

**METRO VANCOUVER REGIONAL DISTRICT
GOVERNANCE COMMITTEE**

MEETING

Thursday, February 12, 2026

9:00 am

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

AGENDA

A. ADOPTION OF THE AGENDA

1. February 12, 2026 Meeting Agenda

THAT the Governance Committee adopt the agenda for its meeting scheduled for February 12, 2026 as circulated.

B. ADOPTION OF THE MINUTES

1. January 22, 2026 Meeting Minutes

THAT the Governance Committee adopt the minutes of its meeting held January 22, 2026 as circulated.

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C. DELEGATIONS

D. INVITED PRESENTATIONS

E. REPORTS FROM COMMITTEE OR CHIEF ADMINISTRATIVE OFFICER

1. 2026 Standing Committee Terms of Reference

Report dated January 22, 2026 from Heather McNell, Deputy Chief Administrative Officer, Policy and Planning.

pg. 8

Executive Summary

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

Recommendation

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

2. Board Size and Structure: Evaluation Framework

pg. 40

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

Executive Summary

Metro Vancouver’s four Boards - the Greater Vancouver Water District, Greater Vancouver Sewerage and Drainage District, Metro Vancouver Housing Corporation, and Metro Vancouver Regional District - provide strategic direction and oversight to Metro Vancouver’s core services to over 3 million people: Drinking Water, Liquid Waste and Solid Waste Services, Metro Vancouver Housing, Regional Parks, Regional Planning, Air Quality Management, and Invest Vancouver.

At its January 30, 2026 meeting, as part of the implementation of the 2025 Board Governance Review, the MVRD Board endorsed the process to consider the size and structure of Metro Vancouver’s four Boards (Reference 1).

This important process begins this month with receipt of a “Current State Analysis”, discussion regarding an agreed upon problem statement, and consideration of guiding principles and evaluation criteria. The intent is to inform the planned March committee discussion on size and structure options for each of the four Metro Vancouver Boards, including pros and cons and implications. Deloitte is supporting the Committee and Boards’ discussion and has prepared a report (Attachment 1) to guide the conversation.

Recommendation

THAT the MVRD Board receive for information the report titled “Board Size and Structure: Evaluation Framework”, dated February 5, 2026.

3. Manager’s Report

pg. 52

Report dated February 2, 2026 from Heather McNeil, Deputy Chief Administrative Officer, Policy and Planning.

Recommendation

THAT the Governance Committee receive for information the report dated February 2, 2026 titled “Manager’s Report.”

F. INFORMATION ITEMS

G. OTHER BUSINESS

H. RESOLUTION TO CLOSE MEETING

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

I. ADJOURNMENT

THAT the Governance Committee adjourn its meeting of February 12, 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

MEETING

Thursday, January 22, 2026
9:01 am

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

MINUTES

MEMBERS PRESENT:

Chair, Lisa Dominato, Vancouver
Vice Chair, Dylan Kruger, Delta
Burnaby, Sav Dhaliwal
Coquitlam, Teri Towner
Langley City, Paul Albrecht
North Vancouver District, Lisa Muri (departed at 9:51 am)
Pitt Meadows, Nicole MacDonald
West Vancouver, Mark Sager
Province of BC, Andrew Mercier
Board Chair, Mike Hurley, Burnaby, ex-officio member
Board Vice Chair, John McEwen, Anmore, ex-officio member

OTHERS PRESENT:

Shayne Gregg, Partner, Governance & Risk, Deloitte Canada

STAFF PRESENT:

Jerry W. Dobrovolny, Commissioner/Chief Administrative Officer
Heather McNell, Deputy Chief Administrative Officer, Policy and Planning
Nikki Tilley, Acting Deputy Corporate Officer

A. ADOPTION OF THE AGENDA

1. January 22, 2026 Meeting Agenda

It was MOVED and SECONDED

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

CARRIED

B. ADOPTION OF THE MINUTES**1. November 13, 2025 Meeting Minutes****It was MOVED and SECONDED**

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

CARRIED**C. DELEGATIONS**

No items presented.

D. INVITED PRESENTATIONS

No items presented.

E. REPORTS FROM COMMITTEE OR CHIEF ADMINISTRATIVE OFFICER**1. Governance Committee Orientation and Work Plan**

Report dated January 5, 2026 from Jean Lawson, Program Manager, Intergovernmental Relations, providing the Governance Committee with the 2026 Work Plan, Terms of Reference, and Annual Meeting Schedule.

