

**METRO VANCOUVER REGIONAL DISTRICT
GOVERNANCE COMMITTEE**

SPECIAL MEETING

Thursday, February 19, 2026

8:30 am

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

**Purpose: To continue discussion from the February 12, 2026 Governance Committee Meeting on item E2
Board Size and Structure: Evaluation Framework.**

AGENDA

A. ADOPTION OF THE AGENDA

1. February 19, 2026 Special Meeting Agenda

THAT the Governance Committee adopt the agenda for its special meeting scheduled for February 19, 2026 as circulated.

B. REPORTS FROM COMMITTEE OR CHIEF ADMINISTRATIVE OFFICER

1. Board Size and Structure: Evaluation Framework

Report dated February 16, 2026 from Lisa Dominato, Chair, Governance Committee, and Heather McNell, Deputy Chief Administrative Officer, Policy and Planning.

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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 agreed upon problem statements for each Board, and consideration of guiding principles and evaluation criteria. The intent is to inform the planned March Governance Committee and MVRD Board 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.

This report has been updated subsequent to the February 12, 2026 Governance Committee meeting to reflect the committee’s discussion, and is provided by the Governance Committee for the Board’s information at its February 27, 2026 meeting. The bolded sections reflect input and feedback from the Governance Committee.

Recommendation

That the MVRD Board receive for information the report titled “Board Size and Structure: Evaluation Framework”, dated February 16, 2026.

C. 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.

D. ADJOURNMENT

THAT the Governance Committee adjourn its special meeting of February 19, 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

To: Governance Committee

From: Lisa Dominato, Chair, Governance Committee
Heather McNell, Deputy Chief Administrative Officer, Policy and Planning

Date: February 16, 2026 Meeting Date: February 19, 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 16, 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 agreed upon problem statements for each Board, and consideration of guiding principles and evaluation criteria. The intent is to inform the planned March Governance Committee and MVRD Board 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.

This report has been updated subsequent to the February 12, 2026 Governance Committee meeting to reflect the committee’s discussion, and is provided by the Governance Committee for the Board’s information at its February 27, 2026 meeting. The bolded sections reflect input and feedback from the Governance Committee.

PURPOSE

The intent of this report is to support the Committee and Board discussion on an evaluation framework (including current state analysis, problem statement, guiding principles, and evaluation criteria) for considering possible 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.

Deloitte’s Attachment 1 is intended to provide an evaluation framework for upcoming discussions on Board size and structure. It was updated subsequent to the Governance Committee’s February 12, 2026 meeting to reflect the Committee’s discussion. This report, and Attachment 1, provide information on the current structure of the four Metro Vancouver Boards, a summary of what’s working well and what is not working as well, problem statements for each Board, guiding principles, and evaluation criteria and weighting.

CURRENT STATE ASSESSMENT

Deloitte’s report in Attachment 1 includes a Current State Assessment that outlines: the size and structure of each of the four Boards, the population-based formula for voting and future state analysis, 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 areas may benefit from improvement, according to feedback from Board Directors and other interviewees in early 2025 (Figures 1 and 2).

Figure 1. 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.

Figure 2. 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.

At the February 12, 2026 Governance Committee meeting, members were asked if they wanted to add any insights to the two lists. Members brought up the challenges of having four sewerage areas in terms of equity for funding as a critical challenge for the GVS&DD Board, noting that the GVWD does not have the same challenges. Members also largely concurred with the Current State Assessment noted in Figures 1 and 2.

PROBLEM STATEMENT

Attachment 1 introduces an overarching problem statement to support the Committee’s discussion about what any changes to Board size and structure are intended to resolve.

Problem Statement(s)

Does the 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?

The report acknowledges that challenges are likely 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. **At the February 12, 2026 Governance Committee meeting, members discussed each Board in turn.**

For the MVRD Board, the report notes that challenges include: balancing the intent for all jurisdictions to have a voice at the table with differing expectations for collaboration for larger and smaller jurisdictions; and the challenge of revisiting issues multiple times after divided decision making at the Board.

Some Governance Committee members voiced that the current size of the MVRD Board is a challenge, while others expressed that size is not the issue, but rather it is Board culture and acknowledgement and respect for Board decisions made. Members agreed that the trajectory for future growth of the Board is unsustainable. Members also brought up Board culture, decision making, and public perception / reputational risk.

For the GVS&DD and GVWD Boards, the report notes that challenges include: providing strong governance over complex, costly infrastructure decisions with long-term implications, ensuring sufficient expertise and experience to the Boards’ oversight role, and addressing both duplication and a ‘sometimes broken link’ of information between Committees and Boards.

