

**METRO VANCOUVER REGIONAL DISTRICT
GOVERNANCE COMMITTEE**

MEETING

Thursday, November 13, 2025

9:00 am

28th Floor Committee Room, 4515 Central Boulevard, Burnaby, British Columbia

Webstream available at <https://www.metrovancover.org>

A G E N D A

A. ADOPTION OF THE AGENDA

1. November 13, 2025 Meeting Agenda

That the Governance Committee adopt the agenda for its meeting scheduled for November 13, 2025 as circulated.

B. ADOPTION OF THE MINUTES

1. October 24, 2025 Meeting Minutes

That the Governance Committee adopt the minutes of its meeting held October 24, 2025 as circulated.

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C. DELEGATIONS

D. INVITED PRESENTATIONS

E. REPORTS FROM COMMITTEE OR CHIEF ADMINISTRATIVE OFFICER

1. Standing Committees: Considerations for 2026

pg. 8

Executive Summary

The Metro Vancouver Board Governance Review identified opportunities to improve the Board Standing Committee structure, composition, meeting frequency, and flow of information to the Boards. In its final report, Deloitte was clear that the driver for considering any improvements would be continuous improvement of governance and efficiency, not to achieve operational savings given the small impact Standing Committees have on the annual operational budget.

The *Local Government Act* identifies that Standing Committees are formed at the Board Chair's discretion, and therefore this report is provided for information only to the Committee and Board.

At the October 24, 2025 Governance Committee meeting, staff committed to return to the Governance Committee with options for Standing Committees reflecting the input received at the meeting. This report provides options for discussion and the opportunity for the Governance Committee and MVRD Board to provide input to the Board Chair to support their decision making for the 2026 Standing Committees.

Recommendation

That the MVRD Board receive for information the report titled “Standing Committees: Considerations for 2026”, dated November 3, 2025.

2. Draft Board Orientation Program for late 2026 – early 2027

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Executive Summary

The Metro Vancouver Board Governance Review recommended enhancing the Board Orientation Program to strengthen governance. The Local Government Leadership Academy (LGLA) is a leadership development initiative that serve local government elected officials throughout BC. It hosts a local government training series that takes place shortly after local government elections. Metro Vancouver and the LGLA are working together to develop a Metro Vancouver focused program for the Board’s orientation starting in November 2026. This report provides a draft program to support Committee discussion that will help to finalize the program.

Recommendation

That the MVRD Board receive for information the report titled “Draft Board Orientation Program for late 2026 – early 2027” dated October 31, 2025.

3. Board Governance Review Recommendations from Deloitte for the Province of BC

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Executive Summary

The Metro Vancouver Board Governance Review contained two recommendations from Deloitte Canada for the Province of BC’s consideration related to reporting of elected official remuneration and total remuneration for local government related appointments. The Governance Committee requested that these recommendations be brought forward for discussion at the November Governance Committee meeting.

Recommendation

That the MVRD Board receive for information the report dated October 27, 2025, titled “Board Governance Review Recommendations from Deloitte for the Province of BC”.

4. Manager’s Report

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Recommendation

That the Governance Committee receive for information the report dated November 3, 2025, titled “Manager’s Report”.

F. INFORMATION ITEMS

G. OTHER BUSINESS

H. RESOLUTION TO CLOSE MEETING

Note: The Committee must state by resolution the basis under section 90 of the Community Charter on which the meeting is being closed. If a member wishes to add an item, the basis must be included below.

I. ADJOURNMENT

That the Governance Committee adjourn its meeting of November 13, 2025.

Membership:

Dominato, Lisa (C) – Vancouver
Kruger, Dylan (VC) – Delta
Albrecht, Paul – Langley City

Dhaliwal, Sav – Burnaby
MacDonald, Nicole – Pitt Meadows
Mercier, Andrew – Province of British
Columbia

Muri, Lisa – North Vancouver District
Sager, Mark – West Vancouver
Towner, Teri – Coquitlam

**METRO VANCOUVER REGIONAL DISTRICT
GOVERNANCE COMMITTEE**

Minutes of the Regular Meeting of the Metro Vancouver Regional District (MVRD) Governance Committee held at 9:00 am on Friday, October 24, 2025 in the 28th Floor Committee Room, 4515 Central Boulevard, Burnaby, British Columbia.

MEMBERS PRESENT:

Chair, Director Lisa Dominato, Vancouver
Vice Chair, Director Dylan Kruger, Delta
Director Sav Dhaliwal, Burnaby
Director Nicole MacDonald, Pitt Meadows
Andrew Mercier, Province of British Columbia
Director Lisa Muri, North Vancouver District
Director Mark Sager, West Vancouver
Director Teri Towner, Coquitlam

MEMBERS ABSENT:

Director Paul Albrecht, Langley City

OTHERS PRESENT:

Shayne Gregg, Partner, Governance & Risk, Deloitte Canada

STAFF PRESENT:

Jerry W. Dobrovolny, Chief Administrative Officer
Heather McNell, Deputy Chief Administrative Officer, Policy and Planning
Nikki Tilley, Supervisor, Legislative Services, Board and Information Services
Jean Lawson, Program Manager, Intergovernmental Relations, External Relations
Amanda McCuaig, Director, Communications, External Relations

A. ADOPTION OF THE AGENDA

1. October 24, 2025 Meeting Agenda

It was MOVED and SECONDED

That the Governance Committee adopt the agenda for its meeting scheduled for October 24, 2025 with the order of business varied, to consider report E4 before report E3.

CARRIED

B. ADOPTION OF THE MINUTES**1. September 12, 2025 Meeting Minutes****It was MOVED and SECONDED**

That the Governance Committee adopt the minutes of its meeting held September 12, 2025 as circulated.

CARRIED

C. DELEGATIONS

No items presented.

D. INVITED PRESENTATIONS

No items presented.

E. REPORTS FROM COMMITTEE OR CHIEF ADMINISTRATIVE OFFICER**1. Standing Committees: Considerations for 2026**

Report dated October 14, 2025, from Heather McNell, Deputy Chief Administrative Officer, Policy and Planning, and Jean Lawson, Program Manager, Intergovernmental Relations, providing the Governance Committee with background information on Metro Vancouver's Standing Committees.

Deputy CAO McNell gave a presentation titled "Standing Committees: Considerations for 2026", which outlined the recommendation from the Board Governance Review to optimize time spent in Standing Committees by looking at the number of committees, the number of meetings, and the size, composition and membership of Standing Committees. The Committee was provided an overview of the current status of each topic, potential trade-offs involved in any changes to Standing Committees, and was advised that staff would return to the Committee in November with potential options based on the feedback received from the Committee's discussion.

In discussion members noted the importance of a strong relationship of committees to the services Metro Vancouver provides. They highlighted the importance of:

- reviewing Standing Committee terms of reference in considering any consolidation;
- maintaining the current practice regarding meeting scheduling and frequency;
- retaining 50% representation of directors on committees; and
- utilizing a skills matrix to assist in choosing committee membership while supporting regional representation.

It was MOVED and SECONDED

That the MVRD Board receive for information the report titled "Standing Committees: Considerations for 2026", dated October 14, 2025.

CARRIED**Recess and Reconvene**

The Governance Committee recessed its meeting at 10:23 am and reconvened at 10:31 am with Director Dhaliwal and Andrew Mercier absent.

2. **Communications about the Metro Vancouver Board Governance Review**
Report dated October 1, 2025, from Amanda McCuaig, Director of External Relations, providing an overview to the Governance Committee on the communications planned to support public understanding of Metro Vancouver's Board governance and decision-making process, and the implementation of recommendations from the Metro Vancouver Board Governance Review.

10:42 am Director Dhaliwal and Andrew Mercier rejoined the meeting.

Amanda McCuaig gave a presentation titled "Communications about Board Governance Review", which provided information on the objectives of the communications plan developed to support public understanding of Metro Vancouver and its Board governance. The communication tactics include a webpage that will track the progress of the Board Governance Review recommendations, promotion of upcoming committee and board meetings, and an educational campaign.

It was MOVED and SECONDED

That the MVRD Board receive for information the report dated October 1, 2025, titled "Communications about the Metro Vancouver Board Governance Review."

CARRIED

4. **Manager's Report**

Report dated October 15, 2025 from Heather McNell, Deputy Chief Administrative Officer, Policy and Planning, providing an update to the Governance Committee on the status of the Committee's Work Plan.

It was MOVED and SECONDED

That the Governance Committee receive for information the report dated October 15, 2025, titled "Manager's Report".

CARRIED

3. Prioritization of Deloitte’s Metro Vancouver Board Governance Review Recommendations

Report dated October 10, 2025, from Heather McNell, Deputy Chief Administrative Officer, Policy and Planning, providing an outline of the long-term, medium-term, and short-term recommendations from the Metro Vancouver Board Governance Review that the Governance Committee considered at its September 12, 2025 meeting, and a Status Update on the Board Governance Review Recommendations.

Deputy CAO McNell gave a presentation titled “Discussion Re: Prioritization of Metro Vancouver Board Governance Review Recommendations”, which provided an overview of the recommendations noting the status of each.

It was MOVED and SECONDED

That the Governance Committee receive for information the report dated October 10, 2025, titled “Prioritization of Deloitte’s Metro Vancouver Board Governance Review Recommendations.”

CARRIED

F. INFORMATION ITEMS

No items presented.

G. OTHER BUSINESS

No items presented.

H. RESOLUTION TO CLOSE MEETING

No items presented.

I. ADJOURNMENT

It was MOVED and SECONDED

That the Governance Committee adjourn its meeting of October 24, 2025.

CARRIED

(Time: 11:35 am)

Nikki Tilley,
 Supervisor, Legislative Services

Lisa Dominato,
 Chair

To: Governance Committee

From: Heather McNell, Deputy Chief Administrative Officer, Policy and Planning
Jean Lawson, Program Manager, Intergovernmental Relations

Date: November 3, 2025 Meeting Date: November 13, 2025

Subject: **Standing Committees: Considerations for 2026**

RECOMMENDATION

That the MVRD Board receive for information the report titled “Standing Committees: Considerations for 2026”, dated November 3, 2025.

EXECUTIVE SUMMARY

The Metro Vancouver Board Governance Review identified opportunities to improve the Board Standing Committee structure, composition, meeting frequency, and flow of information to the Boards. In its final report, Deloitte was clear that the driver for considering any improvements would be continuous improvement of governance and efficiency, not to achieve operational savings given the small impact Standing Committees have on the annual operational budget.

The *Local Government Act* identifies that Standing Committees are formed at the Board Chair’s discretion, and therefore this report is provided for information only to the Committee and Board. At the October 24, 2025 Governance Committee meeting, staff committed to return to the Governance Committee with options for Standing Committees reflecting the input received at the meeting. This report provides options for discussion and the opportunity for the Governance Committee and MVRD Board to provide input to the Board Chair to support their decision making for the 2026 Standing Committees.

PURPOSE

To support the Governance Committee and MVRD Board discussion regarding Standing Committees.

BACKGROUND

At its May 23, 2025 meeting, the MVRD Board received Deloitte Canada’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 structure and opportunities for improvements.

Recommendation #4 states that: “the Board should continue to seek ways to reduce or optimize the time investment in Committee meetings. Ultimately the selected Board structure will influence the number and composition of Committees. ***In the interim***, this could immediately be achieved by:

- Continuing to reduce and amalgamate Committees;
- Tightening the scope and terms of the current Committees;
- Reducing the number of Committee members; and
- Reducing the frequency and duration of the meetings.”