It was MOVED and SECONDED

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".

CARRIED**2. Review of Metro Vancouver Board Policies**

Report dated January 5, 2026 from Heather McNeil, Deputy Chief Administrative Officer, Policy and Planning, providing the Governance Committee with an overview of Metro Vancouver's 57 Board policies and seeking MVRD Board's endorsement of the policy review schedule laid out in the report, and approval to direct staff to include a five year review period for all Board policies, consider any policy gaps, and look for opportunities to simplify and consolidate policies.

It was requested that the responsibility for the three Human Resources related policies be moved from the Governance Committee to the Performance and Audit Committee.

It was MOVED and SECONDED

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.

CARRIED

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

Report dated January 7, 2026 from Heather McNeil, Deputy Chief Administrative Officer, Policy and Planning, proposing a process for the Governance Committee and MVRD Board to use for considering changes to size and structure of Metro Vancouver's Boards, as well as identification of any legislative changes needed to implement any recommended changes.

Heather McNeil provided the Committee with an overview of Deloitte Canada's proposed process and timeline for considering Board size and structure, including the role that the Governance Committee would take in the process. The proposed process recommends reviewing and considering options for each of the four Boards, considering options to be used for engagement, and provides a draft timeline for the proposed process.

Members discussed the importance of this scope of work, of seeking engagement and feedback for proposed options, and sought confirmation that the process timeline is flexible.

It was MOVED and SECONDED

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”.

CARRIED

9:51 am Director Muri left the meeting.

F. INFORMATION ITEMS

No items presented.

G. OTHER BUSINESS

No items presented.

H. RESOLUTION TO CLOSE MEETING**It was MOVED and SECONDED**

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.

CARRIED**I. ADJOURNMENT****It was MOVED and SECONDED**

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

CARRIED

(Time: 9:53 am)

Nikki Tilley,
Supervisor, Legislative Services

Lisa Dominato,
Chair

82192855



To: Governance Committee

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

Date: January 22, 2026

Meeting Date: February 12, 2026

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

RECOMMENDATION

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

EXECUTIVE SUMMARY

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

PURPOSE

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

BACKGROUND

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

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

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

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

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

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

STANDING COMMITTEES ROLE AND TERMS OF REFERENCE

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

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

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

2026 STANDING COMMITTEES

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

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

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

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

There are 14 Board Standing Committees for 2026 as follows:

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

ALTERNATIVES

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

FINANCIAL IMPLICATIONS

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

CONCLUSION

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

ATTACHMENTS

1. 2026 Standing Committee's Terms of Reference

REFERENCES

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



Air Quality Committee

Terms of Reference

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

Committee Responsibilities

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

Specific Committee responsibilities include the following:

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

Organizational Responsibilities

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

Committee Membership and Meetings

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

Air Quality Committee Terms of Reference

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Committee Management

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

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



Caucus of Committee Chairs

Terms of Reference

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

Committee Responsibilities

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

Specific Committee responsibilities include:

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

Organizational Responsibilities

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

Committee Membership and Meetings

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

Committee Management

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

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

Electoral Area Committee

Terms of Reference

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

Committee Responsibilities

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

Specific Committee responsibilities include the following:

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

Organizational Responsibilities

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

Committee Membership and Meetings

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

Committee Management

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



Governance Committee

Terms of Reference

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

COMMITTEE RESPONSIBILITIES

The Governance Committee is responsible for the following areas:

Governance Framework

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

Board Effectiveness

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

Standing Committees

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

Governance Committee Terms of 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.



Housing Committee

Terms of Reference

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

Committee Responsibilities

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

Specific Committee responsibilities include:

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

Organizational Responsibilities

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

Committee Membership and Meetings

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

Committee Management

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

Housing Committee Terms of Reference

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



Indigenous Relations Committee

Terms of Reference

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

Committee Responsibilities

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

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

Organizational Responsibilities

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

Committee Membership and Meetings

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

Committee Management

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

Indigenous Relations Committee Terms of Reference

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



Invest Vancouver Management Board

MVRD Board Standing Committee

Terms of Reference

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

SCOPE OF INVEST VANCOUVER

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

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

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

MANAGEMENT BOARD RESPONSIBILITIES

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

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

ORGANIZATIONAL RESPONSIBILITIES

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

Invest Vancouver Management Board Terms of Reference

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MANAGEMENT BOARD MEMBERSHIP

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

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

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

MVRD Board Appointments

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

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

MANAGEMENT BOARD MEETINGS

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

MANAGEMENT BOARD SUPPORT

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

Invest Vancouver Management Board Terms of ReferencePage 3 of 3

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



Liquid Waste Committee

Terms of Reference

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

Committee Responsibilities

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

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

Organizational Responsibilities

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

Committee Membership and Meetings

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

Liquid Waste Committee Terms of Reference

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Committee Management

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

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



Mayors Committee

Terms of Reference

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

Committee Responsibilities

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

Specific Committee responsibilities include:

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

Organizational Responsibilities

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

Committee Membership and Meetings

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

Mayors Committee Terms of Reference

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Committee Management

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

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



Performance and Audit Committee

Terms of Reference

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

Committee Responsibilities

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

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

Performance and Audit Committee Terms of Reference

Page 2 of 2

Organizational Responsibilities

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

Committee Membership and Meetings

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

Committee Management

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

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



Regional Parks Committee

Terms of Reference

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

Committee Responsibilities

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

Specific Committee responsibilities include:

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

Organizational Responsibilities

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

Committee Membership and Meetings

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

Committee Management

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

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



Regional Planning Committee

Terms of Reference

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

Committee Responsibilities

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

Specific Committee responsibilities include:

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

Organizational Responsibilities

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

Regional Planning Committee Terms of Reference

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Committee Membership and Meetings

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

Committee Management

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

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



Water Committee

Terms of Reference

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

Committee Responsibilities

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

Specific Committee responsibilities include:

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

Organizational Responsibilities

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

Committee Membership and Meetings

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

Water Committee Terms of Reference

Page 2 of 2

Committee Management

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

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



Zero Waste Committee

Terms of Reference

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

Committee Responsibilities

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

Specific Committee responsibilities include:

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

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

Organizational Responsibilities

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

Zero Waste Committee Terms of Reference

Page 2 of 2

Committee Membership and Meetings

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

Committee Management

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

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



To: Governance Committee

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

Date: February 5, 2026

Subject: **Board Size and Structure: Evaluation Framework**

RECOMMENDATION

THAT the MVRD Board receive for information the report titled “Board Size and Structure: Evaluation Framework”, dated February 5, 2026.

EXECUTIVE SUMMARY

Metro Vancouver’s four Boards - the Greater Vancouver Water District, Greater Vancouver Sewerage and Drainage District, Metro Vancouver Housing Corporation, and Metro Vancouver Regional District - provide strategic direction and oversight to Metro Vancouver’s core services to over 3 million people: Drinking Water, Liquid Waste and Solid Waste Services, Metro Vancouver Housing, Regional Parks, Regional Planning, Air Quality Management, and Invest Vancouver.

At its January 30, 2026 meeting, as part of the implementation of the 2025 Board Governance Review, the MVRD Board endorsed the process to consider the size and structure of Metro Vancouver’s four Boards (Reference 1).

This important process begins this month with receipt of a “Current State Analysis”, discussion regarding an agreed upon problem statement, and consideration of guiding principles and evaluation criteria. The intent is to inform the planned March committee discussion on size and structure options for each of the four Metro Vancouver Boards, including pros and cons and implications. Deloitte is supporting the Committee and Boards’ discussion and has prepared a report (**Attachment 1**) to guide the conversation.

PURPOSE

The intent of this report is to support the Committee and Boards’ discussion on an evaluation framework (including current state analysis, problem statement, guiding principles, and evaluation criteria) for considering changes to the size and structure of one or more Metro Vancouver Boards.

BACKGROUND

At its May 23, 2025 meeting, the MVRD Board received Deloitte’s Metro Vancouver Board Governance Review (Reference 2). The report, commissioned to assess and enhance the effectiveness of the Boards’ governance framework, included 47 recommendations for consideration. Specifically, Deloitte provided initial recommendations on size, structure, and composition of Metro Vancouver’s Boards. In just 8 months, Metro Vancouver has implemented 21 of the recommendations and has consideration of 13 additional recommendations underway.

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’s four Boards, including information on any required legislative changes, with the goal of implementation prior to the 2026 municipal election. At its January 30, 2026 meeting, the MVRD Board endorsed the process to consider amendments to the Boards size and structure.

Attachment 1 is a report prepared by Deloitte that provides context on the current structure of the four Metro Vancouver Boards, a summary of what's working well and what problem is intended to be resolved with any changes to Board size or structure, guiding principles, and draft evaluation criteria for consideration.

