Invest Vancouver, such arrangements are not currently feasible due to legislative constraints, including those set out in the *BC Local Government Act*. In addition, the regional district model is not always well suited to the delivery of economic development programming, which often requires agility, partnership-driven approaches, and flexible resourcing.

Review Approach

Dalberg conducted a rapid survey of how Invest Vancouver's value proposition is perceived by key partners, grounded in 26 interviews with Invest Vancouver and MVRD leadership, ecosystem partners, and municipal, provincial and federal governments and agencies. Dalberg also benchmarked five peer Canadian EDOs and interviewed four of them to understand their value propositions, as well as how structures and funding models enable the sustainable delivery of their respective service mixes.

Value Delivered to the Region and Challenges

The review found that Invest Vancouver plays a critical role in investment attraction across the Metro Vancouver region. However, partners note that its full impact and long-term sustainability are constrained by a '*vicious cycle*' created by its current governance structure, which creates intense pressure to deliver near-term results while simultaneously limiting Invest Vancouver's capacity to undertake the work needed to deliver those outcomes.

Demand remains strong for a regional economic development and investment attraction service that enables the region to compete with other major city-regions in Canada to attract FDI, increase investment readiness, and unlock provincial and federal funding opportunities for the region to further amplify these efforts. Ecosystem partners see strong value in this role, but there is an opportunity to increase alignment and coordination with government partners.

All partners acknowledge that Invest Vancouver has built a solid foundation for regional investment attraction during a period of significant economic and institutional instability. Ecosystem partners, in particular, value the organization's brand-building efforts, foundational research, events, and convening roles. In response to feedback from the MVRD Board and municipal, provincial, and federal government partners, Invest Vancouver has intensified its core FDI activities, including the development of subsector strategies, increased lead generation and investment attraction activities, the convening of FDI roundtables, and an internal reorganization that refocuses research to specifically support investment attraction and regional collaboration. Despite these efforts, an opportunity remains to better connect Invest Vancouver's recent work with the work of municipal and senior government partners, who express a desire for a sustained focus on measurable FDI results.

Municipal partners are also seeking increased capacity to support inbound investment activity, outbound marketing of local opportunities, and local investment readiness, with an emphasis on achieving demonstrable "FDI value for money" comparable to peer EDOs. Provincial and federal partners, meanwhile, are looking for a strong, singular regional voice, more collaboration and information sharing on high-impact regional FDI opportunities, as well as closer alignment with senior government priorities.

Partners see a clear opportunity to increase Invest Vancouver's impact and effectiveness by transitioning to an arms-length governance structure, consistent with the organizational models used by peer Canadian EDOs. Multiple peer EDO leaders emphasized that "*This work cannot happen inside government,*" highlighting the need for greater operational flexibility.

Matching Governance Structure, Funding and Economic Development Initiatives

Interviewees identified investment readiness and industry cluster development as priority service gaps within the regional ecosystem, ones where Invest Vancouver is well-positioned to take a lead role. These functions align closely with Invest Vancouver's core FDI mandate, require regional coordination, and are associated with tangible outcomes that support value demonstration. Importantly, both activities also create pathways to external funding, which partners view as critical to strengthening Invest Vancouver's long-term sustainability and perceived return on investment.

Among Canadian EDOs, core FDI and investment readiness services are typically funded by municipal governments, with comparable regional EDOs receiving approximately \$3 to 6 million annually for these activities. Regional, industry cluster development and project-based investment readiness initiatives at EDOs are often funded by provincial and federal governments, and in some cases the private sector. Much of this additional funding is possible because of their arms-length structure. Accessing similar funding is a high-potential opportunity for Invest Vancouver that could, over time, lessen the burden on the MVRD.

Successfully securing new funding will require Invest Vancouver to clearly align initiatives with provincial, federal and industry priorities, credibly articulate needs on behalf of the entire region, deepen relationships with relevant ministries, and activate ecosystem partners as champions. It will also require shifting to an arm's-length governance model to support effective external engagement, increased responsiveness, and compliance with an appropriate legal framework.

ALTERNATIVES

This is an information report. No alternatives are presented.

