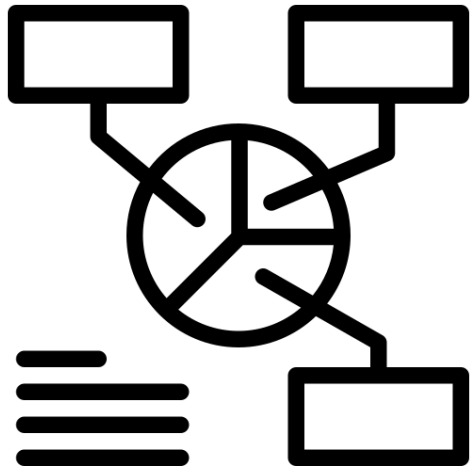


Council Meeting - 2023 Draft Current State Budget

November 29, 2022





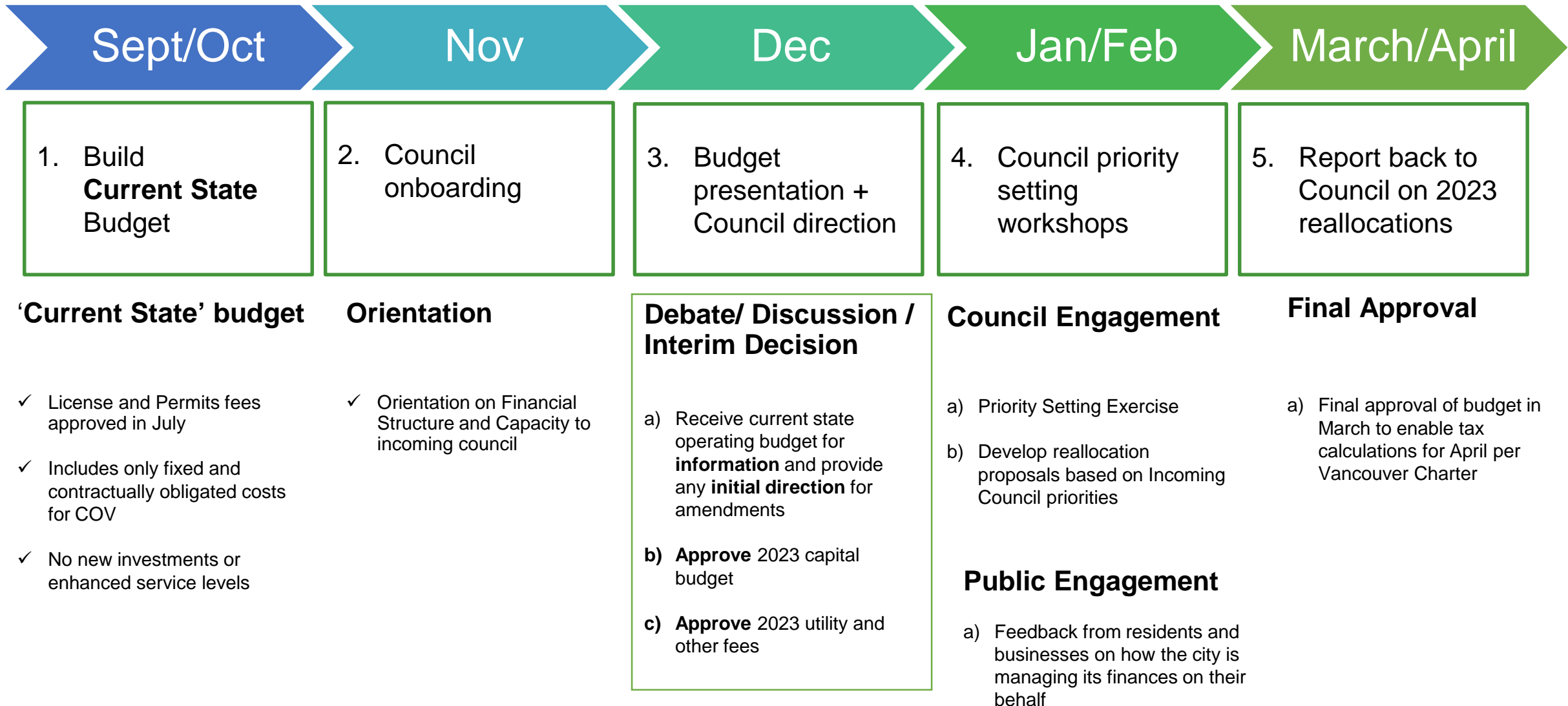
Objective:

Provide Council with key information on the 2023 Draft Current State Budget

1. Budget Process and Approach
2. 2023 Budget Walkthrough
 - a) Capital Plan and 2023 Capital Budget
 - b) Current State Operating budget
 - c) Property Taxation trends and drivers
 - d) Utility Fees – growth and key drivers

1. Budget Process

2023 Budget Timeline – Council Engagement



Council Report Recommendations - Structure

- Council report includes the following:
 - A. Receive current state operating budget for information**
 - Continue to operate on the basis of the current state budget into Q1, subject to other direction on Dec 6
 - B. Recommendation for approval:**
 - 2023 capital budget
 - 2023 utility and other engineering fees
- Boards will follow the same process, but may approve a budget that is different than current state
- As part of the budget presentation to Council on Nov. 29th and Dec. 6th, Council will have an opportunity to
 - ask questions on the current state budget
 - provide direction to staff on adjustments to the budget

2. 2023 Draft Budget Walkthrough

Growing inflationary pressures driven by pent-up demand from the COVID-19 pandemic and continued global supply chain disruptions

City costs have increased by **more than CPI**, putting significant pressure across all expense categories in both operating and capital budgets.

Increasing costs of public safety, including growth in fixed costs such as benefits, WSBC premiums, CPP, Ecomm, and funding of the 2021 VPD Budget Appeal, have resulted in significant pressure on property taxes

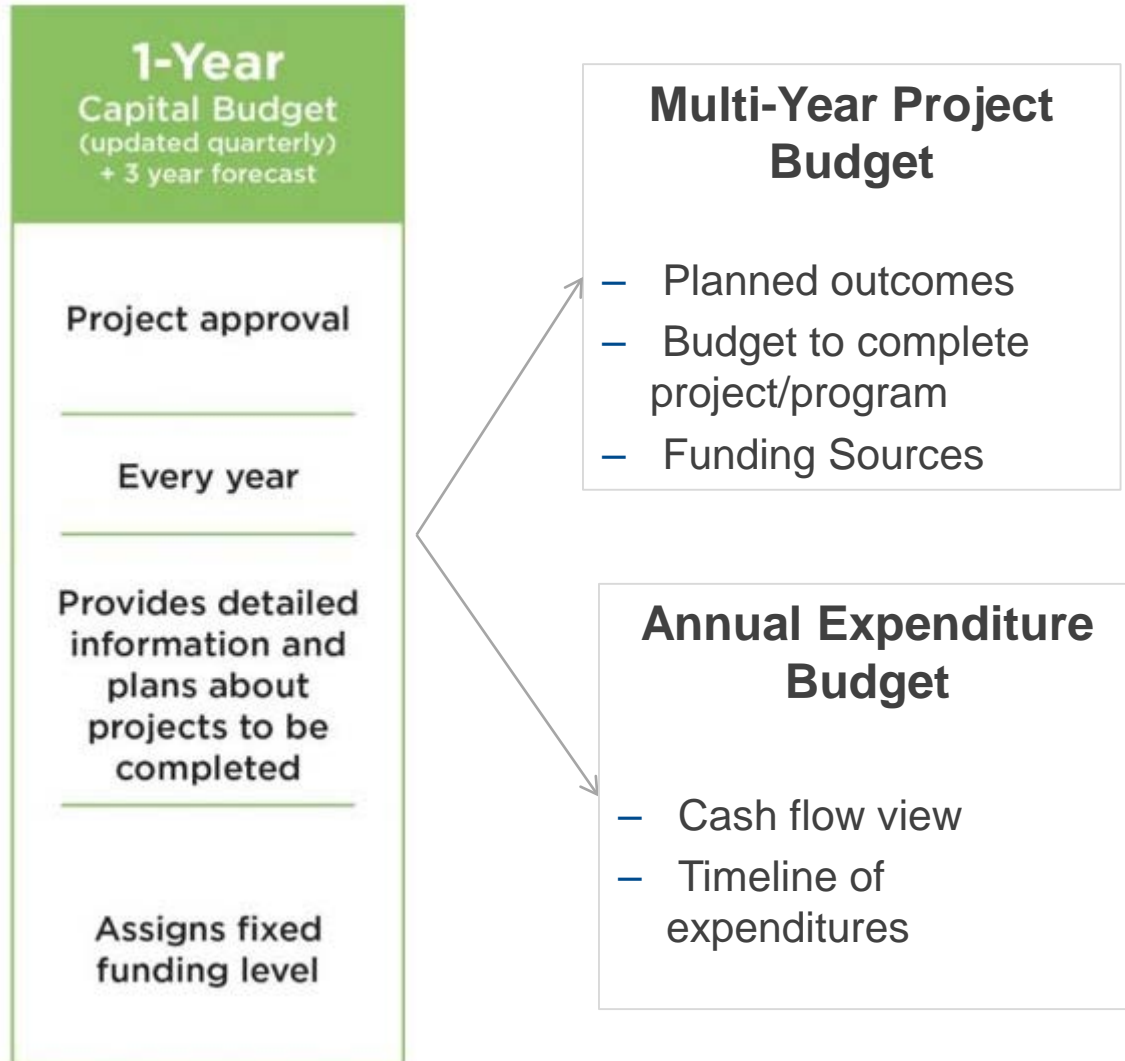
Continued **increasing costs of utilities**, driven primarily by Metro Vancouver infrastructure renewal costs and regulatory requirements putting pressure on utility rates

City continues to experience the challenges of a **tough labour market** and **internal capacity constraints**

Capital Plan and Capital Budget



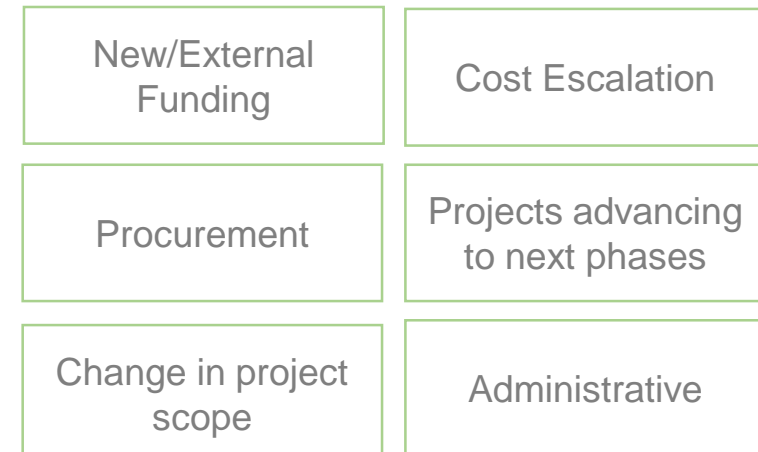
Annual Process



Quarterly Adjustments Process

- Reduces # of standalone capital budget reports
- Flexible capital process with timely budget approval

Examples:



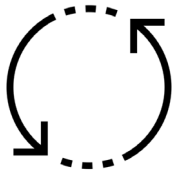
2023-2026 Capital Plan **\$3.5B**

(\$3.3B City assets; \$0.2B Partner assets)

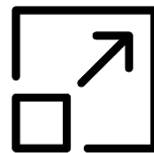
2023 Multi-year Budget requests **\$0.6 B**

2023 Annual Capital Budget **\$0.7B**

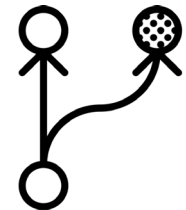
Capital Planning Goals



Renew existing 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

Continued high inflation and supply chain challenges have created a challenging environment for capital planning and budgeting