CURRENT STATE ASSESSMENT

Deloitte's report in Attachment 1 includes a Current State Assessment that outlines:

- the existing size and structure of each of the four Boards;
- the current population-based formula for voting; and
- seat allocation and voting strength across member jurisdictions.

The Current State Assessment summarizes findings from the Metro Vancouver Board Governance Review regarding what components of the current governance structure are working well and what may benefit from improvement, according to feedback from Board Directors and other interviewees in 2025.

PROBLEM STATEMENT

Attachment 1 introduces a problem statement to support the Committee's discussion about what any change to Board size and structure is intended to resolve. It acknowledges that challenges may be different for each of the four Boards given their different mandates: two are utility boards, one is a non-profit housing corporation board, and one is a regional district board, intended to provide regional services for and among member jurisdictions through collaboration.

GUIDING PRINCIPLES

Guiding principles are also provided to establish a clear framework for the evaluation process. The report proposes any changes to the Board size and structure must support better governance, be legally feasible, be sustainable, and be acceptable to Metro Vancouver's member jurisdictions, and other stakeholders.

EVALUATION CRITERIA

Attachment 1 outlines proposed evaluation criteria:

- Governance effectiveness (including proportionality, transparency and accountability, risk and resilience);
- Stakeholder impact;
- Municipal representation; and
- Transition readiness.

Deloitte recommends weighting the criteria and has proposed an option for discussion. The attachment also proposes a four-point scoring system to score the options as per the evaluation criteria.

ALTERNATIVES

This report is provided for information. However, to prepare for the March Committee and Board discussions / workshop on Board size and structure options, ideally the Committee will provide feedback to staff regarding support for the proposed problem statement(s), guiding principles and evaluation criteria and method. If desired, the Committee can pass resolutions to be considered at the February MVRD Board meeting regarding support for the materials in Deloitte report (Attachment 1).

FINANCIAL IMPLICATIONS

There are no financial implications to endorsing the Current State report or reviewing the Boards' size and structure options as all activities can be accomplished within the MVRD Board approved 2026 budget. In March, the Committee will be reviewing two reports: first the evaluation of options by Metro Vancouver legal entity / Board, including implications for implementation as well as interaction with Standing Committees and meeting schedule; and second, a draft engagement plan.

CONCLUSION

In January, the MVRD Board endorsed the process provided by Deloitte to consider the size and structure of Metro Vancouver's four Boards – the Greater Vancouver Water District, Greater Vancouver Sewerage and Drainage District, Metro Vancouver Housing Corporation, and Metro Vancouver Regional District. The process begins in February with receipt of a "Current State Analysis", discussion regarding an agreed upon problem statement, and consideration of guiding principles and evaluation criteria to inform the planned March committee discussion on options, pros and cons, and implications for each of the four Metro Vancouver boards.

ATTACHMENTS

1. Deloitte. "Board Size and Structure: Evaluation Framework (Meeting #1)", dated February 5, 2026.

REFERENCES

1. Deloitte. "Considering Board Size and Structure for Metro Vancouver's Boards – Proposed Process", dated January 6, 2026. <https://metrovancouver.org/boards/GVRD/RD-2026-01-30-AGE.pdf>
page#524
2. Deloitte. (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>



Metro Vancouver Governance Committee Board Size and Structure: Evaluation Framework (Meeting #1)

Metro Vancouver Governance Committee Meeting: February 12, 2026

Agenda and objectives Meeting #1 – Workshop Approach

TITLE	ACTIVITY	DURATION	OBJECTIVES
Current State	<ul style="list-style-type: none"> Review current state assessment (4 Boards) Discuss what was heard and observed through research – interviews, and external scan 	30 minutes	<ul style="list-style-type: none"> Alignment on current state governance of the four Metro Vancouver Boards
Problem Statement	<ul style="list-style-type: none"> Set up the problem statement Discuss “what we are solving for” 	30 minutes	<ul style="list-style-type: none"> Consensus on problem statement (what we are solving for)
Guiding Principles	<ul style="list-style-type: none"> Validate guiding principles 	20 minutes	<ul style="list-style-type: none"> Validation of guiding principles for evaluation process
Evaluation Criteria	<ul style="list-style-type: none"> Board evaluation and proposed scoring criteria 	30 minutes	<ul style="list-style-type: none"> Agreement on process for evaluation and associated criteria