It is important to note that the Deloitte report acknowledges that any changes to the Board structure of Metro Vancouver's four boards will ultimately influence the Standing Committees. As considering Board size and structure is on the Governance Committee's Work Plan for Q1 2026, this report seeks to support those future discussions with potential interim actions.

At the October 24, 2025 Governance Committee meeting, staff sought committee member feedback regarding the issues identified by Deloitte regarding standing committee structure, composition, meeting frequency and flow of information to the Boards through a discussion of the current status and the trade-offs of any potential changes. The previous report titled "Standing Committees: Considerations for 2026" is provided as Attachment 1 as background to support discussions at the November 13, 2025 Governance Committee meeting.

This report summarizes feedback from the Governance Committee and provides options based on those discussions, with an aim for the Committee to provide input to support the Board Chair in constituting the 2026 Standing Committees.

ISSUES TO BE ADDRESSED

The Deloitte report acknowledges that the Board Chair has already reduced the number of Standing Committees to reflect shifts in the focus of the Boards as well as to seek efficiencies in the demands on Committee members. It also notes that there remain opportunities to further consolidate committees, reduce the frequency of meetings and reduce the number of committee members. The report points to challenges about Standing Committees expressed by Board members and other interviewees during the Board Governance Review including:

- Flow, volume, and complexity of information (e.g. having sufficient information to support good decision making at the Board if not serving on a Standing Committee, having time to digest and engage with committee materials in advance of meetings, and having manageable Board agenda packages);
- Perception of preferential appointments to Standing Committees;
- Concerns about the make-up of Committees - ensuring the right skills and experience are present;
- Some misalignment between Standing Committee discussions / membership and the Board's priorities;
- Size of standing committees is too large in some cases / hinders discussion; and
- Composition of Standing Committees should have more Board Directors where feasible.

While the current Standing Committee structure and processes have served the organization well over many years, the recommendations outlined in the Board Governance Review provide a timely opportunity to reassess and refine this tool to better support effective decision-making, improve alignment with Board direction, and enhance operational efficiency.

NUMBER OF STANDING COMMITTEES and NUMBER OF MEETINGS: FEEDBACK AND OPTIONS

At its last meeting, Governance Committee members expressed the following:

- Standing Committees should be aligned with Metro Vancouver service areas.
- The majority of the existing Standing Committees are appropriate and effective.
- There was a request to bring forward the Terms of Reference for several committees to better understand the intent for them. The Electoral Area and Small Communities Committee, Caucus of Committee Chairs, Mayors Committee and Invest Vancouver Management Board were identified (Attachment 2).
- It was expressed that there is respect for the Board Chair's ability to ascertain the necessity of Committees and Task Forces, and that minor tweaks could be considered.
- There was discussion about considering a 'committee of the whole' approach to align with future discussion about Board size and structure for some Standing Committees.
- Overall, it was expressed that the current practice of placing calendar holds, and then adjusting the number of meetings considering any time sensitive matters is working well.
- It was expressed that the current practice of aligning the number of meetings per year with the scale and scope of a standing committee is also working well.

Given this feedback, three options are provided to support the Committee's discussion. These options combine changes to the number of Standing Committees and number of meetings.

The current status is 14 standing committees as shown in Figure 1 below. The number in brackets is the number of meetings scheduled; as noted last month, it is common practice for the actual number of committee meetings held to be lower. As reminder, earlier in 2025, the Board Chair cut the Fraser River Crossing Task Force, and integrated the Flood Resiliency Committee into Air Quality and Climate, and the Regional Culture Committee into the Finance Committee.

In the two streamlined options provided, committees are kept for all of Metro Vancouver's service areas. For crucial cross-cutting issues, like Indigenous Relations and Climate Action, the two streamlined options involve integrating these issues into *every* Standing Committee's Terms of Reference. Neither of these areas are *services* that Metro Vancouver provides to members, and reports to these Standing Committees often result in duplicate reports to multiple committees. The intent with both options is to highlight the importance of these issues and to ensure that they are considered in all Standing Committee work.

With the commitment to strengthen the internal audit function and the enterprise risk function at Metro Vancouver, both streamlined options would replace the Finance Committee with a Performance and Audit Committee. This was the case historically, and it would help 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.

Both streamlined options align with future discussions about Board structure and size by moving towards one Standing Committee per legal entity where possible, and optimizing Standing Committees and number of meetings for MVRD’s Service Areas. This approach also seeks to address the challenges associated with information flow from Standing Committees to Boards, as it could evolve into a ‘committee of the whole’ approach in the future. The Light Streamline option lowers the number of meetings for Regional Planning, Regional Parks, and Air Quality. The Medium Streamline option combines Regional Planning and Air Quality, and lowers the number of meetings for Regional Parks.

Figure 1. Standing Committee Options for Discussion

Current Status (14 Cmtes)	Option: Light Streamline (12 Cmtes)	Option: Medium Streamline (10 Cmtes)
<ul style="list-style-type: none"> • Water (10) • Liquid Waste (10) • Zero Waste (10) • Metro Vancouver Housing (10) • Finance (10) • Governance (10) • Mayors Committee (6) • Caucus of Committee Chairs (6) • Regional Planning (10) • Regional Parks (10) • Air Quality and Climate (10) • Indigenous Relations (4) • Invest Vancouver Management Board (4) • Electoral Area and Small Communities (4) 	<ul style="list-style-type: none"> • Water (10) • Liquid Waste (10) • Zero Waste (6) • Metro Vancouver Housing (10) • Performance and Audit (10) • Governance (10) • Mayors Committee (5) • Regional Planning (6) • Regional Parks (6) • Air Quality (6) • Invest Vancouver Management Board (4) • Electoral Area and Small Communities (4) 	<ul style="list-style-type: none"> • Water (10) • Liquid Waste (10) • Zero Waste (10) • Metro Vancouver Housing (10) • Performance and Audit (10) • Governance (10) • Regional Planning and Air Quality (10) • Parks (6) • Invest Vancouver Management Board (4) • Electoral Area (4) <p>* Mayors meet at the call of the Board Chair * Small Communities meet at the call of the Board Chair</p>
<p>(*) Bracketed number is the number of scheduled meetings / year</p>		

Questions around the Mayors Committee and the need for the Caucus of Committee Chairs were raised at the last meeting. Terms of Reference for both are attached. The Caucus of Committee Chairs is intended to address issues that concern multiple Standing Committees across legal entities, and is focused on Metro Vancouver’s mandate and business. In contrast, the Mayors Committee has been utilized to address issues of common concern across municipalities without necessarily having a direct connection to Metro Vancouver’s service areas (e.g. Port Police, or municipal housing issues). The Light Streamline option keeps the Mayors Committee, while the Medium Streamline option removes both Standing Committees, yet allows the Board Chair to call a meeting of mayors across the region at any time. Similarly, in the Medium Streamline option, small communities are removed from the Electoral Area committee as they were added as a venue to discuss issues of common concern for small communities without necessarily having a connection to Metro Vancouver’s services areas. Again, small community mayors and Chief could meet at the call of the Board Chair whenever relevant. In the Medium Streamline option, these would not be Standing Committees of the MVRD Board.

The Standing Committees’ Terms of Reference are provided as Attachment 2 for the Governance Committee’s reference in discussions regarding recommendations regarding potential consolidation or removal of any Standing Committees. Any recommendations reached by the Committee for one of the identified options, or another option, would be advanced to the MVRD Board and finally to the Chair for consideration.

SIZE AND COMPOSITION OF STANDING COMMITTEES: OCTOBER 24, 2025 FEEDBACK SUMMARY

To allow for deeper discussion and understanding of agenda items, Governance Committee members highlighted the benefit of limiting the size of most committees to about 11 members — excluding Mayors Committee and the Invest Vancouver Management Board.

Members reaffirmed the current principle that Board Directors should comprise at least 50% of each committee’s membership, emphasizing the importance of having engaged and informed Board Directors in decision making. To that end, it was noted that opportunities should remain for non-Board Directors to participate on Standing Committees, both to enhance their exposure and understanding of regional issues and to contribute diverse perspectives based on their experience or interests. While individual constraints may be presented, members emphasized that an equitable division of responsibilities remains an important goal to form balanced Boards.

CHOOSING STANDING COMMITTEE MEMBERS

Members emphasized the importance of maintaining regional representation and diversity to ensure fair and equal opportunities for participation. Members noted that membership should: continue to reflect individual interests alongside any skills and experience matrix, as all perspectives bring value to the discussion; balance regional needs; and support the committee as a whole. However, it was acknowledged that capacity challenges may limit membership availability for some Board Directors.

In consideration of these factors, members expressed the need for transparent, guiding principles that outline responsibilities and the selection process for the framework to be easily understood.

The following proposed principles and recommendations are presented to the Governance Committee for consideration:

Standing Committee Appointment: Guiding Principles	
Principles	Recommendations
Representation and Balance	<ul style="list-style-type: none"> • Strive for regional representation and diversity to promote fairness and inclusivity. • Provide equal opportunities for participation across all Standing Committees.
Diversity of Perspectives	<ul style="list-style-type: none"> • Membership should reflect individual interests, relevant experience, and skills. • Recognize that all perspectives add value to regional decision-making.
Equity	<ul style="list-style-type: none"> • Strive for equitable distribution of responsibilities to foster shared ownership amongst the Board Directors and member jurisdictions that support both regional needs and the committee’s overall effectiveness.
Capacity	<ul style="list-style-type: none"> • Consider capacity constraints when assigning roles.
Continuous Improvement	<ul style="list-style-type: none"> • Regularly review Standing Committee composition, structure and processes to ensure they remain effective and aligned with regional needs.
Transparency	<ul style="list-style-type: none"> • Ensure these principles are transparent to Metro Vancouver’s member jurisdictions and the public.

Incorporating a Skills and Experience Matrix into the committee formation process could enhance transparency in committee selection process, and help to ensure that committees are both representative and functionally effective. This approach ensures that each committee is composed of individuals with the appropriate mix of skills, experience, and regional representation to effectively fulfill its mandate.

A Standing Committee Membership Selection Skills and Experience Matrix could include the following criteria:

Standing Committee Skills and Experience Matrix	
Skills / Experience	Description
Leadership, Expertise, and Interest	Experience in strategic planning and leadership roles. Key subject areas of knowledge would include understanding of the principles and practices of the Committee’s scope.
Chairing	Chairing experience and understanding of committee management.
Organizational Commitment	Demonstrated commitment to the Metro Vancouver’s values and purpose; Commitment to the regional federation; knowledge of the Board Strategic Plan.
Legal and Regulatory	Familiarity with relevant laws, regulations, and compliance requirements to help the organization operate within legal boundaries and policies and procedures adhere to legal standards.
Analytical Thinking	Ability to assess complex information, identify key issues, and evaluate the potential impacts of different policy options in the context of strategic goals and initiatives.
Other	TBD related to Committee Terms of Reference

NEXT STEPS

After the November 13, 2025 Governance Committee, any outcomes or recommendations will be advanced to the November 29, 2025 Board meeting, and subsequently to the Board Chair to support their decision-making for the 2026 Standing Committees. None of the options above require provincial legislative change.

ALTERNATIVES

This is an information report; alternatives are not provided.

FINANCIAL IMPLICATIONS

There are no financial implications to this report. Any changes to the number of Standing Committees, committee size, and/or meeting frequency would have minimal financial implications, which would be reflected in future year’s budgets.

OTHER IMPLICATIONS

Any changes to the number of Standing Committees, their size and composition could have implications for member jurisdictions' engagement and representation at Metro Vancouver. Reducing the number of committee members or changing the ratio of Board Directors and member jurisdiction Councillors on committees would result in fewer opportunities for member jurisdictions to contribute to early discussions on Metro Vancouver business. This could be mitigated utilizing other tools such as Council of Councils, Council tours, ongoing connections with staff advisory committees, and other means.

