2019-2022 Capital Plan Recalibration – Update

Council Meeting – July 22, 2020
Agenda

• **Context:**
  – Council direction
  – Original capital plan
  – Updated funding assumptions
  – Framework

• **Recalibration:**
  – Strategic directions
  – Draft proposals by service category (housing, childcare, etc.)
  – Emerging priorities funding to advance Council priorities
  – Candidate projects for senior government infrastructure funding

• **Next steps**

• **Q & A**
Update Council on the Capital Plan recalibration work done to-date in advance of the final report scheduled for September.

- **April 28 Council presentation**: Introduction of recalibration initiative (part of COVID-19 financial update)
- **May 25/26 Council memo & presentation**: Presentation of recalibration framework/approach (incl. Capital Plan details)
- **July 22 Council presentation**: Update on recalibration work done to-date
- **Sept. Council report**: Final recalibration recommendations
Executive Summary

- COVID-19 has posed significant strain on the City’s finances
- Capital funding sources are expected to decrease by ~$250M
- Preliminary assessment in May resulted in deferral of ~$3M of Technology projects to help close 2020 budget gap
- Additional work has identified ~$300M projects that could be deferred/de-scoped
- Emerging priorities funds are proposed to be directed to support key Council priorities (climate emergency, equity, resilience)
- $10M identified for operating budget contingency to address fiscal uncertainty in 2021/22
Recalibration at a Glance

**10-Year Capital Strategic Outlook**
- Every 4 years
- Strategic choices about investments
- Identifies objectives to be achieved, may include specific projects
- Assigns order-of-magnitude funding

**4-Year Capital Plan**
- Every 4 years
- Shorter-term priorities
- Identifies program priorities and specific projects to be completed
- Assigns overall funding levels

**1-Year Capital Budget**
- Every year
- Project approval
- Provides detailed information and plans about projects to be completed
- Assigns project specific funding

**Step 1:** recalibration
**Step 2:** implementation

Step 1: Capital Plan adjustment to reflect funding envelope forecast
Step 2: Council approval to activate projects occurs at budget process
Recalibration: Council Direction

Council resolution from May 26:

THAT the proposed report back on “recalibration” of the Capital Budget (…) include priority ranking of projects from the Capital Plan and Budget that Council can consider to achieve savings of the “pay as you go” funding from the 2020 Operating Budget.
Recalibration: Inputs & Outputs

Capital Plan Recalibration
incl. prioritization process

- Current project statuses
- Updated funding envelope
- Changing context & considerations
- COVID-19 constraints & opportunities

Capital Plan Recalibration
2020 Capital Budget Adjustments
2021 & 2022 Capital Budgets
Federal/Provincial infrastructure funding submissions
**KEY OBJECTIVES:**

- Increase funding to **renew aging infrastructure & amenities**
- Preserve & create **affordable housing & childcare**
- Advance Council priorities from **city-wide strategies & community plans**

<table>
<thead>
<tr>
<th>Service Category</th>
<th>Asset Renewal</th>
<th>New assets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Affordable housing</td>
<td>$42M</td>
<td>$521M</td>
</tr>
<tr>
<td>Childcare</td>
<td>$8M</td>
<td>$149M</td>
</tr>
<tr>
<td>Parks &amp; open spaces</td>
<td>$78M</td>
<td>$191M</td>
</tr>
<tr>
<td>Arts &amp; culture</td>
<td>$132M</td>
<td>$58M</td>
</tr>
<tr>
<td>Community facilities</td>
<td>$115M</td>
<td>$122M</td>
</tr>
<tr>
<td>Civic facilities &amp; equip.</td>
<td>$160M</td>
<td>$1M</td>
</tr>
<tr>
<td>Transportation</td>
<td>$172M</td>
<td>$153M</td>
</tr>
<tr>
<td>Water &amp; sewer</td>
<td>$529M</td>
<td>$87M</td>
</tr>
<tr>
<td>Solid waste</td>
<td>$95M</td>
<td>-</td>
</tr>
<tr>
<td>Renewable energy</td>
<td>-</td>
<td>$47M</td>
</tr>
<tr>
<td>Technology</td>
<td>$71M</td>
<td>$29M</td>
</tr>
<tr>
<td>Emerging priorities</td>
<td>$88M</td>
<td>-</td>
</tr>
<tr>
<td>Overhead</td>
<td>$20M</td>
<td>-</td>
</tr>
<tr>
<td><strong>Sub-total</strong></td>
<td><strong>$1.5B</strong></td>
<td><strong>$1.4B</strong></td>
</tr>
<tr>
<td><strong>GRAND TOTAL:</strong></td>
<td><strong>$26 B</strong></td>
<td><strong>$2.9B</strong></td>
</tr>
</tbody>
</table>
## Capital Plan: Original Funding Envelope

**Total: $2.9B with $2.3B in City-led projects**

<table>
<thead>
<tr>
<th>City Contributions ($1.1B)</th>
<th>Development Contributions ($1.6B)</th>
<th>Partner Contributions ($0.15B)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Property tax</td>
<td>DCL, CAC, DBZ</td>
<td>Federal gov’t</td>
</tr>
<tr>
<td>Utility fees</td>
<td>Connection fees for water/sewer</td>
<td>Provincial gov’t</td>
</tr>
<tr>
<td>User fees</td>
<td></td>
<td>TransLink</td>
</tr>
<tr>
<td>City reserves</td>
<td></td>
<td>Non-profit partners</td>
</tr>
</tbody>
</table>