\$0.97B unspent budget from previously approved project budgets from prior capital plans informed the 2023-2026 Capital Plan budget allocations and 2023 budget requests

New Capital plan 4 year allocations have been aligned to **delivery and funding capacity**

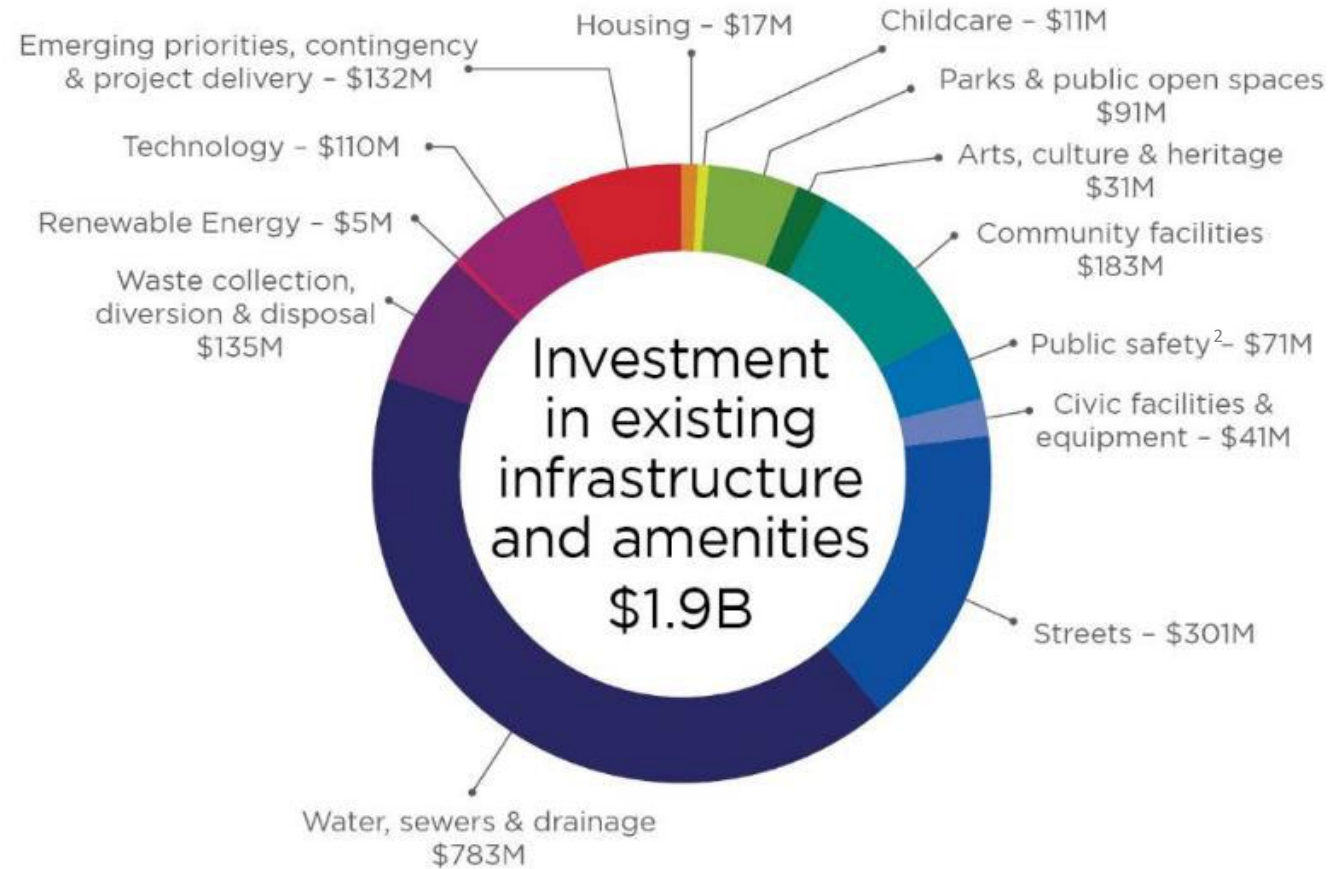
2023 Capital Budget
(for council approval):

New multi-year Project Budget requests includes funding for one-time projects (procurement commitments) and for ongoing annual programs (maintenance, sewer replacement, etc.)

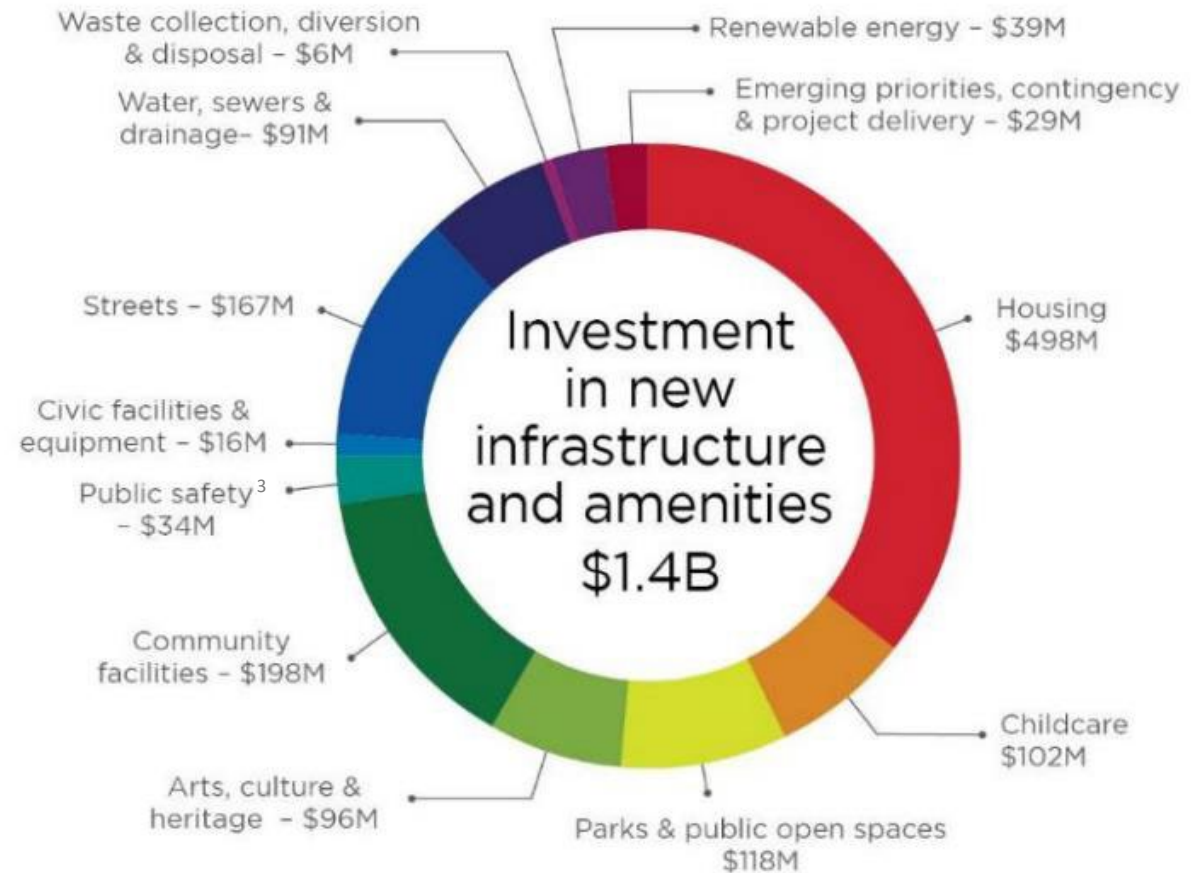
2023 Annual Expenditure Budget is in line with larger higher infrastructure renewal needs and historical spend levels

2023-2026 Capital Plan¹ – Existing vs. New/Expanded Infrastructure & Amenities

RENEWAL



NEW

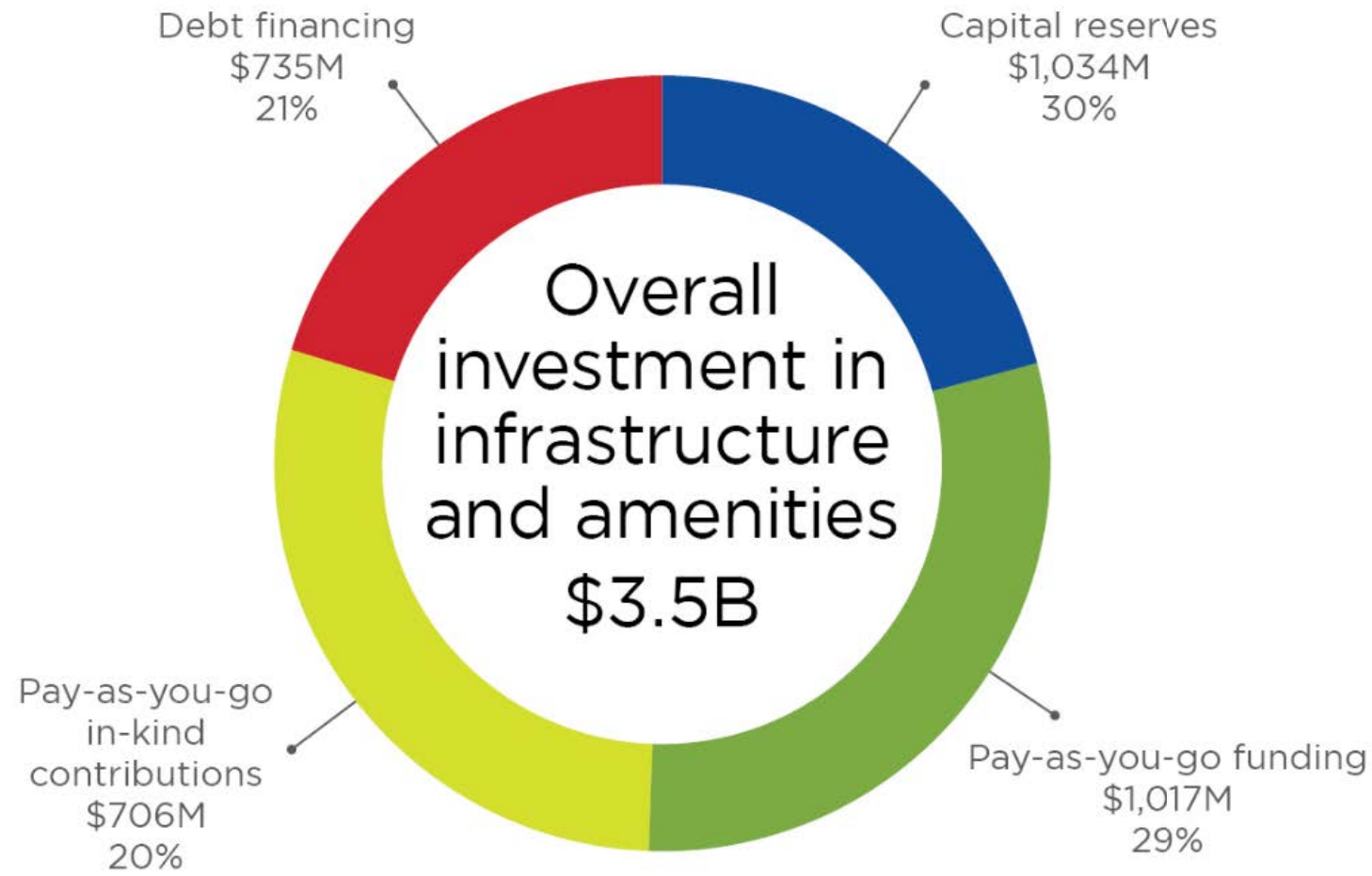


¹Includes \$0.2 billion of partner owned assets not included in the charts above

²Public Safety includes \$30 million for Fire & Rescue, \$26 million for Police and \$15 million for Animal Control