Current State Assessment



Current State Assessment

Current state of the four Boards: similarities, and differences

	Metro Vancouver Regional District (MVRD)	Greater Vancouver Water District (GVWD)	Greater Vancouver Sewerage & Drainage District (GVS&DD)	Metro Vancouver Housing Corporation (MVHC)
# of Directors	41	38	37	41
Elected	Y	Y	Y	Y
Member Jurisdictions	Full region (23)	Water-serving (20)	Wastewater/solid-waste (19)	Full region (23)
Operating Budget (\$)	\$133M	\$450M	\$926M	\$62M
Capital Cash Flow (\$)	\$48M (Parks)	\$488M	\$1,027M	\$207M
Information Flow	Board meeting freq: monthly Agenda load: high Committees: 5*	Board meeting freq: monthly Agenda load: mod-high Committees: 1*	Board meeting freq: monthly Agenda load: high Committees: 2*	Board meeting freq: monthly Agenda load: low-mod Committees: 1*
Decision-Making Complexity	Moderate-High — broad regional scope; multi-service decisions	Very High — deep technical requirements; large projects and budgets	Very High — deep technical requirements; largest budgets	Low-Moderate — focused mandate; smaller capital footprint
Transparency	Publicly available meeting agendas and minutes, and the public is allowed to attend meetings in person (except for legally closed sessions)			

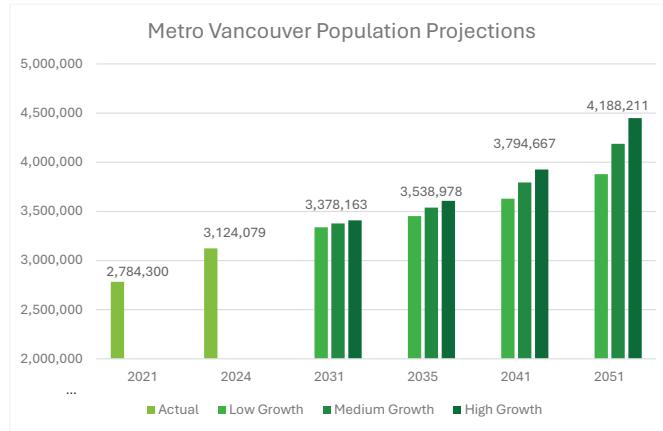
***Note:** All committees are MVRD committees, but some serve the other legal entities; MVRD has **4 additional standing committees** that serve all legal entities: Performance and Audit, Mayors, Caucus of Committee Chairs and Governance

Current State Assessment

Population-based formula context, and future state analysis

The Province establishes the population-based Board representation formula in the *Local Government Act*, which sets the number of directors for the MVRD Board after each census. The other Boards hinge off the LGA via their own acts / corporate articles.

Both the voting unit and voting divisor can be unique for each regional district – MVRD's are 20,000 and 5 respectively, as reflected in its Letters Patent. Metro Vancouver could change its letters patent without affecting any other regional district.



Current Directors	Projected Directors (2031)	Projected Directors (2041)
MVRD # of Directors	41	49
MVRD # of Votes	145	182

Current MVRD Directors are based on 2021 Census numbers

(1) Metro Vancouver Regional Population Projections (2024)

(2) Projection numbers are for the Medium Growth scenario

Current State Assessment

Board seats per jurisdiction

Member Jurisdiction	Type	Population	# of Directors	Voting Strength	Voting %
Vancouver	City	662,248	7	34	23.4
Surrey	City	568,322	6	29	20.0
Burnaby	City	249,125	3	13	9.0
Richmond	City	209,937	3	11	7.6
Coquitlam	City	148,625	2	8	5.5
Township of Langley	District	132,603	2	7	4.8
Delta	City	108,455	2	6	4.1
Maple Ridge	City	90,990	1	5	3.4
District of North Vancouver	District	88,168	1	5	3.4
New Westminster	City	78,916	1	4	2.8
Port Coquitlam	City	61,498	1	4	2.8
City of North Vancouver	City	58,120	1	3	2.1
West Vancouver	District	44,122	1	3	2.1
Port Moody	City	33,535	1	2	1.4
City of Langley	City	28,963	1	2	1.4
White Rock	City	21,939	1	2	1.4
Pitt Meadows	City	19,146	1	1	0.7
Electoral Area A (incl UBC)	Electoral Area	18,612	1	1	0.7
Bowen Island	Island municipality	4,256	1	1	0.7
Anmore	Village	2,356	1	1	0.7
Tsawwassen First Nation	Treaty First Nation	2,256	1	1	0.7
Lions Bay	Village	1,390	1	1	0.7
Belcarra	Village	687	1	1	0.7
Metro Vancouver		2,642,825	41	145	100.0

Director seats are allocated by population per the Local Government Act; in weighted votes, each Director gets 1 vote per 20,000 residents (max 5 votes); 2021 Census

Current State Assessment

What is working: What we heard from Board members

1 The Regional District governance model is fundamentally sound

The regional district model has served Metro Vancouver well for decades and remains broadly appropriate for delivering regional services and policy coordination. The governance structure is not “broken” but could benefit from enhancement.

