

METRO VANCOUVER REGIONAL DISTRICT GOVERNANCE COMMITTEE

MEETING

Thursday, January 22, 2026
9:00 am

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

AGENDA

A. ADOPTION OF THE AGENDA

1. January 22, 2026 Meeting Agenda

THAT the Governance Committee adopt the agenda for its meeting scheduled for January 22, 2026 as circulated.

B. ADOPTION OF THE MINUTES

1. November 13, 2025 Meeting Minutes

THAT the Governance Committee adopt the minutes of its meeting held November 13, 2025 as circulated.

pg. 4

C. DELEGATIONS

D. INVITED PRESENTATIONS

E. REPORTS FROM COMMITTEE OR CHIEF ADMINISTRATIVE OFFICER

1. Governance Committee Orientation and Work Plan

pg. 8

Report dated January 5, 2026 from Jean Lawson, Program Manager, Intergovernmental Relations.

Executive Summary

To maintain high standards of governance and operational integrity, the Governance Committee supports the Metro Vancouver Boards by reviewing governance priorities, policies, and frameworks to align with Metro Vancouver's strategic objectives.

Following the 2025 Metro Vancouver Board Governance Review, the Governance Committee was created and tasked with leading the consideration of the review's 47 recommendations.

At year end 2025, 15 recommendations had either been completed or are ongoing, another 6 actions are underway, 13 are in the Governance Committee's 2026 work plan, and 13 are pending. 2026 will see the Committee considering and making recommendations on the size and structure of Metro Vancouver's Boards, documenting Board roles and responsibilities, and reviewing relevant Board policies.

These priorities are consistent with the endorsed 2026 Budget. Pursuant to the Terms of Reference, the meeting schedule proposes nine meetings.

Recommendation

THAT the Governance Committee:

- a) receive for information the Governance Committee Terms of Reference and the 2026 Annual Meeting Schedule, as presented in the report dated January 5, 2026, titled "Governance Committee Orientation and Work Plan"; and
- b) endorse the 2026 Work Plan, as presented in the report dated January 5, 2026, titled "Governance Committee Orientation and Work Plan".

2. Review of Metro Vancouver Board Policies

pg. 16

Report dated January 5, 2026 from Heather McNeil, Deputy Chief Administrative Officer, Policy and Planning.

Executive Summary

Metro Vancouver's four Boards are governed by a comprehensive set of policies, bylaws, and procedures that guide and define how business is conducted. To ensure consistency, transparency, and accountability across decision-making processes, these cover critical areas such as Board and Committee structure, operations, procedural processes, participation, compliance, transparency, and more.

In response to the Board Governance Review recommendation for the Boards to evaluate the Board bylaws, policies, and procedures to ensure alignment with best practices and legislative requirements, a comprehensive list of Metro Vancouver's 57 Board policies is provided to the Governance Committee for consideration. The list identifies the policy, the date last reviewed, and proposes the Standing Committee responsible for review, and the planned timeline for review.

The report also proposes a consistent review period of five years to be built into all Board policies, unless otherwise stipulated, as well as consideration of policy gaps or opportunities to simplify and consolidate policies.

Recommendation

THAT the MVRD Board:

- a) endorse the Board Policy review schedule as laid out in the report titled "Review of Metro Vancouver Board Policies", dated January 5, 2026;
- b) direct staff to include a review period of five years to be embedded into all Board policies as they are reviewed unless otherwise required; and
- c) direct staff to consider any policy gaps for each Metro Vancouver functional area as policies are reviewed by the respective Standing Committee and to subsequently provide updates to that Committee and Boards on how to address those gaps.

3. Considering Amendments to Metro Vancouver Boards' Size and Structure: Proposed Process pg. 245

Report dated January 7, 2026 from Heather McNeil, Deputy Chief Administrative Officer, Policy and Planning.

Executive Summary

At its October 3, 2025 meeting, the MVRD Board directed staff to report back on a process for reviewing the size and structure of the Metro Vancouver Boards, including information on any required legislative changes, with the goal of implementation prior to the 2026 municipal election. The proposed process details the key actions and considerations that would take place at each Governance Committee meeting, including a dedicated workshop, scheduled across Q1 to Q3. This suggested approach aims to guide the development of recommendations on how to respond to the Board Governance Review recommendation to consider ways to address the size and structure of Metro Vancouver's four Boards.

Recommendation

THAT the MVRD Board endorse the process outlined in Deloitte Canada's report dated January 6, 2026, titled "Considering Amendments to Metro Vancouver Boards' Size and Structure – Proposed Process".

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.

THAT the Governance Committee close its meeting scheduled for January 22, 2026 pursuant to section 226 (1) (a) of the *Local Government Act* and the *Community Charter* provisions as follows:

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

- (f) law enforcement, if the council considers that disclosure could reasonably be expected to harm the conduct of an investigation under or enforcement of an enactment; and
- (i) the receipt of advice that is subject to solicitor-client privilege, including communications necessary for that purpose.

I. ADJOURNMENT

THAT the Governance Committee adjourn its meeting of January 22, 2026.

Membership:

Chair, Lisa Dominato, Vancouver
Vice Chair, Dylan Kruger, Delta
Burnaby, Sav Dhaliwal

Coquitlam, Teri Towner
Langley City, Paul Albrecht
North Vancouver District, Lisa Muri

Pitt Meadows, Nicole MacDonald
West Vancouver, Mark Sager
Province of BC, Andrew Mercier

METRO VANCOUVER REGIONAL DISTRICT
GOVERNANCE COMMITTEE

Minutes of the Regular Meeting of the Metro Vancouver Regional District (MVRD) Governance Committee held at 9:01 am on Thursday, November 13, 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 Paul Albrecht, Langley City
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

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

OTHERS PRESENT:

Shayne Gregg, Partner, Governance & Risk, Deloitte Canada

STAFF PRESENT:

Heather McNell, Deputy Chief Administrative Officer, Policy and Planning
Nikki Tilley, Supervisor, Legislative Services, Board and Information Services

A. ADOPTION OF THE AGENDA

1. November 13, 2025 Meeting Agenda

It was MOVED and SECONDED

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

CARRIED

B. ADOPTION OF THE MINUTES

1. October 24, 2025 Meeting Minutes

It was MOVED and SECONDED

That the Governance Committee adopt the minutes of its meeting held October 24, 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 November 3, 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 to support discussion regarding Metro Vancouver's Standing Committees.

Heather McNell gave a presentation titled "Standing Committees: Considerations for 2026," which provided a summary of the Committee's discussion on this topic at the last meeting, and outlined four areas for consideration in developing recommendations to provide to the Board Chair including:

- number of Standing Committees;
- number of Standing Committee meetings;
- size and composition of Standing Committees; and
- choosing Standing Committee members.

In discussion, members:

- noted that the practice of placing calendar holds, and then adjusting the number of meetings is working well;
- noted that all Standing Committee Terms of Reference should be revised to integrate and include Climate Action and Indigenous Relations lenses to committee work; and
- asked that staff provide a report to the Board with a summary of the Committee's discussion regarding considerations for the 2026 Standing Committees from the Governance Committee meetings held on October 24, 2025 and November 13, 2025.

It was MOVED and SECONDED

That the Governance Committee recommend to the MVRD Board Chair that the following be considered in relation to 2026 Standing Committees:

- 2026 Standing Committees to include the following, with the number of meetings per year for each committee in parentheses:
 - Air Quality (10)
 - Electoral Area (4)
 - Governance (10)
 - Indigenous Relations (4)
 - Invest Vancouver Management Board (4)
 - Liquid Waste (10)
 - Mayors Committee (5)
 - Metro Vancouver Housing (10)
 - Performance and Audit (10)
 - Regional Parks (10)
 - Regional Planning (10)
 - Water (10)
 - Zero Waste (10)
- Ensure that the Electoral Area Committee is focused on matters related to Electoral Area A; and
- Review the Terms of Reference for the Mayors Committee to determine whether and how its mandate falls within the framework of a standing committee of the MVRD Board, and explore options to facilitate advocacy work outside of that framework as required.

CARRIED**Recess and Reconvene**

The Governance Committee recessed its meeting at 10:14 am and reconvened at 10:17 with the same members in attendance.

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

Report dated October 31, 2025, from Heather McNell, Deputy Chief Administrative Officer, Policy and Planning, and Jean Lawson, Program Manager, Intergovernmental Relations, providing the Governance Committee with an opportunity to provide input into the proposed Board Orientation Program.

It was MOVED and SECONDED

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

CARRIED

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

Report dated October 27, 2025, from Heather McNell, Deputy Chief Administrative Officer, Policy and Planning, and Jean Lawson, Program Manager, Intergovernmental Relations, providing the Governance Committee an opportunity to consider two recommendations from the Metro Vancouver Board Governance Review by Deloitte Canada that were outside of Metro Vancouver's jurisdiction.

It was MOVED and SECONDED

That the MVRD Board receive for information recommendations 48 and 49 from Deloitte Canada in the Metro Vancouver Board Governance Review and forward them to the Province of British Columbia for information.

CARRIED**4. Manager's Report**

Report dated November 3, 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 November 3, 2025, titled "Manager's Report".

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 November 13, 2025.

CARRIED

(Time: 11:02 am)

Nikki Tilley,
Supervisor, Legislative Services

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Lisa Dominato,
Chair



To: Governance Committee

From: Jean Lawson, Program Manager, Intergovernmental Relations

Date: January 5, 2026

Meeting Date: January 22, 2026

Subject: **Governance Committee Orientation and Work Plan**

RECOMMENDATION

THAT the Governance Committee:

- a) receive for information the Governance Committee Terms of Reference and the 2026 Annual Meeting Schedule, as presented in the report dated January 5, 2026, titled "Governance Committee Orientation and Work Plan"; and
- b) endorse the 2026 Work Plan, as presented in the report dated January 5, 2026, titled "Governance Committee Orientation and Work Plan".

EXECUTIVE SUMMARY

To maintain high standards of governance and operational integrity, the Governance Committee supports the Metro Vancouver Boards by reviewing governance priorities, policies, and frameworks to align with Metro Vancouver's strategic objectives. Following the 2025 Metro Vancouver Board Governance Review, the Governance Committee was created and tasked with leading the consideration of the review's 47 recommendations.

At year end 2025, 15 recommendations had either been completed or are ongoing, another 6 actions are underway, 13 are in the Governance Committee's 2026 work plan, and 13 are pending. 2026 will see the Committee considering and making recommendations on the size and structure of Metro Vancouver's Boards, documenting Board roles and responsibilities, and reviewing relevant Board policies.

These priorities are consistent with the endorsed 2026 Budget. Pursuant to the Terms of Reference, the meeting schedule proposes nine meetings.

PURPOSE

To provide the Governance Committee with an overview of the Committee's role and 2026 work plan.

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 Boards' governance framework, includes 47 recommendations for consideration. The review confirmed that the existing regional district model has served Metro Vancouver well for several decades, and in many instances the organization has been recognized as a leader, particularly in regional planning and infrastructure delivery.

Metro Vancouver's Governance Committee supports the consideration and implementation of the Board Governance Review recommendations. The relevant Metro Vancouver board(s) make decisions on the recommendations.

GOVERNANCE COMMITTEE PURVIEW

The Governance Committee is responsible for the following areas:

- Governance Framework
- Board Effectiveness
- Standing Committees
- Remuneration
- Organizational Responsibilities

As laid out in the committee Terms of Reference ([Attachment 1](#)).

GOVERNANCE COMMITTEE ACTIONS 2025

In 2025, the Governance Committee considered its Work Plan for 2025 and 2026 and requested that all 47 recommendations from the Metro Vancouver Board Governance Review be provided for discussion and prioritization. The Governance Committee then identified short-, medium-, and long-term opportunities to add to the 2025-2026 Work Plan to address Deloitte's recommendations accordingly.

Completed actions to date:

- #3 Create a Board Standing Committee for Governance
- #5 Include advisory committee feedback in reports
- #21 Receive updates on cumulative expenditures
- #29 Consider multiple options for the Boards' consideration
- #38 Maintain the current meeting stipend
- #39 Eliminate the double meeting stipend
- #40 Replace the monthly retainer for Committee Chairs
- #41 Remove payment of double meeting stipend for travel and conferences.

A communications plan was developed to support public understanding of Metro Vancouver and its Board governance, and to ensure transparency and accountability to the public in the implementation of recommendations. In addition to public communications and an educational campaign, a [Board Governance Review Tracker](#) was created to easily track the progress of the recommendations.

The tracker webpage shows overall progress, progress by section/theme, and each individual recommendation along with its status.

Overall progress

● Ongoing or Complete ● Not Completed



47

Total

7

Ongoing

8

Complete

6

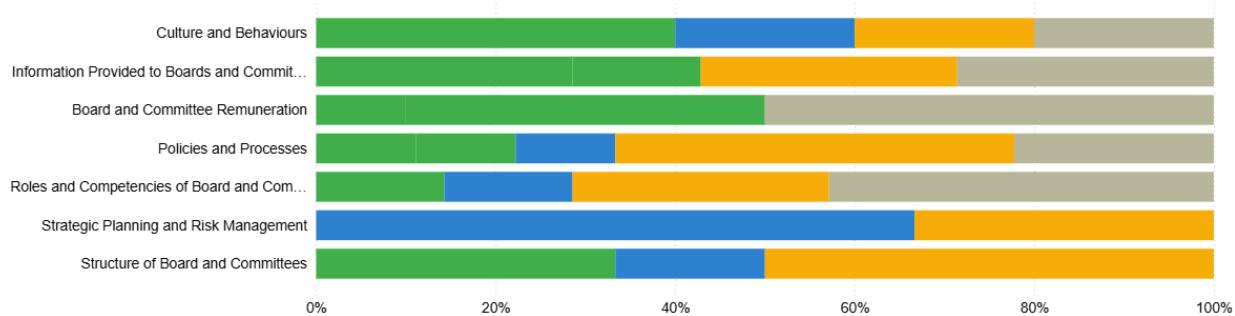
Underway

13

In Work Plan

13

Pending

Progress by section

- **Ongoing:** The recommendation has been implemented and is ongoing
- **Complete:** The recommendation has been implemented
- **Underway:** The action has been considered and is being implemented
- **In Work Plan:** The recommendation is included in the Governance Committee's Work Plan and will be assessed by the Committee and the applicable boards for relevance and potential implementation
- **Pending:** The recommendation is expected to be considered in the future

Note: Text of the recommendations below has been adapted from the report to reflect which of the four Metro Vancouver boards the recommendation applies to. The Metro Vancouver Regional District Board has oversight of all standing committees and remuneration across all four boards.

GOVERNANCE COMMITTEE 2026 WORK PLAN

The 2026 Work Plan (**Attachment 2**) is consistent with the Governance Committee's Terms of Reference (**Attachment 1**) and includes the following items:

- Discussion and Recommendations re: Board size and structure including potential legislative changes
- Review of Board policies
- Review Committee and Board decision making processes and flow of information as a means of addressing recommendations #22, #26, #29, #30 and #31 from the Metro Vancouver Board Governance Review
- Early input on review of Board Strategic Plan for upcoming four-year term
- Review Board Code of Conduct adopted in January 2025
- Receive update on strengthened Internal Audit and Enterprise Risk functions
- Review and clarify roles and responsibilities of the Board and Management
- Recommendation on a Board education plan for new Board Directors members as well as ongoing opportunities for the four-year term
- Support Board term completion and turn-over

2026 COMMITTEE MEETING SCHEDULE

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

Meeting Place

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

ALTERNATIVES

1. THAT the Governance Committee:
 - a) receive for information the Governance Committee Terms of Reference and the 2026 Annual Meeting Schedule, as presented in the report dated January 5, 2026, titled "Governance Committee Orientation and Work Plan"; and
 - b) endorse the 2026 Work Plan, as presented in the report dated January 5, 2026, titled "Governance Committee Orientation and Work Plan".

2. THAT the Governance Committee:
 - a) receive for information the Governance Committee Terms of Reference and the 2026 Annual Meeting Schedule, as presented in the report dated January 5, 2026, titled "Governance Committee Orientation Work Plan"; and
 - b) endorse the 2026 Work Plan, as presented in the report dated December 9, 2025, titled "Governance Committee Orientation and Work Plan", incorporating the requested changes from the Governance Committee.

FINANCIAL IMPLICATIONS

Any associated costs, if any, will fall within the 2026 Board approved budget. This could include costs for developing board training, and external analysis of board structure and size.

CONCLUSION

The Governance Committee is responsible for upholding high standards of governance and operational integrity by ensuring alignment with Metro Vancouver's strategic objectives. Building on Deloitte's Board Governance Review, the Governance Committee has prioritized Deloitte's 47 recommendations, with significant progress achieved in 2025 and a clear roadmap established for 2026. Key priorities for the coming year include refining Standing Committee Terms of Reference, reviewing Board policies, enhancing Board composition and decision-making processes, and strengthening Board onboarding, education, and strategic planning.

ATTACHMENTS

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

REFERENCES

1. Deloitte Canada. (2025, May). *Metro Vancouver Board Governance Review*. [MVRD Board report on 2025, May 23]. <https://metrovancouver.org/boards/Documents/Deloitte-MV-Board-Governance-Review-2025-05-23.pdf>

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Governance Committee

Terms of Reference

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

COMMITTEE RESPONSIBILITIES

The Governance Committee is responsible for the following areas:

Governance Framework

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

Board Effectiveness

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

Standing Committees

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

Governance Committee Terms of Reference

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Remuneration

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

Organizational Responsibilities

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

COMMITTEE MEMBERSHIP AND MEETINGS

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

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

COMMITTEE MANAGEMENT

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

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

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

Governance Committee 2025 Work Plan

Report Date: January 5, 2026

1st Quarter	Status
Review Standing Committee Terms of Reference	Pending
Review of Board policies, bylaws and procedures during Q1-Q3	Pending
Discussion of Board size and structure including potential legislative changes over Q1-Q3 – Review process	Pending
Review Committee and Board decision making processes and flow of information 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
Prioritize and make recommendations to the Board on issues identified in the recently completed independent Board Governance Review	Underway
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	Pending
Discussion of Board size and structure over Q1-Q3	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	Pending
Discussion of Board size and structure over Q1-Q3	Pending
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

**Governance Committee 2026 Annual Meeting Schedule**

- Thursday, January 22 9:00 am
- Thursday, February 12 9:00 am
- Thursday, March 12 9:00 am
- Thursday, April 9 9:00 am
- Thursday, May 14 9:00 am
- Thursday, June 18 9:00 am
- Thursday, July 9 9:00 am
- *No meeting in August*
- Thursday, September 10 9:00 am
- Thursday, October 15 9:00 am
- *No meeting in November*



To: Governance Committee

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

Date: January 5, 2026

Subject: **Review of Metro Vancouver Board Policies**

RECOMMENDATION

THAT the MVRD Board:

- a) endorse the Board Policy review schedule as laid out in the report titled “Review of Metro Vancouver Board Policies”, dated January 5, 2026;
- b) direct staff to include a review period of five years to be embedded into all Board policies as they are reviewed unless otherwise required; and
- c) direct staff to consider any policy gaps for each Metro Vancouver functional area as policies are reviewed by the respective Standing Committee and to subsequently provide updates to that Committee and Boards on how to address those gaps.

EXECUTIVE SUMMARY

Metro Vancouver’s four Boards are governed by a comprehensive set of policies, bylaws, and procedures that guide and define how business is conducted. To ensure consistency, transparency, and accountability across decision-making processes, these cover critical areas such as Board and Committee structure, operations, procedural processes, participation, compliance, transparency, and more.

In response to the Board Governance Review recommendation for the Boards to evaluate the Board bylaws, policies, and procedures to ensure alignment with best practices and legislative requirements, a comprehensive list of Metro Vancouver’s 57 Board policies is provided to the Governance Committee for consideration. The list identifies the policy, the date last reviewed, and proposes the Standing Committee responsible for review, and the planned timeline for review.

The report also proposes a consistent review period of five years to be built into all Board policies, unless otherwise stipulated, as well as consideration of policy gaps or opportunities to simplify and consolidate policies.

PURPOSE

To support the Governance Committee and MVRD Board discussion regarding Board policies.

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 #17 suggests that the “Board should consider a comprehensive review of bylaws, policies and procedures, to ensure they are current and appropriate, but also to identify ways to simplify them for ease of use, understanding and adoption. In some instances, they may require enhancement to provide further clarification and direction for those utilizing them.”

BOARD POLICIES

The Metro Vancouver Regional District, Metro Vancouver Housing Corporation, Greater Vancouver Water District, and Greater Vancouver Sewerage and Drainage District are each governed by a separate Board of Directors and are responsible for adopting their own policies. There are currently 57 Board policies that fall under one of nine categories: Finance, Governance, Electoral Area, Housing, Human Resources, Health and Safety, Information Technology, Parks, and Utilities (**Attachment 1**).

The Governance Committee, per its terms of reference and workplan, is responsible for coordinating the review of Board policies. A table of the 57 Board policies is provided below. The table details the policy, the committee responsible for the policy, when it was last amended/considered, and any plans to review the policy as part of existing workplans.

Several of the Board policies are directly related to one functional or service area, and these are regularly reviewed by the relevant Standing Committee. At the November 28, GVS&DD Board meeting, the Board passed a resolution seeking completed Financial Policy Reviews at least six weeks in advance of the April 2026 Board Budget Workshop. As a result, the Performance and Audit Committee is receiving a report in January 2026 with a proposed schedule to review Board financial policies for Q1 and Q2 of 2026. Both asset management and Sustainability Innovation Fund policies are scheduled for review in 2027.

Other Board policies are governance related or applicable across all Metro Vancouver legal entities, and these are proposed to be brought through the Governance Committee for review.

Table 1. Metro Vancouver Board Policies

Board Policy Title	Standing Committee Responsible	Last Amended / Considered	Date of Next Review
Financial Management Policy	Performance and Audit	October 2018 / 2024 (NSW/WTP)	Q1 2026
Corporate Allocation Policy	Performance and Audit	July 2017	Q1 2026
Operating, Statutory & Discretionary Reserves Policy	Performance and Audit	April 2018	Q1 2026
Corporate Investment Policy	Performance and Audit	November 2020	Q2 2026
General Liability and Property Loss Claims Policy	Performance and Audit	November 2015	Q2 2026
Fleet Planning and Acquisition Policy	Performance and Audit	June 2024	2029
Procurement and Asset Disposal Authority Policy	Performance and Audit	June 2024	2029
Real Estate Authority Policy	Performance and Audit	June 2024	2029
Sponsorship Policy	Performance and Audit	May 2022	2027
Metro Vancouver Regional Fund Expenditures Policy*	Performance and Audit	July 2024	2034

*Subject to a multi-party 10-year agreement; mid-term policy review not possible

Review of Metro Vancouver Board Policies

Governance Committee Regular Meeting Date: January 22, 2026

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Board Policy Title	Standing Committee Responsible	Last Amended / Considered	Date of Next Review
Asset Management for Liquid Waste Services Policy	Liquid Waste Performance and Audit	September 2018	2027
Asset Management for Regional Parks Policy	Parks Performance and Audit	April 2019	2027
Asset Management for Water Services Policy	Water Performance and Audit	May 2019	2027
Asset Management for Solid Waste Services Policy	Solid Waste Performance and Audit	May 2019	2027
Asset Management for Housing Corporation Policy	Housing Performance and Audit	September 2018	2027
Asset Management for Corporate Facilities and Equipment Policy	Performance and Audit	June 2019	2027
Corporate Energy Management Policy	Air Quality Performance and Audit	July 2014	2027
Carbon Price Policy	Air Quality Performance and Audit	June 2017	2027
Liquid Waste Sustainability Innovation Fund Policy	Governance	July 2021	2027
Sustainability Innovation Fund - Solid Waste Policy	Governance	July 2021	2027
Water Sustainability Innovation Fund Policy	Governance	July 2021	2027
Regional District Sustainability Innovation Fund Policy	Governance	July 2021	2027
Conflict of Interest & Payment of Legal Opinions Policy	Governance	October 2014	Q2 2026
Leadership and Engagement Policy	Governance	July 2015	2027
Non-Member Attendance at Board and Committee Meetings Policy	Governance	March 2019	Q2 2026
Public Advisory Committee Policy	Governance	October 2015	Q2 2026
Tree Management on Metro Vancouver Lands Policy	Governance	September 2023	2028
Public Engagement Policy	Governance	March 2018	2027
Metro Vancouver Electronic Meeting Participation Policy	Governance	May 2022	2027
External Organization Appointments Policy	Governance	May 2022	2027
Code of Conduct for Elected Officials Policy	Governance	January 2025	2026
Overtime Compensation for Exempt Employees Policy	Governance	June 2023	2028
Vacation Carry-Over for Exempt Employees Policy	Governance	January 2014	Q2 2026

Review of Metro Vancouver Board Policies
 Governance Committee Regular Meeting Date: January 22, 2026
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Board Policy Title	Standing Committee Responsible	Last Amended / Considered	Date of Next Review
Salary Administration System for Exempt Employees Policy	Governance	May 2014	Q2 2026
Information Management Policy	Governance	June 2010	2027
Electronic Equipment Disposition Policy	Governance	October 2014	2027
Sustainable Infrastructure and Buildings Policy	Governance	October 2018	2027
Electoral Area A Community Publications Policy	Electoral Area A	September 2014	2027
Electoral Area A Bylaw Enforcement Policy	Electoral Area A	October 2018	2026
Electoral Area A Potable Water Policy	Electoral Area A	October 2018	2027
Tenant Selection Policy	Housing	February 2020	Q1 2026
Regional Parks Naming, Renaming, and Dedications Policy	Parks	March 2020	2027
Regional Parks Role in Promoting Agriculture Policy	Parks	July 2015	2027
Regional Parks Facilities Policy	Parks	February 2017	2027
Watershed Access Policy	Water	February 2017	2026
Water Rates for GVWD Members and Non-Members Policy	Water	June 2013	2026
Transfer of Sewerage and Drainage Facilities Policy	Liquid Waste	February 2017	TBD
Transfer of Water Facilities Policy	Water	February 2017	2026
Water Supply Pressure for GVWD Members and Non-Members Policy	Water	October 2014	2028
Sewage and Waste Heat Recovery Policy	Liquid Waste	July 2022	TBD
Drinking Water Conservation Plan Policy	Water	June 2017	2027
Pavement Restoration for Sewer and Water Main Installations Policy	Water Liquid Waste	January 2018	2028
Provision of Water and Sewer Services Outside Municipal Service Areas Policy	Water Liquid Waste	July 1996	Potentially rescinded in 2026
Direct Connections to Regional Water Policy	Water	-	Q1 2026
Direct Connections to Regional Liquid Waste Facilities Policy	Liquid Waste	March 2020	2027

Board Policy Title	Standing Committee Responsible	Last Amended / Considered	Date of Next Review
Environmental Policy for the Greater Vancouver Water District	Water	April 2022	2027
Environmental Risk Management Policy for Liquid Waste Services	Liquid Waste	May 2022	2028
Interim Reclaimed Water Policy	Liquid Waste	September 2023	2028

CONSISTENT REVIEW PERIOD AND ADDRESSING POLICY GAPS

While several of the Board policies contain a prescribed review period in the policy itself, many do not. The Governance Committee, as responsible for the coordination of Board policy reviews, may choose to recommend that staff include a review period of five years to be embedded into all Board policies as they are reviewed, unless otherwise required. This would support best practice and ensure that policies remain timely and relevant.

Committee members also suggested that a gap analysis be undertaken for Board policies. In many cases, this is done by service area already, however, again, this is not the case for all service areas. The Governance Committee may choose to recommend that a gap analysis and opportunities for consolidation be considered by service area as the Board policies are reviewed.

ALTERNATIVES

1. THAT the MVRD Board:
 - a) endorse the Board Policy review schedule as laid out in the report titled “Review of Metro Vancouver Board Policies”, dated January 5, 2026;
 - b) direct staff to include a review period of five years to be embedded into all Board policies as they are reviewed unless otherwise required; and
 - c) direct staff to consider any policy gaps for each Metro Vancouver functional area as policies are reviewed by the respective Standing Committee and to subsequently provide updates to that Committee and Boards on how to address those gaps.
2. THAT the MVRD Board receive for information the report titled “Review of Metro Vancouver Board Policies”, dated January 5, 2026.

FINANCIAL IMPLICATIONS

There are no financial implications to this report.

CONCLUSION

There are Board policies in place that define how Metro Vancouver’s Boards and Committees operate and conduct business. Following Deloitte’s Board Governance Review, a full review of the Board policies was recommended to ensure they remain current, relevant, and easy to understand, with enhancements made where needed for clarity and usability. As such, the Board policies are provided to the Governance Committee to support a discussion about Standing Committee responsibilities, regular policy reviews, and how to address policy gaps and overlaps.

ATTACHMENTS

1. Metro Vancouver Board Policies, July 2025.

REFERENCES

1. Deloitte Canada. (2025, May). *Metro Vancouver Board Governance Review*. [MVRD Board report on 2025, May 23]. <https://metrovancouver.org/boards/Documents/Deloitte-MV-Board-Governance-Review-2025-05-23.pdf>
2. Province of British Columbia. (2025, November). *Local Government Act [RSBC 2015] Chapter 1*. <https://www.bclaws.gov.bc.ca/civix/document/id/complete/statreg/e4tlc15001r>

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Metro Vancouver Board Policies

July 2025

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BOARD POLICY

LIQUID WASTE SUSTAINABILITY INNOVATION FUND

Effective Date: June 27, 2014 (revised July 30, 2021)

Approved By: GVS&DD Board *Subject to the approval of the 2022 Annual Budget

Policy No. FN-003

PURPOSE

The Policy is designed to ensure that the Liquid Waste Sustainability Innovation Fund (Fund) is used to support projects of the liquid waste utility that contribute to the region's sustainability and that the Fund is managed in an effective, transparent, and accountable manner.

POLICY

The Liquid Waste Sustainability Innovation has been in place since October 29, 2004, when the GVS&DD Board approved the creation of a Fund that would be "dedicated to funding projects based on the principles of sustainability." Projects must contribute to the region's sustainability by reducing emissions, protecting the environment and/or advancing regional resilience.

The fund is designed to support projects that demonstrate an innovative approach that is considered less proven or beyond the level of risk tolerated through the budget process. Projects may also adopt a continuous improvement approach that would not be feasible through the regular budget process due to funding or risk tolerance constraints.

Projects are encouraged to consider partnerships that will lead to innovative solutions to Metro Vancouver's challenges, particularly through applied and/or translational research within the region's academic institutions. These solutions may be generated through a crowd-sourcing ideation process.

Projects supported by the Fund must:

- be overseen by the GVSⅅ
- be consistent with the authority and responsibility of the GVSⅅ
- be consistent with the objectives of the *Integrated Liquid Waste and Resource Management Plan* and/or the *Board Strategic Plan*;
- consider partnerships including, but not limited to, member jurisdictions, academic institutions, non-governmental organizations, and community groups;
- result in a positive contribution, in the form of tangible results and/or measurable benefits, to the sustainability of the region;
- demonstrate innovation or a continuous improvement approach.

Fund Management

- Financial Services will develop and annually update a contribution schedule to ensure the fund is able to support future projects.

BOARD POLICY

- Annually, an amount no greater than 1% of GVS&DD's annual operating budget will be transferred to the fund.
- The fund will be set at a maximum amount of \$25 million indexed to inflation.
- Any revenues generated from projects derived from SIF investments will be taken into consideration with respect to annual contribution amounts.
- The total amount disbursed from the Fund in any year is at the discretion of the GVS&DD Board and will depend on the merit of the proposals submitted.
- Reporting on the balance of the Liquid Waste Sustainability Innovation Fund will be carried out through the Status of Reserves report.

Annual Evaluation and Decision-Making Process

- Project proposals will be evaluated by the Sustainability Innovation Fund Inter-Departmental Steering Committee according to the criteria outlined in the Application Package
- Staff will provide the designated Standing Committee with a report on recommendations on the proposals considered for funding and implications of these recommendations on the Fund's balance.
- The designated Standing Committee will provide its recommendations to the GVS&DD Board which will make the final decision on projects to be funded.

Reporting on the Fund's Contributions to Regional Sustainability

- On an annual basis, the designated Standing Committee will receive a report on the projects supported by the Fund including the deliverables, outcomes, and the measurable benefits of these projects to the region's sustainability.
- Project reports will be housed in an "e-Library" for easy access by member jurisdictions, regions and others who are interested in learning from the experiences, and who wish to assess the transferability of certain projects to other jurisdictions.



BOARD POLICY

SUSTAINABILITY INNOVATION FUND – SOLID WASTE

Effective Date: June 27, 2014

Approved By: GVS&DD Board

Policy No. FN-004

PURPOSE

The Policy is designed to ensure that the Solid Waste Sustainability Innovation (Fund) is used to support projects of the solid waste utility that will contribute to the region's sustainability and that it is managed in an effective, transparent, and accountable manner.

FUND HISTORY

At its October 29, 2004 meeting the Board approved the creation of the Solid Waste Sustainability Innovation Fund that would be "dedicated to funding projects based on the principles of sustainability." In 2005, an amount equal to the GST rebate to the solid waste utility in that year (\$1,612,000) was transferred to the Fund. Since that time the same amount has been transferred annually to the Fund. With accrued interest, the balance in the Fund, as of December 31, 2013, is \$18.1 million.

DEFINITIONS

Sustainability

Adapting the concept of sustainability as defined by Metro Vancouver's Sustainability Framework for the purposes of this Fund, a sustainability project would need to:

- Have regard for both local and global consequences and long term impacts
- Recognize and reflect the interconnectedness and interdependence of systems
- Be collaborative

In addition, sustainability projects will make a contribution to:

- Protecting and enhancing the natural environment
- Providing for ongoing prosperity
- Building community capacity and social cohesion.

POLICY

FUND CRITERIA

The Fund will be used to support projects and initiatives of the regional solid waste utility that contribute to the realization of the region's sustainability objectives as captured in the *Integrated Solid Waste and Resource Management Plan* and the Board Strategic Plan. These include projects and initiatives that:

BOARD POLICY

- Are consistent with the portfolio of responsibilities of the solid waste function within Metro Vancouver;
- Contribute to the sustainability of the regional solid waste infrastructure, facilities and/or operations;
- Support resource conservation, organizational climate change and energy objectives, integrated resource recovery, and water research.
- Demonstrate innovation; and
- Facilitate action.

Since facilitating innovation is important, pilot and demonstration projects will be considered.

PROCEDURE

The following procedures will be applied by the GVS&DD in the implementation of this Policy.

Fund Management

- The annual transfer of \$1,612,000 to the Fund will continue.
- The total amount dispersed from the Fund in any year is at the discretion of the GVS&DD Board and will depend on the merit of the proposals submitted.
- The Fund will continue to be included in Metro Vancouver reserves and will be managed similar to other reserve funds.

Annual Evaluation and Decision-Making Process

- The Fund will be used to support the following types of projects:
 - “Opportunity projects” in the capital project planning process. Opportunity projects refer to initiatives that contribute to the realization of the goals of the *Integrated Solid Waste and Resource Management Plan* and Board Strategic Plan but are not actions required by provincial and federal government legislation. Generally, opportunity projects benefit from a demonstration or pilot project stage or require a payback period that is longer than normally considered in the capital planning process at Metro Vancouver.
 - Innovative projects that are outside the solid waste management water core functions that address cross-cutting organizational objectives (e.g., climate change and energy, integrated resource recovery, and sustainable practices.)
 - Public engagement and education programs designed to change behaviour or otherwise involve residents and businesses in the realization of the goals of the *Integrated Solid Waste and Resource Management Plan* or the Board Strategic Plan.
- Projects proposed may come from staff led planning processes or from the Zero Waste Committee who can direct staff to evaluate a project or initiative and to prepare a proposal for consideration.

BOARD POLICY

- Proposals will be supported by a triple-bottom line business case and a short memo describing the alignment with the goals of the *Integrated Solid Waste and Resource Management Plan* and the Board Strategic Plan and specifying the measurable contributions to the region's sustainability (e.g., reductions in greenhouse gas emissions, conversion to renewable energy sources, cleaner air or water, or improvements in ecosystem health).
- Funding for projects can be applied to the capital or operating budget and may cover the costs of outside consultants or Metro Vancouver staff required to see the project successfully completed.
- There is not a ceiling on amount provided to an individual project or initiative but will be dependent on the merit of the proposal submitted, alignment with the Fund objectives and the Fund balance.
- Decisions on the dispersal of funds from the Solid Waste Sustainability Innovation Fund will be incorporated into the budget process. The Zero Waste Committee will receive a report on recommendations on the proposals considered for funding and implications of these recommendations on the Fund's balance.
- The Zero Waste Committee will provide its recommendations to the GVS&DD Board which will make the final decision on projects to be funded.

Reporting on the Fund's Contributions to Regional Sustainability

- On annual basis the Zero Waste Committee will receive a report on the projects supported by the Fund including the deliverables, outcomes, and the measurable benefits of these projects to the region's sustainability

Application

Only projects of the regional solid waste utility are eligible to receive funding from the Solid Waste Sustainability Innovation Fund.

Decisions on the spending of funds from the Solid Waste Sustainability innovation Fund will be incorporated into the budget process. Staff will provide the Zero Waste Committee a report on proposals considered for funding, including a summary of the respective business case and the anticipated contributions to regional sustainability of each proposal. Based on this information, the Committee will make recommendations to the GVS&DD Board who will make the final decision on projects to be funded.

**BOARD POLICY****WATER SUSTAINABILITY INNOVATION FUND**

Effective Date: June 27, 2014 (revised July 30, 2021, subject to Budget approval)

Approved By: GVWD Board

Policy No. FN-005

PURPOSE

The Policy is designed to ensure that the Water Sustainability Innovation Fund (Fund) is used to support projects of the water utility that contribute to the region's sustainability and that the Fund is managed in an effective, transparent, and accountable manner.

POLICY

The Water Sustainability Innovation Fund has been in place since October 29, 2004, when the GVWD Board approved the creation of a Fund that would be "dedicated to funding projects based on the principles of sustainability." Projects must contribute to the region's sustainability by reducing emissions, protecting the environment and/or advancing regional resilience.

The fund is designed to support projects that demonstrate an innovative approach that is considered less proven or beyond the level of risk tolerated through the budget process. Projects may also adopt a continuous improvement approach that would not be feasible through the regular budget process due to funding or risk tolerance constraints.

Projects are encouraged to consider partnerships that will lead to innovative solutions to Metro Vancouver's challenges, particularly through applied and/or translational research within the region's academic institutions. These solutions may be generated through a crowd-sourcing ideation process.

Projects supported by the Fund must:

- be overseen by the GVWD;
- be consistent with the authority and responsibility of the GVWD;
- be consistent with the objectives of the *Drinking Water Management Plan* and/or the *Board Strategic Plan*;
- consider partnerships including, but not limited to, member jurisdictions, academic institutions, non-governmental organizations, and community groups;
- result in a positive contribution, in the form of tangible results and/or measurable benefits, to the sustainability of the region;
- demonstrate innovation or a continuous improvement approach.

Fund Management

- Financial Services will develop and annually update a contribution schedule to ensure the fund is able to support future projects.

BOARD POLICY

- Annually, an amount no greater than 1% of GVWD's annual operating budget will be transferred to the fund.
- The fund will be set at a maximum amount of \$25 million indexed to inflation.
- Any revenues generated from projects derived from SIF investments will be taken into consideration with respect to annual contribution amounts.
- The total amount disbursed from the Fund in any year is at the discretion of the GVWD Board and will depend on the merit of the proposals submitted.
- Reporting on the balance of the Water Sustainability Innovation Fund will be carried out through the Status of Reserves report.

Annual Evaluation and Decision-Making Process

- Project proposals will be evaluated by the Sustainability Innovation Fund Inter-Departmental Steering Committee according to the criteria outlined in the Application Package.
- Staff will provide the designated Standing Committee with a report on recommendations on the proposals considered for funding and implications of these recommendations on the Fund's balance.
- The designated Standing Committee will provide its recommendations to the GVWD Board which will make the final decision on projects to be funded.

Reporting on the Fund's Contributions to Regional Sustainability

- On an annual basis, the designated Standing Committee will receive a report on the projects supported by the Fund including the deliverables, outcomes, and the measurable benefits of these projects to the region's sustainability.
- Project reports will be housed in an "e-Library" for easy access by municipalities, regions and others who are interested in learning from the experiences, and who wish to assess the transferability of certain projects to other jurisdictions.

**BOARD POLICY****REGIONAL DISTRICT SUSTAINABILITY INNOVATION FUND**

Effective Date: October 24, 2014 (revised July 30, 2021, subject to Budget approval)

Approved By: GVRD Board

Policy No. FN-007

PURPOSE

The Policy is designed to ensure that the Regional District Sustainability Innovation Fund (Fund) is used to support projects that will contribute to the region's sustainability and that the Fund is managed in an effective, transparent and accountable manner.

POLICY

The Regional District Sustainability Innovation Fund has been in place since October 29, 2004, when the GVRD Board approved the creation of a Fund that would be "dedicated to funding Regional District projects that are based on the principles of sustainability". Projects must contribute to the region's sustainability by reducing emissions, protecting the environment and/or advancing regional resilience.

The fund is designed to support projects that demonstrate an innovative approach that is considered less proven or beyond the level of risk tolerated through the budget process. Projects may also adopt a continuous improvement approach that would not be feasible through the regular budget process due to funding or risk tolerance constraints.

Projects are encouraged to consider partnerships that will lead to innovative solutions to Metro Vancouver's challenges, particularly through applied and/or translational research within the region's academic institutions. These solutions may be generated through a crowd-sourcing ideation process.

Projects supported by the Fund must:

- be overseen by the MVRD;
- be consistent with the authority and responsibility of the MVRD;
- be consistent with the objectives of the *Board Strategic Plan* or other regional district plans as applicable;
- consider partnerships including, but not limited to, member jurisdictions, academic institutions, non-governmental organizations, and community groups;
- result in a positive contribution, in the form of tangible results and/or measurable benefits, to the sustainability of the region;
- demonstrate innovation or a continuous improvement approach.

Support will be given in the evaluation process to regional district projects that involve one or more member jurisdictions, particularly if such involvement can be used to leverage additional funding

BOARD POLICY

from a municipality or another source. In order to promote equity in the involvement of members, efforts will be made to involve a variety of different members in different projects.

Fund Management

- Financial Services will develop and annually update a contribution schedule to ensure the fund is able to support future projects.
- Annually, an amount no greater than 1% of MVRD's annual operating budget will be transferred to the fund.
- The fund will be set at a maximum amount of \$25 million indexed to inflation.
- Any revenues generated from projects derived from SIF investments will be taken into consideration with respect to annual contribution amounts.
- The total amount disbursed from the Fund in any given year is at the discretion of the MVRD Board and will depend on the merit of the proposals submitted.
- Reporting on the balance of the Regional District Sustainability Innovation Fund will be carried out through the Status of Reserves report.

Annual Evaluation and Decision-Making Process

- Project proposals will be evaluated by the Sustainability Innovation Fund Inter-Departmental Steering Committee according to the criteria outlined in the Application Package.
- Staff will provide the designated Standing Committee with a report on recommendations on the proposals considered for funding and implications of these recommendations on the Fund's balance.
- The designated Standing Committee will provide its recommendations to the MVRD Board which will make the final decision on received applications.

Reporting on the Fund's Contributions to Regional Sustainability

- On an annual basis, the designated Standing Committee will receive a report on the projects supported by the Fund including deliverables, outcomes, and the measurable benefits of these projects to the region's sustainability.
- Project reports will be housed in an "e-Library" for easy access by member jurisdictions, regions and other who are interested in learning from the experiences, and who wish to assess the transferability of certain projects to other jurisdictions.



BOARD POLICY

SPONSORSHIP

Effective Date: July 3, 2015 (revised May 12, 2022)

Approved By: MVRD Board

Policy No. FN-008

PURPOSE

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

DEFINITIONS

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

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

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

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

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

POLICY

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

BOARD POLICY

guidelines as to what sort of Sponsorship opportunities will be considered and how they will be given consideration.

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

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

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

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

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

Eligibility Criteria

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

1. It must offer specific benefits to Metro Vancouver or its members and must clearly outline the specific roles and responsibilities of each party in a formal agreement.
2. The event or program for which Sponsorship is being sought must:
 - a) Have an overall community objective and purpose that is consistent with Metro Vancouver's vision, mission and roles;
 - b) Have operating guidelines and procedures that are consistent with *Metro Vancouver's Sustainability Framework and Board Strategic Plan*; and
 - c) Be organized and/or supported by a registered charitable organization or not-for-profit entity, or a Crown corporation, agency, or other public body or government institution.

BOARD POLICY

3. Metro Vancouver must receive benefits having a fair value that is consistent with the cost of the Sponsorship to be provided.
4. Metro Vancouver must receive appropriate acknowledgement of its contribution to the event or program being sponsored.

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

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

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

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

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

Sponsorship Budgets

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

APPLICATION AND REVIEW PROCEDURE

1. Funding Requests Greater than \$1,500

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

- a) The official name of the event or program;
- b) The date(s) and times(s) of the event or program, as applicable;

BOARD POLICY

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

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

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

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

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

- a) The official name of the event or program;
- b) The date(s) and times(s) of the event or program, as applicable;
- c) A general description of the event or program, including its overall objective(s);
- d) The overall budget for the event or program and the total cash or cash equivalent amount of Sponsorship being sought; and

BOARD POLICY

- e) A listing of the specific benefits that will accrue to Metro Vancouver should it proceed with the Sponsorship being sought.

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

3. Multi-Year Funding Requests Over \$500

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

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

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

**BOARD POLICY****GENERAL LIABILITY AND PROPERTY LOSS CLAIMS**

Effective Date: November 27, 2015

Approved By: GVRD Board

Policy No. FN-009

PURPOSE

To outline the Policy with respect to General Liability and Property Loss Claims and the application and maintenance of the Metro Vancouver Self-Insurance Fund for general property damage / loss and third party general liability claims.

POLICY

Metro Vancouver carries general property and liability policies to provide general coverage not specifically covered by other insurance policies. These general policies have significant deductibles. Therefore, Metro Vancouver will maintain a Self-Insurance Fund to provide financial security regarding the coverage of loss for general property and general third party liability claims against Metro Vancouver.

This Self-Insurance Fund is available for property claims for the Greater Vancouver Regional District (GVRD), Greater Vancouver Water District (GVWD), and the Greater Vancouver Sewage and Drainage District (GVS&DD). The Metro Vancouver Housing Corporation (MVHC) has its own specific property insurance policy and is therefore excluded.

The fund is available for general liability claims for all the Metro Vancouver entities.

Property Damage or Loss

The GVRD, GVWD, and GVS&DD will each directly pay the first \$100,000 for any damage to or loss of property, within its purview, on a per occurrence basis. Any property damage or loss in excess of \$100,000, should the damage or loss exceed that amount, will be funded from this Self-Insurance Fund for an amount not to exceed the general property policy deductible.

For property damage or loss that exceeds the policy deductible, an insurance claim will be filed under the appropriate insurance policy with the applicable carrier with the excess amount to be funded through the insurance policy.

General Liability Claims

Losses resulting from general third-party liability claims against the GVRD, GVWD, GVS&DD, and MVHC will all be funded from the Self-Insurance Fund for amounts not to exceed an annual aggregate equal to the general liability insurance policy deductible.

BOARD POLICY

Should the annual aggregate exceed the policy deductible, an insurance claim will be filed and the excess will be funded through the general liability insurance policy. Should insurance proceeds be received, all claims paid during the years will be proportionately adjusted accordingly.