FINANCIAL IMPLICATIONS

The review was funded through the Invest Vancouver Board-approved 2025 budget.

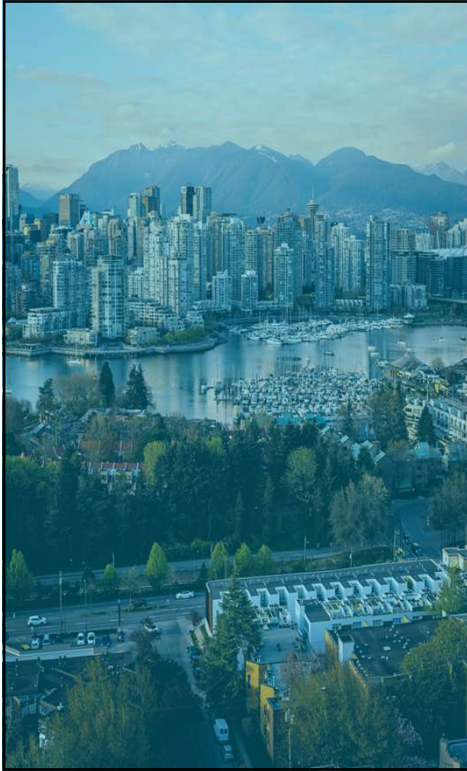
CONCLUSION

Dalberg's review determined that Invest Vancouver has established a strong foundation for regional investment attraction, but its current structure limits its ability to fully meet partner expectations and deliver long-term impact. Transitioning to an arm's-length governance model offers the most effective path to improved performance, increased funding opportunities, and long-term organizational sustainability.

ATTACHMENTS

1. Presentation re: Invest Vancouver Value Proposition and Financial Sustainability Review.

80902579



Dalberg – Invest Vancouver: Value Proposition & Financial Sustainability Review

Invest Vancouver Management Board Meeting

February 18, 2026

Dalberg

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Executive Summary

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Executive Summary (1 of 4): Context and Objectives for This Study

- **Invest Vancouver engaged Dalberg to review its value proposition and financial sustainability** to identify opportunities to sustain and grow IV's flexibility, responsiveness and effectiveness, while minimizing the financial burden on Metro Vancouver households.
- **Over five weeks, Dalberg conducted a rapid survey of how Invest Vancouver's value proposition is perceived by key partners.** This was grounded in 26 interviews with IV and MVRD leadership, ecosystem partners, and municipal, provincial, and federal agencies.
- **Dalberg also benchmarked five peer Canadian EDOs**—and interviewed four of them—to understand their value propositions and how their structure and funding models enable them to sustainably deliver on this service mix.
- **This report summarizes our findings and surfaces opportunities for Invest Vancouver** to sustain and grow its value, impact, and funding. The report is organized by:
 1. Executive Summary
 2. Perceptions of Invest Vancouver's Current Value Proposition
 3. Opportunities to Expand Invest Vancouver's Value Proposition and Funding
 4. Recommendations and Next Steps to Sustain and Grow Impact and Financial Sustainability

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Executive Summary (2 of 4): Perceptions of Current Value Proposition

- **Mandate:** Demand remains strong for a regional investment attraction service that brings the region together to (i) attract FDI, (ii) increase investment readiness, and (iii) unlock provincial/federal funding.
 - Interviewees believe that Metro Vancouver has tremendous FDI growth potential as Canada's third-largest economy and gateway to the Asia Pacific. This is supported by data showing a ~20% FDI opportunity vs. Canada's two largest metros.
- **Perceived value:** The system sees strong value, but there are opportunities to increase coordination with government partners.
 - All partners credit Invest Vancouver with building a solid foundation for the service during a period of instability, with ecosystem partners in particular valuing IV's brand-building, foundational research, events, and convening services.
 - IV has made efforts to intensify core FDI work in response to feedback from the MVRD board and municipal, provincial, and federal government partners. Examples include subsector strategy and FDI roundtable projects, and refocusing research to support FDI and collaboration.
 - However, there is an opportunity to better connect IV's recent work and the perception of municipal and provincial / federal partners. Partners would like to see an even greater focus on IV's FDI activities and outcomes.
 - **Municipal partners** want to see (i) increased capacity to support inbound activity, (ii) outbound marketing of local opportunities, and (iii) investment readiness support, and ultimately 'FDI value for money' on par with peer EDOs.
 - **Provincial/federal partners** want to see (i) the region speaking with one voice on regional needs, (ii) proactive sharing of high-impact regional FDI opportunities, and (iii) greater alignment and coordination with provincial/federal priorities.
- **Governance structure:** 80%+ of partners see an opportunity to enhance Invest Vancouver's impact and effectiveness by transitioning to an arms-length governance structure. This is how all peer Canadian EDOs are organized, with multiple EDO leaders noting "This work cannot happen inside the government".