2 Strong commitment and engagement from Directors

Directors are highly committed, invest significant time, and take their governance responsibilities seriously. Directors care deeply about the organization's success and the communities they serve.

3 Broad regional representation is valued and legitimate

There is value of inclusive municipal representation at the Board table. The Directors' municipal roles provide deep understanding of local conditions, community needs, and political realities, which strengthens regional decision-making.

4 Collaboration across jurisdictions has historically delivered results

Metro Vancouver's Boards have successfully enabled collaboration across jurisdictions on complex regional issues, including growth management, utilities, and long-term infrastructure planning.

5 Governance fundamentals and processes are largely in place

Fundamental governance processes and policies are already in place and functioning effectively. Member jurisdiction staff are consulted on key decisions impacting them. The Board has access to clear information (agendas, Committee and staff reports, minutes, and broadcasts/recordings). Staff are very engaged in providing executive summaries and detailed supporting information to the Board.

Current State Assessment

What is not working as well: What we heard from Board members

1 Board size can be unwieldy and inefficient

Large membership leads to repetition, limited airtime for many directors, formation of voting blocs, and challenges maintaining order and focus. Many recommended reducing the number of directors or consolidating representation while maintaining weighted voting.

2 Fiduciary duty to Metro Vancouver is difficult to balance with municipal obligations

Directors expressed that fulfilling Metro Vancouver's fiduciary obligations is challenging when municipal political expectations conflict with regional responsibilities. This can also create a short-term perspective that conflicts with the long-term strategies and planning horizon of the regional district.

3 Board culture and turnover can inhibit constructive deliberation

Political agendas, conflicts, lack of time to invest in understanding issues, and unequal participation reduce the Board's ability to collaborate effectively and operate as one mind. The depth of knowledge and experience varies significantly across the Board, exacerbated by high turnover at each election cycle.

4 Volume, structure, and timeliness of Board materials limit effective preparation

Board packages of 1000+ pages are overwhelming with materials sometimes late. Smaller jurisdictions lack staff support, and some directors don't leverage the MVRD staff effectively. Given the nature of the different Boards, information can be complex and technical with significant long-term implications.

5 Committee structures and meeting processes can be duplicative

Committee roles, selection, and decision pathways are inconsistent, and decisions are often re-assessed at the Board, reducing efficiency and value. Many support reducing the number of committees, standardizing mandates, and ensuring committees are composed of the appropriate decision-makers.

6 Perceived lack of subject matter expertise on Boards with high-risk exposure

Concerns that the entities carrying the greatest financial and reputational risk do not receive a correspondingly focused level of expertise. Board composition (and alignment with necessary skills matrices) across entities was seen as not comprehensive relative to mandate and risk.

Problem Statement & Guiding Principles



Problem Statement

Do we agree on the problem we are seeking to solve?

Does the current Board size and governance structure of Metro Vancouver's four Boards effectively support their mandates, ensure equitable representation of member jurisdictions and stakeholders, and enable efficient decision-making in the context of its responsibilities and regional diversity?

What **ARE** we solving for:

1. Board structures that are optimal for each of the four Boards
2. Strengthening the decision-making of the organization
3. A solution that works for the entire region
4. Supporting transparency and accountability
5. Proportionality and practicality

What are we **NOT** solving for:

1. Other Regional Districts
2. Creating a uniform (one size fits all) model
3. Considering Metro Vancouver's scope of services
4. Changing the funding model
5. Director nomination and allocation to Boards

Note: If we solve for the above, we are likely solving for overall cost of governance (remuneration) and Board size challenges.

Problem Statement

How does this differ from Board to Board?

