

**GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT (GVS&DD)  
BOARD OF DIRECTORS**

**REGULAR BOARD MEETING**

**Friday, November 27, 2020**

**9:00 A.M.**

**28<sup>th</sup> Floor Boardroom, 4730 Kingsway, Burnaby, British Columbia**

[Membership and Votes](#)

**A G E N D A<sup>1</sup>**

**A. ADOPTION OF THE AGENDA**

**1. November 27, 2020 Regular Meeting Agenda**

That the GVS&DD Board adopt the agenda for its regular meeting scheduled for November 27, 2020 as circulated.

**B. ADOPTION OF THE MINUTES**

**1. October 30, 2020 Regular Meeting Minutes**

That the GVS&DD Board adopt the minutes for its regular meeting held October 30, 2020 as circulated.

**C. DELEGATIONS**

**D. INVITED PRESENTATIONS**

**E. CONSENT AGENDA**

*Note: Directors may adopt in one motion all recommendations appearing on the Consent Agenda or, prior to the vote, request an item be removed from the Consent Agenda for debate or discussion, voting in opposition to a recommendation, or declaring a conflict of interest with an item.*

**1. ZERO WASTE COMMITTEE REPORTS**

**1.1 Coffee Cup Revolution Funding Support**

That the GVS&DD Board approve an agreement between the Greater Vancouver Sewerage and Drainage District and MakeWay Charitable Society in support of the Binner's Project Coffee Cup Revolution for a three-year period in the amount of \$10,000 per year, commencing January 1, 2021, and ending December 31, 2023.

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<sup>1</sup> Note: Recommendation is shown under each item, where applicable. All Directors vote unless otherwise noted.

**1.2 Metro Vancouver Solid Waste Facility Names**

That the GVS&DD Board receive for information the report dated October 30, 2020, titled "Metro Vancouver Solid Waste Facility Names".

**2. LIQUID WASTE COMMITTEE REPORTS**

**2.1 Award of Contract Resulting from Standing Request for Expression of Interest SRFOI No. 19-283: Biosolids Management**

That the GVS&DD Board:

- a) approve award of a contract in the amount of up to \$7,548,000 (exclusive of taxes) to SYLVIS Environmental Services Inc. for biosolids management at OK Ranch, resulting from Standing Request for Expressions of Interest No. 19-283: Biosolids Management, subject to final review by the Commissioner; and
- b) authorize the Commissioner and the Corporate Officer to execute the required documentation once the Commissioner is satisfied that the award should proceed.

**3. FINANCE AND INTERGOVERNMENT COMMITTEE REPORTS**

**3.1 Project Delivery Best Practice Response – Project Estimating Framework**

That the GVS&DD Board receive for information the report dated November 6, 2020, titled "Project Delivery Best Practice Response – Project Estimating Framework".

**3.2 2020 Budget - Status of Reserves**

That the GVS&DD Board approve the application and transfer of reserves related to the expenditures and provisions as set out in Schedule 1 of the report dated October 27, 2020 titled "2020 Budget - Status of Reserves".

**3.3 Establishment of a Task Force to Consider Reinstatement of Burrard Inlet Environmental Action Program – Fraser River Estuary Management Program (BIEAP – FREMP) Partnership**

That the GVS&DD Board write letters to the provincial Ministers of: (i) Environment and Climate Change Strategy; and (ii) Forests, Lands, Natural Resource Operations and Rural Development; the federal Ministers of: (iii) Environment and Climate Change Canada; (iv) Fisheries and Oceans Canada; and (v) Vancouver Fraser Port Authority to request their participation in a task force to consider feasibility of reinstating the Burrard Inlet Environmental Action Program – Fraser River Estuary Management Program Partnership, or establishment of an equivalent multi-stakeholder partnership for coordinated environmental management in the Metro Vancouver region.

**F. ITEMS REMOVED FROM THE CONSENT AGENDA**

**G. REPORTS NOT INCLUDED IN CONSENT AGENDA**

## **1. LIQUID WASTE COMMITTEE REPORTS**

### **1.1 Greater Vancouver Sewerage and Drainage District Sewerage and Drainage Areas Boundaries Amending Bylaw No. 340, 2020 – Fraser Sewerage Area – Township of Langley**

*[Recommendation a): simple weighted majority vote.] and*

*[Recommendation b): 2/3 weighted majority vote.]*

That the GVS&DD Board:

- a) give first, second and third reading to the *Greater Vancouver Sewerage and Drainage District Sewerage and Drainage Areas Boundaries Amending Bylaw No. 340, 2020*; and,
- b) pass, and finally adopt the *Greater Vancouver Sewerage and Drainage District Sewerage and Drainage Areas Boundaries Amending Bylaw No. 340, 2020*.

## **H. MOTIONS FOR WHICH NOTICE HAS BEEN GIVEN**

## **I. OTHER BUSINESS**

### **1. GVS&DD Board Committee Information Items and Delegation Summaries**

## **J. BUSINESS ARISING FROM DELEGATIONS**

## **K. RESOLUTION TO CLOSE MEETING**

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

That the GVS&DD Board close its regular meeting scheduled for November 27, 2020 pursuant to the *Community Charter* provisions, Section 90 (1) (c), (g) and (i) as follows:

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

- (c) labour relations or other employee relations;
- (g) litigation or potential litigation affecting the regional district; and
- (i) the receipt of advice that is subject to solicitor-client privilege, including communications necessary for that purpose.”

## **L. RISE AND REPORT (Items Released from Closed Meeting)**

## **M. ADJOURNMENT/CONCLUSION**

That the GVS&DD Board adjourn/conclude its regular meeting of November 27, 2020.

**GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT  
BOARD OF DIRECTORS**

Minutes of the Regular Meeting of the Greater Vancouver Sewerage and Drainage District (GVS&DD) Board of Directors held at 10:15 a.m. on Friday, October 30, 2020 in the 28<sup>th</sup> Floor Boardroom, 4730 Kingsway, Burnaby, British Columbia.

**MEMBERS PRESENT:**

Burnaby, Chair, Director Sav Dhaliwal  
North Vancouver City, Vice Chair Director  
Linda Buchanan\*  
Anmore, Director John McEwen  
Burnaby, Director Pietro Calendino\*  
Burnaby, Director Mike Hurley  
Coquitlam, Director Craig Hodge\*  
Coquitlam, Director Richard Stewart\*  
Delta, Director George Harvie\*  
Delta, Director Bruce McDonald\*  
Electoral Area A, Director Jen McCutcheon\*  
Langley City, Director Val van den Broek\*  
Langley Township, Director Jack Froese\*  
Langley Township, Director Kim Richter\*  
Maple Ridge, Director Mike Morden\*  
New Westminster, Director Jonathan Coté\*  
North Vancouver District, Director Lisa Muri\*  
Pitt Meadows, Director Bill Dingwall\*  
Port Coquitlam, Director Brad West\*  
Port Moody, Director Rob Vagramov

Richmond, Director Malcolm Brodie\*  
Richmond, Director Harold Steves\*  
Surrey, Director Linda Annis\*  
Surrey, Director Doug Elford\*  
Surrey, Director Laurie Guerra\*  
Surrey, Director Doug McCallum\*  
Surrey, Director Mandeep Nagra\*  
Surrey, Director Allison Patton\*  
Vancouver, Director Christine Boyle\*  
Vancouver, Director Adriane Carr\*  
Vancouver, Director Melissa De Genova\*  
Vancouver, Director Lisa Dominato\*  
Vancouver, Director Colleen Hardwick\*  
Vancouver, Director Kennedy Stewart\*  
Vancouver, Director Michael Wiebe\*  
West Vancouver, Director Mary-Ann Booth\*  
White Rock, Director Darryl Walker\*  
Commissioner Jerry W. Dobrovlny (Non-voting member)

**MEMBERS ABSENT:**

None

**STAFF PRESENT:**

Lauren Cichon, Legislative Services Coordinator, Board and Information Services  
Chris Plagnol, Corporate Officer

**A. ADOPTION OF THE AGENDA**

**1. October 30, 2020 Regular Meeting Agenda**

**It was MOVED and SECONDED**

That the GVS&DD Board adopt the agenda for its regular meeting scheduled for October 30, 2020 as circulated.

**CARRIED**

\*denotes electronic meeting participation as authorized by Section 3.6.2 of the *Procedure Bylaw*

**B. ADOPTION OF THE MINUTES**

1. **October 2, 2020 Regular Meeting Minutes**
2. **October 21, 2020 Metro Vancouver Board Budget Meeting Minutes**

**It was MOVED and SECONDED**

That the MVRD Board adopt the minutes for its regular meeting held October 2, 2020, and the minutes for the joint meeting of the MVRD, MVHC, GVWD and GVS&DD Boards held October 21, 2020, as circulated.

**CARRIED**

**C. DELEGATIONS**

No items presented.

**D. INVITED PRESENTATIONS**

No items presented.

**E. CONSENT AGENDA**

**It was MOVED and SECONDED**

That the GVS&DD Board adopt the recommendation presented in the following item as presented in the October 30, 2020 GVS&DD Board Consent Agenda:

- 1.1 Grant Funding Application for Effluent Heat for Renewable Natural Gas Project

**CARRIED**

The item and recommendation referred to above is as follows:

- 1.1 **Grant Funding Application for Effluent Heat for Renewable Natural Gas Project**  
Report dated October 5, 2020, from Jeff Carmichael, Division Manager, Business Development, Liquid Waste Services, seeking GVS&DD Board endorsement of the grant funding application of \$3,926,000 for the Lulu Island Wastewater Treatment Plant Effluent Heat for Renewable Natural Gas Project through the CleanBC Communities Fund.

*Recommendation:*

That the GVS&DD Board endorse the grant funding application of \$3,926,000 for the Lulu Island Wastewater Treatment Plant Effluent Heat for Renewable Natural Gas Project through the CleanBC Communities Fund.

*Adopted on Consent*

**F. ITEMS REMOVED FROM THE CONSENT AGENDA**

No items presented.

## **G. REPORTS NOT INCLUDED IN CONSENT AGENDA**

### **1.1 GVS&DD 2021 Budget and 2021 – 2025 Financial Plan**

Report dated October 22, 2020, from Dean Rear, General Manager, Financial Services/Chief Financial Officer, presenting the 2021 GVS&DD Annual Budget for Liquid Waste Services and Solid Waste Services for approval, GVS&DD 2021 – 2025 Financial Plan for endorsement.

Jerry W. Dobrovolny, Chief Administrative Officer/Commissioner, provided an overview of the Liquid Waste Services and Solid Waste Financial Plan Summary and projected tipping fees.

Presentation material titled “2021 – 2025 Financial Plan Overview” is retained with the October 30, 2020 GVS&DD agenda.

#### **It was MOVED and SECONDED**

That the GVS&DD Board:

- a) approve the 2021 Annual Budget and endorse the 2021 - 2025 Financial Plan as shown in Attachment 1 of the report dated October 22, 2020, titled “GVS&DD 2020 Budget and 2021 – 2025 Financial Plan”, in the following schedules:
  - Revenue and Expenditure Summary
  - Liquid Waste Services
  - Capital Programs Project Totals – Liquid Waste Services
  - Solid Waste Services
  - Capital Programs Project Details – Solid Waste Services
- b) approve the 2021 Reserve Applications as shown in Attachment 2 of the report dated October 22, 2020, titled “GVS&DD 2021 Budget and 2021 - 2025 Financial Plan”.

**CARRIED**

### **2.1 GVS&DD Tipping Fee and Solid Waste Disposal Regulation Amendment Bylaw No. 341, 2020**

Report dated October 9, 2020, from Allen Jensen, Project Engineer, Solid Waste Services, seeking Board approval to amend the Tipping Fee Bylaw to set garbage tipping fees for 2021.

#### **It was MOVED and SECONDED**

That the GVS&DD Board:

- a) approve the following amendments to the Tipping Fee Bylaw effective January 1, 2021:
  - I. Tipping fees to change as follows:
    - i. Tipping fees for garbage (per tonne):

Municipal garbage	\$117
Up to 1 tonne	\$151
1 tonne to 9 tonnes	\$129

- 9 tonnes and over \$103
- ii. Generator levy at \$48 per tonne (included in Tipping Fee);
- b) give first, second and third reading to *Greater Vancouver Sewerage and Drainage District Tipping Fee and Solid Waste Disposal Regulation Amendment Bylaw No. 341, 2020*.

**It was MOVED and SECONDED**

That the GVS&DD Board pass and finally adopt *Greater Vancouver Sewerage and Drainage District Tipping Fee and Solid Waste Disposal Regulation Amendment Bylaw No. 341, 2020*.

**CARRIED**

**H. MOTIONS FOR WHICH NOTICE HAS BEEN GIVEN**

No items presented.

**I. OTHER BUSINESS**

**1. GVS&DD Board Committee Information Items and Delegation Summaries**

**It was MOVED and SECONDED**

That the GVS&DD Board receive for information the GVS&DD Board Committee Information Items and Delegation Summaries, dated October 30, 2020.

**CARRIED**

**J. BUSINESS ARISING FROM DELEGATIONS**

No items presented.

**K. RESOLUTION TO CLOSE MEETING**

No items presented.

**L. RISE AND REPORT (Items Released from Closed Meeting)**

No items presented.

**M. ADJOURNMENT/CONCLUSION**

**It was MOVED and SECONDED**

That the GVS&DD Board conclude its regular meeting of October 30, 2020.

**CARRIED**

(Time: 10:20 a.m.)

CERTIFIED CORRECT

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Chris Plagnol, Corporate Officer

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Sav Dhaliwal, Chair



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To: Zero Waste Committee

From: Andrew Marr, Director of Solid Waste Planning, Solid Waste Services

Date: October 29, 2020 Meeting Date: November 6, 2020

Subject: **Coffee Cup Revolution Funding Support**

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**RECOMMENDATION**

That the GVS&DD Board approve an agreement between the Greater Vancouver Sewerage and Drainage District and MakeWay Charitable Society in support of the Binner's Project Coffee Cup Revolution for a three-year period in the amount of \$10,000 per year, commencing January 1, 2021, and ending December 31, 2023.

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**EXECUTIVE SUMMARY**

MakeWay Charitable Society (formerly named Tides Canada) is a charity that includes the Binner's Project. The Binner's Project organizes the Coffee Cup Revolution event enlisting the marginalized population of local bidders to collect discarded coffee cups and redeem them for a small cash 'refund'. The Coffee Cup Revolution highlights the importance of reducing single use coffee cups while raising awareness of marginalized populations and green communities. Metro Vancouver has supported the event under a three-year funding agreement which expires in 2020. This report proposes a new three-year funding agreement in the amount of \$10,000 per year.

**PURPOSE**

To seek Board approval of funding for the Binner's Project Coffee Cup Revolution event for a three-year period.

**BACKGROUND**

Metro Vancouver has provided funding to the Binner's Project for the past three years for their Coffee Cup Revolution event. The Binner's Project is one of many charitable projects operated under the umbrella of the MakeWay Charitable Society (formerly named Tides Canada).

**COFFEE CUP REVOLUTION EVENT**

Disposable coffee cups are one of many frequently littered single-use items in use in today's society. Under extended producer responsibility (EPR) regulations, disposable coffee cups are accepted within residential recycling programs, but no corresponding system is in place for cups disposed in public spaces, and at commercial sites.

MakeWay Charitable Society (which changed its name from Tides Canada in June, 2020) is a national charity founded in 2000 that supports dozens of environmental and social change initiatives across Canada. Locally, one of the most visible is the Binner's Project and its Coffee Cup Revolution event, which enlists a marginalized population of 'bidders' (a person who collects redeemable containers and other things from garbage and recycling bins to sustain their livelihood and to divert waste from landfills) to collect discarded coffee cups (over 150 bidders participated in 2019's event, collecting over 96,000 cups) and redeem them at a 'pop-up' depot. Collected coffee cups provide a small cash 'refunded deposit' to the bidder, to demonstrate what a coffee refund system can achieve, and to serve as a platform for on-site discussion groups on how binning can support green communities, and

vice versa. The October 18, 2019 event was the sixth annual Coffee Cup Revolution. The 2020 event is postponed due to Covid-19, but is hoped to take place prior to their fiscal year-end in March 2021.

Metro Vancouver has provided funding for past Coffee Cup Revolution events in the amount of \$6,000 per year under a three-year funding agreement that expires December 31, 2020.

In the last year, the deposit for most refundable beverage containers was uniformly set at 10-cents in BC. For most small beverage containers, this was an increase from 5-cents. To reflect this change in the deposit rate and to provide extra needed income for binners, the organizers plan to set the refund amount for collected coffee cups returned at future Coffee Cup Revolution events to be 10-cents as well. To accommodate this, the proposed funding agreement is for \$10,000 per year for a three-year period from 2021 through 2023.

#### **ALTERNATIVES**

1. That the GVS&DD Board approve an agreement between the Greater Vancouver Sewerage and Drainage District and MakeWay Charitable Society in support of the Binner's Project Coffee Cup Revolution for a three-year period in the amount of \$10,000 per year, commencing January 1, 2021, and ending December 31, 2023.
2. That the Zero Waste Committee receive for information the report dated October 29, 2020, titled "Coffee Cup Revolution Funding Support" and provide alternate direction to staff.

#### **FINANCIAL IMPLICATIONS**

The proposed annual \$10,000 contribution to the Binner's Project Coffee Cup Revolution outlined in this report can be accommodated within the annual budget/financial plan of the Solid Waste Services department.

#### **CONCLUSION**

MakeWay Charitable Society (formerly Tides Canada) is a charity that includes the Binner's Project and its Coffee Cup Revolution event enlisting the marginalized population of binners to collect discarded coffee cups and redeem them for a small cash 'refund'. The annual event demonstrates the potential of a coffee cup deposit-refund, diverts waste, and promotes awareness of the relationship between binners and similar marginalized populations and green communities. Metro Vancouver has supported the event under a three-year contribution agreement which expires in 2020. This report proposes a new three-year funding agreement.

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To: Zero Waste Committee

From: Stephanie Liu, Communications and Education Coordinator, Solid Waste Services

Date: October 30, 2020 Meeting Date: November 6, 2020

Subject: **Metro Vancouver Solid Waste Facility Names**

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### **RECOMMENDATION**

That the GVS&DD Board receive for information the report dated October 30, 2020, titled “Metro Vancouver Solid Waste Facility Names”.