- **City Contributions** primarily for asset renewal
- **Development Contributions** primarily for new or expanded amenities to support growth
- **Partner Contributions**
  - $1B delivered by the City
  - $0.6B delivered by developers
**Capital Plan: Updated Funding Envelope**

**ORIGINAL: $2.9B with $2.3B in City-led projects**

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>City contributions</td>
<td>$1.1B</td>
<td></td>
</tr>
<tr>
<td>Development contributions</td>
<td>$1.6B</td>
<td></td>
</tr>
<tr>
<td>Partner contributions</td>
<td>$0.1B</td>
<td></td>
</tr>
<tr>
<td>Debt</td>
<td>$12M</td>
<td>↓</td>
</tr>
<tr>
<td>Pay-go</td>
<td>$12M</td>
<td>↓</td>
</tr>
<tr>
<td>Reserves</td>
<td>$2M</td>
<td>↓</td>
</tr>
<tr>
<td>DCL</td>
<td>$157M</td>
<td>↓</td>
</tr>
<tr>
<td>CAC</td>
<td>$47M</td>
<td>↓</td>
</tr>
<tr>
<td>Various</td>
<td>$25M</td>
<td>↓</td>
</tr>
</tbody>
</table>

**TOTAL REDUCTION: ~$250M**

Adjusted: $2.65B with $2.05B in City-led projects
Emerging Priorities Funding

Of the $1.1B City Contributions, $88M of Emerging Priorities funding (property taxes) has not been allocated.

- **Purpose:**
  - Accommodate *emerging priorities* and *cost escalations* over course of capital plan
  - Set aside for *facility renewal projects* in planning/design stage that can proceed to construction

- **Candidate projects** include:
  - Community facilities
    - Britannia (phase 1)
    - Ray-Cam
    - West End Civic Centre
  - Civic facilities
    - City Hall Campus (phase 1)
    - A firehall (location tbd)
    - Manitoba Yard (phase 1)
Recalibration: Framework

Proceed with prioritized items, including:
- Shovel worthy projects for Fed/Prov infrastructure $
- Projects to receive City’s Emerging Priorities $

Pause selected items
Activate in 2021/22 if $ becomes available

Reduce / remove items from Capital Plan**

Footnotes:
1 – permanent savings
2 – temporary savings

Construct project with reduced scope¹
Defer some scope to next cap plan²
Finish plan/design, construct in next cap plan²
Cancel project¹

** rationale could be either reduced funding or project-specific factors (e.g. public engagement delays due to COVID-19 pandemic)
Recalibration: Considerations

**Business as Usual**
- Assess project status & delivery timeline
- Potential for phasing
- Maintain assets in ‘state of good repair’
- Deliver outcomes more cost-effectively
- Improving equity

**COVID-19 Recovery**
- Support recovery efforts
- Adapt to changing business models / needs
- Shovel readiness
- Potential for stimulus funding
- Projects that could be delivered more effectively during shutdown
- Public appetite / support for project

- Priority / criticality of project
- Council & Board Priorities
- Potential to drive cost savings / revenue generation
- Enhance City & community resilience
Recalibration: Strategic Directions

Reduce/defer scope of work (City-led projects) to reflect fiscal reality (min. ~$250M)

1. Allocate Emerging Priorities funding to advance key Council priorities (climate emergency, equity, resilience)

2. Prioritize shovel worthy projects to leverage Federal & Provincial infrastructure funding

3. Preserve flexibility to address fiscal uncertainty over 2021/2022
Affordable Housing

Fraserview Co-op (completed 2019)
Affordable Housing: Context

**Capital Plan before Recalibration: ~$165M**

City-led projects: ~$165M
- original: ~$140M
- + Empty Homes Tax: ~$25M

Renewal: ~$45M
New: ~$120M

Projects: nil
Programs: ~$165M

In-kind projects: ~$400M

1,200-1,600 new units

**Funding available for Recalibration: ~$165M (no change)**
- City contribution: ~$25M → look for efficiency opportunities
- Development contribution: ~$135M → sufficient funding in reserves
- Partner contribution: ~$5M → funding received
Affordable Housing: Context

Guiding initiatives:
- Housing Vancouver Strategy (2017)

Key considerations:
- Improving equity
- Maintain assets in ‘state of good repair’
- Enhance City & community resilience
- Priority / criticality of project
- Project urgency
- Council & Board Priorities
- Potential for stimulus funding
# Maintain scope of work:

<table>
<thead>
<tr>
<th>Programs</th>
<th>Original funding</th>
<th>Updated 2019-2022 scope</th>
<th>Funding adjustment</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land acquisition</td>
<td>$87M</td>
<td>✓</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Granting programs:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• CHIP program ($25M)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Co-op program ($17M)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• SRO program ($6M)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Other programs ($7M)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Replacement of City-owned &amp; operated housing</td>
<td>$12M</td>
<td>✓</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Maintenance, renos &amp; planning programs</td>
<td>$10M</td>
<td>✓</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>TOTAL</td>
<td>$164M</td>
<td></td>
<td>-</td>
<td></td>
</tr>
</tbody>
</table>
Childcare

Nelson School Childcare (completed 2019)
Capital Plan before Recalibration: ~$120M

City-led projects: ~$120M
- original: ~$90M
- + Provincial contribution: ~$30M

Renewal: ~$10M
New: ~$110M

Projects: ~$10M
Programs: ~$110M

In-kind projects: ~$35M

~250 new spaces

Funding available for Recalibration: ~$120M (no change)
- City contribution: ~$10M → look for efficiency opportunities
- Development contribution: ~$75M → sufficient funding in reserves
- Partner contribution: ~$35M → 1/3 received + 2/3 committed
Childcare: Context