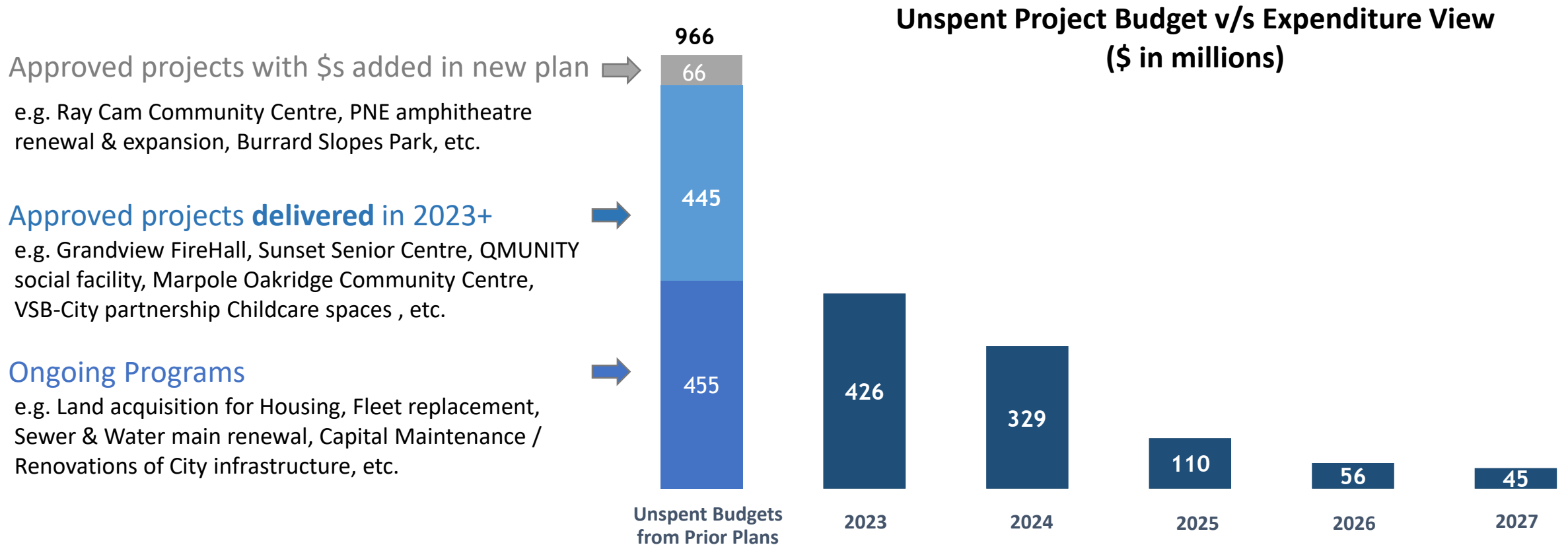
³Public Safety includes \$26 million for Fire & Rescue, \$1 million for Police and \$7 million for Animal Control

2023-2026 Capital Plan Summary: Funding sources

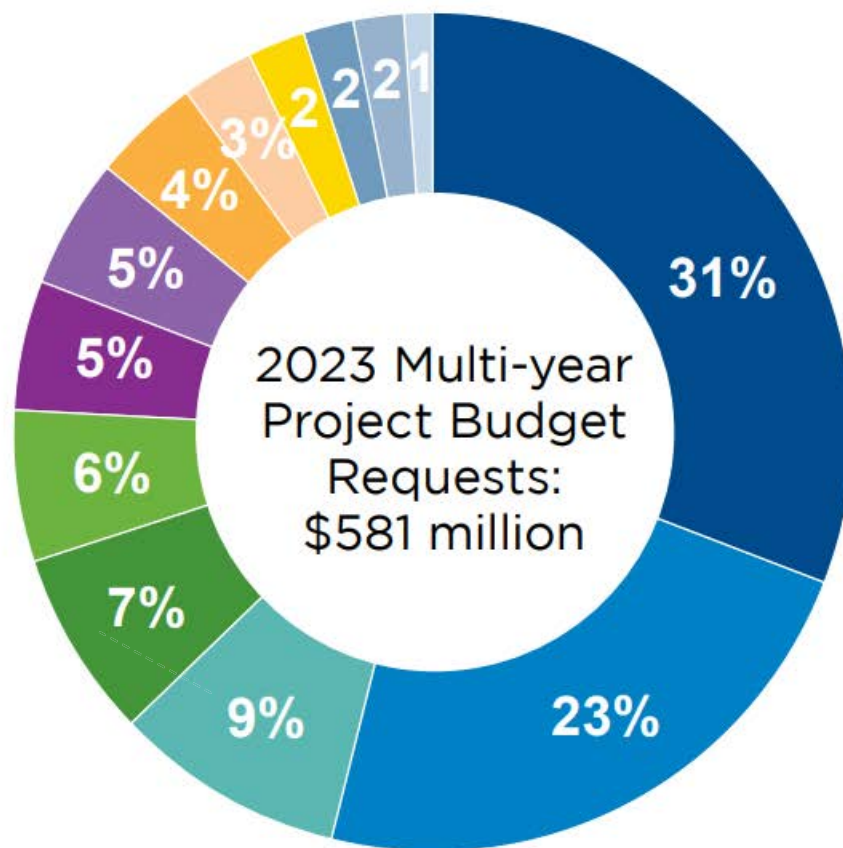


Existing Multi-Year Project Budgets: \$0.97 B carried forward

Key component of the Capital planning and delivery was a **greater focus on prior year multi year budgets**



2023 new Multi-Year Project Budget Requests



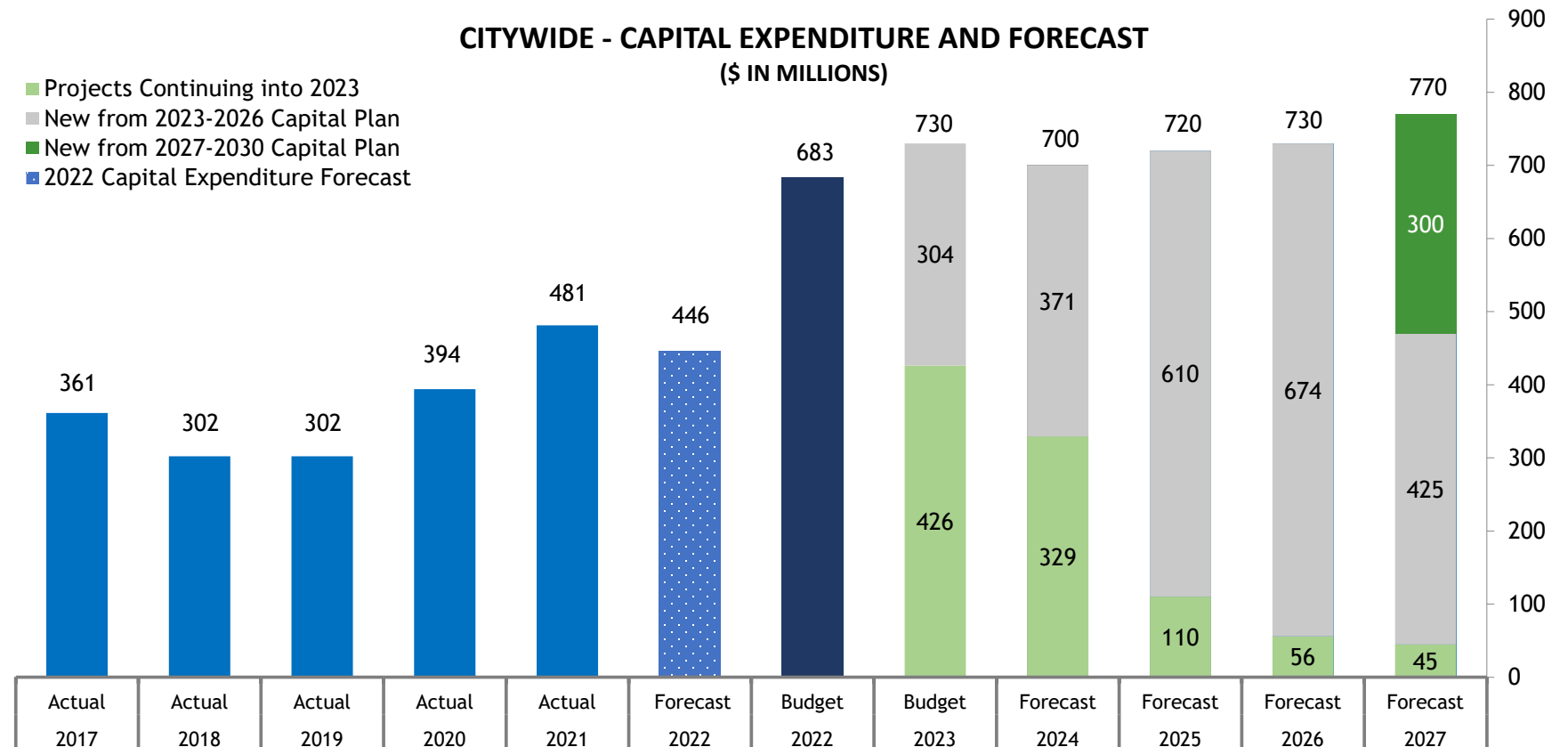
<div></div>	Water, sewers & drainage	\$178M	31%
<div></div>	Streets	\$133M	23%
<div></div>	Waste collection, diversion & disposal	\$51M	9%
<div></div>	Community facilities	\$41M	7%
<div></div>	Housing	\$35M	6%
<div></div>	Civic facilities & equipment	\$30M	5%
<div></div>	Technology	\$29M	5%
<div></div>	Parks & public open spaces	\$23M	4%
<div></div>	Public safety ¹	\$17M	3%
<div></div>	Childcare	\$13M	2%
<div></div>	Renewable energy	\$12M	2%
<div></div>	Arts, culture & heritage	\$10M	2%
<div></div>	Emerging priorities, contingency & project delivery	\$9M	1%

¹Public Safety includes \$12 million for Fire & Rescue and \$5.1 million for Police

2023-27 Capital Expenditure Budget

- 2023 Expenditure Budget of \$730M achieves a fine **balance** between a larger 2023-26 Capital Plan and historical spend levels

- 2023 expenditure budget **higher by \$47M** over 2022
- **Catch up of deferred/delayed work** from prior plans
- 2020-2022 period had supply chain shortages, longer than planned engagement, longer permit wait times, escalating costs, etc.



