



Draft 2023-2026 Capital Plan

City Council - April 26, 2022

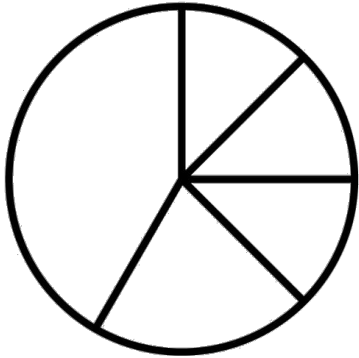


Agenda

1. Introduction [5 mins]
2. Capital Plan context [10 mins]
3. Draft Capital Plan [25 mins]
4. Public engagement [5 mins]
5. Summary [5 mins]

1.
Introduction
[5 minutes]

Developing the 2023-2026 Draft Capital Plan



- An exercise in allocating scarce resources, means of building our city and delivering services
- Developed by staff, balancing many complex variables ...
 - Ongoing capital programs
 - In-progress projects started in previous Capital Plans
 - Council-approved community plans, long-term strategic plans, and Council resolutions
 - Recent Council motions (climate, community facilities and aging infrastructure, housing)
 - External partnership and funding opportunities
 - Funding source restrictions

The 2023-2026 Draft Capital Plan

- The draft plan presented today...
 - Aligns with the City's fiscal reality
 - Represents a sizeable increase in investment compared to the 2019-22 Plan
 - Invests in key priority areas such as climate, housing, affordability and equity
 - Expands financial capacity to address the growing need of renewing existing assets and infrastructure, including a number of key large one-off projects
 - Includes projects/programs that support population and employment growth for the next decade
 - Balances needs across a wide array of City service areas

Opportunities for Council to provide direction re: the 2023-2026 Capital Plan

| BY MARCH 23 | MARCH 31 & APRIL 7 | APRIL 26 | APRIL 28 - MAY 22 | JUNE 27 | JULY 6 | OCTOBER |
|-------------------------------------|----------------------------|--|----------------------------|--|--|-------------------------------|
| 1. Develop Draft Capital Plan | 2. Council workshops | 3. Council report, approval Draft Capital Plan and initiate public engagement | 4. Public engagement | 5. Council briefing, report out on public engagement findings and recommended adjustments | 6. Finalise Capital Plan/Council approval | 7. Plebiscite questions |



- Staff have received 72 questions from members of Council, following the Capital Planning workshops
- Responses have been distributed to Council over the past 3 weeks

2.

Capital Plan context

[10 minutes]

Goals for Capital Planning

Renew aging
infrastructure &
amenities



Build new/expanded
infrastructure & amenities
to serve population &
employment growth



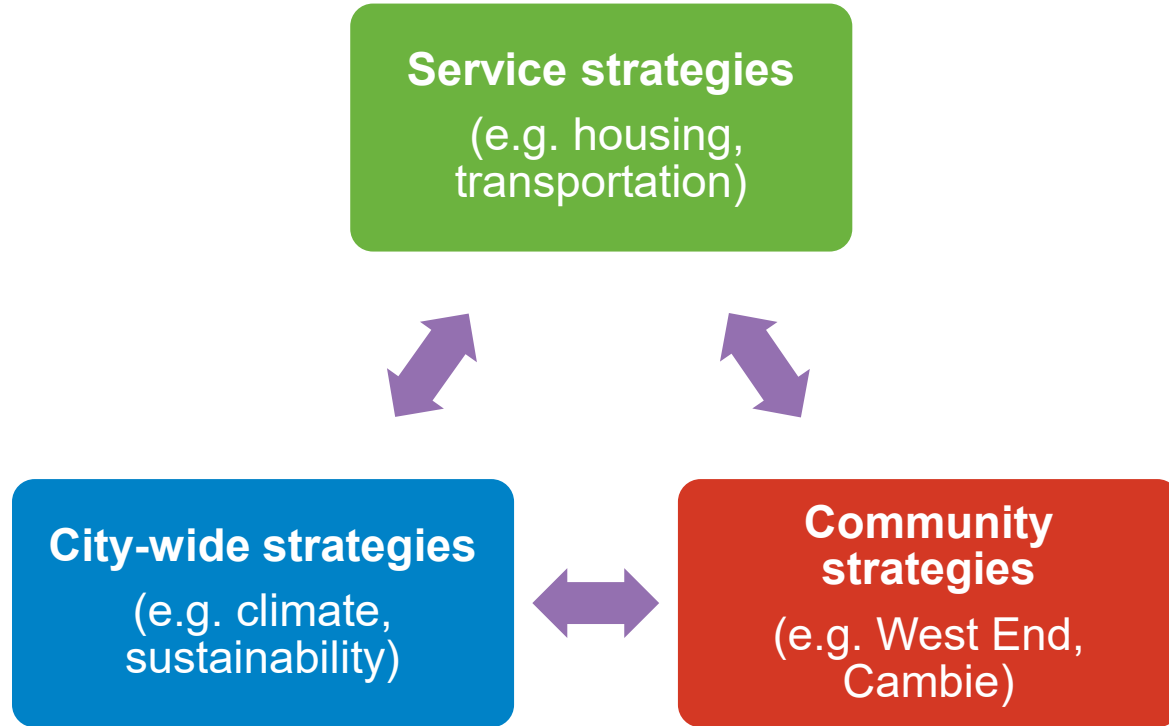
Evolve infrastructure &
amenities to address
emerging needs, policies,
and service delivery
models/partnerships



Capital Assets: the City and the City's partners

| Category | City Assets | Partner Assets: |
|---|---|---|
| Non-Market Housing | ~1,000 units | ~30,000 units |
| Childcare | ~3,700 spaces | ~10,300 spaces |
| Parks & Public Open Spaces | 1,343 hectares 33 km of seawall | Public open spaces at schools, colleges, Granville Island, etc. |
| Arts, Culture & Heritage and Community Facilities | ~190 facilities with ~4.75M sq.ft. | Schools, neighbourhood houses, YWCA/YMCA, etc. |
| Public Safety and Civic Facilities | ~125 facilities with ~2.1M sq.ft. | n.a. |
| Streets | 2,165 km of sidewalks 333 km of bikeways 360 km of major roads 1,054 km of local roads | 25 km of rapid transit (3 lines) 6 km of highways 5 bridges leading into city |
| Potable Water, Rainwater & Sanitary Water | 1,487 km of water mains 2,130 km of storm/sewer mains ~100,000 connections | 103 km of water mains 125 km of storm/sewer mains 2 water reservoirs |
| Est. replacement value: | \$34+ billion | ~\$30 billion |

Inputs into Capital Planning process



Financial sustainability guiding principles

Fiscal Prudence

- Live within our means
- Consider long-term implications in all decisions
- Maintain a stable and predictable revenue stream
- Keep debt at a manageable level
- Build in flexibility and contingencies for emerging priorities and opportunities

Affordability & Cost Effectiveness

- Deliver services that are relevant and result in desired public outcomes
- Ensure value for money through productivity and innovation
- Keep property tax and fees affordable (in line with inflation)



Asset Management

- Maintain assets in an appropriate state of repair
- Optimize capital investments to meet public and economic needs while achieving value for the investment



Funding Sources **“Who pays”**

- City contributions
- Development contributions
- Partner contributions

Payment Methods **“When to pay”**

- Reserves
- Pay-as-you-go
- Debt

City (mostly for renewal)

- Property Tax
- Utility fees
- Other
 - Empty Homes Tax
 - Reserves

Development (new/expansion)

- Development Cost Levies
 - City-wide/Area specific
 - Utilities
- Other cash contributions
 - Community Amenity Cont.
 - Density Bonus Cont.
 - Water/sewer connection fees
- In-kind:
 - Land
 - Infrastructure & amenities

Partner (renewal + new)

- Regional:
 - TransLink
 - Metro Vancouver
- Senior gov't:
 - Provincial
 - Federal
- Community:
 - Non-profit sector
 - Donations

Council could increase City funding through higher taxes/fees; Development contribution is subject to development economics; Partner funding is mostly unpredictable

Funding is always limited, must rationalize, prioritize, balance competing needs

Asset renewal:

- Balance between **larger one-off projects** (e.g. Aquatic Centre) vs. **ongoing programs** (e.g. roof replacement)
- Balance between **community facilities** (e.g. library, recreation centre) vs. **civic facilities** (e.g. fire hall, service yard)

New / expanded amenities & infrastructure:

- supports **anticipated population & employment growth**
- **integrates with planned renewal projects**
- has a **high likelihood of leveraging partner funding**
- advances **climate, equity and/or reconciliation goals**

Flexibility in Capital Plan allocations

Not flexible

- Council-approved land dedication, infrastructure and amenities delivered “in-kind” through development

Less flexible

- One-time projects that cannot be phased
- One-time projects with external agencies and funding partners

More flexible

- One-time projects that can be phased
- Ongoing programs that are “scalable”

Note: some funding sources have restricted uses, e.g. Empty Homes Tax, Development Cost Levies

3.