Guiding initiatives:
- City-Provincial Memorandum of Understanding on Childcare (2019)
- Healthy City Strategy – A Good Start (2014)

Key considerations:
### Childcare: Draft Proposals

#### Maintain scope of work:

<table>
<thead>
<tr>
<th>Projects</th>
<th>Original funding</th>
<th>Updated 2019-2022 scope</th>
<th>Funding adjustment</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Plan</td>
<td>Design</td>
<td>Build</td>
</tr>
<tr>
<td>Renew childcare @ Marpole-Oakridge Centre (45 spaces)</td>
<td>$7M</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Gastown Parkade Childcare (additional funding – project from 2015-18 Cap Plan)</td>
<td>$5M</td>
<td>-</td>
<td>-</td>
<td>✓</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td><strong>$12M</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Programs</th>
<th>Original funding</th>
<th>Updated 2019-2022 scope</th>
<th>Funding adjustment</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>New childcare for 0-4 yrs old (target: 1,000 spaces)</td>
<td>$99M</td>
<td>✓</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>New childcare for 5-12 yrs old (target: 1,000 spaces)</td>
<td>$5M</td>
<td>✓</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Maintenance, renos, planning</td>
<td>$3M</td>
<td>✓</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td><strong>$107M</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$119M</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Childcare: Draft Proposals

2019-22 Cap Plan:
- Plan, Design & Construct
- Plan & Design
- Plan

2015-18 Cap Plan:
- Completed
- Under construction
- Design stage

- HD Hudson School
- Tennyson School
- Hamber School
- Marpole Centre
- Marpole Library
- Lloyd George School
- Fraser Lands

- West End
- Coal Harbour
- Gastown
- Parkade
- RayCam
- Britannia
- Nelson School
- Fleming School
Parks & Open Spaces

Quilchena Park
Parks & Open Spaces: Context

Capital Plan before Recalibration: ~$270M

- City-led projects: ~$270M
  - Renewal: ~$80M
  - New: ~$190M
- Projects: ~$75M
- Programs: ~$195M

Funding available for Recalibration: ~$230M
- City contribution: ~$30M → look for efficiency opportunities
- Development contribution: reduced from ~$240M to ~$200M
- Partner contribution: nil
Guiding initiatives:
- VanPlay (2019)

Key considerations:
- Maintain assets in ‘state of good repair’
- Potential for phasing
- Improving equity
- Council & Board Priorities
- Priority / criticality of project
- Enhance City & community resilience
- Potential for stimulus funding
# Parks & Open Spaces: Draft Proposals

<table>
<thead>
<tr>
<th>Existing parks</th>
<th>Original funding</th>
<th>Updated 2019-2022 scope</th>
<th>Funding adjustment</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Plan</td>
<td>Design</td>
<td>Build</td>
</tr>
<tr>
<td>West End waterfront parks</td>
<td>$9M</td>
<td>✓</td>
<td>✓</td>
<td>x</td>
</tr>
<tr>
<td>Queen Elizabeth Park</td>
<td>$6M</td>
<td>✓</td>
<td>✓</td>
<td>x</td>
</tr>
<tr>
<td>New track &amp; field facility</td>
<td>$10M</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Playfields – renewal &amp; new</td>
<td>$12M</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Jericho Park pier</td>
<td>$1.5M</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Seaside Greenway improvements (Stanley Park &amp; Kitsilano Park)</td>
<td>$4M</td>
<td>✓</td>
<td>✓</td>
<td>x</td>
</tr>
<tr>
<td>Hastings Park stream &amp; wetland</td>
<td>$1.6M</td>
<td>✓</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>Golf course improvements</td>
<td>$4.5M</td>
<td>✓</td>
<td>-</td>
<td>✓</td>
</tr>
<tr>
<td>Other programs (playgrounds, trees, fieldhouses, infrastructure)</td>
<td>$93M</td>
<td>✓</td>
<td>-</td>
<td>✓</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td><strong>$142M</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Parks & Open Spaces: Draft Proposals

### Reduce/defer scope of work:

<table>
<thead>
<tr>
<th>Park land acquisition</th>
<th>Original funding</th>
<th>Updated 2019-2022 Scope</th>
<th>Funding adjustment</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>City-wide program</td>
<td>$80M</td>
<td></td>
<td>$10M ↓</td>
<td>reduced funding</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>New park development</th>
<th>Original funding</th>
<th>Updated 2019-2022 scope</th>
<th>Funding adjustment</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Park @ Smithe &amp; Richards (additional funding)</td>
<td>$4M</td>
<td>-</td>
<td>-</td>
<td>project from last Plan</td>
</tr>
<tr>
<td>East Fraser Lands Parks</td>
<td>$12M</td>
<td>✓ ✓ ✓</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>‘East Park’ in SEFC</td>
<td>$12M</td>
<td>✓ ✓ X</td>
<td>$10M ↓</td>
<td>complex project</td>
</tr>
<tr>
<td>Burrard Slopes Park expansion</td>
<td>$8M</td>
<td>✓ ✓ X</td>
<td>$7M ↓</td>
<td>reduced funding</td>
</tr>
<tr>
<td>Park @ Main &amp; 7th (VAHA site)</td>
<td>$2M</td>
<td>- ✓ ✓</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Other smaller projects</td>
<td>$10M</td>
<td></td>
<td>$2M ↓</td>
<td>reduced funding</td>
</tr>
</tbody>
</table>

| Subtotal                    | $48M             |                          | $19M ↓             |                  |

| TOTAL                       | $269M            |                          | $42M ↓             |                  |
Arts & Culture: Context