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. This report provides a summary of the discussions at the previous Governance Committee meeting along with proposed options, where applicable, for the Committee to consider. The Governance Committee and MVRD Board are invited to provide feedback, which will be summarized and provided to the Chair of the Boards for consideration.

ATTACHMENT

1. Report dated October 14, 2025, titled "Standing Committees: Considerations for 2026".
2. Metro Vancouver Standing Committees Terms of Reference.
3. Presentation re: Standing Committees: Considerations for 2026.

REFERENCES

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



To: Governance Committee

From: Heather McNell, Deputy Chief Administrative Officer, Policy and Planning
Jean Lawson, Program Manager, Intergovernmental Relations

Date: October 14, 2025 Meeting Date: October 24, 2025

Subject: **Standing Committees: Considerations for 2026**

RECOMMENDATION

That the MVRD Board receive for information the report titled “Standing Committees: Considerations for 2026”, dated October 14, 2025.

EXECUTIVE SUMMARY

The Metro Vancouver Board Governance Review identified that there are opportunities to improve the Board Standing Committee structure, composition, meeting frequency, and flow of information to the Boards. In its final report, Deloitte was clear that the driver for considering any improvements is continuous improvement of governance and efficiency, not to achieve operational savings given the small impact Standing Committees have on the annual operational budget. This report reflects the issues to be addressed identified by Deloitte in considering any potential changes to Metro Vancouver’s Standing Committees, and provides initial thoughts on trade-offs to support the Committee’s discussion regarding:

- Number of Standing Committees;
- Number of Standing Committee meetings;
- Size and Composition of Standing Committees; and
- Choosing Standing Committee members.

The *Local Government Act* identifies that Standing Committees are formed at the Board Chair’s discretion, and therefore this report is provided for information only to the Committee and Board. Any input or feedback received will be provided to the Board Chair to support their decision making regarding 2026 Standing Committees. A subsequent report will support a review of Standing Committee terms of reference to clarify roles and responsibilities.

PURPOSE

To support the Governance Committee and MVRD Board discussion regarding Board Standing Committees with an aim to provide considerations to the Board Chair regarding 2026 Standing Committees.

BACKGROUND

At its May 23, 2025 meeting, the MVRD Board received Deloitte Canada’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 structure and opportunities for improvements.

Standing Committees: Considerations for 2026

Governance Committee Regular Meeting Date: October 24, 2025

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Recommendation #4 states that: “the Board should continue to seek ways to reduce or optimize the time investment in Committee meetings. Ultimately the selected Board structure will influence the number and composition of Committees. *In the interim*, this could immediately be achieved by:

- Continuing to reduce and amalgamate Committees;
- Tightening the scope and terms of the current Committees;
- Reducing the number of Committee members; and
- Reducing the frequency and duration of the meetings.”

It is important to note that the Deloitte report acknowledges that ultimately any changes to the Board structure of Metro Vancouver’s four boards will influence the Standing Committees. As considering Board size and structure is on the Governance Committee’s workplan for 2026, this report seeks to support those future discussions with potential interim actions.

This report identifies the current status of, and issues to be addressed in considering changes to, Metro Vancouver’s Standing Committees regarding:

1. Number of Standing Committees;
2. Number of Standing Committee meetings;
3. Size and Composition of Standing Committees; and
4. Choosing Standing Committee members.

As Standing Committees are formed at the Board Chair’s discretion, this report is provided for information to the Committee and Board, and any input or feedback received will be provided to the Chair to support their decision making regarding 2026 Standing Committees.

ISSUES TO BE ADDRESSED

The Deloitte report acknowledges that the Board Chair has already reduced the number of Standing Committees to reflect shifts in the focus of the Board as well as to seek efficiencies in the demands on Committee members. It also notes that there remain opportunities to further consolidate committees, reduce the frequency of meetings and reduce the number of committee members. The report points to challenges about Standing Committees expressed by Board members and other interviewees during the Board Governance Review including:

- Flow, volume, and complexity of information (e.g. having sufficient information to support good decision making at the Board if not serving on a Standing Committee, having time to digest and engage with committee materials in advance of meetings, and having manageable Board agenda packages);
- Perception of preferential appointments to Standing Committees;
- Concerns about the make-up of Committees - ensuring the right skills and experience are present;
- Some misalignment between Standing Committee discussions / membership and the Board’s priorities;
- Size of standing committees is too large in some cases / hinders discussion; and
- Composition of Standing Committees should have more Board Directors where feasible.

While the current Standing Committee structure and processes have served the organization well over many years, the recommendations outlined in the Board Governance Review provide a timely opportunity to reassess and refine this tool to better support effective decision-making, improve alignment with Board direction, and enhance operational efficiency.

ROLE OF BOARD STANDING COMMITTEES

Standing Committees are established by the Chair of Metro Vancouver’s Boards of Directors, as per Section 218 of the *Local Government Act*. Standing Committees regularly are sustained for many years, and in some cases, Task Forces are struck to address a particular issue. The Chair and membership of each Committee is determined by the Board Chair. Similar to the Board Chair, Committee Chairs preside at committee meetings and act as spokesperson on matters within the scope of the committee.

Standing Committees optimize and delegate the overall workload of the four Boards, mitigate the volume and complexity of Board discussions and decision making, provide a mechanism to engage local Councillors not on the Metro Vancouver Boards, and engage the expertise and interests of Board Directors. The majority of the ‘heavy lifting’ associated with Metro Vancouver’s business related to a particular topic (e.g. liquid waste, water, regional parks or regional planning) is performed at the Committee level. Staff support committees with reports, presentations, data and discussions. Standing Committees make recommendations to the Boards that either support the staff recommendation or one of the alternatives identified in staff reports or based on discussions at the Committee.

Standing Committees serve a critical governance function by providing focused advice and recommendations to the Boards on specific policy areas and service responsibilities. Standing Committees enable the Board to engage more deeply with complex and strategic issues than is typically possible during Board meetings. Their structure allows for more detailed discussions, and direct input from committee members, which supports informed decision-making and efficient Board deliberations. This format also provides staff with valuable opportunities to hear from elected officials on emerging priorities, operational challenges, and policy directions. Because each committee is dedicated to a defined scope of work, they are well-positioned to explore issues in greater depth, consider a broad range of perspectives, and to refine recommendations before they are brought forward to the respective Board for consideration.

CURRENT STATUS OF STANDING COMMITTEES

1. Number of Standing Committees

There are currently 14 Standing Committees as follows:

Committee	Activity / Scope of Work	# of Members	Scheduled Meeting Frequency
Air Quality and Climate Committee	Addresses air quality monitoring, policy, and regulation, and flood resiliency	14	10
Caucus of Committee Chairs	Comprised of all Standing Committee Chairs, addresses issues that affect committees across the organization	13	5
Electoral Area and Small Communities Committee	Responsible as the local government for Electoral Area A and a forum to discuss issues affecting smaller communities	8	4

Committee	Activity / Scope of Work	# of Members	Scheduled Meeting Frequency
Finance Committee	Responsible for financial policies, long range financial plan, DCCs, and organizational budgeting and reporting; Culture Grants	9	10
Governance Committee	Supports the good governance of the four Metro Vancouver Boards	9	10
Housing Committee	Responsible for Metro Vancouver Housing	11	10
Indigenous Relations Committee	Elevate and discuss indigenous relations	15	4
Invest Vancouver Management Board	Attract foreign direct investment; support collaborative / regional economic development	32	4
Liquid Waste Committee	Liquid waste capital and operational program	14	10
Mayors Committee	Federation for discussing issues of pan-municipal concern	23	5
Regional Parks Committee	Manage regional parks and greenways system	16	10
Regional Planning Committee	Implement regional growth strategy; collaborate on regional planning issues	15	10
Water Committee	Water capital and operational program	13	10
Zero Waste Committee	Solid Waste program	11	10

In 2025, three Standing Committees, the Fraser River Crossing Task Force, the Flood Resiliency Committee, and the Culture Committee, were consolidated into other Standing Committees to streamline governance and reduce overlap. Additionally, the Governance Committee was newly established to support Board governance.

2. Number of Standing Committee Meetings

The table above notes the number of scheduled meetings for each Standing Committee. Committee meetings are cancelled if there are not a substantive number of agenda items or time sensitive topics. The Standing Committee meetings are scheduled at the beginning of the calendar year to hold time slots in elected officials’ calendars. On average, Standing Committees with 10 scheduled meetings per year meet about 8 times per year. Both the Mayors Committee and Caucus of Committee Chairs, currently scheduled for 5 meetings each year, meet 2 to 3 times per year as items within their terms of reference arise. The Standing Committees scheduled for 4 meetings per year tend to meet 4 times per year. Occasionally, items are sent directly to the Board if committee meetings are cancelled.

3. Size and Composition of Standing Committees

Section 218 of the *Local Government Act* requires that ‘at least one member be a director’ but it also allows the Board Chair to appoint non-directors to a committee. Metro Vancouver’s Procedures Bylaw requires that at least 50% of Standing Committee members be Board Directors. There are no limitations to the number of committee members serving on each Standing Committee.

4. Choosing Standing Committee Members

Currently, Board Directors are encouraged to submit expressions of interest to the Board Chair to be appointed to a Standing Committee. They are also encouraged to identify other councillors in their local government who have an interest in serving on a particular Metro Vancouver Standing Committee. Membership is allocated to member jurisdictions based on population size adjusted to the number of available seats across Standing Committees, providing regional equity.

TRADE-OFFS FOR CONSIDERATION

Any changes to the number of Standing Committees, number of meetings, committee size and composition, and member selection have trade-offs that should be thoughtfully evaluated in the context of Metro Vancouver’s Board governance and strategic priorities. Due to the interrelated nature of the four areas of discussion, adjustments in one area will likely have implications for others. Further, any changes to the structure of the Boards themselves will have implications for Standing Committees. Any adjustments should aim to preserve the strengths of the existing model while responding to evolving organizational demands and governance best practices.

The following section outlines some of the trade-offs to support the Governance Committee’s discussion and inform the Board Chair’s decision-making.