MVRD

- Coordinating collaboratively on shared priorities
- All voices important / Ensuring optimal treatment of competing priorities between larger and smaller jurisdictions
- Avoiding revisiting issues multiple times after divided decision making

GVS&DD / GVWD

- Providing strong governance over complex, costly, infrastructure decisions with long term implications
- Bringing sufficient expertise and experience to the Board's oversight role
- Addressing duplication of analysis or broken link of information between Committees and Board

MVHC

- Addressing concerns regarding equity of regional representation
- Balancing jurisdictional needs, financial sustainability, and delivering housing where needed

Problem Statement

Discussion topics

1) Why is change needed?

2) What change is needed for the four Boards?

3) Are we solving for anything else?

4) What else are we not solving for?

Guiding Principles

Discuss and validate guiding principles

Whatever we decide should support...

Guiding Principle	Description
Better governance	<ul style="list-style-type: none">Has to be aligned with and provide the foundation for good governance practices
Legal feasibility	<ul style="list-style-type: none">Has to be easily implemented and legitimate by design
Sustainability	<ul style="list-style-type: none">Stand the test of time (can we sustain an efficient governance model for another 50+ years?)Proactively address the trajectory of board size as municipal populations grow
The region / our stakeholders' expectations / values	<ul style="list-style-type: none">Supported by the provincial governmentAcceptable to municipalities in the region (including those seeking additional seats or stronger representation)Be seen as an improvement by other stakeholders and the general public

Evaluation Criteria

Evaluation Criteria

Weighting Criteria – to evaluate options for each Board

Category	Key Considerations	Weighting
Governance Effectiveness	<ul style="list-style-type: none"> • Improve decision-making efficiency, oversight, collaboration, and strategic alignment. • Support diverse committee structures. • Scale board size and composition in proportion to mandate and complexity. • Operate effectively without unnecessary structural or administrative burden. • Effectively identify and respond to strategic, financial, operational, and reputational risks. • Support independent and objective judgment. 	40% ?
Stakeholder Impact	<ul style="list-style-type: none"> • Reinforce clear decision-making accountability, including who is responsible for decisions, outcomes, and oversight. • Support the broader regional strategic plan and mission, member jurisdictions, Provincial Government and others • Public trust and expectations for transparency and accountability. 	30% ?
Municipal Representation	<ul style="list-style-type: none"> • Population representation on services provided. • Fairness and equity across member jurisdictions. Balance of regional vs. local interests. 	20% ?
Transition Readiness	<ul style="list-style-type: none"> • Readiness and ease of implementation. Support of the regional municipalities and change management requirements. Impact on bylaws, policies, and governance processes. • Requirement to adjust enabling legislation. Timing and ease of legal structure change and impacts on funding, programs and projects. • Impact on remuneration, board meeting logistics, and other operational practicalities. 	10% ?

Evaluation Scoring

Four-point scoring for each option

		Evaluation Category	*Score = 1 (Low)	Score = 2 (Moderate)	Score = 3 (High)	Score = 4 (Very High)
Impact	Governance Effectiveness					
	Stakeholder Impact					
	Municipal Representation					
Feasibility	Transition Readiness					

* Note: Deloitte will provide guidance on definitions / considerations for each score number in advance of March workshop

Request of Committee

Seeking feedback from the Committee on the problem statement(s), guiding principles, and evaluation criteria to support the March discussion on options for each of the four Metro Vancouver Boards (recommendation to the MVRD Board)

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This material has been provided to Metro Vancouver for the purpose of providing a proposed process for evaluation of the Boards following an Independent Governance Review.

This presentation represents a briefing on the current state of Board structure, proposed definition of a "problem statement" for the Governance Committee to contemplate, guiding principles to guide the evaluation, and a proposed evaluation framework. The material does not provide any recommendations or conclusions regarding the governance or board remuneration at Metro Vancouver and nor should any conclusions be inferred from this document.

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We believe that our analyses must be considered as a whole and that selecting portions of the analyses or the factors considered by it, without considering all factors and analyses together, could create a misleading view of the issues related to the report. Amendment of any of the assumptions identified throughout this report could have a material impact on our analysis contained herein. Should any of the major assumptions not be accurate or should any of the information provided to us not be factual or correct, our analyses, as expressed in this report, could be significantly different.

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To: Governance Committee

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

Date: February 2, 2026

Subject: **Manager's Report**

RECOMMENDATION

THAT the Governance Committee receive for information the report dated February 2, 2026 titled "Manager's Report".