Capital Plan before Recalibration: ~$145M

City-led projects: ~$145M
- Renewal: ~$130M
- New: ~$15M
- Projects: ~$15M
- Programs: ~$130M

In-kind projects: ~$45M
- Pacific & Howe
- Oakridge Centre
- Main & 2nd

Funding available for Recalibration: ~$90M
- City contribution: ~$42.5M → look for efficiency opportunities
- Development contribution: reduced from ~$90M to ~$45M
- Partner contribution: reduced from ~$12.5M to ~$2.5M
Arts & Culture: Context

Guiding initiatives:
- Culture Shift (2019)
- Heritage Incentive Program (2019)
- Hastings Park/PNE Master Plan (2011)

Key considerations:
- Maintain assets in ‘state of good repair’
- Improving equity
- Council & Board Priorities
### Arts & Culture: Draft Proposals

#### Reduce/defer scope of work:

<table>
<thead>
<tr>
<th>Programs</th>
<th>Original funding</th>
<th>Updated 2019-2022 scope</th>
<th>Funding adjustment</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Heritage grants</td>
<td>$74M</td>
<td>☣️</td>
<td>$47M ↓</td>
<td>Reduction in CAC revenue; supporting 8-12 buildings (down from 20-30 buildings)</td>
</tr>
<tr>
<td>Hastings Park/PNE renewal program</td>
<td>$10M</td>
<td>?</td>
<td>TBD</td>
<td>Dependent on business decisions for outdoor amphitheatre &amp; Playland</td>
</tr>
<tr>
<td>Chinatown program:</td>
<td>$18M</td>
<td>☣️</td>
<td>$10M ↓</td>
<td>Projects taking longer than anticipated. *Province investing $10M in Chinese Canadian Museum</td>
</tr>
<tr>
<td>• Chinese Society Bldgs.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Cultural Partnership</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Memorial Square renewal</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public art (maintenance &amp; new)</td>
<td>$12M</td>
<td>✓</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Cultural grants</td>
<td>$6M</td>
<td>✓</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Maintenance, renos, planning</td>
<td>$26M</td>
<td>✓</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$146M</strong></td>
<td></td>
<td><strong>$57M ↓</strong></td>
<td></td>
</tr>
</tbody>
</table>
Community Facilities

Sunset Centre
Community Facilities: Context

**Capital Plan before Recalibration:** ~$150M

- **City-led projects:** ~$150M
  - Renewal: ~$100M
  - New: ~$50M
- **Projects:** ~$120M
  - Programs: ~$30M
- **In-kind projects:** ~$90M
  - Oakridge Centre
  - Arbutus Centre

**Funding available for Recalibration:** ~$150M (no change)
- City contribution: ~$60M \(\rightarrow\) look for efficiency opportunities
- Development contribution: ~$75M \(\rightarrow\) sufficient funding in reserves
- Partner contribution: ~$10M \(\rightarrow\) sufficient funding in reserves
Guiding initiatives:
- Healthy City Strategy (2014)
- City of Reconciliation (2014)

Key considerations:
- Maintain assets in ‘state of good repair’
- Priority / criticality of project
- Project urgency
- Potential for stimulus funding
- Council & Board Priorities
- Enhance City & community resilience
- Improving equity
- Potential for phasing
## Community Facilities: Draft Proposals

### Reduce/defer scope of work:

<table>
<thead>
<tr>
<th>Projects</th>
<th>Original funding</th>
<th>Updated 2019-2022 scope</th>
<th>Funding adjustment</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marpole Community Centre / Outdoor Pool</td>
<td>$54M</td>
<td>✓ ✓ ✓</td>
<td></td>
<td>-</td>
</tr>
<tr>
<td>Marpole Civic Centre on Granville Street</td>
<td>$24M</td>
<td>✓ ✓ X</td>
<td>$16M ↓</td>
<td>Indigenous engagement</td>
</tr>
<tr>
<td>Archives to Central Library</td>
<td>$20M</td>
<td>✓ ✓ ✓</td>
<td></td>
<td>-</td>
</tr>
<tr>
<td>West End Community Centre</td>
<td>$10M</td>
<td>✓ X ✓</td>
<td>$8M ↓</td>
<td>complex project</td>
</tr>
<tr>
<td>Britannia Community Centre</td>
<td>$5M</td>
<td>✓ ✓ ✓</td>
<td></td>
<td>$+$14M from 2015-18 Plan</td>
</tr>
<tr>
<td>RayCam Centre</td>
<td>$2M</td>
<td>✓ ✓ X</td>
<td>$1M ↓</td>
<td>complex project</td>
</tr>
<tr>
<td>Indigenous Social Enterprise Centre @ 1st &amp; Clark</td>
<td>$2M</td>
<td>✓ ✓ ✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maintenance, renos, planning</td>
<td>$31M</td>
<td>✓ ✓ ✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$148M</strong></td>
<td></td>
<td><strong>$25M ↓</strong></td>
<td></td>
</tr>
</tbody>
</table>
Community Facilities: Draft Proposals
Civic Facilities & Equipment: Context

Capital Plan before Recalibration: ~$160M

- City-led projects: ~$160M
  - Renewal: ~$160M
  - New: nil
- Projects: ~$25M
- Programs: ~$135M