1. Number of Standing Committees

More Standing Committees	Fewer Standing Committees
<ul style="list-style-type: none"> - Lighter agendas focused on a narrower scope of Metro Vancouver services - Enables focused discussion - Potential for greater separation between Committee discussions and Board decision-making - More staff resources for scheduling, agenda development, reporting and administrative coordination 	<ul style="list-style-type: none"> - Heavier agendas with a broader scope of services - Less time for in-depth discussions on issues - Several committees do not consistently utilize the time allocated for meetings - Potential for stronger link between Committee discussions and Board decision making

2. Number of Standing Committee Meetings

More Meetings	Fewer Meetings (Scheduled)
<ul style="list-style-type: none"> - More frequent and timely opportunities for discussion - More manageable agenda packages per meeting and shorter meetings 	<ul style="list-style-type: none"> - Less travel and number of trips to Metro Vancouver - Heavier agendas and longer meetings - Potentially less timely discussions

3. Size and Composition of Standing Committees

More Members	Fewer Members
<ul style="list-style-type: none"> - Potential for broader regional representation - Increased inclusivity for elected officials across the region and voices at the table - Opportunity for broader skill set for Committees 	<ul style="list-style-type: none"> - Opportunity for deeper dialogue - Opportunity for deeper engagement among Committee members - Under 10 is considered best practice, with 7-9 reflecting participation and productivity - Equitable regional representation may be challenging with fewer spots per committee
Fewer Board Directors or Status Quo (50%)	More Board Directors on Committees
<ul style="list-style-type: none"> - Opportunity for more elected officials to participate in, learn about, and contribute to Metro Vancouver business - Distributes Committee membership for smaller municipalities with only one or two Board Directors - Has the potential to bring different voices and expertise - May contribute to misalignment or disconnect between committee-level discussions and Board decision making and priorities 	<ul style="list-style-type: none"> - Fewer opportunities for non-Board Directors to learn about Metro Vancouver and contribute - Smaller member jurisdictions that have one or two representatives on the Boards may be overly burdened by participating in multiple committees - More new Board members will not have past Metro Vancouver experience, creating a steeper learning curve - Stronger alignment between committee discussion and Board direction - Stronger participation by Board Directors in committee discussions to support informed decision making at Board meetings - Supports future discussions about smaller Boards / potentially a committee of the whole model - Potential to utilize Council of Councils to bring other voices to the discussions

4. Choosing Standing Committee Members

Skills Matrix and Regional Representation	Regional Representation and Expressed Interest
<ul style="list-style-type: none"> - Enhances transparency / Best Practice - Addresses concerns about preferential treatment - Potential for more effective and engaged discussions - Reliable source of information for the Board to support decision-making - May limit fulsome participation on some Committees 	<ul style="list-style-type: none"> - Ensures regional representation across committees - Allows those interested in a particular service area to participate in Committees - Reliable source of information for the Board to support decision-making

The selection of committee membership requires a balance between regional representation, interest and commitment to the subject areas as well as other skills and experience. Aligning committee membership with relevant expertise and interests is best practice and has the potential to strengthen the quality of deliberations and to ensure members are well-positioned to contribute meaningfully to the work of the committee. Incorporating a Skills and Experience Matrix into the committee formation process could enhance transparency in committee selection process and help to ensure that committees are both representative and functionally effective. This would help ensure that each committee is composed of individuals with the appropriate mix of skills, experience, and regional representation to effectively fulfill its mandate.

A Committee Skills and Experience Matrix could include the following criteria:

Skills / Experience	Description
Leadership, Subject Matter Expertise, and Interest	Experience in strategic planning and leadership roles. Key subject areas of knowledge would include understanding of the principles and practices of the Committee’s scope.
Chairing	Chairing experience and understanding of committee management.
Organizational Commitment	Demonstrated commitment to the Metro Vancouver’s values and purpose; Commitment to the regional federation; knowledge of the Board Strategic Plan.
Legal and Regulatory	Familiarity with relevant laws, regulations, and compliance requirements to help the organization operate within legal boundaries and policies and procedures adhere to legal standards.
Analytical Thinking	Ability to assess complex information, identify key issues, and evaluate the potential impacts of different policy options in the context of strategic goals and initiatives.
Other	TBD related to Committee Terms of Reference

NEXT STEPS

At the October 24, 2025 Governance Committee, staff will support the Committee’s discussion with a Mentimeter poll on the issues and trade-offs. If directed by the Committee and Board, staff can return to the November committee meeting with proposed options regarding 2026 Committees that reflect input.

ALTERNATIVES

This is an information report; alternatives are not provided. Any feedback received from the Governance Committee and/or Board will be provided to the Board Chair to support their decision making regarding 2026 Standing Committees. None of the options above require provincial legislative change.

FINANCIAL IMPLICATIONS

There are no financial implications to this report. Any changes to the number of Standing Committees, committee size, and/or meeting frequency would have minimal financial implications, which would be reflected in future year budgets.

OTHER IMPLICATIONS

Any changes to the number of Standing Committees, their size and composition could have implications for member jurisdictions' engagement and representation at Metro Vancouver. Reducing the number of committee members or changing the ratio of Board Directors and municipal Councillors on committees would result in fewer opportunities for member jurisdictions to contribute to early discussions on Metro Vancouver business. This could be mitigated utilizing other tools such as Council of Councils, Council tours, ongoing connections with staff advisory committees, and other means.

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. This report outlines trade-offs for potential changes that may improve alignment with Board priorities, enhance operational efficiency, and strengthen member engagement. The Governance Committee and MVRD Board are invited to provide feedback which will be summarized and provided to the Chair of the Boards for consideration.

ATTACHMENT

1. Presentation re: Standing Committees: Considerations for 2026.

REFERENCES

1. Deloitte Canada. (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>

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Vancouver

Standing Committees: Considerations for 2026

Heather McNell

Deputy Chief Administrative Officer, Policy and Planning

Governance Committee – October 24, 2025
79731739

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RECOMMENDATION #4

“The Board should continue to seek ways to reduce or optimize the time investment in Committee meetings.

Ultimately the selected Board structure will influence the number and composition of Committees. *In the interim*, this could immediately be achieved by:

- Continuing to reduce and amalgamate Committees;
- Tightening the scope and terms of the current Committees;
- Reducing the number of Committee members; and
- Reducing the frequency and duration of the meetings.”

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DISCUSSION OBJECTIVES

- Confirm challenges any proposed changes are trying to address
- Review current status of:
 - Number of Standing Committees
 - Number of Meetings
 - Size and Composition of Standing Committees
 - Choosing Committee Membership
- Discuss trade-offs of potential changes

Note: Standing Committees are formed by the Board Chair; all input from Committee and Board will be provided to the Chair to support 2026 committees

OUT OF SCOPE FOR TODAY

- Moving to Solutions (will take feedback from today and return with options)
- Standing Committee Terms of Reference (will consider at a future meeting)

ROLE OF STANDING COMMITTEES

- Support good governance
- Provide advice and recommendations to the Boards on specific policy areas and service responsibilities; support informed and efficient Board decision-making.
- Do the 'heavy lifting', enabling Boards to engage more deeply on complex and strategic issues
- Support broader engagement from Council members across the region

ISSUES TO BE ADDRESSED

- Flow, volume, and complexity of information (e.g. sufficient information to support good decision making at the Board, time to digest and engage with committee materials, and manageable agenda packages);
- Perception of preferential appointments;
- Concerns about the make-up of Committees - ensuring the right skills and experience are present;
- Some misalignment between Standing Committee discussions / membership and the Board's priorities;
- Size of standing committees is too large in some cases / hinders discussion;
- Standing Committees should have more Board Directors.

FOUR AREAS FOR DISCUSSION

Four areas for Discussion

- Number of Standing Committees
- Number of Standing Committee meetings
- Size and Composition of Standing Committees
- Choosing Standing Committee members

Strong interdependency among the four areas

Each will have 3 slides: Current status, Trade-Offs and Mentimeter question(s)

NUMBER OF COMMITTEES – CURRENT STATUS

- Standing Committees are formed by the Board Chair
- 14 Standing Committees (3 removed or integrated in 2025; Governance Committee added)
- Number of Committees varies over the years; Many Committees carried forward each year
- Council of Councils is formally a 'standing committee', and could be utilized to mitigate impacts of any changes proposed

NUMBER OF STANDING COMMITTEES

Trade-Offs for Consideration

More Standing Committees	Fewer Standing Committees
<ul style="list-style-type: none"> • Lighter agendas focused on a narrower scope of Metro Vancouver’s services • Enables focused discussion • Potential for greater separation between Committee discussions and Board decision-making • More staff resources for scheduling, agenda development, reporting and administrative coordination 	<ul style="list-style-type: none"> • Heavier agendas with a broader scope of services • Less time for in-depth discussions on issues • Several committees do not consistently utilize the time allocated for meetings • Potential for stronger link between Committee discussions and Board decision making

MENTIMETER QUESTION

NUMBER OF COMMITTEE MEETINGS – CURRENT STATUS

- Range from 4-10 / year
- Meetings cancelled if possible – if no time sensitive items or small number of agenda items
- Meeting times scheduled to hold places in elected official calendars
- Committees scheduled 10 times / year meet on average 8 times; those scheduled 5 times / year meet 2-3 times, and those scheduled 4 times / year tend to meet all four times.

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NUMBER OF COMMITTEE MEETINGS

Trade-Offs for Consideration

More Meetings	Fewer Meetings (Scheduled)
<ul style="list-style-type: none"> • More frequent and timely opportunities for discussion • More manageable agenda packages per meeting and shorter meetings 	<ul style="list-style-type: none"> • Less travel and number of trips to Metro Vancouver • Heavier agendas and longer meetings • Potentially less timely discussions

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MENTIMETER QUESTION

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COMMITTEE SIZE & COMPOSITION – CURRENT STATUS

- Section 218 of *Local Government Act* requires that ‘at least one member be a director’
- Metro Vancouver’s Procedures Bylaw requires that at least 50% of Standing Committee members be Board Directors.
- There are no limitations to the number of committee members serving on each Standing Committee.

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SIZE AND COMPOSITION OF STANDING COMMITTEES

Trade-Offs for Consideration

More Committee Members	Fewer Committee Members
<ul style="list-style-type: none"> • Limits participation (less talk time / member) • Potential for broader regional representation • Increased inclusivity for elected officials across the region and voices at the table • Opportunity for broader skill set for Committees 	<ul style="list-style-type: none"> • Opportunity for deeper dialogue • Opportunity for deeper engagement among Committee members • Under 10 is considered best practice, with 7-9 reflecting better participation and productivity • Equitable regional representation may be challenging with fewer spots per committee

MENTIMETER QUESTION

SIZE AND COMPOSITION OF STANDING COMMITTEES

Trade-Offs for Consideration

Fewer Board Directors or Status Quo (50%)	More Board Directors on Committees
<ul style="list-style-type: none"> • Opportunity for more elected officials to participate in, learn about, and contribute to Metro Vancouver • Distributes Committee membership for smaller municipalities with only one or two Board Directors • Has the potential to bring different voices and expertise • May contribute to misalignment or disconnect between committee-level discussions and Board decision making and priorities 	<ul style="list-style-type: none"> • Fewer opportunities for non-Board Directors to learn about Metro Vancouver and contribute • Smaller member jurisdictions that have one or two Board Directors may be burdened by participating in multiple committees • More new Board members will not have past Metro Vancouver experience, creating a steeper learning curve • Stronger alignment between committee discussion and Board direction • Supports future discussions re: smaller Boards / potentially a committee of the whole model • Potential to utilize Council of Councils to bring other voices to the discussions

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MENTIMETER QUESTION

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CHOOSING COMMITTEE MEMBERS – CURRENT STATUS

- Board Directors encouraged to submit expressions of interest to the Board Chair.
- Also encouraged to identify other councillors in their local government with an interest in serving on a particular Standing Committee.
- Membership allocated based on population size adjusted to the number of available seats across Standing Committees, providing regional equity.

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CHOOSING STANDING COMMITTEE MEMBERS

Trade-Offs for Consideration

Skills Matrix and Regional Representation	Regional Representation and Interest
<ul style="list-style-type: none"> • Enhances transparency / Best Practice • Addresses concerns about preferential treatment; reduces pressure • Potential for more effective and engaged discussions • Regional representation may be more important for some functions than others • May limit fulsome participation on some Committees 	<ul style="list-style-type: none"> • Ensures greater regional representation across committees • Allows those interested in a particular service area to participate in Committees

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COMMITTEE SKILLS AND EXPERIENCE MATRIX

Possible Criteria

Skills / Experience	Description
<ul style="list-style-type: none"> • Leadership, Subject Matter Expertise and Interest • Chairing • Organizational Commitment • Legal and Regulatory Knowledge • Analytical Thinking • Other 	<ul style="list-style-type: none"> • Experience in strategic planning and leadership roles. Knowledge of subject • Chairing experience • Demonstrated commitment to Metro Vancouver and regional mandate • Familiarity with laws, regulations • Ability to assess complex information • TBD related to Committee ToR

MENTIMETER QUESTION

NEXT STEPS

- If directed by the Committee, staff can return to the November Governance Committee meeting with proposed options regarding 2026 Committees that reflect input from today.
- Timely to support Chair in establishing 2026 Standing Committees

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Air Quality and Climate Committee

Terms of Reference

The Air Quality and Climate Committee is the standing committee of the Metro Vancouver Board that provides advice and recommendations on policies, bylaws, plans, programs, budgets and issues related to Air Quality & Climate Action Services.