Claims Settlement / Fund Usage

Any allocation of funding from the Self-Insurance Fund will be made in accordance with the Claims Settlement Authority detailed in the *Risk Management and Claims Settlement Policy*.

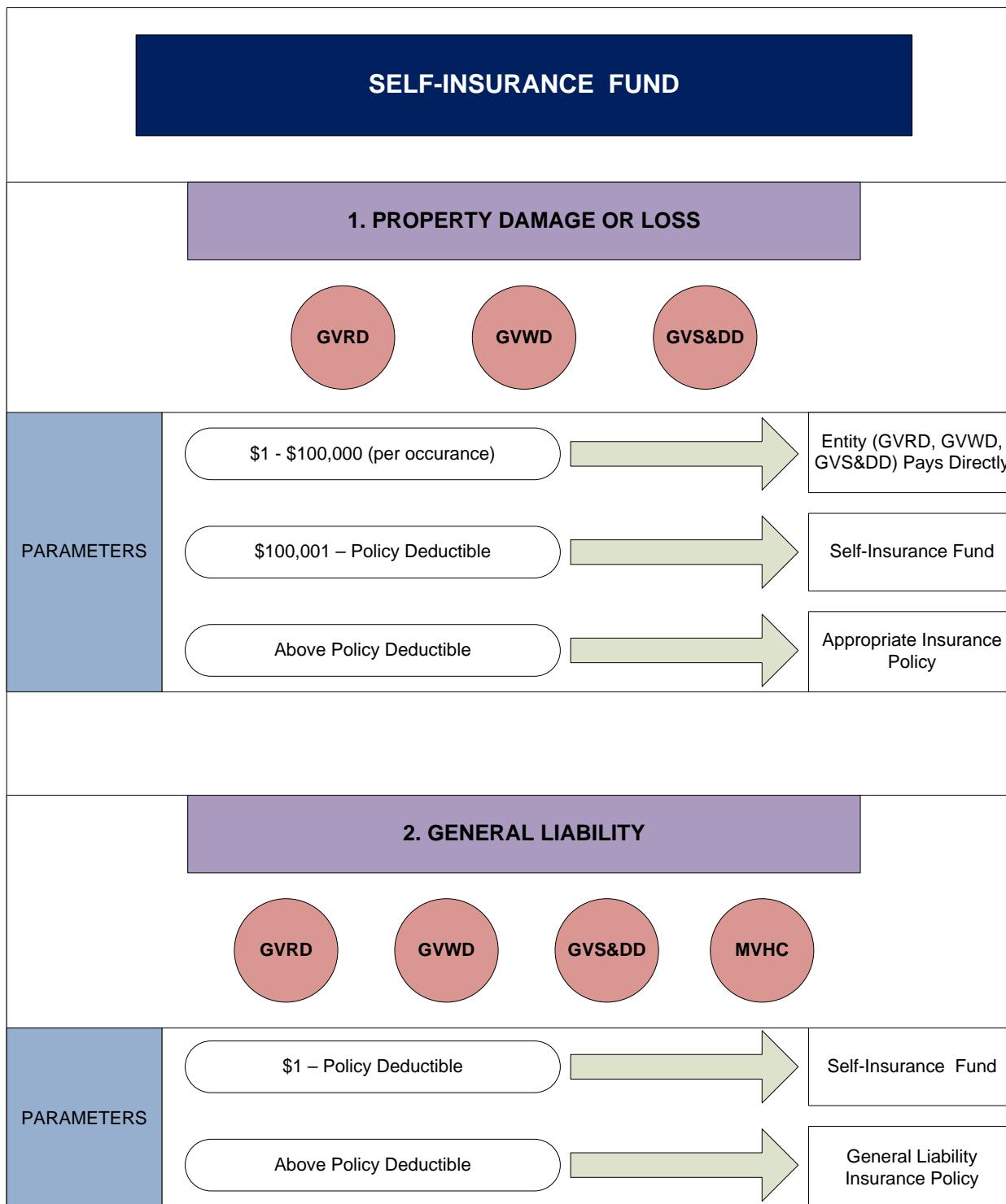
Self-Insurance Fund

The Self-Insurance Fund will accumulate funding to approximately \$6.0 million through annual budgeted contributions of \$350,000. These contributions will be made by each of the Metro Vancouver legal entities with each entity's proportionate share determined based on their history of both property and liability claims.

Once the fund reaches \$6.0 million, the fund will be maintained at that amount with annual contributions adjusted accordingly based on any fund usage and required replenishment.

Self-Insurance Fund Authorization

The Board, in accordance to the terms and conditions outlined in this policy, provide authorization for the application of the Self-Insurance Fund.

BOARD POLICY**Self-Insurance Retention Fund Flow Chart**



BOARD POLICY

FLEET PLANNING AND ACQUISITION POLICY

Effective Date: September 23, 2016 (revised June 1, 2024)

Approved By: MVRD Board

Policy No. FN-014

PURPOSE

To provide direction and guidance on planning and acquiring Metro Vancouver's fleet assets.

Metro Vancouver's *Fleet Planning and Acquisition Policy* supports the following broad objectives:

- Fleet assets meet operational service requirements
- Fleet planning and acquisition aims to achieve continuous improvement in reducing fleet greenhouse gas emissions (GHGs)
- Fleet management is financially responsible

DEFINITIONS

“Fleet Assets” means all vehicles and mobile equipment;

“Life Cycle Costs” means all costs associated with owning and operating fleet assets, including costs of initial capital, fuel, GHG emissions (using an internal price on carbon where applicable), maintenance, and depreciation, using net present value;

“Mobile Equipment” means all equipment that is engine, motor or non-motor powered with attached or towed equipment including rolling machinery in excess of \$2000 capital cost or if driven by Metro Vancouver employees, licenced or unlicensed, owned or leased by Metro Vancouver. Examples of mobile equipment include but are not limited to trailers, boats, movers, loaders, graders, excavators, backhoes, forklifts, tractors, chippers, and mobile generators / pumps; and

“Vehicle” means passenger vehicles including sedans, vans, pick-up trucks, sport utility vehicles (SUVs) or similar, licensed or unlicensed, owned or leased by Metro Vancouver.

POLICY

The *Fleet Planning and Acquisition Policy* aligns with the Board Strategic Plan's livability and sustainability objectives by encouraging Metro Vancouver to mitigate the environmental impact of its corporate fleet through transitioning to low emission technologies, where possible, while maintaining excellent standards in the delivery of regional services.

Metro Vancouver will ensure that fleet planning and acquisition will meet operational service requirements while minimizing fleet greenhouse gas emissions and taking into account life cycle costs.

BOARD POLICY

Fleet planning, acquisition, monitoring, and reporting will be managed by Fleet Services within the Financial Services Department, in coordination with user groups, Air Quality and Climate Change Division, and the Energy Management Group.

1. Fleet Planning

Metro Vancouver's Fleet Services, along with the user groups and the Air Quality and Climate Change Division, will undertake a comprehensive *Fleet Planning Process* for all new and replacement fleet assets that will aim to optimize the size of the overall fleet, ensure fleet assets are chosen to meet typical operational requirements and consider low emission technologies where operationally feasible.

Right-Sizing

- a) Fleet services will conduct annual fleet utilization assessments in accordance with *Fleet Utilization Procedures* to optimize the size of Metro Vancouver's fleet while meeting operational needs. The assessments will include a process for identifying under-utilized assets so they can be reallocated or removed from the fleet.
- b) Fleet Services, in coordination with user groups, will conduct replacement assessments on current fleet assets to determine when assets are to be replaced, using the applicable *Fleet Assessment Procedures*. Each fleet asset will have assessment plans which considers age, kilometers, maintenance and repair costs, asset condition and utilization to determine replacement decisions.
 - i) Vehicles will be considered for replacement after eight years and/or when used over 200,000 km;
 - ii) Mobile Equipment will be considered for replacement on a case-by-case basis based on consultation between Fleet Services and the user group.
- c) Requests for new fleet assets require the user group to complete and submit a *Fleet Asset Business Case Form* to Fleet Services. The business case must justify the additional fleet asset and demonstrate the operational need it is addressing. All requests are subject to verification and audit by Fleet Services.
- d) Fleet Services, in coordination with the user group, will ensure that new and replacement fleet assets are an appropriate size to carry out typical operational requirements.

Low Emission Technologies

- a) Fleet Services, in coordination with the Air Quality and Climate Change Division, will develop and annually update a *Low Emission Vehicle Standard*. For each applicable vehicle category, the *Low Emission Vehicle Standard* will create a hierarchy of most-preferred to least-preferred technologies based on GHG emissions. The right-sizing process will identify the applicable vehicle category and typical operational requirements and the *Life Cycle Costing*

BOARD POLICY

Tool will determine which technology from the *Low Emission Vehicle Standard* will be selected for tendering.

b) Recognizing that the technologies used in fleet assets are rapidly changing, Fleet Services in coordination with the Air Quality and Climate Change Division, will identify and evaluate new technologies, including supporting infrastructure, which may provide fuel savings and GHG reductions. As part of the *Fleet Planning Process*, studies of such technologies may be proposed and pursued under the Sustainability Innovation Fund process.

2. Acquisition

Using the *Life Cycle Costing Tool* and the *Low Emission Vehicle Standard*, Fleet Services, in coordination with the Air Quality and Climate Change Division, will purchase vehicles that provide the greatest reduction in greenhouse gas emissions where operationally feasible, based on the Life Cycle Analysis Costing Tool and the applicable Low Emission Vehicle Standard.

For mobile equipment, Fleet Services will purchase, on a case-by-case basis, the lowest emitting mobile equipment asset available that is operationally feasible and financially responsible.

Fleet Services will coordinate with the user group to ensure all fleet asset purchases meet operational requirements.

All Fleet purchases must be in accordance with Metro Vancouver's *Procurement and Asset Disposal Authority Policy*, *Delegation of Procurement Authority Policy*, and the Procurement Policy Guidelines.

3. Monitoring and Reporting

a) Fleet Services will establish a baseline inventory of Metro Vancouver fleet assets and report annually on the financial and GHG emissions reduction performance of the fleet. The baseline inventory will include, but is not limited to, the following information:

- Number of fleet assets by category
- Monthly kilometers driven by vehicle/ monthly hours for mobile equipment
- Fuel consumption by fleet asset
- Fuel cost by fleet asset
- Estimated GHG emissions by fleet asset
- Maintenance cost by fleet asset
- Fuel type by fleet asset

Related Documents:

Fleet Asset Business Case Form

**BOARD POLICY****CORPORATE ALLOCATION**

Effective Date: July 28, 2017

Approved By: MVRD Board

Policy No. FN-015

PURPOSE

To provide a framework for establishing the appropriate allocation of costs incurred by centralized support services in delivering support services to all business activities of Metro Vancouver's four legal entities.

DEFINITIONS

"Centralized Support Services" are services delivered by centralized departments to support all four Metro Vancouver legal entities and regional district functions through the following: Corporate Planning, Corporate Services, External Relations, Financial Services, Human Resources, and Legal and Legislative Services;

"Net Centralized Support Costs" means expenditures incurred by centralized support services that are net of any costs allocated directly to a legal entity or function and any revenues generated by the centralized support service; and

"Metro Vancouver Service" refers to a service provided by one of the four legal entities to which costs of centralized support services are allocated. The legal entities include the Metro Vancouver Housing Corporation (MVHC), Greater Vancouver Water District (GVWD), Greater Vancouver Sewerage and Drainage District (GVS&DD), which includes the legal functions of Liquid Waste and Solid Waste, and the Metro Vancouver Regional District (MVRD), which includes the statutory functions of Air Quality, Electoral Area, General Government, Labour Relations, Regional GPS, Regional Parks, Regional Planning, E911 Telephone Service, Regional Emergency Management and Sasamat Fire Protection Service.

POLICY

The *Local Government Act* requires that all costs incurred by a regional district in relation to a service, including the costs of administration attributable to the service, are part of the costs of that service. As such, rates, fees and charges must reflect the full cost of Metro Vancouver services to which they relate including those costs incurred by centralized support services. This Policy serves to appropriately account for all costs of providing Metro Vancouver services and matching those costs with supporting revenues.

All costs incurred by centralized support services will be allocated to the benefiting Metro Vancouver service utilizing a methodology approximating the level of service provided. The methodology for calculating corporate allocation based on an approximation of service level is provided below.

BOARD POLICY

CORPORATE ALLOCATION PRINCIPLES

Every Metro Vancouver service utilizes resources of centralized support departments to some extent in the delivery of that service. The extent of centralized support may range from providing simple contract administration or Metro Vancouver Board and Committee support services, to more extensive support that includes human resources, legal, legislative, communications, financial, information technology, building operations, emergency planning and corporate safety services. The methodology for approximating the level of service provided by each these centralized support services is guided by the following principles:

- Efficient – the method and process of allocating net centralized support costs are easily administered, replicable and comprehensible
- Equitable – net centralized support costs are apportioned fairly across Metro Vancouver services and to the extent possible, upholds a user-pay approach for the level of service provided
- Consistent – net centralized support costs are allocated in a way that mitigates large fluctuations and ensures relative certainty, based on level of use
- Transparent – net centralized support costs allocated to Metro Vancouver services are clearly identified

Staffing and Business Activity Requirements

Within the guiding principles defined in this Policy is the understanding that the approximate level of service provided to a Metro Vancouver service is often measured by the impact of two primary factors: (1) number of staff or (2) level of business activity.

For example, those services with larger staff complements will require more centralized support in the areas of payroll, recruiting services, organizational support, benefit administration, IT computer support, training and head office building operations and therefore, will be allocated a higher proportion of these centralized support costs. Alternatively, services that incur significant capital expenditures and procurement activity will require more centralized support in the areas of purchasing, accounts payable, debt management, budgeting, accounts receivable, legal, business applications and corporate planning and consequently, will be allocated a higher proportion of these centralized costs.

To ensure the appropriate allocation of corporate costs, direct delivery services will be allocated a proportion of net centralized support costs based on their prior year operating budget using the parameters described above. Salaries and benefits will serve as indicators that reflect the number of staff supported while other expenditures will serve as indicators of the level of business activity.

Lower Impact Activity Requirements

Some budget items may inflate expenditures but have a lower overall impact on the requirement for centralized support services. These budget items include contributions to reserve, a portion of large third party operating contracts and MVHC long-term mortgages. In order to better reflect the level

BOARD POLICY

of service provided by the centralized support services, the calculation of apportionment costs in annual operating budgets will be adjusted for those budget items not requiring centralized support.

Specific Direct Service Activity Requirements

In cases where it can be demonstrated and quantified that a Metro Vancouver service receives a specific direct benefit from an activity, the associated costs will be allocated directly to that service. These costs typically include, but are not limited to, costs related to programs such as Metro Vancouver's pooled fleet vehicles and equipment acquisitions, external legal counsel services and contracted security services.

METRO VANCOUVER SERVICES – INTERNAL SERVICE DELIVERY

The majority of Metro Vancouver services are delivered to members through an internal direct service model. This means that Metro Vancouver staff are engaged in the direct delivery of the service, including most or all of the operating and capital activities. For these services, the proportionate allocation of net centralized support costs shall be apportioned as follows:

Greater Vancouver Water District (GVWD)

The GVWD will be allocated a proportionate share of the net centralized support costs based on its prior year's operating budget excluding centralized support cost allocation and contributions to reserve.

Greater Vancouver Sewerage and Drainage District (GVS&DD) – Liquid Waste

The Liquid Waste function will be allocated a proportionate share of the net centralized support costs based on its prior year's operating budget excluding centralized support cost allocation and contributions to reserve.

Greater Vancouver Sewerage and Drainage District (GVS&DD) – Solid Waste

The Solid Waste function will be allocated a proportionate share of the net centralized support costs based on its prior year's operating budget excluding centralized support cost allocation, 80% of large third party operating contracts and contributions to reserve. The adjustment for a portion of third party operating contracts is to reflect that they require a lower level of service compared to other business activities.

Metro Vancouver Housing Corporation (MVHC)

The MVHC will be allocated a proportionate share of the net centralized support costs based on its prior year's operating budget excluding centralized support cost allocation, contributions to reserve and 80% of annual mortgage payments.

Metro Vancouver Regional District (MVRD)

The MVRD functions of Air Quality, Electoral Area, General Government, Labour Relations, Regional GPS, Regional Parks and Regional Planning will be allocated a proportionate share of the net

BOARD POLICY

centralized support costs based on their prior year's operating budget excluding centralized support cost allocation, contributions to reserve and large one-time asset purchases.

METRO VANCOUVER SERVICES – EXTERNAL SERVICE DELIVERY

While the majority of Metro Vancouver services are provided through the internal service delivery model some regional services engage the use of an external service provider to deliver services to members through an external service delivery model. This means that Metro Vancouver staff are engaged to a lesser extent in the delivery of the service, its operating activities and its capital activities. For these services, the proportionate allocation of net centralized support costs shall be apportioned as follows:

E911 Emergency Telephone Service

E911 Emergency Telephone Service will be allocated net centralized support costs equal to 2% of its current year's operating program budget excluding contributions to reserve. This reflects the level of service associated with the administration of the E911 Telephone Service operating contract and routine finance support.

Regional Emergency Management

Regional Emergency Management will be allocated net centralized support costs equal to 5% of its current year's operating program budget excluding contributions to reserve. This reflects the level of service associated with the overall administration of the program, purchasing support and accounts payable.

Sasamat Fire Protection Service

Sasamat Volunteer Fire Service will be allocated net centralized support costs equal to 10% of its current year's operating program budget excluding contributions to reserve and large one-time asset purchases. This reflects the level of service associated with function management, fleet vehicle administration, procurement, accounts payable, payroll, budgeting and accounting.

**BOARD POLICY****OPERATING, STATUTORY AND DISCRETIONARY RESERVES**

Effective Date: April 27, 2018

Approved By: MVRD/MVHC/GVWD/GVS&DD Boards

Policy No. FN-016

PURPOSE

To outline principles and requirements that guide the establishment, use and management of Metro Vancouver reserves.

DEFINITIONS

“Annual Surplus” means excess of revenues over expenditures for the current year;

“Legal Entity” means Greater Vancouver Water District (GVWD), Greater Vancouver Sewerage and Drainage District (GVS&DD), which includes the legal functions of Liquid Waste and Solid Waste, Metro Vancouver Housing Corporation (MVHC) and Metro Vancouver Regional District (MVRD); and

“Statutory Functions” mean functions related to the Metro Vancouver Regional District, which include: Affordable Housing, Air Quality, Electoral Area, General Government, Labour Relations, Regional Global Positioning System (GPS), Regional Parks, Regional Planning, E911 Emergency Telephone Service, Regional Emergency Management and Sasamat Fire Protection Service.

POLICY

Reserves are funds that are appropriated as a means of providing financial security against an unforeseen financial loss, such as a revenue shortfall and unexpected expenditures, or for meeting future financial obligations. They are a key element of Metro Vancouver’s long term financial sustainability and they provide a mechanism to ensure a strong financial position. Metro Vancouver reserves are categorized as Operating, Statutory or Discretionary.

Metro Vancouver’s Reserves Policy supports the following principles:

- Financial stability, security and sustainability
- Consistent with long term financial plans, Board and Corporate strategic goals
- In accordance with legal requirements under applicable legislation

In addition to these guiding principles, reserves shall be established and managed in accordance with the following:

- All reserve contributions and applications must be approved by the Board
- All reserve balances will earn interest at a rate based on Metro Vancouver’s average return on investments
- All reserves exclusively belong to a specific legal entity or statutory function and can only be applied to fund business activities of that legal entity or statutory function.

BOARD POLICY

- Financial Services is responsible for the stewardship and oversight of all Metro Vancouver reserves.

1. OPERATING RESERVES

Operating Reserves are established for each legal entity and statutory function to serve as a measure of financial security should there be an unforeseen financial loss beyond the control of the organization.

A legal entity or statutory function's inherent risk of experiencing an unforeseen financial loss increases both with the level of business activity as well as the nature of that business activity. Operating expenditures serve as a measure of an entity or function's level of business activity; therefore, the greater the business activity the greater the risk of an unforeseen financial event. Risk of an unforeseen financial loss also increases with volatility associated with the business activity.

Minimum Reserve. The minimum required Operating Reserve amount for a legal entity or statutory function shall be determined as a percentage of the legal entity or statutory function's prior year operating expenditures net of reserve contributions, contributions to capital and debt service costs and is based on the inherent risk of incurring a financial loss. As noted above, the higher the level of inherent risk, the higher the required reserve minimum balance.

Operating Reserve balances must be maintained at the established minimum amounts in order to ensure security against unforeseen financial impacts as this financial security is paramount to financial sustainability. Should the Operating Reserve balance fall below the established minimum, the Operating Reserve must be replenished to the minimum level within two budget years.

Contributions to Reserve. Contributions to Operating Reserves are made through the appropriation of annual surpluses generated from operations within a legal entity and statutory function.

Usage of Reserve. The usage of Operating Reserve balances will only be contemplated for the funding of unforeseen revenue shortfalls or expenditures obligations where other sources of funding is not available.

a) Greater Vancouver Water District (GVWD) Operating Reserve

The required Operating Reserve for the Water Services function is equal to 15% of net operating expenditures representing approximately two months of operating costs.

The GVWD is an entity whose primary revenue source is the sale of water based on a unit rate per cubic metre of water consumed within the region. The unit rate is set at a rate to cover annual expenditures and based on an estimated volume of overall regional consumption. The

BOARD POLICY

actual level of consumption, however, may vary from expectation due to many factors including weather, effectiveness of conservation measures and the implementation of watering restrictions. This potential volatility in consumption and that the majority of expenditures are not variable with the level of consumption and cannot easily be adjusted should there be a drop in consumption, results in the GVWD having a higher relative level of inherent risk associated with their business activities.

b) Greater Vancouver Sewerage and Drainage District (GVS&DD) – Solid Waste

The required Operating Reserve for the Solid Waste function is equal to 15% of net operating expenditures representing approximately two months of operating costs.

Solid Waste is a function whose primary revenue source is Tipping Fee revenue based on a unit rate per cubic tonne of waste disposed of within the region. The unit rate is set to cover annual expenditures and is based on an estimated volume of overall regional waste tonnage. The actual level of waste tonnage, however, may vary from expectation due to many factors including level of construction and demolition, effectiveness of waste diversion activities and waste migration. While some expenditures in Solid Waste are somewhat variable with waste volumes, many are fixed. This along with the potential volatility in waste volumes leads to Solid Waste having a higher relative level of inherent risk associated with their business activities.

c) Greater Vancouver Sewerage and Drainage District (GVS&DD) – Liquid Waste

The required Operating Reserve for the Liquid Waste function is equal to 10% of net operating expenditures representing approximately one month of operating costs.

Liquid Waste is a function whose primary revenue source is an annual sewer levy collected from member jurisdictions and as a result are low risk in terms of collection. While the majority of revenues in Liquid waste carry a high level of certainty, the nature of the business of collecting and treating sewage has operating risks including weather related overflows, impacts from power interruption and infrastructure failure. As a result, Liquid Waste has a moderate relative level of inherent risk associated with their business activities.

d) Metro Vancouver Housing Corporation (MVHC)

The required Operating Reserve for the Housing Corporation function is equal to 10% of net operating expenditures representing approximately one month of operating costs.

The MVHC is reliant on tenant rents to support the annual expenditures to provide affordable housing. The level of rental revenue has some inherent risk of volatility due to factors including vacancy rates, tenant turnover and rental losses caused by required repairs and maintenance activities. The nature of the housing complexes being of wood construction, include a level of risk of unforeseen significant maintenance requirements. As a result, the MVHC has a moderate relative level of inherent risk associated with their business activities.

BOARD POLICY

e) Metro Vancouver Regional District (MVRD)

The required Operating Reserve for each MVRD Statutory function is equal to 5% of net operating expenditures representing approximately one half of one month of operating costs.

The statutory functions of the MVRD are reliant on tax requisition collected from member jurisdictions and therefore, have low risk in terms of revenue collection. In addition, the MVRD statutory function's operating expenditures are relatively consistent annually and quite predictable. As a result, the MVRD statutory functions have a low relative level of inherent risk associated with their business activities.

SUMMARY OF OPERATING RESERVE MINIMUMS	
Legal Entity/Statutory Function	Operating Reserve Amount
Greater Vancouver Water District	15% of prior year's net operating expenditures (approximately 2 months of operating costs)
Greater Vancouver Sewerage and Drainage District Solid Waste	15% of prior year's net operating expenditures (approximately 2 months of operating costs)
Greater Vancouver Sewerage and Drainage District Liquid Waste	10% of prior year's net operating expenditures (approximately 1 month of operating costs)
Metro Vancouver Housing Corporation	10% of prior year's net operating expenditures (approximately 1 month of operating costs)
Metro Vancouver Regional District Affordable Housing Air Quality E911 Emergency Telephone Service Electoral Area Service General Government Labour Relations Regional Emergency Management Regional Global Positioning System Regional Parks Regional Planning Sasamat Fire Protection Service	5% of prior year's net operating expenditures (approximately 0.5 month of operating costs)

2. STATUTORY RESERVES

Statutory Reserves are established where reserves are required within a legal framework which governs their composition and application. Statutory Reserves are reserves set aside for a legal entity and statutory function for a specific purpose in accordance with the applicable terms and conditions within the establishing legal framework as follows:

BOARD POLICY

- Legal statute
- Board approved bylaw
- Governing agreement with another level of government or entity

Examples of Statutory Reserves include Liquid Waste Development Cost Charges, Cultural Grants and Park Land Acquisition.

Contributions to Reserve. Contributions to Statutory Reserves are made through annual budget contributions and the appropriation of the annual surplus generated from operations in accordance with legal statute, Board approved bylaw, or governing agreement.

Usage of Reserves. The usage of Statutory Reserve balances will only be authorized for the purpose designated by the Statutory Reserve and must be withdrawn in accordance with legal statute, Board approved bylaw, or governing agreement.

3. DISCRETIONARY RESERVES

Discretionary Reserves are established by the Board for legal entities and statutory functions as an appropriation of annual surplus to meet a known or anticipated future financial obligation.

Contributions to Reserve. Contributions to Discretionary Reserves are made through the appropriation of the annual surplus generated from operations for a known or anticipated future financial obligation, or for general future usage in accordance with the priority sequence as outlined under "Appropriation of Annual Surplus."

Usage of Reserves. The usage of Discretionary Reserve balances will fund expenditures as an additional annual revenue source to support Metro Vancouver's goals and priorities in reducing the need for revenue from rates, levies and tax requisitions. The usage of Discretionary Reserves will be included, where applicable, within the five-year financial plan.

4. APPROPRIATION OF ANNUAL SURPLUS

After ensuring that all Operating Reserves meet the minimum balances as established under this Policy and that all requirements for Statutory Reserves and Discretionary Reserves are met, any annual surplus remaining will be utilized in accordance with the following priority sequence:

- i. **Fund capital expenditures or pay down existing debt.** This is consistent with debt avoidance and the mitigation of future financial obligations
- ii. **Fund one-time expenditures.** This includes but is not limited to funding equipment purchases and consulting initiatives and projects.
- iii. **Rate stabilization for a legal entity or statutory function.** This involves smoothing out utility rates, levies or tax requisitions resulting from operating budget expenditures.

BOARD POLICY

Usage of reserves for rate stabilization is only used in circumstances where priorities 1) and 2) are not applicable, or have been met. This application is discretionary and may not be applicable. If not applicable, then move to priority 4.

- iv. **Maintain as a Statutory or Discretionary Reserve.** This can represent an addition to an existing Statutory or Discretionary Reserve or the establishment of a new Discretionary Reserve based on new information regarding a future financial obligation.

Management of Reserves

When the Board has approved the use of reserves to fund expenditures, the funding must be spent for the intended purpose within the year of approval, or the following budget year.

Although reserves are to only be used for their intended purpose, there may be instances when short-term internal borrowing from reserves is financially beneficial or required. Internal borrowing is permitted to temporarily finance funding requirements to avoid external temporary borrowing or to fund emergencies as required, in accordance with the applicable legislation. If money from one reserve is used for temporary financing purposes, there must be repayment of the amount used to the reserve, plus interest within five years of borrowing.

Internal borrowing and transferring of funds from Reserves must be approved by the Board.

**BOARD POLICY****CORPORATE INVESTMENTS**

Effective Date: May 30, 1997 (revised November 27, 2020)

Approved By: MVRD Board

Policy No. FN-020

PURPOSE

To provide guidelines within which investment decisions are made to ensure safety of capital, adequate liquidity and a reasonable rate of return.

APPLICATION

This Policy applies to all investments on behalf of the corporate entities.

POLICY**A. General Objectives****i) Safety of Capital**

This is the foremost objective of this Policy. Prudent investments shall be chosen in a manner that ensures preservation of capital. Consideration therefore must be given to both credit and interest rate risk in all investment decisions.

ii) Liquidity

Investment portfolios will provide sufficient liquidity to meet the ongoing needs of all Metro Vancouver Districts and the Housing Corporation. Investment terms will be structured as much as possible to meet anticipated cash needs.

iii) Yield

Portfolios will be invested to produce the highest yield after first considering objectives i) and ii) above and within the investment guidelines in **Appendix A**.

iv) Sustainable Investing

Metro Vancouver applies exclusionary screening in its portfolios to avoid direct investments in fossil fuel. Metro Vancouver will gradually implement additional sustainable investing criteria in its investments through further inclusion of environmental, social and governance (ESG) and socially responsible investment (SRI) principles.

B. Standard of Care

The standard of care to be applied by staff in carrying out their duties is that of a prudent person, in the context of the management of a diversified portfolio. This in turn translates as the exercise of discretion and judgment, in conformity with policies, with the purpose being investment, rather than speculation.

BOARD POLICY

The *Employee Code of Ethics Policy* requires performance to a high standard of integrity, and specifically forbids conflict of interest situations.

C. Investment Parameters

Investments will at all times be governed by legislation, specifically the *Community Charter* Section 183 (copy attached as **Appendix C**).

Short Term Investments (maximum term 365 days) are restricted to those with a minimum short term credit rating of Standard and Poor's (S&P) equivalent of A-1 or Dominion Bond Rating Service (DBRS) equivalent of R1Low.

Short term investments will be permitted in non-qualifying institutions when such investments are guaranteed by a qualified institution. An example of this would be an investment in a Credit Union in BC which is in turn guaranteed by the Province of BC.

Long Term Investments must have at a minimum a long term credit rating of 'A-' by S&P or DBRS equivalent (A-low).

Both our short term and long term investments are limited to primarily Government debt (provincial and federal) and Canadian financial institutions. The specific details of the qualified investments as well as the maximum portfolio percentages are listed in **Appendix A**.

In instances where an investment falls below one, but not both of the recommended rating agencies (S&P and DBRS), the investment will remain to qualify as an approved investment.

D. Investment Terms

Short Term Investments will have a maximum term of 365 days and are restricted to terms listed on **Appendix A** attached.

Long Term Investments are those with term exceeding 365 days. Long term investments will also be restricted to terms listed on **Appendix A** attached.

E. Tendering

Short Term Investments (under 365 days)

Investments of terms greater than 15 days require at least three quotes from qualifying dealers. (See comments below concerning Long Term Investments as a potential exception to this rule)

Long Term Investments (over 365 days)

Long term investments do not necessarily lend themselves to direct comparison. Often there is difficulty in finding the same name or similar credit quality in exactly the same term. This requires that those responsible for long term investing use considerable judgement in determining the investment choice.

BOARD POLICY

Where direct comparisons are possible between like or similar investments at least three quotes from qualifying dealers will be required.

Where direct product comparisons are not available, those responsible for investing must ensure that the offering under consideration is priced fairly. This can be done by verifying spread levels (over benchmark or equivalent term Canada bonds) obtained from two other dealers which support the offering being considered. These spreads should be recorded for subsequent review by internal audit.

F. Safekeeping

Investments will be held for safekeeping at either RBC Investor Services (Dexia), Royal Bank Dominion Securities, Bank of Montreal or Clearing and Depository Services Inc. (CDS) for securities whose transfer is book-based rather than by physical delivery. Transfers that are neither book-based nor physical delivery such as cash, term deposits and guaranteed investment certificates are held for safekeeping at the respective credit union or issuing bank or held in nominee (in trust) with the Authorized Investment Dealer.

G. Authorized Investment Dealers

Authorized Investment Dealers must meet one of the following criteria:

- Wholly owned subsidiary of a Canadian chartered bank that is included in the Approved Investments list in **Appendix A**;
- Member of the Investment Industry Regulatory Organization of Canada (IIROC) and the Canadian Investor Protection Fund (CIPF), and hold assets under management greater than \$10 billion;
- Institution whose deposits or debts are guaranteed by the Credit Union Deposit Insurance Corporation (CUDIC) or a Province of Canada.

Any changes to the Authorized Investment Dealer must be approved by the Investment Management Committee as defined in section H Review, Oversight and Reporting. The Investment Management Committee will also review the list of Authorized Investment Dealers on as needed basis.

H. Review, Oversight and Reporting

The statutory authority of the CFO for investment decisions is delegated to the Director, Financial Planning and Operations; Division Manager, Financial Planning and Processes and the Treasury Manager including any appointed in an acting capacity.

BOARD POLICY

While day to day investment operations are the responsibility of the Treasury Manager, the Division Manager, Financial Planning and Processes is responsible for its supervision, including review of internal control issues and policy enforcement.

Summary reports on investment positions and performance will be prepared monthly for the CFO and the Director, Financial Planning and Operations.

The CFO; Director, Financial Planning and Operations; Division Manager, Financial Planning and Processes and the Treasury Manager will meet quarterly (or more frequently as required) as the Investment Management Committee (“Committee”) to review the investment activities as well as current investments issues. The Committee will establish the percentage split of the portfolio between long and short term investments as well as the average term of the portfolio based on existing market conditions and expected future conditions.

An Approved List of Investments (“Approved List”), based on the Investment Parameters in section C, will be developed and maintained by the Division Manager, Financial Planning and Processes, subject to the approval of the Committee.

While changes to the Approved List outlined in **Appendix A** are subject to the Committee's specific approval, any member of the Investment Management Committee may immediately suspend a previously approved investment at any time on their own authority and, in fact, must do so when he has reason to believe it no longer meets the necessary requirements. *The member will immediately advise the other Investment Management Committee members of the decision for suspension along with the reason and repercussions.*

Quarterly, the investment ratings of all entities included in the Approved List will be reviewed by the Division Manager, Financial Planning and Processes.

Upon knowledge of a decrease in the credit rating of an approved investment to a level below the parameters outlined in this Policy, the Division Manager, Financial Planning and Processes will immediately advise the Investment Management Committee. As this rating is below the minimum acceptable credit rating, the investment position should be sold with all considerations given to losses and/or penalties.

A report will be presented to the Board as of April 30, August 31, and December 31 each year and will include a position statement, performance results compared to benchmark comments and other relevant issues.

Metro Vancouver purchases investments with the intention of holding these until maturity and not with further trading in mind. For this reason we will not adjust the portfolio value based on changes in unrealized market value, but rather report investment performance based on actual return to maturity.

BOARD POLICY

Our short term investment performance will be compared to the Benchmarks detailed on **Appendix B**. Finding a benchmark for our long term investments is difficult as most available benchmarks will reflect changes in market valuation. With this in mind, we will provide the benchmarks included on **Appendix B** as a reasonable general comparison to our long term investment performance.

In addition to the audit activities and procedures performed annually by the external auditors and the oversight of the Director, Financial Planning and Operations, the Internal Auditor will review internal controls and ensure compliance with policy and procedures bi-annually.

All changes to this Policy require Board approval.

Appendices:

Appendix A: Approved Investments (Updated October 2016)

Appendix B: Investment Performance Benchmarks

Appendix C: *Community Charter* (Section 183)

BOARD POLICY**APPENDIX A****Approved Investments (October 2016)**

	Rating		Proposed	
	Short Term	Long Term	Max %	Max Term
Governments:				
Canada	A-1+	AAA	Unlimited	30 years (5% max > 10 years)
Provinces rated AA- or better by S&P (or equivalent)*				
British Columbia	A-1+	AAA	50%	
Alberta	A-1+	AA	50%	
Saskatchewan	A-1+	AA+	50%	
Manitoba	A-1+	AA-	50%	
<i>Total Provinces rated AA- or better Limit</i>			Unlimited	30 years (5% max > 10 years)
Provinces rated A- or better by S&P (or equivalent)*				
New Brunswick	A-1+	A+	30%	
Ontario	A-1+	A+	30%	
Quebec	A-1+	A+	30%	
Nova Scotia	A-1+	A+	30%	
Newfoundland	A-1	A	30%	
Prince Edward Island	A-1	A	30%	
<i>Total Provinces rated A- or better Limit</i>			50%	30 years (5% max > 10 years)
Municipal Finance Authority of BC	A-1+	AAA	15%	30 years (5% max > 10 years)
Total Governments				
Financial Institutions				
Schedule 1 Banks				
Bank of Montreal	A-1	A+	20%	10 years
Bank of Nova Scotia	A-1	A+	20%	10 years
CIBC	A-1	A+	20%	10 years
Royal Bank of Canada	A-1+	AA-	20%	10 years
TD Bank	A-1+	AA-	20%	10 years
National Bank of Canada	A-1	A	15%	10 years
Manulife Bank	A-1	A+	15%	3 years
Canadian Western Bank	R1L (DBRS)	AL (DBRS)	15%	3 years
Schedule 2 Banks				
HSBC Bank Canada	A-1+	AA-	15%	10 years
BC Credit Unions				
Vancity	BC Provincial Guaranty**		20%	
Coast Capital Savings	BC Provincial Guaranty**		20%	
Westminster Credit Union	BC Provincial Guaranty**		20%	
Blue Shore Credit Union	BC Provincial Guaranty**		20%	
First West Credit Union	BC Provincial Guaranty**		20%	
Prospera Credit Union	BC Provincial Guaranty**		20%	
<i>Total BC Credit Unions Limit</i>			50%	5 years (max 30% > 1 year)
Other				
Caisse Central Desjardins	A-1	A+	5%	3 years

*Includes provincially guaranteed institutions

** Implied BC Provincial guaranty

BOARD POLICY**APPENDIX B****Investment Performance Benchmarks**

The benchmarks listed below are used as a guideline to assess the performance / investment returns on investments held.

Short Term Investments

- Municipal Finance Authority Money Market Fund*
- Average One Month Banker's Acceptance Rate**
- Average Three Month Banker's Acceptance Rate**

Long Term Investments

- Municipal Finance Authority Intermediate Bond Fund
- Municipal Finance Authority Long-term Bond Fund

*Available on the MFA website

**Calculated from the Bank of Canada website

BOARD POLICY**APPENDIX C****Community Charter Section 183****Investment of Municipal Funds**

183 Money held by a municipality that is not immediately required may only be invested or reinvested in one or more of the following:

- (a) securities of the Municipal Finance Authority;
- (b) pooled investment funds under section 16 of the *Municipal Finance Authority Act*;
- (c) securities of Canada or of a province;
- (d) securities guaranteed for principal and interest by Canada or by a province;
- (e) securities of a municipality, regional district or greater board;
- (f) investments guaranteed by a chartered bank;
- (g) deposits in a savings institution, or non-equity or membership shares of a credit union;
- (h) other investments specifically authorized under this or another Act.

**BOARD POLICY****ASSET MANAGEMENT FOR HOUSING CORPORATION**

Effective Date: September 28, 2018

Approved By: MVHC Board

Policy No. FN-024

PURPOSE

To establish asset management principles and a framework that balances asset performance, risk and the cost that supports the long term provision of affordable housing.

POLICY

Metro Vancouver Housing Corporation (MVHC) provides homes throughout the region for families and individuals with low to moderate incomes. This Policy outlines Metro Vancouver's commitment and methodology to manage housing assets in a manner that minimizes asset failure risks and impact to tenants and optimizes the life cycle value of assets. The *Asset Management Policy* guides MVHC to meet asset performance targets within a specified budget and enable evidence based decision making to continuously provide quality affordable housing.

ASSET MANAGEMENT PRINCIPLES

The following principles guide the methodology for managing MVHC assets:

- a) Integrated: a comprehensive approach that examines the combined implications of managing all aspects of the asset life cycle. This includes interdependencies of assets or asset systems
- b) Risk-based: manage asset risk relative to defined performance targets and asset criticality and focus expenditures and priorities based on risk and associated cost and benefit
- c) Sustainable: a long-term approach to estimating asset investment and activities, which will better enable assets to meet future challenges, including changing demographics, legislative requirements and technological, financial and environmental factors
- d) Fiscally Responsible: ensure activities and decisions are aimed at reducing the life cycle cost of asset ownership, while achieving defined asset performance targets
- e) Systematic: a formal, consistent, repeatable and methodical approach to the management of assets
- f) Innovative: continuous improvement in Asset Management by examining new tools, technologies, practices and solutions

ASSET DATA AND INFORMATION

To measure performance of MVHC assets, MVHC will maintain an Asset Registry with comprehensive and accurate asset data and information. Data will be organized in a structured manner so that it can be stored, analyzed and reported at an adequate level for different business needs. Integrity of the data shall be constantly monitored, updated and maintained to provide accurate asset information.

BOARD POLICY

The MVHC Asset Registry will include at a minimum, the following:

- Asset grouping (e.g. building element)
- Asset location (e.g. site)
- Asset details (e.g. make, model, material, size, install date, expected service life)
- Asset criticality and risk information
- Financial information (e.g. estimated replacement cost)
- Asset condition and/or estimated remaining service life

ASSET PERFORMANCE AND LIKELIHOOD OF FAILURE

MVHC will manage and renew each asset in accordance with clearly defined asset performance metrics and targets.

Performance Criteria	Performance Criteria Definition	Key Performance Indicator (KPI)*	Performance Target*
Condition Rating	Condition of asset below target	Facility Condition Index (FCI) FCI – is an industry standard infrastructure risk metric used to track condition performance of facilities and portfolios.	The performance target for FCI is presented as a percentage in the MVHC Asset Management Plan.
Performance	Asset performing below targeted performance (expected service life)	Asset performance vs Designed Performance	Frequency of work requests generated to maintain asset.

ASSET CRITICALITY & CONSEQUENCE OF FAILURE

Asset criticality is a measure of the asset's relative consequence of failure. It is considered in planning asset replacement, rehabilitation, operations and maintenance strategies as well as alternative risk mitigation strategies (e.g. emergency preparedness and response planning). High criticality asset elements (e.g. parkades, roofing) have the potential for significant impact on services if they fail. Failure of low criticality assets will have low impact on services. As there is less tolerance for asset failure of high criticality assets, they will be monitored more frequently and have higher priority for asset inspection and improvement work than medium or low criticality assets.

The criteria outlined below will be considered and ranked when determining asset criticality (consequence of failure):

Consequence of Failure Criteria (Criticality)	
Health & Safety	Life safety
Site	Site safety and security
Regulatory Requirement	Building code compliance
Occupancy Impact	Impact to tenants or increased vacancy rate
Operational	Increase in O&M cost
Asset Life Cycle	Reduced asset life expectancy

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ASSET RISK AND LIFECYCLE MANAGEMENT STRATEGIES

Managing risks associated to the assets is essential for maintaining expected service levels. Risk is the combination of likelihood and consequence of a failure event occurring.

Key performance indicators and asset performance targets will be monitored to identify the likelihood of failure of an asset. When asset data and information indicates that an asset is failing to meet performance target(s), MVHC staff will identify the relative consequence if the asset fails (asset criticality), assess the risk and identify options to address the risk. Risk mitigation options could include asset replacement, rehabilitation, modified operations and maintenance strategies.

In evaluating different options, economic, social and environmental benefits will be considered for each option. Total asset life cycle costs including capital investment, expenditures related to operations and maintenance of the asset costs will be considered. Where major capital investment is required, MVHC will evaluate potential redevelopment of the site versus rehabilitation to ensure that the best long term solution is considered and achieved prior to major capital investment.

ASSET MANAGEMENT PLANS

MVHC will have an asset management plan to summarize asset performance data and information, including a summary of performance risks. The *Asset Management Plan* will also outline the risk mitigation strategies (including capital investments, operating and maintenance strategies and emergency response strategies).

The *Asset Management Plan* will be updated on a regular schedule (minimum every 5 years).

CONTINUOUS IMPROVEMENT

MVHC will examine, monitor, identify and address asset management improvement opportunities to enhance asset management tools, technologies and business practices.

Staff will be properly trained to support asset management activities from assessing asset condition to renewing assets to improve asset performance.

**BOARD POLICY****ASSET MANAGEMENT FOR LIQUID WASTE SERVICES**

Effective Date: September 28, 2018

Approved By: GVS&DD Board

Policy No. FN-025

PURPOSE

To establish asset management principles and framework to balance asset performance, risk, and cost to deliver liquid waste services.

POLICY

Liquid Waste Services delivers wastewater collection, treatment and drainage services through an extensive and complex portfolio of assets. This Policy outlines Metro Vancouver's commitment and methodology to manage these assets in a manner that minimizes asset failure risks and impact to customers and optimizes the lifecycle value of assets to consistently meet asset performance targets and enable evidence based decision making to continuously provide quality services.

ASSET MANAGEMENT PRINCIPLES

The methodology for managing Liquid Waste Services assets is guided by the following principles:

- a) Integrated: a comprehensive approach that examines the combined implications of managing all aspects of the asset life cycle. This includes interdependencies of assets or asset systems;
- b) Risk-based: manage asset risk relative to defined performance targets and asset criticality and focus expenditures and priorities based on risk and associated cost and benefit;
- c) Sustainable: a long-term approach to estimating asset investment and activities, which will better enable assets to meet future challenges, including changing demographics, legislative requirements and technological, financial and environmental factors;
- d) Fiscally Responsible: ensure activities and decisions aim at reducing the life cycle cost of asset ownership, while achieving defined asset performance targets;
- e) Systematic: a formal, consistent, repeatable and methodical approach to the management of assets; and
- f) Innovative: continuous improvement in Asset Management by examining new tools, technologies, practices and solutions.

ASSET CLASSES

This Policy is applicable to the management of each Liquid Waste Services asset in the following six asset classes:

BOARD POLICY

- Wastewater Treatment Plants
- Sewers
- Pump Stations
- Odour and Corrosion Control Facilities
- Storage Facilities
- Drainage

ASSET DATA AND INFORMATION

To measure performance of Liquid Waste Services assets, Liquid Waste Services will develop and maintain an Asset Registry with comprehensive and accurate asset data and information. Data will be organized in a structured manner so that it can be stored, analyzed and reported at an adequate level for different business needs. Integrity of the data shall be constantly monitored, updated and maintained to provide accurate asset information.

The Liquid Waste Services Asset Registry will include at a minimum, the following:

- Asset grouping (e.g. utility, asset class)
- Asset location (e.g. facility, sub-facility/process)
- Asset details (e.g. make, model, material, size, install date, expected service life)
- Asset identification (e.g. type, number, description)
- Asset criticality and risk information
- Financial information (e.g. acquisition and disposal costs, estimated replacement cost, Operations & Maintenance costs)
- Asset condition and/or estimated remaining service life

ASSET PERFORMANCE AND LIKELIHOOD OF FAILURE

Liquid Waste Services will manage and renew each asset in accordance with clearly defined asset performance metrics and targets. Asset performance information is used as an indicator of an assets' likelihood of failure. Liquid Waste Services asset performance categories, key performance indicators and targets are provided in the table below.