Funding available for Recalibration: ~$160M (no change)
- City contribution: ~$160M → look for efficiency opportunities
- Development contribution: ~$1M → sufficient funding in reserves
- Partner contribution: nil
Civic Facilities & Equipment: Context

Guiding initiatives:
- Resilient City Strategy (2019)
- Police Department Strategic Plan (2017)
- Fire and Rescue Strategic Plan (2019)

Key considerations:
- Maintain assets in ‘state of good repair’
- Potential for phasing
- Priority / criticality of project
- Project urgency
- Enhance City & community resilience
- Potential for stimulus funding
## Civic Facilities & Equipment: Draft Proposals

### Reduce/defer scope of work:

<table>
<thead>
<tr>
<th>Projects</th>
<th>Original funding</th>
<th>Updated 2019-2022 scope</th>
<th>Funding adjustment</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kitsilano Fire Hall – seismic upgrade</td>
<td>$6M</td>
<td>✔️ ✔️ ✔️</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Grandview Fire Hall – renewal</td>
<td>$3M</td>
<td>✔️ ✔️ -</td>
<td>-</td>
<td>**see Emerging Priorities</td>
</tr>
<tr>
<td>Sunset Service Yard – renewal (phase 1)</td>
<td>$9M</td>
<td>✔️ ✔️ ✔️</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Manitoba Yard – renewal (phase 1)</td>
<td>$3.5M</td>
<td>✔️ ☓ -</td>
<td>$1M ↓</td>
<td>complex project</td>
</tr>
<tr>
<td>City Hall campus – renewal (phase 1)</td>
<td>$5M</td>
<td>✔️ ☓ -</td>
<td>$2M ↓</td>
<td>complex project</td>
</tr>
<tr>
<td>Maintenance, renos, planning</td>
<td>$50M</td>
<td>✔️</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Vehicles &amp; equipment (excluding sanitation)</td>
<td>$83M</td>
<td>☑️</td>
<td>$4M ↓</td>
<td>reduced funding</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$160M</strong></td>
<td></td>
<td><strong>$7M ↓</strong></td>
<td></td>
</tr>
</tbody>
</table>
Civic Facilities: Draft Proposals

**Plan, Design & Construct**
- Kitsilano fire hall
- Grandview fire hall**

**Plan & Design**
- City Hall campus

**Plan**
- Sunset Yard
- Manitoba Yard

**Refer to Emerging Priorities**

**City of Vancouver**
Transportation

Broadway & Cambie
Transportation: Context

Capital Plan before Recalibration: ~$325M

City-led projects: ~$325M
  - Renewal: ~$175M
  - New: ~$150M
  - Projects: ~$130M
  - Programs: ~$195M

Funding available for Recalibration: ~$280M
- City contribution: ~$105M → look for efficiency opportunities
- Development contribution: reduced from ~$145M to ~$115M
- Partner contribution: reduced from ~$75M to ~$60M (TransLink)
Transportation: Context

Guiding initiatives:
- Climate Emergency Response (2019)
- Transportation 2040 (2012)
- Greenest City Action Plan (2011, updated 2015)

Key considerations:
- Maintain assets in ‘state of good repair’
- Enhance City & community resilience
- Potential for phasing
- Deliver outcomes more cost-effectively
- Could be delivered more effectively during shutdown
- Priority / criticality of project
- Shovel readiness

Transformation opportunities: Investigating cost savings measures for projects such as Granville Bridge Connector, Drake St & Gastown
## Reduce/defer scope of work:

<table>
<thead>
<tr>
<th>Infrastructure renewal projects</th>
<th>Original funding</th>
<th>Updated 2019-2022 scope</th>
<th>Funding adjustment</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Plan</td>
<td>Design</td>
<td>Build</td>
</tr>
<tr>
<td>Granville Bridge Rehabilitation</td>
<td>$24M</td>
<td>-</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>

### Programs

<table>
<thead>
<tr>
<th>Program</th>
<th>Original funding</th>
<th>Updated 2019-2022 scope</th>
<th>Funding adjustment</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Road Rehabilitation</td>
<td>$45M</td>
<td>-</td>
<td>$8.3M ↓</td>
<td>reduced funding from TransLink</td>
</tr>
<tr>
<td>Street Lighting</td>
<td>$34M</td>
<td>-</td>
<td>$1.5M ↓</td>
<td>reduced funding</td>
</tr>
<tr>
<td>Traffic Signal</td>
<td>$25M</td>
<td>-</td>
<td>$1.6M ↓</td>
<td>reduced funding</td>
</tr>
<tr>
<td>Sidewalks &amp; Curb ramps</td>
<td>$16M</td>
<td>-</td>
<td>$3.6M ↓</td>
<td>reduced funding from TransLink</td>
</tr>
<tr>
<td>Parking Meters</td>
<td>$6M</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other programs</td>
<td>$52M</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Subtotal** $178M