At the Governance Committee, there were differing opinions about whether the current size of the GVS&DD and GVWD Boards is a problem, however there was general agreement that the trajectory of growth of the Boards is unsustainable. Having four sewerage areas and resulting equity and funding issues was again brought up as a source of conflict and challenge. Duplication of work between Committee and Board, as well as some members expressing that as they were not part of a Committee discussion, where ‘all the heavy lifting’ is done, they feel less equipped when making decisions at the Board. Several members brought up the need for more trust building at the Board; that bringing expertise to the Board is not about having a private Board, but rather utilizing and trusting the tools available to support Board decision making including: strong professional staff and expertise, strong project management controls including the cost estimating framework (independent estimates), stage gate process, and independent expert panels on large projects.

For the MVHC Board, the report notes that the largest governance challenge is the expectation of regional equity for a non-profit whose mandate is to develop and operate (legacy) affordable rental housing communities through partnership and to maintain financial sustainability.

Governance Committee members expressed that the MVHC is functioning well and is not in need of change. There was strong support voiced for MVHC’s operations, growth and success, and it was noted that there is no need to have representation from all member jurisdictions on this Board. Some members expressed that it is unnecessary to have 41 Board members for this function, and that it is a challenge to have Board members who do not believe in the function making decisions on its behalf.

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: a) better governance, b) be legally feasible, c) be sustainable, and d) generally be acceptable to Metro Vancouver’s member jurisdictions, the Province and other stakeholders.

EVALUATION CRITERIA

Deloitte proposed four evaluation criteria – governance effectiveness, impact on stakeholders, municipal representation, and transition readiness. Deloitte also provided draft weighting for each of the criteria. Deloitte noted that the criteria and weighing do not need to be set in stone, but rather are there to support the Committee’s evaluation of options in March. **The Governance Committee discussed both aspects - criteria and weighting, and supported the following:**

Criterion	Considerations	Weighting
Governance Effectiveness	<ul style="list-style-type: none"> • Improved decision-making efficiency and effectiveness • Trusted oversight, collaboration, and strategic alignment • Operates effectively without unnecessary structural or administrative burden • Effectively identify and respond to strategic, financial, operational, and reputational risks • Reinforce clear decision-making accountability, including who is responsible for decisions, outcomes, and oversight 	30%
Size / Scalability	<ul style="list-style-type: none"> • Board size and scalability align with mandate and complexity and is sustainable for the future 	10%
Member Jurisdiction Representation and Impact	<ul style="list-style-type: none"> • Member jurisdiction representation for services provided • Fairness and equity; Support the broader provision of regional services to member jurisdictions • Proportionate representation of the population served 	30%
Broader Stakeholder Impact	<ul style="list-style-type: none"> • Support the broader provision of regional services to the public, Province of BC and other partners • Accountability and transparency; Public trust and expectations 	20%
Transition Readiness	<ul style="list-style-type: none"> • Readiness and ease of implementation • Requirement to adjust enabling legislation. Timing and ease of legal structure change and impacts on funding, programs and projects • Impact on bylaws, policies, board meeting logistics, remuneration and other operational practicalities 	10%

ALTERNATIVES

This report is provided for information. However, to prepare for the March Committee and Board discussions / workshop on Board size and structure options, the Governance Committee provided input regarding the proposed problem statement(s), guiding principles and evaluation criteria and weighting. This input is being conveyed to the Board.

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 Governance 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 agreed upon problem statement(s), 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)".

REFERENCES

1. Deloitte. "Considering Board Size and Structure for Metro Vancouver's Boards – Proposed Process", dated January 6, 2026. <https://metrovancover.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://metrovancover.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)			

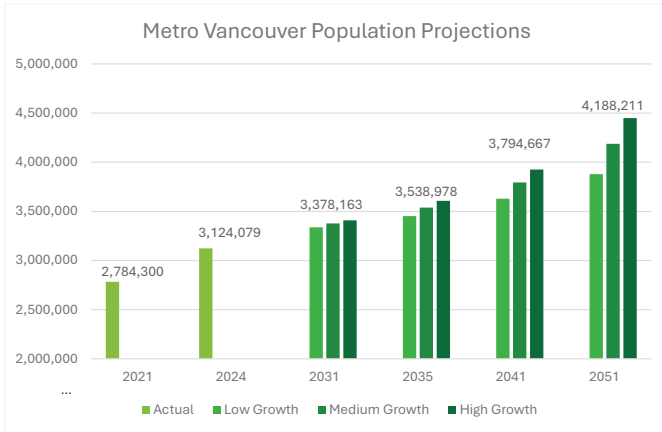
***Note:** All committees are MVRD committees, but some serve the other legal entities; MVRD has **4 additional standing committees** that serve all legal entities: Performance and Audit, Mayors, Caucus of Committee Chairs and Governance

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	52
MVRD # of Votes	145	182	203

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 Westminister	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

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Current State Assessment

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

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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?