Performance Category	Performance Category Description	Key Performance Indicator (KPI)	Performance Target
Condition	Asset physical condition	Condition Grade (see table below)	<p><i>All assets:</i> Condition is Grade 4 (Poor) or better</p> <p><i>High criticality assets:</i> Condition is Grade 3 (Fair) or better</p>

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Performance Category	Performance Category Description	Key Performance Indicator (KPI)	Performance Target
Maintenance Costs	Cost to maintain the asset (e.g. labour, parts)	Annual asset maintenance costs	Annual asset maintenance cost is less than 20% of replacement cost
Obsolescence	Asset is obsolete; technology is no longer supported and cannot be maintained or replaced	Assets with obsolete technology	No assets with obsolete technology
Functionality	Current functionality of the asset (e.g. capacity, velocity, safety)	Asset functionality vs as-designed functionality	Asset functioning as-designed

Liquid Waste Services will use a 1 to 5 condition grading system in accordance with the table below. When condition information is not available, an age based remaining service life will be used as a proxy for asset condition. Condition information will be stored in the asset register at a level most practical to capture and maintain the condition data. Liquid Waste Services will develop asset specific descriptions based on the table below to enable assignment of 1-5 condition grades for all assets.

Condition Score		Description
1	Very Good	New or Excellent condition, no apparent defects.
2	Good	In good state of repair, some minor defects (e.g. finishes) that do not detract from functionality.
3	Fair	Some non-critical defects are apparent.
4	Poor	Failure possible, some critical defects are apparent and functionality is affected.
5	Very Poor	Failure imminent (within 12 months).

Liquid Waste Services will consider asset vulnerability in assessing likelihood of failure. Vulnerability is the extent to which the asset or grouping of assets can withstand a potential failure and includes factors such as asset redundancy, asset material, soil type and cathodic protection.

ASSET CRITICALITY AND CONSEQUENCE OF FAILURE

Asset criticality is a measure of the asset's relative consequence of failure. It is considered in planning asset replacement, rehabilitation, operations and maintenance strategies as well as alternative risk mitigation strategies (e.g. emergency preparedness and response planning). High criticality assets (e.g. river crossings) have the potential for significant impact on services if they fail. Failure of low criticality assets (e.g. portable sump pump) will have low or no impact on services. As there is less

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tolerance to asset failure for high criticality assets, they will be monitored more frequently and have higher priority for asset inspection and improvement work than medium or low criticality assets. The information outlined in the table below will be considered to determine asset criticality (consequence of failure).

Consequence of Failure Categories (Criticality)	
Worker and Public Safety	Injuries from physical infrastructure failure
Ecological & Public Health	Reportable discharge to water (>200L of sewage), WWTP Operating Certificate, Odour, Biosolids Quality
Social	Loss of use of facility/ property Disruption to land/ marine transportation services
Economic	Asset restoration and supplemental O&M costs Economic impact to third parties and penalties

The following criteria are taken into consideration in assessing the relative consequence of failure:

- Population/ number of people affected
- Type of infrastructure/services affected (e.g. hospital, school, park, highway, rail)
- Location of potential failures (e.g. waterways, land use)

ASSET RISK AND LIFECYCLE MANAGEMENT STRATEGIES

Managing risks to assets is essential to maintaining expected Liquid Waste Services service levels and the core focus of Asset Management. Risk is the combination of likelihood and consequence of a failure event occurring:

$$\text{Risk} = \text{Likelihood} \times \text{Consequence}$$

Key performance indicators and asset performance targets will be monitored to identify the likelihood of failure of an asset. When asset data and information indicates that an asset is failing to meet performance target(s), Liquid Waste Services staff will identify the relative consequence if the asset fails (asset criticality), assess the risk and identify options to address the risk. Risk mitigation options could include asset replacement, rehabilitation, modified operations and maintenance strategies as well as modified emergency preparedness and response planning.

In evaluating different options, economic, social and environmental benefits will be considered for each option. Total asset life cycle costs including capital investment, expenditures related to operations and maintenance of the asset and decommissioning costs will be considered.

Where infrastructure investment is required, Liquid Waste Services will consider opportunities to address other needs or future requirements (e.g. capacity increase, seismic resiliency improvement,

BOARD POLICY

etc.) consistent with integrated infrastructure investment planning and the following service level objectives:

- Eliminate Unauthorized Discharges from the Sewer System
- Minimize Impacts on Human Health and the Environment from Authorized Discharges
- Improve Environmental Stewardship
- Minimize Timeline to recover from a Major Event (including Seismic, Power and Climate Change)

ASSET MANAGEMENT PLANS

Liquid Waste Services will have asset management plans to summarize asset performance data and information, including a summary of performance risks. Asset Management Plans will also outline the risk mitigation strategies (including capital investments, operating and maintenance strategies and emergency response strategies) and short and long term projected costs.

Liquid Waste Services will have 11 facility-level Asset Management Plans as follows:

- Lions Gate WWTP
- Iona Island WWTP
- Lulu Island WWTP
- Annacis Island WWTP
- Northwest Langley WWTP
- North Shore Sewerage Area
- Vancouver Sewerage Area
- Lulu Island Sewerage Area
- Fraser Sewerage Area – North
- Fraser Sewerage Area – South
- Drainage System

Asset Management Plans will be updated on a regular schedule (minimum every 5 years). Information from the facility-level Asset Management Plans will be aggregated and summarized to prepare a departmental *Liquid Waste Services Asset Management Plan*.

CONTINUOUS IMPROVEMENT

Liquid Waste Services will examine, monitor, identify and address asset management improvement opportunities to enhance asset management tools, technologies and business practices.

Staff will be properly trained to support asset management activities from assessing asset condition to renewing assets to improve asset performance. Liquid Waste Services will report on improvement activities related to the Liquid Waste Services Asset Management Program.

**BOARD POLICY****FINANCIAL MANAGEMENT**

Effective Date: October 26, 2018

Approved By: MVRD/GVWD/GVS&DD/MVHC Boards

Policy No. FN-026

PURPOSE

To establish the principles that will guide decision making with respect to funding long term operating and capital expenditures for the Greater Vancouver Water District (GVWD), Greater Vancouver Sewerage and Drainage District (GVS&DD), the Metro Vancouver Regional District (MVRD) and the Metro Vancouver Housing Corporation (MVHC).

DEFINITIONS

“Operating Expenditures” are the costs that are incurred consistently year to year in the delivery of services including labour costs and the day-to-day costs related to staff support, utilities, equipment usage, supplies and the ongoing maintenance of assets and infrastructure, as defined under Generally Accepted Accounting Principles. These are expenditures where the value is realized and charged against revenue in the year incurred;

“Capital Expenditures” are costs that are incurred for expanding, enhancing, upgrading and replacing infrastructure used in the delivery of services as well as the purchase of equipment. These are expenditures where the value is realized for multiple years. These expenditures are treated as assets where the realization of their utilized value is charged to revenues proportionately over their useful life; and

“Debt Amortization” is the term over which a debt obligation will be repaid.

POLICY

As the primary regional service and utility provider for the region, Metro Vancouver is responsible for ensuring that the services it delivers provide value to its member jurisdictions, to its businesses and to its residents. Ensuring this value is achieved for ratepayers over the long term requires an adherence to sound fiscal policies that balance equity, affordability and continuous improvement through responsible fiscal management.

This Policy supports Metro Vancouver’s mandate by establishing sound financial management parameters that will guide the implementation of Metro Vancouver’s long term financial plan for its four Metro Vancouver legal entities.

1. FINANCIAL MANAGEMENT PRINCIPLES

Metro Vancouver’s financial management approach is to balance between two sources of funding for operating and capital expenditures incurred by the legal entities and functions comprising Metro Vancouver:

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- pay-as-you-go funding
- long-term debt funding

The approach of relying on these two sources of funding is consistent with the requirement of maintaining a sound financial position for Metro Vancouver's four legal entities while also ensuring that they are fiscally sustainable in the long term.

The objective is to strike a balance between the ability of ratepayers to 'pay-as-you-go' for operating and capital expenditures and the need to secure long term financing for expenditures with a significant financial burden or that form part of a long term capital infrastructure program. It is critical to ensure that the level of long term borrowing does not exceed accepted fiscal parameters which would result in a greater burden on ratepayers in the long term than the benefit derived by this debt.

To achieve the financial management objectives described above, the following principles are established for all Metro Vancouver functions:

- Funding of ongoing and recurring expenditures directly in the year in which they are incurred;
- Funding from Reserves in accordance with the *Operating, Statutory and Discretionary Reserves Policy*;
- Funding of expenditures matches the realization of the benefit from those expenditures when expenditures are not ongoing or recurring;
- Consistency with legislative requirements;
- Financial flexibility to meet future financial requirements; and
- Mitigation of current and future financial risk.

Fundamental to the application of these principles is to ensure the necessary balance between fiscal sustainability and the financial impact on current and future ratepayers of the region.

a) Pay-As-You-Go Funding

Using pay-as-you-go funding, annual operating and capital expenditures are funded directly through annual revenues from user rates, fees, levies and requisitions or through the application of reserves in accordance with the *Operating, Statutory and Discretionary Reserves Policy*. Prudent financially sustainable funding includes:

- Funding ongoing and recurring expenditures directly in the year in which they are incurred; and
- Matching the funding of expenditures with the realization of the benefit from those expenditures when expenditures are not ongoing or recurring.

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Operating expenditures are, by their nature, generally ongoing and recurring and when they are not, the benefit is realized in the year incurred; therefore, operating expenditures will always be funded on a pay-as-you-go basis.

Where specific reserves exist to fund capital expenditures, capital expenditures should be funded on a pay-as-you-go basis from those Reserves in accordance with the *Operating, Statutory and Discretionary Reserves Policy*. These capital expenditures include MVHC capital replacement, laboratory equipment, Park Land acquisition, Parks infrastructure, Air Quality monitoring equipment, Head Office improvements, computer hardware and fleet vehicles.

Capital expenditures that are not generally funded through Reserves will be funded on a pay-as-you-go basis at a minimum annual level that represents the amount of total capital expenditures incurred consistently from year to year.

b) Long-Term Debt Funding

Long-term debt funding will only be used to fund capital expenditures. More specifically, those capital expenditures not funded from Reserve and in excess of the amount of total capital expenditures incurred consistently from year to year which are funded on a pay-as-you-go-basis.

c) Pay-As-You-Go Vs Long-Term Debt Funding

Funding capital expenditures on a pay-as-you-go basis and avoiding long-term debt funding provides significant benefits to Metro Vancouver. The avoidance of debt eliminates the risk associated with fluctuating interest rates, reduces the overall cost to the organization through the savings of interest payments and provides financial capacity should unforeseen funding needs be required. In addition, the funding of this consistent level of capital expenditures annually provides a measure of generational equality whereby each generation pays their consistent share.

d) Debt Service Level

To achieve pay-as-you-go funding to a level of consistent annual capital expenditures, pay-as-you-go funding will be gradually increased over time such that the amount of annual revenues required to pay for debt service cost does not exceed 40%. This balances the inherent risk associated with borrowing with the financial flexibility needed to meet financial requirements and manage the regions assets in an affordable manner and consistent with the principles of this Policy.

e) Debt Amortization Period

Long-term debenture financing procured by Metro Vancouver will be amortized over 15 years. The shorter amortization term reduces the risk associated with interest rate fluctuations over the term of the debt, reduces the overall cost by reducing the total amount

BOARD POLICY

of interest paid and by retiring the debt sooner, Metro Vancouver has more financial flexibility to absorb new financial requirements.

2. METRO VANCOUVER FINANCING

a) GVWD, GVS&DD and MVRD

Where debt funding is deemed appropriate in accordance with this Policy, financing for GVWD, GVS&DD and MVRD projects will be obtained through long-term debenture financing procured through the Municipal Finance Authority (MFA) which is available twice per year, March and October.

Long-term financing. Long-term debenture financing requires the repayment of the debt obligations through a combination of principal repayments and interest payments. Principal repayments, paid annually, are based on a sinking fund methodology where payments are deposited into an interest earning sinking fund and at the end of the debt term the combination of principal repayments and interest earned is sufficient to retire the outstanding debt obligation. The amount of the principal repayment amount, paid annually, is actuarially determined based in the debt term or amortization and the expected earnings of the sinking fund. Interest, paid semi-annually, is based on the financing terms as determined by the financial markets.

Short-term financing. The capital expenditures incurred between times when long-term financing is available will be funded on a short-term basis either through the MFA or through the usage of internal savings. Short-term financing requires payments to cover interest only. Long-term debt funding will not be procured in advance of incurring capital expenditures unless specifically authorized by the Board.

DCC funding. In the GVS&DD Liquid Waste function, annual debt service costs for long-term debt associated with capital expenditures for infrastructure growth projects are funded using Development Costs Charges in accordance to the *GVS&DD Development Cost Charges Bylaw*.

b) Metro Vancouver Housing Corporation (MVHC)

Capital expenditures for the MVHC are those associated with the development of new affordable housing units. The MVHC maintains a development reserve in order to provide partial funding of development and redevelopment opportunities.

The MVHC development expenditures are funded through a combination of funding from the MVHC Development Reserve applied in accordance with the *Operating, Statutory and Discretionary Reserves Policy*, any funding received from other levels of government and traditional mortgage financing. The level of mortgage financing, either through the Province or Financial Institution, is determined based on the maximum annual mortgage payment amount and amortization period that can be supported by the applicable tenant rental revenue.

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Each development and redevelopment opportunity will be evaluated on its own merits financially in terms of the rental revenue expectations along with the appropriate combination of funding.

**BOARD POLICY****ASSET MANAGEMENT FOR REGIONAL PARKS**

Effective Date: April 26, 2019

Approved By: MVRD Board

Policy No. FN-027

PURPOSE

To establish asset management principles and a framework that balances asset performance, risk, and cost in the provision of Regional Parks Service.

POLICY

Metro Vancouver Regional Parks manages a system of regional parks, regional greenways, ecological conservancy areas, and regional park reserves. Regional Parks' mandate is to protect natural areas and connect people to them; therefore, inherent to this *Asset Management Policy* is the need to systematically protect and monitor both natural and built assets.

This Policy outlines Metro Vancouver's commitment to manage Regional Parks assets in a manner that minimizes asset failure risks and impact to visitors, optimizes the life cycle value of assets to consistently meet asset performance targets, and enables integrated, evidence based decision making, to continuously provide quality regional park services and protect the natural areas.

NATURAL ASSETS

Natural assets, such as forests, wetlands, rivers and estuaries, provide ecosystem services which are the essential benefits that nature provides humans. These services support life, enhance security, and improve quality of life for humans and other organisms.

Natural assets such as wetlands, ponds, and restored forested or riparian areas can also be constructed to improve ecosystem function. Whether they are naturally occurring or they have been constructed, these assets must be operated and maintained. However, if managed appropriately, natural assets do not require replacement.

As the tools and methodologies for quantitatively assessing natural assets evolve, Regional Parks will determine how best to inventory and assess natural assets in order to ensure these assets can be managed in accordance with the principles set out in this Policy.

BUILT ASSETS

Built assets have been constructed/engineered to protect natural assets and enable people to connect to regional parks. For example, buildings, bridges, and trails help in the delivery of regional parks services, and retaining walls and barriers help protect natural assets.

BOARD POLICY

ASSET MANAGEMENT PRINCIPLES

The following principles guide the methodology for managing regional parks assets:

- a) Integrated: a comprehensive approach that examines the combined implications of managing all aspects of the asset life cycle. This includes interdependencies of assets or asset systems.
- b) Risk-based: manage asset risk relative to defined performance targets and consequence of asset failure, and focus expenditures and priorities on risk and associated cost and benefit.
- c) Sustainable: a long-term approach to estimating asset investment and activities, which will better enable assets to meet future challenges, including changing demographics, legislative requirements and technological, financial and environmental factors.
- d) Fiscally Responsible: activities and decisions aim to reduce asset ownership life cycle costs and meet defined asset performance targets.
- e) Systematic: a formal, consistent, repeatable and methodical approach to the management of assets.
- f) Innovative: continuous improvement in asset management by examining new tools, technologies, practices and solutions.

This Policy is applicable to the management of Regional Parks assets. Built asset classes include:

1. Recreational Facilities	6. Utilities
2. Buildings and Structures	7. Roads and Parking Lots
3. Trails	8. Barriers
4. Land Protection	9. Signage
5. Bridges and Boardwalks	10. Park Fixtures

ASSET DATA AND INFORMATION

To measure performance of regional parks built assets, Regional Parks will develop and maintain an asset registry with comprehensive and accurate asset data and information. Data will be organized in a structured manner so that it can be stored, analyzed and reported at an adequate level for different business needs. Integrity of the data shall be monitored, updated and maintained to provide accurate asset information.

The Regional Parks Asset Registry will include at a minimum, the following:

- Asset class
- Asset location (e.g. park, geospatial reference)
- Asset details (e.g. material, size, install / construction date)
- Asset identification (e.g. type, number, description)
- Consequence of asset failure

BOARD POLICY

- Financial information (e.g. estimated replacement cost)
- Asset condition and estimated service life

ASSET PERFORMANCE AND LIKELIHOOD OF FAILURE

Regional Parks will manage each built asset in accordance with clearly defined condition assessment metrics and targets. Condition information is used as an indicator of an assets' likelihood of failure. Regional Parks asset performance categories, key performance indicators, and targets are provided in the table below.

Performance Category	Performance Category Definition	Key Performance Indicator (KPI)	Performance Target
Condition	Condition of assets (excluding buildings)	Condition Score (see table below)	The performance target for condition score is 3 or better.
Condition (buildings)	Condition of building assets	Facility Condition Index (FCI)	The performance target for FCI is a condition score of 4 or better.

For all built asset classes, excluding buildings, Regional Parks will use a 1 to 5 condition scoring system in accordance with the general table below, specifics will vary by asset class. When condition information is not available, an age based remaining service life will be used as a proxy for asset condition. Condition information will be stored in the asset register at a level most practical to capture and maintain the condition data. Regional Parks will develop asset specific descriptions based on the table below to enable assignment of 1 to 5 condition scores for all built assets.

Condition Score		Description
1	Very Good	New or Excellent condition, no apparent defects.
2	Good	Asset is in good state of repair, possible minor defects that do not detract from functionality.
3	Fair	Asset is operational, but non-critical defects are apparent.
4	Poor	Asset requires replacement or major repair, functionality is affected and failure is possible.
5	Critical	Asset is past the point of economic repair, is defective, or non-functional, and should be replaced, repaired, decommissioned, or removed.

For the buildings asset class, Regional Parks will use Facility Condition Index (FCI), which is an industry standard infrastructure risk metric used to track condition performance of facilities and portfolios.

ASSET CRITICALITY AND CONSEQUENCE OF FAILURE

Consequence of asset failure is considered in planning built asset replacement, rehabilitation, decommissioning, removal, operations and maintenance strategies as well as alternative risk mitigation strategies (e.g. emergency preparedness and response planning). High consequence assets

BOARD POLICY

(e.g. buildings, bridges, utilities) have the potential for significant impact on services if they fail. Low consequence assets (e.g. split rail fence) will have low or no impact on services if they fail. As there is less tolerance to asset failure for high consequence assets, they will be monitored more frequently and have higher priority for asset inspection and improvement work than medium or low consequence assets. The information outlined in the table below will be considered to determine asset consequence of failure.

Consequence of Failure Criteria (Criticality)	
Health & Safety	Risk of injuries, illness, or death
Security	Protect site or people from external forces
Service Impact	Reduces Level of Service
Energy & Operational Savings	Impacts on energy use/operations and maintenance costs
Accessibility Opportunity	Appropriate time to improve access/universal design
Regulatory Requirement	Required by provincial or other legislation or regulation
Environmental Risk	Impacts to ecosystems

ASSET RISK AND LIFECYCLE MANAGEMENT STRATEGIES

Managing risks associated to the assets is essential for maintaining expected Regional Parks service levels. Risk is the combination of likelihood and consequence of a failure event occurring:

$$\text{Risk} = \text{Likelihood} \times \text{Consequence}$$

Asset risk will be monitored to ensure that asset performance is within targets. When asset data and information indicates that an asset is failing to meet performance target(s), Regional Parks staff will identify the relative consequence if the asset fails, assess the risk and identify options to address the risk. Risk mitigation options could include asset replacement, rehabilitation, decommissioning, removal, modified operations and maintenance strategies as well as modified emergency preparedness and response planning.

In evaluating different options, economic, social, and environmental benefits will be considered for each option. Total asset life cycle costs including capital investment, expenditures related to operations and maintenance of the asset as determined by Regional Parks Levels of Service and decommissioning costs will also be considered.

Where infrastructure investment is required, Regional Parks will consider opportunities to address other needs or future requirements (e.g. improved capacity, accessibility, environmental stewardship, etc.) consistent with integrated infrastructure investment planning.

LEVEL OF SERVICE

Levels of service describe the standard of service to be delivered to regional parks users based on parameters that reflect social, political, economic and environmental outcomes.

BOARD POLICY

Regional Parks will define and quantify the levels of service within each asset class. These levels of service will be indicators of asset needs and be used for planning, operational resource management and investment decision making.

ASSET MANAGEMENT PLAN

Regional Parks will have an *Asset Management Plan* to summarize asset performance data and information, including a summary of performance risks. The *Asset Management Plan* will be organized by asset class and will outline the risk mitigation strategies, including capital investments, operating and maintenance strategies and emergency response strategies. The *Asset Management Plan* will be updated on a regular schedule at a minimum of every 5 years.

CONTINUOUS IMPROVEMENT

Regional Parks will examine, monitor, identify, and address asset management improvement opportunities to enhance asset management tools, technologies, and business practices. Staff will be properly trained to support asset management activities, from assessing asset condition to renewing assets to improve asset performance.

**BOARD POLICY****ASSET MANAGEMENT FOR WATER SERVICES**

Effective Date: May 24, 2019

Approved By: GVWD Board

Policy No. FN-028

PURPOSE

To establish asset management principles and framework to balance asset performance, risk, and cost to deliver water services.

POLICY

Water Services delivers water storage, treatment and transmission services through an extensive and complex portfolio of natural and built assets.

This Policy outlines Metro Vancouver's commitment and methodology to manage these assets in a manner that minimizes asset failure risks and impact to customers and optimizes the lifecycle value of assets to consistently meet asset performance targets and enable evidence-based decision making to continuously provide quality services.

NATURAL ASSETS

The Water utility's natural assets, comprised of the forests, streams, rivers, and lakes that make up the protected water supply lands, provide ecosystem services which are essential to the region's water supply and the environmental sustainability of the area. Whether naturally occurring, or constructed and enhanced to improve function, these assets must be operated and maintained. If managed appropriately, natural assets do not require replacement.

As the tools and methodologies for quantitatively assessing natural assets evolve, Water Services will determine how best to inventory and assess natural assets in order to ensure they can be managed in accordance with the principles set out in this Policy.

BUILT ASSETS

Built assets such as dams, treatment plants, water mains, pump stations, and reservoirs have been engineered/constructed to store, treat, and deliver water services to our customers.

ASSET MANAGEMENT PRINCIPLES

The methodology for managing Water Services assets is guided by the following principles:

- a) Integrated: a comprehensive approach that examines the combined implications of managing all aspects of the asset life cycle. This includes interdependencies of assets or asset systems
- b) Risk-based: manage asset risk relative to defined performance targets and asset criticality and focus expenditures and priorities based on risk and associated cost and benefit

BOARD POLICY

- c) Sustainable: a long-term approach to estimating asset investment and activities, which will better enable assets to meet future challenges, including changing demographics, legislative requirements and technological, financial, climatic and environmental factors
- d) Fiscally Responsible: ensure activities and decisions aim at reducing the life cycle cost of asset ownership, while achieving defined asset performance targets
- e) Systematic: a formal, consistent, repeatable and methodical approach to the management of assets
- f) Innovative: continuous improvement in Asset Management by examining new tools, technologies, practices and solutions

ASSET CLASSES

This Policy is applicable to the management of each Water Services asset in the following nine asset classes:

- Watersheds
- Dams
- Water Treatment Plants
- Water Mains
- Pump Stations
- Reservoirs
- Rechlorination Stations
- Communications Systems
- Works Yards

ASSET DATA AND INFORMATION

To measure performance of Water Services assets, Water Services will develop and maintain an Asset Registry with comprehensive and accurate asset data and information. Data will be organized in a structured manner so that it can be stored, analyzed and reported at an adequate level for different business needs. Integrity of the data shall be constantly monitored, updated and maintained to provide accurate asset information.

The Water Services Asset Registry will include at a minimum, the following:

- Asset grouping (e.g. utility, asset class)
- Asset location (e.g. facility, sub-facility/process)
- Asset details (e.g. make, model, material, size, install date, expected service life)
- Asset identification (e.g. type, number, description)
- Asset criticality and risk information
- Financial information (e.g. acquisition and disposal costs, estimated replacement cost, Operations & Maintenance costs)
- Asset condition and/or estimated remaining service life

BOARD POLICY

ASSET PERFORMANCE AND LIKELIHOOD OF FAILURE

Water Services will manage and renew each asset in accordance with clearly defined asset performance metrics and targets. Asset performance information is used as an indicator of an assets' likelihood of failure. Water Services asset performance categories, key performance indicators and targets are provided in the table below.

Performance Category	Performance Category Description	Key Performance Indicator (KPI)	Minimum Standard
Condition	Asset physical condition	Condition Score (see table below)	<p><i>All assets:</i> Condition Score is Grade 3 (Fair) to Grade 4 (Poor) or better</p> <p><i>High criticality assets:</i> Condition Score is Grade 2 (Good) to Grade 3 (Fair) or better</p>
Maintenance Costs	Cost to maintain the asset (e.g. labour, parts)	Annual asset maintenance costs	Annual asset maintenance cost is less than 20% of replacement cost
Obsolescence	Asset is obsolete; technology is no longer supported and cannot be maintained or replaced	Assets with obsolete technology	No assets with obsolete technology
Functionality	Current functionality of the asset (e.g. capacity, velocity, safety)	Asset functionality vs as-designed functionality	Asset functioning as-designed

Water Services will use a 1 to 5 condition scoring system in accordance with the table below. When condition information is not available, an age based remaining service life will be used as a proxy for asset condition. Condition information will be stored in the asset register at a level most practical to capture and maintain the condition data. Water Services will develop asset specific descriptions based on the table below to enable assignment of Grade 1-5 condition score for all assets.

Condition Score		Description
Grade 1	Very Good	New or Excellent condition, no apparent defects.
Grade 2	Good	In good state of repair, some minor defects (e.g. finishes) that do not detract from functionality.
Grade 3	Fair	Some non-critical defects are apparent.
Grade 4	Poor	Failure possible, some critical defects are apparent and functionality is affected.

BOARD POLICY

Condition Score		Description
Grade 5	Very Poor	Failure imminent (within 12 months).

Water Services will consider asset vulnerability in assessing likelihood of failure. Vulnerability is the extent to which the asset or grouping of assets can withstand a potential failure and includes factors such as asset redundancy, asset material, soil type and cathodic protection.

ASSET CRITICALITY AND CONSEQUENCE OF FAILURE

Asset criticality is a measure of the asset's relative consequence of failure. It is considered in planning asset replacement, rehabilitation, operations and maintenance strategies as well as alternative risk mitigation strategies (e.g. emergency preparedness and response planning). High criticality assets (e.g. marine crossings) have the potential for significant impact on services if they fail. Failure of low criticality assets (e.g. portable sump pump) will have low or no impact on services. As there is less tolerance to asset failure for high criticality assets, they will be monitored more frequently and have higher priority for asset inspection and improvement work than medium or low criticality assets. The information outlined in the table below will be considered to determine asset criticality (consequence of failure).

Consequence of Failure Category	Consequence of Failure Criteria
Worker and Public Safety	Injuries from physical infrastructure failure
Ecological & Public Health	Negative environmental impact, not meeting GVWD Operating Permit requirements, poor drinking water quality, unacceptable pressure deviation, loss of water service
Social	Water use restrictions, loss of use of facility / property
	Disruption to land / marine transportation services
Economic	Asset restoration and supplemental O&M costs
	Economic impact to third parties
	Economic impact from penalties

The following criteria are taken into consideration in assessing the relative consequence of failure:

- Population/number of people affected
- Type of infrastructure/services affected (e.g. hospital, school, park, highway, rail)
- Location of potential failures (e.g. waterways, land use)

ASSET RISK AND LIFECYCLE MANAGEMENT STRATEGIES

Managing risks to assets is essential to maintaining expected Water Services service levels and the core focus of Asset Management. Risk is the combination of likelihood and consequence of a failure event occurring:

BOARD POLICY

Risk = Likelihood x Consequence

Key performance indicators and asset performance targets will be monitored to identify the likelihood of failure of an asset. When asset data and information indicates that an asset is failing to meet performance target(s), Water Services staff will identify the relative consequence if the asset fails (asset criticality), assess the risk and identify options to address the risk. Risk mitigation options could include asset replacement, rehabilitation, modified operations and maintenance strategies as well as modified emergency preparedness and response planning.

In evaluating different options, economic, social and environmental benefits will be considered for each option. Total asset life cycle costs including capital investment, expenditures related to operations and maintenance of the asset and decommissioning costs will be considered.

Where infrastructure investment is required, Water Services will consider opportunities to address other needs or future requirements (e.g. capacity increase, seismic resiliency improvement, etc.) consistent with integrated infrastructure investment planning and the following service level objectives:

- Maintain Quality of the Drinking Water Delivered
- Maintain Capacity and Reliability of the Water Supply System
- Improve Environmental Stewardship
- Minimize Timeline to recover from a Major Event (including Seismic, Power Interruption and Climate Change)

ASSET MANAGEMENT PLANS

Water Services will have Asset Management Plans to summarize asset performance data and information, including a summary of performance risks. Asset Management Plans will also outline the risk mitigation strategies (including capital investments, operating and maintenance strategies and emergency response strategies) and short and long term projected costs.

Water Services will have 10 facility-level Asset Management Plans as follows:

- Watersheds
- Dams
- Seymour Capilano Filtration Plant (SCFP)
- Coquitlam Water Treatment Plant (CWTP)
- Water Mains
- Pump Stations
- Reservoirs
- Rechlorination Stations
- Communications Systems
- Works Yards

BOARD POLICY

Asset Management Plans will be updated on a regular schedule (minimum every 5 years). Information from the facility-level Asset Management Plans will be aggregated and summarized to prepare a departmental *Water Services Asset Management Plan*.

CONTINUOUS IMPROVEMENT

Water Services will examine, monitor, identify and address asset management improvement opportunities to enhance asset management tools, technologies and business practices.

Staff will be trained to support asset management activities from assessing asset condition to renewing assets to improve asset performance. Water Services will report on improvement activities related to the Water Services Asset Management Program.

**BOARD POLICY****ASSET MANAGEMENT FOR SOLID WASTE SERVICES**

Effective Date: May 24, 2019

Approved By: GVS&DD Board

Policy No. FN-029

PURPOSE

To establish asset management principles and a framework that balance asset performance, risk, and cost that supports the long-term provision of solid waste services.

POLICY

Metro Vancouver is responsible for long term planning and disposal of waste generated by residents and businesses in the region, guided by our vision and mission. This Policy outlines Metro Vancouver's commitment and methodology to manage solid waste assets in a manner that minimizes the risk of asset failure and optimizes the life cycle of assets. The *Asset Management for Solid Waste Services Policy* guides the department to meet asset performance targets within a specified budget and enable evidence based decision making to maintain the long-term efficiency of the solid waste system.

ASSET MANAGEMENT PRINCIPLES

The following principles guide the methodology for managing Solid Waste Services assets:

- a) Integrated: a comprehensive approach that examines the combined implications of managing all aspects of the asset life cycle. This includes interdependencies of assets or asset systems.
- b) Risk-based: manage asset risk relative to defined performance targets and asset criticality and focus expenditures and priorities based on risk and associated cost and benefit.
- c) Sustainable: a long-term approach to estimating asset investment and activities, which will better enable assets to meet future challenges, including changing demographics, legislative requirements and technological, financial and environmental factors.
- d) Fiscally responsible: ensure activities and decisions are aimed at reducing the life cycle cost of asset ownership, while achieving defined asset performance targets.
- e) Systematic: a formal, consistent, repeatable and methodical approach to the management of assets.
- f) Innovative: continuous improvement in asset management by examining new tools, technologies, practices and solutions.

ASSET CLASSES

This Policy is applicable to the management of each Solid Waste Services asset in the following four asset classes:

BOARD POLICY

- Transfer Stations
- Coquitlam Landfill
- Waste-to-Energy Facility
- Weigh Scales

ASSET DATA AND INFORMATION

To measure performance of GVS&DD assets, Solid Waste Services will maintain an asset registry with comprehensive and accurate asset data and information. Data will be organized in a structured manner so that it can be stored, analyzed and reported at an adequate level for different business needs. Integrity of the data shall be constantly monitored, updated and maintained to provide accurate asset information.

The Solid Waste Services asset registry will include at a minimum, the following:

- Asset class
- Asset grouping (e.g., building element)
- Asset location (e.g., site)
- Asset details (e.g., make, model, material, size, install date, expected service life)
- Asset criticality and risk information
- Financial information (e.g., acquisition and disposal costs, estimated replacement cost, operations & maintenance costs)
- Asset condition and/or estimated remaining service life

ASSET PERFORMANCE AND LIKELIHOOD OF FAILURE

Solid Waste Services will manage and renew each asset in accordance with clearly defined asset performance metrics and targets.

Performance Category	Performance Criteria Definition	Key Performance Indicator (KPI)	Performance Target
Condition (individual assets)	Physical Condition of assets (excluding buildings)	Condition score (see table below)	Condition score is 3 (Fair) or better.
Condition (buildings)	Physical Condition of building assets	Facility Condition Index (FCI)	Condition score is equivalent to 4 (Poor) or better as defined in the table below.
Maintenance Costs	Cost to maintain the asset (e.g., labour, parts)	Annual asset maintenance costs	Annual asset maintenance cost <10% of replacement
Obsolescence	Asset is obsolete; technology is no longer supported and cannot be maintained or replaced	Assets with obsolete technology	No assets with obsolete technology that cannot be maintained or replaced
Functionality	Current functionality of the asset (e.g., capacity, velocity, safety)	Asset functionality vs as-designed functionality	Asset functioning as designed

BOARD POLICY

For all individual assets, excluding buildings, Solid Waste Services will use a 1 to 5 condition scoring system in accordance with the general table below. When condition information is not available, an age-based remaining service life will be used as a proxy for asset condition.

Condition Score		Description
1	Very Good	New or excellent condition, no apparent defects.
2	Good	Asset is in good state of repair, possible minor defects that do not detract from functionality.
3	Fair	Asset is operational, but non-critical defects are apparent.
4	Poor	Asset requires replacement or major repair, functionality is affected and failure is possible.
5	Critical	Asset is past the point of economic repair, is defective, or non-functional, and should be replaced, repaired, decommissioned, or removed.

ASSET CRITICALITY AND CONSEQUENCE OF FAILURE

Asset criticality is a measure of the asset's relative consequence of failure. It is considered in planning asset replacement, rehabilitation, operations and maintenance strategies as well as alternative risk mitigation strategies (e.g., emergency preparedness and response planning). High criticality asset elements (e.g., compactors, roofing) have the potential for significant impact on services if they fail. Failure of low criticality assets will have low impact on services. As there is less tolerance for asset failure of high criticality assets, they will be monitored more frequently and have higher priority for asset inspection and improvement work than medium or low criticality assets.

The criteria outlined below will be considered when determining asset criticality:

Consequences of Failure Criteria (Criticality)	
Worker and Public Safety	Injuries from infrastructure failure
Ecological & Public Health	Waste-to-Energy Facility Operational Certificate compliance, reportable discharges, waste handling capability
Social	Disruption to solid waste services
	Availability of recycling services
	Facility noise and odour
Economic	Incremental operating and maintenance costs
	Economic impact to third parties and penalties

ASSET RISK AND LIFECYCLE MANAGEMENT STRATEGIES

Managing risks associated to the assets is essential for maintaining expected service levels. Risk is the combination of likelihood and consequence of a failure event occurring.

BOARD POLICY

Risk = Likelihood x Consequence

Key performance indicators and asset performance targets will be monitored to identify the likelihood of failure of an asset. When asset data and information indicates that an asset is failing to meet performance target(s), Solid Waste Services staff will identify the relative consequence if the asset fails (asset criticality), assess the risk and identify options to address the risk. Risk mitigation options could include asset replacement, rehabilitation, modified operations and maintenance strategies.

In evaluating different options, economic, social and environmental benefits will be considered. Total asset life cycle costs including capital investment and expenditures related to operations and maintenance of the asset will be considered. Where major capital investment is required, Solid Waste Services will evaluate opportunities to address other needs or future requirements (e.g., capacity increase, seismic resiliency, new diversion initiatives) to ensure that the best long-term solution is considered and achieved prior to major capital investment.

ASSET MANAGEMENT PLANS

Solid Waste Services will have Asset Management Plans to summarize asset performance data and information, including a summary of performance risks. The Asset Management Plans will be organized by facility and asset class and will outline the risk mitigation strategies, including capital investments, operating and maintenance strategies and emergency response strategies.

Solid Waste Services will have four program level Asset Management Plans as follows:

- Transfer Stations
- Coquitlam Landfill
- Waste-to-Energy Facility
- Weigh Scales

Asset Management Plans will be updated on a regular schedule, at a minimum every 5 years. Information from the program level Asset Management Plans will be aggregated and summarized to prepare a departmental *Solid Waste Services Asset Management Plan*.

CONTINUOUS IMPROVEMENT

Solid Waste Services will examine, monitor, identify and address asset management improvement opportunities to enhance asset management tools, technologies and business practices. Staff will be properly trained to support asset management activities from assessing asset condition to renewing assets to improve asset performance.

**BOARD POLICY****ASSET MANAGEMENT FOR CORPORATE FACILITIES AND EQUIPMENT**

Effective Date: June 28, 2019

Approved By: MVRD Board

Policy No. FN-030

PURPOSE

To establish asset management principles and a framework that balances asset performance, risk and the cost to operate and maintain cross departmental capital assets not covered under a separate *Asset Management Policy*.

POLICY

Metro Vancouver operates and maintains structures and equipment which are used by multiple departments in providing services to the region.

This Policy outlines Metro Vancouver's commitment and methodology to manage these facilities and equipment in a manner that minimizes asset failure risks and impact to staff and tenants and optimizes the life cycle value of assets to consistently meet asset performance targets and enable integrated, evidence-based decision making to continuously provide quality services.

ASSET MANAGEMENT PRINCIPLES

The methodology for managing capital assets supported by this Policy is guided by the following principles:

- a) Integrated: a comprehensive approach that examines the combined implications of managing all aspects of the asset life cycle. This includes interdependencies of assets or asset systems.
- b) Risk-based: manage asset risk relative to defined performance targets and asset criticality and focus expenditures and priorities based on risk and associated cost and benefit.
- c) Sustainable: a long-term approach to estimating asset investment and activities, which will better enable assets to meet future challenges, including changing demographics, legislative requirements and technological, financial and environmental factors.
- d) Fiscally responsible: ensure activities and decisions are aimed at reducing the life cycle cost of asset ownership, while achieving defined asset performance targets.
- e) Systematic: a formal, consistent, repeatable and methodical approach to the management of assets.
- f) Innovative: continuous improvement in Asset Management by examining new tools, technologies, practices and solutions.

BOARD POLICY

ASSET CLASSES

This Policy is applicable to the management of assets which are used by multiple departments and other departmental assets not covered under a separate *Asset Management Policy*. Asset classes include:

1. Head Office Building and supporting systems
2. Lake City Operations Centre and supporting systems
3. Corporate Fleet and Equipment
4. IT Equipment
5. Air Quality Monitoring Equipment
6. Air Quality Monitoring Station Buildings and supporting systems
7. Other corporate assets

ASSET DATA AND INFORMATION

To measure performance of assets supported by this Policy, we will maintain an asset and equipment registry with comprehensive and accurate asset data and information. Data will be organized in a structured manner so that it can be stored, analyzed and reported at an adequate level for different business needs. Integrity of the data shall be constantly monitored, updated and maintained to provide accurate asset information.

The Asset Registry will include at a minimum, the following:

- Asset and Major Equipment groupings (e.g. major building elements/systems: boiler, elevator, curtain wall, Air Quality Trailers, etc.)
- Asset and Major Equipment details (e.g. serial number, vehicle identification number description, grouping, expected service life)
- Asset and Major Equipment criticality and risk information
- Financial information (e.g. estimated replacement cost)
- Condition assessment (state of good repair) and/or estimated remaining service life

ASSET PERFORMANCE AND LIKELIHOOD OF FAILURE

Departments responsible for assets covered by this Policy will manage and renew each asset element in accordance with clearly defined asset performance metrics and targets.

Performance Criteria	Performance Criteria Definition	Key Performance Indicator (KPI)	Performance Target
Condition	Condition of asset/component	Asset Condition Assessment	The performance target for the Equipment Condition Assessment is all assets and critical components to be ranked as 'good'
Reliability	Asset performing below targeted performance	Asset performance vs Designed Performance	Frequency of work requests generated to maintain asset.

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Performance Criteria	Performance Criteria Definition	Key Performance Indicator (KPI)	Performance Target
Obsolescence	Asset is obsolete; technology is no longer supported and cannot be maintained or replaced	Asset with obsolete technology	Obsolete assets replaced when they are no longer functional
Functionality	Current functionality of the asset	Asset functionality vs as-designed functionality	Asset functioning as designed

Departments responsible for assets covered by this Policy will use a condition grading system in accordance with the table below. Condition information will be stored in an Equipment Registry based on system groupings or individual components to capture and maintain the condition data. Staff will develop equipment specific descriptions based on the table below to enable assignment of condition grades for applicable assets and asset subcomponents.

Condition Score	Description
1 Good	In good state of repair, normal operations.
2 Fair	Defects are apparent service/replacement is planned.
3 Poor	Failure likely, service/replacement is required.

ASSET CRITICALITY AND CONSEQUENCE OF FAILURE

Asset criticality is a measure of the asset's relative consequence of failure. It is considered in planning asset replacement, rehabilitation, operations and maintenance strategies as well as alternative risk mitigation strategies (e.g. emergency preparedness and response planning). High criticality asset elements (i.e. parkades, elevators, construction and other heavy equipment) have the potential for significant impact on services. Protection from failure of critical assets is managed through a process of redundancy and backups. Failure of low criticality assets (i.e. individual light fixtures, air monitoring stations, pool cars, etc.) will have low impact on services. However, if multiple low critical assets fail, and redundancy is lost they can become critical (e.g. all of the fan coils on a floor fail). As there is less tolerance for asset failure of high criticality assets, they will be monitored more frequently and have higher priority for asset inspection and improvement work than medium or low criticality assets.

The criteria outlined below will be considered and ranked when determining asset criticality (consequence of failure):

Consequence of Failure Criteria (Criticality)	
Health & Safety	Life safety
Regulatory Requirement	Building code compliance, equipment/vehicle standards (vehicle insurability)
Occupancy/Service Impact	Impact to staff, operations, visitors and tenants, interruption of air monitoring service
Asset Life Cycle	Reduced asset life expectancy

BOARD POLICY

ASSET RISK AND LIFECYCLE MANAGEMENT STRATEGIES

Managing risks associated to the assets is essential for maintaining expected service levels. Risk is the combination of likelihood and consequence of a failure event occurring.

Key performance indicators and asset performance targets will be monitored to identify the likelihood of failure of an asset. When asset data and information indicates that an asset is failing to meet performance target(s), staff will identify the relative consequence if the asset fails (asset criticality), assess the risk and identify options to address the risk. Risk mitigation options could include asset replacement, rehabilitation, modified operations and maintenance strategies.

In evaluating different options, economic, social and environmental benefits will be considered for each option. Total asset life cycle costs including capital investment, expenditures related to operations and maintenance of the asset costs will be considered.

ASSET MANAGEMENT PLANS

Departments responsible for assets covered by this Policy will have an *Asset Management Plan* to summarize asset performance data and information, including a summary of performance risks. The *Asset Management Plan* will be organized by asset class and will outline the risk mitigation strategies, including capital investments, operating and maintenance strategies.

The *Asset Management Plan* will be updated on a regular schedule at a minimum of every 5 years.

CONTINUOUS IMPROVEMENT

All Departments affected by this Policy will examine, monitor, identify and address asset management improvement opportunities to enhance asset management tools, technologies and business practices.

**BOARD POLICY****PROCUREMENT AND ASSET DISPOSAL AUTHORITY POLICY**

Effective Date: June 1, 2024

Approved By: MVRD/GVWD/GVS&DD/MVHC Boards

Policy No. FN-031**PURPOSE****1.1** This Policy:

- a) applies to the Metro Vancouver Regional District ("MVRD"), the Greater Vancouver Water District ("GVWD"), the Greater Vancouver Sewerage and Drainage District ("GVS&DD"), and the Metro Vancouver Housing Corporation ("MVHC") in the performance of their respective duties and responsibilities when engaging in the procurement of Goods, Services and Construction;
- b) outlines the requirements for the procurement of Goods, Services and Construction, as well as the Disposition of Surplus Assets, Obsolete Assets, and Salvage Assets, to achieve overall Best Value for Metro Vancouver; and
- c) outlines certain fundamental principles that Metro Vancouver considers applicable to public procurement.

POLICY GOALS**2.1** The goals of this Policy are as follows:

- a) to achieve an open, transparent, non-discriminatory and competitive process for the procurement of Goods, Services and Construction that provides Best Value for Metro Vancouver and applies leading practices, risk mitigation strategies and strong financial controls to the procurement process;
- b) to ensure compliance with Metro Vancouver's bylaws, its Board and Corporate Policies, the interprovincial, national and international trade agreements that are binding on Metro Vancouver, and all other provincial and federal laws and regulations that apply to the procurement of Goods, Services and Construction;
- c) to achieve a transparent, non-discriminatory, efficient and effective process for the Disposition of Surplus Assets, Obsolete Assets, and Salvage Assets that provides Best Value for Metro Vancouver and minimizes environmental impacts; and
- d) to optimize Best Value by ensuring that Metro Vancouver utilizes the Procurement Division of the Procurement and Real Estate Services Department ("PRS") to conduct all

BOARD POLICY

Calls and to oversee the Disposition of Surplus Assets, Obsolete Assets, and Salvage Assets.

DELEGATION OF AUTHORITY

3.1 The following instruments, this Policy and the *Corporate Procurement Policy* provide the delegated authority for Metro Vancouver staff to enter into Contracts for or on behalf of Metro Vancouver:

Metro Vancouver Entity	Delegation Instrument
MVRD	<i>Officers and Delegation Bylaw No. 1208, 2014</i>
GVWD	<i>Officers and Delegation Bylaw No. 247, 2014</i>
GVS&DD	<i>Officers and Delegation Bylaw No. 284, 2014</i>
MVHC	By Resolution

3.2 Nothing in this Policy delegates authority to non-Metro Vancouver staff to approve, Award, execute or enter into Contracts for or on behalf of Metro Vancouver.

POLICY ADMINISTRATION

4.1 The Procurement Division of PRS, overseen by the Director, Procurement, is the owner and administrator of this Policy. Except where separately authorized by a Department Head, the Corporate Solicitor, the CAO, or the Board, all procurement of Goods, Services and Construction and all Dispositions of Surplus Assets, Obsolete Assets, and Salvage Assets are to be administered by the Procurement Division of PRS.