Draft Capital Plan overview

[10 minutes]

Draft 2023-2026 Capital Plan: Funding Sources

City (mostly for renewal)

| | \$ million |
|--|--------------|
| Debt | |
| Plebiscite borrowing authority (general) | 410 |
| Council borrowing authority (utilities) | 240 |
| | 650 |
| Pay-as-you-go | |
| General capital | 400 |
| Utilities capital | 384 |
| | 784 |
| Reserves | |
| Fleet reserves | 114 |
| Empty Homes Tax reserve | 80 |
| Solid waste capital reserve | 30 |
| Other tax & fee funded reserves | 12 |
| Capital Financing Fund | 54 |
| | 290 |
| City contributions | 1,723 |

Development (new/expansion)

| | \$ million |
|--|------------|
| Development contributions (cash) | |
| Development cost levies | 500 |
| Community amenity contributions & other | 225 |
| Connections fees | 131 |
| | 856 |
| Development contributions (cash) | 856 |
| | |
| | \$ million |
| In-kind projects | |
| Community amenity contributions (in-kind) | 476 |
| Engineering servicing conditions | 167 |
| Other in-kind contributions from development | 45 |
| | 688 |
| In-kind projects | 688 |

Partner (renewal + new)

| | \$ million |
|---|--------------|
| Partner contributions | |
| Regional governments (Metro / TransLink) | 93 |
| Senior governments (Federal / Provincial) | 15 |
| Other partners | 19 |
| | 126 |
| Partner contributions (cash) | 126 |
| | |
| | \$ million |
| Summary | |
| Total cash | 2,705 |
| In-kind projects | 688 |
| | |
| Overall total | 3,393 |

Comparison to 2019-2022 Capital Plan

| | 2019-2022 | 2023-2026 | % change |
|----------------------------------|------------------|------------------|-----------------|
| City contributions | \$1,049M | \$1,723M | +64% |
| Development contributions (cash) | \$1,046M | \$856M | -18% |
| Partner contributions | \$107M | \$126M | +18% |
| TOTAL cash | \$2,203M | \$2,705M | +23% |
| In-kind projects | \$569M | \$688M | +21% |
| OVERALL TOTAL | \$2,771M | \$3,393M | +22% |

Draft 2023-26 Capital Plan: Info/data for Each Service Category

- Overview of service(s)
- Inventory of assets (table + map)
- Outputs for the last 10 years (2013-2022)
- Long-term vision
- Strategy for the next 10 years
- Draft 2023-2026 Capital Plan

HOUSING

I. Overview

An equitable housing system incorporates values of inclusion and diversity. It ensures adequate, secure and affordable housing and mitigates displacement while recognizing the need for growth, meets the needs of, and creates a sense of belonging for newcomers and existing residents.

Over the last decade, Metro Vancouver has experienced a decoupling of incomes and housing costs, with low- and moderate-income people most impacted. Vancouver has persistent homelessness, and many are living in unsafe or inadequate conditions.

With a growing population, limited increases in income, and not enough affordable housing created in recent decades, the City needs to plan for and accommodate a wide spectrum of housing needs for low-income residents, seniors, young people, growing families, and newcomers. This cannot be achieved without clear commitment and partnerships from all levels of government, community and the private sector.

II. Inventory of Assets

There are approximately 305,000 housing units in the city of Vancouver (2021 census). The following summarizes the different types of affordable housing owned by the City or located on City land:

| | City Assets | Replacement Value | % in Good / Fair Condition | Partner Assets |
|--|---|-------------------|----------------------------|---|
| Shelters (year-round) | <ul style="list-style-type: none"> • 11 shelters (~490 rooms) on City-owned land leased to partners | - | - | <ul style="list-style-type: none"> • ~865 year round beds funded by the Province (through BC Housing) |
| SROs ¹ | <ul style="list-style-type: none"> • ~765 SRO rooms owned by the City | - | - | <ul style="list-style-type: none"> • ~3,700 SRO rooms owned by private sector • ~2,300 SRO rooms owned by the Provincial government (BC Housing) • ~800 SRO rooms owned by non-profit societies • ~170 SRO rooms owned by Chinese Benevolent Associations |
| Supportive housing & Non-market rental | <ul style="list-style-type: none"> • 234 parcels of City-owned land leased to partners • ~965 units in City buildings | ~\$500 M | ~80% | <ul style="list-style-type: none"> • ~15,000 units on City-owned land • ~15,500 units on non-City land |
| Purpose-built rental | <ul style="list-style-type: none"> • ~100 units (#1 Kingsway) | ~\$50 M | 100% | <ul style="list-style-type: none"> • ~72,300 units |

The following table summarizes major work completed in the last 4 years (2019-2022) with regards to asset renewal and addition/upgrades.

| | Renewed Assets | New/Upgraded Assets |
|--|---|---|
| Supportive housing & Non-market rental | <ul style="list-style-type: none"> • Completed redevelopment of Roddan Lodge including 213 homes • Completed expropriation of Regent & Balmoral • Acquisition and opening of 24 homes at Ross House • Initiated discussions with senior government for a tri-party SRO strategy | <ul style="list-style-type: none"> • 866 units completed, 860 units under construction and 737 under contract/development on City land with non-profit delivery partners • Deployed 361 homes for social housing in air-space parcels secured from private developers • Acquisition of three supportive housing assets through CMHC Rapid Housing Initiative • 300+ temporary modular supportive homes on city and private land • Co-location of 31 homes with the new Fire Hall #5 • Initiated construction of 60+ homes co-located at 480 Broughton • Enhanced affordability of 768 homes for non-profit project through CHIP grants |
| Purpose-built rental | <ul style="list-style-type: none"> • nil | <ul style="list-style-type: none"> • Private secured rental stock increased by over 3,000 units between 2017, and 2021. |

¹ The inventory of SROs includes both open and closed rooms.

Draft 2023-26 Capital Plan: Info/data for Each Service Category

Rows:

- Projects/programs

Columns:

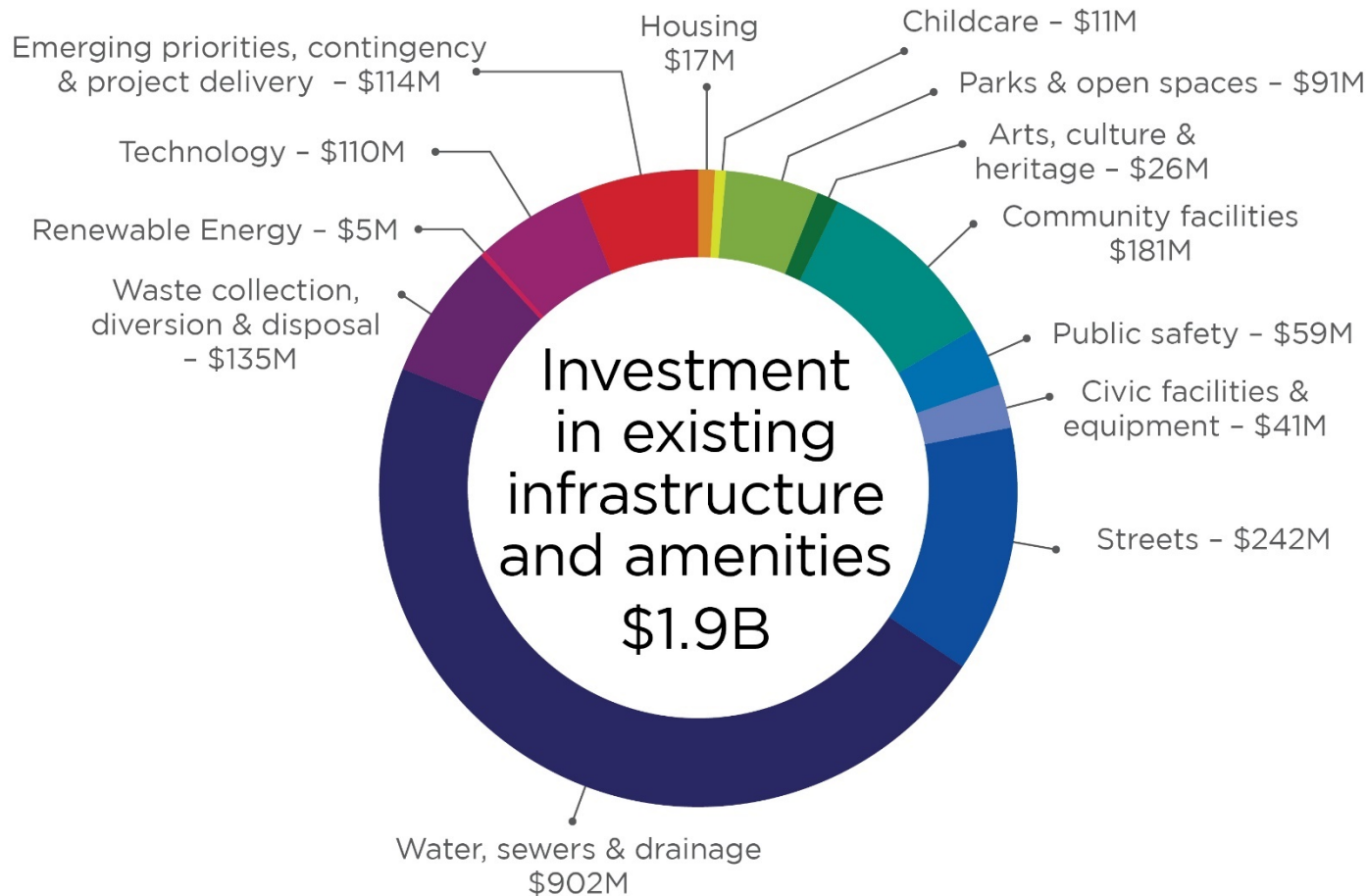
- Outcomes (e.g. # of units of housing)
- \$ invested in existing or new
- \$ total
- \$ by funding source