2023-26 Capital Plan and 2023 Capital Budget by Service Categories

Capital Planning Service Categories

VANCOUVER 2023
BUDGET

Housing



Childcare



Park & Public
Open Spaces



Arts, Culture
and Heritage



Community Facilities



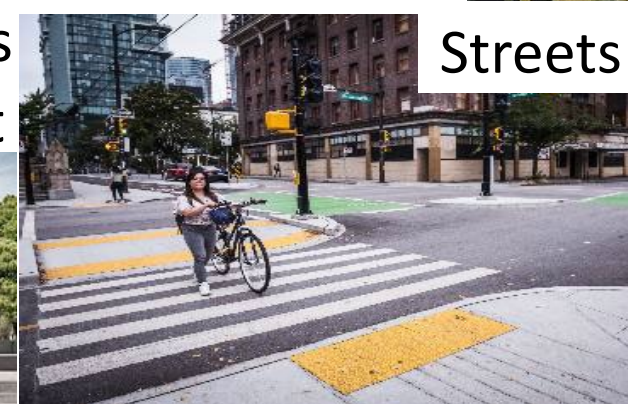
Public Safety



Civic Facilities
& Equipment



Streets



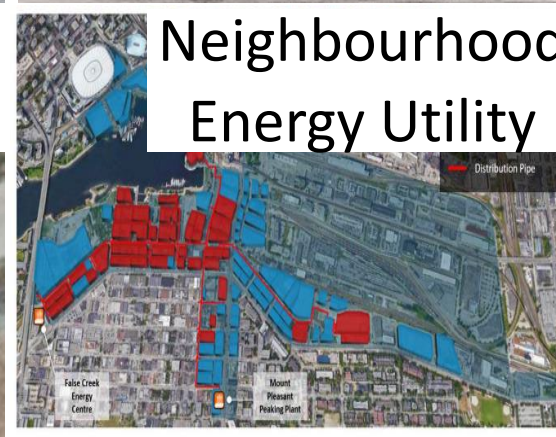
Potable Water,
Sewer & Drainage



Waste Collection,
Diversion & Disposal



Neighbourhood
Energy Utility



Emerging
Priorities



Housing: 2023-26 Capital Plan and 2023 Budget

2023-2026 Capital Plan (Total \$M)	2023-2026 Budget Allocations (Cash)				In-Kind
	Budget	Forecast			
	2023	2024	2025	2026	
617	35	91	70	86	335

2023-26 Capital Plan: By Funding Sources (\$M)		
City 84	Devt. 521	Partner 12

Highlights:

- Land acquisition 2023: \$0 4 year: \$110M
- Grants to partners 2023: \$16M 4 year: \$65M
- SRO programs 2023: \$0.5M 4 year: \$26M
- Shelters 2023: \$0.1M 4 year: \$12M
- In-Kind Projects: ~750 units of housing (\$300M); New secured market and below market rental units (\$35M);



Childcare: 2023-26 Capital Plan and 2023 Budget

2023-2026 Capital Plan (Total \$M)	2023-2026 Budget Allocations (Cash)				In-Kind
	Budget	Forecast			
	2023	2024	2025	2026	
136	13	6	15	44	58

2023-26 Capital Plan: By Funding Sources (\$M)		
City 11	Devt. 114	Partner 11

Highlights:

- New Full 0-4 daycare ~230 spaces
2023: \$6M 4 year: \$32M
- Renewal & Expansion of RayCam Childcare ~148 spaces
2023: \$0M 4 year: \$31M
- Grants to support new full-day (0-4) ~40 partner spaces
2023: \$5.4M 4 year: \$5.4M
- In-Kind Projects: New full day 0-4 ~250 spaces (\$53M)



Portside childcare

Parks & Public Open Spaces: 2023-26 Capital Plan and 2023 Budget

2023-2026 Capital Plan (Total \$M)	2023-2026 Budget Allocations (Cash)				In-Kind
	Budget	Forecast			
	2023	2024	2025	2026	
211	23	61	60	57	10

2023-26 Capital Plan: By Funding Sources (\$M)		
City	Devt.	Partner
72	139	-

Highlights:

- Land acquisition: 2023: \$0M 4 year: \$22.5M
- New parks & park expansions 2023: \$0.4M 4 year; \$56M
- Park renewals 2023: \$4.3M 4 year: \$20M
- Track & Field facility 2023: \$0M 4 year: \$11M
- Park buildings 2023: \$2M 4year: \$13M
- In-Kind Projects: New park at Oakridge Centre (3.6 hectares; Capital Plan \$10M)



Arts, Culture & Heritage: 2023-26 Capital Plan and 2023 Budget

2023-2026 Capital Plan (Total \$M)	2023-2026 Budget Allocations (Cash)				In-Kind
	Budget	Forecast			
	2023	2024	2025	2026	
145	10	22	72	9	32

2023-26 Capital Plan: By Funding Sources (\$M)		
City	Devt.	Partner
90	54	1

Highlights:

- PNE outdoor amphitheater 2023: \$0 4 year: \$54M
- Heritage programs 2023: \$0.3M 4 year: \$7M
- Cultural grants 2023: \$1.5M 4 year: \$6M
- Public art programs 2023: \$1M 4 year: \$17M
- In-Kind Projects: New cultural facilities (\$22M); new Public Art (\$10M)



Community Facilities: 2023-26 Capital Plan and 2023 Budget

2023-2026 Capital Plan (Total \$M)	2023-2026 Budget Allocations (Cash)				In-Kind
	Budget	Forecast			
	2023	2024	2025	2026	
389	41	26	21	167	134

2023-26 Capital Plan: By Funding Sources (\$M)		
City	Devt.	Partner
189	194	6

Highlights:

- Vancouver Aquatic Centre 2023: \$21M 4 year: \$140M
- RayCam Community Centre 2023: \$0 4 year: \$49M
- West End Community Centre, Community Hub, Social/Cultural Space, Ice Rink & Library 2023: \$0 4 year: \$8M
- In-Kind Projects: NEFC Centre & Ice Rink (\$67M); EFL Community Centre (\$47M); Social facilities in Cambie Corridor (\$20M)



Public Safety: 2023-26 Capital Plan and 2023 Budget

	2023-2026 Capital Plan (Total \$M)	2023-2026 Budget Allocations (Cash)				In-Kind
		Budget	Forecast			
		2023	2024	2025	2026	
Police	27	5	10	9	3	
Fire & rescue	56	12	3	41	0	
Animal Control	22		22			
Total	105	17	35	50	3	

2023-26 Capital Plan: By Funding Sources (\$M)		
City 99	Devt. 6	Partner -

Highlights:

- Funding for planning permanent Police HQ
2023: \$0.1M 4 year: \$1M
- Renew Fire Hall #8 in Downtown South
2023: \$4M 4 year: \$36M
- Renew Animal Shelter
2023: \$0 4 year: \$22M
- Vehicles & equipment 2023: \$10.5M 4 year: \$35M



Civic Facilities & Equipment: 2023-26 Capital Plan and 2023 Budget

2023-2026 Capital Plan (Total \$M)	2023-2026 Budget Allocations (Cash)				In-Kind
	Budget	Forecast			
	2023	2024	2025	2026	
59	30	12	11	6	-

2023-26 Capital Plan: By Funding Sources (\$M)		
City	Dev.	Partner
59	-	-

Highlights:

- Facility renovations /maintenance 2023: \$7M 4 year: \$23M
- Facility energy optimization program 2023: \$6M 4 year: \$6M
- Sunset Yard renewal phase 1 2023: \$10M 4 year:\$10M



Streets: 2023-26 Capital Plan and 2023 Budget

2023-2026 Capital Plan (Total \$M)	2023-2026 Budget Allocations (Cash)				In-Kind
	Budget	Forecast			
	2023	2024	2025	2026	
471	133	82	84	69	103

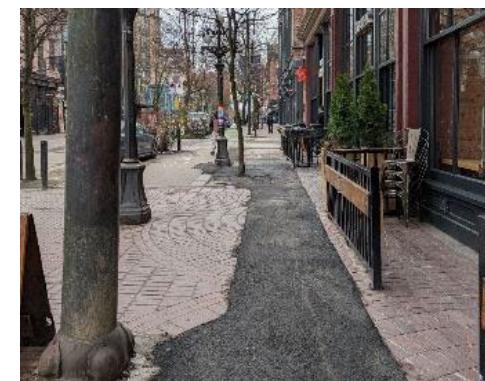
2023-26 Capital Plan: By Funding Sources (\$M)		
City	Devt.	Partner
196	194	81

Highlights:

- Granville & Cambie Bridges 2023: \$64.5M 4 year: \$75M
- Gastown/Water Street rehab 2023: \$6M 4 year: \$10M
- Active transportation 2023: \$8M 4 year: \$55M
- Street paving 2023: \$14M 4 year: \$53M
- Street lighting 2023: \$11M 4 year: \$40M
- In-Kind Projects: Streets Improvement (\$70M), Signals (\$17M), New Street Lighting (\$16M)



Granville Bridge



Gastown

One Water: Potable water, Rainwater and Sanitary water: 2023-26 Capital Plan and 2023 Budget

2023-2026 Capital Plan (Total \$M)	2023-2026 Budget Allocations (Cash)				In-Kind
	Budget	Forecast			
	2023	2024	2025	2026	
874	178	235	211	215	35

2023-26 Capital Plan: By Funding Sources (\$M)		
City	Devt.	Partner
536	338	-

Highlights:

- Water & Sewer main renewal
2023: \$78M 4 year: \$329M
- Water & Sewer main new/upgrades
2023: \$26M 4 year: \$108M
- New water meters
2023: \$3.5M 4 year: \$25M
- Sewer pump stations
2023: \$2M 4 year: \$31M
- Green infrastructure
2023: \$19M 4 year: \$41M
- In-Kind Projects: Water & Sewer upgrades (\$34.5M)



2023-2026 Capital Plan (Total \$M)	2023-2026 Budget Allocations (Cash)				In-Kind
	Budget	Forecast			
	2023	2024	2025	2026	
	139	51	24	29	

2023-26 Capital Plan: By Funding Sources (\$M)		
City 127	Devt. -	Partner 12

Highlights:

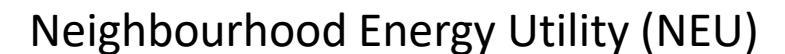
- Landfill programs 2023: \$33M 4 year: \$88M
- Transfer station 2023: \$2M 4 year: \$7M



Gas flare station at landfill

2023-26 Capital Plan: By Funding Sources (\$M)		
City	Dev.	Partner
68	5	-

- NEU energy generation 2023: \$3M 4 year: \$12M
- NEU distribution network 2023: \$0.5M 4 year: \$23M
- Green buildings – energy retrofits for non-City buildings
2023: \$4M 4 year: \$24M
- Zero emissions vehicles – EV charging infrastructure for non-City buildings
2023: \$1M 4 year: \$6M



Technology: 2023-26 Capital Plan and 2023 Budget

2023-2026 Capital Plan (Total \$M)	2023-2026 Budget Allocations (Cash)				In-Kind
	Budget	Forecast			
	2023	2024	2025	2026	
110	29	29	26	26	-

2023-26 Capital Plan: By Funding Sources (\$M)		
City	Dev.	Partner
110	-	-

Highlights:

- Maintenance & upgrades of core technology including data centres, cybersecurity infrastructure, laptops/desktops, CoV applications
2023: \$24M 4 year: \$80M
- Technology transformation, including SAP business initiatives, Permitting Transformation, Asset Management, Data enablement, Business process improvement, Analytics, Staff productivity
2023: \$6M 4 year: \$30M



Emerging Priority, Contingency & Project Delivery: 2023-26 Capital Plan and 2023 Budget

2023-2026 Capital Plan (Total \$M)	2023-2026 Budget Allocations (Cash)				In-Kind
	Budget	Forecast			
	2023	2024	2025	2026	
155	9	9	69	68	-

2023-26 Capital Plan: By Funding Sources (\$M)		
City	Devt.	Partner
152	3	-

Highlights:

- Senior gov’t partnerships / other emerging priorities
2023: \$0 4 year: \$70M
- Climate adaptation 2023: \$0 4 year: \$20M
- Contingency 2023: \$0 4 year: \$25M
- Delivery 2023: \$9M 4 year: \$39M



Draft Current State Operating Budget Highlights

Draft Current State Budget will serve as the **starting point for discussion and engagement with Council**

Continue to operate on the basis of the current state budget into Q1, subject to other direction on Dec 6

Council to work with staff to develop their priorities for the Council term in January 2023 and reflect adjustments to align to the new council priorities

Multi year strategic planning approach is key

City to align cost increases to revenue trends enabling a sustainable budget for future years whilst continuing towards long term efficiencies

Reflects cost to maintain **existing resources and service levels**, with no new investments or enhancements of service levels

Would require a 5% Property tax increase to balance the budget:

1% for additional infrastructure renewal; 2% for increased funding for existing VPD services, and 2% for increased funding across City services and risks around uncertain costs for the whole city.