TRANSACTIONS NOT SUBJECT TO THIS POLICY

5.1 The following Contracts and types of transactions are not covered by this Policy (but may be governed by other Board or Corporate Policies or Metro Vancouver bylaws):

- a) the purchase of regulated tariffed services (e.g. electricity, transmission portion of natural gas, cable, tariff portion of non-wireless telecommunications services);
- b) financial grants from other governmental authorities to Metro Vancouver;
- c) financial grants from Metro Vancouver to non-profit organizations as authorized by the Board;
- d) tax rebates;
- e) the procurement of Goods or Services from other governmental authorities;

BOARD POLICY

- f) Real Estate transactions as governed by the *Real Estate Authority Policy* (No. FN-032) and the *Delegation of Real Estate Authority Policy* (No. FN-033), including the acquisition, disposition, use or management of Real Estate;
- g) sponsorships as governed by the *Sponsorship Policy* (No. FN-008); and
- h) the retention of external legal counsel and related experts (such as expert witnesses) as governed by the *Legal Services Policy* (No. GV-029).

DEFINITIONS AND INTERPRETATION

6.1 Capitalized terms used in this Policy are defined as follows:

“Administrative Amendment” means any change to a Contract that is not a Contract Amendment or a Change Order;

“Approved Budget” means the authorized budget (including any contingency amounts) for the capital project or operating program under which the applicable Goods, Services or Construction will be procured pursuant to this Policy and the *Corporate Procurement Policy*, that is approved for expenditure in accordance with the Board-approved budget;

“Assets” means any items which are considered to have Economic Value to Metro Vancouver, but excluding Real Estate;

“Award” or **“Awarded”** means the decision by Metro Vancouver to enter into a Contract in accordance with this Policy;

“Best Value” means the optimal combination of Technical Value, Economic Value, Environmental Value and Social Value, as determined in accordance with the specific criteria and weighting for each criterion established by Metro Vancouver for the applicable procurement. For Dispositions of Assets, “Best Value” means the optimal combination of Economic Value and Environmental Value;

“Bid” means, in response to a Call, either: (i) a legally binding tender or quotation which upon written acceptance by Metro Vancouver, automatically creates a Contract; (ii) a non-binding quotation or proposal which forms the basis of a negotiated Contract; or (iii) any non-binding pre-qualification submission, expression of interest, or request for information which may form the basis of a subsequent Call;

“Bidder” means any legal entity submitting a Bid in response to a Call;

“Board” means, collectively, the MVRD Board of Directors, the GVWD Board of Directors, the GVS&DD Board of Directors, and the MVHC Board of Directors, or any one of them, as the

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context requires. For the procurement of Goods, Services or Construction, “Board” means the Board of Directors of the Metro Vancouver entity undertaking the procurement;

“Call” means a request or invitation by Metro Vancouver for a Bid, including but not limited to requests for proposal, requests for expressions of interest, invitations to tender, invitations to quote, and invitations to offer;

“CAO” means the person appointed from time to time as the Chief Administrative Officer or Commissioner, as the context requires;

“CFO” means the person appointed from time to time as the Chief Financial Officer;

“Change Order” means any change to the scope, specifications, schedule or Total Price of a Construction Contract and in a manner consistent with the original intent of the Construction Contract;

“Commitment Authority” means the authority to Award a Contract, including an Administrative Amendment, Contract Amendment or Change Order, as the context requires, in accordance with this Policy and the *Corporate Procurement Policy* or as the applicable Board otherwise directs;

“Construction” means the building, erection, installation, repair, addition, renovation, protection, restoration, demolition, deconstruction, decommissioning, or removal of all things, including but not limited to buildings, improvements and other facilities, pipes, roads, reservoirs, tanks, land filling, excavation, landscaping, water and sewerage treatment facilities, pump stations, dams, intake and outfall facilities, dredging, and the related supply of Goods, Services and/or leased equipment;

“Construction Contract” means a contract for Construction;

“Contract” means a Construction Contract or a Contract for Goods and Services, as the context requires. For greater certainty, a Contract includes documents that create or modify, or may create or modify, legal rights and obligations of the parties to the Contract, including but not limited to any: (i) purchase order; (ii) work order; (iii) Change Order; (iv) memorandum of understanding, letter of understanding, letter of intent, or similar; (v) standing offer; (vi) supply arrangement; (vii) notice or other communication to a prospective supplier prior to a Contract, including a notice to award, conditional notice to award, notice or permission to proceed or start work prior to Award or Contract; (viii) assignment or consent to assignment of a Contract; (ix) security for performance of a Contract such as a letter of credit, bond, insurance, deposit, security interest, and other financial instruments; (x) Contract Amendment; or (xi) Administrative Amendment;

BOARD POLICY

“Contract Amendment” means any change to the scope, specifications, schedule or Total Price of a Contract for Goods and Services and in a manner consistent with the original intent of the Contract for Goods and Services;

“Contract for Goods and Services” means a contract for the supply (by way of sale, conditional sale, lease or otherwise) of Goods and/or Services;

“Contracting Authority” means the authority to execute and deliver a Contract, including an Administrative Amendment, Contract Amendment or Change Order, as the context requires, in accordance with this Policy and the *Corporate Procurement Policy* or as the applicable Board otherwise directs;

“Co-operative Procurement” means the procurement of Goods, Services or Construction in cooperation with other governmental authorities;

“Corporate Procurement Policy” means the *Delegation of Procurement Authority Policy* (No. FN-034) as amended or replaced by the CAO from time to time;

“Corporate Solicitor” means the person appointed from time to time as the Corporate Solicitor;

“Department Head” means the following Metro Vancouver officials, as the context requires: (i) a General Manager; (ii) a Deputy CAO; or (iii) a Deputy General Manager;

“Deputy CAO” means the person(s) appointed from time to time as the Deputy Chief Administrative Officer;

“Deputy General Manager” means the person appointed from time to time as the Deputy General Manager of the applicable Metro Vancouver department;

“Direct Award” or **“Direct Awarded”** means the Award of a Contract without issuing a Call;

“Director, Procurement” means the person appointed from time to time as the Director, Procurement;

“Dispose” or **“Disposition”** means to transfer by any method, including to assign, give, sell, grant, charge, convey, lease, divest, dedicate, release, exchange, or alienate, and to agree to do any of those things;

“Economic Life” means the period of time during which Assets may be put towards profitable use in a business, which period is generally shorter than physical life as Assets may become obsolete or too costly to maintain before they are worn out;

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“Economic Value” means the financial costs and benefits to Metro Vancouver of Goods, Services and Construction during their acquisition, use and end-of-life phases (i.e. lifecycle costs) including factors such as transportation emissions, training, economic development impacts, energy consumption, disposal and other related costs. For Dispositions of Assets, “Economic Value” means the ability to convert an Asset into cash;

“Environmental Value” means the ability to protect and enhance the climate, ecology and natural resources for future generations through approaches that reduce carbon dependency, enhance energy resilience, conserve energy and resources, and reduce waste and toxins;

“First Nation Entity” means any business arrangement in which First Nation individuals and/or First Nation communities have an ownership or other interest, and includes a business entity identified by a First Nation community as its designated business partner;

“First Nation Lands” means Indian Reserves or Treaty Lands;

“First Nation Traditional Territory” means the geographic area identified by a First Nation to be the area of land which they and/or their ancestors traditionally occupied or used;

“General Manager” means a member of the Metro Vancouver Corporate Planning Committee (CPC);

“General Manager, PRS” means the person appointed from time to time as the General Manager, PRS;

“Goods” means material, supplies, equipment and other tangible or intangible property, whether or not existing at the time of the Contract, but excluding Real Estate;

“GVS&DD” has the meaning set out in Section 1.1(a);

“GVWD” has the meaning set out in Section 1.1(a);

“Mandatory Conditions” has the meaning set out in Section 7.1;

“Maximum Contract Term” means the maximum term of a Contract (including all options to extend or rights of renewal) as prescribed by this Policy;

“Metro Vancouver” means, collectively, MVRD, GVWD, GVS&DD, and MVHC, or any one of them, as the context requires;

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“Multi-Phase Contract” means a Construction Contract where Services are provided in phases, with progression (if any) from the initial to further phases being determined by project requirements;

“MVMC” has the meaning set out in Section 1.1(a);

“MVRD” has the meaning set out in Section 1.1(a);

“Obsolete Assets” means tangible Assets which are at the end of their Economic Life and cannot be used by Metro Vancouver;

“PRS” has the meaning set out in Section 2.1(d);

“Real Estate” means land with or without improvements affixed to the land, any interest in land, air, or water (including any right, title or estate in it of any tenure), or any right to occupy or use land, air, or water;

“Revenue-Generating Contract” means any Contract which requires or contemplates revenues derived from the Contract to be paid to Metro Vancouver;

“Salvage Assets” means any recovered or reclaimed Assets, which may include but are not limited to scrap metal from steel pipe, stainless steel, insulated wire, copper, brass, aluminum, and tin;

“Services” means services that are not provided or performed by Metro Vancouver staff;

“Social Value” means the ability to cultivate and sustain vibrant, creative, safe, affordable and caring communities for the wide diversity of individuals and families to live in, work in and visit the Metro Vancouver region and beyond;

“Solicitation” means the process of communicating a Call to prospective Bidders;

“Surplus Assets” means tangible Assets which are no longer needed and cannot be used by Metro Vancouver, which may include but are not limited to office furniture and equipment, computers, audio-visual equipment, marine and industrial equipment, lab equipment, Construction tools and equipment, and corporate vehicles;

“Technical Value” means the ability to meet all business requirements, including but not limited to specifications, delivery model, timelines, personnel, Contract terms and conditions, user expectations, Goods and Services requirements, and transition requirements;

BOARD POLICY

“Total Price” means the total price payable for all Goods, Services and/or Construction under a Contract over the entire term of the Contract, as of the effective date of the Contract, excluding sales or other taxes payable, but which may include, at the discretion of the applicable Metro Vancouver staff member(s) having Commitment Authority, (i) the value of options to purchase additional Goods, Services and/or Construction during the term, and (ii) the value of Goods, Services and/or Construction for any renewed optional Contract term. For Revenue-Generating Contracts, “Total Price” means the anticipated gross revenue to be received by Metro Vancouver over the entire term of the Contract. For Multi-Phase Contracts, “Total Price” means the anticipated total price payable for the Services to be provided over all phases, excluding sales or other taxes payable. For Dispositions of Assets, “Total Price” means the total price originally paid by Metro Vancouver for the Asset; and

“Unsolicited Proposals” means proposals received by Metro Vancouver independently of a Call and which are typically submitted by third parties wishing to sell certain Goods, Services or Construction to Metro Vancouver.

- 6.2 All references in this Policy to an employee, official, officer, or other representative of Metro Vancouver are deemed to include any designate, deputy, or anyone else authorized in writing by such employee, official, officer, or other representative (or by Board resolution) to act in that person’s position. For purposes of this Policy, any supervisor of an employee, official, officer, or other representative of Metro Vancouver is deemed to have the same authority as that person’s position.
- 6.3 Where the title or name of any position, division, or department is changed following the adoption of this Policy as a result of a reorganization of Metro Vancouver’s functions or for any other reason, the CAO will have the authority to amend this Policy to reflect such change, provided that the Board is duly informed within a reasonable time of any such amendment.

MANDATORY CONDITIONS FOR COMPLETING A PROCUREMENT

- 7.1 Metro Vancouver staff are not authorized to procure any Goods, Services or Construction under any Contract, including Contract Amendments and Change Orders, for or on behalf of Metro Vancouver unless the following conditions are satisfied (the “**Mandatory Conditions**”):
 - a) Approved Budget is in place for the procurement;
 - b) the procurement has been authorized by the Board or the Metro Vancouver staff member(s) having Commitment Authority and Contracting Authority for the applicable Contract; and
 - c) the procurement is required to support the short-term or long-term plans, priorities or ongoing operations of Metro Vancouver as set out in the Board Strategic Plan.

BOARD POLICY

COMPETITION AND COMPETITIVE BIDDING

- 8.1 Except where expressly authorized by this Policy or the Board having jurisdiction, Metro Vancouver will procure all Goods, Services and Construction through an open, public, competitive Call.
- 8.2 The type of competition required for Metro Vancouver procurement is based on the dollar value and nature of the specific Goods, Services or Construction, ensuring the cost and time associated with using a competitive process is proportionate to the benefit received.
- 8.3 No public Call will be required for:
 - a) Contracts for Goods and Services that are expected to have a Total Price of up to \$75,000; and
 - b) Construction Contracts that are expected to have a Total Price of up to \$200,000.

The Director, Procurement will endeavor to obtain a minimum of three (3) Bids for the foregoing Contracts.

- 8.4 The Director, Procurement will procure through a public Call:
 - a) Contracts for Goods and Services that are expected to have a Total Price of greater than \$75,000; and
 - b) Construction Contracts that are expected to have a Total Price of greater than \$200,000.

Solicitation for the foregoing Contracts will be by way of posting the Call particulars through an electronic bidding system accessible to the general public. In addition to posting through the electronic means, local, regional, national, or international advertising may be carried out at the discretion of the Director, Procurement.

- 8.5 All Unsolicited Proposals will be under the purview of the Director, Procurement.

COMMITMENT AUTHORITY AND CONTRACTING AUTHORITY

- 9.1 Subject to the terms of this Policy, any statutory requirements, and Metro Vancouver bylaws, the CAO has Commitment Authority and Contracting Authority for:
 - a) any Contract having a Total Price of up to \$10,000,000; and
 - b) any subsequent Contract Amendments or Change Orders which do not, when combined with the Total Price of the Contract, exceed the Approved Budget at the time of the Contract Amendment or Change Order.

BOARD POLICY

The CAO has the authority to further sub-delegate all such Commitment Authority and Contracting Authority to designated Metro Vancouver staff members as set out from time to time in the *Corporate Procurement Policy*.

9.2 For any Contract having a Total Price of greater than \$10,000,000:

- a) only the Board having jurisdiction has Commitment Authority;
- b) Contracting Authority will be determined by the applicable Board in its sole discretion; and
- c) subject to the terms of this Policy, any statutory requirements, and Metro Vancouver bylaws, the CAO has Commitment Authority and Contracting Authority for any subsequent Contract Amendments or Change Orders which do not, when combined with the Total Price of the Contract, exceed the Approved Budget at the time of the Contract Amendment or Change Order.

The CAO has the authority to further sub-delegate the Commitment Authority and Contracting Authority under Section 9.2(c) to designated Metro Vancouver staff members as set out from time to time in the *Corporate Procurement Policy*.

9.3 In addition, all Contract Amendments and Change Orders will be subject to:

- a) any Contract Amendment and Change Order approval process established by the CFO from time to time; and
- b) confirmation by the Director, Procurement that the Contract Amendment or Change Order falls within the existing scope of work of the Contract or applicable Call.

9.4 Procuring Goods, Services or Construction through a broker or other intermediary or splitting procurement transactions into multiple increments to circumvent this Policy, the *Corporate Procurement Policy*, or any Commitment Authority or Contracting Authority threshold is not permitted.

9.5 The CAO has Commitment Authority and Contracting Authority for any Administrative Amendment. The CAO has the authority to further sub-delegate such Commitment Authority and Contracting Authority to designated Metro Vancouver staff members as set out from time to time in the *Corporate Procurement Policy*.

BOARD POLICY**GENERAL EXCEPTIONS TO COMPETITIVE BIDDING – PERMITTED DIRECT AWARD**

10.1 Notwithstanding Section 8.1, an open, public, competitive Call is not required and a Direct Award is permitted if:

- a) the Total Price of the Contract does not exceed \$25,000;
- b) the Director, Procurement and the applicable Department Head have determined that Goods, Services or Construction are urgently required and reasonably necessary to protect life/health (human, animal or plant) or property and any delay would be injurious to the public interest; provided that, in the event of any disagreement between the Director, Procurement and the applicable Department Head, the CAO will make the final determination;
- c) there is a single-supplier or other exigent circumstances which preclude an open, public, competitive Call and the following conditions are satisfied:
 - i. the Director, Procurement has determined that the contemplated Direct Award will provide Best Value for Metro Vancouver;
 - ii. in the case of a Contract for Goods and Services having a Total Price of greater than \$75,000 or a Construction Contract having a Total Price of greater than \$200,000, the Director, Procurement has publicly posted a Notice of Intent to Contract for ten (10) business days;
 - iii. if applicable, no complaints or concerns have been lodged in response to the Notice of Intent to Contract, or if any complaints or concerns have been communicated, the applicable Department Head and the Director, Procurement have reviewed the same and have authorized the Direct Award to proceed; and
 - iv. the Contract is Awarded and executed in accordance with the Commitment Authority and Contracting Authority requirements set out in this Policy or the *Corporate Procurement Policy*, as applicable;
- d) the Contract is for archaeological work pursuant to Section 11.2;
- e) subject to the Total Price threshold set out in Section 9.1(a), the CAO at their discretion has determined that the Direct Award would be in the public interest and has authorized the same;
- f) the Board at their discretion has determined that the Direct Award would be in the public interest and has authorized the same; or

BOARD POLICY

- g) the Director, Procurement has authorized participation in a Co-operative Procurement process.

FIRST NATION ENTITIES PARTICIPATION

11.1 Where a Metro Vancouver project or activity is located on or in proximity to First Nation Lands, the procurement process may include one or more of the following:

- a) unbundle large procurement competitions so that First Nation Entities can participate in the procurement process; or
- b) include provisions in the procurement documents that give preference to a First Nation Entity, or a Bidder that sub-contracts a portion of the work to a First Nation Entity.

11.2 Where a Metro Vancouver project or activity is located within a First Nation Traditional Territory and archaeological work is required, the procurement process will seek the First Nation's input and recommendations for qualified archaeological consultants:

- a) if only one recommendation is received, Metro Vancouver may unbundle all or a portion of the archaeological work and may Direct Award, under the provisions of Section 10.1, the unbundled portion to the recommended consultant; or
- b) if more than one recommendation is received, Metro Vancouver may unbundle all or a portion of the archaeological work and undertake a procurement competition in accordance with this Policy.

SUSTAINABLE, SOCIAL AND ETHICAL PROCUREMENT

12.1 Sustainable, social and ethical procurement aligns with Metro Vancouver's long term priorities and commitments to sustainability, equity and regional prosperity as set out in the Board Strategic Plan. Metro Vancouver is committed to optimizing social and environmental benefits to the region in accordance with Best Value requirements throughout its procurement processes.

12.2 Metro Vancouver intends to recognize excellence, leadership and innovation in sustainability, environmental stewardship, equity and fair labour practices within the supplier selection process. Metro Vancouver will undertake to do so in accordance with any sustainable, social and/or ethical procurement policies and procedures that are in effect from time to time.

MAXIMUM CONTRACT TERM

13.1 Subject to any statutory requirements, the Director, Procurement in consultation with the applicable Department Head will set the Maximum Contract Term for a Call. For proposed Maximum Contract Terms of ten (10) years or greater, such terms will be subject to the approval of the CAO in addition to compliance with any statutory requirements.

BOARD POLICY

CONTRACT EXTENSIONS

14.1 Contracts may only be extended past the Maximum Contract Term where one of the following conditions are met:

- a) the extension is a permitted Direct Award in accordance with Section 10.1; or
- b) there is (or is about to be) a new Call for the Goods, Services or Construction and the Director, Procurement and applicable Department Head have determined that an extension is required to provide time to complete the new Call. In this case, the applicable Department Head will have Commitment Authority and the Director, Procurement, or the CAO, will have Contracting Authority for the extension, provided that the extension:
 - i. is no longer than twelve (12) months;
 - ii. when combined with the Total Price of the Contact does not exceed \$20,000,000 or the Approved Budget; and
 - iii. is executed by the parties to the Contract before the expiry of the term.

CO-OPERATIVE PROCUREMENT

15.1 The Director, Procurement may participate in Co-operative Procurement.

15.2 The provisions of this Policy apply to the rights and obligations assumed by Metro Vancouver with respect to any Co-operative Procurement process.

CANCELLATION OF CALLS

16.1 The Director, Procurement will be authorized to cancel any Call where:

- a) there is a request by the applicable Department Head and responses are greater than the Approved Budget for the Award in respect of the Call;
- b) in the opinion of the Director, Procurement or the applicable Department Head:
 - i. a change in the scope of work, specifications or other authorizations is required and therefore a new Call should be issued; or
 - ii. the Goods, Services or Construction to be provided pursuant to the Call no longer meet Metro Vancouver's requirements; or
- c) in the opinion of the Director, Procurement the integrity of the Call process has been compromised.

BOARD POLICY

ADMINISTRATION OF CONTRACTS

17.1 Following the exercise by the Procurement Division of PRS of its primary authority over a Call or a contemplated Direct Award, as applicable, and where a Contract results from the Call or contemplated Direct Award, the applicable Department Head will have the primary responsibility for the proper administration and enforcement of the Contract, subject to the *Legal Services Policy* (No. GV-029) and subject to the requirements for any Administrative Amendments, Contract Amendments and Change Orders as set out in this Policy and the *Corporate Procurement Policy*.

DISPOSITION OF ASSETS

18.1 The Disposition of Assets will be coordinated by the Procurement Division of PRS following a process that is transparent and non-discriminatory and which ensures Best Value for Metro Vancouver.

18.2 The Disposition of Surplus Assets will be carried out in accordance with the following:

- a) the Department Head responsible for the applicable Assets will determine and declare when such Assets are deemed to be Surplus Assets (refer to the Appendix for the type of Assets and responsible Department);
- b) the Surplus Assets must first be offered at no charge to other potential users within Metro Vancouver;
- c) if the Surplus Assets cannot be used by another user within Metro Vancouver, they will be Disposed of through the Procurement Division of PRS by way of public auction, trade-in, public tender, negotiated sale or other means that achieves Best Value for Metro Vancouver;
- d) in no event will Surplus Assets be directly sold to Metro Vancouver staff, provided that Metro Vancouver staff will be permitted to participate in any public auction process for such Surplus Assets;
- e) in no event will Surplus Assets be offered at no charge to any person outside of Metro Vancouver (including any non-profit organization) unless in accordance with Section 18.5;
- f) in the event Surplus Assets cannot be sold or traded for use, they will be recycled in a manner that minimizes environmental impacts; and
- g) proof of authorization for the Disposition of Surplus Assets must be retained for up to seven (7) years from the date of Disposition.

18.3 The Disposition of Obsolete Assets will be carried out in accordance with the following:

BOARD POLICY

- a) the Department Head responsible for the applicable Assets will determine and declare when such Assets are deemed to be Obsolete Assets (refer to the Appendix for the type of Assets and responsible Department);
- b) Obsolete Assets will be Disposed of through the Procurement Division of PRS by way of public auction, trade-in, public tender, negotiated sale or other means that achieves Best Value for Metro Vancouver;
- c) in no event will Obsolete Assets be directly sold to Metro Vancouver staff, provided that Metro Vancouver staff will be permitted to participate in any public auction process for such Obsolete Assets;
- d) in no event will Obsolete Assets be offered at no charge to any person outside of Metro Vancouver (including any non-profit organization) unless in accordance with Section 18.5;
- e) in the event Obsolete Assets cannot be sold or traded for use, they will be recycled in a manner that minimizes environmental impacts; and
- f) proof of authorization for the Disposition of Obsolete Assets must be retained for up to seven (7) years from the date of Disposition.

18.4 The Disposition of Salvage Assets will be carried out in accordance with the following:

- a) the Department Head responsible for the applicable Assets will determine and declare when such Assets are deemed to be Salvage Assets (refer to the Appendix for the type of Assets and responsible department);
- b) a list of Salvage Assets will be documented in a Salvage Asset Tracking Sheet;
- c) a copy of the Salvage Asset Tracking Sheet will be provided to the Financial Services Department on a monthly basis by email or inter-office mail with supporting documentation, as appropriate. Original copies of the document are to be maintained in the files on site for seven (7) years; and
- d) the Procurement Division of PRS will be responsible for the Disposition of Salvage Assets, which may only be completed through an approved recycling dealer.

18.5 The donation of Assets will be carried out in accordance with the following:

- a) only Surplus Assets or Obsolete Assets are eligible for donation;

BOARD POLICY

b) the donation must meet the following criteria:

- i. it must provide a clear and positive community benefit to the Metro Vancouver region;
- ii. it must offer specific benefits to Metro Vancouver or its members;
- iii. the entity that is receiving the donation must have a mandate with a community objective and purpose that is consistent with Metro Vancouver's vision, mission and roles; and
- iv. the entity receiving the donation must be a registered charitable organization or non-profit organization;

c) Surplus Assets or Obsolete Assets that are to be donated must receive prior approval from the CAO, with a recommendation from the CFO, and the Director, Procurement;

d) when more than one (1) registered charitable organization or non-profit organization requests the donation of Surplus Assets or Obsolete Assets, organizations will be considered equally using the criteria outlined in Section 18.5(b);

e) the donation of Surplus Assets or Obsolete Assets which individually or in the aggregate have a Total Price of greater than \$100,000 requires Board approval; and

f) proof of authorization for the donation of Surplus Assets or Obsolete Assets must be retained for up to seven (7) years from the date of donation.

18.6 All proceeds in exchange of the Disposed Assets will be remitted directly to the Financial Services Department. Proceeds must be in the form of cheque, electronic funds transfer, or if the transaction is less than \$5,000, a credit card may be used.

BOARD POLICY**APPENDIX****Asset Category and Responsible Department Table**

The following table lists the type of Assets and subsequent department that is responsible for determining whether Assets are Surplus Assets, Obsolete Assets or Salvage Assets. It is intended to provide guidance and can be amended as required.

Asset	Responsible Department
Furniture and Office Equipment	Procurement and Real Estate Services (Facilities)
Information Technology (IT) Equipment	Corporate Services (Information Technology)
Fleet and Marine Equipment	Corporate Services (Fleet Services)
Safety Equipment	Corporate Services (Safety Security Emergency Management)
Industrial Equipment	User Department (Water, Liquid Waste, Solid Waste, Housing, Regional District)
Construction Tools and Equipment	User Department (Water, Liquid Waste, Solid Waste, Housing, Regional District)
Lab Equipment	User Department (Water, Liquid Waste, Solid Waste, Housing, Regional District)



BOARD POLICY

REAL ESTATE AUTHORITY POLICY

Effective Date: June 1, 2024

Approved By: MVRD/GVWD/GVS&DD/MVHC Boards

Policy No. FN-032

PURPOSE

1.1 This Policy:

- a) applies to the Metro Vancouver Regional District ("MVRD"), the Greater Vancouver Water District ("GVWD"), the Greater Vancouver Sewerage and Drainage District ("GVS&DD"), and the Metro Vancouver Housing Corporation ("MVHC") in the performance of their respective duties and responsibilities when entering into Real Estate Transactions; and
- b) outlines the authorization and general requirements for entering into Real Estate Transactions for or on behalf of Metro Vancouver.

DELEGATION OF AUTHORITY

2.1 The following instruments, this Policy and the *Corporate Real Estate Policy* provide the delegated authority for Metro Vancouver staff to enter into Real Estate Transactions for or on behalf of Metro Vancouver:

Metro Vancouver Entity	Delegation Instrument
MVRD	<i>Officers and Delegation Bylaw No. 1208, 2014</i>
GVWD	<i>Officers and Delegation Bylaw No. 247, 2014</i>
GVS&DD	<i>Officers and Delegation Bylaw No. 284, 2014</i>
MVHC	By Resolution

2.2 Nothing in this Policy delegates authority to non-Metro Vancouver staff to enter into Real Estate Transactions for or on behalf of Metro Vancouver.

POLICY ADMINISTRATION

3.1 The Real Estate Services Division of the Procurement and Real Estate Services Department ("PRS"), overseen by the Director, Real Estate Services, is the owner and administrator of this Policy. Except where separately authorized by a Department Head, the Corporate Solicitor, the CAO, or the Board, all Real Estate Transactions are to be administered by the Real Estate Services Division of PRS.

DEFINITIONS AND INTERPRETATION

4.1 Capitalized terms used in this Policy are defined as follows:

BOARD POLICY

“Acquire” or “Acquisition” means to obtain Real Estate by any method, including to accept, receive, purchase, be vested with, lease, licence, or take possession, control or occupation of Real Estate, or to agree to do any of those things, but excludes expropriation, except by agreement under section 3 of the *Expropriation Act*;

“Approved Budget” means the authorized budget (including any contingency amounts) for the capital project or operating program under which the Real Estate Transaction will be completed pursuant to this Policy and the *Corporate Real Estate Policy*, that is approved for expenditure in accordance with the Board-approved budget;

“Board” means, collectively, the MVRD Board of Directors, the GVWD Board of Directors, the GVS&DD Board of Directors, and the MVHC Board of Directors, or any one of them, as the context requires. For Real Estate Transactions, “Board” means the Board of Directors of the Metro Vancouver entity entering into the Real Estate Transaction;

“CAO” means the person appointed from time to time as the Chief Administrative Officer or Commissioner, as the context requires;

“Commitment Authority” means the authority to approve a Real Estate Transaction, including a Contract Amendment, in accordance with this Policy and the *Corporate Real Estate Policy* or as the applicable Board otherwise directs;

“Contract” means a contract, agreement or instrument to Acquire or Dispose of Real Estate, to use or manage Real Estate, or otherwise related to Real Estate, including but not limited to any permit, licence or lease (or any extension thereof), option to purchase, option to lease, broker agency agreement, confidentiality agreement, easement, statutory right of way, covenant or modification thereof, or any other document required to complete a Real Estate Transaction, and any Contract Amendment(s) thereto;

“Contract Amendment” means any change to a term, condition or other provision of a duly executed Contract;

“Contracting Authority” means the authority to execute and deliver a Contract, including a Contract Amendment, in accordance with this Policy and the *Corporate Real Estate Policy* or as the applicable Board otherwise directs;

“Corporate Real Estate Policy” means the *Delegation of Real Estate Authority Policy* (No. FN-033) as amended or replaced by the CAO from time to time;

“Corporate Solicitor” means the person appointed from time to time as the Corporate Solicitor;

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“Department Head” means the following Metro Vancouver officials, as the context requires: (i) a General Manager; (ii) a Deputy CAO; or (iii) a Deputy General Manager;

“Deputy CAO” means the person(s) appointed from time to time as the Deputy Chief Administrative Officer;

“Deputy General Manager” means the person appointed from time to time as the Deputy General Manager of the applicable Metro Vancouver department;

“Director, Real Estate Services” means the person appointed from time to time as the Director, Real Estate Services;

“Dispose” or “Disposition” means to transfer Real Estate (in whole or in part) by any method, including to assign, give, sell, grant, charge, convey, lease, licence, divest, dedicate, release, exchange, or alienate Real Estate, and to agree to do any of those things;

“General Manager” means a member of the Metro Vancouver Corporate Planning Committee (CPC);

“General Manager, PRS” means the person appointed from time to time as the General Manager, PRS;

“GVS&DD” has the meaning set out in Section 1.1(a);

“GVWD” has the meaning set out in Section 1.1(a);

“Mandatory Conditions” has the meaning set out in Section 5.1;

“Metro Vancouver” means, collectively, MVRD, GVWD, GVS&DD, and MVHC, or any one of them, as the context requires;

“MVHC” has the meaning set out in Section 1.1(a);

“MVRD” has the meaning set out in Section 1.1(a);

“PRS” has the meaning set out in Section 3.1;

“Real Estate” means land with or without improvements affixed to the land, any interest in land, air, or water (including any right, title or estate in it of any tenure), or any right to occupy or use land, air, or water;

BOARD POLICY

“Real Estate Transaction” means the Acquisition, Disposition, use or management of Real Estate, as documented by a Contract, including but not limited to:

- i. the Acquisition or Disposition of a fee simple interest, including in the case of a Road Dedication;
- ii. the Acquisition or Disposition of a lease or similar interest;
- iii. a residential tenancy agreement;
- iv. the Acquisition or Disposition of a licence;
- v. the Acquisition of a statutory right of way, easement, covenant, permit, highway use permit, railway line crossing agreement, railway works permit, consent or similar interest;
- vi. the Disposition of a statutory right of way, easement, covenant, permit, pipeline crossing, consent or similar interest; and
- vii. an application, instrument, or arrangement entered into for, or in anticipation or support of, the Acquisition, Disposition, use or management of Real Estate, including but not limited to an application or agreement for rezoning, official community plan amendment, subdivision approval, a demolition, building or other development permit, use of a public road or highway, use of a railway line, and use of a right of way held by other parties;

“Regional Park” means a park dedicated by Metro Vancouver under the *Local Government Act*;

“Regional Trail” means a trail dedicated by Metro Vancouver under the *Local Government Act*; and

“Road Dedication” means the execution by an owner or a charge holder of a subdivision, reference or explanatory plan showing the dedication of land as road or highway to the public, including an application to deposit any such plan at the Land Title Office.

4.2 All references in this Policy to an employee, official, officer, or other representative of Metro Vancouver are deemed to include any designate, deputy, or anyone else authorized in writing by such employee, official, officer, or other representative (or by Board resolution) to act in that person’s position. For purposes of this Policy, any supervisor of an employee, official,

BOARD POLICY

officer, or other representative of Metro Vancouver is deemed to have the same authority as that person's position.

4.3 Where the title or name of any position, division, or department is changed following the adoption of this Policy as a result of a reorganization of Metro Vancouver's functions or for any other reason, the CAO will have the authority to amend this Policy to reflect such change, provided that the Board is duly informed within a reasonable time of any such amendment.

MANDATORY CONDITIONS FOR ENTERING INTO A REAL ESTATE TRANSACTION

5.1 Metro Vancouver staff are not authorized to enter into any Real Estate Transaction (other than a Disposition) for or on behalf of Metro Vancouver unless the following conditions are satisfied (the "Mandatory Conditions"):

- a) Approved Budget is in place for the Real Estate Transaction;
- b) the Real Estate Transaction has been authorized by the Board or the Metro Vancouver staff member(s) having Commitment Authority and Contracting Authority for the applicable Contract; and
- c) the Real Estate Transaction is required to support the short-term or long-term plans, priorities or ongoing operations of Metro Vancouver as set out in the Board Strategic Plan.

5.2 Metro Vancouver staff are not authorized to complete a Disposition for or on behalf of Metro Vancouver unless the following Mandatory Conditions are satisfied:

- a) the Disposition has been authorized by the Board or the Metro Vancouver staff member(s) having Commitment Authority and Contracting Authority for the applicable Contract; and
- b) the Disposition is required to support the short-term or long-term plans, priorities or ongoing operations of Metro Vancouver as set out in the Board Strategic Plan.

COMMITMENT AUTHORITY AND CONTRACTING AUTHORITY

6.1 Subject to the terms of this Policy, any statutory requirements, and Metro Vancouver bylaws, the CAO has Commitment Authority and Contracting Authority for:

- a) any Real Estate Transaction having a total value of up to \$10,000,000; and
- b) in the case of a lease, the exercise of any lease renewal option, provided that:
 - i. the lease renewal option and the total value (or mechanism to calculate the total value) of its exercise were contemplated in the original Contract; and

BOARD POLICY

- ii. the total value of exercising the lease renewal option does not exceed the Approved Budget at the time of exercise.

The CAO has the authority to further sub-delegate all such Commitment Authority and Contracting Authority to designated Metro Vancouver staff members as set out from time to time in the *Corporate Real Estate Policy*.

6.2 For any Real Estate Transaction having a total value of greater than \$10,000,000:

- a) only the Board having jurisdiction has Commitment Authority;
- b) Contracting Authority will be determined by the applicable Board in its sole discretion; and
- c) subject to the terms of this Policy, any statutory requirements, and Metro Vancouver bylaws, in the case of a lease, the CAO has Commitment Authority and Contracting Authority for the exercise of any lease renewal option, provided that:
 - i. the lease renewal option and the total value (or mechanism to calculate the total value) of its exercise were contemplated in the original Contract; and
 - ii. the total value of exercising the lease renewal option does not exceed the Approved Budget at the time of exercise.

The CAO has the authority to further sub-delegate the Commitment Authority and Contracting Authority under Section 6.2(c) to designated Metro Vancouver staff members as set out from time to time in the *Corporate Real Estate Policy*.

6.3 Notwithstanding anything to the contrary in this Policy, but in each case subject to the *Local Government Act*, only the Board having jurisdiction has Commitment Authority for the Disposition of a fee simple interest in a Regional Park or Regional Trail.

6.4 The Director, Real Estate Services, and Real Estate Services staff designated from time to time by the Director, Real Estate Services, have the authority to execute non-binding Real Estate instruments provided they are expressly subject to the approval, as applicable, of the Board, the CAO or the Metro Vancouver staff member(s) with Commitment Authority for the anticipated Contract as set out in Section 6.1 or Section 6.2 or in the *Corporate Real Estate Policy*.

6.5 Contract Amendments must meet the Mandatory Conditions set out in Section 5.1 or Section 5.2, as applicable.

**BOARD POLICY****METRO VANCOUVER REGIONAL FUND EXPENDITURES POLICY**

Effective Date: July 26, 2024

Approved By: MVRD Board

Policy No. FN-035**PURPOSE**

The purpose of the *Metro Vancouver Regional Fund Expenditures Policy (MVRF Policy)* is to identify the process through which the Metro Vancouver Regional District (MVRD) Board considers and approves expenditures from the Canada Community-Building Fund for regional transportation projects proposed by the South Coast British Columbia Transportation Authority (TransLink).

DEFINITIONS

“Administrative Agreement on the Canada Community-Building Fund” (Administrative Agreement) means the ten-year funding agreement between Government of Canada, Government of British Columbia, and the Union of British Columbia Municipalities that came into effect on April 1, 2024;

“Eligible Regional Transportation Projects” means the following Eligible Project Categories described in Schedule B of the Administrative Agreement on the Canada Community-Building Fund:

- Public transit – infrastructure which supports a shared passenger transport system which is available for public use; and
- Local roads and bridges – roads, bridges and active transportation infrastructure;

“Evaluation Criteria” means the performance measures that the MVRD Board uses to assess the merit of each project submitted by TransLink for MVRF funding, as described in the Metro Vancouver Regional Fund Application Guide;

“Canada Community-Building Fund” (CCBF) means the permanent funding provided by the federal government to Canadian municipalities to support local infrastructure priorities;

“Metro Vancouver Regional Fund” (MVRF) means the 95 percent of the Metro Vancouver Regional District and its member municipalities’ per-capita aggregate allocation that is pooled for eligible expenditures in regional transportation projects under the Administrative Agreement;

“Metro Vancouver Regional Fund Application Guide” (Application Guide) means the companion document to this MVRF Policy which sets out the application and review processes for TransLink’s project proposals;

“Information Requirements” means the information that must be provided by TransLink to allow for efficient and effective review of proposals by the MVRD Board, as described in the Metro Vancouver Regional Fund Application Guide.

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POLICY

Through the Canada Community-Building Fund, the Government of Canada transfers funds to municipalities as a source of predictable, permanent funding for building and revitalizing public infrastructure. A renewed ten-year funding agreement, the Administrative Agreement on the Canada Community-Building Fund, came into effect on April 1, 2024 and extends the Canada Community-Building Fund to March 31, 2034. The Administrative Agreement provides the framework for the delivery of federal funding to British Columbia municipalities to help build and revitalize public infrastructure. Its signatories include Government of Canada, Government of British Columbia, and the Union of British Columbia Municipalities (UBCM), the latter of which flows the funding to BC municipalities on a per-capita basis.

One of the three programs identified in the Administrative Agreement is the Metro Vancouver Regional Fund. The MVRF pools 95 percent of MVRD member jurisdictions' aggregate per-capita allocation of CCBF funds to support eligible regional transportation projects proposed and delivered by TransLink. The MVRF program supports the Metro Vancouver *Board Strategic Plan* by enabling the MVRD Board to play a key role in shaping regional transportation priorities towards emissions reductions, building complete communities, and improving livability. Within this MVRF Policy, the evaluation criteria for applications to the MVRF will allow the Board to consider applications for the use of CCBF funds within the context of *Metro 2050*, the Regional Growth Strategy, to ensure integration between transportation planning and regional land use planning. While not a requirement, zero-emission transportation projects are preferred to be funded through the MVRF.

The Administrative Agreement identifies how the funds are to be delivered and provides high-level criteria to identify eligible projects and expenditures. The MVRD Board must approve all applications for eligible projects proposed by TransLink for funding. UBCM may not transfer monies to TransLink for eligible projects until it has received an approved list from the MVRD Board.

To support MVRD Board decisions related to approving expenditures from the MVRF, a process has been defined to clarify the procedural steps through which TransLink is to propose regional transportation projects to the MVRD Board for funding from the MVRF. Information requirements, including evaluation criteria, have also been defined to support the evaluation of regional transportation projects. Applications from TransLink for funding from the MVRF must follow the format and procedures set out in the Metro Vancouver Regional Fund Application Guide.

Application Process

The MVRF application review process will commence upon receipt of an application from TransLink staff. TransLink staff will consider Metro Vancouver's committee reporting deadlines and ensure that applications are sent with sufficient lead time for Metro Vancouver staff to review and provide staff-to-staff questions and comments prior to finalizing the staff report to the Metro Vancouver Finance Committee and MVRD Board.

The Finance Committee, or other standing committee as may be designated by the MVRD Board with responsibility for reviewing expenditures from the MVRF, will review the submitted projects as

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described using the Application Guide and will make recommendations to the MVRD Board. TransLink staff are expected to attend all Finance Committee and MVRD Board meetings, for both Applications and Annual Reports, to present, respond to questions, or both. The need for TransLink presentations will be determined by Metro Vancouver on a case-by-case basis, with appropriate notice. The Committee may also request TransLink staff to make presentations on applications as appropriate.

The MVRD Board will strive to make determinations in a timely manner. The MVRD Board will notify the Union of British Columbia Municipalities and TransLink of the projects that it has approved for funding in a timely manner following its decision.

Information Requirements

For TransLink applications to be considered by the MVRD Board, they must include all of the required information and follow the format specified in the Application Guide.

Every application must be accompanied by an excerpt from TransLink's approved Investment Plan listing all projects anticipating funding from the MVRF. Proposals must demonstrate the consistency of projects with TransLink's current Investment Plan. Applications must also include a description of each project for which funding is requested as defined within the Project Description section, and must demonstrate compliance with evaluation criteria, both as defined within the Application Guide.

Evaluation Criteria

The Application Guide includes a set of evaluation criteria to allow for a detailed assessment of projects for which funding is requested. A description of how each proposed project achieves or works toward each criterion must also be provided.

Two types of evaluation criteria are identified: 1) Screening Criteria, which represent requirements that are mandatory for any project for which MVRF funding is being requested; and 2) Integrated Criteria, which allow for quantitative and qualitative assessments of proposed projects based on high-priority objectives that reflect the intent of the Canada Community-Building Fund, Metro Vancouver goals, and TransLink's current Investment Plan.

Review of Metro Vancouver Regional Fund Expenditures Policy and Application Guide

The MVRF Policy and Application Guide may be reviewed and revised as necessary at the discretion of the MVRD Board. A review of the MVRF Policy and Application Guide is planned for the five-year mark of the ten-year term in 2029.

From time to time, distributions from the CCBF may be increased. The allocation of any future one-time or permanent increases in CCBF distributions, beyond the indexed annual rate, will be considered on a case-by-case basis by the MVRD Board upon confirmation of the additional

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funding. This could include allocating the additional funding to other Eligible Recipients for Eligible Projects, as these terms are defined in the Administrative Agreement.

Annual Reports

TransLink will provide to the MVRD Board annual reports on projects that have received funding through the MVRF as at December 31. Annual reports should be submitted no later than Q2 of the following year. At a minimum, the reports must include:

- updates about variances in budgeted and actual costs;
- expenditures to date;
- distributions from the CCBF;
- project progress;
- project schedules;
- risk assessment; and
- state of purchased assets.

TransLink need not:

- request expenditure of all MVRF monies in any given year; or
- expend funding in the year in which it is awarded.

TransLink may choose to apply the approved funding to a project over multiple years. However, the MVRD Board is unable to approve funding that is not yet available in the MVRF. If TransLink wishes to deliver a project that exceeds the value of the MVRF balance, it must bank the necessary funds or deliver the project in phases that can be discretely approved.

Following notification by the MVRD Board of projects approved for funding from the MVRF, UBCM will release funding to TransLink for the approved projects in the amount approved by the MVRD Board.

Ownership of Assets

The Administrative Agreement does not address the question of ownership of regional transportation assets purchased using MVRF funds. Typically, MVRF funds are combined with other sources of funding to offset the cost of a package of improvements. When determining whether asset ownership is advisable, the following factors should be considered:

- Public Sector Accounting Principles do not allow ownership of a tangible capital asset to be divided among different parties. Ownership of the asset must rest with one body.
- Should the MVRD decide to become the owner of an asset purchased through MVRF funding, the MVRD will also have responsibility for the maintenance, replacement and disposal of those assets.

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- Ownership of assets, including those acquired using MVRF funding, enable TransLink to borrow for its infrastructure needs in the open market. TransLink currently uses this borrowing power to access funds to operate and maintain the regional transportation system.

At its discretion, the MVRD Board may consider the ownership of a regional transportation asset on a case-by-case basis with consideration given to the above factors.

Disposition of Assets

The Administrative Agreement includes a provision that attaches conditions to the use of revenues generated from the sale, lease, encumbrance, or other form of disposal of gas tax-funded projects that are disposed of within five years of their completion. All such revenues must be invested by TransLink into eligible projects that have been approved by the MVRD Board.

For any assets purchased by TransLink using funds from the MVRF, TransLink will be required to report back annually on the state of the purchased asset(s) in the annual report, including the disposition of any asset(s) and the value of the funds returned to the MVRF based on the residual value of the disposed asset.

If and when revenues become available from assets that are disposed of by TransLink within five years of a project's completion, the use of such revenues must be approved by the MVRD Board using the same process and Application Guide as for new MVRF funds.

Scope Changes and Unspent Funds

Should a project require greater funding from the MVRF than anticipated due to a change in scope or other financial reason, TransLink may either submit a new application or outline their request in a letter that provides a rationale for the funding increase and all relevant project details. The request will be provided to the Metro Vancouver Finance Committee and MVRD Board, along with a report confirming that the project evaluation, as outlined in the Application Guide, is substantially unchanged (or improved). A full project application may be requested at Metro Vancouver's discretion for any project requiring greater funding from the MVRF than originally approved. The project need not be evaluated using the criteria set out in the Application Guide.

Should any project approved by MVRD for expenditure from the MVRF result in unspent funds, these funds must be returned to the MVRF.

RELATED DOCUMENT (does not make up part of policy and is for reference only)

- Metro Vancouver Regional Fund Application Guide

Metro Vancouver Regional Fund

APPLICATION GUIDE

Context

The MVRD Board is authorized under the *Administrative Agreement on the Canada Community-Building Fund* (Administrative Agreement) to approve or reject applications from TransLink for funding from the Metro Vancouver Regional Fund (MVRF).

The terms of MVRF are detailed in the *Administrative Agreement* and in the *MVRF Policy*, available on the Metro Vancouver website.

This Application Guide:

- summarizes the application and review process;
- provides an application template and a checklist of information required for each project;
- details the evaluation criteria that Metro Vancouver staff will use to assess each project; and
- includes a blank scorecard (Table 1) that Metro Vancouver staff will use to assess each project.