| DRAFT 2023-2026 CAPITAL PLAN | | | | | | | | | | | | | |
|---|----------------------------|-----------|----------|-------------------|-------|--------------|---------|------------|--------|---------|----------|--------|--------|
| VI. Draft 2023-2026 Capital Plan \$282 million cash & \$335 million in-kind | | | | | | | | | | | | | |
| \$ million, except for unit outcomes | Estimated outcomes (units) | | | City assets (\$M) | | Non-city | Overall | Cash (\$M) | | | In-kind | | |
| | Existing | New | Non-City | Existing | New | assets (\$M) | (\$M) | City | Dev't. | Partner | Subtotal | (\$M) | |
| Housing | | | | | | | | | | | | | |
| Land acquisition | | | | | | | | | | | | | |
| Land acquisition program | | | | | | | | | | | | | |
| New land for social housing projects; (\$60.0M) | - | 400 units | - | - | 122 | - | 122 | - | 122 | - | 122 | - | |
| New land for supportive housing; (\$50.0M) | - | 400 units | - | - | - | - | - | - | - | - | - | - | |
| Demolition & other land preparation costs; (\$12.0M) | - | - | - | - | - | - | - | - | - | - | - | - | |
| Land (in-kind) | | | | | | | | | | | | | |
| New land for social housing from development (in-kind); (\$ -) | - | 700 units | - | - | - | - | - | - | - | - | - | - | |
| Subtotal Land acquisition | | | | | | | | | | | | | |
| Low-income housing | | | | | | | | | | | | | |
| Shelters | | | | | | | | | | | | | |
| Shelter program; (\$12.0M) | - | - | - | - | 12 | - | 12 | - | 12 | - | 12 | - | |
| SROs | | | | | | | | | | | | | |
| SRO upgrade program; (\$2.0M) | - | - | - | - | 24 | 2 | 26 | 12 | 2 | 12 | 26 | - | |
| SRO replacement strategy; (\$24.0M) | - | - | - | - | - | - | - | - | - | - | - | - | |
| Supportive housing | | | | | | | | | | | | | |
| Relocation of City-owned modular housing from 220 Terminal; (\$3.0M) | - | - | - | - | 3 | - | 3 | 3 | - | - | 3 | - | |
| Other projects | | | | | | | | | | | | | |
| Replacement & preservation affordability of City operated units; (\$10.0M) | - | 130 units | - | - | 10 | - | 10 | 5 | 5 | - | 10 | - | |
| Subtotal Low-income housing | | | | | | | | | | | | | |
| Non-market housing | | | | | | | | | | | | | |
| Projects (in-kind) | | | | | | | | | | | | | |
| New units delivered by development (in-kind); (\$300.0M) | - | 725 units | - | - | 300 | - | 300 | - | - | - | - | 300 | |
| Programs | | | | | | | | | | | | | |
| Predevelopment funding program for housing projects on City-land; (\$35.0M) | - | - | - | - | 35 | 65 | 100 | 60 | 40 | - | 100 | - | |
| Grants to support new or redeveloped Partner units; (\$65.0M) | - | - | - | - | - | - | - | - | - | - | - | - | |
| Subtotal Non-market housing | | | | | | | | | | | | | |
| Purpose built rental housing | | | | | | | | | | | | | |
| Projects | | | | | | | | | | | | | |
| New secured below market rental units (in-kind, non-city); (\$3.5M) | - | - | - | - | - | 35 | 35 | - | - | - | - | 35 | |
| New secured market rental units (in-kind, non-city); (\$31.5M) | - | - | - | - | - | - | - | - | - | - | - | - | |
| Subtotal Purpose built rental housing | | | | | | | | | | | | | |
| Programs | | | | | | | | | | | | | |
| Housing facility programs | | | | | | | | | | | | | |
| Planning & studies - Housing; (\$4.5M) | - | - | - | - | 4 | 5 | 9 | 4 | 5 | - | 9 | - | |
| Capital maintenance & renovations - Housing; (\$4.3M) | - | - | - | - | - | - | - | - | - | - | - | - | |
| Subtotal Programs | | | | | | | | | | | | | |
| Total Housing | | | | | | | | | | | | | |
| | | | | | \$ 17 | \$ 498 | \$ 102 | \$ 617 | \$ 84 | \$ 186 | \$ 12 | \$ 282 | \$ 335 |

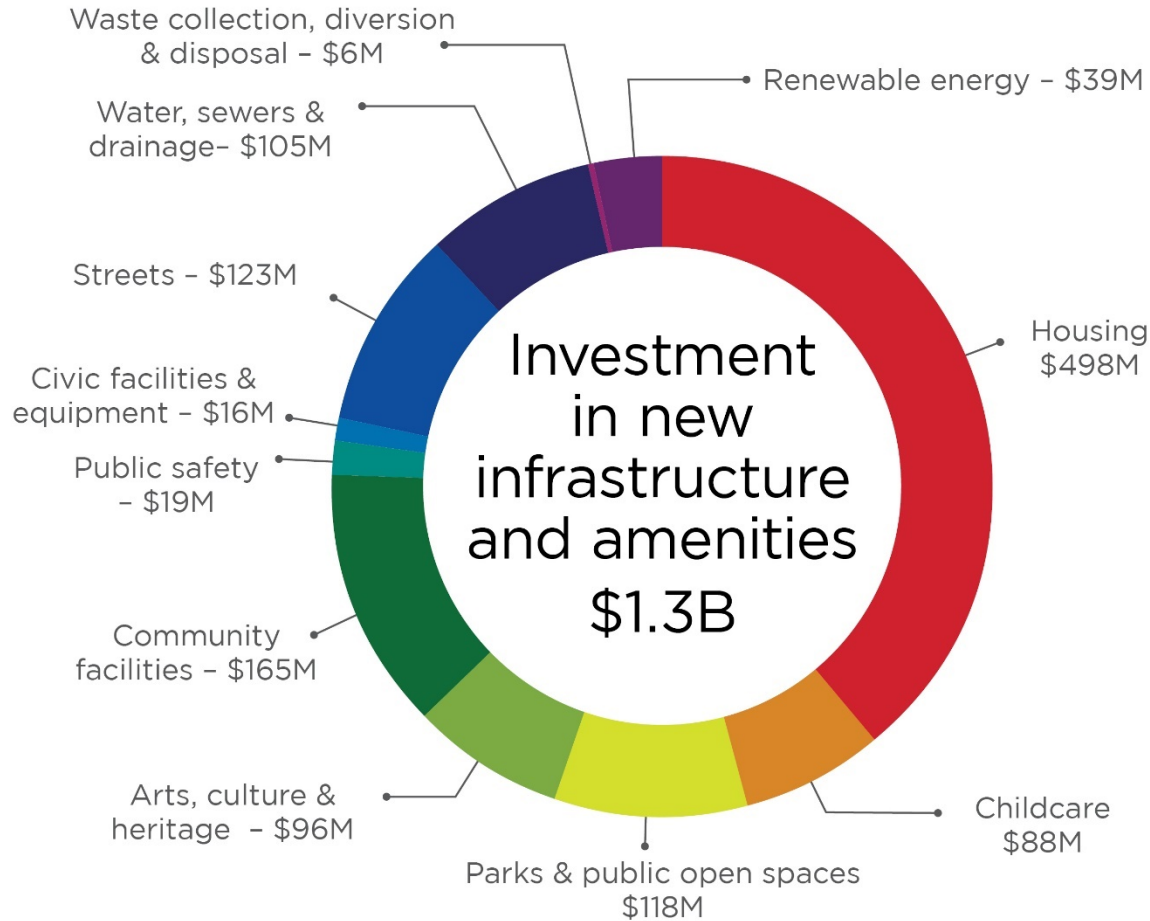
Draft 2023-26 Capital Plan: Investments by Service Category