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### **EXECUTIVE SUMMARY**

This report presents updated names for Metro Vancouver’s current solid waste facilities and names for two new facilities currently under construction and scheduled to open in 2021. The term Recycling and Waste Centre will replace the term Transfer Station in Metro Vancouver solid waste facility names. The new facilities in Coquitlam and Surrey will be named United Boulevard Recycling and Waste Centre (995 United Boulevard) and Central Surrey Recycling and Waste Centre (6711 – 154 Street, at 154 Street and 67 Avenue). The existing Surrey Transfer Station will be renamed North Surrey Recycling and Waste Centre. The names were selected following feedback received from external and internal audiences, through online surveys and polls at municipal staff committees. The Tipping Fee Bylaw will be updated for 2022 to include the new facility names.

### **PURPOSE**

The purpose of this report is to update the Zero Waste Committee and GVS&DD Board on new names for Metro Vancouver’s network of solid waste facilities, including two new facilities currently under construction in Coquitlam and Surrey. The updates to Metro Vancouver solid waste facility names are as follows:

- United Boulevard Recycling and Waste Centre (new facility at 995 United Boulevard, Coquitlam)
- Central Surrey Recycling and Waste Centre (new facility at 6711 – 154 Street, at 154 Street and 67 Avenue, Surrey)
- North Surrey Recycling and Waste Centre (existing Surrey Transfer Station)
- North Shore Recycling and Waste Centre
- Maple Ridge Recycling and Waste Centre
- Langley Recycling and Waste Centre

### **BACKGROUND**

Metro Vancouver’s solid waste facilities where residents, businesses and collection contractors drop off garbage, yard trimmings and recyclable materials are currently called Transfer Stations, and are typically named after the municipality in which they are located. With two new solid waste facilities under construction in Coquitlam (995 United Boulevard) and Surrey (6711 – 154 Street, at 154 Street and 67 Avenue), there is now an opportunity to name these two new facilities and review the naming of Metro Vancouver’s existing solid waste facilities to address some challenges with the existing naming conventions.

## **SOLID WASTE FACILITY NAMES**

Metro Vancouver's current solid waste facility network consists of five transfer stations and the Waste-to-Energy Facility. The transfer stations are typically named after the municipality in which they are located, with the term Transfer Station in the name to describe the type of facility:

- Coquitlam Transfer Station (to be replaced in 2021)
- North Shore Transfer Station
- Surrey Transfer Station
- Langley Transfer Station
- Maple Ridge Transfer Station

## **Challenges with Existing Facility Names**

There are some challenges with the existing solid waste facility naming system. The term Transfer Station does not fully describe the scope of services provided, particularly as more recycling and reuse opportunities are included within the facilities. Also, the development of a second solid waste facility in Surrey requires a way to differentiate between the two facilities.

## **Feedback Received on Naming Options**

Staff researched naming systems for solid waste facilities in large metropolitan areas across North America, examined local naming approaches such as the standards used by Translink, and created a short-list of options based on a set of informal criteria:

- Simple and specific
- Easy to understand and remember
- Accurately describes the full scope of services provided at the facilities
- Provides a wayfinding component

Feedback on short-listed options was received from internal and external audiences, including Metro Vancouver Solid Waste Services staff, waste hauling industry representatives, a public survey of 300 residents across the region, and municipal staff committees including the Municipal Waste Reduction Coordinators' Committee, Regional Engineers Advisory Committee Solid Waste Sub-Committee, Regional Engineers Advisory Committee and Regional Administrative Advisory Committee. City of Surrey staff also provided feedback on the naming of the new facility in Surrey. Feedback is summarized below.

### *Facility type name - across all solid waste facilities (currently "transfer stations")*

- Recycling and Waste Centre was the preferred term for municipal staff
- Recycling and Waste Centre and Waste and Recycling Centre were preferred by waste haulers
- Public survey respondents agreed that Recycling and Waste Centre was an appropriate description of the facilities given the range of services provided

### *Geographic names for replacement Coquitlam Transfer Station (995 United Boulevard)*

- United Boulevard was preferred by municipal staff
- Coquitlam was preferred by waste haulers
- Public survey respondents agreed that United Boulevard was an appropriate geographic name

- Central Surrey was preferred by municipal staff and waste haulers
- Public survey respondents agreed that Central Surrey was an appropriate geographic name with some comments that Central Surrey could be confused with Surrey City Centre

As Central Surrey was the preferred geographic name for the new facility in Surrey, there are implications for the name of the existing Surrey Transfer Station. To distinguish the two facilities in Surrey, the existing Surrey Transfer Station will be renamed North Surrey Recycling and Waste Centre.

Municipal staff and waste haulers also provided feedback on naming options for the Metro Vancouver Waste-to-Energy Facility, and indicated a strong preference to keep the current name.

The *Greater Vancouver Sewerage and Drainage District Tipping Fee and Solid Waste Disposal Regulation Amendment Bylaw No. 341, 2020* will be updated for 2022 to include the new facility names.

### **Updated Recycling Depot Funding Model**

The North Shore, United Boulevard and Central Surrey Recycling and Waste Centres all have or will have recycling depots ahead of the scales. Under the current recycling depot funding model, municipalities served by the depots fund the depots. Metro Vancouver staff are working with municipal staff to update the funding model to ensure a simple and fair system is in place for funding these and future recycling depots, while recognizing the contribution of municipal depots to the regional system. An updated model is expected to be brought to the Zero Waste Committee and Board for consideration in 2021.

### **ALTERNATIVES**

This is an information report. No alternatives are presented.

### **FINANCIAL IMPLICATIONS**

Any costs associated with solid waste facility naming, including updating facility signage, can be accommodated within the Solid Waste Services annual budget.

### **CONCLUSION**

Updated names are presented for Metro Vancouver's current solid waste facilities and two new facilities currently scheduled to open in 2021. Feedback was received from external and internal audiences, through online surveys and polls at municipal staff committees. The names of Metro Vancouver's solid waste facilities will become:

- United Boulevard Recycling and Waste Centre
- Central Surrey Recycling and Waste Centre
- North Surrey Recycling and Waste Centre
- North Shore Recycling and Waste Centre
- Maple Ridge Recycling and Waste Centre
- Langley Recycling and Waste Centre

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To: Liquid Waste Committee

From: Roy Moulder, Director, Purchasing and Risk Management, Financial Services  
Lillian Zaremba, Program Manager, Utility Residuals Management, Liquid Waste Services

Date: October 30, 2020 Meeting Date: November 12, 2020

Subject: **Award of Contract Resulting from Standing Request for Expression of Interest  
SRFEOI No. 19-283: Biosolids Management**

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**RECOMMENDATION**

That the GVS&DD Board:

- a) approve award of a contract in the amount of up to \$7,548,000 (exclusive of taxes) to SYLVIS Environmental Services Inc. for biosolids management at OK Ranch, resulting from Standing Request for Expressions of Interest No. 19-283: Biosolids Management, subject to final review by the Commissioner; and
  - b) authorize the Commissioner and the Corporate Officer to execute the required documentation once the Commissioner is satisfied that the award should proceed.
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**EXECUTIVE SUMMARY**

Metro Vancouver biosolids have been beneficially used at OK Ranch since 2000 to restore and fertilize degraded rangeland. SYLVIS Environmental Services Inc. (SYLVIS) submitted a proposal to continue the beneficial use of biosolids at OK Ranch in response to the Standing Request for Expressions of Interest (SRFEOI) No. 19-283: Biosolids Management. SYLVIS has demonstrated successful management of biosolids for Metro Vancouver and proposed a reasonable price. It is recommended that the GVS&DD Board authorize the Commissioner and the Corporate Officer to award and execute the contract to SYLVIS for an amount of up to \$7,548,000 (exclusive of taxes).

**PURPOSE**

This report is to advise the GVS&DD Board of the results of SRFEOI No. 19-283: Biosolids Management, and to recommend award of a contract in an amount of up to \$7,548,000 (exclusive of taxes) to SYLVIS Environmental, for the beneficial use of biosolids at OK Ranch.

**BACKGROUND**

Pursuant to the *GVS&DD Officers and Delegation Bylaw No. 284, 2014* (Bylaw) and the *Procurement and Real Property Contracting Authority Policy* (Policy), procurement contracts that exceed a value of \$5 million require the approval of the Board of Directors.

This report is being brought forward to the Liquid Waste Committee to consider a recommendation to the GVS&DD Board to authorize the award of a contract to SYLVIS for the management of biosolids at OK Ranch.

## **DESCRIPTION OF SERVICES**

The scope of work includes the management and beneficial use of Class A and B biosolids generated at the Annacis Island, Lulu Island, Lions Gate and Iona Island Wastewater Treatment Plants (WWTPs). The biosolids will be applied on degraded rangeland to restore and fertilize the soil for grazing at OK Ranch near Clinton, BC.

Metro Vancouver biosolids have been beneficially used at OK Ranch from 2000 to 2007 and from 2015 to present. Management of Metro Vancouver biosolids at OK Ranch is currently conducted by SYLVIS under a contract that will expire on December 31, 2020. Since 2015, SYLVIS has beneficially used 110,000 tonnes of Metro Vancouver biosolids at OK Ranch. The services under the new contract will continue the restoration and fertilization of degraded grasslands at OK Ranch.

SRFEI No. 19-283 is publicly advertised on Metro Vancouver's and BC Bid websites for parties interested in beneficially using biosolids. This SRFEI remains on Metro Vancouver's and BC Bid websites on an ongoing basis to solicit proposals for the beneficial use of biosolids at any time.

SYLVIS' proposal demonstrated their experience and qualifications in managing biosolids. The term is six (6) years with two optional extensions, the first for three (3) years and the second for an additional two (2) years. The award amount of up to \$7,548,000 is for the initial six (6) year term. If both optional extensions are exercised, the anticipated total amount for all eleven (11) years is estimated to be \$17,470,000. Rates are based on biosolids quantities and site applications specified in SYLVIS' proposal and subsequent negotiations. The rate per tonne is comparable to the cost of other Metro Vancouver biosolids beneficial use projects and is significantly less than the cost to dispose of biosolids in a landfill, which is not a beneficial use.

The cost of hauling biosolids to the site is not included in the award. Hauling services are provided under an existing contract awarded to Arrow Transportation Systems Inc. through competition No. RFP 19-112: Utility Residuals Management Hauling Services.

## **ALTERNATIVES**

1. That the GVS&DD Board:
  - a) approve award of a contract in the amount of up to \$7,548,000 (exclusive of taxes) to SYLVIS Environmental Services Inc. for biosolids management at OK Ranch, resulting from Standing Request for Expressions of Interest No. 19-283: Biosolids Management, subject to final review by the Commissioner; and
  - b) authorize the Commissioner and the Corporate Officer to execute the required documentation once the Commissioner is satisfied that the award should proceed.
2. That the Liquid Waste Committee receive for information the report dated October 30, 2020, titled "Award of Contract Resulting from Standing Request for Expression of Interest SRFEI No. 19-283: Biosolids Management" and direct staff to report back to the GVS&DD Board with options for an alternate course of action.

### **FINANCIAL IMPLICATIONS**

If the Board approves Alternative 1, a contract will be awarded to SYLVIS in the amount of up to \$7,548,000 (exclusive of taxes) for an initial six (6) year term. This amount is within the Liquid Waste Services operating budget allocated for this work.

Under Alternative 2, staff will need to seek other options for the management of biosolids. Metro Vancouver is mandated by the *Liquid Waste Management Plan* to beneficially use biosolids and recover nutrients or energy. Limited opportunities are available for beneficial use of biosolids that need to be continuously removed from WWTPs. If an alternative beneficial use option cannot be secured, biosolids will need to be disposed in a landfill, resulting in additional costs of up to \$1,490,000 over the initial six-year term.

### **CONCLUSION**

SYLVIS submitted a proposal under SRFEI No. 19-283: Biosolids Management. The proposed services will beneficially use biosolids to restore and fertilize degraded rangeland at OK Ranch. It is recommended that the GVS&DD Board authorize the Commissioner and the Corporate Officer to award and execute a contract with SYLVIS Environmental Services Inc. for an amount of up to \$7,548,000 (exclusive of taxes).

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To: Finance and Intergovernment Committee

From: Cheryl Nelms, General Manager, Project Delivery

Date: November 6, 2020 Meeting Date: November 18, 2020

Subject: **Project Delivery Best Practice Response – Project Estimating Framework**

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**RECOMMENDATION**

That the GVWD/GVS&DD Board receive for information the report dated November 6, 2020, titled “Project Delivery Best Practice Response – Project Estimating Framework”.

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**EXECUTIVE SUMMARY**

In February 2020, Metro Vancouver formed the Project Delivery Department to respond to the complex challenges presented by the unprecedented scale of capital projects, the layers of complexity, and market influences. A high level review of Metro Vancouver practices related to project delivery was undertaken shortly thereafter by an independent consultant and a group of experts with expertise in reviewing and constructing multibillion dollar projects. They identified strategic areas of opportunities within the areas of leadership, governance, commerce, stakeholder engagement, and technical knowledge.

- The first update on Project Delivery Best Practice Response was presented to the Board on April 15, 2020 (Attachment 1);
- A second update on initial Best Practice Response activities undertaken by the Project Delivery Department was presented to the Board on October 2, 2020 including a focus on governance (Attachment 2);
- This third update to the Board will provide information regarding Best Practice Response in the area of project cost estimating and control.

**PURPOSE**

To provide an update on the work of the Project Delivery Department regarding the development and deployment of Project Delivery Best Practice in the area of project cost estimating.

**BACKGROUND**

Cost estimating is the prediction of the costs of the project, beginning at inception through to project completion. These estimated costs are used to guide decision makers in advancing the project through its various stages. Without a strong cost estimating framework, projects tend to experience cost overrun and scope creep, significant budget revisions during execution, inability to reconcile budget changes over time, and overall poorly informed decision making.

To initiate the development of the cost estimating processes and guidelines, the Project Delivery Department commissioned Deloitte to develop a *Project Estimating Framework* that would:

- Reflect industry leading practices for large capital projects;
- Improve decision making as a project is advanced through its various stages; and
- Improve cost certainty and cost management.

The new framework is expected to be further developed and implemented by a newly created Project Control Group within the Project Delivery Department.

## BEST PRACTICE RESPONSE – PROJECT ESTIMATING FRAMEWORK

The newly developed *Project Estimating Framework* is built on four key pillars:

- **Standardized cost categorization:** To lower the risk of poor estimate quality and insufficient contingencies and increase levels of consistency across projects;
- **Consistent guidelines throughout the project lifecycle:** To limit the need for subsequent restructuring of the estimate, improve the traceability of budget revisions and dramatically improve the effectiveness of historical data analysis;
- **Formalized cost and scope stage gate process:** To increase the effectiveness of an estimate review and the documented estimating assumptions, simplify the identification of scope changes, and improve the overall change process by providing traceability and transparency;
- **Internal database used for benchmarking and knowledge transfer:** To improve the overall estimate quality by limiting the uncertainty of cost elements based on a structured analysis of past projects that provide insight into the delivery of the current projects.

### 1) Standardized Cost Categorization

The following cost breakdown structure was recommended by Deloitte:

**Table 1 – Cost breakdown structure**

	Cost Category	Cost Category Description
+	Base Design & Construction Costs	<ul style="list-style-type: none"> <li>- Design &amp; construction cost estimate</li> <li>- Separate contingency for estimate uncertainty based on level of project definition, estimate class and project characteristics</li> </ul>
+	Owners' Costs	<ul style="list-style-type: none"> <li>- Owner oversight, MV staff and owners' advisors</li> <li>- Site acquisition, permitting, procurement and legal costs</li> <li>- Separate contingency for estimate uncertainty based on level of project definition, estimate class and project characteristics</li> </ul>
+	Escalation	<ul style="list-style-type: none"> <li>- Time/inflation based cost increases estimated using project specific construction indices to project schedule</li> </ul>
+	Risk Reserve	<ul style="list-style-type: none"> <li>- Specific reserve to account for risks retained by Metro Vancouver (eg. geotechnical risk)</li> <li>- Based on standardized risk review process</li> </ul>
	<b>Total Cost Estimate</b>	

In addition to providing a common structure to develop and manage project costs effectively, the new framework also adopts a multi-level, targeted use of contingencies to improve consistency of contingency estimating practices and reduces contingency misuse:

- The base design and construction cost estimate includes a segregated line item for estimating uncertainty contingency, which allows for design refinement and estimating assumptions as the scope becomes further defined throughout the lifecycle. This allows for consideration to be given to the level of scope definition, complexity of the project, and novelty of the scope of work or delivery model;
- The owner cost estimate also includes a segregated line item for estimating uncertainty contingency, which allows for estimating assumptions as the site and oversight model becomes further defined through the lifecycle;
- A separate risk reserve accounts for risks retained by Metro Vancouver, which are identified, managed and quantified according to a standardized risk review process. Having a separate risk reserve encourages thorough consideration of systemic and project specific risks, and can be utilized when assessing procurement model and risk allocation.

## 2) Consistent Guidelines Throughout the Project Lifecycle

Deloitte also developed estimating guidelines across the different phases of a project lifecycle for each category of cost. These guidelines are summarized below.

