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CITY OF VANCOUVER

ADMINISTRATIVE REPORT

Report Date:	December 24, 2015
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Meeting Date:	February 2, 2016

TO: Vancouver City Council

FROM: Acting Director, Sustainability Group

SUBJECT: Building Energy Retrofit Fund: Accelerating the Implementation of the Energy Retrofit Strategy for Existing Buildings

RECOMMENDATION

A. THAT, Council approve the allocation of $1,000,000 ($500,000 in 2016 and $500,000 in 2017) from the City's Innovation Fund, which will match approximately $8M of external funding to create a Building Energy Retrofit Fund to support the implementation of the Retrofit Strategy for Existing Buildings, including new and expanded building retrofit programs such as those described in this report.

B. THAT, upon approval of Recommendation A, Council approve a grant to the Vancouver Heritage Foundation of $75,000 per year in 2016 and 2017, which is a continuation of the Pre-1940's and Heritage Home Energy Retrofit Grant Pilot Program; source of funding is the Building Energy Retrofit Fund approved in Recommendation A.

REPORT SUMMARY

Building upon renewed public interest in greenhouse gas reductions following the climate talks in Paris (December 2015) and the City of Vancouver's Renewable City Strategy and update of its Greenest City Action Plan (November 2015), this report recommends the creation of a Building Energy Retrofit Fund to enable and accelerate energy retrofit initiatives. These retrofit activities are essential to achieving Vancouver's greenhouse gas (GHG) reduction targets and are consistent with the actions in the Energy Retrofit Strategy for Existing Buildings (the Retrofit Strategy) that was approved by Council in June 2014.

A dedicated fund to accelerate the implementation of the Retrofit Strategy and leverage other public sector and private investments in energy efficiency is recommended to enable the expansion of current City retrofit initiatives as well as the launching of new initiatives such as:

- provision of home energy coaching and City retrofit incentives to complement existing utility incentives and new homeowner engagement tools that are under development as part of the City's Home Energy Efficiency Empowerment Program;
- expansion of the City's support for apartment building owners and non-market housing operators to undertake efficiency improvements and leverage utility incentives;
- partnership with the Province to develop a building energy benchmarking and reporting data management system;
- other initiatives to reduce energy use and emissions from existing buildings as new opportunities are identified.

This report also recommends that the City use the proposed Retrofit Fund to extend the grant to the Vancouver Heritage Foundation for $75,000 annually for 2 years (2016 and 2017) so that they may continue to offer and administer the pre-1940 and Heritage Home Energy Retrofit Grant program. The City's investment of an additional $150,000 will leverage funds from BC Hydro and FortisBC, along with homeowner investments toward energy retrofits for heritage homes, valued at an estimated $480,000. Not only will this work improve the energy efficiency of Vancouver's housing stock but it will encourage retention of heritage homes by making it more cost effective to upgrade these homes to modern comfort levels.

It is estimated that this total investment of $1.0 million will leverage approximately $8.0 million of utility incentives, private investments in energy efficiency improvements, and provincial funding.

COUNCIL AUTHORITY/PREVIOUS DECISIONS

March 2005: Council endorsed the Community Climate Change Action Plan to reduce GHG emissions in the community to 6% below 1990 levels by 2012 which included a number of actions aimed at reducing emissions from existing buildings.

July 2011: Council adopted the Greenest City 2020 Action Plan which included the target to reduce energy use and greenhouse gas emissions in existing buildings by 20% below 2007 levels by 2020 and emissions from all sources in Vancouver by 33% over the same time period.

July 2011: Council approved a $25,000 grant to the BC Sustainable Energy Association (BCSEA) to launch a Condo Retrofit Pilot Program that leveraged BC Hydro and Fortis BC incentives with additional support from the Vancity Community Foundation.

September 2013: Council approved updates to the Vancouver Building By-Law which required energy efficiency improvements as a permit condition for building renovations and directed staff to develop recommendations for Council consideration on energy reporting requirements for larger buildings as part of a Building Retrofit Strategy.