| \$ million | City assets (\$M) | | Non-City assets (\$M) | Overall | Cash | | | | In-kind |
|---|-------------------|--------------|-----------------------|------------------|--------------|------------|------------|--------------|------------|
| | Existing | New | | | City | Dev't. | Partner | Subtotal | |
| Housing | 17 | 498 | 102 | 617 | 84 | 186 | 12 | 282 | 335 |
| Childcare | 11 | 88 | 23 | 122 | 11 | 45 | 8 | 64 | 58 |
| Parks & public open spaces | 91 | 118 | - | 208 | 69 | 129 | - | 198 | 10 |
| Arts, culture & heritage | 26 | 96 | 23 | 145 | 92 | 21 | 1 | 114 | 32 |
| Community facilities | 181 | 165 | 11 | 357 | 190 | 74 | 6 | 270 | 87 |
| Public safety | 59 | 19 | - | 78 | 70 | 3 | 5 | 78 | - |
| Civic facilities & equipment | 41 | 16 | - | 57 | 57 | - | - | 57 | - |
| Streets | 242 | 123 | - | 365 | 193 | 90 | 82 | 365 | - |
| Water, sewers & drainage | 902 | 105 | - | 1,007 | 537 | 303 | - | 840 | 167 |
| Waste collection, diversion & disposal | 135 | 6 | - | 141 | 128 | - | 13 | 141 | - |
| Renewable energy | 5 | 39 | 30 | 73 | 68 | 5 | - | 73 | - |
| Technology | 110 | - | - | 110 | 110 | - | - | 110 | - |
| Emerging priorities, contingency & delivery | 114 | - | - | 114 | 114 | - | - | 114 | - |
| Overall | 1,933 | 1,271 | 189 | 3,393 | 1,723 | 856 | 126 | 2,705 | 688 |
| <i>Debt</i> | 594 | 56 | - | 650 | 650 | - | - | 650 | - |
| <i>Pay-as-you-go</i> | 851 | 127 | 49 | 1,027 | 784 | 131 | 113 | 1,027 | - |
| <i>Reserves</i> | 339 | 599 | 90 | 1,028 | 290 | 725 | 13 | 1,028 | - |
| <i>In-kind</i> | 149 | 490 | 50 | 688 | - | - | - | - | 688 |
| | a | b | c | d=a+b+c d=h+i | e | f | g | h=e+f+g | i |

Draft 2023-26 Capital Plan: Investments by Service Category for Existing Assets

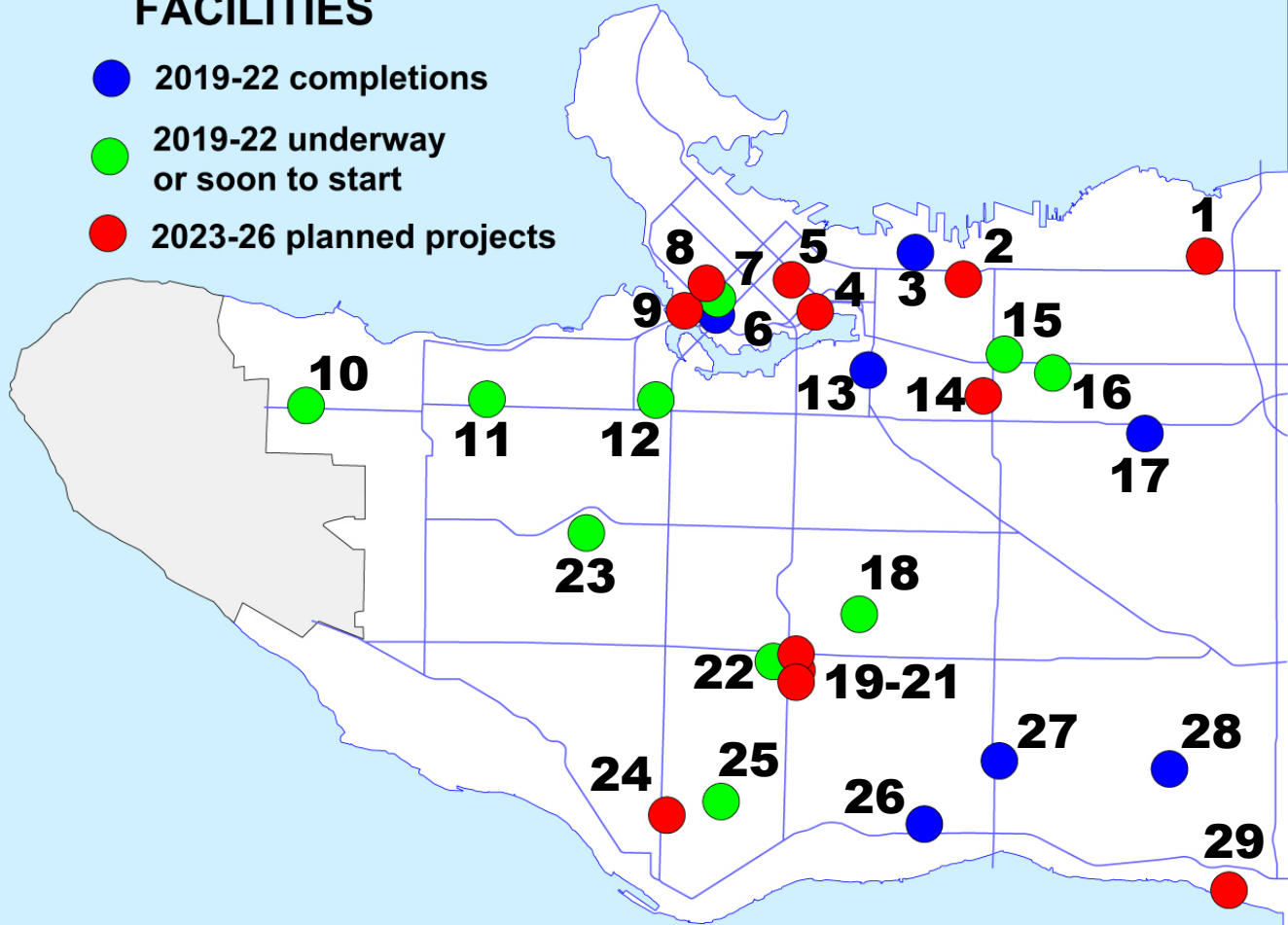


Draft 2023-26 Capital Plan: Investments by Service Category for New Assets



FACILITIES

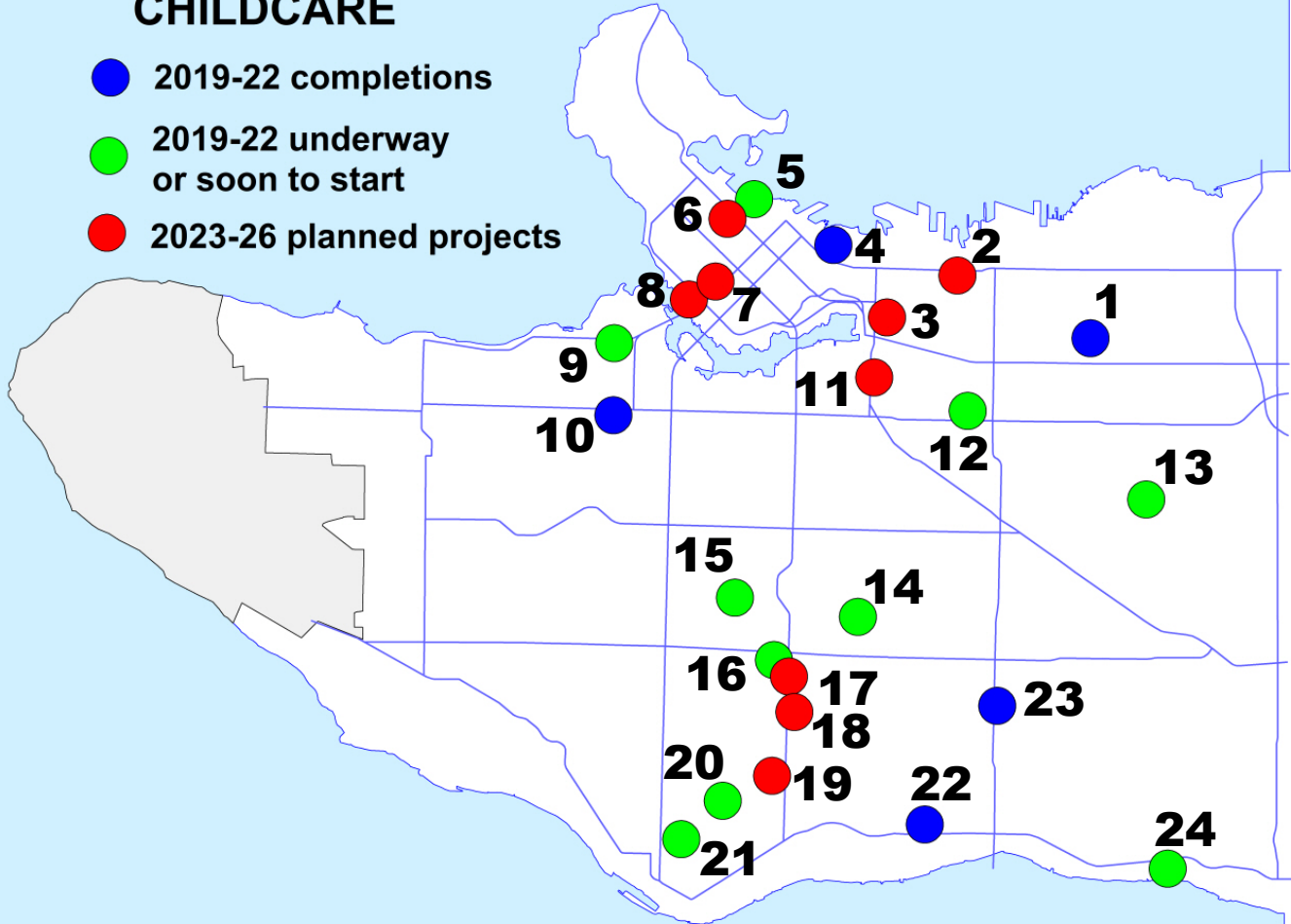
- 2019-22 completions
- 2019-22 underway or soon to start
- 2023-26 planned projects