**Table 2 – Estimating guidelines by phase**

PHASE	DEFINITION		DESIGN		CONSTRUCTION	CLOSEOUT
	IDENTIFICATION	DEFINITION	PRELIMINARY DESIGN	DETAILED DESIGN		
Level of Development	<ul style="list-style-type: none"> <li>Need identified</li> <li>Screening Level Business Case</li> </ul>	<ul style="list-style-type: none"> <li>Conceptual Design</li> <li>Options analysis</li> </ul>	<ul style="list-style-type: none"> <li>Preliminary Design</li> <li>Bottom-up estimate</li> </ul>	<ul style="list-style-type: none"> <li>Detailed Design</li> <li>90% design drawings and specs</li> </ul>	<ul style="list-style-type: none"> <li>Execution of construction</li> </ul>	<ul style="list-style-type: none"> <li>Completion of Contractual Obligations</li> </ul>
Estimate Guidelines	Base Estimate D&C	<ul style="list-style-type: none"> <li>Project estimate <b>Class 4</b></li> <li>Top-down estimate</li> <li>Equipment Factored or Parametric Models</li> </ul>	<ul style="list-style-type: none"> <li>Project estimate <b>Class 3</b></li> <li>Bottom-up estimate</li> <li>Semi-Detailed Unit Costs with Line Items</li> </ul>	<ul style="list-style-type: none"> <li>Project estimate <b>Class 3/2</b></li> <li>Bottom-up estimate</li> <li>Detailed Unit Cost with Detailed Take-Off</li> </ul>	<ul style="list-style-type: none"> <li>Project estimate <b>Class 2/1</b></li> <li>Bottom-up estimate</li> <li>Based on contractual commitments and incurred cost, as applicable</li> </ul>	<ul style="list-style-type: none"> <li>Actual Cost analysis</li> </ul>
	Owner Cost	<ul style="list-style-type: none"> <li>Top-down estimate</li> <li><b>Class 5</b> project estimate (Capacity Factored, Parametric Models, Judgment, or Analogy)</li> <li>Consideration given to Owner Cost, Escalation and Risk Reserve</li> <li><b>Note:</b> Detailed estimate for cost of <b>DEFINITION</b> phase with indication of overall project cost</li> </ul>	<ul style="list-style-type: none"> <li>Actual cost for site acquisition, market based estimate for remaining acquisitions</li> <li>% of Base Estimate Design and construction</li> <li>Historical owner cost review, including permitting and legal</li> </ul>	<ul style="list-style-type: none"> <li>Actual cost for site acquisition</li> <li>Consultant contract values</li> <li>Owner organizational chart and payroll</li> <li>Permitting estimate based on federal, provincial and municipal permit requirements</li> </ul>	<ul style="list-style-type: none"> <li>Actual cost for site acquisition</li> <li>Consultant contract values</li> <li>Owner organizational chart and payroll</li> <li>Actual cost for permits</li> </ul>	<ul style="list-style-type: none"> <li>Actual Cost analysis</li> </ul>
	Escalation	<ul style="list-style-type: none"> <li>Construction escalation indices</li> </ul>	<ul style="list-style-type: none"> <li>Construction escalation indices</li> <li>Executed contracts based on contractual escalation</li> </ul>	<ul style="list-style-type: none"> <li>Construction escalation indices</li> <li>Executed contracts based on contractual escalation</li> </ul>	<ul style="list-style-type: none"> <li>Contractual escalation parameters</li> </ul>	<ul style="list-style-type: none"> <li>Actual Cost analysis</li> </ul>
	Risk Reserve	<ul style="list-style-type: none"> <li>% of Base Estimate Design and construction and Qualitative Risk Analysis</li> </ul>	<ul style="list-style-type: none"> <li>Based on Quantitative Risk Analysis (QRA) at 80% Confidence Level (CL)</li> <li>Additional reserve as req'd</li> </ul>	<ul style="list-style-type: none"> <li>Based on QRA at 80% CL</li> <li>Additional reserve as req'd</li> </ul>	<ul style="list-style-type: none"> <li>Based on QRA at 80% CL</li> <li>Additional reserve as req'd</li> </ul>	<ul style="list-style-type: none"> <li>Actual Cost analysis</li> </ul>


Each phase of the framework corresponds to an evolution of project development from the identification of a business need, all the way to the completion of the contractual obligations and closeout of the project (typically a period of over 10 years). Associated with this evolution of project development is an evolution of the estimating guidelines: as the scope of the project becomes progressively more defined, the estimating guidelines and methods become more detailed and sophisticated, making use of the additional project definition available. As the estimating guidelines become more rigorous, there is an associated narrowing of the uncertainty with respect to the project cost.

The guidelines described above have been developed using the Association for the Advancement of Cost Engineering International's (AACEi) estimate classification system. The classification system includes five estimate classes from Class 5, which corresponds to the lowest project definition, to Class 1, which corresponds to the highest project definition.

### 3) Formalized Cost and Scope Stage Gate Process

The breakdown structure and estimating guidelines would then be integrated into Metro Vancouver's existing stage gate process for project approvals. Specific project estimating deliverables and review process (such as value engineering at the preliminary design stage) would then be required from project teams in order to progress to the next stage of project development.

**Table 3 – Stage Gate Process**



PHASE	DEFINITION		DESIGN		CONSTRUCTION	CLOSEOUT
	IDENTIFICATION	DEFINITION	PRELIMINARY DESIGN	DETAILED DESIGN		
Level of Development	<ul style="list-style-type: none"> <li>Need identified</li> <li>Screening Level Business Case</li> </ul>	<ul style="list-style-type: none"> <li>Conceptual Design</li> <li>Options analysis</li> </ul>	<ul style="list-style-type: none"> <li>Preliminary Design</li> <li>Bottom-up estimate</li> </ul>	<ul style="list-style-type: none"> <li>Detailed Design</li> <li>90% design drawings and specifications</li> </ul>	<ul style="list-style-type: none"> <li>Execution of construction</li> </ul>	<ul style="list-style-type: none"> <li>Completion of Contractual Obligations</li> </ul>
Key Project Estimating Deliverables	<ul style="list-style-type: none"> <li>Screening Level Business Case</li> <li>Project estimate Class 5</li> <li>Authorization for expenditure (Definition)</li> <li>Project added to 10 year rolling capital plan</li> </ul>	<ul style="list-style-type: none"> <li>Project estimate Class 4</li> <li>Authorization for expenditure (Prelim Design)</li> <li>10 year rolling capital plan updated</li> </ul>	<ul style="list-style-type: none"> <li>Project estimate Class 3</li> <li>Authorization for expenditure (Detailed Design)</li> <li>10 year rolling capital plan updated</li> </ul>	<ul style="list-style-type: none"> <li>Project estimate (Class 3/2)</li> <li>Independent cost estimate review and reconciliation</li> <li>Authorization for expenditure (Full Project / Final Investment Decision)</li> <li>10 year rolling capital plan updated</li> </ul>	<ul style="list-style-type: none"> <li>Class 2/1 estimates for key contracts, as req'd</li> </ul>	<ul style="list-style-type: none"> <li>Preparation &amp; Issue of Project Completion Report</li> <li>Close authorization for expenditure</li> </ul>

### ALTERNATIVES

This is an information report. No alternatives are presented.

### FINANCIAL IMPLICATIONS

The Project Estimating Framework will improve cost estimating results for large Metro Vancouver capital projects, resulting in stabilized household impact forecasts.

### CONCLUSION

Metro Vancouver has identified four pillars to developing a best practice cost estimating framework. As part of the development and deployment of the new framework, the Project Delivery Department will form a Project Control Group, overseeing, amongst other activities, the deployment of the cost estimating framework to Metro Vancouver's large capital projects. The new group will formalize internal practice and guidelines, and develop training for project estimation. Once the new framework is in use for all large capital projects, the group will develop an internal database used for benchmarking and knowledge transfer—the fourth and final pillar of the framework.

### Attachments:

- Report dated March 31, 2020, titled "Capital Projects and Project Delivery" (Doc# 38102324)
- Report dated September 18, 2020, titled "Capital Infrastructure Project Governance" (Doc# 41391246)

41860413

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To: Finance and Intergovernment Committee

From: Jerry W. Dobrowolny, Commissioner / Chief Administrative Officer  
Cheryl Nelms, General Manager, Project Delivery

Date: March 31, 2020

Meeting Date: April 15, 2020

Subject: **Capital Projects and Project Delivery**

---

### **RECOMMENDATION**

That the GVS&DD Board receive for information the report dated March 31, 2020, titled "Capital Projects and Project Delivery".

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### **EXECUTIVE SUMMARY**

In the Fall of 2019, the Board expressed interest in undertaking a review of the way Metro Vancouver delivers major infrastructure projects in order to ensure value for our residents. Responding to capacity needs due to population growth and meeting regulatory requirements have led to a dramatic increase in the scope of Metro Vancouver's capital project program budget and the scale of projects within this program. The current construction market dynamics coupled with the complex nature of these projects adds additional challenges. In the face of these challenges, Metro Vancouver is undertaking a best practices response, including establishing a Project Delivery department as a Centre of Expertise for the organization on project delivery, engaging a consultant to undertake a high level review of major projects and implementing a forward looking plan.

### **PURPOSE**

To provide information regarding current challenges in the delivery of major infrastructure projects and Metro Vancouver's response.

### **BACKGROUND**

In the Fall of 2019, the Board expressed interest in directing staff to conduct an independent review of the processes and decision-making related to major infrastructure projects and bring forward recommendations to the Board arising from the review.

### **PROJECT DELIVERY**

Metro Vancouver delivers major infrastructure projects that are necessary for providing the services that our residents rely on every day. The region's increasing population and the need to anticipate and respond to legislative and regulatory requirements requires significant investments to build, maintain and upgrade our infrastructure.

The delivery of these projects present many challenges, including:

- the unprecedented scale;
- layers of complexity; and,
- market influences.

In light of these challenges, Metro Vancouver is undertaking the following best practices response:

- reorganization, including the creation of a Project Delivery department as a centre of expertise;
- engaging a consultant to undertake a high level review of major projects; and,
- implementing consultant recommendations.

Staff will be providing periodic updates to advisory committees, standing committees, and the Board regarding progress on implementing the recommendations of the consultant.

#### **ALTERNATIVES**

This is an information report. No alternatives are presented.

#### **FINANCIAL IMPLICATIONS**

There are no financial implications associated with this report.

#### **CONCLUSION**

The delivery of major infrastructure projects to continue to deliver core services to the region presents a multitude of challenges. In the Fall of 2019, the Board expressed interest in directing staff to undertake a review of the processes and decision-making related to major infrastructure projects in order to ensure value for our residents. Metro Vancouver staff have taken the initial steps in responding to this request, including the creation of a new department, engaging a consultant to undertake a high level review of major projects. Staff will be providing periodic updates on progress on implementing consultant recommendations.

38102324



# Capital Projects and Project Delivery

**Jerry Dobrovolny**, P.Eng, MBA

COMMISSIONER / CHIEF ADMINISTRATIVE OFFICER

**Cheryl Nelms**, P.Eng., Ph.D.

GM, PROJECT DELIVERY

MVRD Board Meeting: April 24, 2020

37132263

Greater Vancouver Sewerage and Drainage District



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# Board Request

Staff were directed to:

- conduct an independent review of the processes and decision-making related to major infrastructure projects be conducted; and,
- bring forward for Board consideration recommendations arising from the review.



# Outline

- Challenges
  1. Scale
  2. Complexity
  3. Market Influences
- Best Practices Response
  1. Re-organization
  2. Independent high level review by KPMG of major projects
  3. Response to KPMG's strategic recommendations



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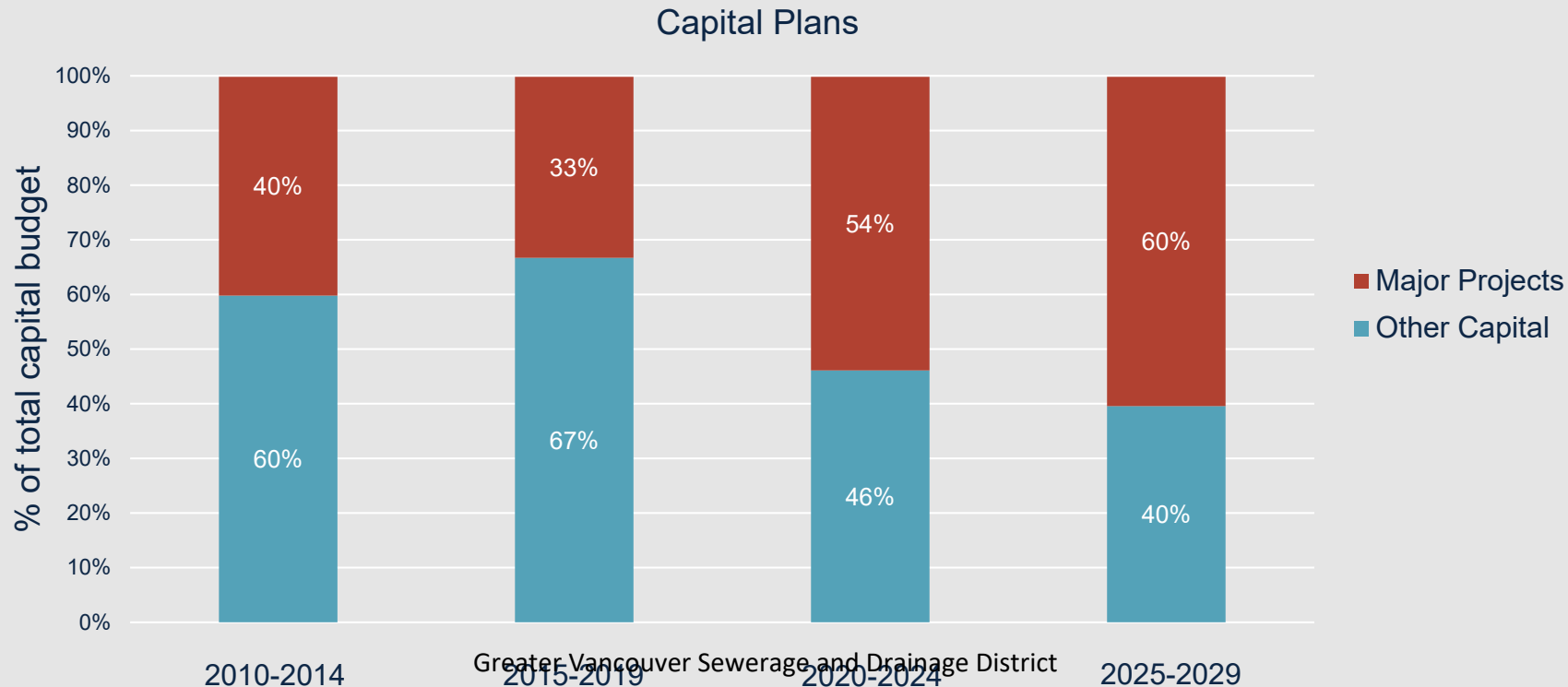
# Challenge 1: Scale



Greater Vancouver Sewerage and Drainage District

# Challenge 1: Scale

## *Major Capital Projects as Percentage of Plans*





# Challenge 2: Complexity



Greater Vancouver Sewerage and Drainage District

## Challenge 2: Complexity

- Contract structures
- Environmental requirements
- Stakeholder involvement
- Funding approaches
- Regulatory requirements
- Community benefits
- Indigenous partnerships



# Challenge 3: Market Influences



The image shows the top portion of the Vancouver Sun website. The header includes the 'VANCOUVER SUN' logo and a navigation bar with categories: NEWS, BUSINESS, SPORTS, ARTS & LIFE, HOMES, TRAVEL, OBITS, and CLASSIFIEDS. Below this is a sub-navigation bar with 'NEWS' and 'LOCAL NEWS' highlighted, followed by 'FEATURED' and links to 'THE REAL SCOOP', 'MEDICINE MATTERS', and 'THE SEARCH'. The main headline reads 'Pattullo Bridge contract awarded to Fraser Crossing Partners'. A small sub-headline below it states: 'According to an order in council, the B.C. Transportation Financing Authority can sign agreements with Fraser Crossing Partners.'

Business About YVR

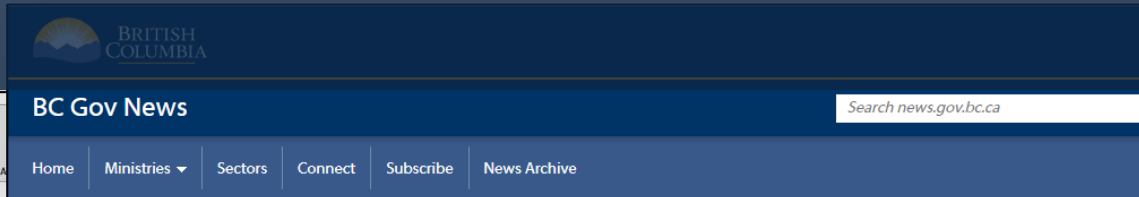
中文 Français Other languages

Updates Media Centre Blog Contact Us

## YVR Breaks Ground on Multi-Year Expansion Projects to Further its Position as a World-Class Connecting Hub and Strong Economic Generator for British Columbia

June 14, 2018 · Richmond, B.C.

YVR investing \$9.1 billion into the airport under its 20-year



The image shows the header of the BC Gov News website. It features the 'BRITISH COLUMBIA' logo and the text 'BC Gov News'. A search bar on the right contains the text 'Search news.gov.bc.ca'. Below the header is a navigation bar with links: Home, Ministries (with a dropdown arrow), Sectors, Connect, Subscribe, and News Archive.

Transportation and Infrastructure

## Broadway Subway project launched with procurement step

Share



News Release

Vancouver  
Friday, February 15, 2019 11:00 am

British Columbia

## B.C. government to go ahead with Site C hydroelectric dam project



The image shows a news article from the Greater Vancouver Sewerage and Drainage District. The headline is 'Surrey-Langley SkyTrain business case approved by Mayors' Council'. Below the headline is a byline: 'Kenneth Chan | Jan 30 2020, 1:39 pm'. The article includes a social media sharing section with icons for Facebook, WhatsApp, Twitter, Messenger, and Email. At the bottom, there is a 3D architectural rendering of a SkyTrain station and surrounding urban development.