Committee Responsibilities

Within the scope of the *Board Strategic Plan*, *Clean Air Plan*, *Climate 2050 Strategic Framework*, and *Metro Vancouver Financial Plan*, the Committee provides guidance and oversight to staff 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:

- **Air Quality & Climate Action** – guiding the implementation of the strategies and actions outlined in the *Clean Air Plan*, the *Climate 2050 Strategic Framework*, and the *Climate 2050 Roadmaps*. The Committee monitors the progress made in achieving the *Plan's* vision that “Metro Vancouver is a carbon neutral region where residents experience healthy, clean and clear air”, where air quality in the region is continually improving, protecting human health and the environment, and the *Framework's* vision of Metro Vancouver demonstrating bold leadership in responding to climate change, and pursuing a carbon neutral region by 2050. The Committee recommends to the Board changes and updates to the *Plan*, the *Framework*, and the *Roadmaps*;
- **Energy** – overseeing and guiding the efforts of staff in working with municipalities, the private sector, not-for-profit societies and others to develop strategies and programs aimed at achieving the efficient use of energy, promoting the use of alternative energies, and reducing the region’s overall carbon footprint, all in an effort to mitigate climate change;
- **Flood Resiliency** – reviewing the risks and impacts of severe flooding events on member jurisdictions and the region, considering regional flood resiliency plans and projects [in the region](#), and identifying roles and responsibilities of all orders of government related to flood management and flood resiliency matters; and
- **Climate Change Adaptation** – developing, for recommendation to the Board, climate change adaptation policies and programs that align with the Climate 2050 vision of ensuring infrastructure, ecosystems and communities are resilient to the impacts of climate change.

Committee Membership and Meetings

The Chair, Vice Chair and members are appointed annually by the Chair of the Metro Vancouver 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 and Climate 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 Metro Vancouver 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 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 presenting 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.

Committee Membership and Meetings

The Chair, Vice Chair, and members are appointed annually by the Chair of the Metro Vancouver Board. 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 Metro Vancouver 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 and Small Communities Committee

Terms of Reference

The Electoral Area and Small Communities Committee is a standing committee of the Metro Vancouver Board. The Committee provides advice and recommendations directly to the Metro Vancouver Board on policies, bylaws, plans, programs, budgets and issues related to Electoral Area A services and administration, and provides a forum for discussion of common issues by small member jurisdictions.

Committee Responsibilities

Within the scope of the *Board Strategic Plan*, *Electoral Area A Official Community Plan*, and *Metro Vancouver Financial Plan*, the Committee provides guidance and oversight to staff 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:

- **Local Planning and Development** – In parts of the Electoral Area that receive local planning and development services from Metro Vancouver, overseeing the development, implementation, amendment and enforcement of key policy and regulatory tools, including the *Electoral Area A Official Community Plan*, *Electoral Area A Zoning Bylaw* and the *Electoral Area A Building Administration Bylaw*. The Committee also recommends Advisory Planning Commission and Board of Variance members to the Board, as needed.
- **General Administration** – Overseeing the general administration of the parts of Electoral Area A that are outside of the University of British Columbia lands, and the University Endowment Lands. In this capacity the Committee reviews requests for local services, and oversees studies on matters that affect Electoral Area A. The Committee monitors a variety of issues that directly impact the residents throughout Electoral Area A. Where deemed important, the Committee recommends positions for the Board to take in response to issues or needs that arise.
- **Grants and Funds** – Overseeing and participating in the processes through which various grants and funds, specific to Electoral Area A, are administered (e.g., *Community Works Fund*, *Regional District Basic Grant*). The Committee recommends recipients for such grants and funds to the Board.

The Committee also provides a forum for small member jurisdictions to discuss issues of common interest and concern.

Committee Membership and Meetings

The Chair, Vice Chair and members are appointed annually by the Chair of the Metro Vancouver 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 Metro Vancouver 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.

Finance Committee

Terms of Reference

The Finance Committee is the standing committee of the Metro Vancouver Board that monitors Metro Vancouver's financial management, providing advice and recommendations on financial policies, the annual budget and long-term financial plans for Metro Vancouver's Districts, as well as reviewing periodic and annual financial results and providing oversight on the annual audit.

Committee Responsibilities

Within the scope of the *Board Strategic Plan*, Metro Vancouver management plans, Board policies, and *Metro Vancouver Financial Plan*, the Committee provides guidance and oversight to staff in the development of annual and long-term budgets, and the development and application of financial policies. Specific Committee responsibilities include the following:

- Guiding and monitoring the development of annual and long-term financial plans for consideration by the Board;
- Guiding the development of financial policies for consideration by the Board;
- Reviewing adjustments to approved budgets and financial plans;
- Guiding the establishment and rate setting of alternate revenue sources including Development Cost Charges;
- Reviewing borrowing approvals made on behalf of Metro Vancouver Districts or member municipalities, and recommending changes as necessary;
- Reviewing quarterly the financial progress of Metro Vancouver's financial operations, including investment results, actual operating vs. budget, and actual capital expenditures vs. approved spending limits;
- Reviewing the annual plan for the external audit and make 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 periodically contract awards or amendments pursuant to the Procurement and Real Property Contracting Authority;
- Reviewing two times per year the collection of Development Cost Charges;
- To consider staff reports, as required by financial policy on financial operations and statutory reporting and make any necessary recommendations to the Metro Vancouver Board on appropriate actions;
- 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 Board on funding approvals; and
- Human Resource matters.

Committee Membership and Meetings

The Chair, Vice Chair and members are appointed annually by the Chair of the Metro Vancouver 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 Metro Vancouver 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.

Governance Committee

Terms of Reference

The Governance Committee is the standing committee of the Metro Vancouver Board (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 Board in ensuring the effective governance of the organization by overseeing 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 Board's 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 Board's 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.

Governance Committee Terms of ReferencePage 2 of 2

- 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.

Remuneration

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

COMMITTEE MEMBERSHIP AND MEETINGS

The Committee Chair, Vice Chair and six additional Committee members are appointed annually by the Board Chair. 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.

The Province of British Columbia has been invited to take part in meetings where issues of Provincial interests are on the agenda.

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 Metro Vancouver 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 Board that provides advice and recommendations on plans, policies, bylaws, programs, budgets and issues related to Metro Vancouver's Housing Planning and Policy service, and the Metro Vancouver Housing Corporation (MVHC) service.

Committee Responsibilities

Within the scope of the *Board Strategic Plan*, *Metro Vancouver Housing 10-Year Plan*, and *Metro Vancouver Financial Plan*, the Committee provides guidance and oversight to staff on the implementation of the annual work plans and business plans for the Housing Planning and Policy function and the Metro Vancouver Housing Corporation. Specific Committee responsibilities include:

- Reviewing and endorsing the annual budget and five-year financial plan for the Housing Planning and Policy function and the MVHC;
- Overseeing the implementation of the *Metro Vancouver Housing 10-Year Plan*;
- Guiding policy and strategic direction on the performance, operations, and management of MVHC assets;
- Overseeing the implementation of MVHC capital programs, including award of major contracts; and
- Reviewing and endorsing regional affordable housing data, research and best practices stemming from the Housing Planning and Policy and Regional Planning functions.

Committee Membership and Meetings

The Chair, Vice Chair and members are appointed annually by the Chair of the Metro Vancouver 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 Metro Vancouver 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 Board that provides advice and recommendations on policies, plans, programs, budgets and issues regarding relationship-building and reconciliation efforts with local First Nations, treaty negotiations and the broader Indigenous Relations function.

Committee Responsibilities

Within the scope of the *Board Strategic Plan*, *First Nations Strategy*, and *Metro Vancouver Financial Plan*, the Committee provides guidance and oversight to staff on the implementation of the annual work plans and business plans that govern the 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, and between member municipalities and First Nations; and
- 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.

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.

Committee Membership and Meetings

The Chair, Vice Chair and members are appointed annually by the Chair of the Metro Vancouver 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 Metro Vancouver 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.



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 oversight and guidance for Invest Vancouver and for providing advice and recommendations directly to the MVRD Board.

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 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 oversight and 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;
- Supporting efforts to attract strategic investment to the region and
- Providing recommendations to the MVRD Board on matters related to the regional economy.

MANAGEMENT BOARD MEMBERSHIP

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

Metro Vancouver 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

Invest Vancouver Management Board Terms of Reference

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 Metro Vancouver Board Chair.

Metro Vancouver Board Appointments

The Chair and Vice Chair of the Management Board are appointed annually by the Chair of the Metro Vancouver Board. The Metro Vancouver 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 Metro Vancouver 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 Metro Vancouver Board Chair, Management Board 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 Management Board members.

Liquid Waste Committee

Terms of Reference

The Liquid Waste Committee is the standing committee of the Metro Vancouver Board that provides advice and recommendations on policies, bylaws, plans, programs, budgets and issues related to liquid waste management under the GVS&DD service.

Committee Responsibilities

Within the scope of the *Board Strategic Plan, Integrated Liquid Waste and Resource Management Plan, and Metro Vancouver Financial Plan*, the Committee provides guidance and oversight to staff 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;
- Overseeing and monitoring implementation of strategic utility plans including the *Integrated Liquid Waste and Resource Management Plan*;
- Overseeing implementation of GVS&DD (liquid waste) 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 *Environmental Management and Quality Control* report for the 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 and approving *Integrated Stormwater Management Plans* for GVS&DD drainage areas.

Committee Membership and Meetings

The Chair, Vice Chair, and members are appointed annually by the Chair of the Metro Vancouver Board. The Committee meets monthly, except for August and December, and has special meetings as required. Members of the Committee must be a member of the 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 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.

Liquid Waste 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 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 Board that provides advice and recommendations on issues related to the governance and 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 Financial Plan*, the Committee provides input, advice and recommendations to the Board on issues referred to the Committee by the Board, and development of strategies and positions to manage inter-governmental relations and address specific initiatives that are undertaken by other agencies.

Specific Committee responsibilities include:

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

Committee Membership and Meetings

The Chair, Vice Chair and members are appointed annually by the Chair of the Metro Vancouver 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. 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 Metro Vancouver 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 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 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 direction, 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 Park Foundation, park associations and other stakeholders;
- 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 direction 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, stakeholders, and the public on Regional Parks' plans, policies and programs.

Committee Membership and Meetings

The Chair, Vice Chair and members are appointed annually by the Chair of the Metro Vancouver 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 Metro Vancouver 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 Board that provides advice and recommendations on plans, policies, programs, budgets and issues related to Metro Vancouver's Regional Planning service.