- 1 PNE Amphitheatre
- 2 RayCam Centre
- 3 Evelyne Saller Centre
- 4 NEFC centre/rink + music ctr
- 5 Central Library renos
- 6 Cultural @ Pacific/Howe
- 7 Qmunity
- 8 Cultural @ Burrard/Davie
- 9 Vancouver Aquatic Centre
- 10 West Pt. Grey library
- 11 Kitsilano fire hall
- 12 Cultural @ Fir/7th
- 13 Cultural @ Main/2nd
- 14 Animal Shelter
- 15 Indigenous Social Enterp.
- 16 Grandview fire hall
- 17 Kaslo Hub
- 18 Little Mountain Neigh. House
- 19 Non-profit centre
- 20 Youth centre
- 21 Artist studios
- 22 Oakridge centre, library, etc.
- 23 Arbutus Neigh. House
- 24 Historic Joy Kogawa House
- 25 Marpole Community Centre
- 26 South Van N.H. annex
- 27 Fraserview fire hall
- 28 Killarney fire hall
- 29 East Fraser Land centre

CHILDCARE

- 2019-22 completions
- 2019-22 underway or soon to start
- 2023-26 planned projects



- 1 Nelson school
- 2 RayCam centre
- 3 St. Paul's hospital
- 4 Gastown parkade
- 5 Coal Harbour school
- 6 Alberni / Nicola
- 7 Burrard / Davie
- 8 Vancouver Aquatic Centre
- 9 Hudson school
- 10 Tennyson school
- 11 Main & 3rd
- 12 Childcare in Mt. Pleasant
- 13 Childcare in Renfrew
- 14 Little Mountain
- 15 Hamber school
- 16 Oakridge centre
- 17 Cambie & 42nd
- 18 Cambie & 49th
- 19 Pearson-Dogwood
- 20 Marpole community centre
- 21 Lloyd George school
- 22 Fraser & Marine
- 23 Fleming school
- 24 West Fraser Lands

Infrastructure Renewal

- City owns over \$34 billion of infrastructure and amenities
- Lifespan varies:
 - underground water pipes (80-100 years)
 - buildings/sidewalks/trees (40-60 years)
 - road pavement/traffic signals (20-40 years)
 - playgrounds/playfields (10-20 years)
 - vehicles/IT (less than 10 years)



Today's infrastructure deficit ...

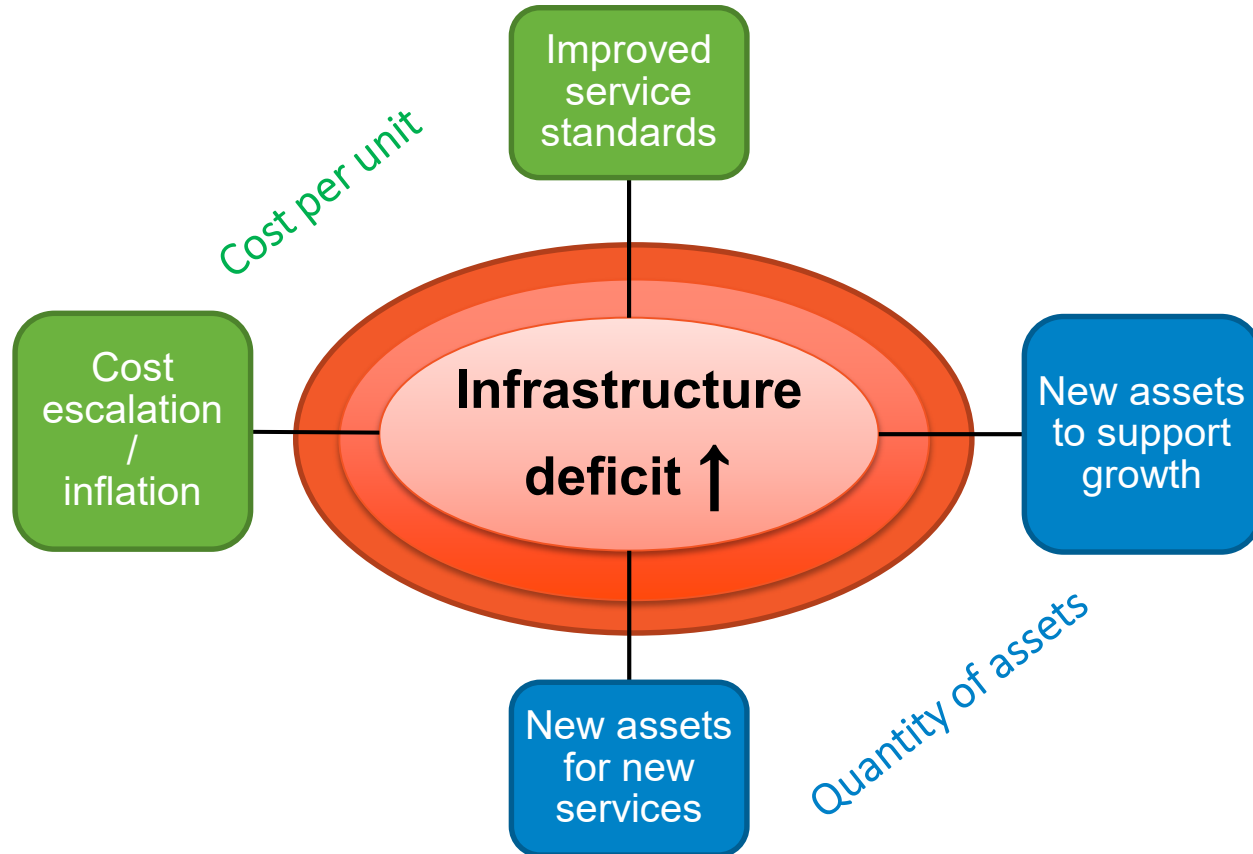


Renewal funding
needed (2022 est.):
~\$800M per year
(2.5% of replacement
value)



2019-2022 level of
renewal funding:
~\$300M per year

**Infrastructure deficit:
~\$500M per year**



Facts:

1. The City's **infrastructure deficit** is significant and growing.
2. Infrastructure & amenities **need to be renewed**, unless they are decommissioned.
3. Most renewal funding comes from **taxes & fees**.

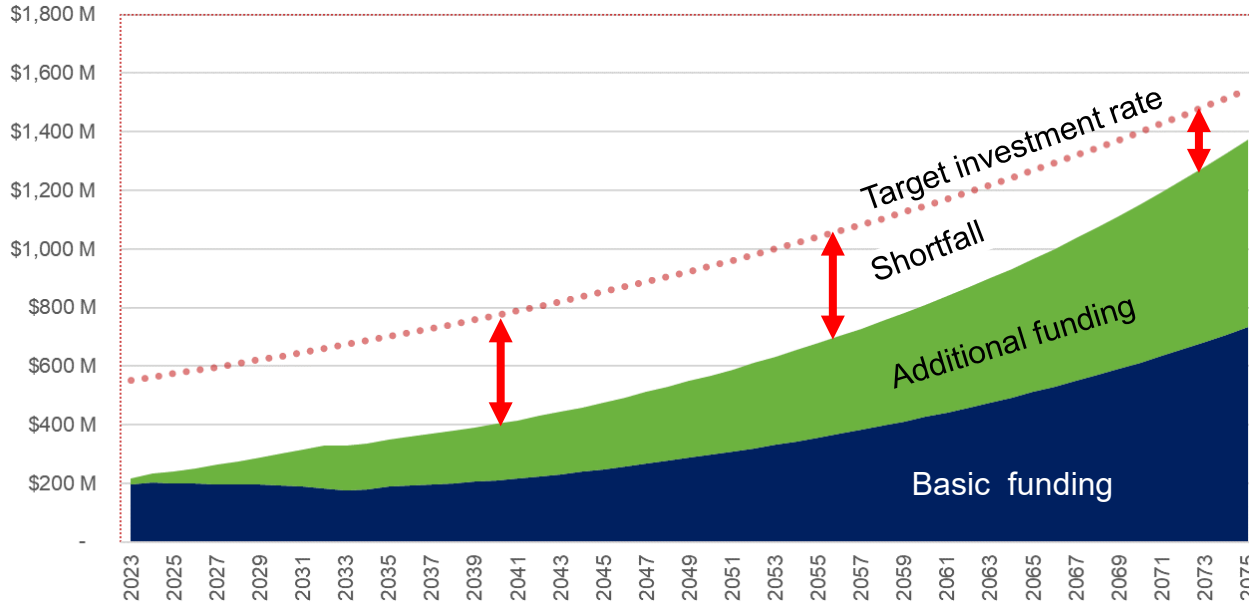
Strategy:

Implement a **multi-decade, intentional strategy** that...