Funding adjustment $15M ↓
## Transportation: Draft Proposals

### Reduce/defer scope of work:

<table>
<thead>
<tr>
<th>Active Transportation projects</th>
<th>Original funding</th>
<th>Updated 2019-2022 scope</th>
<th>Funding adjustment</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Granville Bridge Connector</td>
<td>$25M</td>
<td>✓ ✓ ☐</td>
<td>$13M ↓</td>
<td></td>
</tr>
<tr>
<td>Drake Street</td>
<td>$7M</td>
<td>✓ ✓ ☐</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Richards Street</td>
<td>$10M</td>
<td>✓ ✓ ✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bute Greenway</td>
<td>$3M</td>
<td>✓ ✓ ✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10th Ave - Health Precinct Phase 2</td>
<td>$8M</td>
<td>✓ ✓ ☐</td>
<td>$2M ↓</td>
<td>De-scoping 1 block</td>
</tr>
<tr>
<td>Arbutus Greenway - Fraser River Extension</td>
<td>$5M</td>
<td>✓ ☐ ☐</td>
<td></td>
<td>Indigenous engagement</td>
</tr>
<tr>
<td>Nanaimo St upgrades</td>
<td>$3M</td>
<td>- ✓ ✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>City-wide corridors &amp; spot improvement projects</td>
<td>$22M</td>
<td>✓ ✓ ✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td><strong>$83M</strong></td>
<td></td>
<td><strong>$15M ↓</strong></td>
<td></td>
</tr>
</tbody>
</table>
## Transportation: Draft Proposals

### Reduce/defer scope of work:

<table>
<thead>
<tr>
<th>Complete Streets projects</th>
<th>Original funding</th>
<th>Updated 2019-2022 scope</th>
<th>Funding adjustment</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Plan</td>
<td>Design</td>
<td>Build</td>
</tr>
<tr>
<td>Cambie (King Ed. to 37th Ave.)</td>
<td>$3M</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Gastown</td>
<td>$10M</td>
<td>✓</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Georgia Gateway West</td>
<td>$7M</td>
<td>✓</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Subtotal</td>
<td>$20M</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Street Use projects</th>
<th>Original funding</th>
<th>Updated 2019-2022 scope</th>
<th>Funding adjustment</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Plan</td>
<td>Design</td>
<td>Build</td>
</tr>
<tr>
<td>Robson &amp; Alberni</td>
<td>$8M</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>800 Robson – Phase 1</td>
<td>$5.4M</td>
<td>-</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>800 Robson – Phase 2</td>
<td>$2.6M</td>
<td>✓</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>(700 &amp; 900 Block)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Landscape, public realm, amenities &amp; public facilities</td>
<td>$5M</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Subtotal</td>
<td>$21M</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
One Water (Water, Sewer, Green Infrastructure)

Sasamat Street Outfall
Capital Plan before Recalibration: ~$615M

City-led projects: ~$615M
- Renewal: ~$530M
- New: ~$85M
- Projects: ~$10M
- Programs: ~$605M

Funding available for Recalibration: ~$500M
- City contribution: ~$325M → look for efficiency opportunities
- Development contribution: reduced from ~$295M to ~$180M
- Partner contribution: nil
One Water: Context

Guiding initiatives:
- Integrated Rainwater Management Plan (2016)
- Rain City Strategy (2019)

Key considerations:
- Maintain assets in ‘state of good repair’
- Priority / criticality of project
- Enhance City & community resilience
- Council & Board Priorities
- Potential for phasing
- Deliver outcomes more cost-effectively
- Council & Board Priorities
## One Water: Draft Proposals

### Reduce/defer scope of work:

<table>
<thead>
<tr>
<th>Programs</th>
<th>Original funding</th>
<th>Updated 2019-2022 scope</th>
<th>Funding adjustment</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>One Water Planning</td>
<td>$26M</td>
<td>✓</td>
<td>$5M ↑</td>
<td>complex project; additional scope</td>
</tr>
<tr>
<td>Water Main Renewal &amp; Upgrades</td>
<td>$84M</td>
<td>✓</td>
<td>$3M ↑</td>
<td>cost escalation related to one large project (Haro transmission pipe)</td>
</tr>
<tr>
<td>Sewer Main Renewal &amp; Upgrades</td>
<td>$245M</td>
<td>❌</td>
<td>$80M ↓</td>
<td>reduced funding; prioritizing projects to support development pipeline</td>
</tr>
<tr>
<td>Sewer Pump Station Renewals &amp; Upgrades</td>
<td>$25M</td>
<td>❌</td>
<td>$6M ↓</td>
<td>reduced funding; one of five projects deferred</td>
</tr>
<tr>
<td>Green Infrastructure Implementation</td>
<td>$53M</td>
<td>❌</td>
<td>$29M ↓</td>
<td>reduced funding; defer projects in Cambie Corridor &amp; Laneway retrofits</td>
</tr>
<tr>
<td>Connections &amp; Meters</td>
<td>$127M</td>
<td>✓</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Other programs</td>
<td>$46M</td>
<td>❌</td>
<td>$6M ↓</td>
<td>reduced funding</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td><strong>$606M</strong></td>
<td></td>
<td><strong>$113M ↓</strong></td>
<td></td>
</tr>
</tbody>
</table>
### Reduce/defer scope of work:

<table>
<thead>
<tr>
<th>Projects</th>
<th>Original funding</th>
<th>Updated 2019-2022 scope</th>
<th>Funding adjustment</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Plan</td>
<td>Design</td>
<td>Build</td>
</tr>
<tr>
<td>EFL Shoreline Protection</td>
<td>$10M</td>
<td>✔</td>
<td>✔</td>
<td>❌</td>
</tr>
<tr>
<td>Subtotal</td>
<td>$10M</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Transformation opportunities:** Ability to close roads during pandemic allowed water & sewer projects to proceed faster & cheaper e.g. Oak & 70th Ave. Greater flexibility in closing all/part of roads in future would allow ~4km more work p.a. Trade-off: potentially higher complaints.
Solid Waste