December 2013: Council approved the Heritage Action Plan which identified potential synergies between energy retrofits of existing buildings and the preservation of older homes with heritage value.

March 2014: Council resolved to seek amendments to the Vancouver Charter to empower the City to require annual reporting of building energy use data for the purpose of benchmarking energy performance.

June 2014: Council approved the Energy Retrofit Strategy for Existing Buildings, with 17 key actions aimed at reducing GHG emissions from existing detached and multifamily housing and also approved a building energy benchmarking program.

June 2015: Council approved the Pre-1940 and Heritage Home Energy Retrofit Grant program, to help homeowners of heritage and pre-1940 homes save energy and reduce household GHG emissions while respecting the character-defining elements of their homes.

November 2015: Council approved the *Greenest City 2020 Action Plan Part Two: 2015-2020* which included actions to launch a Green Condominium Program, a Home Energy Efficiency Empowerment Program, a Home Energy Technology Program, and to expand the Green Landlord Program as well as require annual energy benchmarking and reporting for large commercial and residential buildings.

Approval of the recommended grant to the Vancouver Heritage Foundation requires EIGHT affirmative votes.

CITY MANAGER'S/GENERAL MANAGER'S COMMENTS

The Acting City Manager supports the recommendations in this report. A dedicated Building Energy Retrofit Fund would enable the City to quickly implement opportunities and accelerate actions to reduce GHG emissions from existing buildings, which is necessary to meet our Greenest City Action Plan target by 2020. At the same time these initiatives will help to reduce the cost of energy for housing and support the retention of character homes that are an important element of Vancouver neighbourhoods' heritage.

City support for these new and expanded initiatives would leverage significant utility incentives and private building owner investments as well as catalyzing Provincial funding for the development of new tools to help local governments more effectively support building owners in undertaking voluntary energy upgrades. The importance of this work was recently reinforced by Council's adoption of the Greenest City Action Plan Part Two: 2015 – 2020 and the Renewable City Strategy.

Vancouver's leadership in reducing GHG emissions, recently showcased on the global stage at COP21 climate negotiations in Paris, is instrumental in attracting new investments green and digital companies, the fastest growing segment of our local economy. Building energy efficiency improvements are one of the key drivers in the growth of green jobs in Vancouver.

REPORT

Background/Context

Reducing greenhouse gas (GHG) emissions is one of the core areas of focus for both the Greenest City Action Plan and the Renewable City Strategy. In 2015, over 41% of GHG emissions in Vancouver came from energy use for heating, hot water, lighting, and appliances/equipment in buildings.

Data from the most recent Greenest City Action Plan Implementation Update indicates that emissions from existing buildings are 5% lower than 2007 levels. In order to meet the Greenest

City Action Plan target of reducing greenhouse gas emissions and energy use from existing buildings to 20% below 2007 levels by 2020, new tools and an expansion of programs to encourage and support building owners to undertake energy retrofits are required.

In 2014, Vancouver adopted a Building Energy Retrofit Strategy for Existing Buildings to inform and prioritize City action. The Strategy is based upon research into market barriers and best practices as well as local experience with programs and policies to reduce energy use and emissions in existing buildings. It focuses on building sectors where additional City actions may have the greatest impact and prioritizes City efforts on the largest and least efficient buildings or portfolios of buildings within each priority sector. Implementation of the Strategy was initiated with existing resources to pilot programs and to monitor the effectiveness of utility incentives in catalyzing required actions. Staff indicated that they would report back with implementation resourcing requests as these became clearer.