Committee Responsibilities

Within the scope of the *Board Strategic Plan*, *Metro 2050: Regional Growth Strategy*, and the *Metro Vancouver Financial Plan*, the Committee provides guidance and oversight to staff on the implementation of the annual work plans and business plans that govern the Regional Planning service. Specific Committee responsibilities include:

- **Regional Growth Strategy** – Guiding the development and implementation of the regional growth strategy: *Metro 2050*; providing an annual report on progress made in achieving the goals of *Metro 2050*. Reviewing regional context statements submitted to the Board by member jurisdictions, sewerage extension application alignment with *Metro 2050* and all requested amendments to *Metro 2050*;
- **Shaping Growth** – Guiding the implementation of the region's growth management framework for the region based on containing growth within an Urban Containment Boundary and focusing growth into a network of Urban Centres and along transit corridors, with an aim to supporting the development of complete communities, the protection of important agricultural, industrial and ecologically important lands and the efficient provision of utilities and transit;
- **Housing Policy** – Guiding regional housing policy and monitoring performance measures to help facilitate the increase supply of all forms and tenures to support a diverse and affordable housing stock in the region in order to meet the objectives laid out in Goal 4 in *Metro 2050*;
- **Complete Communities** – Initiating and facilitating coordination and dialogue between Metro Vancouver and agencies within the region that develop land use, housing and transportation plans and policies, and that make investments in the broader transportation network. Land use, housing and transportation plans, policies, investments and actions made or taken by other agencies must be carefully coordinated with the regional growth strategy in order to meet the objectives laid out in *Metro 2050*;
- **Agriculture** – Guiding policy analysis undertaken to develop strategies and actions aimed at protecting and enhancing agricultural lands throughout the region. Overseeing the implementation and updating of the *Regional Food System Strategy*, and considering input provided by the Board's Agricultural Advisory Committee (which reports to the Regional Planning Committee); and
- **Environment** – Guiding policy analysis and monitoring to develop strategies and actions aimed at protecting and enhancing ecologically important lands throughout the region. Implementing and guiding the environmental policy actions in *Metro 2050*.

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 Metro Vancouver 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 Metro Vancouver 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 Board that provides advice and recommendations on policies, bylaws, plans, programs, budgets and issues related to water management under the GVWD service.

Committee Responsibilities

Within the scope of the *Board Strategic Plan*, *Drinking Water Management Plan*, *Drinking Water Conservation Plan*, and *Metro Vancouver Financial Plan*, the Committee provides guidance and oversight to staff 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;
- Overseeing and monitoring implementation of strategic utility plans including the *Drinking Water Management Plan*;
- Overseeing 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 the GVWD;
- Overseeing implementation of the water conservation program and tap water campaign; and
- Monitoring water supply forecasts, water consumption trends, and annual system performance.

Committee Membership and Meetings

The Chair, Vice Chair and members are appointed annually by the Chair of the Metro Vancouver Board. 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.

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 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.

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 GVS&DD service, as well as the Zero Waste Communications Program under the MVRD General Government service.

Committee Responsibilities

Within the scope of the *Board Strategic Plan*, *Integrated Solid Waste and Resource Management Plan*, and *Metro Vancouver Financial Plan*, the Committee provides guidance and oversight to staff 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;
- Overseeing and monitoring the implementation of the *Integrated Solid Waste and Resource Management Plan*;
- Providing governance and oversight over key major projects within the context of the approved budgets and financial plans;
- Overseeing implementation of the Solid Waste capital program, and development of significant works within the plan;
- Overseeing and 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.

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.

Committee Membership and Meetings

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

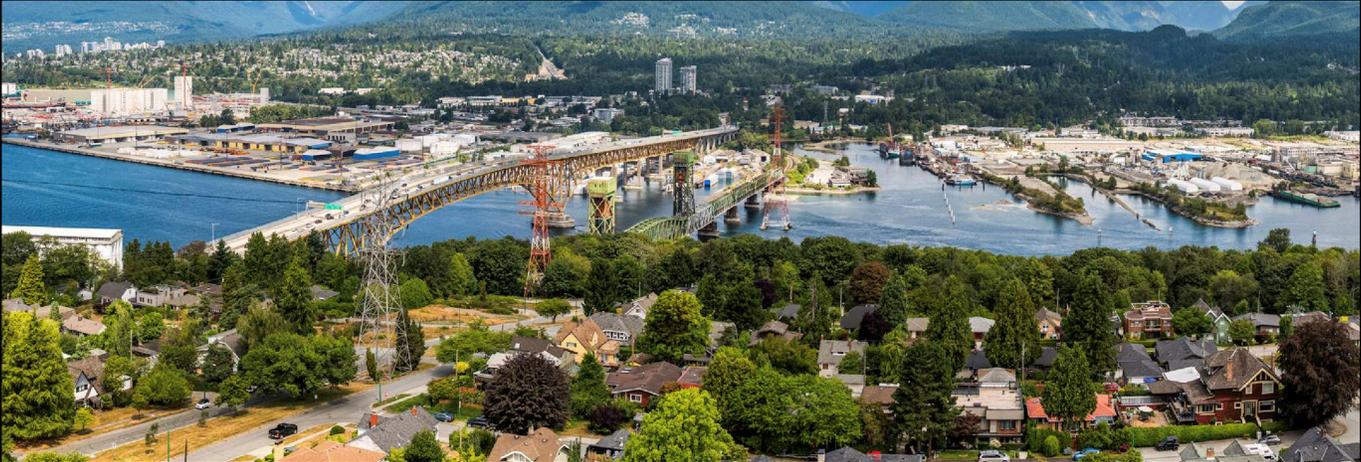
Committee Management

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Zero Waste Committee Terms of ReferencePage 2 of 2

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 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.



Vancouver

Standing Committees: Considerations for 2026

FEEDBACK FROM OCTOBER 24, 2025 GOVERNANCE COMMITTEE MEETING AND OPTIONS

Heather McNell
Deputy Chief Administrative Officer, Policy and Planning

Governance Committee – November 13, 2025
80319253

metrovancover

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RECOMMENDATION #4

“The Board should continue to seek ways to reduce or optimize the time investment in Committee meetings.

Ultimately the selected Board structure will influence the number and composition of Committees. *In the interim*, this could immediately be achieved by:

- Continuing to reduce and amalgamate Committees;
- Tightening the scope and terms of the current Committees;
- Reducing the number of Committee members; and
- Reducing the frequency and duration of the meetings.”

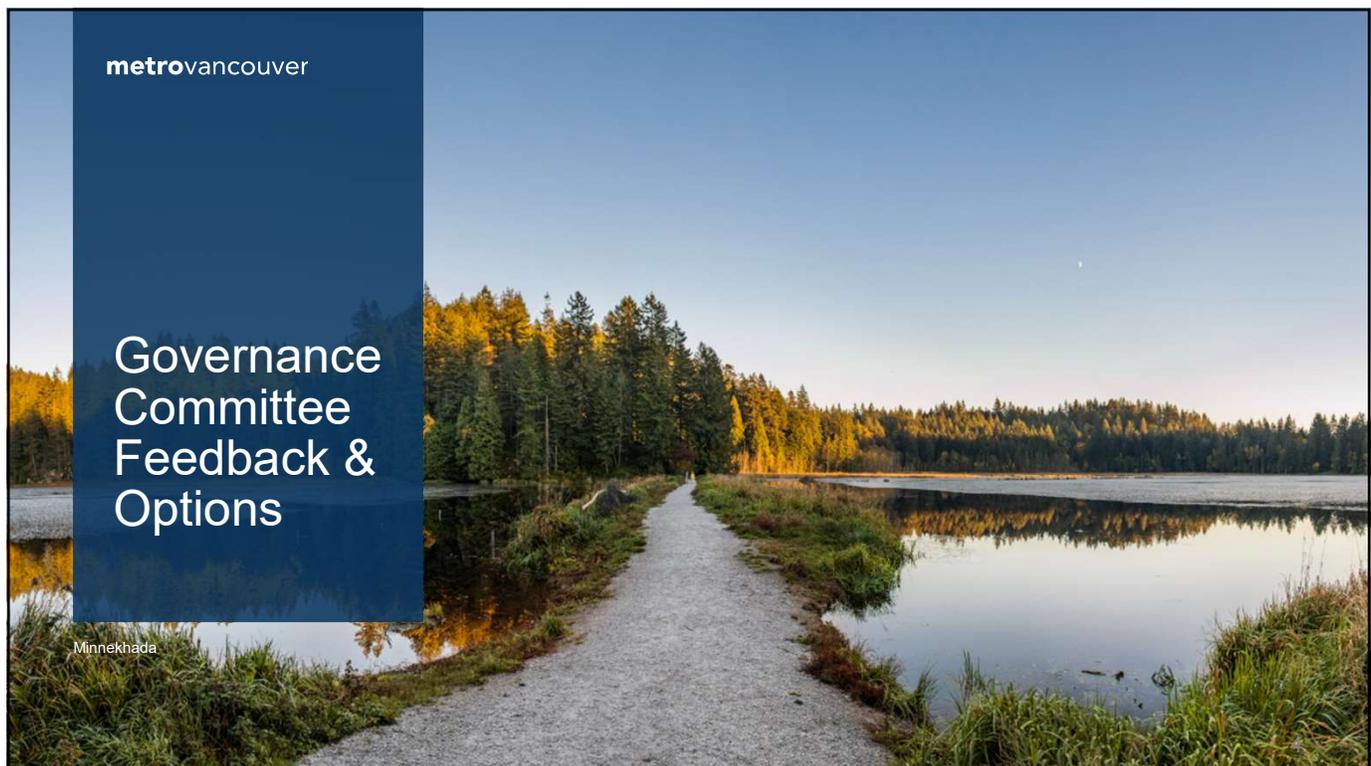
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FOUR AREAS FOR CONSIDERATION

- Four areas for consideration to provide potential recommendations to the Chair:
 - Number of Standing Committees
 - Number of Standing Committee meetings
 - Size and Composition of Standing Committees
 - Choosing Standing Committee members
- Strong interdependency among the four areas.

3



4

NUMBER OF STANDING COMMITTEES AND MEETINGS

Governance Committee Feedback

- Standing Committees should largely align with service areas.
- Majority of Standing Committees are appropriate & effective.
- Terms of Reference needed to support discussion.
- Respect for Chair’s discretion in setting Committees.
- Consideration of a ‘committee of a whole’ approach.
- Calendar holds with a lower number of meetings is working well.
- Continue to align number of meetings per year w/ scope and scale of committees.

5

OPTIONS: 2026 STANDING COMMITTEES

Current Status (14 Cmtes)

- Water (10)
- Liquid Waste (10)
- Zero Waste (10)
- Metro Vancouver Housing (10)
- Finance (10)
- Governance (10)
- Mayors Committee (6)
- Caucus of Committee Chairs (6)
- Regional Planning (10)
- Regional Parks (10)
- Air Quality and Climate (10)
- Indigenous Relations (4)
- Invest Vancouver Management Board (4)
- Electoral Area and Small Communities (4)

(* Bracketed number is the number of scheduled meetings / year

Option: Light Streamline (12 Cmtes)

- Water (10)
- Liquid Waste (10)
- Zero Waste (6)
- Metro Vancouver Housing (10)
- Performance and Audit (10)
- Governance (10)
- Mayors Committee (5)
- Regional Planning (6)
- Regional Parks (6)
- Air Quality (6)
- Invest Vancouver Management Board (4)
- Electoral Area and Small Communities (4)

Option: Medium Streamline (10 Cmtes)

- Water (10)
- Liquid Waste (10)
- Zero Waste (10)
- Metro Vancouver Housing (10)
- Performance and Audit (10)
- Governance (10)
- Regional Planning and Air Quality (10)
- Parks (6)
- Invest Vancouver Management Board (4)
- Electoral Area (4)

* Mayors meet at the call of the Board Chair
 * Small Communities meet at the call of the Board Chair

6

SIZE AND COMPOSITION OF STANDING COMMITTEES

Governance Committee Feedback

- Support for limiting size of *most* committees to about 11 members.
- Reaffirmed requirement for Board Directors to make up at least 50% of committee membership.
- Keep opportunities for non-Board Director to participate on committees.
- Acknowledgement of individual constraints that may limit participation.
- Goal to have equitable division of responsibilities to form balanced Boards.