Application Process

1. The MVRF application review process will commence upon receipt of an application from TransLink. TransLink staff will consider Metro Vancouver's committee report deadlines and ensure applications are sent with sufficient lead time for Metro Vancouver staff to review and provide staff-to-staff questions and comments prior to finalizing the staff report to the Finance Committee and MVRD Board.
2. Project applications must follow the format set out in this Application Guide. A separate application is required for each project.
3. Project applications are to be attached to a memorandum, addressed to the Metro Vancouver Chief Administrative Officer, which summarizes the entire project package, including the total amount of MVRF funding being requested. The cover memorandum is an opportunity for TransLink to outline any other information or overarching considerations that may help the MVRD Board assess the project application(s).
4. Metro Vancouver staff will review the application(s) for completeness and notify TransLink of any omissions in information requirements within 10 business days of receipt. It is recommended that TransLink submits all proposals for the current year in a single application for ease of administration.
5. Metro Vancouver staff will complete the Assessment column in Table 1: Evaluation Criteria and will include the completed evaluation with Finance Committee and MVRD Board reporting. TransLink is not expected to complete a self-assessment using Table 1.
6. The Metro Vancouver Finance Committee, or other standing committee as designated by the MVRD Board with responsibility for reviewing expenditures from the MVRF, will review the proposals and will make recommendations to the MVRD Board. The Finance Committee may request TransLink staff to make presentations on the application(s), as appropriate.
7. The MVRD Board will notify the Union of British Columbia Municipalities (UBCM) and TransLink of the projects that it has approved for funding in a timely manner following the decision.

A. PROJECT DESCRIPTION

Please complete the following for each project proposed for expenditure from the MVRF.

1. Project Name

2. Project Overview

3. Project Need

4. Project Location

As appropriate, provide a map depicting the intended in-service location of the proposed project.

5. Project Eligibility

- a) **Public transit** – infrastructure which supports a shared passenger transport system which is available for public use; or
- b) **Local roads and bridges** – roads, bridges and active transportation infrastructure.

6. Project Purpose

- a) **Expansion:** Expands the carrying capacity of people and/or goods movement.
- b) **State of Good Repair:** Replaces or modernizes assets to keep the regional transportation system in a state of good repair.
- c) **Operational Efficiency/Effectiveness:** Improves the efficiency or effectiveness of the regional transportation system.
- d) **Refurbishment:** Extend the useful life of assets to maximize the utility of the regional investment in the transportation system.
- e) **Other (please specify):** _____

7. Project Type

- a) **Growth**
- b) **Upgrade**
- c) **Risk (Resilience)**
- d) **Maintenance**
- e) **Opportunity**

8. Project Staging

Year(s) of Acquisition or Start of Construction	Year of Completion of Construction	Year of Service Initialization	Year(s) of Renewal	Year(s) of End of Service

9. Steps taken by TransLink to identify, evaluate, and prioritize the proposed project for inclusion in the Application.

10. Has the project previously received funding through the MVRF? If so, please explain.

11. Was MVRF funding previously declined for the project? If so, please explain.

12. Is the project anticipated to require additional future MVRF funding? If so, please explain.

13. In the absence of MVRF funding, can the project proceed with other funding sources?

14. Budget and Expenditures

Budget	Expenditures to Date	Forecast to Complete	Final Forecasted Cost	Variance (budget – final forecasted cost)

15. Project Funding

Prior Approved MVRF Funding	Current Year MVRF Funding Request	Other Funding – Specify source and whether confirmed/pending

16. Project Budget Schedule

	Pre-2024	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
MVRF-funded Project Budget												
Total Project Budget												

- 17. What other corporate or external factors could alter the project need, scope, budget, or timeline for project delivery (e.g., changes in technology, investment, regulation, policies, interest rates, currency exchange rates)? Describe possible mitigation strategies to address these risks, if any.**
- 18. Describe how the project lowers the emissions profile of the transit fleet, for both greenhouse gas and common air contaminant emissions and advances the fleet towards the region's greenhouse gas emissions reduction targets.**

19. Integrated Criteria

Explain how the project addresses each of the Integrated Criteria detailed in Table 1. The Integrated Criteria will be evaluated on a 1 (Poor) / 2 (Acceptable) / 3 (Excellent) scale for a maximum of 12 points.

Reference Table 1 for additional information about each criterion.

Attach additional references and analyses as needed.

A. TransLink Investment Plan Consistency**B. Centres and Corridors****C. Transportation Benefits****D. Quantifiable Emissions Impacts**

B. EVALUATION CRITERIA

Two types of evaluation criteria are identified:

- Screening Criteria, which represent requirements that are mandatory for any project for which MVRF funding is requested (evaluated on a Pass / Fail scale); and
- Integrated Criteria, which allow for a qualitative assessment of proposed projects based on regional growth, transportation and climate objectives (evaluated on a 1 (Poor) / 2 (Acceptable) / 3 (Excellent) scale).

Table 1. Evaluation Criteria

Criterion	Description	Assessment
SCREENING CRITERIA		
Eligible Project Category	<p>Project qualifies as one of the following categories, as set out in the Administrative Agreement (Schedule B):</p> <ul style="list-style-type: none"> • Public transit – infrastructure which supports a shared passenger transport system which is available for public use; and • Local roads and bridges – roads, bridges and active transportation infrastructure 	Pass / Fail
Eligible Expenditures	Project is an Eligible Expenditure, as set out in the Administrative Agreement (Schedule C).	Pass / Fail
Metro Vancouver Policy Consistency	<p>Project must be consistent with Metro Vancouver's current:</p> <ul style="list-style-type: none"> • Regional Growth Strategy • Regional Climate Strategy 	Pass / Fail
TransLink Policy Consistency	<p>Project must be consistent with TransLink's current:</p> <ul style="list-style-type: none"> • Regional Transportation Strategy • 10-Year Priorities / Vision 	Pass / Fail
SCREENING CRITERIA SCORE	Project must pass all four Screening Criteria.	Pass / Fail
INTEGRATED CRITERIA		
TransLink Investment Plan Consistency	Project is included in TransLink's current 10-Year Investment Plan.	1 / 2 / 3
Centres and Corridors	Where applicable, the project is located in, or demonstrates tangible benefits to, the overall performance of Urban Centres, Frequent Transit Development Areas and Major Transit Growth Corridors.	1 / 2 / 3

Transportation Benefits	<p>Demonstrates tangible benefits to:</p> <ul style="list-style-type: none"> • Transit level of service; • Transit passenger experience; • Accessibility; • Active transportation; • Transportation safety; • State of good repair; • Vehicle congestion; or • Goods movement. 	1 / 2 / 3
Quantifiable Emissions Impacts	<p>Achieves quantifiable beneficial impacts on greenhouse gas and common air contaminant emissions relative to baseline transit vehicles, and lowers the emissions profile of the transit fleet.</p> <p><u>Zero-emission transportation projects are preferred for funding.</u></p> <p>The information requirement for this criterion is fulfilled as follows:</p> <ol style="list-style-type: none"> 1. For each transit vehicle project, provide a comparison of the emissions of the project versus the baseline vehicle¹ 2. For the application in aggregate, provide the: <ul style="list-style-type: none"> o Annualized transit fleet emissions in the current year; o Plus, incremental changes in transit fleet emissions with full deployment of any proposed expansion, modernized, or refurbished vehicles. 	1 / 2 / 3
INTEGRATED CRITERIA SCORE	Total score based on the four Integrated Criteria.	/ 12

¹ **REQUIREMENTS FOR EMISSIONS ANALYSIS**

Baseline Transit Vehicle Fuel Type

For the purpose of evaluating the comparative emissions performance of the proposed project relative to the baseline in a consistent manner, the following requirements should be followed, unless otherwise stated by TransLink and including the rationale for any variations.

Vehicle Type	Baseline New Vehicle
40-foot bus	Diesel
60-foot bus	Diesel
Shuttle/Van	Gasoline
Other (specify)	Specified by TransLink

Emissions Type and Metric

The emissions of interest are CO₂e, NOx, and particulate matter. Please denote the carbon content assumptions for each fuel type. For each emissions type, grams per fully loaded passenger kilometre (seated and standing passengers).



BOARD POLICY

CORPORATE ENERGY MANAGEMENT

Effective Date: July 11, 2014

Approved By: GVRD Board

Policy No. GV-003

PURPOSE

To define the objectives for managing energy in Metro Vancouver operations and activities and to provide the principles and criteria to develop an Energy Management System.

DEFINITIONS

“Energy Management System” A set of interrelated or interacting elements to establish energy objectives, as well as the processes and procedures to achieve those objectives;

“ISO 50001: 2011 – Energy Management System” ISO 50001 is the internationally recognized standard for energy management. Established by the International Organization for Standardization (ISO), it specifies the requirements for developing and maintaining an Energy Management System to achieve continual improvement in energy performance. A systematic approach has been developed to reduce organizational operating costs and greenhouse gas emissions;

“Energy Performance” The amount and cost of energy used by an asset or system to accomplish a task or provide a service; and

“Renewable Energy” Energy that operates within the current natural carbon cycle, in comparison to fossil fuel-based energy, which introduces additional ancient carbon into the current carbon cycle and increases the concentration of greenhouse gases in the atmosphere thus contributing to climate change.

POLICY

Metro Vancouver commits to continuously improving Energy Performance in its operations, and to continuously improving the efficiency with which it produces, generates, and recovers energy. This Policy is consistent with Metro Vancouver’s ongoing commitments to carbon neutrality and fiscal responsibility. Any recommendations emanating from this Policy will be evaluated using triple bottom line analysis methods.

This Policy is derived from the first three strategies of the *Corporate Climate Action Plan* presented to the GVRD Board in 2010:

- Reduce energy consumption
- Switch to Renewable Energy
- Maximize energy recovery

BOARD POLICY

These three strategies are consistent with the direction provided in the *Board Strategic Plan* adopted by the GVRD Board in 2014.

ENERGY MANAGEMENT SYSTEM

Metro Vancouver will develop an Energy Management System to support this policy. The Energy Management System will address Energy Performance, energy recovery, and the transition to Renewable Energy by building ISO 50001: 2011 – Energy Management System principles into Metro Vancouver practices. The Energy Management System will include:

- Establishing substantiated, realistic, and measurable targets that motivate continuous improvement and are consistent with other objectives;
- Developing a strategic energy management planning process for achieving these targets using triple bottom line analysis methods;
- Regularly monitoring and reporting on progress toward meeting these targets using a corporate energy and greenhouse gas tracking system;
- Establishing processes that continuously improve Energy Performance in planning, design, procurement, construction, operation, and maintenance of Metro Vancouver assets and services;
- Providing access to energy information and training for staff; and
- Empowering staff to generate solutions that meet the objectives of this policy.

Application

This Policy applies to the planning, design, procurement, construction, operation, and maintenance of facilities, vehicles, and equipment owned or operated by Metro Vancouver or by third parties on Metro Vancouver's behalf. It governs the production, generation, recovery, and use of:

- Purchased energy for the operation of utilities, fleet, and facilities and including electricity, natural gas, liquid petroleum products, and propane;
- Energy related to air, marine, and ground travel for corporate business;
- Electricity generated from Metro Vancouver operations and facilities;
- Thermal energy produced from the combustion of biomethane and municipal solid waste;
- Energy and fuel produced by, generated by, or recovered from Metro Vancouver operations, infrastructure, and facilities and including biomethane, sewer heat, trucked liquid waste, refuse, biosolids, potential energy in water reservoirs, solar energy, biomass, and wind energy; and
- Other forms of energy at Metro Vancouver.

The Policy also governs investment in equipment and design that facilitate a transition to renewable energy.



BOARD POLICY

ELECTORAL AREA A COMMUNITY PUBLICATIONS

Effective Date: September 19, 2014

Approved By: GVRD Board

Policy No. GV-004

PURPOSE

This Policy guides the development and distribution of the *Metro Vancouver Electoral Area A Bulletin*, and the *Electoral Area A Director's Update*.

POLICY

As the local government for Electoral Area A, it is important for the GVRD to inform residents of local service, bylaw and other initiatives that are being undertaken or contemplated for the Area. The GVRD provides this information through two publications:

- *Metro Vancouver Electoral Area A Bulletin*; and
- *Electoral Area A Director's Update*.

The publications are intended to address the information needs of different groups of communities within Area A. The *Electoral Area A Director's Update* is produced by the Area A Director to inform residents of the University Endowment Lands (UEL) and the University Neighbourhoods of Metro Vancouver's local and regional service initiatives, as well as the work of Translink's Mayors Council. The *Electoral Area A Bulletin*, by comparison, focuses solely on Metro Vancouver's initiatives and is published by Metro Vancouver primarily for the residents of the communities in the remainder of the Electoral Area (i.e., communities other than the UEL and University Neighbourhoods).

The following table identifies the key elements of each publication and, in so doing, provides guidance to the Electoral Area Director, and to staff who are involved in development and distribution of the pieces.

Electoral Area A Community Publications Policy Elements to Guide Development and Distribution

Element	Metro Vancouver Electoral Area A Bulletin	Electoral Area A Director's Update
Purpose	To inform Electoral Area A residents of Metro Vancouver's policy, service, bylaw and other initiatives that affect and are relevant to Area A, in particular residents of the smaller, relatively remote communities in the Area.	To inform residents of the UEL and University Neighbourhoods of the relevant initiatives being pursued by Metro Vancouver and Translink's Mayors Council.

BOARD POLICY

Element	Metro Vancouver Electoral Area A Bulletin	Electoral Area A Director's Update
Audience	Primarily targeted at residents who live in the non-urban communities of Area A (i.e., communities <i>other than</i> the UEL and University Neighbourhoods).	Targeted at residents in the UEL, University Neighbourhoods, UEL Administration, UBC, and the Alma Mater Society.
Content	Provides information on Metro Vancouver's local and regional initiatives.	Provides information on Metro Vancouver's local and regional initiatives, and on the initiatives of the Mayors Council.
Developer	Metro Vancouver staff provide content and all editing. Staff are owners of the <i>Bulletin</i> and are responsible for completing and publishing document.	Metro Vancouver staff provide content on Metro Vancouver initiatives and matters related to Metro Vancouver. Director provides content (with assistance from Translink) on matters related to the Mayors Council. Metro Vancouver staff assemble all content and place into template. Director is owner of the <i>Update</i> and is responsible for ensuring its production. Metro Vancouver must approve content that relates to Metro Vancouver initiatives.
Appearance	Metro Vancouver staff are responsible for template. Document is a Metro Vancouver publication with corporate logo and tag line. In an effort to provide a connection to the locally elected official, document may include, at option of the Electoral Area A Director, photo of Director and link to Director's own website.	Director is responsible for choosing template (staff may suggest). Document is not a Metro Vancouver publication, and does not feature corporate logo or tag line.
Distribution	Metro Vancouver is responsible for making the <i>Bulletin</i> available to residents through Metro Vancouver's website, and by direct email (through subscription service). In response to requests from individual residents, Metro Vancouver will provide the <i>Bulletin</i> by mail.	Director presents <i>Update</i> at regular meetings of the UEL Advisory Council and the UNA Board of Directors. Director makes the <i>Update</i> available for download on Director's own website. Metro Vancouver website advertises availability of the <i>Update</i> on Metro Vancouver website, and directs interested readers to the Director's own website.
Frequency	A regular edition of the <i>Bulletin</i> is produced every January and June (i.e., two times per year). Metro Vancouver will publish additional editions if warranted.	The frequency of publication is the decision of the Director. Metro Vancouver staff anticipate, and can provide resources to support, monthly development.

**BOARD POLICY****CONFLICT OF INTEREST AND PAYMENT OF LEGAL OPINIONS**

Effective Date: October 24, 2014

Approved By: GVRD Board

Policy No. GV-005

PURPOSE

To establish criteria to be applied to situations where Metro Vancouver will seek and pay for legal advice regarding conflict of interest by Board Directors of the Greater Vancouver Regional District, Greater Vancouver Sewerage and Drainage District, and Greater Vancouver Water District.

POLICY

The rationale for this Policy is to protect the interests of Metro Vancouver in defined circumstances where there is likelihood that the Board's interests may be affected as a result of a vote by a Director of the Board having a pecuniary interest in the matter.

Metro Vancouver will seek and pay for legal advice regarding conflict of interest by Board Directors in the following circumstances:

1. Any Board Director who is concerned about a situation that may give rise to a conflict of interest, is to obtain a considered legal opinion in advance of the matter coming before the Board.
2. The Director seeking the opinion must first discuss the matter with the Chief Administrative Officer.
3. Senior Administrative staff shall consult with the General Manager, Legal and Legislative Services/Corporate Counsel on behalf of the Director where;
 - a) the outcome of the decision is critical to the operation of the Metro Vancouver;
 - b) the decision or matter involved is quasi-judicial in nature and where a nullification of the vote could result in quashing of the resolution or bylaw in question; or
 - c) the issue is particularly contentious and is most likely to be subject to legal challenge by a third party.
4. The General Manager, Legal and Legislative Services/Corporate Counsel will advise the Director of the outcome of the decision and will manage the process when the decision is affirmative.
5. Costs for this opinion shall be borne by Metro Vancouver.



BOARD POLICY

LEADERSHIP AND ENGAGEMENT

Effective Date: July 3, 2015

Approved By: GVRD Board

Policy No. GV-009

PURPOSE

The purpose of the Metro Vancouver *Leadership and Engagement Policy* is to articulate the principles by which Metro Vancouver (GVRD, GVWD, GVS&DD, MVHC) will participate, at both a national and at an international level, in events that either promote Metro Vancouver in a leadership role or that provide opportunity for engagement and continuous improvement in the advancement of organizational goals.

POLICY

Metro Vancouver is recognized as a global leader in its delivery of services to the population of the region. International recognition has included hosting delegations and receiving invitations to speak on wide variety of subjects including regional governance, land use planning, air quality, regional parks and affordable housing. In addition, as one of the largest utilities in North America, Metro Vancouver is frequently cited and consulted on its initiatives and achievements in the delivery of drinking water, wastewater treatment and solid waste management.

To further Metro Vancouver's role as a leader in the delivery of complex regional services and utilities to a large metropolitan area and to enhance its interest in learning from the experiences of other organizations, a program has been developed that facilitates engagement with communities and organizations from around the world. This program enables Metro Vancouver to provide a strong advocacy role on its policy initiatives at both a national and at an international level and also creates opportunities for Metro Vancouver to enhance cultural and economic exchange. The Leadership and Engagement program builds upon the strategic priorities identified in the *Board Strategic Plan* and encompasses all aspects of the organization.

LEADERSHIP AND ENGAGEMENT

Four leadership and engagement components form the foundation of Metro Vancouver's program for participation in North American and International events. Those program components are defined as follows:

- International Organization Memberships
- International Study Tours
- International Engagement & Education
- North American Engagement & Education

BOARD POLICY

International Organization Memberships

Participation in major international local government organizations provides the opportunity for Metro Vancouver to take a leadership role in advancing its goals and initiatives at an international level. Specifically, maintaining a presence in leading international local government organizations presents the opportunity for Metro Vancouver to provide an advocacy role and to advance an agenda of collective local government action on:

- Mitigating and responding to climate change
- Advancing zero waste innovation
- Promoting regional governance resiliency

Local government organizations that are identified as important to pursuing these goals include ICLEI, UCLG and IRBC. Metro Vancouver will maintain its participation in these organizations and will review events on an annual basis to evaluate those events that are best aligned with the overall objectives of Metro Vancouver's international leadership and engagement program.

International Study Tours

Participation in international study tours provides the opportunity for Metro Vancouver to obtain specific knowledge on best practices and technologies in other parts of the world on a broad range of topics. Study tour themes will be reviewed annually to identify those topics that fall within the annual work plan and that are focused on large organizational projects or initiatives of region wide significance. Study tours will be evaluated based on organizational priority and will be designed to maximize the benefit to both the organization as a whole and to the individual participant on the tour.

International Engagement & Education

Participation in international engagement and education provides the opportunity for Metro Vancouver to demonstrate leadership at international events and conferences on best practices and innovation while also giving Metro Vancouver the opportunity to learn from others on leading edge initiatives. Selection of international events will be reviewed annually and will be focused on themes that are most relevant to Metro Vancouver where there is an exceptional opportunity to learn from international experiences.

North American Engagement & Education

Participation in North American engagement and education is focused on Metro Vancouver standing committee initiatives and provides the opportunity for Committee members to participate directly in learning, interaction and engagement with other North American communities, organizations, local government officials, and international experts. It provides standing committee members with the chance to represent Metro Vancouver on a broader scale. Events under this category will be selected based on their relevance to the annual work plan of the individual Standing Committee.

BOARD POLICY

AUTHORIZATION

The annual budget for the Metro Vancouver leadership and engagement program is included within the general government service and is approved annually by the designated Standing Committee that has oversight of the general government budget. The Board Chair has authority for approving attendance in program events in accordance with the Board *Remuneration Bylaw*.



BOARD POLICY

NON-MEMBER ATTENDANCE AT BOARD AND COMMITTEE MEETINGS

Effective Date: May 16, 2012 (revised March 29, 2019)

Approved By: MVRD Board

Policy No. GV-010

PURPOSE

To define meeting policy for non-member attendance and/or participation at board and committee meetings, and to define how non-members will access agendas.

DEFINITIONS

“Board” means the Board of Directors of the Metro Vancouver Regional District (MVRD), Metro Vancouver Housing Corporation (MVHC), Greater Vancouver Water District (GVWD), and Greater Vancouver Sewerage and Drainage District (GVS&DD), as the context requires;

“Member Director” means a Director of the relevant Board for the jurisdiction they represent as a participant, whether as a Municipal Director, as an Electoral Area Director, or as a Treaty First Nation Director pursuant to the *Local Government Act*;

“Non-member Director” means a MVRD Board Director who is not a member of the GVWD and/or GVSⅅ

“Committee Member” means a person who is appointed to a committee; and

“Non-committee Member” means a person who is not appointed to a committee, which includes an Alternate Director, acting on behalf of a Municipal Director, an Electoral Area Director, or a Treaty First Nation Director pursuant to the *Local Government Act*.

POLICY

Metro Vancouver is governed by different Boards that have differing memberships: MVRD, MVHC, GVWD and GVS&DD. When the Boards meet on the same date, time and place, it is important to clarify the policy for attendance, participation and access to agendas.

Similarly, at committee meetings – without interfering with the authority of the Board Chair to establish standing committees and appoint persons to those committees – it is important to clarify the policy for a non-member to attend a specific committee meeting.

Non-committee Members may not attend committee meetings in the absence of Committee Members. This is based on:

BOARD POLICY

- First, the need for consistency and continuity among members in order to facilitate and expedite the deliberations. Where additional expertise or perspectives were deemed necessary, it has been at the pleasure of the Committee to invite others.
- Second, equality of Committee Members (given that not all members are Directors) has been viewed as a way to establish a “level playing field”. Metro Vancouver is unlike other regional districts in that it allows for a mix of Directors and Non-Directors to sit on its committees.
- Third, not fettering the Chair’s discretion to appoint persons of the Chair’s choosing has traditionally been respected. A Director who sends their alternate to committee changes the composition of that committee for the one or more meetings that the Alternate Director attends. In addition, some Directors have multiple Alternate Directors. Non-Directors would not have the same opportunity.

Board Meetings

1. Non-member Directors may remain seated at the table during an open meeting, but must not participate in debate.
2. A Non-member Director may attend a closed meeting unless the Board Chair requests them to depart.
3. Only Member Directors will have access to the closed meeting agenda. A Member Director’s alternate will have access to the closed meeting agenda at the time they are acting for the absent member director.
4. To facilitate the movement of member/non-member Directors between the various Board meetings, the sequence of Board meetings will be as follows, unless otherwise determined:
 - MVRD open meeting
 - MVHC open meeting
 - GVWD open meeting
 - GVS&DD open meeting
 - MVRD closed meeting
 - MVHC closed meeting
 - GVWD closed meeting
 - GVS&DD closed meeting
5. All persons other than regional district officers, employees and Non-member Directors may be authorized to attend a specific closed Board meeting, if the Board authorizes that attendance by resolution.

BOARD POLICY

Committee Meetings

1. Any Non-Committee Member may attend a standing committee meeting that is open to the public.
2. A Non-committee Member at a standing committee meeting:
 - a) must sit in the public gallery, unless the Committee authorizes them to sit at the committee table;
 - b) may only participate in the debate if authorized by the Committee;
 - c) may not vote; and
 - d) will not be remunerated for their attendance, unless they were expressly invited to attend and the Board chair authorizes the remuneration in advance.
3. Only Committee Members can attend a standing committee meeting that is closed to the public, unless the Committee authorizes a Non-committee Member to attend. In this case, the Non-committee Member will be recorded as present in the minutes of the meeting, and will not receive an agenda.
4. Only Committee Members will have access to the closed meeting agenda. Directors who would be able to vote on a closed committee report if it were presented to the appropriate Board of which they are a member will have access to the closed meeting agenda.
5. All persons other than regional district officers and employees may be authorized to attend a specific closed standing committee meeting, if the Committee authorizes that attendance by resolution.



BOARD POLICY

PUBLIC ADVISORY COMMITTEE

Effective Date: October 30, 2015

Approved By: GVRD Board

Policy No. GV-011

PURPOSE

The purpose of this Policy is to set out the parameters for the establishment of a Public Advisory Committee that will provide advice to Metro Vancouver (GVRD, GVWD, GVS&DD, MVHC) on a specific project, process or plan.

POLICY

Metro Vancouver recognizes that a Public Advisory Committee can be a valuable means of engaging communities in decisions that may impact them. Typically, a Public Advisory Committee is comprised of a group of community members who are convened to provide advice to Metro Vancouver on a specific project, process or plan.

Through a formalized membership process, Public Advisory Committee members make a commitment to gain a deeper understanding of the issues and to provide informed advice to Metro Vancouver on key decision points. Importantly, a Public Advisory Committee is a two-way communication link to the community, where members are expected to provide insight into community issues and concerns. Through this process, a Public Advisory Committee can help to build a partnership with the community and provide a forum for constructively resolving issues.

PUBLIC ADVISORY COMMITTEE CRITERIA

The following criteria shall be considered to determine when a Public Advisory Committee will be established:

- a) The project is complex and/or has significant community impacts with key decision points that would benefit from informed community input, developed through consistent involvement in the project, process or plan; and
- b) Project decisions would benefit from the perspectives of targeted community interests, ensured through a formalized membership.

Once the criteria has been satisfied, the following steps shall be taken to proceed with establishing a Public Advisory Committee:

- a) A Terms of Reference shall be prepared for each Public Advisory Committee that is established to ensure that members are aware of expectations, commitments and the advisory role of the Committee;

BOARD POLICY

- b) Each Terms of Reference will include: project background, objectives, composition and appointment of members, member roles and responsibilities, format and expected outputs, meeting format and conduct, reporting and resources, decision-making and reporting process and duration;
- c) Candidates for appointment to a Public Advisory Committee will be considered at a closed meeting by the standing committee having oversight over the specific project, process or plan, based on their skill, knowledge, ability and interest in representing a range of perspectives relevant to the project, process or plan.
- d) Public Advisory Committee appointments shall be ratified by the Board, in a closed meeting, and subsequently released to the public.
- e) Advice, input and recommendations from a Public Advisory Committees shall be received and documented by Metro Vancouver staff and shall be considered and reported to the Board in accordance with the committee terms of reference.

AUTHORIZATION

The budget and staff resources to support an established Public Advisory Committee are included within the overall program budget for the project, process or plan and are approved by the Board.



BOARD POLICY

CARBON PRICE

Effective Date: June 23, 2017

Approved By: MVRD Board

Policy No. GV-015

PURPOSE

To establish a price on Applicable Greenhouse Gas (GHG) Emissions, and to enable the value of those GHG emissions to be incorporated into Life Cycle Cost Analyses for Metro Vancouver projects or initiatives.

The objectives of the *Carbon Price Policy* are to:

- Incorporate consideration of climate change mitigation (i.e., GHG emissions reduction) into options analyses for all Metro Vancouver projects or initiatives; and
- Provide a mechanism to reduce financial risk of increased operating costs associated with rising external carbon taxes over the lifetime of a Metro Vancouver project or initiative.

DEFINITIONS

“Applicable Greenhouse Gas (GHG) Emissions” are GHG emissions associated with Metro Vancouver projects or initiatives, in particular GHG emissions related to energy use and utility processes, and GHG emissions reductions (or avoided GHG emissions) related to ecological carbon storage/sequestration;

“Carbon dioxide equivalent (CO₂e)” is the common metric used to quantify and compare different types of GHG emissions, and is expressed in tonnes;

“Carbon Price” is the total dollar value (including any provincial and federal carbon taxes) assigned by Metro Vancouver to one tonne of CO₂e; and

“Life Cycle Cost Analysis” is the process to establish the net present value of all costs and revenues associated with a Metro Vancouver project or initiative over its expected life.

POLICY

When undertaking options analysis for a Metro Vancouver project or initiative, the Carbon Price will be used to calculate the value (expressed as a cost) of Applicable GHG Emissions associated with each option. This value will be included in the Life Cycle Cost Analysis for each option.

Carbon Price

Metro Vancouver will use a total Carbon Price (inclusive of any applicable external carbon taxes) of \$150 per tonne of CO₂e in Life Cycle Cost Analyses.

BOARD POLICY

Financial Services, in coordination with the Air Quality and Climate Change Division, will develop and annually review a *Carbon Price Schedule*. This *Carbon Price Schedule* will provide the incremental cost per unit of purchased energy (e.g., litres of gasoline, GJ of natural gas), as well as the cost per unit of other Applicable GHGs (e.g., tonne of fugitive methane). The carbon price will be adjusted to account for any changes to provincial and federal carbon taxes, to ensure that the total carbon price per tonne of Applicable GHGs is constant at \$150 per tonne of CO₂e.

Application

This Policy applies to all options analyses that use Life Cycle Cost Analysis for Metro Vancouver projects or initiatives, including (but not limited to):

- Planning, design, procurement, construction, operation, maintenance, and decommissioning (where applicable) of facilities, vehicles, and equipment owned or operated by Metro Vancouver or by third parties on Metro Vancouver's behalf;
- Acquisition of park land, where protection of the land by Metro Vancouver results in quantifiable GHG emissions reductions compared to business as usual; and
- Management of process emissions from Metro Vancouver facilities.

The Carbon Price will be used to calculate the value of Applicable GHG Emissions associated with:

- Energy purchased by Metro Vancouver or by third parties on Metro Vancouver's behalf for the operation of utilities, fleet, and facilities (including natural gas, liquid petroleum products, propane, and electricity);
- Fugitive methane and nitrous oxide emissions released from wastewater treatment processes and municipal solid waste management processes;
- Avoided GHG emissions due to the displacement of fossil fuels with energy recovered from Metro Vancouver facilities;
- Avoided GHG emissions attributable to the protection and/or restoration of park land such as forests and bogs; and
- Other sources related to Metro Vancouver's activities.

Related Document

Carbon Price Schedule (Doc #22496514)



BOARD POLICY

TREE MANAGEMENT ON METRO VANCOUVER LANDS

Effective Date: February 23, 2018 (revised September 29, 2023)

Approved By: MVRD/MVHC/GVWD/GVS&DD Boards

Policy No. GV-017

PURPOSE

To provide direction on the inspection and management of trees wholly or in part on Metro Vancouver lands.

DEFINITIONS

“Hazard Tree” means a Tree, identified in writing by a Qualified Tree Risk Assessor, to be in such a condition that there is a substantial likelihood that all or part of the Tree will fail within the schedule of assessment, resulting in the risk of personal injury or property damage;

“Metro Vancouver” means, collectively, the Metro Vancouver Regional District, the Greater Vancouver Sewerage and Drainage District, the Greater Vancouver Water District and the Metro Vancouver Housing Corporation;

“Metro Vancouver Lands” means fee-simple and leasehold properties held by one or more of the entities comprising Metro Vancouver, but does not include lands covered by statutory rights of way, licence agreements, permits or other land tenure or access agreements, unless responsibility for Tree management is specifically assigned to Metro Vancouver in the relevant instrument;

“Qualified Tree Risk Assessor” refers to a Metro Vancouver staff person or external party who is qualified and certified under a WorkSafeBC approved program to conduct a Tree risk assessment and make recommendations for abatement of risks where a Tree is assessed as a Hazard Tree; and

“Tree” means a woody perennial plant usually having a single trunk or stem which has a diameter of at least 10 centimetres when measured from a height of 1.4 metres above the natural grade of the land and with an overall height of at least 4.5 metres.

POLICY

Metro Vancouver has extensive landholdings in urban settings with frequent interface between inhabitants, assets, and Trees; in forested areas such as regional parks and conservation areas where the public is invited to recreate; and, in wilderness settings with rare interfaces between the public or Metro Vancouver staff, assets and Trees. In managing the risks associated with its Trees, Metro Vancouver prioritizes public and employee safety, environmental protection, property and critical infrastructure and prudent financial management of the organization. Trees will be inspected and maintained in accordance with this Policy, and any procedures in effect from time to time, in a manner that reflects the priority and urgency necessary to manage the risks, in accordance with the annual budget.

BOARD POLICY

This Policy guides the inspection and management of Trees on Metro Vancouver Lands by ensuring that processes are aligned and standardized for risk assessment across all Metro Vancouver departments.

1. Inspection and Management of Metro Vancouver Trees:

- a) Where Metro Vancouver Lands contain Trees for which a failure could result in one or more of:
 - i. personal injury while using sites that are authorized for use by Metro Vancouver staff, contractors, and the public;
 - ii. damage to Metro Vancouver or adjacent property owner assets; or
 - iii. interruption in the provision of Metro Vancouver services to the public,Metro Vancouver will inspect and maintain Trees on Metro Vancouver Lands in accordance with its corporate procedures.
- b) Where Metro Vancouver Lands contain Trees which have not yet been part of a scheduled assessment, Metro Vancouver will assess and manage Trees upon receipt of a notice, whether from Metro Vancouver staff or the public, setting out a concern regarding perceived dangers posed by the Tree and the location of the Tree.

2. Hazard Tree Abatement Actions:

Where a Tree has been assessed as a Hazard Tree, abatement actions will be undertaken in accordance with corporate procedures in order to achieve the following broad objectives:

- i. to reduce/address risk to Metro Vancouver staff and the public;
- ii. to protect Metro Vancouver infrastructure and other assets; and
- iii. to enhance and maintain healthy forested ecosystems in urban settings and wilderness settings.

3. Tree Replacement:

Metro Vancouver will maintain a Tree replacement program to ensure successional replacement by defining the number of appropriate replacement Trees required for every Tree removed in urban settings. While managing for Hazard Trees or when accommodating new development in urban settings, Metro Vancouver will maintain or provide a replacement ratio of a minimum of 2:1 or the standard set by local municipality, whichever is higher.



BOARD POLICY

PUBLIC ENGAGEMENT

Effective Date: March 23, 2018

Approved By: MVRD/MVHC/GVWD/GVS&DD Boards

Policy No. GV-018

PURPOSE

To outline Metro Vancouver's approach for the development and implementation of engagement processes to achieve the following:

- Effective engagement processes that are clear, consistent, and carried out responsibly;
- Opportunities for public input to influence decision-making;
- Strong relationships with the communities that Metro Vancouver serves; and,
- Board decisions that are informed by input from the public.

This Policy applies to all public engagement initiatives with the exception of First Nation engagement, which is prescribed in separate processes. This Policy does not apply to the Statutory Notification Process.

DEFINITIONS

“Engagement” means purposeful dialogue between Metro Vancouver, member jurisdictions, residents, businesses and special interest groups to gather information to influence decision-making;

“Engagement Spectrum” means a spectrum that helps to provide clarity on terminology, process, level of promise and expectation for engagement;

“Engagement Support” means the group responsible for assisting the project manager in scoping the engagement process, and preparing and executing the engagement strategy. The group may consist of staff from External Relations, Public Involvement or external consultants depending on the department structure;

“International Association of Public Participation (IAP2)” means an international association that promotes the practice of public participation. IAP2 has set out core values and a spectrum of participation to create a common understanding of the engagement practice;

“Plain Language” means clear, concise communication designed so the audience can easily understand the message;

“Public” means a broad grouping of residents and/or businesses and/or special interest groups; and

“Stakeholder” means any member of the public interested in or potentially impacted by a project or initiative.

BOARD POLICY

POLICY

As articulated in the *Board Strategic Plan*, Metro Vancouver is committed to informing, educating, and engaging the public in decision-making and providing the public with opportunities to influence decisions that impact their lives.

This Policy sets out the guiding principles and procedures for ensuring that all engagement initiatives are carried out consistently and responsibly.

GUIDING PRINCIPLES

Accountability – Metro Vancouver upholds the commitments it makes to the public and demonstrates that the results and outcomes of the engagement processes are consistent with the approved plans for engagement.

Inclusiveness – Metro Vancouver makes its best efforts to reach, involve and hear from those who are impacted. Plain language will be used in all engagement materials.

Transparency – Metro Vancouver provides clear and timely information, and endeavours to ensure decision processes, procedures, and constraints are understood.

Commitment – Metro Vancouver, within its ability and work plans, allocates sufficient resources for effective engagement.

Responsiveness – Metro Vancouver seeks to understand and be receptive to the public's input.

SPECTRUM OF ENGAGEMENT

Metro Vancouver applies an adapted International Association of Public Participation (IAP2) Engagement Spectrum to help identify the public's role in the decision-making process, and to clearly lay out the corresponding level of engagement with examples of appropriate techniques.

Metro Vancouver will use the “Engage Assessment” as found in the *Public Engagement Guide* to determine the appropriate level of engagement required for each initiative. The different levels of engagement correspond to the level of influence the public has in the decision making process and the level of ownership Metro Vancouver has over the decision-making process and end decision.

Consult

The consult level of engagement consists of raising awareness, sharing information about projects, and providing opportunities for feedback. The commitment to the public is to keep them informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision. Decisions are made by the authorized decision-maker with input from the public or relevant stakeholders.

BOARD POLICY

Involve

The involve level of engagement consists of involving the public to make sure that concerns and aspirations are considered and understood. The commitment to the public is to work with them to ensure concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision. Decisions are made by the authorized decision-maker after involving the public to explore possible alternatives to an issue or opportunity at hand.

Collaborate

The collaborate level of engagement consists of collaborating with the public in each aspect of decision-making. The commitment to the public is to look to them for advice and innovation in formulating solutions and incorporate their advice and decisions to the maximum extent possible. Decisions are made by authorized decision-makers after Metro Vancouver and the public have worked together to explore possible alternatives to an issue or decision and prioritize the preferred solution(s).

ROLES AND RESPONSIBILITIES

The Metro Vancouver Board of Directors is responsible for authorizing engagement processes and hearing public input reported to them through Standing Committee and Board reports, and making decisions informed by public input.

Not all engagement processes will require reports to Standing Committees and the Board. In general, engagement reports will be sent to Committee when a project or initiative fulfills all of the following three criteria:

- The Board will be making the ultimate decision/providing the final approval regarding the project or initiative;
- The project or initiative has the potential to impact the public and/or stakeholders; and,
- There are decisions within the project or initiative that will be open to input from the public.

Metro Vancouver staff are responsible for adhering to the *Public Engagement Guide* and for carrying out engagement initiatives in accordance with the guiding principles. Staff will prepare reports to Standing Committees and the Boards that are informed by research, data, and analytical tools in addition to input from the public that is representative of the breadth of input received.

The *Public Engagement Flow Chart* shows the engagement process including the role of the Board.

Reference

[Public Engagement Flow Chart](#)

[Public Engagement Guide](#)

**BOARD POLICY****ELECTORAL AREA A BYLAW ENFORCEMENT**

Effective Date: October 26, 2018

Approved By: MVRD Board

Policy No. GV-033

PURPOSE

The purpose of this Policy is to guide staff in undertaking bylaw enforcement investigations and to determine under what circumstances investigations should commence. This Policy applies to unsightly premises and nuisances, zoning, and building administration bylaws within Metro Vancouver Regional District's Electoral Area A (excluding University of British Columbia lands, University Endowment Lands, and First Nation reserve lands).

POLICY

Investigations conducted by Regional District staff are generally initiated on a complaint-driven basis; however, Regional District staff may use their discretion in initiating investigations where public interest circumstances warrant such action. Such circumstances may include, but are not limited to: health, safety, and environmental considerations; Regional District liability; and/or the scale or the flagrancy of the violation.

This Policy does not supersede enforcement policies and procedures for other Metro Vancouver bylaws enforced within the Electoral Area A such as regional parks, air quality and solid waste bylaws.

COMPLAINT CONSIDERATION PROCESS

In order to be considered, a bylaw complaint must be in writing and must contain the name, address and phone number of the complainant and must describe the nature and specific location of the alleged infraction(s).

Regional District staff will acknowledge all complaints in writing. The Regional District will inform the complainants whether there will be an investigation, or provide reasons why the complaint will not be investigated. Regional District staff will be responsible for responding to complainants within a reasonable amount of time.

When determining the response to a complaint, repeat complaints, or multiple unrelated complaints Regional District staff will consider such matters as the scale, number and duration of the infraction(s); the current, short and long term impacts caused by the infraction and the public interest in having it addressed; consistency of approach to infractions and the resources available to resolve the matter.

The Regional District will employ a respectful, progressive process and where possible, seek voluntary compliance first, unless health, safety, environmental or liability concerns necessitate more immediate or significant action. All cases will be reviewed on their own merit and the response

BOARD POLICY

designed to be reasonable, equitable and appropriate to the scale of the offence. The Regional District will consider all tools available to it, including, but not limited to voluntary compliance, warning letters, demand letters, Notices of Bylaw Violation, Municipal Ticketing and, if necessary, civil court action or prosecution.

The Regional District will handle complaints and bylaw enforcement issues as operational matters to be handled at a staff level rather than at a Board level. Staff will advise the Electoral Area Director of any enforcement actions. In addition, staff will advise the Standing Committee responsible for Electoral Area matters and the Board on enforcement matters on an as-needed basis. Consistent with Regional District bylaws and the *Community Charter*, staff will bring matters to the Board's attention for consideration, where a Board resolution is required in order to take certain action.

CONFIDENTIALITY

In order to maintain confidentiality, the Regional District must not disclose the identity of the complainant or the written complaint to the alleged offender or any member of the public. Similarly, the Regional District must not disclose the response from the alleged offender to the complainant. However, in the event of an investigation proceeding to court, or a Regional District refusal to produce requested records becoming subject to a review by the commissioner pursuant to the *Freedom of Information and Protection of Privacy Act*, it may not be possible for the Regional District to continue to maintain confidentiality of such information, or the Regional District may be required to disclose the information.

COST RECOVERY

If a person subject to a required action directed by the Regional District Board fails to take such required action, the Board may, pursuant to the *Local Government Act*, direct the Regional District to fulfil the requirement at the expense of the person and recover the costs incurred from that person as a debt. If not paid by December 31 of the year in which the work was done, the amount will be added as taxes in arrears as permitted under the *Taxation (Rural Area) Act*, collected by the BC Surveyor of Taxes and paid to the Regional District.

JURISDICTION

Where the Regional District receives a complaint regarding matters beyond its enforcement jurisdiction, when appropriate, the Regional District will request assistance from the relevant agency (e.g. BC Parks, Ministry of Environment, Agricultural Land Commission, Fraser/Coastal Health, etc.). If the complaint is within the jurisdiction of the Regional District and another agency, joint investigations and enforcement may occur. Any disclosure of personal information for law enforcement purposes will comply with the requirements of the *Freedom of Information and Protection of Privacy Act*.

**BOARD POLICY****METRO VANCOUVER ELECTRONIC MEETING PARTICIPATION POLICY**

Effective Date: May 27, 2022

Approved By: MVRD Board

Policy No. GV-037**PURPOSE**

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

DEFINITIONS

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

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

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

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

POLICY

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

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

1. Attendance / Quorum

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

BOARD POLICY

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

2. Remote Location Requirements

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

3. Obtaining the Floor

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

4. Voting

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

5. Confidentiality and Unauthorized Access

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

6. Conflict of Interest

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

BOARD POLICY**7. Technology Issues**

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



BOARD POLICY

EXTERNAL ORGANIZATION APPOINTMENTS POLICY

Effective Date: May 27, 2022

Approved By: MVRD Board

Policy No. GV-038

PURPOSE

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

DEFINITIONS

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

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

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

POLICY

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

PROCESS

Appointment Authority

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

Nomination Methods

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

1. Nomination Method for Internal Representative

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

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

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

2. Nomination Method for External Representative

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

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

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

Board Appointment Procedure

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

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

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

REQUIREMENTS

Term of Appointment

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

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Eligibility

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

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

Communication and Reporting

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

Equity

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

Confidentiality

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



BOARD POLICY

CODE OF CONDUCT FOR ELECTED OFFICIALS

Effective Date: January 31, 2025

Approved By: MVRD Board

Policy No. GV-041

PURPOSE

The *Code of Conduct for Elected Officials* establishes guidelines for the conduct of Board and Committee members and assists in providing for the good governance of the Metro Vancouver Regional District.

INTRODUCTION

As elected representatives (“members”), we recognize that responsible conduct is essential to providing good governance for the Metro Vancouver Regional District. We further recognize that responsible conduct is based on the foundational principles of integrity, accountability, respect, and leadership and collaboration.

In order to fulfill our obligations and discharge our duties, we are required to conduct ourselves to the highest ethical standards by being an active participant in ensuring that these foundational principles, and the standards of conduct set out below, are followed in all of our dealings with every person, including those with other members, staff, and the public.

HOW TO APPLY AND INTERPRET THIS CODE OF CONDUCT

This *Code of Conduct* applies to the members of the Metro Vancouver Regional District, including its boards, committees, and advisory bodies. It is each member’s individual responsibility to uphold both the letter and the spirit of this Code of Conduct in their dealings with other members, staff, and the public.

Elected officials must conduct themselves in accordance with the law. This *Code of Conduct* is intended to be developed, interpreted, and applied by members in a manner that is consistent with all applicable Federal and Provincial Laws, as well as the bylaws and policies of the Regional District, the common law, and any other legal obligations which apply to members individually or as a collective board.

FOUNDATIONAL PRINCIPLES OF RESPONSIBLE CONDUCT

The four foundation principles of responsible conduct are integrity, respect, accountability, and leadership and collaboration.

1. **Integrity** – means being honest and demonstrating strong ethical principles. Conduct under this principle upholds the public interest, and is truthful and honourable.

BOARD POLICY

2. **Respect** – means having due regard for others' perspectives, wishes, and rights; it also means displaying deference to the offices of local government, and the role of local government in community decision making. Conduct under this principle is demonstrated when a member fosters an environment of trust by demonstrating due regard for the perspectives, wishes, and rights of others and an understanding of the role of the local government.
3. **Accountability** – means an obligation and willingness to accept responsibility or to account for one's actions. Conduct under this principle is demonstrated when board members, individually and collectively, accept responsibility for their actions and decisions.
4. **Leadership and Collaboration** – means an ability to lead, listen to, and positively influence others; it also means coming together to create or meet a common goal through collective efforts. Conduct under this principle is demonstrated when a board member encourages individuals to work together in pursuit of collective objectives by leading, listening to, and positively influencing others.

STANDARDS OF CONDUCT

The following section provides general standards of conduct that reflect the foundational principles identified above.

Integrity

Integrity is demonstrated by the following conduct:

- Members will be truthful, honest, and open in all dealings, including those with other members, staff, and the public.
- Members will ensure that their actions are consistent with the shared principles and values collectively agreed to by the Board.
- Members will follow through on their commitments, correct errors in a timely and transparent manner, and engage in positive communication with the community.
- Members will direct their minds to the merits of the decisions before them, ensuring that they act on the basis of relevant information and principles and in consideration of the consequences of those decisions.
- Members will behave in a manner that promotes public confidence in all of their dealings.