There are approximately 90,000 buildings in Vancouver including:

- 77,000 detached houses, duplexes, etc. with 106,000 residential units
- 5,700 apartment and condominium properties with 174,000 residential units
- 5,200 commercial and institutional properties with an estimated 114 million square feet of floor area
- Within the 5,200 commercial and institutional properties, there are approximately 1,000 public sector buildings including schools, health facilities, colleges, recreation centres, libraries, and government offices
- 250 industrial facilities

The relative contribution of each building sector to Vancouver's existing building GHG emissions include:

Heat Utilities (Hospitals, Central Heat)	7%
Public Sector Buildings	7%
Small Commercial Buildings	10%
Large Commercial Buildings	7%
Industry	20%
Multi-Unit Residential Buildings	18%
Detached Houses	31%

The Strategy focused new City-led actions on residential buildings and large industrial emitters along with the introduction of energy benchmarking to catalyze energy efficiency improvements by large commercial building operators. Government commitments were driving efficiency improvements in public sector buildings, the City was already working with existing neighbourhood/hospital heating utilities to implement low-carbon fuel options, and effectively engaging small commercial buildings was deemed to be very resource intensive with limited opportunity for GHG reductions (as most opportunities related to electricity savings). Since the Strategy was adopted additional data into the emissions from large industrial users indicates that these facilities are either relocating outside of the City or are already independently pursuing energy efficiency opportunities.

To inform the City's focus on residential buildings it is noted that between 2003 and 2011 significant and relatively stable federal and/or provincial incentives for house energy retrofits complemented by City efforts to engage local homeowners were very successful in catalysing energy efficiency improvements and GHG reductions. Starting in 2014, BC Hydro and FortisBC

launched a Home Energy Rebate Offer (HERO) Program offering home energy retrofit incentives but at a reduced amount, for a more limited range of energy retrofit improvements, and with a shorter time horizon that limited industry partner efforts to promote. Uptake of the HERO program has been slow to date with relatively low market awareness.

In addition, over the past two years, the City has partnered with LandlordBC, VanCity, FortisBC, and BC Hydro to pilot a new approach to energy retrofits of market rental apartment buildings. The Green Landlord Program engaged apartment building owners in considering energy efficiency upgrades of their buildings and supported them taking action by undertaking energy audits, seeking quotes for work, developing a retrofit business case, and helping to secure contractors to undertake the planned work. This approach has proven to be very effective in catalyzing private investments in apartment building energy retrofits and securing utility energy conservation incentives.

Most recently, City staff has begun discussions with the BC Non-Profit Housing Association to see if similar City support for non-market housing operators would be effective in accelerating energy retrofits of their buildings.

Finally, one of the most significant limitations of City (as well as energy utility) efforts to reduce GHG emissions from buildings is the lack of data on building energy use and emissions. Utilities collect data on metered energy use but cannot associate it to detailed building characteristics and do not provide this data to the City. Over a dozen local governments in the United States have introduced mandatory building energy benchmarking and reporting for large buildings (typically over 50,000 square feet in size) to address this limitation. Energy benchmarking is the compilation of building characteristics, energy and water use data in a consistent format that enables comparison of performance among similar buildings. These data are a powerful tool for building managers to optimize performance and reduce energy costs, for government to refine and improve the effectiveness of energy conservation regulations for new building, and to identify existing buildings that would likely benefit the most from energy efficiency improvements and support efforts to engage the owners of these buildings in considering and undertaking voluntary efficiency upgrades.

City staff are currently working with staff from the Province and other interested local governments to develop a common approach for building energy benchmarking and reporting requirements.

Strategic Analysis

Four opportunities to immediately accelerate the implementation of the Retrofit Strategy and leverage other public sector and private investments in energy efficiency have been identified that require new resources that a Building Energy Retrofit Fund would be used to support the:

1. **Home Energy Efficiency Empowerment Program**- This program will engage homeowners in evaluating energy efficiency opportunities, provide home energy coaching to support them in initiating energy efficiency improvements and offer City retrofit incentives to complement existing utility incentives and catalyse action.
2. **Pre-1940 and Heritage Retrofit Grant**- Additional funding is required to continue the Vancouver Heritage Foundation's pilot program that offers incentives to owners of character homes to undertake retrofits as the initial funding is already 100% committed due to high levels of homeowner participation.

3. **Green Landlord Program**- Expansion of the City's professional coaching support for market and non-market apartment building owners and operators in undertaking efficiency improvements and leverage utility incentives.
4. **Building Energy Benchmarking and Reporting** - As the City works with the Province and other interested BC local governments to develop a common approach to building energy benchmarking requirements, we can work together to develop a building energy benchmarking and reporting data management system.