- A. **increases funding capacity** for asset renewal;
- B. **advocates & pursues Fed./Prov. funding**;
- C. **limits growth of City's asset portfolio**; and
- D. **delivers infrastructure & amenities more efficiently** (e.g. reduce unit costs, strategic partnership).

Increasing City funding capacity to address infrastructure deficit

Since 2019, a **1% property tax increase and 5% overall utility fee increase per year** has been dedicated towards asset renewal

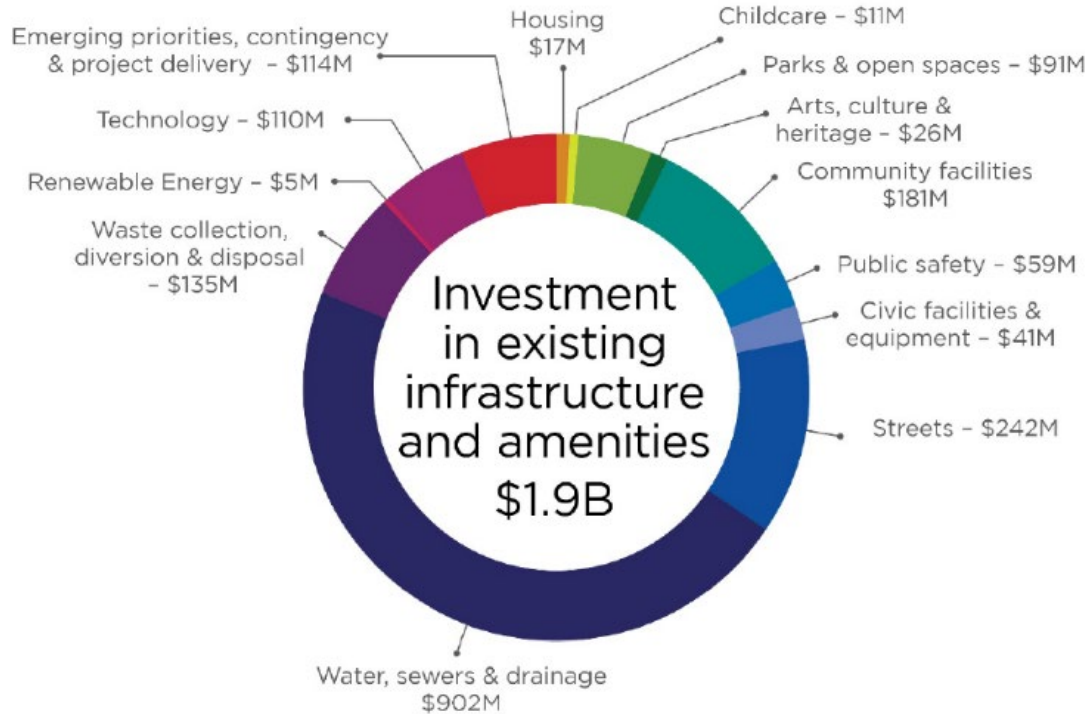


2019-22 plan:
~\$300M / year

↓

2023-26 plan:
~\$490M / year

Maintaining, and potentially increasing, this funding is critical to addressing the City's growing infrastructure deficit over the next decades.



Major projects:

- Vancouver Aquatic Centre
- RayCam Community Centre
- Granville & Cambie Bridges
- Gastown/Water Street
- Animal Shelter (with SPCA)

Ongoing programs:

- Facility capital maintenance & renovations
- Park amenities & infrastructure
- Streets / sidewalks / signals
- Underground infrastructure
- Technology

Climate

Mitigation

- The City has set an ambitious target of cutting carbon emissions by 50% by 2030 and achieving net zero before 2050
- The *Climate Emergency Action Plan* (2020) sets out a five-year roadmap for achieving those targets

Adaptation

- The climate in Vancouver is changing and will continue to change. We need to adapt.
- The *Climate Change Adaptation Strategy* (2018 - CCAS) sets out a five-year action plan for advancing climate resilience and adaptation

- Carbon emissions in Vancouver are **15% below 2007 levels** (2020 figures)
- *Climate Emergency Action Plan* approved by Council in 2020, with five-year actions and a financial framework
- Vancouver Building Bylaw amended in 2021 to cut emissions from Part 9 buildings **by 83% below 2006 levels**
- Reduced City-facility GHG emissions by **36% below 2007 levels** (2021 figures)
- Targets for **new City-owned facilities**: achieve zero GHG emissions, 40% reduced embodied carbon, and no use of fossil fuels
- Delivered over 20km of AAA upgrades and new sidewalks (e.g. Richards, Haro, Ontario, Smithe, 10th Avenue, CVG, etc.) and **improved 22 km of bus network** (90% stops accessible)
- Installed **10** public fast charging stations
- Reduced fleet GHG emissions by **52% below 2007 levels** and transitioned to renewable fuels (50% of all fuel & 80% of diesel)

Projects that directly support CEAP (v3 Cap Plan)

~\$246M*

Climate funding is \$35m above previous capital plan but below the level needed to achieve CEAP targets – estimated at \$500m.

Big Move 2 (walking, cycling and transit)

- Walking, cycling and traffic calming improvements – primarily temp materials (Kent Ave AT improvements, Portside Greenway, 2 traffic calming plans)
- Transit priority projects – leveraging TransLink funding

Big Move 3 (EV's)

- Will enable a continued roll-out of public charging similar to what has been done over the past four years
- Increased funding to support and enable EV charging in rental buildings

Big Moves 4 and 5 (green buildings)

- Enables the City to advance carbon emission limits on existing buildings and support builders, trades, etc.
- Continued expansion of Neighbourhood Energy Utility
- Civic retrofits targeting highest GHG savings

Big Move 6 (carbon sequestration)

- Continued implementation of green infrastructure and new park space
- Continued planting of trees in parks; slowing down of new trees planted on streets

* ~\$76M overlap with climate change adaption funding total (projects address both CEAP and CCAS objectives)

- In addition to CEAP funding, ~\$150M in draft capital plan allocated for projects that will reduce carbon pollution but are not core to CEAP. For example:
 - Landfill gas collection
 - Low-carbon fuels for fleet
 - Food waste reduction project
- In many cases, these projects are driven by other outcomes (e.g., regulatory compliance, cost savings, supporting affordability, etc.) but climate mitigation is a co-benefit

Climate adaptation has become a **much higher priority** in recent years, particularly with last summer's extreme heat dome and this winter's flooding.

- Coastal flood protection for Vancouver has advanced with the **Sea2City project** and several infrastructure projects (e.g., East Fraser Lands, new tidal gates)
- Completed *Rain City Strategy* and *Healthy Waters Plan* (Phase 1)
- Constructed Blue-Green System pilots (Richards St. and Prince Edward St in Sunset Park) and increased City right of way managed by green rainwater infrastructure **by 54%**
- Tree canopy target of **23% was achieved** last year
- **70 acres** of naturalized meadows
- Reduced water consumption by **6% overall per capita since 2018** with increased coverage of residential water meters to 14%
- First city in the world (to our knowledge) to **disclose climate risks** in financial statement (TCFD)

*Projects that directly
support CCAS (v3 Cap Plan)*

~\$180M*

*When the climate adaptation strategy in 2023, staff will
develop an estimate of how much \$ the City needs to invest
to manage the most significant impacts of climate change*

Funding requested includes:

- Rebuilding damaged portions of seawall with structural improvements
- Coastal flood infrastructure planning and implementation
- Continued improvement and expansion of tree canopy in parks
- Continuing to convert existing park land to natural habitat
- Implementing key Blue-Green System projects including St. George Rainway, and the Alberta Street and Columbia Park project
- Continued implementation of green infrastructure city-wide
- 20 additional drinking fountains and 15,000 additional water meters