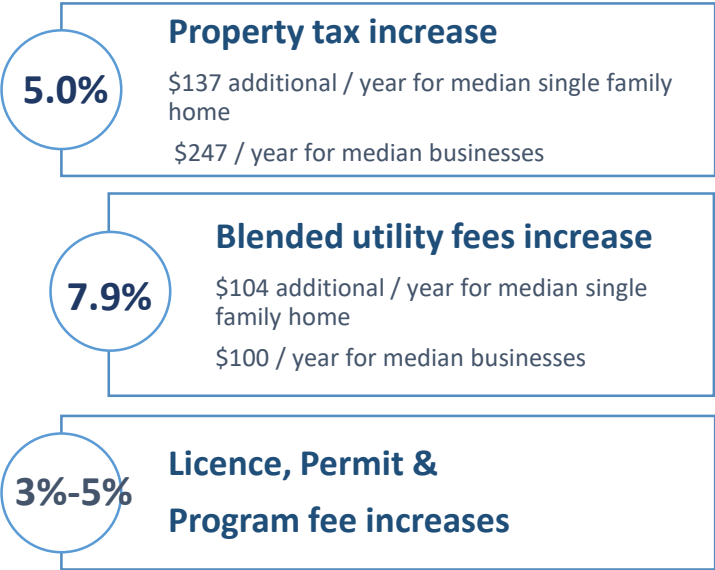
VPD budget submission includes an additional significant increase not reflected in the current state budget

Draft 2023 Current State Operating Budget

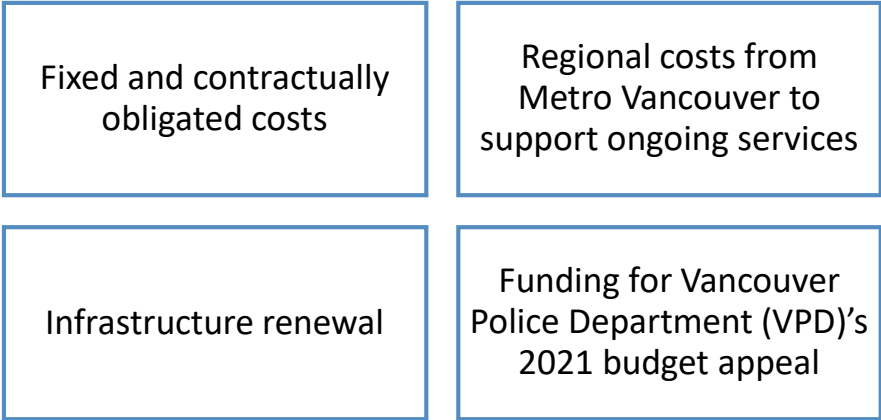
\$1.9B



Revenue streams



Cost to deliver services



2023 Draft Current State Operating Budget Highlights

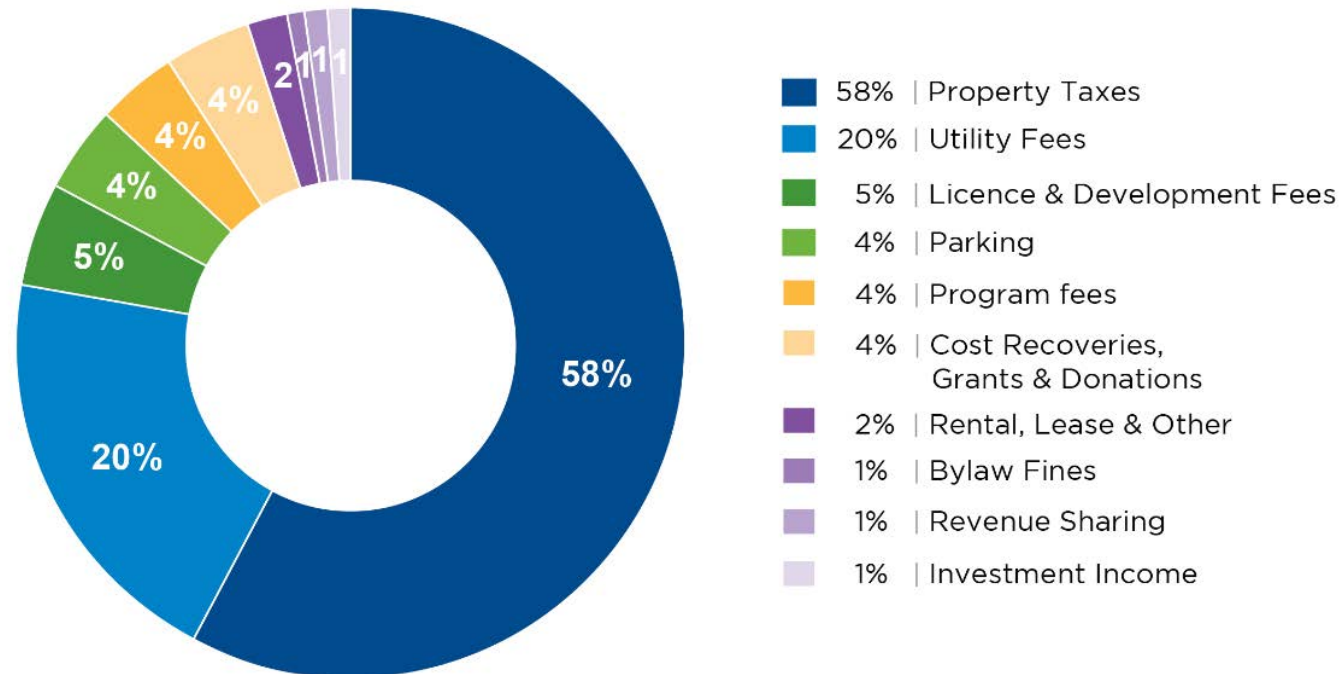
\$ in M	2022 Restated Budget	2023 Draft Budget ¹	\$ Change	% Change
Revenues	1,748	1,914	166	9.5%
Expenses & Transfers	1,748	1,914	166	9.5%
Net Budget	-	-		

Drivers of Draft Current State Budget:

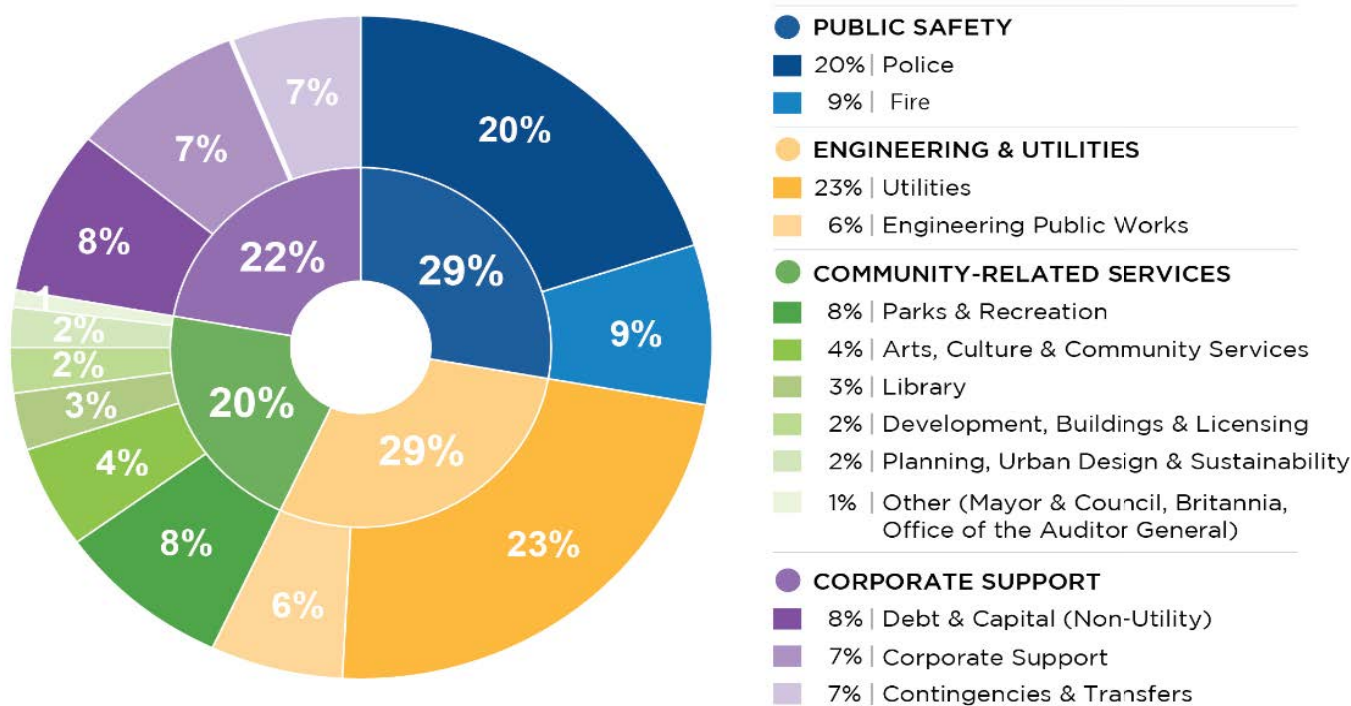
- **Empty Homes tax revenue** is included in the Draft Operating Budget for the first time; *excluding EHT YOY change would be \$122M or 7%*
- **Fixed and contractually obligated costs** such as salaries, insurance, increases in Canada Pension Plan rates and WorkSafeBC premiums at current state resources and service levels
- **Infrastructure renewal** in line with 2023-2026 Capital Plan ~ additional 1% property tax
- **Funding for Vancouver Police Department (VPD)**'s 2021 budget appeal and increased E-Comm 9-1-1 levies
- **Operating impacts of previously approved capital projects** and **revenue adjustments**

¹Collective agreement impacts between the City, its related Boards and the bargaining agents representing unionized staff are not known at this time. Negotiations are pending with agreements expiring as of January 1, 2023

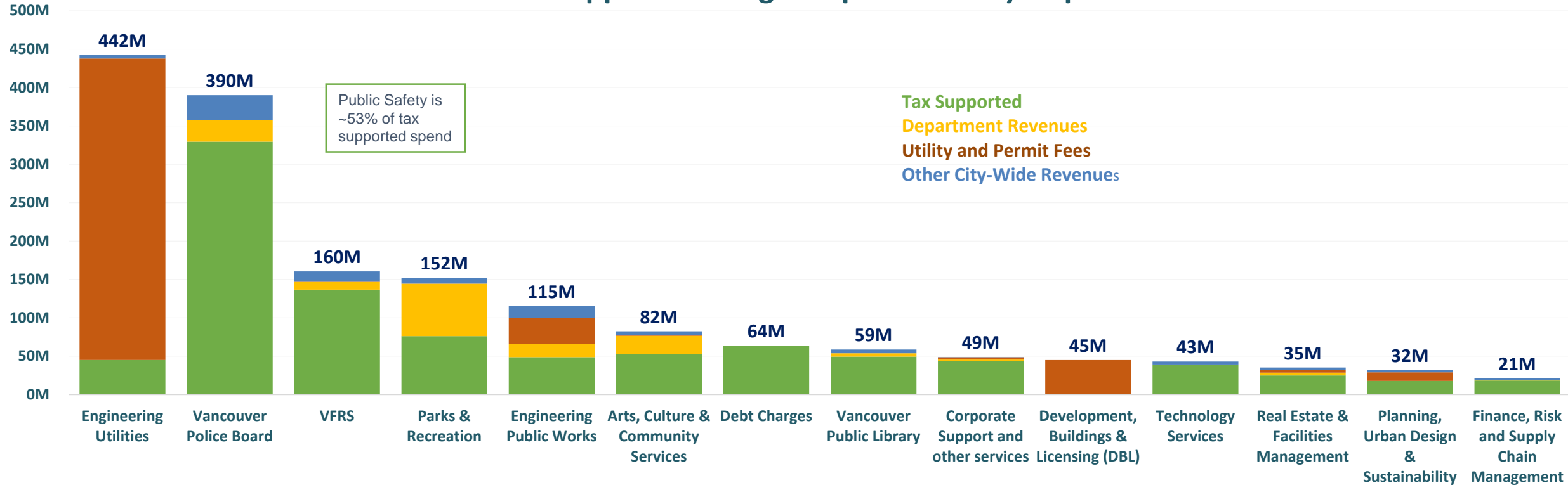
2023 Operating Revenues (\$1,914 million)