1. Home Energy Efficiency Empowerment Program

In order to leverage the Home Energy Rebate Offer from BC Hydro and Fortis BC, the City is developing a Home Energy Efficiency Empowerment Program to engage, support and incentivize Vancouver homeowners to undertake home energy retrofits. Many homeowners are not aware that their house may be very inefficient or may not understand what cost effective opportunities exist to retrofit their home to reduce energy utility bills. Even when homeowners are aware of these opportunities, the challenges of organizing financing, finding a competent contractor, etc. may have put them off improvements.

Houses with insufficient insulation, low quality or poorly installed windows, and/or high amounts of air leakage typically have the most cost effective opportunities to significantly reduce energy use and emissions through a home energy retrofit. The City is currently partnering with UBC to research and pilot the use of thermal images of homes in Vancouver to identify houses with good efficiency improvement opportunities, engage their owners with personalized images of where their home is losing heat, and identifying incentives and tools to help them start on a retrofit. This approach has been very effective in the United Kingdom as well as some cities in the eastern United States.

In addition, home owners that are already seeking permits for home renovations greater than $5,000 in value are required to have an EnerGuide for Houses assessment of their homes energy efficiency. As these homeowners are already planning to arrange financing, hire contractors, and are required to get an EnerGuide home energy efficiency assessment, many of the barriers to improving energy efficiency are already being addressed. Under this Program the City will engage these homeowners by offering them information on available incentives and the benefits of home energy efficiency improvements at the City's Permit Inquiry Centre to prompt these homeowners to consider efficiency improvements in conjunction with their planned renovations.

While it is anticipated that these two approaches will effectively engage homeowners, additional support and catalysts are required to maximize action on energy efficiency opportunities. While an EnerGuide assessment provides information on the opportunities to improve the efficiency of an assessed house, it does not support the homeowner in deciding what actions to pursue and how to do so. To address this lack of support, it is recommended that the Program include home energy coaching for interested homeowners to help them make sense of the information and incentives available and assist them in identifying suitable contractors to provide them with estimates for the efficiency work.

The Home Energy Efficiency Empower Program bundles engagement, support, and incentive tools to leverage other public sector and private investments in home energy efficiency. Based on historical data on effective local/provincial/federal home energy efficiency engagement and incentive initiatives, it is estimated that an average City investment of $110 for energy coaching combined with and an average City retrofit incentive of $750 (should it be required) would leverage external utility incentives estimated at $2,500. Along with a personal homeowner

investment of $6,000, there is potential for $8,500 in energy efficiency investments per participating home. The Program would target 675 participating homes in the first two years, requiring up to $575,000 in City funding (depending upon the need for City financial incentives) and would result in an estimated 1,700t – 2,000t of GHG reductions per year.

Finally, in order to accelerate and maximize energy retrofit in Vancouver homes and meet the 2020 target, additional financial incentives will likely be required, at least in the short-term. While it is hoped that a new federal incentive program will be developed and launched, this may take some time and even if there is a federal program, it is not clear if existing utility incentives will be maintained. Therefore, it is recommended that the City explore options to provide temporary financial incentives for homeowners to complement the HERO incentives currently available to encourage home energy retrofits. Staff would report back to Council in late 2016 or early 2017 with incentive recommendations.

2. Pre-1940 and Heritage Retrofit Grant Program

Older homes provide additional opportunities and challenges for energy retrofits.

Character homes are an important part of our heritage and contribute significantly to the neighbourhoods where they can be found; reducing their energy bills and improving their comfort through energy efficiency improvements will help modernize the functionality of these homes and help to retain them.

In addition, these houses were built prior to energy efficiency measures being required by the building by-law. This means they benefit the most from retrofits both for energy savings and for improved comfort.

Unfortunately these older homes can have more challenges than contemporary approaches to retrofits; for example adding modern windows and insulation is not as simple as it is in a newer home due to an older home's visual character and the way moisture and heat move within these houses. As a result these houses require customized incentives for such things as storm windows or additional incentives for insulation, or the installation of a renewable energy heating system such as a heat pump.