CHOOSING STANDING COMMITTEE MEMBERS

Governance Committee Feedback

- Maintain regional representation and diversity for equitable participation opportunities.
- Membership to reflect individual interests, skills, and experience.
- Acknowledgement of capacity challenges that may limit membership availability.
- Need for transparent, guiding principles to outline responsibilities and selection process.

OPTION: GUIDING PRINCIPLES

Standing Committee Appointment Process

PRINCIPLES	RECOMMENDATIONS
Representation and Balance	<ul style="list-style-type: none"> Strive for regional representation and diversity to promote fairness and inclusivity. Provide equal opportunities for participation across all Standing Committees.
Diversity of Perspectives	<ul style="list-style-type: none"> Membership should reflect individual interests, relevant experience, and skills. Recognize that all perspectives add value to regional decision-making.
Equity	<ul style="list-style-type: none"> Strive for equitable distribution of responsibilities to foster shared ownership amongst the Board Directors and member jurisdictions that support both regional needs and the committee's overall effectiveness.
Capacity	<ul style="list-style-type: none"> Consider capacity constraints when assigning roles.
Continuous Improvement	<ul style="list-style-type: none"> Regularly review Standing Committee composition, structure and processes to ensure they remain effective and aligned with regional needs.
Transparency	<ul style="list-style-type: none"> Ensure these principles are transparent to Metro Vancouver's member jurisdictions and the public.

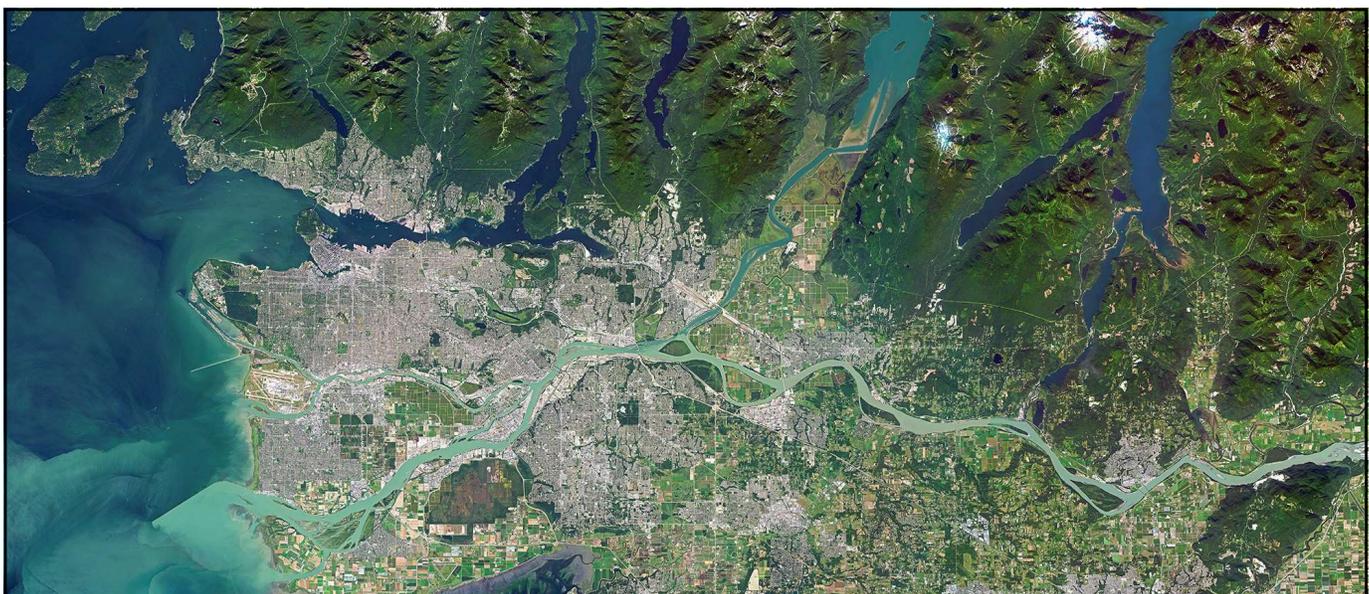
OPTION: SKILLS AND EXPERIENCE MATRIX

Standing Committee Appointment Process

SKILLS / EXPERIENCE	DESCRIPTION
Leadership, Expertise, and Interest	Experience in strategic planning and leadership roles. Key subject areas of knowledge would include understanding of the principles and practices of the Committee's scope.
Chairing	Chairing experience and understanding of committee management.
Organizational Commitment	Demonstrated commitment to the Metro Vancouver's values and purpose; Commitment to the regional federation; knowledge of the Board Strategic Plan.
Legal and Regulatory	Familiarity with relevant laws, regulations, and compliance requirements to help the organization operate within legal boundaries and policies and procedures adhere to legal standards.
Analytical Thinking	Ability to assess complex information, identify key issues, and evaluate the potential impacts of different policy options in the context of strategic goals and initiatives.
Other	TBD related to Committee Terms of Reference

NEXT STEPS

- After the November 13, 2025 Governance Committee, any input or recommendations will be advanced to the November 29, 2025 Board meeting, and subsequently to the Board Chair to support their decision-making for the 2026 Standing Committees.
- None of the options above require provincial legislative change.



Metro Vancouver Aerial

Thank you.

To: Governance Committee

From: Heather McNell, Deputy Chief Administrative Officer, Policy and Planning
Jean Lawson, Program Manager, Intergovernmental Relations

Date: October 31, 2025 Meeting Date: November 13, 2025

Subject: **Draft Board Orientation Program for late 2026 – early 2027**

RECOMMENDATION

That the MVRD Board receive for information the report titled “Draft Board Orientation Program for late 2026 – early 2027” dated October 31, 2025.

EXECUTIVE SUMMARY

The Metro Vancouver Board Governance Review recommended enhancing the Board Orientation Program to strengthen governance. The Local Government Leadership Academy (LGLA) is a leadership development initiative that serve local government elected officials throughout BC. It hosts a local government training series that takes place shortly after local government elections. Metro Vancouver and the LGLA are working together to develop a Metro Vancouver focused program for the Board’s orientation starting in November 2026. This report provides a draft program to support Committee discussion that will help to finalize the program.

PURPOSE

To provide an opportunity for the Governance Committee and MVRD Board to provide input into the upcoming Board Orientation Program that would start at the Inaugural Board Meeting in November 2026.

BACKGROUND

The Metro Vancouver Board Governance Review recommendation #9 suggests that the

“Board should consider enhancing the education plan including Board orientation, professional Board development, education on the operations of Metro Vancouver and its projects (including site visits), and other subject matters relevant to Board decisions (e.g. regulations pertinent to a Committee, historical decisions and implications, etc.).”

This report provides an opportunity for the Governance Committee and MVRD Board to provide input on a draft Board Orientation Program. Additional work will be completed regarding the Boards’ ongoing education post orientation.

Current Board Orientation

Municipal elections are held every four years, with the last local government election occurring in October 2022. The inaugural Metro Vancouver Board meeting took place in November 2022, where Directors received logistical onboarding by the Board and Information Services Department. Preliminary orientation sessions on Metro Vancouver's service areas were held in January 2023, as were additional orientation sessions on Freedom of Information, privacy and legal obligations / fiduciary responsibilities. In addition, the Boards spent several days working on updating the Board Strategic Plan to confirm organizational priorities for the term.

Board Directors' roles and responsibilities are outlined in the *Local Government Act* and Procedure Bylaw Guide for BC's local governments, in addition to Metro Vancouver's Procedure Bylaw No. 1368, 2025, Oath of Office, Code of Conduct, and Terms of Reference for Directors' respective Committees — provided to Board Directors at the beginning of the term.

Proposed Board Orientation Program

The Union of British Columbian Municipalities (UBCM) provides numerous training workshops for elected officials through Local Government Leadership Academy (LGLA). LGLA is a leadership development initiative that serves local government and First Nations elected officials and senior administrators throughout the Province of British Columbia by improving the competencies needed to effectively manage and lead BC's communities.

With extensive experience in this area and access to expert panelists, they are well positioned to work with Metro Vancouver to develop and deliver a custom orientation workshop or multi-day session for Metro Vancouver's Boards. Governance best practices recommend that orientation be mandatory for all Board Directors at the beginning of the 4-year term, regardless of Board members' experience level.

Staff have been coordinating with LGLA staff on a draft Orientation Program (Attachment 1), and are seeking input from the Governance Committee and MVRD Board. Future discussions will be held regarding the Board Strategic Plan update as well as ongoing Board Director education.

ALTERNATIVES

This is an information report; no alternatives are provided.

FINANCIAL IMPLICATIONS

Board orientation and training would have associated costs such as hiring an external facilitator. These costs are budgeted within the Board Information Services budget each term.

CONCLUSION

The Metro Vancouver Board Governance Review recommended enhancements to the Boards' orientation and education to support good governance. A draft program, developed in collaboration with the LGLA is provided to support the Committees discussion.

ATTACHMENTS

1. 2027 Board Orientation – *Draft* for Discussion.

REFERENCES

1. Deloitte Canada. (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>

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2027 Board Orientation – *Draft for Discussion*

November Inaugural 2026 Open Board Meeting (Metro Vancouver)

- Metro Vancouver On-boarding – swearing in, conflict of interest
- Metro Vancouver Governance / FOI / Privacy
- Metro Vancouver Services Overview (4 legal entities)
- Board and Committee Meeting and Report Template / Meeting Overview
- Overview of the Board onboarding plan / curriculum for Dec - Feb
- *LUNCH* - Networking

December Orientation (2 days co-created with LGLA)

Day 1 am (Mandatory)

- Why work together – the value of the regional model (LGLA)
- Roles and responsibilities: the functioning Council / Board, CAO model, role clarity and decision making – board cohesion (LGLA)
- KEYNOTE – Elected Official who has worked as a local Mayor or Councillor and been on a regional district Board to talk about balance, challenges, opportunities (LGLA)
- *LUNCH* - networking

Day 1 pm

- Mentors Panel – personal health and well-being; finding the balance (LGLA)
- The fine art of agreeing and disagreeing: Codes of Conduct for Councils and Boards (LGLA)
- Optional: Meeting Procedures 101 (Metro Vancouver)

Day 2 am (Mandatory)

- Financial Management and processes (Metro Vancouver)
- Asset Management / Capital Planning (Metro Vancouver)
- Fiduciary Responsibility – opportunities and challenges of regional model (Metro Vancouver)
- Indigenous Relations and the regional model (LGLA and Metro Vancouver)
- *LUNCH* - networking

Day 2 pm

- Media Training / Communications (LGLA and Metro Vancouver)
- Optional: Media training practice

January 2027 Open Board Meeting (Metro Vancouver)

- Introduce Board Strategic Plan and begin strategic discussions for 4 year term (Metro Vancouver)
- Tour Metro Vancouver facilities – Wastewater treatment plant / renewable energy / Water
- Optional: Networking event

February 2027 Board Strategic Planning Sessions 1.5 days

- To be Developed

To: Governance Committee

From: Heather McNell, Deputy Chief Administrative Officer, Policy and Planning
Jean Lawson, Program Manager, Intergovernmental Relations

Date: October 27, 2025 Meeting Date: November 13, 2025

Subject: **Board Governance Review Recommendations from Deloitte for the Province of BC**

RECOMMENDATION

That the MVRD Board receive for information the report dated October 27, 2025, titled “Board Governance Review Recommendations from Deloitte for the Province of BC”.

EXECUTIVE SUMMARY

The Metro Vancouver Board Governance Review contained two recommendations for the Province of BC’s consideration related to reporting of elected official remuneration and total remuneration for local government related appointments. The Governance Committee requested that these recommendations be brought forward for discussion at the November Governance Committee meeting.