Greater Vancouver Sewerage and Drainage District

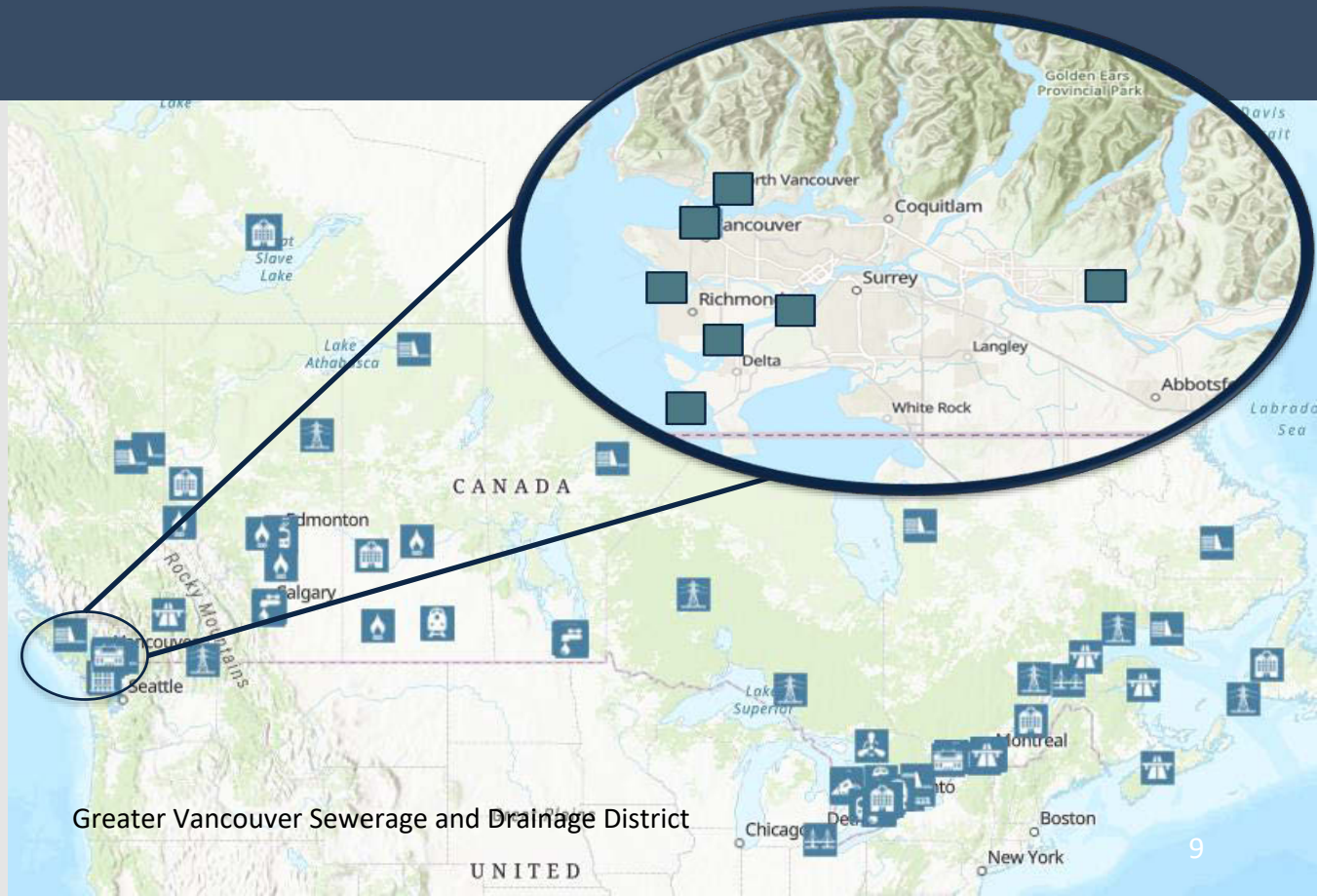


# Challenge 3: Market Influences

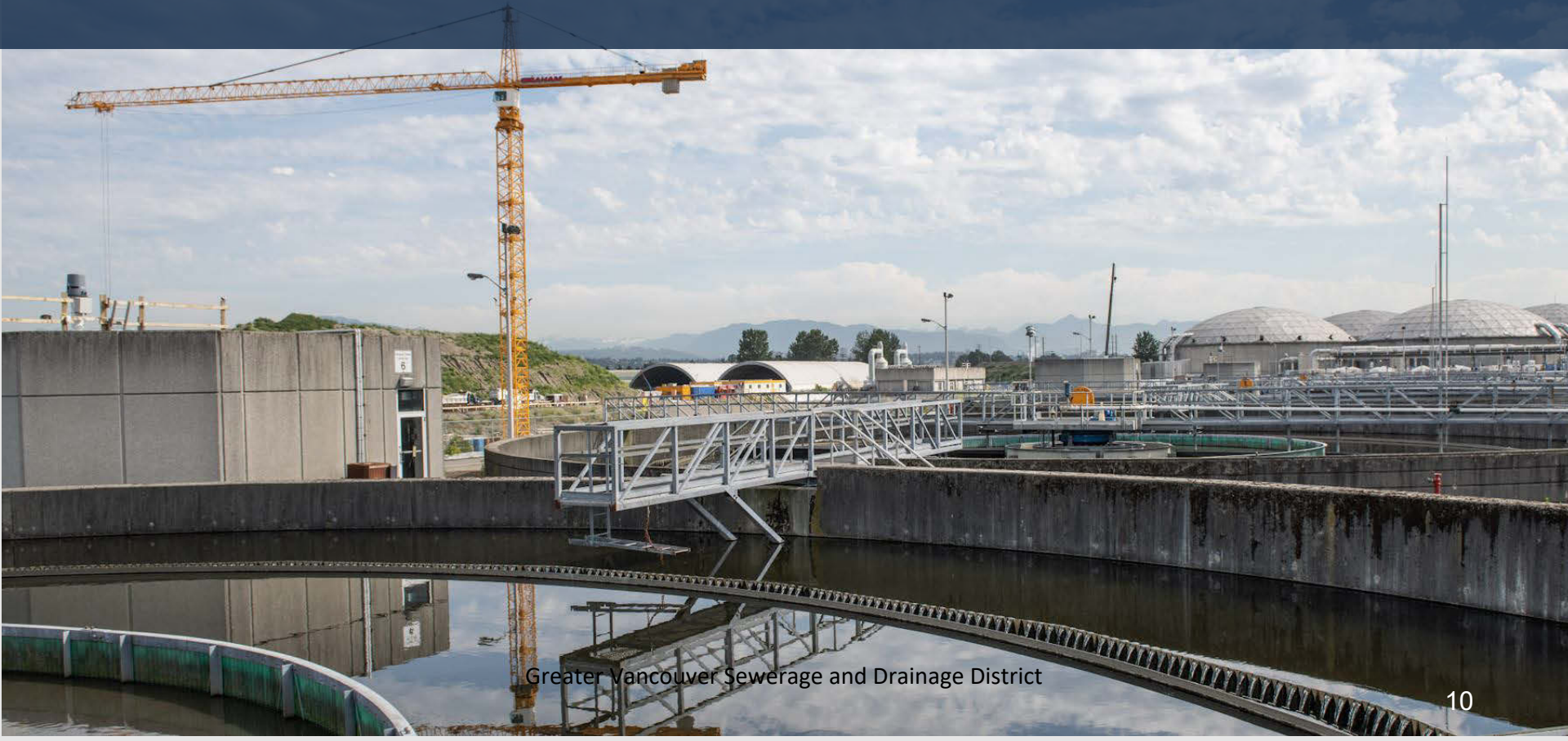
## Metro Vancouver Region Projects:

- Broadway Extension
- Roberts Bank Terminal 2
- Vancouver International Airport Upgrades
- Surrey Langley SkyTrain
- Pattullo Bridge Replacement
- North Shore Wastewater Treatment Plant
- Annacis Island Wastewater Treatment Plant Expansion
- George Massey Tunnel Replacement Project

Source: Top100Projects.ca/2019



# Best Practices Response



Greater Vancouver Sewerage and Drainage District



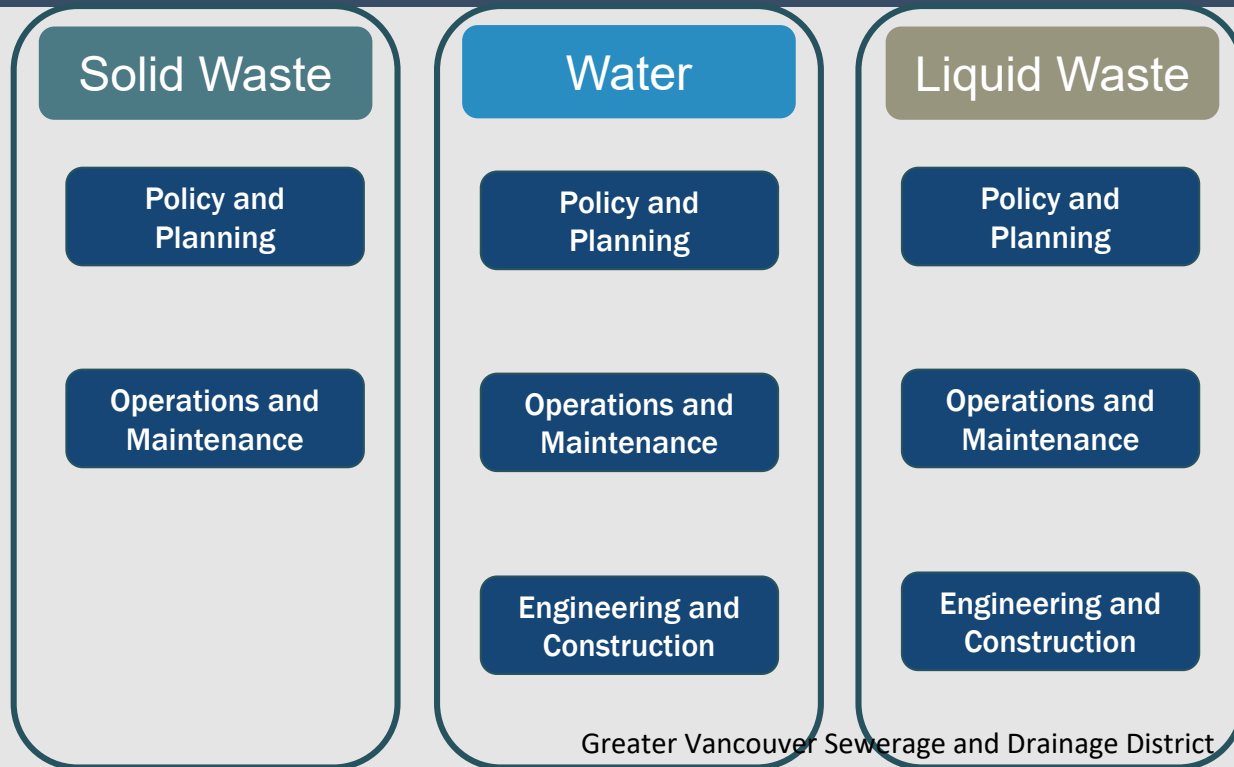
# Best Practices Response 1: Re-organization

## *Pre-2012 Organizational Structure*



# Best Practices Response 1: Re-organization

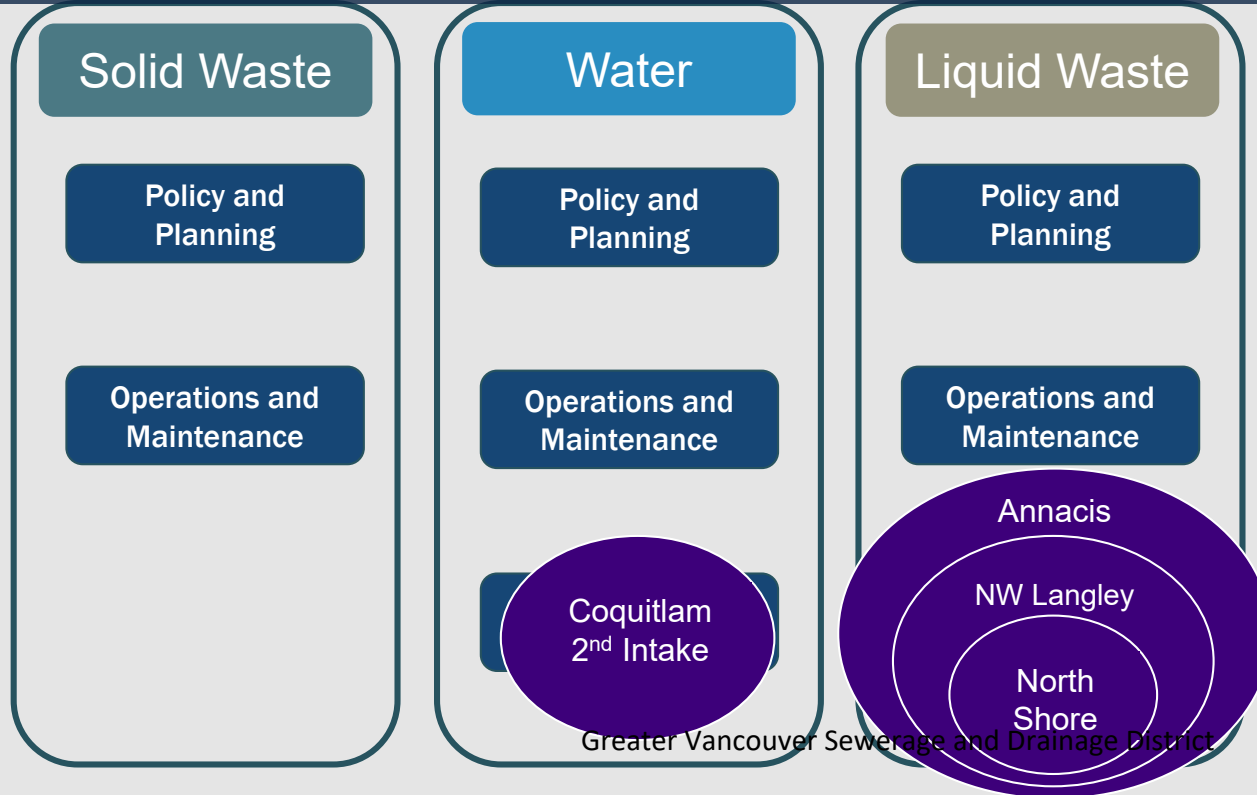
## *2012-2019 Organizational Structure*



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# Best Practices Response 1: Re-organization

## *2012-2019 Organizational Structure*



# Best Practices Response 1: Re-organization

## *2020 Organizational Structure*



# Best Practices Response 1: Re-organization

Project  
Management  
Office Centre of  
Expertise

Major Projects  
Delivery

Asset  
Management

# Best Practices Response 1: Re-organization

## *Functions of a Centre of Expertise*

### **Project Management Framework**

Policy, Processes and Procedures, Standards and Controls

### **Quality Assurance**

Quality Assurance and Control, Monitoring, and Training

### **Asset Management**

Asset Management Strategy and Plan, Policy, Processes and Procedures, Standards, Corporate Reporting

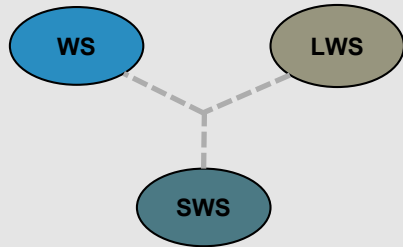
### **Project Delivery**

Project Management of Major Complex Projects

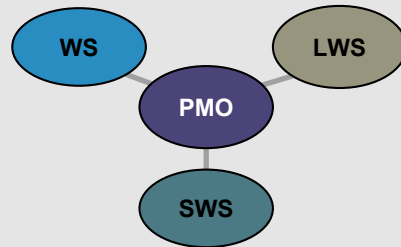
# Best Practices Response 1: Re-organization

## *Project Management Models*

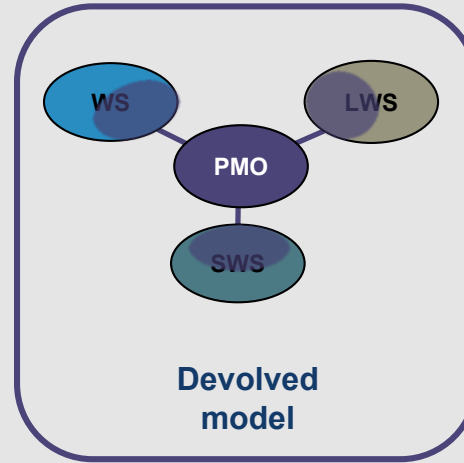
Increasing Project / Department Autonomy



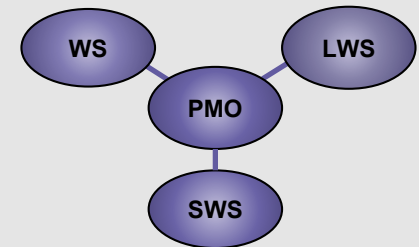
**Decentralized  
model**



**Influencing  
model**



**Devolved  
model**



**Centralized  
model**

Increasing Centralization of Control  
Greater Vancouver Sewerage and Drainage District

# Best Practices Response 2: Independent Review

## *KPMG Approach to Project Delivery*

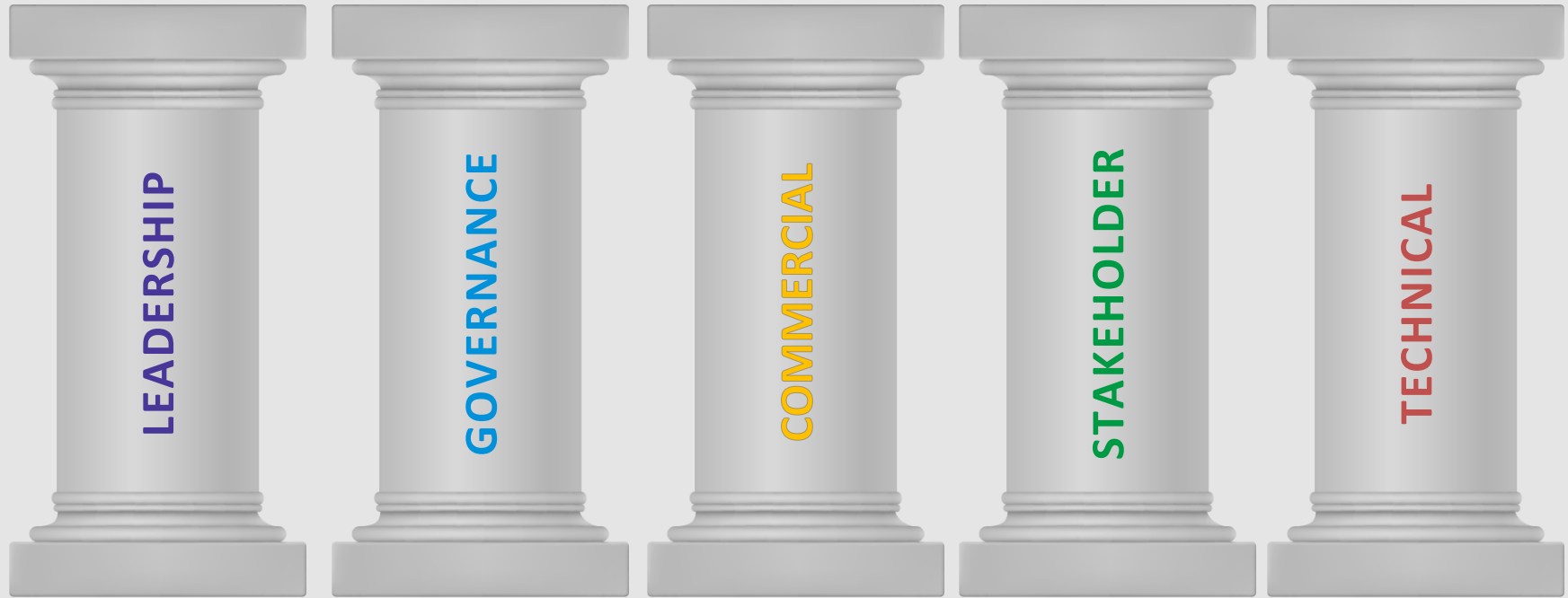
### Key steps:

- Document review: key documents including reports from major projects
- Interviews: key project personnel involved in the delivery of major projects and programs
- Focus Group: validation and review of findings with General Manager working group