GOVERNANCE COMMITTEE WORK PLAN

The Governance Committee's Work Plan for 2026 is attached to this report (**Attachment 1**). The status of work program elements is indicated as pending, in progress, or complete. The listing is updated as needed to include new issues that arise, items requested by the committee, and changes to the schedule. An update on the status of the Metro Vancouver Board Governance Review Recommendations is provided for the Committee (**Attachment 2**).

ATTACHMENTS

1. 2026 Governance Committee Work Plan.
2. Status Update on the Metro Vancouver Board Governance Review Recommendations.

REFERENCES

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

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1st Quarter	Status
Review Standing Committee Terms of Reference	Underway
Review of Board policies, bylaws and procedures during Q1-Q3	Underway
Discussion of Board size and structure including potential legislative changes over Q1-Q3 – Review process	Underway
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

Status Update on the Metro Vancouver Board Governance Review Recommendations

Report Date: February 2, 2026

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

- Completed (14)
- + Recommendations for the Province - Completed (2)
- Ongoing (7)
- Underway (13)
- In Work Plan / Prioritized for 2026 (5)
- Pending (10)

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

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

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

Completed (14)

#	Recommendation
3	Create a Governance Committee of the MVRD Board.
4	Reduce or optimize the time investment for meetings – Review Committee sizes – number of committees, number of meetings, size and composition of committees and how members are selected.
5	Ensure reports include feedback from the Staff Advisory Committees regarding the specific options, risks and direct impacts on the member jurisdictions.
9	Enhance Board education plan including orientation.
13	Develop a skills matrix to assist in allocation of Committee roles and Board duties.
21	Board to be apprised of cumulative expenditures, such as those with change orders aggregating to total balances over the Board approval threshold.
29	Board reports to include multiple options for the Board to consider, where practical.
38	Maintain Current Meeting Stipend; review periodically
39	Eliminate the double meeting stipend for meetings over 4 hours.
40	Eliminate the monthly stipend for Committee Chairs when no meetings are held and replace with a double meeting fee to reflect additional time and effort required to prepare.
41	Remove the payment of a double meeting stipend for travel days and conference attendance.
45	Review and reduce the number of external Board appointments.
48	Provide detailed Crown, agency and local government-related income data in a simple, publicly accessible format may alleviate some renumeration pressure on the regional mayors and Metro Vancouver directors. (Sent to the Province)

#	Recommendation
49	Introduce a cap or maximum remuneration threshold for total income from all local government-related appointments (such as Metro Vancouver, TransLink, E-Comm 9-1-1). (Sent to the Province)

Ongoing (7)

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

Recommendations Underway (13)

#	Recommendation
1	Consider a Hybrid Board Structure (could be different for different legal entity Boards).
2	Consider reducing the size of the Boards. <ul style="list-style-type: none"> • Cap the number of Directors per jurisdiction, but maintain votes by population • Voting threshold changes by changing the number of votes per director (e.g. from 5 to 6 or 7) • Reduce the size of the Utility Boards and/or MVHC Board
7	Consider appointing an independent Chair for the Boards.
8	Consider seeking legislative change to set the term of the Chair to a four year period, beyond the current annual term.
15	Strengthen enterprise-wide strategic risk management for Metro Vancouver and its strategic priorities.
16	Strengthen Internal Audit function, focused on assessing and reporting to management and the Board on the design and effectiveness of internal controls and specific operational risks.
17	Review bylaws, policies and procedures to ensure they are current and appropriate, and simplify them for ease of use, understanding and adoption.
18	Enhance Board training for stronger understanding of key policies and Board procedures.
20	Investigate electronic voting solutions in the Board room.
25	Work with staff to find ways to close the information and knowledge gap between Committees and the Board; ensure directors with vested interests are consulted.
26	Review Board materials to streamline information in a way that enhances the ability of directors to better read, understand and govern.
27	Consider supporting more complex or controversial decisions with staff presentations at the Board with options considered, implications and risks.

#	Recommendation
36	Implement a Board performance assessment tool to solicit and identify opportunities to enhance group and individual behaviour.

Recommendations in Work Plan (5)

#	Recommendation
6	Revisit Committee Terms of Reference for aligned scope and mandate.
11	Clearly define & communicate the roles and responsibilities of Board members and CAO.
14	Lead a refresh of the Board Strategic Plan, seeking alignment around a common set of goals and initiatives – Early input on review of Board Strategic Plan for upcoming four year term
22	Define and document decision making processes
33	Revisit code of conduct to ensure it does directly address respectful and productive behaviours in the Board and Committee meetings.

Pending (10)

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