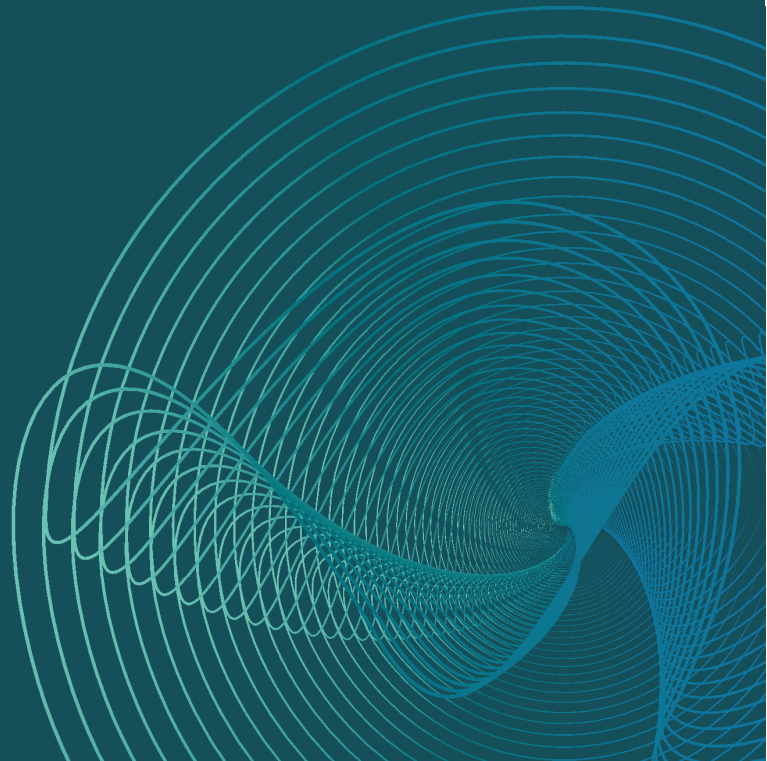
Guiding Principles

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 government • Acceptable 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

Table Updated by Governance Committee

Criterion	Considerations	Weighting
Governance Effectiveness	<ul style="list-style-type: none"> Improved decision-making efficiency and effectiveness Trusted oversight, collaboration, and strategic alignment Operates effectively without unnecessary structural or administrative burden Effectively identify and respond to strategic, financial, operational, and reputational risks Reinforce clear decision-making accountability, including who is responsible for decisions, outcomes, and oversight 	30%
Size / Scalability	<ul style="list-style-type: none"> Board size and scalability align with mandate and complexity and is sustainable for the future 	10%
Member Jurisdiction Representation and Impact	<ul style="list-style-type: none"> Member jurisdiction representation for services provided Fairness and equity; Support the broader provision of regional services to member jurisdictions Proportionate representation of the population served 	30%
Broader Stakeholder Impact	<ul style="list-style-type: none"> Support the broader provision of regional services to the public, Province of BC and other partners Accountability and transparency; Public trust and expectations 	20%
Transition Readiness	<ul style="list-style-type: none"> Readiness and ease of implementation Requirement to adjust enabling legislation. Timing and ease of legal structure change and impacts on funding, programs and projects Impact on bylaws, policies, board meeting logistics, remuneration and other operational practicalities 	10%

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)



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.

Deloitte LLP ("Deloitte") does not assume any responsibility or liability for losses incurred by any party as a result of the circulation, publication, reproduction or use of this analysis contrary to its intended purpose. This analysis has been made only for the purpose stated and shall not be used for any other purpose. Neither does this analysis (including references to it) nor any portions thereof (including without limitation the identity of Deloitte or any individuals signing or associated with this report, or the professional associations or organizations with which they are affiliated) shall be disseminated to third parties by any means or included in any document without the prior written consent and approval of Deloitte. Our report and work product cannot be included, or referred to, in any public or investment document without the prior consent of Deloitte.

We note that the analysis herein is limited to information available as of January 30, 2026. We disclaim any undertaking or obligation to advise any person of any change in any fact or matter affecting this analysis, which may come or be brought to our attention after the date hereof. Without limiting the foregoing, in the event that there is any material change in any fact or matter affecting the analyses after the date hereof, we reserve the right to change, modify or withdraw the analysis.

Observations are made on the basis of economic, industrial, competitive and general business conditions prevailing as at the date hereof. In the analyses, we may have made assumptions with respect to the industry performance, general business, and economic conditions and other matters, many of which are beyond our control, including government and industry regulation.

No opinion, counsel, or interpretation is intended in matters that require legal or other appropriate professional advice. It is assumed that such opinion, counsel, or interpretations have been, or will be, obtained from the appropriate professional sources. To the extent that there are legal issues relating to compliance with applicable laws, regulations, and policies, we assume no responsibility.

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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