# Best Practices Response 2: Independent Review

## *Best Practice Project Delivery Framework - KPMG*



# Best Practices Response 2: Independent Review

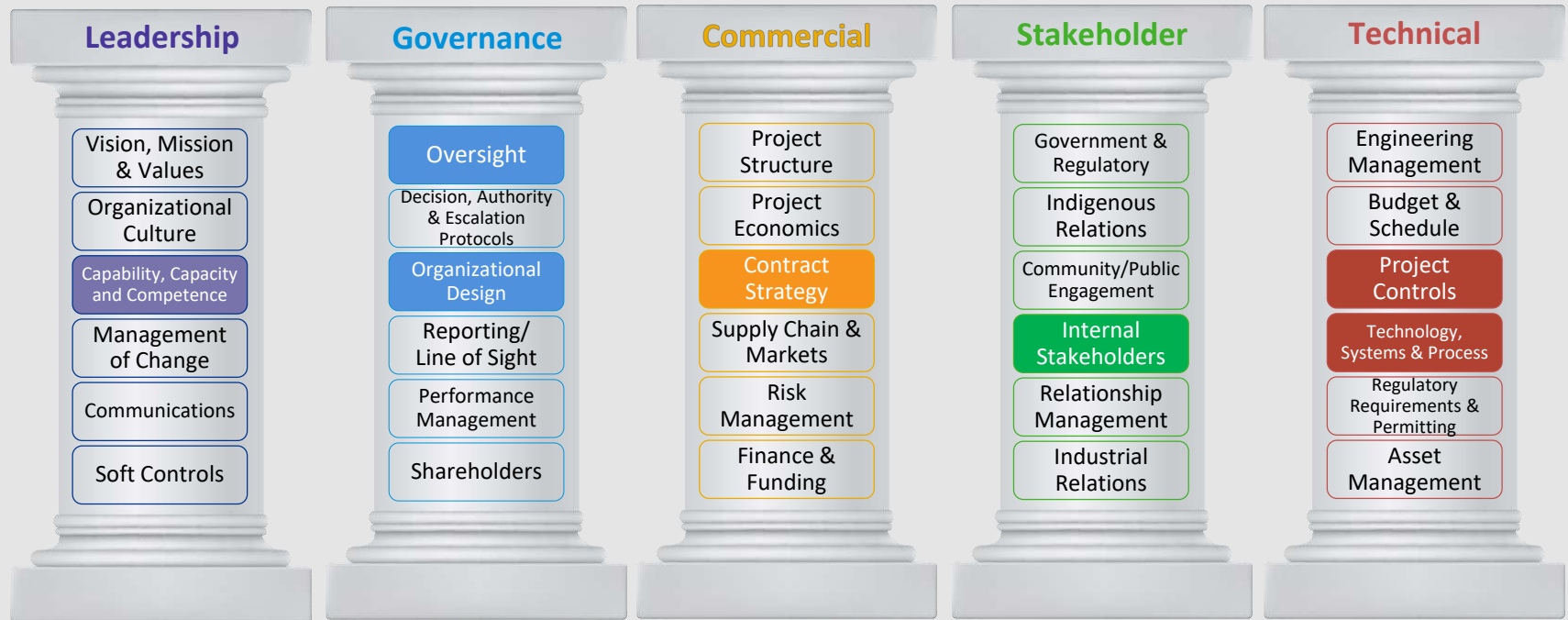
## *The 5 Pillar Framework*



Greater Vancouver Sewerage and Drainage District

# Best Practices Response 2: Independent Review

## *Strategic Areas of Opportunity*



Greater Vancouver Sewerage and Drainage District

# Best Practices Response 3: Response to Recommendations

## Next Steps

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	12 Month Review
-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----------------

Project Delivery Department (PDD)– Initiate PDD - Complete		Initiate new Department												
PA1	Leadership – Capability, Capacity and Competence Needs Assessment and Resourcing Strategy			Needs, Resourcing Strategy & Key Hires										
PA2	Governance – Oversight Oversight Model Development and Alignment				Oversight Model Review									
PA3	Governance – Organizational Design Organisational Design Model Assessment			Org Model Review										
PA4	Commercial – Contract Strategy Development and Implementation Assessment			Contract Strategy – Process Review and Individual Project Assessment										
PA5	Stakeholder – Internal Stakeholder – Internal Interface Agreements and Communications Plan				Internal Stakeholder Agreements									
PA6	Technical – Project Controls Controls and Assurance Function Planning			Project Controls Functionality										>>>
PA7	Technical – Technology, Systems and Process Project Management Tools Assessment and Developments			PM Tools and Templates										>>>
Change Management and ongoing initiatives To be layered into the development of the Department				Change Management Plan										>>>
Updates to Boards, Committees, and Advisory Committees Regular updates on Project Delivery department progress		Greater Vancouver Sewerage and Drainage District												>>>

# COVID-19 Response

## *Next Steps*

- \$1.7 Billion in work underway
- Over 40 claims received to date
- Coordinated approach to address risk
- Working with the Province and industry on COVID response
- Scenario analysis is currently being conducted to identify the range of potential COVID-19 financial impacts on Metro Vancouver projects



# Discussion

Greater Vancouver Sewerage and Drainage District



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To: GVS&DD Board of Directors  
GVWD Board of Directors

From: Jerry W. Dobrowolny, Commissioner/Chief Administrative Officer  
Cheryl Nelms, General Manager, Project Delivery

Date: September 18, 2020 Meeting Date: October 2, 2020

Subject: **Capital Infrastructure Project Governance**

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**RECOMMENDATION**

That the GVS&DD/GVWD Board receive for information the report dated September 18, 2020, titled "Capital Infrastructure Project Governance".

---

**EXECUTIVE SUMMARY**

In the Fall of 2019, the Board expressed interest in undertaking a review of Metro Vancouver's project delivery practices for major infrastructure in order to ensure value for our residents. An independent consultant, KPMG, conducted a high level review of current Metro Vancouver practices and recommended seven strategic areas of opportunity going forward. These recommendations were reported to the Committee and Board in April, 2020. At its meeting held September 11, 2020, the Finance and Intergovernment Committee received an update on progress in implementing the consultant recommendations. A more in-depth discussion of Project Governance was provided by the independent consultant, Dana Hayden, who is a leading expert in this area.

At the request of the Committee, a written report has been provided to accompany the presentation to the Board. Written reports will be provided in all future updates going forward. The next update will be provided in November, 2020.

**PURPOSE**

To provide the Board of Directors with an update on the implementation of KPMG's recommendations regarding the delivery of capital projects at Metro Vancouver.

**BACKGROUND**

In early 2020, an independent consultant undertook a high level review of Metro Vancouver practices related to project delivery. Strategic areas of opportunity were identified within KPMG's five pillars of Project Delivery:

1. Leadership
2. Governance
3. Commercial
4. Stakeholder
5. Technical

## **CAPITAL INFRASTRUCTURE PROJECT GOVERNANCE**

At its meeting held September 11, 2020, the Finance and Intergovernment Committee received an update on progress in implementing the consultant recommendations within the five pillar framework (Attachment). Since the review by KPMG was carried out, progress has been made in the following areas:

- Staffing needs identified and key project leaders hired (*Leadership*)
- Contract strategy reviewed and identified opportunities and areas of action (*Commercial*)
- Ongoing change management initiatives with internal staff (*Stakeholder*)
- Improved and standardized reports to track project progress (*Technical*)
- Established consistent approach to COVID claims (*Technical*)
- Improve internal governance structures to create clarity on decision-making authority (*Governance*)
- Review of governance oversight by independent consultant (*Governance*)

Dana Hayden reported on the findings of the review of governance oversight practices. The consultant outlined best practices with respect to capital project governance, the scalability of project oversight, authority and accountability, and the potential need for independent oversight.

Staff continue to implement the recommendations of KPMG. Additionally, the findings of the governance review are being assessed. Any future decisions will be brought to the Board at the appropriate time.

## **ALTERNATIVES**

This is an information report. No alternatives are presented.

## **FINANCIAL IMPLICATIONS**

There are no financial implications associated with this report.

## **CONCLUSION**

In early 2020 the independent consultant, KPMG, conducted a high level review of current Metro Vancouver practices and recommended seven strategic areas of opportunity going forward. At its meeting held September 11, 2020, the Finance and Intergovernment Committee received an update on progress in implementing the consultant recommendations. A more in-depth discussion of Project Governance was provided by the independent consultant, Dana Hayden, who is a leading expert in this area. At the request of the Committee, a written report has been provided to accompany the presentation to the Board. Written reports will be provided in all future updates to the Committee and Board going forward. The next update will be provided in November, 2020.

## **Attachment:**

1. Presentation dated September 11, 2020, titled "Project Delivery Update"



# Project Delivery Update

**Jerry Dobrovolny**, P.Eng, MBA  
COMMISSIONER / CHIEF  
ADMINISTRATIVE OFFICER

**Cheryl Nelms**, P.Eng., Ph.D.  
GM, PROJECT DELIVERY

**Dana Hayden**, M.Sc., C.Dir  
INDEPENDENT CONSULTANT

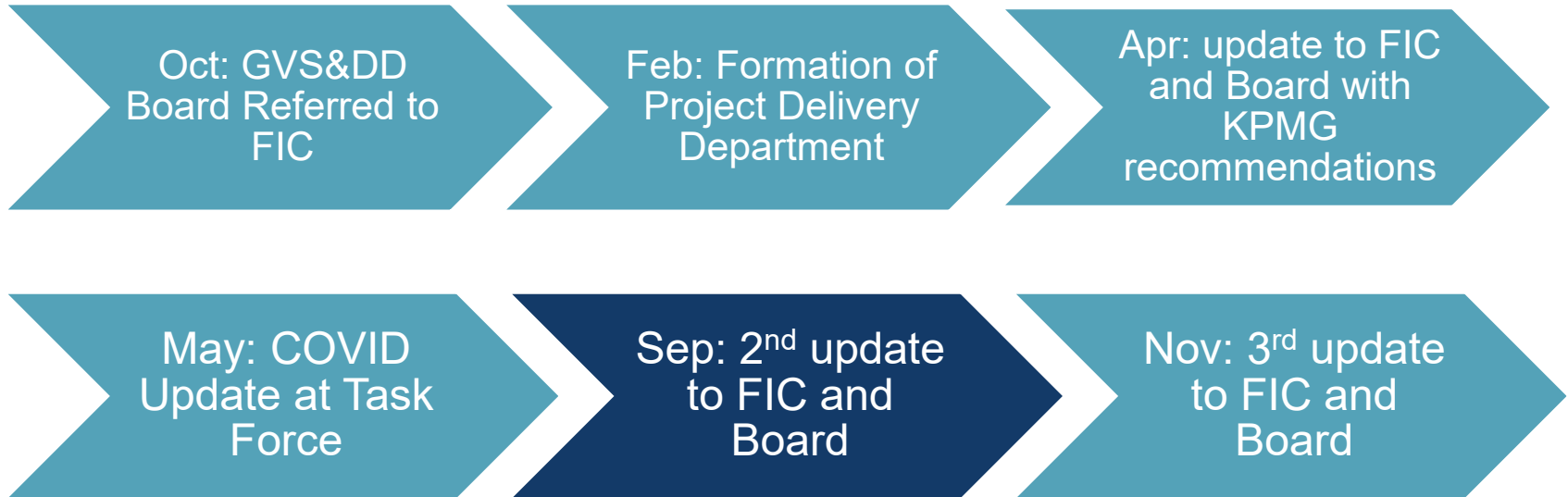
Finance and Intergovernment Committee: September 11, 2020  
Greater Vancouver Sewerage and Drainage District

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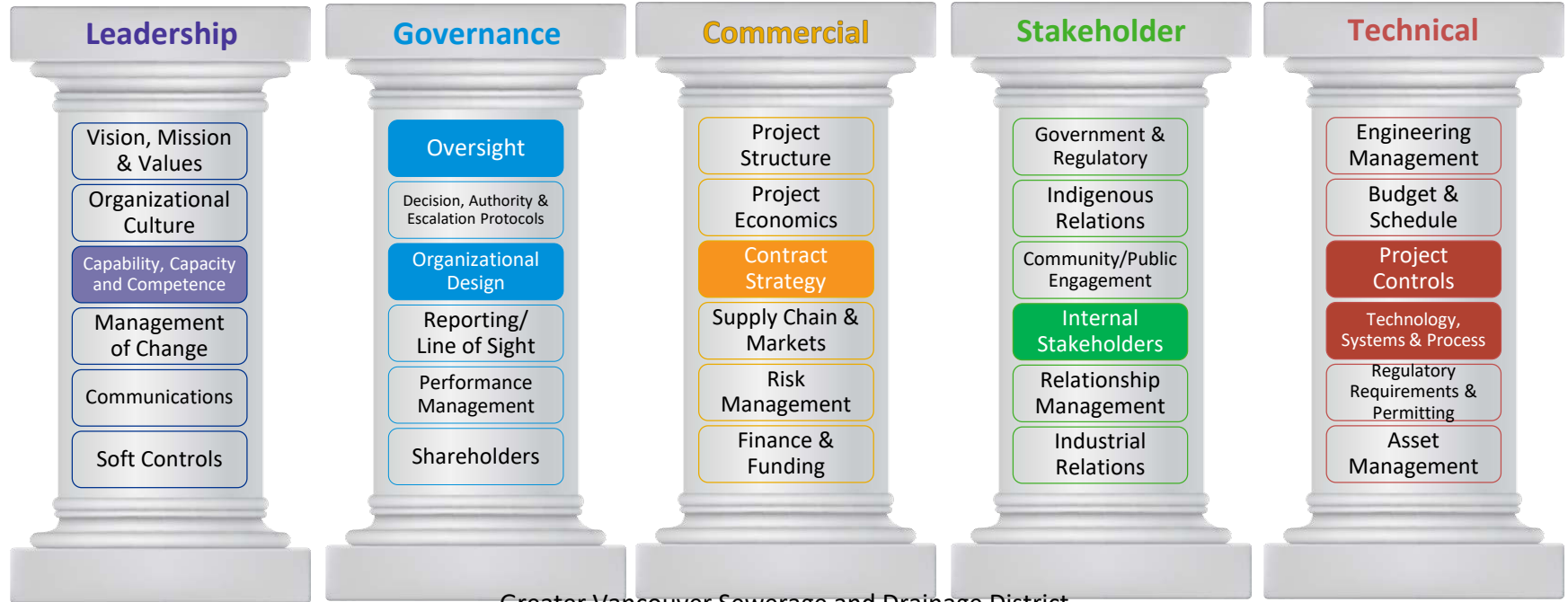
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# Timeline



# Best Practice Response: Independent Review

## *Project Delivery Framework – KPMG Review April, 2020*

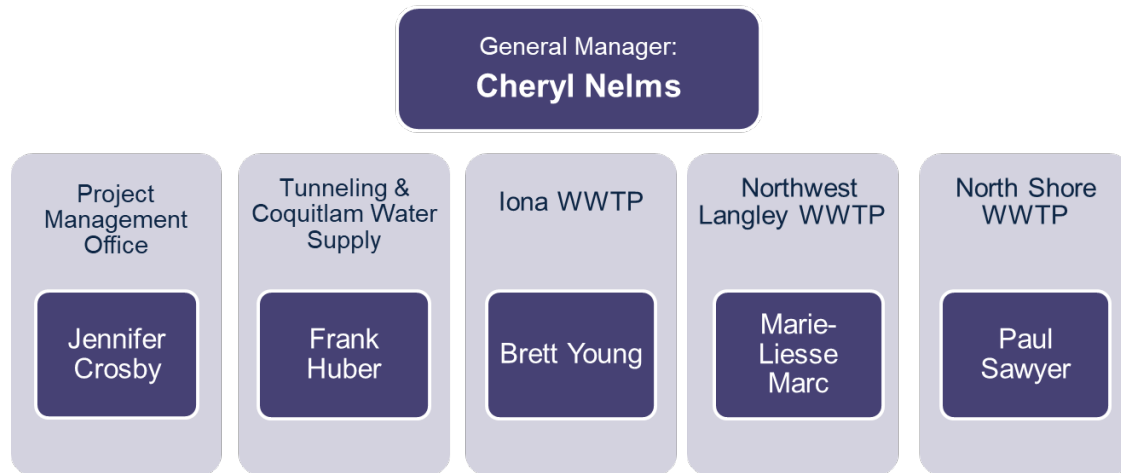


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# Leadership

## *Capability, Capacity and Competence*

- Staffing needs identified commensurate with the scale and complexity of the key major projects
- Project leaders hired for key major projects with experience in projects with similar scope/complexity

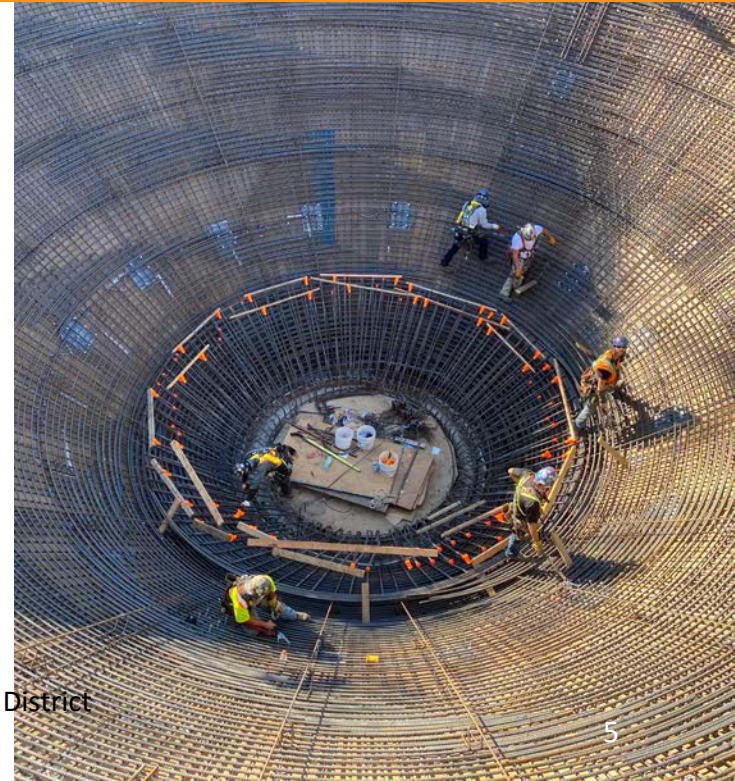


# Commercial

## *Review Contract Strategy*

- Identified opportunities to improve contracts
- Improving contract enforcement
- Maximizing benefits to the local economy
- Market sounding conducted to ensure competitive and attractive procurements
- Enhanced ability to rely on past experience with contractors when making procurement decisions