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Executive Summary (3 of 4): Opportunities to Expand Value Proposition and Funding

- **Interviewees identified Investment Readiness and Industry Cluster Development** as priority service gaps within the regional ecosystem, ones where Invest Vancouver is well-positioned to lead. These functions align closely with IV's core FDI mandate, require regional coordination, and are associated with tangible outcomes that support value demonstration. Both activities also create pathways to external funding, which partners view as critical to strengthening IV's long-term sustainability and perceived return on investment.
- **This accords with services offered by other regional Canadian EDOs** who have focused value propositions and have pursued growth through the core rather than by offering adjacent services like BRE or Talent.
 - **Core FDI and Investment Readiness (e.g., post-mortem) work is typically funded by municipal govts.,** and regional peers receive a similar \$3-6M annually for this; **This will likely also continue to be the primary near-term funding source for IV.**
 - **Conversely, Cluster Development and Investment Readiness projects are typically funded by provincial/federal govts.,** and at times the private sector, on a project-to-project basis; **Accessing this funding is a high-potential opportunity for IV.**
 - **Peer regional EDOs only offer other services if there is a clear white space and linkage with FDI (e.g., Export in Edmonton, Intl. Talent in Montreal),** and these are typically funded through a mix of municipal and provincial/federal funding.
- **Securing new funding** will require (i) identifying opportunities that align with provincial, federal or industry priorities, (ii) speaking on behalf of the whole region, and (iii) cultivating deep ministry relationships and activating current partners as champions.

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Executive Summary (4 of 4): Recommendations to Grow Impact and Financial Sustainability

- **In Summary:** Invest Vancouver is leading critical and impactful work to coordinate regional investment attraction across Metro Vancouver. However, its full impact and sustainability potential is constrained by what partners call a 'vicious cycle', with a governance structure that simultaneously places intense pressure on IV to deliver immediate outcomes and limits its ability to do the work needed to deliver those outcomes.
- **A renewed value prop. and governance can break this cycle and unlock greater impact and sustainability:**
 - **Value proposition changes:** (i) Double down on existing efforts to intensify investment attraction work, (ii) Refocus collaboration and research on fewer initiatives with clear, needle-moving FDI outcomes, and (iii) Opportunistically pursue Investment Readiness and Cluster Development initiatives that attract external funding and deliver value for all partners.
 - **Governance changes:** Shift to an arms-length model required to deliver this renewed value proposition.
- **Successful implementation will require careful phasing over the next 3-5 years:**
 - **2026-2027 (Demonstrate Value):** Convey greater value to partners under IV's current funding and governance structure by adding specialized capacity to deliver FDI outcomes and 1-2 high-impact readiness initiatives. Success would mean increasing ROI on FDI, securing external funding for 1-2 readiness projects, and delivering visible wins in key municipalities.
 - **2027-2028 (Match Peer EDOs):** Leverage growing perception of value to secure funding commitments for transition to an arms-length governance structure. Once independent, match the impact of peer EDOs via increased inbound/outbound missions, advocacy work, relationship building with provincial/federal leaders, and Board engagement.
 - **2029+ (Grow Impact and Funding):** Sustain funding and impact of core Investment Attraction and Readiness work, and secure external funding for a focused set of 'big bet' Industry Cluster or Investment Readiness initiatives with transformative impact potential. Leverage track record to begin exploring multi year operating funding from provincial and federal agencies.

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