The "Pre-1940 and Heritage Home Energy Retrofit Grant" program, approved by council June 2015 was launched as a pilot program in September 2015 and is already 100% subscribed. The program has only been in market for 3.5 months; however assessments of initial program participants suggest GHG reductions of between 3 and 7 tonnes per home will be achieved when retrofits are completed.

Given that the strong response to the pilot incentive, the anticipated significant GHG reductions from retrofits, additional benefits of increased probability of character home retention, and existing program momentum, it is recommend that this pilot be extended for an additional two years. Based on historical data and initial program participant assessments, it is anticipated that City funding of $75,000 per year for two years will leverage an estimated $100,000 in HERO incentives and $380,000 in homeowner retrofit investments. This City investment of $150,000 would support energy efficiency improvements in at least 40 character homes and would result in an estimated 120t – 280t of GHG reductions per year while helping to preserve these valuable neighbourhood assets.

3. Green Landlord Multi-Unit Residential Retrofit Programs

Multi-unit residential buildings offer significant and cost effective opportunities for energy efficiency improvements. Owners and operators of rental apartment buildings and non-market apartment buildings typically have long term ownership goals for these assets and are often willing to consider investments in energy efficiency in order to reduce operating costs. Uptake of utility incentives in this sector is, however, often hampered by the owners/operator's capacity to assess and action energy efficiency improvement projects.

The BC Non-Profit Housing Association (BCNPHA) currently offers support services to member non-profit housing organisations to undertake energy efficiency improvements. This support leverages approximately $2 in combined BC Hydro and FortisBC energy efficiency incentives and $5 of building operator investment for every $1 funding for BCNPHA support service provided. Initial discussions with BCNPHA suggest that their current capacity to provide energy efficiency assessments and project support to its members is not sufficient to meet demand and take advantage of these existing incentives. The Building Energy Retrofit would enable negotiations with BCNPHA to offer expanded energy retrofit support to non-market housing projects in Vancouver.

In addition, the Fund may be used for the continuation of the City's Green Landlord Program. The pilot of this program demonstrated that providing an energy audit, retrofit business case development, and retrofit contact management support to market rental apartment building owners was a cost effective way to catalyze greater investment in efficiency improvements. In 2014 and 2015, $170,000 of City, FortisBC and VanCity funding enabled LandlordBC to support landlords in Vancouver to undertake energy retrofit improvements of 18 buildings and leverage an additional $170,000 of FortisBC incentives to catalyze $1.8 million dollars invested by landlords in energy efficiency and GHG reduction retrofits in Vancouver rental apartment buildings.

This demonstrated success provided a model and helped to catalyze the establishment and launch of the FortisBC Apartment Retrofit Assistance Program in the fall of 2015. While it is anticipated that this new Fortis Program will build upon the success of the Green Landlord Program, some continued City support *may* still be required as:

- certain qualification criteria limit eligibility to participate in the Fortis Program even when buildings not meeting these criteria have good retrofit potential;
- the Fortis Program only provides support for well-established approaches to energy efficiency in multi-unit residential buildings such as high efficiency hot water fixtures and energy efficient boiler replacements; and
- the scale of the Fortis Program may not be sufficient to meet all of the potential demand for energy efficiency support in Vancouver.

The City currently has a contract with LandLordBC to provide energy efficiency support to buildings that do not qualify for the Fortis Program and to pilot additional approaches to efficiency not currently covered by Fortis Program. If there is continued demand for an ongoing Green Landlord Program to augment and expand the impact of the FortisBC Apartment Retrofit Assistance Program, the Building Retrofit Fund would provide resources to do so.

A City investment of $200,000 would support energy efficiency improvements in an estimated 20 market and non-market apartment buildings and would result in an estimated 680t of GHG reductions per year.

4. Building Energy Benchmarking and Reporting Data Management

Building energy benchmarking and reporting will require the development of an advanced data management system. The U.S. Environment Protection Agency has developed software to import building characteristic and energy use data compiled by building owners, compare this information against government records, undertake basic completeness and error checking, and enable analysis and summary reporting of this data.