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# Stakeholder

## *Internal Stakeholder Agreements*

- Ongoing change management initiatives with staff
- Proactive internal communications with staff impacted by new department
- Developed agreements to transition projects to Project Delivery Department

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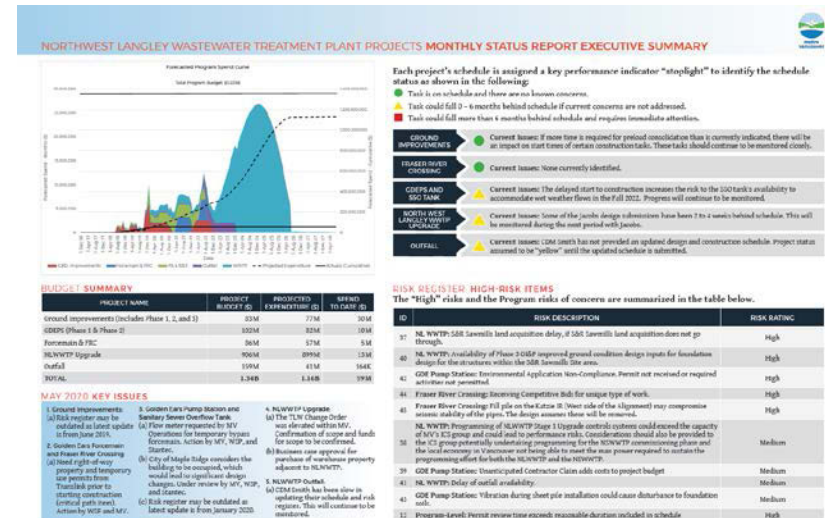


# Technical

## Project Controls & Technology, Systems and Process

### Project Controls

- Established consistent approach to COVID claims
- Technology, Systems & Process
- Improved and standardized monthly reports to track progress

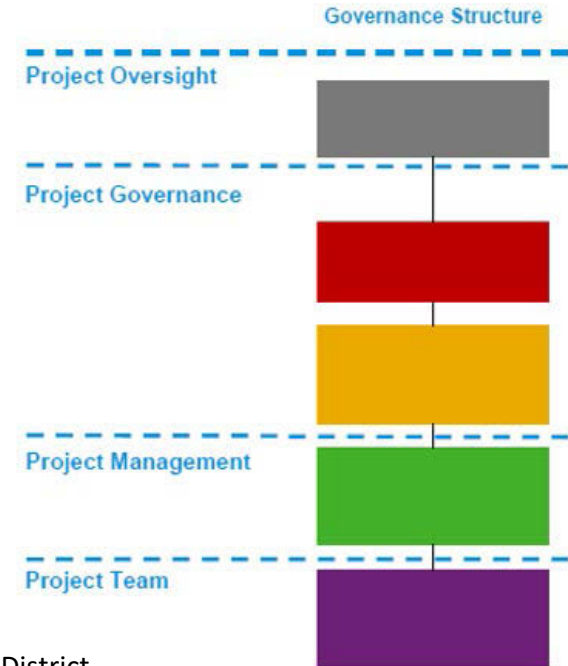


# Governance

## *Oversight and Organizational Design*

- Outside expertise (Dana Hayden) engaged to review governance oversight including:
  1. The scalability of project oversight
  2. Authority and accountability at each level of oversight
  3. The potential need for independent oversight
- Review is ongoing – initial recommendations being acted on

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# Capital Project Governance/Oversight Best Practices

Support management and expenditure decision-making, accountability and transparency by establishing processes to:









- Monitor and control projects
- Set performance measures and track them
- Measure benefits and manage risks
- Ensure a smooth transition to operations
- Translate and incorporate “lessons learned”

# 1. Scalability of Project Oversight

## Internal Governance

- Effective oversight of projects requires regular standardized reports customized to each level of oversight

Sample project dashboard

Key Performance Indicator		This report	Last report	Comments
cost	Deliver the project within the control budget of \$X			No unmanageable cost pressures.
schedule	Deliver the project by X date			The Covid-19 public health emergency is impacting the ability of contractors to retain adequate staff to meet schedule
safety	Deliver the project safely with zero fatalities and a total recordable incident frequency of no more than 1			Six recordable incidents occurred over the reporting period. Site inspections are ongoing and staff are working with contractors to reinforce safety procedures.
environment	Protect the environment by meeting all legislated environmental requirements and minimizing opportunities for resource recovery and greenhouse gas reduction			3 minor environmental incidents occurred during the reporting period. Two were unplanned discharges from drilling mud pits and diesel fuel (< 1 litre) release of gasoline that was cleaned up immediately.

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# 1. Scalability of Project Oversight (Cont.)

- Standardized reports required
- Standard project review milestones
- New additional reports
- Improved reports

## 2. Authority and Accountability

- MV to establish consistent Project Charters
  - Consistent levels of authority and accountability between projects
  - Clarity about who can decide what
  - Balance the powers of those accountable with the skills and information required to make decisions
- \$5M contract approval limit should be increased
  - Avoid project delays and facilitate implementation
  - MV staff to come forward with recommendations

### 3. The potential need for independent oversight

- Complex/high risk/high value projects may also benefit from independent (non-staff) expertise. e.g.:
  - construction contract negotiation
  - stakeholder engagement
  - project business environment
  - construction financing
  - risk management
  - claims arbitration
  - project controls
  - indigenous participation
- Potential benefits and implementation options being developed - will report back

# Conclusion & Next Steps

Staff continue to implement recommendations from KPMG review

- New and improved reports
- Standardized Project Charters to establish authority and accountability to be put in place
- \$5M contract approval level to be reviewed
- Independent oversight being assessed

Staff will report back regularly with progress





# Discussion

Greater Vancouver Sewerage and Drainage District



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SERVICES AND SOLUTIONS FOR A LIVABLE REGION

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To: Finance and Intergovernment Committee

From: Joe Sass, Director, Financial Planning & Operations

Date: October 27, 2020 Meeting Date: November 18, 2020

Subject: **2020 Budget - Status of Reserves**

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**RECOMMENDATION**

That the MVRD/MVHC/GVWD/GVS&DD Board approve the application and transfer of reserves related to the expenditures and provisions as set out in Schedule 1 of the report dated October 27, 2020 titled "2020 Budget - Status of Reserves".

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**EXECUTIVE SUMMARY**

This report outlines Metro Vancouver's reserve application and transfer update for the 2020 budget, as the original budget contains reserve allocations based on forecasts and estimates. The *Operating, Statutory and Discretionary Reserve Policy* sets out the principles and requirement that guide the establishment, use and management of Metro Vancouver's reserves.

Metro Vancouver uses historical operating surpluses and excess reserve funds over the thresholds outlined in the policy to avoid future capital debt requirements, to fund future equipment purchases, or fund other approved expenditures. The total Metro Vancouver 2019 annual surplus of \$21.3 million has been used to ensure that the operating reserves for the entities and functions meet the policy requirements, and then applied for debt avoidance and other one-time projects.

**PURPOSE**

To present, for approval, additional reserve applications and transfers to those previously approved by the Board in November 1, 2019 and to project the reserve balances of operating, discretionary and statutory reserves for 2020.

**BACKGROUND**

The 2020 Greater Vancouver Districts' Final Budget approved on November 1, 2019 contained estimates of reserve allocations and their proposed uses. Some of these proposed uses were based on forecasts of year-end results. With the 2019 accounting process complete this information can now be updated to reflect the actual year-end results and additional Board directives regarding establishment and use of reserves.

This report is being brought forward for approval of additional 2020 reserve applications required based on year-end results, other initiatives, or to meet requirements of the policy.

**METRO VANCOUVER RESERVES**

In 2018 the MVRD Board approved the *Operating, Statutory, and Discretionary Reserves Policy*. This policy sets out the principles and requirements that guide the establishment, use and management



of Metro Vancouver reserves. The four Metro Vancouver legal entities maintain operating, discretionary and statutory reserves as described below.

**Operating Reserves.** Operating reserves are maintained as a safeguard to cover any unforeseen operating shortfalls within a statutory function. A minimum level for an operating reserve is maintained to provide a reasonable level of financial security based on the operating volatility of a particular function. The minimum operating reserve levels for the services that fall within the four Metro Vancouver legal entities are established as follows:

- |                                       |                             |
|---------------------------------------|-----------------------------|
| • Regional District Services          | 5% of net operating budget  |
| • Liquid Waste Services               | 10% of net operating budget |
| • Solid Waste Services                | 15% of net operating budget |
| • Water Services                      | 15% of net operating budget |
| • Metro Vancouver Housing Corporation | 10% of net operating budget |

As part of the year-end process, operating reserve balances are calculated based on the opening balance and the addition of any operating surpluses and interest earned throughout the year. Any surplus funding that is in excess of the required minimum operating reserve level at the end of the year is to be applied either directly against next year expenditures, or to a discretionary or statutory reserve for future use.

**Discretionary Reserves.** Discretionary reserves are those that are established by Board resolution and are maintained to meet future capital or program funding requirements or set up for specific contingency purposes.

**Statutory Reserves.** Statutory reserves are those reserves that are established based on a legal framework such as a bylaw and are set aside for a legal entity or statutory function for a specific purpose in accordance with the applicable terms and conditions within that legal framework.

Schedule 2 contains reserve applications that were previously approved through the 2020 budget process.

Schedule 3 contains the projected reserve balances for all Metro Vancouver reserves.

#### **ADDITIONAL PROPOSED RESERVE APPLICATIONS AND TRANSFERS**

Additional proposed reserve applications and transfers are outlined in Schedule 1. Applications are draws from reserves to fund planned expenditures for budget year 2020. Transfers are movements between reserve categories as guided by the reserve policy.

#### **Operating Reserves**

Consistent with Board policy, the above applications represent Operating Reserve amounts that are in excess of the minimum required balances and are being applied to 2020 capital expenditures thereby avoiding the need for long-term debt.

*Water Services:*

The 2019 annual surplus for the Water Services was \$5.9 million. After applying this to the Operating Reserve and adjusting to 15% of the 2020 operating budget, \$7.8 million is available for application as recommended below:

- \$6.2 million to fund 2020 capital requirements, avoiding debt.
- \$1.35 million to finalize the purchase of several easements/rights of way land acquisitions nearing completion.
- \$238,750 to support the implementation of the Project Delivery function.

*Liquid Waste Services:*

The 2019 annual surplus for the Liquid Waste Services was \$8.9 million. After applying this to the Operating Reserve and adjusting to 10% of the 2020 operating budgets, \$8.6 million is available for allocation as recommended below:

- \$7.9 million to fund 2020 capital requirements, avoiding debt.
- \$716,250 to support the implementation of the Project Delivery function.

**Discretionary Reserves***MVRD:*

- \$84,000 to fund communications related to the Circular Cities and Regions network.

**Statutory Reserves***Liquid Waste:*

- \$150,000 to fund laboratory equipment

*MVRD:*

- \$200,000 to fund architectural and consulting services for additional concept developments for affordable housing projects.

**Reserve Transfers**

These are primarily movements from Operating Reserves to Discretionary Reserves resulting from the 2019 operating surplus exceeding Operating Reserve minimum levels as established by the reserve policy.

**ALTERNATIVES**

1. That the MVRD/MVHC/GVWD/GVS&DD Board approve the application and transfer of reserves related to the expenditures and provisions as set out in Schedule 1 of the report dated October 27, 2020, titled "2020 Budget - Status of Reserves".
2. That the MVRD/MVHC/GVWD/GVS&DD Board make changes to the proposed application of reserves as appropriate and approve the reserve applications as amended.

**FINANCIAL IMPLICATIONS**

Should the Board(s) approve Alternative 1, there are no financial impacts on the 2020 requisitions or levies to member municipalities. These applications enable Metro Vancouver to use 2019 operating surpluses or excess operating reserve funds to avoid future capital debt requirements, to fund future

equipment purchases, or fund other expenditures as per the *Operating, Statutory, and Discretionary Reserves Policy*. As a result of the reduction in the need for long-term borrowing, these reserve applications will result in savings in future requisitions and levies due to lower debt service costs.

The applications as set out in Schedule 1, if not approved, would remain in their current allocation but would be offside of the reserve policy. While these amounts would be available for use in the future, the short term impact would be higher debt borrowing requirements which would create future upward pressure on the member levies and other rates.

## CONCLUSION

With the year-end process complete, operating, discretionary and statutory reserves projected for 2020 have been updated after including 2019 operating surpluses. Reserve applications have also been updated and are presented in Schedule 1 with a recommendation for approval. These applications are consistent with Board direction on the use of reserves through the adopted reserve policy.

## Attachments *(Doc #40967198)*

Attachment – Metro Vancouver Districts Revenue and Expenditure Summary 2020 Financial Plan

Schedule 1 – Proposed Application and Transfer of Reserves

Schedule 2 – Previously Approved Reserve Applications

Schedule 3 – 2019 Projected Reserve Balances

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**METRO VANCOUVER DISTRICTS  
REVENUE AND EXPENDITURE SUMMARY  
2020 FINANCIAL PLAN**

	2020 ORIGINAL BUDGET	PROGRAM PROGRESS REPORT-AUGUST 2020 YEAR-END PROJECTION	BUDGET ADJUSTMENTS NOVEMBER 2020	2020 AMENDED BUDGET
<b>REVENUES</b>				
Water Sales	\$ 307,175,053	\$ 297,439,481	\$ -	\$ 307,175,053
Liquid Waste Services Levy	274,237,112	274,237,112	-	274,237,112
Solid Waste Tipping Fees	105,822,892	101,651,012	-	105,822,892
Metro Vancouver Regional District Requisitions	71,779,890	71,779,890	-	71,779,890
Compensation Services Revenue	483,893	483,893	-	483,893
Collective Bargaining Services Revenue	887,536	887,536	-	887,536
Housing Rents	40,392,325	40,092,325	-	40,392,325
Liquid Waste Industrial Charges	11,201,217	9,969,083	-	11,201,217
Energy Sales	5,681,540	5,313,836	-	5,681,540
Transfer from DCC Reserves	34,172,083	34,172,083	-	34,172,083
User Fees	5,288,054	5,105,598	-	5,288,054
Housing Mortgage Subsidies	2,103,014	2,203,014	-	2,103,014
Non-Road Diesel Permit Fees	1,760,000	1,560,000	-	1,760,000
Regional Global Positioning System User Fees	292,221	292,221	-	292,221
Electoral Area Requisition	376,943	376,943	-	376,943
Love Food Hate Waste	406,800	372,000	-	406,800
Zero Waste Conference	230,000	191,000	-	230,000
Other External Revenues	9,213,671	8,498,156	-	9,213,671
Transfer from Sustainability Innovation Fund Reserve	895,000	2,916,884	4,278,590	5,173,590
Transfer from Reserves	17,650,939	12,300,286	2,739,000	20,389,939
<b>TOTAL REVENUES</b>	<b>\$ 890,050,183</b>	<b>\$ 869,842,353</b>	<b>\$ 7,017,590</b>	<b>\$ 897,067,773</b>
<b>EXPENDITURES</b>				
Operating Programs:				
Greater Vancouver Water District	\$ 309,148,765	\$ 300,118,728	\$ 2,866,719	\$ 312,015,484
Greater Vancouver Sewerage & Drainage District:				
Liquid Waste	328,262,814	319,601,362	2,803,631	331,066,445
Solid Waste	114,088,624	108,121,617	-	114,088,624
Metro Vancouver Housing Corporation	52,289,752	52,264,752	-	52,289,752
Metro Vancouver Regional District				
Affordable Housing	5,833,504	6,293,504	460,000	6,293,504
Air Quality	11,258,492	11,733,732	600,240	11,858,732
E911 Emergency Telephone Service	4,521,227	4,521,227	-	4,521,227
Electoral Area Service	808,417	809,663	-	808,417
General Government Administration	5,879,900	5,054,900	-	5,879,900
General Government Zero Waste Collaboration Initiatives	1,679,923	1,684,923	84,000	1,763,923
Labour Relations	3,164,558	2,812,029	-	3,164,558
Regional Economic Prosperity	1,020,000	370,000	-	1,020,000
Regional Emergency Management	237,868	237,868	-	237,868
Regional Global Positioning System	328,849	298,849	-	328,849
Regional Parks	46,820,308	46,222,219	53,000	46,873,308
Regional Planning	3,763,393	3,616,393	150,000	3,913,393
Sasamat Fire Protection Service	943,789	343,789	-	943,789
	86,260,228	83,999,096	1,347,240	87,607,468
<b>TOTAL EXPENDITURES</b>	<b>\$ 890,050,183</b>	<b>\$ 864,105,555</b>	<b>\$ 7,017,590</b>	<b>\$ 897,067,773</b>

# SCHEDULE 1

## METRO VANCOUVER DISTRICTS

### 2020 Budget - Proposed Application And Transfers of Reserves (To Be Approved by the Board in November 2020)

Function	Description	Operating Reserves	Discretionary Reserves	Statutory Reserves
<b>PROPOSED APPLICATIONS</b>				
<b>GVWD</b>				
Water Services	Fund Future Capital Requirements	(6,233,601)		
	Fund Easement Acquisition	(1,350,000)		
	Fund Project Delivery Department Adjustment	(238,750)		
<b>GVS &amp; DD</b>				
Liquid Waste Services	Fund Project Delivery Department Adjustment	(716,250)		
	Fund Future Capital Requirements	(7,879,649)		
	Fund Laboratory Equipment			(150,000)
<b>MVRD</b>				
Affordable Housing	Fund architectural and consulting services for additional concept developments			(200,000)
General Government Zero Waste Collaboration Initiatives	Fund communications related to the Circular Cities and Regions network		(84,000)	
<b>TOTAL PROPOSED APPLICATIONS</b>		<b>\$ (16,418,250)</b>	<b>\$ (84,000)</b>	<b>\$ (350,000)</b>
<b>PROPOSED TRANSFERS</b>				
<b>GVS &amp; DD</b>				
Liquid Waste	Transfer of Excess Above Operating Reserve Guideline to Drainage Areas General Reserves	(400,119)	400,119	
Solid Waste	Transfer to Solid Waste Operating Reserve to help meet Operating Reserve Guideline	7,000,000	(7,000,000)	
<b>MVHC</b>				
Metro Vancouver Housing Corporation	Transfer of Excess Above Operating Reserve Guideline to MVHC Capital Development Reserve	(1,534,122)	1,534,122	
<b>MVRD</b>				
Affordable Housing	Transfer of Excess Above Operating Reserve Guideline to Affordable Housing Reserve	(257,274)		257,274
Air Quality	Transfer of Excess Above Operating Reserve Guideline to Air Quality General Reserve	(686,630)	686,630	
E911 Emergency Telephone Service	Transfer of Excess Above Operating Reserve Guideline to E911 General Reserve	(122,372)	122,372	
Electoral Area Service	Transfer to Electoral Area Operating Reserve to meet Operating Reserve Guideline	1,436	(1,436)	
General Government	Transfer of Excess Above Operating Reserve Guideline to General Government General Reserve	(5,788,460)	5,788,460	
	Transfer of Excess Above Operating Reserve Guideline to Regional Economic Prosperity General Reserve	(342,207)	342,207	
	Transfer from General Government General Reserve to General Government Zero Waste Collaboration Initiative Operating Reserve	71,555	(71,555)	
	Transfer from General Government General Reserve to Regional Economic Prosperity Operating Reserve	20,272	(20,272)	
Labour Relations	Transfer of Excess Above Operating Reserve Guideline to Labour Relations General Reserves	(497,935)	497,935	
Regional Emergency Management	Transfer of Excess Above Operating Reserve Guideline to REM General Reserve	(12,659)	12,659	
Regional Geospatial Reference System	Transfer of Excess Above Operating Reserve Guideline to Regional Geospatial Reference System Reserve	(81,199)		81,199
Regional Parks	Transfer of Excess Above Operating Reserve Guideline to Regional Parks Infrastructure Reserve	(526,122)		526,122
	Transfer of Excess Above Operating Reserve Guideline to Regional Parks General Reserve	(200,000)	200,000	
Regional Planning	Transfer of Excess Above Operating Reserve Guideline to Regional Planning General Reserve	(2,012,071)	2,012,071	
Sasamat Fire Protection Service	Transfer of Excess Above Operating Reserve Guideline to Sasamat FPS Capital Reserve	(9,119)		9,119
<b>TOTAL PROPOSED TRANSFERS</b>		<b>\$ (5,377,026)</b>	<b>\$ 4,503,312</b>	<b>\$ 873,714</b>

Note - ( ) Brackets indicate a draw from a reserve.