2023 Operating Expenditures, Debt & Transfers
by Service Area (\$1,914 million)



2023 Draft Tax Supported Budget Expenditure by Department



- Notes:
- Other revenues include Citywide revenues such as parking, bylaws fines, investment income, revenue sharing, cost recoveries, etc., Other revenues with direct costs have been allocated to associated departments first, before getting allocated citywide

Number of steps to manage costs to land the Current State Budget:

- a) Mobility and wireless savings resulting from switching vendors
- b) Aligned operating impacts of capital to projects delivery schedule
- c) Citywide turnover adjusted to reflect current labour environment i.e. 0.5% - 2% vacancies managed through attrition
- d) Defer discretionary spending
- e) Continue efficiencies/offsets that were identified through COVID
- f) Managing council motions and emerging needs within existing resources
- g) Revenue adjustments
 - Casino gaming built back to pre-pandemic levels as a result of PHO restrictions lifted
 - Investment income to reflect current interest rate environment
 - Other Program fees increasing @ 3% vs. historically at 2%
 - Utility Fees @ 10% in line with pay as go needs and Metro Vancouver charges
 - Permit and license fees @ 5%

- Collective agreement impact
- Benefit increases i.e. WSBC, CPP, etc.
- Forecasted significant increases for living wage
- Potential labour trend changes and continuation of labour market challenges
- Revenue Shortfalls based on Q3 2022 Forecasts

Vancouver Police Budget - Board proposed vs. Current state

\$ in Millions	2022 Restated Budget	2023 Draft Current State Operating Budget	2023 Board Proposed Operating Budget
Revenues	\$(25.4)	\$(28.3)	\$(27.9)
Expenses & Transfers	370.1	390.1	411.1
Net Budget	\$344.7	\$361.8	\$383.1

- On November 24th 2022, the Vancouver Police Board proposed **additional funding of \$21.4 million** to VPD's 2023 Draft Current State Operating Budget
- Board proposed budget includes the following key highlights:
 - a. \$15.7M** for 100 new officers and 20 civilian professionals
 - b. \$2.1M** for New Community Investments such as Digital evidence management systems, cell phones, body-worn cameras
 - c. \$3.6M** for adjustments to underfunded base budgets such as statutory holiday pay, overtime etc.
- Within the VPD 2023 Draft Current State Operating Budget, the tax impact of the increased expenses over 2022 would be 2%, reflecting current cost pressures. Funding the full VPD Proposed budget would require a tax increase of 4%.

Property Taxation & User Fees Benchmarking

- To establish the City's tax rates, Vancouver City Council first determines the total property tax levy that is required to support the City's operating budget, then divides the property tax levy by the assessment base provided by BC Assessment.

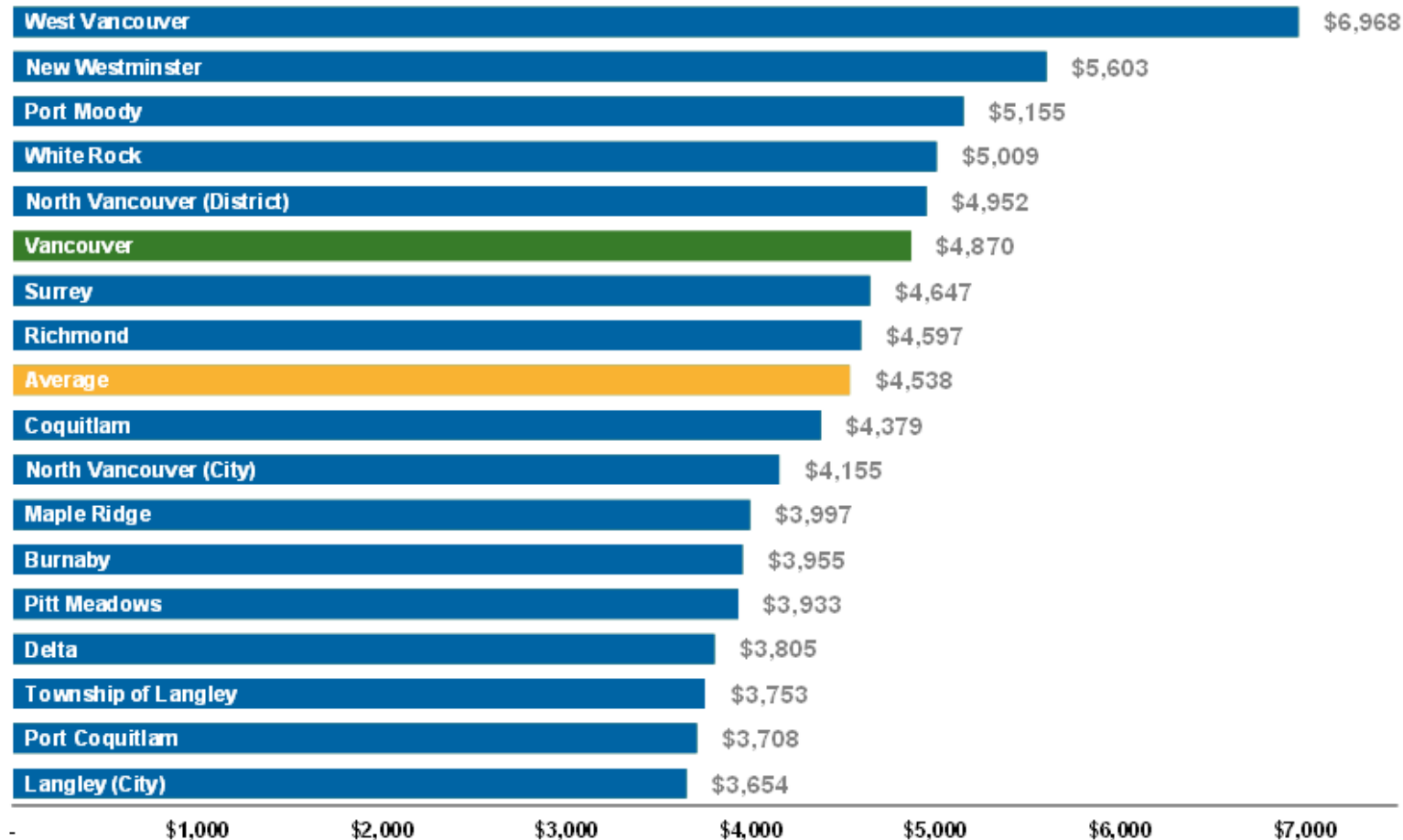
The City does not generate higher property tax revenues
as a result of rising property values

- The City has always strived to ensure property tax and user fees in Vancouver remain competitive and affordable while sustaining the breadth and quality of services for businesses and residents.

Combined Property Tax and Utility Fees

Comparing median single-family homes, Vancouver tax and utility fees are mid-range in Metro Vancouver

2022 COMBINED MUNICIPAL PROPERTY TAX AND UTILITY FEES FOR
MEDIAN SINGLE-FAMILY HOME (\$)

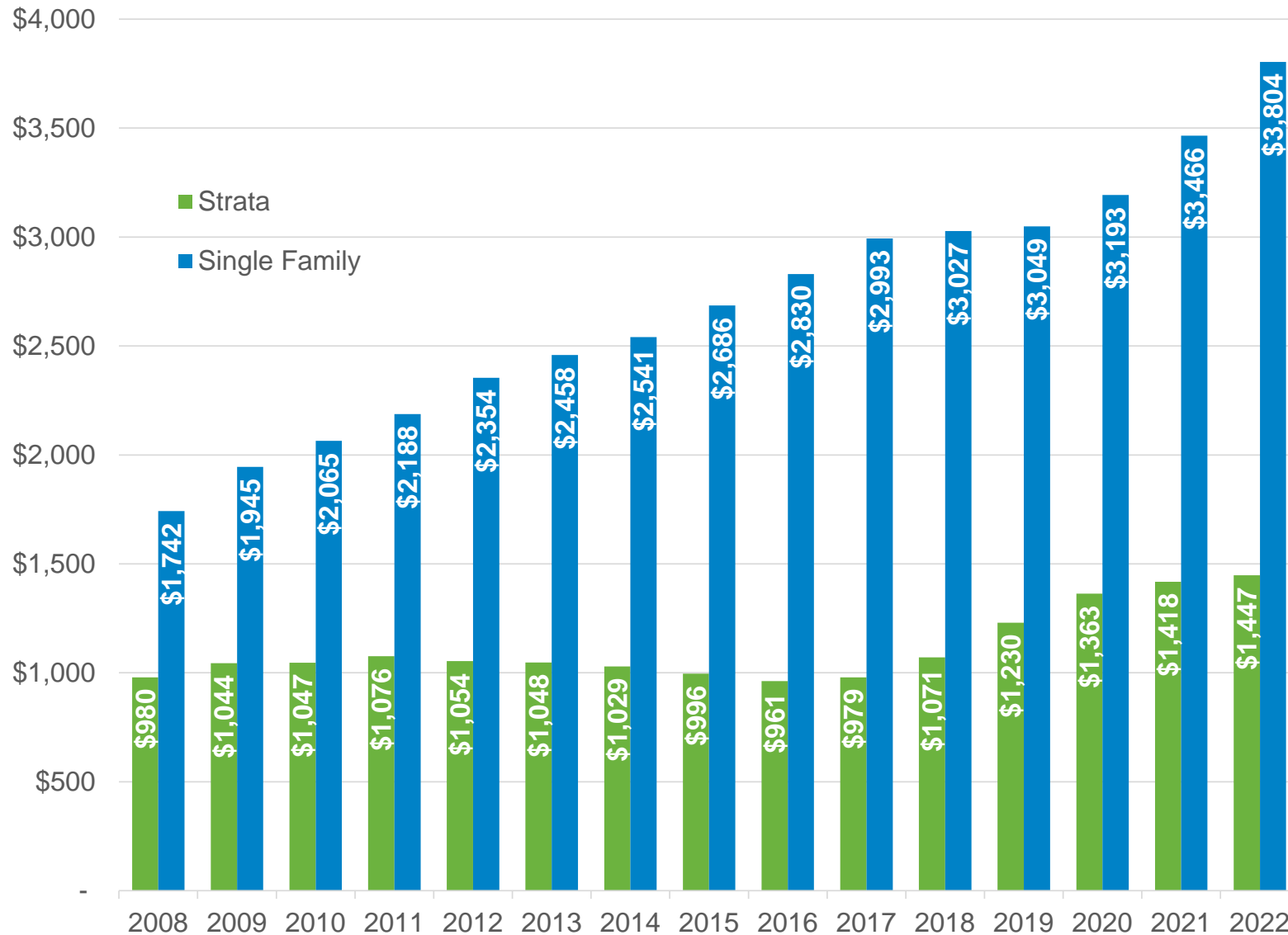


Historical tax increase (Residential and Non-residential)