Respect

Respect is demonstrated through the following conduct:

- Members will treat every person with dignity, understanding, and respect.
- Members will show consideration for every person's values, beliefs, experiences, and contributions to discussions.
- Members will demonstrate awareness of their own conduct, and consider how their words or actions may be, or may be perceived as, offensive or demeaning.

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- Members will not engage in behaviour that is indecent, insulting, or abusive. This behaviour includes verbal slurs such as racist remarks, unwanted physical contact, or other aggressive actions that are harmful or threatening.

Accountability

Accountability is demonstrated through the following conduct:

- Members will be responsible for the decisions that they make and be accountable for their own actions and the actions of the collective council or board.
- Members will listen to and consider the opinions and needs of the community in all decision-making, and allow for appropriate opportunities for discourse and feedback.
- Members will carry out their duties in an open and transparent manner so that the public can understand the process and rationale used to reach decisions and the reasons for taking certain actions.

Leadership and Collaboration

Leadership and collaboration is demonstrated through the following conduct:

- Members will behave in a manner that builds public trust and confidence in the local government, including considering the different interests of the people who make up the community.
- Members will consider the issues before them and make decisions as a collective body. As such, members will actively participate in debate about the merits of a decision, but once a decision has been made, all members will recognize the democratic majority, ideally acknowledging its rationale, when articulating their opinions on a decision.
- Members will recognize that debate is an essential part of the democratic process and encourage constructive discourse while empowering other members and staff to provide their perspectives on relevant issues.
- As leaders of their communities, members will calmly face challenges, and provide considered direction on issues they face as part of their roles and responsibilities while empowering their colleagues and staff to do the same.
- Members will recognize, respect and value the distinct roles and responsibilities others play in providing good governance and commit to fostering a positive working relationship with and among other members, staff, and the public.
- Members will recognize the importance of the role of the Chair of meetings, and treat that person with respect at all times.

COMPLIANCE AND ENFORCEMENT

The *Code of Conduct for Elected Officials* expresses standards of ethical conduct expected for members. Members themselves have the primary responsibility to ensure that these ethical standards are understood and met, and that the public can continue to have full confidence in the integrity of the governance of the Regional District.

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The *Code of Conduct for Elected Officials* is intended to be self-enforcing. Members should view the *Code* as a set of guidelines that express collectively the standards of conduct expected of them. The *Code* is most effective when members are thoroughly familiar with the *Code* and embrace its provisions.



BOARD POLICY

TENANT SELECTION

Effective Date: May 14, 2007 (revised February 28, 2020)
(BC Housing links updated March 21, 2025)

Policy No. HO-003

Approved By: MVHC Board

PURPOSE

To ensure that Metro Vancouver Housing Corporation (MVHC), referred to as Metro Vancouver Housing, is providing housing that prioritizes very low to moderate income applicants and also furthers BC Housing's tenant selection policies and procedures as governed by applicable operating agreements. This Policy establishes consistent criteria to ensure tenants in Metro Vancouver Housing managed housing complexes are matched with housing that is equitable and appropriate.

This Policy applies to tenant selection in all Metro Vancouver Housing complexes.

DEFINITIONS

“Assets” refers to financial investments or items of economic value that could be converted into cash;

“Housing Income Limits” refers to BC Housing’s maximum gross household income limits, established annually by the Canada Mortgage and Housing Corporation (CMHC). For Metro Vancouver Housing, these income limits represent the maximum annual household income threshold, before taxes, for Rent-Geared-to-Income tenants;

“Low and Moderate Income Limits” refers to gross household income limits that do not exceed the median income in BC, as determined by BC Housing from time to time. Income limits are distinguished for households with and without children. For Metro Vancouver Housing, these income limits represent the maximum annual household income threshold, before taxes, for Low-End-of-Market applicants;

“Low-End-of-Market (LEM)” refers to a type of subsidized housing where rent is calculated based on rental market conditions. For Metro Vancouver Housing, LEM rates are generally set between 10%-20% below true market rental rates for comparable buildings (e.g. similar area, building age, and amenities);

“National Occupancy Standards” refers to guidelines established by CMHC that determines what size housing unit a single person, couple or family qualifies for; and

“Rent-Geared-to-Income (RGI)” refers to a type of subsidized housing where rent is calculated based on the tenant’s income, also referred to as subsidy and/or rental assistance. For Metro Vancouver Housing, RGI rates are set to 30% of a tenant’s gross annual household income, before taxes.

BOARD POLICY

POLICY

Metro Vancouver Housing will seek to match applicants needs with available housing units to ensure that the process is transparent and fair. Staff will use tools, such as income and asset testing, interviews, and reference checks to ensure the match is appropriate, equitable, and serves those that need it most.

Metro Vancouver Housing will consider the following to match tenants needs to available housing units:

- Household size in accordance with National Occupancy Standards
- Accessibility needs

LEVELS OF AFFORDABILITY

Metro Vancouver Housing prioritizes very low to moderate income households across the region.

Low-End-Of-Market (LEM) Tenants

LEM units are intended for moderate income households who exceed the income thresholds for Rent-Geared-to-Income housing but do not exceed the asset limit or income limit for LEM housing.

The upper income limit for LEM tenants is based on BC Housing's definition of "Low and Moderate Income Limits" which are updated from time to time. The rental amount will be established at the time of signing the *Tenancy Agreement* and thereafter may be increased annually based on the allowable rental increase in accordance with the *Residential Tenancy Act* and its regulations, as amended.

LEM tenant applicants must submit income and asset information as part of their application process, and thereafter for periodic income and asset reviews to verify continued eligibility during their tenancy.

Rent-Geared-To-Income (RGI) Tenants

RGI units are intended for very low and low income households who do not exceed the asset limit or income limit for RGI housing. RGI tenants apply through The Housing Registry administered by BC Housing and are then contacted by Metro Vancouver Housing.

The upper income limit for RGI tenants is based on BC Housing's definition of "Housing Income Limits" which are updated from time to time. Per the *Residential Tenancy Act*, RGI units are exempt from the *Residential Tenancy Act* sections governing assignment and subletting requirements, and requirements governing rent increases. Rent for RGI units may be adjusted annually or at any time to match changes in the tenant's gross household income.

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RGI tenant applicants must submit income and asset information as part of their application process, and thereafter for annual or periodic income and asset reviews to verify continued eligibility during their tenancy.

UNITS FOR PEOPLE WITH DISABILITIES

Metro Vancouver Housing strives to provide housing for people of all abilities who can live independently. Accessible units will be prioritized for RGI tenants with disabilities, or those with progressive conditions where the applicant may not be immediately disabled but will require an accessible unit in the near future.

Tenants who require support or suite modification to live independently will be considered providing they are able to demonstrate that the required supports are available in the community.

ASSET LIMITS

To be eligible for RGI or LEM units with Metro Vancouver Housing, total household assets must be less than \$100,000. Priority will be given to applicants with lower household assets.

Assets include but are not limited to:

- Funds held in a financial institution, including banks, trust companies, etc.
- Stocks, bonds, and exchange-traded funds.
- Cash and other items of a potential income earning nature.
- Equity in real property.
- Equity in a business, including cash, GICs, bonds, stocks, equity in real estate, or equity in any other tangible asset.
- Items of personal property valued over \$10,000.

Assets that are excluded include:

- Bursaries or scholarships from educational institutions for any household member that is a current student.
- Registered Education Savings Plans (RESPs), Registered Retirement Savings Plans (RRSPs), and Registered Disability Savings Plans (RDSPs).
- Trade and business tools essential to continue currently active employment, such as equipment, tools, and business use vehicles.
- Assets derived from compensatory packages from government, for example, Indian Residential Schools Settlements and Japanese Canadian Redress.
- Interest in Discretionary Trusts.



BOARD POLICY

OVERTIME COMPENSATION FOR EXEMPT EMPLOYEES

Effective Date: January 1, 2014 (revised June 2, 2023, with changes effective January 1, 2024)

Approved By: MVRD Board

Policy No. HR-004

PURPOSE

The purpose of this Policy, in conjunction with the exempt salary administration and benefits program, is to provide a fair and equitable compensation system for exempt staff that recognizes overtime worked and ensures that overall compensation for exempt staff remains fair and competitive within the marketplace.

POLICY

1. Overtime - Front Line Supervisors

Front Line Supervisors directly supervise employees who are members of the GVRDEU and share their work schedules. These employees will be compensated for overtime on the basis provided for in the GVRDEU collective agreement.

Work resulting in overtime compensation should be discussed with and approved by an employee's supervisor prior to being performed. However, in urgent circumstances Front Line Supervisors are encouraged to use their best judgment, and to contact their supervisor as soon as is practical under the circumstances.

Where the nature of work is more suited to the provisions of the Earned Time Off program described below, a Front Line Supervisor job classification can be included in Earned Time Off on an exception basis with the approval of the General Manager and the Director of Human Resources.

2. Earned Time Off - Exempt and Management Staff

Earned Time Off (ETO) is provided to exempt and management staff in recognition of overtime worked beyond the normal job requirements. This leave is not intended to match exempt staff overtime on an hour for hour basis, but rather is provided to recognize overtime incurred by exempt staff beyond their regular work day.

ETO has two components: Base Entitlement and Additional ETO.

(i) Base Entitlement: Exempt staff enrolled in ETO will receive a Base Entitlement of ETO on January 1st for the coming calendar year to compensate for overtime expected to be worked beyond the regular work day. The Base Entitlement is based on Exempt job family placement, as follows:

- Corporate Support (CS): 10 days
- Professional/Technical levels 1-5 (PT1-5): 10 days

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- Management/Leadership levels 1-5 (ML1-5): 10 days

Temporary full-time exempt employees will earn a Base Entitlement of one day of ETO per completed calendar month of service to a maximum of 10 days per calendar year for CS, PT1-5 and ML1-5.

The Base Entitlement is intended to compensate for overtime arising from:

- Work that is assigned with short notice, or with a near-term deadline, that cannot be completed during the normal work day;
- Temporary surges in work volume resulting from such things as staff absences, peak periods and seasonal work demands;
- Administrative tasks performed after normal working hours.

In all cases, a day is equal to the employee's standard daily hours.

(ii) Additional ETO: Additional ETO is intended to compensate for overtime where the requirements of an employee's job have resulted in considerable impact on their personal time during evenings and weekends over and above those described above, such as:

- Required attendance at meetings or events that are scheduled outside normal work hours. Examples include public consultations and open houses, municipal council meetings, advisory group meetings and stakeholder presentations;
- Overtime arising from emergency situations, such as incidents, accidents and/or injuries on Metro Vancouver property, and equipment and infrastructure failures requiring urgent intervention and repair;
- Work on projects that must be completed during off-peak utility demand and/or traffic hours. Examples include inspecting, testing and commissioning of major construction projects, tying in to existing utility infrastructure and work on major roads and intersections.

Additional ETO time may be banked on the timesheet in half hour increments to a maximum of 10 days per calendar year for CS, PT1-5 and ML1-5.

Work resulting in Additional ETO should be discussed with and approved by an employee's supervisor prior to being performed. However, in urgent circumstances employees are encouraged to use their best judgment, and to contact their supervisor as soon as is practical under the circumstances.

BOARD POLICY

3. Exceptional ETO

Under extraordinary circumstances, with the approval of the CAO, General Manager or a Director that is a member of the Corporate Planning Committee, an exempt employee may be granted up to an additional 5 days of Exceptional ETO. This ETO must be supported by written documentation that clearly outlines how the employee's efforts have exceeded the criteria outlined above as established for Base and Additional ETO.

4. Use of ETO

Employees must use their Base ETO Entitlement in time during the calendar year for which it is granted. Any unused portion of the Base ETO Entitlement will be forfeited at the end of the calendar year.

For this reason, it is incumbent on supervisors to ensure that exempt staff reporting to them are using their Base ETO Entitlement throughout the year.

Additional ETO and Exceptional Leave can be taken in time or in cash. Unused prior year balances as of April 30th will be paid out.

5. Earned Time Off - Senior Management

Senior management will receive a Base Entitlement of 15 days (standard daily hours x 15) of ETO on January 1st for the coming calendar year. Senior management refers to employees in the Management/Leadership level 6-7 job families.

In recognition of the expectations of these positions, and the higher regular compensation attached to them, senior management members are not eligible for Additional ETO but may be eligible for Exceptional ETO.

Senior management employees must use 10 days of their Base ETO Entitlement in time during the calendar year for which it is granted. Once used, the remaining 5 days can be taken in time or in cash. Any unused portion of the first 10 days of Base ETO Entitlement will be forfeited at the end of the calendar year. Any unused portion of the remaining 5 days of Base ETO Entitlement or Exceptional ETO can be carried forward into the next calendar year and used in time or cash. Unused prior year balances as of April 30th will be paid out.

6. Earned Time Off – Additional Considerations

Base ETO Entitlements will be prorated in the year of hire and termination.

As an alternative to granting Additional ETO, managers may wish to consider allowing employees to vary their normal work hours on a temporary basis in order to accommodate project schedules or deadlines that involve regular or scheduled evening work. Such variance must be by mutual agreement and be approved at the Manager level or higher.

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Exempt Auxiliary employees are not eligible for ETO, and will be compensated for approved overtime on the basis of the Union contract for the employee group with which they are most closely associated.

Exempt Part Time employees will be eligible for Base Entitlement and Additional and Exceptional ETO. The Employee's Base Entitlement will be prorated based on the employee's intended hours of work.

Exempt employees approved to participate in a pre-retirement leave are not entitled to accrue ETO during the leave, and will have their base entitlement prorated as of their last day of work.

7. Overtime During Emergencies

Where there is a government-declared state of emergency or other emergency response where an EMCR Task Number is issued, Emergency Management Climate Readiness BC (EMCRBC) has established criteria under which Metro Vancouver may be reimbursed for certain costs associated with the emergency.

EMCRBC currently requires that emergency-related overtime and call-out be paid in cash as a condition for reimbursement. Therefore, all employees will be paid for overtime and call-out (if applicable) incurred during an emergency. Payroll will provide instructions for recording of overtime during emergency circumstances in order to ensure proper processing and reimbursement by EMCRBC.

8. Training, Conferences, and Travel

Training and conferences, as well as travel to and from such events, may occur outside of normal work hours. Where Metro Vancouver is paying the associated cost, the event is considered to be of mutual benefit to both the organization and the employee. As such, no overtime compensation is payable.

**BOARD POLICY****VACATION CARRY-OVER FOR EXEMPT EMPLOYEES**

Effective Date: January 1, 2014

Approved By: GVRD Board

Policy No. HR-005

PURPOSE

This Policy establishes parameters for vacation carry-over that balance these situations with Metro Vancouver's need to limit its liability for unused vacation, and to manage the cost of the vacation benefit.

POLICY

Vacation time is one of the benefits provided to employees, and the taking of annual vacation is important to our employees' wellbeing, as well as to the organization's productivity. When considering vacation requests, supervisors are encouraged to balance employee leave time with operational requirements.

It is recognized that there may be times when an employee is either unable to use their entire annual vacation entitlement during the calendar year, or wishes to carry forward annual vacation for use at a later date.

Prior to January 1, 2014, there was no limitation on the amount of vacation that could be carried over into future years.

Effective January 1, 2014, the amount of unused vacation an employee will be able to carry over in hours will be capped. The cap will be equal to the employee's annual vacation entitlement for the year from which the vacation is carried.

Unused hours carried over from the previous calendar year in excess of this cap will be paid out in cash not later than the last pay in February, using the employee's regular hourly rate as of December 31st of the previous year.

TRANSITION

It is recognized that some employees have accumulated unused vacation hours that exceed the new cap.

As a transitional measure, effective January 1, 2014, employees who have accumulated unused vacation in excess of the cap will have the portion that is in excess converted into dollars at the employee's regular hourly rate as of December 31, 2013. This amount will be placed in a separate Vacation Dollar Bank and there will not be any mandatory payout from this bank.

BOARD POLICY

Employees will be able to draw from their Vacation Dollar Bank in time or in cash. Cash withdrawals will be paid out through the regular payroll process, subject to normal statutory deductions. Withdrawals in time will be subject to supervisor approval and deductions will be made based on the employee's current hourly rate.

No further credits will be made to the Vacation Dollar Bank.



BOARD POLICY

SALARY ADMINISTRATION SYSTEM FOR EXEMPT EMPLOYEES

Effective Date: May 2, 2014

Approved By: GVRD Board

Policy No. HR-006

PURPOSE

The purpose of the salary administration system for exempt employees is to determine appropriate compensation levels for exempt staff on the basis of internal job equity, market comparables and performance-based criteria. The following policy is provided to establish guidelines upon which salaries are to be determined.

DEFINITIONS

“Underfill Positions” is a trainee or one who is not fully qualified to perform the position as per the requirements and qualifications set out in the Job Description. When the District has been unable to recruit a candidate whose qualifications meet the position requirements, the District may appoint a candidate at a Level One pay scale; however, this practice is not encouraged unless sufficient capacity and time exists within the Department to properly train and develop the candidate;

“Fully Functional” is one who performs to the expected standards for the position, such as by consistently achieving annual performance plan objectives, meeting departmental and organizational goals, and contributing to the overall effectiveness of the organization; and

“Anniversary Date” is the date twelve calendar months following the employment start date within the position. Following the anniversary date, Performance Reviews will be undertaken annually.

POLICY

1.1. Compensation Authority

The Board is responsible for establishing the Metro Vancouver exempt compensation policy and its corresponding budget approval.

The Chief Administrative Officer is accountable to the Board for ensuring the implementation of the Board’s Exempt Compensation Policy and ensuring that salaries for exempt staff are administered within the parameters of the Board policy.

1.2. Salary Administration System

The purpose of implementing a new job evaluation system was to replace the former ‘X Grid’ system with a new model of relative worth job ranking that reflects current trends in salary administration.

BOARD POLICY

The Job Family Compensation Program is an objective approach to exempt position evaluation and the framework is customized for Metro Vancouver. It is a job classification system that takes into account all aspects of the job and values and measures:

- Education & Experience
- Working Relationships
- Problem Solving
- Responsibility
- Complexity

Each position at Metro Vancouver has been placed in a job family and at a level within that family that most accurately reflects the nature of the work being done relevant to these five defined factors. It does not measure nor reflect on the particular qualifications or performance of the individual in the job.

These evaluations remain constant over time unless a position changes significantly in any of the factors identified above. Newly created positions or significantly changed positions will be evaluated prior to posting or advertising. Individual ratings of positions and individual employee placements within the salary ranges will remain confidential to avoid misinterpretation or possible misuse.

2. SALARY ADMINISTRATION

2.1 Existing Positions

If an existing position is believed to have changed significantly, the incumbent or the supervisor may make a request through to the Department General Manager or Director, as applicable, that the position be re-evaluated on the basis of this change. If a Department General Manager supports the request, it will be forwarded in writing directly to the Director of Human Resources. The Director of Human Resources will make recommendations to the Chief Administrative Officer.

2.2 New Positions

New positions will be evaluated at the time they are created. The new position's supervisor is responsible for preparing a job description for review by the Department General Manager and for submission to the Director of Human Resources. The Director of Human Resources, in consultation with the CAO, will evaluate the position and establish a base salary rate within the salary administration system.

2.3 Periodic Review

As part of the ongoing administration of the plan, base salary evaluations will be reviewed periodically to ensure consistency is maintained among the positions and is anchored at one end by the external market and at the other end, by appropriate internal relativity. Evaluations will be reviewed by the Director of Human Resources in consultation with the Chief

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Administrative Officer and, at the discretion of the Chief Administrative Officer, will include an independent review from a job evaluation consultant. Any position may be referred to a consulting firm for evaluation.

2.4 Salary Survey

A comprehensive market based salary survey will be conducted by an independent consultant every three years to ensure that base salaries remain within the market parameters established by the Board. The survey will review the salaries of exempt positions in comparable jurisdictions. The survey will be conducted using the methodology established in the Job Family Compensation Program.

During intervening years CPI (Vancouver) will be used in combination with average overall adjustments provided to executive staff by the target market in comparable Metro Vancouver jurisdictions, and other relevant economic indicators to guide recommendations for future adjustments.

3. Compensation Levels

Four levels of compensation based upon performance and responsibility are established for positions within the exempt salary structure. The starting salary for new hires and employees entering a new job will be determined in consultation with the Director of Human Resources.

3.1 Level One

15% below the benchmark rate. This level is established as an entry-level salary paid to those employees who do not meet the minimum qualifications for a position. Compensation at this level will be reviewed on the employee's anniversary date.

3.2 Level Two

10% below the benchmark rate. This level is established as the standard hiring salary paid to entry-level employees meeting the minimum requirements for the position. This level assumes that the incumbent will require two years to become fully functional in the position. Compensation at this level will be reviewed on the employee's anniversary date.

3.3 Level Three

5% below the benchmark rate. This level is established as the discretionary hiring salary paid to new employees meeting the minimum requirements for the position. This level assumes that the incumbent will require one year to become fully functional in the position. Compensation at this level will be reviewed on the employee's anniversary date.

3.4 Level Four

Benchmark rate. This level is established as the benchmark salary identified using the job family compensation program. It is paid to those employees who are either working in a fully functional capacity within the position or those who can be hired into a position without a steep

BOARD POLICY

learning curve requirement. Individuals will be hired at Level Four if it can be demonstrated through previous related experience and educational qualifications that they have the necessary expertise to perform the job.

3.5 Temporary Assignments, Secondments and Acting Pay

- a) If a supervisor determines there is a demonstrated need, and makes a decision to assign an employee, on a temporary basis, to perform, in a substantive way and for a minimum of 5 consecutive working days* (or 4 consecutive working days in a week that includes a statutory holiday), the principle duties of a job in a higher pay grade, the amount of the employee's acting pay will be the greater of:
 - i. 105% of current salary; or
 - ii. Level 1 of the higher pay band

* "consecutive working days" applies only to exempt staff acting for exempt staff.

Note: this Policy does not preclude managers from assigning acting duties for less than 5 days. In such circumstances acting pay will not be applied.

Temporary acting assignments typically require an employee to maintain their regular duties, in addition to those of the employee for whom they are acting. It should not result in acting pay also being assigned to an employee or employees in reporting positions.

- b) Where an employee is required to perform substantive additional duties or responsibilities within their current job for a defined period of time, the employee will be paid 105% of the current salary for the defined period. No change in salary grade will occur as a result of such requirements.
- c) Where a Teamsters Union member acts in an exempt role, compensation will be Level 1 (85%) of the exempt rate; or 105% of the Teamsters rate, whichever is greater.
- d) Where a GVRDEU member acts in an exempt role, compensation will be Level 1 (85%) of the exempt rate, inclusive of deferred compensation; or 105% of the GVRDEU rate plus deferred compensation, whichever is greater.

4. Annual Performance Review

Annual performance reviews will be conducted with each exempt staff member, on an individual basis. The purpose of the performance review is to evaluate the effectiveness of the employee's performance over the last year and to discuss the direction, goals and objectives of the organization and individual staff contributions to the achievement of those goals. For employees being paid below the benchmark rate, the supervisor will be able to award a merit increase of up to 5% based on the performance review results.

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5. Performance Measurement Criteria

The performance review should be viewed and used as a tool to move the organization and its staff to levels of excellence. Components to the performance review should include but not be limited to, demonstration of teamwork, commitment to the achievement of organizational goals, effectiveness and quality of work (outcomes); demonstration of effective leadership and demonstration of continuous improvement and learning within the employee's area of responsibility.

6. Retroactive Salary

Effective January 1, 2015, any retroactive salary increase will only be paid to current employees.



BOARD POLICY

INFORMATION MANAGEMENT

Effective Date: June 26, 2009 (revised June 30, 2010)

Approved By: GVRD Board

Policy No. IT-004

PURPOSE

This Policy addresses efficient and effective information management to support programs and service delivery; foster informed decision making; facilitate accountability, transparency and collaboration; and preserve and ensure access to information and records for the benefit of present and future generations.

It applies to all records in the custody and control of Metro Vancouver, which are created or received in the context of their functional responsibilities and are the property of Metro Vancouver.

DEFINITIONS

“Records” Information recorded on paper or in any other form related to activities carried out by or affecting Metro Vancouver;

“Archives” Metro Vancouver records intended to be preserved because of the enduring value contained in the information or as evidence of the functions and responsibilities of Metro Vancouver; and

“Retention Schedule” The description of classes or groups of records according to their archival value together with instructions for how long they should be maintained and whether they should ultimately be destroyed or transferred to Metro Vancouver archives for permanent retention.

POLICY

1. Collection and Creation

- 1.1. All records in the custody and control of Metro Vancouver, which are created or received in the context of their functional responsibilities, are the property of Metro Vancouver.
- 1.2. Records of Metro Vancouver activities will be entered into the record-keeping system to support ongoing operational needs.
- 1.3. Archival records will be acquired and preserved if identified for long-term preservation and have enduring value to Metro Vancouver.
- 1.4. A collection of in-house Metro Vancouver reports, and materials published by outside sources that support Metro Vancouver operations, will be compiled and maintained.

BOARD POLICY

- 1.5. A historical collection that traces the development and history of Metro Vancouver will be maintained.

2. Organize, Use and Dissemination

- 2.1. Access to Metro Vancouver records, including archival records, will be subject to the provisions of the *Freedom of Information and Protection of Privacy Act*.
- 2.2. Records will be managed according to the records classification scheme.
- 2.3. Access to other sources and collections via inter-library loans and searching of electronic resources and databases will be facilitated.
- 2.4. Information will be acquired in digitized formats, or will be converted to digitized formats, if appropriate, for use and/or dissemination.
- 2.5. Archival records will be managed according to recognized archival standards.

3. Disposition

- 3.1. Records will be destroyed according to the records retention schedule, and will meet statutory and regulatory requirements.

**BOARD POLICY****ELECTRONIC EQUIPMENT DISPOSITION**

Effective Date: October 24, 2014

Approved By: GVRD Board

Policy No. IT-005

PURPOSE

To provide direction regarding the disposition of electronic equipment as identified within this Policy to elected officials and employees who are no longer employed by Metro Vancouver.

POLICY

This Policy is intended to provide Metro Vancouver with clear direction in which to respond to requests by outgoing elected officials and employees to purchase electronic equipment provided to them by Metro Vancouver for business purposes. This Policy will ensure that procedures are applied consistently to elected officials and to employees with respect to the calculation of depreciated values for electronic equipment.

It is acknowledged that electronic equipment provided to elected officials and employees for business purposes will depreciate over time and will be less functional when redeployed as used electronic equipment in the workplace. Consequently, in some circumstances exiting elected officials and employees may request to purchase used electronic equipment at a fee that reflects the depreciated value pursuant to this Policy.

Electronic Equipment

Electronic equipment that falls within this Policy is limited to:

- a) Laptops and supporting equipment assigned to senior exempt staff and elected officials for business purposes;
- b) Tablet devices assigned to senior exempt staff and elected officials for business purposes;
- c) Cellular phones and smartphones assigned to staff and elected officials for business purposes.

All other corporate assets will be disposed pursuant to existing practice and policies. Evergreened or retired assets for ongoing employees and elected officials will not be available as part of this Policy and will be recycled in accordance with existing practice and policies.

Calculation of Depreciated Value

The following depreciated value shall apply to electronic equipment referenced in this Policy:

- a) Laptops and supporting equipment will be valued at the remaining residual amount assuming a four (4) year straight line depreciation schedule.
- b) Tablet devices will be valued at the remaining residual amount assuming a three (3) year straight line depreciation schedule.

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- c) Cellular phones and smartphones will be valued based on the three (3) year contract fee amount as determined by the Metro Vancouver cell phone provider for that specific device.

Data and Software

It is Corporate Policy (*Information Technology Usage Policy*) not to store corporate data on mobile or desk top devices. To ensure this Policy protects privacy and corporate data, all devices that have been approved for personal transfer will be reimaged back to the manufacturer's base image. Software that is normally included with the device (such as operating systems, utilities, and device drivers) will be installed. It will be up to the individual to ensure that they have purchased whatever additional software licenses that are required.

Phone Number Transfers

In most cases the Corporation will release phone numbers to the individual. However, there may be cases where the number in question is critical to the operations of the Organization. As a result, the Corporation reserves the right, to retain phone numbers for future use. The decision to retain a phone number will be made by the General Manager responsible for the work group by emailing the Senior Director of Corporate Services at least two weeks prior to the individual's departure.

Approval

- a) Elected official requests for electronic equipment disposition will be approved by the Director of Board and Information Services and Board Chairperson (or Chief Administrative Officer);
- b) Employee requests for electronic equipment disposition will be approved by the Senior Director of Corporate Services and applicable Department General Manager (or Chief Administrative Officer).
- c) All requests must be received a minimum of two weeks prior to last day worked.



BOARD POLICY

REGIONAL PARKS NAMING, RENAMING, AND DEDICATIONS

Effective Date: October 24, 2014 (revised March 27, 2020)

Approved By: MVRD Board

Policy No. PK-002

PURPOSE

To provide direction for the naming, renaming, and dedication of regional parks and park features.

DEFINITIONS

“Dedication” is on-site recognition on a sign, plaque, suitable monument, or associated exhibit with an inscription recognizing a donor, civic leader, or Indigenous leader;

“Dual Naming” means giving a regional park or park feature two names (for example, an English language name and an Indigenous language name);

“Naming” means giving a regional park or park feature a name;

“Park Features” refers to park sites, natural features, trails, facilities and structures, portions of facilities or structures, or other regional park assets;

“Renaming” means replacing a current name with a new name or a dual name; and

“Support” means, in relation to an individual’s name, a letter of support from that person or their family (if deceased), in relation to an Indigenous language name, a council resolution (or equivalent) in support of the Indigenous language name from the First Nation or First Nations whose traditional territory includes the Regional Park.

POLICY

Naming, renaming, and dedication of regional parks and park features is a way to celebrate the Metro Vancouver region’s unique history and cultural diversity, and to recognize donors and those who have provided services to regional parks. Metro Vancouver’s practice is to name regional parks and park features using geography, local history, or tradition. In appropriate circumstances and in accordance with this Policy, regional parks and park features may be named, renamed, or dedicated after a donor, civic or Indigenous leader.

All regional parks and park features can be named, renamed, or dedicated.

Where an individual’s name or an Indigenous language name is proposed for naming, renaming or dedication of a regional park or a park feature, such action must be supported.

Naming, renaming or dedication may be acknowledged with a ceremony.

BOARD POLICY

Any naming, renaming, or dedication must be approved by the MVRD Board.

Names Outside MVRD Authority

There are park features within or associated with regional parks where MVRD does not have authority for naming. If a renaming or dual naming proposal is brought forward for a regional park feature that falls outside the jurisdiction of MVRD (e.g. a federally or provincially named place), it will be considered by the MVRD Board and if supported, a letter of support will be sent to the appropriate authority.



BOARD POLICY

REGIONAL PARKS ROLE IN PROMOTING AGRICULTURE

Effective Date: July 31, 2015

Approved By: GVRD Board

Policy No. PK-003

PURPOSE

To establish by policy the role of the Regional Parks Service in promoting agriculture.

DEFINITIONS

“Agricultural Lands” Lands within the Agricultural Land Reserve (ALR); and

“Regional Park Lands” All properties held by the GVRD as Regional Preserves, Regional Nature Parks, Regional Multi-Use Parks and Regional Trails.

POLICY

In regional parks GVRD may support agricultural initiatives, demonstration projects, themed events and other similar agricultural uses that enhance public use, advance ecological objectives, educate the public and/or provide interpretive value. Such uses must not undermine the primary purpose of the host regional park, and must be consistent with the relevant regional park management plan in place.

GVRD will phase out agricultural operations that do not meet the terms noted above. GVRD will also phase out agricultural uses when lands are required for development as regional park land.

GVRD will not grant a commercial agricultural operation the exclusive use of regional park land.

GVRD may use agriculture as a land management tool to achieve ecological, stewardship, operational and other park objectives to the extent that such objectives are compatible with and support the public's use and enjoyment of the host regional park.

Where a regional park is located in an agricultural neighbourhood, GVRD will work with local farmers to minimize the regional park's impact on local agriculture. Steps taken by the GVRD may include the application of careful site planning, the introduction of appropriate park management, the use of buffer zones and signage, and the establishment of codes of conduct for visitors.

Agricultural operations that are situated on regional park land must be bound by a non-exclusive license agreement. The terms of the agreement may include the development of an environmental farm plan, or a requirement for sustainable or organic practices.



BOARD POLICY

REGIONAL PARKS FACILITIES

Effective Date: February 24, 2017

Approved By: MVRD Board

Policy No. PK-004

PURPOSE

To establish the types of facilities that Metro Vancouver will provide to facilitate passive outdoor activities located within regional parks and connect people with nature.

DEFINITIONS

“Regional Park Lands” – All properties held by the GVRD as regional parks or greenways.

“Facility” – A collection of constructed elements introduced to a park by Metro Vancouver in order to provide visitor access to a natural area for leisure activities. Facilities include major elements such as trails/paths, picnic shelters, grass fields, parking lots, washrooms, etc.

“Element” – A single constructed piece that in aggregation forms a park facility. Elements may be major (e.g. a trail) or minor (e.g. a water fountain).

“Passive Outdoor Activities” – These leisure pursuits primarily have the following characteristics:

- Enable people to connect with and experience nature;
- Are unstructured, self-directed and use a large, natural setting;
- Minimally disturb natural values;
- Occur on a day use basis; and
- Are non-motorized.

POLICY

The “2014 Regional Parks Service Review” report, adopted by the GVRD Board in November 2014, confirmed that the Regional Parks Service exists primarily to protect the region’s important natural areas while also seeking to provide opportunities for people to connect with, enjoy, be active within and learn about the region’s natural environment. It also confirmed that the facilities provided in regional parks are intended to facilitate passive outdoor activities in nature which complement the active outdoor recreation provided in municipal park systems. Examples of the types of active outdoor recreational facilities provided by municipalities include sports fields, courts for racquet sports, outdoor swimming pools, playgrounds, and skateboard parks.

There are historical instances where the Regional Parks service has built or acquired land with pre-existing facilities or activities inconsistent with the list that follows. It is recognized that these facilities are special cases and do not establish a precedent for their expansion within the system. The status of these facilities will not be affected by adoption of this Policy.

BOARD POLICY

PARK FACILITIES

Metro Vancouver provides facilities that connect regional park visitors to nature to enable them to enjoy and learn about the environment or be active through passive outdoor activities during their leisure time. The following lists the typical facilities provided in regional parks to connect people to nature, where and when suitable in a particular regional park:

- Pedestrian trails;
- Multiuse trails for pedestrians, bicyclists and equestrians;
- Picnic areas and group picnic shelters;
- Launching facilities for non-motorized vessels;
- Day use and staging areas;
- Beaches;
- Access facilities for fishing;
- Group campgrounds;
- Nature centers;
- Viewpoints, blinds and viewing structures; and
- Interpretive features.

In the event that a facility not on the above list is proposed, the facility will be evaluated based on all relevant factors to determine if it is consistent with Metro Vancouver's definition of passive outdoor activities and suited to the proposed location.

The provision of and arrangement of facilities within a regional park is specified in the *Park Management Plan* for each regional park.

Attachment:

Table 1: Typical Elements Associated with Regional Park Outdoor Facilities

Other Related Guidance Documents:

The Regional Parks Services June 9, 2010 *Accessibility Commitment Statement*.

BOARD POLICY

Table 1: Typical Elements Associated with Regional Park Outdoor Facilities

Pedestrian trails	<ul style="list-style-type: none"> • Trails are primarily unpaved (but may be paved under certain circumstances) • Includes boardwalks, stairs and bridges
Multiuse trails for pedestrians, bicyclists and equestrians	<ul style="list-style-type: none"> • Frequently unpaved trails or roads on dykes within regional parks • Trails must meet shared trail and equestrian standards (see design standards and guidelines) for width, grade, sight distances, etc. as appropriate • Horse trailer compatible parking, watering stations and tying post(s) if appropriate • Gates and fencing as required • Regional trails and/or greenway routes connecting to trails outside of a regional park may be paved, especially if connecting to paved trails • Bicycle racks • Includes boardwalks, stairs and bridges • Bicycling trails within regional parks are not lighted
Picnic areas and group picnic shelters	<ul style="list-style-type: none"> • Picnic tables and natural grassed areas • Picnic shelters • Commonly associated with day use and staging areas • Commonly associated with open air group campgrounds
Launching facilities for non-motorized vessels	<ul style="list-style-type: none"> • Simple water access (to put in vessels) • May include floats, docks and/or natural or modified landing spots • May include vessel rental facilities where suitable • Commonly associated with day use or staging areas
Day use and staging areas	<ul style="list-style-type: none"> • Parking • Typical location of many basic facilities • Frequently associated with group picnic shelters and picnic areas, beaches, group campgrounds, park buildings, fishing access, non-motorized vessel launching facility, interpretive displays, features, and nature discovery areas* • Sometimes associated with concessions and equipment rentals.

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Beaches	<ul style="list-style-type: none"> • Beach or waterfront access, grassed areas, changing facilities, and concessions, if warranted • Swimming is unsupervised (i.e. no lifeguards and associated facilities) and the opportunity to swim is dependent on natural water quality and shoreline configuration • Often associated with group picnic areas as well as day use or staging areas
Access facilities for fishing	<ul style="list-style-type: none"> • Water access and fish cleaning station • Fishing float or dock may be offered • Frequently associated with day use or staging area
Group campgrounds;	<ul style="list-style-type: none"> • Tent pads and/or natural grassed gathering areas & BBQs • These areas may be associated with facilities for picnicking, fishing access, beach access and non-motorized vessels
Nature centers	<ul style="list-style-type: none"> • Usually buildings or structures designed or adapted to support understanding of natural areas found within park • May be open air on occasion • Typically associated with day use or staging areas
Viewpoints, blinds and viewing structures	<ul style="list-style-type: none"> • Buildings, structures or areas designed to support viewing or nature study in regional parks • Sited adjacent to natural feature with high nature study or viewing value • May include interpretive feature(s)
Interpretive features	<ul style="list-style-type: none"> • Includes signage, landscape exhibits or other installations intended to enhance public connection to nature or the regional park • Sited adjacent to park feature meriting interpretation • May be composed of a single or multiple elements • May change seasonally or evolve over time
Basic Facilities All outdoor activities require the provision of the following basic facilities at the appropriate scale.	<ul style="list-style-type: none"> • Restrooms/toilets, waste/recycling receptacles, drinking water standpipe/tap/fountain, benches, way finding signage, connecting paths, vehicle parking and related park access elements (e.g., bollards, gates, fencing, stiles, etc.)

**Nature discovery areas are discretionary features that may be suitable for provision within regional parks on a case by case basis.*



BOARD POLICY

WATERSHED ACCESS

Effective Date: March 18, 2011 (revised February 24, 2017)

Approved By: GVWD Board

Policy No. UT-001

PURPOSE

The objectives of this Policy are to protect the Watersheds, by limiting access to the Watersheds, and to clarify the roles of Metro Vancouver staff and the Greater Vancouver Water District Board with respect to authorizing watershed access.

DEFINITIONS

“Designated Metro Vancouver Staff” for the purposes of approving watershed entry permits are those staff assigned the responsibility for watershed management, protection and control by the General Manager, Water Services.

“Watersheds” means the restricted access portions of the Capilano, Seymour and Coquitlam River drainage areas including the source water supply portions thereof.

“Watershed Regulations” are the sanitary, pollution control, burning and general regulations of the GVWD provided to watershed entrants upon entry into drinking water supply areas.

POLICY

The principle of protecting GVWD Watersheds by restricting access is a fundamental component of ensuring high quality source water supply. A key strategy of Metro Vancouver’s *Drinking Water Management Plan* is to ensure that the region’s water supply system provides multiple barriers to water contamination, starting with watershed protection. A critical form of protection is to exclude human entry to the greatest extent possible, while recognizing that valid reasons do exist for entry into the Watersheds for both internal and external applicants.

PROCEDURE

Watershed access is routinely requested by Metro Vancouver employees, consultants and contractors, other utilities with infrastructure located within or adjacent to watershed lands, senior government employees, search and rescue personnel, First Nations and researchers proposing work within the Watersheds.

The *Watershed Access Policy* provides clarity regarding the types of entries that staff are authorized to approve as opposed to those that require referral to the Board for consideration.

Application

This policy guides not only staff, in terms of administering the policy, but any individual or organization seeking entry into the Watersheds.

BOARD POLICY

CRITERIA FOR APPROVAL OF WATERSHED ACCESS REQUESTS

All personnel entering the Watersheds require a watershed entry permit or escort by specifically authorized staff for the duration of their admittance.

I. Staff Approval of Watershed Access Requests

Designated Metro Vancouver Staff have the authority to approve Watershed access requests based on the criteria set out below. Requests must be submitted at least 5 days before the desired entry for consideration by the Designated Metro Vancouver Staff.

Designated Metro Vancouver Staff may approve access requests, for work solely within the Watersheds, from the individuals or entities set out below that meet the criteria related to that individual or entity:

1. Metro Vancouver's staff, consultants and contractors when they are required to undertake approved programs within the Watersheds as part of their duties.
2. BC Hydro and Fortis BC staff and their consultants and contractors for undertaking work on their utilities.
3. Representatives of the provincial and federal governments who, in order to fulfill their duties, are required to gain access to the Watersheds.
4. First Nation members when accessing their traditional territories for consultation with utility agencies or for the purposes of engaging in cultural activities and practices that do not harm the Watersheds' environment or source water quality, but which may include limited gathering of plant material for non-commercial purposes, but does not include hunting or fishing.
5. GVWD Board directors, member jurisdiction council and committee members, and medical health officers when access is required as part of their responsibilities for their respective authorities.
6. Accredited media representatives on approved GVWD business when escorted by authorized GVWD personnel.
7. Fish hatchery staff and specialized fisheries personnel requiring access to the Watersheds for GVWD authorized fisheries management activities.
8. Accredited search and rescue and emergency response personnel for preparatory and response activities.

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9. Watershed tour and education participants pursuant to an authorized Watershed Education Program.
10. Individuals or organizations conducting research projects who:
 - a) have GVWD staff approval of a detailed project proposal in advance of entry;
 - b) provide proof that the research is supported or sponsored by an accredited academic institution or senior government agency;
 - c) have appropriate scientific credentials or will be working under the direct supervision of an individual having those credentials; and,
 - d) provide proof of liability insurance in the amount of at least \$5.0 million insuring any activities undertaken in the watershed with the Greater Vancouver Water District and Greater Vancouver Regional District listed as additional insured.
11. Private or industry-based researchers provided they meet all conditions in section 10 above and the research is being undertaken on behalf of a not-for-profit organization pursuant to a provincial or federal funding program.
12. Archaeological research undertaken by or on behalf of a First Nation provided it meets the conditions of section 10(a), (c) and (d) above.

II. **GVWD Board Approval of Watershed Access Requests**

All requests for access that do not fall within Section I., Staff Approval of Watershed Access Requests, paragraphs 1 – 12 above, must be referred to the GVWD Board for consideration. Such requests must be submitted to Metro Vancouver at least 30 business days before the proposed entry date.

OBTAINING A WATERSHED ENTRY PERMIT

Following staff or GVWD Board review and approval of access requests, each individual associated with approved work or access is required to obtain a watershed entry permit and undergo a watershed orientation regarding individual responsibilities while working in the Watersheds. All permit applicants must agree in writing to conduct themselves in accordance with the *Watershed Regulations*. Violations of these responsibilities may result in staff revoking the violator's entry permit as well as denying future entry.

For brief (e.g. delivery driver) and/or one-time watershed entrants conducting utility or other business, or for tour groups, a Metro Vancouver staff member listed on the *Watershed Escort List* may accompany the entrant in lieu of the watershed orientation and entry permit.



BOARD POLICY

WATER RATES FOR GVWD MEMBERS AND NON-MEMBERS

Effective Date: June 14, 2013

Approved By: GVWD Board

Policy No. UT-002

PURPOSE

To establish the rate structure under which water is provided by the Greater Vancouver Water District (GVWD) to members and non-members.

DEFINITIONS

“Board” means the Board of Directors of the Greater Vancouver Water District (GVWD).

“GVWD Lawn Sprinkling Regulations” means the lawn sprinkling regulations in the *GVWD Water Shortage Response Plan* adopted by members and non-members through municipal bylaw.

POLICY

GVWD Act

In December 1924 the Greater Vancouver Water District (GVWD) was established as a corporate body under the *Greater Vancouver Water District Act* to provide water on a wholesale basis to GVWD members. The GVWD membership has increased over time to 19 members in 2014 (18 member municipalities and 1 Treaty First Nation).

The Act provides the GVWD with all the rights and is subject to all the liabilities of a corporation including the right to exercise and carry out all the powers, rights and duties conferred and imposed by the Act. Under its general powers, the GVWD has the power to sue or be sued, and shall have the power to acquire, hold or dispose of real property for use of the GVWD and may become a party to any contracts or agreements necessary or incidental to the management of the GVWD.

GVWD Water Rates for Members

All GVWD members shall pay the same wholesale water rate (dollars per cubic metre) for the volume of water they consume. The wholesale water rate is established annually by the GVWD Board and is set to provide for a balanced budget as required by legislation.

To join the GVWD, new members must pay the incremental infrastructure costs associated with the GVWD expanding capacity to meet the demand of the new member. After joining the GVWD, paying the upfront servicing costs and assuming all the obligations of membership, new members will also pay the wholesale GVWD water rate for the volume of water they consume.

BOARD POLICY

GVWD Water Rates for Non-Members

Except as set out by this Policy, all GVWD non-members shall pay a retail water rate based on the wholesale water rate as set annually by the GVWD Board, plus an additional charge of 20%. This additional charge is included to reflect the following costs and obligations which are not incurred or assumed by a non-member of the GVWD:

- **Legal Liabilities of Members.** GVWD members are legally liable for all obligations of the GVWD including debt, risks to infrastructure, legal suits or actions, or spills to the environment. GVWD members are, therefore, subject to additional charges should circumstances arise while non-members are not;
- **Obligations of Members.** GVWD members are obliged to comply with the GVWD Act and the plans, policies, authorities, regulations, and bylaws of the GVWD such as the *Drinking Water Management Plan*, the *Regional Water Shortage Response Plan*, and the *GVWD Lawn Sprinkling Regulations*;
- **Upfront Costs of Membership.** To join the GVWD, new members pay the incremental cost associated with the GVWD expanding capacity to meet the demand of the new member. These costs include the initial connections and the expansion of infrastructure required to meet the incremental demand as determined as part of the entry or membership agreement; and
- **Member Commitments.** Non-members do not have the same commitments, interests, obligations and investments in the success of the GVWD as members. In addition, non-members do not contribute to the stature of the GVWD (ability to influence matters of regional significance) in discussions with other groups and senior governments to the same extent as a member.

The favourable cost of borrowing for the GVWD is the result of the commitment, financial position and stability of its collective membership. Non-members do not contribute to this position despite benefiting from the lower debt service costs included within the wholesale water rate.

The 20% surcharge calculation generally reflects the following breakdown:

- **5% - Administration.** Represents an administrative and operational charge for services including invoicing, general accounting, reading and maintaining non-member water meters and general staff time dealing with non-member water issues;
- **5% - Legal and Operational Risk.** Represents a charge for the legal and operational risk avoided by not being a full GVWD member. This provides some financial security for members should the non-member significantly change their demand for water from the GVWD thus resulting in infrastructure with either excess or insufficient capacity. This is also intended to

BOARD POLICY

provide some security should there be a catastrophic system failure requiring a special levy to members or any potential impact of legal liability; and

- **10% - Infrastructure.** Represents a charge for the specific infrastructure enhancements required to provide water to the non-member. This infrastructure includes supply mains, pump station capacity, reservoir capacity, water meters, valving and related infrastructure. These infrastructure enhancements are subsidized by all members through the wholesale water rate, where under the scenario of membership, these costs would be borne by the new member and not included in the rate.