* ~\$76M overlap with CEAP funding total (projects address both CEAP and CCAS objectives)

- In addition to funding for Climate Change Adaptation Strategy actions, ~\$180M in draft capital plan is earmarked for projects that will advance adaptation but are not in the CCAS. For example:
 - Sewer separation
 - Library/rec centre renewal (heat and AQ shelter capacity)
 - Park land acquisition (Oakridge Centre, East Fraser Land)
- In many cases, these projects are driven by other outcomes (e.g., regulatory compliance, cost savings, supporting affordability, etc.) but climate adaptation is a co-benefit

Non-Market Housing

| | | |
|--|---------------------------------|--|
| Non-Market Housing Development & Operations | Portfolio Deployment | <ul style="list-style-type: none"> • CHIP program • Deployment of turn-key housing from private developers |
| | Development | <ul style="list-style-type: none"> • 30+ projects (upcoming & under development) • Key programs include: RHI (223 units), PMSHI (350+ units), TMH (750+ units), CLT 7 sites (~1,000 units) |
| | Housing operations | <ul style="list-style-type: none"> • 12 buildings, 1,000+ homes to be maintained |
| | Lease management & partnerships | <ul style="list-style-type: none"> • 200+ leases with non-profits and co-ops • Building owner maintenance responsibilities as per leases |
| Housing and Homelessness Services | Supportive Housing & SROs | <ul style="list-style-type: none"> • Supportive housing strategy and implementation • SRO strategy development and implementation |
| | Emergency shelters | <ul style="list-style-type: none"> • Implementation of emergency shelters (lease, acquisition, tenant improvements) |

| | 2019-2022 Plan + Adjustments | | | | |
|--------------------------------------|------------------------------|------------------|--------------|-------------|---------------|
| | Cash | Cash Adjustments | Cash Total | In-Kind | Total |
| Non-market rental | 127.1M | 83M | 210.1 | 400M | 612M |
| Low-income housing | 6.9M | - | 6.9M | - | 6.9M |
| Purpose built rental housing | 1.5M | - | 1.5M | - | 1.5M |
| Implementation & Research | 4.7M | - | 4.7M | - | 4.7M |
| Total | 140.1M | 83M | 223.1 | 400M | 625.1M |

Spent: \$107M

- \$106M – Acquisitions & Site prep
- \$0.5M Grants (SRO, TRP)
- \$0.5M Planning & Research

Unspent: \$118M

- Encumbered: \$57M
 - \$27M CHIP Grants approved by Council
 - \$16M Purchase order commitments
 - \$14M PEF payment for VAHEF transfers
- Earmarked: \$61M
 - \$13.5M (Balmoral demo, 162 Main construction)
 - \$2M Staffing and Consulting
 - \$1.5M Rental Protection (1st& Clarke)
 - \$5.5M – SRO upgrade grants / SRO strategy
 - \$1.6M – Chinatown housing preservation grants
 - \$35M – new acquisitions
- Unallocated: \$0M

Acquisitions/new deployments

- Deployed City land with NP delivery partners: 866 units completed, 860 units under construction, 737 under contract/development*
- Deployed 3 air-space parcels (223 units) secured from private developers for social housing and another completing this year (138 units)*
- Delivery of remaining 7 TMH buildings (306 units) & first relocation
- Acquisition of 3 assets for supportive housing through RHI (203 units)*
- Acquisition/dedication of new land for PMSHI (target 350 units; across 5 sites)*
- Completed land assemblies (e.g. Vienna House)*
- Regent & Balmoral *
- Acquisition and opening Ross House (24 units)

Capital Construction

- Roddan Lodge co-location (213 units)*
- 480 Broughton co-location (60 units)*
- Firehall #5 co-location (31 units)

Capital Grants

- \$29M in CHIP grants over 768 units (9 projects) and capital towards enhancing affordability of City land projects *
- \$8M of RHI funding towards delivery of non-profit project*

Asset Preservation/Replacement

- \$1.3M in SRO grants and (add'l \$700k grant recommendation coming to Council in Q2 2022)*
- Initiated SRO strategy with senior government*
- Studied replacement/redevelopment of city-owned Central & Alexander buildings*

| | | | |
|-----------------------------|--|---|--|
| Land acquisition | \$122M Total | Land acquisitions for social/supportive housing as City land is deployed (\$90M) | New land that will support delivery of ~600 homes once developed |
| | \$122M CAC/DCL | Acquisition of land to preserve TMH stock for the long term (\$20M) | ~4 buildings, ~200 homes |
| | | Capital for environmental remediation and demolition of existing buildings to enable redevelopment (\$12M) | ~ 2 sites, ~120 existing units |
| Low-income housing | \$51M Total | Replacement of temp shelters with permanent (\$12M) | 40% of 1,500 units in 10yr CSO |
| | \$20M City \$19M CAC/DCL \$12M Partner | Acquisition of priority sites per anticipated tri-level SRO strategy (\$12M + 12M Partner) | ~ 2 sites, ~150 units |
| | | Capital to relocate 220 Terminal building to another temp location (\$3M) | 40 units |
| | | Capital to replace City-owned buildings beyond their useful life (\$10M) | ~1 building, ~65 existing units |
| | | SRO Upgrades Grants program (\$2M) | |
| Non-market housing | \$400M Total | Predevelopment funding to generate 'shovel ready' sites on City land for senior government funding (mostly recoverable) (\$35M) | ~30 new and ongoing projects |
| | \$60M City \$300M Dev. In-kind \$40M CAC/DCL | Increase CHIP program to enhance affordability of non-profit projects (\$65M) | ~900 units @ \$75,000/unit |
| | | In-kind contributions to secure units from private developers (\$300M in-kind) | ~725 units |
| Purpose Built Rental | \$35M Total <i>all Dev. In-kind</i> | In-kind contributions for DCL waivers for new purpose built rental (\$35M in-kind) | ~3,500 units |
| Other Programs | \$8.8m Total | Capital maintenance / renovations to keep buildings functional and efficient and address deferred maintenance (\$4.3M) | ~\$81 PUPM across ~1,100 units |
| | \$4.3M City \$4.5M CAC/DCL | Planning, studies and capitalized staff costs (\$4.5M) | Various initiatives and staffing |

TOTAL \$616.8M

\$335M Dev. In-kind; \$185.5M Dev. CAC/DCL; \$84.3M City; \$12M Partner

4.

Public Engagement

[5 mins]

Public engagement overview

- In advance of engagement, social media campaign launched on March 25
- Between **April 28 and May 22**, we are seeking public input on the proposed draft Capital Plan, focusing on service categories and preferred funding mechanisms
- Feedback will be compiled in an engagement summary report available in June
- Public engagement findings supplemented by a market research survey



Public engagement activities

- Multiple public opportunities to participate...
 - Complete the [Talk Vancouver survey](#) at shapeyourcity.ca/capital-plan
 - Register for an [online information session](#) (May 11 & 12)
 - Sign-up to speak when Council reviews the Capital Plan in July
 - [Pop-up engagements](#) at various locations, with paper surveys
- Facilitated [session for Advisory Committee members](#) in mid-May
- Focused [supplementary engagement with Park Board users](#) and stakeholders

5. Summary

[5 mins]

The 2023-2026 Draft Capital Plan

- The draft plan presented today...
 - Aligns with the City's fiscal reality
 - Represents a sizeable increase in investment compared to the 2019-22 Plan
 - Invests in key priority areas such as climate, housing, affordability and equity
 - Expands financial capacity to address the growing need of renewing existing assets and infrastructure, including a number of key large one-off projects
 - Includes projects/programs that support population and employment growth for the next decade
 - Balances needs across a wide array of City service areas

End

Appendix

Capital Plan service categories

| <i>\$ millions</i> | Cash | | | | In-kind | Total |
|------------------------------|-----------|------------|-----------|------------|------------|------------|
| | City | Dev. | Partner | Sub-total | | |
| Land acquisition | - | 122.0 | - | 122.0 | - | 122 |
| Low-income housing | 20.0 | 19.0 | 12.0 | 51.0 | - | 51 |
| Non-market housing | 60.0 | 40.0 | - | 100.0 | 300.0 | 400 |
| Purpose built rental housing | - | - | - | - | 35.0 | 35 |
| Programs | 4.3 | 4.5 | - | 8.8 | - | 9 |
| TOTAL | 84 | 186 | 12 | 282 | 335 | 617 |

Highlights:

- ~725 units of in-kind housing (\$300M)
- Land acquisition (\$110M)

- Grants to partners (\$65M)
- SRO programs (\$26M)
- Shelters (\$12M)

2. Childcare

| \$ millions | Cash | | | | In-kind | Total |
|---------------------------------|-----------|-----------|----------|-----------|-----------|------------|
| | City | Dev. | Partner | Sub-total | | |
| Full day care for 0-4 years old | 8.4 | 39.9 | 7.2 | 55.4 | 53.3 | 109 |
| Part day care for 0-4 years old | - | - | - | - | 4.2 | 4 |
| School age for 5-12 years old | 0.3 | 2.1 | 0.9 | 3.3 | - | 3 |
| Programs | 1.9 | 3.5 | - | 5.4 | - | 5 |
| TOTAL | 11 | 46 | 8 | 64 | 58 | 122 |