# SCHEDULE 2

## 2020 RESERVE APPLICATIONS - METRO VANCOUVER DISTRICTS

2020 Budget - Previous Application And Transfers of Reserves (Approved by the Board in October 2019 and February 2020)

Function	Description	Reserve Name	Discretionary Reserves	Statutory Reserves
<b>PROPOSED APPLICATIONS</b>				
<b>GVWD</b>				
Water Services	Fund Water Services SIF Projects	Water SIF Reserve		\$ 1,507,969
	Fund Laboratory Equipment Purchases	Water Lab Equipment Reserve		91,000
<b>GVS &amp; DD</b>				
Liquid Waste	Fund Liquid Waste Services SIF Projects	Liquid Waste Services SIF Reserve		5,192,381
	Fund Laboratory Equipment Purchases	Liquid Waste Lab Equipment Reserve		150,000
	Fund Movement of Biosolids from Stockpiles at Iona	Biosolids Inventory Reserve	4,751,934	
	Fund Drainage Equipment, Projects and Initiatives	Drainage General Reserve	115,000	
<b>MVHC</b>				
Metro Vancouver Housing Corporation	Fund Capital Replacement Activities	MVHC Capital Replacement Reserve	9,000,000	
<b>MVRD</b>				
Affordable Housing	Fund SIF Projects	MVRD SIF Reserve		260,000
Air Quality	Fund SIF Projects	MVRD SIF Reserve		710,240
	Fund Air Quality Projects, Initiatives and Equipment Purchases	Air Quality General Reserve	1,271,986	
Electoral Area Service	Fund Electoral Area A Service Projects, Initiatives and Studies	Electoral Area General Reserve	250,000	
General Government	Fund Cultural grants	Grants Reserve Fund		140,000
	Fund General Government Initiatives	General Government General Reserve	326,000	
Labour Relations	Fund Labour Relations Workforce Strategy Initiative	Labour Relations General Reserve	376,719	
Regional Emergency Management	Fund Integrated Partnership Regional Emergency Management (IPREM) program initiatives	REM General Reserve	74,868	
Regional Parks	Fund SIF Projects	MVRD SIF Reserve		53,000
	Fund Regional Parkland Acquisitions	Regional Parkland Acquisition Reserve		11,570,000
	Fund Regional Parks Capital Replacement, Maintenance and Initiatives	Regional Parks Infrastructure Reserve		8,332,432
	Fund Pacific Parklands Foundation Stewardship Programs	Regional Parks Legacy Fund		56,000
Regional Planning	Fund SIF Projects	MVRD SIF Reserve		150,000
	Fund Regional Planning Projects and Initiatives	Regional Planning General Reserve	415,000	
Sasamat Fire Protection Service	Fund New Fire Truck	SFPS Capital Reserve Fund		600,000
Corporate Services	Fund Corporate Services Projects, Equipment Replacements and Building Improvements	Centralized Support Reserve	6,925,425	
Financial Services	Fund Financial Services Projects and Initiatives	Centralized Support Reserve	370,000	
	Fund Fleet Vehicles and Equipment Purchases and Initiatives	Corporate Fleet Reserve		4,867,000
Human Resources	Fund Human Resources Projects, Initiatives and Corporate Safety Equipment	Centralized Support Reserve	388,214	
<b>TOTAL PROPOSED APPLICATIONS</b>			<b>\$ 24,265,146</b>	<b>\$ 33,680,022</b>

2020 PROJECTED RESERVE BALANCES

SCHEDULE 3

	2019 RESERVE BALANCE	2020 PROPOSED APPLICATIONS (see Schedule 1)	2020 PROPOSED TRANSFERS (see Schedule 1)	PREVIOUSLY APPROVED APPLICATIONS (see Schedule 2)	2020 BUDGETED CONTRIBUTION TO RESERVE	ESTIMATED INTEREST	2020 PROJECTED ENDING RESERVE BALANCE
<b>OPERATING RESERVES</b>							
		(6,233,601)					
		(1,350,000)					
		(238,750)					
<b>WATER SERVICES TOTAL</b>	24,293,218	(7,822,351)	-	-	-	407,641	16,878,508
		(716,250)					
		(7,879,649)					
<b>LIQUID WASTE SERVICES TOTAL</b>	26,002,013	(8,595,899)	(400,119)	-	-	430,080	17,436,075
<b>SOLID WASTE SERVICES</b>	140,134	-	7,000,000	-	-	72,803	7,212,936
<b>MVHC</b>	3,931,049	-	(1,534,122)	-	-	63,280	2,460,207
<b>AFFORDABLE HOUSING</b>	295,903	-	(257,274)	-	-	3,345	41,974
<b>AIR QUALITY</b>	1,176,139	-	(686,630)	-	-	16,656	506,166
<b>E911 EMERGENCY TELEPHONE SERVICE</b>	337,427	-	(122,372)	-	-	5,525	220,579
<b>ELECTORAL AREA SERVICE</b>	20,662	-	1,436	-	-	428	22,526
<b>GENERAL GOVERNMENT ADMINISTRATION</b>	6,325,542	-	(6,130,667)	-	-	65,204	260,080
<b>GENERAL GOVERNMENT ZERO WASTE COLLABORATION INITIATIVE</b>	-	-	71,555	-	-	716	72,270
<b>LABOUR RELATIONS</b>	632,745	-	(497,935)	-	-	7,676	142,486
<b>REGIONAL ECONOMIC PROSPERITY</b>	-	-	20,272	-	-	203	20,475
<b>REGIONAL EMERGENCY MANAGEMENT</b>	23,716	-	(12,659)	-	-	348	11,405
<b>REGIONAL GEOSPATIAL REFERENCE SYSTEM</b>	95,988	-	(81,199)	-	-	1,108	15,897
<b>REGIONAL PARKS</b>	2,216,591	-	(726,122)	-	-	37,071	1,527,540
<b>REGIONAL PLANNING</b>	2,165,273	-	(2,012,071)	-	-	23,185	176,387
<b>SASAMAT FIRE PROTECTION SERVICES</b>	21,129	-	(9,119)	-	-	331	12,341
<b>WEST NILE VIRUS</b>	354,828	-	-	-	-	7,097	361,924
<b>TOTAL OPERATING</b>	<b>68,032,357</b>	<b>(16,418,250)</b>	<b>(5,377,026)</b>	<b>-</b>	<b>-</b>	<b>1,142,694</b>	<b>47,379,776</b>
<b>DISCRETIONARY RESERVES</b>							
<b>LIQUID WASTE SERVICES</b>							
Biosolids Inventory Reserve	14,634,782	-	-	(4,751,934)	-	245,176	10,128,024
General Debt Reserve Fund	2,060,329	-	-	-	-	41,207	2,101,536
Lions Gate Contingency	1,445,943	-	-	-	-	28,919	1,474,862
Drainage General Reserve	4,795,132	-	400,119	(115,000)	-	98,754	5,179,005
<b>SOLID WASTE SERVICES</b>							
Solid Waste General Reserve	32,902,962	-	(7,000,000)	-	-	588,059	26,491,022
Landfill Post Closure Reserve	10,971,675	-	-	-	-	219,433	11,191,108
<b>MVHC</b>							
Capital Replacement Reserve	2,958,801	-	-	(9,000,000)	11,220,089	81,377	5,260,267
Capital Development Reserve	7,236,208	-	1,534,122	-	960,303	169,668	9,900,302
<b>AIR QUALITY</b>							
Air Quality General Reserve	1,841,254	-	686,630	(1,271,986)	250,000	33,472	1,539,369
<b>E911</b>							
E911 General Reserve	462,559	-	122,372	-	-	10,475	595,407
<b>ELECTORAL AREA SERVICE</b>							
Electoral Area General Reserve	1,804,116	-	(1,436)	(250,000)	50,000	34,068	1,636,748
<b>GENERAL GOVERNMENT ADMINISTRATION</b>							
General Government General Reserve	1,276,049	(84,000)	5,696,632	(326,000)	-	78,387	6,641,069
<b>LABOUR RELATIONS</b>							
Labour Relations General Reserve	1,764,990	-	497,935	(376,719)	-	36,512	1,922,718
<b>REGIONAL ECONOMIC PROSPERITY</b>							
Regional Prosperity General Reserve	-	-	342,207	-	-	3,422	345,629
<b>REGIONAL EMERGENCY MANAGEMENT</b>							
REM General Reserve	315,336	-	12,659	(74,868)	-	5,685	258,811
<b>REGIONAL PARKS</b>							
Regional Parks General Reserve	-	-	200,000	-	-	2,000	202,000
<b>REGIONAL PLANNING</b>							
Regional Planning General Reserve	802,128	-	2,012,071	(415,000)	-	32,013	2,431,212
<b>CENTRALIZED SUPPORT RESERVE</b>	21,819,309	-	-	(7,683,639)	-	359,550	14,495,220
<b>TOTAL DISCRETIONARY</b>	<b>107,091,573</b>	<b>(84,000)</b>	<b>4,503,312</b>	<b>(24,265,146)</b>	<b>12,480,392</b>	<b>2,068,177</b>	<b>101,794,309</b>
<b>STATUTORY RESERVES</b>							
<b>WATER SERVICES</b>							
Laboratory Equipment Reserve	691,028	-	-	(91,000)	46,000	13,371	659,399
Sustainability Innovation Fund	13,121,494	-	-	(1,507,969)	723,000	254,580	12,591,105
<b>LIQUID WASTE SERVICES</b>							
DCC Reserve Fund	227,551,250	-	-	-	-	4,551,025	232,102,275
Laboratory Equipment Reserve	686,797	(150,000)	-	(150,000)	99,854	11,734	498,386
Sustainability Innovation Fund	17,843,138	-	-	(5,192,381)	1,127,000	316,209	14,093,966
<b>AFFORDABLE HOUSING</b>							
Affordable Housing Reserve	2,005,205	(200,000)	257,274	-	1,000,000	50,677	3,113,156
Affordable Housing Development Reserve	-	-	-	-	4,000,000	40,000	4,040,000
<b>ELECTORAL AREA SERVICE</b>							
Community Works Reserve	169,013	-	-	-	121,474	4,595	295,082
Electoral Area Election Reserve	-	-	-	-	30,000	300	30,300
<b>GENERAL GOVERNMENT</b>							
Sustainability Innovation Fund	12,048,317	-	-	(1,173,240)	347,000	232,704	11,454,781
Grants Reserve Fund	2,270,523	-	-	(140,000)	-	44,010	2,174,533
<b>REGIONAL GEOSPATIAL REFERENCE SYSTEM</b>							
Regional Geospatial Reference System	917,860	-	81,199	-	52,780	19,697	1,071,536
<b>REGIONAL PARKS</b>							
Regional Parks Infrastructure Reserve	4,217,483	-	526,122	(8,332,432)	4,682,000	53,107	1,146,279
Regional Parkland Acquisition Reserve Fund	11,521,175	-	-	(11,570,000)	-	114,724	65,899
Regional Parkland Acquisition and Development Reserve Fund	-	-	-	-	11,570,000	115,700	11,685,700
Delta Airpark Reserve	104,576	-	-	-	23,000	2,322	129,897
Regional Parks Legacy Fund	2,696,836	-	-	(56,000)	-	53,377	2,694,212
<b>SASAMAT FIRE PROTECTION SERVICES</b>							
SFPS Capital Reserve Fund	683,812	-	9,119	(600,000)	92,100	8,688	193,719
SFPS Communications Capital Reserve Fund	56,932	-	-	-	-	1,139	58,071
SFPS Emergency Equipment Reserve Fund	93,287	-	-	-	-	1,866	95,152
<b>CORPORATE FLEET</b>	14,395,298	-	-	(4,867,000)	4,864,884	287,885	14,681,067
<b>CORPORATE SELF-INSURANCE</b>	1,483,973	-	-	-	-	29,679	1,513,652
<b>TOTAL STATUTORY</b>	<b>312,557,997</b>	<b>(350,000)</b>	<b>873,714</b>	<b>(33,680,022)</b>	<b>28,779,092</b>	<b>6,207,388</b>	<b>314,388,169</b>
<b>GRAND TOTAL</b>	<b>487,681,928</b>	<b>(16,852,250)</b>	<b>-</b>	<b>(57,945,168)</b>	<b>41,259,484</b>	<b>9,418,259</b>	<b>463,562,254</b>

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To: Finance and Intergovernment Committee

From: Andjela Knezevic-Stevanovic, Director, Environmental Management & Quality Control, Liquid Waste Services

Date: November 5, 2020 Meeting Date: November 18, 2020

Subject: **Establishment of a Task Force to Consider Reinstatement of Burrard Inlet Environmental Action Program – Fraser River Estuary Management Program (BIEAP – FREMP) Partnership**

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### **RECOMMENDATION**

That the GVS&DD Board write letters to the provincial Ministers of: (i) Environment and Climate Change Strategy; and (ii) Forests, Lands, Natural Resource Operations and Rural Development; the federal Ministers of: (iii) Environment and Climate Change Canada; (iv) Fisheries and Oceans Canada; and (v) Vancouver Fraser Port Authority to request their participation in a task force to consider feasibility of reinstating the Burrard Inlet Environmental Action Program – Fraser River Estuary Management Program Partnership, or establishment of an equivalent multi-stakeholder partnership for coordinated environmental management in the Metro Vancouver region.

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### **EXECUTIVE SUMMARY**

Since disbanding of the Burrard Inlet Environmental Action Program – Fraser River Estuary Management Program Partnership in 2013, there has been no central coordinating body for environmental management initiatives in the Metro Vancouver region. The former Partnership agencies, Environment and Climate Change Strategy; Forests, Lands, Natural Resource Operations and Rural Development; Environment and Climate Change Canada; Fisheries and Oceans Canada; and Vancouver Fraser Port Authority have continued to pursue various environmental initiatives independently of each other. The benefits of a coordinated planning, prioritization, inter-agency collaboration and information sharing have been widely recognized for efficiency and cost-effective management of public resources. Metro Vancouver can demonstrate a leadership role by inviting its former partners to establish a task force to consider the feasibility and merits of reinstating the regional environmental collaboration partnership.

### **PURPOSE**

To provide the Finance and Intergovernment Committee with an overview of the benefits of the coordinated environmental management in the region, and seek the GVS&DD Board endorsement to invite senior government agencies' participation in a multi-stakeholder task force to consider feasibility and merits of reinstating the regional environmental collaboration partnership.

### **BACKGROUND**

Burrard Inlet Environmental Action Program – Fraser River Estuary Management Program (BIEAP-FREMP) Partnership was an inter-governmental partnership responsible for environmental management coordination of the two major aquatic ecosystems in the Lower Mainland: Burrard Inlet and the Fraser River Estuary. The Partner Agencies for BIEAP-FREMP included: British Columbia



Ministry of Environment, Ministry of Forests, Lands and Natural Resources, Environment Canada, Fisheries and Oceans Canada, Transport Canada, Port Metro Vancouver and Metro Vancouver. The Partnership was established in 1996, and dissolved in 2013, shortly after the federal funding was withdrawn.

Since disbanding of BIEAP-FREMP, there has been no central coordinating body for environmental management initiatives in the Lower Mainland. An independent review of BIEAP-FREMP's performance conducted by Ernst & Young in 2012, identified a number of benefits, including but not limited to:

- Consolidate planning and inter-agency collaboration;
- One window approach to submission of applications and associated environmental reviews;
- Value for money – deemed 1 to 3 times the original investment expressed as the cost for the same service;
- Innovation, research and information-sharing clearing house; and
- Public awareness and trust.

BIEAP-FREMP had been administered by three staff from an office in Burnaby. The Partnership was funded through an annual contribution from the Partner Agencies, with the Port's contributions 1.5 times than the other partners. At the time of Partnership dissolution, projected Metro Vancouver annual inflationary contribution from 2013 to 2018 was from \$78,500 to \$90,000. Contribution of each of the Partner Agencies in 2013 and their expected contribution in 2021, based on the same Partnership model and an annual increase of 2.5% is shown in the table below:

Partner Agency	Contribution in 2013	Expected Contribution in 2021
Environment and Climate Change Strategy	\$78,500	\$99,500
Forests, Lands, Natural Resource Operations and Rural Development	\$78,500	\$99,500
Environment and Climate Change Canada	\$78,500	\$99,500
Fisheries and Oceans Canada	\$78,500	\$99,500
Metro Vancouver	\$78,500	\$99,500
Vancouver Fraser Port Authority	\$118,000	\$149,000

#### **CURRENT OPPORTUNITIES FOR APPLICATION**

Since 2013, senior government agencies have continued to pursue a number of environmental initiatives independently of each other. Some of the current initiatives include Protection of Southern Resident Killer Whales and their Habitat and Prey, Review of Burrard Inlet Water Quality Objectives, Shared Water Alliance, Pollution Tracker, Burrard Inlet Coordinated Monitoring Program. All of these initiatives affect liquid waste management in the region and have a considerable impact on Metro Vancouver's Environmental Management programs and resources.