Zero Waste Centre

Hours
Mon - Sat 8:00am to 6:00pm
Sun 9:00am to 6:00pm
Holidays 9:00am to 4:00pm
Capital Plan before Recalibration: ~$95M

- City-led projects: ~$95M
  - Renewal: ~$95M
  - New: ~$0M
  - Projects: ~$95M
  - Programs: ~$0M

Funding available for Recalibration: ~$95M (no change)
- City contribution: ~$84M → look for efficiency opportunities
- Development contribution: nil
- Partner contribution: ~$12M (Metro Vancouver)
Solid Waste: Context

Guiding initiatives:

Key considerations:
- Maintain assets in ‘state of good repair’
- Priority / criticality of project
- Potential for phasing
# Reduce/defer scope of work:

<table>
<thead>
<tr>
<th>Projects</th>
<th>Original funding</th>
<th>Updated 2019-2022 scope</th>
<th>Funding adjustment</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Plan</td>
<td>Design</td>
<td>Build</td>
</tr>
<tr>
<td>Landfill closure (Closure works + Design for future closure works)</td>
<td>$29M</td>
<td>-</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Landfill non-closure (Regulatory requirements + Landfill upgrades)</td>
<td>$33M</td>
<td>-</td>
<td>✓</td>
<td>❌→</td>
</tr>
<tr>
<td>VSTS maintenance &amp; upgrades</td>
<td>$6M</td>
<td>-</td>
<td>-</td>
<td>✓</td>
</tr>
<tr>
<td>Vehicles &amp; equipment</td>
<td>$27M</td>
<td>-</td>
<td>-</td>
<td>✓</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td><strong>$95M</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Renewable Energy

SEFC Energy Centre
Renewable Energy: Context

Capital Plan before Recalibration: ~$50M

City-led projects: ~$50M

Renewal: ~$0M
New: ~$50M

Projects: ~$15M
Programs: ~$35M

Funding available for Recalibration: ~$50M (no change)

- City contribution: ~$42M \rightarrow look for efficiency opportunities
- Development contribution: ~$4M
- Partner contribution: ~$2M \rightarrow sufficient funding in reserves
Renewable Energy: Context

Guiding initiatives:
- Renewable City Strategy (2015)
- Strategic Approach to Neighbourhood Energy (2012)

Key considerations:
- Deliver outcomes more cost-effectively
- Council & Board Priorities
- Potential for stimulus funding
- Priority / criticality of project
- Enhance City & community resilience
- Potential to drive cost savings / revenue generation
## Renewable Energy: Draft Proposals

### Reduce/defer scope of work:

<table>
<thead>
<tr>
<th>Projects</th>
<th>Original funding</th>
<th>Updated 2019-2022 scope</th>
<th>Funding adjustment</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>False Creek Energy Centre – Low Carbon Expansion</td>
<td>$14.5M</td>
<td>✔️  ✔️  ✔️</td>
<td>$2.6M ↓</td>
<td>Procurement savings</td>
</tr>
<tr>
<td>New Satellite Energy Generation</td>
<td>$2.7M</td>
<td>✔️  ✔️  ✔️</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td><strong>$17M</strong></td>
<td></td>
<td><strong>$2.6M ↓</strong></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Programs</th>
<th>Original funding</th>
<th>Updated 2019-2022 scope</th>
<th>Funding adjustment</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expansion of distribution network &amp; new service connections</td>
<td>$20M</td>
<td>💸</td>
<td>$2.4M ↓</td>
<td>21 connections instead of 28</td>
</tr>
<tr>
<td>Deep Emission Retrofits Program for non-City Buildings</td>
<td>$6M</td>
<td>✔️</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Electric Vehicle Infrastructure</td>
<td>$2M</td>
<td>✔️</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Planning</td>
<td>$2M</td>
<td>✔️</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td><strong>$30M</strong></td>
<td></td>
<td><strong>$2.4M ↓</strong></td>
<td></td>
</tr>
</tbody>
</table>
Technology: Context

Capital Plan before Recalibration: ~$100M

City-led projects: ~$100M
- Renewal: ~$70M
- New: ~$30M
- Projects: ~$0M
- Programs: ~$100M

Funding available for Recalibration: ~$100M (no change)
- City contribution: ~$100M → look for efficiency opportunities
- Development contribution: nil
- Partner contribution: nil
Technology: Context

Guiding initiatives:
- Digital Strategy (2012)

Key considerations:
- Maintain assets in ‘state of good repair’
- Project urgency
- Priority / criticality of project
- Adapt to changing business models / needs
- Enhance City & community resilience
- Support recovery efforts
Reduce/defer scope of work:

<table>
<thead>
<tr>
<th>Programs</th>
<th>Original funding</th>
<th>Updated 2019-2022 scope</th>
<th>Funding adjustment</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maintenance &amp; Upgrades of IT systems &amp; infrastructure Program</td>
<td>$75M</td>
<td>✓</td>
<td>$3.6M ↓</td>
<td>reduced funding</td>
</tr>
<tr>
<td>Technology Transformation Program</td>
<td>$25M</td>
<td>✓</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Subtotal</td>
<td>$100M</td>
<td></td>
<td>$3.6M ↓</td>
<td></td>
</tr>
</tbody>
</table>

Note: To help close 2020 Operating Budget gap, $3M of work has been deferred from 2020 to 2021.
Recalibration Summary
Recalibration: Strategic Directions

Reduce/defer scope of work (City-led projects) to reflect fiscal reality (min. ~$250M)