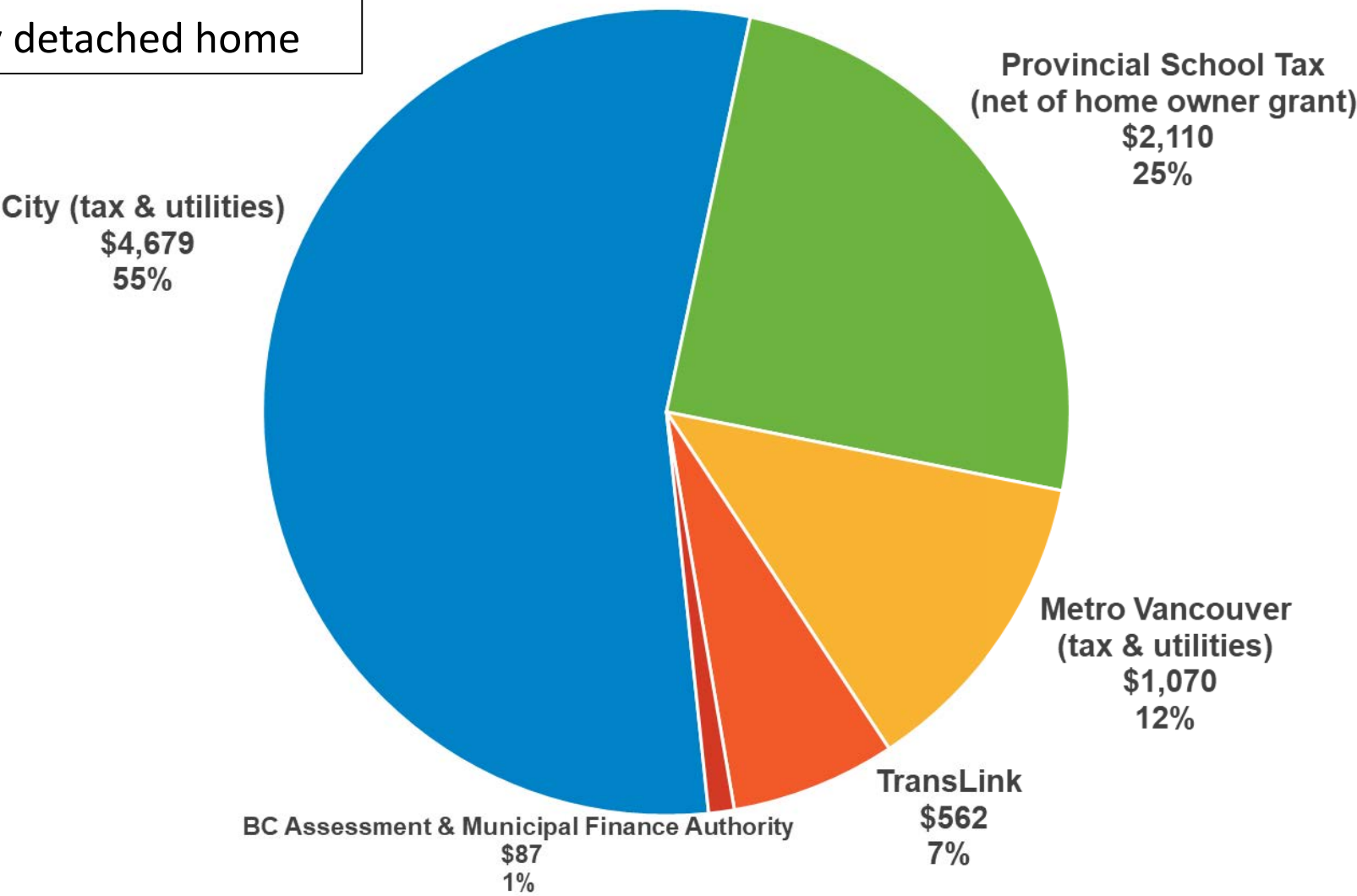
Historical tax increases (2013-2022)



Average City Property Tax Strata vs. Single Family

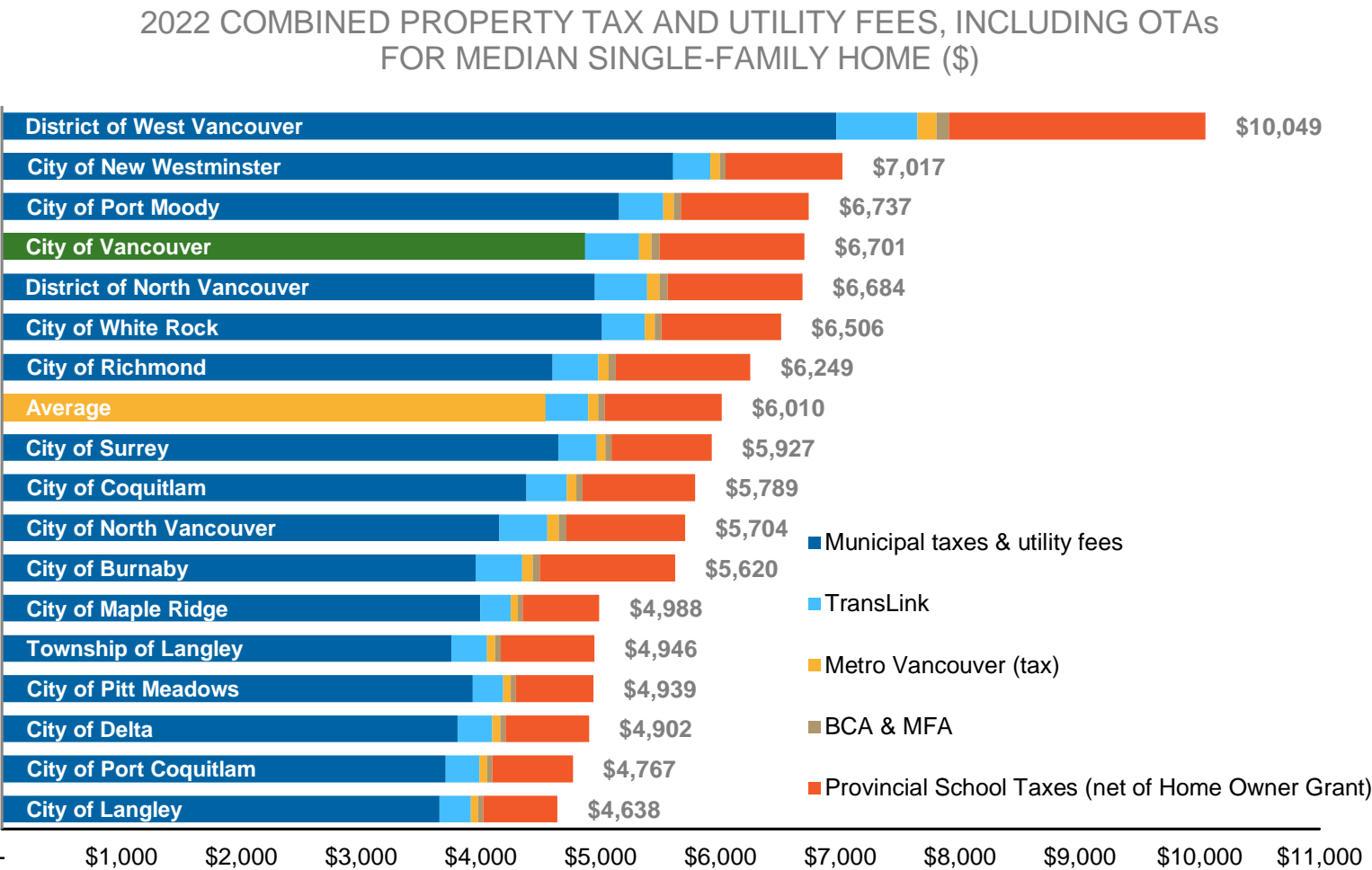


2022 Property Taxes & Fees
for an average single family detached home

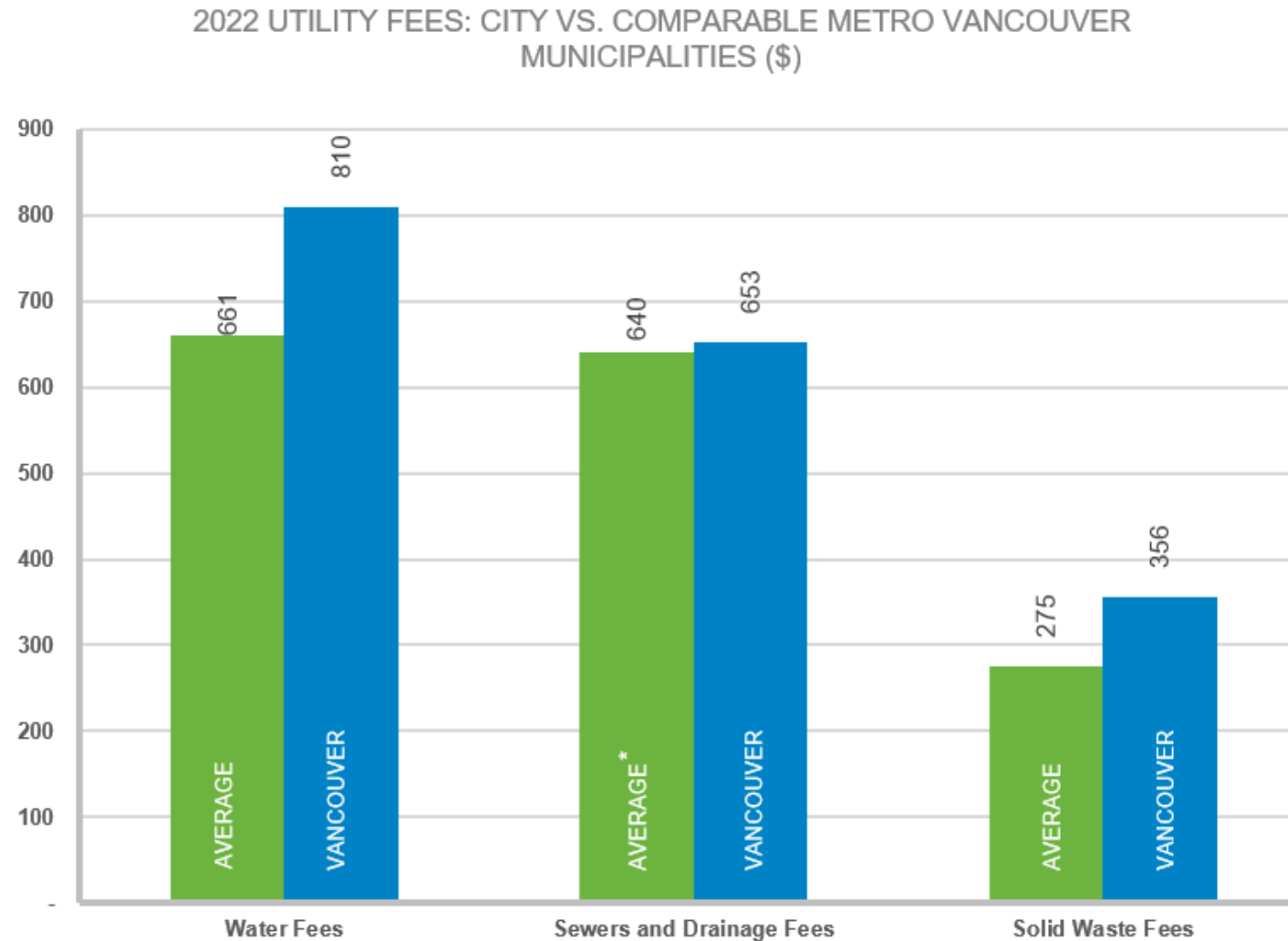


Combined Property Tax and Utility Fees, including Other Taxing Authorities

Looking at the overall tax bill for a median single family home, Vancouver is above average due to a higher share of provincial and regional taxes



Overall 2022 Utility Fees above Metro Average



*Includes diking fees charged in certain municipalities.

Affordable & Competitive Recreation User Fees

2022 Adult One-Month/30-Day Pass



2022 Adult Drop-in Fee Comparisons (Pools, Arenas, Fitness Centres)



Utility Fees Growth Drivers

What is included in Utilities?