It is recommended that the City commit up to $75,000 towards a shared licence, hosting, and customization of the Standard Energy Efficiency Data ™ (SEED) software platform in BC for use by the Province and participating local governments. An initial estimate of the cost of this work is over $500,000; the City funding commitment would be used to negotiate an estimated $450,000 contribution from the Province and other interested local governments.

City staff plan to work with counterparts in other local governments and with the Province to identify energy benchmarking data management needs, develop a more detailed cost estimate to customize the SEED platform, and ideally issue an RFP for the development of a shared benchmarking data management system.

Staff aim to report back to Council in the fall of 2016 with recommendations for the introduction of building energy benchmarking regulations and the resourcing (data management systems, staffing, building owner supports systems, etc.) required for implementation. If the Province is not willing to support building energy benchmarking with the development of a shared data management system, City staff would recommend how to proceed and potential additional resources required by the City to undertake this work in a report to Council.

Implications/Related Issues/Risk (if applicable)

Financial

This report recommends a total of $1,000,000 be allocated over two years ($500,000 in 2016 and $500,000 in 2017), from the City's Innovation Fund to establish a Building Energy Retrofit Fund.

This Fund would be used to support energy efficiency retrofit opportunities as they arise. The initial initiatives that the Fund would aim to support include:

- Up to $575,000 to provide energy retrofit coaching to interested Vancouver homeowners and potentially offer additional retrofit incentives to homeowners to complement those currently available from BC Hydro and FortisBC through their HERO program over two years;
- Approximately $200,000 over two years for non-market and/or rental apartment building retrofit support; and
- Approximately $75,000 towards the development of a provincially shared building energy benchmarking data management system.

In addition, this report recommends extending the current grant to the Vancouver Heritage Housing Association, of $75,000/year, for 2016 and 2017 (total $150,000) for a continuation of the Pre-1940 and Heritage Home Retrofit Grant Program. The source of funding is the Building Energy Retrofit Fund.

The creation of this $1.0 million Building Energy Retrofit Fund is anticipated to leverage an estimated $8.0 million, including utility incentives of $2.2M, private investments in energy efficiency of approximately $5.4M, and provincial contributions of $450,000.

A summary of the envisioned application of the Fund is provided in Table 1 below but it is noted that these initiatives may not require the full funding amounts indicated and the final allocation of the Fund may be adjusted with City Manager and/or Council approval as required as staff pursue emerging opportunities so as to optimize GHG reduction outcomes.

Initiative	City Funding	Utility Incentives	Private Investments	Provincial Funding
Pre-1940 and Heritage Retrofit Grants	$150,000	$100,000	$380,000	
Home Energy Efficiency Empowerment Program*	$575,000	$1,700,000	$4,000,000	
Green Landlord: Non-Market and Apartment Building Retrofit Support*	$200,000	$400,000	$1,000,000	
Energy Benchmarking: Data Management System*	$75,000			$450,000
TOTAL INVESTMENTS	$1,000,000	$2,200,000	$5,380,000	$450,000
LEVERAGED INVESTMENT		$8,030,000		

* Note that the amounts earmarked for each of the latter three initiatives are estimates; staff may make adjustments with approval by the City Manager to vary the allocations and pursue newly emergent opportunities as they arise in order to optimize outcomes.

Table 2 below shows how this project aligns with the guidelines for the Innovation Fund. Information about the City of Vancouver Innovation Fund, including the guidelines for accessing this funding, is contained in Appendix A. The current balance of the Innovation Fund is $4,141,200.

The table below outlines the proposed Plan's alignment with Innovation Fund criteria.