PURPOSE

To provide an opportunity for the Governance Committee to consider two recommendations from Deloitte Canada that are outside of Metro Vancouver’s scope, and were intended for provincial consideration.

BACKGROUND

The Metro Vancouver Board Governance Review contained two recommendations for Provincial consideration.

#48 “that the Province consider providing detailed Crown, agency and local government-related income data in a simple, publicly accessible format which may alleviate some remuneration pressure on the regional mayors and Metro Vancouver directors, as it would create greater visibility and more transparency regarding the equity of compensation across the BC public sector.”

#49: “that the Province consider introducing a cap or maximum remuneration threshold for total income from all local government-related appointments (such as Metro Vancouver, TransLink, E-Comm 9-1-1, etc.). For example, this amount might not exceed that of a BC Provincial Cabinet Member (currently \$183,085). Other than managing the risk of role accumulation, it would serve as a mechanism for ensuring roles are appropriately allocated and therefore governance risks relating to Board responsibility overload are minimized.”

At the October 24, 2025 Governance Committee meeting, it was requested that these two recommendations be brought forward to the November meeting for discussion.

CONTEXT

As an early action post the completion of the Board Governance Review, the two recommendations provided by Deloitte Canada for provincial consideration were brought forward to the Governance Committee to be conveyed for information to the Province as they are not within the purview of Metro Vancouver (Attachment 1). The intent was not to convey a Metro Vancouver position on the recommendations, but rather to forward them to the Province for information.

At the July Governance Committee meeting, members expressed interest in discussing the two recommendations in the context of all 49 recommendations in advance of forwarding anything to the Province. The recommendations are now before the Committee for discussion.

ALTERNATIVES

This is an information report; no alternatives are provided.

FINANCIAL IMPLICATIONS

There are no financial implications for Metro Vancouver as an organization, however there may be implications for Board Director remuneration if the recommendations are forwarded to the Province and implemented.

CONCLUSION

The Metro Vancouver Board Governance Review included two recommendations for the consideration and potential action of the Provincial Government. This report is being provided to the Governance Committee as requested.

REFERENCES

1. Deloitte Canada. (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>

To: Governance Committee

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

Date: November 3, 2025

Meeting Date: November 13, 2025

Subject: **Manager's Report**

RECOMMENDATION

That the Governance Committee receive for information the report dated November 3, 2025, titled "Manager's Report".

GOVERNANCE COMMITTEE WORK PLAN

The Governance Committee's Work Plan for 2025 and 2026 is attached to this report (Attachment 1). The status of work program elements is indicated as pending, in progress, or complete is found in Attachment 2. The listing is updated as needed to include new issues that arise, items requested by the committee, and changes to the schedule. Attachment 2 includes updates requested by the Committee and endorsed by the Board in October.

ATTACHMENTS

1. 2025 Governance Committee Work Plan.
2. Status Update on the Metro Vancouver Board Governance Review Recommendations.

REFERENCES

1. Deloitte Canada. (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>

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Governance Committee 2025 Work Plan

Report Date: November 3, 2025

3rd Quarter	Status
Receive and discuss Committee Terms of Reference	Complete
Endorse a workplan for the remainder of 2025 and set the blueprint for a 2026 workplan	Complete
Prioritize and make recommendations to the Board on issues identified in the recently completed independent Board Governance Review	Underway
4th Quarter	Status
Standing Committees: Review / recommendations to the Chair on number of committees, number of meetings, size and composition and recruitment	Complete (Oct)
Recommendations to the Board supporting the Committee’s role around Board Effectiveness including the addition of a Board self-evaluation tool and 2026 Board Calendar	Complete (Sept)
Recommendations to the Board regarding Standing Committee Chair remuneration as directed by the MVRD Board	Complete (Sept)
Recommendation on a Board onboarding and orientation plan for new Board	Underway (Nov)

* The Governance Committee will provide input and additions to the 2025 and 2026 workplans at its inaugural and can seek amendments / additions at any subsequent meeting.

Potential Workplan for 2026 Subject to Continuance of the Governance Committee

1st Quarter	Status
Review Standing Committee Terms of Reference	Pending
Review of Board policies, bylaws and procedures during Q1-Q3 (NEW)	Pending
Discussion of Board size and structure including potential legislative changes over Q1-Q3 (NEW) – Review process	Pending
Review Committee and Board decision making processes and flow of information (NEW) as a means of addressing recommendations #22, #26, #29, #30 and #31 from the Metro Vancouver Board Governance Review	Pending
Early input on review of Board Strategic Plan for upcoming four-year term	Pending
2nd Quarter	Status
Review Board Code of Conduct adopted in January 2025 (annual review)	Pending
Review of Board policies, bylaws and procedures during Q1-Q3 (NEW)	Pending
Discussion of Board size and structure including potential legislative changes over Q1-Q3 (NEW)	Pending
Receive update on strengthened Internal Audit and Enterprise Risk functions	Pending
Review and clarify roles and responsibilities of the Board and Management	Pending
Early input on review of Board Strategic Plan for upcoming four-year term	Pending
3rd Quarter	Status
Review of Board policies, bylaws and procedures during Q1-Q3 (NEW)	
Discussion of Board size and structure including potential legislative changes Q1-Q3 (NEW)	
Recommendation on a Board education plan for new Board Directors members as well as ongoing opportunities for the four-year term	Pending

4th Quarter	Status
Support Board term completion and turn-over	Pending
Receive update on Internal Audit and Enterprise Risk functions	Pending

Status Update on the Metro Vancouver Board Governance Review Recommendations

Report Date: November 3, 2025

The following list outlines Deloitte’s 47 recommendations for Metro Vancouver, categorized as follows:

- Completed (8)
- Ongoing (7)
- Underway (6)
- In Work Plan / Prioritized for 2025 2026 (13)
- Pending (13)
- + Recommendations for the Province (2)

This framing is intended to serve as a guiding framework to help the committee prioritize recommendations.

It is important to note that Deloitte’s recommendations were developed based on interviews and have not been independently verified by the consultant. Any additions to the Governance Committee’s Work Plan will include staff reporting back to the Committee and MVRD Board on the recommendation’s current status, financial implications, and other relevant information to support recommendations and decisions.

The recommendations listed below have been condensed for readability given the large quantity for review. Please refer to the Deloitte Report for the comprehensive descriptions if required.

Completed (7)

#	Recommendation
3	Create a Governance Committee of the MVRD Board.
5	Ensure reports include feedback from the Staff Advisory Committees regarding the specific options, risks and direct impacts on the member jurisdictions.
21	Board to be apprised of cumulative expenditures, such as those with change orders aggregating to total balances over the Board approval threshold.
29	Board reports to include multiple options for the Board to consider, where practical.
38	Maintain Current Meeting Stipend; review periodically
39	Eliminate the double meeting stipend for meetings over 4 hours.
40	Eliminate the monthly stipend for Committee Chairs when no meetings are held and replace with a double meeting fee to reflect additional time and effort required to prepare.
41	Remove the payment of a double meeting stipend for travel days and conference attendance.

Ongoing (7)

#	Recommendation
10	Chair should allow sufficient time and question Board directors in the meeting to ensure the directors understand motions and can make informed decisions.
19	Board and Committee Chairs should strictly enforce speaking time limits, keeping discussion to the confines of the motion at hand, restricting additive commentary while allowing opposing commentary, and otherwise ensuring directors respect each other, staff and the Board's time.
30	Leverage Metro Vancouver staff as the key source of information.
31	Ensure, for large complex and capital-intensive projects, that management continues to provide regular updates to the Board as the project progresses.
35	Chair to continue to reinforce the need for all directors to take a regional perspective at the outset of meetings.
37	Invest in specific Board management training and education for future Board Chairs.
42	The Chair, Vice-Chair and Committee Chair total remuneration appear reasonable. No change is recommended in this formula; however, remuneration bylaw should continue to be assessed on a periodic basis to ensure alignment with other similar public sector entities.

Recommendations Underway (7)

#	Recommendation
4	Reduce or optimize the time investment for meetings – Review Committees – number of committees, number of meetings, size and composition of committees and how members are selected.
13	Develop a skills matrix to assist in allocation of Committee roles and Board duties.
15	Strengthen enterprise-wide strategic risk management for Metro Vancouver and its strategic priorities.
16	Strengthen Internal Audit function, focused on assessing and reporting to management and the Board on the design and effectiveness of internal controls and specific operational risks.
20	Investigate electronic voting solutions in the Board room.
36	Implement a Board performance assessment tool to solicit and identify opportunities to enhance group and individual behaviour.

Recommendations in Work Plan (13)

#	Recommendation
1	Consider a Hybrid Board Structure (could be different for different legal entity Boards).
2	Consider reducing the size of the Boards. <ul style="list-style-type: none"> • Cap the number of Directors per jurisdiction, but maintain votes by population • Voting threshold changes by changing the number of votes per director (e.g. from 5 to 6 or 7) • Reduce the size of the Utility Boards and/or MVHC Board
6	Revisit Committee Terms of Reference for aligned scope and mandate.
9	Enhance Board education plan including orientation.
11	Clearly define & communicate the roles and responsibilities of Board members and CAO.

Recommendations in Work Plan (13) continued

#	Recommendation
14	Lead a refresh of the Board Strategic Plan, seeking alignment around a common set of goals and initiatives – Early input on review of Board Strategic Plan for upcoming four year term
17	Review bylaws, policies and procedures to ensure they are current and appropriate, and simplify them for ease of use, understanding and adoption.
18	Enhance Board training for stronger understanding of key policies and Board procedures.
22	Define and document decision making processes
25	Work with staff to find ways to close the information and knowledge gap between Committees and the Board; ensure directors with vested interests are consulted.
26	Review Board materials to streamline information in a way that enhances the ability of directors to better read, understand and govern.
27	Consider supporting more complex or controversial decisions with staff presentations at the Board with options considered, implications and risks.
33	Revisit code of conduct to ensure it does directly address respectful and productive behaviours in the Board and Committee meetings.

Pending (13)

#	Recommendation
7	Consider appointing an independent Chair for the Boards.
8	Consider seeking legislative change to set the term of the Chair to a four year period, beyond the current annual term.
12	Continue to explore ways to bring municipal interests and perspectives into Board and Committee meeting discussions to achieve a balance between dual fiduciary duties and to reduce polarizing viewpoints dominating meetings.
23	Investigate creating an effective dispute resolution mechanism between Board and member jurisdiction councils and management.
24	Consider making Board meeting attendance in person mandatory.
28	Work with member jurisdictions to ensure robust analysis, especially in the identification of risk and financial implications and then present to Board.
32	Work with Metro Vancouver staff and municipal staff to find more efficient methods of integrating municipal planning with Metro Vancouver strategies and projects.
34	Explore new avenues for communication between the Board and staff, both within and outside of the Boardroom.
43	Review Board Travel Policies to ensure equitable access.
44	Consider a threshold for non-payment of the meeting stipend.
45	Review and reduce the number of external Board appointments.
46	Introduce maximums for the number of meetings attended per year to ensure directors are not overloaded from a governance perspective, and to prevent the perception of excessive remuneration.
47	Given consolidated disclosure in the SOFI, consider proactively publishing a simple more transparent disclosure of Board remuneration and travel expenses.

Recommendations for the Province (2)

#	Recommendation
48	Provide detailed Crown, agency and local government-related income data in a simple, publicly accessible format may alleviate some remuneration pressure on the regional mayors and Metro Vancouver directors.
49	Introduce a cap or maximum remuneration threshold for total income from all local government-related appointments (such as Metro Vancouver, TransLink, E-Comm 9-1-1).