Allocate Emerging Priorities funding to advance key Council priorities (climate emergency, equity, resilience)

Prioritize shovel worthy projects to leverage Federal & Provincial infrastructure funding

Preserve flexibility to address fiscal uncertainty over 2021/2022
Recalibration: Reduce/Defer Scope

- Funding envelope reduced by ~$250M
- Potential to **reduce/defer scope ~$300M**
  - Areas with significant reduction (~$280M):
    - One Water (~$115M)
    - Arts & Culture (~$55M, mainly heritage program)
    - Transportation (~$45 M)
    - Parks & Open Spaces (~$40M)
    - Community Facilities (~$25M)
  - Areas with modest reduction (~$20M):
    - Civic Facilities, Solid Waste, Renewable Energy, Technology
- Continue to explore transformative, cost-saving opportunities

**No change in scope & funding for Affordable Housing & Childcare**
Allocate **$48M** of Emerging Priorities funding to support Resilience projects (facility renewal/business continuity):

- **$40M** for Grandview Firehall:
  - replacement firehall (current hall built 1959)
  - relocation of Fire Dept. offices from Strathcona firehall
  - relocation of City’s 311 call centre
  - potential for affordable housing

- **$8M** for relocation of Data Centre outside Lower Mainland seismic zone
Advance key Council priorities: Climate Emergency Response


Allocate $12M of Emerging Priorities funding to kick-start Climate Emergency Response:

- ~$8M for active transportation, transit & electric vehicles (Big Moves 2 & 3)
- ~$4M for zero emission buildings & reduced embodied carbon (Big Moves 4 & 5)
Advance key Council priorities: Equity

Allocate $10M to support Equity initiatives:

- $5M from Emerging Priorities:
  - Planning & scoping work for:
    - projects such as Women's Legacy Project, DTES Women's Centre, DTES Neighborhood House
    - space for Black communities, including Hogan’s Alley Society
  - Advancing Healing and Wellness Centre in DTES (Sau’ust)
  - Advancing Sex Workers Drop-in Centre on/near Kingsway
  - Additional funding to improve accessibility at community facilities

- $5M from development contribution:
  - Sunset Seniors’ Centre (~$3.5M for City’s share)
  - Qmunity (additional $1.5M above current $7M commitment)
Candidate projects for Federal & Provincial funding:

**Housing:**
- Explore opportunities to deploy City land for rapid delivery of social/supportive housing in partnership with BC Housing & CMHC
- ~5 City housing sites to apply for BC Housing’s Community Housing Fund to deepen affordability and/or CMHC Co-investment Fund

**Childcare:**
- Continuing advocacy with Federal government
- Advance projects under CoV/Province partnership program ($33M commitment from Province)

**Parks:**
- Track & Field facility
Candidate projects for Federal & Provincial funding:

**Arts & Culture:**
- Chinatown Cultural Partnership project (recent announcement from Provincial government)

**Community Facilities:**
- Sunset Seniors’ Centre
- Marpole-Oakridge Community Centre
- *Longer-term:* Britannia & RayCam

**Civic Facilities:**
- Grandview Firehall renewal/expansion
- Sunset Yard renewal
Candidate projects for Federal & Provincial funding:

**Transportation:**
- Active transportation projects
- Prior-Venables Underpass (with partners)
- *Longer-term:* Broadway subway to UBC

**One Water:**
- Water and sewer main renewal projects
- Green Infrastructure projects

**Solid Waste:**
- Zero waste initiatives, Landfill gas projects

**Renewable Energy:**
- Neighborhood energy expansion, Energy retrofits, Electric vehicles
Preserve flexibility to address fiscal uncertainty in 2021/22:

- $10M set aside to help close budget gap in 2021/22
- $5M set aside to leverage senior government infrastructure funding
- Proposed adjustments reflect forecast funding envelope; Council approval required to activate projects through budget process
# Recalibration: Emerging Priorities Funding

## Summary

<table>
<thead>
<tr>
<th>Priorities</th>
<th>Description</th>
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<tbody>
<tr>
<td>Resilience</td>
<td>(Facility Renewal/Business Continuity) initiatives</td>
<td>$48M</td>
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<tr>
<td>Climate Emergency Response</td>
<td>initiatives</td>
<td>$12M</td>
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<tr>
<td>Equity</td>
<td>initiatives</td>
<td>$5M</td>
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<td>Prudence</td>
<td>Reserve $ to cover cost escalation on renewal projects</td>
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<td>Reserve $ to help close Budget gap in 2021/22</td>
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<td>Reserve $ to leverage Fed/Prov infrastructure funding</td>
<td>$5M</td>
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<tr>
<td>TOTAL</td>
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<td>$88M</td>
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• COVID-19 has posed significant strain on the City’s finances

• Capital funding sources are expected to decrease by ~$250M

• Preliminary assessment in May resulted in deferral of ~$3M of Technology projects to help close the budget gap in 2020

• Additional work has identified ~$300M projects that could be deferred/de-scoped

• Emerging priorities funds are proposed to be directed to support key Council priorities (climate emergency, equity, resilience)

• $10M identified for operating budget contingency to address fiscal uncertainty in 2021/22
Next Steps

Staff:
• Senior management review to finalize in August

Council:
• Briefings/workshops as necessary to finalize recalibration work
• Final recommendations for Council consideration in Sept.

Park, Library and Police Boards:
• Extent of involvement for each based on scale of capital projects/programs that may be impacted
Q&A