1,500km of buried pipelines
100,000 service connections
6,600 fire hydrants
30,000 valves
25,000 water meters

Potable Water

- Provides potable water to residents and businesses
- Purchase of water from Metro Vancouver and maintain our distribution network
- Advance water conservation strategy
- 100% funded by water utility rate



2,140 km of sewer mains
93,000 service connections
42,000 catch basins
24 pump stations

Drainage and Sewer

- Provides sanitary drainage (wastewater from homes and businesses) and storm sewer drainage (surface run-off from public and private properties)
- Approx. 63% funded from sewer utility rate (sanitary) and 37% funded from tax (storm sewer)



Solid Waste Utility

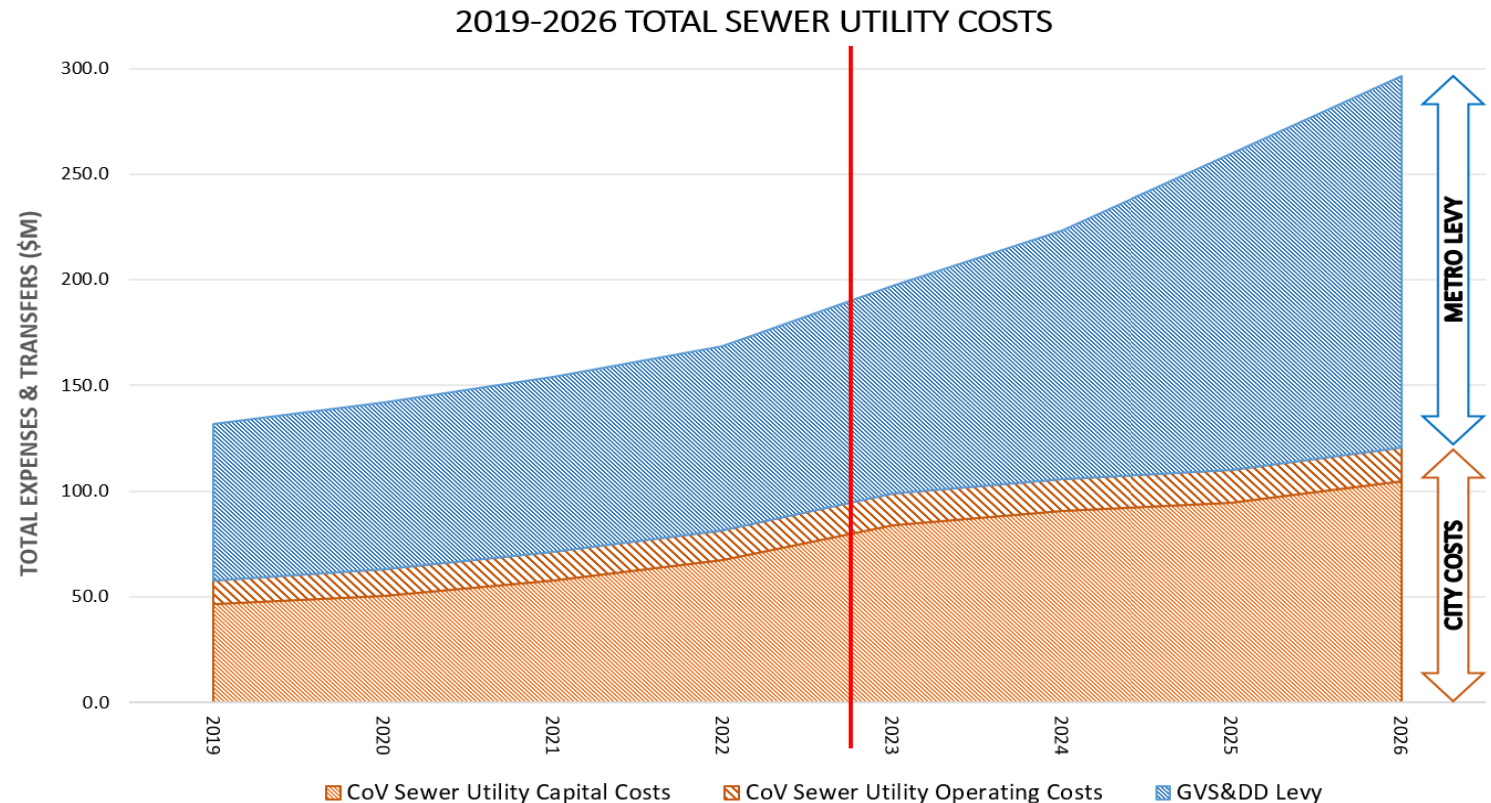
- Provides garbage and organic pick-up for single family residents and street cleaning in front of private properties
- 100% funded by solid waste utility rate

Does not include general street cleaning, which is funded by tax

Sewer utility rates: Metro v/s City Costs

Key Drivers Impacting Rate Increase over the next few years:

- **Metro Levy:** Increase in Metro Levy up to 2-3 times from 2019-2026
- **City Capital:** Increase in expenditures to increase the renewal rate of aging and deteriorating assets
 - 2023-2026 Capital Plan will enable catch up to 0.8% renewal rate, though longer-term renewal target is ~1.2%.
 - Continued transition of ongoing fee-funded capital to pay-as-you-go financing model
- **Operating Costs:** Funding for ongoing maintenance of the aging infrastructure and sanitary/drainage pipes, maintained at a manageable level.



5-Year Rate Outlook

	Budget	Draft Budget	Projection	Projection	Projection	Projection	YoY CHANGE
Utility	2022	2023	2024	2025	2026	2027	Change over 2022
Water	2.0%	3.0%	8.0%	8.0%	9.0%	10.0%	
Sewer	12.5%	15.0%	15.0%	15.0%	15.0%	15.0%	
Solid Waste	4.5%	5.9%	2.4%	2.0%	2.0%	2.0%	
Blended Rate	6.0%	7.9%	9.6%	9.7%	10.4%	11.0%	
Water	\$ 810	\$ 834	\$ 901	\$ 973	\$ 1,061	\$ 1,167	\$ 24
Sewer	\$ 653	\$ 751	\$ 864	\$ 993	\$ 1,142	\$ 1,313	\$ 98
Solid Waste	\$ 356	\$ 377	\$ 386	\$ 394	\$ 402	\$ 410	\$ 21
Total rates	\$ 1,819	\$ 1,962	\$ 2,151	\$ 2,360	\$ 2,604	\$ 2,890	\$ 143

Increase in 2023 Blended Utility rate 7.9% or \$143 in household bill

Indicative City Property Tax and Utility Fee Impact of Draft 2023 Budget for Council Consideration

Indicative City Property Tax and Utility Fee Impact of Draft 2023 Budget

	Median Condo/Strata Unit \$759,000		Median Single-Family Home \$1,997,000		Median Business Property \$1,098,700	
	ESTIMATED 2023 TAX BILL (CoV PORTION)	CHANGE OVER 2022	ESTIMATED 2023 TAX BILL (CoV PORTION)	CHANGE OVER 2022	ESTIMATED 2023 TAX BILL (CoV PORTION)	CHANGE OVER 2022
Property taxes (Including 5% increase)	\$1,218	\$58	\$3,204	\$153	\$5,385	\$256
Water ^{1,2}	-	-	\$834	\$24	\$772	\$22
Sewer ^{1,2}	-	-	\$751	\$98	\$767	\$100
Solid Waste ^{1,3}	-	-	\$377	\$21	\$283	\$16
Subtotal Utility fees	-	-	\$1,962	\$143	\$1,822	\$138
Combined	\$1,218	\$58	\$5,166	\$296	\$7,207	\$394

¹ Utility fees for multi-family condo/strata buildings are typically charged to the strata corporation not individual units and not been included in the summary.

² The majority of single-family homes are charged a flat fee for utilities; newly constructed single-family homes and business properties are metered. Rate of increases in water and sewer charges for businesses are the same as those for residential properties.

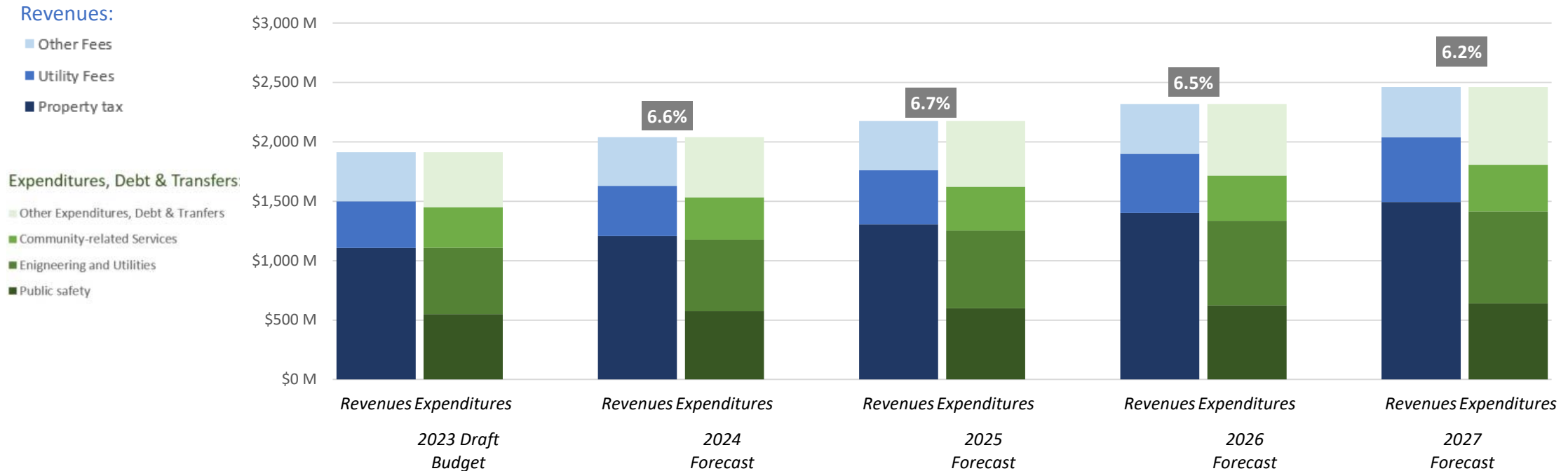
³ City staff provide weekly green bin and bi-weekly garbage collection to single-family and duplex homes in Vancouver. The collection of garbage and green bin material from multi-family and commercial establishments is provided primarily by the private sector.

5 year Financial Plan

5-Year Financial Plan

- Operating revenue and expenditures are projected to increase by an average of 7% from 2023 to 2027
 - For years 2024-2027:
 - Property tax increases are on average 7% and utility fee increases on average 10%
 - Rebuilding the reserve level by equivalent of 1% property tax to within best practice targets of 16%
 - Funding for operational reviews (VPD/VFRS), renewal and maintenance of infrastructure and public amenities, water usage and sanitary sewer expenditures based on actual consumption levels and increases in regional utility charges assessed by Metro Vancouver

2023-2027 Gross Budget and Forecasts



Council Engagement Schedule

✓	✓	✓	✓	✓	↓	
Nov 9	Nov 15	Nov 21	Nov 21	Nov 22	Nov 29	Dec 6
1. Council Onboarding Briefing #1	2. Capital Adjustments and Closeouts Report	3. Council Onboarding Briefing #2	4. 2023 Draft Current State Budget Council Briefing	5. 2023 Draft Current State Budget Published	6. 2023 Draft Current State Budget Presentation & Speakers	7. 2023 Draft Current State Budget Debate/ Direction/ Interim Decisions

Public Engagement – Public Priorities

Summary of past engagement findings

	Budget (2020, 2021, 2022)	Capital Plan 2023-2026
Top priorities	<ul style="list-style-type: none">• Delivery of core services• Housing and affordability	<ul style="list-style-type: none">• Housing• Infrastructure investment• Transportation and street use
Funding preferences	<ul style="list-style-type: none">• Most preferred increasing or introducing user fees• Most supported moderate tax increases	<ul style="list-style-type: none">• Most preferred to rely on development contributions rather than property tax and utility fees
Other key takeaways	<ul style="list-style-type: none">• Substantial interest in public safety and social issues	<ul style="list-style-type: none">• Concern regarding infrastructure deficit• Plan reflects most people's priorities

Engagement period: January 4-25, 2023

- Civic Satisfaction Survey (market research)
- Shape Your City webpage
 - Background information
 - Comment form
- 3-1-1 intercept survey
- Promotion via City communication channels

Summary of engagement findings: mid-February

Questions