Highlights:

- ~275 new spaces – in-kind (\$58M)
- ~250 new spaces – cash (\$40M)

- ~160 new spaces – grants (\$8M)
- ~100 spaces renewed (\$8M)

3. Parks & Public Open Spaces

| \$ millions | Cash | | | | In-kind | Total |
|----------------------------|-----------|------------|----------|------------|-----------|------------|
| | City | Dev't. | Partner | Sub-total | | |
| Park land | - | 22.5 | - | 23 | - | 23 |
| Seawall & waterfront | 10.5 | 5.0 | - | 16 | - | 16 |
| Forests & natural areas | 6.5 | 6.9 | - | 13 | - | 13 |
| Park amenities | 12.7 | 84.4 | - | 97 | 10.0 | 107 |
| Park bldgs. & infrastruct. | 38.2 | 10.6 | - | 49 | - | 49 |
| Decolonization, A&C | 1.0 | - | - | 1 | - | 1 |
| TOTAL | 69 | 129 | - | 198 | 10 | 208 |

Highlights:

- Land acquisition: \$22.5M cash + ~6 hectares in-kind
- New parks & park expansions (\$57M)

- Park renewals (\$20M)
- Track & Field facility (\$11M)
- Park buildings (\$13M)

4. Arts, Culture & Heritage

| <i>\$ millions</i> | Cash | | | | In-kind | Total |
|---------------------------------------|-----------|-----------|----------|------------|-----------|------------|
| | City | Dev. | Partner | Sub-total | | |
| Cultural facilities | 23.8 | - | 1.0 | 25 | 21.7 | 47 |
| Entertainment & exhibition facilities | 64.5 | - | - | 65 | - | 65 |
| Public art | 1.0 | 6.0 | - | 7 | 10.0 | 17 |
| Heritage | 2.4 | 15.0 | - | 17 | - | 17 |
| TOTAL | 92 | 21 | 1 | 114 | 32 | 145 |

Highlights:

- 3 new in-kind cultural facilities (\$22M)
- Cultural grants (\$6M)

- PNE outdoor amphitheatre (\$59M)
- Public art programs (\$17M)
- Heritage programs (\$17M)

5. Community Facilities

| \$ millions | Cash | | | | In-kind | Total |
|-------------------------|------------|-----------|----------|------------|-----------|------------|
| | City | Dev. | Partner | Sub-total | | |
| Libraries | 7.7 | 2.6 | 6.0 | 16.3 | - | 16 |
| Archives | 4.5 | - | - | 4.5 | - | 5 |
| Recreation facilities | 157.8 | 68.7 | - | 226.5 | 66.7 | 293 |
| Social facilities | 18.9 | 2.5 | - | 21.4 | 8.0 | 29 |
| Non-profit office space | - | - | - | - | 12.4 | 12 |
| Cemetery | 1.0 | - | - | 1.0 | - | 1 |
| TOTAL | 190 | 74 | 6 | 270 | 87 | 357 |

Highlights:

- Vancouver Aquatic Centre (\$104M)
- RayCam Community Centre (\$49M)
- West End Community Centre, Ice Rink & Joe Fortes Library (\$21M)

- NEFC Centre & Ice Rink (\$67M in-kind)
- EFL Community Centre (\$35M)
- 2 new social facilities in Cambie Corridor (\$20M in-kind)

| <i>\$ millions</i> | Cash | | | | In-kind | Total |
|--------------------|-----------|----------|----------|-----------|----------|-----------|
| | City | Dev. | Partner | Sub-total | | |
| Fire & rescue | 20.6 | 2.7 | 5.0 | 28 | - | 28 |
| Police | 27.4 | - | - | 27 | - | 27 |
| Animal control | 22.0 | - | - | 22 | - | 22 |
| TOTAL | 70 | 3 | 5 | 78 | - | 78 |

Highlights:

- Renew Animal Shelter (\$22M)
- Funding to design next 2 fire hall renewals (\$10M)

- Funding for planning permanent Police HQ (\$1M)
- Vehicles & equipment (\$35M)

7. Civic Facilities & Equipment

| <i>\$ millions</i> | Cash | | | In-kind | Total | |
|---------------------------|-----------|----------|----------|-----------|----------|-----------|
| | City | Dev. | Partner | | | Sub-total |
| Administrative facilities | 10.7 | - | - | 11 | - | 11 |
| Service yards | 7.8 | - | - | 8 | - | 8 |
| Vehicles & equipment | 2.3 | - | - | 2 | - | 2 |
| All City facilities | 36.0 | - | - | 36 | - | 36 |
| TOTAL | 57 | - | - | 57 | - | 57 |

Highlights:

- Facility reno/maintenance (\$26M)
- Facility energy optimization program (\$8M)

- Sunset Yard renewal phase 2 – detailed design (\$2M)
- Fleet electrification (all service areas): from 8% to 20% of fleet (\$14M)

| \$ millions | Cash | | | In-kind | Total | |
|------------------------------|------------|-----------|-----------|------------|----------|------------|
| | City | Dev. | Partner | | | Sub-total |
| Building a resilient network | 165.7 | 7.7 | 64.7 | 238 | - | 238 |
| Improving mobility | 4.5 | 63.9 | 16.8 | 85 | - | 85 |
| Supporting public life | 23.0 | 18.8 | - | 42 | - | 42 |
| TOTAL | 193 | 90 | 82 | 365 | - | 365 |

Highlights:

- Granville & Cambie Bridge rehabilitation & upgrades (\$75M)
- Gastown/Water Street rehab (\$7M)
- Street paving (\$53M)
- Street lighting (\$40M)
- Traffic signals (\$34M)

- Active transportation (\$55M)
- West End transpo/public spaces (\$10M)
- Transit programs (\$12M)
- Safety programs (\$12M)
- Public electrification programs (\$8.5M)
- Public Gathering Spaces (\$8M)

9. One Water: potable water, rainwater & sanitary water

| \$ millions | Cash | | | | In-kind | Total |
|----------------------------|------------|------------|----------|------------|------------|--------------|
| | City | Dev. | Partner | Sub-total | | |
| Potable water | 163.0 | 21.0 | - | 184 | 7.0 | 191 |
| Rainwater & sanitary water | 374.1 | 281.9 | - | 656 | 160.0 | 816 |
| TOTAL | 537 | 303 | - | 840 | 167 | 1,007 |

Highlights:

- Water main renewal (\$103M)
- Water main seismic program (\$10M)
- Water main new/upgrades (\$12M)
- New water meters (\$25M)

- Sewer main renewal (\$226M)
- Sewer main new/upgrades (\$263M)
- Sewer pump stations (\$31M)
- Green infrastructure (\$41M)
- Asset mgmt. & planning (\$64M)

10. Waste Collection, Diversion & Disposal

| <i>\$ millions</i> | Cash | | | | In-kind | Total |
|-----------------------|------------|----------|-----------|------------|----------|------------|
| | City | Dev. | Partner | Sub-total | | |
| Diversion | - | - | - | - | - | - |
| Collection & cleaning | 33.4 | - | - | 33 | - | 33 |
| Disposal | 94.9 | - | 12.5 | 107 | - | 107 |
| TOTAL | 128 | - | 13 | 141 | - | 141 |

Highlights:

- Landfill programs (\$90M)
- Transfer station (\$7M)
- Vehicles & equipment (\$40M)

| \$ millions | Cash | | | In-kind | Total | |
|------------------------------|-----------|----------|----------|-----------|----------|-----------|
| | City | Dev't. | Partner | | | Sub-total |
| Neighbourhood Energy Utility | 38.4 | 4.7 | - | 43 | - | 43 |
| Community electrification | 30.0 | - | - | 30 | - | 30 |
| TOTAL | 68 | 5 | - | 73 | - | 73 |

Highlights:

- NEU energy generation (\$12M)
- NEU distribution network (\$23M)

- Green buildings – energy retrofits for non-City buildings (\$24M)
- Zero emissions vehicles – EV charging infrastructure for non-City bldgs (\$6M)

| \$ millions | Cash | | | In-kind | Total |
|------------------------|------------|----------|----------|----------|------------|
| | City | Dev. | Partner | | |
| Maintenance & upgrades | 80 | - | - | - | 80 |
| Tech. transformation | 30 | - | - | - | 30 |
| TOTAL | 110 | - | - | - | 110 |

Highlights:

- Maintenance & upgrades of core technology (\$80M), including data centres, cybersecurity infrastructure, laptops/desktops, CoV applications

- Technology transformation (\$30M), including SAP business initiatives, Asset Management, Permits & Licensing enhancements, Data enablement, Digital Workplace & Collaboration