This charge will also contribute to offset the debt service costs on the original infrastructure and overtime lend to funding any capital enhancements or required replacement. In addition, the non-member is benefiting from a favourable borrowing rate on GVWD debt that would not be available if they were to borrow independently. This lower borrowing rate is the result of risk sharing amongst the membership.

APPLICATION

This Policy applies to GVWD members and to GVWD non-members who do not have a separate water supply agreement with the GVWD. This Policy does not apply to GVWD non-members having a separate water supply agreement with the GVWD.



BOARD POLICY

TRANSFER OF SEWERAGE AND DRAINAGE FACILITIES

Effective Date: February 24, 2017

Approved By: GVS&DD Board

Policy No. UT-004

PURPOSE

Using the criteria that define regional versus local government sewerage and drainage facilities, this Policy identifies the process that may be considered when contemplating the transfer of ownership of sewerage and drainage facilities to, or from, the regional sewerage and drainage systems.

DEFINITIONS

"GVS&DD Act" means the *Greater Vancouver Sewerage and Drainage District Act*; and

References to "**Facilities**" in this Policy are references to facilities as defined in section 2 of the *GVS&DD Act*.

POLICY

Pursuant to section 6(1) of the *GVS&DD Act*, the Greater Vancouver Sewerage and Drainage District's (GVS&DD's) objects are the construction, maintenance, operation and administration of its major sewerage and drainage facilities. Planning, development, ownership and operation of the regional sewerage and drainage systems and associated facilities will include consideration of this Policy.

On November 29, 2002 the GVS&DD Board endorsed criteria to better define regional versus municipal utility projects and to define "major sewerage facilities". The criteria and definition are as follows:

1. *All existing and committed regional major sewerage and drainage facilities and their proposed upgrades and replacements shall remain the responsibility of the GVS&DD.*
2. *New major sewerage and drainage facilities are defined as:*
 - i. *a regional trunk sewer that goes through one municipality to service another or services more than one municipality; or*
 - ii. *a regional trunk sewer that is required for operational efficiency or to provide adequate redundancy for reliability and security of the regional system; or*
 - iii. *a facility which if taken off-line affects a municipality other than the one in which it is located.*

BOARD POLICY

3. *The capital cost sharing arrangements between the GVS&DD and member municipalities for new major sewerage and drainage facilities continue to be determined on a case by case basis.*

KEY STEPS WHEN CONSIDERING A TRANSFER OF OWNERSHIP

Generally, the intent of transferring ownership of facilities is to better align ownership, responsibility, and operational and management flexibility for facilities. As such, a key principle is that all transfers will be voluntary so that both parties cooperatively enter into the process to transfer ownership of infrastructure. The key steps that may be followed when considering a transfer of ownership are summarized below.

1. Identification of the Facility to be Considered for Transfer

Where a facility owned by a local government is within the definition of a regional facility, the local government will identify the facility and in consultation with the GVS&DD, consider whether to explore transfer of ownership of the facility to the GVS&DD. Similarly, where a facility owned by the GVS&DD is no longer within the definition of a regional facility, the GVS&DD will identify the facility and in consultation with the local government, consider whether to explore transfer of ownership of the facility to the local government.

2. Confirm that the Facility Meets the Transfer Criteria

In either case, the facility in question needs to be tested against the criteria endorsed by the GVS&DD Board to confirm that the facility is eligible to be transferred.

3. Communicate the Request to Transfer

Once the facility to be transferred has been identified and confirmed to meet the transfer criteria, one of the parties as appropriate may formally initiate a request in writing to transfer ownership of the facility.

4. Develop a Transfer Agreement

An agreement to transfer infrastructure may be developed on a case-by-case basis, typically as a formal proposal from one party to another, or through a transfer agreement. In developing the agreement, a number of studies and reviews may be undertaken, including technical (such as condition and capacity), operational impacts, properties, financial, and legal. Staff time and related costs to undertake the studies and develop the transfer agreement are the responsibility of each party.

5. Approval of the Transfer by Council and Board

The transfer must be approved by both the local government Council and the GVS&DD Board. Approval is sought through a staff report, along with an attached transfer agreement or proposal.



BOARD POLICY

TRANSFER OF WATER FACILITIES

Effective Date: February 24, 2017

Approved By: GVWD Board

Policy No. UT-005

PURPOSE

Using the criteria that define regional versus local government water facilities, this Policy identifies the process that may be considered when contemplating the transfer of ownership of water facilities to, or from, the regional water system.

DEFINITIONS

"GVWD Act" means the *Greater Vancouver Water District Act*; and

References to **"Facilities"** in this Policy are references to the facilities described in sections 5(1)(b), 5(1)(c) and 48 of the *GVWD Act*.

POLICY

Pursuant to sections 5(1)(b), 5(1)(c) and 48 of the *GVWD Act*, the Greater Vancouver Water District's (GVWD's) powers include the acquisition, construction and maintenance of waterworks and waterworks systems and their associated lands, water, buildings, mains and pipes, and the power to designate the mains or pipes of its system and the location thereof as "main conduits". Planning, development, ownership and operation of the regional water systems and associated facilities will include consideration of this Policy.

During the process of developing the *2005 Drinking Water Management Plan* (DWMP), GVWD and municipal staff considered how to include the definition of regional water facilities adopted by the Regional Engineers Advisory Committee and the Regional Administrative Advisory Committee in 2002. Subsequently, in September 2005 the GVWD Board approved within the DWMP the following action built into the Plan.

To facilitate the efficient planning of the future water system, the GVWD and member municipalities will follow the approved principles defining what facilities will be owned and operated by the GVWD.

The criteria and definition are as follows:

1. *As of November 29, 2002, all existing and committed regional major water facilities and proposed upgrades and replacements shall remain the responsibility of the GVWD.*
2. *New regional major water facilities are defined as:*

BOARD POLICY

- i. a regional main conduit that goes through one municipality to service another or services more than one municipality; or*
 - ii. a regional main conduit that is required for operational efficiency or to provide adequate redundancy for reliability and security of the regional system; or*
 - iii. a facility which if taken off-line affects a municipality other than the one in which it is located.*
- 3. The capital cost sharing arrangements between the GVWD and member municipalities for new major water facilities continue to be determined on a case by case basis.*

KEY STEPS WHEN CONSIDERING A TRANSFER OF OWNERSHIP

Generally, the intent of transferring ownership of facilities is to better align ownership, responsibility, and operational and management flexibility for facilities. As such, a key principle is that all transfers will be voluntary so that both parties cooperatively enter into the process to transfer ownership of infrastructure. The key steps that may be followed when considering a transfer of ownership are summarized below.

1. Identification of the Facility to be Considered for Transfer

Where a facility owned by a local government is within the definition of a regional facility, local government will identify the facility and in consultation with the GVWD, consider whether to explore transfer of ownership of the facility to the GVWD. Similarly, where a facility owned by the GVWD is no longer within the definition of regional facility, GVWD will identify the facility and in consultation with the local government, consider whether to explore transfer of ownership of the facility to the local government.

2. Confirm that the Facility Meets the Transfer Criteria

In either case, the facility in question needs to be tested against the criteria endorsed by the GVWD Board to confirm that the facility is eligible to be transferred.

3. Communicate the Request to Transfer

Once the facility to be transferred has been identified and confirmed to meet the transfer criteria, one of the parties as appropriate may formally initiate a request in writing to transfer ownership of the facility.

4. Develop a Transfer Agreement

An agreement to transfer infrastructure may be developed on a case-by-case basis, typically as a formal proposal from one party to another, or through a transfer agreement. In developing the agreement, a number of studies and reviews may be undertaken, including technical (such as condition and capacity), operational impacts, properties, financial, and legal. Staff time and

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related costs to undertake the studies and develop the transfer agreement are the responsibility of each party.

5. Approval of the Transfer by Council and Board

The transfer must be approved by both the local government Council and the GVWD Board. Approval is sought through a staff report, along with an attached transfer agreement or proposal.



BOARD POLICY

WATER SUPPLY PRESSURE FOR GVWD MEMBERS AND NON-MEMBERS

Effective Date: October 24, 2014

Approved By: GVWD Board

Policy No. UT-006

PURPOSE

To confirm the Policy on water supply pressure provided by the Greater Vancouver Water District (GVWD) to members and non-members.

DEFINITIONS

“Board” means the Board of Directors of the Greater Vancouver Water District (GVWD).

“Corporation” means the Greater Vancouver Water District incorporated under the *Greater Vancouver Water District Act*.

POLICY

1. GVWD Act

In December 1924, the Greater Vancouver Water District (GVWD) was established as a corporate body under the *Greater Vancouver Water District Act* to provide water on a wholesale basis to GVWD members. The GVWD membership has increased over time to 19 members in 2014 (18 member municipalities and 1 Treaty First Nation).

Over the years, due to unique circumstances and areas transitioning to becoming members, the GVWD has also provided relatively small volumes of water to a limited number of non-members.

Leading up to the creation of the GVWD, the issue of water pressure was considered. A proposal to include a requirement in the *GVWD Act* that the GVWD provide water “at adequate pressure” was specifically rejected and the decision made that the GVWD should not be responsible for water system pressure. Consequently, the *GVWD Act* (s. 45) states the GVWD “shall furnish an adequate supply of water in bulk” with no reference to the limits of pressure under which this water should be provided.

2. GVWD Board Resolution on Water Pressure from February 21, 1933 Meeting

At its February 21, 1933 meeting, the GVWD Board passed the following resolution:

That the member municipalities must accept water at the pressure supplied by the Corporation’s system as and where delivered by the Corporation.

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PROCEDURE

Any new agreements being considered by the GVWD Board will reflect the GVWD Water Supply Pressure Policy.

To assist members and non-members with the efficient design of their water distribution systems, GVWD staff may provide information on the anticipated operating or design pressures in the GVWD system at the point of connection. This water pressure information at connection points may include parameters such as the following:

- Operating pressure bands under a range of operating and design conditions;
- Minimum and maximum pressure and flow and the corresponding hydraulic grade line.

Any provision of information on the anticipated operating or design water pressures in the GVWD system does not create an obligation for the GVWD to provide specific pressures, nor does it diminish or contradict the GVWD Water Supply Pressure Policy as specified above.

APPLICATION

This policy applies to members and non-members who receive water from the GVWD system. Any existing agreements with references to water pressure parameters that have been approved by the GVWD Board will continue.



BOARD POLICY

SUSTAINABLE INFRASTRUCTURE AND BUILDINGS

Effective Date: October 26, 2018

Approved By: MVRD/MVHC/GVWD/GVS&DD

Policy No. UT-007

PURPOSE

This Policy establishes standards for sustainable design and construction of Metro Vancouver infrastructure and buildings, in support of the following objectives:

- Reduce environmental impacts and increase social and environmental benefits;
- Demonstrate fiscal responsibility by considering the life cycle costs of assets; and
- Show leadership in sustainable design.

The Policy applies to new construction as well as significant upgrades and significant renovations.

DEFINITIONS

“BC Energy Step Code” refers to a voluntary provincial standard for achieving more energy-efficient buildings that go beyond the requirements of the BC Building Code, enacted in April 2017;

“Eligible Infrastructure” refers to water treatment plants, wastewater treatment plants, pump stations, reservoirs, transfer stations, waste-to-energy facilities, works yards, and other industrial facilities;

“Integrated Design Process” refers to a holistic approach to design and construction that involves collaboration of an inter-disciplinary team from building conception to post-occupancy, in order to optimize systems, minimize life cycle impacts, and maximize operational and maintenance savings;

“Occupied Building” refers to a building used by the public or with a primary function of housing or office space that is occupied by people on a regular basis;

“Performance Level” refers to the levels of achievement within a Rating System (e.g. Platinum, Gold, or Silver). These generally correspond to the number of points and/or credits achieved in different categories defined in the Rating System; and

“Rating System” refers to an existing, established rating system that provides a framework to guide and document the delivery of sustainable, high-performance infrastructure or buildings. For Eligible Infrastructure, Rating System refers to the current version of Envision. For Occupied Buildings, Rating Systems include the current versions of Leadership in Energy and Environmental Design (LEED), Living Building Challenge, and Passive House.

BOARD POLICY

POLICY

Metro Vancouver is committed to reducing the environmental impacts and increasing the social and environmental benefits of its infrastructure and buildings in a fiscally responsible manner. This Policy establishes standards for sustainable design and construction of Metro Vancouver infrastructure and buildings.

SUSTAINABLE DESIGN AND CONSTRUCTION STANDARDS

Metro Vancouver will use Performance Levels within established Rating Systems or standards to guide and document the design and construction of sustainable, high-performance infrastructure and buildings.

- For **Eligible Infrastructure**, the Rating System is Envision and the Performance Level is Gold, and
- for **Occupied Buildings**, the Rating System is LEED and the Performance Level is Gold; in addition, Occupied Buildings will achieve, at a minimum, BC Energy Step Code Level 3.

Performance Levels or Rating Systems that vary from the above standards may be considered on a case-by-case basis.

RATING SYSTEM CERTIFICATION

Rating System certification is not a requirement. However, certification will be pursued when required, such as through local governments as a condition of permitting or other orders of government as a condition of grant funding.

PRIORITY PERFORMANCE OBJECTIVES

Metro Vancouver undertakes a broad range of infrastructure and building project types. As part of achieving Envision Gold or LEED Gold or equivalent, the project team will use an Integrated Design Process to develop project-specific sustainability goals that balance fiscal responsibility with the priority performance objectives listed below, as applicable for the project type.

1. Energy Efficiency and Greenhouse Gas (GHG) Emissions
 - a) Reduce operational energy consumption.
 - b) Reduce embodied energy of priority construction materials.
 - c) Reduce lifecycle GHG emissions.
 - d) Generate or recover renewable energy on-site.
 - e) Install advanced energy metering.
 - f) Facilitate accessibility to low-carbon and active modes of transportation.
2. Materials and Resource Allocation
 - a) Use reclaimed or recycled materials in construction.
 - b) Divert construction and demolition waste from landfills.
 - c) Reduce potable water use and overall water use.

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- d) Minimize the impact on stormwater runoff quantity, rate and quality.
- 3. Ecological Health
 - a) Select site to protect sensitive ecosystems and preserve and enhance habitat function.
 - b) Develop and implement an invasive species management plan.
 - c) Preserve soils and restore disturbed areas with appropriate soil to support healthy vegetation.
 - d) Prevent pollutants from contaminating surface water and groundwater.
 - e) Reduce air pollutant sources during construction.

OTHER INFRASTRUCTURE AND BUILDING PROJECTS

Projects that fall outside the definitions of Eligible Infrastructure and Occupied Buildings, such as linear infrastructure, shall be evaluated to determine the feasibility of incorporating the priority performance objectives listed above that are applicable to those projects.

RELATED DOCUMENTS:

[Sustainable Infrastructure and Buildings Design Guide](#)



BOARD POLICY

SEWAGE AND WASTE: HEAT RECOVERY

Effective Date: June 23, 2017 (revised July 29, 2022)

Approved By: GVS&DD Board

Policy No. UT-008

PURPOSE

To encourage beneficial use of waste heat from Metro Vancouver's liquid waste and solid waste systems, and maximize greenhouse gas emission reductions by using the heat to displace fossil fuel use.

DEFINITIONS

"Waste heat" is excess heat that is available from GVS&DD operations, including but not limited to heat from untreated sewage, treated effluent, and municipal solid waste processing.

"Heat user" is a third party interested in accessing excess heat from GVS&DD's liquid waste or solid waste systems. A heat user may be a member jurisdiction or other entity.

POLICY

Metro Vancouver is committed to pursuing strategies and actions that mitigate climate change. Waste heat recovery projects that displace the use of fossil fuels result in a reduction in regional greenhouse gas emissions. Recovering waste heat from the liquid waste and solid waste systems contribute to GVS&DD's *Integrated Liquid Waste and Resource Management Plan* and *Integrated Solid Waste and Resource Management Plan* goals of using waste as a resource.

This policy enables expedient access to waste heat where technically and financially feasible, while ensuring that GVS&DD is able to convey and process wastewater and municipal solid waste and meet all service objectives. This policy applies to situations where external parties request waste heat from GVS&DD's liquid waste or solid waste systems and to situations where GVS&DD offers waste heat to interested external parties.

LIQUID WASTE COLLECTION SYSTEM PROJECTS

Allocation of Waste Heat

GVS&DD will allocate access to untreated sewage for heat recovery on a first-come first-served basis in response to requests by interested heat users, provided the proposed heat recovery project will not adversely impact GVS&DD services or other established heat recovery projects, as determined by GVS&DD review. If an established heat recovery project that is already in place or approved for development by GVS&DD could be impacted by a proposed new heat recovery project, the established project's heating and/or cooling requirements will have priority. Private entities requesting access to waste heat must provide a letter of support from the host member jurisdiction demonstrating support and cooperation including allowance for works within municipal rights of way. Projects that access heat from municipal sewers do not require GVS&DD approval.

Ownership and Responsibilities

GVS&DD owns a sewerage system and is responsible for sewage in its liquid waste system, including any associated resources such as heat. The boundaries of responsibility for heat recovery equipment and infrastructure will be defined in a contract between GVS&DD and the heat user. GVS&DD will in all situations own and be responsible for the portion of the tie-in up to and including a shut-off valve on both the diversion and return lines, and may also own and maintain additional supporting infrastructure. GVS&DD will consider an in-line heat recovery system built directly in a GVS&DD sewer if the system will not impair GVS&DD operations.

Cost Recovery

GVS&DD will charge the heat user for all costs incurred to establish and maintain access to sewage. The value of sewage will be assessed using business case processes, including consideration of nominal value of sewage, and incorporated into sewage access contracts. GVS&DD may consider capital investment in heat recovery projects accessing sewage from GVS&DD infrastructure. GVS&DD staff will evaluate heat recovery projects using established life cycle cost analysis and options analysis frameworks and will consider each project on a case-by-case basis. Benefits will include the value of avoided greenhouse gas emissions. A contract with the heat user will be established for each project that assigns the costs and benefits between GVS&DD, the heat user and other funding sources.

All maintenance and operating costs borne by GVS&DD from GVS&DD infrastructure will be recovered from heat users.

LIQUID WASTE TREATMENT PLANT AND OUTFALL PROJECTS**Allocation of Waste Heat**

When GVS&DD identifies waste heat opportunities in wastewater treatment plants and effluent outfalls, GVS&DD will follow competitive processes in offering available waste heat to potential heat users, to ensure fairness and transparency.

Ownership and Responsibilities

The boundaries of responsibility for heat recovery equipment and infrastructure are primarily tied to property ownership and will be defined in a contract between GVS&DD and the heat user. GVS&DD will own and be responsible for waste heat recovery equipment and related infrastructure installed within its wastewater treatment plants and effluent outfalls, except in cases where ownership by an external party is deemed preferable to the GVS&DD.

Cost Recovery

Heat recovery projects within wastewater treatment plants and effluent outfalls will require capital investment by GVS&DD and will require ongoing operations and maintenance by GVS&DD. GVS&DD staff will evaluate heat recovery projects using established life cycle cost analysis and options analysis frameworks and will consider each project on a case-by-case basis. Benefits will include the value of avoided greenhouse gas emissions. A contract with the heat user will be established for each project that assigns the costs and benefits between GVS&DD, the heat user and other funding sources.

SOLID WASTE PROJECTS - WASTE-TO-ENERGY FACILITY

Ownership and Responsibilities

The GVS&DD is developing a district energy system to distribute heat from the Waste-to-Energy Facility. GVS&DD expects to deliver heat to local distribution systems including River District in Vancouver and various developments in Burnaby and potentially New Westminster. GVS&DD expects to own and operate an energy centre at the Waste-to-Energy Facility, and potentially large scale distribution piping delivering heat to the local distribution systems as well.

Allocation of Heat

Heat will be allocated to potential users on a first-come first served basis considering proximity to heat distribution infrastructure and expected heat user load. Modelling of potential heat demand has demonstrated that there is sufficient waste heat available from the Waste-to-Energy Facility to connect River District, Metrotown, Edmonds, and downtown New Westminster.

Cost Recovery

The Waste-to-Energy Facility District Energy system will require capital investment by GVS&DD and will require ongoing operations and maintenance by GVS&DD. GVS&DD staff will evaluate heat recovery projects using established life cycle cost analysis and options analysis frameworks and will consider each project on a case-by-case basis. Benefits will include the value of avoided greenhouse gas emissions. Anticipated lost revenue resulting from any reduction in electricity sales revenue will be included in any business case. A contract with the heat user will be established for each project that assigns the costs and benefits between GVS&DD, the heat user and other funding sources.

ALL PROJECTS

Environmental Attributes

Benefits associated with avoided greenhouse gas emissions (such as carbon credits) and the costs of administering those benefits will be allocated on a case-by-case basis, in accordance with the costs and risks incurred by the parties involved in developing the heat recovery project. If a project does not create carbon credits, credits will not be allocated.

GVS&DD will negotiate carbon credit allocation with each project participant (including host member jurisdiction) on a case-by-case basis, based on one or more of (1) contributions to the project that can be financially valued (excluding contributions paid as part of GVS&DD liquid waste disposal fees and levies or solid waste tipping fees) and (2) contributions to the project that cannot be financially valued. GVS&DD credits allocated to the project participants will be subject to approval by the GVS&DD Board as part of any agreement with the parties.

Carbon credits from GVS&DD waste heat recovery projects that have been allocated to GVS&DD as a project proponent will be retained by GVS&DD, up to the amount needed for GVS&DD to be carbon neutral in a given year. If GVS&DD achieves carbon neutrality in a given year, excess carbon credits will be transferred to member jurisdictions. The distribution of excess carbon credits among member jurisdictions will be calculated based on BC Stats population estimates for the previous year. Calculated excess carbon credit distributions less than one tonne will not be transferred.

Life Cycle Cost Analysis Parameters

In determining the quantity of avoided greenhouse gas emissions, GVS&DD will compare greenhouse gas emissions based on Provincial regulatory requirements to greenhouse gas emissions based on the proposed sewer heat or Waste-to-Energy Facility district energy system. On this basis, greenhouse gas emission reductions for a project will be calculated by comparing the emissions following implementation of the project to the emissions assuming building heat and hot water were provided using the lowest cost alternative based on Provincial regulatory requirements – currently natural gas.

GVS&DD's will invest in projects based on the difference between the life cycle project revenues and combination of capital and operational costs of a waste heat recovery project. The investment will be the lower of the value of the avoided greenhouse gas emissions based on Metro Vancouver's *Carbon Price Policy* or the amount required for the end-user of the heat's costs to not exceed their costs using the least expensive option under Provincial regulations – currently natural gas.



BOARD POLICY

DRINKING WATER CONSERVATION PLAN

Effective Date: June 23, 2017

Approved By: GVWD Board

Policy No. UT-009

PURPOSE

To outline the process for determining the activation and deactivation of drinking water conservation stages in the DWCP, in conjunction with the *Drinking Water Conservation Plan* (DWCP). This Policy applies to the Greater Vancouver Water District (GVWD) and its members.

POLICY

The GVWD is the regional authority that, through its local government members, supplies drinking water to users across the Metro Vancouver region in a safe, reliable, and efficient manner as authorized under the provincial statute, an Act to incorporate the Greater Vancouver Water District, also referred to as the *GVWD Act*.

To ensure the continuous delivery of the regional water supply, a *Drinking Water Conservation Plan* has been developed that sets out the four stages of water restrictions to conserve water. The Plan provides specific guidance for GVWD members and its users on the efficient use of drinking water during periods of high demand, water shortages, and emergencies. This Policy provides an overview of the guiding principles of the regional plan, the authority to implement the stages of the plan, the criteria for stage activation, and the plan's implementation and enforcement.

Drinking Water Conservation Plan

The DWCP is a regional plan that is implemented and enforced through local governments' bylaws to ensure the efficient use of drinking water and effective delivery to all users. The DWCP describes staged restrictions related to outdoor water use that users should follow to conserve water. Underlying the development and implementation of the DWCP are the following four principles:

1. Recognize drinking water as a precious resource that must be conserved.
2. Maintain the environmental, economic vitality, and health and safety of the region to the extent possible in the face of a water shortage.
3. Optimize available water supplies and reduce water use.
4. Minimize adverse impacts to public activity and quality of life for the region's residents.

Delegation of Authority

The GVWD Commissioner provides management and oversight of the activities of the GVWD, as authorized by the GVWD Board and includes the authority to make a decision to activate, extend, or deactivate stages within the DWCP at any time. Recommendations to activate, extend, or deactivate a different stage of the DWCP are made by Metro Vancouver staff to the GVWD Commissioner and if required the GVWD Commissioner may consult with the GVWD Board Chair and standing committee

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Chair, on the recommendations. In most cases, the stages will be activated or deactivated in successive order, but they can also be activated or deactivated immediately in any order.

Stages of the DWCP

Each stage of the DWCP is designed to reduce demand for drinking water. Stage 1 reduces demand in the summer months by promoting water conservation and efficient watering practices.

Stages 2 and 3 describe further restrictions to limit water use and are likely to be activated during unusually hot and dry conditions to maximize conservation through to early fall with the return of seasonal rainfall or until the water shortage situation is over.

Stage 4 is an emergency stage that limits both indoor and outdoor water uses to ensure an adequate supply of drinking water for human consumption and essential uses such as firefighting.

Activating Stages of the DWCP

Stage 1 is activated automatically on May 1 until October 15 every year.

A number of factors guide the GVWD Commissioner's decision to activate the more restrictive stages of the DWCP. Activation of Stages 2, 3, and 4 of the DWCP is based on measured facts, reasoned predictions, and historical patterns, with a goal of ensuring the sufficient supply of drinking water until the events that caused the more restrictive stages are over. Metro Vancouver staff use a water supply system model to analyze technical information such as reservoir levels, user demand, and anticipated snowmelt among other parameters to track the performance of the water system. During periods of high demand, model projections are generated weekly and if any of the results indicate potential shortage there is further discussion regarding activating stricter stages of the DWCP. Factors considered at this stage of the discussion include:

- Available storage capacity of the Capilano and Seymour Reservoirs and alpine lakes;
- Water allocated to Metro Vancouver by BC Hydro from the Coquitlam Reservoir;
- Hydrologic forecasting parameters including temperature, rainfall, snowpack, and snowmelt;
- Seasonal water demand trends (measured and charted daily);
- User compliance with the restrictions; and
- Water transmission system performance and ability to deliver water during periods of high demand.

Implementation and Enforcement

Once the GVWD Commissioner makes the decision to activate a stage, all local governments are alerted by way of notice within 24 hours, which triggers public notification and enforcement.

Local governments are responsible for public notification of the stage, and enforcement of the applicable restrictions within 72 hours of receiving the GVWD Commissioner's notice. Local governments incorporate DWCP restrictions into their bylaws, where each is responsible for

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monitoring and enforcing the restrictions in their communities. Local governments use a variety of tools to promote and ensure bylaw compliance including educational materials, using verbal and written warnings, issuing tickets, and imposing fines.



BOARD POLICY

PAVEMENT RESTORATION FOR SEWER AND WATER MAIN INSTALLATIONS

Effective Date: January 10, 2018

Approved By: GVS&DD and GVWD Boards

Policy No. UT-010

PURPOSE

To establish standards and provide consistency for pavement restoration when municipal roads are impacted and disturbed by Greater Vancouver Sewerage and Drainage District (GVS&DD) sewer main installation projects and Greater Vancouver Water District (GVWD) water main installation projects.

This Policy applies to regional sewer and water main installations within the paved surface of municipal roadways of affected GVS&DD and GVWD members.

DEFINITIONS

“Corporation” means either the Greater Vancouver Sewerage and Drainage District incorporated under the *Greater Vancouver Sewerage and Drainage District Act*, or the Greater Vancouver Water District incorporated under the *Greater Vancouver Water District Act*.

POLICY

The *Greater Vancouver Sewerage and Drainage District Act* and the *Greater Vancouver Water District Act* oblige the Corporation to repair or restore roads which are impacted by sewer and water main installation projects. Applicable sections of the *GVS&DD Act* and *GVWD Act* are as follows.

GVS&DD Act – Section 27(2)

Whenever the Corporation shall dig up any street, it shall, so far as practicable, restore the same to as good a condition as the same was in before such digging began; and the Corporation shall at all times indemnify and save harmless the several municipalities within which such streets are situated against all damage which may be recovered against them respectively by reason of anything done or omitted by the Corporation, and shall reimburse them for all expenses which they may incur by reason of any defect or want of repair of any street caused by the construction of any of the sewers, drains, or other works, or by the maintaining or repairing of the same.

GVWD Act – Section 35

In carrying out the installation, construction, alteration, or repair of any of the works or system, or any part thereof, pursuant to any of the powers hereinbefore conferred, the Corporation shall make reasonable satisfaction to any municipality or owner of property or occupier of any such lands and property so used, enjoyed, or entered upon for any damage done or suffered thereby, and the Expropriation Act applies.

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This Policy provides specific parameters on restoration standards that the GVS&DD and GVWD will follow when undertaking projects that impact municipal roads. The standards set out in this Policy are intended to ensure that restoration works meet a consistent industry standard for all member jurisdictions.

PAVEMENT RESTORATION STANDARD

Paved surfaces of municipal roadways impacted by GVS&DD and GVWD regional sewer and water main installations shall be restored in accordance with the Master Municipal Construction Documents (MMCD) and standard industry restoration practices as shown in the table below and in more detail on the attached GVS&DD and GVWD drawing, *S-3001 C-0068 Section Pavement Restoration*.

Road Restoration Standards

Road Restoration Standard Authority	General	Temporary Asphalt Thickness	Permanent Asphalt Thickness	Asphalt Restoration Extension from Trench Line	Asphalt Restoration when in Wheel Path	Asphalt Restoration when Trench Line is adjacent to Curb Line
MMCD (Section 31 23 01)	Restore disturbed surfaces to prior condition	50 mm	75 mm – 150 mm (match existing thickness)	200 mm back from edge of trench line	N/A	N/A
GVS&DD and GVWD Standard	Restore disturbed surfaces to prior condition	50 mm	75 mm – 190 mm (match existing thickness)	200 mm back from edge of trench line	Extend repair to curb line or lane line (grind & overlay extension)	Extend to curb line when repair is within 1.2 m (grind & overlay extension)

The GVS&DD and GVWD will establish a consistent practice of undertaking paving to the curb line or lane line, as part of road restoration works, including extending paving to the curb line when a repair is within 1.2 m.

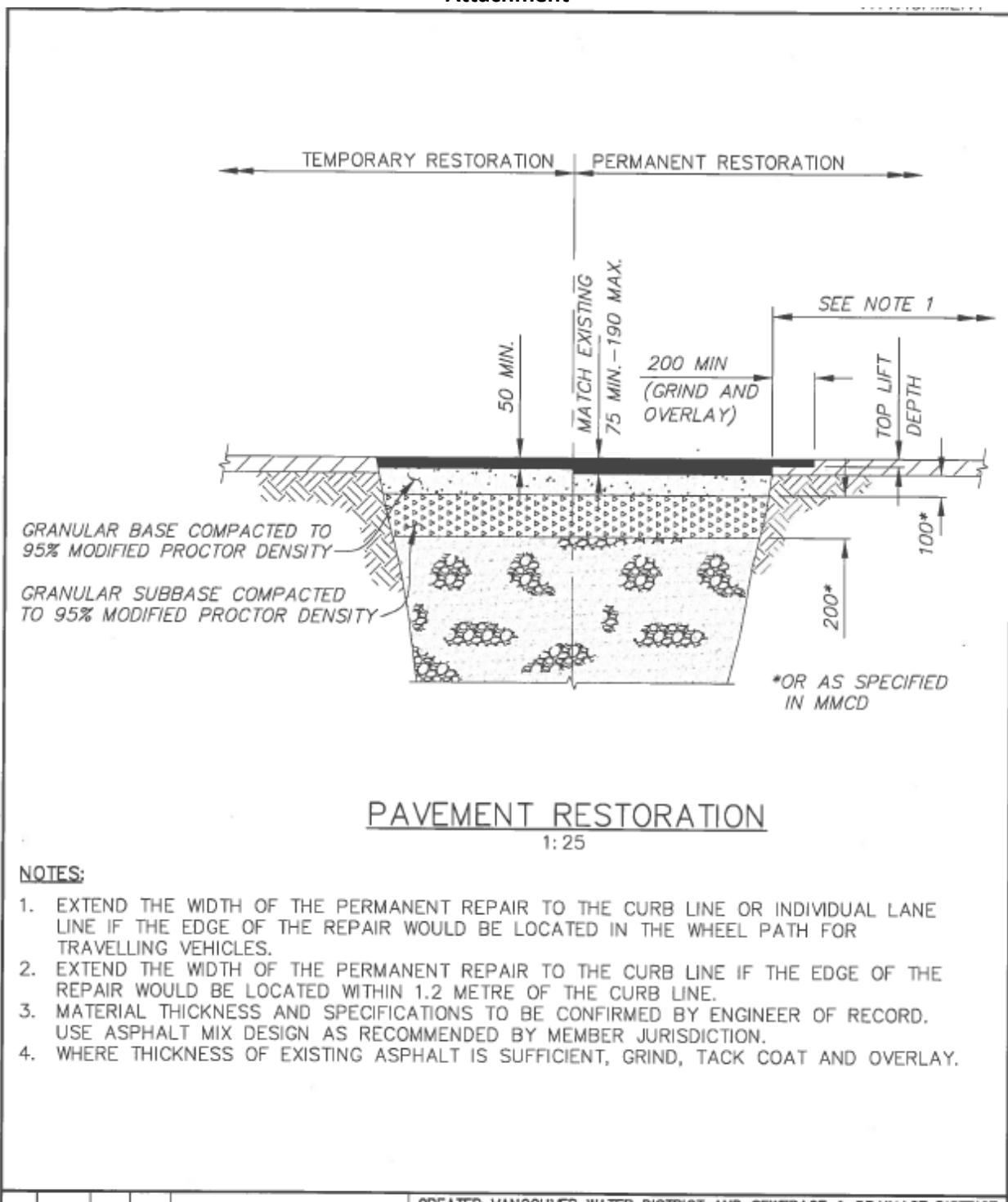
In addition to the standard set out above, under special circumstances, such as concrete pavement or pavement that is less than 5 years old, pavement restoration will be addressed on a project specific basis.

Attachment

Engineering Standards – Section Pavement Restoration (District File S-3001; Document Code C-0068)

BOARD POLICY

Attachment



PAVEMENT RESTORATION

1:25

NOTES:

1. EXTEND THE WIDTH OF THE PERMANENT REPAIR TO THE CURB LINE OR INDIVIDUAL LANE LINE IF THE EDGE OF THE REPAIR WOULD BE LOCATED IN THE WHEEL PATH FOR TRAVELLING VEHICLES.
2. EXTEND THE WIDTH OF THE PERMANENT REPAIR TO THE CURB LINE IF THE EDGE OF THE REPAIR WOULD BE LOCATED WITHIN 1.2 METRE OF THE CURB LINE.
3. MATERIAL THICKNESS AND SPECIFICATIONS TO BE CONFIRMED BY ENGINEER OF RECORD. USE ASPHALT MIX DESIGN AS RECOMMENDED BY MEMBER JURISDICTION.
4. WHERE THICKNESS OF EXISTING ASPHALT IS SUFFICIENT, GRIND, TACK COAT AND OVERLAY.

				GREATER VANCOUVER WATER DISTRICT AND SEWERAGE & DRAINAGE DISTRICT			
<p><i>AB GO</i></p> <p>B SEPT. '18 H.S. G.O. APPROVED BY THE BOARD WITH PAVEMENT RESTORATION POLICY</p> <p>A MAY 07 P.W. H.V. ISSUED FOR PUBLICATION</p> <p>Issue Date Design App'd Description</p> <p>0 20 Bar Is 20mm On Original Drawing. If Not On This Sheet, Adjust Scales Accordingly</p>				<p>Design: P.W. Drawn: D.T. Checked: _____ Approved Manager</p> <p>CR-02-02-SD-CIV-00106 SECTION PAVEMENT RESTORATION</p> <p>SUPERSEDES PRINTS OF THIS DOCUMENT CODE WITH LETTERS PREVIOUS TO → B</p>		<p>SCALE: AS SHOWN DISTRICT FILE S-3001 DOCUMENT CODE C-0068</p>	

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GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT

ESTABLISHED 1914

TO: Administration Boards (Water and Sewerage and Drainage)

FROM: Intergovernment and Communications Committee

DATE: July 4, 1996

4330 KINGSWAY
BURNABY BC
CANADA V5H 4G8
PHONE (604) 432-6200
FAX (604) 432-6251

RE: Policy Guidelines on the
PROVISION OF WATER AND SEWER SERVICES
OUTSIDE MUNICIPAL SERVICE AREAS

Committee Recommendations

- a) That the Board receive the report titled *Policy Guidelines on the Provision of Water and Sewer Services Outside Regional Service Areas*; dated July 4, 1996 with the word "asset" changed to the word "facility";
- b) That the Board adopt the process and policy considerations to review applications for provision of water and sewer services outside existing service areas;
- c) That the Board adopt the remaining recommendation of the report, *Land Lease for Lions Gate Sewage Treatment Plant*, as included in Appendix 3 (of the report referenced in (a) above).

1. Purpose

To present proposed policy guidelines on the provision of water and sewer services outside existing municipal service areas.

2. Background

On September 13, 1995, the Intergovernment and Communications Committee approved staff recommendations to review and report on a policy for the provision of utility services to areas outside existing municipal service areas. This was in response to requests for extension of utility services by the Tsawwassen First Nation and Squamish First Nation. Also at this meeting, the *Provision of Utility Services* report was presented to outline some of the existing arrangements for the provision of utility services to non-members.

On November 8, 1995, the Intergovernment and Communications Committee requested staff to prepare for discussion, a policy paper relative to the provision of utility services to areas outside the existing municipal service boundaries. The committee requested that the following considerations be included in the policy paper:

- Land use must be in compliance with the Livable Region Strategic Plan
- Identification of soft services cost

After considering the existing and potential service extension issues the Regional Administrative Advisory Committee (RAAC) at its February 7, 1996 meeting, advised staff that a *case-by-case with policy guidelines approach* provides a workable implementation policy. Subsequently, staff prepared a report, Provision of Water and Sewer Services Outside Municipal Service Area that was reviewed by a sub-committee established by RAAC. This report incorporates the subcommittee's recommendations.

3. Policy

At present, the decisions on the delivery of GVRD utility services to non-members are being made ~~on an ad hoc basis with due consideration of the impact on member municipalities.~~

4. Discussion

Current arrangements, potential service areas and interests of stakeholders relevant to the extension of services are outlined in Appendix 1, Provision of Water and Sewer Services Outside Municipal Service Areas: Current Arrangements

4.1 Proposed Considerations

The region's projected population growth of one million by the year 2021, poses fiscal challenges for the GVRD and member municipalities. As a result, new considerations are required for the extension of regional services.

- **Local and Regional Plan Compliance**

The planning objectives of both local and regional governments are to achieve land uses that are compatible with those of adjacent land. Proposed service extensions must be for uses that are in compliance with local or regional plans.

Official Community Plan (OCP)

OCPs are an integral part of the municipal land use planning process and define the type of community citizens want to see in the future. They focus on compatible land use designations, and address both present and future land use needs. Balancing the development priorities with those of neighboring communities or the regional district is

critical in terms of infrastructure or other service costs that may arise from specific land uses.

Development proposals involving First Nations land in the region are considered in the OCPs. Except for those service extensions that are outside municipal boundaries, compliance with an OCP could be used as a requirement for service extension.

Livable Region Strategic Plan and Growth Strategies Statutes Amendment Act

The Livable Region Strategic Plan (LRSP) and the Growth Strategies Statutes Amendment Act provide the region with a regional plan that includes policies and targets based upon four fundamental strategies: Protect the Green Zone, Build Complete Communities, Achieve a Compact Metropolitan Region and Increase Transportation Choice. The Growth Strategies Statutes Amendment Act requires planning efforts including infrastructure planning for the GVRD, GVS&DD and GVWD to be consistent with the adopted regional growth strategy.

~~The physical interpretation of the LRSP is reflected in the growth management component of the plan. Growth targets for households, population and employment were established for the region using a zonal system. This covers the whole region, including First Nations. However, it is important to note that the Reserves were not treated as separate entities in the zonal system, and that allocations at the zonal system or municipal level are not a formal part of the plan.~~

• Infrastructure and Services

The provision of services such as parks, roads, recreation, waste collection, fire and police is one of the primary interests and functions of local government. Local governments also set standards and conduct planning for future service and infrastructure development.

Extending the service area of utilities should not result in an additional tax burden on existing property owners as the demand for infrastructure increases from neighboring areas. As well, the standards and quality of infrastructure in these areas, where the utility is extended, should be compatible with those of the local government.

Some believe that utility services should only be extended when soft services requirements are resolved. This requirement is constrained by the difficulty of quantifying cost, quality of service and service thresholds. Implementing this will require the following:

- ◊ A constantly updated management information system to track usage volume,
- ◊ A data base to set levels of service for specific facilities. This will include developing service boundaries and level of services for defined boundaries.
- ◊ A capital facilities progress report that is supported by funding sources as an indication of future services.

- ◊ A report on service levels that indicates “backlog” levels due to possible overuse.

4.2 Process and Policy Considerations

A more comprehensive assessment of service extension outside existing service areas should entail the following:

- *A defined process for handling requests for services outside existing service areas.*
- *A set of policy considerations to guide a decision making process.*

4.2.1 A Defined Process

A clearly defined and agreed upon process will allow various interests to be considered. Key features of the process will include:

- ◊ **Balanced Decision-Making.** The process should allow for joint decision-making fostered by information exchange at all stages between stakeholders (the applicant, adjacent municipality and the GVRD).
- ◊ **Specific Timelines.** The process should include timeframes to ensure an efficient and predictable process. Timelines for receipt, review and analysis will enable stakeholders to target specific areas of interest and to estimate the duration of their participation.
- ◊ **Staged Review.** Stages of the process should be defined. The process should provide flexibility in relation to the complexity of the issue.

In addition, key to the implementation of the process is the definition of the lead agency without jeopardizing a balanced decision making.

Process

Two types of applications were identified calling for two distinct processes:

- **Process 1.** Applications for service *within the boundaries* of a member of the GVS&DD and/or the GVWD.

Applications for service *within the boundaries* of a member of the GVS&DD and/or the GVWD will be through the municipal system. The municipality as the lead agency will consider the application and inform the Region of its decision. The Region will review a municipal decision specifically if it impacts a *regional facility*. When a regional asset is involved, the Region will then become the lead agency.

- **Process 2.** Applications for service *outside the boundaries* of members of the GVS&DD and/or the GVWD.

Applications for service outside the boundaries of members of the GVS&DD and/or the GVWD will be made through the GVRD. The Region may redirect the application to the municipality if a regional interest is not identified.

The following outlines the two processes:

	Process 1. Application for service <i>Within the Boundaries</i> of a Member of the GVS&DD and/or GVWD.	Process 2. Application for service <i>Outside the Boundaries</i> of a Member of the GVS&DD and/or GVWD
Application	1. The application for service outside the municipal service area, but within the boundaries of a member of the GVS&DD and/or the GVWD will be made <i>through a member municipality</i> .	1. The application for service outside the boundaries of a member of the GVS&DD and/or the GVWD will be made <i>through the GVRD</i> .
Preliminary Municipal Review	2. The request for extension of services would be reviewed in the municipal context.	
GVRD Preliminary Review	3. The focus of the preliminary review may vary according to the municipal decision: - If the municipality has rejected the application this review will be limited to determining whether a <i>regional facility</i> is threatened. - If the municipality recommends acceptance of the application this review would assess the technical feasibility and regional implications of the required utility extension.	2. This review must take into consideration the concern of affected member municipality(s), technical feasibility, and regional implications of the requested utility extension.
Initial Board Consideration	4. The GVRD Board may decide to accept the proposal, refer for further consideration, or reject it.	3. The GVRD Board may decide to accept the proposal, refer for further consideration, or reject it.

Further Staff Review	<p>5. The GVRD staff will prepare a report which considers and incorporates the interests of the applicant, affected member municipalities and the Region. Opportunities will be provided for the various stakeholders to be involved in defining and affirming policy considerations contained in the staff report.</p> <p>In the event that a member municipalities are being adversely affected, the GVRD staff report will identify means by which the member municipality's concern can be mitigated. Resolution of member municipality's or municipalities' concern will be central to the Board decision making process.</p>	<p>4. The GVRD staff will prepare a report which considers and incorporates the interests of the applicant, affected member municipalities and the Region. Opportunities will be provided for the various stakeholders to be involved in defining and affirming policy considerations contained in the staff report.</p> <p>In the event that a member municipalities are being adversely affected, the GVRD staff report will identify means by which the member municipality's concern may be mitigated. Resolution of member municipality's or municipalities' concern will be central to the Board decision making process.</p>
Refer to Committees	<p>6. The GVRD staff report will be referred to the relevant Board committees. The committees input will be incorporated into the report for presentation to the Board.</p>	<p>5. The GVRD staff report will be referred to the relevant Board committees. The committees input will be incorporated into the report for presentation to the Board.</p>
Final Board Report/Decision	<p>7. The Board will consider the report and decide whether to refer it back for further information, accept or reject the application.</p>	<p>6. The Board will consider the report and decide whether to refer it back for further information, accept or reject the application.</p>

4.2.2 Policy Considerations

The following policy considerations must be examined from a regional and municipal perspective before a decision and conditions for service extension can be made:

- ◊ **Financial.** Financial impact can come as a direct result of the extension of services or as a consequence of development such as the cost of increased use of hard and soft services. Considerations can include whether there are financial consequences to existing serviced areas; the cost of soft services; and the cost sharing financial arrangement.

- ◊ **Technical and Operational.** Infrastructure design should be able to meet defined current and future capacities. The municipal facility's capacity may be limited or may be sensitive to site locations. Considerations can include whether current infrastructure design can meet present and future capacity; whether there are issues concerning technical and operational feasibility that cannot be addressed; and whether there is a valid development process to estimate future capacities.
- ◊ **Land Use Compliance.** Compliance to existing municipal and regional plans ensures assessment of current and infrastructure needs as well as land use compatibility.
- ◊ **Service Levels.** Extension of utility services that promotes development should not degrade service levels of existing serviced areas. Considerations can include whether it is possible to provide service level needs of newly serviced areas; what services are included in the development area; and whether the service level standards and quality are compatible with the levels of the neighboring area.
- ◊ **Local and Community Interests.** Extension of utility services that encourages development may impact an adjacent municipality or community. Interests of these communities should be considered in the assessment process. Considerations can include the community's concerns regarding extension of utility services to the adjacent area; and whether these concerns can be addressed.
- ◊ **Regional Interests.** In the negotiation process on service extensions, provision of rights-of-way, taxation, and future expansion of regional facilities should be considered. It is also in the region's interest that water and sewerage services be available to all residents of the region because of the social benefits, such as public health, that result from a clean environment.

5. Options

- a) The Board could decide that requests for service outside the municipal service areas be initiated only through the adjacent or affected municipality. This means that a municipality may reject the request.
- b) The Board could adopt a process and policy considerations to review applications for provision of water and sewer services outside service areas, as outlined in *Section 4.2* of this report.
This is the recommended option.