Table 2: Project alignment to Innovation Fund Criteria

Innovation Fund Guidelines	Project Alignment
Aligns with Council Priorities Supports transformation and innovation in meeting City goals	✓ Greenest City 2020 ✓ Heritage Action Plan ✓ Renewable City Strategy
Leverages minimum 1:1 3rd party investment	$1.0M City investment is expected to leverage $8.03M in utility incentives, private investments and Provincial funding (8.03:1)
One-time opportunity (2 year maximum) $250,000 maximum/year	4 projects over 2 years $500K/year - Council has made exceptions in the past for a larger investment than the $250K maximum in the Guideline

Innovation Fund Guidelines	Project Alignment
Demonstrates clear outcomes and transformation toward City of Vancouver goals	Reducing greenhouse gas (GHG) emissions is one of the core areas of focus for both the Greenest City Action Plan and the Renewable City Strategy. These initiatives to accelerate the City's actions to reduce GHG emissions from existing buildings are required to meet our Greenest City Action Plan target by 2020.

Legal

Upon approval of this report, Staff will conclude and execute the necessary legal agreements and arrangements required to extend the Pre-1940 and Heritage Home Retrofit Grants as well as any agreements required for home energy coaching, non-market housing or apartment owner support services, and the development of benchmarking data management systems.

Staff will report back with recommendations on the implementation and partnerships required for establishing and operating the proposed Home Energy Retrofit Incentive Program.

CONCLUSION

The creation of a Building Energy Retrofit Fund will enable the City to launch new initiatives and expand existing programs to support and catalyze energy efficiency improvements in existing buildings. Acceleration of action is required in order to meet the GHG reduction targets for existing buildings in the Greenest City Action Plan and the Fund will enable staff to rapidly action new opportunities as they arise.

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Appendix A: City of Vancouver Innovation Fund

Increasingly, more opportunities exist to work with other parties to leverage expertise, funding, and access to various in kind resources in order to focus on strategic areas important to the city. This form of leverage allows the City to continue to advance its policy priorities at a lower cost to taxpayers.

The Innovation Fund is expected to build on the City's experience in leveraging funding and expertise with outside agencies, other levels of government, private sector, universities and not-for-profits to advance key City priorities through aggressive leveraging of external partners.

Some examples of these types of unique opportunities would include: Enhancing the success of our urban aboriginal residents; enhancing our local economy with an emphasis on social enterprise particularly in the green sector; innovative child care programs for children at risk; cultural programs which enhance the community and create local jobs for artists; enhancing the involvement of our seniors in community; enhancing our sport strategy through partnerships of significant sporting initiatives; sport for youth at risk; and others.

Guidelines for accessing City of Vancouver Innovation Fund:

With the establishment of an Innovation Fund, one time innovative projects can be funded to advance key agendas in the city. Accessing the City of Vancouver Innovation is at Council discretion; however, the following guidelines have been established to optimize the use of the fund:

- Aligns with Council Agenda (Housing, Public Safety, Economy, Environment)
- Demonstrates clear outcomes
- Matching requirements – target leverage of 3:1 (minimum 1:1) 3rd party investment (cash and in-kind) to City funding
- Size of City of Vancouver contribution should enable a broad range of programs to be supported by fund (Guideline - maximum project size of $250,000 recommended).
- Projects which are one-time innovative opportunities; maximum commitment for expenditure of funds - up to 2 years
- Supports transformation and innovation in meeting City goals; shines a spotlight on Vancouver

The current balance of the Innovation Fund is $4,141,200. To date, Council has approved the following uses of the Innovation Fund:

Date	RTS	Approved Amount	Description
Mar-12	9484	148,800	Council approved a contribution of $148,800 toward the Vancouver Rent Bank, which leveraged resources from the Vancouver Foundation and Streetohome Foundation. The Vancouver Rent Bank aims to increase housing stability by preventing evictions or loss of essential utilities.
Mar-13	9991	1,000,000	Council earmarked $1,000,000 of the fund for an addition of $1 million dollars to the Community Social Services and related grant funds to help meet the existing and emerging funding gaps.
May-13	10053	380,000	Council approved two grants from the Innovation Fund over a two year period (2013 & 2014) totaling $380,000. This was comprised of a grant of $300,000 to the Vancity Community Foundation's Social Enterprise Portfolio Program to support social enterprises with business and management development, marketing and small capital costs, and a grant of $80,000 to Potluck Café Society's Recipes for Success Program, to provide resources and support to social enterprises and small businesses in the DTES, and to hire and retain residents who have encountered barriers to employment.
May-13	10120	200,000	Council approved a contribution of $200,000 towards the 125th anniversary celebrations of Stanley Park. The Vancouver Park Board requested the City's matching funds to undertake the 125th anniversary celebrations for the citizens of Vancouver and visitors to the City. The City's contribution of $200,000 will be used to pay for artistic fees, infrastructure costs, and production staff.
Jul-13	10216	535,000	Council approved funding support of $535,000 towards initiatives of Truth and Reconciliation Canada (TRC) and Reconciliation Canada (RC) during *Reconciliation Week* leveraging $2.95M from external partners (5.5:1 leverage) demonstrating Council's commitment towards Aboriginal peoples and the Canadian Public.
Dec-13	10267	200,000	Council approved a contribution of $200,000 towards the Special Purpose Reserves as a funding source for the Centennial Pole (Mungro Martin) restoration capital project to begin in 2014 and spanning multiple years.
Feb-14	10463	180,000	Council approved a contribution of $60,000 in each year 2014, 2015 and 2016, for a total three year contribution of $180,000 in support of the VPD Cadet Program. This investment leverages $180,000 from external partners (3:1 leverage).
Jun-14	10599	300,000	Council approved a grant from the Innovation Fund over a three year period totaling $300,000 for BC Artscape.

Date	RTS	Approved Amount	Description
Jun-14	10640	60,000	Council approved a contribution of $60,000 towards the FIFA 2015 – Women's Soccer World Cup – Proposed Legacy for Women and Girls in Sport and Physical Activity in Vancouver", which will constitute the initial phase of a Legacy Program related to our role as Host City for the FIFA 2015 Women's Soccer World Cup. The investment will be matched by external funding of $75,500 plus additional Club in-kind contribution, a leverage ratio of 1.3 to 1.
Jun-14	10558	200,000	Council approved a contribution of $200,000 towards the creation of Vancouver Public Library Digital Media lab ("Inspiration Lab").
Jul-14	10203	900,000	Council approved an increase to the Vancouver Economic Commission contribution of $900,000 over three years towards Vancouver Entrepreneur Fund management overhead and a series of activities outlined in the Vancouver Entrepreneur Initiative program.
Sep-14	10699	115,000	Council approved total of $115,000 from the Innovation fund for a grant of $40,000 to the Bloom Group, matched by external funding (2:1 leverage), to administer the first phase of the Collective Impact Model; and a grant of $75,000 to the Urban Native Youth Association (UNYA), will help leverage $400,000 of 3rd party Investment (5:1 leverage), for capital improvements to support the operations of an Aboriginal Healing and Wellness Centre for youth.
Sep-14		500,000	Council approved a grant of $500,000 to Sport BC for the hosting of the 2016 Americas Masters Games (the "Games").
Apr-15	10856	140,000	Council approved a grant of $40,000 to Family Services of Greater Vancouver to develop a collective impact approach to improve supports and outcomes for youth transitioning out of foster care. The City's support will leverage over $230,000 in financial and in-kind support from partners. Council approved a grant of up to $100,000 to Lu'ma Native Housing Society toward capital improvements including renovation costs, architectural and soft costs to create a 2,400 square foot Aboriginal Healing and Wellness Centre located at 2890 Grandview/Nanaimo. The City's support will leverage additional minimum of $305,000 in funding for the Centre's first year of operation, after which the centre will become self-sustaining.
Dec-15	11177	1,000,000	Council approved the creation of the Sport Tourism Development Fund with funding of $1,000,000 over the next 2 years ($500,000 annually in 2016 and 2017). The City's investment of $1.0M will match $2,150,000 from partners in cash ($1,500,000 tin cash contributions to the Fund and $650,000 to marketing and related sport hosting initiatives) which will be used to attract, grow or create Vancouver sport events that advance Sport Hosting Vancouver Action Plan Goals.