Metro Vancouver has a vested interest in participation in many senior government and multi-stakeholder ecosystem and environmental health related initiatives. The benefits of joint inter-agency planning, coordinated and prioritized approach, and information sharing among former BIEAP-FREMP partnership agencies are widely recognized. Metro Vancouver can demonstrate a leadership role by inviting its former partners to establish a task force to consider the feasibility and merits of reinstating the regional environmental collaboration partnership.

## **ALTERNATIVES**

1. That the GVS&DD Board write letters to the provincial Ministers of: (i) Environment and Climate Change Strategy; and (ii) Forests, Lands, Natural Resource Operations and Rural Development; the federal Ministers of: (iii) Environment and Climate Change Canada; (iv) Fisheries and Oceans Canada; and (v) Vancouver Fraser Port Authority to request their participation in a task force to consider feasibility of reinstating the Burrard Inlet Environmental Action Program – Fraser River Estuary Management Program Partnership, or establishment of an equivalent multi-stakeholder partnership for coordinated environmental management in the Metro Vancouver region.
2. That the GVS&DD Board receive for information the report dated November 5, 2020, titled “Establishment of a Task Force to Consider Reinstatement of Burrard Inlet Environmental Action Program – Fraser River Estuary Management Program (BIEAP – FREMP) Partnership” and provide alternate direction to staff.

## **FINANCIAL IMPLICATIONS**

If the Board approves Alternative 1, exiting staff resources will be used to invite the former BIEAP-FREMP Partnership member agencies and initiate creation of a task force. Given the COVID-19 pandemic circumstances, the task force members would attend the meetings through remote participation and the associated costs would be covered by the Liquid Waste Services Environmental Management & Quality Control 2021 annual operating budget.

## **CONCLUSION**

Since disbanding of the Burrard Inlet Environmental Action Program – Fraser River Estuary Management Program Partnership in 2013, there has been no central coordinating body for environmental management initiatives in the Lower Mainland. Metro Vancouver is an advocate for environmental sustainability and protection of ecosystem health, but a lack of joint planning, coordinated and systematically prioritized approach has put a strain at its resources and created unrealistic expectations. Metro Vancouver supports inter-agency collaboration, innovation and information sharing among stakeholders for increased efficiency of regulatory processes and cost-effective management of public resources.

Staff recommend Alternative 1.

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To: Liquid Waste Committee

From: Brent Burton, Division Manager, Policy Planning and Analysis, Liquid Waste Services

Date: October 6, 2020 Meeting Date: November 12, 2020

Subject: ***Greater Vancouver Sewerage and Drainage District Sewerage and Drainage Areas Boundaries Amending Bylaw No. 340, 2020 – Fraser Sewerage Area – Township of Langley***

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### **RECOMMENDATION**

That the GVS&DD Board:

- a) give first, second and third reading to the *Greater Vancouver Sewerage and Drainage District Sewerage and Drainage Areas Boundaries Amending Bylaw No. 340, 2020*; and,
- b) pass, and finally adopt the *Greater Vancouver Sewerage and Drainage District Sewerage and Drainage Areas Boundaries Amending Bylaw No. 340, 2020*.

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### **EXECUTIVE SUMMARY**

Metro Vancouver provides sewerage services to its member jurisdictions. Properties requesting regional sewerage services must be located in one of the GVS&DD's designated sewerage areas. Metro Vancouver received a Council resolution from the Township of Langley requesting that the Fraser Sewerage Area (FSA) be amended to include the property located at 1241 200 St. in the Township of Langley to facilitate a new sewer connection to the property. The property is currently serviced by an on-site treatment system. The property meets the provisions for sewer services under *Metro 2040* as it is located within a *Metro 2040* designated Sewerage Extension Area. A GVS&DD technical review indicates no financial impact on the FSA and negligible impact on the regional sewerage system.

Staff recommend that the GVS&DD Board approve the Township of Langley's request for an amendment of the FSA boundary to include this property.

### **PURPOSE**

To seek GVS&DD Board approval to amend the *Greater Vancouver Sewerage and Drainage District Sewerage and Drainage Areas Boundaries Bylaw No. 310, 2018* to include the property located at 1241 200 Street in the Township of Langley within the FSA.

### **BACKGROUND**

Metro Vancouver provides sewerage services to its member jurisdictions. Properties requesting regional sewerage services must be located in one of the GVS&DD's designated sewerage areas. Sewerage area boundaries are fixed by the *Greater Vancouver Sewerage and Drainage District Sewerage and Drainage Areas Boundaries Bylaw, No. 310, 2018*. Sewerage areas are occasionally amended through an amending bylaw and in accordance with Sections 31 and 32 of the GVS&DD Act, typically at the request of a GVS&DD member. Metro Vancouver received the following Council resolution from the Township of Langley:

*That Council request that the Greater Vancouver Sewerage and Drainage District expand the existing Fraser Sewerage Area boundary to formally include the property having an address at 1241 —200 Street (Lot 41, Sec. 10, Township 7, NWD, Plan NWP53973).*

### **METRO 2040 CONSIDERATION**

Following adoption of *Metro 2040* (Regional Growth Strategy) in 2011, Metro Vancouver procedures regarding the amendment of regional sewer services are subject to the provisions of *Metro 2040*. Therefore, any requests from member jurisdictions to amend a GVS&DD sewerage area that are not consistent with the provisions of *Metro 2040* must be presented to the MVRD Board for consideration. Once consistency with *Metro 2040* has been established, the decision to amend the sewerage area rests with the GVS&DD Board, subject to technical and financial considerations. The following summarizes the MVRD considerations for this proposed boundary amendment:

The property, located at 1241 200 Street, is within a Sewerage Extension Area as designated in *Metro 2040*. Section 6.9.1 of *Metro 2040* states:

*For the areas identified on Map 12 as “Sewerage Extension Areas” known as North Salmon River Uplands and South Fernridge in the Township of Langley, sewer servicing will be permitted subject only to land uses being consistent with the applicable regional land use designation and normal GVS&DD technical considerations.*

MVRD staff have confirmed that the property is within the Sewerage Extension Area of South Fernridge and the sewer extension is consistent with the provisions of *Metro 2040*. As such, the application does not require MVRD Board consideration, but still requires technical and financial consideration by the GVS&DD.

### **GVS&DD CONSIDERATION**

A GVS&DD review by staff, which included an examination of financial, technical and operational impacts, along with impacts on service levels, was completed. The Township of Langley reports that all costs associated with connecting the property to the regional sewerage system will be borne by the property owner. A GVS&DD analysis of the estimated sewage flows shows negligible impact on the regional sewerage system.

### **ALTERNATIVES**

1. That the GVS&DD Board:
  - a) give first, second and third reading to the *Greater Vancouver Sewerage and Drainage District Sewerage and Drainage Areas Boundaries Amending Bylaw No. 340, 2020*; and,
  - b) pass, and finally adopt the *Greater Vancouver Sewerage and Drainage District Sewerage and Drainage Areas Boundaries Amending Bylaw No. 340, 2020*.
2. That the GVS&DD Board receive for information the report dated October 6, 2020, titled “*Greater Vancouver Sewerage and Drainage District Sewerage and Drainage Areas Boundaries Amending Bylaw No. 340, 2020 – Fraser Sewerage Area – Township of Langley*”, and provide alternate direction to staff.

**FINANCIAL IMPLICATIONS**

The Township of Langley reports that all costs for connection to the sewer system will be borne by the property owner.

**OTHER IMPLICATIONS**

If the Board does not approve Alternative 1, the property would continue to be serviced by an on-site sewer system.

**CONCLUSION**

Metro Vancouver received a Council resolution from the Township of Langley requesting that the Fraser Sewerage Area be amended to include the property located at 1241 200 St. in the Township of Langley to facilitate a new sewer connection to the property. The application was reviewed by Metro Vancouver Regional Planning staff who concluded that the property meets the provisions for sewer services under *Metro 2040* as it is located within a Sewerage Extension Area. As such, MVRD Board consideration is not required for this application. A GVS&DD review by staff indicates no financial impact on the Fraser Sewerage Area and negligible impact on the regional sewerage system.

As the property is consistent with the provisions for sewer services under *Metro 2040*, and there are no regional technical or financial concerns, staff recommend Alternative 1.

**Attachment**

*Greater Vancouver Sewerage and Drainage District Sewerage and Drainage Areas Boundaries  
Amending Bylaw No. 340, 2020*

41183553

**GREATER VANCOUVER SEWERAGE AND DRAINAGE DISTRICT  
BYLAW NO. 340, 2020**

A Bylaw to Amend the "Greater Vancouver Sewerage and Drainage District Sewerage and Drainage Areas Boundaries Bylaw No. 310, 2018"

WHEREAS:

- A. the Board of Directors of the Greater Vancouver Sewerage and Drainage District has adopted "Greater Vancouver Sewerage and Drainage District Sewerage and Drainage Areas Boundaries Bylaw No. 310, 2018", to fix the boundaries of GVS&DD Sewerage and Drainage Areas; and
- B. the Board of the Greater Vancouver Sewerage and Drainage District wishes to amend "Greater Vancouver Sewerage and Drainage District Sewerage and Drainage Areas Boundaries Bylaw No. 310, 2018";

NOW THEREFORE the Board of the Greater Vancouver Sewerage and Drainage District enacts as follows:

1. This bylaw may be cited as "Greater Vancouver Sewerage and Drainage District Sewerage and Drainage Areas Boundaries Amending Bylaw No. 340, 2020".
2. "Greater Vancouver Sewerage and Drainage District Sewerage and Drainage Areas Boundaries Bylaw No. 310, 2018" is amended as follows:
  - a. by adding to the Fraser Sewerage Area lands the property located at 1241 200 St. in the Township of Langley and shown on the attached Schedule "A", forming part of this bylaw; and
  - b. by replacing Schedule "B" with the attached Schedule "B", forming part of this bylaw, containing Drawing Number S-3200 Sheet 2 titled "Greater Vancouver Sewerage and Drainage District Plan of Fraser Sewerage Area" dated September 10, 2020 to show the boundaries of the Fraser Sewerage Area, as amended.

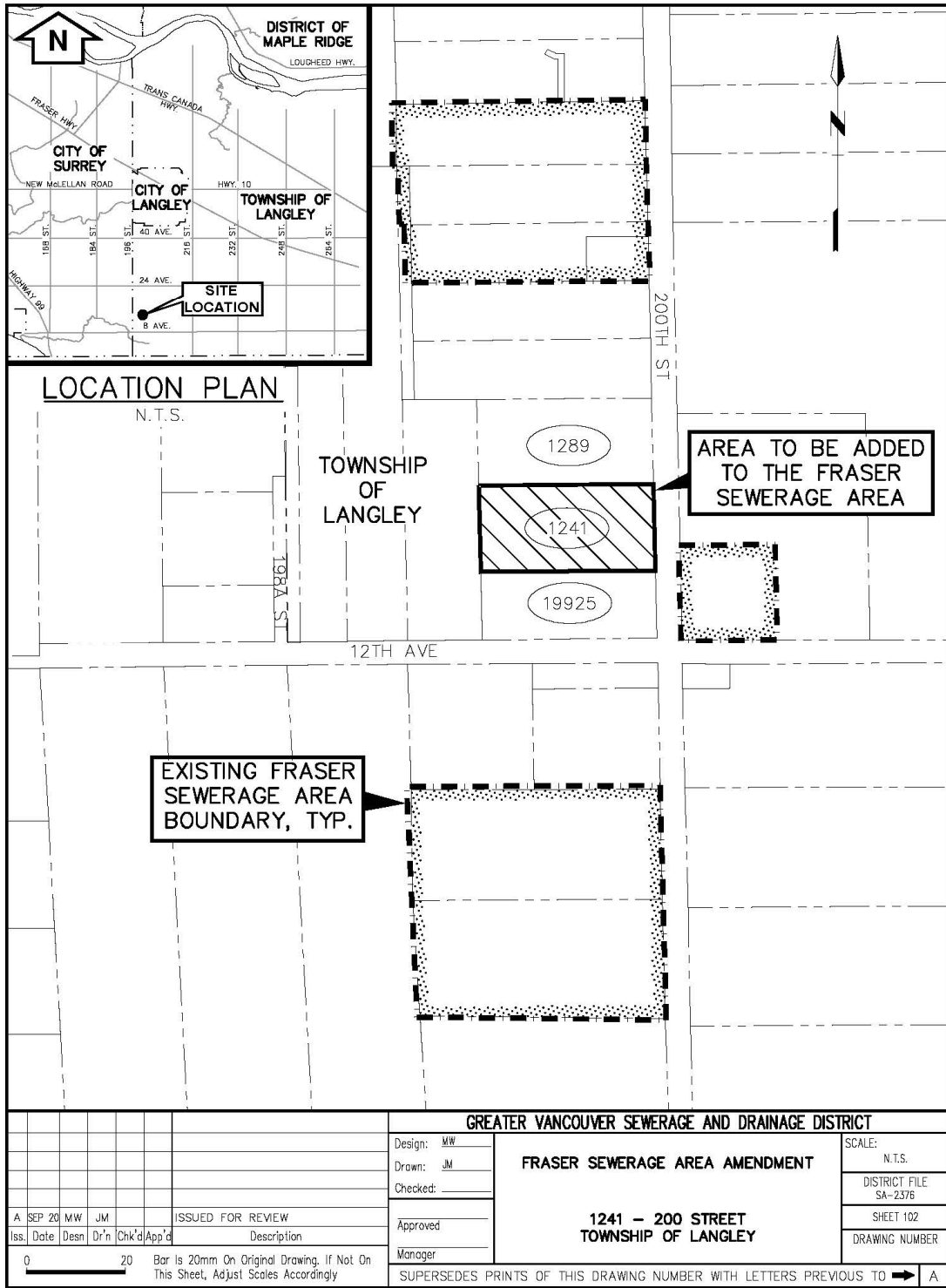
READ A FIRST, SECOND, AND THIRD TIME this \_\_\_\_\_ day of \_\_\_\_\_, 2020.

PASSED, AND FINALLY ADOPTED this \_\_\_\_\_ day of \_\_\_\_\_, 2020.

\_\_\_\_\_  
Sav Dhaliwal, Chair

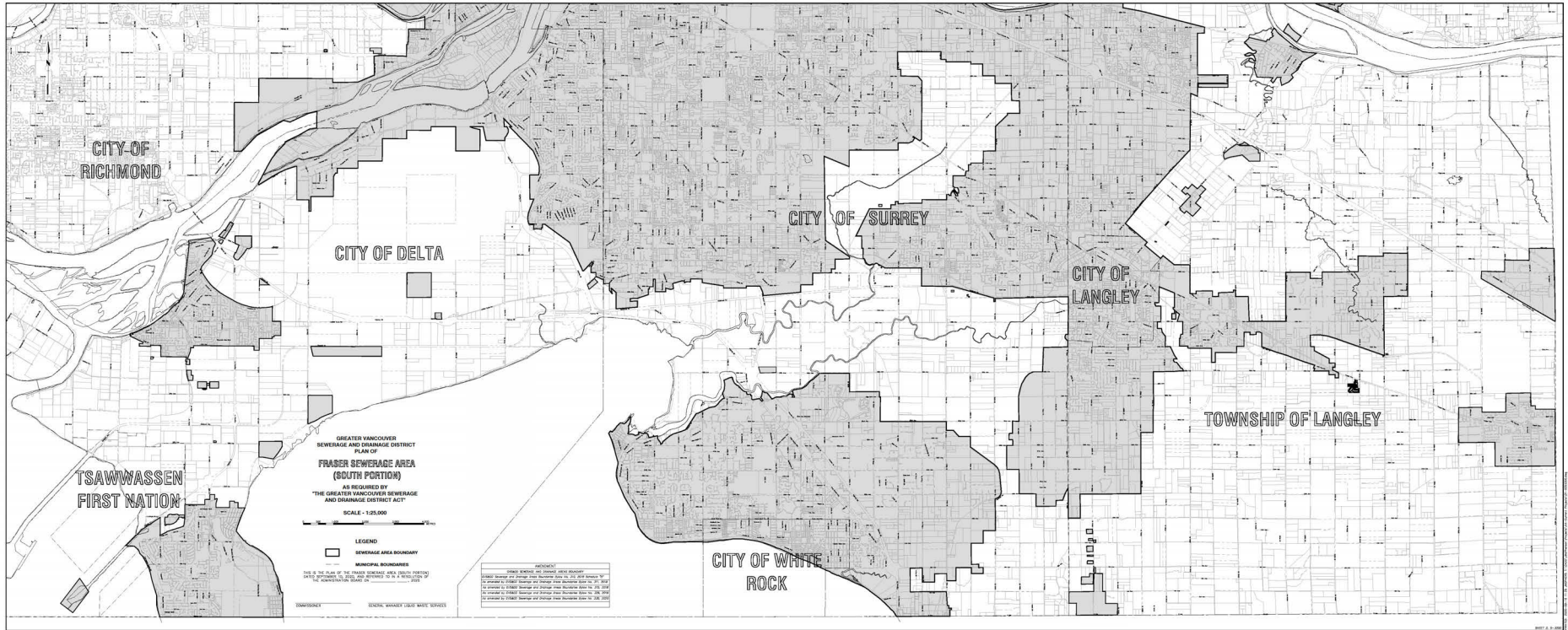
\_\_\_\_\_  
Chris Plagnol, Corporate Officer

**SCHEDULE "A"**  
**PLAN IDENTIFYING PROPERTY**





# **SCHEDULE "B"** **MAP OF FRASER SEWERAGE AREA**



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**COMMITTEE INFORMATION ITEMS AND DELEGATION SUMMARIES**

Greater Vancouver Sewerage and Drainage District  
Board Meeting Date – Friday, November 27, 2020

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This information item, listing recent information received by committee, is provided for the GVS&DD Board's information. Please access a complete PDF package [here](#).

**Zero Waste Committee – November 6, 2020***Delegation Summaries:*

No delegations presented

*Information Items:*

5.1 Recycling and Solid Waste Management 2019 Report

**Liquid Waste Committee – November 12, 2020***Delegation Summaries:*

No delegations presented

*Information Items:*

5.1 Liquid Waste Services Capital Program Expenditure Update as at August 31, 2020

5.4 2020 Regional Unflushables Campaign Results

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