6. Financial Implications

The financial implications for the District and member municipalities are one of the major considerations in the evaluation of extensions of water and sewer services outside the service area. Properly carried out, there should be no negative financial impact to existing members.

7. Livable Region Strategic Plan

The Livable Region Strategic Plan, through the Growth Strategies Statutes Amendment Act, provides principles for consideration in the location of growth in households, population and employment. It, therefore, establishes the framework for the location of water and sewer services including extension of current service areas.

8. Member Municipalities

Member municipalities are all stakeholders in the provision of water and sewer services outside service areas. Municipal administrators of member municipalities were consulted in the development of *Policy Guidelines on the Provision of Water and Sewer Services Outside Municipal Service Areas* through the Regional Administrative Advisory Committee (RAAC). Their input and recommendations are incorporated in this report.

11. Staff Recommendations:

- a) That the Board receive the report titled *Policy Guidelines on the Provision of Water and Sewer Services Outside Regional Service Areas*.
- b) That the Board adopt the process and policy considerations to review applications for provision of water and sewer services outside existing service areas, as outlined in *Section 4.2* of this report.
- c) That the Board adopt the remaining recommendation of the report, *Land Lease for Lions Gate Sewage Treatment Plant*, as included in Appendix 3.

12. Committee Comments

The Regional Administrative Advisory Committee at its July 3, 1996 meeting, considered the report, *Policy Guidelines on the Provision of Water and Sewer Services Outside Municipal Service*, and endorsed staff recommendations.

13. Committee Recommendations

The Intergovernment and Communications Committee endorsed staff recommendations with some clarification changes to the report.

The Intergovernment and Communications Committee recommend:

- a) That the Board receive the report titled *Policy Guidelines on the Provision of Water and Sewer Services Outside Regional Service Areas*; dated July 4, 1996 with the word "asset" changed to the word "facility";

- b) That the Board adopt the process and policy considerations to review applications for provision of water and sewer services outside existing service areas;
- c) That the Board adopt the remaining recommendation of the report, *Land Lease for Lions Gate Sewage Treatment Plant*, as included in Appendix 3 (of the report referenced in (a) above).

Appendix 1

Provision of Water and Sewer Services Outside Municipal Service Areas: Current Arrangements

Existing and Potential Service Arrangements

The GVWD and the GVS&DD have, in the past provided regional utilities outside the existing service areas. A review of existing services outside municipal boundaries shows that arrangements were made, either with the serviced area directly or through the adjacent member municipalities. Arrangements through member municipalities were made in cases where municipal distribution systems were used.

Direct Arrangement

(a) Point Roberts Water Supply

This arrangement involved the transfer of water across international boundaries and therefore required federal and provincial approval. The GVWD Act was also amended to specifically include the supply of water to Point Roberts. While the agreement was between GVWD and Point Roberts, a separate agreement was made between Delta and the GVWD to protect Delta's interests.

(b) University Endowment Lands Water Supply (UEL)

The Endowment Lands receive water as a non-member of the District at a surcharge.

(c) University of British Columbia (UBC) Sewage Services

Through Member Municipality

The following are supply arrangements made through member municipalities:

(a) Katzie Band (Barnston Island) Water Supply, through Surrey

(b) Musqueam Reserves Water and Sewer Services, through City of Vancouver

The diversity of service arrangements of the above cases is also reflected in the potential areas for service extension. About 22 areas in the region were identified as potential service extension outside existing service areas (Appendix 2). Key consideration in the development of a servicing policy is its geographic and jurisdictional characteristics, that is, service arrangements that are within district boundaries differ to those outside the district boundaries. Of the 22 areas, four geographic and jurisdictional variations were identified:

(a) Areas within municipal/district boundaries, outside service area.

(b) Areas within municipal/district boundaries, outside service area, First Nations Reserve. (e.g. Squamish Cut-off Land)

(c) Areas within municipal/district boundaries, within service area, First Nations Reserve. (e.g. Musqueam, Katzie)

(d) Areas outside municipal/district boundaries, outside service area. (e.g. Point Roberts, Belcarra, Anmore.)

Legal Implications

The Greater Vancouver Water District Act makes the following references to water service to non-municipal service areas.

"55. (1) The Corporation shall not within the district sell or supply water to private persons or corporations, or otherwise than in bulk to municipalities: but the Corporation may sell and supply water to any municipality not a member of the Corporation or to corporations or persons, for use outside the district.

(2) The Corporation may sell and supply water to the Crown for use within or without the district.

(3) The Corporation may, pursuant to an agreement made under section 5 (1), sell and supply water in bulk to Point Roberts Water District No. 4.

56. It shall be lawful for any municipality within the district having or possessing a distribution system of water- mains of its own to assume the duty of delivering water in bulk (supplied to it by the Corporation) to any other municipality or area within or without the district upon such terms and for such period of time as shall be arranged between the municipality and the other municipality or parties interested, subject always to the approval of the Board."

The supply of sewer services to non-municipal service areas is not clearly covered by the Greater Vancouver Sewerage and Drainage District Act.

Issues and Interests

The District as a regional utility provider considers the following in the extension of services:

- **Service Capacities**

Water and sewerage facilities are, by the nature of the service, designed to meet long term development needs. The region's system is generally designed to handle capacity based on a time horizon. Capacity therefore is not a major constraint in the decision to service more areas. The proximity of the proposed and existing service areas to major service trunk lines makes the servicing of these areas of no constraint to regional facilities. However, municipal facilities may be limited by capacities or may be sensitive to site locations. Proximity to District's water and sewer systems may allow direct connection rather than through the municipal system.

- **Cost Allocation**

As in the case of new municipalities joining the District, the policy is such that service should not have any adverse impact in the cost to the region and its members by servicing

a larger area. The policy on volume-based cost allocation allows for user-pay based implementation and will have no impact on current members.

- **Land Use**

Land use is a major consideration in the extension of utility services as this indicates current and future development necessary in the design of infrastructure capacities. However, municipal compliance to a municipal or regional plan in the past has not been a criterion in the delivery of regional utility services.

- **Environmental Benefits**

One important reason for the District's provision of water and sewerage services is that such goods and services involves external economies -- that is, it benefits all the residents in the region not only those who avail of the service but indirectly also those who do not. Public health that results from a clean environment are some of the external benefits of water and sewerage infrastructure. It is for this same reason that extensions of services outside service areas are considered.

- **Current Issues**

Rights-of-way and Permit Agreements.

There are nine permits held by GVS&DD granted in its favour pursuant to Section 28(2) of the Indian Act. These rights-of-way were granted for water and sewerage services and for the period of time as the right-of-way is required for those purposes. Compensation for such rights varied from \$90 to \$900 dollars.

The GVS&DD has filed an Application to Intervene in the Opetchesht case in the Supreme Court of Canada. This application was made in response to the decision of the Supreme Court of British Columbia to declare B.C. Hydro's permit invalid following the interpretation of Section 28(2) of the Indian Act authorizing the grant of a permit for a specified period of years and not a period of time as defined in relation to event (i.e. "as required for the purposes of sewerage....."). The GVS&DD holds nine permits of similar nature.

In addition, a lawsuit was initiated by the Musqueam Indian Band regarding a dispute on a right-of-way held by the GVS&DD.

Lions Gate Waste Water Treatment Plant (LGWWTP)

The Lease Agreement for the LGWWTP located on the Squamish First Nation land, a potential service extension area, was signed on January 13, 1966, for the purposes of locating the region's waste water treatment plant.

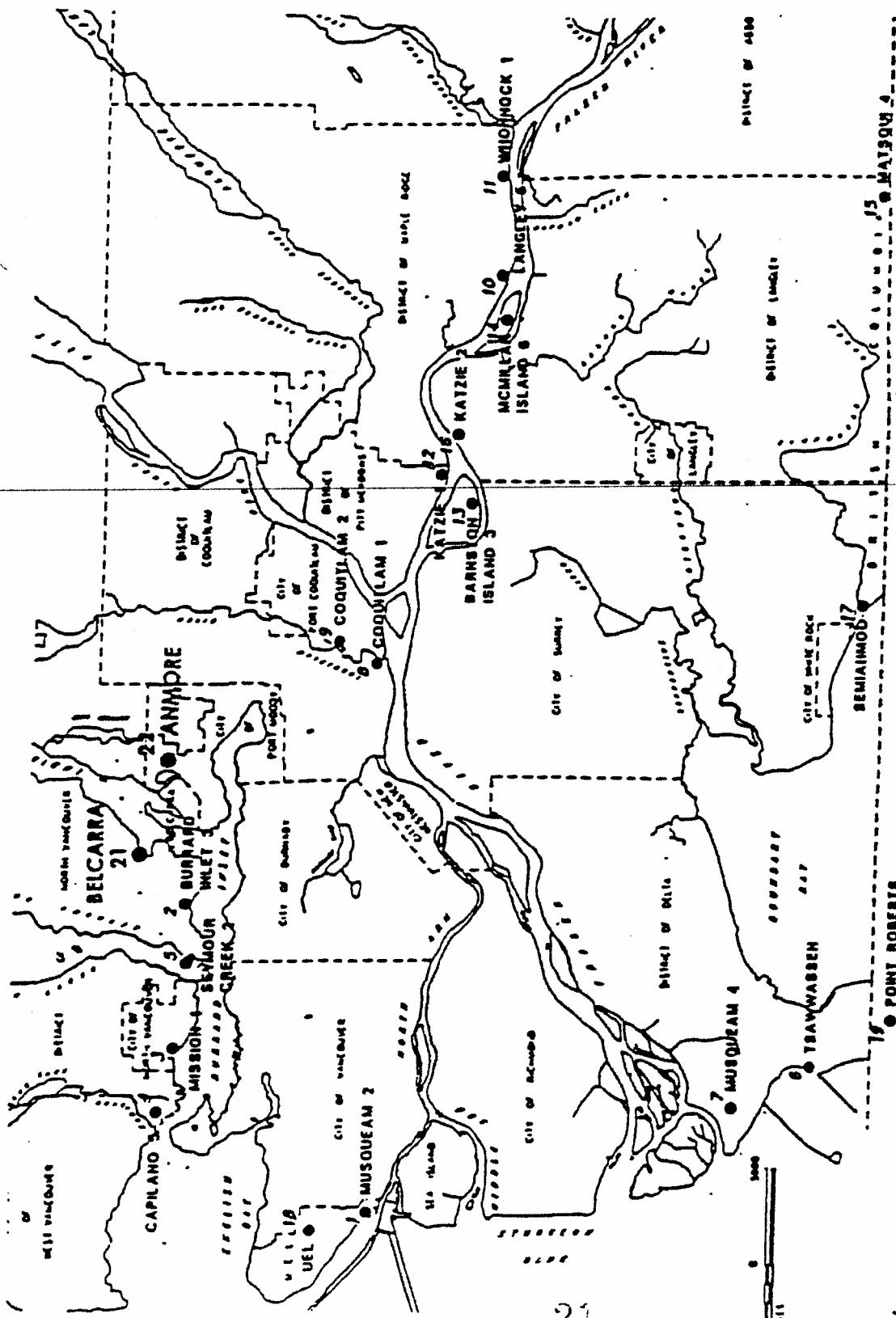
An important future consideration is the need to expand the waste treatment plant to service an increasing population in the area. In recent negotiations with the Squamish First Nations regarding the delivery of water and sewer services, the North Shore Mayors and the GVS&DD and GVWD agreed to include provision of rights-of-way, taxation and future expansion of facilities as negotiation considerations.

In the 1931 Right-of-Way Agreement with the Squamish First Nations, water supply was also part of the agreement with certain restrictions.

- **Community Interests**

Community interests have been represented through the involvement of the adjacent municipality ~~since supply arrangements are often through the same member municipality. In the case of direct water service (not through a municipality), consultation with the adjacent municipality has often been part of the process.~~

Appendix 2 Existing and Potential Service Areas



**BOARD POLICY****ELECTORAL AREA A POTABLE WATER**

Effective Date: February 28, 1997 (revised October 26, 2018)

Approved By: MVRD Board

Policy No. UTI-012

PURPOSE

This Policy sets out the construction activities and sources of potable water that require proof of potable water and the registration of a potable water covenant as part of the building permit process. This Policy applies to the portions of Electoral Area A where the MVRD provides a building inspection service.

POLICY

The *BC Building Code* requires that every dwelling unit be supplied with potable water. As the Metro Vancouver Regional District (MVRD) is the jurisdiction having authority for regulating the construction of buildings within Electoral Area A, the MVRD requires that steps be taken during the building permit process to ensure the supply of potable water to dwelling units.

POTABLE WATER

For the purposes of this Policy, potable water means water that meets the standards prescribed by the current *Canadian Drinking Water Quality Guidelines* and *BC Drinking Water Protection Regulation*, and is safe to drink and fit for domestic purposes without further treatment.

CONSTRUCTION ACTIVITIES TO WHICH THIS POLICY APPLIES

This Policy applies to building permits, final building inspection reports, and occupancy permits for the following construction activities:

1. Construction of a new dwelling unit;
2. Reconstruction or major alteration of an existing dwelling unit that includes the replacement or addition of a kitchen, bathroom, or other room supplying potable water;
3. New proposed potable water sources in the dwelling unit or on a lot; and
4. Substantial alterations to an existing plumbing system, as determined by the MVRD Building Inspector.

Exemptions

The following construction activities are exempt from this Policy:

1. Construction where the source of potable water is a water supply system subject to the *BC Drinking Water Protection Act*, and where the property owner has provided written confirmation of connection to the system satisfactory to the MVRD Building Inspector;
2. Construction for which no building permit is required;

BOARD POLICY

3. Construction of structures or buildings other than dwelling units for which no potable water sources are being proposed to be added or altered; or
4. Construction where an existing potable water covenant is already registered on-title. In the case of multiple dwelling units on one lot, this exemption applies to individual dwelling units, not the entire lot.

REQUIREMENTS FOR A COVENANT AND TREATMENT SYSTEM

For the construction activities to which this Policy applies:

- if the water source is a shallow well, a stream as defined in the BC *Water Sustainability Act*, or a rainwater collection system; or
- in the case of a drilled well, if the water quality does not meet the standards set out in the current *Canadian Drinking Water Quality Guidelines* or *BC Drinking Water Protection Regulation*,

the property owner must:

- Enter into a potable water covenant with the MVRD, and a priority agreement if the property has a mortgage;
- Install a treatment system at the source of the water, before or at the point where the supply enters the building, prior to or during construction; and
- Provide proof of potable water in accordance with the water sampling procedures set out in this Policy,

prior to obtaining a final inspection report or occupancy permit.

WATER SAMPLING PROCEDURES

For the construction activities to which this Policy applies, the property owner must:

1. Take a water sample following accredited laboratory guidelines after the water has passed through the installed treatment system, in the case of a shallow well, creek, stream, lake, or rainwater collection system; or from the site, in the case of a drilled well;
2. Have the water sample tested by a laboratory accredited by the Canadian Association for Laboratory Accreditation Inc. and approved by the BC Provincial Health Officer; and
3. Supply the following information to the MVRD:
 - a) Address and legal description of the lot or dwelling unit from which the water sample was taken;
 - b) Type of water source (e.g. shallow well, creek, stream, lake, rainwater collection system, or drilled well);
 - c) The date the water sample was taken and the date of testing;

BOARD POLICY

- d) Assurance that the water sample was taken at the point after passing through the treatment system and delivered directly to the lab; and
- e) Verification from the accredited laboratory that the water sample tested meets or exceeds the potability requirements set out in the current *Canadian Drinking Water Quality Guidelines* and *BC Drinking Water Protection Regulation*.



BOARD POLICY

DIRECT CONNECTIONS TO REGIONAL LIQUID WASTE FACILITIES

Effective Date: March 27, 2020

Approved By: GVS&DD Board

Policy No. UT-015

PURPOSE

To establish the process and criteria for direct connections to Metro Vancouver's regional liquid waste facilities and to define subsequent ownership, financial, and maintenance responsibilities. This Policy applies only to facilities used in the management of sanitary sewage or combined sewage (e.g. drainage facilities are excluded).

DEFINITIONS

“Board” means the Board of Directors of the Greater Vancouver Sewerage and Drainage District (GVS&DD);

“Legacy Private Direct Connection” refers to a Private Direct Connection approved by the GVS&DD in association with the granting of a Statutory Right of Way (SRW);

“Member Jurisdiction” means a member of the GVSⅅ

“Metro 2040” means the *Regional Growth Strategy Bylaw (Metro Vancouver 2040)*, as amended from time to time;

“Municipal Direct Connection” means a direct connection from a sewer or force main owned by a Member Jurisdiction which is designed to convey sewage from one or more properties to a GVS&DD sewer facility;

“Non-Member” means a local, Provincial, Federal, or First Nation government that is not a Member Jurisdiction;

“Non-Pressurized” means that a sewer facility does not experience water levels in excess of the top of the conveying pipe to which the connection is proposed;

“Private Direct Connection” means a direct connection from a Private Property to a GVS&DD sewer approved by the GVS&DD prior to the effective date of this Policy;

“Private Property” means private property contained within the boundaries of a Member Jurisdiction;

“Property” means Federal, Provincial, First Nation Lands, municipal, or private property within the sewerage area service boundaries of the GVSⅅ and

BOARD POLICY

“Temporary Private Direct Connection” means a private direct connection approved by the GVS&DD on a temporary basis on or after the effective date of this Policy.

POLICY

This Policy will apply to GVS&DD sewer pipes greater than 450 mm nominal diameter. All aspects of the Policy will apply immediately except as otherwise noted.

GVS&DD member jurisdictions collect liquid waste from Properties through a network of municipal sewers. The municipal sewers connect directly to the GVS&DD’s regional sewer system which conveys the liquid waste through large pipes for treatment at regional wastewater treatment plants.

Metro Vancouver permits Municipal Direct Connections to GVS&DD facilities from Member Jurisdictions; as per Section 29(1) of the *GVS&DD Act*, all requests by Member Jurisdictions for connections must be approved by Metro Vancouver. The application process and criteria for a Municipal Direct Connection and a Temporary Private Direct Connection are outlined in the following sections.

Under exceptional circumstances in the past, Metro Vancouver has approved requests from Member Jurisdictions for Private Direct Connections to the regional system. Metro Vancouver does not permit any new Private Direct Connections to GVS&DD facilities. Existing Private Direct Connections are subject to removal under terms and conditions outlined in the following sections.

In the future and under exceptional circumstances, Metro Vancouver may consider approval of new Temporary Private Direct Conditions; these connections will be subject to removal under terms and conditions outlined in the following sections.

PROCESS AND CRITERIA FOR A MUNICIPAL DIRECT CONNECTION

Metro Vancouver will only consider an application to connect a municipal sewer to the regional sewer system if the following criteria are met. The Member Jurisdiction must:

- ensure the new serviced area is within a GVS&DD sewerage area and meets the provisions of *Metro 2040*;
- use the appropriate form, currently Form 35A – Application for Connection – Sewer or Drain, on the Metro Vancouver website to apply for a direct connection to a regional facility; and
- confirm:
 - the connecting sewer is municipally-owned;
 - the connection meets GVS&DD connection requirements;
 - the connection meets the provisions of the *GVS&DD Sewer Use Bylaw* and related bylaws under the Liquid Waste Regulatory Program; and
 - the member jurisdiction will coordinate and be responsible for the connection work, contractor, and all connection costs.

BOARD POLICY

Metro Vancouver staff will review the application for a Municipal Direct Connection from a regional perspective, including consideration of feasibility and technical considerations (e.g. opportunities to minimize and/or consolidate connections). As appropriate, an approval letter may be issued with related terms and conditions.

Unless ownership is otherwise noted on drawings, or other documents, the member jurisdiction will own the portion of the connection pipe located on municipal property, or municipal rights-of-way up to a point specified in the GVS&DD connection requirements.

EXCEPTION TO MUNICIPAL DIRECT CONNECTION – TEMPORARY PRIVATE DIRECT CONNECTION

To protect regional and private infrastructure, the GVS&DD will not approve any new Private Direct Connections. Regional sewers are typically large diameter pipes that are subject to extremely high flows and pressure. For this reason, and other factors such as malodorous air, corrosive flows, backwatering, and surcharging, Private Direct Connections may cause significant risk to the private property owner. Failures involving connections to GVS&DD facilities are typically expensive and difficult to repair due to the high flows and pressures associated with the regional facility and the inability of GVS&DD to temporarily re-direct very large flows during repairs.

However, if a Member Jurisdiction believes that no feasible municipal sewer facility is available for a Private Property, the Member Jurisdiction may apply to Metro Vancouver for a Temporary Private Direct Connection to a regional facility. The process and criteria for Temporary Private Direct Connections follow.

PROCESS AND CRITERIA TO APPLY FOR A TEMPORARY PRIVATE DIRECT CONNECTION

Metro Vancouver will not consider an application for a Temporary Private Direct Connection unless the following process is followed and the following criteria are met.

The owner of the Private Property must first apply to their Member Jurisdiction for a connection to a suitable municipal sewer facility. If a connection to a municipal sewer is not feasible then the Member Jurisdiction must:

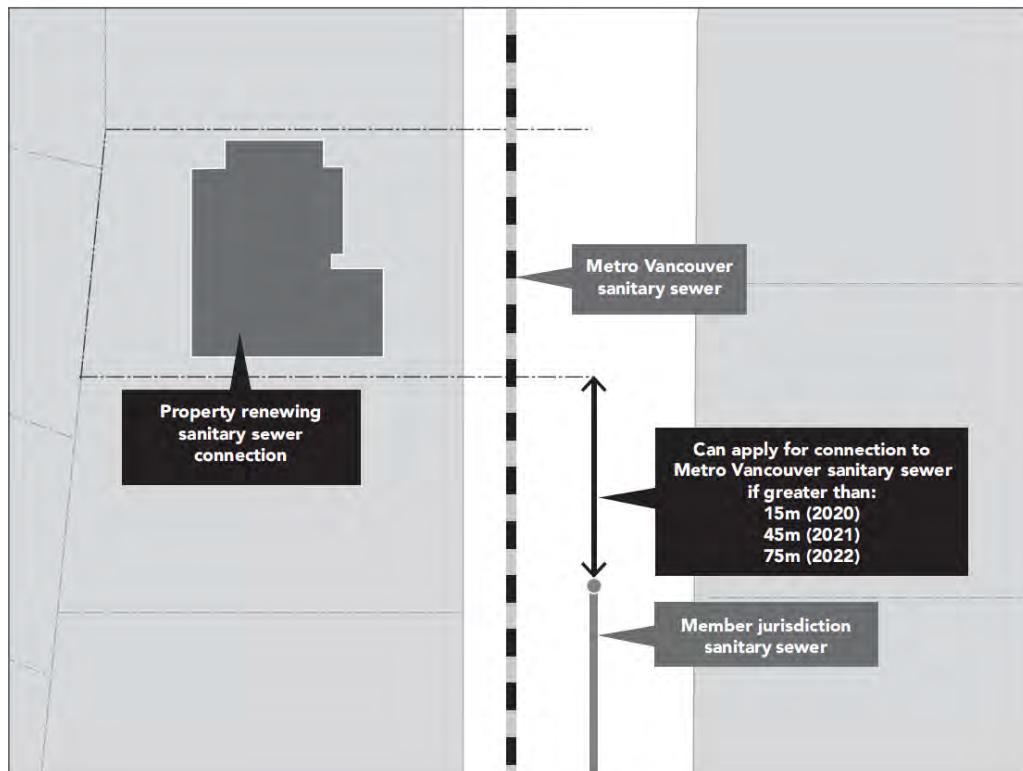
- ensure that the applicant's property is within a GVS&DD sewerage area and meets the provision of *Metro 2040*:
 - if outside a sewerage area, the member jurisdiction must first apply to Metro Vancouver to have the property included in an appropriate sewerage area. This separate process is outlined in the *Regional Growth Strategy, Metro 2040 Implementation Guideline 7 – Extension of Regional Sewerage Services*.
- submit an application, currently Form 35A – Application for Connection – Sewer or Drain, on the Metro Vancouver website, to apply for a Temporary Private Direct Connection to a GVS&DD facility;
- submit an engineering report to Metro Vancouver that:

BOARD POLICY

- confirms that no on-site treatment or alternative disposal system is feasible and recommends that a Private Direct Connection to a GVS&DD sewer is the only feasible option;
- confirms that no municipal sewer facility is within the specified distance (Figure 1) of the nearest property line;
- the implementation dates corresponding to the distance shown on Figure 1 is:
 - 15 metres – upon adoption of this Policy;
 - 45 metres – January 1, 2021; and,
 - 75 metres – January 1, 2022.
- confirms that a non-pressurized GVS&DD sewer (current and future conditions) is adjacent to the property;
- outlines costs associated with potential options for connecting to the GVS&DD sewer, which will be borne by the member jurisdiction; and,
- provides an estimate of how long a temporary connection will be required.
- ensure the connection meets the provisions of the *GVS&DD Sewer Use Bylaw* and related bylaws under the Liquid Waste Regulatory Program; and
- confirm that the Member Jurisdiction will coordinate and be responsible for the connection work, contractor, and all connection costs.

Metro Vancouver staff will review the application for a Temporary Private Direct Connection from a regional perspective, including consideration of feasibility, appropriate land use, and technical considerations.

Figure 1: Distance to Municipal Sewer



BOARD POLICY

REQUIREMENTS FOR APPROVAL OF A TEMPORARY PRIVATE DIRECT CONNECTION

If the GVS&DD approves a Temporary Private Direct Connection, requirements will be provided to the Member Jurisdiction that may include the following and other related terms and conditions:

- GVS&DD's required connection details;
- location of the connection and schedule of requirements of the connection work;
- discharge limits; and
- requirements for:
 - the member jurisdiction to retain an Engineer-of-Record;
 - the member jurisdiction to own a portion of the sewer between the private sewer (e.g. typically from property line) and the GVS&DD facility;
 - GVS&DD to review the installation; and
 - all aspects of the connection including design, construction and inspections with all associated costs to be borne by the member jurisdiction.

Once installed, the Member Jurisdiction will own, and be responsible for, all aspects of the Temporary Private Direct Connection, including ongoing operations and maintenance, upgrades, and decommissioning costs for temporary connections when a suitable new connection is installed.

REMOVAL OF PRIVATE DIRECT CONNECTIONS

An existing Private Direct Connection shall be subject to removal when a Member Jurisdiction requires a new connection (e.g. change in land use, property consolidation, major renovation) and has installed a sewer within the specified distance (Figure 1) of the Private Property, except as noted below.

Metro Vancouver will not require removal of the Private Direct Connection if, in its opinion, the orientation of the new sewer is not reasonably compatible with the existing site plumbing (e.g. would require a new connection on the opposite side of the Property).

When an existing Private Direct Connection is removed, the Member Jurisdiction shall be responsible for decommissioning the existing connection per GVS&DD requirements and establishing a suitable new connection at their cost.

REMOVAL OF TEMPORARY PRIVATE DIRECT CONNECTIONS

An existing Temporary Private Direct Connection shall be subject to removal when a Member Jurisdiction installs a new sewer within the road allowance adjacent to the Private Property. Metro Vancouver will not require removal of the Temporary Private Direct Connection if, in its opinion, the orientation of the new sewer is not reasonably compatible with the existing site plumbing (e.g. would require a new connection on the opposite side of the Property).

When an existing Temporary Private Direct Connection is removed, the Member Jurisdiction shall be responsible for decommissioning the existing connection per GVS&DD requirements and establishing a suitable new connection at their cost.

BOARD POLICY

LEGACY PRIVATE DIRECT CONNECTIONS

Prior to the implementation of this Policy, certain Private Direct Connections were permitted in return for a property owner granting a Statutory Right of Way (SRW) in favour of the GVS&DD allowing a regional pipe across private property. These are Legacy Private Direct Connections. If a municipal bylaw requires the property owner of a Legacy Private Direct Connection to seek a new connection, then Metro Vancouver staff will review the terms of the original SRW and the municipal bylaw to determine which governs. Metro Vancouver will not consider future Legacy Private Direct Connections through the SRW process except as otherwise directed by the Board.

DIRECT CONNECTIONS FOR NON-MEMBERS

Direct connections for Non-Members will only be approved as directed by the Board

**BOARD****ENVIRONMENTAL POLICY FOR THE GREATER VANCOUVER WATER DISTRICT (GVWD)**

Effective Date: April 29, 2022

Approved By: GVWD Board

Policy No. UT-016**PURPOSE**

This Policy commits the Greater Vancouver Water District (GVWD) to implement and maintain an Environmental Management System (EMS) conforming to ISO 14001, to systematically and proactively identify, prioritize, and manage environmental risks related to the utility's infrastructure and operations to achieve the following outcomes:

- Protect the environment
- Reduce pollutants and greenhouse gases, prevent waste, and conserve natural ecosystems
- Reliably fulfill compliance obligations
- Continually improve decision-making to mitigate risks and improve environmental performance

Achievement of these outcomes will be assessed through continual monitoring and measurement of performance information and data, based on the *GVWD Environmental Performance Goals*.

POLICY

The Greater Vancouver Water District's strategic commitments to the environment are set out in the *Board Strategic Plan*, *Ecological Health Framework*, *Climate 2050 Strategic Framework*, *Drinking Water Management Plan* and other existing corporate documents. GVWD commits to integrating environmental principles and performance objectives into all decision-making processes to enhance the environmental performance of the utility. This will be accomplished by developing strategies to identify and mitigate potential adverse environmental impacts, protect and enhance the natural environment, prevent pollution, reduce waste generation and improve its management, optimize energy use, and proactively continue to adapt GVWD's infrastructure and operations to climate change.

Environmental Commitments

GVWD commits to the following, with respect to land management and the development, operations, and maintenance of the utility's infrastructure:

- Protect the environment
- Prevent pollution
- Stay abreast of regulatory changes, meet regulatory and other compliance obligations, demonstrate due diligence, and respond to legislative change
- Continually improve GVWD's EMS as a mechanism to improve environmental performance in the areas outlined in the *GVWD Environmental Performance Goals*, namely:
 - Drinking Water Supply, Treatment, and Transmission

- Ecological Health and Function
- Air Emissions, Energy Use, and Climate Change
- Water Infrastructure and Operations – Resources, Materials, and Waste Management

Environmental Management System

An Environmental Management System provides the framework for fulfilling compliance obligations, demonstrating due diligence, and tracking environmental performance. It is a risk-based, systematic, and iterative approach to planning, doing, reviewing, and taking preventative and corrective action.

As part of this approach GVWD will:

- Develop and implement an EMS conforming to ISO 14001
- Determine and document significant environmental risks and related compliance obligations
- Set, prioritize, and annually review performance objectives for all significant environmental risk areas considering practicality, feasibility, efficiency, stakeholder impacts, and affordability
- Develop, implement, and continually improve operational and maintenance plans, programs, procedures, protocols, and practices, along with training and communications, to enhance performance in the significant environmental risk areas
- Incorporate knowledge of potential impacts of identified environmental risks into asset management and capital infrastructure planning
- Provide environmental performance information to staff, and empower them to generate solutions that deliver desirable outcomes
- Regularly report on and review progress in meeting the environmental performance objectives by:
 - Defining and monitoring metrics for the *GVWD Environmental Performance Goals*, based on the performance objectives established for the significant environmental risk areas
 - Performing audits of the Environmental Management System or any of its programs

Communication

GVWD will ensure the Environmental Policy is communicated to all persons governing or working for or on behalf of the utility.

This Environmental Policy is publicly available.

Application

This policy covers all activities GVWD controls or influences.

Related Document

[GVWD Environmental Performance Goals](#)



BOARD POLICY

ENVIRONMENTAL RISK MANAGEMENT POLICY FOR LIQUID WASTE SERVICES

Effective Date: May 27, 2022

Approved By: GVS&DD Board

Policy No. UT-017

PURPOSE

This Policy commits Liquid Waste Services to implement and maintain an Environmental Management System (EMS) based on ISO 14001, to systematically and proactively identify, prioritize and manage environmental risks related to the utility's infrastructure and operations to achieve the following outcomes:

- Protect human health and the environment
- Reduce pollutants and greenhouse gases, prevent waste, and conserve natural ecosystems
- Continually improve decision-making to mitigate risks, ensure compliance, increase efficiencies and enhance environmental performance

Achievement of these outcomes will be assessed through continual monitoring and measurement of performance, based on the *Liquid Waste Services Environmental Performance Goals*.

POLICY

Liquid Waste Services commits to integrating environmental principles and performance objectives into all decision-making processes to enhance the environmental performance of the utility. This will be accomplished by developing strategies to protect human health, identify and mitigate potential adverse environmental impacts, protect and enhance the natural environment, prevent pollution, reduce waste generation and improve its management, optimize energy use, and proactively adapt the utility's infrastructure and operations to climate change.

Environmental Risk Management Commitments

Liquid Waste Services commits to the following with respect to planning, design, construction, operations and maintenance of the utility's infrastructure:

- Protect human health and the environment
- Prevent pollution
- Stay abreast of regulatory changes, meet regulatory requirements and other commitments, demonstrate due diligence, and respond to legislative change
- Continually improve the Liquid Waste Services EMS as a mechanism to increase efficiencies and enhance environmental performance in the areas outlined in the *Liquid Waste Services Environmental Performance Goals*, namely:
 - Wastewater, Residuals, and Urban Drainage
 - Liquid Waste Infrastructure and Operations - Resources, Materials, and Waste Management
 - Ecological Health
 - Air Emissions, Energy, and Climate Change

BOARD POLICY

Environmental Management System

An Environmental Management System provides the framework for fulfilling regulatory requirements and other commitments, demonstrating due diligence, and tracking environmental performance. It is a risk-based, systematic, and iterative approach to planning, doing, reviewing, and taking preventative and corrective action.

As part of this approach Liquid Waste Services will:

- Develop and implement an EMS based on ISO 14001
- Determine and document significant environmental risks and related regulatory requirements and other commitments
- Set, prioritize and periodically review performance objectives for all significant priority environmental risk areas considering practicality, feasibility, efficiency, stakeholder impacts, and affordability
- Develop, implement and continually improve operational and maintenance plans, programs, procedures, protocols, and practices, along with training and communications, to enhance performance in the significant priority environmental risk areas
- Incorporate knowledge of potential impacts of identified environmental risks into asset management and capital infrastructure planning
- Provide environmental performance information to staff, and empower them to generate solutions that deliver desirable outcomes
- Regularly report on and review progress in meeting the environmental performance objectives by:
 - Defining and monitoring metrics for the *Liquid Waste Services Environmental Performance Goals*, based on the performance objectives established for the significant environmental risk areas
 - Performing audits of the Environmental Management System or any of its programs

Communication

Liquid Waste Services will ensure the Environmental Risk Management Policy is communicated to all persons governing, or working for or on behalf of the utility.

This Environmental Risk Management Policy is publicly available.

Application

This policy covers all activities Liquid Waste Services controls or influences.

Related Document

[Liquid Waste Services Environmental Performance Goals](#)



BOARD POLICY

INTERIM RECLAIMED WATER POLICY

Effective Date: September 29, 2023

Approved By: GVS&DD Board

Policy No. UT-019

PURPOSE

The *Interim Reclaimed Water Policy* will guide the use of Reclaimed Water from Metro Vancouver's wastewater treatment plants. This Interim Policy will help build practices, encourage use, and manage risk with respect to the reuse of water from wastewater treatment plants.

This Interim Policy applies to Reclaimed Water use projects both initiated by Metro Vancouver or brought forward by interested parties. This Interim Policy will be informed by the development of the Drinking Water Management Plan, and will be updated when the Plan is adopted.

DEFINITIONS

“Board” means the Board of Directors of the Metro Vancouver Regional District (“**MVRD**”), the Greater Vancouver Water District (“**GVWD**”), the Greater Vancouver Sewerage and Drainage District (“**GVS&DD**”), and the Metro Vancouver Housing Corporation (“**MVHC**”), as the context requires;

“Highest Level of Non-Potable Treatment” means municipal wastewater that is treated in accordance with the quality and monitoring requirements set out in the Municipal Wastewater Regulation for the “greater exposure potential” category of Reclaimed Water;

“Metro Vancouver” means, collectively, MVRD, GVWD, GVS&DD, and MVHC, or any one of them, as the context requires;

“Municipal Wastewater” has the meaning set out in the Municipal Wastewater Regulation;

“Municipal Wastewater Regulation” means the *Municipal Wastewater Regulation*, B.C. Reg. 46/2018, as amended or replaced from time to time;

“Reclaimed Water” means municipal wastewater that is treated by a wastewater facility to meet specified standards and is suitable for reuse in accordance with the Municipal Wastewater Regulation; and

“Reclaimed Water Guideline” means the “Reclaimed Water Guideline – A Companion Document to the Municipal Wastewater Regulation made under the *Environmental Management Act*” issued July 2013 by the BC Ministry of Environment, as amended or replaced from time to time.

BOARD POLICY

POLICY

Metro Vancouver recognizes water is a precious resource and aims to conserve high quality drinking water by encouraging the use of Reclaimed Water when it is a suitable substitution meeting applicable health and environmental regulations, and is financially, socially, and/or ecologically beneficial.

Currently in the Metro Vancouver region, water that has been treated to meet the regulatory requirements for drinking water is used for many purposes that do not require this high level of treatment.

There is an opportunity for reclaimed water to play a role in the conservation of drinking water in the region.

Objectives

Metro Vancouver will:

1. Encourage the development and use of Reclaimed Water at the Highest Level of Non-Potable Treatment, which will allow for a range of potential uses;
2. Evaluate potential projects on a case-by-case basis using a methodology that includes health, social, financial, environmental and legal benefits, opportunities and risks;
3. Set pricing for the use of Metro Vancouver's Reclaimed Water to account for the social, financial and environmental benefits and opportunities of using Reclaimed Water; and
4. Implement this Interim Policy by developing a Reclaimed Water Implementation Strategy that describes how Metro Vancouver will support the use of Reclaimed Water use in the region where appropriate.

Potential Uses for Reclaimed Water

Metro Vancouver will consider making Reclaimed Water at the Highest Level of Non-Potable Treatment available for a range of uses in addition to current uses at the wastewater treatment plants. Uses may include, but are not limited to, the following, pending evaluation:

- Sewer flushing;
- Firefighting;
- Wildfire risk mitigation;
- Dust control;
- Washing down roads, vehicles and equipment;
- Construction uses;
- Industrial uses; and
- Lawn, landscaping and sports field irrigation.

BOARD POLICY**Supporting Documents**

The Province offers guidance and regulation for Reclaimed Water use through the:

- Reclaimed Water Guideline; and
- Municipal Wastewater Regulation

This Policy is also aligned with the following Metro Vancouver policies and strategies, including the:

- Board Strategic Plan;
- Integrated Liquid Waste and Resource Management Plan;
- Drinking Water Management Plan (under review); and
- Ecological Health Framework.



To: Governance Committee

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

Date: January 7, 2026

Subject: **Considering Amendments to Metro Vancouver Boards' Size and Structure: Proposed Process**

Meeting Date: January 22, 2026

RECOMMENDATION

THAT the MVRD Board endorse the process outlined in Deloitte Canada's report dated January 6, 2026, titled "Considering Amendments to Metro Vancouver Boards' Size and Structure – Proposed Process".

EXECUTIVE SUMMARY

At its October 3, 2025 meeting, the MVRD Board directed staff to report back on a process for reviewing the size and structure of the Metro Vancouver Boards, including information on any required legislative changes, with the goal of implementation prior to the 2026 municipal election. The proposed process details the key actions and considerations that would take place at each Governance Committee meeting, including a dedicated workshop, scheduled across Q1 to Q3. This suggested approach aims to guide the development of recommendations on how to respond to the Board Governance Review recommendation to consider ways to address the size and structure of Metro Vancouver's four Boards.

PURPOSE

To propose a process for the Governance Committee and the MVRD Board to consider changes to Board size and structure, and identification of any legislative changes necessary to implement any recommended changes.

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 47 recommendations for consideration. Specifically, Deloitte Canada provided initial recommendations on size, structure, and composition of Metro Vancouver's Boards, including recommendation #1 to consider a hybrid board structure and recommendation #2 to consider reducing the size of the Boards.

At its October 3, 2025 meeting, the MVRD Board directed staff to report back on a process for reviewing the size and structure of the Boards, including information on any required legislative changes, with the goal of implementation prior to the 2026 municipal election. Deloitte Canada and staff have prepared a proposed process "Considering Board Size and Structure for Metro Vancouver's Boards – Proposed Process" for considering alternative Board sizes and structure by legal entity (**Attachment 1**).

PROPOSED PROCESS

Over the next four Governance Committee meetings, the Committee will: consider options regarding the size and structure of the GVWD, GVSS&DD, MVHC and MVRD Boards, as well as any required legislative changes, engagement materials and summary subsequent to the engagement period, and make recommendations to the four Metro Vancouver Boards regarding potential changes to Board size and structure by legal entity. This process is proposed to involve three committee meetings, a two-month engagement period, and a final set of committee and Board meetings to conclude the review.

At the first meeting in this process, the Committee will receive a Current Statement assessment report which will analyze size and structure options, and consider legal, legislative, and bylaw implications. The Committee will confirm a methodology and guiding principles for selecting recommendations.

At the second meeting, which will take the form of a facilitated workshop, the Committee will review and discuss the list of options for each of the four Boards identified in the Deloitte Canada Metro Vancouver Board Governance Review. The Committee will short-list models for each of the Boards and identify transition complexities for consideration by the Board – with the intent of utilizing the short list for engagement.

At the third meeting, the Committee will review an engagement plan and materials. The engagement process will involve a range of audiences, including Board Directors, municipal elected officials and staff, the provincial government, and the public.

At the final committee meeting in this process, the Governance Committee will receive a summary of the conducted engagement, and a report identifying the recommended size and structure for the four Boards as well as identified risks and mitigation measures.

The Boards will have opportunities at each phase to engage with the process and to provide direction. Subsequent to the Boards' approval of any recommended changes to size and structure, any required legislative changes will be shared with the Province for consideration.

ALTERNATIVES

1. THAT the MVRD Board endorse the process outlined in Deloitte Canada's report dated January 6, 2026, titled "Considering Amendments to Metro Vancouver Boards' Size and Structure – Proposed Process".
2. THAT the MVRD Board receive for information the report titled "Considering Amendments to Metro Vancouver Boards' Size and Structure: Proposed Process", dated January 7, 2026.

FINANCIAL IMPLICATIONS

There are no financial implications to endorsing the process proposed in this report as all activities can be accomplished within the MVRD Board approved 2026 budget.

CONCLUSION

This report proposes a process for reviewing the size and structure of Metro Vancouver's four Boards. If endorsed, over four meetings, the Governance Committee will analyze the current structure of the Boards and consider alternative options to recommend to the Board, and ultimately to the Province if legislative changes are required.

ATTACHMENTS

1. Deloitte Canada. "Considering Board Size and Structure for Metro Vancouver's Boards – Proposed Process", dated January 6, 2026.

REFERENCES

1. Deloitte Canada. (2025, May). *Metro Vancouver Board Governance Review*. [MVRD Board report on 2025, May 23]. <https://metrovancouver.org/boards/Documents/Deloitte-MV-Board-Governance-Review-2025-05-23.pdf>

Considering Board Size & Structure for Metro Vancouver's Boards – Proposed Process

Provided by Deloitte Canada | January 6, 2026

Overall Structure

- **Governance Committee** = Responsible body; makes recommendations to Metro Vancouver Boards through MVRD Board
- **Four Governance Committee meetings** = Checkpoints and decision gates
 - Includes one workshop (“Meeting #2”) for a Review of Options by legal entity
 - Includes **two MVRD Board engagements** for discussion and direction
- Staff to support Committee and Board (Deloitte as advisor)

Governance Committee (February Meeting #1)

Governance Committee Role

- Validate the problem definition (e.g. is change needed for all four Boards; what change is needed)
- Provide ideas and input on evaluation criteria for Board Size and Structure model review
- Receive Current State assessment Report; Ask clarifying questions

Deliverables

- Methodology / Process
- Guiding principles
- Evaluation criteria for Board size / structure models
- Current-State Assessment Report
 - Limitations
 - Problem Statement confirmed

Current-State Assessment

- Review of Board Governance Review (May 20, 2025) Board Size and Structure options
- Legal review of enabling legislation to determine ease of implementation
- Review of bylaws to determine what changes might need to be made
- Board and Committee workload analysis
- Skills requirements analysis

Governance Committee Workshop (March Meeting #2)

A 2-3 hour facilitated meeting (workshop style)

Workshop Objectives: Options Discussion

- Review and discuss options for each of the four Boards (from Deloitte Report)
- Endorse options to be used for engagement
- Approve Engagement Plan

Discuss

- Deloitte recommended a Hybrid Board Structure in Board Governance Review - with a unique approach to the different Boards – non-profit housing corporation, two utilities and one regional district.
- Governance effectiveness
- Legal feasibility / path
- Municipal representation impacts
- Considerations and risks
- Stress-test guiding principles & evaluation criteria

Deliverables

- Engagement Plan
- A short list of models for each Board to be included in Engagement Materials

Engagement Audiences

- Board Directors
- Senior Metro Vancouver staff
- Provincial Government Representatives
- Municipal Elected Officials through Council of Councils
- Municipal staff via RAAC, RFAC, REAC, and RPAC
- Public: Survey / Webinar / Web Portal

Key Activities for Engagement Period

- Interviews with Board Directors, Provincial Representatives and Metro Vancouver senior staff
- Presentations and discussions with Council of Councils (April) and staff advisory committees (May)
- Public feedback portal / potential webinar

Governance Committee (April Meeting #3) Engagement Materials

Governance Committee Role

- Review and endorse the Engagement Materials

Deliverables

- Engagement Materials

Governance Committee Engagement Summary and Recommendation Report (Meeting #4)

Governance Committee Role

- Receive Engagement Summary
- Receive Recommendations Report re: size and structure for the four Boards
- Receive Transition Roadmap with required legal / bylaw changes, risk mitigation plan
- Review, Question, Validate
- Forward recommendations to the Boards as well as forwarding required legislative change requests to the Province

Deliverables

- Engagement Summary Report
- Recommendation Report
- Identified Risks and Mitigation Measures

Implementation & Oversight (Post Board Decision)

Governance Committee to continue oversight to:

- Coordinate communication materials to stakeholders / engagement audiences on decisions
- Coordinate process of updating bylaws, policies, terms of reference, skills matrices, and other governance procedures and guidelines for the Boards and the Chair respectively
- Review legislative and bylaw amendments
- Monitor transition (particularly through the municipal election cycle)
- Assist communications and public reporting
- Quarterly updates to Boards to maintain transparency.

2026 Timeline

Month	Gov. Committee Activity	Key Outputs
Jan – Process	Endorse Review Process	Proposed process for considering Board size and structure
Feb – Meeting #1	Consider mandate, principles, criteria	Project summary
	Review current state	Current-State Assessment Report
Mar – Meeting #2	Workshop: Review options	Short list of models and options and summary of discussion
Apr – Meeting #3	Endorse Engagement Plan	Engagement plan with shortlisted options
May – Jun Engagement	N/A	Engagement with Boards, Council of Councils, Senior Metro Vancouver Staff, Advisory Committees, Provincial Reps, Public
Jul – Meeting #4	Review consultation results Put forward recommendations to the Boards	Consultation and Summary Feedback Report Recommendations Report
Jul – Board Decisions	Endorse recommended options Forward relevant decisions to the Province	Final models approval + transition plan
Sep – Outreach	N/A	Feedback decisions to those engaged